CITY OF AMARILLO, TEXAS

Annual Budget

FISCAL YEAR 2019-2020

CITY OF AMARILLO®

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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 $3,029,641 which is a 6.59 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 $764,961.

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

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

	Preceding Fiscal Year	Current Fiscal Year
Property Tax Rate	$0.36838	$0.38851
Effective Tax Rate	$0.36186	$0.36198
Effective Maintenance and Operations Tax Rate	$0.49919	$0.49496
Rollback Tax Rate	$0.41271	$0.41021
Debt Tax Rate	$0.04703	$0.04976

The total amount of debt obligation as follows:

City of Amarillo Debt Obligation	Principal	Interest
2009 General Obligation	$455,000	$ 52,763
2010 Certificate of Obligation	69,000	27,226
2017 Refunded General Obligation	1,335,000	492,600
2017 General Obligation	540,000	748,619
2017 Certificate of Obligation	505,000	178,475
2018 General Obligation	535,000	817,069
	3,439,000	2,316,752
Fiscal Agent Fees		7,500
Debt Service Reserve Funds		(200,000)
Total Debt Obligation		$5,563,252

CITY OF
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ANNUAL BUDGET

October 1, 2019 - September 30, 2020

CITY OF AMARILLO, TEXAS

MAYOR
Ginger Nelson

COUNCILMEMBERS

Elaine Hays
Freda Powell
Eddy Sauer
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, 2018

Christopher P. Morrill

Executive Director

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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.

CITY OF
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October 1, 2019

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 2019/2020 (Budget). The Budget is balanced in accordance with the Amarillo City Charter and laws of the State of Texas.

The Budget totals approximately $401.6 million, with $262.4 million approved for operation and maintenance functions, $99.9 million in capital, and $39.3 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 2019/2020 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 2.5%. Taxable property values remain strong with a 3.0% increase for 2019. 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 $22.0 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 ten additional Fire Department positions and three additional positions at Animal Management and Welfare, along with additional funding for street maintenance and the continuation of the Coming Home program aimed at assisting the chronically homeless population in Amarillo.

With the future expansion of Station #5 and the change to a two-company station, the additional ten fire positions added this year complete the needed staffing for the second company. During the current year, the Department intends to use the additional personnel to help offset increases in overtime expenses.

CONSOLIDATED BUDGET

Our 2019/2020 budget is $401.6 million; which is an increase of 5.79%, or $22.0 million, as compared to our 2018/2019 budget of $379.6 million.

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

	FY 2018/2019	FY 2019/2020	% Change
General Fund Operating	$ 185,751,940	$ 188,459,283	1.46%
Water & Sewer Operating	51,800,039	51,522,427	-0.54%
Capital Improvement Projects	87,368,647	99,895,087	14.34%
Special Revenue Operating	24,180,939	24,111,776	-0.29%
Fleet Services Operating	9,666,778	10,948,277	13.26%
Insurance Operating	31,732,143	35,761,467	12.70%
Debt Service	38,093,763	39,266,478	3.08%
Airport Operating	9,374,581	9,602,514	2.43%
Drainage Utility Operating	3,393,216	3,257,336	-4.00%
Information Technology Operating	5,374,219	5,832,358	8.52%
Capital Transfers	2,819,904	2,562,867	-9.12%
Less: Interfund Transfers	(69,982,933)	(69,661,634)	-0.46%
Total Budget	$ 379,573,236	$ 401,558,236	5.79%

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 42%, or $167.1 million, of our 2019/2020 net Budget. The second largest category is Capital Improvement Projects at $99.9 million, or 25%, of the net Budget. The City budget reflects a 13% increase in insurance costs related to increasing claims and insurance cost. The increase in health insurance claims is related to large claim experience during the 2017/2018 fiscal year. Capital reflects a 14% increase over the prior year, which includes $29.5 million for the Advanced Meter Infrastructure (AMI) project for the Water and Sewer Fund.

Debt Service accounts for just under 10%, or $39.3 million, of the net Budget. Debt service expenditures include all funds. The Debt Service category includes a 3% increase which includes the anticipated debt service dollars associated with the voter approved general obligation debt and an additional bond issue in the Water and Sewer fund to address needed capital infrastructure projects. Fleet Services reflect a 13.26% increase in operating costs related to increased costs in maintenance and auto parts.

Property and Sales Taxes

For the 2019/2020 fiscal year, the property tax rate increased $0.0175 for operations and maintenance and $0.00263 for the voter approved debt service associated with the approval of Proposition 1 and 2 during the November 8, 2016 bond election for a total increase of $0.02013. The 2019/2020 rate is $0.38851 per $100 taxable value versus the 2018/2019 rate of $0.36838. 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 were 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 $58.9 million, which is a trending up of 2.5%. Next year's estimate includes a 2.5% increase ($60.3 million). The sales tax budget of $60.3 million for the 2019/2020 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 2016 the City initiated a $140 million five-year Community Investment Program with corresponding 3% rate increases in 2016/2017, 2017/2018, and 2018/2019 to fund the first three years of the program. The 2019/2020 budget includes a 7% water and sewer rate increase, which will fund the addition of automated metering infrastructure (4%) and provide for an increase in operating and maintenance (3%). The City anticipates resuming year four of the five-year Community Investment Program with 3% rate increases in 2020/2021. 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 $34.51, which is very low compared to other Texas cities.

The Budget includes an increase in the Solid Waste rates. Residential customers will see a $1.74 increase on their monthly bill and commercial customers will see a 5% increase. In addition, the tipping fee at the City's landfill was increased by $2.00/ton. This additional funding will allow the City to fund two additional crews to provide curbside and alley pickup service, address equipment needs related to growth, and improve customer service. The 2019/2020 fiscal year budget includes a 4% Drainage fee increase. It is anticipated that this will be the third of five 4% Drainage fee increases to fund the Community Investment Program.

Employee Staffing

The 2019/2020 Budget consists of 2,226 permanent and 351 part-time employee positions. Permanent positions have increased by 25 positions over the current year and part-time positions have decreased by 11. As reviewed previously, the Budget includes enhancements to Public Safety with funding for ten Fire positions. Animal Management and Welfare is adding three new positions to staff a medical clinic that is

anticipated to be completed in 2019. Solid Waste is adding eight new positions and Building Safety is adding one new position to address customer service in each respective department. Public Communications is reclassifying a position to enhance the City's social media engagement. Police is adding one police officer that will be assigned as a school liaison officer and is partially funded by the school district. Below is a summary of the staffing changes for permanent positions for the 2019/20 Budget:

Position Title	Department	Full Time
Airport Business & Procurement Coordinator	Airport	1
Airport Maintenance Coordinator	Airport	1
Airport Operations Manager	Airport	1
Utility Worker	Airport	2
Assistant Shelter Veterinarian	Animal Management and Welfare	1
Rescue Coordinator	Animal Management and Welfare	1
Veterinary Assistant	Animal Management and Welfare	1
Administrative Specialist	Building Safety	1
Permit Technician	Building Safety	1
Plumbing Inspector	Building Safety	1
Engineering Assistant II	Capital Projects Development and Eng.	-1
GIS Technician	Capital Projects Development and Eng.	-1
Administrative Technician	City Manager	1
Social Worker	Coming Home	1
Custodian I	Custodial Operations	1
Fire Captain	Fire	2
Fire Driver	Fire	3
Fire Fighter	Fire	4
Fire Lieutenant	Fire	1
Administrative Assistant IV	Municipal Court	-1
Assistant Aquatics Coordinator	Parks and Recreation	-1
Greenskeeper I	Parks and Recreation	-2
Utility Worker	Parks and Recreation	-2
Visitor Services Specialist	Parks and Recreation	1
Police Officer	Police	1
Social Media Coordinator	Public Communications	1
Solid Waste Equipment Operator I	Solid Waste Collection	1
Solid Waste Equipment Operator II	Solid Waste Collection	2
Utility Worker	Solid Waste Collection	4
Environmental Compliance Technician	Solid Waste Disposal	1
Utility Worker	Street	-2
		25

Employee Compensation

1) 2% pay increase for civilian employees as pay-for-performance, based on annual evaluations; and
2) 2% pay increase for Police and Fire employees.

The total cost of these pay plan improvements and benefits is $3.2 million. Most of the cost ($2.3 million) is in the General Fund.

Capital Improvement Program

The 2019/2020 capital budget is $99,895,087. 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 and fourth issue during 2020. The budget includes an anticipated 4% rate increase for Water & Sewer for a bond issue to create an automated metering infrastructure (AMI). To do this the City pushed back year four of the planned five-year Water & Sewer capital program. The Budget also includes year three of the Drainage Community Improvement Program (Program) with an anticipated 4% increase in drainage fees for a proposed future bond issue to fund the Program, the third of five similarly planned increases.

Future Priorities

The 2019/2020 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. Funding for park facility improvement is limited. Going forward budget dollars will need to be identified to support the City park system. Annual funding of compensated absences will be a priority for 2020/2021 as the compensated absences fund is nearing depletion. 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. Additionally, the City has recently released information on a proposed renovation and expansion of the Civic Center. The preliminary plan calls for a potential bond election in May 2020. The conversation around a potential action on the Civic Center will remain a priority in future budget cycles.

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 2019/2020 budget process and thank the entire management team for their hard work in building the annual Budget. This year presented a challenge as many franchise revenue sources had to be reset. Difficult choices were made to ensure we can efficiently and effectively manage our resources to address Council pillars and to continue our commitment to serve the citizens of Amarillo.

Respectfully Submitted,

Jared Miller
City Manager

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 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…

- 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

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 Coming Home Program, the Police Seized Property Funds, other law enforcement grants, the law enforcement and firefighter training grants, the Home 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, the Coming Home Program, 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 Enterprise Fund debt. However, Enterprise Fund bonded debt is budgeted and paid in the respective Enterprise 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:

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 where the levels of desired city services are beyond basic city services. 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. The City will also consider annual CPI adjustments in order to minimize the impact of changes to user fees. 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 that of 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 predicable for both the General Fund and the Water and Sewer Utility.

It should be noted that the Drainage Utility pays an administrative fee to the City as well.

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;

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

competitive bidding process in the sale of debt unless the use of a negotiated process is warranted due to market timing requirements (refunding), or a unique pledge or debt structure. The City will award competitively issued debt on a true interest cost (TIC) basis. The general policy of the City is to establish debt repayment schedules that use level annual principal and interest payments. The City will not enter into derivative transactions. The financing of the project should not exceed the useful life of the improvement. However, maturity schedules can be modified in a refinancing to level out debt service payments, including extending maturities. The capital acquisition or improvement should benefit future citizens. Where possible, the City will use self-supporting bonds instead of General Obligations Bonds to finance projects. However, the City will issue combination tax and revenue Certificates of Obligations as a credit enhancement to what would otherwise be a revenue bond. All debt will be soundly financed by conservatively projecting revenue sources utilized to pay debt. For revenue bonds, the net revenues available for debt service should be at least 1.25 times the average annual principal and interest requirements of the revenue bonds. The City will structure debt repayment schedules to achieve level debt service payments and avoid debt that provides for balloon payments. The City of Amarillo maintains a good rapport and communication with bondholders and rating agencies at all times and follows a policy of full disclosure on every financial report. Currently, all bonded debt for the City's Water and Sewer System and the Drainage Utility Fund is solely supported by the revenues of the Water and Sewer System and the Drainage Utility Fund respectively. The Certificates of Obligation debt issued for the Public Improvement Districts are fully supported by Public Improvement District assessments.

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. Certificates of deposits purchased through the Certificate of Deposit Account Registry Service (CDARS).
4. 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.
5. 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.
6. 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 <u>not</u> 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 administers a multi-employer agent, defined benefit post-employment health plan (Plan). The Plan provides for medical insurance of eligible retirees and their dependents through the City's group health insurance plan, which covers both active and retired members. In January 2013, the City began prefunding a portion of its Other Postemployment

Benefits (OPEB) liability via an irrevocable multi-employer agent OPEB trust (PEB Trust) in additional to pay-as-you-go costs. Assets in the PEB Trust can only be used to fund other postemployment benefits, such as medical costs for eligible retires and any eligible spouse or children. The City increased the rate of prefunding contributions for 2017 to 2.43% of payroll. The City continues to fund the PEB Trust at the same level for the 2019/2020 fiscal year. This contribution is 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 2019/2020 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 2019/2020 budget was filed August 14, 2019, 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.

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 2% raises for the Police and Fire Department and 2% raises for civilian employees as pay-for-performance, based on annual evaluations. It also provides for the continuation of longevity, holiday vouchers, and discretionary retention pay for civilian employees. 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.

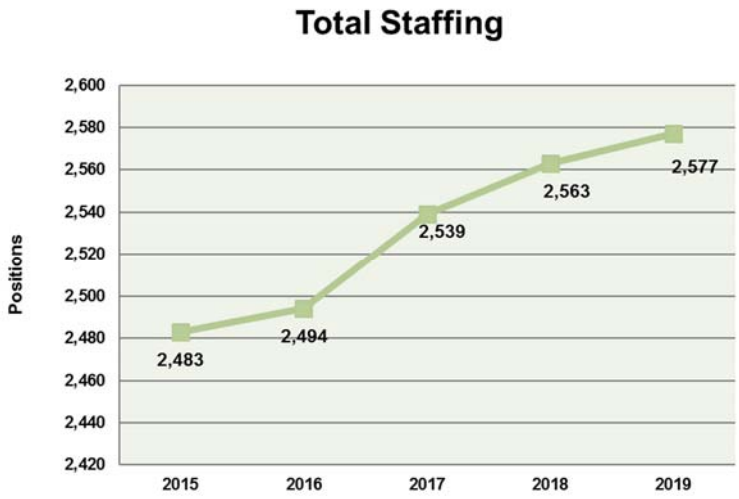
The 2019/2020 budget consists of 2,226 permanent and 351 part-time employee positions. Permanent positions have increased by 25 positions over the current year and part-time positions have decreased by eleven. For 2018/2019, the budget included enhancements to Public Safety and other areas of the City with a focus on improving customer service and City operations. For 2019/2020, the budget continues to provide enhancements to Public Safety with the hiring of the remaining ten fire personnel required to fully staff the voter-approved, bond-funded Fire Station #5 that is expected to come online late in the fiscal year. In the interim the additional staffing will help to offset over-time costs in the Fire Department. Additionally, the budget adds three staff members to Animal Management and Welfare to staff a spay and neuter clinic that is anticipated to come online in 2019. Police is adding one officer as requested by Canyon Independent School District to serve as a liaison officer at one of their campuses in the City. Solid Waste collection is adding seven new positions and Building Safety is adding one to address customer service in each respective department. The Airport is adding five new positions to help streamline operations and improve customer service. Public Communications is reclassifying a position to enhance the City's social media engagement.

Below is a summary of the staffing changes for the 2019/2020 Budget:

Personnel Additions	Department	Full Time
Airport Business & Procurement Coordinator	Airport	1
Airport Maintenance Coordinator	Airport	1
Airport Operations Manager	Airport	1
Utility Worker	Airport	2
Assistant Shelter Veterinarian	Animal Management & Welfare	1
Rescue Coordinator	Animal Management & Welfare	1
Veterinary Assistant	Animal Management & Welfare	1
Administrative Specialist	Building Safety	1
Permit Technician	Building Safety	1
Plumbing Inspector	Building Safety	1
Administrative Technician	City Manager	1
Social Worker	Coming Home	1
Custodian I	Custodial Operations	1
Fire Captain	Fire	2
Fire Driver	Fire	3
Fire Fighter	Fire	4

Fire Lieutenant	Fire	1
Visitor Services Specialist	Parks and Recreation	1
Police Officer	Police	1
Social Media Coordinator	Public Communications	1
Solid Waste Equipment Operator I	Solid Waste Collection	1
Solid Waste Equipment Operator II	Solid Waste Collection	2
Utility Worker	Solid Waste Collection	4
Environmental Compliance Technician	Solid Waste Disposal	1
Total Additions		35
Assistant Aquatics Coordinator	Parks and Recreation	-1
Engineering Assistant II	Capital Projects & Development Engineering	-1
GIS Technician	Capital Projects & Development Engineering	-1
Greenskeeper I	Parks and Recreation	-2
Administrative Assistant IV	Municipal Court	-1
Utility Worker	Parks and Recreation	-2
Utility Worker	Street	-2
Total Change in Positions		25

In total, staffing has increased by 94 positions from 2,483 in 2015/2016 to 2,577 in 2019/2020. Over the past several years, Public Safety has been a priority for the City Council. Of the 94 new positions graphed below, 16 are additional Fire personnel, seven are Animal Management & Welfare, and eleven are civilian support staff for the Police Department. Below is a graph of total staffing:



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 included the approval of year two of the Amarillo Police Officer Association Meet and Confer Agreement and 1% pay increases and 1% lump sum payments for City employees. For 2019/2020, compensation changes include: 2.0% pay increase for Fire and Police sworn positions and 2.0% pay increase for civilian employees as pay-for-performance, based on annual evaluations.

Below is a recap of prior budget year pay increases

2018/2019	1.00% Employees were eligible for a 1% lump sum payment
2017/2018	1.00%
2016/2017	0.00% Employees were eligible for a 1% lump sum payment
2015/2016	2.00%
2014/2015	2.75%
2013/2014 public safety	3.75%
2013/2014 civilians	3.50%
2012/2013	2.75%
2011/2012	2.00%
2010/2011	2.00%
2009/2010	0.00%

For 2016/2017 & 2018/2019, 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 ten holidays per year as well as a “floating holiday” that can be used at an employee’s discretion with supervisory approval.

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% in January 2010. 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 2020 the City’s TMRS rate increased slightly to 12.21%, however the City continues to fund 2.43% for our post-retirement healthcare benefit (OPEB).

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. In January 2013, the City began prefunding a portion of its Other Postemployment Benefits (OPEB) liability via an irrevocable multi-employer agent OPEB trust (PEB Trust) in additional to pay-as-you-go costs. Assets in the PEB Trust can only be used to fund other postemployment benefits, such as medical costs for eligible retires and any eligible spouse or children. The City increased the rate of prefunding contributions for 2017 to 2.43% of payroll. The City continues to fund the PEB Trust at the same level for the 2019/2020 fiscal year.

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 seventh 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 2019/2020.

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 2015/2016 the city saw a $5.1 million net reduction in health plan costs almost exclusively driven by a reduction in claims from $24.2 million to $18.0 million. We believe this decrease to be directly related to the Aetna contract. For the 2018/2019 fiscal year we anticipate claims of $21.1 million. Claims have remained consistent since the initial reduction corresponding with the beginning of the Aetna contract. Nevertheless, the total claims are increasing year-over-year, with the ever-increasing cost of healthcare. However, in 2018/2019 the City is experiencing an uncharacteristic increase in high cost claims. Extracting these high cost claims, total expenses have remained flat as compared to previous years. In order to fund these increases the City has included a seven percent employer health plan increase as well as a two percent employee health plan increase. We anticipate ending the 2019/2020 fiscal year with $3.0 million in reserves, under our $5.0 million target. Overall, the City is very pleased in the cost saving measures experienced by the Health Plan during the last four years. However, as we come up to our last extension on the Aetna contract for calendar year 2020, we are aware of the realities of health care costs in the current market. We will work with our healthcare consultant to ensure that the next contract is negotiated fairly and with cost control and savings in mind. We will also analyze our current menu of benefits and options and ensure they meet the needs of our members and continue to help the City control health plan related costs. In this vein, the calendar year 2020 renewal with

Aetna includes $250,000 to help establish a wellness program that City intends to program with the improvement of overall employee health as the priority.

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 2019, we plan to increase the employer contribution by 7%, and the employee premiums by 2%.

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 and 2018/2019 remained flat. For 2019/2020, 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 $7.3 million and expenditures of $6.9 million. For the 2019/2020 budget, we are estimating revenues of $6.8 million and $6.8 million in expenditures. Therefore, we should end 2019/2020 with approximately $3.6 million in reserves. The largest line of coverage in the Risk Management Fund is workers compensation. We budgeted $2.3 million for workers comp claims in 2019/2020 plus another $700,000 for insurance, protective clothing, safety and other costs. The comp rates multiplied by the comp payroll should produce revenues of about $2.7 million in 2019/2020. 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 comp claims. General Liability, Auto Liability, and Auto Physical Damage combined are budgeted at $1.5 million in 2018/2019. We have purchased police officer liability insurance and cyber liability insurance, which had not been 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 $200,000. The police liability coverage protects both the City and the officer. Most of the insurance purchased is for property insurance. We purchase 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 $89 million in bond funding to address street infrastructure and improvements. Moreover, in the 2019/2020 budget part of the property tax increase will be used to increase funding for street maintenance. Going forward with the end of the voter approved bond issuances for street improvements in 2021, the City will need to budget dollars to continue funding maintenance of the City street infrastructure.

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. In 2016 the Council has called for a $340 million general obligation bond election on November 8, 2016. The bond election included seven propositions: Streets, Public Safety, Municipal Facilities, Neighborhood Parks, Civic Center improvements, Fleet Services, and Athletic Facilities. This was 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. Once these funds are extinguished (approximately 2021), the City will have to reexamine the funding mechanisms available for street and infrastructure projects going forward as it is a challenge to fund these projects on a pay as you go basis. Looking ahead it was announced in September 2019 that the City would be proposing a $279 million bond election in May 2020 that would update the civic center facility to a new, modern and state-of-the-art civic center that meets the demands of a changing and evolving entertainment market. The proposed projects total cost would be $319 million and includes the renovation and expansion of the civic center, including the addition of a new exhibit hall, a new 10,100 seat arena, renovation of the historic Santa Fe Depot, creation of a large central plaza, and relocation of City Hall with an additional parking structure. If approved, the investment would reaffirm the City's commitment to a quality of life for all residents and bring much needed improvements to the City's aging civic center complex.

General Capital – The General Construction fund includes $2.0 million in projects. There was not sufficient surplus available in the 2018/2019 fiscal year so the City's ability for pay-as-you-go capital improvements for 2019/2020 was severely limited. Of the nine approved projects, all of them had supplemental funding from outside of the General Construction Fund. Of the $2.0 million, $1.6 million is covered by State or Federal Grants, $30,000 from the Photo Traffic Enforcement Fund, and the remaining $416,000 from fund balance. Projects approved include $375,000 for an Armored Vehicle for the Police Department, $905,000 for Transit projects, and $748,000 for Fire Department projects including training and equipment grants and GPS Opticom units for fire trucks (these allow fire trucks to control City traffic signals thus improving firefighter safety when responding to a call).

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 and a fourth issuance of approximately $34.6 million both in 2020. This issuance will provide $33.2 million in street improvements, $0.5 million for neighborhood planning, and $0.8 million for traffic signal improvement and installation.

Water and Sewer Capital - The Utilities Fund includes $47.4 million in capital projects, including $29.5 million in bond funding. The City Council has approved a 4% rate increase to fund the capital program. This 4% increase is to cover a bond to update the City's water metering infrastructure to an Advanced Metering Infrastructure (AMI). These meters are commonly known as radio-read. The project will see the creation of the infrastructure necessary to support the meters, and the replacement of all City meters. To accomplish this project, the City put their five-year capital program on hold. We anticipate resuming the program next year with the fourth of five anticipated 3% rate increases, the program was designed to spread the rate increases equitably over five years to fund just over $140 million in improvements for the same time period. Amarillo now has nearly 1,177 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 includes $2.8 million to address infrastructure and other Airport operation's needs. Of this amount, $1.5 million will be covered by FAA Grants. The largest project is $1.6 million for the design and replacement of taxiway J.

Drainage Utility Capital - The $1.3 million in drainage improvement projects will fund targeted drainage improvements along with maintenance and extensions to the storm sewer drainage system.

Other Capital - Projects include $1.2 million to fund the overlay of various streets, $1.2 million for improvements at the landfill, $1.9 million in civic center facility improvements, and $7.5 million for routine replacements of rolling stock and computer equipment.

COMMENTARY ON MAJOR REVENUE CATEGORIES

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 $.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 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 roll back 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 roll back 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.

Looking forward, in the 2019 Legislative Session the Texas Legislature passed Senate Bill 2. This legislation reforms the system of property taxation in Texas in three primary ways: 1) lowering the tax rate the City can adopt without voter approval and requiring a mandatory election to go above the lowered rate; 2) making numerous changes to the procedures by which the City adopts a tax rate; and 3) making several changes to the property tax appraisal process. These changes did not affect the 2019/2020 budget or tax rate setting process but will affect the 2020/2021 budget and tax rate setting processes. City staff are reviewing the new requirements and will pay close attention to any impacts this will have on the City's ability to fund operations with property taxes going forward.

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 98% 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 fiscal year 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. For the 2019/2020 fiscal year the tax rate increased to $0.38851 with the increase in the rate related to a 1.75 cent increase in the operations and maintenance (O&M) rate and a 0.263 cent increase in the interest and sinking (I&S) rate for a total increase of 2.013 cents. The increased O&M rate will fund additional personnel in the Fire and Animal Management and Welfare departments directly related to the voter-approved Proposition 2 Public Safety projects. Additionally, the increased O&M rate also provides for more funding for street improvement and maintenance. The increase in the I&S rate is directly related to the City's debt service on the voter-approved bond projects. Our goal is to stage increases over time to be less burdensome on our citizens. However, it should be noted that even with the increase in the current year, 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 so long as they remain in the same home and are at least age 55 at the time of the death of their spouse. For 2019/2020, the taxable property value subject to tax levy is $11.2 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 $13.6 billion; which is up over last year's value of $13.1 billion. Our tax rate of $0.38851 per

$100 valuation will produce a total levy of $49.8 million in 2019/2020 including the frozen taxes of $6.4 million. We should collect $49.1 million with a collection rate of 98.5%. Also, based on a tax rate $0.38851, we will transfer taxes of $372,127 to the Tax Increment Reinvestment Zone (TIRZ) Number 1 and $43,787 to TIRZ #2.

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. The 2017/2018 year experienced a rebound coming in approximately 3.3% above 2016/2017 and at a new record. We estimate that we will end 2018/2019 with collections of $58.9 million, or approximately 2.5% above 2017/2018. For 2019/2020, we are estimating an increase of 2.5% over the current year to $60.3 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.

Another legislative change during the 2019 Texas Legislative Session will negatively affect the City's Franchise fee revenues. Senate Bill 1152 is related to telecommunications and cable television providers. The legislation authorizes a cable or phone company to stop paying the lesser of its state cable franchise or telephone access line fees. After reviewing the legislation, the City has adjusted down our anticipated collections of telephone access line fees by approximately $410,000 for 2019/2020. This is a permanent loss of revenue that cannot be replaced without legislative action.

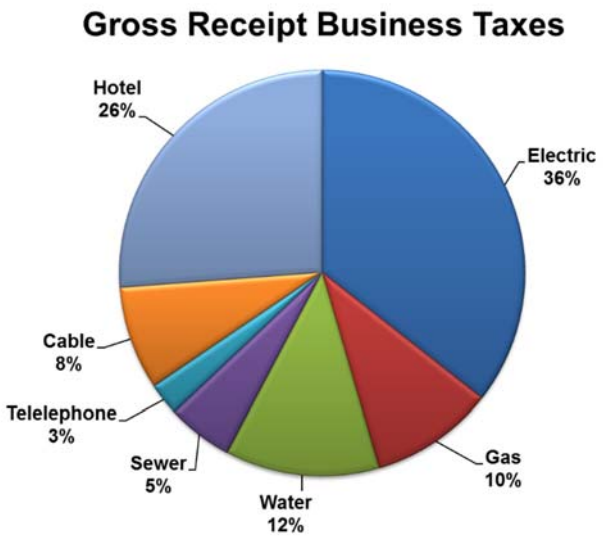
Overall, 2019/2020 gross business taxes of $24.5 million are estimated to increase compared to the revised 2018/2019 projection of $23.9 million; an increase of 2.4%. During the 2017/2018 year the City saw continued increases in electric utility franchise tax from $8.5 million to $8.8 million. However, due to a mild summer and low fuel costs we are anticipating revenue to come down to $8.5 million for 2018/2019 with a slight rebound to $8.7 million for the 2019/2020 fiscal year. We are

expecting the franchise tax on the natural gas utility to be flat at $2.4 million for 2019/2020 compared to a revised 2018/2019. 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 $3.40 monthly water payment in lieu of franchise fee will generate about $3.0 million in 2019/2020; the $1.50 monthly sewer payment in lieu of franchise fee will generate about $1.3 million in 2019/2020. We have increased our 2018/2019 budget estimate for the telephone utility franchise tax slightly to $1.0 million but are anticipating a decline for 2019/2020 to $0.6 million. Overall, we have been experiencing decreases in the number of phone lines as customers switch to cell phones as well as new limitations on collections due to recent State legislative actions. While Cable TV appears stable, we are also concerned with the Cable TV franchise tax as satellite TV and streaming services gain in popularity. Estimated receipts for 2018/2019 franchise tax on the Cable TV have remained close to the original budget of $2.0 million. For the 2018/2019 year we have forecasted revenue flat with the revised 2018/2019 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. Moreover, as discussed earlier legislative changes during the 2019 Texas Legislative Session have further limited our ability to collect telephone franchise tax. The changes allow a cable company to pay only the greater of their cable TV or telephone utility franchise tax. Due to these changes we adjusted our 2019/2020 expected revenues by approximately $410,000. This decrease is permanent. The electricity franchise tax would also be handled in a similar manner to the per line charge for telephone utility 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 $3.40 for each water account and $1.50 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 but saw a rebound in 2017/2018 to $6.9 million. We have revised our 2018/2019 revenue estimate up slightly to $7.1 million and expect 2019/2020 revenue to be $7.3 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 $875,095 in rebates for the 2019/2020 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. In years since the peak, revenue has been returning to a more normal level. Overall, we expect business and non-business licenses and permits to increase 5% over our revised estimates for 2018/2019. All these fees combined are not a significant source of revenue for the City. There were a few minor rate increases in both Environmental Health and Building Safety fees but no significant revenue changes. In recent years with other budget challenges the City Council has made cost recovery a priority for developmental services departments. These rate increases are related to the implementation of this strategy and the City's focus on improving the customer service experience.

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 $521,928. Federal transit assistance is expected to increase to $3,150,020. 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 districts will be using a total of 15 officers in the School Liaison Program. With this program, the schools pay the officers' salary during the school year and the City pays the salaries during the summer. The School Districts' share of the program is expected to be $994,880 in 2019/2020.

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 2017/2018 Public Health received $3.5 million and for the 2018/2019 fiscal year, Public Health anticipates DSRIP funding of $3.1 million. For the 2019/2020 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. Public Health has seen increasing reserves with funding from the DSRIP project, however we are entering the last year of funding for this project. Going forward these reserves will be used to continue this project.

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), HOME Investment Partnership program, and various Housing programs. Overall, revenues recorded in the Special Revenue Funds are anticipated to increase slightly from $25.6 million in 2018/2019 to $25.8 million in 2019/2020. We are anticipating flat funding levels for Community Development Block Grant at $1.6 million. We anticipate funding levels for Housing Assistance and Shelter Plus Care will remain flat at $10.4 million and $0.3 million, respectively.

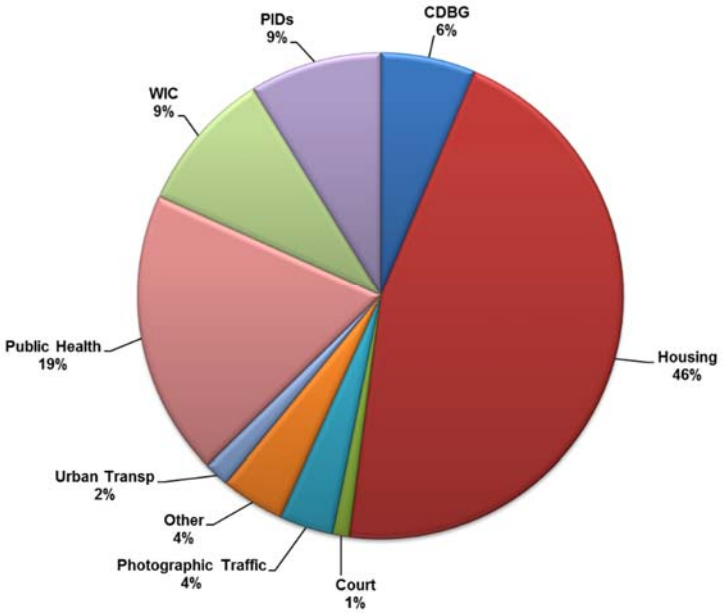
Law enforcement grants are expected to decrease from $280,158 in 2018/2019 to $244,140 in 2019/2020. Our Women, Infant, and Children (WIC) nutrition grant includes a slight increase from $2.0 million in 2018/2019 to $2.5 million in 2019/2020. Urban transportation planning remained flat at $0.4 million for 2018/2019 and 2019/2020.

While not a significant portion of the Special Revenue Fund budget, we currently have ten Public Improvement Districts with a combined 2019/2020 budget of $1.8 million. 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.

During the 2019 Texas Legislative Session, a bill was passed banning red-light camera operations in the State. However, since the City had a current contract in place the law allows us to finish out the term of the contract. These changes have caused us to decrease our revenue projection for the next fiscal year, we expect to collect $0.9 million for 2019/2020. After recognizing all costs, the City's net portion of this revenue will be used for traffic signal improvements and public safety enhancements.

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 was intended to produce some surplus over the cost of bailiffs, which would be used for security improvements at the Court, however, in the past few fiscal years, the fee has not produced enough to cover the costs of the bailiffs. 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 mostly flat for 2019/2020.

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 $3.0 million in 2018/2019 to $3.1 million in 2019/2020. 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 $83,000 in 2019/2020. The reimbursement is calculated from our Cost Allocation Plan. Warrant fees are expected to remain flat at $0.5 million. 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 $279,400 and we are expecting Vital Statistics revenues in 2019/2020 to remain

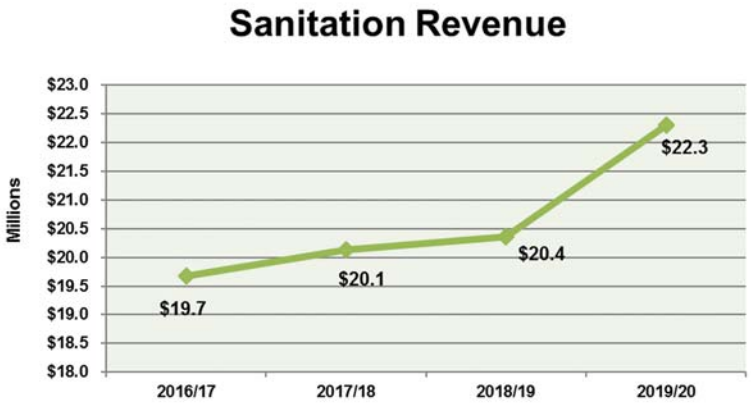
flat. The Vital Statistics revenue is one of our best revenue sources because of the low cost associated with collecting this revenue. Warrant fees are very labor intensive to process and collect.

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. For 2017/2018 through 2019/2020 the City has been allocating approximately $1.0 million a year for additional improvements and expansion.

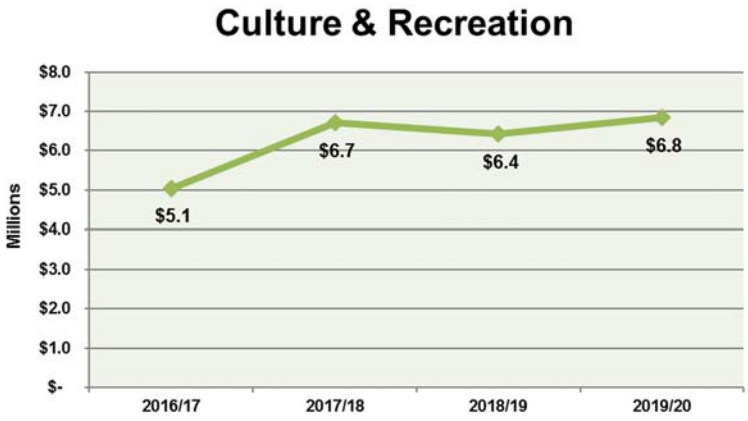
Sanitation charges are billed along with the water and sewer charges to residential and commercial customers. Residential customers receive twice-a-week service in the winter and three times per week service in the summer. Service varies with commercial accounts and can be as much as six pick-ups per 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 2019/2020 budget includes rate increases in both commercial and residential collection rates as well as landfill tipping fees.

The graph that follows shows the trend of sanitation collections.

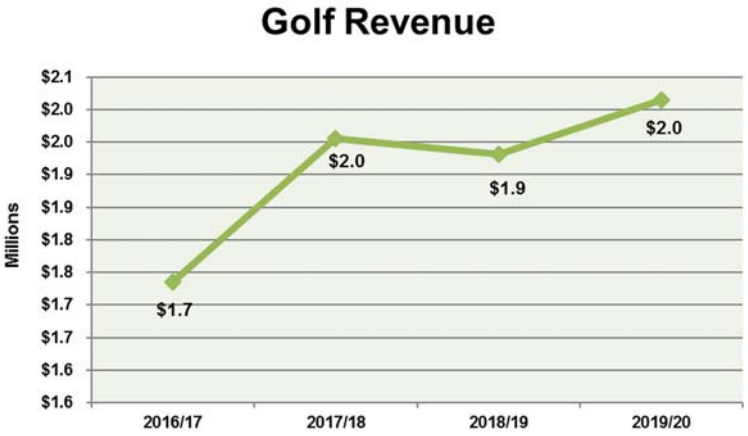


Culture and Recreation:

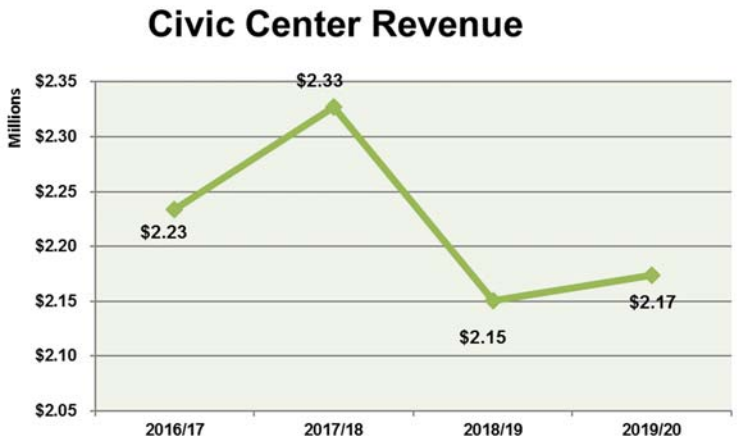
The culture and recreation revenue category consists of revenues from City-sponsored activities. Civic Center charges and various golf course revenues are the major sources of revenue in this category. The City owns and operates a convention center complex, which includes the Civic Center and the Globe 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 2019/2020 is projected to increase to $6.8 million compared to a revised revenue estimate of $6.4 million for 2018/2019. Most of the increase is in parks and recreation fees based on increased participation and increased fees. 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 2018/2019 is expected to decrease over the original budget. The City took over direct operation of the Golf Courses from our contractors in the 2017/2018 fiscal year, in this process several changes to the fee structure have been made and the impact these changes would have were difficult to project. The City has been working with a committee to revamp the Golf Courses offerings and fee structure. With the implementation of some of their recommendations, we expect golf revenue in 2019/2020 to increase slightly over the revised 2018/2019 estimate.



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.



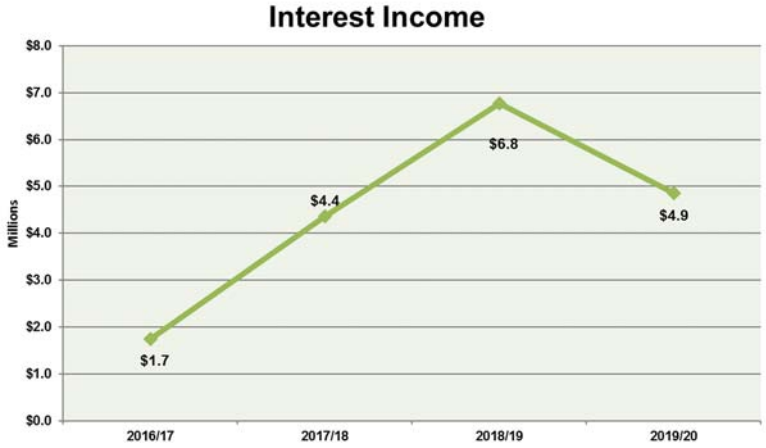
Fines and Forfeitures:

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. The City has an internal collection program. In 2003/2004, we added $3 to each ticket for the Court Security Fund; this fee should generate about $102,000 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 $136,100 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 2019/2020, we are anticipating $1.8 million in forfeited discounts, compared to $1.5 million in 2018/2019. During 2019 the City implemented a new billing system, during the transition period March thru May the City waived any forfeited discounts. A graph of forfeited discounts revenue follows and reflects the lower collection value for the 2018/2019 fiscal year.

Interest Earnings:

In the past, interest earnings were a significant revenue source to all funds. In 2016/2017, $1.7 million was generated in investment income. The City portfolio has a short-weighted average maturity and is dependent on short-term interest rates which have been very low but are starting to slowly increase. Thus, interest earnings are beginning 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 $$4.9 million in 2019/2020, compared to our revised estimate of $6.8 million in 2018/2019. Projected interest earnings for the 2018/2019 fiscal year are higher than budgeted for 2019/2020, the City had significant bond proceeds during this time period and as the funds are spent the earnings are decreasing with the lower amount of investments. The above-mentioned investment income projections 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 decrease to $159,569 in 2019/2020 compared to $175,791 in 2018/2019. Water and Sewer administrative fees increased from $1,457,897 in 2018/2019 to $1,652,772 in 2019/2020. Indirect costs charged to City activities and grants will increase from $1,740,257 in 2018/2019 to $1,810,221 in 2019/2020. 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 $4,132,091 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 2019/2020, which is the same as 2018/2019.

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 93% 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.

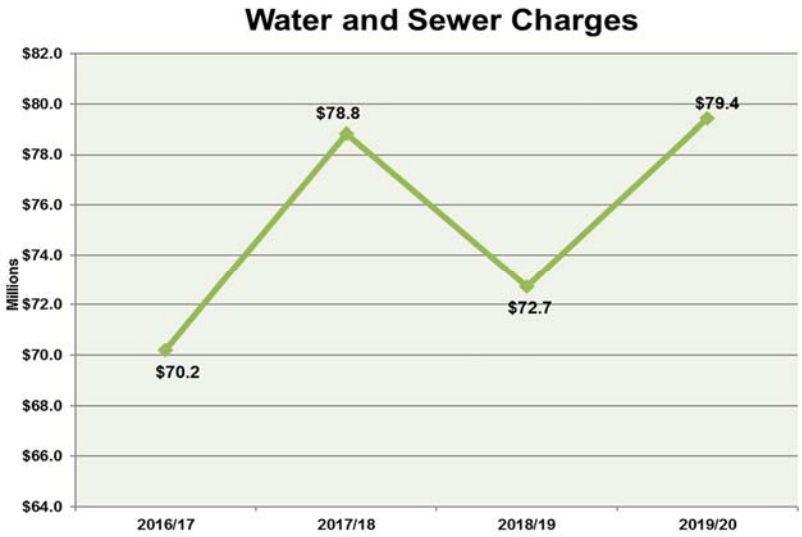
The City was successful in obtaining the balance of the Potter County Well Field project ($47.4 million) from Texas Water Development Board (TWDB) at a very attractive interest rate (1.97%) for twenty-year debt. Moreover, the City obtained another $18 million in funding from the Texas Water Development 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. In the 2019/2020 fiscal year the City increased rates by 7%. Of that, 4% of the increase was to issue bonds for the implementation of the Advanced Metering Infrastructure (AMI) project to modernize the City's metering infrastructure by purchasing radio-read meters and constructing the related infrastructure. The remaining 3% was a general operations and maintenance increase to help offset increased operating costs of the system.

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. The following chart graphs the actual water and sewer sales for 2016/2017 and 2017/2018 as well as the projected sales for 2018/2019 and 2019/2020. Rainfall has a significant impact on the water usage. Actual precipitation for the 2016/2017 year is the 13th wettest year on record (records go back to 1892), whereas the rainfall for the 2017/2018 fiscal year is the 12th driest on record as you can see in the change in revenue from $70.2 million to $78.8 million for these two years. The 2018/2019 year received a significant amount a rainfall, reflecting a revenue trend downward to $72.7 million. These three years include a 3% rate increase. The City normally budgets water and sewer charges based on a normal year rainfall expectation, the 2019/2020 budget of $79.4 million includes a 7% rate increase.

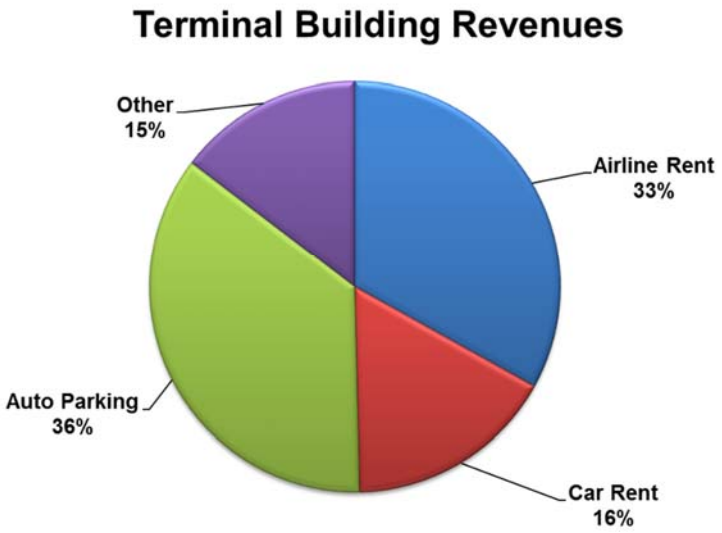


Airfield Revenues:

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 $725,000 in 2018/2019 to $773,555 in 2019/2020. 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 2015/2016, $1.22 million in 2016/2017, $1.30 million in 2017/2018, should generate approximately $1.32 million in 2018/2019, and an estimated $1.33 million in 2019/2020. 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 has negotiated an increase in 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 $2.8 million. With the construction (during 2014/2015) 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 2019/2020. Parking revenue is budgeted at $3.0 million for 2019/2020 which remains flat with 2018/2019 revised estimate. The restaurant and bar located inside the terminal generate about $224,000 in revenue. Car rental revenue is expected to be $1.4 million in 2019/2020 as compared to $1.3 million in 2018/2019. 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 an increase in Airport other building and ground rentals from $1.5 million in 2018/2019 to $1.7 million in 2019/2020.

Fleet Services and Information Services Interdepartmental:

The equipment rental revenue source represents the departmental user charge for fleet 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 fleet rental rates again in 2015/2016 and 2016/2017. For 2019/2020 we increased fleet rental rates by 2% on both the operating and replacement side. Fleet Services Fund is in decent shape and should still have about $7.8 million in available funds at the end of 2019/2020. We expect Fleet Services interdepartmental charges to increase from $16.7 million in 2018/2019 to $17.2 million in 2019/2020.

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. For 2019/2020 we increased rates by 2%. User fee revenue is expected to increase to $6.5 million for 2019/2020. 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 $46,167,979 in available funds. We anticipate ending the 2018/2019 fiscal year with $42,225,025. As forecasted in the 2018/2019 fiscal year budget, the City had intended to reduce our General Fund available funds in 2018/2019. We had targeted the 2018/2019 fund balance at $43,578,953 and budgeted $3.1 million in transfers to capital projects funds. The decrease in the 2018/2019 fiscal year available funds is due to revenue projections coming in slightly less than budget. The City's revised estimates for franchise fees, specifically electricity and gas, reflecting a decrease based on mild weather and lower fuel costs, and a trending downward of fines and fees and golf revenue. The City budget for the 2019/2020 year has been "reset" recognizing that these revenue streams are trending less than previously forecasted. Historically, year-end surpluses have been earmarked mainly for capital projects. In 2018/2019, we budgeted a $3.1 million transfer to our General Construction Fund, $1 million transfer to our Solid Waste Improvement Fund, and $2.2 million transfer to the Civic Center Improvement Fund. For the 2019/2020 budget, we have not budgeted a transfer to the General Construction Fund. The 2019/2020 transfer to the Solid Waste Improvement Fund is $1.0 million, $1.2 million for the Street Improvement Fund and $2.3 million is budgeted as a transfer to the Civic Center Improvement Fund. After the 2019/2020 transfers, the City should have $42.0 million in available funds. The 2019/2020 available fund balance is consistent with our targeted reserve ($44.6 million) of three months operating expenditures excluding dollars allocated as "one-time" expenditures. 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 absences fund was depleted during the 2018/2019 fiscal year, however the City located unspent budget allocations to fund the remainder of 2018/2019 and 2019/2020. The City will have to locate dedicated funding for this benefit for the 2020/2021 year or operating budgets will need to begin funding the unused sick and annual leave benefit.

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 and 2018 the City issued the 2017 Certificates of Obligation to fund public safety radios and the General Obligation Bonds during 2017 and 2018 for the first two years of the November 2016

voter approved debt to fund streets and public safety. Our tax supported debt will require a property tax of $0.04140 per $100 valuation in 2018/2019 and $0.04403 in 2019/2020. We anticipate that we should end 2018/2019 with $609,455 in our General Interest and Redemption Fund, and end 2019/2020 with $479,986. 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.

Historically, 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 2020/2021 fiscal year.

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 2019/2020.

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 $54.1 million in available funds. Ending the 2018/2019 fiscal year, available funds are estimated to be $55.9 million, an increase of $1.8 million. In 2019/2020, available funds are expected to decrease to $46.1 million related to an increase in cash funded capital expenditures in the Water and Sewer Fund.

Most of the above change in available funds would be attributable to the Water and Sewer Fund. Of the above $54.1 million in beginning available Enterprise Funds, the Water and Sewer Fund represents $44.7 million. At the end of 2018/2019, we expect the Water and Sewer Fund to increase to $47.7 million. We began our 2018/2019 year with beginning available funds higher than the original budget projection. This increase in beginning available funds is attributable to elevate revenue receipts and underspending of operating expenses. As explained previously the 2017/2018 fiscal year was the 12th driest on records (records go back to 1892) and the City received higher than anticipated water sales. Water and sewer available funds should decrease to $37.8 million by the end of 2019/2020. After considering our reserve for sick and annual leave of $1.0 million and

our legal reserves of $14.5 million, our net operating reserve would be $22.3 million. We will be slightly over the three-month operating reserve of $12.9 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, investments and other current assets at the beginning of the year of approximately $157.4 million, but after subtracting liabilities and capital project budgets of $112.7 million, we consider available funds to be $44.7 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 $5.9 million in available funds. We expect the available funds to decrease to $5.3 million by the end of 2018/2019. In 2019/2020, we expect airport available funds to increase to $5.5 million. The above $5.5 million of estimated available funds in 2019/2020 is greater than our target of three months operating expenditures plus one year's normal capital expenditures. The target balance is approximately $4.4 million: $2.4 million for a three-month operating reserve and $2.0 million for a one-year capital reserve. We anticipate using these dollars to fund future capital needs.

The Drainage Utility Fund began the year with approximately $3.4 million in available funds and we expect available funds to decrease to $2.9 million by the end of 2018/2019. The drainage assessments began October 1, 2012. After seven full years of collections and operating and capital expenditures, we anticipate ending 2019/2020 with $2.8 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 $17.3 million in available funds. We are estimating that by the end of 2018/2019 fiscal year available funds will increase slightly to $17.4 million. In 2019/2020, available funds are expected to decrease by $900,000 to $16.5 million. In sum, our targeted reserve for the Internal Service Funds should be about $19.8 million: Fleet Services $7.7 million, Information Technology $2.1 million, Risk Management Fund $5.0 million, and $5.0 million for the Employee Insurance Fund. The 2019/2020 balance of $16.5 million is short of our targeted $19.8 million. During 2016, 2017 and 2018 the City has successfully reduced the upward trending claims costs in the Employee Insurance Fund and has been able to rebuild reserves. Current year projections and 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 $7.7 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% and in 2019/2020 we increased rates by another 2%. We expect 2019/2020 fleet available funds at $7.8 million. However, the City was able to address needed capital replacements with capital expenditures of $6.6 million. The 2019/2020 available funds of $7.5 million, after sick and annual leave reserves, is right in line with the targeted reserve of $7.7 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 $2.5 million. We expect Information Technology's available funds to decrease slightly to $2.4 million for the 2018/2019 fiscal year. In 2019/2020, available funds are expected to decrease slightly to $2.2 million. Our estimated 2019/2020 available funds of $1.8 million after subtracting a reserve for sick and annual leave are slightly below a three-month operating and one-year capital reserve of $2.1 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 $3.2 million in available funds. For 2018/2019, we expect to end the year with $3.6 million in available funds. We expect to end 2019/2020 with available funds of $3.6 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 2019/2020 less than our targeted reserves. This fund will be monitored going forward to determine if funding increases are necessary.

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. The 2019/2020 budget includes increased 7% employer increase in October 2019 and a 2% employee increase in January 2020.

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 did not produce 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. The City anticipated that a national carrier will have more favorable discounts with network providers. Effective January 1, 2016 Aetna Life Insurance Company began to 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 2018/2019 fiscal year we anticipate claims at $21.1 million, which includes an increase over the prior years related to large claims. For 2019/20 we budgeted claims at $23.2 million. Employer health plan premiums for the 2019/2020 fiscal year will increase $1.3 million and we anticipate ending the 2019/2020 fiscal year with $3.0 million in reserves, below the $5.0 million target. Overall, the City is very pleased in the cost saving measures experienced by the Health Plan during the last four years. And, will continue to monitor claims and funding levels in future budget 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 2019/2020 with available funds of $3.0.

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 2019/2020. LEOSE Fund is a Law Enforcement Training grant and available funds will be spent in future budgets. The target reserve for the Public Improvement District is three months operating expenditures, unless funds are being accumulated for some type of improvement. Public Health has seen increasing reserves with funding from the DSRIP project, however we are entering the last year of funding for this project. Going forward these reserves will be used to continue operations.

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 $4.8 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 2019/2020 with less than $5,000 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 2018/2019 with $2.8 million. The City anticipates ending 2019/2020 with about $1.5 million in available funds. One-year capital spending would be approximately $1.0 million to $2.0 million, and the $1.5 million estimated 2019/2020 available is consistent with this target.

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 2019/2020 budget the City has included $1.2 million for multiple Landfill projects. At the end of 2019/2020, we anticipate having remaining available funds of $100,000. Future capital needs will require continued 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 one of the Amarillo Police Officer Association (APOA) Meet and Confer agreement. These challenges continued in the development of the 2018/2019 Budget. However, we did get slight relief with a trend of increased sales tax and strong property values.

For 2019/2020 Budget the City has continued to see sales tax revenue projections increase slightly (2.5%) over the 2018/2019 numbers. Taxable property values remain strong with a 3% 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 coupled with reduced franchise fee and other revenue challenges have required we make some difficult choices to balance the Budget.

This Budget represents a $22.0 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 ten additional Fire Department positions and three additional positions at Animal Management and Welfare, along with additional funding for street maintenance and the continuation of the Coming Home program aimed at assisting the chronically homeless population in Amarillo.

With the future expansion of Station #5 and the change to a two-company station, the additional ten fire positions added this year complete the needed staffing for the second company. During the current year, the Department intends to use the additional personnel to help offset increases in overtime expenses.

The Budget addresses the BluePrint Amarillo Council priority of Employee Compensation. The Budget includes dollars to fund 2.0% raises for the Police and Fire Department and civilian 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 permanent positions in areas where currently available funding was available or could be reallocated. Even with the reductions made during the last few 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 7% 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 a debt issuance for the implementation of an Advanced Metering Infrastructure and a general operations and maintenance increase. This current year increase put on hold year four 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 resuming with year four in 2020/2021.

The City tax rate increased slightly over the prior year to $0.38851 per $100 of valuation from $0.36838 per $100 of valuation. The increase was in both the interest & sinking portion of the tax rate and the operations & maintenance piece. The interest and sinking increase was related to the November 2016 voter-approved bond projects and the operating and maintenance increases was related to personnel costs associated with voter-approved bond projects for Fire and Animal Management & Welfare as well as additional funding for street maintenance. With increasing property values and the increased operations & maintenance rate, we estimate an increase of $2.6 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 increased slightly by 3.3% with collections at $57.4 million. For 2018/2019 we are continuing to experience an increase in sales tax collections. We are expecting to end the fiscal year up 2.5% over prior year at $58.9 million. We have estimated sales tax for the 2019/2020 fiscal year to increase slightly to $60.3 million. The additional General Fund revenues are being used to help offset reduced revenues experienced elsewhere in the 2019/2020 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 2017/2018 fiscal year we recorded claims at $20.1 million. For the 2018/2019 fiscal year we expect to see claims of $22.2 million. Employer health plan premiums for the 2019/2020 fiscal year will increase 7% while employee health plan premiums will increase 2%. We anticipate ending the 2019/2020 fiscal year with $3.0 million in reserves, below 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 4% increase in Water and Sewer rates to fund a bond issuance for an Advanced Metering Infrastructure project in efforts to modernize the City's water meters and create the required infrastructure for radio reading.

The 2019/2020 capital budget is $99.9 million. The Water and Sewer Fund includes capital projects of $47.5 million of this amount $29.5 million financed with bond financing. During 2019 the City will fund $34.6 million in street, traffic control, and neighborhood plan projects with a general obligation bond issue. The Airport Fund has $2.8 million in capital projects with $1.5 million in federal grant funding.

About $197 million in new property was added to the tax roll this year compared to $199 million last year and $237 million the year before. Our taxable values increased to $13.6 billion. However, due to the frozen taxes, $11.2 billion was subject to levy at the 2019/2020 tax rate of $0.38851. The previous year's tax rate was $0.36838.

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 2019/2020 budget, a total of $1,964,571 has been appropriated to our convention and tourism efforts with an additional $458,383 to subsidize events at our Civic Center. Our 2017/2018 year was a record year for hotel tax collections. We anticipate increased collections for 2018/2019 and are forecasting a modest increase for the 2019/2020 year.

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 service. The remodeled terminal is a big improvement over the previous terminal. Before the remodel, we were not able to use one of the concourses. Moreover, food and beverage service and retail sales were inadequate on the secure side of the terminal before the remodel. For 2017/2018 we saw a slight decrease in airline boardings at 358,819, compared to 2016/2017 airline boardings of 373,885. Prior to this, continuous decreases were due in large to the expiration of the Wright Amendment and Southwest restructuring their service network, which resulted in a decrease of flights from AMA. However, we expect boardings to improve this year. Future positive seat capacity growth is expected to continue.

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 2019 Amarillo Economic Analysis, we have 8 active drilling rigs in the Panhandle compared to 25 last year. Oil prices have been erratic, compared to this time last year, oil is down at $58.48 per barrel compared to $67.04 for the same month last year. Natural gas is at $2.67 per mcf compared to $2.97 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. According to the AgriLife Extension Office, the area consists of 14 million acres of agricultural land with 9 million acres in pasture and 5 million acres in crops.

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 cotton prices are down from last year. According to the September 2019 Amarillo Economic Analysis, area wheat was at $3.89 per bushel down from $5.40 the year before; corn is at $4.05 per bushel compared to $3.83 last year. Cotton is $74.00 per pound, compared to $74.10 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 2019 Amarillo Economic Analysis reported fed cattle at $99.96 per hundred weight which decreased slightly from $107.85 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 2018/2019 year will be a record year for sales tax receipts surpassing our 2017/2018 previous record. We expect sales tax receipts to increase next year, but at a modest rate. Historically, sales tax receipts have done well. Our unemployment rate is still one of the lowest in the State. Our unemployment rate decreased to 2.7% in September 2018 according to the Bureau of Labor Statistics. The national unemployment rate for September was 3.7% as compared to the prior year of 4.3%.

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 204,828. 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 $108 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 2018/2019 fiscal year reflects estimated revenue of $1.6 million in building permits, up from the prior year of $1.3 million. The estimate for the 2019/2020 fiscal year reflects stable projections of $1.7 million.

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 2019, TIRZ values are $245 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 2017 completion 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 secured the funding of $45.4 million multipurpose event venue (MPEV). The MPEV project completed during 2019 and is the home of the Amarillo Sod Poodles who ended their first season as the 2019 Texas League Champions (Double-A). The ballpark was selected as the Best Double-A Ballpark by Ballpark Digest. The construction of the ballpark is the final piece of the City's downtown initiative that also included the

construction of a convention hotel and parking garage.

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 FY2019, AEDC approved a job creation grant of up to $1.25 million to Asset Protection Unit, Inc. for the expansion of their data mining and overpayment recovery business. AEDC approved a developer incentive with Amarillo Morning, LLC to partially rebate up to $260,000 of the land sales price based on capital investment and jobs related to the project. AEDC approved an investment into the WTAMU Enterprise Center Accelerator Program in the amount of $200,000 per year for a 3-year period. This agreement provides for the establishment and operation of the Accelerator Program to assist participant businesses with intensive services intended to gain proof of concept and revenue. Finally, the AEDC approved the Second Amended and Restated Agreement between Bell Textron Inc. and the AEDC. This takes the agreement from a lease arrangement where the EDC owns the property and transfers ownership to Bell and the AEDC will have notes and a Deeds of Trust from Bell that secure the communities interest in the project. The performance obligations of both parties remain the same as under the previous agreements.

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 24th annual Amarillo EnterPrize Challenge awarded five grants totaling $405,000 to new and emerging companies expected to create more than 24 new jobs and make substantial investments in the regional economy. To date, 96 businesses have received cash grants totaling more than $6.7 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 three Small Business Administration 504 loans totaling over $4.8 million, which leveraged $2.4 million in bank financing and $600 thousand in owner equity. For the year, this program was responsible for the creation of 40 new jobs. TPRDC also funded four loans in 2019 totaling just under $3.3 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 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 bread registry and membership organization. The American Quarter Horse Association hosts the Quarter Horse Museum, which is adjacent to their headquarters on Interstate 40.

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.

CITY OF AMARILLO

CALENDAR FOR BUDGET PREPARATION

April 11, 2019	**Budget training begins.**
April 26, 2019	**Division Directors submit operating and capital budget requests to Finance.**
May 27, 2019	**Audit of Departmental operating and capital budgets are complete.**
May 31, 2019	**Finance submits operating and capital budgets with cash flows to City Manager for review.**
August 13, 2019	**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.**
August 14, 2019 - August 15, 2019	**City Manager reviews operating and capital budgets with City Council.**
September 2019	**Various hearings on the operating and capital budgets and the adoption by the City Council.**
October 1, 2019	**Budget goes into effect.**

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

CITY OF AMARILLO
COMMUNITY STATISTICS

DEMOGRAPHICS

POPULATION		AGE		RACE/*ETHNICITY	
1890	482	Under 18	27.1%	White	82.8%
1900	1,442	18 thru 64	60.2%	Black	6.4%
1950	74,246	65 and older	12.7%	Other	10.8%
1990	157,615				
2000	173,627				
2010	190,695			Hispanic*	31.8%
2018 (projected)	204,828				

LAND USE PROPORTIONS		LABOR FORCE		2014 HOUSING UNITS	
Right of Way	17%	September 2018	131,430	Single Family	59,606
Residential	23%	Employment	127,892 (97.3%)	Duplex	2,378
Commercial	9%	Unemployment:		Multi-Family	16,682
Industrial	3%	Amarillo MSA	2.7%	Mobile Homes	3,585
Public	12%	Texas	3.7%	TOTAL	82,251
Vacant	36%	United States	3.7%		

PUBLIC SAFETY		PHYSICAL INFRASTRUCTURE	
Annual calls for Police services	106,701	Miles of streets	1,037.15
Annual calls for all Fire services	22,340	Miles of alleys	512.71
Number of fire stations	13	Number of street lights	10,655
Number of fire hydrants	4,228	Signalized intersections	271
Number of outdoor warning sirens	90	Miles of storm sewers	157.47

AMARILLO INTERNATIONAL AIRPORT		SOLID WASTE MANAGEMENT	
Number of passenger airlines	4	Number of solid waste customers (residential and commercial)	69,787
Scheduled flights (weekday commercial flights)	35	Landfill acreage	662
Annual number of passengers	358,819	Tons of waste collected	152,594
Annual Aircraft Operations	62,896	Tons of waste landfilled	253,322

CITY OF AMARILLO
COMMUNITY STATISTICS

CULTURE AND RECREATION			
Number of libraries	5	Rounds of golf played annually (2 courses)	72,762
Total library holdings	407,112	Municipal swimming pools	4
Library volumes loaned annually	1,643,675	Annual swimming pool attendance	53,623
Civic Center (auditorium, coliseum, Grand Plaza and Globe News Center)	410,000 SF	Tennis Courts	32
Civic Center event days	1,406	Tennis Center attendance	23,358
Civic Center annual attendance	637,979	Soccer fields	44
Number of Parks and Playgrounds	64	Jogging trail mileage	38.14
Park acreage	2,936	Baseball and softball fields	26

MUNICIPAL SEWER UTILITY		TRANSIT SYSTEM	
Number of wastewater treatment plants	2	Number of fixed route buses	16
Daily average of sewage treated (gallons)	16,978,082	Miles of fixed route service (annual)	624,309
Daily average of reclaimed water sold to industries (gallons)	8,139,726	Fixed route passengers (annual)	286,610
Wastewater collection mains (miles)	998.2	Spec-Trans passengers (annual)	54,020

MUNICIPAL WATER UTILITY			
Active water accounts	73,136	Water distribution mains (miles)	1,176.7
Daily average water production (gallons)	47,666,667	Number of water wells	135
Maximum daily production capacity (gallons)	138,000,000	Surface water allocation (gallons) (Lake Meredith) Roberts County (CRMWA) water allocation (gallons)	2,415,080,000 9,131,110,000

CLIMATE			
Annual Average Temperature	57°	Annual Average Snowfall	19"
Annual Average Rainfall	20"	Average Wind Speed (miles per hour)	13

PROFESSIONAL SPORTS
Amarillo Bombers – US Arena Pro Soccer League
Amarillo Bulls – North American Hockey League
Amarillo Sod Poodles – Texas League (Double A Baseball)
Amarillo Venom – Champions Indoor Football League

CITY OF AMARILLO
COMMUNITY STATISTICS

PUBLIC SCHOOLS			
	Elementary Schools	Intermediate/ Middle Schools	High Schools
Amarillo Independent School District	37	12	4
Canyon Independent School District	8	5	2
River Road Independent School District	1	1	1
Bushland Independent School District	1	1	1
Highland Park School District (same facility)	1	1	1

HIGHER EDUCATION FACILITIES
West Texas A & M University – more than 10,000 enrollment per semester
Amarillo College – more than 10,000 enrollment per semester
Texas Tech University Health Sciences Center - School of Medicine – over 70 medical students and 75 residents
Texas Tech University Health Sciences Center - School of Allied Health – 52 students
Texas Tech University Health Sciences Center - School of Pharmacy – 251 students
Texas A & M Research and Extension Center
Wayland Baptist University Amarillo Campus

TEN LARGEST TAXPAYERS (2018 TAX ROLL)			
Taxpayer	Type of Business	Taxable Value	Percent of Total
Southwestern Public Service	Electric Utility	$144,191,284	1.128%
BSA Hospital	Hospital	$136,693,331	1.069%
Bell Textron	Aerospace	$105,618,070	0.826%
Walmart	Retail	$100,848,858	0.789%
Northwest Texas Healthcare	Hospital	$85,745,919	0.671%
Case Properties	Apartments	$80,620,299	0.630%
BNSF Railway Company	Railroad	$78,440,211	0.613%
Atmos Energy	Natural Gas Utility	$72,386,376	0.566%
Amarillo Mall LLC	Westgate Mall	$63,968,496	0.500%
Amarillo Economic Development Corp.	Economic Development	$51,559,993	0.403%

CITY OF AMARILLO

COMMUNITY STATISTICS

MAJOR EMPLOYERS IN AMARILLO		
Taxpayer	Type of Business	Estimated Number of Employees
Amarillo Independent School District	Public School	4,391
CNS Pantex	Department of Energy Contractor	3,203
BSA Health System	Hospital	3,200
Tyson Foods Inc.	Meat Packing	2,280
Northwest Texas Hospital	Hospital	1,860
Affiliated Foods	Food Products Supplier	1,359
Walmart	Retail	1,303
Texas Department of Criminal Justice	Prisons	1,000
Bell Textron	Aerospace Manufacturing	900
Amarillo VA Health Care	Hospital	859

PROFILE OF AMARILLO

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 $245.3 million in 2019.

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 slowed slightly in 2019, with 297 permits through July, with an estimate of 400 for the year, which is most comparable to 426 in 2014. The Amarillo Metropolitan Statistical Area was ranked 58th in the world by the 2018 3rd Quarter 15th Annual Demographia International Housing Affordability Survey. Amarillo was also ranked 12th of 257 cities in the nation by the Council for Community and Economic

Research of least expensive U.S. cities based on a Cost of Living Index. No cities west of Amarillo made the top 25 list.

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 taxable sales comprise about 53% of Amarillo's sales tax collections. Taxable sales for the area totaled $3.86 billion for calendar year 2018.

According to the 2010 US Census Bureau, Amarillo is the 14th largest city in Texas with a population of approximately 190,695. The July 2018 estimate from the U.S. Census Bureau shows Amarillo growing to 199,924 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:

- #12 of 257 Least Expensive Cities in the U.S. to Live, Council for Community and Economic Research, August 2019
- 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)
- 95 of 201 large cities (2018 Milken Institute Best Performing Cities Index)
- 213 of 383 Metropolitan Statistical Areas economic strength ranking (2019 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, 2016-17, and 2017-18 fiscal years were well over $55 million. Collections for the 2018-19 fiscal year increased to over $59 million, a new record high for the City.

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, Amarillo Sod Poodles Double AA Baseball at Hodgetown, 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 over $911 million to the economy in 2018, with nearly two million overnight visitors. The variety of attractions in this portion of Texas not only adds to the economy, but also to Amarillo's quality of life.

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 August 2018 and August 2019, 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. With new hotels entering the market, the leisure and hospitality industry also saw an increase of 600 jobs during the August 2018 to August 2019 timeframe.

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.

Cost-of-Living Comparison

City	Composite Index	Percent Difference*
Amarillo	81.1	Base
Abilene	92.4	+13.9%
Austin	97.0	+19.6%
Corpus Christi	93.2	+14.9%
Dallas	106.2	+30.9%
Lubbock	93.5	+15.3%
Midland	99.7	+22.9%
Odessa	96.0	+18.4%
San Antonio	88.7	+9.4%
Wichita Falls	86.1	+6.2%

*Between Amarillo and other cities
Source: C2ER Cost-of-Living Index (COLI), 2nd Quarter, 2019.

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 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:

Annual Average CPI for South Region

Year	South Urban CPI
2008	208.681
2009	207.845
2010	211.338
2011	218.618
2012	223.242
2013	226.721
2014	230.552
2015	230.147
2016	232.692
2017	237.456
2018	242.737
2019*	245.331

*2019 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. During the most recent legislative session in 2019, the State Legislature approved funding for a new veterinary school in Amarillo that will be part of the Texas Tech system. The school broke ground in September 2019 and is expected to be completed by the fall 2021 school year. 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: Animal Science, Arts, Audio-Visual Technology and Communications, Automotive Technology, Engineering, and Health Sciences. 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 early childhood academy, 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. More than 100 medical students and 100 residents receive training on the campus each year. The applicant pool is very competitive with the average incoming GPA being 3.6. Richard M. Jordan, M.D., serves as the SOM regional dean.

When the School of Health Professionals opened, 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 Occupational Therapy and Physical Therapy programs at the Amarillo regional campus.

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.

In 2019, the 86th Legislature earmarked the operating dollars necessary to establish a veterinary medicine school in Amarillo as part of the Texas Tech University System. Through donations and a pledge from the Amarillo Economic Development Corporation, Texas Tech has raised the estimated $90 million needed for the construction of the new facility in the Amarillo Medical District near the existing TTUHSC. Texas Tech broke ground on the new facility in September 2019 with hopes of enrolling the first class by 2021.

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 and were most recently the 2018-2019 South Division Champions. 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 welcomed back AA affiliated baseball for the first time since 1982. The Amarillo Sod Poodles are affiliated with the San Diego Padres and play in the new $45.5 million MPEV which was completed shortly before the season began. The new state of the art facility is located in downtown Amarillo and offers yet another affordable family entertainment option for the community and surrounding area. In their inaugural season, the Sod Poodles claimed the Texas League Championship.

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 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.

The City Solid Waste Collection Division utilizes a fully automated, containerized trash collection system for the majority of residential and commercial customers. Residents who have dumpsters in front of their homes, those with dead-end alleys or safety concerns, and some customers currently receiving curbside hand collection are receiving curbside cart collection. Other residents in specific neighborhoods without alleys have curbside hand-pickup collection of their solid waste; however, most will be transitioning to

curbside cart collection within this budget year. 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.

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 250,000 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 located at 3501 S. Osage St. is open to the public from 10:00 AM to 6:00 PM, Tuesday through Friday, and from 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 fiscal year 2017/2018, the airport enplaned 358,819 passengers onto aircraft of the 3 airlines serving the airport, American Airlines, United Airlines, and Southwest Airlines.

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 over 3,300 people every day. The library collection includes close to 450,000 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 90,000 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, 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:

Downtown Library	413 E 4th Ave	806-378-3054
East Branch	2232 E 27th Ave	806-342-1589
North Branch	1500 NE 24th Ave	806-381-7931
Northwest Branch	6100 W 9th Ave	806-359-2035
Southwest Branch	6801 W 45th Ave	806-359-2094

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
In 2018, the Amarillo Fire Department (AFD) had 22,892 emergency responses. This was a 2.5% increase from the 22,340 responses made in 2017.

Of these incidents, 15,532 (67.8%) were Emergency Medical Services (EMS) responses. The AFD is also responsible for mitigating emergencies involving structural and wildland fires, vehicle accidents, hazardous materials, heavy & technical rescue, aircraft emergencies, and non-emergency assistance calls.

Prompt fire department response times are emphasized organizationally by the layout and location of fire stations throughout the City of 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 City had not opened a new fire station 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 has allowed 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. Fire Station #3 was completed in the Spring of 2019 and Fire Station #9 is scheduled to be open in early Fall. Fire Station #5, which will include the addition of a 77' Ladder Truck and second crew, should reach completion in 2020. These new stations ensure firefighters will 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:

Hospital	Location
Baptist Saint Anthony's Hospital	1600 Wallace Blvd. (Medical Center)
Northwest Texas Health Care System	1501 S Coulter St. (Medical Center)
Veterans Affairs Health Care System	6010 W Amarillo Blvd. (Medical Center)

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 and other generous supporters, 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, VA 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, allied health, and future school of veterinary medicine 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. 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 Amarillo's historic downtown. Center City of Amarillo, Inc. grew out of this process. Center City is a nonprofit organization dedicated to the historic preservation and revitalization of Downtown Amarillo. Center City spearheaded the application and designation of the Amarillo Cultural District of the Texas Commission on the Arts in 2016. Center City's vision is that Amarillo's historic downtown will be a destination neighborhood that bridges the past and the future.

Center City projects include:

1. High Noon on the Square, a series of free outdoor summer concerts on the grounds of the historic Potter County Courthouse.
2. HOODOO Mural Festival, a downtown mural festival to celebrate the Amarillo Cultural District of the Texas Commission on the Arts.
3. Jazztober, a downtown music event held weekly during the month of October,
4. 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,
5. 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 September.
6. The Center City Electric Light Parade, a lighted nighttime Christmas parade and tree lighting event.
7. Hoof Prints of the Great American Quarter Horse, an art in public places project. The project places full-size fiberglass horses throughout Amarillo to celebrate our Western Heritage.
8. Design Review, a partnership with the City of Amarillo to provide façade grants. The cumulative façade grants since 1996 topped $1.24 million in fiscal year 2018-2019.
9. Restoration of historical signs along Polk Street including the Paramount sign and the Kress sign,
10. Partnerships with other downtown organizations including the Center City Tax Increment Reinvestment Zone and Downtown Amarillo, Inc.
11. Partnerships with other nonprofit organizations gathering people downtown, including the Amarillo Museum of Art, the Coors Cowboy Club Rodeo and Longhorn Cattle Drive, the Working Ranch Cowboy Association, Amarillo Convention & Visitor Council, and the Amarillo Chamber of Commerce.
12. Historical preservation efforts with the Amarillo Historical Preservation Foundation, the Texas Historical Commission, the Texas Downtown Association and Preservation Texas. Center City

has won six Texas Downtown Association Presidential awards for restoring or adapting historical downtown buildings.

13. 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.
14. A street banner program to welcome residents and visitors to the downtown neighborhood, and
15. Downtown business memberships to retain and recruit new businesses to the downtown area.

ENHANCEMENT PROJECTS

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.
- 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.
- Multi-Purpose Entertainment Venue near Buchanan St. and 7th Ave. now known as Hodgetown

Ongoing downtown development/redevelopment projects include:

- Barfield Hotel near Polk St. and 6th Ave.
- City projects to improve the Police Department, Library, and Polk Street Streetscape are underway as part of the 2016 bond election
- A new Potter County District Courts Building to be located at SE. 7th Avenue and S. Pierce St.

CITY OF
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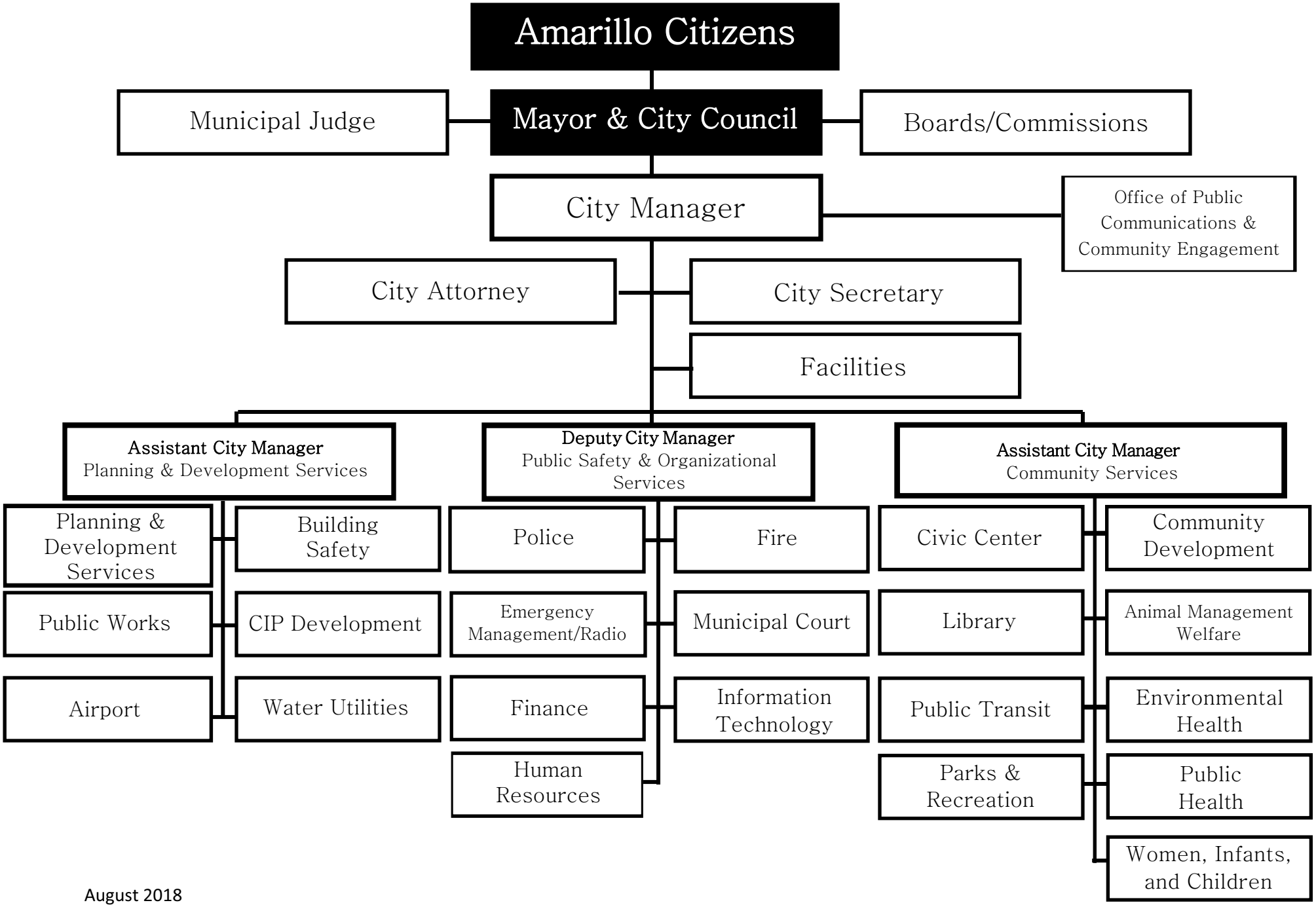
OPEN SPACES ★ ENDLESS OPPORTUNITIES

City of Amarillo, Texas Organization Chart



August 2018

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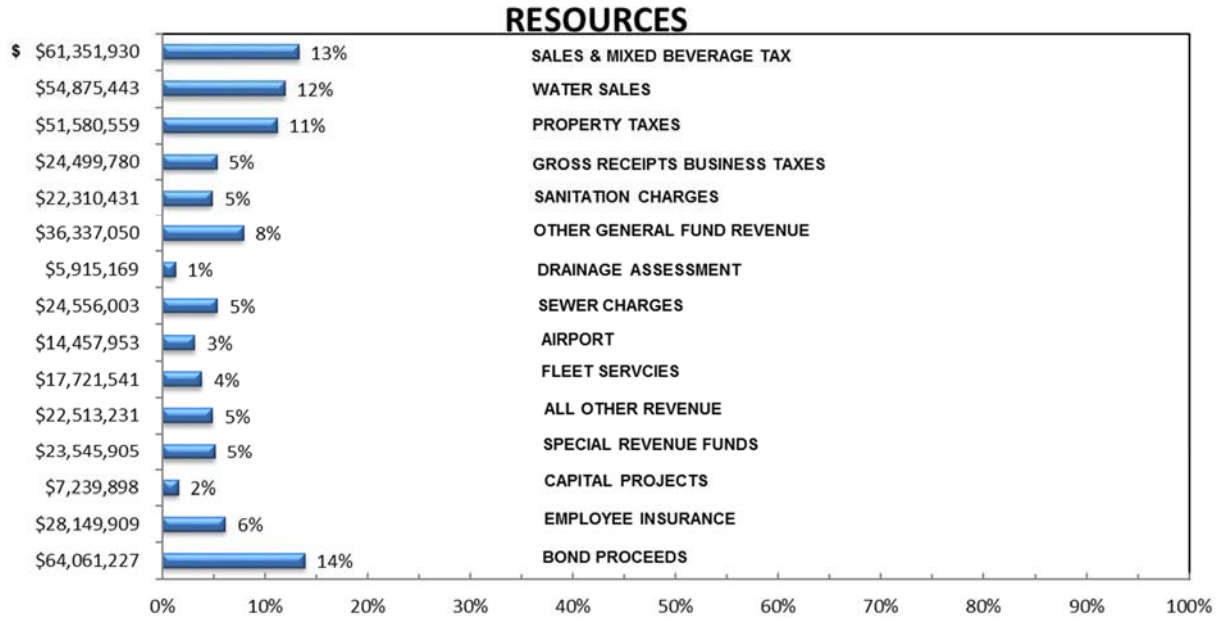
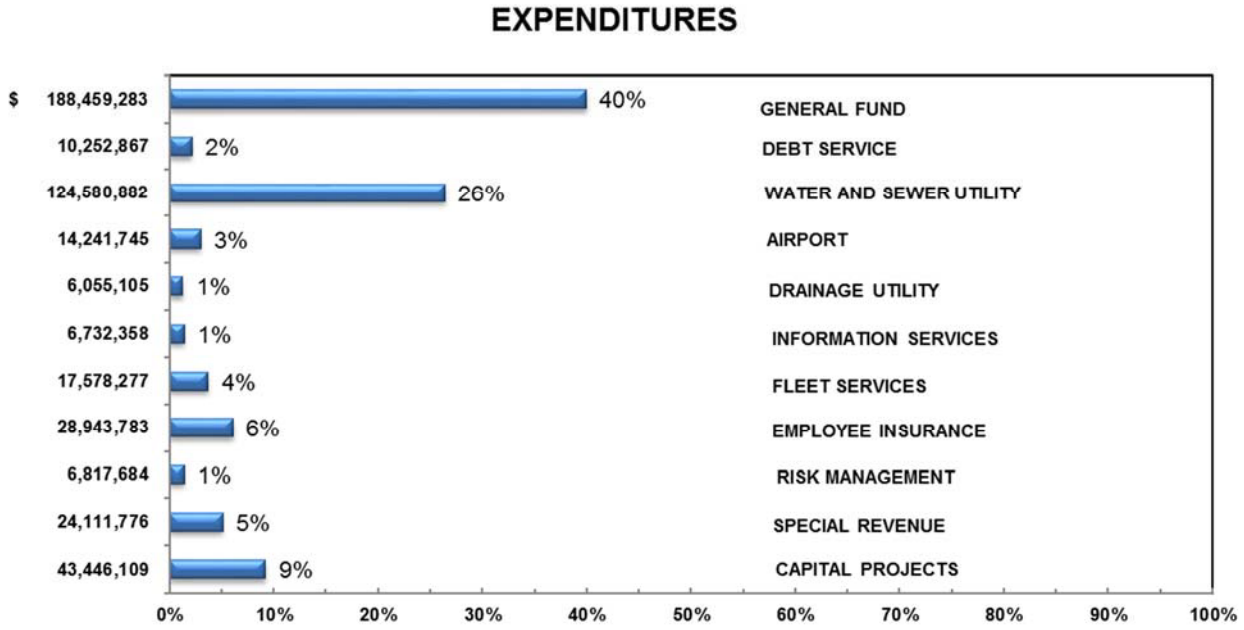
CITY OF AMARILLO
SUMMARIES - ALL FUNDS
2019/2020



$459,116,029	**TOTAL REVENUE (Before Interfund Transfers)**
69,661,634	**INTERFUND TRANSFERS**
$389,454,395	**NET REVENUE**



$471,219,869	**TOTAL EXPENDITURES (Before Interfund Transfers)**
69,661,634	**INTERFUND TRANSFERS**
$401,558,236	**NET EXPENDITURES**

Budgeted expenditures exceed estimated revenues by $12.1 million for the 2019/2020 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 2019/2020

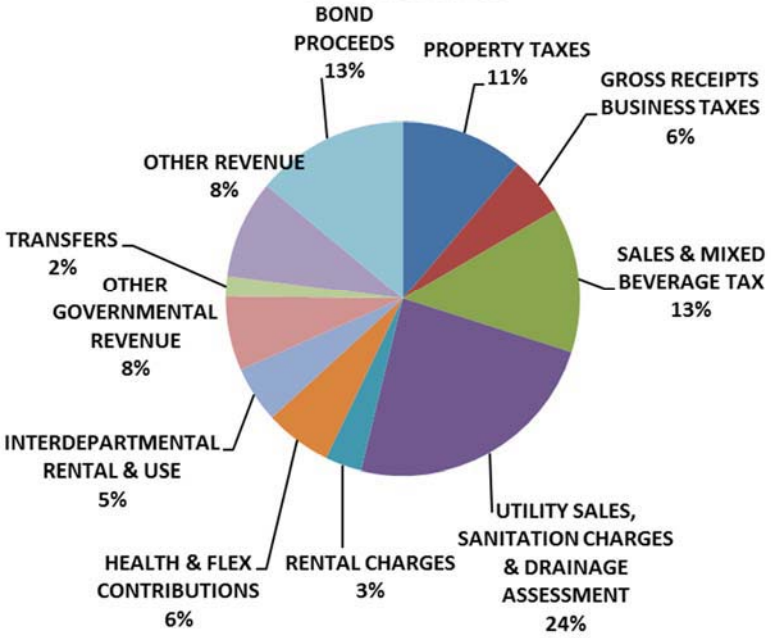
	GENERAL	GENERAL INTEREST & REDEMPTION	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
AVAILABLE FUNDS:				
Balance 10/01/18 (See Below)	46,167,979	2,744,511	54,104,648	17,303,737
Fiscal Year 2018/2019				
Sales, Receipts & Revenue	180,886,775	10,067,394	96,503,838	57,651,423
Other Sources			45,273,357	
M & O Expenditures	184,829,729		80,769,334	58,318,598
Less: Depreciation			(19,324,396)	(8,952,741)
Capital Expenditures			54,315,239	7,744,260
Debt Service		10,909,116	24,186,196	455,000
Total Expenditures	184,829,729	10,909,116	139,946,372	57,565,117
AVAILABLE FUNDS:				
Balance 10/01/19	42,225,025	1,902,789	55,935,471	17,390,043
Fiscal Year 2019/2020				
Sales, Receipts & Revenue	188,204,404	9,062,901	103,986,297	59,184,280
Other Sources			31,066,898	0
M & O Expenditures	188,459,283		84,914,913	60,396,619
Less: Depreciation			(20,532,638)	(7,854,517)
Capital Expenditures			51,481,845	7,530,000
Debt Service		10,252,867	29,013,611	0
Total Expenditures	188,459,283	10,252,867	144,877,732	60,072,102
AVAILABLE FUNDS:				
Balance 10/01/20	41,970,146	712,823	46,110,934	16,502,220
DETAIL OF BALANCES AT 10/01/20				
Reserves for S/L & A/L			1,296,310	658,068
Debt Service Reserves *	1,110,841	712,823	2,380,108	
Committed for Future Capital/Projects	40,859,305	0	42,434,517	15,844,152
BALANCE	41,970,146	712,823	46,110,934	16,502,220
Available funds calculation:				
Cash & Investments	46,591,925	2,731,160	160,272,715	41,853,475
(Appreciation) Depreciation in Investments	230,315	5,240	320,877	111,046
Assets to be converted to Cash	11,426,791	25,096	16,601,490	2,914,652
Less: Liabilities & Encumbrances	(12,081,052)	(16,985)	(33,781,344)	(25,655,081)
Less: Construction in Progress Balances			(89,309,091)	(1,920,355)
Balance 10/01/18	46,167,979	2,744,511	54,104,648	17,303,737

*The Debt Service Reserve in the General Fund is an appropriation of the maximum potential lease payment to the Venue District.

SPECIAL REVENUE	CAPITAL IMPROVEMENTS	BUDGET TOTAL BEFORE INTERFUNDS	INTERFUND TRANSFERS	NET BUDGETED FUNDS
11,256,457	10,039,212	141,616,544	0	141,616,544
25,671,876	29,215,939	399,997,245	(72,989,528)	327,007,716
		45,273,357		45,273,357
23,563,060	2,737,717	350,218,437	(72,989,528)	277,228,909
		(28,277,137)		(28,277,137)
	27,178,944	89,238,443		89,238,443
		35,550,311		35,550,311
23,563,060	29,916,661	446,730,054	(72,989,528)	373,740,526
13,365,273	9,338,491	140,157,091	0	140,157,091
25,816,499	41,794,750	428,049,130	(69,661,634)	358,387,497
		31,066,898		31,066,898
24,111,776	2,562,867	360,445,459	(69,661,634)	290,783,826
		(28,387,155)		(28,387,155)
	40,883,242	99,895,087		99,895,087
		39,266,478		39,266,478
24,111,776	43,446,109	471,219,869	(69,661,634)	401,558,236
15,069,995	7,687,131	128,053,250	0	128,053,250
1,185,468		3,139,846		3,139,846
		4,203,772		4,203,772
13,884,527	7,687,131	120,709,632	0	120,709,632
15,069,995	7,687,131	128,053,250	0	128,053,250
11,845,641	102,933,296			
	79,999			
1,200,995	256,416			
(1,790,179)	(12,655,446)			
	(80,575,053)			
11,256,457	10,039,212			

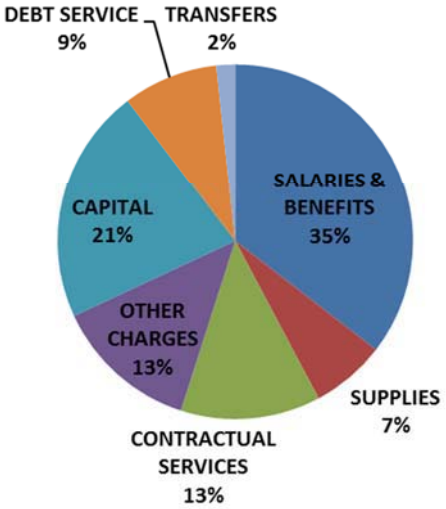
CITY OF AMARILLO
ALL FUNDS
2019/2020

RESOURCES



$459,116,029 TOTAL RESOURCES

EXPENDITURES

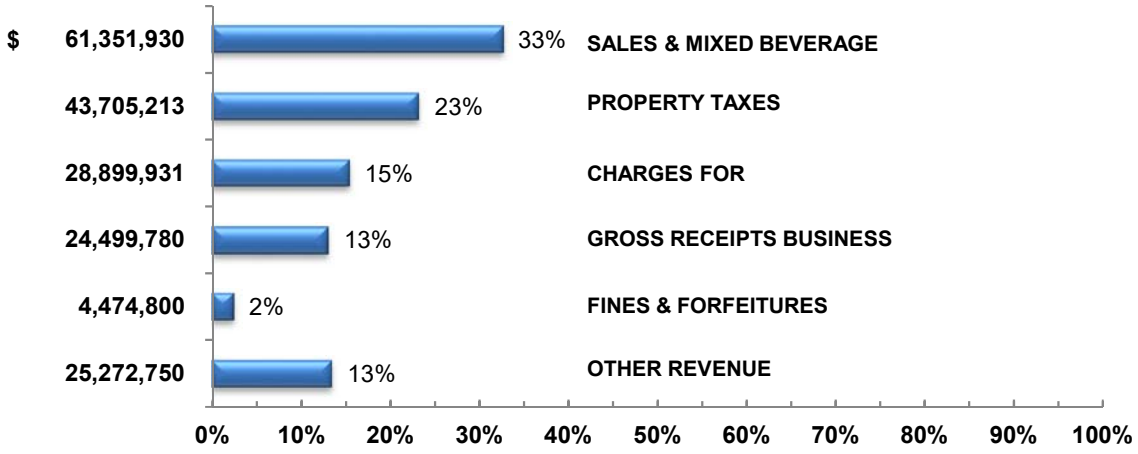


$471,219,869 TOTAL EXPENDITURES

Utility sales, sanitation charges, and drainage assessment make up the largest source of revenue at $109,607,314. This includes water and sewer sales along with charges for solid waste collection and drainage utility assessments. The second largest revenue source is bond proceeds of $64,061,227. Budgeted salaries and benefits make up $167,104,190 of the City's total budgeted expenditures. Non-cash items such as depreciation are not included in the above graph, and interdepartmental reimbursements of $4,439,570 are netted against other charges.

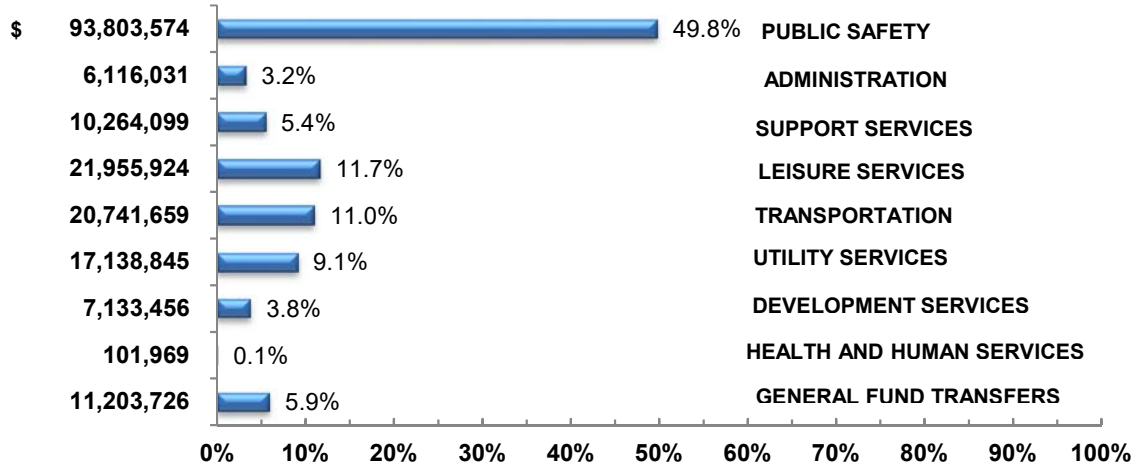
CITY OF AMARILLO
GENERAL FUND
2019/2020

REVENUES



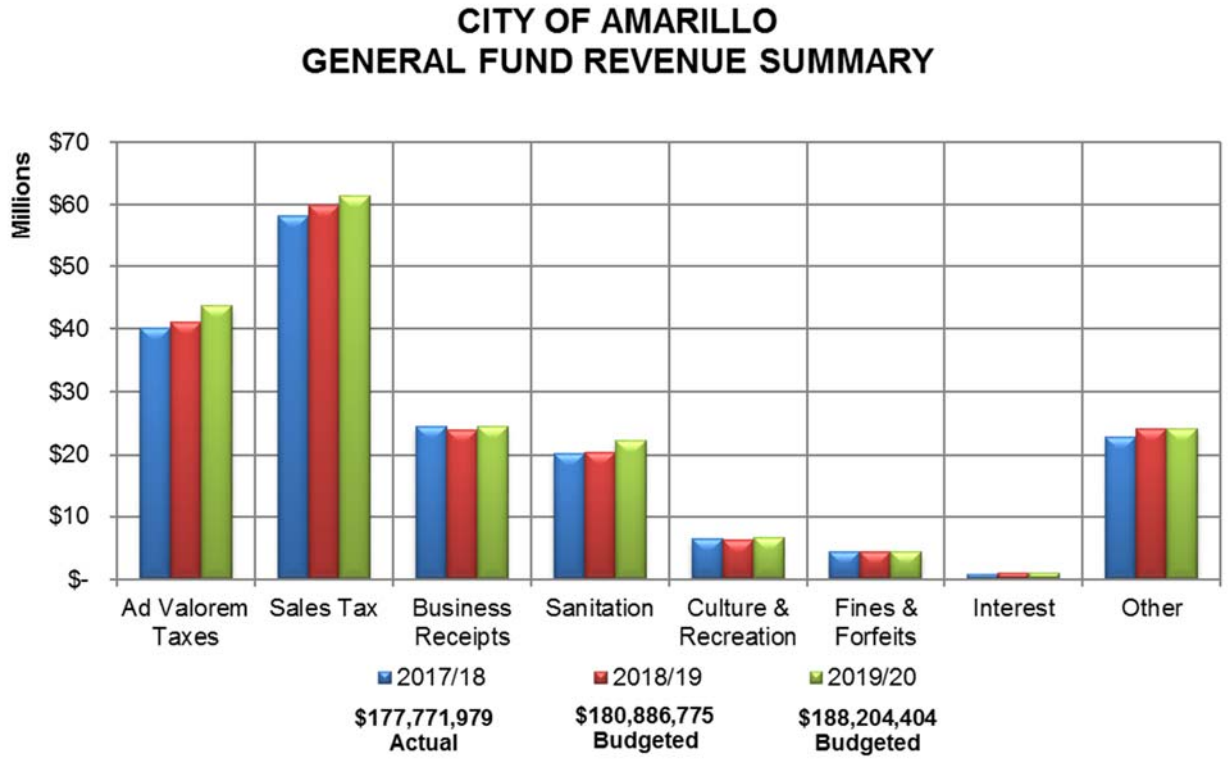
$188,204,404 TOTAL REVENUE

EXPENDITURES



$188,459,283 TOTAL EXPENDITURES

Public Safety, which includes Police, Fire, Animal Management and Welfare and Municipal Court departments, requires the greatest funding, which is over quadruple the next largest category of Leisure Services. No single revenue source will fund Public Safety, although the sales tax comes nearest. Of the $93,803,574 budgeted for Public Safety, Police is $48,947,404 and Fire is $34,202,777.



The above graph compares actual 2017/2018 revenues to budgeted 2018/2019 and budgeted 2019/2020. Sales tax makes up the largest portion of General Fund revenue for the 2019/2020 fiscal year at 33%, followed by property taxes at 23%. Actual sales tax receipts, including mixed beverage sales tax, for the 2017/2018 fiscal year were up to $58.3 million, and are projected to increase slightly to approximately $59.8 million for the 2018/2019 fiscal year. We have increased them to $61.4 million for the 2019/2020 budget year.

Business receipts and sanitation receipts account for approximately 25% of total General Fund budgeted revenue for the 2019/2020 fiscal year. All other revenue categories make up approximately 19% of total revenue.

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
30300 Current Year's Levy	39,547,153	40,488,463	43,110,213
30320 Prior Year's Levy	310,161	321,671	323,000
30330 Penalty and Int-Delinque	279,100	271,325	272,000
30200 Ad Valorem Tax Collectio	**40,136,414**	**41,081,458**	**43,705,213**
30410 Electricity Utility	8,788,795	8,458,949	8,712,718
30420 Gas Utility	2,888,563	2,377,707	2,425,262
30430 Water Utility	2,533,836	2,679,743	3,010,043
30435 Sewer Utility	1,076,667	1,138,259	1,281,382
30440 Telecommunications Util	956,054	1,021,249	631,674
30450 Cable TV	1,964,847	1,981,700	2,021,334
30469 Hotel Occupancy Tax	6,932,936	7,080,060	7,292,462
30471 HOT Rebate	-577,260	-802,727	-875,095
30400 Gross Receipts Business	**24,564,438**	**23,934,941**	**24,499,780**
30610 General Sales Tax	57,403,769	58,855,195	60,327,000
30620 Mixed Beverage Sales Ta	893,587	976,123	1,024,930
30600 Sales Tax	**58,297,356**	**59,831,318**	**61,351,930**
31510 Liquor Licenses	83,848	70,000	75,000
31520 Beer & Wine Licenses	21,285	25,000	25,000
31610 Retail Food Permits	782,552	795,000	825,000
31620 Food Safety Trainings	51,623	30,000	35,000
31630 Public Pool Permits	31,163	35,000	37,500
31640 Pool Safety Trainings	8,532	15,000	13,000
31650 Group Care	0	5,500	6,000
31710 Electrician Licenses	0	2,000	5,000
31720 Plumbers License & Reg	285	0	0
31725 Irrigation License & Reg	2,650	2,505	3,000
31730 Dance Hall License	1,000	800	1,000
31740 Heating & Aircondng Lic	7,170	6,705	6,250
31745 Insulation Registration	350	395	480
31750 Roofers License	6,415	6,245	8,500
31755 Commercial Roofers Regis	4,220	3,790	4,000
31760 Builders/Contractors Li	43,225	39,265	35,000
31765 Glass/Glazing Registrati	150	155	240
31770 Taxicab Licenses	3,255	3,943	3,500
31773 Golf Cart Permit Fees	0	60	0
31775 Tire Shop Registration	5,925	5,635	9,000
31780 Right of Way License	76,017	75,000	75,000
31790 Right of Way License Ap	250	970	970
31795 Cert of Appropriateness	0	6,300	6,300
31797 FMV Pmts - Vacated Prope	9,770	1,400	1,400
31800 Other Business Licenses	4,410	3,260	10,860
31400 Business License and Per	**1,144,094**	**1,133,928**	**1,187,000**
31910 Building Permits	1,333,573	1,600,000	1,706,932
31920 Electrical Permits	93,915	100,397	117,531
31930 Plumbing and Gas Permit	403,953	412,071	442,391
31935 Glass/Glazing Permits	0	44	400
31940 Heating & Aircondng Per	130,460	136,385	145,461
31945 Insulation Permits	860	1,010	5,069
31950 Sewage Disposal Permits	145,777	218,000	225,000
31960 Mobile Home Park Permit	49,280	29,910	28,251
31970 Transient Business Perm	900	688	2,272
31980 Solicitation Permits	1,485	1,350	7,200
31990 After Hour Inspection Fe	4,640	4,720	10,972
32000 Right of Way Permit	1,820	2,500	3,000
32010 Flood Plain Development	0	1,000	1,000
32020 Commercial Sidewalk Waiv	0	2,000	2,800
32030 Residential Sidewalk Wai	80	160	1,000
32040 Drainage Report Fees	2,904	15,000	17,500
32050 Construction Plan Fees	81,780	140,000	79,510
31900 Non-Business License & P	**2,251,427**	**2,665,235**	**2,796,289**
32825 TxDOT Assistance	529,210	513,075	521,928
32830 Transit Oper/Cap Assista	2,748,264	3,141,330	3,150,020

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
32840 Hiway Signal Maint Reim	47,000	47,000	47,000
32860 County Emrg Mgmt Partici	221,293	287,209	294,878
32870 Police School Liason Par	1,012,331	956,392	994,880
32880 Arrest Fee Collection	3,737	4,000	4,000
32890 Other License & Permits	12,319	0	0
32900 Fiscal Agent Fees	119,374	114,067	110,550
32800 Other Governmental Reven	**4,693,528**	**5,063,074**	**5,123,256**
33210 Zoning Platting Fees	109,495	90,000	90,000
33220 Zoning Board Appl Fees	2,936	3,568	6,000
33225 Abandoned Vehicle Notifi	0	1,033	5,000
33227 Credit Access Business A	360	360	440
33230 Sale of City Publicatio	0	0	130
33200 General Government	**112,791**	**94,961**	**101,570**
33310 Fire Inspection Fees	96,568	100,500	105,600
33320 Traffic Accident Report	32,280	32,835	43,000
33330 Warrant Fees	500,238	530,900	530,900
33335 Preparation Appeal Fee	600	25	0
33339 Microchipping Fees	11,425	8,620	16,000
33340 Animal Shelter Fees	33,232	51,002	42,000
33342 Euthanasia Fee	-99	0	0
33343 Dog Vaccination on Intak	3,270	3,745	4,000
33347 Surrender Fee	0	14,317	20,000
33349 Adoption Fee	4,975	75,000	72,000
33350 Vital Statistic Fees	248,247	279,400	279,400
33360 DSC Admin Fee	26,574	27,300	27,300
33370 Water Sample Collection	1,470	1,500	1,500
33380 Vet Clinic Disposal Fee	1,315	100	0
33381 Medical Reclaim Fees	20	20	0
33400 Fire Service Fee - Airpo	1,859,146	1,914,289	1,997,267
33300 Public Safety and Health	**2,822,295**	**3,042,152**	**3,138,967**
33510 Collection and Disposal	17,501,581	17,400,000	18,999,631
33515 SW Commercial Permit Fee	0	25,870	375,000
33520 Landfill Charges	2,571,519	2,865,765	2,864,000
33530 Recyclable	63,973	65,265	71,800
33500 Sanitation	**20,137,073**	**20,356,900**	**22,310,431**
33610 Passenger Fees	139,132	128,573	153,917
33620 Demand Response Fee	35,428	29,244	35,240
33640 Miscellaneous Bus Reven	24,668	29,590	47,864
33600 Operating Revenues	**199,227**	**187,407**	**237,021**
33410 Parking Fees	0	13,347	24,000
33710 Civic Center Rentals	1,147,076	1,111,925	1,121,575
33711 Civic Center Facility Fe	307,862	250,000	250,000
33715 Extra Charge	20,125	12,940	12,940
33720 Civic Center Concessions	304,170	303,688	309,045
33725 Equipment Charges	121,153	121,965	121,965
33730 Civic Center Advertising	0	0	0
33735 Civic Center Novelties	50,881	25,536	25,536
33740 Box Office Fees	375,669	325,000	325,000
33750 Library Late Charges	89,262	86,194	95,000
33760 Library Copy Charges	32,108	31,248	30,000
33765 No Res Lib Fee	13,099	12,970	12,000
33780 Golf Green Fees TOM	220,719	220,106	230,000
33785 Golf Green Fees WH	336,557	336,000	350,000
33790 Golf Green Fees ARR	227,368	227,000	237,000
33795 Golf Green Fees MUS	279,631	279,968	295,000
33800 Golf Annual Passes	219,490	190,000	200,000
33803 Golf Food/Beverage Sales	179,316	211,000	227,000
33804 Golf Merchandise Sales	504,949	505,308	530,000
33805 Golf Cart Sales	741,479	742,000	765,000
33806 Golf Beverage Sales	237,226	242,500	265,000
33807 Driving Range Sales	62,684	63,000	64,000
33810 League Entry Fees	301,252	267,170	288,255

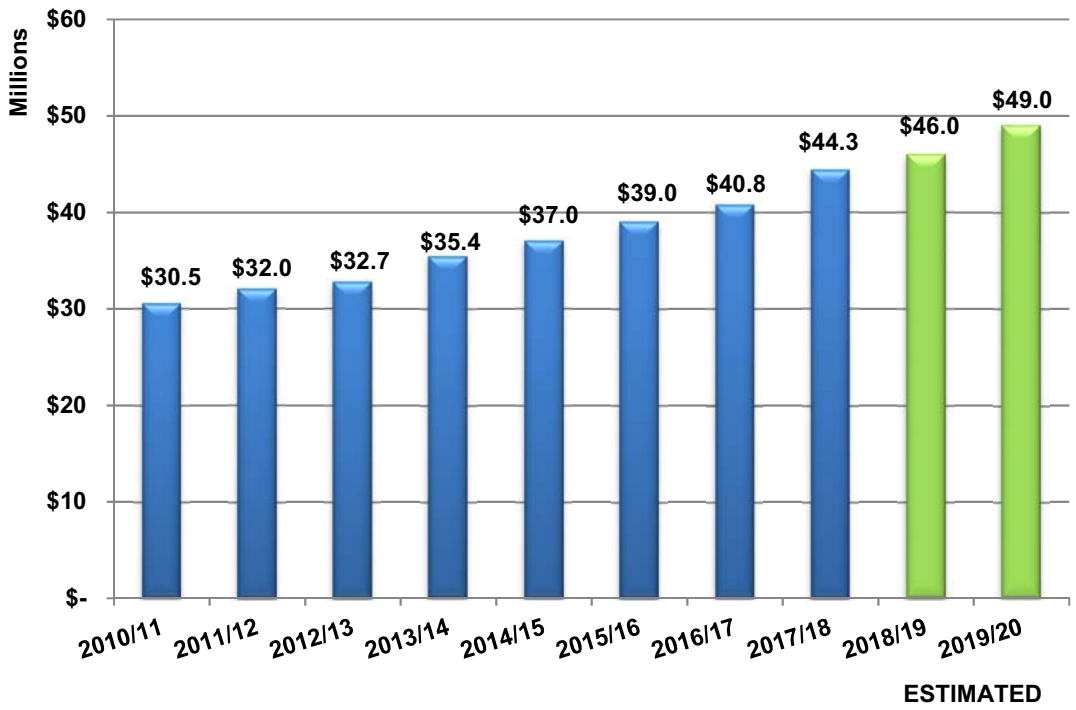
DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
33815 Tournament Revenue	27,491	17,582	35,380
33820 Admission Fees	12,357	15,571	15,800
33830 Player Membership Fees	24,496	26,951	23,600
33850 Swimming Pool Revenues	99,222	67,236	100,247
33855 Swimming Lessons	35,646	36,234	42,142
33856 Group Fitness Fees	1,450	1,450	3,600
33860 Field Rentals	38,560	37,620	69,100
33861 Soccer Field Rentals	8,100	6,850	27,730
33865 WAC Rental Fees	3,365	9,906	5,500
33870 Shooting Complex Revenu	91,821	77,410	105,000
33880 Shooting Merchandise Sal	5,962	4,866	18,500
33890 Tennis Center Fees	5,600	5,064	10,594
33900 Tennis Memberships	2,320	2,058	2,364
33920 Adult Zoo Admission	128,690	119,900	146,000
33930 Child Zoo Admission	38,237	35,962	42,500
33940 Senior Zoo Admission	7,156	6,814	9,250
33970 Group Zoo Admission	3,871	3,809	4,000
33980 Season Pass Zoo Admissio	2,005	1,755	0
33990 Special Zoo Event	67,056	73,449	61,000
34686 Special Event Applicatio	1,250	1,485	1,500
37160 Concession	92,567	45,559	47,777
33700 Culture and Recreation	**6,472,317**	**6,185,314**	**6,589,500**
34910 Fleet Equipment Rental	30	30	700
34900 Interdepart Rental & Use	**30**	**30**	**700**
35105 Admin Fee--Defensive Dr	3,480	3,800	3,800
35106 Admin Fee - Teen Court	60	0	0
35110 Traffic Fines	3,350,048	3,292,500	3,357,500
35115 Other Traffic Court Cos	53,888	55,900	55,900
35120 Misdemeanor Fees	326,441	338,700	338,700
35130 Parking Fines	116,264	147,600	147,600
35133 Auto Theft Invest Fee	3	3	0
35135 Violation City Ordinanc	166,108	130,600	130,600
35145 Misdemeanor Probation R	421	0	0
35146 Traffic Probation	120	0	0
35157 MC Assessed - Child Safe	13,244	14,806	11,700
35175 Judicial Fund Local	20,441	20,500	20,500
35210 Bond Forfeitures	11,007	3,500	3,500
35215 Forfeited Disct-Sanitat	401,804	380,983	405,000
35220 Expunction Fees	260	0	0
35000 Fines and Forfeitures	**4,463,589**	**4,388,892**	**4,474,800**
35430 State Participation	210,530	291,357	0
35435 Potter County Participat	15,000	31,420	22,500
35436 Randall County Participa	15,000	31,420	22,500
35460 Other Participation	0	0	20,833
35300 Construction Participati	**240,530**	**354,197**	**65,833**
35510 AECC - AMR Rate	842,550	861,647	828,672
35515 Medical Director Service	79,200	72,600	79,200
35520 AECC - Potter Randall 91	165,975	123,038	175,000
35530 Outside Participation	0	50,064	85,841
35610 Grant In Aid – Federal	129,214	135,714	120,000
35700 Grants - State	4,080	4,080	0
35500 Other Governmental Reven	**1,221,019**	**1,247,143**	**1,288,713**
36520 Contract Income	23,837	44,540	48,600
36500 Chamber Revenues	**23,837**	**44,540**	**48,600**
37110 Interest Income	712,444	809,193	809,193
37115 Unrealized G/L	-154,732	0	0
37125 Other Interest Income	225,041	229,713	230,000
37109 Interest Earnings	**782,752**	**1,038,906**	**1,039,193**
37151 Amusement Park Lease	99,126	96,857	96,483
37152 Municipal Building Rent	133,655	135,156	135,156
37153 Polk Street Rental	78,540	77,731	80,246
37154 Other Rental Income	43,003	311,005	455,600

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
37155 Surface Land Rental	37,217	38,400	38,500
37170 Payment in Lieu of Prope	3,926,295	4,047,442	4,132,091
37150 Rent	**4,317,836**	**4,706,590**	**4,938,076**
37210 Water & Sewer Utility	1,447,014	1,457,897	1,652,772
37220 Airport	166,480	175,791	159,569
37225 Weed Collection	180,739	233,969	275,000
37230 Weed Mowing Services	106,470	133,148	150,000
37231 Bad Debt Exp/Recovery	-338,495	-358,709	-411,338
37240 State Court Cost	233,130	240,100	240,100
37245 Court Cost-Arrest Fees	156,245	160,300	160,300
37246 Dismissal Fee-Drivers Li	21,940	19,100	19,100
37247 Municipal Court Time Pmt	83,938	83,700	83,700
37248 Judicial Admin Efficienc	21,356	20,600	20,600
37250 Indirect Cost Reimbursem	1,786,573	1,740,257	1,810,221
37265 Technology Fee	164,749	197,996	192,010
37199 Administrative Charges	**4,030,139**	**4,104,148**	**4,352,034**
37130 Discounts Earned	5,018	4,000	4,000
37140 Returned Check Fees	725	500	500
37141 Merchant Service Fees	-157,215	-176,014	-163,363
37410 Miscellaneous Revenue	176,157	316,757	242,765
37412 Auction Expense Recovery	6,527	324	14,000
37413 Seized Property or Cash	112,187	200,000	0
37415 Appraisal Dist. Rf.	5,617	0	5,617
37416 Other Outside Restitutio	0	8,980	0
37417 Wrecker Service Contract	51,118	48,037	53,000
37420 Donations	48,883	68,096	10,000
37428 Procurement Card Rebate	95,613	98,660	98,000
37435 Sale of Scrap	406	100	250
37441 Unclaimed Property or Ca	0	160,000	0
37445 Sales to Outside Utiliti	44,179	40,000	40,000
37448 Private Develop/ETJ Engr	14,382	3,000	0
37455 Events Dist Oper Asst	398,004	398,004	398,004
37460 Gn/Lss on Prop Disposal	3,103	0	0
37463 Parks Tree Workshop	-637	378	0
37466 Education	21,409	24,096	22,000
37400 Miscellaneous Revenue	**825,475**	**1,194,918**	**724,773**
39350 Tsf In from Gen Construc	198,235	169,288	169,288
39370 Tsf In fr St & Drainage	18,833	38,945	38,945
39390 Tsf In fr Park Improveme	7,999	12,491	12,491
39410 Tsf in fr Solid Waste	810,741	0	0
39670 Tsf In fr Photo Traff En	0	10,000	10,000
39100 Operating Transfers In	**1,035,809**	**230,724**	**230,724**
TREVENUE Total Revenues	**177,771,979**	**180,886,775**	**188,204,404**

CITY OF AMARILLO
SALES TAX COLLECTIONS

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. Projections for the 2018/2019 fiscal year have increased approximately 2.53% over 2017/2018, and projections for the 2019/2020 fiscal year have been budgeted with a slight increase of 2.50% over the 2018/2019 revised estimate.

CITY OF AMARILLO
PROPERTY TAX COLLECTIONS



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 increased from $0.03666 to $0.04140 during 2018/2019 and will go from $0.04140 to $0.04403 during 2019/2020. Additionally, the City Council approved a $0.0175 increase to the maintenance and operations (M&O) rate bringing the rate up from $0.32698 to $0.34448 during 2019/2020. This increase was to cover ten additional firefighters, three additional Animal Management & Welfare employees, and additional street funding.

The tax rate for the 2019/2020 fiscal year is $0.38851 per $100 property value with a maintenance and operating rate of $0.34448 and a debt service rate of $0.04403.

CITY OF AMARILLO
RATIO OF TAX COLLECTIONS TO CURRENT YEAR'S LEVY
ALL FUNDS

FISCAL YEAR	LEVY		% LEVY	CURRENT ROLL COLLECTIONS AMOUNT	CURRENT ROLL COLLECTIONS % LEVY	PRIOR ROLL COLLECTIONS AMOUNT	PRIOR ROLL COLLECTIONS % LEVY	TOTAL TAX COLLECTIONS AMOUNT	TOTAL TAX COLLECTIONS % LEVY	
2010/2011	30,639,878	*	100.00%	30,165,357	98.5%	360,943	1.2%	30,526,300	99.6%	
2011/2012	32,159,248	*	100.00%	31,644,920	98.4%	355,182	1.1%	32,000,102	99.5%	
2012/2013	32,832,489	*	100.00%	32,288,606	98.3%	449,309	1.4%	32,737,915	99.7%	
2013/2014	35,664,675	*	100.00%	35,118,419	98.5%	312,444	0.9%	35,430,863	99.3%	
2014/2015	37,270,434	*	100.00%	36,704,939	98.5%	293,544	0.8%	36,998,483	99.3%	
2015/2016	39,236,666	*	100.00%	38,577,745	98.3%	456,697	1.2%	39,034,442	99.5%	
2016/2017	40,948,124	*	100.00%	40,435,788	98.7%	349,004	0.9%	40,784,792	99.6%	
2017/2018	44,623,248	*	100.00%	44,002,881	98.6%	332,348	0.7%	44,335,229	99.4%	**
2018/2019(Est)	46,446,992	*	100.00%	45,640,907	98.3%	347,917	0.7%	45,988,824	99.0%	***
2019/2020(Est)	49,836,933	*	100.00%	48,673,465	97.7%	345,000	0.7%	49,018,465	98.4%	****

ANALYSIS OF PROPERTY VALUATIONS AND TAX RATE
ASSESSED VALUE

YEAR	REAL ESTATE AMOUNT	%	BUSINESS PERSONAL AMOUNT	%	TOTAL AMOUNT	%	GENERAL	I&R	TOTAL	
2010/2011	10,299,410,694	88.4%	1,351,284,199	11.6%	11,650,694,893	100.0%	0.28279	0.02730	0.31009	
2011/2012	10,737,236,627	88.6%	1,379,495,572	11.4%	12,116,732,199	100.0%	0.29230	0.02779	0.32009	
2012/2013	10,941,419,006	88.5%	1,417,493,921	11.5%	12,358,912,927	100.0%	0.29276	0.02733	0.32009	
2013/2014	11,063,215,720	88.0%	1,510,766,292	12.0%	12,573,982,012	100.0%	0.31335	0.02674	0.34009	
2014/2015	11,489,089,001	87.9%	1,579,344,589	12.1%	13,068,433,590	100.0%	0.31915	0.02594	0.34509	
2015/2016	11,896,261,823	87.8%	1,650,461,901	12.2%	13,546,723,724	100.0%	0.32566	0.02506	0.35072	
2016/2017	12,372,427,053	87.5%	1,767,776,977	12.5%	14,140,204,030	100.0%	0.32698	0.02374	0.35072	
2017/2018	13,069,862,666	87.8%	1,820,657,962	12.2%	14,890,520,628	100.0%	0.32698	0.03666	0.36364	**
2018/2019	13,472,051,057	88.0%	1,842,147,371	12.0%	15,314,198,428	100.0%	0.32698	0.04140	0.36838	***
2019/2020	14,010,925,947	88.2%	1,873,109,857	11.8%	15,884,035,804	100.0%	0.34448	0.04403	0.38851	

CITY TAXES AND PROPERTY VALUATIONS

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 2019, 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 $11.7 billion in 2010/11 to $15.9 billion in 2019/20.

*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:

2010/2011	$126,241
2011/2012	$137,216
2012/2013	$164,493
2013/2014	$178,714
2014/2015	$173,400
2015/2016	$186,602
2016/2017	$182,363
2017/2018	$216,691
2018/2019	$311,804
2019/2020	$415,914

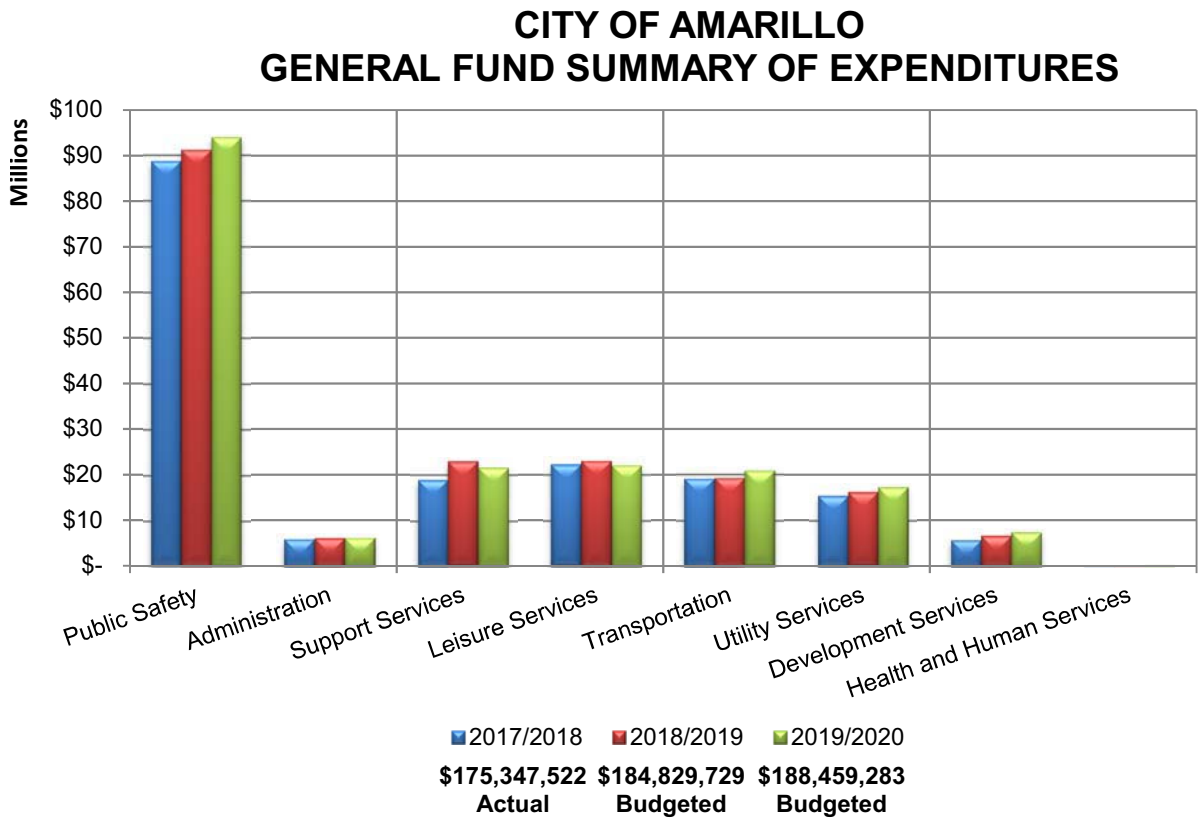
**Included in the tax levy is a property tax increase to fund the 2017 General Obligation bonds issue.

***Included in the tax levy is a property tax increase to fund the 2018 General Obligation bonds issue.

CITY OF AMARILLO
ASSESSED PROPERTY VALUES

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 ½ cent sales tax was implemented to offset the property tax decrease.

Assessed values have annually increased from $11.7 billion in the 2010/2011 fiscal year to $15.9 billion for the 2019/2020 fiscal year. For the current fiscal year, the tax rate is $0.38851 cents per $100 of property value. The debt service portion of the property tax rate is $0.04403 cents per $100 of property values for the 2019/2020 fiscal year.



The above graph compares actual 2017/2018 expenditures to budgeted 2018/2019 and budgeted 2019/2020 expenditures. Public Safety expenditures are the most significant portion of the total budget, representing 50% of total budgeted expenditures.

Public Safety budgeted expenditures for the 2019/2020 fiscal year include $48.9 million for the Police department and $34.2 million for the Fire department. Leisure services represents 12% of the General Fund total budgeted by expenditures with the majority of the expenditures going towards the Parks and Recreation ($14.0 million) and Library departments ($4.1 million).

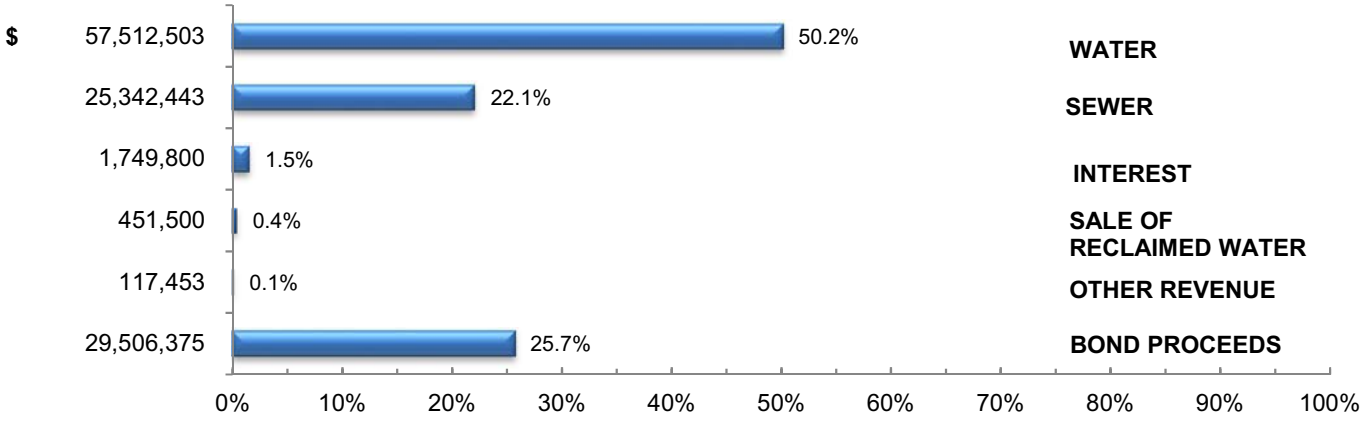
CITY OF AMARILLO
SUMMARY OF RESOURCES AND EXPENDITURES
ENTERPRISE FUNDS - FISCAL YEAR 2019/2020

	TOTAL	WATER & SEWER UTILITY	AIRPORT	DRAINAGE UTILITY
AVAILABLE FUNDS:				
Balance 10/01/18 (See Below)	54,104,648	44,713,563	5,945,865	3,445,220
Fiscal Year 2018/2019				
Sales, Receipts & Revenue	96,503,838	78,815,978	12,200,449	5,487,412
Other Sources	45,273,357	29,093,283	6,180,074	10,000,000
M & O Expenditures	80,769,334	62,657,382	14,908,626	3,203,325
Less: Depreciation	(19,324,396)	(13,668,933)	(5,502,867)	(152,596)
Capital Expenditures	54,315,239	34,359,038	7,726,600	12,229,601
Debt Service	24,186,196	21,562,027	1,871,025	753,144
Total Expenditures	139,946,372	104,909,514	19,003,384	16,033,474
AVAILABLE FUNDS:				
Balance 10/01/19	55,935,471	47,713,310	5,323,003	2,899,157
Fiscal Year 2019/2020				
Sales, Receipts & Revenue	103,986,297	85,173,699	12,897,430	5,915,169
Other Sources	31,066,898	29,506,375	1,560,523	0
	0			
M & O Expenditures	84,914,913	65,960,861	15,418,451	3,535,601
Less: Depreciation	(20,532,638)	(14,438,435)	(5,815,938)	(278,265)
Capital Expenditures	51,481,845	47,466,375	2,765,470	1,250,000
Debt Service	29,013,611	25,592,080	1,873,762	1,547,769
Total Expenditures	144,877,732	124,580,881	14,241,745	6,055,105
AVAILABLE FUNDS:				
Balance 10/01/20	46,110,934	37,812,502	5,539,211	2,759,221
DETAIL OF BALANCES AT 10/01/20				
Reserves for S/L & A/L	1,296,310	1,044,804	194,921	56,585
Debt Service Reserves	2,380,108	2,380,108	0	0
For Future Water Rights Purchases	12,128,323	12,128,323		
Committed for Future Capital/Projects	30,306,194	22,259,267	5,344,290	2,702,636
BALANCE	46,110,934	37,812,502	5,539,211	2,759,221
Available funds calculation:				
Cash & Investments	160,272,715	142,616,970	8,487,893	9,167,852
(Appreciation) Depreciation in Investments	320,877	290,576	15,843	14,458
Assets to be converted to Cash	16,601,490	14,469,278	1,770,600	361,612
Less: Liabilities & Encumbrances	(33,781,344)	(30,077,507)	(2,871,756)	(832,081)
Less: Construction in Progress Balances	(89,309,091)	(82,585,754)	(1,456,716)	(5,266,621)
Balance 10/01/18	54,104,648	44,713,563	5,945,865	3,445,220

Note: Converted to cash includes due froms and prepaids.

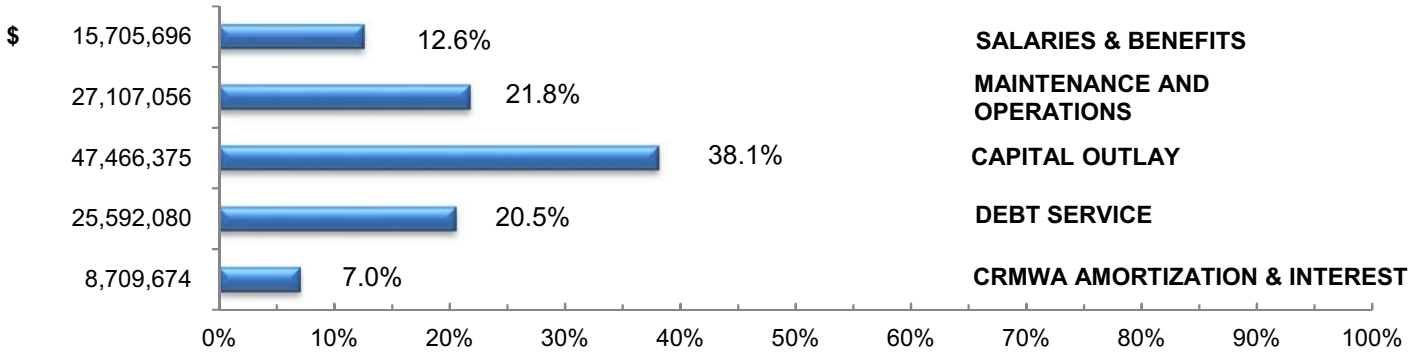
CITY OF AMARILLO
WATER AND SEWER UTILITY
2019/2020

REVENUE



$114,680,074 TOTAL REVENUE

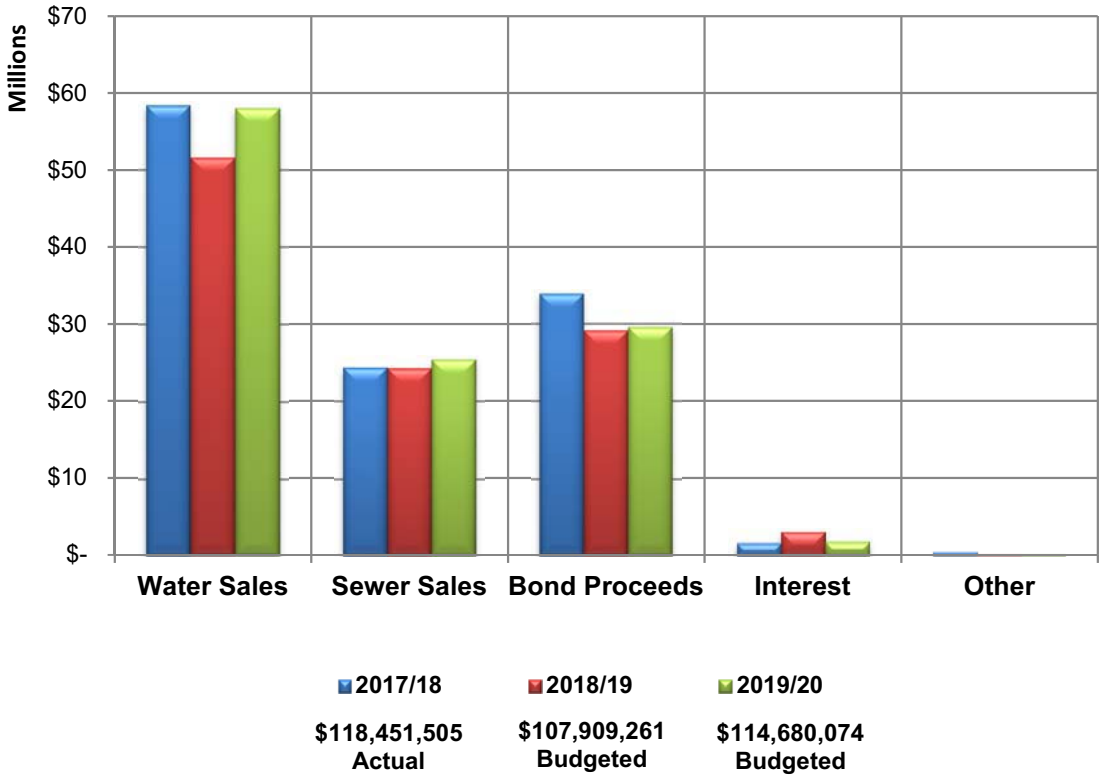
EXPENDITURES



$124,580,881 TOTAL EXPENDITURES

Water sales and sewer charges of $82.9 million account for 72% of the Water and Sewer Fund revenues. Total expenditures do not include non-cash items such as depreciation.

CITY OF AMARILLO
WATER AND SEWER REVENUE SUMMARY



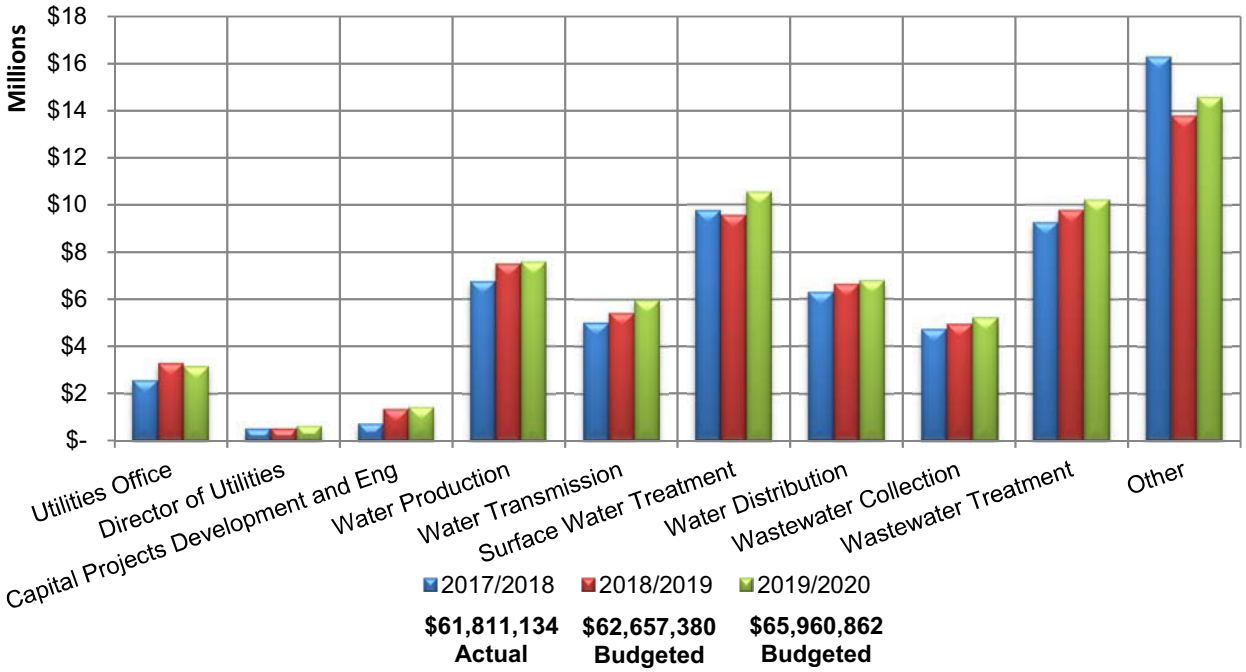
The above graph compares actual 2017/2018 revenues to budgeted 2018/2019 and budgeted 2019/2020 revenues. Water and Sewer sales account for 72.6% of the total revenue budgeted in the Water and Sewer Fund for the 2019/2020 fiscal year.

The 2019/2020 budget includes a 7% increase in water and sewer charges which will be used to help fund capital improvements to the water and sewer system as well as increased maintenance and operations costs.

City of Amarillo
Revenue
5200Water and Sewer System Fund

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
31615 Grease Trap Permits	0	88,157	92,225
31400 Business License and Per	**0**	**88,157**	**92,225**
34010 Water Metered Sales	55,209,141	49,189,699	54,875,443
34030 Sewer Charges	23,629,503	23,540,474	24,556,003
34040 Ind Waste Sewer Surchar	152,888	158,630	176,500
34045 Liq. Waste Disp. Fee	71,090	119,940	120,000
34060 Sale of Reclaimed Water	433,467	408,793	451,500
34070 Water Service Charges	1,370,967	917,311	1,360,000
34080 Door Tag Fees	82,079	85,000	85,000
34000 Utility Sales & Services	**80,949,134**	**74,419,846**	**81,624,446**
34210 Water Tap Fees	212,343	207,171	213,000
34220 Sewer Tap Fees	54,418	55,240	66,000
34230 Water Frontage Charges	1,210	0	500
34240 Sewer Frontage Charges	3,432	3,432	3,500
34266 Lab Fees	111,643	111,435	124,000
34200 Tap Fees and Frontage Ch	**383,046**	**377,278**	**407,000**
35216 Forfeited Disc.-Water&S	1,310,310	986,769	1,275,000
35000 Fines and Forfeitures	**1,310,310**	**986,769**	**1,275,000**
35420 Owner Participation	326,555	68,000	68,000
35300 Construction Participati	**326,555**	**68,000**	**68,000**
37110 Interest Income	1,723,409	2,608,833	1,565,300
37115 Unrealized G/L	-172,485	0	0
37125 Other Interest Income	39,149	284,564	184,500
37109 Interest Earnings	**1,590,073**	**2,893,397**	**1,749,800**
37154 Other Rental Income	59,865	58,097	58,824
37155 Surface Land Rental	115,052	97,094	97,098
37150 Rent	**174,916**	**155,191**	**155,922**
37130 Discounts Earned	501	1,320	500
37140 Returned Check Fees	48,720	41,430	44,500
37141 Merchant Service Fees	-269,492	-325,000	-328,644
37410 Miscellaneous Revenue	2,539	39	0
37418 Non City Damage Claim	88,453	89,094	63,950
37435 Sale of Scrap	20,457	20,457	21,000
37465 NBV Asset Disposal	-684	0	0
37400 Miscellaneous Revenue	**-109,505**	**-172,660**	**-198,694**
TREVENUE Total Revenues	**84,624,529**	**78,815,978**	**85,173,699**

CITY OF AMARILLO
WATER AND SEWER EXPENDITURE SUMMARY

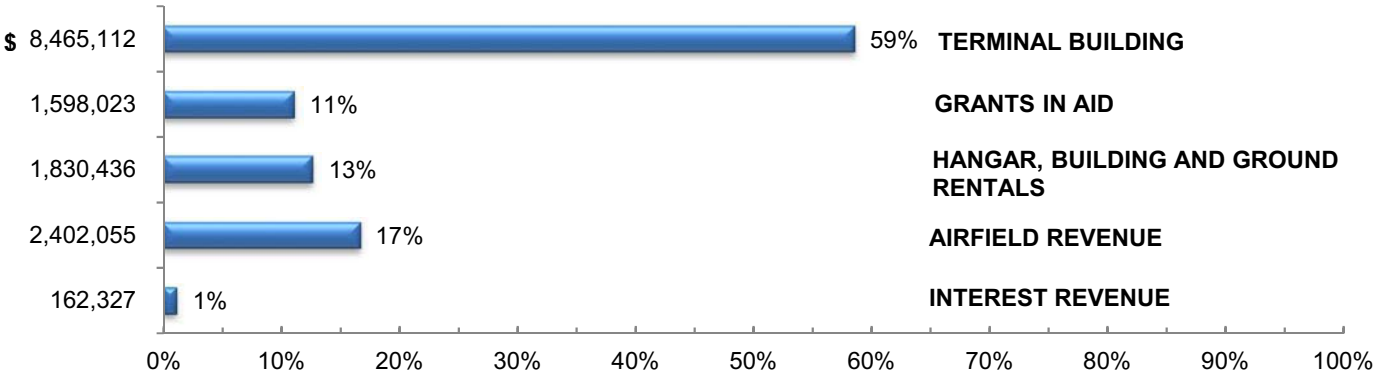


The above graph compares actual 2017/2018 expenses to budgeted 2018/2019 and budgeted 2019/2020 operating expenses. Capital Project expenditures are not included in the above graph.

The Wastewater Treatment line includes the River Road Water Reclamation Plant ($3.6 million), the Hollywood Road Wastewater Treatment Plant ($4.6 million), and Laboratory Administration ($1.9 million) for the 2019/2020 fiscal year.

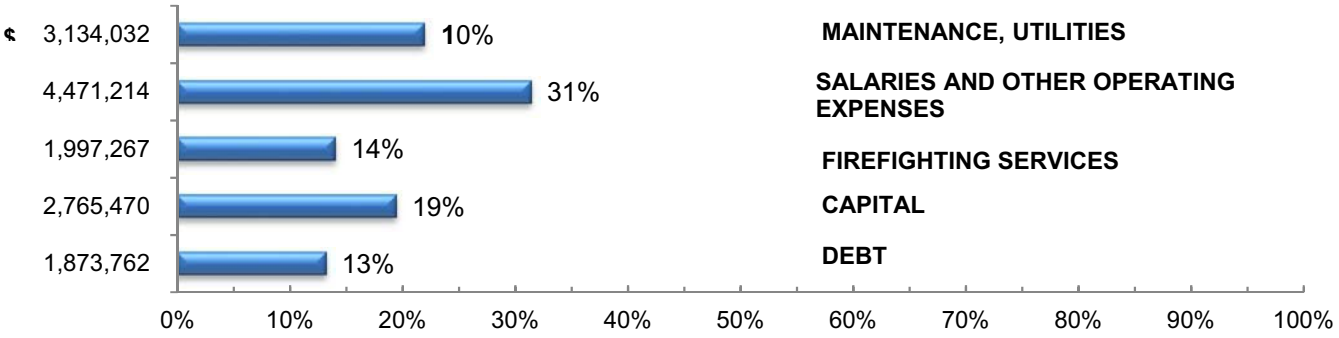
CITY OF AMARILLO
AIRPORT
2019/2020

REVENUE



$14,457,953 TOTAL REVENUE

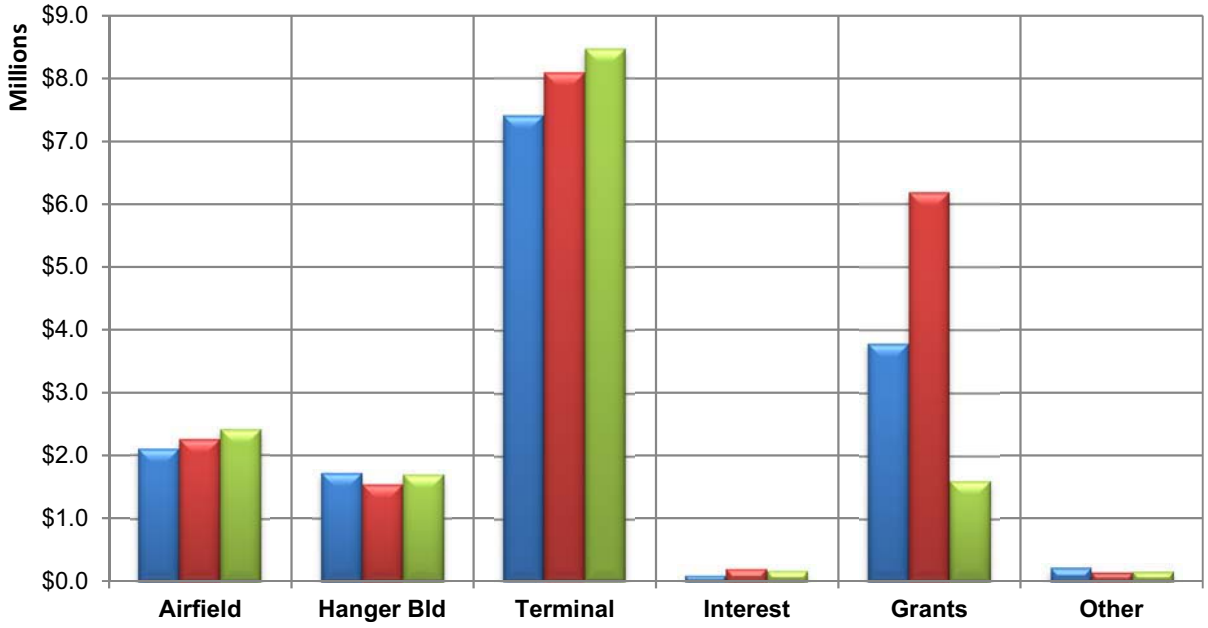
EXPENDITURES



$14,241,745 TOTAL EXPENDITURES

Terminal building related revenues of $8.5million account for 59% of the Airport Fund revenues. Grants in Aid of $1.6 million, or 11% 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.

CITY OF AMARILLO
AIRPORT REVENUE SUMMARY



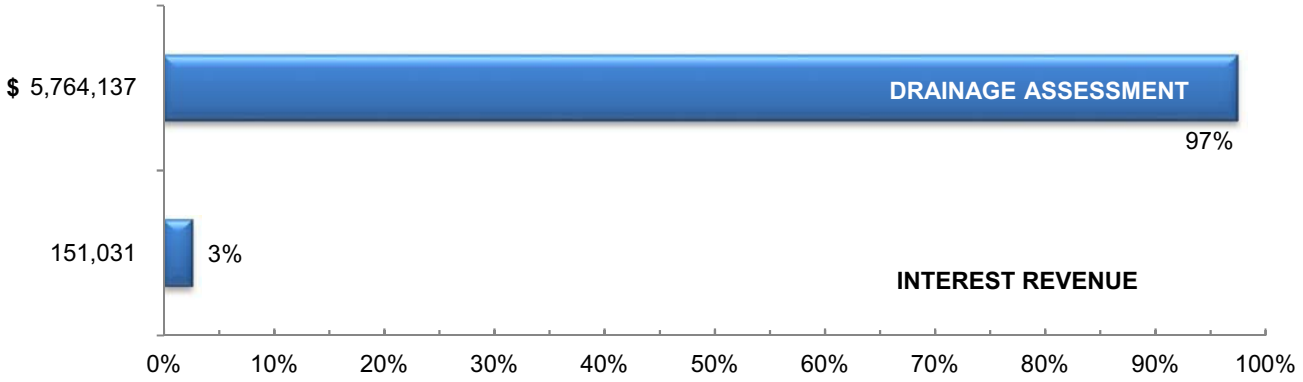
2017/18	2018/19	2019/20
$15,307,522 Actual	$18,380,523 Budgeted	$14,457,953 Budgeted

The above graph compares actual 2017/2018 revenues to budgeted 2018/2019 and budgeted 2019/2020 revenues. Revenue budgeted from the terminal building area accounts for approximately 59% of total receipts budgeted for the Airport during the 2019/2020 fiscal year. The airfield revenue represents 17% of total budgeted funds, while hanger and grounds, interest and other revenue account for 14% of total revenue. For the 2019/2020 fiscal year, grant revenues of $1.6 million (11% of total revenue) are estimated to fund capital projects.

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
32825 TxDOT Assistance	0	0	37,500
32800 Other Governmental Reven	**0**	**0**	**37,500**
34310 Landing Fees	651,560	725,000	773,555
34315 Passenger Facility Charg	1,306,607	1,321,420	1,325,000
34320 Fuel Flowage Comm	136,630	200,000	300,000
34340 Fuel & Oil commission O	0	0	2,000
34350 Cargo Landing Fees	0	0	500
34360 Gen Av and Military Land	0	0	1,000
34300 Airfield Fees and Commis	**2,094,797**	**2,246,420**	**2,402,055**
34410 Airline Rentals	1,959,627	2,500,000	2,801,112
34420 Restaurant Commissions	194,424	215,000	224,000
34460 Other Terminal Building	114,078	82,526	85,000
34470 Car Rental Commissions	1,165,721	1,315,200	1,400,000
34471 Customer Facility Charge	653,679	632,736	630,000
34472 CONRAC Fuel Revenue	282,300	307,913	300,000
34480 Auto Parking Commission	3,039,323	3,037,512	3,025,000
34400 Terminal Building Area R	**7,409,151**	**8,090,887**	**8,465,112**
34620 Krams Inc Lease	302,577	63,942	302,578
34630 Leading Edge Lease	450,082	467,595	444,000
34631 Wilmax Lease	0	0	34,167
34632 Apollo MedFlight Lease	0	0	72,000
34640 Bell Helicopter Rents	480,564	550,051	492,864
34650 Fixed Base Operator Lea	71,097	57,540	60,000
34660 Other Build Rentls – Ai	40,494	40,494	40,400
34665 PRANA Master Lease	148,296	161,592	117,977
34680 Ground Rentals	214,197	166,776	93,000
34715 Ground Transportation Fe	2,661	22,271	23,400
34730 Other Non-Passenger Aero	0	0	500
34740 Terminal Services and Ot	0	0	50
34600 Other Building & Ground	**1,709,969**	**1,530,261**	**1,680,936**
34700 Adverstising Commission	42,000	38,500	42,000
34800 Other	**42,000**	**38,500**	**42,000**
35610 Grant In Aid – Federal	539,289	6,180,074	1,525,023
35700 Grants - State	49,274	0	35,500
35500 Other Governmental Reven	**588,563**	**6,180,074**	**1,560,523**
37110 Interest Income	100,855	162,327	162,327
37115 Unrealized G/L	3,071	33,732	0
37109 Interest Earnings	**103,926**	**196,060**	**162,327**
37155 Surface Land Rental	1,500	1,500	1,500
37150 Rent	**1,500**	**1,500**	**1,500**
37141 Merchant Service Fees	-57,495	-56,651	-65,000
37410 Miscellaneous Revenue	115,480	42,472	50,000
37451 TSA LEO Reimbursement	108,880	111,000	121,000
37400 Miscellaneous Revenue	**166,864**	**96,821**	**106,000**
39676 Tsf in fr Airport PFC Fu	1,405,355	0	0
39100 Operating Transfers In	**1,405,355**	**0**	**0**
TREVENUE Total Revenues	**13,522,124**	**18,380,523**	**14,457,953**

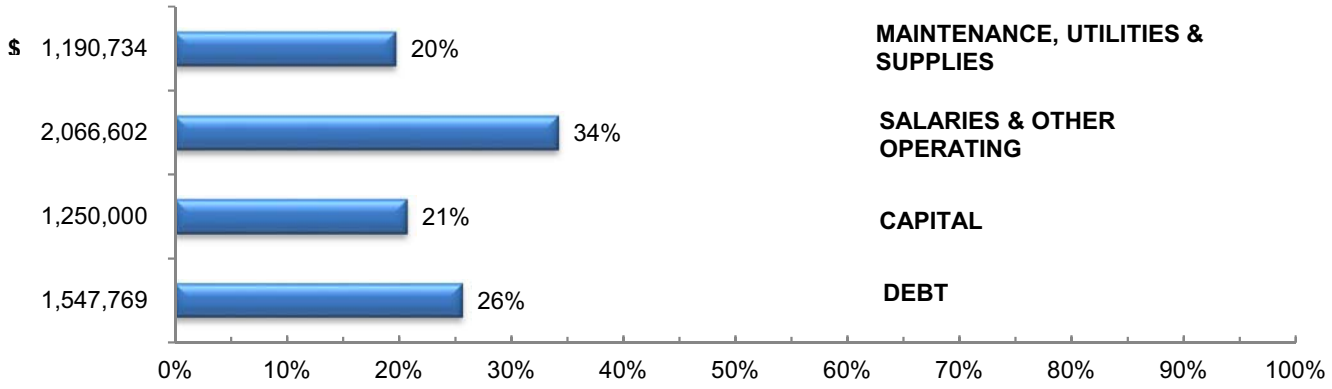
CITY OF AMARILLO
DRAINAGE UTILITY
2019/2020

REVENUE



$5,915,168 **TOTAL REVENUE**

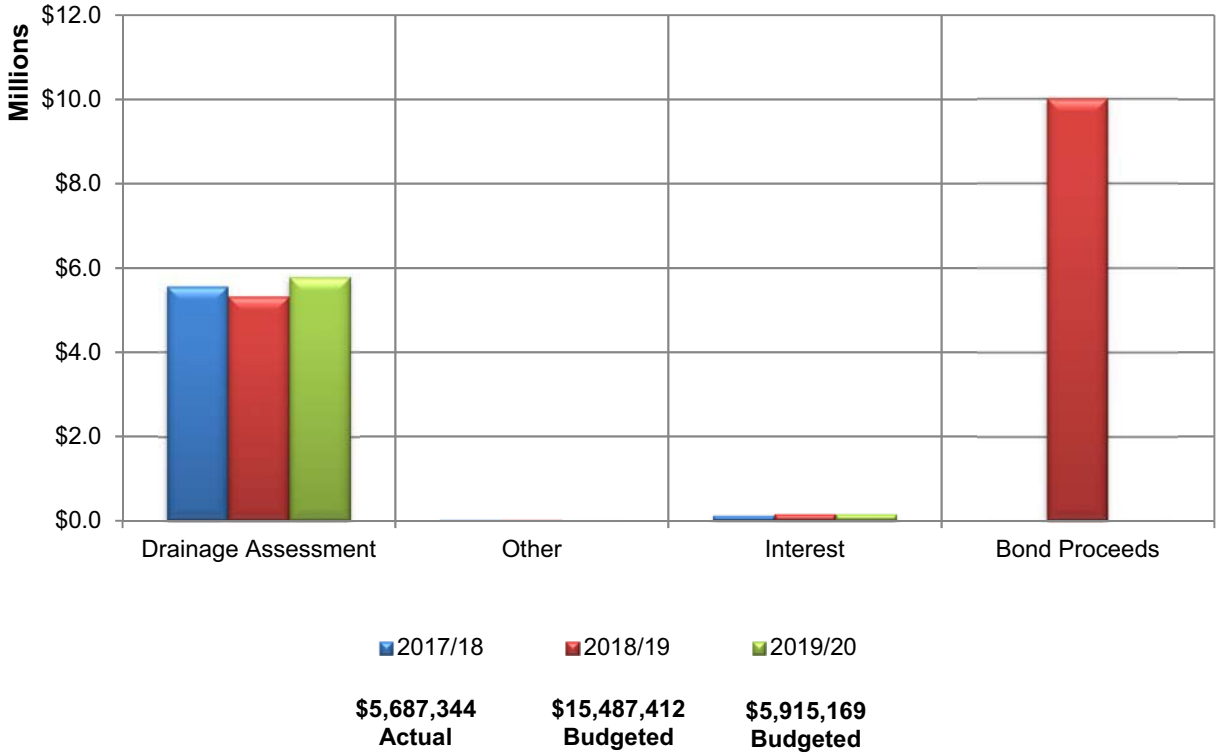
EXPENDITURES



$6,055,105 **TOTAL EXPENDITURES**

Drainage Utility Fund recurring revenues are entirely composed of $5.8 million in drainage assessment fees. Total expenditures do not include non-cash budgeted items such as depreciation.

CITY OF AMARILLO
DRAINAGE UTILITY REVENUE SUMMARY



The above graph compares actual 2017/2018 revenues to budgeted 2018/2019 and budgeted 2019/2020 revenues. The Drainage Utility Fund began collecting assessments on October 1, 2012. Drainage assessments account for 97% of the total revenue budgeted in the Drainage Utility Fund for the 2019/2020 fiscal year.

The 2019/2020 budget includes a 4% increase in drainage assessments which will be used to help fund capital improvements to the drainage system.

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
34755 Drainage Assessment	5,454,267	5,227,872	5,672,437
34800 Other	**5,454,267**	**5,227,872**	**5,672,437**
35218 Forfeited Disc.-Drainage	93,814	81,645	91,700
35000 Fines and Forfeitures	**93,814**	**81,645**	**91,700**
35420 Owner Participation	26,863	26,863	0
35300 Construction Participati	**26,863**	**26,863**	**0**
37110 Interest Income	109,032	151,031	151,031
37115 Unrealized G/L	3,367	0	0
37109 Interest Earnings	**112,399**	**151,031**	**151,031**
TREVENUE Total Revenues	**5,687,344**	**5,487,412**	**5,915,169**

CITY OF AMARILLO
SUMMARY OF RESOURCES AND EXPENDITURES
INTERNAL SERVICE FUNDS - FISCAL YEAR 2019/2020

	TOTAL	FLEET SERVICES	INFORMATION TECHNOLOGY	RISK MANAGEMENT	EMPLOYEE INSURANCE
AVAILABLE FUNDS:					
Balance 10/01/18 (See Below)	17,303,737	7,734,505	2,541,179	3,165,448	3,862,605
Fiscal Year 2018/2019					
Sales, Receipts & Revenue	57,651,423	17,313,406	6,383,300	7,313,777	26,640,940
Other Sources	0	0	0		
M & O Expenditures	58,318,598	18,760,889	5,936,455	6,894,862	26,726,392
Less: Depreciation	(8,952,741)	(8,657,600)	(295,142)	0	
Capital Expenditures	7,744,260	6,844,260	900,000		
Debt Service	455,000	455,000			
Total Expenditures	57,565,117	17,402,550	6,541,313	6,894,862	26,726,392
AVAILABLE FUNDS:					
Balance 10/01/19	17,390,043	7,645,361	2,383,165	3,584,363	3,777,153
Fiscal Year 2019/2020					
Sales, Receipts & Revenue	59,184,280	17,721,541	6,512,722	6,800,108	28,149,909
Other Sources	0	0	0		
M & O Expenditures	60,396,619	18,563,780	6,071,372	6,817,684	28,943,782
Less: Depreciation	(7,854,517)	(7,615,503)	(239,014)		
Capital Expenditures	7,530,000	6,630,000	900,000		
Debt Service		0			
Total Expenditures	60,072,102	17,578,277	6,732,358	6,817,684	28,943,782
AVAILABLE FUNDS:					
Balance 10/01/20	16,502,220	7,788,625	2,163,529	3,566,787	2,983,280
DETAIL OF BALANCES AT 10/01/20					
Reserves for S/L & A/L	658,068	294,224	320,947	19,827	23,070
Debt Service Reserves					
Committed for Future Capital/Projects	15,844,152	7,494,401	1,842,582	3,546,960	2,960,210
BALANCE	16,502,220	7,788,625	2,163,529	3,566,787	2,983,280
Available funds calculation:					
Cash & Investments	41,853,475	12,540,894	4,516,923	16,020,888	8,774,770
(Appreciation) Depreciation in Investments	111,046	25,047	10,668	41,602	33,729
Assets to be converted to Cash	2,914,652	51,176	7,777	1,480,229	1,375,470
Less: Liabilities & Encumbrances	(25,655,081)	(4,653,325)	(303,121)	(14,377,271)	(6,321,364)
Less: Existing Progress Balances	(1,920,355)	(229,287)	(1,691,068)	0	0
Balance 10/01/18	17,303,737	7,734,505	2,541,179	3,165,448	3,862,605

Note: converted to cash includes A/R balances, due froms and prepaids.

City of Amarillo
Revenue
6100Fleet Services Fund

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
34910 Fleet Equipment Rental	15,972,569	16,677,675	17,170,552
34900 Interdepart Rental & Use	**15,972,569**	**16,677,675**	**17,170,552**
37110 Interest Income	170,430	214,276	214,276
37115 Unrealized G/L	-13,020	0	0
37109 Interest Earnings	**157,409**	**214,276**	**214,276**
37130 Discounts Earned	0	0	13
37145 Insurance Recoveries	112,808	0	0
37410 Miscellaneous Revenue	0	407,571	0
37435 Sale of Scrap	7,725	7,189	11,700
37460 Gn/Lss on Prop Disposal	822,060	0	325,000
37465 NBV Asset Disposal	-771,328	0	0
37400 Miscellaneous Revenue	**171,264**	**414,760**	**336,713**
39110 Tsf In fr General Fund	11,177	6,696	0
39350 Tsf In from Gen Construc	1,200	0	0
39410 Tsf in fr Solid Waste	119,336	0	0
39470 Tsf in from Water & Sewe	156,034	0	0
39475 Tsf in from Drainage Uti	68,256	0	0
39100 Operating Transfers In	**356,003**	**6,696**	**0**
TREVENUE Total Revenues	**16,657,245**	**17,313,406**	**17,721,541**

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
34920 Interdepartmental Charg	6,022,771	6,332,494	6,459,139
34900 Interdepart Rental & Use	**6,022,771**	**6,332,494**	**6,459,139**
37110 Interest Income	41,699	53,583	53,583
37115 Unrealized G/L	-5,698	0	0
37109 Interest Earnings	**36,001**	**53,583**	**53,583**
37465 NBV Asset Disposal	-5,299	-5,299	0
37400 Miscellaneous Revenue	**-5,299**	**-5,299**	**0**
39110 Tsf In fr General Fund	20,836	2,521	0
39470 Tsf in from Water & Sewe	770	0	0
39475 Tsf in from Drainage Uti	929	0	0
39480 Tsf In fr Municipal Gara	1,920	0	0
39510 Tsf In fr Employee Insur	159	0	0
39592 Trans In Frm Court Tech	3,506	0	0
39650 Tsf In fr Emergency Mgt	770	0	0
39100 Operating Transfers In	**28,890**	**2,521**	**0**
TREVENUE Total Revenues	**6,082,363**	**6,383,300**	**6,512,722**

City of Amarillo
Revenue
6300Risk Management Fund

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
37110 Interest Income	223,013	279,784	279,784
37115 Unrealized G/L	-20,369	-348	0
37109 Interest Earnings	**202,644**	**279,436**	**279,784**
37310 Self Insurance Premium	3,411,242	4,284,472	3,812,124
37315 W/C Premium City Pay	2,724,215	2,749,869	2,708,000
37199 Administrative Charges	**6,135,457**	**7,034,341**	**6,520,124**
37145 Insurance Recoveries	82,261	0	0
37409 Accident Damage Revenue	0	0	100
37418 Non City Damage Claim	0	0	100
37400 Miscellaneous Revenue	**82,261**	**0**	**200**
TREVENUE Total Revenues	**6,420,362**	**7,313,777**	**6,800,108**

City of Amarillo
Revenue
6400Employee Insurance Fund

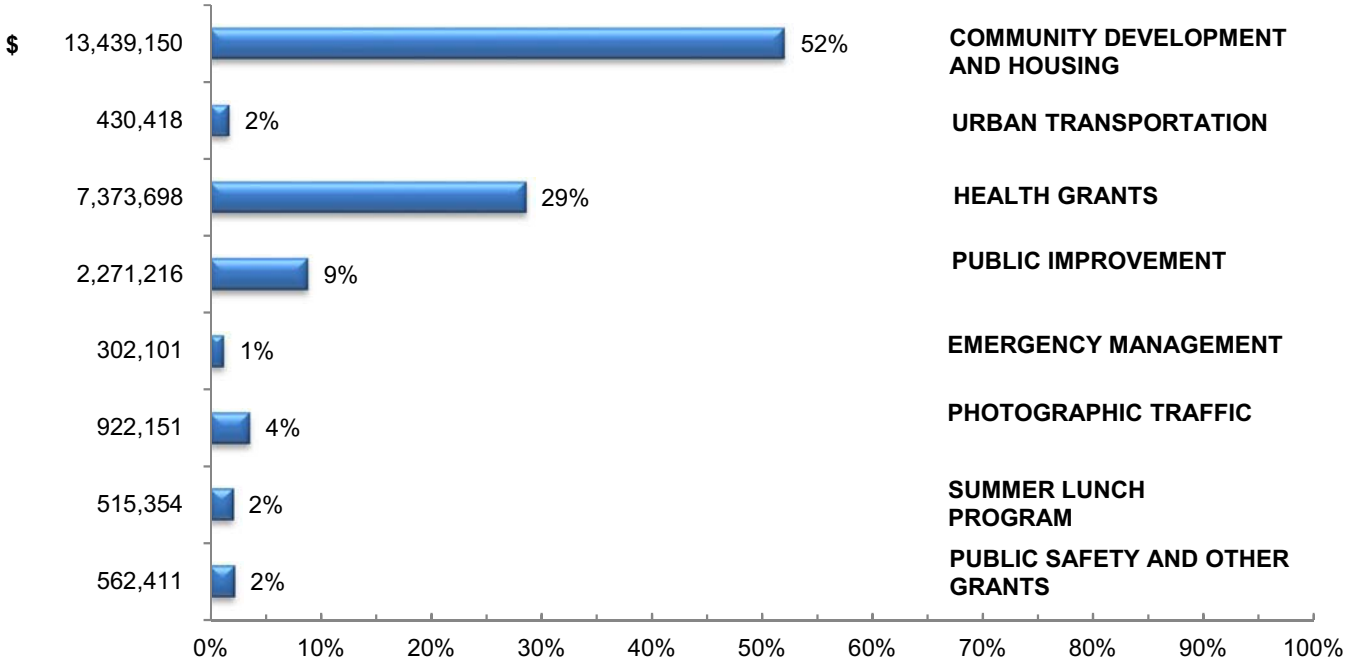
DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
34810 Employee Health Ins Pre	3,140,533	3,196,148	3,260,626
34820 Retiree Health Ins Prem	1,376,104	1,370,349	1,397,757
34830 Cobra Health Ins Premiu	48,684	36,893	39,691
34840 Dental Insurance Premiu	1,282,848	1,306,040	1,306,040
34850 City Paid Health Premiu	17,848,642	18,813,644	20,130,599
34870 Claim Refund	10,091	0	0
34890 Drug Rebate Revenue	1,084,205	1,317,261	1,317,261
34800 Other	**24,791,107**	**26,040,335**	**27,451,974**
37110 Interest Income	119,645	153,182	153,182
37115 Unrealized G/L	-24,839	0	0
37109 Interest Earnings	**94,806**	**153,182**	**153,182**
37140 Returned Check Fees	480	360	300
37410 Miscellaneous Revenue	-2,632	535	0
37400 Miscellaneous Revenue	**-2,152**	**895**	**300**
TREVENUE Total Revenues	**24,883,762**	**26,194,412**	**27,605,455**

City of Amarillo
Revenue
6500Employee Flexible Spnding Fun

DESCRIPTION	ACTUAL FY2017	Revised FY2018	Budgeted FY2019
34875 Day Care Contribuitons	40,257	56,345	52,800
34880 Flex Plan Health	399,012	388,529	490,000
34800 Other	**439,268**	**444,874**	**542,800**
37110 Interest Income	912	1,654	1,654
37109 Interest Earnings	**912**	**1,654**	**1,654**
37410 Miscellaneous Revenue	258	0	0
37400 Miscellaneous Revenue	**258**	**0**	**0**
TREVENUE Total Revenues	**440,439**	**446,528**	**544,454**

CITY OF AMARILLO
SPECIAL REVENUE FUNDS
2019/2020

REVENUES



$25,816,499 TOTAL REVENUES

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 ($13.4 million). Public Safety and Other Grants includes $270,450 in Police related grants and $291,961 in Municipal Court related funding. Health Department functions reflect funding in the amount of $7.4 million including $4.9 million for the Health Department and $2.5 million for the WIC grants.

CITY OF AMARILLO
SUMMARY OF RESOURCES AND EXPENDITURES
SPECIAL REVENUE FUNDS - FISCAL YEAR 2019/2020

	Total	Housing Assistance Payments Program	Shelter Plus Care	Emergency Shelter	Community Development Block Grant	Home Investment Partnership Program	HMIS	Court Technology Fund	Court Security Fund
Balance 10/01/18 (See Below)	11,256,457	1,212,282	-	500	7,645	-	-	233,812	(5)
Fiscal Year 2018/2019									
Sales, Receipts & Revenue	25,671,876	10,404,893	310,368	13,112	1,631,757	726,074	163,232	136,100	163,184
M & O Expenditures	23,286,233	10,418,368	310,368	13,612	1,631,757	726,074	163,232	308,460	163,184
Capital Expenditures	276,827	-	-	-	-	-	-	(263)	-
Total Expenditures	23,563,060	10,418,368	310,368	13,612	1,631,757	726,074	163,232	308,196	163,184
Balance 10/01/19	13,365,274	1,198,807	-	-	7,645	-	-	61,716	(5)
Fiscal Year 2019/2020									
Sales, Receipts & Revenue	25,816,499	10,415,440	302,712	-	1,634,245	645,297	163,232	136,100	155,861
M & O Expenditures	24,066,776	10,428,778	302,712	-	1,634,245	645,297	163,232	109,640	155,861
Capital Expenditures	45,000	-	-	-	-	-	-	-	-
Total Expenditures	24,111,776	10,428,778	302,712	-	1,634,245	645,297	163,232	109,640	155,861
Balance 10/01/20	15,069,995	1,185,468	-	-	7,644	-	-	88,176	(5)
AVAILABLE FUNDS CALCULATION									
Cash & Investments	11,845,641	1,257,573	4,540	3,808	36,456	24,082	3,387	233,812	8,113
Assets to be converted to Cash	1,200,995	8,600	20,460	56,750	262,408	140,527	4,771	-	-
Less: Liabilities & Encumbrances	(1,790,179)	(53,891)	(25,000)	(60,058)	(291,219)	(164,609)	(8,158)	-	(8,118)
	-								
Balance 10/01/18	11,256,457	1,212,282	-	500	7,645	-	-	233,812	(5)

* Includes the Justice Assistant Grant and the Selective Traffic Enforcement Program

Urban Transportation Planning	Emergency Management AIP Pantex Project	Emergency Management Homeland Security	Summer Programs	Woman Infants & Children	Public Health	LEOSE	Police Grants*	APD Seized Property	Photographic Traffic Enforcement	Coming Home	Public Improvement District Summary
-	-	884	-	5,939	7,255,419	41,278	1,949	184,680	737,325	-	1,574,749
357,837	230,364	208,923	515,354	2,016,989	4,884,890	23,124	280,158	-	1,327,133	156,020	2,122,364
357,837	230,364	40,308	515,354	2,016,701	3,227,976	15,438	235,482	26,004	1,258,917	156,020	1,470,777
-	-	168,615	-	-	-	-	44,676	-	63,800	-	-
357,837	230,364	208,923	515,354	2,016,701	3,227,976	15,438	280,157	26,004	1,322,717	156,020	1,470,777
-	-	884	-	6,227	8,912,334	48,964	1,949	158,676	741,741	-	2,226,337
430,418	197,579	104,522	515,354	2,451,473	4,922,225	26,310	244,140	-	922,151	278,224	2,271,216
430,418	197,579	104,522	515,354	2,451,473	3,606,942	22,500	244,140	90,350	915,427	278,224	1,770,082
-	-	-	-	-	-	-	-	-	45,000		-
430,418	197,579	104,522	515,354	2,451,473	3,606,942	22,500	244,140	90,350	960,427	278,224	1,770,082
-	-	884	-	6,226	10,227,617	52,774	1,949	68,326	703,465	-	2,727,471
7,145	1,446	5,507	-	3,052	7,173,426	41,278	5,640	210,559	1,215,362	-	1,610,455
46,844	16,933	8,255	-	377,504	229,434	-	26,309	-	-	-	2,200
(53,989)	(18,379)	(12,878)	-	(374,617)	(147,441)	-	(30,000)	(25,879)	(478,037)	-	(37,906)
-	-	884	-	5,939	7,255,419	41,278	1,949	184,680	737,325	-	1,574,749

City of Amarillo

Revenue Summary

DESCRIPTION	Actual 2017/2018	Revised Estimate 2018/2019	Budgeted 2019/2020
1000 - General Fund			
30200 Ad Valorem Tax Collectio	40,136,414	41,081,458	43,705,213
30400 Gross Receipts Business	24,564,438	23,934,941	24,499,780
30600 Sales Tax	58,297,356	59,831,318	61,351,930
31400 Business License and Per	1,144,094	1,133,928	1,187,000
31900 Non-Business License & P	2,251,427	2,665,235	2,796,289
32800 Other Governmental Reven	4,693,528	5,063,074	5,123,256
33200 General Government	112,791	94,961	101,570
33300 Public Safety and Health	2,822,295	3,042,152	3,138,967
33500 Sanitation	20,137,073	20,356,900	22,310,431
33600 Operating Revenues	199,227	187,407	237,021
33700 Culture and Recreation	6,472,317	6,185,314	6,589,500
34900 Interdepart Rental & Use	30	30	700
35000 Fines and Forfeitures	4,463,589	4,388,892	4,474,800
35300 Construction Participati	240,530	354,197	65,833
35500 Other Governmental Reven	1,221,019	1,247,143	1,288,713
36500 Chamber Revenues	23,837	44,540	48,600
37109 Interest Earnings	782,752	1,038,906	1,039,193
37150 Rent	4,317,836	4,706,590	4,938,076
37199 Administrative Charges	4,030,139	4,104,148	4,352,034
37400 Miscellaneous Revenue	825,475	1,194,918	724,774
39100 Operating Transfers In	1,035,809	230,724	230,724
TREVENUE Total Revenues	177,771,979	180,886,775	188,204,404
2010 - CDBG Fund			
35300 Construction Participati	42,541	24,746	0
35500 Other Governmental Reven	1,590,887	1,607,011	1,634,245
TREVENUE Total Revenues	1,633,428	1,631,757	1,634,245
2020 - Housing			
35000 Fines and Forfeitures	943	511	0
35300 Construction Participati	193	0	0
35500 Other Governmental Reven	9,872,805	10,365,559	10,365,559
37109 Interest Earnings	5,759	8,823	8,823
37400 Miscellaneous Revenue	35,252	30,000	41,058
TREVENUE Total Revenues	9,914,952	10,404,893	10,415,440
2030 - Home Investment Partnership			
35500 Other Governmental Reven	251,945	726,074	645,297
TREVENUE Total Revenues	251,945	726,074	645,297
2040 - Shelter Plus Care Fund			
35500 Other Governmental Reven	189,230	310,368	302,712
TREVENUE Total Revenues	189,230	310,368	302,712

City of Amarillo

Revenue Summary

DESCRIPTION	Actual 2017/2018	Revised Estimate 2018/2019	Budgeted 2019/2020
2065 - Coming Home Project			
37400 Miscellaneous Revenue	0	14,856	10,000
39100 Operating Transfers In	0	141,164	268,224
TREVENUE Total Revenues	0	156,020	278,224
2070 - TX Emergency Solutions Grant			
35500 Other Governmental Reven	298,098	13,112	0
TREVENUE Total Revenues	298,098	13,112	0
2075 - HMIS			
35500 Other Governmental Reven	0	163,232	163,232
TREVENUE Total Revenues	0	163,232	163,232
2080 - Court Technology Fund			
35000 Fines and Forfeitures	135,105	136,100	136,100
TREVENUE Total Revenues	135,105	136,100	136,100
2090 - Court Security Fund			
35000 Fines and Forfeitures	101,449	102,000	102,000
39100 Operating Transfers In	75,299	61,184	53,861
TREVENUE Total Revenues	176,748	163,184	155,861
2210 - Safe and Sober TXDOT Program			
35500 Other Governmental Reven	157,603	149,296	155,907
39100 Operating Transfers In	41,220	35,525	38,233
TREVENUE Total Revenues	198,823	184,821	194,140
2300 - Summer Lunch Program			
35500 Other Governmental Reven	357,361	515,354	515,354
TREVENUE Total Revenues	357,361	515,354	515,354
2400 - Hazardous Material Transportation			
39100 Operating Transfers In	29,726	0	0
TREVENUE Total Revenues	29,726	0	0
2420 - Urban Transportation Planning			
35500 Other Governmental Reven	307,760	357,837	430,418
TREVENUE Total Revenues	307,760	357,837	430,418
2425 Photographic Traffic Enforcement			
35000 Fines and Forfeitures	1,387,672	1,304,983	900,000
37109 Interest Earnings	3,120	22,151	22,151
TREVENUE Total Revenues	1,390,792	1,327,133	922,151
2430 - Emergency Mgt Service & Equip			
35500 Other Governmental Reven	197,093	198,067	104,522
39100 Operating Transfers In	10,856	10,856	0
TREVENUE Total Revenues	207,949	208,923	104,522

City of Amarillo

Revenue Summary

DESCRIPTION	Actual 2017/2018	Revised Estimate 2018/2019	Budgeted 2019/2020
2450 - Louisiana Refugee Disaster			
35300 Construction Participati	-67	0	0
TREVENUE Total Revenues	-67	0	0
2500 - Public Health Fund			
35500 Other Governmental Reven	4,758,140	4,599,261	4,622,261
37109 Interest Earnings	62,495	133,916	133,916
37400 Miscellaneous Revenue	137,326	151,713	166,048
TREVENUE Total Revenues	4,957,961	4,884,890	4,922,225
2530 - WIC Grant Fund			
35500 Other Governmental Reven	1,378,268	2,016,439	2,451,473
37400 Miscellaneous Revenue	550	550	0
TREVENUE Total Revenues	1,378,818	2,016,989	2,451,473
2610 - Justice Assistance Grant			
35500 Other Governmental Reven	42,351	95,337	50,000
TREVENUE Total Revenues	42,351	95,337	50,000
2660 - Leose Traning Program Fund			
35500 Other Governmental Reven	24,805	23,124	24,810
37400 Miscellaneous Revenue	0	0	1,500
TREVENUE Total Revenues	24,805	23,124	26,310
2670 - AIP Pantex Project Fund			
35500 Other Governmental Reven	144,398	230,364	197,579
TREVENUE Total Revenues	144,398	230,364	197,579
2700 - Greenways at Hillside Fund			
30200 Ad Valorem Tax Collectio	633,913	645,707	643,344
37109 Interest Earnings	404	622	622
TREVENUE Total Revenues	634,318	646,330	643,966
2705 - Pinnacle PID			
30200 Ad Valorem Tax Collectio	0	679	350
TREVENUE Total Revenues	0	679	350
2710 - Heritage Hills PID			
30200 Ad Valorem Tax Collectio	161,697	162,406	319,940
TREVENUE Total Revenues	161,697	162,406	319,940
2730 - Colonies			
30200 Ad Valorem Tax Collectio	1,002,348	1,055,309	1,054,400
37109 Interest Earnings	5,003	5,007	0
39100 Operating Transfers In	3,000,000	0	0
TREVENUE Total Revenues	4,007,351	1,060,316	1,054,400

City of Amarillo

Revenue Summary

DESCRIPTION	Actual 2017/2018	Revised Estimate 2018/2019	Budgeted 2019/2020
2740 - Tutbury Public Imprv Dist			
30200 Ad Valorem Tax Collectio	16,296	16,296	16,296
TREVENUE Total Revenues	16,296	16,296	16,296
2750 - Point West PID			
30200 Ad Valorem Tax Collectio	52,000	52,007	52,000
TREVENUE Total Revenues	52,000	52,007	52,000
2760 - Quail Creek Public Improv			
30200 Ad Valorem Tax Collectio	10,150	10,150	10,150
TREVENUE Total Revenues	10,150	10,150	10,150
2770 - Vineyards PID			
30200 Ad Valorem Tax Collectio	4,300	7,950	7,950
TREVENUE Total Revenues	4,300	7,950	7,950
2780 - Redstone PID			
30200 Ad Valorem Tax Collectio	318	0	0
TREVENUE Total Revenues	318	0	0
2790 - Town Square PID			
30200 Ad Valorem Tax Collectio	162,257	166,231	166,164
TREVENUE Total Revenues	162,257	166,231	166,164
3100 - Compensated Absences Fund			
37109 Interest Earnings	31,349	8,546	5,000
39100 Operating Transfers In	0	1,400,000	0
TREVENUE Total Revenues	31,349	1,408,546	5,000
3200 - General Obligation Debt			
30200 Ad Valorem Tax Collectio	4,504,109	5,204,967	5,604,752
37109 Interest Earnings	30,554	34,089	34,089
39100 Operating Transfers In	2,038,407	3,419,792	3,419,061
TREVENUE Total Revenues	6,573,069	8,658,847	9,057,902
4000 - Capital Project Funds			
33700 Culture and Recreation	246,057	246,069	253,500
35500 Other Governmental Reven	0	0	1,582,082
37109 Interest Earnings	1,137,490	1,570,283	847,042
37400 Miscellaneous Revenue	1,376,970	400,000	0
39100 Operating Transfers In	65,600,827	26,999,588	39,112,126
TREVENUE Total Revenues	68,361,345	29,215,940	41,794,750

City of Amarillo

Revenue Summary

DESCRIPTION	Actual 2017/2018	Revised Estimate 2018/2019	Budgeted 2019/2020
5200 - Water and Sewer System Fund			
31400 Business License and Per	0	88,157	92,225
34000 Utility Sales & Services	80,949,134	74,419,846	81,624,446
34200 Tap Fees and Frontage Ch	383,046	377,278	407,000
35000 Fines and Forfeitures	1,310,310	986,769	1,275,000
35300 Construction Participati	326,555	68,000	68,000
37109 Interest Earnings	1,590,073	2,893,397	1,749,800
37150 Rent	174,916	155,191	155,922
37400 Miscellaneous Revenue	-109,505	-172,660	-198,694
TREVENUE Total Revenues	84,624,529	78,815,978	85,173,699
5400 - Airport Fund			
32800 Other Governmental Reven	0	0	37,500
34300 Airfield Fees and Commis	2,094,797	2,246,420	2,402,055
34400 Terminal Building Area R	7,409,151	8,090,887	8,465,112
34600 Other Building & Ground	1,709,969	1,530,261	1,680,936
34800 Other	42,000	38,500	42,000
35500 Other Governmental Reven	588,563	6,180,074	1,560,523
37109 Interest Earnings	103,926	196,060	162,327
37150 Rent	1,500	1,500	1,500
37400 Miscellaneous Revenue	166,864	96,821	106,000
39100 Operating Transfers In	1,405,355	0	0
TREVENUE Total Revenues	13,522,124	18,380,523	14,457,953
5600 - Drainage Utility Fund			
34800 Other	5,454,267	5,227,872	5,672,437
35000 Fines and Forfeitures	93,814	81,645	91,700
35300 Construction Participati	26,863	26,863	0
37109 Interest Earnings	112,399	151,031	151,032
TREVENUE Total Revenues	5,687,344	5,487,412	5,915,169
6100 - Fleet Services			
34900 Interdepart Rental & Use	15,972,569	16,677,675	17,170,552
37109 Interest Earnings	157,409	214,276	214,276
37400 Miscellaneous Revenue	171,264	414,760	336,713
39100 Operating Transfers In	356,003	6,696	0
TREVENUE Total Revenues	16,657,245	17,313,406	17,721,541
6200 - Information Technology Fund			
34900 Interdepart Rental & Use	6,022,771	6,332,494	6,459,139
37109 Interest Earnings	36,001	53,583	53,583
37400 Miscellaneous Revenue	-5,299	-5,299	0
39100 Operating Transfers In	28,890	2,521	0
TREVENUE Total Revenues	6,082,363	6,383,300	6,512,722

City of Amarillo

Revenue Summary

DESCRIPTION	Actual 2017/2018	Revised Estimate 2018/2019	Budgeted 2019/2020
6300 - Risk Management Fund			
37109 Interest Earnings	202,644	279,436	279,784
37199 Administrative Charges	6,135,457	7,034,341	6,520,124
37400 Miscellaneous Revenue	82,261	0	200
TREVENUE Total Revenues	6,420,362	7,313,777	6,800,108
6400 - Employee Insurance Fund			
34800 Other	24,791,107	26,040,335	27,451,974
37109 Interest Earnings	94,806	153,182	153,182
37400 Miscellaneous Revenue	-2,152	895	299
TREVENUE Total Revenues	24,883,762	26,194,412	27,605,455
6500 - Employee Flexible Spending Fund			
34800 Other	439,268	444,874	542,800
37109 Interest Earnings	912	1,654	1,654
37400 Miscellaneous Revenue	258	0	0
TREVENUE Total Revenues	440,439	446,528	544,454
			429,609,653
Bond Proceeds			29,506,375
Total Revenue			459,116,028

City of Amarillo

Summary of Expenditures by Activity Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
Public Safety			
1040 Judicial	538,462	553,408	502,721
1232 Emergency Management Serv	452,109	509,482	531,710
1270 AECC	4,522,509	4,719,728	4,853,258
1305 Municipal Court	1,247,754	1,381,249	1,363,071
1306 Office of Civil Hearings	0	0	117,179
1610 Police	41,545,435	43,329,023	43,579,313
1640 Civilian Personnel	5,002,950	5,231,356	5,368,091
1680 TSU Tobacco Enforcement P	534	0	0
1710 Animal Management & Welfa	2,809,488	3,058,682	3,285,451
1910 Fire Operations	30,982,801	31,485,535	32,488,141
1930 Fire Marshal	904,840	957,571	1,002,978
1940 Fire Civilian Personnel	626,343	605,946	711,658
Administration			
1011 Mayor and Council	68,441	82,701	83,202
1020 City Manager	1,189,603	1,317,505	1,419,201
1023 Office of Public Communic	308,317	340,013	400,167
1030 Tourism & Economic Develo	2,907,410	2,671,948	2,604,604
1210 Legal	1,124,138	1,124,838	1,202,648
1220 City Secretary	227,896	399,971	406,209
Support Services			
1110 Human Resources	940,756	993,428	1,010,832
1120 Risk Management	280,718	310,752	334,152
1231 Radio Communications	374,666	714,594	735,226
1251 Custodial Services	1,561,066	1,670,416	1,279,032
1252 Facilities Maintenance	2,375,025	2,429,879	2,833,321
1253 MPEV	0	0	400,000
1315 Finance	1,042,388	1,121,194	1,246,623
1320 Accounting	1,142,460	1,211,197	1,181,173
1325 Purchasing	573,306	610,049	618,674
1340 Health Plan Administratio	246,842	248,613	255,661
1345 Central Stores	354,856	362,981	369,405
1350 General Fund Transfers	9,894,236	12,026,641	11,203,726
Leisure Services			
1241 Civic Center Administrati	530,555	569,989	592,755
1243 Civic Center Operations	1,862,924	2,126,766	1,869,580
1245 Civic Center Sports	502,007	508,789	593,998
1248 Box Office Operations	346,156	375,263	362,797
1249 Globe News Center	295,129	393,519	382,335
1260 Library	3,991,123	4,175,470	4,106,165
1811 Golf Operations	4,607,858	5,061,893	4,607,168
1812 Comanche Trail	0	0	0
1820 Parks & Rec Administratio	432,470	513,503	728,697
1830 Tennis Center	96,303	107,359	111,392
1840 Swimming Pools	430,099	496,726	530,981
1850 Parks & Recreation Progra	582,263	631,567	439,991
1855 Warford Activity Center	330,168	493,814	446,335
1861 Park Maintenance	7,019,832	7,487,872	6,035,527

City of Amarillo

Summary of Expenditures by Activity Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
1862 Zoo Maintenance	571,673	562,556	622,736
1863 ZooSchool Education Progr	-80	0	0
1870 Athletic Administration	150,883	158,810	161,291
1871 Softball Program	158,705	174,165	161,364
1872 Basketball Program	11,456	12,813	11,301
1873 Track Program	0	0	0
1874 Volleyball Program	90,019	100,077	101,730
1875 Flag Football Program	0	0	0
1876 Baseball	0	1,560	1,060
1880 Senior Services	158,315	112,976	88,721
Transportation			
1420 Street Department	9,739,769	9,776,452	10,473,516
1731 Traffic Administration	583,044	684,589	4,504,864
1732 Traffic Field Operation	3,648,261	3,816,801	0
1761 Transit Fixed Route	3,129,166	2,826,427	2,777,399
1762 Transit Demand Response	1,397,983	1,769,034	1,431,817
1763 Transit Maintenance	532,547	1,116,755	985,055
1764 Transit Administration	0	424,386	569,008
Utility Services			
1431 Solid Waste Collection	10,385,177	10,330,518	12,110,547
1432 Solid Waste Disposal	4,910,633	4,755,679	5,028,298
Development Services			
1021 Office of Economic Develo	200,985	0	0
1410 Public Works	372,089	464,738	541,657
1415 Capital Projects & Develo	970,537	1,127,372	1,043,471
1720 Planning and Development	463,793	913,599	905,100
1740 Building Safety	2,355,187	2,864,266	3,160,074
1750 Environmental Health	1,184,166	1,285,962	1,483,154
Health and Human Services			
1335 Vital Statistics	60,977	61,172	101,969
1000 General Fund	175,347,521	185,751,937	188,459,280
2010 CDBG Fund			
Health and Human Services			
20110 Program Management	277,092	292,287	330,497
20115 Code Enforcement	165,237	239,500	257,203
20116 Code Inspector	71,187	72,821	81,605
20125 Rehab Support	118,998	97,632	186,554
20130 Housing Rehab	336,985	375,000	375,000
20135 Park Improvements	297,876	0	0
20140 Public Services	218,887	238,802	242,886
20155 Neighborhood Facilities	139,517	160,500	160,500
2010 CDBG Fund	1,625,779	1,476,542	1,634,245

City of Amarillo

Summary of Expenditures by Activity Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2020 Housing			
Health and Human Services			
20210 Housing Assistance	711,429	895,947	919,249
20220 Mod Rehab	-1,830	0	0
20230 Housing Vouchers	8,283,392	9,188,230	9,188,230
20240 SRO Rehab	0	0	0
20250 5 YEAR MAINSTREAM VOUCHE	281,433	321,299	321,299
2020 Housing	9,274,424	10,405,476	10,428,778
2030 Home Investment Partnersh			
Health and Human Services			
20310 Home Administration	63,757	71,594	64,979
20320 Home Projects	209,976	653,017	580,318
2030 Home Investment Partnersh	273,733	724,611	645,297
2040 Shelter Plus Care Fund			
Health and Human Services			
20400 SHELTER PLUS CARE	189,230	305,000	302,712
2040 Shelter Plus Care Fund	189,230	305,000	302,712
2065 Coming Home Project			
Health and Human Services			
20650 Coming Home Project	0	0	278,224
2065 Coming Home Project	0	0	278,224
2070 TX Emergency Solutions Gr			
Health and Human Services			
20700 TX Emergency Solutions G	298,098	145,449	0
2070 TX Emergency Solutions Gr	298,098	145,449	0
2075 HMIS			
Health and Human Services			
20755 HMIS	0	0	163,232
2075 HMIS	0	0	163,232
2080 Court Technology Fund			
Public Safety			
20800 Court Technology	134,891	332,640	109,640
2080 Court Technology Fund	134,891	332,640	109,640
2090 Court Security Fund			
Public Safety			
20910 Court Security Fund	176,805	148,943	155,861
2090 Court Security Fund	176,805	148,943	155,861
2210 Safe and Sober TXDOT Prog			
Public Safety			
22150 Safe and Sober TXDOT Pr	186,541	180,607	182,533
22160 Click It or Tickit	12,282	9,000	11,607
2210 Safe and Sober TXDOT Prog	198,823	189,607	194,140

City of Amarillo

Summary of Expenditures by Activity Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2300 Summer Programs			
Health and Human Services			
23100 Summer Food Service Prog	357,361	515,354	515,354
2300 Summer Programs	357,361	515,354	515,354
2400 Hazardous Material Transp			
Public Safety			
24130 OEM Projects	29,795	0	0
2400 Hazardous Material Transp	29,795	0	0
2420 Urban Transportation Plan			
Development Services			
24200 Urban Transportation Pla	307,760	439,512	430,418
2420 Urban Transportation Plan	307,760	439,512	430,418
2425 Photographic Traffic Enfo			
Development Services			
24250 Photographic Traffic Enf	1,286,581	1,171,297	960,427
2425 Photographic Traffic Enfo	1,286,581	1,171,297	960,427
2430 Emergency Mgt Service & E			
Public Safety			
24300 Emergency Mgmt Serv & Eq	15,092	0	0
24310 Homeland Sec 03/04	97,000	0	0
24320 Homeland Sec 04/05 City	5,843	0	0
24380 Homeland Security Grants	90,015	104,522	104,522
2430 Emergency Mgt Service & E	207,950	104,522	104,522
2450 Louisiana Refugee Disaste			
Public Safety			
24510 Louisiana Refugee Disast	40,900	0	0
2450 Louisiana Refugee Disaste	40,900	0	0
2500 Public Health Fund			
Health and Human Services			
25011 AHD Public Health	1,065,675	1,294,236	1,256,256
25012 Refugee Health	229,007	399,102	371,607
25013 TDH Immunizations	356,342	370,066	362,784
25014 HIV Prevention	204,499	257,293	254,775
25015 Core Public Health	179,857	191,489	186,885
25016 Hansen's	9,022	21,464	20,804
25017 Healthy Texas Babies	21,956	71,567	123,343
25020 Bioterrorism Grant	310,604	309,050	300,746
25024 DSRIP IMMUNIZATIONS	225,439	375,262	274,472
25025 DSRIP ARAD	150,000	150,000	150,000
25030 Epidemiology	84,575	86,939	84,803
25035 Local Tuberculosis - Fed	74,780	75,342	72,646
25045 Local Tuberculosis - Sta	150,700	159,164	147,820
2500 Public Health Fund	3,062,456	3,760,974	3,606,941

City of Amarillo

Summary of Expenditures by Activity Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2530 WIC Grant Fund			
Health and Human Services			
25311 WIC Administration	244,309	607,209	585,027
25312 WIC Nutrition Education	383,268	712,969	703,152
25313 WIC Breastfeeding	40,189	86,322	85,316
25314 WIC Client Services	468,513	804,729	785,931
25315 WIC Automation JAD	1	0	14,400
25316 WIC Farmers Market	98,077	0	1,093
25317 WIC Lactation Consultant	16,626	8,936	8,891
25318 WIC Peer Counselor	34,894	108,686	107,892
25319 WIC Vendor Operations	53,182	0	0
25320 WIC Mentor	0	50,000	49,900
25321 WIC Obesity	22,450	32,958	32,703
25322 WIC R D Grant	11,642	71,868	77,168
25323 WIC Summer Feeding	5,135	0	0
2530 WIC Grant Fund	1,378,286	2,483,677	2,451,473
2610 Justice Assistance Grant			
Public Safety			
26110 JAG Traffic Enforcement	50,661	50,000	50,000
26130 FY14 JAG Program	42,351	0	0
2610 Justice Assistance Grant	93,012	50,000	50,000
2620 APD Seized Property Fund			
Public Safety			
26210 Narcotics Unit	34,062	90,350	90,350
2620 APD Seized Property Fund	34,062	90,350	90,350
2660 Leose Training Program Fu			
Public Safety			
26610 Leose Training-Police	16,397	21,000	21,000
Transportation			
26630 Leose Training- Airport	951	1,500	1,500
2660 Leose Training Program Fu	17,348	22,500	22,500
2670 AIP Pantex Project Fund			
Public Safety			
26710 AIP Pantex Project Fund	144,398	171,048	197,579
2670 AIP Pantex Project Fund	144,398	171,048	197,579
2700 Greenways at Hillside Fun			
Public Improvement Districts			
27100 Greenways at Hillside	545,700	618,125	628,630
2700 Greenways at Hillside Fun	545,700	618,125	628,630
2705 Pinnacle PID Fund			
Public Improvement Districts			
27050 Pinnacle PID	336	0	350
2705 Pinnacle PID	336	0	350

City of Amarillo

Summary of Expenditures by Activity Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2710 Heritage Hills PID Fund			
Public Improvement Districts			
27110 Heritage Hills PID	631	63,755	47,623
2710 Heritage Hills PID Fund	631	63,755	47,623
2730 Colonies			
Public Improvement Districts			
27300 Colonies	3,657,646	832,168	950,179
2730 Colonies	3,657,646	832,168	950,179
2740 Tutbury Public Imprv Dist			
Public Improvement Districts			
27400 Tutbury Imprv Dist	10,043	9,494	15,927
2740 Tutbury Public Imprv Dist	10,043	9,494	15,927
2750 Point West PID			
Public Improvement Districts			
27510 Points West PID	22,859	26,068	29,414
2750 Point West PID	22,859	26,068	29,414
2760 Quail Creek Public Imprv Dist			
Public Improvement Districts			
27610 Quail Creek PID	7,158	7,047	8,105
2760 Quail Creek Public Improv	7,158	7,047	8,105
2770 Vineyards PID			
Public Improvement Districts			
27710 Vineyards PID	3,284	3,738	6,741
2770 Vineyards PID	3,284	3,738	6,741
2780 Redstone PID			
Public Improvement Districts			
27800 Redstone PID	18	0	0
2780 Redstone PID	18	0	0
2790 Town Square PID			
Public Improvement Districts			
27900 Town Square PID	759	83,043	83,113
2790 Town Square PID	759	83,043	83,113
3000 Debt Service Funds			
Debt Service			
3100 Compensated Absences Fund	2,138,675	1,666,879	1,070,555
3200 General Obligation Debt	6,324,064	9,174,285	9,182,312
3000 Debt Service Funds	8,462,739	10,841,164	10,252,867

City of Amarillo

Summary of Expenditures by Activity Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
5200 Water and Sewer System Fu			
Utility Services			
52100 Utilities Office	2,572,312	3,011,333	3,152,005
52110 Director of Utilities	485,391	588,723	608,137
52120 Water & Sewer General	1,376,339	1,714,796	1,918,807
52121 Sewer General	6,100,983	3,194,050	3,599,667
52122 Water General	8,255,671	8,923,651	9,053,220
52123 Water & Sewer - Transfer	552,739	34,359,038	47,466,375
52200 Water Production	6,744,544	7,700,856	7,573,040
52210 Water Transmission	5,005,519	6,285,278	5,950,340
52220 Surface Water Treatment	9,749,004	11,124,722	10,528,216
52230 Water Distribution	6,277,985	6,816,950	6,769,349
52240 Waste Water Collection	4,726,990	5,249,214	5,213,022
52260 River Road Water Reclama	3,415,360	3,623,346	3,620,055
52270 Hollywood Road Waste Wat	4,211,101	4,680,590	4,637,526
52281 Laboratory Admin	1,620,083	2,086,876	1,938,564
Development Services			
52115 Capital Projects & Devel	717,113	1,308,708	1,398,914
5200 Water and Sewer System Fu	61,811,134	100,668,131	113,427,237
5400 Airport Fund			
Transportation			
54110 Department of Aviation	13,820,237	14,158,559	14,703,735
54120 Airport Transfers	0	7,726,600	2,765,470
54170 Rental Car Facility	980,748	750,208	758,478
5420 Airport PFC fund	1,405,355	0	0
5400 Airport Fund	16,206,340	22,635,367	18,227,683
5600 Drainage Utility Fund			
Utility Services			
56100 Drainage Utility	3,050,164	4,360,873	4,265,945
56200 Drainage Utility Transfe	0	11,729,601	1,250,000
5600 Drainage Utility Fund	3,050,164	16,090,474	5,515,945
6100 Fleet Services Fund			
Support Services			
61110 Fleet Services Operation	9,795,191	9,318,244	10,590,223
61120 Equipment Replacement	14,483,816	14,225,461	14,603,557
6100 Fleet Services Fund	24,279,007	23,543,705	25,193,780
6200 Information Technology Fu			
Support Services			
62010 IT Administration	682,647	783,476	858,166
62021 IT Enterprise Applicatio	1,313,440	1,710,025	1,996,321
62022 IT Support	439,032	419,312	546,204
62023 IT Print Services	104,833	52,243	110,371
62024 IT GIS	117,806	135,195	147,482
62031 IT Public Safety	281,683	305,987	224,080
62032 IT Infrastructure	957,064	1,005,374	1,384,776

City of Amarillo

Summary of Expenditures by Activity Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
62033 IT Telecom	999,080	1,057,787	707,462
62040 IT Security Department	281,468	0	0
62150 IT Capital	48,387	1,227,645	996,510
6200 Information Technology Fu	5,225,440	6,697,044	6,971,372
6300 Risk Management Fund			
Support Services			
63110 Self Insurance General	530,542	606,092	577,660
63115 Unemployment Claims	73,496	75,656	80,511
63120 Fire & Extended Coverage	670,737	807,237	1,339,250
63125 Workers Compensation	3,183,063	3,027,202	3,003,527
63160 General Liability	-288,751	443,385	676,375
63170 Police Professional	178,826	184,963	200,263
63185 Automobile Liability	1,248,850	407,742	403,562
63190 Auto Physical Damage	669,486	525,330	525,337
63195 City Property	22,230	0	11,200
6300 Risk Management Fund	6,288,479	6,077,607	6,817,685
6400 Employee Insurance Fund			
Support Services			
64100 Health Plan	23,423,876	23,246,815	26,482,740
64200 Dental Plan	1,079,831	1,135,546	1,181,889
64300 City Care Clinic	819,645	714,376	721,353
6400 Employee Insurance Fund	25,323,352	25,096,737	28,385,982
6500 Employee Flexible Spnding			
Support Services			
65100 Employee Flex Plan	455,780	557,800	557,800
6500 Employee Flexible Spnding	455,780	557,800	557,800
			427,921,410
Capital Improvement Programs			43,446,109
Total Expenditures			471,367,519
Depreciation			(28,387,155)
Water and Sewer Debt Service			25,592,081
Airport Principal Debt Service			1,830,000
Drainage Utility Principal Debt Service			817,425
Interfund Transfers			(69,661,634)
Net Expenditures			401,558,236

City of Amarillo

Summary of Expenditures by Object Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
1000 - General Fund			
41000 Personal Services	121,258,706	128,517,220	132,488,633
51000 Supplies	13,549,895	15,905,009	12,906,983
60000 Contractual Services	27,228,896	28,156,802	30,667,090
70000 Other Charges	7,468,633	7,951,297	7,916,395
78500 Program Expenses	(1,479)	-	-
80000 Capital Outlay	1,318,293	767,000	1,366,111
SUB_TOTAL Sub Total	170,822,944	181,297,328	185,345,212
90000 Inter Reimbursements	(1,372,734)	(1,947,474)	(1,848,521)
92000 Operating Transfers	5,897,312	6,402,086	4,962,592
TEXPENSES Total Expenses	175,347,522	185,751,940	188,459,283
2010 - CDBG Fund			
41000 Personal Services	324,444	323,429	325,294
51000 Supplies	5,290	8,506	33,845
60000 Contractual Services	1,173,967	1,041,624	1,076,257
70000 Other Charges	122,079	102,984	198,849
SUB_TOTAL Sub Total	1,625,780	1,476,542	1,634,245
TEXPENSES Total Expenses	1,625,780	1,476,542	1,634,245
2020 - Housing			
41000 Personal Services	460,100	595,114	548,044
51000 Supplies	16,332	13,038	73,212
60000 Contractual Services	8,620,755	9,546,139	9,601,254
70000 Other Charges	177,237	251,185	206,268
SUB_TOTAL Sub Total	9,274,423	10,405,476	10,428,778
TEXPENSES Total Expenses	9,274,423	10,405,476	10,428,778
2030 - Home Investment Partnership			
41000 Personal Services	49,487	50,012	43,890
51000 Supplies	654	5,000	530
60000 Contractual Services	209,976	653,017	580,318
70000 Other Charges	13,616	16,583	20,559
SUB_TOTAL Sub Total	273,733	724,611	645,297
TEXPENSES Total Expenses	273,733	724,611	645,297
2040 - Shelter Plus Care Fund			
60000 Contractual Services	189,230	305,000	302,712
SUB_TOTAL Sub Total	189,230	305,000	302,712
TEXPENSES Total Expenses	189,230	305,000	302,712
2065 - Coming Home Project			
41000 Personal Services	-	-	181,422
51000 Supplies	-	-	1,000
60000 Contractual Services	-	-	68,802
70000 Other Charges	-	-	27,000
SUB_TOTAL Sub Total	-	-	278,224
TEXPENSES Total Expenses	-	-	278,224

City of Amarillo

Summary of Expenditures by Object Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2070 - TX Emergency Solutions Grants			
41000 Personal Services	5,090	5,090	-
60000 Contractual Services	293,008	140,359	-
SUB_TOTAL Sub Total	298,098	145,449	-
TEXPENSES Total Expenses	298,098	145,449	-
2075 - HMIS			
41000 Personal Services	-	-	123,326
51000 Supplies	-	-	10,000
60000 Contractual Services	-	-	13,548
70000 Other Charges	-	-	16,358
SUB_TOTAL Sub Total	-	-	163,232
TEXPENSES Total Expenses	-	-	163,232
2080 - Court Technology Fund			
51000 Supplies	2,912	204,200	11,200
60000 Contractual Services	88,045	98,440	98,440
80000 Capital Outlay	40,429	30,000	-
SUB_TOTAL Sub Total	131,385	332,640	109,640
92000 Operating Transfers	3,506	-	-
TEXPENSES Total Expenses	134,891	332,640	109,640
2090 - Court Security Fund			
41000 Personal Services	173,649	139,211	142,281
51000 Supplies	1,344	1,440	1,600
70000 Other Charges	1,812	8,292	11,980
SUB_TOTAL Sub Total	176,805	148,943	155,861
TEXPENSES Total Expenses	176,805	148,943	155,861
2210 - Safe and Sober TXDOT Program			
41000 Personal Services	198,823	189,607	194,140
SUB_TOTAL Sub Total	198,823	189,607	194,140
TEXPENSES Total Expenses	198,823	189,607	194,140
2300 - Summer Lunch Program			
41000 Personal Services	533	46,773	46,773
51000 Supplies	355,219	458,581	458,581
60000 Contractual Services	-	7,000	7,000
70000 Other Charges	1,610	3,000	3,000
SUB_TOTAL Sub Total	357,361	515,354	515,354
TEXPENSES Total Expenses	357,361	515,354	515,354
2400 - Hazardous Material Transportation			
41000 Personal Services	29,795	-	-
SUB_TOTAL Sub Total	29,795	-	-
TEXPENSES Total Expenses	29,795	-	-

City of Amarillo

Summary of Expenditures by Object Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2420 - Urban Transportation Planning			
41000 Personal Services	230,879	314,339	286,738
51000 Supplies	3,585	2,000	2,000
60000 Contractual Services	2,363	4,600	4,600
70000 Other Charges	70,932	118,573	137,080
SUB_TOTAL Sub Total	307,760	439,512	430,418
TEXPENSES Total Expenses	307,760	439,512	430,418
2425 - Photographic Traffic Enforcement			
41000 Personal Services	57,070	105,420	105,533
51000 Supplies	1,600	1,100	1,100
60000 Contractual Services	518,640	536,250	536,250
70000 Other Charges	411,550	227,528	232,544
80000 Capital Outlay	21,000	-	45,000
SUB_TOTAL Sub Total	1,009,859	870,297	920,427
92000 Operating Transfers	276,722	301,000	40,000
TEXPENSES Total Expenses	1,286,581	1,171,297	960,427
2430 - Emergency Mgt Service & Equip			
51000 Supplies	65,069	-	-
60000 Contractual Services	33,200	104,522	104,522
70000 Other Charges	2,685	-	-
80000 Capital Outlay	106,995	-	-
SUB_TOTAL Sub Total	207,949	104,522	104,522
TEXPENSES Total Expenses	207,949	104,522	104,522
2450 - Disaster Assistance			
51000 Supplies	3,234	-	-
SUB_TOTAL Sub Total	3,234	-	-
92000 Operating Transfers	37,665	-	-
TEXPENSES Total Expenses	40,900	-	-
2500 - Public Health Fund			
41000 Personal Services	1,978,832	2,263,601	2,286,794
51000 Supplies	297,509	568,844	455,843
60000 Contractual Services	375,607	490,417	545,104
70000 Other Charges	398,880	438,110	319,201
80000 Capital Outlay	11,627	-	-
SUB_TOTAL Sub Total	3,062,455	3,760,972	3,606,942
TEXPENSES Total Expenses	3,062,455	3,760,972	3,606,942
2530 - WIC Grant Fund			
41000 Personal Services	955,720	1,730,855	1,746,922
51000 Supplies	191,522	301,342	306,053
60000 Contractual Services	4,225	127,920	127,920
70000 Other Charges	226,819	323,560	270,579
SUB_TOTAL Sub Total	1,378,286	2,483,676	2,451,473
TEXPENSES Total Expenses	1,378,286	2,483,676	2,451,473

City of Amarillo

Summary of Expenditures by Object Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2610 - Justice Assistance Grant Fund			
60000 Contractual Services	50,661	-	-
70000 Other Charges	-	50,000	50,000
80000 Capital Outlay	42,351	-	-
SUB_TOTAL Sub Total	93,012	50,000	50,000
TEXPENSES Total Expenses	93,012	50,000	50,000
2620 - APD Seized Property Fund			
51000 Supplies	-	17,700	17,700
60000 Contractual Services	-	10,000	10,000
70000 Other Charges	34,062	62,650	62,650
SUB_TOTAL Sub Total	34,062	90,350	90,350
TEXPENSES Total Expenses	34,062	90,350	90,350
2660 - LEOSE Training Program Fund			
60000 Contractual Services	951	1,500	1,500
70000 Other Charges	16,397	21,000	21,000
SUB_TOTAL Sub Total	17,348	22,500	22,500
TEXPENSES Total Expenses	17,348	22,500	22,500
2670 - AIP Pantex Project Fund			
41000 Personal Services	110,101	93,981	100,824
51000 Supplies	15,767	14,000	9,000
60000 Contractual Services	3,752	33,050	53,050
70000 Other Charges	14,008	30,017	34,705
SUB_TOTAL Sub Total	143,628	171,048	197,579
92000 Operating Transfers	770	-	-
TEXPENSES Total Expenses	144,398	171,048	197,579
2700 - Greenways at Hillside Fund			
51000 Supplies	218,503	225,529	234,448
60000 Contractual Services	174,868	243,643	248,887
70000 Other Charges	11,516	4,115	4,121
SUB_TOTAL Sub Total	404,887	473,287	487,456
92000 Operating Transfers	140,813	144,838	141,174
TEXPENSES Total Expenses	545,700	618,125	628,630
2705 - Pinnacle PID			
60000 Contractual Services	336	-	350
SUB_TOTAL Sub Total	336	-	350
TEXPENSES Total Expenses	336	-	350
2710 - Heritage Hills Public Imprv District			
51000 Supplies	-	38,891	20,000
60000 Contractual Services	576	24,809	27,598
70000 Other Charges	55	55	25
SUB_TOTAL Sub Total	631	63,755	47,623
TEXPENSES Total Expenses	631	63,755	47,623

City of Amarillo

Summary of Expenditures by Object Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2730 - Colonies			
51000 Supplies	182,088	188,934	253,898
60000 Contractual Services	197,008	168,134	220,933
70000 Other Charges	10,831	4,896	5,056
80000 Capital Outlay	3,004,991	-	-
SUB_TOTAL Sub Total	3,394,917	361,964	479,887
92000 Operating Transfers	262,729	470,204	470,292
TEXPENSES Total Expenses	3,657,646	832,168	950,179
2740 - Tutbury Public Imprv District			
51000 Supplies	2,952	3,051	3,172
60000 Contractual Services	6,617	6,318	12,653
70000 Other Charges	473	125	102
SUB_TOTAL Sub Total	10,043	9,494	15,927
TEXPENSES Total Expenses	10,043	9,494	15,927
2750 - Point West Public Imprv District			
51000 Supplies	6,100	8,290	6,471
60000 Contractual Services	15,478	17,556	22,712
70000 Other Charges	1,281	222	231
SUB_TOTAL Sub Total	22,859	26,068	29,414
TEXPENSES Total Expenses	22,859	26,068	29,414
2760 - Quail Creek Public Imprv District			
51000 Supplies	3,798	3,103	4,058
60000 Contractual Services	3,127	3,855	3,974
70000 Other Charges	234	89	73
SUB_TOTAL Sub Total	7,158	7,047	8,105
TEXPENSES Total Expenses	7,158	7,047	8,105
2770 - Vineyards Public Imprv District			
51000 Supplies	1,201	961	2,198
60000 Contractual Services	1,998	2,733	4,502
70000 Other Charges	85	44	41
SUB_TOTAL Sub Total	3,284	3,738	6,741
TEXPENSES Total Expenses	3,284	3,738	6,741
2780 - Redstone Public Imprv District			
60000 Contractual Services	8	-	-
70000 Other Charges	10	-	-
SUB_TOTAL Sub Total	18	-	-
TEXPENSES Total Expenses	18	-	-
2790 - Town Square Public Imprv District			
51000 Supplies	-	50,892	51,000
60000 Contractual Services	759	32,142	32,102
70000 Other Charges	-	9	11
SUB_TOTAL Sub Total	759	83,043	83,113
TEXPENSES Total Expenses	759	83,043	83,113

City of Amarillo

Summary of Expenditures by Object Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
3100 - Compensated Absences Fund			
41000 Personal Services	1,777,384	1,433,879	837,555
70000 Other Charges	331,566	233,000	233,000
SUB_TOTAL Sub Total	2,108,950	1,666,879	1,070,555
92000 Operating Transfers	29,726	-	-
TEXPENSES Total Expenses	2,138,675	1,666,879	1,070,555
3200 - General Obligation Debt			
89000 Debt Service	6,324,064	9,174,285	9,182,312
SUB_TOTAL Sub Total	6,324,064	9,174,285	9,182,312
TEXPENSES Total Expenses	6,324,064	9,174,285	9,182,312
4000 - Capital Projects			
51000 Supplies	1,490,541	-	-
60000 Contractual Services	-	-	113,000
80000 Capital Outlay	-	25,803,408	40,883,242
SUB_TOTAL Sub Total	1,490,541	25,803,408	40,996,242
90000 Inter Reimbursements	70,885	-	-
92000 Operating Transfers	4,567,493	2,819,904	2,449,867
93000 Fixed Asset Transfers	18,516,417	-	-
TEXPENSES Total Expenses	24,645,336	28,623,312	43,446,109
5200 - Water and Sewer System Fund			
41000 Personal Services	13,920,177	15,445,513	15,705,696
51000 Supplies	6,095,889	7,868,243	7,297,702
60000 Contractual Services	5,881,141	6,801,244	6,914,765
70000 Other Charges	31,545,001	34,271,025	34,117,049
80000 Capital Outlay	121,164	34,379,538	47,714,475
89000 Debt Service	5,108,802	2,788,616	2,563,599
SUB_TOTAL Sub Total	62,672,173	101,554,179	114,313,285
90000 Inter Reimbursements	(1,414,895)	(886,049)	(886,049)
92000 Operating Transfers	553,859	-	-
TEXPENSES Total Expenses	61,811,137	100,668,130	113,427,236
5400 - Airport Fund			
41000 Personal Services	3,393,879	3,491,910	3,765,431
51000 Supplies	1,001,248	1,220,872	1,241,485
60000 Contractual Services	1,997,575	1,843,129	1,892,547
70000 Other Charges	8,187,916	8,220,431	8,518,488
80000 Capital Outlay	-	7,726,600	2,765,470
89000 Debt Service	500	132,425	44,262
SUB_TOTAL Sub Total	14,581,118	22,635,368	18,227,683
92000 Operating Transfers	1,625,222	-	-
TEXPENSES Total Expenses	16,206,340	22,635,368	18,227,683

City of Amarillo

Summary of Expenditures by Object Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
5600 - Drainage Utility Fund			
41000 Personal Services	1,274,096	1,795,128	1,614,076
51000 Supplies	145,645	226,275	244,010
60000 Contractual Services	905,611	933,700	946,724
70000 Other Charges	631,038	709,575	776,741
80000 Capital Outlay	-	11,729,601	1,250,000
89000 Debt Service	2,240	744,644	732,844
SUB_TOTAL Sub Total	2,958,629	16,138,924	5,564,395
90000 Inter Reimbursements	-	(50,000)	(50,000)
92000 Operating Transfers	91,535	1,550	1,550
TEXPENSES Total Expenses	3,050,164	16,090,474	5,515,945
6100 - Fleet Services Fund			
41000 Personal Services	2,544,074	3,038,685	3,040,224
51000 Supplies	6,889,511	6,235,536	7,336,529
60000 Contractual Services	264,108	764,002	798,449
70000 Other Charges	8,593,403	8,124,882	8,854,579
80000 Capital Outlay	7,093,499	6,850,000	6,644,000
89000 Debt Service	151,645	10,600	-
SUB_TOTAL Sub Total	25,536,239	25,023,705	26,673,780
90000 Inter Reimbursements	(1,259,502)	(1,480,000)	(1,480,000)
92000 Operating Transfers	2,270	-	-
TEXPENSES Total Expenses	24,279,007	23,543,705	25,193,780
6200 - Information Technology Fund			
41000 Personal Services	2,619,657	2,633,687	3,018,347
51000 Supplies	146,911	114,500	164,000
60000 Contractual Services	1,910,049	2,473,839	2,489,276
70000 Other Charges	642,100	685,918	574,749
80000 Capital Outlay	5,299	900,000	900,000
SUB_TOTAL Sub Total	5,324,016	6,807,945	7,146,372
90000 Inter Reimbursements	(98,576)	(110,900)	(175,000)
TEXPENSES Total Expenses	5,225,441	6,697,045	6,971,372
6300 - Risk Management Fund			
41000 Personal Services	117,849	102,538	109,718
51000 Supplies	654,880	696,486	723,048
60000 Contractual Services	107,365	263,280	221,463
70000 Other Charges	5,408,205	5,015,304	5,735,956
80000 Capital Outlay	-	-	27,500
SUB_TOTAL Sub Total	6,288,298	6,077,607	6,817,684
92000 Operating Transfers	182	-	-
TEXPENSES Total Expenses	6,288,480	6,077,607	6,817,684

City of Amarillo

Summary of Expenditures by Object Classification

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
6400 - Employee Insurance Fund			
41000 Personal Services	323,421	385,647	392,531
51000 Supplies	58,424	51,534	22,314
60000 Contractual Services	2,213,814	2,058,818	2,179,507
70000 Other Charges	22,727,534	22,600,738	25,791,630
SUB_TOTAL Sub Total	25,323,193	25,096,737	28,385,982
92000 Operating Transfers	159	-	-
TEXPENSES Total Expenses	25,323,352	25,096,737	28,385,982
6500 - Employee Flexible Spending Fund			
60000 Contractual Services	8,434	15,000	15,000
70000 Other Charges	447,346	542,800	542,800
SUB_TOTAL Sub Total	455,780	557,800	557,800
TEXPENSES Total Expenses	455,780	557,800	557,800
Total Expenditures			471,367,519
Reconciliation to Summary of Resources and Expenditures			471,367,519
Depreciation			(28,387,155)
Water and Sewer Debt Service			25,592,081
Airport Principal Debt Service			1,830,000
Drainage Utility Principal Debt Service			817,425
Interfund Transfers			(69,661,634)
Net Expenditures			401,558,236

CITY OF AMARILLO

RELATIONSHIP BETWEEN CITY ORGANIZATION, BUDGET, AND FUND STRUCTURE

USE OF FUNDS BY DIVISION					
DIVISION	FUND				SECTION IN BUDGET
	GENERAL	ENTERPRISE	INTERNAL SERVICE	SPECIAL REVENUE	
ACCOUNTING	X				SS
AECC	X				PS
AIRPORT		X		X	TR
ANIMAL MGMT AND WELFARE	X				PS
ATHLETICS	X				LS
BENEFITS	X		X		SS
BUILDING SAFETY	X				DS
CAPITAL PROJECTS DEVELOPMENT AND ENGINEERING	X	X			DS
CENTRAL STORES	X				SS
CITY ATTORNEY	X				AD
CITY MANAGER	X				AD
CITY SECRETARY	X				AD
CIVIC CENTER	X				LS
COMMUNITY DEVELOPMENT				X	HH
DIRECTOR OF UTILITIES		X			UT
DRAINAGE UTILITY		X			UT
EMERGENCY MANAGEMENT	X			X	PS
ENVIRONMENTAL HEALTH	X				DS
FACILITIES	X				SS
FINANCE	X				SS
FIRE	X			X	PS
FLEET SERVICES			X		SS
GF TRANSFERS	X				SS
GOLF COURSES	X				LS
HUMAN RESOURCES	X				SS
INFORMATION TECHNOLOGY			X		SS
JUDICIAL	X			X	PS
LABORATORY ADMINISTRATION		X			UT
LIBRARY	X				LS
MAYOR AND COUNCIL	X				AD
MUNICIPAL COURT	X			X	PS
PARK MAINTENANCE	X				LS
PARKS AND REC ADMIN	X				LS
PARKS AND RECREATION	X				LS
PLANNING AND DEVELOPMENT SERVICES	X			X	DS
POLICE	X			X	PS

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

RELATIONSHIP BETWEEN CITY ORGANIZATION, BUDGET, AND FUND STRUCTURE (CONTINUED)

USE OF FUNDS BY DIVISION					
DIVISION	FUND				SECTION IN BUDGET
	GENERAL	ENTERPRISE	INTERNAL SERVICE	SPECIAL REVENUE	
PUBLIC COMMUNICATIONS	X				AD
PUBLIC HEALTH				X	HH
PUBLIC IMPROV DISTRICTS				X	PD
PUBLIC WORKS	X				DS
PURCHASING	X				SS
RADIO COMMUNICATIONS	X				SS
RISK MANAGEMENT	X		X		SS
SOLID WASTE COLLECTION	X				UT
SOLID WASTE DISPOSAL	X				UT
STREET	X				TR
TRAFFIC	X			X	TR
TRANSIT	X				TR
UTILITY BILLING		X			UT
VITAL STATISTICS	X				HH
WASTEWATER COLLECTION		X			UT
WASTEWATER TREATMENT		X			UT
WATER DISTRIBUTION		X			UT
WATER PRODUCTION		X			UT
WOMEN, INFANTS AND CHILDREN				X	HH
ZOO	X				LS

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®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
Public Safety			
1040 Judicial	538,462	553,408	502,721
1232 Emergency Management Serv	452,109	509,482	531,710
1270 AECC	4,522,509	4,719,728	4,853,258
1305 Municipal Court	1,247,754	1,381,249	1,363,071
1306 Office of Civil Hearings	-	-	117,179
1610 Police	41,545,435	43,329,023	43,579,313
1640 Civilian Personnel	5,002,950	5,231,356	5,368,091
1680 TSU Tobacco Enforcement P	534	-	-
1710 Animal Management & Welfa	2,809,488	3,058,682	3,285,451
1910 Fire Operations	30,982,801	31,485,535	32,488,141
1930 Fire Marshal	904,840	957,571	1,002,978
1940 Fire Civilian Personnel	626,343	605,946	711,658
1000 General Fund	88,633,225	91,831,980	93,803,571
2080 Court Technology Fund			
Public Safety			
20800 Court Technology	134,891	332,640	109,640
2080 Court Technology Fund	134,891	332,640	109,640
2090 Court Security Fund			
Public Safety			
20910 Court Security Fund	176,805	148,943	155,861
2090 Court Security Fund	176,805	148,943	155,861
2210 Safe and Sober TXDOT Prog			
Public Safety			
22150 Safe and Sober TXDOT Pr	186,541	180,607	182,533
22160 Click It or Tickit	12,282	9,000	11,607
2210 Safe and Sober TXDOT Prog	198,823	189,607	194,140
2400 Hazardous Material Transp			
Public Safety			
24130 OEM Projects	29,795	-	-
2400 Hazardous Material Transp	29,795	-	-
2430 Emergency Mgt Service & E			
Public Safety			
24380 Homeland Security Grants	90,015	104,522	104,522
2430 Emergency Mgt Service & E	207,949	104,522	104,522
2450 Louisiana Refugee Disaste			
24510 Louisiana Refugee Disast	40,900	-	-
2450 Louisiana Refugee Disaste	40,900	-	-

CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2610 Justice Assistance Grant			
Public Safety			
26110 JAG Traffic Enforcement	50,661	50,000	50,000
26130 FY14 JAG Program	42,351	-	-
2610 Justice Assistance Grant	93,012	50,000	50,000
2620 APD Seized Property Fund			
Public Safety			
26210 Narcotics Unit	34,062	90,350	90,350
2620 APD Seized Property Fund	34,062	90,350	90,350
2660 Leose Training Program Fu			
Public Safety			
26610 Leose Training-Police	16,397	21,000	21,000
2660 Leose Training Program Fu	16,397	21,000	21,000
2670 AIP Pantex Project Fund			
Public Safety			
26710 AIP Pantex Project Fund	144,398	171,048	197,579
2670 AIP Pantex Project Fund	144,398	171,048	197,579
Public Safety Total Expenditures	**89,710,257**	**92,940,090**	**94,726,663**

(1610, 1640, 1670, 1680, 22150, 22160, 2610, 2620, 26610)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 39,819,162	$ 41,370,842	$ 41,764,235
Supplies	1,254,493	1,711,189	1,248,626
Contractual Services	5,119,566	5,135,378	5,591,076
Other Charges	683,167	693,927	698,957
Capital Outlay	44,481	-	-
Inter Reimbursements	(29,656)	-	-
Total Expenses	**$ 46,891,213**	**$ 48,911,336**	**$ 49,302,894**

Mission

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 204,828 people covering about 101 square miles and almost 1,023 miles of roadway. The department is authorized 370 commissioned law enforcement officers and budgeted to employ 371 officers. Current staffing is 341 officers. There are 68 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
2019/20 Budget — $935,925

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 departments primary performance measures.
Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Crashes	5,175	6,666*	7,500*
Total Fatality Crashes	23	23**	20**
Total DWI Crashes	278	297	260 [1]
Overall Crime Rate (Uniform Crime Report, per 100,000 population)	-3%	-10%	-4%
Quality of Service	60.29%	70%	>70% Above Average or Excellent

*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 Division
2019/20 Budget — $10,631,110

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:

	2017/18 Actual	**2018/19 Estimated**	**FY 2019/20 Projected**
Cases Presented for Prosecution	12,000	12,400	12,400
Amount of All Other Stolen Property Recovered	$675,000	$680,000	$686,800
Amount of Stolen Motor Vehicles Recovered (870 recovered @ average $8,105.00 each)	$6,200,000	$ 6,300,000	$7,100,000
Violent Crimes (per 1,000 population)*	7.4	7.9	7.0
Property Crimes (per 1,000 population)*	41.0	40.9	38.6
Clearance Rates (Violent)*	41%	36.5%	35.9
Clearance Rates (Property)*	20%	14.5%	15.4

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

Police Uniform Patrol Division
2019/20 Budget — $22,134,476

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:

	2017/18 Actual	**2018/19 Estimated**	**FY 2019/20 Projected**
Average Response Time to Priority Calls (minutes)	7.11	8.5	8.0
Average Response Time to Non-Priority Calls (minutes)	12.5	14.0	15.0

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:

	2017/18 Actual	**2018/19 Estimated**	**FY 2019/20 Projected**
Quality of Life Problems Resolved	125	150	175
Arrests	225	200	200
Community Meetings and Events	30	40	65
School Presentations	5	10	20

Police SWAT/Narcotics Unit
2019/20 Budget — $2,858,868

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. SWAT refers to these as "activations" since they are regularly requested duties, not associated with a CIRT Team response. They also assist state and federal law enforcement agencies with protection of high ranking officials and VIPs visiting Amarillo.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**FY 2019/20 Projected**
Narcotics Investigation Arrests	1,327	1,400	1,500
Pounds of Illegal Drugs Seized	377	250	250
Barricade Situations Responded To	20	22	24
High-Risk Warrants Served	15	15	20
Weapons seized related to narcotics cases	78	50	55
SWAT Activations(other than barricade/hostage situations)	108	120	140

Police Canine
2019/20 Budget — $553,704

The Police Canine program uses police dogs to search buildings for suspects, track fleeing suspects, conduct narcotic and explosive 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:

	2017/18 Actual	2018/19 Estimated	FY 2019/20 Projected
Number of Searches Using Police Dogs	800	900	900
Cases Resolved Involving the Use of Police Dogs (Arrests)	90	120	120
Number of Community Presentations	30	40	40

Police Motorcycle Patrol and Parking Enforcement
2019/20 Budget — $1,536,700

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:

	2017/18 Actual	2018/19 Estimated	FY 2019/20 Projected
Number of Parking Enforcement Contacts by Parking Enforcement Officer	0*	500	3,000
Number of Parking Enforcement Contacts by Handicap Enforcement Patrol	1,200	1,300	1,200
Number of Traffic Warnings and Citations	36,000	38,000	38,000
Number of Traffic Plans Submitted	100	100	100

**Parking Enforcement Officer was out on extended medical leave*

Police Uniform Specialized Unit
2019/20 Budget — $2,657,778

PACE Unit

The Proactive Criminal Enforcement Unit (PACE) is dedicated to working in partnership with other law enforcement agencies, such as the United States Marshals Fugitive Task Force, 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:

	2017/18 Actual	2018/19 Estimated	FY 2019/20 Projected 1
Arrests	400	400	300
Proactive Contacts (Knock and Talk)	450	450	300
Stolen Firearms Recovered	40	40	20
Warrants Served	500	650	400

1. FY 2019/2020 Projections based on Staffing Shortage for the Unit.

Police School Liaison
2019/20 Budget — $1,661,111

The Police School Liaison program is responsible for the security of students, teachers, administrators, and other employees of public schools within Amarillo city limits. Liason 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:

	2017/18 Actual	2018/19 Estimated	FY 2019/20 Projected
Educational Programs Conducted	205	205	250
Police Reports Made on School Campuses	650	650	800
Complaints Investigated; No Report	6,700	6,700	6,745

Police Student Crime Stoppers
2019/20 Budget — $110,741

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:

	2017/18 Actual	2018/19 Estimated	FY 2019/20 Projected
Number of Tips Received*	215	761	800
Cases Resolved by Tips	68	164	164
Educational Programs Conducted	50	50	64

*Large gain in tips due to a new app.

Police Records Management Unit
2019/20 Budget — $4,208,148

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:

	2017/18 Actual	2018/19 Estimated	FY 2019/20 Projected
Property and Evidence Items Processed	24,297	20,172	20,000
Visual, Estimated Wrecker Inspections**	6	6	6
Reports Typed by Typist*	42,699	37,861	150
Open Records Requests Processed	3,801	3,307	4,600

* Officers are now required to type their own reports or use voice to text technology
**Texas Department of License and Regulations regulate wrecker services.

Police Training/Recruiting
2019/20 Budget — $1,349,889

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:

	2017/18 Actual	2018/19 Estimated	FY 2019/20 Projected
Number of Applicants	350	350	350
Training Hours Provided	46,400[1]	47,400[2]	57,500[3]
Shooting Complex Customers	8,804	8,850	9300
Recruits Trained	20	21	32[3]

[1]2017 calendar year
[2]2018 calendar year
[3]2019 calendar year w/2 Academies

Police Fleet Management
2019/20 Budget — $332,222

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:

	2017/18 Actual	2018/19 Estimated	FY 2019/20 Projected
Average Percent of Vehicles in Service	94%	97%	97%
Patrol	90%	90%	90%
Detective/Admin/Specialized Units	98%	98%	98%
Preventative Maintenance Performed Timely	100%	100%	100%

Police Crime Prevention Unit
2019/20 Budget — $332,222

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:

	2017/18 Actual	2018/19 Estimated	FY 2019/20 Projected
Programs Provided	140	140	140
Media Releases Provided	500	500	575
Community Contacts Made	85	85	90
Crime Stopper Tips Leading to an Arrest	63	59	65
Amount of Stolen Property Recovered by Crime Stoppers	$55,000	$40,000	$50,000
Rewards Paid Out by Crime Stoppers	$6,500	$8,500	$10,000

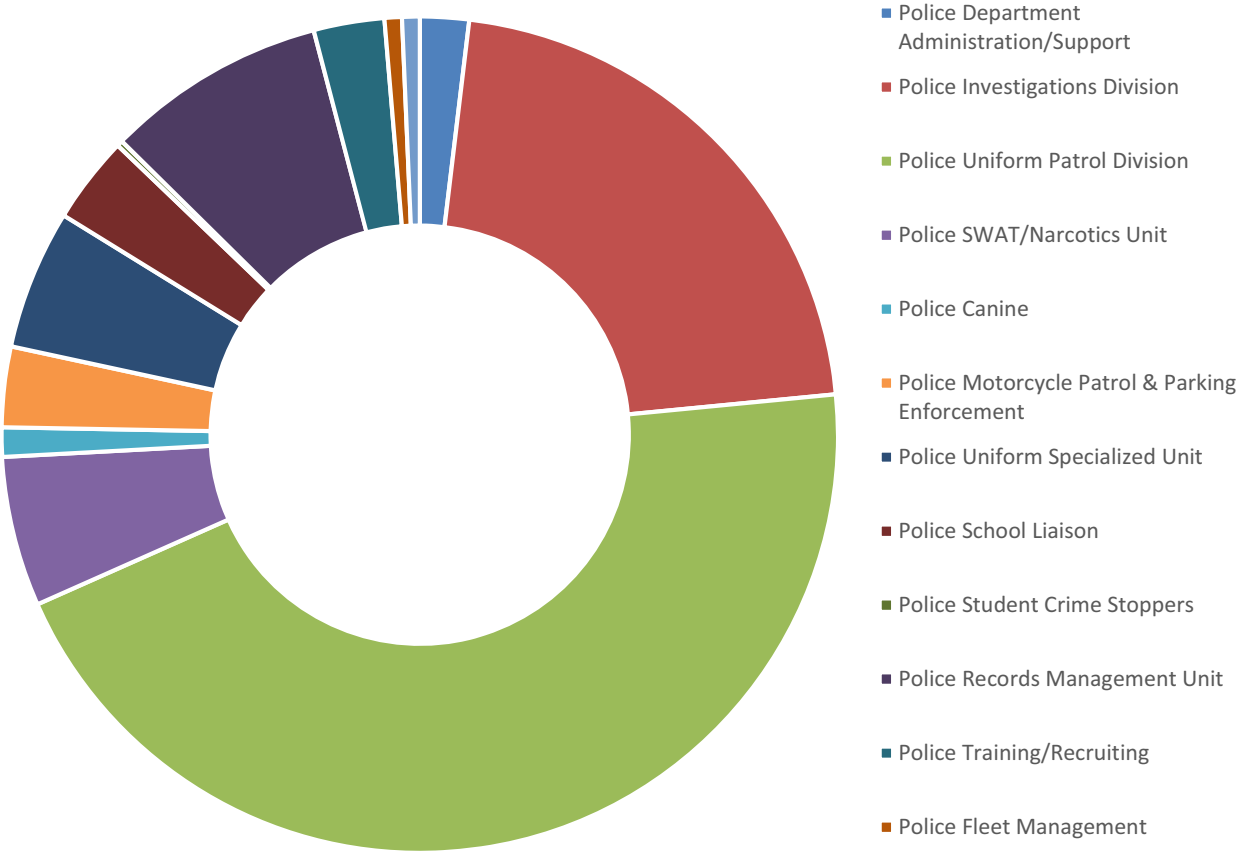
Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions (Sworn)	365	370	371
Permanent Positions (Civilian)	66	68	68
Part-time Positions	3	3	3
Total Positions	**434**	**441**	**442**

2019/20 Expenditures by Funding Source

General Fund	$ 48,947,404
Special Revenue Funds	$ 355,490

Total Police Department 2019/20 Budget — $49,302,894


Police Department Administration/Support
Police Investigations Division
Police Uniform Patrol Division
Police SWAT/Narcotics Unit
Police Canine
Police Motorcycle Patrol & Parking Enforcement
Police Uniform Specialized Unit
Police School Liaison
Police Student Crime Stoppers
Police Records Management Unit
Police Training/Recruiting
Police Fleet Management

City of Amarillo

Department Staffing Report

Department: Police

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
2.00	ADM005	ASSISTANT POLICE CHIEF	
1.00	ADM700	POLICE CHIEF	
4.00	POL720	Captain	
16.00	POL730	Lieutenant	
78.00	POL740	Sergeant	
78.00	POL750	Corporal	
192.00	POL760	Police Officer	
371.00		Total Permanent Positions	
371.00		Total Department	38,434,967

Department: Civilian Personnel

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
4.00	CLR130	ADMINISTRATIVE SUPERVISOR	
13.00	CLR400	ADMINISTRATIVE ASSISTANT I	
3.00	CLR405	ADMINISTRATIVE ASSISTANT II	
14.00	CLR410	ADMINISTRATIVE ASSISTANT III	
6.00	CLR415	ADMINISTRATIVE ASSISTANT IV	
2.00	CLR605	TRAFFIC GUIDE/PARKING ENFORCEMENT	
1.00	CLR630	OFFICE MANAGER	
6.00	CLR775	CIVILIAN INVESTIGATOR I	
1.00	CLR779	POLICE DATA ADMINISTRATOR	
1.00	CLR800	POLICE RECORDS MANAGER	
3.00	PRF075	CRIME DATA ANALYST	
3.00	PRF078	CRIME SCENE TECHNICIAN	
1.00	PRF105	DOMESTIC VIOLENCE TEAM COORDINATOR	
1.00	PRF155	ACCREDITATION AND COMPLIANCE COORDINATOR	
1.00	TEC155	FORENSIC VIDEO TECHNICIAN	
1.00	TEC770	IMAGING TECHNICIAN	
5.00	TEC771	EVIDENCE TECHNICIAN	
1.00	TRD050	RANGE OFFICER	
1.00	TRD810	FLEET INVENTORY & EQUIPMENT CONTROL TECH	
68.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL725	RANGE OFFICER	
1.00	HRL775	CIVILIAN IDENTIFICATION TECHNICIAN	
3.00		Total Part-Time Positions	
71.00		Total Department	3,329,268

(1910, 1930, 1940, 2450, 26620)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 29,665,328	$ 30,194,546	$ 31,397,589
Supplies	1,453,371	1,529,686	1,477,330
Contractual Services	1,251,986	1,307,829	1,318,871
Other Charges	241,123	263,991	255,987
Inter Reimbursements	(94,589)	(247,000)	(247,000)
Operating Transfers	37,665	-	-
Total Expenses	**$ 32,554,884**	**$ 33,049,052**	**$ 34,202,777**

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 compassionately provides lifesaving, emergency services for approximately two-hundred thousand citizens throughout our community. The AFD is comprised of 293 dedicated professionals (274 uniformed) operating from thirteen fire stations, an administration office, and a mechanic shop/office, located around our city. Organizationally, the AFD is arranged into Fire Administration, Fire Operations, Fire Support, and the Fire Marshal's Office (FMO) to provide oversight and management of our service delivery programs.

Our department responds to and suppresses all natures of fires, including wildland and structure fires. In addition, we provide a top-notch, Advanced Life Support (ALS) for our citizens' medical emergencies and traffic accidents. At the Rick Husband International Airport, we have members specially trained to handle aircraft emergencies and we also have a regional Hazardous Materials Response Team to protect Amarillo and the 26 counties within the Texas Panhandle. Our Technical Rescue team is ready and in place to deal with accidents involving complex vehicle extrication, structural collapses, high-angle rescue, trench collapse, confined space, and incidents involving industrial occupancies. The AFD has an enthusiastic and proactive community relations program that coordinates fire station tours, a smoke alarm program, school fire drills, safety talks, social media interaction, and is community-minded by participating in department-sponsored community events (Fire Chief of the Day, Fire Station Open-Houses, Community Meetings). AFD crews are also very involved with pre-emergency planning to protect the target-fire and high-life-hazards within our community.

Our far proximity, from other large population areas requires the AFD to be competently and independently prepared to mitigate all sorts of emergencies. The AFD's strategy for managing this challenging responsibility is to maintain a highly trained, well-equipped, and enthusiastic workforce. This obligation is reflected in the budget requests for FY19 as five more personnel joined the AFD's ranks to prepare for the 2020 addition of a second fire crew at Fire Station #5.

Finally, as in every organization, the AFD faces a variety of challenges. To answer the ever-present threat of wildland fires in the area, the AFD is working to expand the Wildland Program, which was officially created in June 2015. Today, though necessary for the safety of the community as well as the protection of property, the department is faced with the challenge of providing resources and training to adequately support the Wildland Program. Additionally, as the AFD raises its EMS standard of care, the department looks to soon implement Paramedic Engines. Currently, each AFD truck has ALS-trained members on board. The concept behind employing Paramedic Engines furthers this ALS component with a focused effort to send "an ambulance in a firetruck" within certain response districts, essentially providing citizens everything minus the transport component of EMS. As with the Wildland Program, the department is challenged to provide adequate resources to support this important expansion of the EMS program. A major step in addressing this challenge will be the acquisition of 12-Lead Heart Monitors for the Paramedic Engines. By using the same 12-Lead Heart Monitors as AMR, AFD can augment and support the existing local EMS teamwork. Citizens will directly benefit from faster on-scene transitions to expedite the transport of their loved ones to the hospital.

The AFD loves our community! It is our sincere honor and calling to help and serve others on what may be the single worst day of their lives. We strive to compassionately mitigate emergencies as they arise, all the while never losing sight of how we made our citizens feel in the process.

Programs

Fire Department Administration/Support
2019/20 Budget — $873,678

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Operating expenditures managed (in millions)	$32.6	$33.0	$33.8
Number of personnel managed: Uniformed Fire/Civilian	264/19	269/19	274/19

Fire Emergency Response
2019/20 Budget — $29,809,925

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of emergency responses made	22,954	23,000	24,500
Structure fire civilian fatalities per 100,000 residents	1	0	0
Structure fire civilian injuries per 100,000 residents	11	10	10
Percentage of fire calls where crews turned out within 80 seconds	89.46%	90%	90%
Percentage of fire calls where the drive time was under 4 minutes	67.44%	75%	75%
Percentage confined to room of origin	59.91%	65%	65%
Percentage of medical calls where crews turned out within 60 seconds	68.69%	80%	80%
Percentage of medical calls where the drive time was under 4 minutes	50.57%	75%	75%
Medical calls with advanced life support provided	451	500	600
Public safety and public relation contacts made with the community	60,798	60,000	70,000
Schools within City limits receiving fire safety presentations	100%	100%	100%

Fire Safety
2019/20 Budget — $384,419

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Personnel injuries	37	30	30
Fire apparatus/vehicle accidents	11	10	10
Self-contained breathing apparatus repairs made	200	225	250
Firefighter protective clothing inspected and repaired to meet NFPA compliancy	658	698	758
Annual fitness evaluations completed	269	274	279

Fire Training
2019/20 Budget — $582,453

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Firefighters meeting all educational requirements to hold Texas Commission on Fire Protection (TCFP) firefighter, Department of State Health Services (DSHS) EMT and specialized certifications	100%	100%	100%
Skills and educational hours completed by Department personnel	93,000	70,000	70,000
Percentage of personnel working out of class or promoting that document *Critical Skills* completion	100%	100%	100%

Fire Emergency Preparedness
2019/20 Budget — $186,385

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Target hazard pre-incident plans completed	300	350	400

Fire Communications
2019/20 Budget — $646,522

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Emergency response reports validated prior to submission to TexFirs reporting system	100%	100%	100%

Fire Fleet Maintenance and Repair
2019/20 Budget — $716,417

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Fleet work orders completed	910	950	1,000
Percentage of days front line Fire apparatus are available	95%	95%	95%
Percentage of repairs outsourced	7.6%	5.0%	5.0%

Fire Marshal's Administration/Support
2019/20 Budget — $125,372

This program area provides leadership, strategic planning, and administrative management for the Fire Marshal's Office (FMO) functions to support the mission of AFD.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Operating expenditures managed	$904,840	$957,571	$1,002,978
Number of personnel managed	8	8	8

Fire Marshal's Fire Investigation
2019/20 Budget — $250,745

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Requests for investigative services	237	245	240
Percentage of fire investigations resulting in cause determination*	56%	60%	60%
Arson investigations conducted	30	40	40
Percentage of arson cases referred to District Attorney for prosecution	33%	50%	50%

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

Fire Marshal's Inspections
2019/20 Budget — $501,489

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Requests for service (inspections, plan reviews, permits, etc.)	3,620	3,650	3,650
New construction inspections completed within ten days of request	100%	100%	100%
Plan reviews completed within ten days of receipt	98%	100%	100%

Fire Marshal's Compliance
2019/20 Budget — $125,372

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.

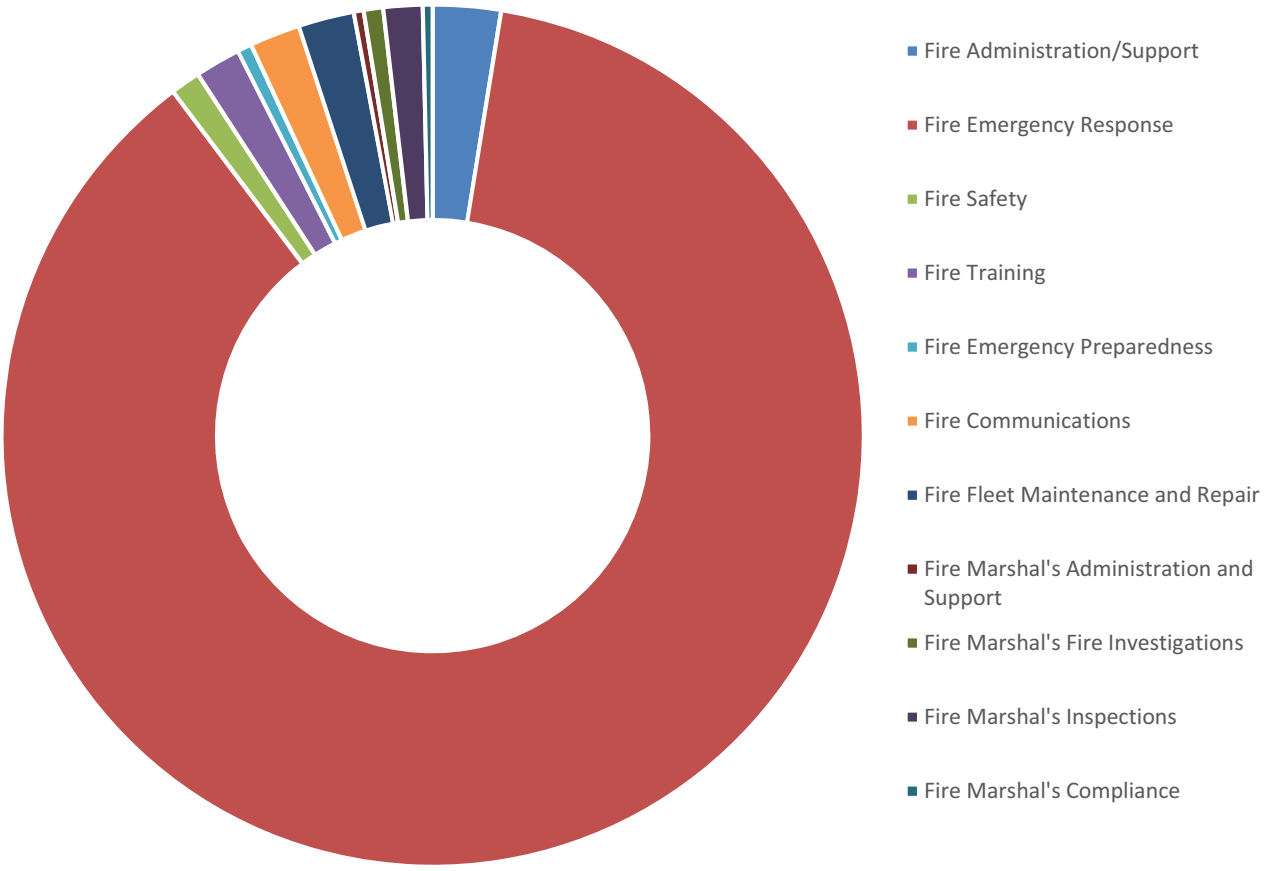
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
FMO staff meeting all educational requirements to hold TCOLE peace officer and TCFP investigator/inspector licensure	100%	100%	100%
Skills and educational hours completed by FMO personnel	520	560	560

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions (Uniformed Fire)	264	269	279
Permanent Positions (FMO)	8	8	8
Permanent Positions (Civilian)	9	10	10
Part-time Positions	2	1	1
Total Positions	**283**	**288**	**298**

Total Fire Department 2019/20 Budget — $34,202,777



City of Amarillo

Department Staffing Report

Department: Fire Operations

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM800	FIRE CHIEF	
2.00	FIR810	DEPUTY FIRE CHIEF	
4.00	FIR820	FIRE DISTRICT CHIEF (8 HR)	
3.00	FIR830	FIRE CAPTAIN (8HR)	
3.00	FIR840	FIRE LIEUTENANT (40 HOUR)	
130.00	FIR865	FIRE FIGHTER	
66.00	FIR870	FIRE DRIVER	
41.00	FIR875	FIRE LIEUTENANT	
23.00	FIR880	FIRE CAPTAIN	
6.00	FIR885	FIRE DIST CHIEF	
279.00		Total Permanent Positions	
279.00		Total Department	29,768,669

Department: Fire Marshal

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	MGT870	FIRE MARSHAL	
3.00	PRF800	FIRE INSPECTOR	
1.00	PRF870	FIRE INVESTIGATOR/INSPECTOR I	
3.00	PRF871	FIRE INVESTIGATOR/INSPECTOR II	
8.00		Total Permanent Positions	
8.00		Total Department	922,323

Department: Fire Civilian Personnel

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR080	ADMINISTRATIVE SPECIALIST II	
1.00	CLR150	ADMINISTRATIVE COORDINATOR	
1.00	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	CLR947	ADMINISTRATIVE SPECIALIST I	
1.00	MGT050	FLEET MANAGER	
1.00	TRD230	MECHANIC SUPERVISOR II	
1.00	TRD595	FIRE MECHANIC II	
1.00	TRD597	FIRE MECHANIC I	
1.00	TRD615	MECHANIC SUPERVISOR I	
10.00		Total Permanent Positions	
Part-Time Positions			
1.00	HRL970	MESSENGER	
11.00		Total Department	706,597

CITY OF AMARILLO®
ANIMAL MANAGEMENT & WELFARE

(1710)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 2,175,027	$ 2,428,021	$ 2,672,850
Supplies	369,883	358,922	338,264
Contractual Services	243,337	257,398	256,642
Other Charges	39,241	32,341	35,695
Inter Reimbursements	(18,000)	(18,000)	(18,000)
Total Expenses	**$ 2,809,488**	**$ 3,058,682**	**$ 3,285,451**

Mission

The Animal Management & Welfare department provides care, shelter, adoption and reunification services for stray, surrendered and impounded animals from the City of Amarillo. The department also aids with animal-related health and public safety issues and enforces city ordinances for the welfare of the animals and citizens of Amarillo. In order to address public safety issues and animal overpopulation in the city, incoming domestic animals are vaccinated and adopted animals are spayed or neutered. The department investigates potential cases of rabies and other zoonotic diseases by taking in wildlife and at-risk animals for quarantine. Public outreach and education are provided to citizens to encourage and promote responsible pet ownership. The department facilitates adoptions for pets in the shelter, as well as reunification of lost pets with their owners. Animals are spayed and neutered to aid in population control prior to being placed in new homes.

Strategic Approach

The Amarillo Animal Management & Welfare department strives to consistently meet the nationally accepted Five Freedoms of Animal Welfare (freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury or disease; freedom to express normal behavior; freedom from fear and distress). Animals, as a voiceless and vulnerable population in our community, need the department's support to advocate for their well-being and the most humane outcome for them. Animal Management & Welfare strives to ensure that best practices in shelter and veterinary care are met. The department aligns its mission with the City Council's Pillar of **Public Safety, Civic Pride, and Customer Service**.

The department of Animal Management & Welfare continues to evaluate industry standards with perspective to current operations and adjusts operations accordingly to stay relevant, as well as to align with best practices. Best practices allow our staff members to receive resources and training to lay the foundation for them to grow and develop into community and animal ambassadors.

Shelter improvements related to the 2016 bond proposals are scheduled to come on-line in the next year that will enhance facilities to provide for the care and upkeep of animals in the shelter. The bond projects include facility improvements by adding a medical treatment building, sally port, employee building, drive thru barn, and dog exercise runs.

The proposed budget includes additional staffing and resources to include expanded veterinarian care in the shelter and enhance rescue/transport coordination. During the current fiscal year, Animal Management & Welfare has become the primary source for adopting animals out of the shelter. New programs proposed include strengthening our transport and rescue network and continuing to build the volunteer program. The desired outcome of Animal Management & Welfare 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 or leaving the facility through adoptions, transports or rescues. The department is also working hard in the community to provide humane education, as well as enforcement to address public safety and animal welfare issues.

The department is focused on creating a framework to more effectively mange the animal population in the local community through a review of local policies and ordinances. Through a comprehensive public engagement that solicits input from the community, enhancements to policies and ordinances will be proposed to more effectively address the long-term challenges facing the animal management and welfare in the community.

Programs

Administration & Community Outreach
2019/20 Budget - $657,091

Administration oversees all aspects of the compliance/enforcement and shelter operations for the Animal Management & Welfare department. In addition, the program provides community outreach through public education, animal accountability training, and volunteer coordination, along with addressing animal issues and concerns from the community. Administration is focused on creating a framework to more effectively manage the animal population in the community through enhancements to local policies and ordinances.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/2020 Projected**
Schools Presented To	10	10	10
School Presentation Attendees	650	650	650
Other Community Events	10	5	10
Animal Accountability Program sessions	N/A	12	12

Community Compliance/Enforcement
2019/20 Budget — $1,314,180

Community Compliance/Enforcement encompasses the field component of Animal Management & Welfare. Officers respond to citizen concerns, inquiries and complaints. The emphasis of the Community Compliance/Enforcement team is on **Public Safety**. This is accomplished through securing loose animals, investigating dangerous animals and animal bites, and aiding in animal cruelty and neglect cases. Officers also spend considerable time educating citizens on proper husbandry methods in the field, including putting citizens in connection with community resources so they can keep their pets.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated*	2019/20 Projected*
Total Calls to AECC	24,683	21,727	25,000
Field Response (Incidents Responded To)[1]	-	-	-
Citations Issued	3,836	3,691	4,000
Warnings Issued	1,484	1,491	1,500
Bite Cases Quarantined in Shelter	523	436	525
Field Calls for Service	24,683	22,000	25,500
Cost per Call for Service	$54.21	$56.56	$53.84

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

[1] Will report call types responded to in future years (e.g. Vicious, Welfare Check, Stray, Wildlife, Deceased Clean-up). Metric is being developed.

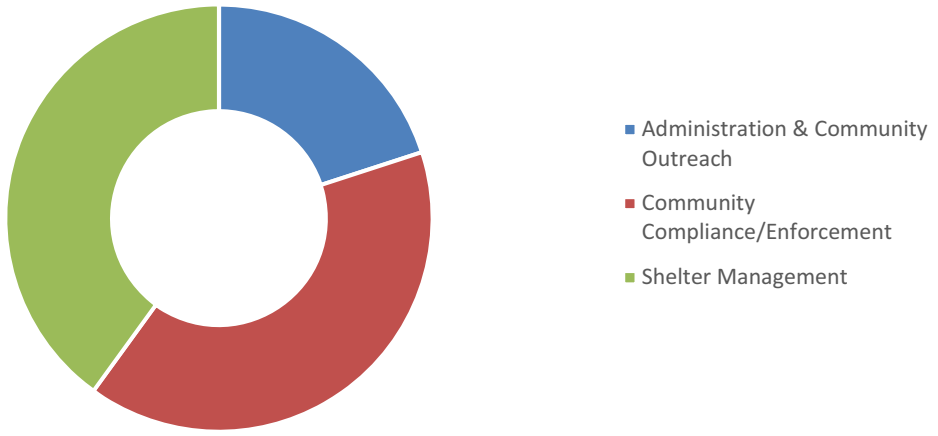
Shelter Management
2019/20 Budget — $1,314,180

Shelter Management encompasses the in-house component of Animal Management & Welfare. Staff provide daily care, cleaning and the practice of good husbandry for the animals in the shelter. The shelter provides a centralized location for citizens that are missing their pets to reclaim them and offers low cost 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. Kennel care staff deep clean and disinfect kennels to provide a clean and healthy environment for the animals in our care and to reduce the possibility of disease or illnesses spreading in the population.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	37	40	43
Part-time Positions	-	3	3
Total Positions	37	43	46

Total AM&W Department 2019/20 Budget — $3,285,451



City of Amarillo

Department Staffing Report

Department: **Animal Management and Welfare**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM047	ANIMAL MANAGEMENT & WELFARE VETERINARIAN	
1.00	ADM590	DIRECTOR OF ANIMAL MANGEMENT AND WELFARE	
1.00	ADM591	ASSISTANT DIRECTOR OF AM & W	
1.00	ADM705	ASSISTANT SHELTER VETERINARIAN	
1.00	CLR035	VOLUNTEER PROGRAM COORDINATOR	
3.00	CLR175	VETERINARY ASSISTANT	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	MGT035	ADMINISTRATIVE OPERATIONS MANAGER	
1.00	MGT120	AFTERNOON SHELTER SUPERVISOR	
2.00	MGT590	ANIMAL MANAGEMENT & WELFARE FIELD SUPERVISOR	
1.00	MGT775	COMPLIANCE MANAGER	
1.00	MGT780	FIELD SERVICES MANAGER	
1.00	MGT790	SHELTER MANAGER	
1.00	PRF805	RESCUE COORDINATOR	
2.00	TRD160	CSR INTAKE SPECIALIST	
1.00	TRD215	ADOPTION SPECIALIST	
6.00	TRD560	ANIMAL MANAGEMENT OFFICER TRAINEE	
9.00	TRD565	ANIMAL CARE WORKER	
3.00	TRD592	ANIMAL MANAGEMENT OFFICER I	
4.00	TRD593	ANIMAL MANAGEMENT OFFICER II	
1.00	TRD594	ANIMAL MANAGEMENT OFFICER III	
43.00		Total Permanent Positions	
Part-Time Positions			
3.00	HRL125	ADOPTION SPECIALIST - HOURLY	
46.00		Total Department	2,672,850

(1270)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 3,948,974	$ 4,065,649	$ 4,137,782
Supplies	50,512	66,279	66,279
Contractual Services	261,091	282,588	282,588
Other Charges	261,932	305,212	366,609
Total Expenses	**$ 4,522,509**	**$ 4,719,728**	**$ 4,853,258**

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) and Baptist St. Anthony's (BSA) to provide dispatch services for their ambulance services.

Programs

AECC Administration/Support
2019/20 Budget — $372,224

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Number of call takers/dispatchers qualified for out-of-class supervisor	17	17	20
Percent compliant with national standards for number of call takers by call volume, based on statistical data	85%	90%	90%

Call Center Services
2019/20 Budget — $4,403,819

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.** The Potter-Randall 9-1-1 District funded the ECATS (Emergency Call Tracking Software) service in October 2017 which provides accurate emergency call data.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Percent of employees cross-trained in two disciplines (FTEs)	86%	90%	90%
Call to dispatch time (minutes):			
Police (Priority)	2:00	1:45	1:45
Police (Non-Emergency)	5:45	5:30	5:30
EMS (NFPA 1221 – 90 sec. standard)	0:50	0:48	0:45
Fire (NFPA 1221 – 90 sec. standard)	0:50	0:48	0:55
Calls Answered:			
Amarillo Police Department	106,696	105,000	100,000
Emergency Medical Services	33,054	38,584	39,000
Amarillo Fire Department	25,607	26,353	28,000
Animal Management and Welfare	27,605	23,000	24,000
Total:	308,000	310,500	317,000

Call Data:

		2017 Partial	2018 Actual	2019 Projected
911	Inbound	18,729	117,258	118,000
	Abandoned	2,742	13,675	12,000
	Abandoned %	12.77%	10.44%	10%
	Unparsed	0	0	0
	Total	21,471	130,933	132,000
10-Digit Emerg	Inbound	1,150	7,911	8,000
	Abandoned	37	202	60
	Outbound	1	29	30
	Unparsed	0	0	0
	Total	1,188	8,142	8,090
Administrative	Inbound	41,319	257,719	255,000
	Abandoned	349	2,223	2,000
	Outbound	18,567	110,636	110,000
	Unparsed	0	1	0
	Total	60,235	370,579	367,000
	Avg Call Duration	112.3	116.4	115.0
	Total	82,894	509,654	505,090

	2017 Partial	2018 Actual	2019 Projected
Total 911 Calls	21,471	130,933	132,000
% answer time ≤ 10 seconds	84.71%	89.00%	92.00%
% answer time ≤ 15 seconds (NFPA 1221 – 15 second standard)	87.93%	93.62%	97.00%
% answer time ≤ 40 seconds	95.66%	98.59%	99.88%

Quality Assurance, Certification and Training
2019/20 Budget — $77,215

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 that provides the ACE Performance Standard reports for Fire and Medical calls. 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:

ACE Performance Standard Reports

Medical:

	2017 Actual		**2018 Actual**		**2019 Projected**	
	Percent	Number of Cases	Percent	Number of Cases	Percent	Number of Cases
High Compliance	13%	75	23%	206	21%	200
Compliant	35%	209	49%	429	42%	450
Partial Compliance	5%	27	3%	23	4%	20
Low Compliance	6%	3	7%	62	14%	60
Non-Compliant	42%	248	18%	126	19%	150
Totals	100%	595	100%	882	100%	880

Fire:

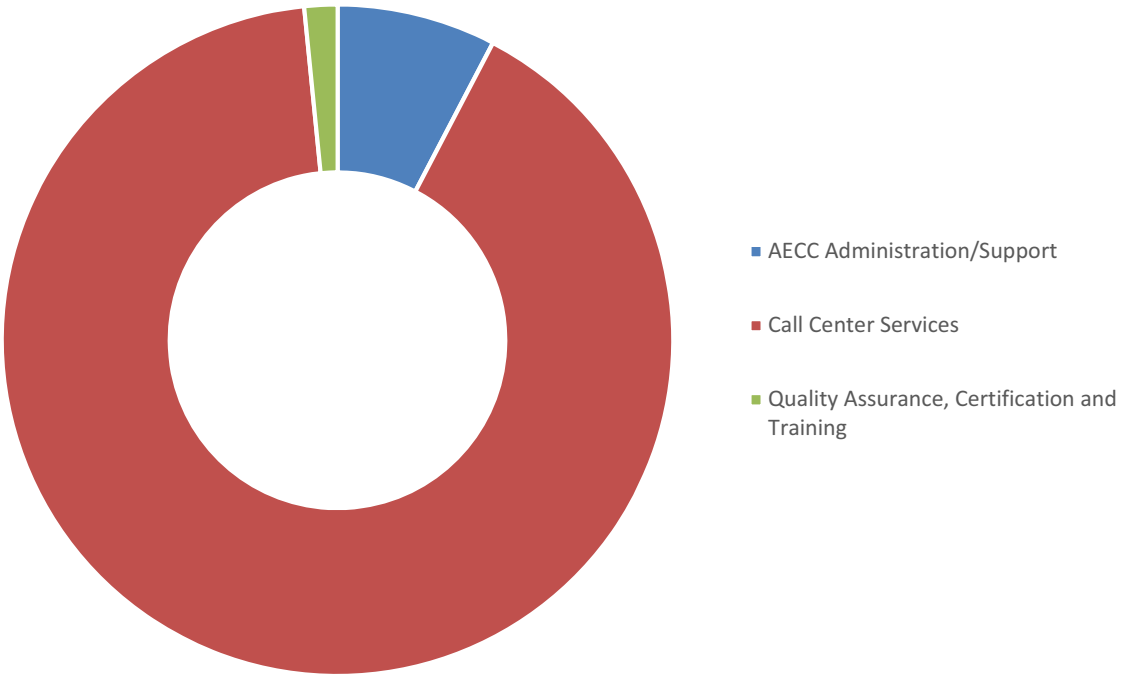
	2017 Actual		2018 Actual		2019 Projected	
	Percent	Number of Cases	Percent	Number of Cases	Percent	Number of Cases
High Compliance	10%	45	20%	177	19%	175
Compliant	18%	84	43%	375	35%	375
Partial Compliance	5%	24	5%	44	7%	45
Low Compliance	11%	50	9%	78	14%	75
Non-Compliant	57%	268	23%	206	25%	200
Totals	100%	471	100%	880	100%	870

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Percent of floor supervisors certified through APCO CTO (Certified Training Officer)	100%	100%	100%
Percent of floor Dispatchers certified through APCO CTO (Certified Training Officer)	60%	70%	80%

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	67	67	67
Part-time Positions	2	2	2
Total Positions	**69**	**69**	**69**

Total AECC 2019/20 Budget - $4,853,258



City of Amarillo

Department Staffing Report

Department: **AECC**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
56.00	CLR770	EMERGENCY COMMUNICATIONS SPECIALIST	
1.00	CLR945	OFFICE ADMINISTRATOR	
1.00	MGT043	TRAINING/QUALITY ASSURANCE SUPERVISOR	
3.00	MGT044	SENIOR COMMUNICATIONS SUPERVISOR	
6.00	MGT046	COMMUNICATIONS SHIFT SUPERVISOR	
67.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL770	EMERGENCY COMMUNICATIONS SPECIALIST	
69.00		Total Department	4,137,782

CITY OF AMARILLO EMERGENCY MANAGEMENT

(1232, 2400, 2430, 26710)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 394,115	$ 394,849	$ 403,310
Supplies	113,001	51,954	45,908
Contractual Services	92,024	188,261	211,749
Other Charges	127,346	149,988	172,844
Capital Outlay	106,995	-	-
Operating Transfers	770	-	-
Total Expenses	**$ 834,251**	**$ 785,052**	**$ 833,811**

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 City Manager Initiative Implementation of 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 Potter and Randall counties and the City of Canyon 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.

The OEM actively participates in the Pillars outlined by City Council focusing on Public Safety, Customer Service, Fiscal Responsibility, and Excellence in Communication – all part of the BluePrint for Amarillo. In addition, OEM supports and strives to follow the City Manager Initiatives of Commitment to Safety, Implementation of Best Practices, Promote Innovation and Customer Service, and Public Service and Engagement.

Programs

Emergency Management Department Administration/Support
2019/20 Budget — $531,710

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 and the City of Canyon 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; and
- Supports City priorities and initiatives as requested by management.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Grant funding administered (EMPG, SHSP, & AIP)	$394,228	$497,793	$356,748

Emergency Operations, Preparedness, and Planning Program
2019/20 Budget — $302,101

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 man-made) 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, 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; and
- Facilitates the recovery process from disasters that impact the community.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Natural hazards operations	10	15	20
Technological / man-made hazards operations	35	30	30
Major incident response operations	5	9	10

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. This 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 the Community Hazard Analysis, Mitigation Action Plan, Emergency Operations Plan and implementing procedures, and Community Mass Casualty and Mass Fatality Incident Plans; assists with local government Continuity of Operations Planning;
- 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); and
- Conducts emergency public information activities to promote and enhance citizen and visitor emergency preparedness

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
EMPG standard for public: Education/information (hours)	30	30	30
Public education/information provided (hours)	40	50	70
EMPG standard for exercises: Discussion based exercises Operations based exercises Full-scale exercises (required triennially)	 2 1 (triennial)	 2 1 (triennial)	 2 1 (triennial)
Exercises completed: Discussion based exercises Operations based exercises Full-scale exercises	 4 1 1	 4 2 2	 4 2 2
EMPG training required for OEM staff	1	1	1
Training completed by OEM staff	5	5	5

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.

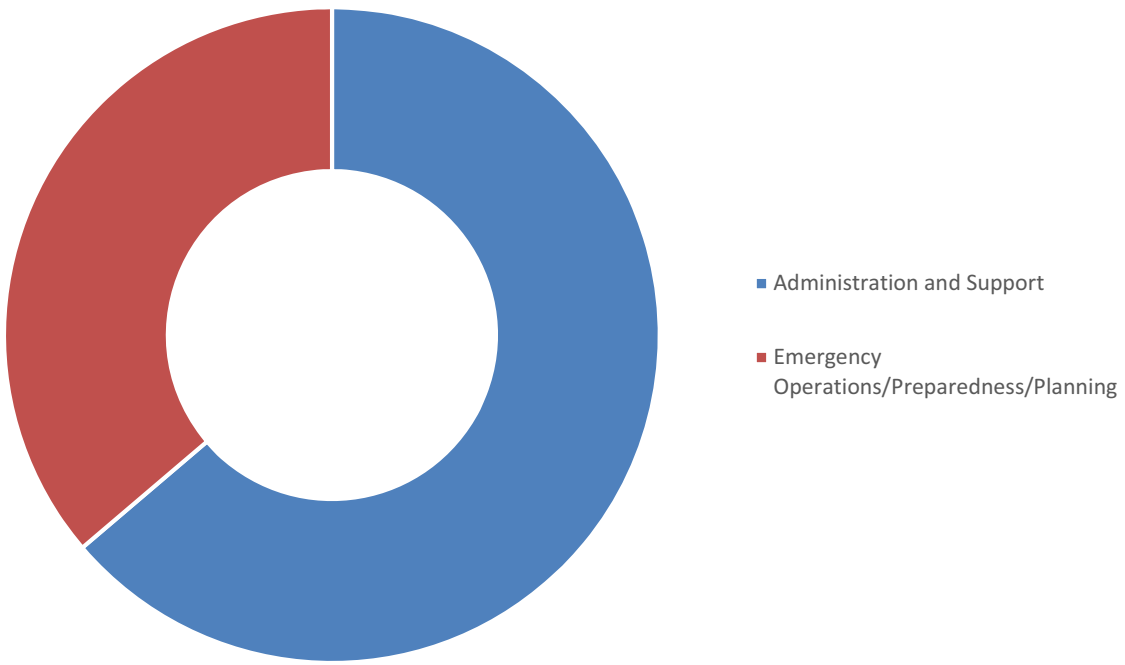
Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	4	4	5
Part-time Positions	-	-	-
Total Positions	**4**	**4**	**5**

2019/20 Expenditures by Funding Source

General Fund	$	531,710
Special Revenue Funds	$	302,101

Total OEM Department 2019/20 Budget — $833,811



City of Amarillo

Department Staffing Report

Department: Emergency Management Services

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM050	EMERGENCY MANAGEMENT COORDINATOR	
1.00	ADM051	ASSISTANT EMERGENCY MGMT COORDINATOR	
0.50	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	PRF903	EMERGENCY MANAGEMENT PLANNER	
3.50		Total Permanent Positions	
3.50		Total Department	302,485

Department: AIP Pantex Project Fund

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	PRF055	TECHNICAL HAZARDS COORDINATOR	
0.50	TEC901	COMMUNICATIONS TECHNICIAN	
1.50		Total Permanent Positions	
1.50		Total Department	100,824

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

(1305, 1306, 20800)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 1,130,125	$ 1,258,671	$ 1,309,327
Supplies	44,119	248,137	53,041
Contractual Services	139,494	145,864	197,291
Other Charges	24,972	31,217	30,231
Capital Outlay	40,429	30,000	-
Operating Transfers	3,506	-	-
Total Expenses	**$ 1,382,645**	**$ 1,713,889**	**$ 1,589,890**

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. Through extensive legislative changes the court has experienced an increase in providing for commitment diversions, indigence hearings, community service management and mental health services as well as working closely with community partners in the delivery of diversion 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
2019/20 Budget — $462,920

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 both criminal and civil dockets. Recent legislative changes have mandated higher numbers of show cause hearings, indigence hearings and extensive notification requirements. 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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Timely Setting of Court Hearings	Within 46 days	Within 47 days	Within 46 days
New Cases Filed	49,175	48,664	48,157
Cases Placed on Hearing/Trial Dockets	19,214	22,894	24,038
# of Jail Arraignments	14,603	12,061	11,097

Court Financial Management
2019/20 Budget — $267,896

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Administrative Accuracy of Transactions	97%	98%	98%
Cases seen at Public Service windows	61,618	63,808	65,722

Court Technology Project and Technology Resources Management
2019/20 Budget — $454,077

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Electronic Citation filings	72%	72%	90%
Online Transactions	14,555	17,114	18,825
# of email correspondence received/sent	8,245	9,218	10,139

Court Compliance Services
2019/20 Budget — $170,384

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 identify and update cases for Judges' review.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Cases Court Ordered to Compliance Department	18,926	18,050	17,509

Court Community Programs
2019/20 Budget — $48,756

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 an issue specific dockets and works closely with Amarillo College on providing youth legal education through the Youth Law camp that takes place annually.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Cases Allowed Community Service	2,188	2,640	2,904
Events with/for area organizations	5	5	10

Public Information/Jury Management
2019/20 Budget — $68,678

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. Works closely with both the public and the judges to assure that Jury trial dockets are covered.
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Access and Fairness ratings through public survey:	89%	89%	90%

Office of Civil Hearings
2019/20 Budget — $117,179

The Office of Civil Hearings oversee the operational needs regarding cases that include but are not limited to parking violations, vehicle immobilizations/towing and Photographic traffic signal system. The department's focus is to provide all the necessary administrative tools to assure that the public has an easily accessible, transparent litigation process that expedites the fair resolution of civil cases. These tools include technology, contract management and case flow management. The program manager coordinates with Municipal Court, Public Works, Traffic Engineering and the Police department on any potential issues, both physical and/or administrative.

Performance Measures/Indicators:

	2017/18 Actual*	2018/19 Estimated*	2019/20 Projected
Number of Civil Cases filed	*	*	6,000

**-new program performance measures not available*

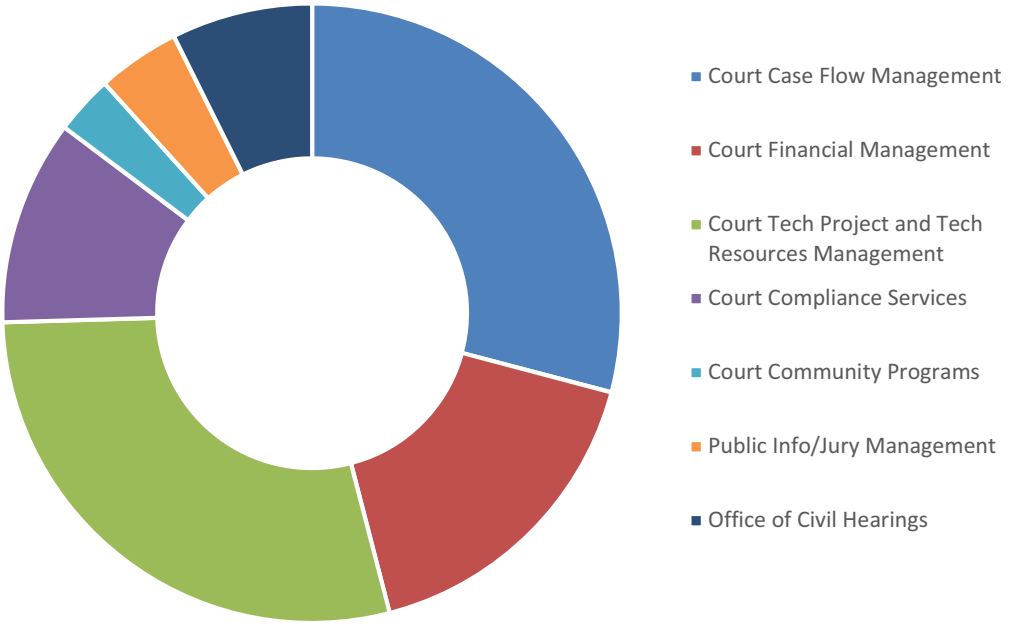
2019/20 Expenditures by Funding Source

General Fund	$	1,480,250
Special Revenue Funds	$	109,640

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	23	24	23
Part-time Positions	3	4	4
Total Positions	**26**	**28**	**27**

Total Municipal Court 2019/20 Budget — $1,589,890


Court Case Flow Management
Court Financial Management
Court Tech Project and Tech Resources Management
Court Compliance Services
Court Community Programs
Public Info/Jury Management
Office of Civil Hearings

City of Amarillo

Department Staffing Report

Department: Municipal Court

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM111	MUNICIPAL COURT ADMINISTRATOR	
1.00	ADM112	DEPUTY COURT CLERK AND ASST. ADMINISTRATOR	
1.00	CLR085	EXECUTIVE ASSISTANT	
1.00	CLR113	ARRAIGNMENT CLERK	
1.00	CLR118	TEEN COURT/COMMUNITY SERVICE COORDINATOR	
1.00	CLR130	ADMINISTRATIVE SUPERVISOR	
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
4.00	CLR410	ADMINISTRATIVE ASSISTANT III	
9.00	CLR415	ADMINISTRATIVE ASSISTANT IV	
1.00	MGT117	OPERATIONS MANAGER	
22.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL111	DATA ENTRY OPERATOR HOURLY	
1.00	HRL145	COLLECTIONS CLERK	
3.00		Total Part-Time Positions	
25.00		Total Department	1,227,473

Department: Office of Civil Hearings

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	PRF035	CIVIL OPERATIONS COORDINATOR	
1.00			
Part-Time Positions			
1.00	HRL045	ADMINISTRATIVE HEARINGS OFFICER	
1.00			
2.00		Total Department	81,854

(1040, 20910)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 678,836	$ 614,210	$ 583,535
Supplies	6,891	4,941	6,657
Contractual Services	49,707	68,020	49,020
Other Charges	9,073	15,180	19,370
Inter Reimbursement	(29,240)	-	-
Total Expenses	**$ 715,267**	**$ 702,351**	**$ 658,582**

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, a full-time associate judge and one part-time associate judge. The judges are licensed Texas attorneys with an average of 26 years of 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
2019/20 Budget — $30,137

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 county jails, law enforcement agencies, mental health providers, and other courts; develops the budget; performs or assigns 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
2019/20 Budget — $396,018

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, conduct civil appeals hearings from dangerous animal determinations, stolen vehicles hearings, disposition of seized property hearings, and red-light camera appeals.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Trials	213	200	200
Cases set on trial docket	1,835	2,004	2,000
Cases on walk-in dockets (heard)	16,963	17,686	16,801
Cases on all other dockets	16,852	21,042	19,989
Cases seen in jail	12,061	11,170	10,388
Search Warrants signed	559	603	694
Code Enforcement Warrants signed	1,148	620	620
Bond forfeiture cases heard	820	1,076	1,323

Court Reporting Services
2019/20 Budget — $76,566

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 Municipal Court's records are accurate and complete. The court reporter also assists the judges with many tasks relating to dockets.

Court Security
2019/20 Budget — $155,861

- **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, handcuffs and firearms.

- **Building Security** –Such items as security devices, locking mechanisms, video teleconferencing systems, metal detectors and surveillance equipment.

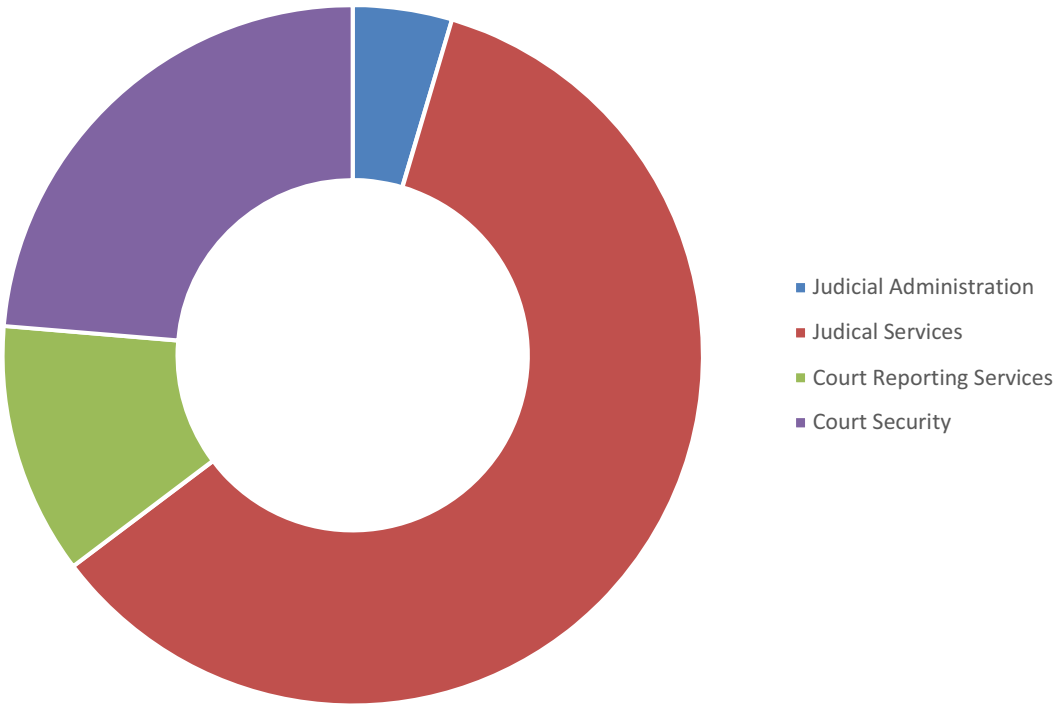
2019/20 Expenditures by Funding Source

General Fund	$	502,721
Special Revenue Funds	$	155,861

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	4	5	5
Part-time Positions	4	2	2
Total Positions	**8**	**7**	**7**

Total Judicial 2019/20 Budget - $658,582



City of Amarillo

Department Staffing Report

Department: Judicial

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM110	MUNICIPAL COURT JUDGE	
1.00	ADM115	ASSOCIATE MUNICIPAL COURT JUDGE	
1.00	CLR110	COURT REPORTER	
3.00		Total Permanent Positions	
Part-Time Positions			
1.00	HRL115	MUNICIPAL COURT JUDGE	
4.00		Total Department	441,254

Department: Court Security Fund

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
2.00	PRF145	SENIOR BAILIFF	
2.00		Total Permanent Positions	
Part-Time Positions			
1.00	HRL120	BAILIFF	
3.00		Total Department	142,281

CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
Administration			
1011 Mayor and Council	68,441	82,701	83,202
1020 City Manager	1,189,603	1,317,505	1,419,201
1023 Office of Public Communic	308,317	340,013	400,167
1030 Tourism & Economic Develo	2,907,410	2,671,948	2,604,604
1210 Legal	1,124,138	1,124,838	1,202,648
1220 City Secretary	227,896	399,971	406,209
1000 General Fund	5,825,805	5,936,976	6,116,031
Administration Total Expenditures	**5,825,805**	**5,936,976**	**6,116,031**

CITY OF
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(1011)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 2,669	$ 2,149	$ 2,149
Supplies	9,787	7,200	7,200
Contractual Services	19,896	33,150	33,150
Other Charges	36,089	40,202	40,703
Total Expenses	**$ 68,441**	**$ 82,701**	**$ 83,202**

Mission

To use democracy to govern the City efficiently and effectively to accomplish the City's mission of creating the best environment possible for every Amarillo resident to find and achieve their greatest potential.

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; approves appropriations, expenditures, and contracts; and actively recruits and encourages qualified citizens to serve on City boards and commissions.

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 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

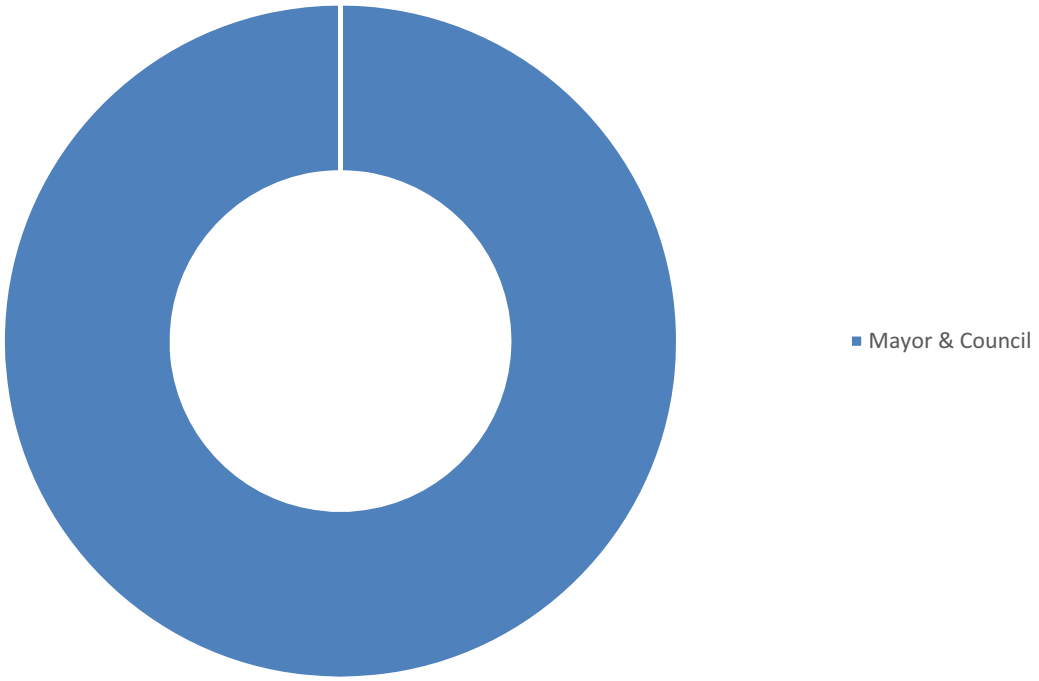
In addition to the Council Pillars, the City Council identified four City Manager Initiatives to support the City Council Pillars:

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

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	-	-	-
Part-time Positions	5	5	5
Total Positions	5	5	5

Total Mayor and City Council 2019/20 Budget — $83,202



City of Amarillo

Department Staffing Report

Department: **Mayor and Council**

Number of Employees	Classification	Description	Personal Services Total
Part-Time Positions			
1.00	CAM100	MAYOR	
4.00	CAM110	CITY COMMISSIONER	
5.00		Total Part-Time Positions	
5.00		Total Department	2,149

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CITY OF AMARILLO CITY MANAGER

(1020, 1030)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 1,082,165	$ 1,225,676	$ 1,326,870
Supplies	15,538	30,700	30,700
Contractual Services	3,056,368	2,788,298	2,720,954
Other Charges	17,942	19,779	20,281
Inter Reimbursements	(75,000)	(75,000)	(75,000)
Total Expenses	**$ 4,097,013**	**$ 3,989,453**	**$ 4,023,805**

Mission

To professionally administer the policies and directives established by the Mayor and 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
- 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

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
2019/20 Budget — $1,419,201

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, Assistant to the City Manager and Development Customer Service Coordinator.

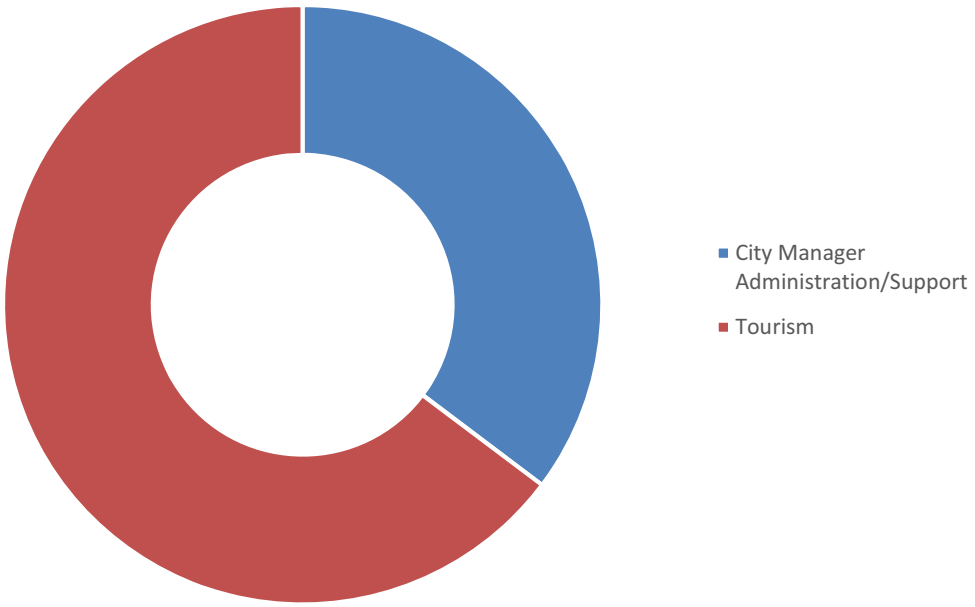
Tourism
2019/20 Budget — $2,604,604

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

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	6	6	7
Part-time Positions	-	-	-
Total Positions	6	6	7

Total City Manager 2019/20 Budget — $4,023,805


City Manager Administration/Support
Tourism

City of Amarillo

Department Staffing Report

Department: **City Manager**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM001	CITY MANAGER	
1.00	ADM010	ASSISTANT CITY MANAGER	
1.00	ADM011	ASSISTANT CITY MANAGER	
1.00	ADM012	DEPUTY CITY MANAGER	
1.00	ADM015	ASSISTANT TO THE CITY MANAGER	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	MGT525	DEVELOPMENT CUSTOMER SERVICE COORDINATOR	
7.00		Total Permanent Positions	
7.00		Total Department	1,326,870

(1210)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel	$ 755,950	$ 1,054,846	$ 1,130,787
Supplies	48,321	38,543	39,103
Contractual Services	289,394	15,335	15,335
Other Charges	30,473	16,114	17,423
Total Expenses	**$ 1,124,138**	**$ 1,124,838**	**$ 1,202,648**

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 Management and Welfare, Purchasing, Planning and Development Services, 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.

Legal Department Administration and Support
2019/20 Budget - $240,530

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Correspondence reviewed	500	600	700
Document preparation	300	350	400

Legal Department Criminal Section
2019/20 Budget - $360,794

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

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Bench trials	70	80	80
Jury trials	130	140	150
Attorney dockets	70	75	75
Revocation dockets	70	70	70
Civil hearings	10	12	14
Bond forfeiture hearings	4	4	4
Appeal hearings	2	2	2

Legal Department Civil Section
2019/20 Budget - $601,324

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 the 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.

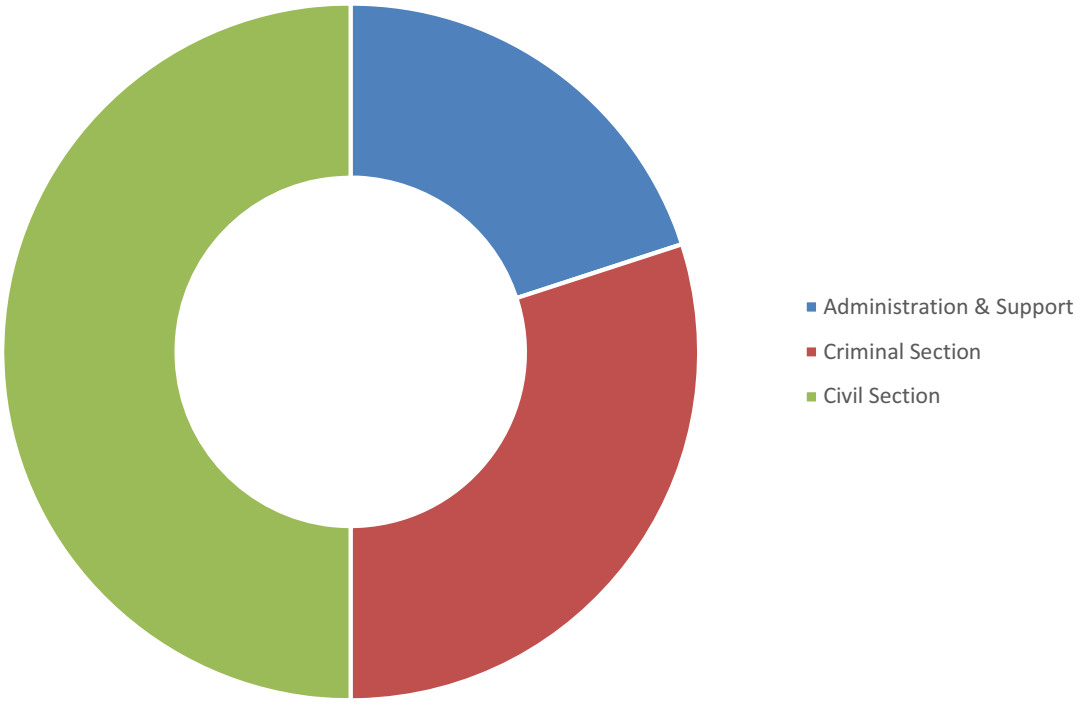
Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Contracts/agreements drafted	110	120	140
Real estate documents drafted	30	30	40
Public Information Requests	300	400	600
Federal/State legislation/court decisions reviewed	200	200	350
Ordinances and resolutions drafted	200	200	200
Legal opinions	30	35	100
Civil Service personnel matters reviewed	24	24	24
Claims inquiries/reviews	25	25	35
Demand letters/contacts	10	20	20
Administrative proceedings	6	6	6
Judicial proceedings	5	5	5
Police Public Information Requests	80	85	85
Police Public Information Act Attorney General letters	58	60	100

Authorized Positions

	2017/18 Actual	**2018/19 Budgeted**	**2019/20 Budgeted**
Permanent Positions	10	10	10
Part-time Positions	-	-	-
Total Positions	**10**	**10**	**10**

Total City Attorney 2019/20 Budget — $1,202,648


Administration & Support
Criminal Section
Civil Section

City of Amarillo

Department Staffing Report

Department: **Legal**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM070	CITY ATTORNEY	
1.00	ADM071	DEPUTY CITY ATTORNEY	
2.00	ADM075	SENIOR ASST. CITY ATTORNEY	
1.00	ADM078	ASSISTANT CITY ATTORNEY	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	PRF070	LEGAL ASSISTANT	
2.00	PRF071	ATTORNEY I	
1.00	PRF072	ATTORNEY II	
10.00		Total Permanent Positions	
10.00		Total Department	1,130,787

CITY OF
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CITY OF AMARILLO CITY SECRETARY

(1220)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 212,663	$ 213,447	$ 219,890
Supplies	3,904	164,600	164,600
Contractual Services	1,140	4,100	4,100
Other Charges	10,189	17,824	17,619
Total Expenses	**$ 227,896**	**$ 399,971**	**$ 406,209**

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's corporate seal; attests to 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 also serves as 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
2019/20 Budget — $60,931

Provide clerical support to the City Manager, Deputy City Manager, and Assistant City Managers.

City Secretary Council and Board Support
2019/20 Budget — $81,242

Provide clerical support to the Mayor, City Council, and City Council Appointed boards, commissions and committees.

City Secretary Election Management
2019/20 Budget — $30,466

Hold regular and special elections.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of ordinances	83	70	74
Number of resolutions	48	78	82
Number of elections held	1	1	1

City Secretary Records Management
2019/20 Budget — $162,484

Develop and administer records retention and destruction policies; monitor the records storage center; and add transparency documents on website.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Record Destruction – number of boxes destroyed	300	500	500
Number of City records scanned	351,549	325,000	350,000
Training and education of City employees	35	0	45
Public Information Requests (City-wide)	687	760	840

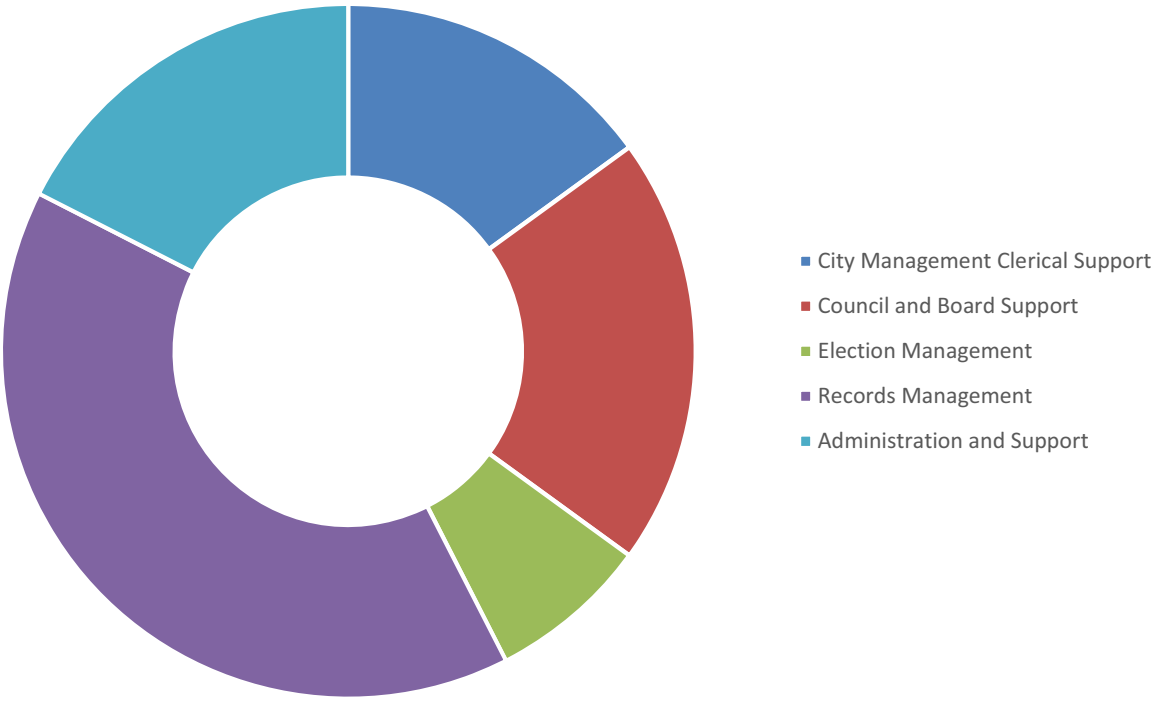
City Secretary Department Administration/Support
2019/20 Budget — $71,086

Administer and supports the City Secretary department.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	2	2	2
Part-time Positions	-	-	-
Total Positions	**2**	**2**	**2**

Total City Secretary 2019/20 Budget - $406,209



City of Amarillo

Department Staffing Report

Department: **City Secretary**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM020	CITY SECRETARY	
1.00	ADM025	ASSISTANT CITY SECRETARY	
2.00		Total Permanent Positions	
2.00		Total Department	219,890

(1023)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 271,810	$ 309,607	$ 368,649
Supplies	19,935	4,000	2,300
Contractual Services	11,283	9,000	10,300
Other Charges	5,290	17,406	18,918
Total Expenses	**$ 308,318**	**$ 340,013**	**$ 400,167**

Mission

The Office of Public Communications 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 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 Office of Public Communications 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
2018/19 Budget — $400,167

The Office of Public Communications focuses on four major areas including communications, marketing, networking, and technology. As the backbone of the Excellence in Communications pillar, the Office of Public Communications 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. The Office of Public Communications develops branding and marketing campaigns for all departments seeking input and is capable of producing quality multi-media products which enhance communications and promote City programs.

Additional responsibilities of this office include overall strategic direction of communication and marketing programs, internal employee communications, social media management, video production, branding guidelines and monitoring, media management, public relations, messaging/branding, crisis communications, and, in the case of an emergency, the City's Public Information Officer (PIO).

Performance Measures/Indicators:

	2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Number of Press Releases Issued	Approx. 125	175-200	175-200
Number of News Media Stories Related to Press Releases	N/A	600	600
Total Interactions between City and News Media (including direct contact, press releases, and online City subject features)	N/A	3,500	3,500
Overall Media Public Image Rating**	N/A	0.95	0.95
Social Media: FACEBOOK Followers TWITTER Followers INSTAGRAM Followers	 7,666 4,321 1,335	 8,500 4,750 1,500	 9,500 5,250 1,750
"Open Spaces" blog posts (Began this service on 6/1/19)	0	25	25
Print and Digital Media Pieces	N/A	200	300
Photography requests	N/A	25	50
Event/Social Video Requests	N/A	25	50
Social Media Posts	N/A	1,000	1,500

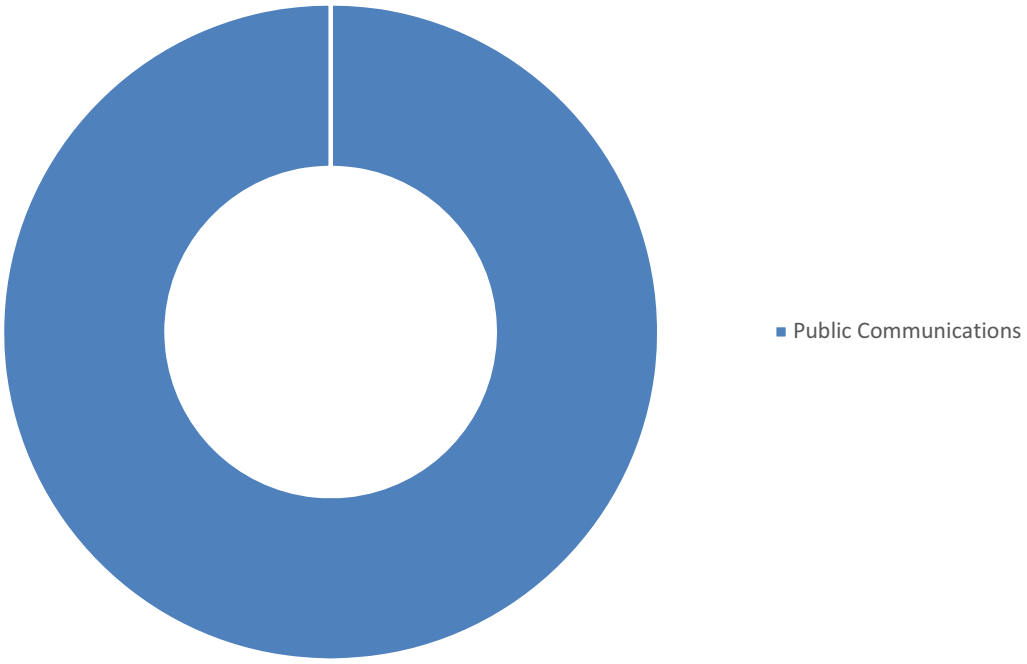
*A Public Image Rating (PIR) is assigned to each media event based on a variety of factors including stories tone, accuracy of information, if the reporting is balanced, etc. The PIR scale includes 0 (negative), 1 (neutral), and 2 (positive). All events are averaged to obtain the overall PIR as reported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

** "N/A" indicates a metric that was not tracked in 2017/18 but will be tracked moving forward.

Authorized Positions

	2017/18 Actual	**2018/19 Budgeted**	**2019/20 Budgeted**
Permanent Positions	3	3	4
Part-time Positions	-	1	-
Total Positions	**3**	**4**	**4**

Total Public Communications 2018/19 Budget — $400,167


Public Communications

City of Amarillo

Department Staffing Report

Department: **Office of Public Communications**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM002	DIRECTOR OF COMMUNICATIONS	
1.00	PRF010	MARKETING MANAGER	
1.00	PRF015	COMMUNICATIONS MANAGER	
1.00	PRF807	SOCIAL MEDIA COORDINATOR	
4.00		Total Permanent Positions	
4.00		Total Department	368,649

CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
Support Services			
1110 Human Resources	940,756	993,428	1,010,832
1120 Risk Management	280,718	310,752	334,152
1231 Radio Communications	374,666	714,594	735,226
1251 Custodial Services	1,561,066	1,670,416	1,279,032
1252 Facilities Maintenance	2,375,025	2,429,879	2,833,321
1253 MPEV	-	-	400,000
1315 Finance	1,042,388	1,121,194	1,246,623
1320 Accounting	1,142,460	1,211,197	1,181,173
1325 Purchasing	573,306	610,049	618,674
1340 Health Plan Administratio	246,842	248,613	255,661
1345 Central Stores	354,856	362,981	369,405
1350 General Fund Transfers	9,894,236	12,026,641	11,203,726
1000 General Fund	18,786,319	21,699,744	21,467,825
6100 Fleet Services Fund			
Support Services			
61110 Fleet Services Operation	9,795,191	9,318,244	10,590,223
61120 Equipment Replacement	14,483,816	14,225,461	14,603,557
6100 Fleet Services Fund	24,279,007	23,543,705	25,193,780
6200 Information Technology Fund			
Support Services			
62010 IT Administration	682,647	783,476	858,166
62021 IT Enterprise Applicatio	1,313,440	1,710,025	1,996,321
62022 IT Support	439,032	419,312	546,204
62023 IT Print Services	104,833	52,243	110,371
62024 IT GIS	117,806	135,195	147,482
62031 IT Public Safety	281,683	305,987	224,080
62032 IT Infrastructure	957,064	1,005,374	1,384,776
62033 IT Telecom	999,080	1,057,787	707,462
62040 IT Security Department	281,468	-	-
62150 IT Capital	48,387	1,227,645	996,510
6200 Information Technology Fu	5,225,441	6,697,045	6,971,372

CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
6300 Risk Management Fund			
Support Services			
63110 Self Insurance General	530,542	606,092	577,660
63115 Unemployment Claims	73,496	75,656	80,511
63120 Fire & Extended Coverage	670,737	807,237	1,339,250
63125 Workers Compensation	3,183,063	3,027,202	3,003,527
63160 General Liability	(288,751)	443,385	676,375
63170 Police Professional	178,826	184,963	200,263
63185 Automobile Liability	1,248,850	407,742	403,562
63190 Auto Physical Damage	669,486	525,330	525,337
63195 City Property	22,230	-	11,200
6300 Risk Management Fund	6,288,480	6,077,607	6,817,684
6400 Employee Insurance Fund			
Support Services			
64100 Health Plan	23,423,876	23,246,815	26,482,740
64200 Dental Plan	1,079,831	1,135,546	1,181,889
64300 City Care Clinic	819,645	714,376	721,353
6400 Employee Insurance Fund	25,323,352	25,096,737	28,385,982
6500 Employee Flexible Spnding			
Support Services			
65100 Employee Flex Plan	455,780	557,800	557,800
6500 Employee Flexible Spnding	455,780	557,800	557,800
Support Services Total Expenditures	**80,358,379**	**83,672,638**	**89,394,443**

(1110)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 630,498	$ 657,416	$ 673,411
Supplies	170,383	151,814	151,814
Contractual Services	126,813	161,546	161,546
Other Charges	13,062	22,652	24,061
Total Expenses	**$ 940,756**	**$ 993,428**	**$ 1,010,832**

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 core services in alignment with the vision set forth in the City Council's Pillars**.**

Human Resources (HR) 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 Resource services. The objective is to work with the Information Technology department to implement new HR/Payroll technology to increase convenience to all customers.

Programs

Human Resources Administration and Support (Policies and Procedures)
2019/20 Budget — $101,085

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
City-wide policies revised and/or created	10%	10%	15%

Total Rewards – Compensation and Benefits
2019/20 Budget — $202,166

Total Rewards – Compensation and Benefits includes the review and maintenance of the classification and compensation systems. Position reclassifications and/or salary adjustments are evaluated upon request to assist departments and allow for minimal interruptions within the overall City organization. Staff also works to develop compensation packages competitive according to market rates while maintaining the equity of the City's Compensation Schedule.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Classification/reclassification requests completed within 14 days	75%	75%	85%

Employee Development and Training
2019/20 Budget — $202,166

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. 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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
City-wide/annual core training	98%	99%	99%

Employment Sourcing and Recruitment
2019/20 Budget — $202,166

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 works with departments to collaboratively develop specialized recruitment efforts.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Job vacancies posted	450	450	450
New hires	620	620	620

Employee Relations
2019/20 Budget — $101,083

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 employees who utilize the EAP as a resource.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of employee complaints	19	20	20
% of employee complaints resolved by HR	100%	100%	100%

Performance Management (Appraisals)
2019/20 Budget — $202,166

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.

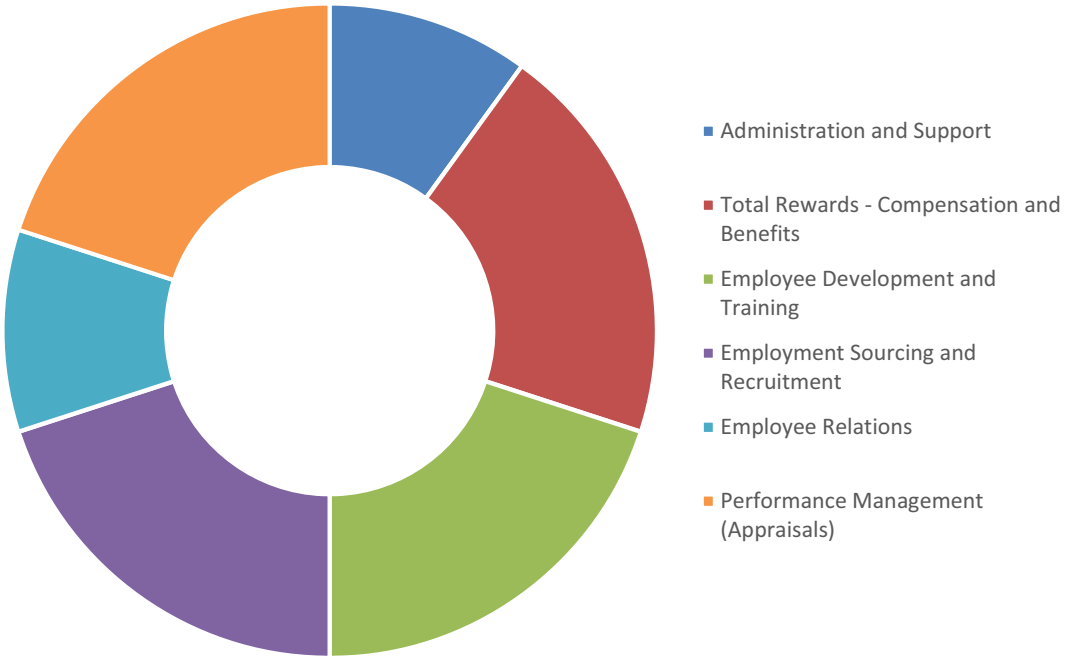
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Employee performance appraisals	1,521	1,550	1,550

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	8	8	8
Part-time Positions	2	2	2
Total Positions	**10**	**10**	**10**

Total Human Resources 2019/20 Budget - $1,010,832


Administration and Support
Total Rewards - Compensation and Benefits
Employee Development and Training
Employment Sourcing and Recruitment
Employee Relations
Performance Management (Appraisals)

City of Amarillo

Department Staffing Report

Department: **Human Resources**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM600	DIRECTOR OF HUMAN RESOURCES	
1.00	ADM601	HUMAN RESOURCES MANAGER	
3.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	MGT601	SENIOR HUMAN RESOURCES GENERALIST	
1.00	PRF017	TRAINING COORDINATOR	
1.00	PRF250	HUMAN RESOURCE GENERALIST	
8.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL904	ADMINISTRATIVE ASSISTANT	
10.00		Total Department	673,411

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

CITY OF AMARILLO®
RADIO COMMUNICATIONS

(1231)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 291,650	$ 271,332	$ 288,373
Supplies	24,105	19,518	26,022
Contractual Services	51,347	416,526	409,400
Other Charges	7,564	17,218	11,431
Inter Reimbursements	-	(10,000)	-
Total Expenses	**$ 374,666**	**$ 714,594**	**$ 735,226**

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.

The department managed a capital 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. Public Safety went live on the that system in July of 2018 and field operations departments are currently transitioning on to the new system. This project addressed the infrastructure and capacity shortcomings of the prior system and will provide for the needs of system users for the next 15 to 20 years. The new radio system allows for reporting of usage, like in May 2019 one Amarillo Police talkgroup (APD2) had 69,636 push to talk (PTT) on radios that month.

As outlined in the **BluePrint for Amarillo**, Radio Communications is actively supporting all 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 City Manager Initiatives.

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
2019/20 Budget — $66,171

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
2013/20 Budget — $602,885

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:

	2017/18 Actual[1]	**2018/19 Estimated**	**2019/20 Projected**
Next Generation Radio System (149 Talkgroups)			
System-wide total radios	N/A	3,954	4,050
Amarillo public safety radios	N/A	1,188	1,200
Amarillo non-public safety radios	N/A	708	720
Next Generation Radio System Traffic			
Police Push to Talk (PTT) / Average radio calls per day	N/A	2,467,527/ 3,265	2,688,500/ 3,558
Fire Push to Talk (PTT) / Average radio calls per day	N/A	378,654/ 573	412,563/ 625

[1]Because the Next Generation Radio System was completed in 2018/19, this data not previously tracked.

Outdoor Warning System Operations and Maintenance
2019/20 Budget — $66,170

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

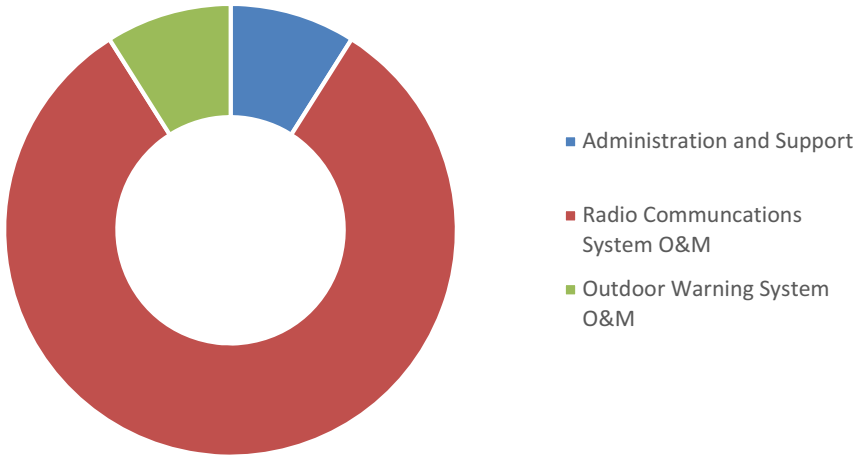
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
City of Amarillo Outdoor Warning Sirens	60	62	65
Pantex Plant Emergency Planning Zone Outdoor Warning Sirens	7	7	7
Potter County Outdoor Warning Sirens	10	10	11
Randall County Outdoor Warning Sirens	15	15	16
Lake Tanglewood Sirens	2	2	2
Armstrong / Carson Sirens	3	3	3
Total Outdoor Warning Sirens	90	92	97

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	6	6	5
Part-time Positions	-	-	-
Total Positions	6	6	5

Total Radio Communications 2019/20 Budget — $735,226



City of Amarillo

Department Staffing Report

Department: **Radio Communications**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.50	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	MGT665	RADIO COMMUNICATION SUPERVISOR	
3.50	TEC901	COMMUNICATIONS TECHNICIAN	
5.00		Total Permanent Positions	
5.00		Total Department	288,373

(1251,1252,1253)

Budget Comparison

	2017/18 Budgeted	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 2,802,284	$ 2,989,528	$ 3,040,058
Supplies	536,440	697,946	891,949
Contractual Services	597,029	521,301	523,456
Other Charges	117,237	216,832	207,202
Capital Outlay	8,894	-	-
Inter Reimbursements	(125,793)	(325,312)	(325,312)
Operating Transfers	-	-	175,000
Total Expenses	**$ 3,936,091**	**$ 4,100,295**	**$ 4,512,353**

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 **Implementation of 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 535,815 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 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
2019/20 Budget — $456,988

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
2019/20 Budget — $1,462,359

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Square Footage Serviced	2,006,963	2,054,343	2,100,500
HVAC Service Calls	1,330	1,397	1,410
Plumbing Service Calls	2,650	2,783	2,900
Electrical Service Calls	2,786	2,925	3,100
Building Maintenance Calls	8,286	8,700	8,990
Total Workorders Processed	16,650	17,483	17,560
City Labor Cost / Average Market Cost (per hour)	$30.07/$66.67	$30.07/$66.67	TBD

**Information not available*

Construction
2019/20 Budget — $639,782

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 workstations, 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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of construction projects	18	20	24

Architectural
2019/20 Budget — $274,192

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
2019/20 Budget — $1,279,032

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Square feet cleaned by each custodian each night (535,815 sq. ft. divided by 23 custodians)	22,299	23,100	23,296
Cost per square foot cleaned by each custodian	$3.21	$3.22	$3.02
Number of custodial calls	85	90	100

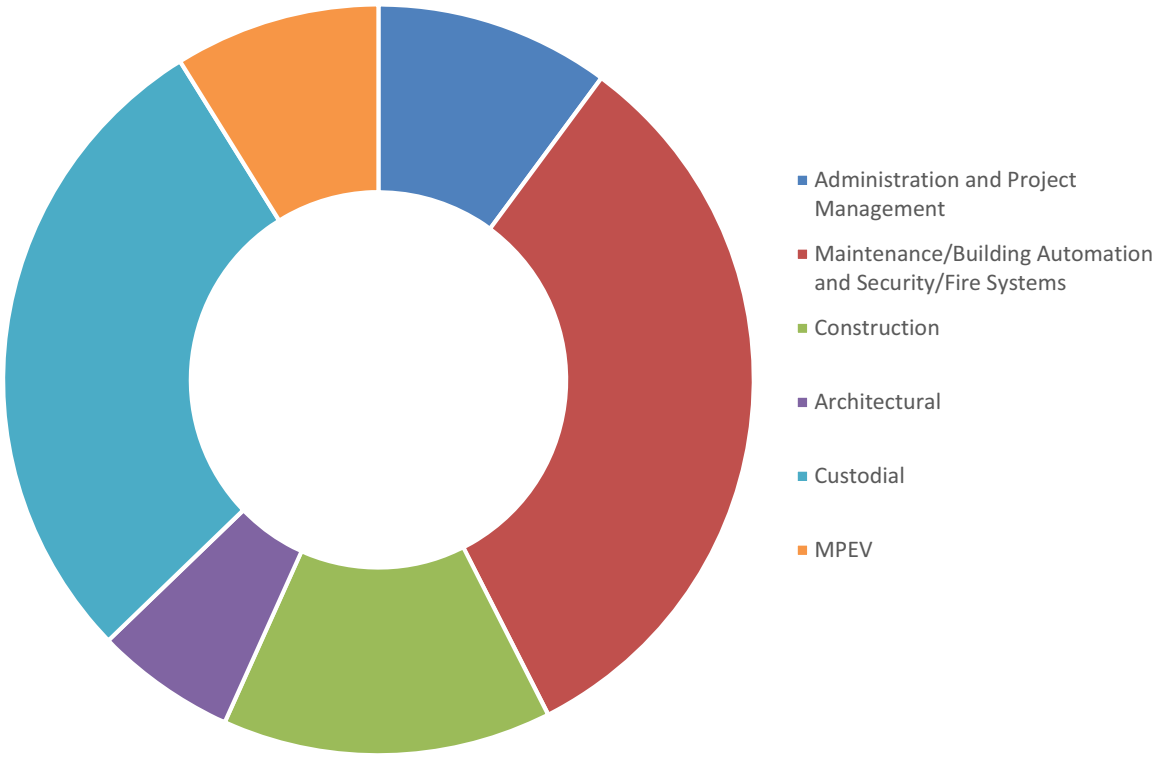
Multi-Purpose Event Venue
2019/20 Budget — $400,000

Provide for lease management and ongoing repair and maintenance of the Multi-Purpose Event Venue (MPEV). The MPEV, also known as Hodgetown, is owned by the City but leased and operated by Panhandle Baseball Club, Inc. and is the home to the Amarillo Sod Poodles, the AA affiliate of the San Diego Padres.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	57	57	58
Part-time Positions	-	-	-
Total Positions	57	57	58

Total Facilities and Custodial Department 2019/2020 Budget — $4,512,353



City of Amarillo

Department Staffing Report

Department: Custodial Services

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
2.00	TRD046	CUSTODIAN III	
1.00	TRD047	CUSTODIAN II	
24.00	TRD910	CUSTODIAN I	
27.00		Total Permanent Positions	
27.00		Total Department	1,136,214

Department: Facilities Maintenance

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM060	FACILITIES & SPECIAL PROJECTS ADMINISTRATOR	
2.00	ADM061	ASSISTANT FACILITIES MANAGER	
1.00	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
2.00	PRF060	FACILITIES COORDINATOR I	
1.00	PRF061	FACILITIES COORDINATOR II	
2.00	TEC107	SPECIAL PROJECTS MANAGER	
2.00	TEC115	BAS CONTROL TECHNICIAN	
1.00	TEC215	DESIGN TECHNICIAN II	
1.00	TRD060	ELECTRICIAN II	
11.00	TRD906	BUILDING MECHANIC III	
3.00	TRD915	ELECTRICIAN I	
3.00	TRD930	UTILITY WORKER	
31.00		Total Permanent Positions	
31.00		Total Department	1,903,844

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(1315)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 488,671	$ 501,830	$ 631,524
Supplies	19,974	16,250	21,200
Contractual Services	527,314	597,079	587,262
Other Charges	6,679	6,035	6,637
Inter Reimbursements	(250)	-	-
Total Expenses	**$ 1,042,388**	**$ 1,121,194**	**$ 1,246,623**

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 2019/20 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
2019/20 Budget — $244,970

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Operating Costs Managed (millions)	$39.8	$44.7	$39.3
Total Positions Managed	79	79	79
Public Funds Investment Act Compliance	100%	100%	100%
Quarterly Investment Reports Presented to Council	4/100%	4/100%	4/100%
GTOT Investment Policy Certification (years)	3	4	5

Debt Management
2019/20 Budget — $25,452

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
GO Bonds (S&P)	AAA	AAA	AAA
Water & Sewer Revenue Bonds (S&P)	AAA	AAA	AAA
Water & Sewer Revenue Bonds (Moody's)	Aa1	Aa1	Aa1
Drainage Utility Revenue Bonds (S&P)	AAA	AAA	AAA
HOT Revenue Bonds (S&P)	A+/Stable	A+/Stable	A+/Stable
Compliance with Bond Covenants	100%	100%	100%
Debt per Capita*	$1,601.99	$1,440.00	$1,707.00
Amount of Debt Outstanding	$375,152,100	$350,999,938	$403,640,000

**Excludes Water Authority Debt*

Financial Reporting and Budgeting
2019/20 Budget — $318,144

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
GFOA Certificate of Achievement for Excellence in Financial Reporting (years)	42	43	44
GFOA Distinguished Budget Presentation (years)	27	28	29
GFOA Award of Outstanding Achievement in Popular Annual Financial Reporting (years)	7	8	9
Quarterly Financial Reporting to City Manager	4/100%	4/100%	4/100%
Monthly Budget vs. Actual Reporting to Audit Committee	12/100%	12/100%	12/100%
General Fund Reserves as % of Target	100%	100%	100%
Departmental Payroll & Cash Audits Completed	63	63	63
Internal Control Issues Reported by External Auditors	0	0	0

Pension Administration and Fiscal Agent Services
2019/20 Budget — $153,770

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Compliance with Pension Review Board Requirements:			
AFRRF	100%	100%	100%
NWTXHS Pension Plan	100%	100%	100%
Unmodified Audit Opinion for Outside Entities (COA is fiscal agent)	7/100%	7/100%	7/100%

Property Taxes
2019/20 Budget — $504,287

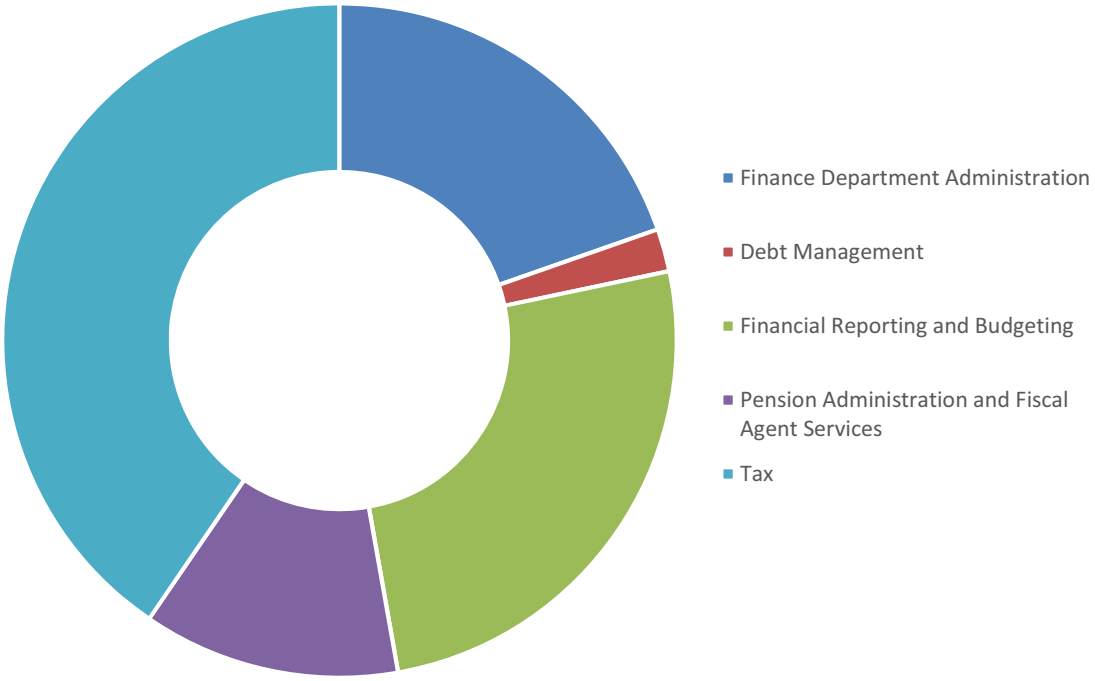
Responsible for the recording of property tax collections and all tax calculations as well as payment to the Potter Randall Appraisal District for assessment of the City's property taxes.

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

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	5	6	6
Part-time Positions	1	1	1
Total Positions	**6**	**7**	**7**

Total Finance Department 2019/20 Budget — $1,246,623



City of Amarillo

Department Staffing Report

Department: **Finance**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM100	DIRECTOR OF FINANCE	
1.00	ADM101	ASSISTANT DIRECTOR OF FINANCE	
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR947	ADMINISTRATIVE SPECIALIST I	
1.00	PRF100	INTERNAL AUDITOR	
1.00	PRF130	BUDGET ANALYST	
6.00		Total Permanent Positions	
Part-Time Positions			
1.00	HRL920	COLLEGE INTERN	
7.00		Total Department	631,524

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(1320)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 930,452	$ 996,768	$ 962,032
Supplies	38,223	34,259	38,491
Contractual Services	165,759	172,478	172,365
Other Charges	8,026	7,692	8,285
Total Expenses	**$ 1,142,460**	**$ 1,211,197**	**$ 1,181,173**

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
2019/20 Budget — $188,987

Perform management of accountants and clerks to provide timely financial records of all deposits and disbursements for all departments of the City.

Financial Reporting
2019/20 Budget — $342,540

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Individual Funds	124	124	124
Reporting entities	9	9	9
Quarterly interim financial statements reported timely after quarter-end	4	4	4
Single audit findings	1	1	0
GFOA Certificate of Achievement for Excellence in Financial Reporting (years)	42	43	44

Treasury Management
2019/20 Budget — $543,340

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Pool checks issued	20,702	19,000	19,000
Vendor ACH Payments	4,452	4,500	4,500
Procurement Card Transactions	28,785	30,222	32,608
Procurement Card Rebate	$95,613	$98,660	$98,000
1099's issued	713	725	725

Payroll
2019/20 Budget — $106,306

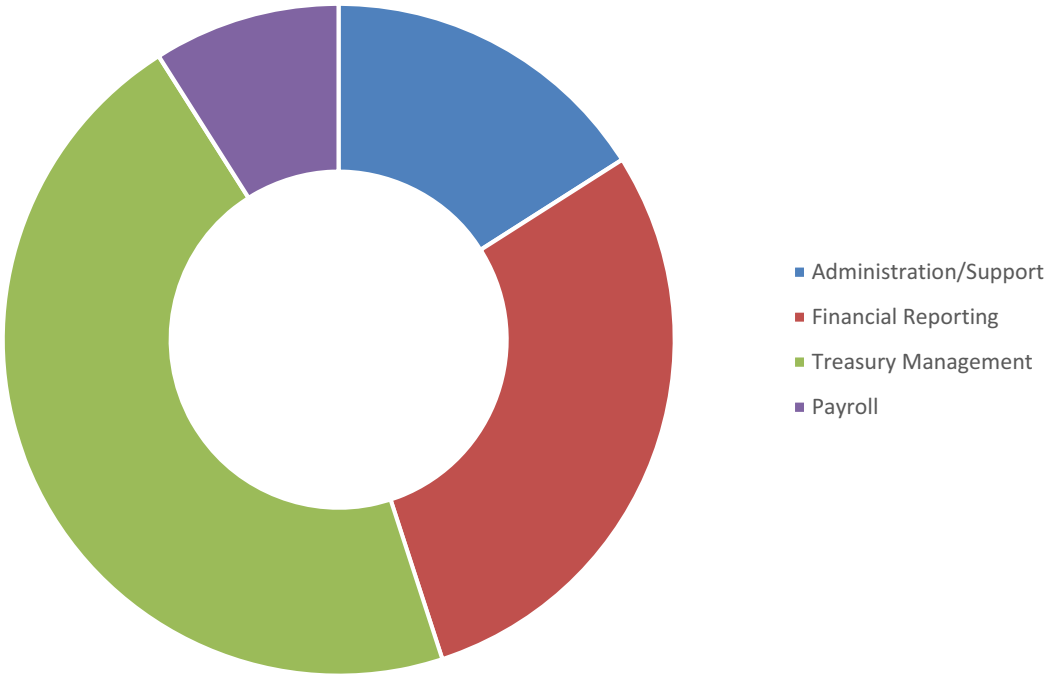
Process bi-weekly payroll and associated bi-weekly, monthly, and quarterly reports, as well as year-end earnings reporting forms.

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
W-2's issued	2,987	3,000	3,000
Payroll issued on time	100%	100%	100%
Payroll reports filed timely	100%	100%	100%

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	14	13	13
Part-time Positions	2	2	2
Total Positions	**16**	**15**	**15**

Total Accounting Division 2019/20 Budget — $1,181,173



City of Amarillo

Department Staffing Report

Department: **Accounting**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM120	CITY AUDITOR	
1.00	ADM121	ASSISTANT CITY AUDITOR	
1.00	CLR120	ACCOUNTING ASSISTANT	
1.00	CLR121	ACCOUNTS PAYABLE CLERK	
1.00	CLR135	COLLECTIONS CLERK I	
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
1.00	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	PRF120	FINANCIAL ACCOUNTANT/GRANTS MANAGER	
1.00	PRF125	ACCOUNTANT I	
1.00	PRF126	ACCOUNTANT II	
2.00	PRF128	ACCOUNTANT III	
13.00		Total Permanent Positions	
Part-Time Positions			
1.00	HRL145	COLLECTIONS CLERK	
1.00	HRL941	ADMINISTRATIVE TECHNICIAN	
2.00		Total Part-Time Positions	
15.00		Total Department	962,032

CITY OF AMARILLO PURCHASING

(1325)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 532,097	$ 555,354	$ 562,671
Supplies	7,829	16,000	16,000
Contractual Services	29,535	31,617	31,617
Other Charges	3,845	7,078	8,386
Total Expenses	**$ 573,306**	**$ 610,049**	**$ 618,674**

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
2019/20 Budget — $220,848

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Vendor payments made in 30 days or less from invoice date	92%	93%	93%
Vendor payments processed	2,100	2,150	2,150
City employees trained	95	110	110
Vendor training opportunities	2	2	2
Updates/additions to vendor database	2,190	2,200	2,300
Specifications issued/updated	40	50	50
Renewal/new vendor insurance	1,200	1,300	1,300

City Procurement
2019/20 Budget — $316,738

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Written Bids processed	366	370	400
Requests for Proposals	33	35	40
Purchase Orders processed	2,135	2,200	2,200
Annual Contracts processed	233	233	233
Percent spent locally	52%	50%	50%

Credit Card Administration
2019/20 Budget — $13,185

Administer procurement card (P-Card) program for new cards, resolve issues with cards, and audit for spend.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
City issued P-Cards	762	775	800
Amount spent on P-Cards	$6,464,444	$6,800,000	$7,500,000
Average amount per P-Card transaction	$224.58	$225.01	$230.01
P-Card transactions	28,785	30,222	32,608

Sale of Surplus/Seized Equipment and Goods
2019/20 Budget — $5,274

Responsible for coordination of moving items to the auction building to sell and for resolution of issues during auctions.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Auction Revenues	$955,583	$800,000	$800,000

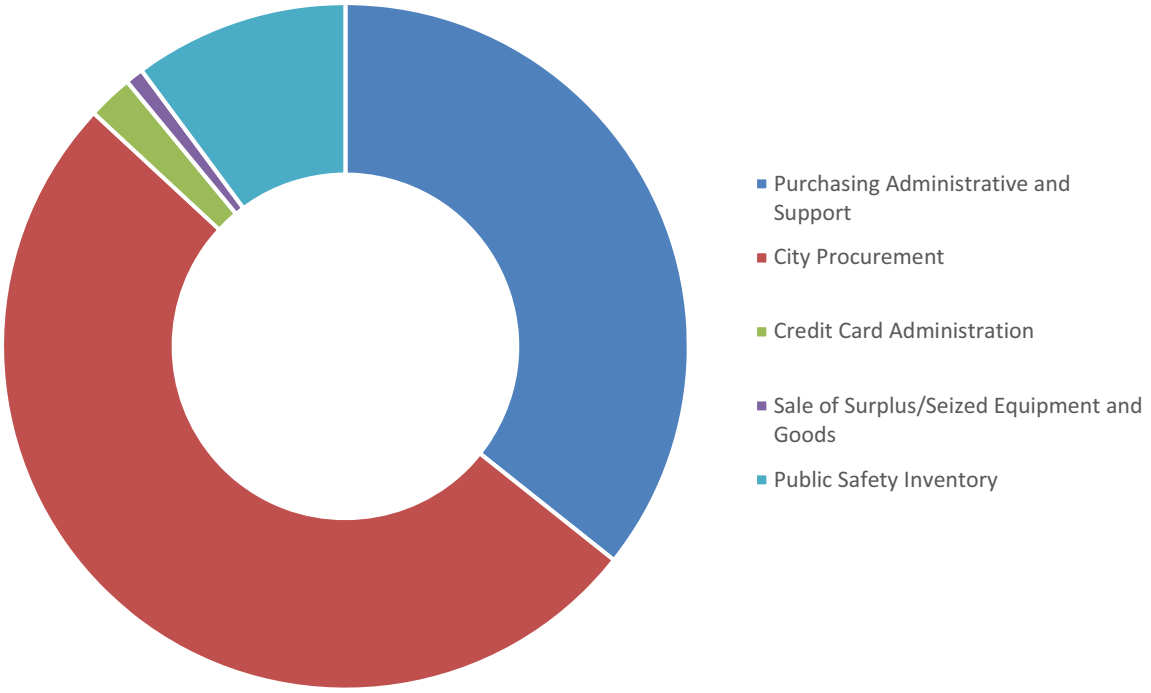
Public Safety Inventory – Management/Control/Procurement
2019/20 Budget — $62,629

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

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	8	8	8
Part-time Positions	1	1	1
Total Positions	**9**	**9**	**9**

Total Purchasing 2019/20 Budget — $618,674



City of Amarillo

Department Staffing Report

Department: **Purchasing**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM140	PURCHASING AGENT	
1.00	ADM141	ASSISTANT PURCHASING AGENT	
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR415	ADMINISTRATIVE ASSISTANT IV	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	CLR951	BUYER II	
1.00	CLR952	BUYER III	
1.00	CLR953	BUYER IV	
8.00		Total Permanent Positions	
Part-Time Positions			
1.00	HRL111	DATA ENTRY OPERATOR HOURLY	
9.00		Total Department	562,671

CITY OF AMARILLO®
CENTRAL STORES

(1345)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 336,480	$ 335,452	$ 341,319
Supplies	2,680	4,500	4,500
Contractual Services	18,058	18,058	18,420
Other Charges	(883)	4,971	5,166
Program Expenses	(1,479)	-	-
Total Expenses	**$ 354,856**	**$ 362,981**	**$ 369,405**

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
2019/20 Budget — $60,168

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
2019/20 Budget — $55,155

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Stock Item Value	$963,146	$950,000	$950,000
Items in Inventory	2,168	2,200	2,200
Stock Issues	$2,364,668	$2,400,000	$2,400,000
Inventory Turns	2.45x	2.52x	2.52x
Emergency Stock	4.0%	4.0%	4.0%
Backorder fill rate average days	2	2	2

Counter Sales
2019/20 Budget — $180,507

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Material Tickets issued at counter	9,368	9,500	9,200
Average Value per Ticket	$252.42	$260.00	$260.00
First Fill rate on Tickets Issued	97%	97%	97%

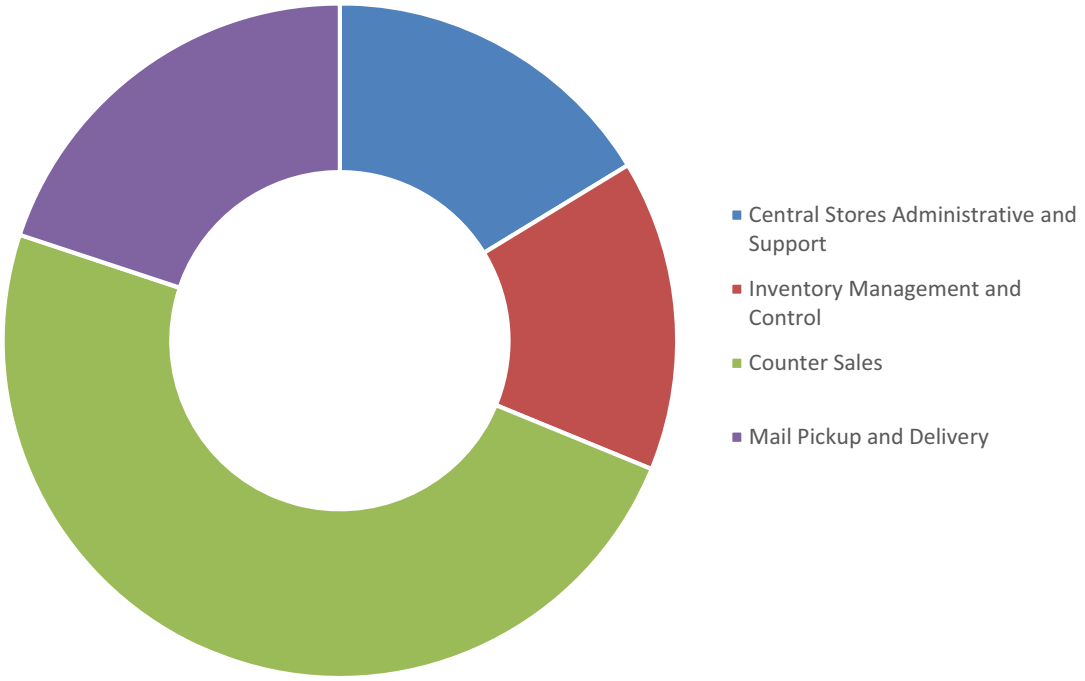
Mail Pickup and Delivery
2019/20 Budget — $73,575

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

	2017/18 Actual	**2018/19 Budgeted**	**2019/20 Budgeted**
Permanent Positions	7	7	7
Part-time Positions	-	-	-
Total Positions	**7**	**7**	**7**

Total Central Stores 2019/20 Budget — $369,405


Central Stores Administrative and Support
Inventory Management and Control
Counter Sales
Mail Pickup and Delivery

City of Amarillo

Department Staffing Report

Department: **Central Stores**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM160	CENTRAL STORES SUPERINTENDENT	
1.00	CLR166	INVENTORY CLERK	
4.00	CLR167	STORE CLERK	
1.00	CLR955	DELIVERY DRIVER	
7.00		Total Permanent Positions	
7.00		Total Department	341,319

GENERAL FUND TRANSFERS

(1350)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ -	$ 1,488,670	$ 2,290,000
Other Charges	3,996,924	4,135,885	4,126,134
Operating Transfers	5,897,312	6,402,086	4,787,592
Total Expenses	**$ 9,894,236**	**$ 12,026,641**	**$ 11,203,726**

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
2019/20 Budget — $8,913,726

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
2019/20 Budget — $2,290,000

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 2019/20 Budget — $11,203,726

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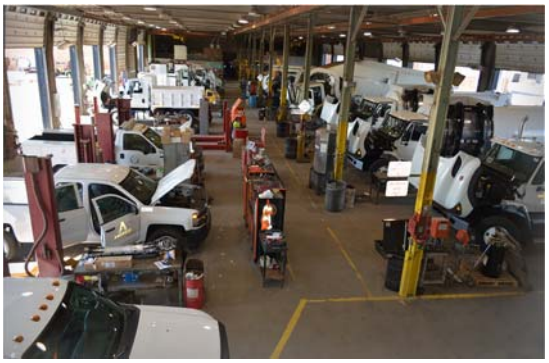

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Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 2,544,074	$ 3,038,685	$ 3,040,224
Supplies	6,889,511	6,235,536	7,336,529
Contractual Services	264,108	764,002	798,449
Other Charges	8,593,402	8,124,882	8,854,578
Capital Outlay	7,093,499	6,850,000	6,644,000
Debt Service	151,645	10,600	-
Inter Reimbursements	(1,259,502)	(1,480,000)	(1,480,000)
Operating Transfers	2,270	-	-
Total Expenses	**$ 24,279,007**	**$ 23,543,705**	**$ 25,193,780**

Mission

Fleet Services is 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.

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

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.

Programs

Fleet Services Administration/Support
2019/20 Budget — $1,059,022

Provide oversight and management of multi-function fleet operation.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Contract Management	6	5	4
Training: ASE, TIA, Succession	15	42	30
In-house professional development, provided in conjunction with Amarillo College/ Outside Vendors	0	2	6

Fleet Fueling Services
2019/20 Budget — $2,118,045

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Diesel (gallons)	679,017	685,000	671,300
Unleaded (gallons)	481,922	485,000	475,300
Fuel Delivery to various City locations	49	55	55

Fleet Preventative Maintenance
2019/20 Budget — $2,118,045

All fleet equipment is on lube service/preventative maintenance schedules.

Work Load/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Lube/Preventative Maintenance Workorders Completed	4,369	4,300	4,400
Daily Workorder Completion	98%	98%	100%

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Turnaround time for vehicles needing preventative lube service	N/A	Complete within 30 minutes	Complete within 30 minutes
Courtesy call to departments after work order is complete	N/A	Contact within 30 minutes	Contact within 30 minutes

Fleet Tire Service
2019/20 Budget — $1,588,533

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.

Work Load/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Tire Replacements	2,427	2,300	2,300
Workorder Tire Operations Completed	2,275	2,200	2,200
Daily Workorder Completion	97%	97%	100%

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Turnaround time for vehicles needing tire repairs	N/A	Complete within 30 minutes	Complete within 30 minutes
Courtesy call to departments after work order is complete	N/A	Contact within 30 minutes	Contact within 30 minutes

Fleet Maintenance and Repair
2019/20 Budget — $3,706,578

Shop operations provides full repair of all equipment. Technicians are Automotive Service Excellence (ASE) certified.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Shop Floor Work Orders	15,768	16,500	16,500
Daily Work Order Completion	93%	86%	95%
Daily Fleet Availability	93%	96%	96%

Fleet Replacement
2019/20 Budget — $14,603,557

Administration of replacement program, specification writing, bid evaluation, prepares new equipment and disposes of old equipment.

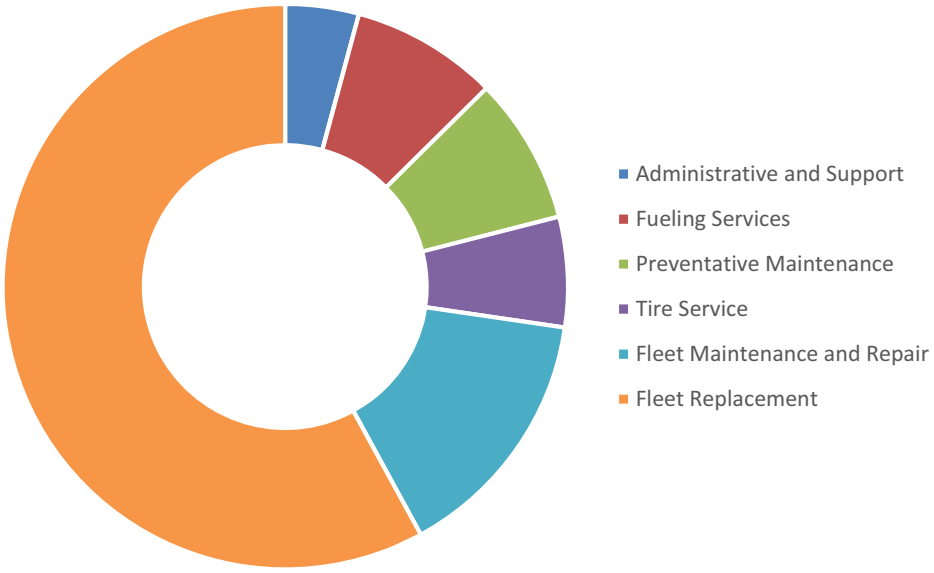
Work Load/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Bids Processed	19	18	18
Specification Issue/Revision	20	8	10
Vehicles Purchased/Make Ready	185	145	165
Vehicle Additions to Fleet	14	8	5
Fleet Size – Assets	1,121	1,136	1,141
Fleet Cost Plus Additions	$7,025,500	$6,750,000	$6,500,000
Percentage of Fleet Exceeding Replacement Criteria	26%	29%	30%

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	45	45	45
Part-time Positions	-	-	-
Total Positions	45	45	45

Total Fleet Services Department 2019/20 Budget — $25,193,780



City of Amarillo

Department Staffing Report

Department: **Fleet Services Operations**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM230	SHOP SUPERINTENDENT	
1.00	ADM231	ASSISTANT SHOP SUPERINTENDENT	
1.00	CLR230	SERVICE WRITER	
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	TRD232	SENIOR WELDER	
1.00	TRD233	PAINTER AND BODY REPAIRER	
32.00	TRD605	FLEET MECHANIC II	
1.00	TRD608	FLEET SUPERVISOR I	
4.00	TRD610	FLEET SUPERVISOR II	
1.00	TRD910	CUSTODIAN I	
45.00		Total Permanent Positions	
45.00		Total Department	3,040,224

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INFORMATION TECHNOLOGY

(6200)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personal Services	$ 2,619,657	$ 2,633,687	$ 3,018,347
Supplies	146,911	114,500	164,000
Contractual Services	1,910,049	2,473,839	2,489,276
Other Charges	642,100	685,918	574,749
Capital Outlay	5,299	900,000	900,000
Inter Reimbursements	(98,576)	(110,900)	(175,000)
Total Expenses	**$ 5,225,440**	**$ 6,697,044**	**$ 6,971,372**

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 using technology.

Strategic Approach

The City of Amarillo IT strategy is firmly rooted in the application of 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 on and measured by industry best practices on the principles of stability, security, efficiency, and agility.

IT continued the Long-term plan for architecture last year by completing several massive infrastructure upgrade projects. The new datacenter is complete, and all application services have been migrated, the new network infrastructure at Simms, City Hall, and PD is complete, and Munis is implemented. This year will be consumed with the implementation of many new enterprise applications such as Energov (for permitting, land management, workorder, and enablement of 311), a new Computer Assisted Dispatching system, as well as Virtual Desktop deployment 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)
2019/20 Budget — $6,861,001

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
Initiatives: Customer Service, Best Practices, Fiscal Responsibility

ES: IT Engineering
Purpose: Design, implement, maintain all IT architecture.
Focus: datacenter consolidation, O365, connectivity, mobility, performance monitoring
Best Practice: ITIL, PMI, Agile
Initiatives: Customer Service, Best Practices, Fiscal Responsibility

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
Initiatives: Customer Service, Best Practices, Fiscal Responsibility

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
IT Support			
Workload			
Ticket Count	8,633	9,047	10,000
Users Supported	1,626	1,626	1,626
Performance			
Avg Time to Resolution	51:01	55:19	50:00
Time to Response	14:16	14:21	12:00
Cost per Citizen	$3.92	$3.92	$2.67
Cybersecurity			
Workload			
Number of Incidents	55	65	70
Number of Tickets	42	65	70
Performance			
Preventions	330,168	105.9 M	170.0 M
Time to Incident Resolution	24:00	10:07	9:00
Cost per Citizen	$1.89	$1.89	$1.89
IT Engineering			
Workload			
Departments Supported	49	49	49
Applications Supported	No Data	No Data	280
Servers Supported	No Data	274	280
Users Supported	1,626	1,626	1,626
Performance			
System Uptime	99.970%	99.996%	99.999%
Time to Resolution	32:14	32:14	32:14
Time to Recovery	29:18	29:18	19:00
Project Efficiency	No Data	No Data	Toolset in progress
Cost per Citizen	$3.64	$3.64	$6.76

Print
2019/20 Budget — $110,371

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

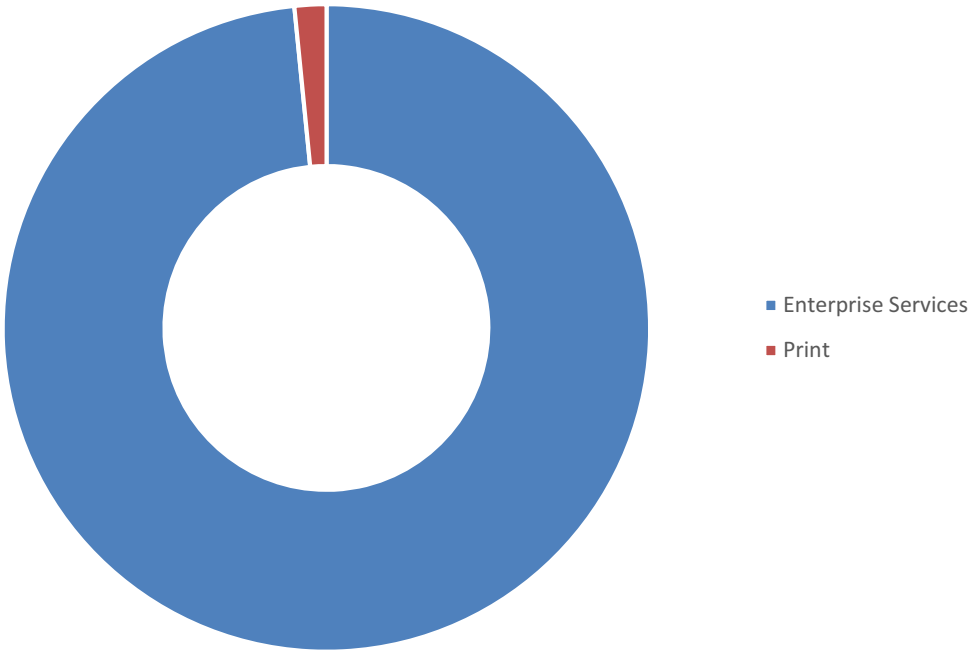
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Workload			
Jobs (by type)	3,200,000	3,275,000	2,275,000

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	30	32	32.33
Part-time Positions	3	2	2
Total Positions	**33**	**34**	**34.33**

Total IT Department 2019/20 Budget — $6,971,372



City of Amarillo

Department Staffing Report

Department: IT Administration

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM091	PROJECT MANAGER	
2.00	ADM131	INFORMATION TECHNOLOGY ASSISTANT DIRECTOR	
1.00	ADM137	INFORMATION SERVICES DIRECTOR	
1.00	CLR080	ADMINISTRATIVE SPECIALIST II	
5.00		Total Permanent Positions	
5.00		Total Department	746,468

Department: IT Enterprise Applications

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM125	ENTERPRISE APPLICATION MANAGER	
2.00	TEC142	APPLICATION SPECIALIST III	
4.00	TEC145	IT DEVELOPER III	
1.00	TEC148	DATABASE ADMINISTRATOR III	
8.00		Total Permanent Positions	
8.00		Total Department	774,034

Department: IT Support

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.33	PRF028	LIBRARY TECH SPECIALIST	
6.00	TEC126	IT SUPPORT SPECIALIST IV	
6.33		Total Permanent Positions	
6.33		Total Department	450,746

City of Amarillo

Department Staffing Report

Department: IT Print Services

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR850	PRINT SHOP SUPERVISOR	
0.50	TEC030	INFORMATION TECHNOLOGY GENERALIST	
1.50		Total Permanent Positions	
1.50		Total Department	80,961

Department: IT GIS

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	TEC173	GIS ADMINISTRATOR II	
1.00		Total Department	85,934

Department: IT Public Safety

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	TEC176	IT PUBLIC SAFETY TECHNICIAN III	
1.00	TEC178	IT CAD ADMINISTRATOR	
2.00		Total Permanent Positions	
2.00		Total Department	161,230

City of Amarillo

Department Staffing Report

Department: IT Infrastructure

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
5.00	TEC134	IT INFRASTRUCTURE ENGINEER III	
Part-Time Positions			
1.00	HRL121	INFORMATION TECHNOLOGY TECHNICIAN	
6.00		Total Department	534,868

Department: IT Telecom

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
2.00	CLR053	311 CUSTOMER SERVICE REPRESENTATIVE II	
1.00	CLR055	311 CUSTOMER SERVICE SUPERVISOR	
0.50	TEC030	INFORMATION TECHNOLOGY GENERALIST	
3.50		Total Permanent Positions	
Part-Time Positions			
1.00	HRL053	PBX OPERATOR	
4.50		Total Department	184,105

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(1120, 6300)

Budget Comparison

	2017/18 Actual	2018/19 Estimated	2019/20 Budgeted
Personnel Services	$ 377,618	$ 374,850	$ 403,229
Supplies	665,438	707,827	736,289
Contractual Services	114,301	280,384	238,567
Other Charges	5,411,658	5,025,298	5,746,252
Capital Outlay	-	-	27,500
Operating Transfers	182	-	-
Total Expenses	**$ 6,569,197**	**$ 6,388,359**	**$ 7,151,837**

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 Texas state 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 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 up to $500,000 per occurrence; therefore, the City has not purchased excess coverage for auto or general liability.

In line with City Council Pillars 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. Commitment to Safety is a City Manager Initiative included in the BluePrint 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
2019/20 Budget — $334,152

Under Claims Management, Risk Management staff maintains accurate and informative claim files on all City losses including workers' compensation, property loss, auto liability, and general liability. Staff adjusters analyze claims for accuracy and validity, monitor claim progress, and coordinate with claimants to reach reasonable settlements. Risk Management analyzes claim history and losses to identify trends, and implement loss control measures. Risk Management works collaboratively with City departments to identify loss prevention and reduction methods designed to reduce injuries, accidents, and liability.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total claims processed	647	650	625

Self-Insurance General
2019/20 Budget — $588,860

Risk Management transitioned workers' compensation claims handling to a third party administrator (TPA) in June 2017 for all injuries that occurred on or after June 12, 2017. In January 2019, all workers' compensation claims were transferred to the TPA. This change is expected to reduce workers' compensation claims costs by better utilizing network savings and applying best practices to more efficiently provide cost control measures. Risk Management continues to receive and process the injury claims from City departments before transferring the claim to our TPA. Risk Management also continues to coordinate return-to-work and modified duty with City departments. A major part of the City's workers' compensation program is employee safety. Risk Management oversees employee safety initiatives and provides safety and health training to all City departments.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Safety footwear purchased	797	805	810
Safety eyewear purchased	17	25	25
Employees Trained:			
CPR-first aid-AED[1]	216	60	60

Forklift training	40	24	24
Job safety observation[2]	12	100	200
Incident investigation[3]	8	30	55
12 Codes of Safe Practice	600	500	500
Dept stretching programs	10	12	20
Drug and alcohol testing[4]	95	160	200

[1]During 2017, all City employees were retrained on this subject as a refresher. New-hires are trained during orientation.
[2]JSO is a priority for the Safety Coordinator and the frequency of JSO has been substantially increased.
[3]Risk Management staff will substantially increase incident investigations in FY 2019-20.
[4]Drug and alcohol testing has been increased due to FTA requirements and per City policy.

Unemployment Claims
2019/20 Budget — $80,511

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Numbers of cases	66	52	50
Percentage of positive outcome	97%	97%	97%

Fire and Extended Coverage
2019/20 Budget — $1,339,250

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Claims Processed	21	30	30
Paid Claims	$158,792	$498,277[1]	$425,000
Premium for Property Policy	$477,492	$920,380[2]	$950,000

[1]Large loss fire at Arden Road Pump Station ($250,000).
[2]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
2019/20 Budget — $3,003,527

Workers' Compensation manages all of the City's workplace injuries. The City utilizes a TPA to administer these claims. However, Risk Management staff continue to manage the employees involved in workplace injuries. This program also funds the medical and indemnity payments associated with workplace injuries. The Workers' Compensation program also includes a comprehensive safety program. The mission of the safety program is to reduce the risks of injuries, illnesses, and fatalities. The safety program 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 6.5 as provided by North American Industry Classification System (NAICS), 2017. Addressing the City's Injury Incident Rate falls in line with the City Manager Initiative of Commitment to Safety.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Claims paid	$2,601,536	$2,267,000	$2,297,972
Number of injuries	286	264	265
Average cost per injury	$9,096	$8,587	$8,672
Medical bills paid timely	98%	99%	100%
Injury Incident Rate	11.4	11.0	8.0

General Liability & Property Loss
2019/20 Budget — $676,375

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 or someone slipping and falling in a City building.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Claims paid	$167,784	$418,385	$418,385
Number of claims	46	50	50
Average cost per claim	$1,844	$4,721	$4,184

Police Professional (Law Enforcement Liability)
2019/20 Budget — $200,263

The City has had law enforcement liability coverage for seven 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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of claims	9	5	5
Cost per claim	$455	$1,000	$1,000

Auto Liability and Physical Damage
2019/20 Budget — $928,899

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 Risk Management.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Claims paid	$1,918,336[1]	$1,287,479	$933,072
Number of incidents	270	328	258[2]
Average cost per incident	$7,105	$3,925	$3,617

[1]One large claim for $500,000.
[2]Five-year average.

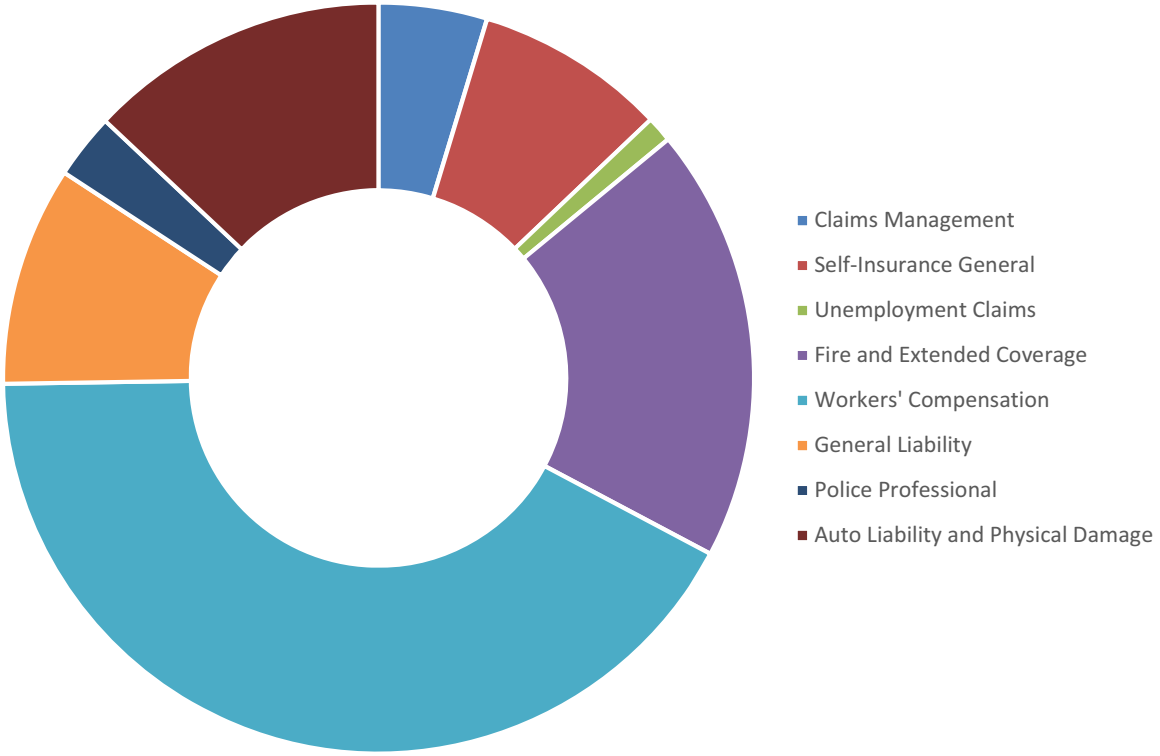
Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	4	4	4
Part-time Positions	-	-	-
Total Positions	**4**	**4**	**4**

2019/20 Expenditures by Funding Source

General Fund	$	334,152
Self-Insurance Fund	$	6,817,685

Total Risk Management and Self-Insurance Fund 2019/20 Budget — $7,151,837


Claims Management
Self-Insurance General
Unemployment Claims
Fire and Extended Coverage
Workers' Compensation
General Liability
Police Professional
Auto Liability and Physical Damage

City of Amarillo

Department Staffing Report

Department: **Risk Management**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM135	RISK MANAGEMENT DIRECTOR	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	MGT610	CLAIMS ADMINISTRATOR	
3.00		Total Permanent Positions	
3.00		Total Department	293,511

Department: **Workers Compensation**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	PRF160	SAFETY COORDINATOR	
1.00		Total Department	109,718

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(1340, 6400, 6500)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 567,668	$ 630,066	$ 643,928
Supplies	58,424	51,534	22,314
Contractual Services	2,222,248	2,073,818	2,194,507
Other Charges	23,177,474	23,147,732	26,338,694
Operating Transfers	160	-	-
Total Expenses	**$ 26,025,974**	**$ 25,903,150**	**$ 29,199,443**

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, volunteer benefits, 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
2019/20 Budget — $255,661

The Benefits Administration Division is responsible for the administration of all health related benefit plans, the City Care Clinic, and the employee wellness program. In addition, the two retirement plans offered to employees by the City, are administered by the division.

Financial administration of employee benefit plans is performed in collaboration with the City's Finance Department.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Annual Audit of enrollment records will indicate correct entry into all systems	98%	98%	98%
Annual Audit of COBRA enrollment records will indicate notification being sent within 14 days of employee termination	100%	98%	100%
Quarterly (4 meetings) meetings with medical, dental, and pharmacy vendor will occur	4	4	4
Vision Plan:			
Total enrolled	1,130	1,198	1,300
COBRA enrolled	1	1	1
Total lives covered	2,060	2,250	2,250
Life Insurance Plan:			
Basic Life Only	550	490	511
Supplement Plan I	1,522	1,507	1,533
Supplement Plan II	1,106	1,081	1,066
Dependent Life	947	907	886
Retiree 5K	140	131	128
Retiree 10K	154	157	161
Retiree dependent	91	93	93

Health Plan
2019/20 Budget — $26,458,271

Responsible for the provision of medical benefits to participating employees/retirees and their enrolled dependents.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Active employees enrolled	1,806	1,809	1,841
Retirees enrolled	324	325	327
COBRA enrolled	2	3	3
Total lives covered	4,761	4,858	4,858

Dental Plan
2019/20 Budget — $1,181,889

Responsible for the provision of dental benefits to participating employees/retirees and their enrolled dependents.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Employees Enrolled	1,541	1,582	1,648
Retirees enrolled	222	222	224
COBRA enrolled	3	1	1
Total lives covered	3,977	4,100	4,223

Employee Health and Wellness Clinic
2019/20 Budget — $721,353

The City Care clinic's mission is to provide quality primary care to employees enrolled in the health plan and their enrolled dependents.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Appointments booked	6,463	5,103	4,375
Appointments seen	5,344	4,173	3,446
Appointments cancelled	489	345	369
No show	1,119	930	928
No show rate will remain less than 10%	17%	18%	21%

Employee Wellness Program
2019/20 Budget — $24,469

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Eligible employees will participate and complete wellness program	*	*	100%

**Wellness program not initiated*

Flexible Spending Plan
2019/20 Budget — $557,800

Responsible for the provision of flexible spending account benefits to participating employees and their eligible dependents.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total enrolled	303	266	241
Retirees enrolled	0	0	0
COBRA enrolled	0	0	0

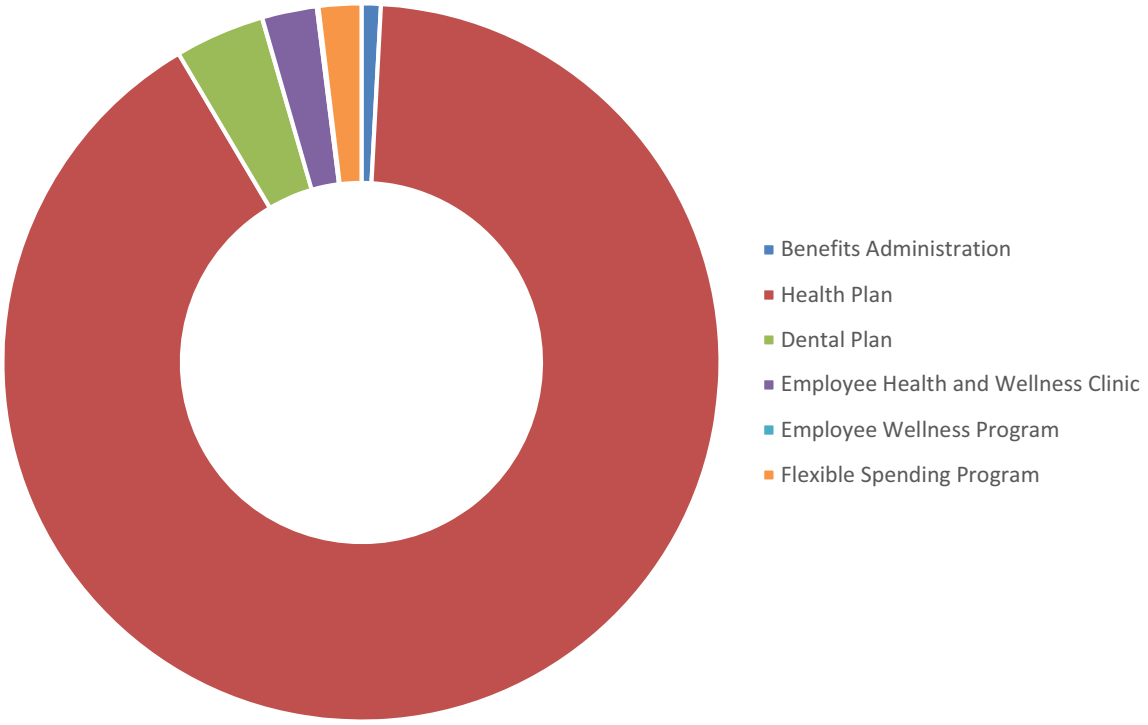
Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	8	8	8
Part-time Positions	1	1	1
Total Positions	**9**	**9**	**9**

2019/20 Expenditures by Funding Source

General Fund	$	255,661
Employee Insurance Fund	$	28,385,982
Employee Flexible Spending Fund	$	557,800

Total Benefits Administration 2019/20 Budget — $29,199,443



City of Amarillo

Department Staffing Report

Department: Health Plan Administration

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM620	BENEFITS MANAGER	
1.00	CLR065	BENEFITS COORDINATOR I	
1.00	PRF625	BENEFITS SPECIALIST	
3.00		Total Permanent Positions	
Part-Time Positions			
1.00	HRL904	ADMINISTRATIVE ASSISTANT	
4.00		Total Department	251,397

Department: City Care Clinic

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	CLR620	CLINIC AIDE	
1.00	PRF600	U. R. NURSE	
2.00	PRF605	NURSE PRACTITIONER	
5.00		Total Permanent Positions	
5.00		Total Department	392,531

CITY OF
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CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
Leisure Services			
1241 Civic Center Administrati	530,555	569,989	592,755
1243 Civic Center Operations	1,862,924	2,126,766	1,869,580
1245 Civic Center Sports	502,007	508,789	593,998
1248 Box Office Operations	346,156	375,263	362,797
1249 Globe News Center	295,129	393,519	382,335
1260 Library	3,991,123	4,175,470	4,106,165
1811 Golf Operations	4,607,858	5,061,893	4,607,168
1820 Parks & Rec Administratio	432,470	513,503	728,697
1830 Tennis Center	96,303	107,359	111,392
1840 Swimming Pools	430,099	496,726	530,981
1850 Parks & Recreation Progra	582,263	631,567	439,991
1855 Warford Activity Center	330,168	493,814	446,335
1861 Park Maintenance	7,019,832	7,487,872	6,035,527
1862 Zoo Maintenance	571,673	562,556	622,736
1863 ZooSchool Education Progr	(80)	-	-
1870 Athletic Administration	150,883	158,810	161,291
1871 Softball Program	158,705	174,165	161,364
1872 Basketball Program	11,456	12,813	11,301
1874 Volleyball Program	90,019	100,077	101,730
1876 Baseball	-	1,560	1,060
1880 Senior Services	158,315	112,976	88,721
1000 General Fund	22,167,858	24,065,487	21,955,924
Leisure Services Total Expenditures	**22,167,858**	**24,065,487**	**21,955,924**

CITY OF
AMARILLO®
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(1241-1249)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 1,900,695	$ 1,980,554	$ 2,014,933
Supplies	912,209	1,134,310	889,135
Contractual Services	325,840	350,484	363,049
Other Charges	388,152	508,978	458,348
Capital Outlay	9,875	-	76,000
Total Expenses	**$ 3,536,771**	**$ 3,974,326**	**$ 3,801,465**

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 achieve **Implementation of Best Practices** in all its policies and procedures and focuses on extraordinary **Customer Service** and making **Commitment to 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
2019/20 Budget — $592,755

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
ACCC Facebook likes	4,909	6,600	7,000
Website Unique Visitors (cumulative 12-month total)	133,580	120,000	125,000
Guest survey overall rating (meet or exceed expectations)	93%	95%	95%

Civic Center Operations / Sports
2019/20 Budget — $2,463,578

Includes operations and production staff, equipment, supplies, contracted services, and utilities. Operations and Sports have a total of twenty four full-time positions.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Events	569	600	625
Event Days	1,406	1,400	1,425
Attendance	637,979	625,000	625,000
Major events (>2000 attendance)	59	60	65
Lessee survey overall rating (meet or exceed expectations)	97%	95%	95%

Box Office dba panhandletickets
2019/20 Budget — $362,797

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Panhandletickets Facebook likes	8,203	9,200	9,800
Total Tickets issued	202,701	200,000	200,000
Tickets issued via website %	26%	28%	30%
Tickets issued via outlets %	6%	5%	4%

Globe-News Center
2019/20 Budget — $382,335

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.

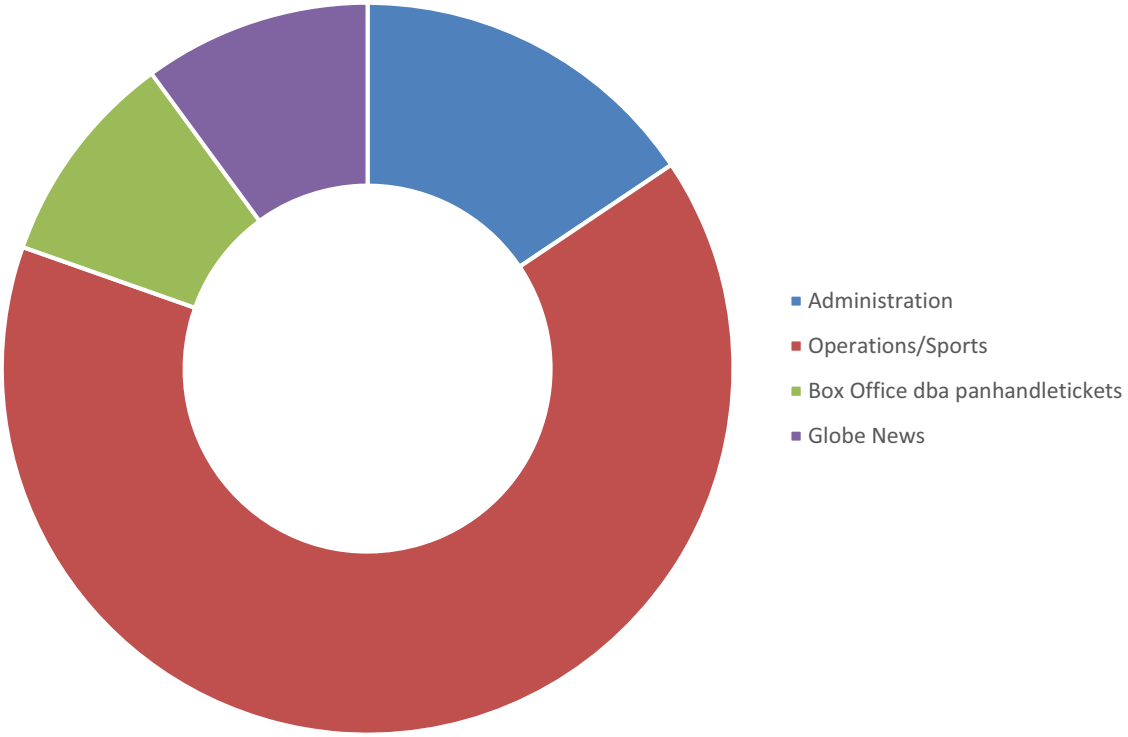
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2018/20 Projected
Total # of performances	79	80	80

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	35	35	35
Part-time Positions	9	9	9
Total Positions	**44**	**44**	**44**

Total Civic Center Complex 2019/20 Budget — $3,801,465



City of Amarillo

Department Staffing Report

Department: Civic Center Administration

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM040	CIVIC CENTER MANAGER	
1.00	ADM041	ASSISTANT CIVIC CENTER MANAGER	
1.00	CLR140	MARKETING ADMINISTRATOR	
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	MGT039	DIRECTOR OF BOOKING	
5.00		Total Permanent Positions	
5.00		Total Department	420,385

Department: Civic Center Operations

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM042	CIVIC CENTER OPERATIONS MANAGER	
1.00	MGT040	PRODUCTION MANAGER	
2.00	MGT900	EVENTS SUPERVISOR	
1.00	MGT902	EVENTS MANAGER	
11.00	TRD040	BUILDING ATTENDANT I	
2.00	TRD041	BUILDING ATTENDANT II	
2.00	TRD042	BUILDING ATTENDANT III	
2.00	TRD043	BUILDING TECHNICIAN	
22.00		Total Permanent Positions	
22.00		Total Department	1,064,651

Department: Civic Center Sports

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	MGT045	ASSISTANT PRODUCTION MANAGER	
1.00	MGT900	EVENTS SUPERVISOR	
2.00		Total Permanent Positions	
2.00		Total Department	115,388

City of Amarillo

Department Staffing Report

Department: Box Office Operations

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	MGT041	BOX OFFICE MANAGER	
2.00	MGT270	ASSISTANT BOX OFFICE MANAGER	
3.00		Total Permanent Positions	
Part-Time Positions			
9.00	HRL040	CIVIC CENTER BOX OFFICE CLERK I	
12.00		Total Department	273,265

Department: Globe News Center

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	MGT045	ASSISTANT PRODUCTION MANAGER	
2.00	TRD040	BUILDING ATTENDANT I	
3.00		Total Permanent Positions	
3.00		Total Department	141,244

CITY OF
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(1260)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 3,058,950	$ 3,108,963	$ 3,097,554
Supplies	659,589	745,668	697,232
Contractual Services	147,130	153,809	170,991
Other Charges	148,709	189,366	162,724
Inter Reimbursements	(23,255)	(22,336)	(22,336)
Total Expenses	**$ 3,991,123**	**$ 4,175,470**	**$ 4,106,165**

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; leisure reading, listening and viewing; and early literacy development and school readiness. Programs specifically designed to promote the development of early literacy skills in young children are held across the five locations 13 times a week. Additionally, it is anticipated that in the upcoming fiscal year Amarillo Public Library will conclude the qualification process of being designated as an official member of the national Family Place Libraries network. The overall goal of Family Place Libraries is to develop and institutionalize a family-friendly environment by transforming libraries into community centers for literacy, early childhood development, parent education and engagement, family support, and community information. 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, topical, and educational programming for adults and families; literacy support; collaborative efforts with other community organizations; 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
2019/20 Budget — $665,595

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Event Notifications Emailed	13,455	13,650	13,850
Library Website Hits/Unique Visitors	353,478/102,544	375,000/110,000	400,000/116,750
Likes for APL/AMA-CON Facebook pages	5,917	6,215	6,525
Posts to APL/AMA-CON Facebook pages	812	840	870
Followers for APL Instagram page	200	240	285
Posts to APL Instagram page	150	180	240
Staff Training Sessions/Training Hours per FTE	377 / 4.9	385 / 5	393 / 5.1

Library Materials Management Services
2019/20 Budget — $366,797

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total Items Upgraded to RFID Tags / Percentage of Total Collection	285,459 61%	373,490 80%	466,863 100%
New Additions to eBook Collection / Collection Total with Annual 10% Increase	862 5,455	545 6,000	600 6,600
Patron Item Requests Fulfilled (Number/ Percentage of Total Requests)	62,961 99.6%	63,590 99.5%	64,225 99.5%

Library Public Services
2019/20 Budget — $2,963,302

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Items Circulated	1,652,490	1,663,231	1,675,000
Circulation per Capita (FY 2017 statewide average is 4.89)	8.26	8.38	8.5
Circulation per Paid Staff (FY 2017 statewide average is 11,684)	21,460	21,567	21,675
Programs Offered	1,598	1,575	1,600
Program Attendance	34,918	35,625	36,350
Library Visits per Capita (FY 2017 statewide average is 4.43)	6.14	6.25	6.35
Reference Transactions	277,326	275,000	275,750
Reference Transactions per Capita (FY 2017 statewide average is 0.82)	1.38	1.41	1.43
Internet and WIFI Log-ins	70,045	70,225	70,400
Registered Cardholders / Percentage of Total Population	67,005 / 33%	68,000 / 34%	70,000 / 35%
Technology Trainings	18,226	18,275	18,320

Library Literacy and Education Services
2019/20 Budget — $110,471

Develops and coordinates programs for community members related to the attainment of U.S. citizenship, the acquisition of English-language skills, the improvement of adult literacy skills, and the development of early literacy skills in very young children in support of the Mayor's Zero to 5 initiative.

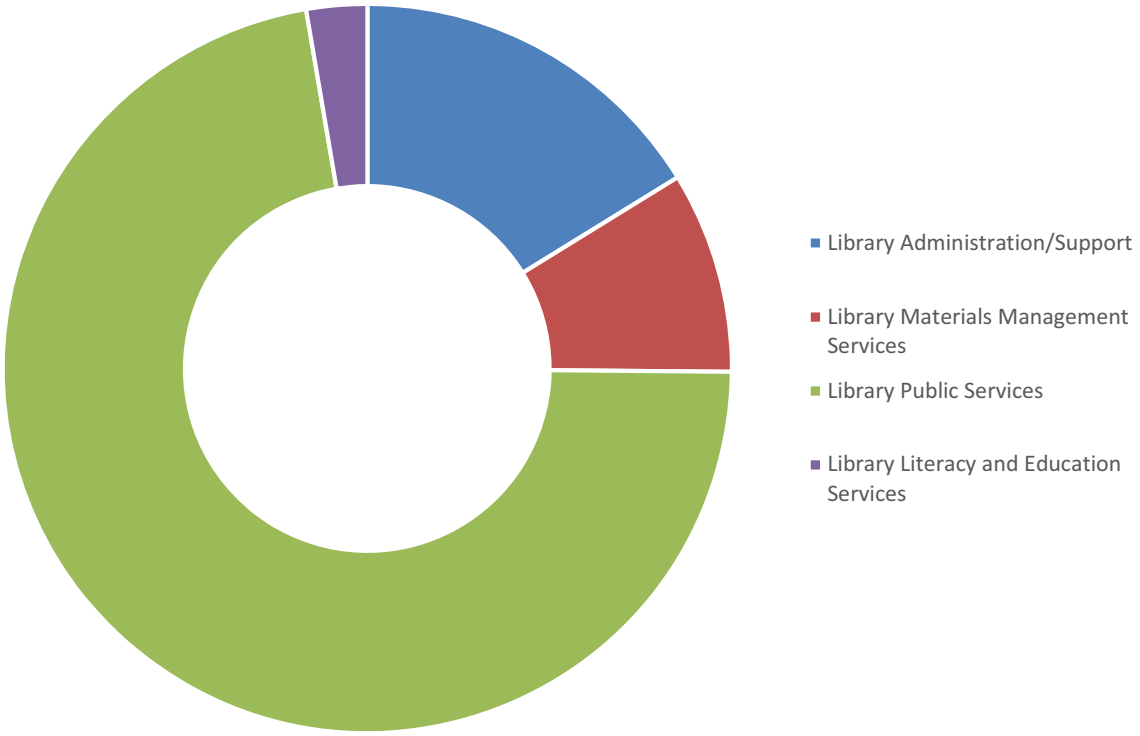
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Citizenship Enrollment	193	220	250
ESL Enrollment	519	550	600
Adult Literacy Tutoring - Students Enrolled / Percentage Progressing One Grade Level	50 / 75%	50 / 75%	55 / 75%
Family Place Libraries Program Enrollment	112	120	125
Laugh and Learn/Baby Time Participants	1,082	1,135	1,190
Parent Referrals to "The Basics" text service	480	780	845
Rubber Ducky Club Enrollment	480	510	545

Authorized Positions

	2017/18 Actual	2017/18 Budgeted	2018/19 Budgeted
Permanent Positions	56.9	56.9	56.57
Part-time Positions	20.0	20.0	20.0
Total Positions	**76.9**	**76.9**	**76.57**

Total Library Department 2019/20 Budget — $4,106,165



City of Amarillo

Department Staffing Report

Department: **Library**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.90	ADM030	DIRECTOR OF LIBRARY SERVICES	
1.00	ADM031	ASSISTANT DIRECTOR OF LIBRARY SERVICES	
19.00	CLR400	ADMINISTRATIVE ASSISTANT I	
2.00	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	CLR950	BUYER I	
0.67	PRF028	LIBRARY TECH SPECIALIST	
3.00	PRF030	LIBRARIAN I	
4.00	PRF031	LIBRARIAN II	
6.00	PRF032	LIBRARIAN III	
1.00	PRF033	COORD. OF PUBLIC RELATIONS AND PROGRAMMING	
18.00	PRF034	LIBRARY ASSISTANT	
56.57		Total Permanent Positions	
Part-Time Positions			
2.00	HRL032	LIBRARY MESSENGER	
18.00	HRL904	ADMINISTRATIVE ASSISTANT	
20.00		Total Part-Time Positions	
76.57		Total Department	3,097,554

CITY OF
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(1811)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 2,375,334	$ 2,498,607	$ 2,402,723
Supplies	1,649,477	1,583,036	1,187,514
Contractual Services	547,226	947,964	960,375
Other Charges	35,821	32,286	56,556
Total Expenses	**$ 4,607,858**	**$ 5,061,893**	**$ 4,607,168**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

Strategic Approach

With the strategic movement of the departments marketing coordinator from Recreation (1850) to Parks Administration (1820), there will be an increased opportunity to market the wonderful municipal courses throughout Amarillo, the Panhandle and the State of Texas. Whether it's a first time golfer or weekly play, the City of Amarillo Golf Courses have something for everyone.

The main focus for golf staff is the general operations and maintenance of the Ross Rogers and Comanche Trail Golf Complexes. In addition to these essential functions, the golf division also offers tournaments, youth programs, league programs, and special programs which are intended to expose golf to a wider audience and positively contribute to the quality of life in Amarillo.

All of the before mentioned programs are very important and bring/teach much more than just golf itself to a wide range of enthusiasts. Often times in the past we focused/communicated golf, but golf brings so much more to men, women and children of all ages. Our strategy is to communicate the benefits of the game of golf. Golf is often described as an activity for a lifetime. Playing the game of golf does not require vigorous activity such as running and jumping, nor does is require a great deal of strength. It requires only a self paced walk which is considered the optimum choice as it relates to exercise. In addition to a good walk, there are regular intervals of bending, reaching and stretching, also considered valuable to ones heath and well being. These activities can be performed by almost anyone at any age and can contribute to a longer, more enjoyable, and healthier life.

Beside the physical attributes that improve health and wellness, there are multiple opportunities for social interactions which are also important to one's well being. Along this line golf is of value, especially to the youth, as a vehicle for learning discipline, rules, sportsmanship and etiquette. Golf also

requires control of one's emotions and the ability to remain calm under pressure, along with strategy, problem solving and perseverance. Many of these disciplines need to be emphasized and will improve quality of life throughout the community as its overflows into daily life. Participation in sport also gives one the opportunity for interaction with business contacts and community role models that contribute significantly to charities and civic organizations within the community. Golf courses can also be of value in a municipal setting, they provide green space for both people and wildlife. The golf course often times is the only opportunity for many to regularly see wildlife such turtles, fish, birds, hawks, waterfowl, rabbit, fox, raccoon, coyote, and even deer. The ecological community created and maintained by the City's golf courses points to the importance of environmental stewardship that the golf courses embrace as being key to operations.

In addition to marketing and communicating the health and wellness, personal growth, and environmental opportunities that golf adds to the quality of life in Amarillo, several new and modern ideas that have been brought forward by the golf task force committee assembled to brainstorm storm ideas from different prospective to help attract/ bring back customers to the golf complexes are going to be implemented. Ideas brought forward are reflected in adjustments and additions to the pass programs to make pass opportunities attractive for all stages of life. One of the most attractive things to the pass program to be implemented is the addition of monthly billing. No longer will the pass have to be a lump sum payment, the cost of the chosen pass will be billed over a rolling 12 month period. Not just calendar year lump sum payments anymore. Also, in the pass programs the addition of range balls and discounted green fees toward tournament play were added to give patrons more bang for the buck and expected to lead to more tournament registrations. In addition, a happy hour special has been recommended during the slowest time of day to attract players and their families at an affordable rate of $12.00 for an individual and $24.00 for a family allowing play for as many holes as possible before dark. This gives families time together and also brings people to the complexes when they are utilized the least.

Finally, convenience matters and is critical to patrons. Implementing an online tee time system will make it easier for patrons to get a tee time and actually see what is available at each course. This will do away with having to call over and over to see if you can book a tee time which will be significantly more convenient, efficient and provide better customer service. This online booking site will be tied into the website and will lead more visitors to the website where tournament schedules as well as all the details and many options offered by the City of Amarillo can be seen.

Programs

Golf Operations
2019/20 Budget — $4,146,450

Efficiently and effectively operate and maintain the City of Amarillo's golf courses by providing an economical, customer friendly, family-oriented experience; award winning courses; and healthy recreational opportunities for all citizens.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Annual Rounds	72,763	70,861	75,000
Average Daily Rounds	200	195	207
Average Monthly Revenue	$253,460	$241,486	$253,750
Revenue Per Round	$41.80	$40.89	$40.60
Cost Per Round	$66.54	$68.64	$69.22

Tournaments
2019/20 Budget — $322,502

Market and showcase Amarillo municipal golf courses; support community charities; provide measurable benchmark for golfers; and further the game of golf.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Charity/Tournament Rounds	11,039	11,400	11,400
Charity Contributions Back to the Community	$816,510	$820,000	$820,000

Youth Programs
2019/20 Budget — $46,072

Create future golfers to promote and protect the viability of the game.

League Program
2019/20 Budget — $46,072

Support economic development and business retention in Amarillo as well as providing an economical, customer friendly experience and quality golf venue for the business community to provide health/wellness opportunities for their employees.

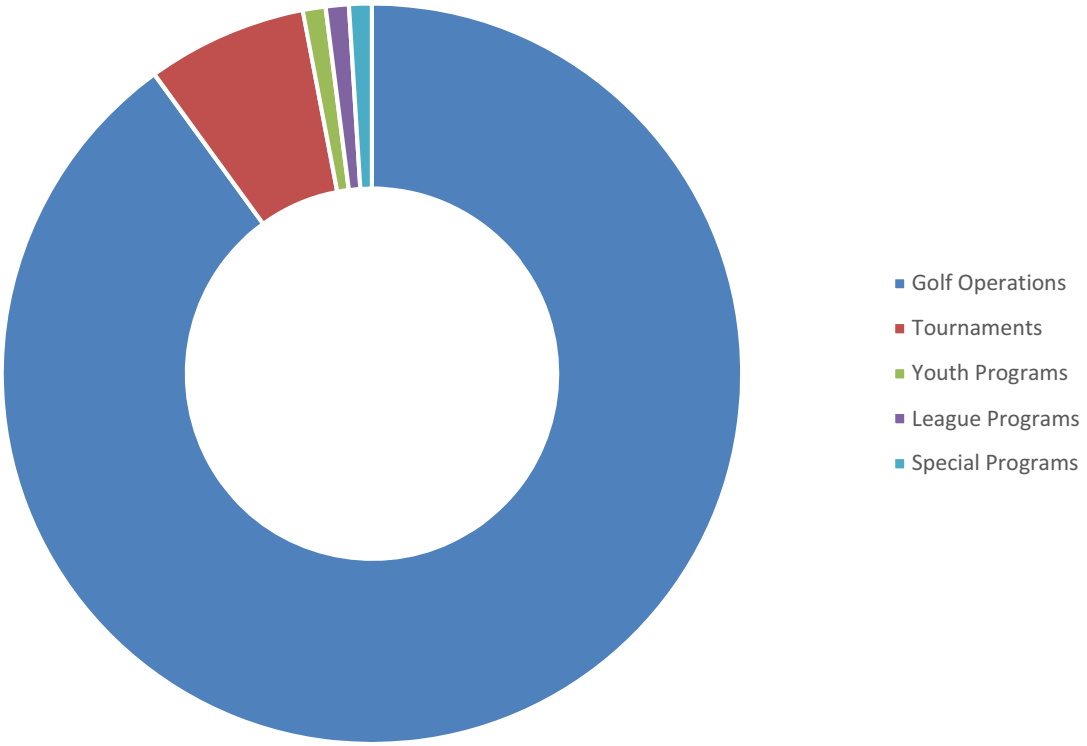
Special Programs
2019/20 Budget — $46,072

Impact the health and wellness of various special populations or groups in Amarillo and the area.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	37	37	35
Part-time Positions	56	56	56
Total Positions	**93**	**93**	**91**

Total Golf Course Complexes 2019/20 Budget — $4,607,168


Golf Operations
Tournaments
Youth Programs
League Programs
Special Programs

City of Amarillo

Department Staffing Report

Department: **Golf Courses**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM404	ASSISTANT GM OF GOLF OPERATIONS	
1.00	ADM405	GM OF GOLF OPERATIONS	
2.00	ADM899	HEAD GOLF PROFESSIONAL	
2.00	ADM900	GOLF COURSE SUPERINTENDENT	
2.00	PRF452	ASSISTANT GOLF PROFESSIONAL	
3.00	TRD430	GREENSKEEPER I	
13.00	TRD431	GREENSKEEPER II	
4.00	TRD436	GOLF IRRIGATION TECH II	
3.00	TRD440	GOLF EQUIPMENT MECHANIC	
2.00	TRD910	CUSTODIAN I	
2.00	TRD975	ASSISTANT GOLF COURSE SUPERINTENDENT	
35.00		Total Permanent Positions	
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	
91.00		Total Department	2,402,723

CITY OF
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(1820)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 378,833	$ 476,768	$ 648,476
Supplies	36,210	22,600	25,600
Contractual Services	13,009	6,200	46,091
Other Charges	4,418	7,935	8,530
Total Expenses	**$ 432,470**	**$ 513,503**	**$ 728,697**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

Strategic Approach

The main function of Parks and Recreation Administration is to direct the overall operations of Golf, Recreation, Aquatics, Tennis, Parks Maintenance, Zoo, Athletics and Senior Services. All of the divisions within Parks and Recreation strive to improve the Quality of Life for those that Live, Work and Play in Amarillo.

Over the past year, Parks Administration has initiated several forward thinking projects including the Department's Asset Management Plan and Parks Master Plan. The goal of the Asset Management Plan is to take a proactive approach in managing the Department's assets through strategic decision making. Once the Asset Management Plan is complete, the Department will take the information and engage the community in a forward thinking visioning for the Department (Parks Master Plan). This Parks Master Plan will need to consider: improvements to the existing infrastructure and new improvements desired by the community.

The Director has also initiated the first phase in assessing the operating efficiencies of the Department. The Department's restructuring plan is included for consideration as a part of the current budget. The plan will re-structure the department into two categories: (1) Operations, and (2) Programs. The "operations" group will consist of: Parks Administration, Parks Maintenance, Golf, and the Warford Activity Center. The "program" group will consist of: Athletics, Aquatics, Recreation, Senior Services, and the Zoo. The new structure will allow the director and assistant director to be more intentional in training division managers on the Department's goals, priorities and direction. The structure will also (1) centralize the decision making process, (2) improve communications (internal and external), and (3) improve customer service.

The second phase in assessing the operational efficiencies of the Department will focus on programs. Each Division within Parks and Recreation has developed a prioritized program list which has been reviewed and recommended by the Parks Board. Program specific goals and metrics will be implemented to determine the effectiveness of the program and provide the staff with feedback for continuous improvement. Since re-defining the programs, it may take a year or two to establish a new baseline for the programs.

Other notable accomplishments: Rebranding of the Department with new logo and mission statement, creation and implementation of a Warford Policy Handbook, creation and implementation of a standards of care document for the Department's child/youth programming, review of the Department agreements/contracts, real estate study for city owned property, community engagement and survey for Thompson Pool, creation of a community garden at the Warford Activity Center, creation of a new park guide and seasonal program guides, creation of a sponsorship agreement, creation of Starlight Cinema, and much more.

Programs

Administration/Support
2019/20 Budget — $546,522

Provide general oversight and direction for the various divisions within the Parks and Recreation Department, including Golf, Recreation, Tennis, Warford Activity Center, Park Maintenance, Zoo, Athletics and Senior Services.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Budget Managed (millions)	$14.6	$15.1	$15.8
Positions Managed	380	380	368

Departmental Capital Investment Program
2019/20 Budget — $14,574

Plan, design, construct, inspect, and manage the departments' assets and infrastructure. This will include the management of the new Asset Management system.

Marketing
2019/20 Budget — $36,435

Effectively connect citizens to the programs and services provided by Parks and Recreation. This position was previously funded in the Recreation Division but has been re-focused on marketing the entire parks department. This program includes printing of the park guides, program guides, social media engagement, event promotion, program engagement, radio/tv coordination, program sponsorships,

Park Reservations
2019/20 Budget — $109,305

Manage the reservations of the department's buildings, shelters, and picnic areas.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
*Number of Special Event Applications Processed	111	150	115
Number of Park Reservations Processed	1,222	1,000	1,000
Phone Contacts with Public (daily average)	35	40	45
Number of Permanent positions managed by Admin	130	136	136
Number of Part-Time positions managed by Admin	205	238	239

*Special Event Applications are for Reservations of 200+ individuals.

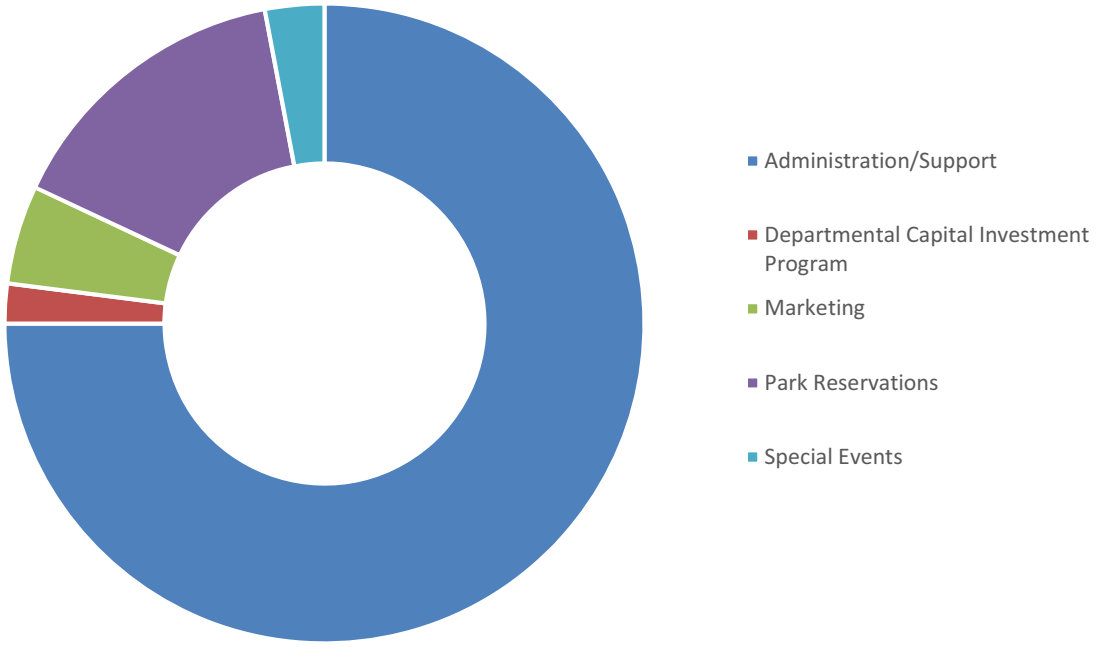
Special Events
2019/20 Budget — $21,861

Support the goals across the Parks and Recreation Department by planning and implementing events in the community to support good health, generate economic benefit and enhance the community's environment.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	6	8	9
Part-time Positions	-	-	-
Total Positions	**6**	**8**	**9**

Total Parks and Recreation Administration 2019/20 Budget — $728,697


Administration/Support
Departmental Capital Investment Program
Marketing
Park Reservations
Special Events

City of Amarillo

Department Staffing Report

Department: **Parks & Rec Administration**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM400	DIRECTOR OF PARKS AND RECREATION	
1.00	ADM401	ASSISTANT DIRECTOR OF PARKS AND RECREATION	
1.00	CLR090	MARKETING COORDINATOR	
1.00	CLR155	EVENTS COORDINATOR	
1.00	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	CLR630	OFFICE MANAGER	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	PRF810	BUSINESS ANALYST	
1.00	PRF440	VISITOR SERVCIES SPECIALIST	
9.00		Total Permanent Positions	
9.00		Total Department	648,476

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TENNIS

(1830)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 21,753	$ 17,423	$ 27,512
Supplies	27,358	38,878	34,434
Contractual Services	43,561	45,475	45,475
Other Charges	3,631	5,583	3,971
Total Expenses	**$ 96,303**	**$ 107,359**	**$ 111,392**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

Strategic Approach

The function of the Tennis department within the Recreation Services division is to provide a quality tennis facility and support the Tennis Pro in providing quality programs and events that meet the needs of the community. Programs related to Tennis within the Recreation Services division consist of Tennis Operations, Tennis Adult Leagues, Tournaments, Youth Programs, and Pickleball.

Tennis programming is offered at the Amarillo National Tennis Center which has 14 outdoor lighted courts, and 3 indoor lighted courts. Two outdoor courts have been marked to allow for Pickleball play adding new programming to the Tennis Center. The budgeted money for Tennis supports all of the above program areas. While many other departments within Recreation Services has budgeted money allotted for specific programs, the Tennis Center does not. The budgeted money goes to the care and upkeep of tennis courts, lights, and the building which are utilized for all Tennis Operations, Tennis Adult Leagues, Tournaments, Youth Programs, and Pickleball. The budgeted Personnel Service money is to provide a part time, year-round staff member to work the desk at the Tennis Center providing customer service and reserving courts for usage.

There is a very strong partnership with the Amarillo Area Tennis Association which brings United States Tennis Association sanctioned tournaments to the Tennis Center. There is also a strong partnership with Kids Incorporated and the Alex O'Brien Foundation which allows children to learn to play tennis in order to continue to grow the sport in the younger generations. A new collaboration with the local USA Pickleball Association representative is providing Pickleball lessons to grow the sport in all age groups.

Programs

Tennis Operations
2019/20 Budget — $75,392

Positively contribute the Amarillo's quality of life by efficiently and effectively operating and maintaining the Amarillo National Tennis Center providing an economical, customer friendly tennis experience and healthy recreational opportunities for all citizens.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total Junior Program Attendance	7,169	7,500	8,000
Total Senior Attendance	884	950	1,000
Total Number of Tennis Lessons	894	980	1,000
Total Pickleball Attendance	0	350*	900
Annual Tennis Center Visits	22,444	23,000	24,000

*New program added mid-year (June – September estimate) 2018-19

Tennis Adult Leagues
2019/20 Budget — $12,000

Positively contribute to the quality of place and life in Amarillo, while providing healthy, safe, social recreational opportunities for the community's adult population.

Tournaments
2019/20 Budget — $12,000

Provide a quality, safe, competitive tournament environment to attract local and out-of-town tennis participants, provide measurable benchmark for local tennis players, and grow the sport of local tennis.

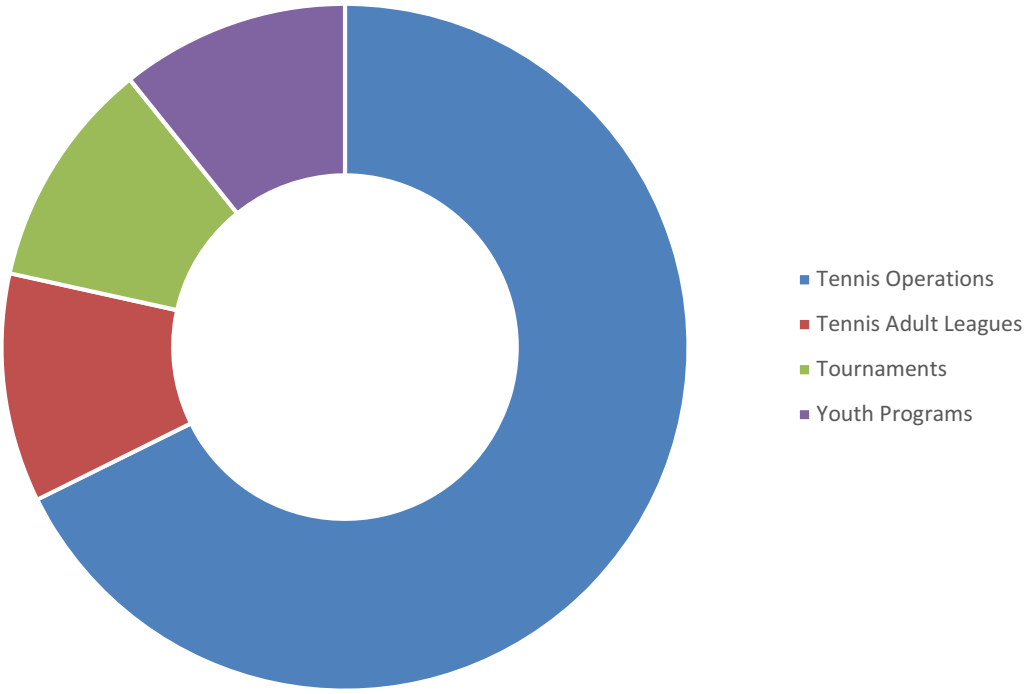
Youth Programs
2019/20 Budget — $12,000

Create future tennis players to promote and protect the future viability of the game by providing an economical, customer friendly experience and quality tennis venue to introduce the sport and build tennis skills for the youth of the community.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	-	-	-
Part-time Positions	1	1	1
Total Positions	**1**	**1**	**1**

Total Tennis Department 2019/20 Budget — $111,392



City of Amarillo

Department Staffing Report

Department: **Tennis Center**

Number of Employees	Classification	Description	Personal Services Total
Part-Time Positions			
1.00	HRL420	PROGRAM COORDINATOR	
1.00		Total Department	27,512

Aquatics

(1840)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 250,099	$ 275,463	$ 275,758
Supplies	115,851	134,104	124,988
Contractual Services	44,663	64,743	59,714
Other Charges	19,486	22,416	17,410
Capital Outlay	-	-	53,111
Total Expenses	**$ 430,099**	**$ 496,726**	**$ 530,981**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

Strategic Approach

The function of the Aquatics Division is to plan, develop, and deliver quality aquatics programs and events that meet the needs of the community. Aquatics currently operates two outdoor seasonal swimming pools at Southeast and Southwest Pools, and one indoor year-round pool at the Charles E. Warford Activity Center. Swimming Pool Operations is the largest of the budgeted programs and includes training and staffing the pools, open swimming, weekly family nights, and concession sales.

The Public Lifeguard Training program group is budgeted to assist in covering the costs of training the City's lifeguards. The Aquatics Division does not charge for lifeguard training for staff that will be working for the City. Those taking the class working elsewhere in the community pay fees. Therefore, the fees paid by the Public Lifeguard Training program group offsets the cost to train staff as the City lifeguards and public take the training class together.

The Water Safety Program Group is the second largest of the budgeted programs within Aquatics. Water Safety includes group and private swim lessons, Jr. Lifeguard, and staff in-service training. Out of the 47 available schedules for lifeguards to choose, 30 of those teach either morning or evening swim lessons at Southeast, Southwest, or Warford. A large portion of the Contractual Services line item group is for Swim Lesson Instructor Contractors. The contractors supplement the seasonal instructors to teach the high volume of swim lessons. Aquatic also facilitates the Water Safety program promoting water safety awareness in the community through school and community presentations.

The last program group is Rentals which includes private party rentals and daytime birthday parties. The budgeted cost for rentals is primarily salaries for the lifeguards and supervisors for private pool parties.

Programs

Swimming Pool Operations
2019/20 Budget — $451,334

Provide quality, clean, safe, fun swimming facilities and programs to positively contribute to Amarillo's quality of life.

Public Lifeguard Training
2019/20 Budget — $0

Provide certified courses for Lifeguards to provide safety in pool facilities across the area.

Water Safety
2019/20 Budget — $63,718

Improve and develop safe general water skills, swimming technique, diving, technique, submerging, and water comfort ability for children, teens and adults. as well as provide a formal training program for Junior Lifeguards.

Rentals
2019/20 Budget — $15,929

Provide a safe, clean, fun water facility for rental to the community and groups and create an additional revenue source beyond general operations.

Performance Measures/Indicators:

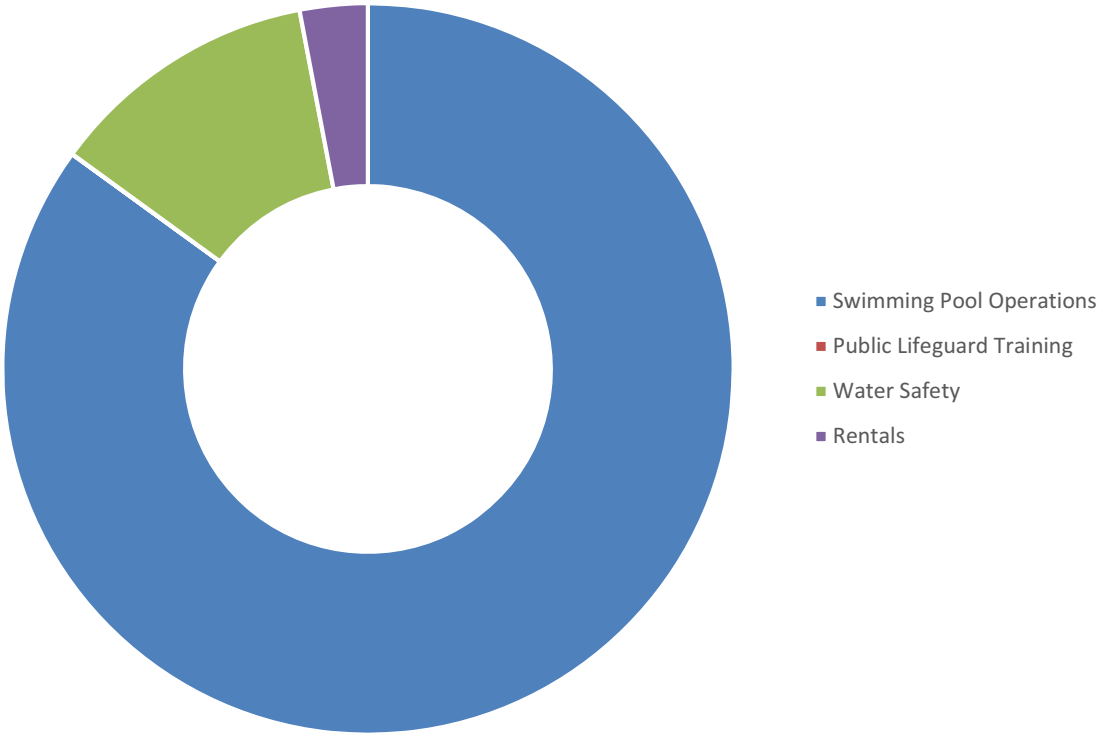
	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Southeast Pool Swim Lesson Participants	291	315	350
Southwest Pool Swim Lesson Participants	444	500	550
Warford Pool Swim Lesson Participants	246	275	300
Helping Hands Scholarships Awarded (swim lessons)	7	10	15
Public Swim Attendance	42,678	44,500	46,750
Southeast Pool Public Swim Attendance	17,814	19,000	20,000
Southwest Pool Public Swim Attendance	12,931	13,300	13,900
Number of Splashpads	15	15	15
Number of Swimming Pools	3	3	3

*Thompson Park Pool swim lesson participants for 2017-18 were 59 and Thompson Park Pool public swim attendance for 2017-18 was 11,933.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	2	2	2
Part-time Positions	65	65	67
Total Positions	**67**	**67**	**69**

Total Aquatics Department 2019/20 Budget — $530,981



City of Amarillo

Department Staffing Report

Department: **Swimming Pools**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR195	POOL MANAGER	
1.00	PRF420	AQUATICS SPECIALIST	
2.00			
Part-Time Positions			
42.00	HRL400	LIFE GUARD	
8.00	HRL402	SWIMMING LESSON INSTRUCTOR	
8.00	HRL403	POOL CASHIER	
3.00	HRL406	ASSISTANT - POOL MANAGER	
3.00	HRL409	SWIMMING POOL MGR.	
3.00	HRL417	LESSON COORDINATOR	
67.00		Total Part-Time Positions	
69.00		Total Department	275,758

(1850)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 463,797	$ 511,180	$ 335,627
Supplies	40,749	38,679	28,565
Contractual Services	27,464	30,644	22,018
Other Charges	50,253	51,064	53,781
Total Expenses	**$ 582,263**	**$ 631,567**	**$ 439,991**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

Strategic Approach

The function of the Recreation program is to plan, develop, and deliver quality municipal recreation services, programs, and events that meet the varying needs of the community. Operations related to Recreation within the Recreation Services division consist of the Summer Recreation Program, Sports Camps, Health and Wellness Recreation, and the SPARK (Supporting Park and Recreation Kids) School Supply Program.

The Summer Recreation Program provides a free structured and supervised recreation program at 15 parks throughout the City. The program includes organized games and activities with Recreation Leaders, guest speakers from different outside organizations, weekly visits to each park by the Sports Specialist to play a new sport and the Art and Crafts Specialist to do a fun art or craft project. Each day, children ages 1- 18 years at each of the Recreation Program park sites are provided a free lunch through a Community Development grant, and a Snack Pak to take home on Fridays supplied by Snack Pak 4 Kids. In the summer of 2020, three new park sites will be added to the Summer Recreation Program.

The Sports Camps Program provides free children's sports camps including baseball, soccer, football, basketball, volleyball, and tennis. Sports Camp sites are located at Summer Recreation Program sites and provide recreation and athletic programming. While the camps are free, donations of school supplies are requested of the attendees if they can afford it. The donations received from the Sports Camps go to the SPARK School Supply Program.

The SPARK School Supply Program within Recreation is a donation based program that gives a backpack filled with the school supplies needed for children to begin the school year. The backpacks and supplies are donated by local businesses and individuals. The backpacks are given out to children that attend the Summer Recreation Program.

The Health and Wellness Recreation Program is the newest area of focus for Recreation. Staff is exploring opportunities to provide Health, Wellness and Recreation Programs in City parks (examples: walking groups, gardening classes, yoga, etc). The goal of these programs is to improve the community's health behaviors and outcomes as identified in the 2018 Community Health Assessment.

Programs

Summer Children's Recreation
2019/20 Budget — $395,991

Provide a safe, supervised, structured, fun summer program for children primarily of low to moderate incomes to improve health and wellness, build relationships, access a meal(s), and learn important skills.

Summer Kids Sport Camps
2019/20 Budget — $22,000

Provide low income children the opportunity to participate in sport camp opportunities in order to improve their skills in their chosen sport.

Health and Wellness Recreation
2019/20 Budget — $22,000

Provide recreation programs addressing the health and wellness of all ages across the community.

SPARK School Supply Program
2019/20 Budget — $0

Supply backpacks and school supplies to children in need.

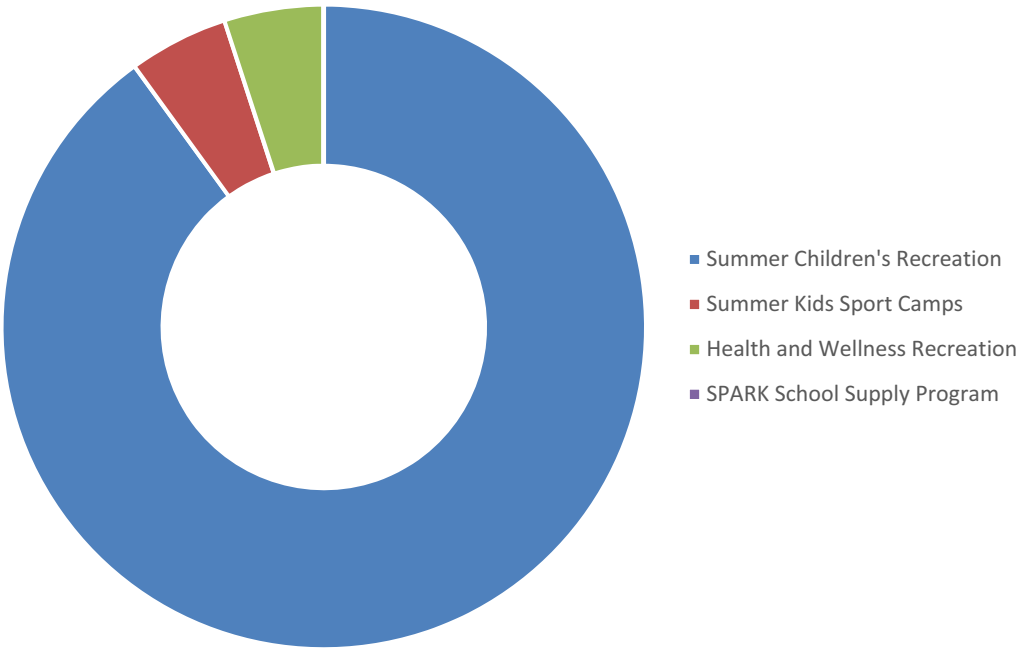
Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Summer Recreation Program Lunches Served	10,053	11,000	12,000
Total Snack Paks Given Out	6,300	6,500	7,000
Summer Recreation Program Participants	1,223	1,300	1,375
Total Summer Sports Camp Participants	172	200	225
Total Backpacks Given Out	378	400	425
Warford Recreation Program Lunches Served	2,400	2,450	2,500

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	6	3	3
Part-time Positions	54	54	52
Total Positions	**60**	**57**	**55**

Total Recreation Department 2019/20 Budget — $439,991



City of Amarillo

Department Staffing Report

Department: **Parks & Recreation Program**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR044	ASSISTANT RECREATION COORDINATOR	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	PRF142	RECREATION COORDINATOR	
3.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL414	RECREATION SPECIALIST	
47.00	HRL415	RECREATION LEADER	
3.00	HRL418	DISTRICT SUPERVISOR	
52.00		Total Part-Time Positions	
55.00		Total Department	335,627

CITY OF AMARILLO PARKS AND RECREATION WARFORD

(1855)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 228,178	$ 372,151	$ 328,163
Supplies	68,316	75,429	73,411
Contractual Services	29,451	34,736	31,052
Other Charges	4,223	11,498	13,709
Total Expenses	**$ 330,168**	**$ 493,814**	**$ 446,335**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

Strategic Approach

The function of the Warford Activity Center is to plan, develop, and deliver programs and activities that meet the varying needs of the community.

The Charles E. Warford Activity Center opened in January of 2018 as the City of Amarillo's only Activity Center. The initial programming for the center, was based on a fitness/wellness model. As staff has evaluated the community engagement and program participation, it has been clear that the current programming model is not effective. As a result of these observations, the programming associated with the Warford Activity Center is beginning to shift from fitness/wellness to community-based programming. In order to meet the needs of the community, and not duplicate programs being provided by other community organizations, the department is exploring partnership opportunities. This will allow the department to provide a wider range of programming without adding additional staffing.

Programs

Community Based Programs
2019/20 Budget — $401,701

Provide a safe, supervised, structured, fun program for children and adults to improve health and wellness, build relationships, and learn important skills. Provide a safe, educational, structured and supervised environment for school age children after school focused on recreation, social growth, enrichment, and academic assistance.

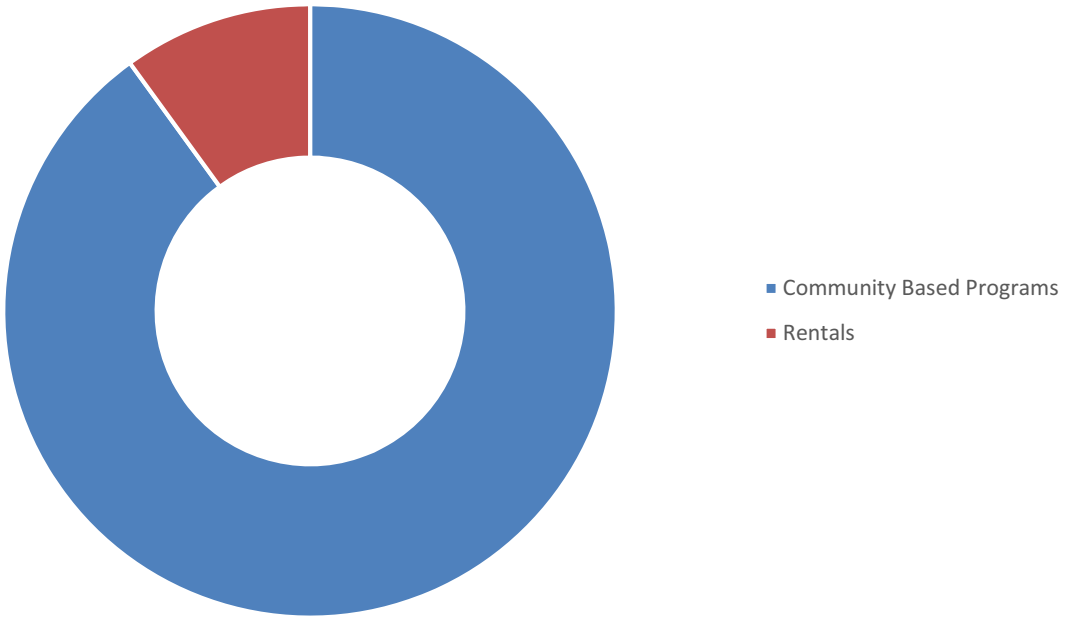
Rentals
2019/20 Budget — $44,634

Provide the community access to an affordable option for nonprofit, family, and business meeting and gathering space.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	5	6	5
Part-time Positions	16	16	7
Total Positions	**21**	**22**	**12**

Total Warford Department 2018/19 Budget — $446,335



City of Amarillo

Department Staffing Report

Department: **Warford Activity Center**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR189	FRONT DESK ATTENDANT	
1.00	CLR190	FRONT DESK MANAGER	
1.00	PRF165	PARK PROGRAM COORDINATOR	
1.00	MGT030	CENTER SUPERVISOR	
1.00	TRD047	CUSTODIAN II	
5.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL085	FRONT DESK ATTENDANT	
4.00	HRL095	PROGRAM ATTENDANT	
1.00	HRL911	CUSTODIAN I	
7.00		Total Part-Time Positions	
12.00		Total Department	328,163

CITY OF
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(1861)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 3,839,087	$ 4,012,902	$ 3,790,260
Supplies	1,737,476	1,896,000	661,779
Contractual Services	1,351,935	1,455,329	1,486,095
Other Charges	91,334	123,641	97,393
Total Expenses	**$ 7,019,832**	**$ 7,487,872**	**$ 6,035,527**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

Strategic Approach

The Park Maintenance Division provides care and maintenance to parks and other departmental facilities including operational support for other divisions including Aquatics, Athletics (adult and youth), Recreation, and Zoo. Park Maintenance also provides landscape maintenance for other City Departments (Public Health, Libraries, WIC, Civic Center, Fire Stations and Fire Training Center, City Hall, Simms Building, Bus Transfer, Police and Courts, Airport Blvd., the Madam Queen, streetscapes, boulevards, and other City owned property. The goal of Park Maintenance is to provide a beautiful, clean, safe and enjoyable environment for those that live, work and play in Amarillo.

Park Maintenance also supports Severe Weather Operations by conducting snow removal operations at parking lots and sidewalks around public buildings and Fire Stations. The division also provides a support role in storm damage response to the Office of Emergency Management (Strike Teams) by securing sites involving downed trees and other fallen or blown debris.

The Parks and Recreation division will utilize the Departments' Asset Management Plan and Parks Master Plan to prioritize improvements to the existing infrastructure while looking at strategic and sustainable improvements.

Programs

General Park Maintenance
2019/20 Budget — $2,836,697

Efficiently and effectively maintain park land, related appurtenances, and facilities being good stewards of taxpayers previous and current investments in parks.

Municipal Building Maintenance
2019/20 Budget — $362,132

Effectively and efficiently maintain land, trees, shrubs, plants and provide snow removal at municipal facilities and properties and irrigation systems at all fire stations.

Streetscape and Median Maintenance
2019/20 Budget — $120,711

Effectively and efficiently maintain streetscapes and medians throughout the city.

Forestry
2019/20 Budget — $663,908

Effectively and efficiently care for the 17,000+ trees located at parks, tree farms, streetscapes, and municipal facilities.

Zoo Maintenance
2019/20 Budget — $181,066

Effectively and efficiently maintain the Amarillo Zoo property.

Athletic Field Maintenance
2019/20 Budget — $965,684

Effectively and efficiently maintain athletic fields to support City of Amarillo Athletic leagues and tournaments and Youth Sports organization leagues and tournaments using City of Amarillo fields.

Aquatics Maintenance
2019/20 Budget — $241,421

Effectively and efficiently maintain City of Amarillo swimming pool facilities.

Special Events Maintenance Support
2019/20 Budget — $482,842

Provide maintenance support to community special events sponsored by the City of Amarillo and other community events held in city parks.

City Owned Properties and Undeveloped Land Maintenance
2019/20 Budget — $181,066

Provide basic maintenance of city owned property and undeveloped park land.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Workload			
Irrigation and Sprinkler Repair Work Orders	995	1,300	1,300
Facility Maintenance Work Orders	405	600	600
Electrical Repair Work Orders	189	250	250
Restroom and Drinking Fountain Repairs	412	200	200
Playground Renovations Per Year	2	1	2
Trees Removed	113	200	200
Trees Planted	378	400	400
Graffiti Removal	103	400	200
Total Athletic Field Acreage	159.5	159.5	144.4
Athletic Field Acreage Over-Seeded with Rye Grass Per Year	40	40	80
Baseball/Softball Field Prep Per Week	182	182	182
Total Park Acres	2077	2077	2077
Efficiency			
Cost to Maintain 1 Baseball Field Per Year	$39,690	$39,690	$39,690
Cost to Maintain 1 Soccer Field Per Year	$25,162	$25,162	$25,162
Cost to Prep 1 Baseball Field for Play	$31.96	$31.96	$31.96
Cost to Maintain 1 Acre of Park Property	$3,077	$3,254	$3,354
Acres Maintained Per Worker	28.60	28.63	27.69

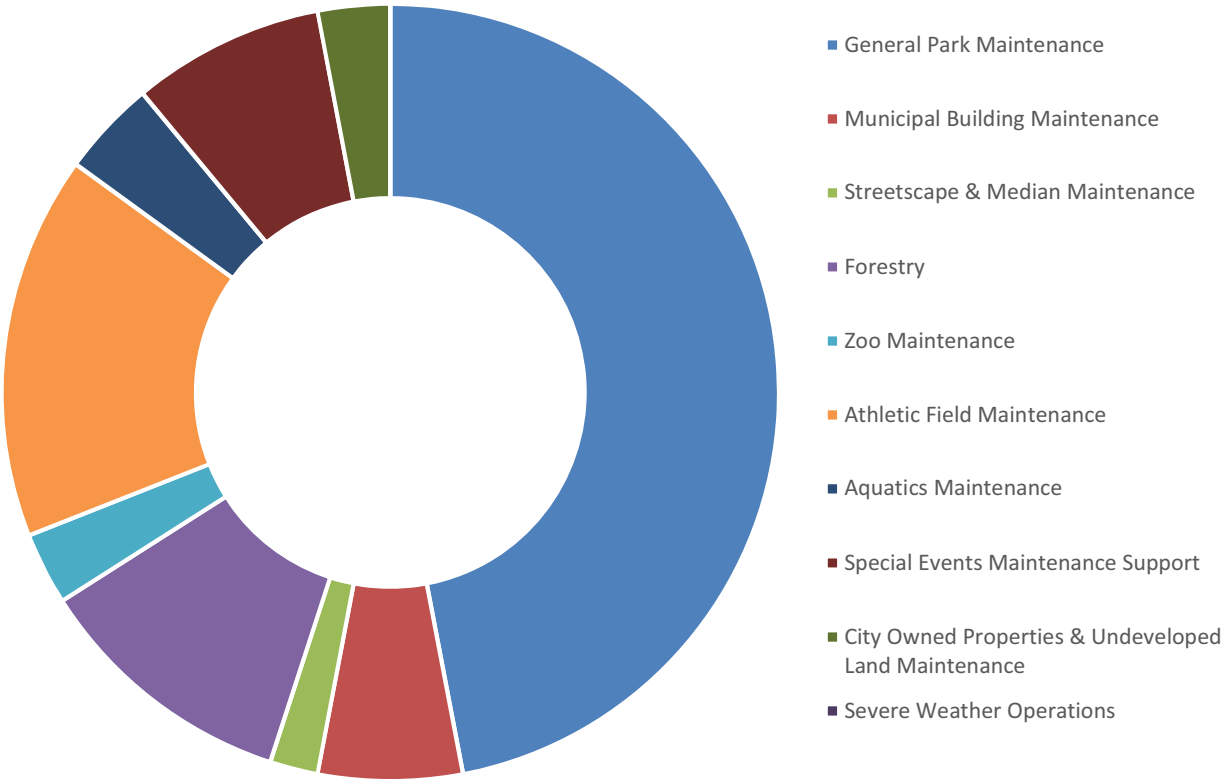
Severe Weather Operations
2019/20 Budget — $0

Park Maintenance supports the Office of Emergency Management during and after significant weather events. This support includes snow & ice removal, downed street trees, and response as Strike Teams for site security.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	75	75	72
Part-time Positions	36	36	36
Total Positions	**111**	**111**	**108**

Total Park Maintenance Department 2019/20 Budget — $6,035,527



City of Amarillo

Department Staffing Report

Department: **Park Maintenance**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM410	PARK SUPERINTENDENT	
1.00	ADM411	ASSISTANT PARK SUPERINTENDENT	
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	MGT410	PARK OPERATIONS SUPERVISOR	
2.00	MGT411	PARK HORTICULTURAL SUPERVISOR	
1.00	MGT412	PARK MAINTENANCE SUPERVISOR	
13.00	MGT950	PARK FOREPERSON I	
8.00	TEC950	PARK TECHNICIAN I	
8.00	TEC951	PARK TECHNICIAN II	
2.00	TRD410	PARK MAINTENANCE MECHANIC II	
2.00	TRD411	TREE TRIMMER	
4.00	TRD415	PARK PLUMBER I	
4.00	TRD416	PARK PLUMBER II	
1.00	TRD915	ELECTRICIAN I	
18.00	TRD930	UTILITY WORKER	
4.00	TRD970	PARK MAINTENANCE MECHANIC I	
72.00		Total Permanent Positions	
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	
108.00		Total Department	3,790,260

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(1862, 1863)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 426,203	$ 415,221	$ 480,111
Supplies	98,663	99,900	95,800
Contractual Services	37,328	34,587	35,217
Other Charges	9,399	12,848	11,608
Total Expenses	**$ 571,593**	**$ 562,556**	**$ 622,736**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

Strategic Approach

The proposed budget provides for operations and programs of the Amarillo Zoo to serve the amarillo and area community. Specific operations includes Zoo Operations, Zoo Education, Volunteer Program, Special Events and Rental (Birthday Parties). Zoo Operations includes care for the animals and maintainence of the facilities related to animal care as well as operations of visitor services (admission/concession areas and educational facilities). 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.

The Zoo's Education programs have demonstrated success on a number of fronts: the popular ZOOschool, ZOOmobile, Toddlers at 10 and Summer Camp programs regularly exceed demand. Programs align with STEM initiatives and both local and national benchmarks in classroom education which makes the Zoo programs popular with regional educators. The Zoo has offered over 20 different theme programs for students ages pre-K through 12. The focus for the next few years will be to build on this success and create a compelling learning environment for students, teachers and visitors that is fun, inspiring and instills a sense of environmental stewardship. A critical component to the success of this goal is securing a replacement ZOOmobile for our aging vehicle to continue to offer the outreach program option.

The Amarillo's ZOOCrew Volunteer Program provides interested individuals ages 13 and up an opportunity to support the zoo through donation of time and talents. Zoo volunteers help in a variety of ways including assisting with education programs, special events, guest services, animal husbandry and horticulture. On average 50-60 volunteers are in the program with three recruitment/training classes offered each year. Over 200 community volunteers are also recruited from area colleges, clubs and business groups to assist with special events such as BOO at the Zoo, Easter EGG-citement and ZooLights. ZOOcrew volunteers are also used to staff the Zoo Education Center.

Special events continue to grow each year in popularity and provide guests increased incentives for a return visit. On average 14 special events are offered each year with a variety of themes including Earth Day, Tiger Conservation Day, Incredible Edible Insects and more. Three event themes, BOO at the Zoo, Easter EGG-citement and ZOOlights are considered major events and are repeated each year. Special events are designed for families to have fun learning while enjoying the Zoo. In addition, the public can schedule birthday parties at the Amarillo Zoo providing an additional revenue option to the budget.

Ensuring the highest quality guest experience is a primary goal the Zoo contributing to the overall quality of life in Amarillo and to local tax revenue by providing an amenity for travelers stopping in the city.

Programs

Zoo Operations
2019/20 Budget — $498,188

Inspire appreciation, respect and a connection to wildlife and nature through education, recreation and conservation while providing a fun, affordable destination for the community, area and tourists.

Zoo Education
2019/20 Budget — $62,274

Advance the Zoo's mission of connecting people with wildlife by providing meaningful educational and engaging experiences.

Volunteer Program
2019/20 Budget — $31,137

Advance the Zoo's mission of connecting people with wildlife by providing meaningful volunteer opportunities.

Special Events
2019/20 Budget — $31,137

Advance the Zoo's mission by providing engaging, fun, educational experiences while showcasing and marketing the Zoo to a wider audience.

Birthday Parties
2019/20 Budget — $0

Advance the Zoo's mission while providing a additional revenue option.

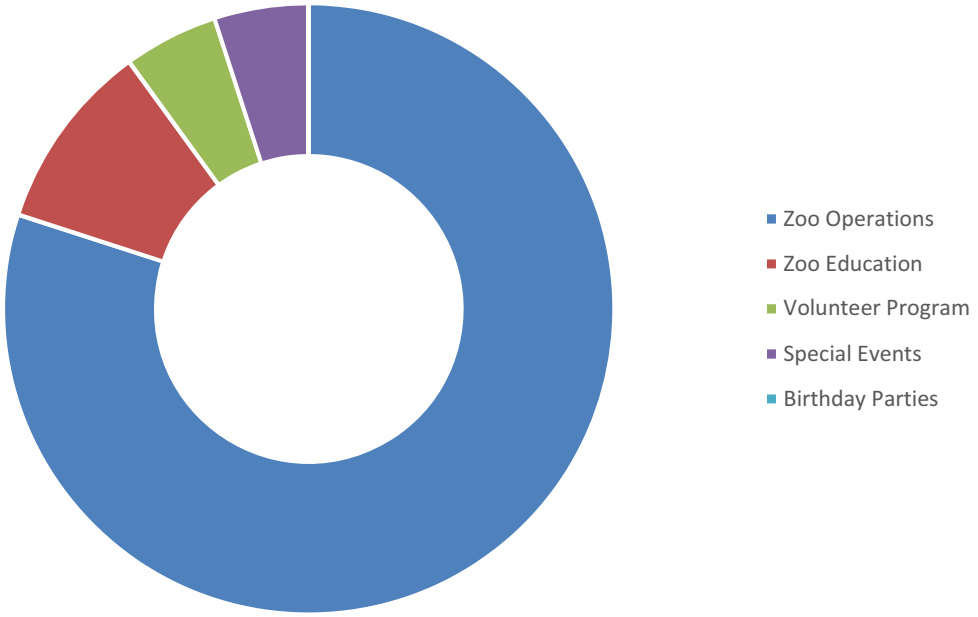
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Amarillo Zoo Animal Collection (Species/Specimens)			
Mammals	31/55	28/49	28/49
Birds	10/22	8/14	8/14
Reptiles/Amphibians	38/63	36/58	36/58
Invertebrates	11/340+	8/311+	8/311+
Visitor Services			
Admission Revenue	$179,959	$168,240	$201,750
Education Program Revenue	$21,409	$24,096	$22,000
Special Event Revenue	$67,056	$73,449	$61,000
Volunteer Hours Worked	7,406	7,417	7,400
Annual Zoo Visitors	130,000	135,000	135,000

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	7	7	8
Part-time Positions	7	7	8
Total Positions	**14**	**14**	**16**

Total Zoo 2019/20 Budget — $622,736



City of Amarillo

Department Staffing Report

Department: **Zoo Maintenance**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	MGT430	ZOO CURATOR	
1.00	MGT432	VISITOR SERVICE COORDINATOR	
6.00	TEC956	ZOO KEEPER II	
8.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL252	GATE ATTENDANT	
1.00	HRL413	YOUTH WORKER - MAINTENANCE	
1.00	HRL901	ACCOUNT CLERK I	
4.00	HRL930	UTILITY WORKER	
8.00		Total Part-Time Positions	
16.00		Total Department	480,111

CITY OF AMARILLO®
PARKS AND RECREATION
~ ATHLETICS ~

(1870-1877)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 321,491	$ 326,830	$ 321,581
Supplies	24,002	36,925	34,489
Contractual Services	62,879	75,841	74,495
Other Charges	2,692	7,829	6,181
Total Expenses	**$ 411,063**	**$ 447,425**	**$ 436,746**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

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 excellent game management and customer service to program participants.

The Athletics Division accepts registration and collects entry fees for approximately 1,200 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 four softball tournaments and two volleyball tournaments annually, which deliver 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 boys' volleyball. The department collaborates with the West Texas Youth Baseball Association to offer the Major League Baseball Pitch, Hit and Run Competition, which has been 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 Division 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

Adult Leagues
2019/20 Budget — $131,024

Positively contribute to the quality of place and life in Amarillo while providing healthy, safe, social recreational opportunities for the community's adult population through the following leagues:

- Softball (1871) - This program provides the adult softball leagues in the City of Amarillo. We have 3 seasons of softball, average of 400 to 425 teams, average of 5,000 players and average of 2,000 games at Martin Road, Southeast, and Southwest complexes in each budget year.
- Basketball (1872) - This program provides the adult basketball leagues in the City of Amarillo. We have one season averaging 32-34 teams, average of 300 players, and average of 130-140 games at local AISD gyms and the Warford Activity Center in each budget year.
- Volleyball (1874) - This program provides the adult volleyball leagues in the City of Amarillo. We have 4 seasons (2 indoor and 2 outdoor) averaging 600-625 teams, average 3,600 players and 3,600 matches. Indoor seasons are played at local AISD middle school gyms and outdoor seasons are played at Thompson Park, Ellwood Park, and Memorial Park.

Adult Tournaments
2019/20 Budget — $87,349

Provide a quality, safe, competitive tournament environment to attract local and out-of-town adult sports teams and participants, showcase the Amarillo community, and create entertainment options. Current tournaments include:

- Softball (1871) - We host 4 to 5 tournaments each year for the adult softball programs. We average 110 to 125 teams each budget year and average 1,300 players participating in the tournaments in a budget year
- Volleyball (1874) - We host 2 outdoor tournaments each year for the adult volleyball programs. We average 30-35 teams each budget year and average 200 players participating in the tournaments in a budget year.

Athletic Field Administration
2019/20 Budget — $218,373

Manage the reservations of the department's athletic fields for adult and youth sport association groups.

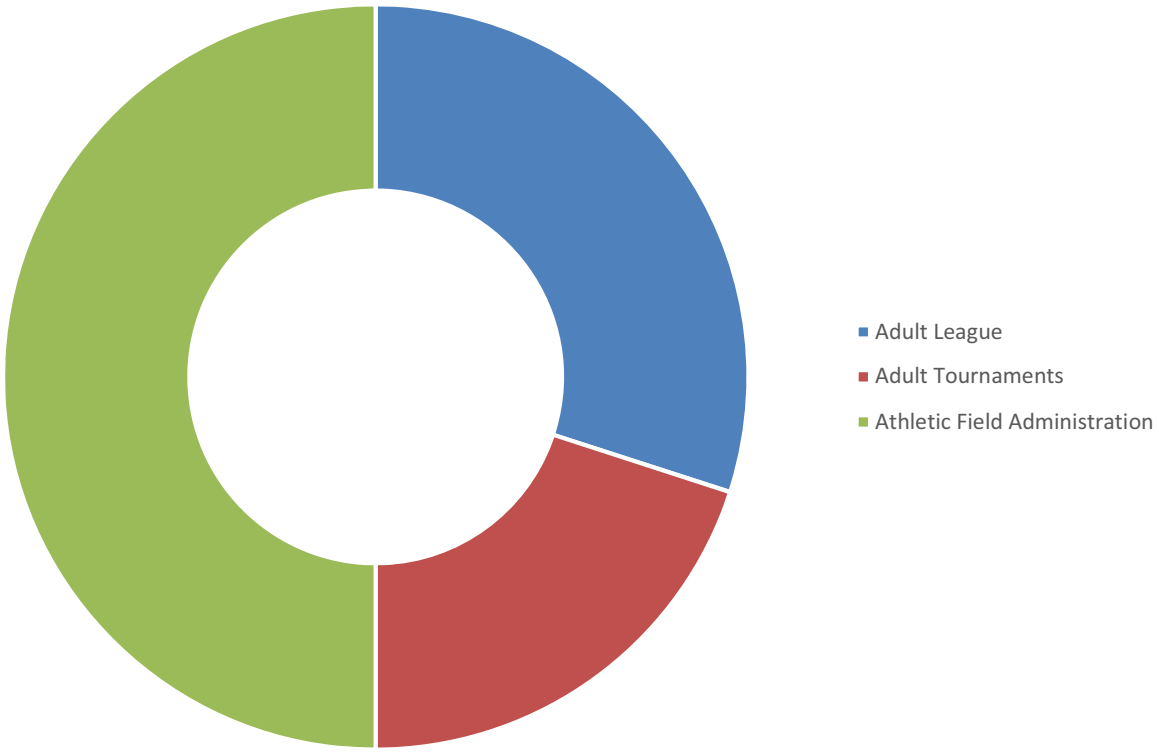
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/2020 Projected
Total Adult League Games Scheduled	8,283	8,898	9,000
Adult Basketball Teams Registered (single season)	37	34	30
Adult Softball Teams Registered (three seasons)	483	525	525
Adult Volleyball Teams Registered (four seasons)	622	650	650
Officials/Scorekeepers Trained	120	100	100
Practice Field Reservations Processed	1,086	1,100	1,125

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	3	3	3
Part-time Positions	3	3	3
Total Positions	**6**	**6**	**6**

Total Athletics Department 2019/20 Budget — $436,746


Adult League
Adult Tournaments
Athletic Field Administration

City of Amarillo

Department Staffing Report

Department: **Athletic Administration**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
1.00	MGT420	ATHLETIC SUPERVISOR	
1.00	PRF430	ATHLETIC SPECIALIST	
3.00		Total Permanent Positions	
Part-Time Positions			
3.00	HRL905	ATHLETIC SPECIALIST	
6.00		Total Department	321,581

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PARKS & RECREATION
SENIOR SERVICES

(1880)

Budget Comparison

	2017/18 Budgeted	2018/19 Budgeted	2019/2020 Budgeted
Personnel Services	$ 99,903	$ 84,320	$ 59,965
Supplies	4,402	4,000	4,000
Contractual Services	52,186	21,250	21,250
Other Charges	1,824	3,406	3,506
Total Expenses	**$ 158,315**	**$ 112,976**	**$ 88,721**

Mission

Building our community through parks and programs by encouraging health and wellness, creating positive economic benefits, and enhancing the community's ecological systems.

Strategic Approach

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 web based 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 efficiently serve the growing active adult/senior population

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.

During 2018, Senior Services began implementation of the Center Without Walls Program. The first step was to hire a Program Coordinator. The Program Coordinator was hired in November 2018 and began developing a resource directory, contracting with a Marketing Firm and preparing to launch the program. With the help of the Marketing Firm, a determination has been made that Center Without Walls will continue to be the concept for the web based virtual model used, but the Program itself will have a name which will resonate with the community, in particular the Active Adults 50+. In addition to the naming process, the Marketing Firm is also responsible for branding the Program, developing tag lines and messaging, and creating an annual marketing plan. Finally, the Marketing Firm will provide an approach for a "soft launch" of the program, followed by several months of launch activities aimed at reaching a broad base of the active adults 50+ and their caregivers in Amarillo. Remaining funds provided under the original MOU (Amarillo Area Foundation, Baptist Community Services, and Mary E. Bivins Foundation) in the amount of $59.601.16 was carried forward in FY 2018 for program development and one-time start-up costs. During FY 2018, $17,030 has been set aside from these remaining funds to cover the cost of the Mary Coyne Marketing Communications contract and an additional $3300 has been set aside to cover the costs for trademark research and application fee for the trademark related to the Program name and branding. The remaining $39,271.16 is to be carried forward according to the agreement with the funder's and will remain in supplies/unassigned to be applied to future Program launch costs during FY 2019.

Programs

Senior Services
2019/20 Budget — $88,721

Create a network of diverse programs and services enabling active adults 50+ to maximize their health and wellness (physical, mental, spiritual), economic security and connection to community.

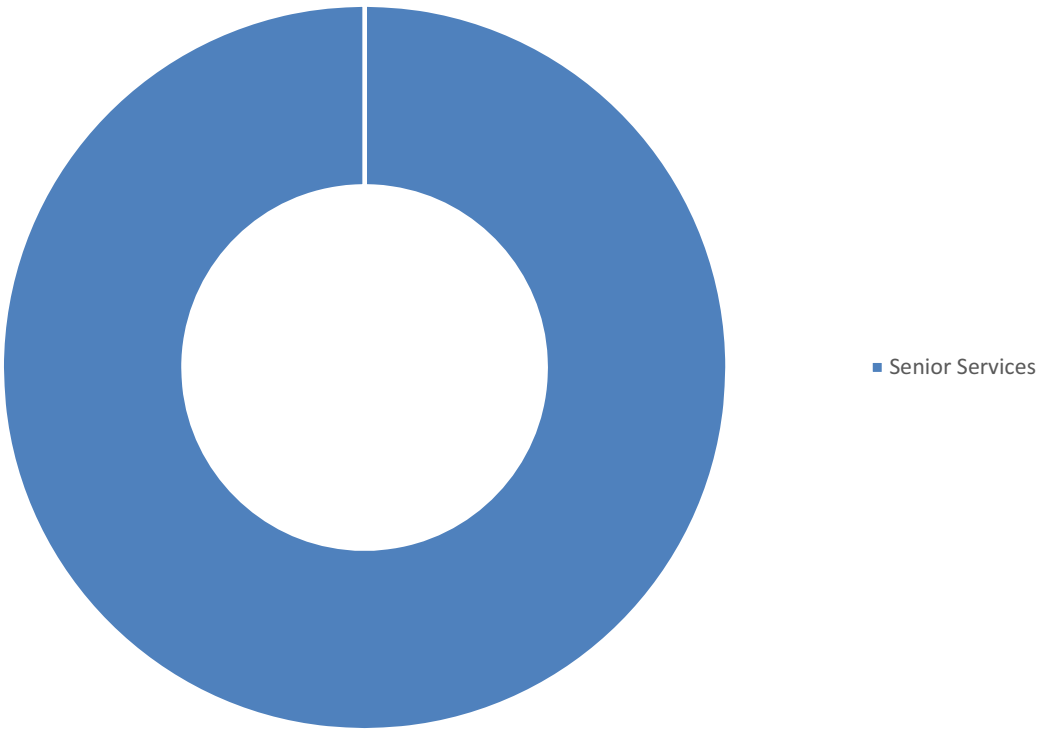
Performance Measures/Indicators:

	2017/18 Estimated	2018/19 Estimated	2019/20 Projected
Community Engagement Opportunities/Attendance	15/200	3/150	7/500
Warford Center Senior Specific Programs Delivered	6	4	5
Warford Center Senior Special Events Held	3	3	5
Program Providers Participating in Center Without Walls Calendar	0	15	20
Center Without Walls Webpage Visitors	0	1,000	2,000
Center Without Walls Resource Directory Visitors	0	1,000	2,000

Authorized Positions

	2017/18 Budgeted	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	1	1	1
Part-time Positions	-	-	-
Total Positions	**1**	**1**	**1**

Total Senior Services 2019/20 Budget — $88,721



City of Amarillo

Department Staffing Report

Department: **Senior Services**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	MGT560	PROGRAM COORDINATOR	
1.00		Total Permanent Positions	
1.00		Total Department	59,965

CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
Transportation			
1420 Street Department	9,739,769	9,776,452	10,473,516
1731 Traffic Administration	583,044	684,589	4,504,864
1732 Traffic Field Operation	3,648,261	3,816,801	0
1761 Transit Fixed Route	3,129,166	2,826,427	2,777,399
1762 Transit Demand Response	1,397,983	1,769,034	1,431,817
1763 Transit Maintenance	532,547	1,116,755	985,055
1764 Transit Administration	-	424,386	569,008
1000 General Fund	19,030,770	20,414,444	20,741,659
2425 Photographic Traffic Enfo			
Development Services			
24250 Photographic Traffic Enf	1,286,581	1,171,297	960,427
2425 Photographic Traffic Enfo	1,286,581	1,171,297	960,427
2660 Leose Training Program Fu			
Transportation			
26630 Leose Training- Airport	951	1,500	1,500
2660 Leose Training Program Fu	951	1,500	1,500
5400 Airport Fund			
Transportation			
54110 Department of Aviation	13,820,237	14,158,559	14,703,735
54120 Airport Transfers	-	7,726,600	2,765,470
54170 Rental Car Facility	980,748	750,208	758,478
5420 Airport PFC fund	1,405,355	-	-
5400 Airport Fund	16,206,340	22,635,368	18,227,683
Transportation Total Expenditures	**36,524,642**	**44,222,609**	**39,931,269**

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(1761-1764)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 3,511,730	$ 3,958,561	$ 3,838,721
Supplies	868,497	1,592,011	1,367,380
Contractual Services	106,676	114,337	112,753
Other Charges	551,676	471,693	444,425
Capital Outlay	21,117	-	-
Total Expenses	**$ 5,059,696**	**$ 6,136,602**	**$ 5,763,279**

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-Tran 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.

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. During FY18/19 ACT has focused on infrastructure projects including new shelters and improved bus stop accessibility, repair and improvement to an existing bus wash, implementing a phone application to provide real time bus and schedule information.

In August 2019 ACT began a partnership with Amarillo College to offer free fare to all students, faculty and staff. Overall ridership is expected to increase in FY19/20 as a result. ACT will look for similar opportunities to target groups to provide service and increase ridership.

ACT will implement a fare increase in FY19/20 to raise fares to be on par with our peers in region.

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 throughout the entirety of the document.

Programs

Fixed Route Operations
2019/20 Budget — $2,777,399

ACT fixed route employs 31 Bus Operators and utilizes 16 buses to provide service on 12 routes and one on demand circulator. Some routes have been adjusted based on demand in FY18/19 and ACT will continually look for innovative ways to serve the public and operate efficiently.

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 however in FY18/19 a lack of CDL bus operators kept ACT from reducing missed trips. In October 2018 ACT experienced two catastrophic wheelchair lift failures that resulted in 13 vehicles being taken out of service. Working with the lift manufacturer the problem was resolved but service was disrupted for over 2 months resulting in a reduction in fixed route ridership.

Fixed Route Operations					
Performance Measures/Indicators:					
Indicator	**Measure**	**Target**	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Missed Trip	Percent of Total Trips per Month	Less than .07%	0.08%	0.07%	.06%
Average Monthly Passengers	Increase Monthly Passengers over Same Month Previous Year	6%	23,884	22,020	23,500
On-Time Performance	Percent of Trips within On Time 0 minutes early – 5 minutes late at time points	92%	92%	87%	92%
Fare Recovery	Adult Fare	$1.50	$0.75	$0.75	$1.00

Spec-Trans Americans with Disabilities Required Service
2019/20 Budget — $1,431,817

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 is capable of using fixed route for some or all of their trips. Applicants who

have a disability but who are not prevented from using fixed route are not eligible for Spec-Tran service. Panhandle Independent Living Center provides training to individuals needing assistance understanding 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-Tran 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 FY18/19 Spec-Tran 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 dispatch has implemented real time dispatch methods which will focuses on increasing both passenger per hour productivity and on – time operations.

Spec-Trans Operations					
Performance Measures/Indicators:					
Indicator	**Measure**	**Target**	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Passenger per Revenue Hour	Passengers per Revenue Hour	2.4	2.3	2.3	2.4
No Shows/ Late Cancellations	Percent of Scheduled Trips	Less than 5%	13%	9%	5%
On-Time Performance	Percent of Trips Picked Up/Dropped Off within the 25 Minute Pick Up Window	92%	88%	89%	92%
Average Time Required to Complete a Determination of Eligibility	Less than 21 days required by ADA	Less than 7 days	4.7	2.4	2.0

Fleet Maintenance and Repair
2019/20 Budget — $985,055

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. Historically, major component repair and body work has been contracted. Due to the increased skills of ACT maintenance staff we were able to repair four additional engines in house and will be able to perform minor 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.

Maintenance staff made significant improvement in reducing road calls which aided in maintaining service reliability.

Fleet Maintenance and Repair					
Performance Measures/Indicators:					
Indicator	**Measure**	**Target**	**2017/18 Actual**	**2018/19 Estimated**	**2019/2020 Projected**
Daily Cleaning	Percent of Fleet Cleaned Daily	100%	100%	100%	100%
Detail Cleaning	Avg. Vehicles Detailed per Month Or 50% of the Fleet	8	8	4	8
Road Calls	Road Calls per 10,000 revenue miles	2.00	1.50	1.87	1.70
Preventative Maintenance	PM Service Completed within 500 miles of scheduled service	95%	99%	99%	99%

Management and Administration
2019/20 Budget — $569,008

The Management and Administration 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 a Planner. New federal requirements effective July 2019 require transit operations to designate a Chief Safety Officer. ACT reorganized supervisory responsibilities to accomplish this without adding a position. In FY19/20 ACT will prepare a System Safety Plan (SSP) that will be integrated with our current safety best practice measures to enhance departmental safety. Targets have been set based on national data.

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.

Administration and Safety					
Performance Measures/Indicators:					
Indicator	**Measure**	**Target**	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Accident Rate*	1 Per 100,000 Miles	Less than 20.9	1.87	0.89	0.75
Complaints	Complaints per 10000 Passengers	Less than 1.6	2.4	1.6	1.5
Customer Service Response	24 Hour Acknowledgement of a Complaint	97%	90%	95%	97%
Employee Lost Time to Injury	Days Employee Did Not Work	Less than 12	9	7	5
Injury Rate*	1 Per 100,000 Miles	Less than 16.2	0.47	0.18	0.17
*Source: FTA Transportation Safety Data Table (the average for MB and DR)					

ACT follows the Transit Asset Management Plan to comply with federal requirements for managing assets in a State of Good Repair. In FY18/19 ACT will procured eight 35' low floor transit buses for fixed route and begin procurement of new Spec-Trans vehicles. ACT expects to receive these new vehicles in FY19/20 and rebrand all existing ACT vehicles.

In FY18/19 ACT will replace one maintenance truck, supervisor cars and bus operator shuttle vehicles that have surpassed their useful life. The supervisor vehicles will be replaced with vans which can be used to transport wheelchair passengers when lifts breakdown.

The ACT Bus Wash Facility was is 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. In FY18/19, ACT has refurbished the bus wash facility through combined funding sources. With the refurbishment of the bus wash 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.

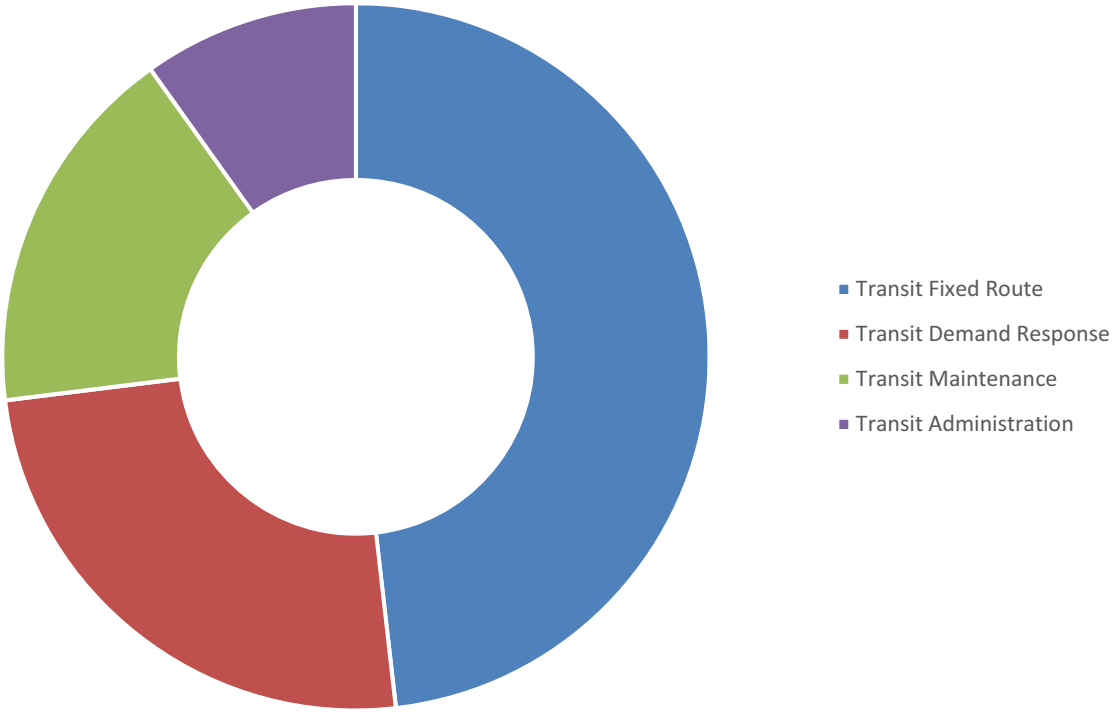
Transit Asset Management					
Performance Measures/Indicators:					
Indicator	**Measure**	**Target**	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Revenue Vehicle - 30 Transit Buses	The % of revenue vehicles that exceed the useful life.	30%	10%	10%	30%
Non-Revenue Vehicle – Supervisor Cars and Shop Trucks	The % of non-revenue service vehicles that exceed the useful life.	25%	43%	25%	25%
Facilities- Transit Office/Maintenance, Transfer Terminal, Bus Wash	The % of facilities (by group) that are rated less than 3.0 on the Transit Economic Requirements Model (TERM) Scale.	0%	33%	0%	0%

Authorized Positions

	2017/18 Actual	**2018/19 Budgeted**	**2019/20 Budgeted**
Permanent Positions	67	65	65
Part-time Positions	-	-	-
Total Positions	67	65	65

Total Transit Department Operating Budget 2019/20 — $5,763,279

Federal	**$**	**3,150,020**
State	**$**	**521,928**
Passenger Fees	**$**	**257,854**
General Fund	**$**	**1,833,477**
Total	**$**	**5,763,279**



City of Amarillo

Department Staffing Report

Department: Transit Fixed Route

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
2.00	MGT245	DISPATCHER/ROUTE SUPERVISOR	
0.67	MGT535	TRANSIT OPERATIONS SUPERVISOR	
31.00	TRD530	BUS DRIVER	
33.67		Total Permanent Positions	
33.67		Total Department	1,910,621

Department: Transit Demand Response

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
3.00	MGT245	DISPATCHER/ROUTE SUPERVISOR	
0.33	MGT535	TRANSIT OPERATIONS SUPERVISOR	
13.00	TRD535	VAN OPERATOR	
16.33		Total Permanent Positions	
16.33		Total Department	937,844

Department: Transit Maintenance

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
2.00	TRD920	MECHANIC APPRENTICE	
2.00	TRD921	MECHANIC I	
1.00	TRD922	MECHANIC II	
1.00	TRD923	MECHANIC FOREPERSON I	
3.00	TRD930	UTILITY WORKER	
9.00		Total Permanent Positions	
9.00		Total Department	524,094

Department: Transit Administration

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM530	TRANSIT MANAGER	
1.00	ADM531	ASSISTANT TRANSIT MANAGER	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	MGT245	DISPATCHER/ROUTE SUPERVISOR	
1.00	MGT535	TRANSIT OPERATIONS SUPERVISOR	
1.00	PRF902	PLANNER I	
6.00		Total Permanent Positions	
6.00		Total Department	466,162

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

(1420)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 4,368,060	$ 4,616,577	$ 4,584,471
Supplies	241,112	263,828	255,812
Contractual Services	4,389,353	4,773,934	5,484,973
Other Charges	40,245	44,368	50,515
Capital Outlay	1,274,000	637,000	657,000
Inter Reimbursements	(573,001)	(559,255)	(559,255)
Total Expenses	**$ 9,739,769**	**$ 9,776,452**	**$ 10,473,516**

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 1,037 centerline 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 PCI for our City's streets is currently 68, 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**.** Projects are scheduled over the next four years to further address street maintenance needs, as well as, arterial reconstruction and **Economic Development and Redevelopment**.

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
2019/20 Budget — $418,941

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Service requests received per year	1,336	1,100	1,350
Service requests completed per year	1,809	1,000	1,350
Percent of service requests investigated by supervisor within three days of receipt	73%	75%	77%
Vehicle & Equipment GPS Management (Overall Reduction in Vehicle Idle Time) By 10%	292 Hrs Daily Ave	263 Hrs Daily Ave	263 Hrs Daily Ave

Pavement Preservation Program
2019/20 Budget — $3,037,320

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Lane miles of residential streets sealcoated (10-year cycle = 176.6 lane miles annually)	117	120	125
Sealcoat cost (per lane mile)	$13,880	$13,500	$13,200
Lane miles of paved streets crack sealed (10-year cycle = 241.4 lane miles annually)	81.5	55	65
Crackseal Cost (per lane mile)	$2,332	$3,000	$2,800
Miles of paved alleys sealed (6-year cycle = 37.24 miles annually)	18.3	20	22
Alley sealing cost (per mile)	$15,627	$15,500	$15,250
Lane miles of arterial streets overlaid (10-year cycle = 64.78 lane miles annually)	13.7	7.8	15.3
Overlay cost (per lane mile)	$85,579	$117,380	$120,000

Pavement Maintenance and Repair Program
2019/20 Budget — $4,417,232

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Number of potholes repaired (average size = 3' x 3')	5,970	7,000	7,500
Pothole repair cost (per pothole)	$58.30	$55.00	$54.00
Average time to repair pothole in street from receipt of service request	7 days	5 days	5 days
Average time to repair pothole in alley from receipt of service request	20 days	12 days	10 days
Number of minor asphalt repairs completed in streets (avg size = 10' x 15')	525	500	475
Minor repair cost - street (per minor repair)	$860	$825	$800
Number of minor asphalt repairs completed in alleys (avg size = 10' x 15')	767	675	625
Minor repair cost - alley (per minor repair)	$782	$760	$740
Lane miles of major asphalt repairs completed in streets	3.9	3.95	4.0
Major repair cost - street (per lane mile)	$154,434	$153,000	$150,500
Miles of major asphalt repairs completed in alleys	1.5	2.6	2.75
Major repair cost - alley (per mile)	$267,750	$267,000	$266,000
Lane miles of arterial streets reconstructed	4.38	5.2	5.2
Cost to reconstruct arterial street (per lane mile)	$442,200	$490,375	$515,000
Gutter miles of residential streets swept	6,621	7,000	7,500
Residential street sweeping cost (per gutter mile)	$45.00	$44.50	$44.00

Winter Weather Operations
2019/20 Budget — $628,411

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Snow removal (number of lane miles)	0	210	2,200
Snow removal cost (per lane mile)	$0.00	$8.85	$18.00

Street Structure Maintenance and Repair Program
2019/20 Budget – $104,735

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of speed bumps installed	13	10	10
Cost to install speed bump(per speed bump)	$384.22	$260.00	$260.00
Linear feet of guardrail repaired	126	250	250
Cost to repair guardrail (per linear foot)	$32.55	$26.25	$26.25

Street Utility Cuts
2019/20 Budget — $610,055

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of utility cut permits issued	1,588	1500	1500
Annual revenue earned for utility cut repairs	$528,746	$555,000	$555,000

Unpaved Streets/Alleys Maintenance
2019/20 Budget — $1,256,822

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.

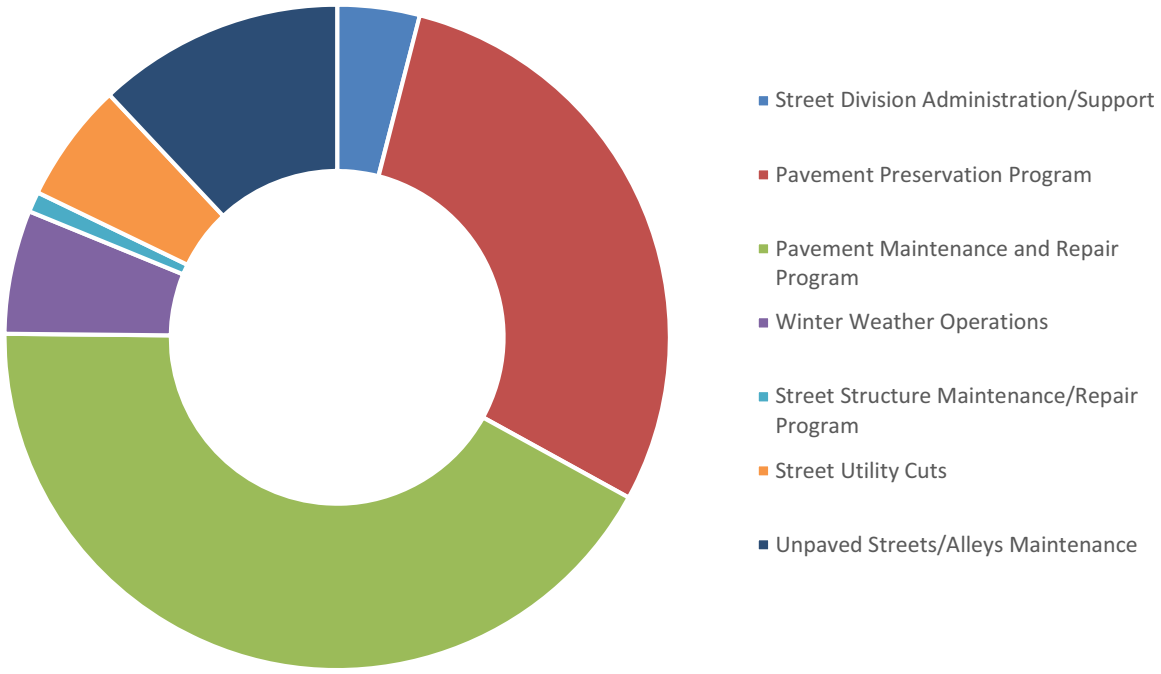
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Miles of unpaved streets repaired annually (83 total miles of unpaved streets)	13.6	15.0	10.0
Cost to repair unpaved streets (per mile)	$1,888	$1,888	$2,000
Miles of unpaved alleys repaired annually (279 total miles of unpaved alleys)	36.5	35.0	35.0
Cost to repair unpaved alleys (per mile)	$16,750	$16,750	$16,750

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	92	93	91
Part-time Positions	5	4	4
Total Positions	**97**	**97**	**95**

Total Street Division 2019/20 Budget — $10,473,516



City of Amarillo

Department Staffing Report

Department: **Street Department**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM220	STREET SUPERINTENDENT	
1.00	ADM221	ASSISTANT STREET SUPERINTENDENT	
1.00	CLR220	STREET PROGRAM COORDINATOR	
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
5.00	MGT220	STREET SUPERVISOR	
3.00	MGT221	STREET FOREPERSON I	
1.00	TEC225	TRAFFIC CONTROL SPECIALIST	
2.00	TRD220	EQUIPMENT OPERATOR IV	
14.00	TRD221	EQUIPMENT OPERATOR I	
1.00	TRD222	CONCRETE FINISHER	
3.00	TRD900	SECURITY GUARD	
33.00	TRD930	UTILITY WORKER	
14.00	TRD950	EQUIPMENT OPERATOR II	
5.00	TRD951	EQUIPMENT OPERATOR III	
4.00	TRD960	UTILITY OPERATOR	
91.00		Total Permanent Positions	
Part-Time Positions			
4.00	HRL930	UTILITY WORKER	
95.00		Total Department	4,584,471

CITY OF AMARILLO®
TRAFFIC ENGINEERING

(1731 & 24250)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personal Services	$ 1,572,036	$ 1,670,090	$ 1,761,057
Supplies	2,062,186	2,288,589	2,247,316
Contractual Services	1,168,152	1,207,257	1,166,344
Other Charges	452,027	283,751	283,574
Capital Outlay	21,000	-	45,000
Inter Reimbursements	(34,237)	(78,000)	(78,000)
Operating Transfers	276,722	301,000	40,000
Total Expenses	**$ 5,517,886**	**$ 5,672,687**	**$ 5,465,291**

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 and 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. 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 Transportation 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. The Transportation 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. 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**.

In February of 2019, 7 new red light camera intersections were added and 4 existing were removed for a total of 12 camera locations.

Programs

Transportation Administration/Support
2019/20 Budget — $1,108,506

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 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 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.

Workload/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
*Service requests for Traffic Control Devices completed	320	360	340
Number of Traffic Construction Plans reviewed	103	80	75
Red Light Camera Violations	27,847	31,360	34,000
Traffic Engineering Work Orders assigned	129	126	150
*Signal Maintenance requests reviewed and assigned	2,221	1,500	1,800
*Sign Maintenance requests reviewed and assigned	485	372	300
*Street Light Maintenance requests reviewed and assigned	370	332	325
Public Records request data	16	18	15

*Response time: Signals – 30 min; Signs – 1 Hour; Street Lights – 24 hours

Performance/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Citizen requests completed in 15 days	81%	90%	95%

Traffic Engineering
2019/20 Budget — $143,470

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 i**mplements 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.

Workload/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Work orders issued for Street Lights Installed by Xcel	71	115	60
Traffic Signal Studies	89 (*0)	88 (*1)	90 (*2)
Speed Studies	88 (*9)	76 (*18)	70 (*15)
Traffic Control requests	213 (*44)	160 (*30)	140 (*25)
Parking Studies	56 (*8)	60 (*12)	55 (*14)

*Number of Studies Implemented

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Traffic Links Counted on 2 year rotation (500 total links)	70% (175)	96% (240)	100% (250)
Increase Arterial Signal Flow by monitoring traffic through TMC	0%	25%	75%
Reduce response time to minor signal infractions by monitoring detection through TMC	5%	55%	90%

School Crossing Program
2019/20 Budget — $323,032

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Accidents where School Crossing Guards are present	0	0	0

Permits
2019/20 Budget — $27,723

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.**

Workload/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Block Party Permits Issued	78	25	30
Parade Permits Issued	94	32	35
Permit Revenue(Parade, Run, Block Party, Driveway)	$7,910	$1,710	$3,250

Sight Restrictions
2019/20 Budget — $27,722

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**.

Workload/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Sight Restriction Requests	592	300	250
Sight Restrictions Investigated	100%	100%	100%
Sight Restrictions Cleared	76%	93%	95%

Safety Improvements
2019/20 Budget — $290,318

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 28 signalized intersections, installation of 2 emergency Fire station Flashers, 2 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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Safety Audits conducted at the top crash accident locations	60	20	20
Reduction in Crashes at Safety Audit Locations	24%	25%	30%
Traffic Control Modifications for safety improvements	7	3	5
Decrease Vehicle Idle Time	0%	0%	5%
Decrease Accidents/Incidents	8%	9%	10%

Locate Services
2019/20 Budget — $71,201

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**.

Workload/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Line Locates Reviewed	3,841	3,502	3,300
Line Locates related to Traffic Infrastructure (Located in less than 72 hours)	294 (100%)	174 (100%)	275 (100%)

Traffic Sign Maintenance
2019/20 Budget — $320,490

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.

Workload/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Signs Fabricated	811	750	900
Pre-Made Signs Purchased	323	498	400
Signs Repaired	6,058	7,026	5,800
Sign Replacement Cost (Labor and Materials)	$108	$165	$190

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Improve Efficiency of Tracking Sign Replacement (VUEWORKS)	0	15%	60%
Inventory Signage for Age/Replacement with Retroreflectometer (VueWorks)	0	20%	100%

Signal Maintenance
2019/20 Budget — $456,549

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
*Signalized Intersections Electronics Replaced	5	105	104
Signalized Intersections Constructed	1	0	3
Intersections Maintained	269 (100%)	270 (100%)	270 (100%)
Signal Maintenance request (response in less than 24 hours)	1,242 (78%)	1,018 (88%)	1,000 (90%)
Average Cost of Signal Installation	$143,640	$143,640	$165,000
School Flasher Preventative Maintenance	62 (100%)	64 (100%)	64 (100%)

*Electronic Equipment has a 12 year life span (Current replacement rate is 23 years)

Street Light Maintenance
2019/20 Budget - $2,289,953

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 50% complete on I-40, I-27, Dumas Drive, and Amarillo Blvd. from Ong west to Soncy.

Workload/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Street Lights Maintained	1960	2,008	2,048
Street Light Replacement Cost (Labor and Materials)	$600	$605	$610

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Replace High Pressure Sodium with LED Lights COA Maintained	35%	40%	55%

***% lights converted**

Street Pavement Markings
2019/20 Budget — $406,327

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.

Workload/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Lane Miles of Street Striping (Striped)	1,854 (50%)	1,854 (50%)	3,708 (100%)
Costs for Street Markings (per Mile)	$9.64	$9.64	$9.00
Thermoplastic Cross-Walk & Stop Bars Installed (4600 Total -replaced every 6 years)	771 (17%)	2,146 (47%)	770 (17%)

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Hire and Keep Striping Crew	80%	20%	100%

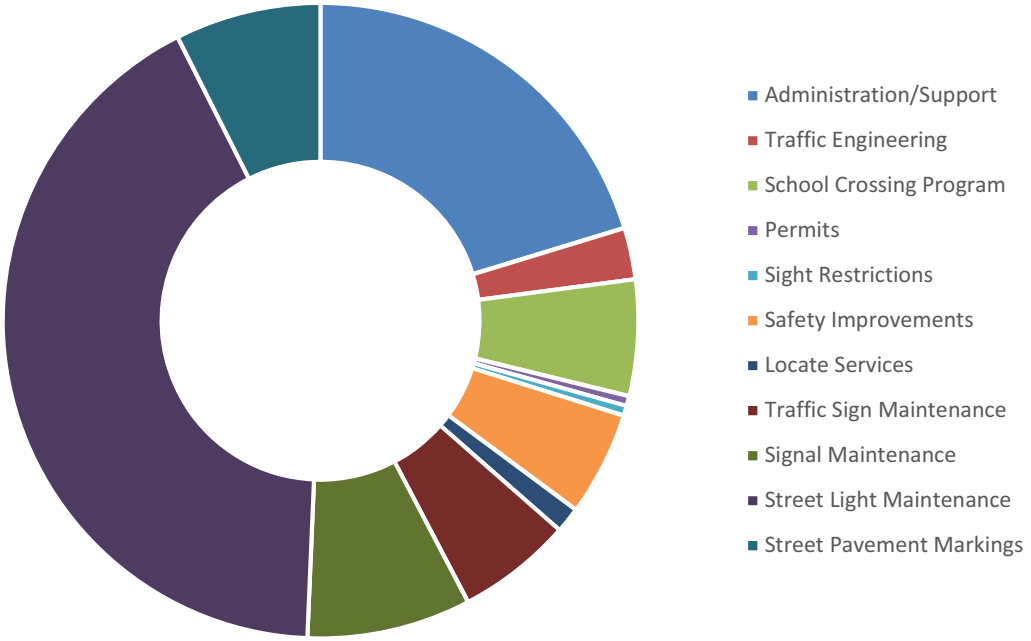
Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	24	25	24
Part-time Positions	46	46	46
Total Positions	**70**	**71**	**70**

2019/20 Expenditures by Funding Source

General Fund	$ 4,504,864
Special Revenue Funds	$ 960,427

Total Traffic 2019/20 Budget — $5,465,291



City of Amarillo

Department Staffing Report

Department: Traffic Administration

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM540	TRAFFIC ENGINEER	
1.00	ADM541	TRANSPORTATION SUPERINTENDENT	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	MGT541	SIGNS AND MARKINGS SUPERVISOR	
1.00	MGT545	SIGNAL OPERATIONS TECHNICIAN	
4.00	TEC220	TRAFFIC CONTROL TECHNICIAN	
1.00	TEC222	TRAFFIC DESIGN TECHNICIAN	
2.00	TEC541	TRAFFIC TECHNICIAN I	
1.00	TEC542	TRAFFIC TECHNICIAN II	
5.00	TEC543	SIGNAL TECHNICIAN	
1.00	TEC550	TRAFFIC OPERATIONS TECHNICIAN	
4.00	TRD930	UTILITY WORKER	
23.00		Total Permanent Positions	
Part-Time Positions			
36.00	HRL540	SCHOOL CROSSING GUARD	
3.00	HRL541	SCHOOL CROSSING GUARD SUBSTITUTE	
2.00	HRL542	TRAFFIC COUNTER	
1.00	HRL545	SCHOOL CROSSING GUARD SUPERVISOR	
3.00	HRL930	UTILITY WORKER	
45.00		Total Part-Time Positions	
68.00		Total Department	1,655,524

Department: Photographic Traffic Enforcement

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	MGT560	PROGRAM COORDINATOR	
Part-Time Positions			
1.00	HRL045	ADMINISTRATIVE HEARING OFFICER	
2.00		Total Department	105,533

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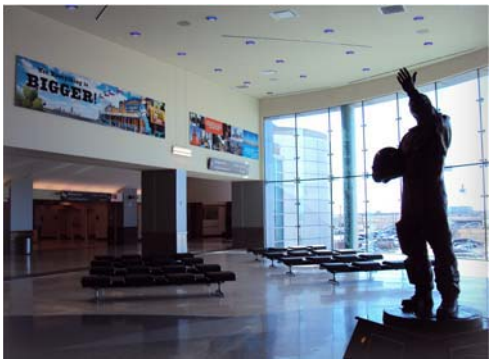

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Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 3,393,879	$ 3,491,910	$ 3,765,431
Supplies	1,001,248	1,220,872	1,241,485
Contractual Services	1,998,526	1,844,629	1,894,047
Other Charges	8,187,916	8,220,432	8,518,488
Capital Outlay	-	7,726,600	2,765,470
Debt Service	500	132,425	44,262
Operating Transfers	3,030,577	-	-
Total Expenses	**$ 17,612,646**	**$ 22,636,868**	**$ 18,229,183**

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.
- Provide the internal systems and processes needed for accountability and efficiency.
- 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.

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
2019/20 Budget — $1,952,966

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, 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.

Performance Measures/Indicators:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Total Revenues	$13,426,274	$19,706,744	$15,789,387
Total Cost Per Enplanement	$24.65	$26.38	$24.27
Total Enplanements	358,819	374,965	386,214

Airfield Management and Maintenance
2019/20 Budget — $1,627,472

Provides maintenance and repair of runways, taxiways, ramps, airside 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 (14 CFR Part 139) that hold an Airport Operating Certificate. This program supports developing the best transportation systems for the citizens of Amarillo.

Performance Measures/Indicators:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Airfield Cost per Enplanement	*	*	$0.40

Airport Safety, Security, and Communications Center
2019/20 Budget — $6,836,881

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, badging & credentialing, 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:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Law Enforcement Calls for Service	4,002	4,106	4,147

(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
2019/20 Budget — $976,483

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:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Total Snowfall (inches)	*	*	8.38
Total Snow Events	*	*	5
Winter Weather Manhours	*	*	684

Public Parking
2019/20 Budget — $325,494

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:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Parking Revenue	$3,039,323	$3,037,512	$3,025,000

Consolidated Rental Car ("CONRAC") Facility
2019/20 Budget — $162,747

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:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
System operational during operating hours of the facility	85%	100%	100%

Property Management and Maintenance
2019/20 Budget — $650,989

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:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Percent of lease space rented	*	90%	95%

Terminal Management and Maintenance
2019/20 Budget — $3,580,438

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:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Boarding Bridge Operational Uptime (%)	*	95%	98%

Terminal Technology Systems
2019/20 Budget — $325,494

Provides technical support and maintenance for the terminal systems, including flight and baggage information displays, passenger and paging information systems, administrative and Wi-Fi networks, 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:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
System operational status for core aviation business systems during hours of operation of facility	*	95%	99%

Terminal Inline and Baggage Systems
2019/20 Budget — $976,483

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:

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
System operational during operating hours of the facility	*	97%	99%

Airport Fleet Vehicles (Including ARFF & Snow Removal Equipment)
2019/20 Budget — $813,736

Provides maintenance of the Airport's vehicle fleet including pick-up trucks, other work trucks, buses, tractors, lifts, snow plow vehicles, snow broom vehicles, other snow removal equipment, aircraft rescue and firefighting (ARFF) vehicles, airport police vehicles, and airport operations vehicles.

Metric	**2017/18 Actual**	**2018/19 Estimated**	**2019/20 Projected**
Snow Removal Equipment Uptime (%)	*	*	95%
ARFF Equipment Uptime (%)	*	*	99%

Authorized Positions

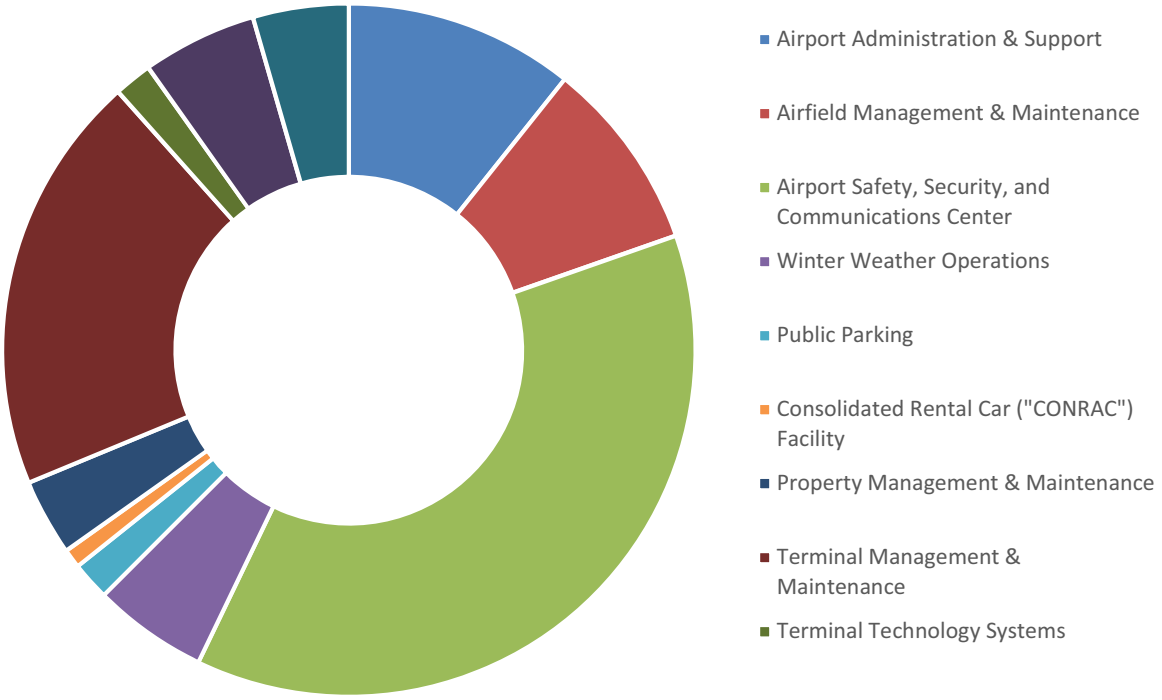
	2017/18 Budgeted	**2018/19 Budgeted**	**2019/20 Budgeted**
Permanent Positions	57	54	59
Part-time Positions	-	-	-
Total Positions	57	54	59

2019/20 Expenditures by Funding Source

Airport Fund	$ 18,227,683
Special Revenue Funds	$ 1,500

Total Airport Department 2019/20 Budget — $18,229,183

(*Note: This narrative was completely revised this year. Metrics appearing to be incomplete are new and may not have enough previous relevant data to populate all table cells).


Airport Administration & Support
Airfield Management & Maintenance
Airport Safety, Security, and Communications Center
Winter Weather Operations
Public Parking
Consolidated Rental Car ("CONRAC") Facility
Property Management & Maintenance
Terminal Management & Maintenance
Terminal Technology Systems

City of Amarillo

Department Staffing Report

Department: **Department of Aviation**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM080	DIRECTOR OF AVIATION	
1.00	ADM081	DEPUTY DIRECTOR OF AVIATION	
1.00	ADM085	ASSISTANT DIRECTOR OF AVIATION	
3.00	ADM088	AIRPORT OPERATIONS SHIFT COORDINATOR	
1.00	CLR040	AIRPORT OFFICE MANAGER	
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
1.00	MGT081	AIRPORT POLICE COMMANDER	
1.00	MGT090	AIRPORT FACILITIES MANAGER	
1.00	MGT800	AIRPORT BUSINESS & PROCUREMENT COORDINATOR	
1.00	MGT810	SECURITY & TERMINAL MANAGER	
9.00	PRF080	AIRPORT POLICE OFFICER	
3.00	PRF081	AIRPORT POLICE SERGEANT	
8.00	PRF085	SECURITY OPERATIONS AGENT	
1.00	TEC115	BAS CONTROL TECHNICIAN	
1.00	TRD047	CUSTODIAN II	
1.00	TRD060	ELECTRICIAN II	
1.00	TRD070	CUSTODIAL FOREPERSON	
2.00	TRD073	AIRPORT MAINTENANCE COORDINATOR	
0.60	TRD075	LANDSIDE/FLEET COORDINATOR	
1.00	TRD080	BUILDING MECHANIC I	
7.00	TRD910	CUSTODIAN I	
1.40	TRD921	MECHANIC I	
5.30	TRD930	UTILITY WORKER	
4.00	TRD962	AIRPORT MECHANIC III	
57.30		Total Permanent Positions	
57.30		Total Department	3,671,531

Department: **Rental Car Facility**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.40	TRD075	LANDSIDE/FLEET COORDINATOR	
0.60	TRD921	MECHANIC I	
0.70	TRD930	UTILITY WORKER	
1.70		Total Permanent Positions	
1.70		Total Department	93,900

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CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
Utility Services			
1431 Solid Waste Collection	10,385,177	10,330,518	12,110,547
1432 Solid Waste Disposal	4,910,633	4,755,679	5,028,298
1000 General Fund	15,295,810	15,086,197	17,138,845
5200 Water & Sewer Fund			
Utility Services			
52100 Utilities Office	2,572,312	3,011,333	3,152,005
52110 Director of Utilities	485,391	588,723	608,137
52120 Water & Sewer General	1,376,339	1,714,796	1,918,807
52121 Sewer General	6,100,983	3,194,050	3,599,667
52122 Water General	8,255,671	8,923,651	9,053,220
52123 Water & Sewer - Transfer	552,739	34,359,038	47,466,375
52200 Water Production	6,744,544	7,700,856	7,573,040
52210 Water Transmission	5,005,519	6,285,278	5,950,340
52220 Surface Water Treatment	9,749,004	11,124,722	10,528,216
52230 Water Distribution	6,277,985	6,816,950	6,769,349
52240 Waste Water Collection	4,726,990	5,249,214	5,213,022
52260 River Road Water Reclama	3,415,360	3,623,346	3,620,055
52270 Hollywood Road Waste Wat	4,211,101	4,680,590	4,637,526
52281 Laboratory Admin	1,620,083	2,086,876	1,938,564
5200 Water and Sewer System Fu	61,094,021	99,359,423	112,028,323
5600 Drainage Utility Fund			
Utility Services			
56100 Drainage Utility	3,050,164	4,360,873	4,265,945
56200 Drainage Utility Transfe	-	11,729,601	1,250,000
5600 Drainage Utility Fund	3,050,164	16,090,474	5,515,945
Utility Services Total Expenditures	**79,439,995**	**130,536,094**	**134,683,113**

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CITY OF AMARILLO®
UTILITY BILLING

(52100)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 1,721,762	$ 1,787,844	$ 1,841,420
Supplies	71,225	109,700	178,500
Contractual Services	708,491	1,040,004	1,036,992
Other Charges	70,834	73,785	95,093
Total Expenses	**$ 2,572,312**	**$ 3,011,333**	**$ 3,152,005**

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 building solid practices within the new billing software as well as call center upgrades. This will in turn, 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. These implementations have

not only delivered operational efficiencies and improved 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
2019/20 Budget — $133,959

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 continued to be a common frustration. The Utility Billing division made this issue an immediate priority and have recently implemented software solutions for improved customer feedback. With the recent implementation of the divisions InContact call center software, customers now can utilize new technologies that provide customized communications. The implementation has reduced call wait times by providing an auto callback feature and has also provided the ability to email and chat with agents regarding their accounts. These additional forms of communication have assisted 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 strive for continuous enhancements and promotions of quality service within the City.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Annual Customer Contacts	*	256,000	270,000
Contact by Telephone	*	65%	67%
Contact in Person	*	2.5%	2.0%
Contact by Email	*	30.5%	28.0%
Contact by Chat	*	2%	3%
Responsiveness-Calls Handled within 3 mins	*	70%	80%
Responsiveness-Wait Time 3 mins or more	*	30%	20%
Annual Customer Auto Callbacks	*	36,400	32,700

**Information not available*

Utility Bill Production
2019/20 Budget — $962,938

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 addition of the Utility Billing Specialist has increased the accuracy and efficiency of bill production and auditing, within each district. The Utility Billing Specialist coordinates with the Meter Reader and Water Distribution staff members to assist customer concerns with minimal impact to customer billing. The

recent implementation on the new billing software, will continue to streamline processes within billing as well as the division, to satisfy customers.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Accounts Billed Monthly	73,500	76,000	78,000

Utility Billing Customer Service
2019/20 Budget — $633,553

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 functions consist of responding 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. Credit Services distributes service orders regarding high bill investigations as well as investigate accounts where customers may have experienced leaks and assist with possible 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 Connection functions are initial requests for services such as new, transfer and completion of service. All staff members interact with customers whose needs vary from simple billing questions to more complex investigations regarding establishment of services. 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 recent implementation of new billing software and call center solution, Utility Billing staff have been given the opportunity to provide quality service to the citizens of Amarillo. The addition of our Trainer/Quality Assurance position has also assisted in the training of staff with all new functions within the Utility Billing software. Staff now can provide multiple types of arrangement options to customers. The Utility Billing division will also work with Water Distribution staff to transition to a more electronic service order environment, creating increases in accuracy and efficiency within both divisions. 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.

Customer satisfaction would increase due to the proper training and monitoring of timely responses to our customers when providing services.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total Arrangements Issued	*	7,000	8,000
6 Month Arrangements Issued	*	5,000	6,000
12 Month Arrangements Issued	*	2,000	2,000
Total Broken Arrangements	*	40%	35%
Time Spent per New Service Request	*	15 minutes	10 minutes
Time Spent per Discontinued Service Request	*	5 minutes	5 minutes
Time Spent per Transfer Service Request	*	15 minutes	10 minutes

**Information not available*

Utility Payment and Account Administration
2019/20 Budget — $475,953

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 the recent update of billing software, there has been little change with walk-in traffic. It is the division's expectation to experience an increase in the number of transactions submitted within the self-serve portals as we promote services to our citizens.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Cash Handled (daily)	*	$14,200	$16,500
Cash Payments (monthly)	*	$311,500	$320,000
Credit Card Payments (monthly)	*	$268,000	$275,000
Check Payments (monthly)	*	$1,990,905	$2,400,000
Total Transactions (daily)	*	383	350
Number of Walk-in Customers	*	24,000	20,000

**Information not available*

Meter Reading
2019/20 Budget — $945,602

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:

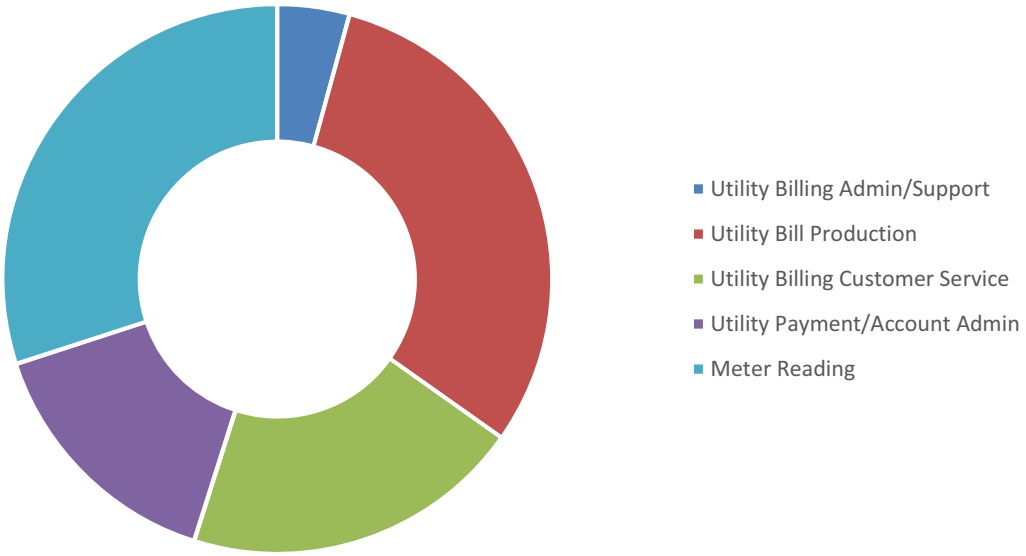
	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Meters Read	*	93%	95%
Meters Estimated	*	1.5%	1.0%
Internal Account Adjustments	*	0.95%	0.80%
Verification by Service Reps	*	4.2%	3.2%
Average Total Re-reads (daily)	*	150	100

**Information not available*

Authorized Positions

	2017/18 Actual	**2018/19 Budgeted**	**2019/20 Budgeted**
Permanent Positions	38	38	38
Part-time Positions	2	2	2
Total Positions	**40**	**40**	**40**

Total Utility Billing 2019/20 Budget — $3,152,005



City of Amarillo

Department Staffing Report

Department: **Utilities Office**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM170	UTILITY BILLING MANAGER	
1.00	ADM171	ASSISTANT MANAGER UTILITY BILLING	
1.00	CLR010	BILLING SPECIALIST	
1.00	CLR015	TRAINER/QUALITY ASSURANCE SPECIALIST	
2.00	CLR130	ADMINISTRATIVE SUPERVISOR	
18.00	CLR405	ADMINISTRATIVE ASSISTANT II	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	CLR947	ADMINISTRATIVE SPECIALIST I	
10.00	TRD170	METER READER I	
2.00	TRD171	METER READER II	
38.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL901	ACCOUNT CLERK I	
40.00		Total Department	1,841,420

CITY OF AMARILLO®
DIRECTOR OF UTILITIES

(52110, 52120, 52121, 52122, 52123)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 400,490	$ 592,562	$ 650,007
Supplies	25,699	52,721	41,520
Contractual Services[1]	162,152	152,789	163,117
Other Charges	10,521,241	10,834,532	11,761,588
Capital Outlay	-	34,359,038	47,466,375
Debt Service	5,108,802	2,788,616	2,563,599
Operating Transfers	552,739	-	-
Total Expenses	**$ 16,771,123**	**$ 48,780,258**	**$ 62,646,206**

[1] Includes Blackridge Contract Expense of $130,000, $120,000 & $120,000 respectivly

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
2019/20 Budget — $608,137

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Public Awareness Meetings on Water Conservation	14	15	17
Evaluation of Divisions to Comply with Best Practices for Department	7	7	7
Number of Positions Supported	231	230	230
Regulatory Compliance Review for Divisions	7	7	7
Expenditures Managed for Departments (millions)	$42.2	$44.3	$46.8

Water and Sewer General
2019/20 Budget — $14,571,694

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
2019/20 Budget — $47,466,375

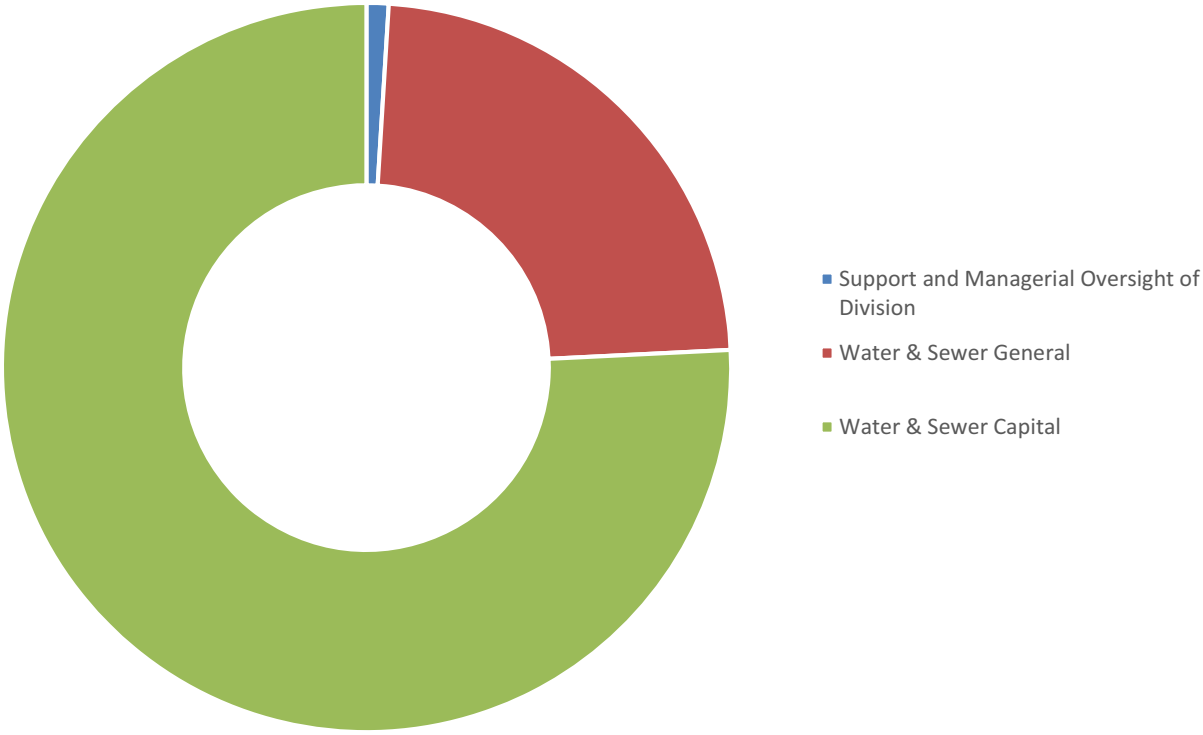
The City's Capital Improvement Plan ("CIP") represents the staff's determination of projects that need to be completed during the next five years to improve the quality of life for all our citizens and to improve our present service delivery system. Director of Utilities plans for projects such as installation 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

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	5	5	5
Part-time Positions	-	-	-
Total Positions	**5**	**5**	**5**

Total Director of Utilities 2019/20 Budget — $62,646,206



City of Amarillo

Department Staffing Report

Department: **Director of Utilities**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM300	DIRECTOR OF UTILITIES	
1.00	ADM301	ASSISTANT DIRECTOR OF UTILITIES	
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR945	OFFICE ADMINISTRATOR	
1.00	MGT580	PROGRAM MANAGER	
5.00		Total Permanent Positions	
5.00		Total Department	465,007

(52200, 52210, 52220)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 2,326,545	$ 2,956,169	$ 2,984,065
Supplies	3,825,087	4,883,987	4,556,293
Contractual Services	1,267,565	1,667,544	1,700,927
Other Charges	13,975,913	15,603,156	14,711,311
Capital Outlay	103,957	-	99,000
Total Expenses	**$ 21,499,067**	**$ 25,110,856**	**$ 24,051,596**

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
2019/20 Budget — $7,573,040

Management and maintenance of the four City well fields and well field pumping stations.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/2020 Projected
Groundwater Production Produced (Billion Gallons)	7.07	9.00	9.00
Well Pump and Motor Replacement/Repair	7	10	8
Leak Repairs	4	4	4
Upgrades to the SCADA System	5	5	8

Water Transmission Division
2019/20 Budget — $5,950,340

Management and maintenance of City pumping stations and overhead storage facilities.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Potable Water Tank Inspections	17	24	24
Remote Station Inspections	575	600	600
Water Loss Percentage[1]	12.6%	6.2%*	5.0%

[1] AWWA standard for water loss is ≤ 12%
*Reason for lower amount: began performing monthly water audits.

Water Treatment Division
2019/20 Budget — $10,528,216

Management, maintenance, treatment and state compliance testing of the Canadian River Municipal Water Authority (CRMWA) water resource.

Performance Measures/Indicators:

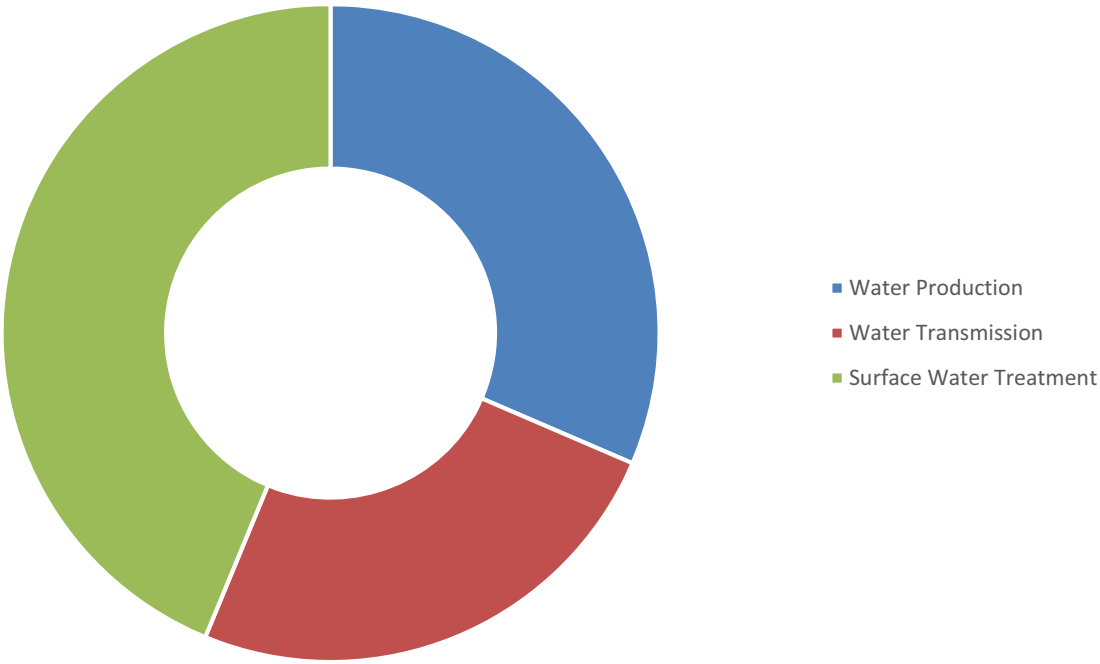
	2017/18 Actual	2018/19 Estimated	2019/20 Projected
CRMWA Allocation (Billion Gallons)	9.7	9.9	10.5
Compliance with State / Federal Regulatory Reporting	100%	100%	100%
% Loss in Treatment Process	5%	5%	1%
Bacteriological Sampling	1,503	1,520	1,520
Surface Water Production Capacity (Billion Gallons) *	9.78	10.07	10.37

*AWWA standard increase 3%

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	48	54	54
Part-time Positions	-	-	-
Total Positions	**48**	**54**	**54**

Total Water Production 2019/20 Budget — $24,051,596



City of Amarillo

Department Staffing Report

Department: Water Production

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	TEC930	ELECTRONICS/INSTRUMENTATION TECH	
1.00	TRD805	GROUNDWATER OPERATOR	
3.00	TRD915	ELECTRICIAN I	
10.00	TRD957	UTILITY MAINTENANCE MECHANIC III	
15.00		Total Permanent Positions	
15.00		Total Department	795,251

Department: Water Transmission

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	MGT910	TREATMENT PLANT MAINTENANCE FOREPERSON	
1.00	TEC930	ELECTRONICS/INSTRUMENTATION TECH	
1.00	TRD915	ELECTRICIAN I	
2.00	TRD930	UTILITY WORKER	
3.00	TRD957	UTILITY MAINTENANCE MECHANIC III	
8.00		Total Permanent Positions	
8.00		Total Department	443,039

Department: Surface Water Treatment

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM175	WATER UTILITIES MAINTENANCE MANAGER	
1.00	ADM320	WATER PRODUCTION SUPERINTENDENT	
1.00	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	MGT320	ELECTRONIC/INSTRUMENTATION SUPER	
1.00	MGT910	TREATMENT PLANT MAINTENANCE FOREPERSON	
1.00	MGT941	OPERATIONS CONTROL SUPERVISOR	
2.00	TEC320	WATER OPERATIONS/COMPLIANCE TECHNICIAN	
1.00	TEC930	ELECTRONICS/INSTRUMENTATION TECH	
1.00	TRD060	ELECTRICIAN II	
1.00	TRD800	CHIEF ELECTRICIAN	
1.00	TRD801	CHIEF MECHANIC	
1.00	TRD910	CUSTODIAN I	
1.00	TRD915	ELECTRICIAN I	
2.00	TRD930	UTILITY WORKER	
4.00	TRD957	UTILITY MAINTENANCE MECHANIC III	
10.00	TRD966	TREATMENT PLANT OPERATOR III	
31.00		Total Permanent Positions	
31.00		Total Department	1,745,775

(52230)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 3,118,747	$ 3,271,371	$ 3,304,340
Supplies	73,235	93,491	92,443
Contractual Services	1,441,154	1,419,923	1,440,339
Other Charges	2,346,738	2,569,165	2,455,227
Capital Outlay	-	-	14,000
Inter Reimbursements	(701,889)	(537,000)	(537,000)
Total Expenses	**$ 6,277,985**	**$ 6,816,950**	**$ 6,769,349**

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
2019/20 Budget — $88,522

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Admin Staff Work Orders Created	10,189	10,000	10,250
Phone Calls Taken	23,069	21,000	22,000

Maintenance and Repair
2019/20 Budget — $5,901,831

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Main Breaks	366	220	200
Damage by Contractors	N/A	100	75
Fire Hydrants Repaired	225	150	125
Water Valves Worked/Exercised	1,948	1,250	1,250

New Construction Service Taps and Main Extensions
2019/20 Budget — $371,793

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
New Water Taps Installed	162	150	150
Water Taps Abandoned	59	50	55
% New Tap Cost to Department	62%	42%	43%
New tap Cost to Department	$387,223	$285,000	$295,000
New taps Customers cost	$147,620	$170,000	$170,000
Work Orders Completed	$462,415	$350,000	$350,000

Water Meter Service
2019/20 Budget — $384,291

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Meter Representatives Orders Worked	69,430	75,000	70,000
Water Meters Tested	273	300	350

Winter Weather Operations
2019/20 Budget — $22,912

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.

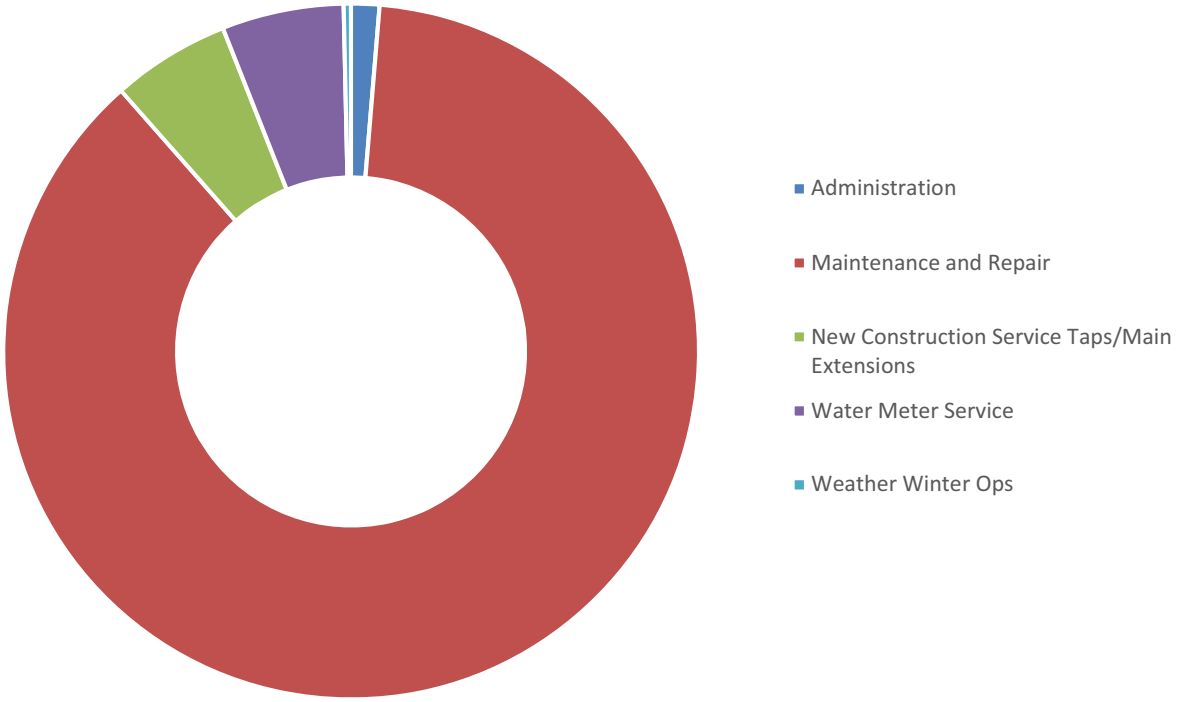
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Response to Snow Removal	2	0	3

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	65	65	65
Part-time Positions	-	-	-
Total Positions	**65**	**65**	**65**

Total Water Distribution Department 2019/20 Budget — $6,769,349


Administration
Maintenance and Repair
New Construction Service Taps/Main Extensions
Water Meter Service
Weather Winter Ops

City of Amarillo

Department Staffing Report

Department: **Water Distribution**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM330	WATER AND SEWER SYSTEM SUPERINTENDENT	
1.00	ADM331	ASSISTANT WATER DIST SUPERINTENDENT	
2.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
12.00	MGT345	WATER/SEWER FOREPERSON I	
3.00	MGT930	WATER AND SEWER SUPERVISOR II	
3.00	MGT931	WATER AND SEWER SUPERVISOR I	
11.00	TEC120	UTILITY TECHNICIAN	
2.00	TRD331	UTILITY LOCATOR	
2.00	TRD334	WATER METER MECHANIC II	
10.00	TRD335	METER SERVICE REPRESENTATIVE II	
16.00	TRD930	UTILITY WORKER	
65.00		Total Permanent Positions	
65.00		Total Department	3,304,340

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

(52240)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 1,718,768	$ 1,953,994	$ 1,996,197
Supplies	397,364	466,500	448,468
Contractual Services	869,959	802,456	798,418
Other Charges	2,020,062	2,185,533	2,068,708
Capital Outlay	-	-	60,500
Inter Reimbursements	(279,163)	(159,269)	(159,269)
Total Expenses	**$ 4,726,990**	**$ 5,249,214**	**$ 5,213,022**

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
2019/20 Budget — $5,049,026

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Sewer Mains Repairs	119	120	100
Sewer Manholes Adjusted	147	85	75
Miles of Sewer Cleaned	393	450	450
Miles of Sewer Televised	33	30	30
Total Sewer Calls Received	856	750	750
Total Sewer Calls that were Not Stops	667	550	550
Lift Station Checks Yearly	8,077	6,500	6,500

New Construction Service Taps and Main Extensions
2019/20 Budget — $163,996

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.

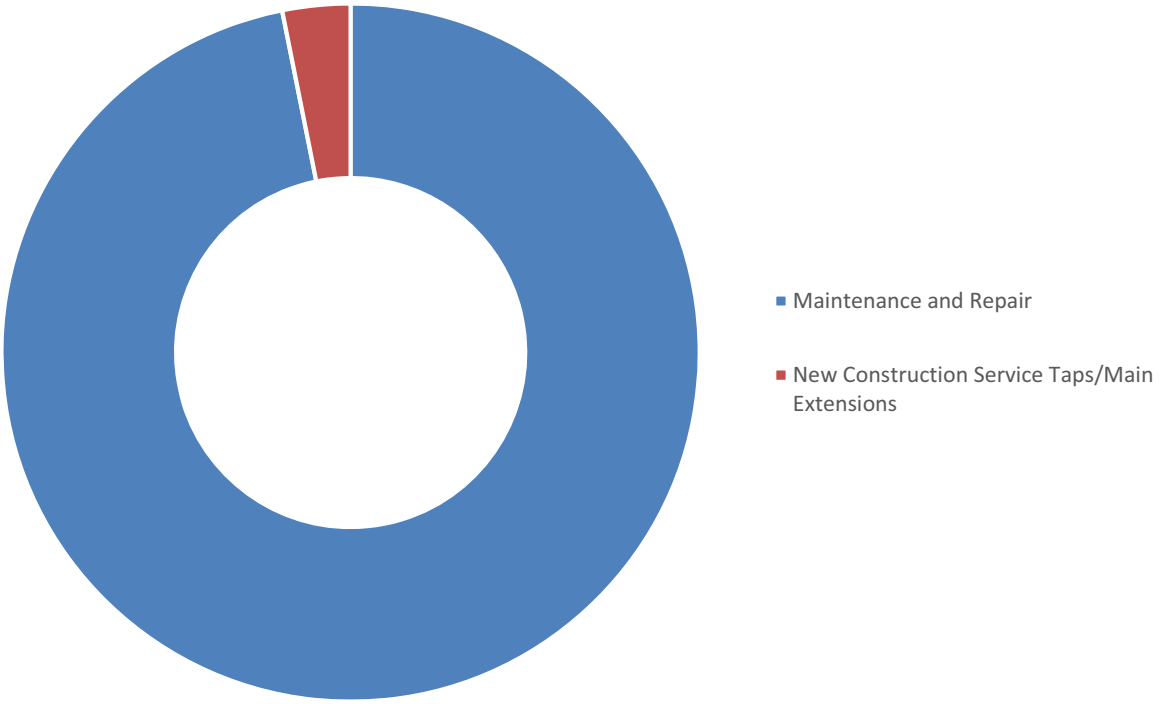
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
New Sewer Taps Installed	73	110	100
Sewer Taps Abandoned	60	35	35
% New Tap Cost to Department	57%	55%	61%
New tap Cost to Department	$136,129	$190,000	$190,000
New taps Customers cost	$58,725	$85,250	$77,500
Work Orders Completed	$158,811	$60,000	$45,000

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	38	38	38
Part-time Positions	-	-	-
Total Positions	**38**	**38**	**38**

Total Wastewater Collection 2019/20 Budget — $5,213,022


Maintenance and Repair
New Construction Service Taps/Main Extensions

City of Amarillo

Department Staffing Report

Department: **Waste Water Collection**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM340	ASSISTANT WASTEWATER COLL. SUPERINTENDENT	
5.00	MGT345	WATER/SEWER FOREPERSON I	
3.00	MGT930	WATER AND SEWER SUPERVISOR II	
1.00	MGT931	WATER AND SEWER SUPERVISOR I	
5.00	TEC120	UTILITY TECHNICIAN	
1.00	TEC340	ODOR CONTROL TECHNICIAN	
1.00	TEC930	ELECTRONICS/INSTRUMENTATION TECH	
3.00	TRD342	LIFT STATION MAINTENANCE MECHANIC II	
14.00	TRD930	UTILITY WORKER	
3.00	TRD954	UTILITY MAINTENANCE MECHANIC I	
1.00	TRD960	UTILITY OPERATOR	
38.00		Total Permanent Positions	
38.00		Total Department	1,996,197

(52260, 52270)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 2,515,560	$ 2,372,644	$ 2,400,483
Supplies	1,469,717	1,978,379	1,692,912
Contractual Services	1,166,430	1,277,789	1,352,317
Other Charges	2,473,634	2,675,124	2,753,869
Capital Outlay	-	-	58,000
Operating Transfers	1,120	-	-
Total Expenses	**$ 7,626,461**	**$ 8,303,936**	**$ 8,257,581**

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
2019/20 Budget — $8,257,581

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of Violations to Discharge Permit	0	0	0
Treatment plant capacity (MGD)	28	28	28
Wastewater treated (MGD)	17.3	16.9	17.2
Reclaimed water to XCEL (MG)	3,280	3,389	3,000
Effluent to L. Tanglewood & Creek (MG)	2,541	2,268	3,000
Biosolids to Landfill (Metric Tons)	1,068	1,151	1,500

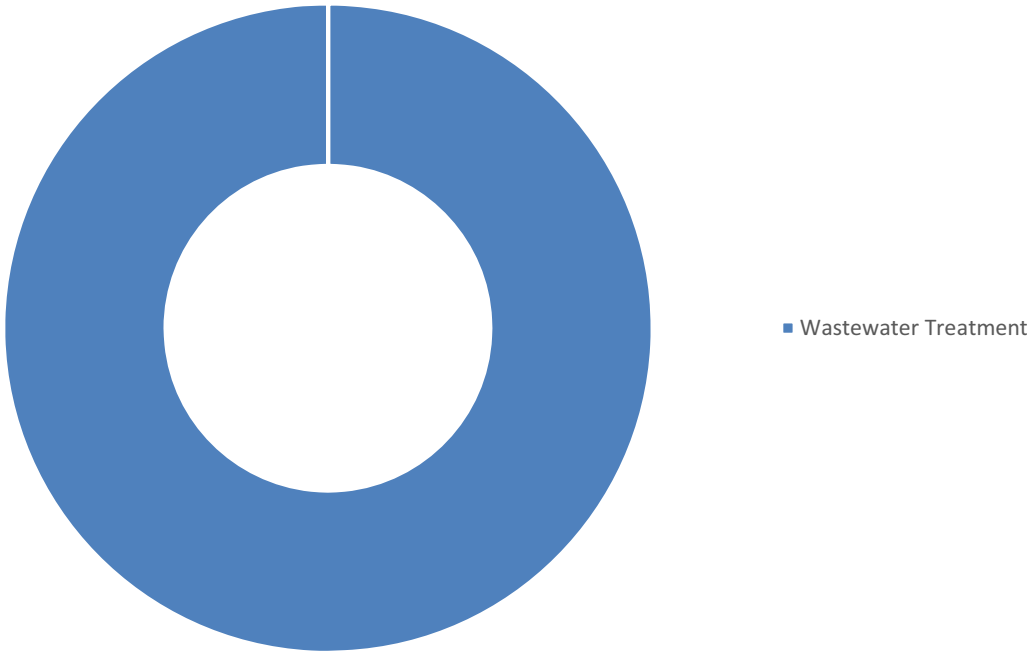
Hollywood Road:
2018 Bi-Annual Texas Commission on Environmental Quality (TCEQ) completed with 0 demerits.
DMR-QA 38 Completed with 0 demerits.
In 2017 Hollywood Road had an average daily flow of 8.55 MGD, which is 71.3% of the 12 MGD treatment plant capacity.

River Road:
2018 Bi-Annual Texas Commission on Environmental Quality (TCEQ) completed with 0 demerits.
DMR-QA 38 Completed with 0 demerits.
In 2017 River Road had a daily average flow of 8.6 MGD which is 53.8 % of the 16 MGD treatment plant capacity.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	49	43	43
Part-time Positions	4	4	4
Total Positions	**53**	**47**	**47**

Total Wastewater Treatment 2019/20 Budget — $8,257,581


Wastewater Treatment

City of Amarillo

Department Staffing Report

Department: River Road Water Reclamation

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM165	WATER RECLAMATION FACILITY MANAGER	
1.00	MGT910	TREATMENT PLANT MAINTENANCE FOREPERSON	
1.00	MGT941	OPERATIONS CONTROL SUPERVISOR	
1.00	TEC930	ELECTRONICS/INSTRUMENTATION TECH	
1.00	TEC942	PROCESS CONTROL TECHNICIAN	
1.00	TRD910	CUSTODIAN I	
2.00	TRD930	UTILITY WORKER	
1.00	TRD951	EQUIPMENT OPERATOR III	
3.00	TRD957	UTILITY MAINTENANCE MECHANIC III	
9.00	TRD966	TREATMENT PLANT OPERATOR III	
21.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL930	UTILITY WORKER	
23.00		Total Department	1,208,008

Department: Hollywood Road Waste Water Treatment

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM165	WATER RECLAMATION FACILITY MANAGER	
1.00	MGT910	TREATMENT PLANT MAINTENANCE FOREPERSON	
1.00	MGT941	OPERATIONS CONTROL SUPERVISOR	
1.00	TEC930	ELECTRONICS/INSTRUMENTATION TECH	
1.00	TEC942	PROCESS CONTROL TECHNICIAN	
1.00	TRD910	CUSTODIAN I	
3.00	TRD930	UTILITY WORKER	
1.00	TRD950	EQUIPMENT OPERATOR II	
1.00	TRD951	EQUIPMENT OPERATOR III	
2.00	TRD957	UTILITY MAINTENANCE MECHANIC III	
9.00	TRD966	TREATMENT PLANT OPERATOR III	
22.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL930	UTILITY WORKER	
24.00		Total Department	1,192,475

CITY OF AMARILLO®
LABORATORY ADMINISTRATION

(52281)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 1,154,144	$ 1,275,395	$ 1,239,022
Supplies	192,173	221,490	225,591
Contractual Services	147,837	297,339	299,030
Other Charges	126,263	311,932	198,101
Capital Outlay	17,207	20,500	16,600
Inter Reimbursements	(17,541)	(39,780)	(39,780)
Total Expenses	**$ 1,620,083**	**$ 2,086,876**	**$ 1,938,564**

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** for bacteriology 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
2019/20 Budget — $184,625

This Program is responsible for completion of 23,664 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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Administrative Documents Managed	23,664	24,847	26,089

Environmental Laboratory Program
2019/20 Budget — $792,916

This Program is an in-house 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 1.41% 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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total Samples analyzed	18,564	18,850	19,140

Industrial Waste/Pretreatment Program
2019/20 Budget — $280,825

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Industries Managed under Permits	16	17	19

Stormwater Quality Program
2019/20 Budget — $407,633

This Program manages 105 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.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Industries Managed under Permits	105	104	108

Chemical Inventory Program
2019/20 Budget — $53,687

This Program manages 8,785 chemical items within 112 City departments & divisions and generates the Texas Tier Two Report annually. The Annual Chemical Inventory for all City departments & divisions is conducted by this Program each year in December. The results of the 112 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.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total Chemical Items Managed	8,785	8,961	9,140

NELAC Drinking Water Bacteriology Program
2019/20 Budget — $202,359

This Program analyzes 9,591 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 for bacteriology, and provide the State with all applicable reports in a timely and accurate manner. Applied growth factor is 1.41% per year.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total Bacteriology Samples Processed	9,591	9,735	9,881

Household Hazardous Waste Program
2019/20 Budget — $16,519

This Program processes 8,764 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. Those products which are dangerous or may be banned from use are shipped to a Hazardous Waste Disposal Site.

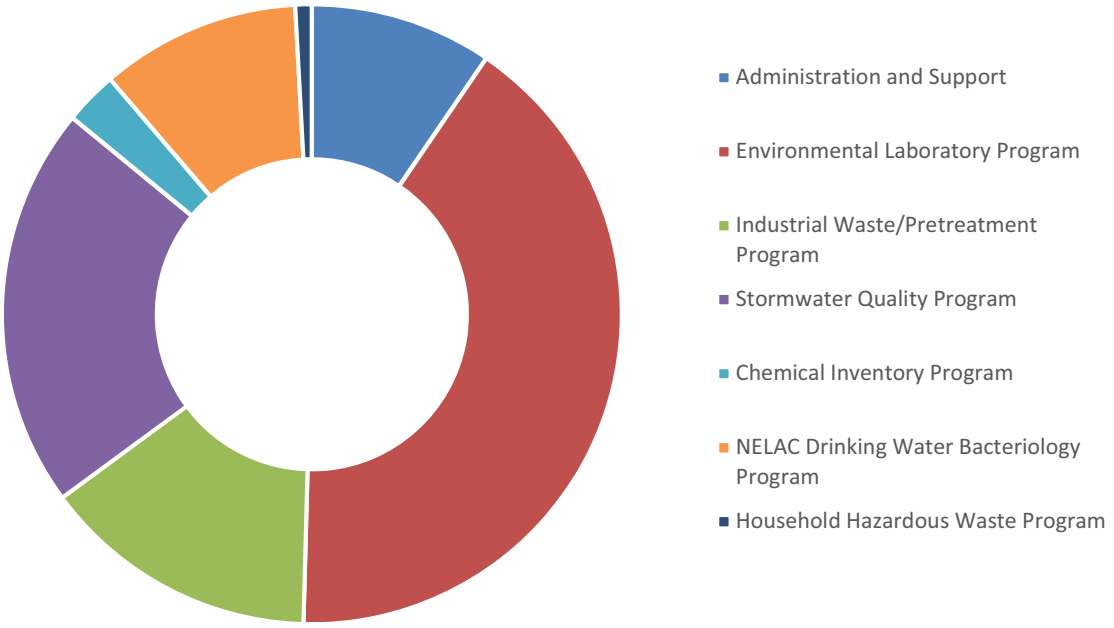
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Pounds of Chemicals Managed	8,764	9,000	9,270

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	22	21	21
Part-time Positions	-	-	-
Total Positions	**22**	**21**	**21**

Total Environmental Laboratory 2019/20 Budget — $1,938,564



City of Amarillo

Department Staffing Report

Department: **Laboratory Admin**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM355	CHIEF CHEMIST: ENVIRONMENTAL PROGRAMS MANAGER	
1.00	ADM551	ENVIRONMENTAL ADMINISTRATOR	
1.00	CLR130	ADMINISTRATIVE SUPERVISOR	
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
1.00	PRF350	ENVIRONMENTAL CHEMIST	
2.00	PRF351	CHEMIST I	
2.00	PRF352	CHEMIST II	
2.00	PRF353	CHEMIST III	
1.00	TEC335	INDUSTRIAL WASTE SUPERVISOR	
2.00	TEC555	ENVIRONMENTAL TECHNICIAN	
1.00	TEC928	STORM WATER SUPERVISOR	
1.00	TEC943	BACTERIOLOGY TECHNICIAN	
1.00	TEC945	WATER BACTERIOLOGIST	
1.00	TRD047	CUSTODIAN II	
1.00	TRD350	INDUSTRIAL WASTE INSPECTOR	
2.00	TRD351	STORM WATER INSPECTOR	
21.00		Total Permanent Positions	
21.00		Total Department	1,239,022

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

(1431)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 5,135,794	$ 5,212,782	$ 5,868,777
Supplies	512,277	720,190	203,598
Contractual Services	4,671,653	4,194,966	5,408,163
Other Charges	63,176	72,580	70,009
Capital Outlay	2,277	130,000	560,000
Total Expenses	**$ 10,385,177**	**$ 10,330,518**	**$ 12,110,547**

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 who have dumpsters in front of their homes, those with dead-end alleys or safety concerns, and some customers currently receiving curbside hand collection are receiving curbside cart collection. Other residents in specific neighborhoods without alleys have curbside hand-pickup collection of their solid waste; however, most will be transitioning to curbside cart collection within this budget year. 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
2019/20 Budget — $582,460

Administration/Support is responsible for management of the multi-faceted Solid Waste Collection Division.

Residential Collection Services
2019/20 Budget — $5,821,136

Currently, the City of Amarillo provides residential collection using side-load dumpsters, curbside cart collection, as well as curb-side bag collection in neighborhoods without alleys. The automated curbside cart service is for customers with dumpsters in front of their homes, those with dead-end alleys or safety concerns, and some customers who currently receive curbside hand collection.

Each 3-cubic-yard, side-loader dumpster for solid waste disposal, will generally serve three to five households. At present, there are approximately 19,060 of the 3-cubic-yard, side-loader dumpsters serving approximately 63,303 residences within the City limits.

Workload Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Single Family Residential – Alley and Street Dumpsters*			
Households	56,679	57,655	58,055
Cost of Service per Month	N/A	$16.41	$17.17
Single Family Residential – Curbside Manual*			
Households	4,004	2,930	648
Cost of Service per Month	N/A	$32.29	$40.11
Single Family Residential – Curb Cart*			
Households	N/A	2,718	5,000
Cost of Service per Month**	N/A	$16.41	$17.17
Total Residential Customers	60,683	63,303	63,703
Monthly Solid Waste Rate***	$15.40	$15.59	$17.33

*Counts are from CAFR, Costs from Solid Waste Study 2017
**Conservative estimate considering only 30% route density. Costs decrease with higher density.
***Includes additional 3 big & bulky crews, and 2 chipper crews

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Residential Collection Overtime Hours (goal to reduce by 5%)	6,387	6,200	5,580

Recycling Centers
2019/20 Budget — $64,590

City Staff clean and maintain 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.

The City is currently participating in a no-cost recycling pilot program to gauge the public's interest in a full time recycling program for cardboard. The pilot ends summer 2019 and staff will evaluate the viability of a permanent program.

Big & Bulky Collection Crews and Chipper Crews
2019/20 Budget — $1,915,773

The Curbside Big & Bulky program allows customers to contact the Solid Waste Collection Division to schedule a pick up 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. The City operates eight Lightning Loader trucks with six crews available to collect the large bulky items from the curb, upon citizen request.

Four Chipper Crews collect the brush as well as the big and bulky within the alleys, primarily driven by citizen request. Crews clean the entire alley when responding to a citizen request. When the Big & Bulky Collection Crews have finished all curbside requests, they divert their efforts to alleys as well.

Workload Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Alley Cleanup Requests (% completed)	5,323 (83.1%)	5,500 (100%)	6,050 (100%)
Curbside Big & Bulky Pickup Requests (% completed)	11,701 (99.9%)	14,000 (100%)	16,800 (100%)

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Time to respond to Alley Clean-up requests (goal to reduce by 25%)	N/A	15 weeks	11 weeks

Brush Sites & Composting
2019/20 Budget — $349,476

The City of Amarillo operates two brush sites for residents to dispose of their tree limbs and brush. The brush and limbs at these two locations will being processed and transferred to the compost facilty at the City of Amarillo Landfill.

The brush sites 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 utilitze 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 our the Landfill.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total cubic yards of ground wood chips (goal is to increase the total cubic yards of ground wood chips diverted from the Landfill by 5%)	32,836	34,478	36,201

Dumpster and Cart Paint and Repair Operation
2019/20 Budget — $1,281,411

The Solid Waste Collection Division operates a container repair and painting operation.

Workload Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Dumpster Service Requests	3,203	3,850	2,475
Dumpsters Repaired	5,441	2,506	1,680
Dumpsters Replaced	1,502	894	795

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of Days to Repair Lids (goal to decrease by 10%)	N/A	16	14
Number of Days to Perform Minor Repair Requests (goal to decrease by 10%)	N/A	37	33

Commercial Collection Services
2019/20 Budget — $2,095,701

The City's Commercial Collection Services provide service to approximately 6,484 business customers using either 8-cubic-yard front loading containers or 3-cubic-yard side loading dumpsters. 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.

Workload Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Commercial 3-CY customers (3+ times per week)	2,721	2,721	2,500
Commercial 8-CY customers	953	953	970

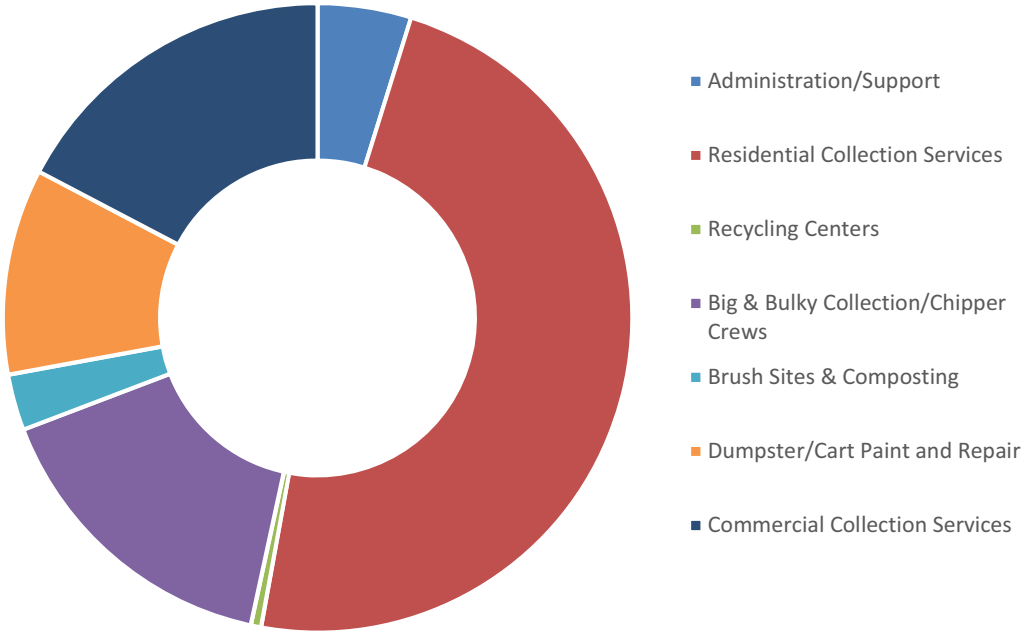
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Vehicle Idle Time in Hours (goal to decrease by 10%)	N/A	81.50	73.34
OSHA Reportable Accidents/Incidents (goal to decrease by 5%)	N/A	29	27

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	103	103	110
Part-time Positions	2	2	2
Total Positions	**105**	**105**	**112**

Total Solid Waste Collection 2019/20 Budget — $12,110,547



City of Amarillo

Department Staffing Report

Department: **Solid Waste Collection**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM240	SOLID WASTE SUPERINTENDENT	
2.00	ADM241	ASSISTANT SOLID WASTE SUPERINTENDENT	
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
5.00	MGT240	SOLID WASTE SERVICE COORDINATOR	
3.00	MGT241	ROUTE SUPERVISOR	
1.00	MGT260	MAINTENANCE SHOP COORDINATOR	
1.00	TEC560	SOLID WASTE SERVICE TECHNICIAN	
1.00	TEC915	ASSISTANT SOLID WASTE SERVICE COORDINATOR	
2.00	TRD240	WELDER I	
1.00	TRD241	WELDER II	
17.00	TRD930	UTILITY WORKER	
54.00	TRD952	SOLID WASTE EQUIPMENT OPERATOR I	
19.00	TRD953	SOLID WASTE EQUIPMENT OPERATOR II	
110.00		Total Permanent Positions	
Part-Time Positions			
2.00	HRL930	UTILITY WORKER	
112.00		Total Department	5,868,777

CITY OF AMARILLO®
SOLID WASTE DISPOSAL

(1432)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 2,246,719	$ 2,183,635	$ 2,272,840
Supplies	229,674	124,178	206,252
Contractual Services	2,129,926	2,130,182	2,226,394
Other Charges	304,314	317,684	322,812
Total Expenses	**$ 4,910,633**	**$ 4,755,679**	**$ 5,028,298**

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
2019/20 Budget — $1,899,325

The Transfer Station provides for a central location to efficiently transfer refuse from the collection routes to the Landfill for disposal.

To improve safety, a traffic signal will be installed at the entrance of the Transfer Station to inform drivers of when it is safe to enter. This will prevent too many drivers entering at once, which creates an unsafe environment on the floor.

Landfill
2019/20 Budget — $3,128,973

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 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.

Workload Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Number of incoming loads	9,116	9,133	9,225
Tons of solid waste received	252,628	265,259	278,522
Used tires brought to Landfill (from public and Transfer Station)	45,180	44,270	45,000

Solid Waste Disposal is going to increase our compaction rate which will save valuable space at the Landfill by compacting more waste into a smaller space. Implementation of a new compaction technique will reduce overall soil use and extend the life of the landfill.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Compaction Ratio [lb./cy] (goal to increase by 15%)	N/A	700*	800

*Estimate from 2018 Solid Waste Master Study

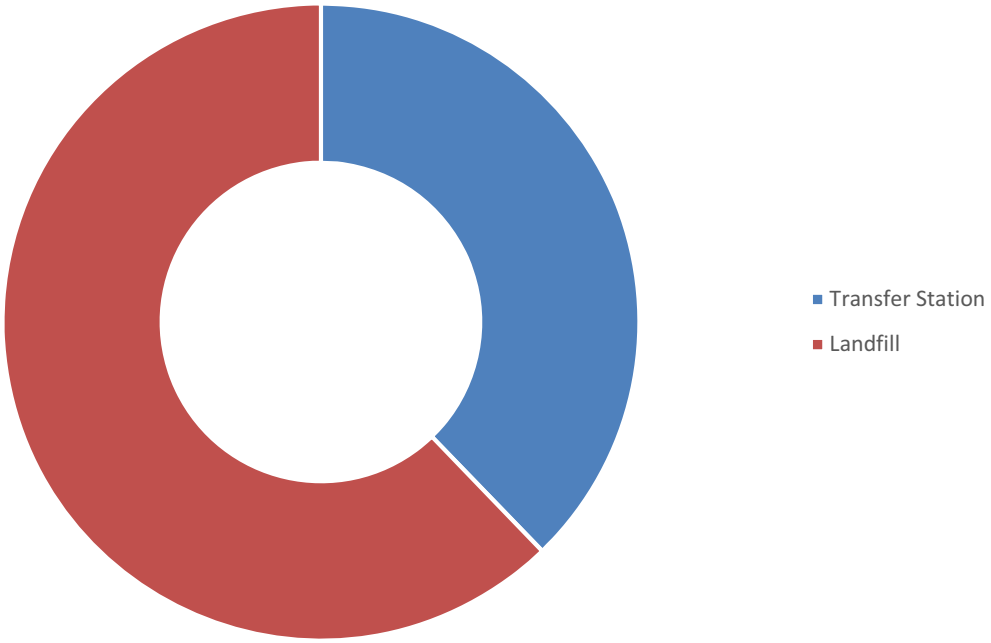
Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Hours of Vehicle Idle Time (goal to decrease by 10%)	N/A	41.5	37.35
OSHA Reportable Accidents/Incidents (goal to decrease by 5%)	N/A	18	17

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	42	42	43
Part-time Positions	2	2	2
Total Positions	**44**	**44**	**45**

Total Solid Waste Disposal 2019/20 Budget — $5,028,298



City of Amarillo

Department Staffing Report

Department: **Solid Waste Disposal**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR130	ADMINISTRATIVE SUPERVISOR	
1.00	MGT250	LANDFILL SUPERVISOR	
1.00	MGT251	ASSISTANT LANDFILL SUPERVISOR	
1.00	MGT252	TRANSFER STATION SUPERVISOR	
1.00	MGT253	ASSISTANT TRANSFER STATION SUPERVISOR	
3.00	TEC150	ENVIRONMENTAL COMPLIANCE TECHNICIAN	
2.00	TRD250	TRANSFER STATION OPERATOR	
2.00	TRD252	GATE ATTENDANT	
9.00	TRD255	DISPOSAL EQUIPMENT OPERATOR	
13.00	TRD930	UTILITY WORKER	
8.00	TRD952	SOLID WASTE EQUIPMENT OPERATOR I	
1.00	TRD972	TRANSFER STATION MAINTENANCE MECHANIC	
43.00		Total Permanent Positions	
Part-Time Positions			
1.00	HRL251	TRANSFER TRUCK DRIVER	
1.00	HRL930	UTILITY WORKER	
2.00		Total Part-Time Positions	
45.00		Total Department	2,272,840

CITY OF AMARILLO®
DRAINAGE UTILITY

(5600)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 1,274,096	$ 1,795,128	$ 1,614,076
Supplies	145,645	226,275	244,010
Contractual Services	905,611	933,700	946,724
Other Charges	631,037	709,576	776,741
Capital Outlay	-	11,729,601	1,250,000
Debt Service	2,240	744,644	732,844
Inter Reimbursements	-	(50,000)	(50,000)
Operating Transfers	91,535	1,550	1,550
Total Expenses	**$ 3,050,164**	**$ 16,090,474**	**$ 5,515,945**

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 division 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 aid in the department's planning and operations are the **Council Pillars and City Manager Initiatives**, the City of Amarillo Drainage Utility Study (June 2019), 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).

Programs

Drainage Utility Administration/Support
2019/20 Budget - $574,569

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 Work Load/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Number of Service Request Processed	315	320	325
Customer's Service Request Processing (callback to customer within 48 hours)	97	99	100
Vehicle & Equipment Idle Time [daily average hours] (goal to reduce by 10%)	25	22	22

Drainage Utility Fee Maintenance
2019/20 Budget - $195,967

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Drainage Utility Bills Adjusted	312	5,000+	1,000

Drainage Infrastructure and Maintenance
2019/20 Budget - $2,702,210

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.

Work Load/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Storm Sewer Inspected, Cleaned or Maintained (Linear Feet)	96,985	91,000	100,000
Percentage of system	11.0%	10.4%	11.4%
Storm Sewer Cleaned or Maintained (Per LF)	$3.11	$1.85	$1.60
Storm Sewer Internal Inspections (Linear Feet)	83,476	55,000	65,000
Percentage of system	9.5%	6.3%	7.4%
Storm Sewer Internal Inspections (Per LF)	$2.12	$1.75	$1.65
Drainage Channel Maintenance (Linear Feet)	11,586	17,000	18,000
Percentage of system	27.8%	36.0%	38.0%
Drainage Channel Maintenance (Per LF)	$4.21	$5.00	$4.50
Curb & Gutter Maintenance (Linear Feet)	5,813	8,248	8,500
Percentage of system	.10%	.17%	.19%
Curb & Gutter Maintenance Cost	$47.35	$30.66	$30.00
Drainage Inlets Inspection & Maintenance	1,914	2,000	2,500
Percentage of system (3,676 Inlets)	47%	50%	62%
Manhole Inspection & Maintenance	259	250	250
Percentage of system (618 Manholes)	51%	50%	50%

Environmental Maintenance
2019/20 Budget - $793,199

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Streets Swept (Centerline Miles)	16,622	20,000	21,000
Programmed Street Swept (% of Total)	98%	105%	100%
Cost of Street Sweeping (Per Centerline Mile)	$63.53	$48.00	$48.00

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Sweeper Idle Time [hours per day] (goal to decrease by 10%)	N/A	15	13.5
Miles Driven per Day (goal to decrease by 5%)	N/A	25	23.75
Number of streets swept (goal to increase by 5%)	N/A	20,000	22,000

Drainage Capital Improvement Plan
2019/20 Budget - $1,250,000

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.

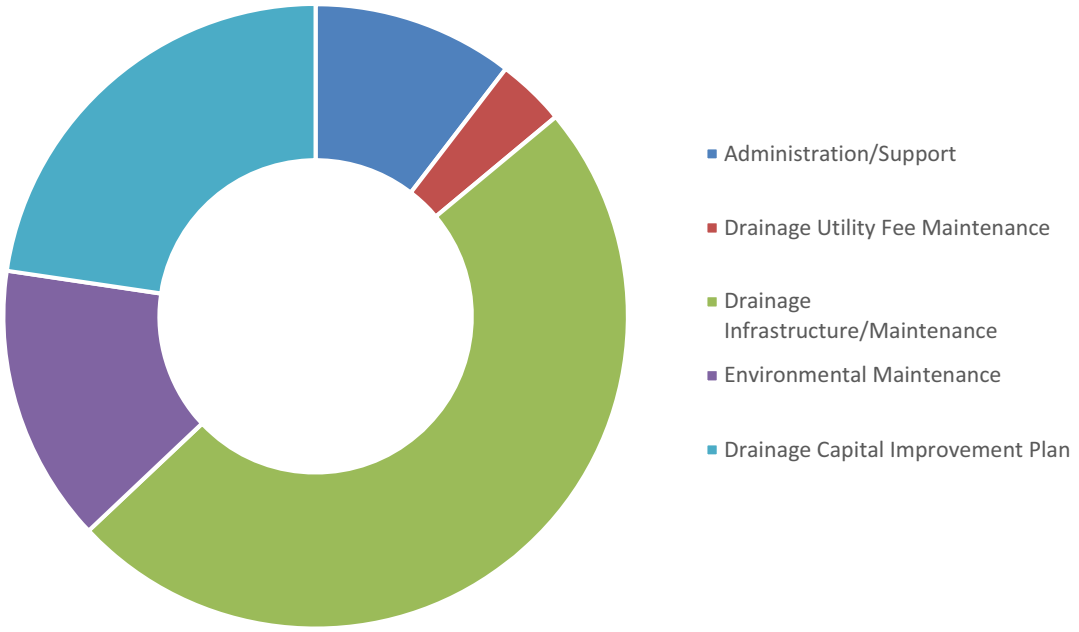
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Approved CIP Funding	$1,906,525	$2,425,000	$1,250,000

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	31	32	32
Part-time Positions	-	-	-
Total Positions	**31**	**32**	**32**

Total Drainage Utility 2019/20 Budget — $5,515,945



City of Amarillo

Department Staffing Report

Department: **Drainage Utility**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM090	DRAINAGE UTILITY ASSISTANT SUPERINTENDENT	
1.00	ADM105	DRAINAGE UTILITY SUPERINTENDENT	
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
3.00	MGT224	DRAINAGE UTILITY FOREPERSON	
2.00	MGT225	DRAINAGE UTILITY SUPERVISOR	
1.00	TEC932	STORM SEWER TECHNICIAN	
1.00	TRD220	EQUIPMENT OPERATOR IV	
2.00	TRD221	EQUIPMENT OPERATOR I	
2.00	TRD222	CONCRETE FINISHER	
9.00	TRD930	UTILITY WORKER	
5.00	TRD950	EQUIPMENT OPERATOR II	
1.00	TRD951	EQUIPMENT OPERATOR III	
2.00	TRD960	UTILITY OPERATOR	
32.00		Total Permanent Positions	
32.00		Total Department	1,614,076

CITY OF
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CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
Development Services			
1021 Office of Economic Develo	200,985	-	0
1410 Public Works	372,089	464,738	541,657
1415 Capital Projects & Develo	970,537	1,127,372	1,043,471
1720 Planning and Development	463,793	913,599	905,100
1740 Building Safety	2,355,187	2,864,266	3,160,074
1750 Environmental Health	1,184,166	1,285,962	1,483,154
1000 General Fund	5,546,757	6,655,937	7,133,456
2420 Urban Transportation Plan			
Development Services			
24200 Urban Transportation Pla	307,760	439,512	430,418
2420 Urban Transportation Plan	307,760	439,512	430,418
5200 Water & Sewer Fund			
Development Services			
52115 Capital Projects & Devel	717,113	1,308,708	1,398,914
5200 Water and Sewer System Fu	717,113	1,308,708	1,398,914
Development Services Total Expenditures	**6,571,630**	**8,404,157**	**8,962,788**

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

(1410)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 361,934	$ 488,447	$ 591,157
Supplies	22,018	1,250	7,250
Contractual Services	25,857	6,030	5,230
Other Charges	20,118	10,932	11,638
Inter Reimbursements	(57,838)	(41,921)	(73,618)
Total Expenses	**$ 372,089**	**$ 464,738**	**$ 541,657**

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 five divisions within the Public Works department, which are: Drainage Utility, Fleet Services, Solid Waste Collection & Disposal, Streets Services, and Traffic. The Public Works department provides coordination, operational direction, and administrative support to these divisions. These responsibilities include strategic planning, program coordination, contract management, quality, safety and environmental systems, community outreach, and budget management. These functions are accomplished through the department's singular program of Administration & Support Services.

Programs

Division Administration/Support
2019/20 Budget — $541,657

Provide management and oversight to the divisions of Drainage Utility, Fleet Services, Solid Waste Collection & Disposal, Streets Services, and Traffic.

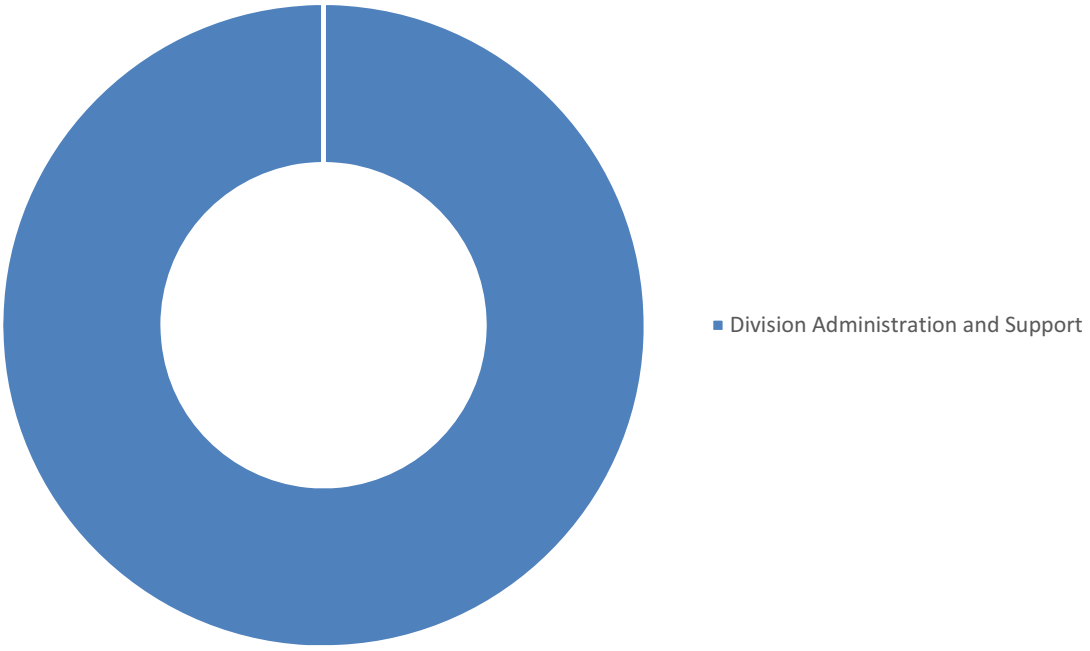
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Number of Full-Time Employees Supported	396	398	404
Expenditures Managed (millions)	$58.3	$72.7	$64.3

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	4	4	5
Part-time Positions	-	-	-
Total Positions	**4**	**4**	**5**

Total Public Works Department 2019/20 Budget — $541,657



City of Amarillo

Department Staffing Report

Department: **Public Works**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM200	DIRECTOR OF PUBLIC WORKS	
1.00	ADM201	ASSISTANT DIRECTOR OF PUBLIC WORKS	
1.00	CLR415	ADMINISTRATIVE ASSISTANT IV	
1.00	MGT560	PROGRAM COORDINATOR	
1.00	MGT580	PROGRAM MANAGER	
5.00		Total Permanent Positions	
5.00		Total Department	591,157

CITY OF
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CITY OF AMARILLO®
CAPITAL PROJECTS & DEVELOPMENT ENGINEERING

(1415, 52115)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 2,071,470	$ 2,573,529	$ 2,563,032
Supplies	82,956	119,750	119,750
Contractual Services	240,318	291,781	253,119
Other Charges	21,085	51,020	106,484
Inter Reimbursements	(728,179)	(600,000)	(600,000)
Total Expenses	**$ 1,687,650**	**$ 2,436,080**	**$ 2,442,385**

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 Vision for the Future via the **BluePrint for Amarillo as** 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
2019/20 Budget — $563,627

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Dollar Value of Capital Projects Accepted	$8,477,501	$30,000,000	$65,000,000
Dollar Value of Capital Projects Budgeted	$43,472,681	$46,254,755	$63,652,758
Dollar Value of Development Projects Capitalized	$30,847,072	$60,000,000	$50,000,000
Number of Engineering Consultant Contracts Administered	12	16	18

**Information not available*

Capital Project Planning
2019/20 Budget — $62,625

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:

Capital Improvement Projects	Estimated Number of Projects	Estimated Dollar Value of Projects
2019/2020 Capital Projects Proposed	67	$100,895,087
5 year Capital Projects Proposed	*	*

**Information not available*

Capital Project Design
2019/20 Budget — $876,754

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, a**nd a comprehensive **Transportation** network.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Length of Arterial Designed (Lane Miles)	5.5	5	33
Dollar Value of Arterial Designed	$3,000,000	$3,000,000	$19,500,000
Total Length of Arterial Overlay Designed (Lane Miles)	14	7.8	15
Total Length of Storm Sewer Main Designed (Miles)	4	1	5.4
Dollar Value of Storm Sewer Main Designed	$1,100,000	$1,200,000	$7,800,000
Total Length of Water Main Designed (Miles)	6.5	12	7
Dollar Value of Water Main Designed	$4,900,000	$4,871,956	$4,500,000
Total Length of Sewer Main Designed (Miles)	9	6	15
Dollar Value of Sewer Main Designed	$13,000,000	$8,500,000	$32,000,000
Dollar Value of General Construction Design including Street Improvements, ADA/Sidewalk Improvements, Bus Stops, and Misc. Projects.	$9,500,000	$11,000,000	$12,000,000
# of Surveys Completed	155	150	160

Capital Project Construction
2019/20 Budget — $563,627

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, a**nd a comprehensive **Transportation** network. Maintains a **Safe** work environment on projects for City staff, contractors, and the public.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Length of Arterial Constructed (Lane Miles)	5.5	5	23
Total Length of Residential Streets Constructed (Miles)	5.6	4	5

Total Length of Arterial Overlayed (Lane Miles)	14	7.8	15
Total Length of Stormsewer Constructed (Miles)	2.7	1.5	2
Total Length of Water Main Constructed (Miles)	12.8	9.5	12
Total Length of Sewer Main Constructed (Miles)	8	9	14
Total Number of General Construction Projects Constructed including Street Improvements, ADA/Sidewalk Improvements, Bus Stops, and Misc. Projects.	5	9	6

Development Services Administration
2019/20 Budget — $125,251

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Number of Development Construction Plans Reviewed	41	33	35
% Reviewed on Time	98%	94%	94%
Total Number of Development Drainage Reports Reviewed	29	15	20
% Reviewed on Time	95%	93%	95%

Right Of Way (ROW) Management
2019/20 Budget — $250,501

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Number of ROW Permits Issued	302	470	450
Total Number of ROW Permits Closed	155	256	350
Total Number of Construction Easements	4	8	20
Total Number of ROW Locate Requests	4,161	4,404	4,500

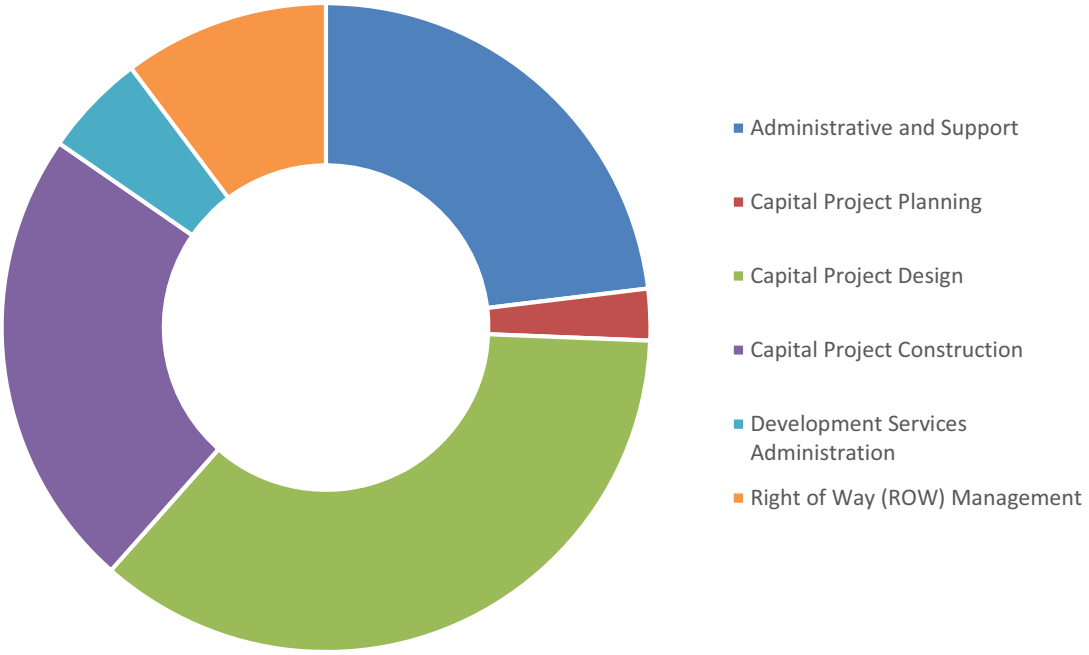
Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	39	39	37
Part-time Positions	-	-	-
Total Positions	**39**	**39**	**37**

2019/20 Expenditures by Funding Source

General Fund	$ 1,043,471
Water and Sewer System Fund	$ 1,398,914

Total CP&DE Department 2019/20 Budget — $2,442,385



City of Amarillo

Department Staffing Report

Department: **Capital Project Development and Engineering**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.52	ADM210	CITY ENGINEER	
1.04	ADM211	ASSISTANT CITY ENGINEER	
0.52	ADM375	CIP DIRECTOR	
0.52	CLR400	ADMINISTRATIVE ASSISTANT I	
0.52	CLR405	ADMINISTRATIVE ASSISTANT II	
0.52	CLR410	ADMINISTRATIVE ASSISTANT III	
1.04	CLR415	ADMINISTRATIVE ASSISTANT IV	
0.52	CLR550	CUSTOMER ASSISTANCE TECHNICIAN	
0.52	CLR947	ADMINISTRATIVE SPECIALIST I	
0.52	MGT055	PROJECT CONSTRUCTION SUPERINTENDENT	
0.52	MGT560	PROGRAM COORDINATOR	
0.52	PRF040	RESOURCE ADMINISTRATOR	
0.52	PRF300	CIVIL ENGINEER II	
1.56	PRF304	CIVIL ENGINEER III	
0.52	TEC212	SURVEYOR II	
0.52	TEC213	SURVEYOR I	
2.60	TEC918	PROJECT REPRESENTATIVE	
1.56	TEC919	PROJECT REPRESENTATIVE II	
2.08	TEC921	ENGINEERING ASSISTANT II	
0.52	TEC923	ENGINEERING DESIGN COORDINATOR	
0.52	TEC925	DEVELOPMENT SERVICES PROJECT COORDINATOR	
0.52	TEC926	SENIOR ENGINEERING ASSISTANT	
0.52	TEC927	ENGINEERING GIS COORDINATOR	
18.72		Total Permanent Positions	
18.72		Total Department	1,272,869

City of Amarillo

Department Staffing Report

Department: **Capital Project Development and Engineering (Enterprise)**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.48	ADM210	CITY ENGINEER	
0.96	ADM211	ASSISTANT CITY ENGINEER	
0.48	ADM375	CIP DIRECTOR	
0.48	CLR400	ADMINISTRATIVE ASSISTANT I	
0.48	CLR405	ADMINISTRATIVE ASSISTANT II	
0.48	CLR410	ADMINISTRATIVE ASSISTANT III	
0.96	CLR415	ADMINISTRATIVE ASSISTANT IV	
0.48	CLR550	CUSTOMER ASSISTANCE TECHNICIAN	
0.48	CLR947	ADMINISTRATIVE SPECIALIST I	
0.48	MGT055	PROJECT CONSTRUCTION SUPERINTENDENT	
0.48	MGT560	PROGRAM COORDINATOR	
0.48	PRF040	RESOURCE ADMINISTRATOR	
0.48	PRF300	CIVIL ENGINEER II	
1.00	PRF303	SENIOR PROJECTS COORDINATOR	
1.44	PRF304	CIVIL ENGINEER III	
0.48	TEC212	SURVEYOR II	
0.48	TEC213	SURVEYOR I	
2.40	TEC918	PROJECT REPRESENTATIVE	
1.44	TEC919	PROJECT REPRESENTATIVE II	
1.92	TEC921	ENGINEERING ASSISTANT II	
0.48	TEC923	ENGINEERING DESIGN COORDINATOR	
0.48	TEC925	DEVELOPMENT SERVICES PROJECT COORDINATOR	
0.48	TEC926	SENIOR ENGINEERING ASSISTANT	
0.48	TEC927	ENGINEERING GIS COORDINATOR	
18.28		Total Permanent Positions	
18.28		Total Department	1,290,163

CITY OF
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CITY OF AMARILLO®
PLANNING & DEVELOPMENT SERVICES

(1720,24200)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 816,916	$ 1,147,685	$ 1,108,883
Supplies	14,304	11,012	11,012
Contractual Services	47,029	38,200	38,200
Other Charges	94,289	156,214	177,423
Total Expenses	**$ 972,538**	**$ 1,353,111**	**$ 1,335,518**

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, 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. Day to day,

short-range planning activities are accomplished through administering regulations within the zoning, subdivision, and other development-related ordinances.

Using 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 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 and continuing into the 2019-2019 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 2019-2020 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
2019/20 Budget — $351,149

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Planning			
Number of pre-application conferences	85	158	150
Metropolitan Planning Organization			
Public meetings	43	40	40
Public meeting stakeholder attendance	551	645	500
Stakeholder comments received	20	15	10

Long Range and Short-Range Planning
2019/20 Budget — $346,963

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 rights-of-way, 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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Planning			
Area within City limit (square miles)	103.65	104.16	104.16
Acres annexed	91.33	1,332.00	100.00
Number of comprehensive plan updates	0	0	1
Neighborhood Plans initiated	0	1 (San Jacinto)	1
Neighborhood Plans completed	1 (Barrio)	0	1 (San Jacinto)
Metropolitan Planning Organization			
Training sessions attended	12	19	20
Conference & Association meetings attended	7	5	4
Meetings with partner agencies outside of quarterly meetings	21	14	14

Development Application Processing/Review
2019/20 Budget — $253,428

Development Application Processing/Review is the program for administering development-related applications and review processes by appropriate staff.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated		2019/20 Projected	
		In City Limits	In ETJ	In City Limits	In ETJ
Number of cases requiring public notice (zoning, replats, vacations, PIDs)	47	20	24	21	25
Average time (days) to conduct completeness check for applications	3	3	3	2	2
Average time (days) to complete review of preliminary plans	15	12	12	12	12
Number of subdivision plats processed	145	55	65	50	60
Number of Residential Lots	471	455	393	500	400
Number of Commercial Lots	51	30	18	31	20
Average time (days) for subdivision plat comments back to applicant	11	12		11	
Site plan cases reviewed	79	111		95	
Time for site plan review (days)	13	13		13	

Board/Commission Support
2019/20 Budget — $54,909

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, Board of Review for Landmarks, Historic Districts and Downtown Design, Tax Increment Reinvestment Zones #1 and #2, Local Government Corporation, and the Neighborhood Plan Oversight Committee.

Performance Measures/Indicators:

	2016/17 Actual	**2017/18 Estimated**	**2018/19 Projected**
Number of public meetings	41	40	46
Number of P&Z Commission staff reports (developed & presented)	120	82	101
Average time (days) to create & distribute P&Z Commission packets	7	4	6

Ordinance Maintenance
2019/20 Budget — $115,249

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 2019 into 2021.

Performance Measures/Indicators:

	2016/17 Actual	**2017/18 Estimated**	**2018/19 Projected**
Number of ordinance drafts/amendments	2	3	3

Data Development and Maintenance
2019/20 Budget — $153,480

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:

	2016/17 Actual	**2017/18 Estimated**	**2018/19 Projected**
Number of map amendments or layer creation	184	244	458

Economic Development
2019/20 Budget — $60,340

Economic Development division 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 downtowntx.org to keep current Amarillo information listed and current. Staff also coordinates with Amarillo Economic Development Corporation on their projects needing city assistance.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Taxable Values	$12,800,000,000	$13,100,000,000	$13,500,000,000
Number of New Single-Family Permits	550	570	550
Total Population	204,828	206,876	208,944
Labor Force	100,947	101,000	101,500
Total Taxable Sales	$3,814,230,145	$3,890,613,333	$3,968,425,599
Taxable sales (increase/decrease)	2.99%	2.00%	2.00%
Taxable sales per person (total population)	$18,621.62	$18,806.49	$18,992.77
Building Permit Valuations	$454,327,049	$465,000,000	$470,000,000
Business Visits	30	40	50
Total Number of TIRZ #1 Grants/Rebates	3	4	2
Total Number of TIRZ #2 Grants/Rebates	0	1	1

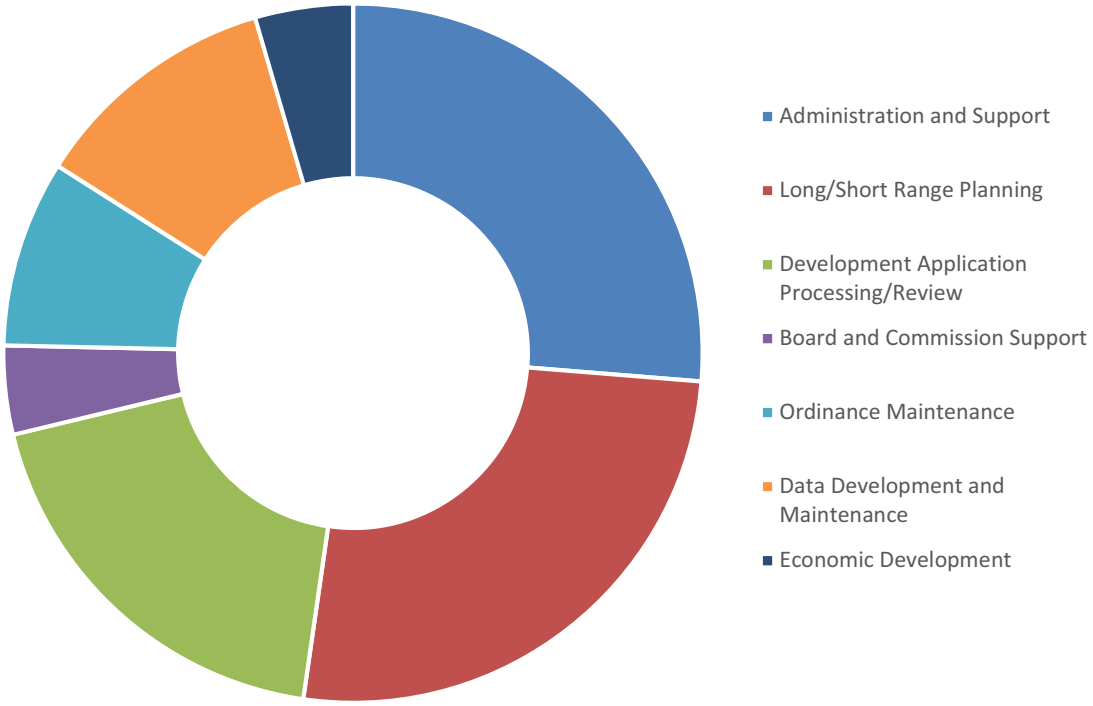
Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	15	14	14
Part-time Positions	-	-	-
Total Positions	**15**	**14**	**14**

2019/20 Expenditures by Funding Source

General Fund	$ 905,100
Special Revenue Funds	$ 430,418

Total Planning and Development Services and Urban Transportation Planning 2019/20 Budget — $1,335,518


Administration and Support
Long/Short Range Planning
Development Application Processing/Review
Board and Commission Support
Ordinance Maintenance
Data Development and Maintenance
Economic Development

City of Amarillo

Department Staffing Report

Department: **Planning and Development Services**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM215	ASSISTANT DIRECTOR OF PLANNING	
1.00	ADM520	DIRECTOR OF PLANNING AND DEVELOPMENT SERVICES	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	MGT025	PLANNING & DEVELOPMENT SERVICES MANAGER	
1.00	PRF900	SENIOR PLANNER	
2.00	PRF901	PLANNER II	
1.00	PRF902	PLANNER I	
1.00	TEC170	GIS TECHNICIAN	
1.00	TEC520	PLANNING TECHNICIAN	
10.00		Total Permanent Positions	
10.00		Total Department	822,145

Department: **Urban Transportation Planning**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM905	MPO ADMINISTRATOR	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	PRF500	MANAGEMENT ANALYST	
1.00	PRF900	SENIOR PLANNER	
4.00		Total Permanent Positions	
4.00		Total Department	286,738

(1740)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 1,936,777	$ 1,999,207	$ 2,285,207
Supplies	45,863	52,552	51,418
Contractual Services	311,128	767,214	754,848
Other Charges	61,419	45,293	48,601
Capital Outlay	-	-	20,000
Total Expenses	**$ 2,355,187**	**$ 2,864,266**	**$ 3,160,074**

Mission Statement

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 through 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 daily.

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 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

Building Safety and Support
2019/20 Budget — $464,717

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 using a website, informational bulletins and outreach activities.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Development services intake	671	800	775
SOP's & workflow diagrams	153	155	160
Percentage of code certified plan reviewers and inspectors	95%	96%	96%

Plan Review and Permit Issuance: Permit Intake, Plan Review and Process Management
2019/20 Budget — $1,022,377

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Permit Intake/ Plan Review	16,915	19,628	20,000
Trade permit issuance (MEP)	11,233	13,232	13,500
Total value of construction permitted	$453,747,158	$470,031,213	$500,000,000
Average calendar days to permit new residential	3	3	3
Average calendar days to permit all commercial	9	10	12

Several **Customer Service initiatives were implemented. **"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 a submit site plan indicating which master plan to be built, thus requiring a review of the site only. This process 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
2019/20 Budget — $1,115,320

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 can perform 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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Building site visits	38,444	40,000	50,000
CSI inspections	2,992	2,420	3,000
Total inspections	53,487	55,000	66,000
Average site visit per inspector per day	20	20	24

Community Improvement: Code Violation Inspections
2019/20 Budget — $557,660

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.

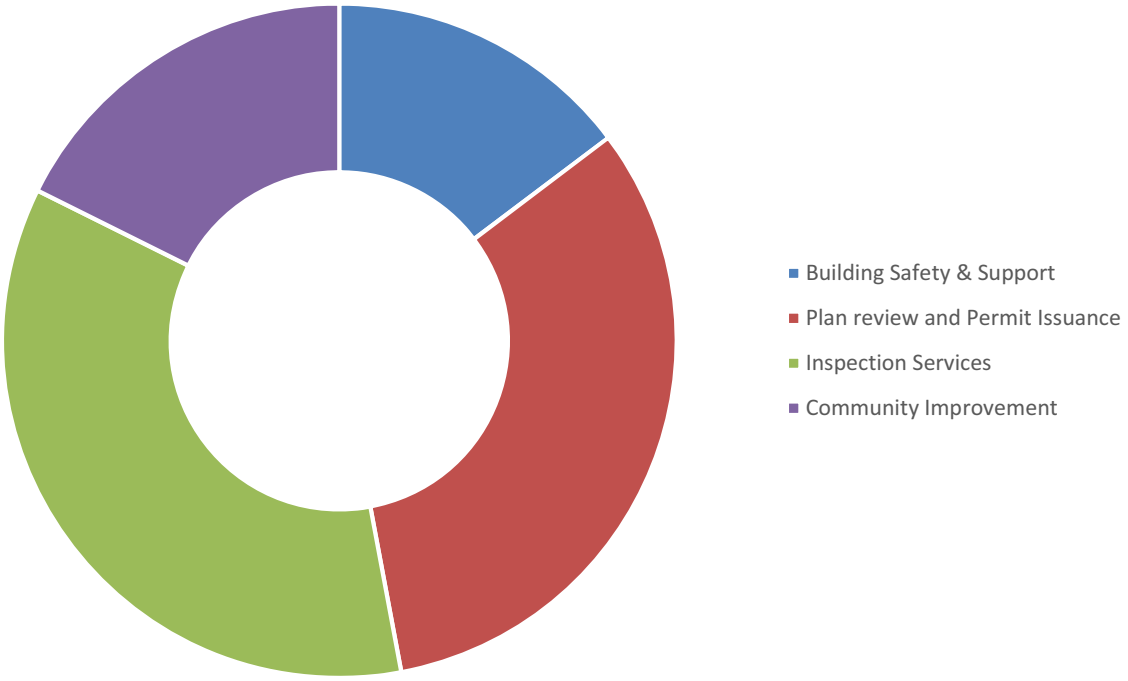
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Community improvement inspections	25,410	25,000	30,000
Code violation inspections	10,778	10,500	10,500
Dangerous structures identified	79	80	80
Community Development funded inspections	10,778	10,500	10,500
Weed/junk and debris complaints	20,773	22,000	22,000
Unoccupied, unsafe buildings complaints	108	100	100
Tenant occupied unsafe building complaints	164	175	175
Junk vehicle complaints	657	500	500

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Projected
Permanent Positions	31	32	35
Part-time Positions	2	2	-
Total Positions	**33**	**34**	**35**

Total Building Safety 2019/20 Budget — $3,160,074



City of Amarillo

Department Staffing Report

Department: **Building Safety**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM035	ASSISTANT BUILDING OFFICIAL	
1.00	ADM073	DEPUTY BUILDING OFFICIAL	
1.00	ADM510	BUILDING OFFICIAL	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	CLR947	ADMINSTRATIVE SPECIALIST I	
1.00	MGT520	BUILDING SAFETY MANAGER	
5.00	TEC400	PERMIT TECHNICIAN	
1.00	TRD450	CHIEF MECHANICAL INSPECTOR	
1.00	TRD500	COMMUNITY SAFETY INSPECTOR	
1.00	TRD505	COMMUNITY IMPROVEMENT CHIEF	
3.00	TRD510	PLUMBING INSPECTOR	
2.00	TRD511	BUILDING INSPECTOR I	
1.00	TRD513	CHIEF PLANS EXAMINER	
2.00	TRD514	ELECTRICAL INSPECTOR I	
1.00	TRD515	CHIEF ELECTRICAL INSPECTOR	
1.00	TRD516	CHIEF PLUMBING INSPECTOR	
5.00	TRD520	COMMUNITY IMPROVEMENT INSPECTOR	
5.00	TRD525	PLANS EXAMINER	
1.00	TRD545	CHIEF BUILDING INSPECTOR	
35.00		Total Permanent Positions	
35.00		Total Department	2,285,207

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

CITY OF AMARILLO®
ENVIRONMENTAL HEALTH

(1750)

Budget Comparison

	2017/18 Budgeted	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 937,404	$ 1,171,501	$ 1,249,871
Supplies	20,530	46,650	26,500
Contractual Services	211,111	169,673	185,985
Other Charges	15,121	18,788	20,798
Inter Reimbursements	-	(120,650)	-
Total Expenses	**$ 1,184,166**	**$ 1,285,962**	**$ 1,483,154**

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 and Customer Service pillars.**

In fiscal year 2019/2020 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 be able to meet the FDA's Voluntary National Retail Food Standard # 3 by meeting the required number of inspections per facility per year in accordance with a Risk-Based Inspection program and **Best Practices**. The department will continue with our implementation of two new software initiatives to provide better and more timely **Customer Service**. Finally, the department will be continuing with implementation the City's first wastewater pre-treatment (grease trap) program which will include permitting with fees and periodic inspections. We will be working on the development of new standards in our existing ordinance for wastewater pre-treatment with Utilities, Building Safety, and Industry. We continue to work on the updating of the Bi-City-County Public Health District Cooperative Agreement.

Programs

Administration and Support
2019/20 Budget — $252,136

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
All permit and license applications will be entered into database within the same day of receipt	78%	95%	100%
Once permits and licenses have been processed, they will be sent to permit/license holder within 5 business days	87%	95%	95%
Publish a quarterly Environmental Health newsletter for dissemination	75%	100%	100%
Attend at least 4 Amarillo Public Lodging Association regular meetings to conduct education and/or updates	50%	100%	100%
Attend at least 4 Panhandle Restaurant Association regular meetings to conduct education and/or updates	100%	100%	100%

Development Services Partner
2019/20 Budget — $74,161

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Process plat approval for Planning department within one business day	100%	100%	100%
Complete pre-opening inspections for food establishments within 3 business days from the issuance of the Certificate of Occupancy (CO)	95%	100%	100%

Food Hygiene
2019/20 Budget — $444,946

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Complete food establishment plan reviews within 10 calendar days	93%	95%	98%
Investigate food and waterborne illnesses within 1 business day	89%	95%	95%
Inspect all Food Establishments at least two times per year (required by State law)	63%	75%	80%

Alcoholic Beverage License
2019/20 Budget – $14,831

Licensing the sale of beer, wine, and liquor within City limits.

Performance Measures

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Issue license within 5 business days of receipt of complete application	62%	100%	100%

Vector Control
2019/20 Budget — $118,651

Providing treatment of mosquitoes and other disease-causing vectors within City limits.

Performance Measures

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Respond to complaints and treat valid complaints within 1 business day	92%	95%	100%
Establish an active mosquito trapping and surveillance system with 6 sites	4 sites	6 sites	6 sites
Conduct surveillance and spray standing water at least two times per week during mosquito season (May-October)	100%	100%	100%

On-site Sewage Facilities (OSSF)
2019/20 Budget — $222,473

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

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Complete plan review and issue permit within 3 business days of receipt of completed application	85%	95%	95%
Complete all inspection requests within 1 business day of request	100%	100%	100%

Recreational Water
2019/20 Budget — $118,651

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

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Complete public swimming pool plan reviews within 10 calendar days of request	100%	100%	100%
Inspect all annual public pools at least 2 times per year	94%	95%	100%
Offer at least four Certified Pool Technician courses per year	100%	100%	100%

Group Care
2019/20 Budget — $44,495

Providing permitting and inspection of foster homes in the Bi-City-County Health District.

Performance Measures

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Conduct inspections within 3 business days from request	97%	100%	100%

Public Health Nuisances
2019/20 Budget — $29,663

Investigating and mitigating threats to health and environment.

Performance Measures

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Investigate sanitary nuisances within one business day	91%	95%	100%

Wastewater Pre-Treatment (Grease Trap)
2019/20 Budget – $163,147

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

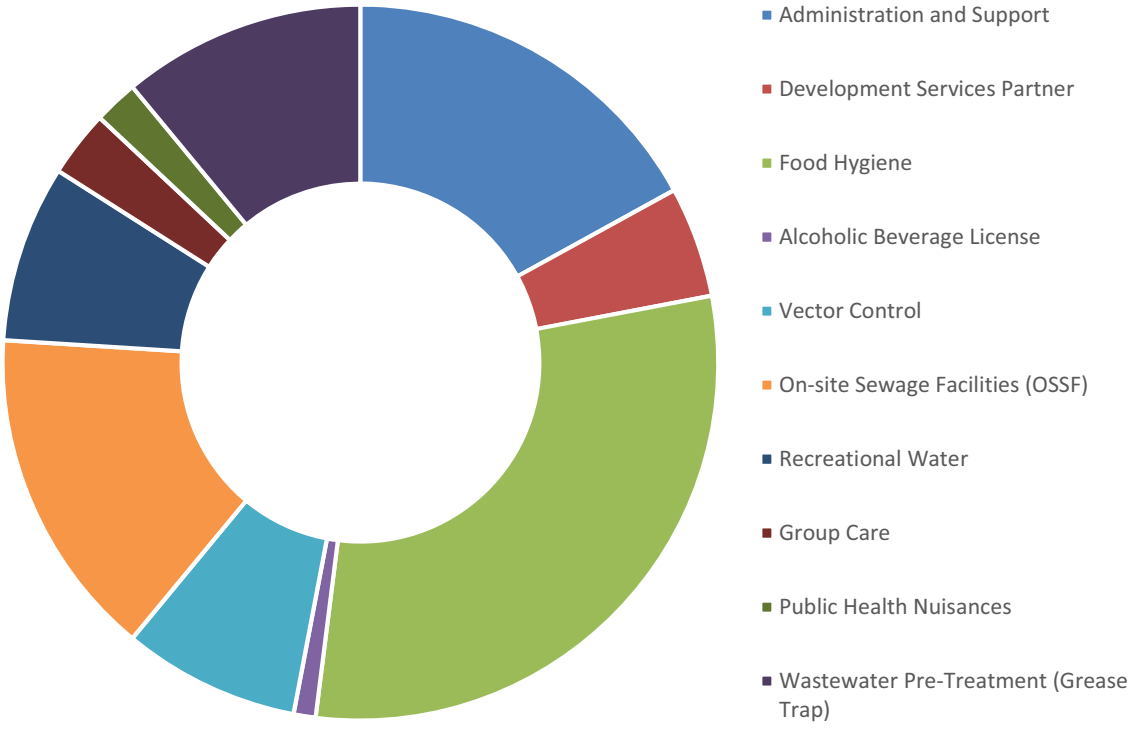
	2017/18 Actual*	2018/19 Estimated	2019/20 Projected
Inspect all permitted grease traps annually	N/A	95%	100%
Offer at least two courses on proper grease traps maintenance annually	N/A	50%	100%

**-Program started in FY 18/19*

Authorized Positions

	2017/18 Budgeted	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	15	18	18
Part-time Positions	-	-	-
Total Positions	**15**	**18**	**18**

Total Environmental Health 2019/20 Budget — $1,483,154


Administration and Support
Development Services Partner
Food Hygiene
Alcoholic Beverage License
Vector Control
On-site Sewage Facilities (OSSF)
Recreational Water
Group Care
Public Health Nuisances
Wastewater Pre-Treatment (Grease Trap)

City of Amarillo

Department Staffing Report

Department: **Environmental Health**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM099	ENVIRONMENTAL HEALTH DEPUTY DIRECTOR	
1.00	ADM550	DIRECTOR OF ENVIRONMENTAL HEALTH	
3.00	CLR410	ADMINISTRATIVE ASSISTANT III	
1.00	CLR941	ADMINISTRATIVE TECHNICIAN	
1.00	PRF540	ENVIRONMENTAL HEALTH SUPERVISOR	
9.00	PRF552	ENVIRONMENTAL HEALTH SPECIALIST III	
2.00	TEC555	ENVIRONMENTAL TECHNICIAN	
18.00		Total Permanent Positions	
18.00		Total Department	1,249,871

CITY OF
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CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
Health and Human Services			
1335 Vital Statistics	60,977	61,172	101,969
1000 General Fund	60,977	61,172	101,969
2010 CDBG Fund			
Health and Human Services			
20110 Program Management	277,092	292,287	330,497
20115 Code Enforcement	165,237	239,500	257,203
20116 Code Inspector	71,187	72,821	81,605
20125 Rehab Support	118,998	97,632	186,554
20130 Housing Rehab	336,985	375,000	375,000
20135 Park Improvements	297,876	-	-
20140 Public Services	218,887	238,802	242,886
20155 Neighborhood Facilities	139,517	160,500	160,500
2010 CDBG Fund	1,625,780	1,476,542	1,634,245
2020 Housing			
Health and Human Services			
20210 Housing Assistance	711,429	895,947	919,249
20220 Mod Rehab	(1,830)	-	-
20230 Housing Vouchers	8,283,392	9,188,230	9,188,230
20250 5 YEAR MAINSTREAM VOUCHE	281,433	321,299	321,299
2020 Housing	9,274,423	10,405,476	10,428,778
2030 Home Investment Partnersh			
Health and Human Services			
20310 Home Administration	63,757	71,594	64,979
20320 Home Projects	209,976	653,017	580,318
2030 Home Investment Partnersh	273,733	724,611	645,297
2040 Shelter Plus Care Fund			
Health and Human Services			
20400 SHELTER PLUS CARE	189,230	305,000	302,712
2040 Shelter Plus Care Fund	189,230	305,000	302,712
2065 Coming Home Project			
Health and Human Services			
20650 Coming Home Project	-	-	278,224
2065 Coming Home Project	-	-	278,224
2070 TX Emergency Solutions Gr			
Health and Human Services			
20700 TX Emergency Solutions G	298,098	145,449	-
2070 TX Emergency Solutions Gr	298,098	145,449	-
2075 HMIS			
Health and Human Services			
20755 HMIS	-	-	163,232
2075 HMIS	-	-	163,232
2300 Summer Programs			
Health and Human Services			
23100 Summer Food Service Prog	357,361	515,354	515,354
2300 Summer Programs	357,361	515,354	515,354

CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2500 Public Health Fund			
Health and Human Services			
25011 AHD Public Health	1,065,675	1,294,236	1,256,256
25012 Refugee Health	229,007	399,102	371,607
25013 TDH Immunizations	356,342	370,066	362,784
25014 HIV Prevention	204,499	257,293	254,775
25015 Core Public Health	179,857	191,489	186,885
25016 Hansen's	9,022	21,464	20,804
25017 Healthy Texas Babies	21,956	71,567	123,343
25020 Bioterrorism Grant	310,604	309,050	300,746
25024 DSRIP IMMUNIZATIONS	225,439	375,262	274,472
25025 DSRIP ARAD	150,000	150,000	150,000
25030 Epidemiology	84,575	86,939	84,803
25035 Local Tuberculosis - Fed	74,780	75,342	72,646
25045 Local Tuberculosis - Sta	150,700	159,164	147,820
2500 Public Health Fund	3,062,455	3,760,972	3,606,942
2530 WIC Grant Fund			
Health and Human Services			
25311 WIC Administration	244,309	607,209	585,027
25312 WIC Nutrition Education	383,268	712,969	703,152
25313 WIC Breastfeeding	40,189	86,322	85,316
25314 WIC Client Services	468,513	804,729	785,931
25315 WIC Automation JAD	1	-	14,400
25316 WIC Farmers Market	98,077	-	1,093
25317 WIC Lactation Consultant	16,626	8,936	8,891
25318 WIC Peer Counselor	34,894	108,686	107,892
25319 WIC Vendor Operations	53,182	-	-
25320 WIC Mentor	-	50,000	49,900
25321 WIC Obesity	22,450	32,958	32,703
25322 WIC R D Grant	11,642	71,868	77,168
25323 WIC Summer Feeding	5,135	-	-
2530 WIC Grant Fund	1,378,286	2,483,676	2,451,473
Health and Human Services Total Expenditures	**16,520,343**	**19,878,252**	**20,128,226**

(1335)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 47,045	$ 47,322	$ 50,363
Supplies	11,134	10,107	15,100
Contractual Services	1,160	1,500	33,500
Other Charges	1,638	2,243	3,006
Total Expenses	**$ 60,977**	**$ 61,172**	**$ 101,969**

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 continues to strengthen skills within Tyler Technologies records software product called Eagle

and was selected as a Pilot Tester for the new TxEVER program. Texas Electronic Vital Events Registrar (TxEVER) is a new registration system that replaced the legacy Texas Electronic Registrar (TER) systems. This new system has provided the State of Texas to become one of the first states to embrace a fully integrated vital records system. The TxEVER system went live on January 1, 2019 to support all vital events operations, including reporting, registration, and amendments of births and deaths.

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
2019/20 Budget — $48,945

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Births Recorded	9,779	11,780	12,000
Attendance of annual conference	2	1	2
Master Registrar Certification	0	0	1

Death Records
2019/20 Budget — $28,551

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Deaths Recorded	5,669	7,932	8,000
Attendance of annual conference	2	1	2
Master Registrar Certification	0	0	1

Qualified Applicant Determination
2019/20 Budget — $24,473

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.

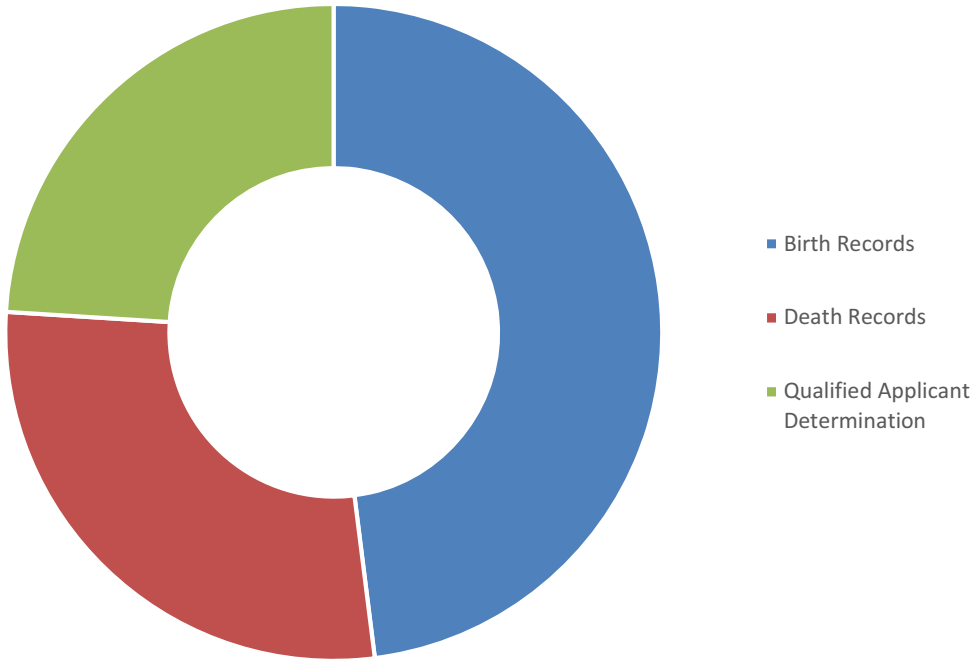
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Lobby Orders	10,570	13,188	14,000
Online Orders	355	560	800
Certificates Issued	15,416	19,712	20,000

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	1	1	1
Part-time Positions	-	-	-
Total Positions	1	1	1

Total Vital Statistics 2019/20 Budget — $101,969



City of Amarillo

Department Staffing Report

Department: **Vital Statistics**

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR075	DEPUTY REGISTRAR	
1.00		Total Department	50,363

(2010,2020,2030,2040,2065,2070,2075,2300)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 839,654	$ 1,020,418	$ 1,268,749
Supplies	377,495	485,125	577,168
Contractual Services	10,486,934	11,693,137	11,649,891
Other Charges	314,542	373,752	472,034
Total Expenses	**$ 12,018,625**	**$ 13,572,432**	**$ 13,967,842**

Mission

To support neighborhoods and neighbors who are facing poverty by providing safe, decent, affordable housing, and to lead the City's homeless services providers in utilizing evidenced based practices and data driven decisions to end homelessness.

Strategic Approach

Community Development has undergone an overhaul in operations but not mission. Community Development is mandated to follow the Consolidated Plan that is created every five years, but changes can be made with feedback from the Community Development Advisory Committee (CDAC).

The Consolidated Plan serves as a planning document meeting the federal government statutory requirements in guiding the use of CDBG and HOME funds based on applications to the U.S. Department of Housing and Urban Development (HUD). The Consolidated Plan also serves as the baseline for measuring program effectiveness, as reported in the Consolidated Annual Performance and Evaluation Report (CAPER). The current Consolidated Plan was developed using an online survey on the City's website; conducting public forums; and utilizing focus groups consisting of citizens, nonprofit agencies, business owners, colleges and universities, elected and appointed officials, the Amarillo Continuum of Care and the CDAC.

Community Development began the process in July to create the Consolidated Plan for the next five years with a strategy of ensuring utilization of limited Community Development Block Grant (CDBG) funds most efficiently and to achieve the strongest impact in the areas of greatest need. Community Development is also focused on ensuring the new Consolidated Plan is aligned with the multiple Neighborhood Plans managed through Planning and Development Services.

HUD requirements align perfectly with the **BluePrint for Amarillo** adopted by City Council in terms of focus, allocation of resources, and initiatives. The Community Development Department plans, monitors and administers the entitlement grant program by using best practices to comply with Federal Regulations and City of Amarillo policies. Proposed projects for 2019/20 will provide funding to help address the Council Pillars Fiscal Responsibility and Civic Pride.

Programs

Public Housing Authority
2019/20 Budget – $10,731,490

This program provides direct rental assistance through the Housing Choice Voucher Program with a focus on housing those most in need: the chronically homeless, families with young children living in shelters, and homeless veterans.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total Units Available*	1,639	1,644	1,644
Leased Units	1,211	1,385	1,500
Percent of Units Leased	74%	84%	91%

*In 2017/18, seven VA Supportive Housing (VASH) units were added, and in 2018/19, five VASH units are anticipated to be added.

Continuum of Care (CoC)
2019/20 Budget – $163,232

Under this program Community Development serves as the lead agency for the Continuum of Care, a coalition made up of all homeless services providers within Amarillo. Community Development annually submits a single application to HUD on behalf of all homeless service providers in Amarillo to provide housing and supportive services to the homeless community.

Performance Measures/Indicators:

	2017/18 Actual*	2018/19 Estimated	2019/20 Projected
CoC Planning Grant(to provide training on evidence based practices for the community)	N/A	$35,000	$35,000
Homeless Management Information System (this is a centralized data base, that all homeless service providers need to utilize so decision will be informed by data)	N/A	$163,232	$163,232
Coming Home-(will apply for funding to sustain and expand this program through this resource during the next competition)	N/A	$0	$210,000

*Program is new to 2018/19, and therefore data is not available for 2017/18.

Coming Home
2019/20 – $278,224

This program was started in November of 2018 to help provide housing to those who are chronically homeless and coping with medical and psychiatric needs. Participants selected for Coming Home are assisted in obtaining housing leases and then are visited at least weekly by Community Development social workers and a psychiatrist. The program also provides help to participants in obtaining services such as medical care and employment.

Performance Measures/Indicators:

	2017/18 Actual*	2018/19 Estimated	2019/20 Projected
Homeless Citizens Housed	N/A	44	76
Clients that have remained in housing	N/A	44	70

*Program is new to 2018/19, and therefore data is not available for 2017/18.

Community Development Block Grant (CDBG)
2019/20 Budget - $1,634,245

This budget provides the administrative resources necessary to administer all aspects of the CDBG program in accordance with federal and state regulations. The plan for the upcoming year for the public services portion of the CDBG grant will focus on requiring all applicants to demonstrate how a project furthers the goal of ending homelessness in Amarillo.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Total Persons Assisted	21,745	15,295	15,150
Parks & Recreation	6,345	0	0
Code Enforcement	9,953	10,000	10,000
Demolition & Clearance	32	45	50
Emergency Home Repairs	107	100	100
Public Services	4,307	5,000	5,000
Neighborhood Improvements	1,001	150	0
Represents 20% of maximum CDBG Entitlement	$282,796	$318,402	$338,849

HOME
2019/20 Budget - $645,297

This program 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 the Council Pillar of Civic Pride.

Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Units of Affordable Housing Built	20	36	36
Homeowner Rehab	1	0	0
Rapid Re-housing	0	0	21
Rental Rehab	17	34	36
CHDO New Construction	2	2	3
Represents 10% of maximum HOME Entitlement	$50,117	$72,557	$64,479

Summer Lunch
2019/20 Budget – $515,354

The Summer Lunch program is a grant received through the Community Development Department from Texas Department of Agriculture, to provide food for children who have less access to food during the summer months. Community Development manages and monitors the program, the actual feeding sites are throughout Amarillo, at schools, parks, community centers and this year we added two WIC sites for a total of 54 sites this year.

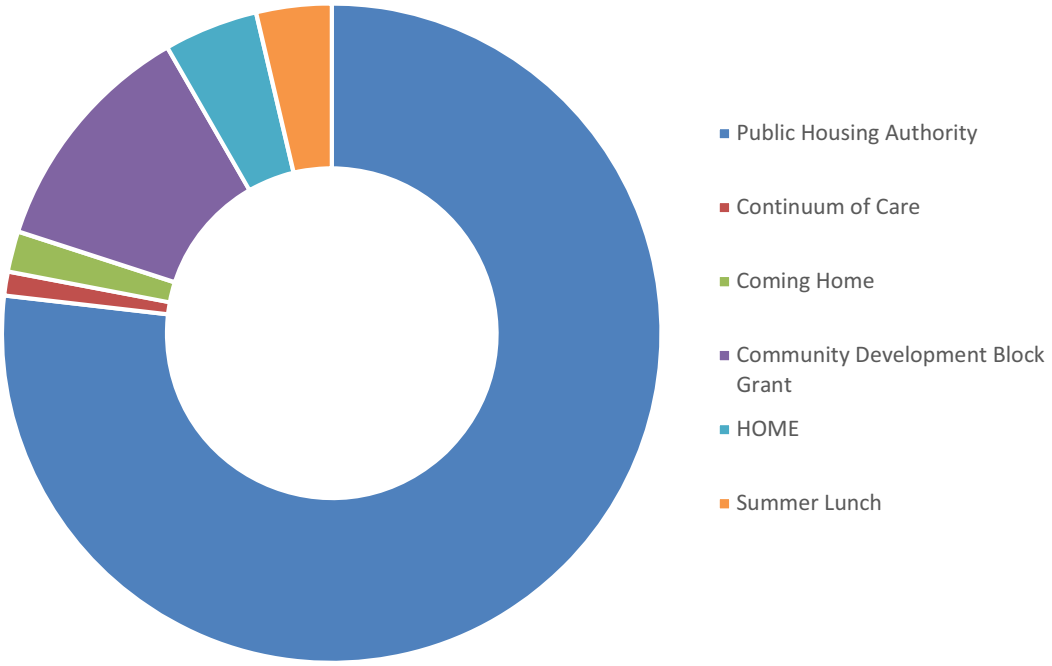
Performance Measures/Indicators:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Lunches Served	77,592	112,490	112,490
Snacks Served	57,016	100,927	100,927

Authorized Position

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	16	20	21
Part-time Positions	1	1	1
Total Positions	**17**	**21**	**22**

Total Community Development 2019/20 Budget — $13,967,842


Public Housing Authority
Continuum of Care
Coming Home
Community Development Block Grant
HOME
Summer Lunch

City of Amarillo

Department Staffing Report

Department: Program Management

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.50	ADM502	COMMUNITY DEVELOPMENT DIRECTOR	
1.00	CLR585	ACCOUNTING TECHNICIAN	
1.00	MGT560	PROGRAM COORDINATOR	
2.50		Total Permanent Positions	
2.50		Total Department	175,513

Department: Code Inspector

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	TRD520	COMMUNITY IMPROVEMENT INSPECTOR	
1.00		Total Department	58,779

Department: Rehab Support

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.10	MGT135	HOME/CDBG MANAGER	
0.90	TRD085	INSPECTION SPECIALIST	
1.00	TRD556	REHAB INSPECTOR II	
2.00			
2.00		Total Department	91,002

City of Amarillo

Department Staffing Report

Department: Housing Assistance

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.50	ADM502	COMMUNITY DEVELOPMENT DIRECTOR	
4.00	CLR030	CASE WORKER	
2.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR610	HOUSING PROGRAM COORDINATOR	
1.00	MGT140	HCV MANAGER	
0.10	TRD085	INSPECTION SPECIALIST	
1.00	TRD980	HOUSING INSPECTOR	
9.60		Total Permanent Positions	
Part-Time Positions			
1.00	HRL941	ADMINISTRATIVE TECH (HOURLY)	
10.60		Total Department	548,044

Department: Home Administration

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.90	MGT135	HOME/CDBG MANAGER	
0.90		Total Permanent Positions	
0.90		Total Department	43,890

Department: Coming Home Project

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
3.00	PRF705	SOCIAL WORKER	
3.00		Total Permanent Positions	
3.00		Total Department	181,422

Department: HMIS

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR820	HMIS DATA TECHNICIAN	
1.00	MGT145	HMIS MANAGER	
2.00		Total Permanent Positions	
2.00		Total Department	123,326

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(25011-25045)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 1,978,832	$ 2,263,601	$ 2,286,794
Supplies	297,509	568,844	455,843
Contractual Services	375,607	490,417	545,104
Other Charges	398,880	438,110	319,201
Capital Outlay	11,627	-	-
Total Expenses	**$ 3,062,455**	**$ 3,760,972**	**$ 3,606,942**

Mission

Promoting and protecting health while preventing disease with integrity and compassion for our community.

Vision

We believe in equitable health for all.

Strategic Approach

Public Health funding comes from the Amarillo Hospital District, which supports activities not funded through grants. In the past eight 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 late 2018, Amarillo Public Health completed the latest Community Health Assessment, Community Health Improvement Plan and department's Strategic Plan. These documents and the process by which they were created have driven community conversation, developed new partnerships and opened the door to new collaborations. The Community Health Assessment and Improvement Plan address each of the Council Pillars and Management Initiatives from **Public Safety** to **Fiscal Responsibility**.

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 yet the department is coming closer to cost recovery for specific programs (**fiscal responsibility**). This program income provides additional support to grant activities.

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 is seeking out grant funding to begin the good work in chronic health conditions and maternal child health. Our goal is to begin a Safe Kids Coalition and serve our community through a Cribs for Kids initiative (**public safety**.)

In the upcoming year, the department anticipates actively working to improve revenue streams by implementing an electronic medical record system and implementing the billing of Medicaid and CHIP for services provided to program participants.

Programs

Public Health Administration/Support
2019/2020 Budget — $379,137

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 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**).

The Director Public Health 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. In early 2019, the Bi-City-County Public District welcomed four new member jurisdictions, Timbercreek Canyon, Lake Tanglewood, Bishop Hills, and Palisades. Later this year, the Public Health Board will update the Cooperative Agreement, which was last updated in1997.

Performance Measures/Indicators:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Facebook Posts	300	325	350
Reports submitted to funding agencies (program/financial)	69/120	77/136	83/142
Submit all grant applications/renewal paperwork within designated time frame.	12/100%	13/100%	16/100%
Customer Satisfaction Surveys (percent Good [4] or Excellent [5])	90%	92%	90% (31% left a comment)

Reported October – September

Communicable Disease
2019/2020 Budget — $243,531

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 the lead agency 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, in an effort to prevent the infant from contracting Hep 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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Total Number of Cases Worked	1,949	2,000	2,050
Number of Notifiable Conditions Investigated	678	750	825
Disease investigations are reported to the Texas Department of State Health Services within required time. (State Average 81%)	98%	98%	98%
Perinatal Hep B Infants followed to completion of program. (State Average 73%)	93%	94%	95%

Reported January – December
Perinatal Hep B reported Sept-Aug

Immunization
2019/2020 Budget — $661,506

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**). Vaccines provided through public health clinics include, Hepatitis B, Rotavirus, DTaP, Haemophilus infuenzae 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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Patients seen	9,450	10,992	11,000
Vaccines given	17,000	20,000	21,000

Reported October – September

Refugee Health
2019/2020 Budget — $370,892

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
VOLAG capacity for Primary Refugee arrival	135	150	200
Primary refugees: health screening within 90 days of arrival (#/%)	135/100%	150/100%	200/100%
Secondary Refugees seen in immunization clinic	210	140	150
Green card assistance	295	160	175

Reported October –September

Tuberculosis/Hansen's Control
2019/2020 Budget — $336,833

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
TB skin tests placed	1,216	1,225	1,250
Latent Tuberculosis patients seen in clinic	86	76	90
Latent Tuberculosis therapy completion rate	82%	84%	86%
Active Tuberculosis patients seen in clinic	5	5-7	5-7
Active Tuberculosis therapy completion rate	100%	100%	100%

Reported October –September

STD/HIV Prevention and Treatment
2019/2020 Budget — $959,677

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. Advertising and education on Facebook and Craigslist 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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Patients seen in STD clinic	2,023	2,114	2,205
Patients tested through HIV Outreach	2,053	2,201	2,349

	2017/18 Actual (2016 Rates)	**2018/19 Actual** (2017 Rates)	**2019/20* Actual** (2018 Rates)
Gonorrhea Rate (Potter)	379.9	423.4	*
Gonorrhea Rate (Randall)	56.6	39.4	*
Chlamydia Rate (Potter)	783.7	865.9	*
Chlamydia Rate (Randall)	171.3	156.9	*
HIV Rate (Potter)	10.8	18.3	*
HIV Rate (Randall)	3.8	3.7	*
Syphilis Rate (Potter)	67.9	56.5	*
Syphilis Rate (Randall)	12.8	8.9	*

Note: Rates per 100,000 as provided by the Texas Department of State Health Services and reports data one year in arrears; Testing numbers reported October – September; Rates reported January – December
*2019/20 data (2018 Rates) will be released in the summer of 2019.
Testing numbers reported October - September

Public Health Preparedness
2019/2020 Budget — $160,099

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Point of Dispensing Site Activation Exercise	2	3	3
Recruit and develop closed PODS	3	8	12

Public Health Promotions
2019/2020 Budget — $249,229

The public health promotions program continues to evolve as funding becomes available through grant opportunities. In April 2018, the department was awarded a 3-5 year Healthy Texas Mothers and 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**). In the spring of 2019, a need for safe sleep accommodations was identified for babies in our local homeless shelters. Through collaboration with APD's CIT program, Amarillo Public Health is accepting donations to purchase cribs for kids and is looking forward to additional grant dollars to expand the program.

Performance Measures/Indicators:

	2017/2018 Actual	**2018/19 Estimated**	**2019/20 Projected**
Seek accreditation through Public Health Accreditation Board – Best Practice	Action Plan	Accreditation	Maintain
Hire Additional Staff for new grants – measures will evolve as program evolves.	1	1	2

Health Informatics
2019/2020 Budget — $246,038

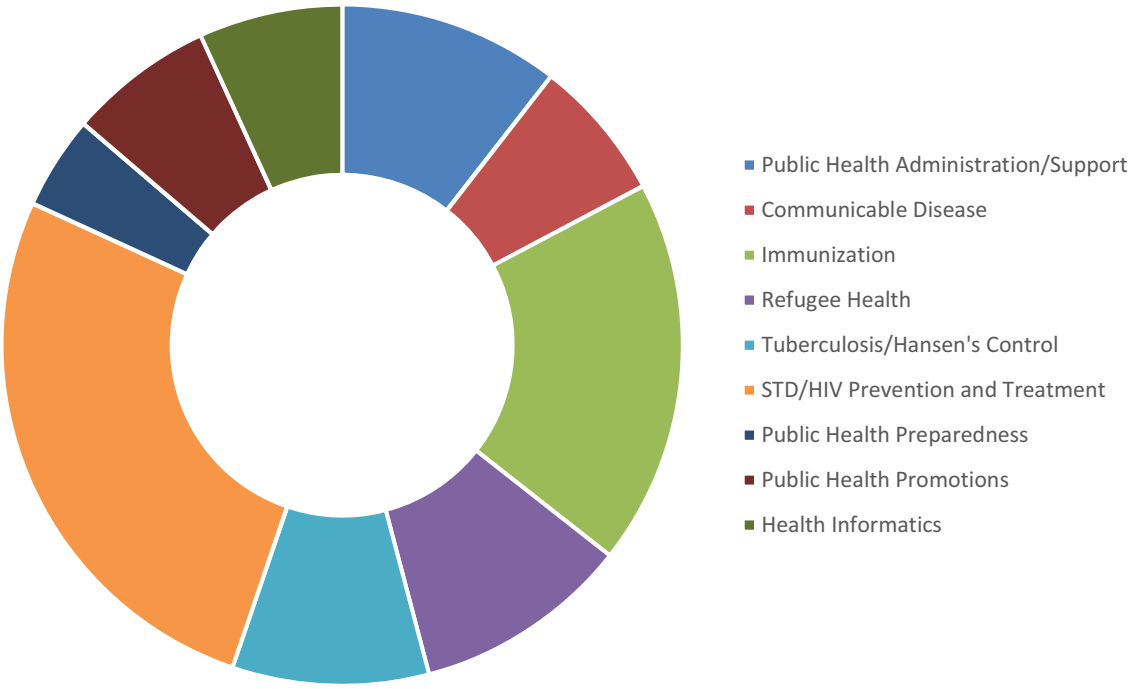
Health Informatics is a growing field in healthcare, including electronic medical records, health information exchange, billing, HIPAA privacy and security, provider credentialing, staff development and training, quality improvement and accreditation efforts. These efforts in healthcare are just as critical 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 back-up to the 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**).

	2017/2018 Actual	**2018/19 Estimated**	**2019/20 Projected**
Upgrade EMR	RFP/Vendor Selection	Implementation	Staff Excellence
Implement billing	EMR upgrade begins	Implementation	Staff Excellence

Authorized Positions

	2017/18 Budgeted	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	34	34	34
Part-time Positions	2	2	2
Total Positions	**36**	**36**	**36**

Total Public Health 2019/20 Budget - $3,606,942



City of Amarillo

Department Staffing Report

Department: AHD Public Health

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	ADM580	ASSISTANT DIRECTOR OF PUBLIC HEALTH	
1.00	ADM581	DIRECTOR OF PUBLIC HEALTH	
1.30	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR415	ADMINISTRATIVE ASSISTANT IV	
1.00	MGT560	PROGRAM COORDINATOR	
2.00	MGT580	PROGRAM MANAGER	
1.00	PRF572	REGISTERED NURSE	
8.30		Total Permanent Positions	
8.30		Total Department	703,854

Department: Refugee Health

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR561	COMMUNITY SERVICE AIDE	
0.88	MGT580	PROGRAM MANAGER	
1.00	PRF572	REGISTERED NURSE	
2.88		Total Permanent Positions	
Part-Time Positions			
1.00	HRL560	NURSE PRACTITIONER	
1.00	HRL572	REGISTERED NURSE	
2.00		Total Part-Time Positions	
4.88		Total Department	238,551

Department: TDH Immunizations

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
2.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	MGT580	PROGRAM MANAGER	
1.00	PRF572	REGISTERED NURSE	
1.00	PRF592	IMMUNIZATION OUTREACH SPECIALIST	
1.00	PRF910	L V N	
6.00		Total Permanent Positions	
6.00		Total Department	331,309

Department: HIV Prevention

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	MGT560	PROGRAM COORDINATOR	
2.00	PRF571	STD/HIV OUTREACH SPECIALIST I	
1.00	PRF577	LINKAGE TO CARE COORDINATOR	
4.00		Total Permanent Positions	
4.00		Total Department	209,022

City of Amarillo

Department Staffing Report

Department: Core Public Health

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00	CLR581	DISEASE INTERVENTION SPECIALIST	
1.00	PRF572	REGISTERED NURSE	
3.00		Total Permanent Positions	
3.00		Total Department	178,880

Department: Hansen's

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.02	MGT580	PROGRAM MANAGER	
0.10	PRF572	REGISTERED NURSE	
0.12		Total Permanent Positions	
0.12		Total Department	8,814

Department: Healthy Texas Babies

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	PRF150	HEALTH PLANNER	
1.00		Total Department	68,741

Department: Bioterrorism Grant

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR405	ADMINISTRATIVE ASSISTANT II	
2.00	MGT580	PROGRAM MANAGER	
1.00	PRF581	EDUCATOR/SNS COORDINATOR	
4.00		Total Permanent Positions	
4.00		Total Department	270,207

Department: DSRIP Immunizations

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	CLR400	ADMINISTRATIVE ASSISTANT I	
1.00		Total Department	30,602

City of Amarillo

Department Staffing Report

Department: Epidemiology

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	PRF650	EPIDEMIOLOGIST	
1.00		Total Department	73,667

Department: Local Tuberculosis - Federal

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
1.00	PRF572	REGISTERED NURSE	
1.00		Total Department	70,158

Department: Local Tuberculosis - State

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.70	CLR400	ADMINISTRATIVE ASSISTANT I	
0.10	MGT580	PROGRAM MANAGER	
0.90	PRF572	REGISTERED NURSE	
1.70		Total Permanent Positions	
1.70		Total Department	102,991

CITY OF AMARILLO®
WOMEN, INFANTS, AND CHILDREN

(25311-25323)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Personnel Services	$ 955,720	$ 1,730,855	$ 1,746,922
Supplies	191,522	301,342	306,053
Contractual Services	4,225	127,920	127,920
Other Charges	226,819	323,559	270,578
Total Expenses	**$ 1,378,286**	**$ 2,483,676**	**$ 2,451,473**

Mission

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 6,273 participants per month, or 75279 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
2019/20 Budget — $650,420

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
2019/20 Budget — $813,023

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:

	2017/18 Actual	**2018/19 Estimated**	**2019/20 Projected**
Strive to maintain percentage of WIC participants receiving Nutrition Education above 95% (State Standard)	97%	96%	96%
Number of families receiving Nutrition Education/Counseling Services at the time of benefit issuance	7,579	6,022	5,720

WIC Breastfeeding Education
2019/20 Budget — $202,099

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:

	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Percent of Born-to-WIC infants that are breastfed at the time of certification (State standard is 60 percent)	75%	77%	77%
Number of pregnant women receiving breastfeeding education	8,871	6,908	7,409
Number of breastfeeding women receiving breastfeeding counseling/education	11,568	10,239	10,399

WIC Client Services
2019/20 Budget — $785,931

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 transitioned to a new unified State mandated computer system starting in July 2018. The rollout of this software and the transition period was projected to have a negative effect on our case load driving down our participation numbers and those projections held true.

Performance Measures/Indicators:

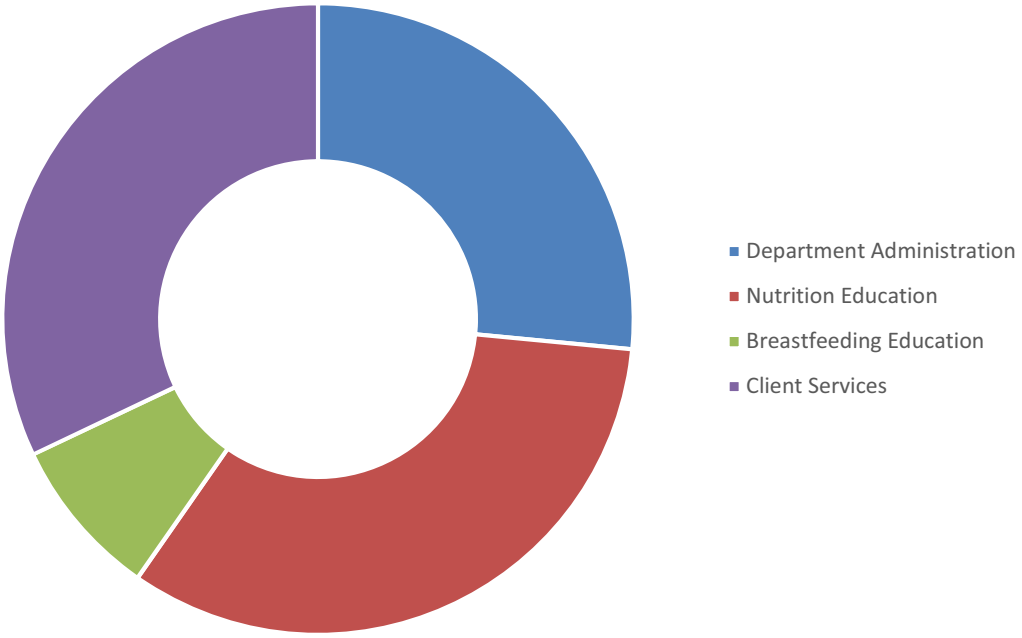
	2017/18 Actual	2018/19 Estimated	2019/20 Projected
Percentage of women enrolled in first trimester at certification (State standard is 20 percent)	37%	43%	40%
Average number of participants served monthly	7,172	6,729	5,958
Total number of WIC participants receiving food benefits annually	86,064	80,748	71,496
Percentage change from previous year	-6%	-6%	-11%*

*Negative % change is attributed to improved economy, decreased birth rate, increase in SNAP benefits, and implementation of new MIS system in 2018 that has programming bugs affecting accurate calculations.

Authorized Positions

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Permanent Positions	47	47	47
Part-time Positions	-	-	-
Total Positions	**47**	**47**	**47**

Total WIC Department 2019/20 Budget — $2,451,473



City of Amarillo

Department Staffing Report

Department: WIC Administration

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.14	ADM055	ASSISTANT WIC DIRECTOR	
0.14	ADM585	DIRECTOR OF WIC	
0.14	CLR410	ADMINISTRATIVE ASSISTANT III	
0.14	PRF585	NUTRITIONIST I	
0.56	PRF586	NUTRITIONIST II	
0.42	PRF587	NUTRITIONIST III	
0.28	PRF588	NUTRITIONIST IV	
0.14	TEC160	WIC TECHNICIAN IV	
0.14	TEC162	WIC TECHNICIAN V	
0.14	TEC450	GREENHOUSE TECHNICIAN	
0.14	TEC570	DIETITIAN I	
0.14	TEC571	DIETITIAN II	
0.28	TEC585	NUTRITION TECHNICIAN I	
0.42	TEC586	NUTRITION TECHNICIAN II	
1.26	TEC587	WIC TECHNICIAN I	
0.42	TEC588	NUTRITION TECHNICIAN III	
0.56	TEC589	NUTRITION TECHNICIAN IV	
0.84	TEC590	WIC TECHNICIAN II	
0.28	TEC591	WIC TECHNICIAN III	
6.58		Total Permanent Positions	
6.58		Total Department	461,566

Department: WIC Nutrition Education

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.35	ADM055	ASSISTANT WIC DIRECTOR	
0.35	ADM585	DIRECTOR OF WIC	
0.35	CLR410	ADMINISTRATIVE ASSISTANT III	
0.35	PRF585	NUTRITIONIST I	
1.40	PRF586	NUTRITIONIST II	
1.05	PRF587	NUTRITIONIST III	
0.70	PRF588	NUTRITIONIST IV	
0.35	TEC160	WIC TECHNICIAN IV	
0.35	TEC162	WIC TECHNICIAN V	
0.35	TEC450	GREENHOUSE TECHNICIAN	
0.35	TEC570	DIETITIAN I	
0.35	TEC571	DIETITIAN II	
0.70	TEC585	NUTRITION TECHNICIAN I	
1.05	TEC586	NUTRITION TECHNICIAN II	
3.15	TEC587	WIC TECHNICIAN I	
1.05	TEC588	NUTRITION TECHNICIAN III	
1.40	TEC589	NUTRITION TECHNICIAN IV	
2.10	TEC590	WIC TECHNICIAN II	
0.70	TEC591	WIC TECHNICIAN III	
16.45		Total Permanent Positions	
16.45		Total Department	519,882

City of Amarillo

Department Staffing Report

Department: WIC Breastfeeding

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.04	ADM055	ASSISTANT WIC DIRECTOR	
0.04	ADM585	DIRECTOR OF WIC	
0.04	CLR410	ADMINISTRATIVE ASSISTANT III	
0.04	PRF585	NUTRITIONIST I	
0.16	PRF586	NUTRITIONIST II	
0.12	PRF587	NUTRITIONIST III	
0.08	PRF588	NUTRITIONIST IV	
0.04	TEC160	WIC TECHNICIAN IV	
0.04	TEC162	WIC TECHNICIAN V	
0.04	TEC450	GREENHOUSE TECHNICIAN	
0.04	TEC570	DIETITIAN I	
0.04	TEC571	DIETITIAN II	
0.08	TEC585	NUTRITION TECHNICIAN I	
0.12	TEC586	NUTRITION TECHNICIAN II	
0.36	TEC587	WIC TECHNICIAN I	
0.12	TEC588	NUTRITION TECHNICIAN III	
0.16	TEC589	NUTRITION TECHNICIAN IV	
0.24	TEC590	WIC TECHNICIAN II	
0.08	TEC591	WIC TECHNICIAN III	
1.88		Total Permanent Positions	
1.88		Total Department	60,781

Department: WIC Client Services

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.43	ADM055	ASSISTANT WIC DIRECTOR	
0.43	ADM585	DIRECTOR OF WIC	
0.43	CLR410	ADMINISTRATIVE ASSISTANT III	
0.43	PRF585	NUTRITIONIST I	
1.72	PRF586	NUTRITIONIST II	
1.29	PRF587	NUTRITIONIST III	
0.86	PRF588	NUTRITIONIST IV	
0.43	TEC160	WIC TECHNICIAN IV	
0.43	TEC162	WIC TECHNICIAN V	
0.43	TEC450	GREENHOUSE TECHNICIAN	
0.43	TEC570	DIETITIAN I	
0.43	TEC571	DIETITIAN II	
0.86	TEC585	NUTRITION TECHNICIAN I	
1.29	TEC586	NUTRITION TECHNICIAN II	
3.87	TEC587	WIC TECHNICIAN I	
1.29	TEC588	NUTRITION TECHNICIAN III	
1.72	TEC589	NUTRITION TECHNICIAN IV	
2.58	TEC590	WIC TECHNICIAN II	
0.86	TEC591	WIC TECHNICIAN III	
20.21		Total Permanent Positions	
20.21		Total Department	638,045

City of Amarillo

Department Staffing Report

Department: WIC Peer Counselor

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.03	ADM055	ASSISTANT WIC DIRECTOR	
0.03	ADM585	DIRECTOR OF WIC	
0.03	CLR410	ADMINISTRATIVE ASSISTANT III	
0.03	PRF585	NUTRITIONIST I	
0.12	PRF586	NUTRITIONIST II	
0.09	PRF587	NUTRITIONIST III	
0.06	PRF588	NUTRITIONIST IV	
0.03	TEC160	WIC TECHNICIAN IV	
0.03	TEC162	WIC TECHNICIAN V	
0.03	TEC450	GREENHOUSE TECHNICIAN	
0.03	TEC570	DIETITIAN I	
0.03	TEC571	DIETITIAN II	
0.06	TEC585	NUTRITION TECHNICIAN I	
0.09	TEC586	NUTRITION TECHNICIAN II	
0.27	TEC587	WIC TECHNICIAN I	
0.09	TEC588	NUTRITION TECHNICIAN III	
0.12	TEC589	NUTRITION TECHNICIAN IV	
0.18	TEC590	WIC TECHNICIAN II	
0.06	TEC591	WIC TECHNICIAN III	
1.41		Total Permanent Positions	
1.41		Total Department	48,439

Department: WIC Obesity

Number of Employees	Classification	Description	Personal Services Total
Permanent Positions			
0.01	ADM055	ASSISTANT WIC DIRECTOR	
0.01	ADM585	DIRECTOR OF WIC	
0.01	CLR410	ADMINISTRATIVE ASSISTANT III	
0.01	PRF585	NUTRITIONIST I	
0.04	PRF586	NUTRITIONIST II	
0.03	PRF587	NUTRITIONIST III	
0.02	PRF588	NUTRITIONIST IV	
0.01	TEC160	WIC TECHNICIAN IV	
0.01	TEC162	WIC TECHNICIAN V	
0.01	TEC450	GREENHOUSE TECHNICIAN	
0.01	TEC570	DIETITIAN I	
0.01	TEC571	DIETITIAN II	
0.02	TEC585	NUTRITION TECHNICIAN I	
0.03	TEC586	NUTRITION TECHNICIAN II	
0.09	TEC587	WIC TECHNICIAN I	
0.03	TEC588	NUTRITION TECHNICIAN III	
0.04	TEC589	NUTRITION TECHNICIAN IV	
0.06	TEC590	WIC TECHNICIAN II	
0.02	TEC591	WIC TECHNICIAN III	
0.47		Total Permanent Positions	
0.47		Total Department	15,765

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

CITY OF AMARILLO
SUMMARY OF EXPENDITURES BY ACTIVITY CLASSIFICATION

DESCRIPTION	Actual 2017/2018	Budgeted 2018/2019	Budgeted 2019/2020
2700 Greenways at Hillside Fun			
Public Improvement Districts			
27100 Greenways at Hillside	545,700	618,125	628,630
2700 Greenways at Hillside Fun	545,700	618,125	628,630
2705 Pinnacle PID Fund			
Public Improvement Districts			
27050 Pinnacle PID	336	0	350
2705 Pinnacle PID	336	0	350
2710 Heritage Hills PID Fund			
Public Improvement Districts			
27110 Heritage Hills PID	631	63,755	47,623
2710 Heritage Hills PID Fund	631	63,755	47,623
2730 Colonies			
Public Improvement Districts			
27300 Colonies	3,657,646	832,168	950,179
2730 Colonies	3,657,646	832,168	950,179
2740 Tutbury Public Imprv Dist			
Public Improvement Districts			
27400 Tutbury Imprv Dist	10,043	9,494	15,927
2740 Tutbury Public Imprv Dist	10,043	9,494	15,927
2750 Point West PID			
Public Improvement Districts			
27510 Points West PID	22,859	26,068	29,414
2750 Point West PID	22,859	26,068	29,414
2760 Quail Creek Public Imprv Dist			
Public Improvement Districts			
27610 Quail Creek PID	7,158	7,047	8,105
2760 Quail Creek Public Improv	7,158	7,047	8,105
2770 Vineyards PID			
Public Improvement Districts			
27710 Vineyards PID	3,284	3,738	6,741
2770 Vineyards PID	3,284	3,738	6,741
2780 Redstone PID			
Public Improvement Districts			
27800 Redstone PID	18	0	0
2780 Redstone PID	18	0	0
2790 Town Square PID			
Public Improvement Districts			
27900 Town Square PID	759	83,043	83,113
2790 Town Square PID	759	83,043	83,113
Public Improvement Districts Total Expenditures	**4,248,434**	**1,643,438**	**1,770,082**

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

(2700-2790)

Budget Comparison

	2017/18 Actual	2018/19 Budgeted	2019/20 Budgeted
Supplies	$ 414,642	$ 519,651	$ 575,245
Contractual Services	400,775	499,190	573,711
Other Charges	24,484	9,555	9,660
Capital Outlay	3,004,991	-	-
Operating Transfers	403,542	615,042	611,466
Total Expenses	**$ 4,248,434**	**$ 1,643,438**	**$ 1,770,082**

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
2019/20 Budget — $628,630

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.

Pinnacle
2019/20 Budget — $350

Established in 2017, the Pinnacle PID encompasses approximately 510 acres of land and is in south Amarillo. The Pinnacle PID contains residentially developed properties. The Pinnacle 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 Pinnacle PID will be assessed for the cost of care and maintenance. Per the approved Petition that established the PID, assessments will be collected on the platted portions of the Pinnacle PID beginning in the FY 2020/21. The assessments for the Pinnacle PID are necessary to fund the maintenance and administrative costs associated with the PID improvements, debt service, and reserves. Improvements such as landscaped medians, entryway features, and specialty lighting will be installed, dedicated, accepted and the be subject to being maintained by the PID assessments. Current administrative expenses due prior to assessments being collected will be paid by the Developer/Property owner.

The Pinnacle PID will establish an initial three-member advisory board. Once more than 100 lots are sold, the advisory board will expand to five members. Per the terms of the Pinnacle PID petition, the initial three-member board will consist of two board positions suggested for approval by the Developer and one board position suggested by approval by the Owner of non-school property. The expanded five-member board will consist of two board positions suggested for approval by the developer, two board positions suggested for approval by the Property Owners Association who are lot owners in the PID, and one board position suggested for approval by Owner of non-school property.

Heritage Hills
2019/20 Budget — $47,623

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
2019/20 Budget — $950,179

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
2019/20 Budget — $15,927

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
2019/20 Budget — $29,414

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
2019/20 Budget — $8,105

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 homeowners.

Vineyards
2019/20 Budget — $6,741

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.

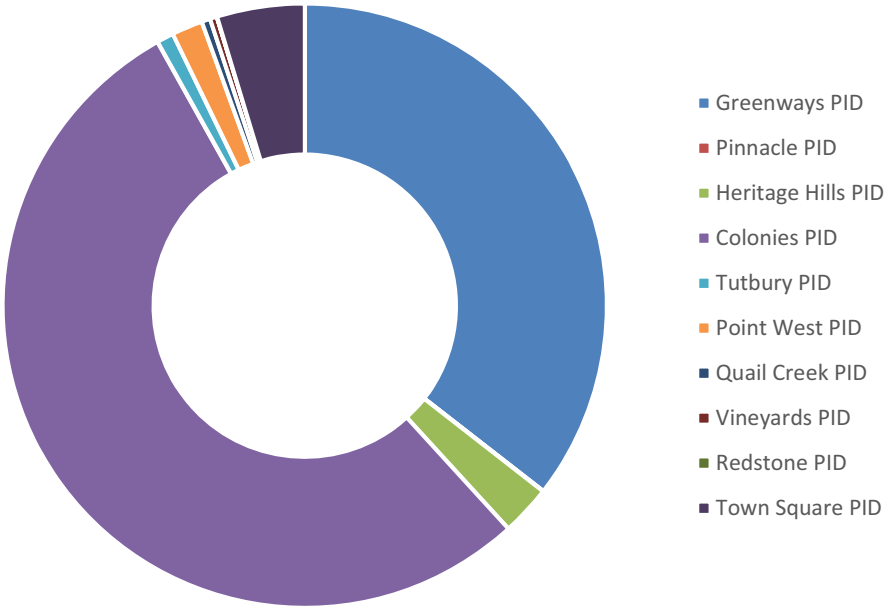
Per the terms of the Vineyards PID petition, after the first year, the advisory board will consist of five members appointed by the City Council and all members of the advisory board will serve terms of three years. Two members are recommended by the developer, two members are lot owners within the Vineyards and one is recommended by the owners.

Town Square
2018/19 Budget — $83,113

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 2019/20 Budget — $1,770,082


Greenways PID
Pinnacle PID
Heritage Hills PID
Colonies PID
Tutbury PID
Point West PID
Quail Creek PID
Vineyards PID
Redstone PID
Town Square PID

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DEBT SERVICE

Current Requirements

The total debt service requirement for the City of Amarillo for fiscal year 2018/2019 is $41,841,786*. The debt service consists of $26,857,458 in principal payments, $13,913,773 in interest and fees, and $1,070,555 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 $1.6 billion. The City's actual General Obligation debt net of Debt Service assets is $137.8 million which leaves a balance of greater than $1.4 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 $2,260,000 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 these issues are funded by assessments to the property owners of the Greenways Public Improvement District. Accordingly, the Greenway's assessments are $600 per lot for the 2019/2020 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 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 2019/2020 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 completed the funding for the multipurpose event venue (ballpark) of $45.5 million with the balance of the funding from cash. The ballpark project completed during 2019 and is the home of the Amarillo Sod Poodles who ended their first season as the 2019 Texas League Champions (Double-A). The ballpark was selected as the Best Double-A Ballpark by Ballpark Digest. The construction of the ballpark is the final piece of the City's downtown initiative that also included the construction of a convention hotel and parking garage.

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 compensated absences fund was depleted before the end of 2018/2019, however the City located unspent budget to fund the remainder of 2018/2019 and 2019/2020. The City will have to locate dedicated funding for this benefit for the 2020/2021 year or operating budgets will need 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 $19,782,224 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 $2,333,565. 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 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 need 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 and $29,500,000 in Waterworks and Sewer System Revenue Bonds during 2020 for year three and four 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 2010, CRMWA refunded a 1999 issue with the Conjunctive Use Groundwater Supply Project revenue refunding bonds ($5,235,000). The City's share of these bonds is $3,420,130. During 2011, CRMWA issued bonds in the amount of $81,630,000. The City's share of these bonds is $33,536,053. During 2017, the City participated in the 2017 CRMWA refunding bond issue. This issue refunded a 2009 issue with the City's share of the refunding issue being $4,657,198.

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 most 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 most of the proceeds funding the T-Anchor Excavation project. The City anticipates issuing approximately $10,000,000 in Drainage Utility System Revenue Bonds during 2019/2020 to fund drainage improvements as outlined in a five-year capital plan.

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, 2019 through 2048, the City has a total of $298,255,696 in principal to retire and $100,596,845 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 and the fourth issue of $34.6 million during April 2020, with the related tax rate impact to be included in the 2020/21 fiscal year budget. During 2018 the City had to close the swimming pool facility located at Thompson Park. The City anticipates during 2020 a $6 million certificate of obligation issue for the construction of new pool facility located in the same park.

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 2020, the City anticipates issuing an additional $28.1 million in Water and Sewer bonds to be used for water and sewer system

enhancements and replacements and an additional $29.5 million in Water and Sewer bonds, with anticipated funding through the Texas Water Development Board, for an Automated Metering Infrastructure (AMI) project. The City Council has approved funding of revenue bonds with a 3% water and sewer fee increase effective October 1, 2018 for the $28.1 million issuance, the third of five planned similar increases, and a 4% water and sewer fee increase effective October 1, 2019 for the $29.5 million issuance. During 2019 the City applied for Texas Water Development Board funding for the Automated Metering Infrastructure (AMI) project and is awaiting approval of the application.

* Note – The amount reported as total debt service, $40,771,231, includes $5,809,856 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.

CITY OF AMARILLO
TOTAL INTEREST AND REDEMPTION FUND
STATEMENT OF TOTAL DEBT SERVICE AT OCTOBER 1, 2019

BONDED INDEBTEDNESS				EXPENDITURES			
BOND ISSUES	**Date of Issue**	**Original Issue**	**Outstanding 10/01/19**	**Principal**	**Interest**		**Total**
Property Tax Supported Debt							
General Obligation Bonds:							
Series 2009	09/03/09	4,825,000	1,405,000	455,000	52,763		507,763
Series 2017 Refunding	01/15/17	15,110,000	12,315,000	1,335,000	492,600		1,827,600
Series 2017	04/01/17	21,280,000	20,460,000	540,000	748,619		1,288,619
Series 2018	07/18/18	22,145,000	21,700,000	535,000	817,069		1,352,069
Combination Tax and Revenue Certificates of Obligation:							
Series 2010	4/15/2010	1,392,000	852,000	69,000	27,226		96,226
Series 2017	1/15/2017	6,940,000	6,085,000	505,000	178,475		683,475
Paying Agency Fees							7,500
Total Property Tax Supported Debt			**62,817,000**	**3,439,000**	**2,316,751**		**5,763,251**
Debt Serviced by Special Assessments and Other Revenue Sources							
Combination Tax and Revenue Certificates of Obligation:							
Series 2003 - Greenways PID	11/26/2003	620,000	170,000	40,000	6,290		46,290
Series 2006 - Colonies PID	5/24/2006	585,000	253,696	34,643	11,303		45,946
Series 2008A - Greenways PID	7/17/2008	600,000	335,000	30,000	13,696		43,696
Series 2008B - Colonies PID	7/17/2008	1,500,000	830,000	75,000	32,334		107,334
Series 2011A - Golf	2/3/2011	3,750,000	2,995,000	110,000	142,425		252,425
Series 2011B - TIRZ #1	2/3/2011	2,210,000	1,590,000	90,000	83,700		173,700
Series 2014 - Greenways and Colonies PID	4/30/2014	2,260,000	1,820,000	95,000	58,219		153,219
Series 2018 - Colonies PID	7/18/2018	3,000,000	2,905,000	110,000	100,481		210,481
Hotel Occupancy Tax Revenue Bonds, Series 2016	4/13/2016	11,995,000	11,680,000	320,000	451,836		771,836
Hotel Occupancy Tax Revenue Bonds, Series 2018	2/15/2018	38,835,000	38,835,000	-	1,606,133		1,606,133
Paying Agency Fees							8,000
Total Debt Serviced by Special Assessments and Other Revenue			**61,413,696**	**904,643**	**2,506,417**		**3,419,060**
Water and Sewer Supported Debt							
Combination Tax & Revenue Certificates of Obligation, Series 2009	02/27/09	38,885,000	20,705,000	2,095,000	535,941		2,630,941
Combination Tax & Revenue Certificates of Obligation, Series 2009B	11/24/09	47,400,000	29,680,000	2,540,000	655,352		3,195,352
Combination Tax & Revenue Certificates of Obligation, Series 2009C	02/04/10	18,075,000	10,860,000	905,000	0		905,000
Water & Sewer Revenue Bonds, Series 2011	08/30/11	16,300,000	10,950,000	720,000	420,838		1,140,838
General Obligation Refunding Bonds, Series 2011	08/30/11	5,605,000	2,190,000	525,000	64,450		589,450
Water & Sewer Revenue Bonds, Series 2013	01/22/14	1,310,000	535,000	130,000	3,160		133,160
Water & Sewer Revenue Bonds, Series 2014	01/22/14	8,495,000	6,170,000	390,000	120,090		510,090
Water & Sewer Revenue Bonds, Series 2015	10/02/15	17,195,000	13,860,000	815,000	147,102		962,102
Water & Sewer Revenue Bonds, Series 2015A	10/02/15	21,145,000	14,280,000	1,380,000	467,069		1,847,069
Water & Sewer Revenue Bonds, New Series 2017	04/11/17	31,005,000	28,650,000	1,175,000	1,128,044		2,303,044
Water & Sewer Revenue Bonds, Series 2018A	07/19/18	12,500,000	11,885,000	575,000	138,877		713,877
Water & Sewer Revenue Bonds, Series 2018B	07/19/18	14,610,000	13,935,000	520,000	568,225		1,088,225
Water & Sewer Revenue Bonds, Series 2019 (est.)		28,100,000	28,100,000	1,095,000	707,102		1,802,102
Water & Sewer Revenue Bonds, Series 2020 (est.)		29,500,000	29,500,000	1,191,534	769,440		1,960,974
Total Local Water & Sewer Debt			**221,300,000**	**14,056,534**	**5,725,690**		**19,782,224**
Other Water & Sewer Long Term Debt							
Canadian River Municipal Water Authority (CRMWA)							
2010 Conjunctive Use		3,420,130	213,418	213,418	7,470	*	220,888
2011 Bonds Contract Revenue Bonds		33,536,053	23,293,034	1,604,805	1,108,748	*	2,713,553
2012 Refunding Bonds		18,415,688	15,616,925	2,038,300	780,846	*	2,819,146
2014 Refunding Bonds		20,031,387	9,330,784	1,543,061	495,389	*	2,038,450
2017 Refunding Bonds		4,657,198	4,290,085	410,272	171,146	*	581,418
Total CRMWA Debt			**52,744,246**	**5,809,856**	**2,563,599**		**8,373,455**
Paying Agency Fees						*	11,710
Total Water and Sewer Expenditures			**274,044,246**	**19,866,390**	**8,289,289**		**28,167,389**
Airport Bonds							
Combination Tax & Revenue Certificates of Obligation, Series 2009A	9/3/2009	16,140,000	1,830,000	1,830,000	43,762	*	1,873,762
Total Airport Expenditures			**1,830,000**	**1,830,000**	**43,762**		**1,873,762**
Drainage Bonds							
Combination Tax & Revenue Certificates of Obligation, Series 2012A	12/12/2012	6,260,000	3,635,000	250,000	72,700	*	322,700
Drainage Utility System Revenue Bonds, Series 2014	4/1/2014	6,080,000	4,860,000	265,000	157,644	*	422,644
Drainage Utility System Revenue Bonds, Series 2019 (est.)		10,000,000	10,000,000	302,425	500,000	*	802,425
Total Drainage Expenditures			**18,495,000**	**817,425**	**730,344**		**1,547,769**
Total City of Amarillo Debt Service			**418,599,942**	**26,857,458**	**13,886,562**		**40,771,231**

* Included in operating budget

CITY OF AMARILLO

COMPUTATION OF LEGAL DEBT MARGIN

October 1, 2019

Assessed Value - 2019 Tax Roll				$15,884,035,804
Debt Limit --10% of Assessed Roll				$1,588,403,580
Amount of Debt Applicable to Debt Limit:				
Total Bonded Debt	$	365,855,696		
Less: Assets in Debt Service Fund (as of 09/30/2018)		(1,131,441)		
Less: HOT Revenue Bonds		(50,515,000)		
Less: Waterworks Revenue Bonds		(157,865,000)		
Less: Drainage Revenue Bonds		(18,495,000)		
Total Amount of Debt Applicable to Debt Limit			$	137,849,255
Pro Forma Legal Debt Margin				$1,450,554,325

CITY OF AMARILLO

DEBT SERVICE
At October 1, 2019
Tax Supported Debt Interest and Redemption
Series 2009, 2010, 2017 Refunding, 2017, and 2018

	ACTUAL 2017/2018	ESTIMATED 2018/2019	ESTIMATED 2019/2020
RESOURCES:			
Balance 10/01/18	983,156	1,131,441	609,455
ADD RECEIPTS:			
Interest Earnings	28,072	29,031	29,031
Ad Valorem Tax Collections	4,504,108	5,204,967	5,604,752
Other	0	0	0
Total Receipts	4,532,180	5,233,998	5,633,783
Total Resources & Receipts	5,515,336	6,365,439	6,243,238
DEDUCT EXPENDITURES:			
Principal Maturities	2,390,000	3,237,000	3,439,000
Interest Maturities	1,989,215	2,511,484	2,316,752
Paying Agency Fees	4,680	7,500	7,500
Total Expenditures	4,383,895	5,755,984	5,763,252
Reserve for Future Maturities	1,131,441	609,455	479,986

Estimated Tax Rate:

Debt Service Rate Per $100 Value

Available funds calculation:	
Cash & Investments	1,127,909
(Appreciation)Depreciation in Investments	0
Assets to be converted to Cash	20,520
Less: Liabilies & Encumberances	(16,988)
Less: Certificates of obligation funds	
Less: HOT Revenue Bonds	
Balance 10/01/18	1,131,441

CITY OF AMARILLO

DEBT SERVICE
At October 1, 2019
Combination Tax and Revenue Certificates of Obligation
Series 2003, 2006, 2008, 2011, 2014, and 2018

	ACTUAL 2017/2018	ESTIMATED 2018/2019	ESTIMATED 2019/2020
RESOURCES:			
Balance 10/01/18	1,341	1,417	1,422
ADD RECEIPTS:			
Interest Earnings	78	4	4
Revenue			
Transfers	835,592	1,040,996	1,041,092
Total Receipts	835,670	1,041,000	1,041,096
Total Resources & Receipts	837,011	1,042,417	1,042,518
DEDUCT EXPENDITURES:			
Principal Maturities	451,509	558,037	584,643
Interest Maturities	381,635	475,958	448,448
Paying Agency Fees	2,450	7,000	8,000
Other	0		
Total Expenditures	835,594	1,040,995	1,041,091
Reserve for Future Maturities	1,417	1,422	1,427

Available funds calculation:	
Cash & Investments	1,417
(Appreciation)Depreciation in Investments	
Assets to be converted to Cash	
Less: Liabilies & Encumberances	
Less: Construction in Progress Balances	
Balance 10/01/18	1,417

CITY OF AMARILLO

DEBT SERVICE
At October 1, 2019
Hotel Occupancy Tax Revenue Bonds
Series 2016 and 2018

	ACTUAL 2017/2018	ESTIMATED 2018/2019	ESTIMATED 2019/2020
RESOURCES:			
Balance 10/01/18	112,081	212,722	217,775
ADD RECEIPTS:			
Interest Earnings	2,404	5,053	5,053
Revenue Transfers	1,202,815	2,378,796	2,377,969
Total Receipts	1,205,219	2,383,849	2,383,022
Total Resources & Receipts	1,317,300	2,596,571	2,600,797
DEDUCT EXPENDITURES:			
Principal Maturities	0	315,000	320,000
Interest Maturities	1,104,578	2,063,796	2,057,969
Paying Agency Fees	0	0	0
Other	0		
Total Expenditures	1,104,578	2,378,796	2,377,969
Reserve for Future Maturities	212,722	217,775	222,828

Available funds calculation:	
Cash & Investments	212,722
(Appreciation)Depreciation in Investments	
Assets to be converted to Cash	
Less: Liabilies & Encumberances	
Less: Construction in Progress Balances	
Balance 10/01/18	212,722

CITY OF AMARILLO

INTEREST AND REDEMPTION FUND- GENERAL OBLIGATION DEBT

STATEMENT OF BONDED INDEBTEDNESS AT OCTOBER 1, 2019

AND EXPENDITURES BY ISSUES 2019/20

		BOND INDEBTEDNESS				EXPENDITURES 2019/20		
BOND ISSUES	**Date of Issue**	**Maturities Outstanding**	**Interest Rate**	**Original Issue**	**Outstanding 10/01/19**	**Principal**	**Interest**	**Total**
GO, Series 2009	9/3/2009	1,405,000	3.00 - 5.00	4,825,000	1,405,000	455,000	52,763	507,763
GO Ref, Series 2017	1/15/2017	12,315,000	4.00	15,110,000	12,315,000	1,335,000	492,600	1,827,600
GO, Series 2017	4/1/2017	20,460,000	3.00 - 5.00	21,280,000	20,460,000	540,000	748,619	1,288,619
GO, Series 2018	7/18/2018	21,700,000	3.00 - 5.00	22,145,000	21,700,000	535,000	817,069	1,352,069
* Series 2003	11/26/2003	170,000	3.70	620,000	170,000	40,000	6,290	46,290
** Series 2006	5/24/2006	253,696	4.75	585,000	253,696	34,643	11,303	45,946
* Series 2008A	7/17/2008	335,000	4.28	600,000	335,000	30,000	13,696	43,696
** Series 2008B	7/17/2008	830,000	4.08	1,500,000	830,000	75,000	32,334	107,334
*** Series 2010	4/15/2010	852,000	5.81	1,392,000	852,000	69,000	27,226	96,226
**** Series 2011A	2/3/2011	2,995,000	3.50 - 5.25	3,750,000	2,995,000	110,000	142,425	252,425
***** Series 2011B	2/3/2011	1,590,000	3.50 - 6.00	2,210,000	1,590,000	90,000	83,700	173,700
x Series 2014	4/30/2014	1,820,000	2.00 - 3.625	2,260,000	1,820,000	95,000	58,219	153,219
***Series 2017	1/15/2017	6,085,000	3.00 - 3.50	6,940,000	6,085,000	505,000	178,475	683,475
**Series 2018	7/18/2018	2,905,000	3.00 - 3.50	3,000,000	2,905,000	110,000	100,481	210,481
xxHOT Series 2016	4/13/2016	11,680,000	1.85 - 4.25	11,995,000	11,680,000	320,000	451,836	771,836
xxHOT Series 2018	2/15/2018	38,835,000	2.80 - 4.40	38,835,000	38,835,000	-	1,606,133	1,606,133
Paying Agency Fees								15,500
		Total Expenditures				4,343,643	4,823,167	9,182,310

* 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

Fiscal Year	Outstanding Beginning of Year	Principal	Year Interest	Total
		General Obligation Bonds, Series 2009		
		October 1, 2019		
2019/20	1,405,000	455,000	52,763	507,763
2020/21	950,000	465,000	36,838	501,838
2021/22	485,000	485,000	19,400	504,400
TOTALS		1,405,000	109,000	1,514,000
		General Obligation Refunding Bonds, Series 2017		
		October 1, 2019		
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		12,315,000	2,318,200	14,633,200

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND - GENERAL OBLIGATION BONDS

Fiscal Year	Outstanding Beginning of Year	Principal	Year Interest	Total
		General Obligation Bonds, Series 2017		
		October 1, 2019		
2019/20	20,460,000	540,000	748,619	1,288,619
2020/21	19,920,000	570,000	723,569	1,293,569
2021/22	19,350,000	595,000	694,444	1,289,444
2022/23	18,755,000	625,000	663,944	1,288,944
2023/24	18,130,000	660,000	631,819	1,291,819
2024/25	17,470,000	695,000	597,944	1,292,944
2025/26	16,775,000	730,000	562,319	1,292,319
2026/27	16,045,000	765,000	524,944	1,289,944
2027/28	15,280,000	800,000	489,819	1,289,819
2028/29	14,480,000	835,000	457,119	1,292,119
2029/30	13,645,000	865,000	427,444	1,292,444
2030/31	12,780,000	890,000	401,119	1,291,119
2031/32	11,890,000	915,000	374,044	1,289,044
2032/33	10,975,000	945,000	345,553	1,290,553
2033/34	10,030,000	975,000	315,553	1,290,553
2034/35	9,055,000	1,005,000	283,988	1,288,988
2035/36	8,050,000	1,040,000	250,756	1,290,756
2036/37	7,010,000	1,075,000	216,388	1,291,388
2037/38	5,935,000	1,110,000	180,881	1,290,881
2038/39	4,825,000	1,145,000	143,522	1,288,522
2039/40	3,680,000	1,185,000	104,203	1,289,203
2040/41	2,495,000	1,225,000	63,534	1,288,534
2041/42	1,270,000	1,270,000	21,431	1,291,431
TOTALS		20,460,000	9,222,953	29,682,953

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND - GENERAL OBLIGATION BONDS

Fiscal Year	Outstanding Beginning of Year	Principal	Year Interest	Total
		General Obligation Bonds, Series 2018		
		October 1, 2019		
2019/20	21,700,000	535,000	817,069	1,352,069
2020/21	21,165,000	560,000	789,694	1,349,694
2021/22	20,605,000	590,000	760,944	1,350,944
2022/23	20,015,000	620,000	730,694	1,350,694
2023/24	19,395,000	650,000	698,944	1,348,944
2024/25	18,745,000	685,000	665,569	1,350,569
2025/26	18,060,000	720,000	630,444	1,350,444
2026/27	17,340,000	760,000	593,444	1,353,444
2027/28	16,580,000	795,000	554,569	1,349,569
2028/29	15,785,000	830,000	522,244	1,352,244
2029/30	14,955,000	855,000	496,969	1,351,969
2030/31	14,100,000	880,000	470,944	1,350,944
2031/32	13,220,000	910,000	443,525	1,353,525
2032/33	12,310,000	935,000	414,113	1,349,113
2033/34	11,375,000	970,000	382,550	1,352,550
2034/35	10,405,000	1,000,000	349,306	1,349,306
2035/36	9,405,000	1,035,000	314,319	1,349,319
2036/37	8,370,000	1,075,000	277,394	1,352,394
2037/38	7,295,000	1,110,000	239,156	1,349,156
2038/39	6,185,000	1,150,000	199,606	1,349,606
2039/40	5,035,000	1,195,000	158,569	1,353,569
2040/41	3,840,000	1,235,000	116,044	1,351,044
2041/42	2,605,000	1,280,000	71,231	1,351,231
2042/43	1,325,000	1,325,000	24,016	1,349,016
TOTALS		21,700,000	10,721,353	32,421,353

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
Combination Tax and Revenue Certificates of Obligation, Series 2003				
		October 1, 2019		
2019/20	170,000	40,000	6,290	46,290
2020/21	130,000	40,000	4,810	44,810
2021/22	90,000	45,000	3,330	48,330
2022/23	45,000	45,000	1,665	46,665
TOTALS		170,000	16,095	186,095
Combination Tax and Revenue Certificates of Obligation, Series 2006				
		October 1, 2019		
2019/20	253,696	34,643	11,303	45,946
2020/21	219,053	36,325	9,621	45,946
2021/22	182,728	38,088	7,857	45,945
2022/23	144,640	39,936	6,008	45,944
2023/24	104,704	41,875	4,070	45,945
2024/25	62,829	43,909	2,037	45,946
2025/26	18,920	18,920	225	19,145
TOTALS		253,696	41,121	294,817

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Combination Tax and Revenue Certificates of Obligation, Series 2008A

October 1, 2019

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
2019/20	335,000	30,000	13,696	43,696
2020/21	305,000	35,000	12,305	47,305
2021/22	270,000	35,000	10,807	45,807
2022/23	235,000	35,000	9,309	44,309
2023/24	200,000	35,000	7,811	42,811
2024/25	165,000	40,000	6,206	46,206
2025/26	125,000	40,000	4,494	44,494
2026/27	85,000	40,000	2,782	42,782
2027/28	45,000	45,000	963	45,963
TOTALS		335,000	68,373	403,373

Combination Tax and Revenue Certificates of Obligation, Series 2008B

October 1, 2019

2019/20	830,000	75,000	32,334	107,334
2020/21	755,000	80,000	29,172	109,172
2021/22	675,000	85,000	25,806	110,806
2022/23	590,000	90,000	22,236	112,236
2023/24	500,000	90,000	18,564	108,564
2024/25	410,000	95,000	14,790	109,790
2025/26	315,000	100,000	10,812	110,812
2026/27	215,000	105,000	6,630	111,630
2027/28	110,000	110,000	2,244	112,244
TOTALS		830,000	162,588	992,588

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
	Combination Tax and Revenue Certificates of Obligation, Series 2010			
		October 1, 2019		
2019/20	852,000	69,000	27,226	96,226
2020/21	783,000	70,000	25,021	95,021
2021/22	713,000	72,000	22,784	94,784
2022/23	641,000	73,000	20,483	93,483
2023/24	568,000	75,000	18,150	93,150
2024/25	493,000	77,000	15,754	92,754
2025/26	416,000	78,000	13,293	91,293
2026/27	338,000	81,000	10,801	91,801
2027/28	257,000	83,000	8,212	91,212
2028/29	174,000	86,000	5,560	91,560
2029/30	88,000	88,000	2,812	90,812
TOTALS		852,000	170,097	1,022,097

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
Combination Tax and Revenue Certificates of Obligation, Series 2011A				
		October 1, 2019		
2019/20	2,995,000	110,000	142,425	252,425
2020/21	2,885,000	115,000	138,344	253,344
2021/22	2,770,000	120,000	133,788	253,788
2022/23	2,650,000	125,000	128,888	253,888
2023/24	2,525,000	130,000	123,625	253,625
2024/25	2,395,000	135,000	117,825	252,825
2025/26	2,260,000	140,000	111,638	251,638
2026/27	2,120,000	150,000	104,925	254,925
2027/28	1,970,000	155,000	97,681	252,681
2028/29	1,815,000	165,000	89,875	254,875
2029/30	1,650,000	170,000	81,500	251,500
2030/31	1,480,000	180,000	72,750	252,750
2031/32	1,300,000	190,000	63,263	253,263
2032/33	1,110,000	200,000	53,025	253,025
2033/34	910,000	210,000	42,263	252,263
2034/35	700,000	220,000	30,975	250,975
2035/36	480,000	235,000	19,031	254,031
2036/37	245,000	245,000	6,431	251,431
TOTALS		2,995,000	1,558,250	4,553,250

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
Combination Tax and Revenue Certificates of Obligation, Series 2011B				
		October 1, 2019		
2019/20	1,590,000	90,000	83,700	173,700
2020/21	1,500,000	95,000	80,344	175,344
2021/22	1,405,000	95,000	76,663	171,663
2022/23	1,310,000	100,000	72,763	172,763
2023/24	1,210,000	105,000	68,531	173,531
2024/25	1,105,000	110,000	63,000	173,000
2025/26	995,000	115,000	56,250	171,250
2026/27	880,000	125,000	49,050	174,050
2027/28	755,000	135,000	41,250	176,250
2028/29	620,000	140,000	33,000	173,000
2029/30	480,000	150,000	24,300	174,300
2030/31	330,000	160,000	15,000	175,000
2031/32	170,000	170,000	5,100	175,100
TOTALS		1,590,000	668,950	2,258,950

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
Combination Tax and Revenue Certificates of Obligation, Series 2014				
		October 1, 2019		
2019/20	1,820,000	95,000	58,219	153,219
2020/21	1,725,000	100,000	55,369	155,369
2021/22	1,625,000	105,000	52,369	157,369
2022/23	1,520,000	105,000	50,006	155,006
2023/24	1,415,000	110,000	46,856	156,856
2024/25	1,305,000	110,000	43,556	153,556
2025/26	1,195,000	115,000	40,256	155,256
2026/27	1,080,000	120,000	36,806	156,806
2027/28	960,000	125,000	33,206	158,206
2028/29	835,000	125,000	29,300	154,300
2029/30	710,000	130,000	25,237	155,237
2030/31	580,000	140,000	20,850	160,850
2031/32	440,000	140,000	15,950	155,950
2032/33	300,000	145,000	10,875	155,875
2033/34	155,000	155,000	5,619	160,619
TOTALS		1,820,000	524,474	2,344,474

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
Combination Tax and Revenue Certificates of Obligation, Series 2017				
		October 1, 2019		
2019/20	6,085,000	505,000	178,475	683,475
2020/21	5,580,000	520,000	163,100	683,100
2021/22	5,060,000	530,000	147,350	677,350
2022/23	4,530,000	550,000	131,150	681,150
2023/24	3,980,000	565,000	114,425	679,425
2024/25	3,415,000	580,000	97,250	677,250
2025/26	2,835,000	600,000	79,550	679,550
2026/27	2,235,000	620,000	61,250	681,250
2027/28	1,615,000	140,000	49,850	189,850
2028/29	1,475,000	145,000	45,575	190,575
2029/30	1,330,000	150,000	41,150	191,150
2030/31	1,180,000	155,000	36,575	191,575
2031/32	1,025,000	155,000	31,828	186,828
2032/33	870,000	160,000	26,806	186,806
2033/34	710,000	170,000	21,444	191,444
2034/35	540,000	175,000	15,728	190,728
2035/36	365,000	180,000	9,625	189,625
2036/37	185,000	185,000	3,238	188,238
TOTALS		6,085,000	1,254,369	7,339,369

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
Combination Tax and Revenue Certificates of Obligation, Series 2018				
		October 1, 2019		
2019/20	2,905,000	110,000	100,481	210,481
2020/21	2,795,000	110,000	96,631	206,631
2021/22	2,685,000	115,000	92,131	207,131
2022/23	2,570,000	120,000	87,431	207,431
2023/24	2,450,000	125,000	82,531	207,531
2024/25	2,325,000	130,000	77,431	207,431
2025/26	2,195,000	135,000	72,131	207,131
2026/27	2,060,000	140,000	66,631	206,631
2027/28	1,920,000	150,000	60,831	210,831
2028/29	1,770,000	155,000	55,506	210,506
2029/30	1,615,000	155,000	50,856	205,856
2030/31	1,460,000	160,000	46,131	206,131
2031/32	1,300,000	165,000	41,050	206,050
2032/33	1,135,000	175,000	35,525	210,525
2033/34	960,000	180,000	29,756	209,756
2034/35	780,000	185,000	23,709	208,709
2035/36	595,000	190,000	17,381	207,381
2036/37	405,000	200,000	10,675	210,675
2037/38	205,000	205,000	3,588	208,588
TOTALS		2,905,000	1,050,410	3,955,410

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Hotel Occupancy Tax Revenue Bonds, Series 2016

October 1, 2019

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
2019/20	11,680,000	320,000	451,836	771,836
2020/21	11,360,000	330,000	444,956	774,956
2021/22	11,030,000	335,000	437,201	772,201
2022/23	10,695,000	345,000	428,357	773,357
2023/24	10,350,000	355,000	418,249	773,249
2024/25	9,995,000	365,000	407,350	772,350
2025/26	9,630,000	375,000	395,670	770,670
2026/27	9,255,000	390,000	383,108	773,108
2027/28	8,865,000	405,000	368,132	773,132
2028/29	8,460,000	420,000	352,580	772,580
2029/30	8,040,000	435,000	336,452	771,452
2030/31	7,605,000	455,000	319,748	774,748
2031/32	7,150,000	470,000	301,229	771,229
2032/33	6,680,000	490,000	282,100	772,100
2033/34	6,190,000	510,000	262,157	772,157
2034/35	5,680,000	530,000	241,400	771,400
2035/36	5,150,000	555,000	218,875	773,875
2036/37	4,595,000	580,000	195,288	775,288
2037/38	4,015,000	600,000	170,638	770,638
2038/39	3,415,000	630,000	145,138	775,138
2039/40	2,785,000	655,000	118,363	773,363
2040/41	2,130,000	680,000	90,525	770,525
2041/42	1,450,000	710,000	61,625	771,625
2042/43	740,000	740,000	31,450	771,450
TOTALS		11,680,000	6,862,422	18,542,422

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND

Fiscal	Outstanding Beginning of Year	Principal	Interest	Total
	Hotel Occupancy Tax Revenue Bonds, Series 2018			
		October 1, 2019		
2019/20	38,835,000	0	1,606,133	1,606,133
2020/21	38,835,000	800,000	1,606,133	2,406,133
2021/22	38,035,000	820,000	1,583,733	2,403,733
2022/23	37,215,000	845,000	1,558,723	2,403,723
2023/24	36,370,000	870,000	1,531,683	2,401,683
2024/25	35,500,000	900,000	1,502,103	2,402,103
2025/26	34,600,000	935,000	1,470,153	2,405,153
2026/27	33,665,000	970,000	1,436,025	2,406,025
2027/28	32,695,000	1,005,000	1,399,650	2,404,650
2028/29	31,690,000	1,045,000	1,360,958	2,405,958
2029/30	30,645,000	1,085,000	1,319,680	2,404,680
2030/31	29,560,000	1,130,000	1,276,280	2,406,280
2031/32	28,430,000	1,175,000	1,230,515	2,405,515
2032/33	27,255,000	1,220,000	1,182,340	2,402,340
2033/34	26,035,000	1,270,000	1,131,710	2,401,710
2034/35	24,765,000	1,325,000	1,078,370	2,403,370
2035/36	23,440,000	1,380,000	1,022,720	2,402,720
2036/37	22,060,000	1,440,000	964,760	2,404,760
2037/38	20,620,000	1,500,000	904,280	2,404,280
2038/39	19,120,000	1,565,000	841,280	2,406,280
2039/40	17,555,000	1,630,000	772,420	2,402,420
2040/41	15,925,000	1,705,000	700,700	2,405,700
2041/42	14,220,000	1,780,000	625,680	2,405,680
2042/43	12,440,000	1,855,000	547,360	2,402,360
2043/44	10,585,000	1,940,000	465,740	2,405,740
2044/45	8,645,000	2,025,000	380,380	2,405,380
2045/46	6,620,000	2,110,000	291,280	2,401,280
2046/47	4,510,000	2,205,000	198,440	2,403,440
2047/48	2,305,000	2,305,000	101,420	2,406,420
TOTALS		38,835,000	30,090,645	68,925,645

CITY OF AMARILLO

DEBT SERVICE

PROVISION FOR COMPENSATED ABSENCES

	ACTUAL 2017/2018	ESTIMATED 2018/2019	ESTIMATED 2019/2020
RESOURCES:			
Balance 10/01/18	3,501,018	1,398,931	1,074,137
ADD RECEIPTS			
Interest Earnings	32,642	8,546	5,000
Operating Transfers	0	1,400,000	0
Other	-1,293	0	0
Total Receipts	31,349	1,408,546	5,000
Total Resources & Receipts	3,532,367	2,807,477	1,079,137
DEDUCT EXPENDITURES:			
Compensated Absences	2,108,950	1,733,341	1,070,555
Operating Transfers	29,726	0	0
Total Expenditures	2,138,676	1,733,341	1,070,555
Reserve for Future Compensated Absences	1,398,931	1,074,137	8,582

Available funds calculation:	
Cash & Investments	1,389,112
(Appreciation)Depreciation in Investments	5,240
Assets to be converted to Cash	4,576
Less: Liabilies & Encumberances	3
Less: Construction in Progress Balances	
Balance 10/01/18	1,398,931

CITY OF AMARILLO

INTEREST AND REDEMPTION FUND - WATER REVENUE

STATEMENT OF BONDED INDEBTEDNESS AT OCTOBER 1, 2019

BONDED INDEBTEDNESS						EXPENDITURES			
BOND ISSUES	**Date of Issue**	**Maturities Outstanding**	**Interest Rate**	**Original Issue**	**Outstanding 10/01/19**	**Principal**	**Interest**		**Total**
Combination Tax & Revenue Certificates of Obligation, Series 2009	02/27/09	05/15/20-28	0.148 - 3.018	38,885,000	20,705,000	2,095,000	535,941		2,630,941
Combination Tax & Revenue Certificates of Obligation, Series 2009B	11/24/09	05/15/20-29	0.021 - 2.587	47,400,000	29,680,000	2,540,000	655,352		3,195,352
Combination Tax & Revenue Certificates of Obligation, Series 2009C	02/04/10	05/15/20-31	0.00	18,075,000	10,860,000	905,000	0		905,000
Water & Sewer Revenue Bonds, Series 2011	08/30/11	04/01/2020-31	2.00 - 4.125	16,300,000	10,950,000	720,000	420,838		1,140,838
General Obligation Refunding Bonds, Series 2011	08/30/11	04/01/2020-23	2.00 - 3.125	5,605,000	2,190,000	525,000	64,450		589,450
Water & Sewer Revenue Bonds, Series 2013	01/22/14	04/01/2020-33	0.01 - 0.85	1,310,000	535,000	130,000	3,160		133,160
Water & Sewer Revenue Bonds, Series 2014	01/22/14	04/01/2020-33	0.36 - 2.62	8,495,000	6,170,000	390,000	120,090		510,090
Water & Sewer Revenue Bonds, Series 2015	10/2/2015	04/01/2020-35	0.50 - 1.59	17,195,000	13,860,000	815,000	147,102		962,102
Water & Sewer Revenue Bonds, Series 2015A	10/2/2015	04/01/2020-35	2.00 - 4.00	21,145,000	14,280,000	1,380,000	467,069		1,847,069
Water & Sewer Revenue Bonds, New Series 2017	4/11/2017	04/01/2020-36	3.00 - 5.00	31,005,000	28,650,000	1,175,000	1,128,044		2,303,044
Water & Sewer Revenue Bonds, Series 2018A	7/19/2018	04/01/2020-36	0.17 - 1.60	12,500,000	11,885,000	575,000	138,877		713,877
Water & Sewer Revenue Bonds, Series 2018B	7/19/2018	04/01/2020-38	3.00 - 5.00	14,610,000	13,935,000	520,000	568,225		1,088,225
Water & Sewer Revenue Bonds, Series 2019 (est.)			Estimated	28,100,000	28,100,000	1,095,000	707,102		1,802,102
Water & Sewer Revenue Bonds, Series 2020 (est.)			Estimated	29,500,000	29,500,000	1,191,534	769,440		1,960,974
Total Water & Sewer				**290,125,000**	**221,300,000**	**14,056,534**	**5,725,690**		**19,782,224**
OTHER LONG TERM DEBT									
Canadian River Municipal Water Authority (CRMWA)									
2010 Conjunctive Use		2/15/2020	Various	3,420,130	213,418	213,418	7,470	*	220,888
2011 Bonds Contract Revenue Bonds		08/15/2020-31	Various	33,536,053	23,293,034	1,604,805	1,108,748	*	2,713,553
2012 Refunding Bonds		02/15/2020-25	Various	18,415,688	15,616,925	2,038,300	780,846	*	2,819,146
2014 Refunding Bonds		02/15/2020-27	Various	20,031,387	9,330,784	1,543,061	495,389	*	2,038,450
2017 Refunding Bonds		02/15/2020-29	Various	4,657,198	4,290,085	410,272	171,146	*	581,418
Paying Agency Fees								*	11,710
	Total Expenditures								28,167,389
CURRENT RESERVE REQUIREMENTS									2,333,565
			Total Principal Payments			19,866,390			

Note:

The Water and Sewer 2013, 2014, 2015, and 2018A issues require a reserve fund of $2,380,108 which has been fully funded.

* Included in operating budget

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND - WATER

2020/2037

Fiscal	Outstanding Beginning of Year	Principal	Year Interest	Total
2019/20	163,700,000	11,770,000	4,249,146	16,019,146
2020/21	151,930,000	12,005,000	4,027,638	16,032,638
2021/22	139,925,000	12,275,000	3,771,135	16,046,135
2022/23	127,650,000	12,580,000	3,467,077	16,047,077
2023/24	115,070,000	12,475,000	3,136,534	15,611,534
2024/25	102,595,000	12,815,000	2,802,245	15,617,245
2025/26	89,780,000	13,090,000	2,439,215	15,529,215
2026/27	76,690,000	13,350,000	2,077,704	15,427,704
2027/28	63,340,000	12,320,000	1,703,535	14,023,535
2028/29	51,020,000	10,030,000	1,367,428	11,397,428
2029/30	40,990,000	6,825,000	1,095,474	7,920,474
2030/31	34,165,000	6,910,000	926,516	7,836,516
2031/32	27,255,000	4,980,000	752,520	5,732,520
2032/33	22,275,000	4,670,000	620,700	5,290,700
2033/34	17,605,000	4,290,000	495,958	4,785,958
2034/35	13,315,000	4,410,000	379,992	4,789,992
2035/36	8,905,000	3,560,000	261,828	3,821,828
2036/37	5,345,000	3,665,000	155,345	3,820,345
2037/38	1,680,000	1,680,000	45,405	1,725,405
TOTALS		163,700,000	33,775,395	197,475,395

CITY OF AMARILLO

INTEREST AND REDEMPTION FUND - AIRPORT FUND

STATEMENT OF BONDED INDEBTEDNESS AT OCTOBER 1, 2019

BONDED INDEBTEDNESS						EXPENDITURES		
BOND ISSUES	**Date of Issue**	**Maturities Outstanding**	**Interest Rate**	**Original Issue**	**Outstanding 10/01/19**	**Principal**	**Interest**	**Total**
Combination Tax & Revenue Certificates of Obligation, Series 2009A	09/03/09	2020	5.00, 3.00, 4.00, 4.705, 5.00, 4.241, 5.00, 5.00, 4.783	16,140,000	1,830,000	1,830,000	43,762 *	1,873,762
			Total Principal Payments			1,830,000		

* Included in operating budget

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND - AIRPORT

2020

Fiscal	Outstanding Beginning of Year	Principal	Year Interest	Total
2019/20	1,830,000	1,830,000	43,763	1,873,763
TOTALS		1,830,000	43,763	1,873,763

CITY OF AMARILLO

INTEREST AND REDEMPTION FUND - DRAINAGE UTILITY FUND

STATEMENT OF BONDED INDEBTEDNESS AT OCTOBER 1, 2019

BONDED INDEBTEDNESS						EXPENDITURES		
BOND ISSUES	**Date of Issue**	**Maturities Outstanding**	**Interest Rate**	**Original Issue**	**Outstanding 10/01/19**	**Principal**	**Interest**	**Total**
Combination Tax & Revenue Certificates of Obligation, Series 2012A	12/12/12	08/15/2020-32	1.00% - 2.00%	6,260,000	3,635,000	250,000	72,700 *	322,700
Drainage Utility System Revenue Bonds, Series 2014	04/01/14	08/15/2020-34	2.00% - 3.75%	6,080,000	4,860,000	265,000	157,644 *	422,644
Drainage Utility System Revenue Bonds, Series 2019 (est.)			estimated	10,000,000	10,000,000	302,425	500,000 *	802,425
			Total Principal Payments			817,425	730,344	1,547,769

* Included in operating budget

CITY OF AMARILLO

SCHEDULE OF MATURITIES

INTEREST AND REDEMPTION FUND - DRAINAGE UTILITY

2020/2034

Fiscal	Outstanding Beginning of Year	Principal	Year Interest	Total
2019/20	8,495,000	515,000	230,344	745,344
2020/21	7,980,000	520,000	217,394	737,394
2021/22	7,460,000	535,000	204,344	739,344
2022/23	6,925,000	540,000	190,894	730,894
2023/24	6,385,000	555,000	177,294	732,294
2024/25	5,830,000	565,000	163,294	728,294
2025/26	5,265,000	580,000	149,044	729,044
2026/27	4,685,000	600,000	134,394	734,394
2027/28	4,085,000	620,000	119,244	739,244
2028/29	3,465,000	635,000	103,131	738,131
2029/30	2,830,000	650,000	86,181	736,181
2030/31	2,180,000	675,000	68,369	743,369
2031/32	1,505,000	700,000	49,394	749,394
2032/33	805,000	395,000	29,694	424,694
2033/34	410,000	410,000	15,375	425,375
TOTALS		8,495,000	1,938,388	10,433,388

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 2019/2020 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.

General Obligation Projects Fund -- To account for projects funded fully or partially through the issuance of general obligation debt.

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 $1.9 million funded from the Civic Center improvement fund for various enhancements to the Civic Center, $1.2 million to complete various improvements to the Landfill, $0.9 million for various IT hardware and software purchases, and $6.6 million for routine replacements of rolling stock and Fleet Service shop improvements. 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, $34.0 million has been included to address needs of aged street and traffic control infrastructure and $0.5 million has been included to address various neighborhood plan initiatives.

The City's General Fund capital program includes $0.4 million for the purchase of an armored vehicle for Police SWAT Operations, $0.9 million for various Transit System improvements, and $0.7 million for City match to various Fire Department training and equipment grants. The City Water and Wastewater Utility, or Utilities Fund includes $47.5 million in capital projects, partially funded with anticipated bond proceeds of $29.5 million. The City Council has approved a 4% rate increase to fund the implementation of an advanced metering infrastructure (AMI) (total rate increase of 7% includes a 3% operating and maintenance increase). The City paused year four of its five-year Capital Improvement Program in this budget in order to allow implementation of the AMI Project. 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. 2019/2020 was intended to be the fourth year of this five-year period. However, under the new plan the fourth year will be 2020/2021. Amarillo now has 1,177 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.

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 $1.3 million for the 2019/2020 year. 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 $2.8 million in capital projects, partially funded with anticipated federal and state grant awards in the amount of $1.5 million. Projects include various enhancements and maintenance needed to the terminal and airfield.

CAPITAL PROJECTS OPERATING IMPACTS

OPERATING IMPACTS					
Project Number	**Project Name**	**Total Project**	**Software Costs**	**O&M**	**Total Impact**
530044	Advanced Metering Infrastructure	$ 29,506,375	$ 173,055	$ 3,600	$ 176,655
540206	Upgrade EBI Software	13,000	1,500	-	1,500
540209	Bldg. 602 Fire Suppression System Upgrades	70,000	-	4,000	4,000
540210	Replace five (5) RTU systems on PBB's	27,000	-	1,500	1,500
540211	Upgrade BHS server and software	35,000	1,500	-	1,500
Total Operating Impact			**$ 176,055**	**$ 9,100**	**$ 185,155**

No quantifiable operating impacts were identified within the 2019-2020 annual budget aside from those noted above. However, operating impacts are anticipated in future periods as projects reach completion. Once completed the multimodal transportation terminal will bring on additional utility and operations and maintenance costs of approximately $160,000 a year. These costs will be partially offset with expected rent payments and Federal and State Grant revenue. This project is not projected to be completed until the 2022/2023 fiscal year at the earliest. Projects in the Water & Sewer system will have minimal operating impact, except for the AMI project noted above, as most are rehabilitation or maintenance related. The AMI project will have an estimated annual software cost of approximately $173,000 as well as other increased operations and maintenance costs of $3,600 a year. 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. The two software related projects will add an additional $3,000 in annual software costs. Additionally, the fire suppression system upgrades and the RTU replacement will add approximately $5,500 in additional operations and maintenance costs. Drainage projects will have a minimal operating impact and can be absorbed in the division’s current activity. The Fleet Services and IT projects will also have minimal future operating impacts as these are replacement projects.

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CITY OF AMARILLO
SUMMARY OF RESOURCES AND EXPENDITURES
CITY OF AMARILLO
CAPITAL PROJECTS FUNDS
FISCAL YEAR 2019/2020

	Total	Interfund Transfers	General Construction	Street Assessments	Street Improvement	Golf Course Improvement	Solid Waste Disposal Improvement	Bivins Improvement	Civic Center Improvement	General Obligation Projects
Balance 10/01/18 (See Below)	10,039,212		5,703,716	746	762,268	1,746	405,385	230,204	3,461,578	(526,431)
Fiscal Year 2018/2019										
Add:										
Bond Proceeds	19,930,963	-	-	-	-	-	-	-	-	19,930,963
Operating Transfers	7,068,625	-	3,225,000	-	637,000	10,000	1,000,000	-	2,196,625	-
Grant and Other Revenue	2,216,351	-	581,779	1,710	38,945	246,069	73,694	3,470	551,718	718,967
Deduct:										
Capital Expenditures And Amounts Committed	(27,178,944)	-	(4,161,146)	(0)	(647,376)	-	(1,141,523)	-	(1,105,400)	(20,123,499)
Operating Transfers	(2,737,717)	-	(181,779)	-	(38,945)	(254,863)	-	-	(2,262,130)	-
Balance 10/01/19	9,338,491	-	5,167,570	2,456	751,892	2,952	337,556	233,674	2,842,391	-
Fiscal Year 2019/2020										
Add:										
Bond Proceeds	34,554,852	-	-	-	-	-	-	-	-	34,554,852
Operating Transfers	4,557,274	-	30,000	-	1,200,000	-	1,000,000	-	2,327,274	-
Grant and Other Revenue	2,682,624	-	1,763,861	1,710	38,945	253,500	73,694	3,470	187,944	359,500
Deduct:										
Capital Expenditures	(40,883,242)	-	(2,028,390)	-	(1,200,000)	-	(1,200,000)	-	(1,900,000)	(34,554,852)
Operating Transfers & Miscellaneous	(2,562,867)	-	(181,779)	-	(38,945)	(252,425)	(113,000)	-	(1,976,718)	-
Balance 10/01/20	7,687,131	-	4,751,262	4,166	751,891	4,027	98,250	237,144	1,480,891	359,500

City of Amarillo
Capital Improvement Plan
Fiscal 2019/2020

Description		Total Project
411310	Armored Vehicle for SWAT Operations: Purchase a Lenco BearCat Armored Rescue Vehicle for SWAT. (Related to Council Pillars, Public Safety)	375,000
41010-1610 Police		**375,000**
411176	Replace Transit Buses: Purchase of new buses to be used in the City's transit system. (Related to Council Pillars, Transportation, Customer Service, Civic Pride)	425,390
411421	Multimodal Transportation Terminal: Construction of a new Transportation Terminal for Amarillo City Transit and Greyhound. (Related to Council Pillars, Transportation, Customer Service, Civic Pride)	480,000
41010-1761 Transit Fixed Route Operations		**905,390**
411122	GPS Opticom Units: This project will upgrade old, unsupported Opticom units and provide traffic safety personal protective equipment each year. (Related to Council Pillars, Public Safety)	30,000
411329	Assistance to Firefighters Grant (AFG) Matching Funds (E&I): This E&I project will set aside 10% matching funds for FEMA's Assistance to Firefighters Grant. This will allow the Fire Department to leverage. The projects selected will be determined based on the needs of the AFD and FEMA's program guidance and priorities each time the application period opens. (Related to Council Pillars, Public Safety, Fiscal Responsibility)	300,000
411366	Fire Prevention & Safety (FP&S) Grant Match FEMA projects: This Job will set aside $10,000 for FEMA's Fire Prevention and Safety (FP&S) Grants. This will allow about $200,000 project to be implemented by the Fire Department, if approved. The project selected will be determined based on the needs of the AFD and FEMA's program guidance and priorities when the application period opens. (Related to Council Pillars, Public Safety, Fiscal Responsibility)	200,000
411380	PRPC Grant FY18-Amarillo IMT Equipment & Training: Equipping the Amarillo members of the Panhandle Regional Incident Management Team (RIMT) with computers, printers/scanners, projector, tables, chairs, cots, etc.; a trailer to transport a mobile office; and specialized training in coordination and management of large-scale or expanding incidents. 100% funded PRPC (Related to Council Pillars, Public Safety, Fiscal Responsibility)	18,000
411489	Firehouse Subs Public Safety Foundation grant: This Job will For the Firehouse Subs Public Safety Foundation grant program. This will allow about $50,000 project to be implemented by the Fire Department, if approved. The project selected will be to purchase two cardiac monitor to provide paramedic services while replacing aging AEDs. (Related to Council Pillars, Public Safety, Fiscal Responsibility)	50,000
411490	Hazard Mitigation Grant Program (HMGP) Match projects: This Job will set aside $37,500 for Hazard Mitigation Grant Program (HMGP) projects. This will allow about $150,000 project to be implemented by the Fire Department, if approved. The project selected will be determined based on the needs of the AFD and FEMA's program guidance and priorities when the application period opens. (Related to Council Pillars, Public Safety, Fiscal Responsibility)	150,000
41010-1910 Fire Operations		**748,000**
4100 General Construction Fund		**2,028,390**
420062	2019/2020 Overlay: This funding is for asphalt overlay of various arterial streets throughout the city. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	1,200,000
4200-1420 Street		**1,200,000**
4200 Street Improvement Fund		**1,200,000**

City of Amarillo
Capital Improvement Plan
Fiscal 2019/2020

Description		Total Project
430107	Landfill Vertical Expansion Annual Cost: annual cost for vertical expansion of the Landfill (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)	100,000
430111	Landfill Development: raise wells for vertical development, complete design and construction of Cell 10, future development of Cell 11, and addition/replacement of Landfill fleet (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)	1,100,000
4300-1432 Solid Waste Disposal		**1,200,000**
4300 Solid Waste Disposal Improvement Fund		**1,200,000**
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)	150,000
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)	75,000
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, Customer Service)	50,000
440410	Chillers: Funding to remove and replace Civic Center chillers and associated equipment. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)	65,000
440411	Cooling Towers: Funding to remove and replace Civic Center cooling tower. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)	325,000
440495	Heritage Room Portable Wall Replacement: Complete replacement of portable wall system throughout the Heritage Room including all track. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)	1,200,000
440602	Parking Lot Asphalt Replacement: Replacement of asphalt in needed areas surrounding Civic Center Complex. (Related to Council Pillars, Economic Development and Redevelopment, Customer Service)	35,000
4400-1241 Civic Center		**1,900,000**
4400 Convention Annex Improvement Fund		**1,900,000**
462000	Polk Street Improvements and Streetscape: This project includes improvements to Polk Street from South 2nd Avenue to South 11th Avenue. These improvements included replacement of the roadway, replacement of traffic signals, utility relocations, landscaping, and multiple pedestrian amenities. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	5,503,862
462003	Streets Southeast Quadrant: These projects are for pavement maintenance such as seal coating, overlays, and microsurfacing will be identified and prosecuted based on actual pavement conditions in the above referenced quadrant of the City. Locations and project processes are to be identified based on evaluation of the actual pavement conditions. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	5,562,000
462004	Streets Southwest Quadrant: These projects are for pavement maintenance such as seal coating, overlays, and microsurfacing will be identified and prosecuted based on actual pavement conditions in the above referenced quadrant of the City. Locations and project processes are to be identified based on evaluation of the actual pavement conditions. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	309,000
462006	Grand Street from Complex Entrance to SE 58th Avenue: This project is the reconstruction and expansion of Grand Street from approximately the entrance to Comanche Trail Golf Course to SE 58th Avenue. This project is proposed to widen the existing 2 and 4 lane section to a five lane arterial section with curb and gutter to serve existing commercial and park developments and future development in the area. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	3,612,500

City of Amarillo
Capital Improvement Plan
Fiscal 2019/2020

Description		Total Project
462010	Western Plaza Drive from Hobbs Street to Interstate 40: This project is 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 to serve the existing commercial development. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	1,197,050
462011	Georgia Street from South of Fox Ridge to Loop 335: This project is the reconstruction and expansion of Georgia Street from approximately 950 feet South of Stardust Lane in the Fox Ridge subdivision to Loop 335. This project is to widen the existing 2-lane section to a five lane arterial section with curb and gutter to serve existing commercial development and the existing City View and South Georgia Place Developments. The project will include the acquisition of additional Right of Way and the addition of sidewalks. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	125,000
462012	Construct new arterial section for Helium Road to 45th Avenue: This project is the reconstruction and expansion of Helium Road from 45th Avenue to Hillside Road. This project is to reconstruct the existing unpaved county road section to an arterial section with curb and gutter to connect the proposed extensions of Hillside Road, approximately 1 mile north to the possible future location of 45th Avenue. The Texas Department of Transportation (TxDOT) is seeking state funding to re-route the existing Loop 335 from Soncy Road to Helium Road. The City will be required to participate in the cost of the relocation. This project is the estimated City participation for this section of the roadway. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	450,000
462013	Helium Road from Hillside to Arden Road: This project is the reconstruction and expansion of Helium Road from Hillside Road to Arden Road. This project is to reconstruct the existing unpaved county road section to an arterial section with curb and gutter to connect the proposed extensions of Hillside Road and the proposed extension of Arden Road. The Texas Department of Transportation (TxDOT) is seeking state funding to re-route the existing Loop 335 from Soncy Road to Helium Road. The City will be required to participate in the cost of the relocation. This project is the estimated City participation for this section of roadway. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	450,000
462014	Bell Street from Attebury Drive to Sundown Lane: This project is the reconstruction and extension of Bell Street from Attebury Drive to Sundown Lane. This project is to widen the existing 2-lane section to a five lane arterial section with curb and gutter to serve existing Canyon Independent School District development and the new Pinnacle Development. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	3,768,500
462015	Tradewinds from 34th Avenue to 46th Avenue: This project is the reconstruction and expansion of Tradewinds Street from 34th Avenue to 46th Avenue. This project is to widen the existing 2-lane section to a five lane arterial section with curb and gutter to serve existing commercial development and the new Tradewinds Industrial Development. Design will be contingent on storm sewer design for Tradewinds, 46th, and Gooch Lake outfall. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	1,214,000
462016	Sundown Lane From Western Street to Interstate 27: This project is the reconstruction and expansion of Sundown Lane from Western Street to Interstate 27. This project is to widen the existing 2-lane section to a five lane arterial section with curb and gutter to serve existing Canyon Independent School District Development and the new Pinnacle Development. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	3,562,500
462021	Purchase of ROW and Utility Adjustments on Loop 335 - SW 9th Avenue to FM 1719: This project is for the City of Amarillo participation with Texas Department (TxDOT) for purchase of right-of-way and utility adjustments for upgrading of LP 335 to a freeway section from SW 9th to N. Western (FM1719). (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	1,030,000
462023	Annual Arterial Reconstruction: This funding is for arterial street reconstructions throughout the City. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	6,429,260
4600-1415 Capital Projects and Development		**33,213,672**

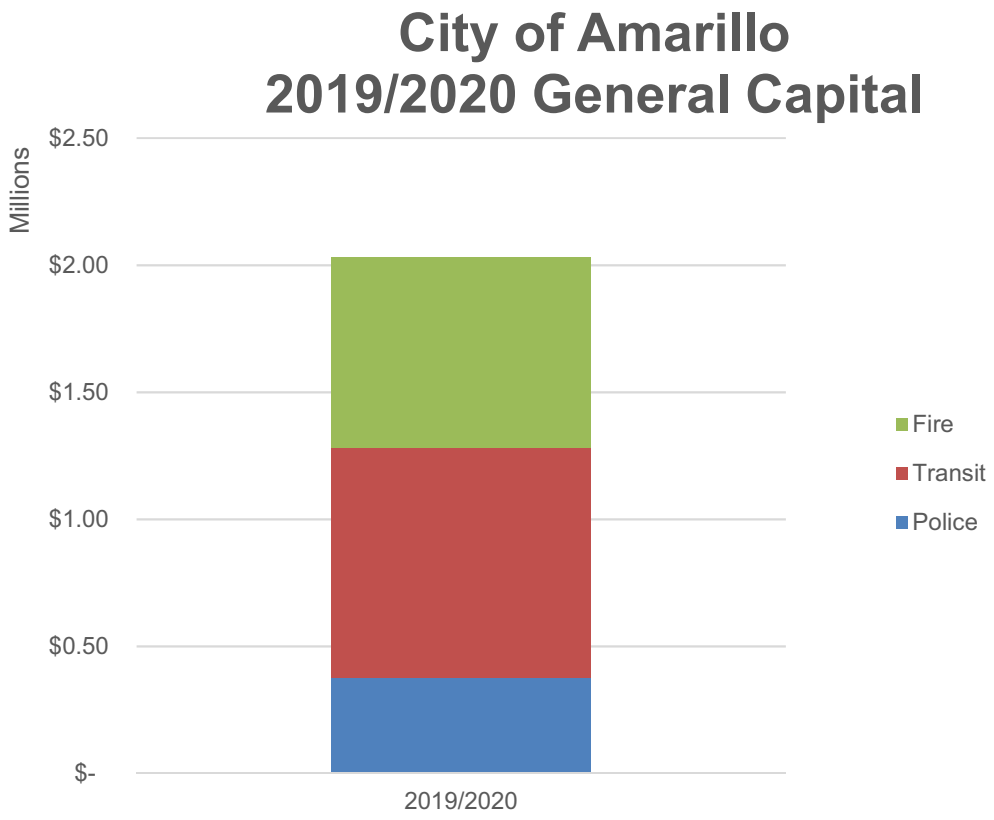
City of Amarillo
Capital Improvement Plan
Fiscal 2019/2020

Description	Total Project
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)	525,000
4600-1720 Planning	**525,000**
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, Civic Pride)	204,600
462025 Traffic Signal System E&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)	309,000
462026 New Traffic Signal Construction: This project is to build 2 new signalized intersections a year or rebuild existing signalized intersections that do not meet current standards. (Related to Council Pillars, Economic Development and Redevelopment, Civic Pride)	302,580
4600-1732 Traffic Field Operations	**816,180**
4600 Bond Project Fund	**34,554,852**
4000 Capital Project Fund	**40,883,242**
523386 WTP Filter Rehabilitation at Osage: filter rehabilitation at the Osage Plant (Related to Council Pillars, Economic Development and Redevelopment)	6,000,000
52123-52220 Surface Water Treatment	**6,000,000**
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)	650,000
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)	1,850,000
521645 WD Water System Master Plan: Funding for implementation of water system master plan (Related to Council Pillars, Economic Development and Redevelopment)	1,100,000
530044 WD Advance Metering Infrastructure (AMI): City wide metering infrastructure that will allow for reading water meters through a fixed network. This would include a fixed network system and replacement of all City meters. Customer will be able to access their water usage though a online portal. (Related to Council Pillars, Economic Development and Redevelopment)	29,506,375
52123-52230 Water Distribution	**33,106,375**
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)	650,000
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)	1,350,000
521943 WWC Emergency Repair SL Hillside Terrace: Funding for emergency WWC repairs in Hillside Terrance (Related to Council Pillars, Economic Development and Redevelopment)	4,500,000
52123-52240 Waste Water Collection	**6,500,000**

Description		Total Project
523078	River Road Permit Renewal: Hiring a consultant to assist with the preparation and attainment of the River Road Texas Pollutant Discharge Elimination System (TPDES) Permit. (Related to Council Pillars, Economic Development and Redevelopment)	80,000
52123-52260 River Road Water Reclamation		**80,000**
522109	Hollywood Permit Renewal: Hiring a consultant to assist with the preparation and attainment of the Hollywood Texas Pollutant Discharge Elimination System (TPDES) Permit. (Related to Council Pillars, Economic Development and Redevelopment)	80,000
530017	HR Digester System Rehab: Rehabilitation and/or design of a new digester mixing system. As a part of this process the anaerobic digesters will also have all sludge, grit, and debris removed and the tanks cleaned. (Related to Council Pillars, Economic Development and Redevelopment)	1,700,000
52123-52260 River Road Water Reclamation		**1,780,000**
5200 Water & Sewer Fund		**47,466,375**
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, Transportation)	125,000
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)	50,000
540147	Airport Wildlife Hazzard Assessment: Funding for a wildlife hazard assessment at the Airport. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	100,000
540156	Parking Lot & Garage Enhancements Phase IV: Phase IV of V for Parking Lot & Garage Enhancement Project - as identified through Facility Assessment. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	200,000
540158	Terminal Window Refurbishment: Rehabilitation of windows including gaskets, new compressed argon, etc. for portions of the terminal. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	175,000
540160	Replace (1) Automated Car Wash Units: Replace (1) Automated Car Wash Unit. This will occur in one of the two bays located at the CONRAC facility. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	125,000
540161	Demolish Building (old car rental areas): Includes demolition of old car rental buildings. Build light maintenance facility for car rental companies to include maintenance bays and office space consolidated at new CONRAC facility. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	150,000
540180	Taxiway J Design and Replacement: Taxiway J Design and Replacement combined. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	1,594,470
540205	Replace two HVAC units in two server rooms: Replace HVAC units in IDF 1 and third floor mechanical room. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	26,000
540206	Upgrade EBI software: Upgrade current Enterprise Building Integrator (EBI) software to current version. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	13,000
540207	Zero Turn Mowers - 2ea: Current mowers are old and worn out. Require costly maintenance and cause unacceptable downtime for airfield mowing operations required by FAA. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	30,000
540208	Enclosed Van / Add to fleet: Enclosed van with removable seating. Will be used to pick up materials and supplies as well as transport staff when required. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	40,000
540209	Bldg. 602 Fire Suppression System Upgrades: Replace underground fire suppression piping associated with Bldg. 602. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	75,000

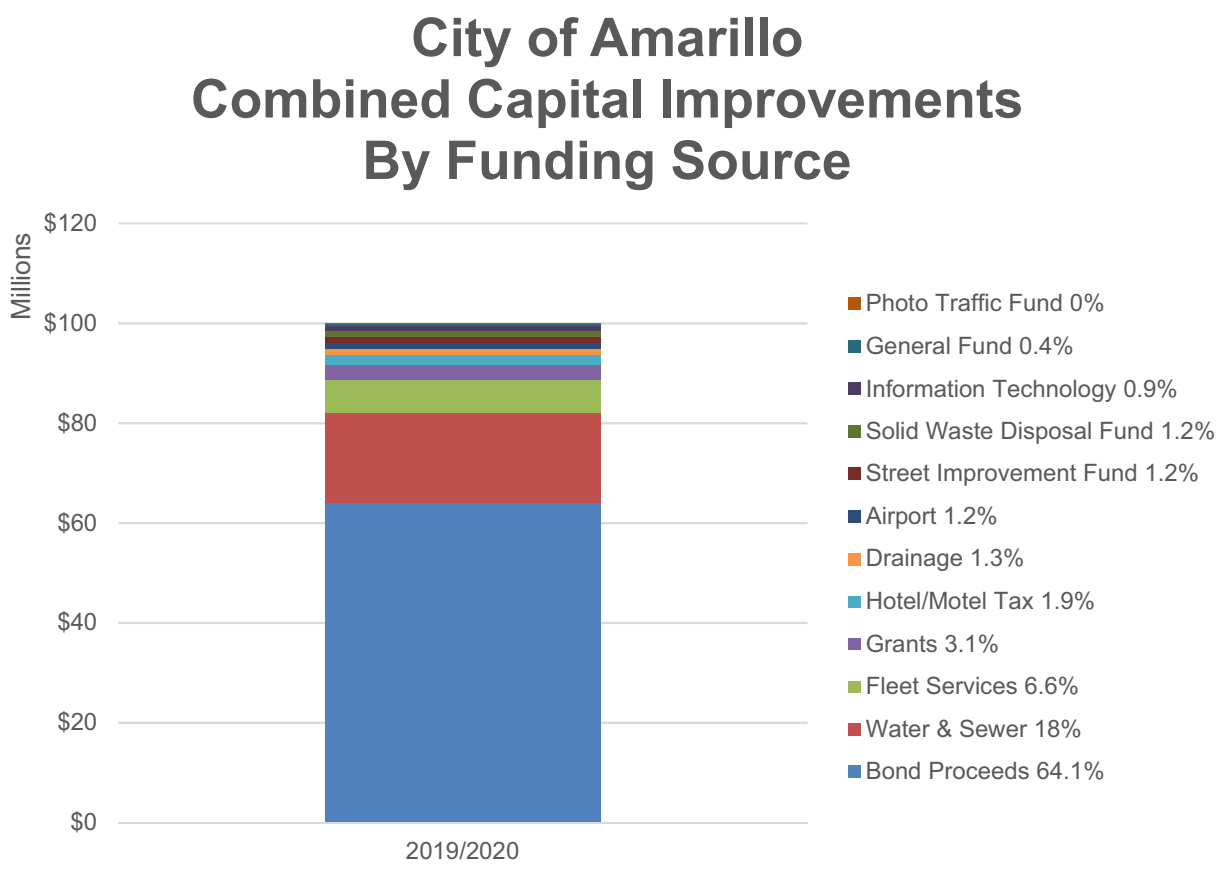
City of Amarillo
Capital Improvement Plan
Fiscal 2019/2020

Description	Total Project
540210 Replace five RTU systems on PBB's: Replace RTU's on passenger boarding bridges 2-6. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	27,000
540211 Upgrade BHS server and software: Upgrade current Bag Handling System (BHS) server and software. (Related to Council Pillars, Economic Development and Redevelopment, Transportation)	35,000
54120-54110 Airport	**2,765,470**
5400 Airport Fund	**2,765,470**
560000 Storm Sewer repairs Extensions & Improvements: Funding for emergency, critical or unexpected needs to the City's storm sewer drainage system. (Related to Council Pillars, Economic Development and Redevelopment)	250,000
560118 Martin Road Lake Phase II: Funding for phase II of the Martin Road Lake project. (Related to Council Pillars, Economic Development and Redevelopment, Civic Pride)	1,000,000
56200-56100 Drainage Utility	**1,250,000**
5600 Drainage Utility Fund	**1,250,000**
5000 Enterprise Fund	**51,481,845**
610013 Overhead Hoist Replacement: Replace three overhead hoist in shop area. Update electrical structure to include better grounding structure. (Related to Council Pillars, Economic Development and Redevelopment)	130,000
610018 Scheduled Replacements: Purchase of scheduled replacements of City fleet vehicles. (Related to Council Pillars, Economic Development and Redevelopment)	6,500,000
61120-61120 Fleet Services	**6,630,000**
6100 Fleet Services Fund	**6,630,000**
620005 Information Technology Infrastructure & 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)	900,000
6200-62150 Information Technology	**900,000**
6200 Information Technology Fund	**900,000**
6000 Internal Service Funds	**7,530,000**
City of Amarillo	**99,895,087**



TOTAL EXPENDITURES $2,028,390

Transit makes up the largest General Capital expenditure comprising $0.9 million, or 45% of total General Capital expenditures for the 2019/2020 fiscal year budget. This amount will fund the replacement of Transit Buses and the construction of a new multimodal Transportation Terminal. Fire Operations expenditures of $0.7 million are the second largest General Capital expenditures representing 37%. This amount will fund various equipment needs and grant match. Police makes up the remaining $0.4 million which will be used to purchase an armored vehicle for SWAT operations.



TOTAL FUNDING $99,895,087

The most significant funding sources are Water and Sewer with $47.5 million, 2017 General Obligation (GO) voter approved projects with $34.6 million, and Fleet with $6.6 million. Water and Sewer Funds include $29.5 million in bond proceeds. These revenue bonds will be funded through a 4% increase in water and sewer rates. Water and Sewer includes $29.5 million in funding for an advanced metering infrastructure (AMI) project. The 2017 GO Bond project fund includes $33.2 million in funding to address repair and maintenance needs of City streets and various other voter approved projects. The General Fund includes funding for Transit system upgrades of $0.9 million, funding of $0.7 million for various Fire Operations projects, and $0.4 million in funding to purchase an armored vehicle for the Police Department. All General Construction Fund projects have outside funding from either grants or other funds.

For the 2019/20 fiscal year, the Airport has $2.8 million in capital projects with $1.5 million in state and federal funding to assist in the Airport projects.

Scheduled rolling stock replacements and shop upgrades in the Fleet Services Fund are anticipated to be $6.6 million. Correspondingly, we expect to address information technology needs, including the purchase of new equipment and software, in the amount of $0.9 million.

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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/or 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, Hourly 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.

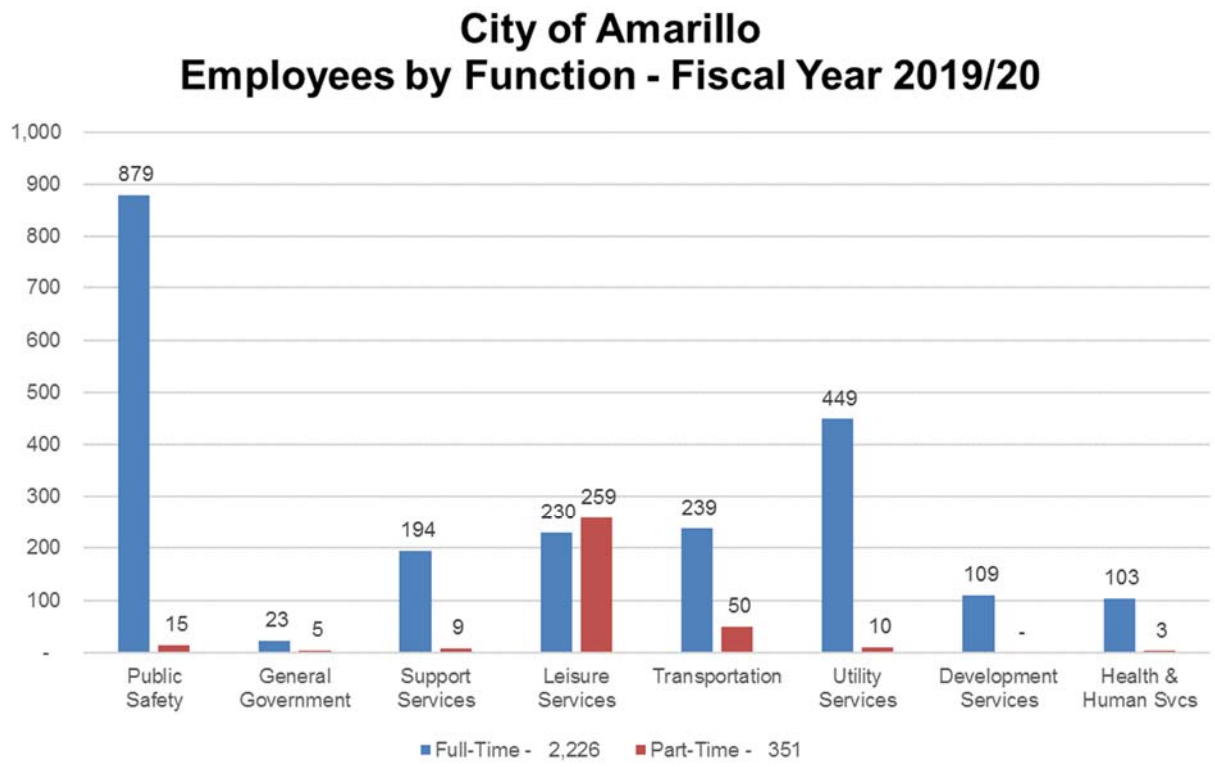
The Human Resources Department is responsible, with approval of the City Manager, for the development, implementation and revision of all personnel policies and procedures establishing the manner in which all personnel related transactions are to be administered throughout the City. Examples of policy applications include: compensation, equal employment opportunity, leave policies, substance abuse prohibitions, employee grievance procedures, personnel records, appointments and promotions, and performance evaluations.

CITY OF AMARILLO
2019/2020 RECAPITULATION OF RECOMMENDED PERSONNEL AUTHORITY

	PERMANENT POSITIONS					PART-TIME POSITIONS					TOTAL POSITIONS				
GENERAL FUND DEPARTMENTS	**ACTUAL 2015**	**ACTUAL 2016**	**ACTUAL 2017**	**REVISED 2018**	**BUDGET 2019**	**ACTUAL 2015**	**ACTUAL 2016**	**ACTUAL 2017**	**REVISED 2018**	**BUDGET 2019**	**ACTUAL 2015**	**ACTUAL 2016**	**ACTUAL 2017**	**REVISED 2018**	**BUDGET 2019**
Accounting	15	14	14	13	13	3	2	2	2	2	18	16	16	15	15
Amarillo Emergency Comm. Cntr.	65	64	67	67	67	2	2	2	2	2	67	66	69	69	69
Animal Management and Welfare	39	37	37	40	43	0	0	0	3	3	39	37	37	43	46
Building Safety	33	32	31	32	35	2	2	2	2	0	35	34	33	34	35
Capital Projects Development and Eng.	19	19	20	20	19	0	0	0	0	0	19	19	20	20	19
Central Stores	7	7	7	7	7	1	0	0	0	0	8	7	7	7	7
City Attorney	10	10	10	10	10	0	0	0	0	0	10	10	10	10	10
City Manager	7	9	6	6	7	0	0	0	0	0	7	9	6	6	7
City Secretary	5	2	2	2	2	0	0	0	0	0	5	2	2	2	2
Civic Center Operations	23	22	22	22	22	0	0	0	0	0	23	22	22	22	22
Civic Center Administration	5	5	5	5	5	0	0	0	0	0	5	5	5	5	5
Civic Center Sports	2	2	2	2	2	0	0	0	0	0	2	2	2	2	2
Civic Center Box Office	3	3	3	3	3	9	9	9	9	9	12	12	12	12	12
Globe News Center	3	3	3	3	3	0	0	0	0	0	3	3	3	3	3
Civilian Personnel	57	59	66	68	68	3	3	3	3	3	60	62	69	71	71
Custodial Operations	27	26	26	26	27	0	0	0	0	0	27	26	26	26	27
Director of Finance	5	5	5	6	6	0	1	1	1	1	5	6	6	7	7
Emergency Management & Radio Comm.	9	9	9	9	9	0	0	0	0	0	9	9	9	9	9
Environmental Health	13	15	15	18	18	1	1	0	0	0	14	16	15	18	18
Facilities Maintenance	27	30	31	31	31	0	0	0	0	0	27	30	31	31	31
Fire	263	263	264	269	279	0	0	0	0	0	263	263	264	269	279
Fire Marshal	7	7	8	8	8	0	0	0	0	0	7	7	8	8	8
Fire Civilian Personnel	9	8	9	10	10	2	3	2	1	1	11	11	11	11	11
Golf	31	31	37	37	35	20	20	56	56	56	51	51	93	93	91
Health Plan Administration	3	3	3	3	3	1	1	1	1	1	4	4	4	4	4
Judicial	2	2	2	3	3	3	3	3	1	1	5	5	5	4	4
Library	57	57	57	57	57	20	20	20	20	20	77	77	77	77	77
Mayor and Council	0	0	0	0	0	5	5	5	5	5	5	5	5	5	5
Municipal Court	23	23	23	23	22	3	3	3	3	3	26	26	26	26	25
Office of Civil Hearings	0	0	0	1	1	0	0	0	1	1	0	0	0	2	2
Parks and Recreation	99	105	105	105	103	172	185	182	182	174	271	290	287	287	277
Personnel	8	8	8	8	8	2	2	2	2	2	10	10	10	10	10
Planning and Development Services	8	9	11	10	10	0	0	0	0	0	8	9	11	10	10
Police	375	375	365	370	371	0	0	0	0	0	375	375	365	370	371
Public Communications	0	0	3	3	4	0	0	0	1	0	0	0	3	4	4
Public Works (previously Engineering)	3	4	4	4	5	0	0	0	0	0	3	4	4	4	5
Purchasing	8	8	8	8	8	1	1	1	1	1	9	9	9	9	9
Risk Management	3	3	3	3	3	0	0	0	0	0	3	3	3	3	3
Solid Waste Collection	108	102	103	103	110	2	2	2	2	2	110	104	105	105	112
Solid Waste Disposal	33	40	42	42	43	2	2	2	2	2	35	42	44	44	45
Street	95	92	92	93	91	5	5	5	4	4	100	97	97	97	95
Traffic	24	23	24	24	23	44	43	45	45	45	68	66	69	69	68
Transit	67	67	67	65	65	0	0	0	0	0	67	67	67	65	65
Vital Statistics	1	1	1	1	1	0	0	0	0	0	1	1	1	1	1
Total General Fund	**1,601**	**1,604**	**1,620**	**1,640**	**1,660**	**303**	**315**	**348**	**349**	**338**	**1,904**	**1,919**	**1,968**	**1,989**	**1,998**

CITY OF AMARILLO
2019/2020 RECAPITULATION OF RECOMMENDED PERSONNEL AUTHORITY

	PERMANENT POSITIONS					PART-TIME POSITIONS					TOTAL POSITIONS				
WATER & SEWER UTILITIES	**ACTUAL 2015**	**ACTUAL 2016**	**ACTUAL 2017**	**REVISED 2018**	**BUDGET 2019**	**ACTUAL 2015**	**ACTUAL 2016**	**ACTUAL 2017**	**REVISED 2018**	**BUDGET 2019**	**ACTUAL 2015**	**ACTUAL 2016**	**ACTUAL 2017**	**REVISED 2018**	**BUDGET 2019**
Director of Utilities	3	4	5	5	5	0	0	0	0	0	3	4	5	5	5
Capital Projects and Development Eng	20	20	19	19	18	0	0	0	0	0	20	20	19	19	18
Environmental Laboratory	19	19	22	21	21	0	0	0	0	0	19	19	22	21	21
Hollywood Road Wastewater Trtmnt	25	25	25	22	22	2	2	2	2	2	27	27	27	24	24
River Road Reclamation	26	25	24	21	21	2	2	2	2	2	28	27	26	23	23
Utilities Office	33	33	38	38	38	1	1	2	2	2	34	34	40	40	40
Wastewater Collection	38	38	38	38	38	0	0	0	0	0	38	38	38	38	38
Water Distribution	65	65	65	65	65	0	0	0	0	0	65	65	65	65	65
Water Production	9	9	9	15	15	0	0	0	0	0	9	9	9	15	15
Water Transmission	7	8	8	8	8	2	0	0	0	0	9	8	8	8	8
Water Treatment	29	30	31	31	31	0	0	0	0	0	29	30	31	31	31
Total Water & Sewer Utility	274	276	284	283	282	7	5	6	6	6	281	281	290	289	288
Airport	57	57	57	54	59	0	0	0	0	0	57	57	57	54	59
Drainage Utility	28	29	31	32	32	0	0	0	0	0	28	29	31	32	32
Information Technology	39	39	30	32	32	2	3	3	2	2	41	42	33	34	34
Fleet Services	50	45	45	45	45	0	0	0	0	0	50	45	45	45	45
Self Insurance	2	1	1	1	1	0	0	0	0	0	2	1	1	1	1
City Care Clinic	5	5	5	5	5	2	1	0	0	0	7	6	5	5	5
Special Revenue	107	108	104	109	110	6	6	5	5	5	113	114	109	114	115
TOTAL	**2,163**	**2,164**	**2,177**	**2,201**	**2,226**	**320**	**330**	**362**	**362**	**351**	**2,483**	**2,494**	**2,539**	**2,563**	**2,577**



The Public Safety functional group, which includes both the Police and Fire Departments, employs the largest number of employees at 879 full-time positions and 15 part-time positions.

Leisure Services departments consist of 230 full-time and 259 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 449 full-time and 10 part-time positions. The Transportation group, which includes Street, Traffic, Transit and Airport, employs 239 full-time positions and 50 part-time positions.

CITY OF AMARILLO

CITY EMPLOYEES BY FUNCTIONAL GROUP
FOR FISCAL YEAR 2019/2020

PUBLIC SAFETY	FULL TIME	PART TIME
Judicial	3	1
Emergency Management	4	-
Emergency Management Grants	1	-
Amarillo Emergency Comm. Cntr.	67	2
Municipal Court	22	3
Office of Civil Hearings	1	1
Police	371	-
Civilian Personnel	68	3
Animal Management and Welfare	43	3
Fire	279	-
Fire Marshal	8	-
Fire Civilian Personnel	10	1
Court Security Fund	2	1
Total	**879**	**15**

GENERAL GOVERNMENT		
Mayor and Council	-	5
City Manager	7	-
City Attorney	10	-
City Secretary	2	-
Public Communications	4	-
Total	**23**	**5**

SUPPORT SERVICES		
Personnel	8	2
Risk Management	3	-
Radio Communications	5	-
Custodial Operations	27	-
Facilities Maintenance	31	-
Director of Finance	6	1
Accounting	13	2
Purchasing	8	1
Health Plan Administration	3	1
Central Stores	7	-
Fleet Services	45	-
Information Technology	32	2
City Care Clinic	5	-
Self Insurance	1	-
Total	**194**	**9**

LEISURE SERVICES	FULL TIME	PART TIME
Civic Center	35	9
Library	57	20
Parks and Recreation	103	174
Golf	35	56
Total	**230**	**259**

TRANSPORTATION		
Street	91	4
Transit	65	-
Traffic	23	45
Photographic Traffic Enforcement	1	1
Airport	59	-
Total	**239**	**50**

UTILITY SERVICES		
Solid Waste Disposal	43	2
Solid Waste Collection	110	2
Water & Sewer	264	6
Drainage Utility	32	-
Total	**449**	**10**

DEVELOPMENT SERVICES		
Public Works (previously Engineering)	5	-
Capital Projects and Development Eng	37	-
Planning and Development Services	10	-
Building Safety	35	-
Environmental Health	18	-
Urban Transportation Planning	4	-
Total	**109**	**-**

HEALTH & HUMAN SERVICES		
Vital Statistics	1	-
Community Development & Housing	21	1
Health Grants	81	2
Total	**103**	**3**

TOTAL EMPLOYEES	**2,226**	**351**

CITY OF AMARILLO

2019/2020 GENERAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
GROUP G-01	CLR052	311 CUSTOMER SERVICE REPRESENTATIVE I	**11.734**	**18.313**
	CLR400	ADMINISTRATIVE ASSISTANT I	**2,034**	**3,174**
	TRD040	BUILDING ATTENDANT I	**24,406**	**38,092**
	TRD910	CUSTODIAN I		
	CLR955	DELIVERY DRIVER		
	CLR189	FRONT DESK ATTENDANT		
	TRD935	LABORER		
	TRD900	SECURITY GUARD		
	TRD925	SERVICER I		
	TRD930	UTILITY WORKER		
	TEC587	WIC TECHNICIAN I		
GROUP G-02	CLR053	311 CUSTOMER SERVICE REPRESENTATIVE II	**12.320**	**19.229**
	CLR405	ADMINISTRATIVE ASSISTANT II	**2,136**	**3,333**
	TRD215	ADOPTION SPECIALIST	**25,626**	**39,996**
	TRD590	ANIMAL ATTENDANT		
	TRD041	BUILDING ATTENDANT II		
	TRD065	BUILDING MECHANIC TRAINEE		
	CLR135	COLLECTIONS CLERK I		
	CLR565	COMMUNITY HEALTH WORKER		
	CLR561	COMMUNITY SERVICE AIDE		
	TRD047	CUSTODIAN II		
	CLR935	EVIDENCE CLERK		
	TRD252	GATE ATTENDANT		
	TRD430	GREENSKEEPER I		
	TRD805	GROUNDWATER OPERATOR		
	TRD170	METER READER I		
	TEC950	PARK TECHNICIAN I		
	CLR195	POOL MANAGER		
	TEC851	PRINT SHOP TECHNICIAN I		
	CLR167	STORE CLERK		
	TRD333	WATER METER MECHANIC I		
	TEC590	WIC TECHNICIAN II		
GROUP G-03	CLR410	ADMINISTRATIVE ASSISTANT III	**12.936**	**20.190**
	TRD080	BUILDING MECHANIC I	**2,242**	**3,500**
	CLR950	BUYER I	**26,908**	**41,996**
	CLR965	CIRCULATION SUPERVISOR		
	TEC900	COMMUNICATIONS TECHNICIAN ASSISTANT I		
	CLR075	DEPUTY REGISTRAR		
	TRD221	EQUIPMENT OPERATOR I		
	TEC771	EVIDENCE TECHNICIAN		
	CLR190	FRONT DESK MANAGER		
	TRD435	GOLF IRRIGATION TECH I		
	TRD431	GREENSKEEPER II		
	PRF034	LIBRARY ASSISTANT		
	TRD171	METER READER II		
	TRD332	METER SERVICE REPRESENTATIVE I		
	TEC585	NUTRITION TECHNICIAN I		
	TRD970	PARK MAINTENANCE MECHANIC I		
	TRD415	PARK PLUMBER I		
	TEC951	PARK TECHNICIAN II		
	TEC400	PERMIT TECHNICIAN		
	TEC852	PRINT SHOP TECHNICIAN II		
	TRD050	RANGE OFFICER		
	PRF085	SECURITY OPERATIONS AGENT		

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
	TRD234	SERVICER II		
	TEC560	SOLID WASTE SERVICE TECHNICIAN		
	PRF571	STD/HIV OUTREACH SPECIALIST I		
	TEC220	TRAFFIC CONTROL TECHNICIAN		
	CLR605	TRAFFIC GUIDE/PARKING ENFORCEMENT		
	TEC541	TRAFFIC TECHNICIAN I		
	TRD411	TREE TRIMMER		
	TRD331	UTILITY LOCATOR		
	TRD334	WATER METER MECHANIC II		
	TRD240	WELDER I		
	TEC591	WIC TECHNICIAN III		
	TEC955	ZOO KEEPER I		
GROUP G-04	CLR121	ACCOUNTS PAYABLE CLERK	**13.583**	**21.200**
	CLR415	ADMINISTRATIVE ASSISTANT IV	**2,354**	**3,675**
	TRD565	ANIMAL CARE WORKER	**28,253**	**44,096**
	TEC943	BACTERIOLOGY TECHNICIAN		
	CLR065	BENEFITS COORDINATOR I		
	TRD042	BUILDING ATTENDANT III		
	TRD905	BUILDING MECHANIC II		
	TRD043	BUILDING TECHNICIAN		
	TRD530	BUS DRIVER		
	CLR951	BUYER II		
	CLR620	CLINIC AIDE		
	TEC905	COMMUNICATIONS TECHNICIAN ASSISTANT II		
	TRD222	CONCRETE FINISHER		
	TRD160	CSR INTAKE SPECIALIST		
	TRD046	CUSTODIAN III		
	CLR096	DATA ADMINISTRATOR		
	CLR535	DISPATCHER		
	TEC211	ENGINEERING AIDE I		
	TRD950	EQUIPMENT OPERATOR II		
	TRD436	GOLF IRRIGATION TECH II		
	TRD980	HOUSING INSPECTOR		
	TEC213	SURVEYOR I		
	TRD341	LIFT STATION MAINTENANCE MECHANIC I		
	TRD335	METER SERVICE REPRESENTATIVE II		
	TEC586	NUTRITION TECHNICIAN II		
	TRD410	PARK MAINTENANCE MECHANIC II		
	TRD416	PARK PLUMBER II		
	TEC853	PRINT SHOP TECHNICIAN III		
	TRD555	REHAB INSPECTOR I		
	PRF095	SECURITY OPERATIONS SUPERVISOR		
	PRF575	STD/HIV OUTREACH SPECIALIST II		
	TEC225	TRAFFIC CONTROL SPECIALIST		
	TRD964	TREATMENT PLANT OPERATOR I		
	TRD954	UTILITY MAINTENANCE MECHANIC I		
	TRD960	UTILITY OPERATOR		
	TRD535	VAN OPERATOR		
	TRD241	WELDER II		
	TEC160	WIC TECHNICIAN IV		
	TEC956	ZOO KEEPER II		
GROUP G-05	CLR130	ADMINISTRATIVE SUPERVISOR	**14.262**	**22.260**
	CLR941	ADMINISTRATIVE TECHNICIAN	**2,472**	**3,858**
	TRD560	ANIMAL MANAGEMENT OFFICER TRAINEE	**29,666**	**46,300**
	CLR113	ARRAIGNMENT CLERK		

CITY OF AMARILLO

2019/2020 GENERAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
	CLR045	ASSISTANT AQUATICS COORDINATOR		
	MGT270	ASSISTANT BOX OFFICE MANAGER		
	PRF452	ASSISTANT GOLF PROFESSIONAL		
	CLR044	ASSISTANT RECREATION COORDINATOR		
	PRF110	BAILIFF		
	CLR602	BENEFITS COORDINATOR II		
	CLR952	BUYER III		
	CLR925	CLAIMS ASSISTANT		
	TRD055	ELECTRICIAN TRAINEE		
	TRD951	EQUIPMENT OPERATOR III		
	CLR085	EXECUTIVE ASSISTANT		
	CLR560	HOUSING TECHNICIAN		
	TEC770	IMAGING TECHNICIAN		
	TRD350	INDUSTRIAL WASTE INSPECTOR		
	TEC030	INFORMATION TECHNOLOGY GENERALIST		
	CLR166	INVENTORY CLERK		
	TRD920	MECHANIC APPRENTICE		
	TEC340	ODOR CONTROL TECHNICIAN		
	CLR945	OFFICE ADMINISTRATOR		
	TRD233	PAINTER AND BODY REPAIRER		
	TRD952	SOLID WASTE EQUIPMENT OPERATOR I		
	TRD351	STORM WATER INSPECTOR		
	CLR975	TRAINING RECORDS ADMINISTRATOR		
	TRD251	TRANSFER TRUCK DRIVER		
	TRD965	TREATMENT PLANT OPERATOR II		
	TEC120	UTILITY TECHNICIAN		
	TEC162	WIC TECHNICIAN V		
GROUP G-06	CLR120	ACCOUNTING ASSISTANT	**14.975**	**23.373**
	CLR585	ACCOUNTING TECHNICIAN	**2,596**	**4,051**
	CLR947	ADMINISTRATIVE SPECIALIST I	**31,149**	**48,616**
	TRD962	AIRPORT MECHANIC III		
	TRD592	ANIMAL MANAGEMENT OFFICER I		
	CLR010	BILLING SPECIALIST		
	TRD906	BUILDING MECHANIC III		
	CLR953	BUYER IV		
	CLR030	CASE WORKER		
	PRF351	CHEMIST I		
	TRD070	CUSTODIAL FOREPERSON		
	TEC216	DESIGN TECHNICIAN I		
	MGT245	DISPATCHER/ROUTE SUPERVISOR		
	TRD255	DISPOSAL EQUIPMENT OPERATOR		
	MGT224	DRAINAGE UTILITY FOREPERSON		
	TRD915	ELECTRICIAN I		
	TEC212	SURVEYOR II		
	TEC920	ENGINEERING ASSISTANT I		
	TRD220	EQUIPMENT OPERATOR IV		
	PRF870	FIRE INVESTIGATOR/INSPECTOR I		
	TRD440	GOLF EQUIPMENT MECHANIC		
	MGT140	HCV MANAGER		
	CLR820	HMIS DATA TECHNICIAN		
	MGT135	HOME/CDBG MANAGER		
	PRF592	IMMUNIZATION OUTREACH SPECIALIST		
	TRD085	INSPECTION SPECIALIST		
	TEC588	NUTRITION TECHNICIAN III		
	CLR630	OFFICE MANAGER		
	MGT950	PARK FOREPERSON I		
	CLR575	PEER SUPPORT SPECIALIST		
	TEC942	PROCESS CONTROL TECHNICIAN		
	MGT210	PUBLIC WORKS PROJECT COORDINATOR		

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
	PRF145	SENIOR BAILIFF		
	CLR145	SENIOR BUYER		
	CLR230	SERVICE WRITER		
	MGT340	SEWER FOREPERSON		
	TEC543	SIGNAL TECHNICIAN		
	TRD953	SOLID WASTE EQUIPMENT OPERATOR II		
	MGT221	STREET FOREPERSON I		
	CLR220	STREET PROGRAM COORDINATOR		
	TEC542	TRAFFIC TECHNICIAN II		
	TRD250	TRANSFER STATION OPERATOR		
	TRD966	TREATMENT PLANT OPERATOR III		
	TRD956	UTILITY MAINTENANCE MECHANIC II		
	MGT330	WATER FOREPERSON		
GROUP G-07	CLR150	ADMINISTRATIVE COORDINATOR	**15.724**	**24.542**
	TRD593	ANIMAL MANAGEMENT OFFICER II	**2,726**	**4,254**
	TRD975	ASSISTANT GOLF COURSE SUPERINTENDENT	**32,706**	**51,047**
	MGT045	ASSISTANT PRODUCTION MANAGER		
	CLR775	CIVILIAN INVESTIGATOR I		
	TEC901	COMMUNICATIONS TECHNICIAN		
	TRD520	COMMUNITY IMPROVEMENT INSPECTOR		
	CLR550	CUSTOMER ASSITANCE TECHNICIAN		
	CLR770	EMERGENCY COMMUNICATIONS SPECIALIST		
	PRF903	EMERGENCY MANAGEMENT PLANNER		
	TEC150	ENVIRONMENTAL COMPLIANCE TECHNICIAN		
	TEC555	ENVIRONMENTAL TECHNICIAN		
	CLR155	EVENTS COORDINATOR		
	MGT900	EVENTS SUPERVISOR		
	TRD597	FIRE MECHANIC I		
	PRF025	FITNESS/WELLNESS COORDINATOR		
	TRD600	FLEET MECHANIC I		
	TEC130	INFORMATION TECHNOLOGY ASSISTANT		
	PRF070	LEGAL ASSISTANT		
	TRD342	LIFT STATION MAINTENANCE MECHANIC II		
	CLR140	MARKETING ADMINISTRATOR		
	CLR090	MARKETING COORDINATOR		
	TRD921	MECHANIC I		
	TEC589	NUTRITION TECHNICIAN IV		
	PRF165	PARK PROGRAM COORDINATOR		
	TEC520	PLANNING TECHNICIAN		
	TRD510	PLUMBING INSPECTOR		
	TEC065	PRODUCTION TECHNICIAN		
	TEC918	PROJECT REPRESENTATIVE		
	TRD556	REHAB INSPECTOR II		
	TRD232	SENIOR WELDER		
	MGT222	STREET FOREPERSON II		
	TEC222	TRAFFIC DESIGN TECHNICIAN		
	CLR015	TRAINER/QUALITY ASSURANCE SPECIALIST		
	TRD957	UTILITY MAINTENANCE MECHANIC III		
	PRF440	VISITOR SERVICES SPECIALIST		
	TEC945	WATER BACTERIOLOGIST		
	MGT345	WATER/SEWER FOREPERSON I		
GROUP G-08	MGT120	AFTERNOON SHELTER SUPERVISOR	**16.510**	**25.769**
	CLR040	AIRPORT OFFICE MANAGER	**2,862**	**4,467**
	PRF088	AIRPORT OPERATIONS COORDINATOR	**34,342**	**53,599**
	PRF420	AQUATICS SPECIALIST		

CITY OF AMARILLO

2019/2020 GENERAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
	TEC915	ASSISTANT SOLID WASTE SERVICE COORDINATOR		
	PRF430	ATHLETIC SPECIALIST		
	TRD511	BUILDING INSPECTOR I		
	MGT520	BUILDING SAFETY MANAGER		
	PRF352	CHEMIST II		
	CLR780	CIVILIAN INVESTIGATOR II		
	CLR025	CLINIC MANAGER		
	TEC215	DESIGN TECHNICIAN II		
	CLR581	DISEASE INTERVENTION SPECIALIST		
	PRF105	DOMESTIC VIOLENCE TEAM COORDINATOR		
	TRD514	ELECTRICAL INSPECTOR I		
	TRD060	ELECTRICIAN II		
	TEC930	ELECTRONICS/INSTRUMENTATION TECH		
	TEC921	ENGINEERING ASSISTANT II		
	PRF060	FACILITIES COORDINATOR I		
	TEC170	GIS TECHNICIAN		
	TEC450	GREENHOUSE TECHNICIAN		
	PRF030	LIBRARIAN I		
	PRF577	LINKAGE TO CARE COORDINATOR		
	MGT260	MAINTENANCE SHOP COORDINATOR		
	PRF585	NUTRITIONIST I		
	MGT117	OPERATIONS MANAGER		
	MGT951	PARK FOREPERSON II		
	PRF902	PLANNER I		
	TRD525	PLANS EXAMINER		
	PRF142	RECREATION COORDINATOR		
	MGT241	ROUTE SUPERVISOR		
	TEC910	SOLID WASTE TECHNICIAN		
	TEC932	STORM SEWER TECHNICIAN		
	CLR118	TEEN COURT/COMMUNITY SERVICE COORDINATOR		
	TRD972	TRANSFER STATION MAINTENANCE MECHANIC		
	PRF600	U. R. NURSE		
	CLR175	VETERINARY ASSISTANT		
	MGT432	VISITOR SERVICE COORDINATOR		
	MGT931	WATER AND SEWER SUPERVISOR I		
	TEC320	WATER OPERATIONS/COMPLIANCE TECHNICIAN		
GROUP G-09	MGT251	ASSISTANT LANDFILL SUPERVISOR	**17.336**	**27.057**
	MGT253	ASSISTANT TRANSFER STATION SUPERVISOR	**3,005**	**4,690**
	MGT420	ATHLETIC SUPERVISOR	**36,059**	**56,279**
	MGT082	BUILDING FOREPERSON		
	PRF354	CHEMIST-BIOLOGIST		
	CLR110	COURT REPORTER		
	PRF075	CRIME DATA ANALYST		
	PRF550	ENVIRONMENTAL HEALTH SPECIALIST I		
	PRF800	FIRE INSPECTOR		
	PRF871	FIRE INVESTIGATOR/INSPECTOR II		
	TRD595	FIRE MECHANIC II		
	TRD810	FLEET INVENTORY & EQUIPMENT CONTROL TECH		
	TRD605	FLEET MECHANIC II		
	TEC155	FORENSIC VIDEO TECHNICIAN		
	PRF910	L V N		
	TRD075	LANDSIDE/FLEET COORDINATOR		
	MGT242	MAINTENANCE SHOP SUPERVISOR		
	PRF500	MANAGEMENT ANALYST		
	TRD922	MECHANIC II		
	PRF586	NUTRITIONIST II		
	CLR779	POLICE DATA ADMINISTRATOR		

CITY OF AMARILLO

2019/2020 GENERAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
	MGT321	PROCESS CONTROL SUPERVISOR		
	TEC919	PROJECT REPRESENTATIVE II		
	TRD540	SAFETY AND TRAINING OPERATIONS SUPERVISOR		
	TEC925	DEVELOPMENT SERVCIES PROJECT COORDINATOR		
	TEC926	SENIOR ENGINEERING ASSISTANT		
	MGT540	SIGNAL FOREPERSON		
	MGT541	SIGNS AND MARKINGS SUPERVISOR		
	PRF705	SOCIAL WORKER		
	TEC550	TRAFFIC OPERATIONS TECHNICIAN		
	MGT910	TREATMENT PLANT MAINTENANCE FOREPERSON		
	MGT930	WATER AND SEWER SUPERVISOR II		
GROUP G-10	CLR055	311 CUSTOMER SERVICE SUPERVISOR	**18.203**	**32.198**
	PRF125	ACCOUNTANT I	**3,155**	**5,581**
	PRF155	ACCREDITATION AND COMPLIANCE COORDINATOR	**37,862**	**66,972**
	TRD073	AIRPORT MAINTENANCE COORDINATOR		
	TRD594	ANIMAL MANAGEMENT OFFICER III		
	MGT041	BOX OFFICE MANAGER		
	ADM160	CENTRAL STORES SUPERINTENDENT		
	PRF353	CHEMIST III		
	PRF302	CIVIL ENGINEER I		
	CLR005	COMMUNICATIONS COORDINATOR		
	MGT046	COMMUNICATIONS SHIFT SUPERVISOR		
	PRF078	CRIME SCENE TECHNICIAN		
	MGT039	DIRECTOR OF BOOKING		
	MGT225	DRAINAGE UTILITY SUPERVISOR		
	PRF570	EDUCATION COORDINATOR		
	MGT320	ELECTRONIC/INSTRUMENTATION SUPER		
	TEC923	ENGINEERING DESIGN COORDINATOR		
	TEC927	ENGINEERING GIS COORDINATOR		
	MGT902	EVENTS MANAGER		
	PRF061	FACILITIES COORDINATOR II		
	TRD045	FACILITIES SUPERVISOR		
	TRD608	FLEET SUPERVISOR I		
	TEC335	INDUSTRIAL WASTE SUPERVISOR		
	PRF031	LIBRARIAN II		
	PRF810	BUSINESS ANALYST		
	TRD923	MECHANIC FOREPERSON I		
	TRD615	MECHANIC SUPERVISOR I		
	PRF587	NUTRITIONIST III		
	MGT941	OPERATIONS CONTROL SUPERVISOR		
	MGT411	PARK HORTICULTURAL SUPERVISOR		
	MGT412	PARK MAINTENANCE SUPERVISOR		
	MGT410	PARK OPERATIONS SUPERVISOR		
	PRF400	PARK PLANNER		
	CLR850	PRINT SHOP SUPERVISOR		
	MGT040	PRODUCTION MANAGER		
	MGT560	PROGRAM COORDINATOR		
	MGT400	RECREATION SUPERVISOR		
	MGT044	SENIOR COMMUNICATIONS SUPERVISOR		
	TEC540	SIGNAL OPERATIONS TECHNICIAN		
	MGT545	SIGNAL SUPERVISOR		
	MGT240	SOLID WASTE SERVICE COORDINATOR		
	TEC928	STORM WATER SUPERVISOR		
	MGT220	STREET SUPERVISOR		
	TEC210	SYSTEMS ADMINISTRATOR I		
	PRF055	TECHNICAL HAZARDS COORDINATOR		
	MGT043	TRAINING/QUALITY ASSURANCE SUPERVISOR		
	MGT252	TRANSFER STATION SUPERVISOR		

CITY OF AMARILLO

2019/2020 GENERAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
	MGT535	TRANSIT OPERATIONS SUPERVISOR		
	MGT430	ZOO CURATOR		
GROUP G-11	PRF126	ACCOUNTANT II	**19.113**	**33.808**
	MGT035	ADMINISTRATIVE OPERATIONS MANAGER	**3,313**	**5,860**
	CLR080	ADMINISTRATIVE SPECIALIST II	**39,755**	**70,321**
	MGT590	ANIMAL MANAGEMENT & WELFARE FIELD SUPERVISOR		
	TEC115	BAS CONTROL TECHNICIAN		
	TRD512	BUILDING INSPECTOR II		
	TRD500	COMMUNITY SAFETY INSPECTOR		
	PRF033	COORD. OF PUBLIC RELATIONS AND PROGRAMMING		
	PRF350	ENVIRONMENTAL CHEMIST		
	TRD610	FLEET SUPERVISOR II		
	MGT145	HMIS MANAGER		
	CLR610	HOUSING PROGRAM COORDINATOR		
	PRF250	HUMAN RESOURCE GENERALIST		
	TEC121	INFORMATION TECHNOLOGY TECHNICIAN		
	TEC123	IT SUPPORT SPECIALIST I		
	PRF032	LIBRARIAN III		
	PRF028	LIBRARY TECH SPECIALIST		
	TRD230	MECHANIC SUPERVISOR II		
	PRF588	NUTRITIONIST IV		
	MGT055	PROJECT CONSTRUCTION SUPERINTENDENT		
	PRF122	PROPERTY ACCOUNTANT ANALYST		
	PRF303	SENIOR PROJECTS COORDINATOR		
	TEC907	TELEPHONE SYSTEM ENGINEER I		
	CLR035	VOLUNTEER PROGRAM COORDINATOR		
GROUP G-12	PRF128	ACCOUNTANT III	**20.069**	**35.499**
	PRF080	AIRPORT POLICE OFFICER	**3,479**	**6,153**
	PRF625	BENEFITS SPECIALIST	**41,743**	**73,837**
	PRF300	CIVIL ENGINEER II		
	TEC570	DIETITIAN I		
	PRF581	EDUCATOR/SNS COORDINATOR		
	PRF065	EXECUTIVE ASSISTANT TO THE CITY MANAGER		
	TEC124	IT SUPPORT SPECIALIST II		
	MGT250	LANDFILL SUPERVISOR		
	PRF901	PLANNER II		
	CLR800	POLICE RECORDS MANAGER		
	TEC908	TELEPHONE SYSTEM ENGINEER II		
	PRF017	TRAINING COORDINATOR		
GROUP G-13	TRD801	CHIEF MECHANIC	**21.072**	**37.274**
	PRF551	ENVIRONMENTAL HEALTH SPECIALIST II	**3,652**	**6,461**
	TEC177	IT CAD SPECIALIST	**43,830**	**77,529**
	TEC125	IT SUPPORT SPECIALIST III		
	MGT601	SENIOR HUMAN RESOURCES GENERALIST		
GROUP G-14	ADM088	AIRPORT OPERATIONS SHIFT COORDINATOR	**22.126**	**39.137**
	PRF081	AIRPORT POLICE SERGEANT	**3,835**	**6,784**
	PRF035	CIVIL OPERATIONS COORDINATOR	**46,021**	**81,404**
	PRF015	COMMUNICATIONS MANAGER		
	ADM551	ENVIRONMENTAL ADMINISTRATOR		

CITY OF AMARILLO

2019/2020 GENERAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
	PRF552	ENVIRONMENTAL HEALTH SPECIALIST III		
	TEC178	IT CAD ADMINISTRATOR		
	TEC126	IT SUPPORT SPECIALIST IV		
	ADM032	LIBRARIAN IV		
	PRF010	MARKETING MANAGER		
	PRF805	RESCUE COORDINATOR		
	PRF160	SAFETY COORDINATOR		
	MGT810	SECURITY & TERMINAL MANAGER		
	PRF807	SOCIAL MEDIA COORDINATOR		
GROUP G-15	MGT800	AIRPORT BUSINESS & PROCUREMENT COORDINATOR	**23.232**	**41.094**
	TEC140	APPLICATION SPECIALIST I	**4,027**	**7,123**
	PRF071	ATTORNEY I	**48,322**	**85,475**
	PRF130	BUDGET ANALYST		
	PRF135	CD COORDINATOR		
	TRD545	CHIEF BUILDING INSPECTOR		
	TRD515	CHIEF ELECTRICAL INSPECTOR		
	TRD800	CHIEF ELECTRICIAN		
	TRD450	CHIEF MECHANICAL INSPECTOR		
	TRD513	CHIEF PLANS EXAMINER		
	TRD516	CHIEF PLUMBING INSPECTOR		
	MGT610	CLAIMS ADMINISTRATOR		
	TRD505	COMMUNITY IMPROVEMENT CHIEF		
	MGT775	COMPLIANCE MANAGER		
	TEC146	DATABASE ADMINISTRATOR I		
	TEC571	DIETITIAN II		
	PRF553	ENVIRONMENTAL HEALTH SPECIALIST IV		
	MGT780	FIELD SERVICES MANAGER		
	PRF120	FINANCIAL ACCOUNTANT/GRANTS MANAGER		
	MGT050	FLEET MANAGER		
	TEC172	GIS ADMINISTRATOR I		
	ADM900	GOLF COURSE SUPERINTENDENT		
	ADM899	HEAD GOLF PROFESSIONAL		
	PRF150	HEALTH PLANNER		
	PRF590	IMM/COMM. DISEASE COORDINATOR		
	TEC122	INFORMATION TECHNOLOGY ANALYST		
	TEC143	IT DEVELOPER I		
	TEC132	IT INFRASTRUCTURE ENGINEER I		
	TEC174	IT PUBLIC SAFETY TECHNICIAN I		
	PRF572	REGISTERED NURSE		
	PRF040	RESOURCE ADMINISTRATOR		
	MGT790	SHELTER MANAGER		
	TEC107	SPECIAL PROJECTS MANAGER		
GROUP G-16	MGT090	AIRPORT FACILITIES MANAGER	**24.393**	**43.149**
	TEC141	APPLICATION SPECIALIST II	**4,228**	**7,479**
	ADM025	ASSISTANT CITY SECRETARY	**50,738**	**89,749**
	ADM093	ASSISTANT EMERGENCY MANAGEMENT COMM. MANAGER		
	ADM411	ASSISTANT PARK SUPERINTENDENT		
	ADM231	ASSISTANT SHOP SUPERINTENDENT		
	ADM241	ASSISTANT SOLID WASTE SUPERINTENDENT		
	ADM221	ASSISTANT STREET SUPERINTENDENT		
	ADM340	ASSISTANT WASTEWATER COLL. SUPERINTENDENT		
	ADM065	ASSISTANT WASTEWATER TREATMENT SUPERINTENDENT		
	ADM331	ASSISTANT WATER DIST SUPERINTENDENT		
	ADM321	ASSISTANT WATER PRODUCTION SUPERINTENDENT		
	PRF304	CIVIL ENGINEER III		

CITY OF AMARILLO

2019/2020 GENERAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
	TEC147	DATABASE ADMINISTRATOR II		
	ADM090	DRAINAGE UTILITY ASSISTANT SUPERINTENDENT		
	PRF540	ENVIRONMENTAL HEALTH SUPERVISOR		
	PRF650	EPIDEMIOLOGIST		
	TEC173	GIS ADMINISTRATOR II		
	TEC100	INFORMATION TECHNOLOGY ARCHITECT		
	TEC144	IT DEVELOPER II		
	TEC133	IT INFRASTRUCTURE ENGINEER II		
	TEC175	IT PUBLIC SAFETY TECHNICIAN II		
	TEC180	IT SECURITY ARCHITECT		
	ADM610	SAFETY MANAGER		
	PRF900	SENIOR PLANNER		
	MGT235	SENIOR SERVICES COORDINATOR		
GROUP G-17	MGT081	AIRPORT POLICE COMMANDER	**25.613**	**45.306**
	TEC142	APPLICATION SPECIALIST III	**4,440**	**7,853**
	ADM035	ASSISTANT BUILDING OFFICIAL	**53,275**	**94,237**
	PRF072	ATTORNEY II		
	MGT030	CENTER SUPERVISOR		
	ADM042	CIVIC CENTER OPERATIONS MANAGER		
	PRF580	COORDINATOR OF PUBLIC HEALTH PREPAREDNESS		
	TEC148	DATABASE ADMINISTRATOR III		
	PRF750	HEALTH EDUCATOR		
	TEC145	IT DEVELOPER III		
	TEC134	IT INFRASTRUCTURE ENGINEER III		
	TEC176	IT PUBLIC SAFETY TECHNICIAN III		
	ADM129	IT TELECOM MANAGER		
	PRF605	NURSE PRACTITIONER		
	MGT065	OEM PROJECT COORDINATOR		
	MGT025	PLANNING & DEVELOPMENT SERVCIES MANAGER		
	MGT580	PROGRAM MANAGER		
	MGT665	RADIO COMMUNICATION SUPERVISOR		
GROUP G-18	ADM015	ASSISTANT TO THE CITY MANAGER	**26.894**	**47.571**
	ADM125	ENTERPRISE APPLICATION MANAGER	**4,662**	**8,246**
	TEC047	INFORMATION TECHNOLOGY INFRASTRUCTURE MANAGER	**55,939**	**98,947**
	ADM127	INFORMATION TECHNOLOGY PUBLIC SAFETY MANAGER		
	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**	**52.447**
	ADM095	EMERGENCY COMMUNICATIONS CENTER MANAGER	**5,139**	**9,091**
			61,673	**109,090**
GROUP G-21	ADM078	ASSISTANT CITY ATTORNEY	**31.133**	**55.070**
	ADM121	ASSISTANT CITY AUDITOR	**5,396**	**9,545**
	ADM211	ASSISTANT CITY ENGINEER	**64,756**	**114,545**
	ADM041	ASSISTANT CIVIC CENTER MANAGER		
	ADM591	ASSISTANT DIRECTOR OF AM & W		
	ADM085	ASSISTANT DIRECTOR OF AVIATION		
	ADM031	ASSISTANT DIRECTOR OF LIBRARY SERVICES		

CITY OF AMARILLO

2019/2020 GENERAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
	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		
	ADM345	WASTEWATER TREATMENT SUPERINTENDENT		
	ADM330	WATER AND SEWER SYSTEM SUPERINTENDENT		
	ADM320	WATER PRODUCTION SUPERINTENDENT		
GROUP G-22	ADM075	SENIOR ASST. CITY ATTORNEY	**32.690**	**57.823**
			5,666	**10,023**
			67,994	**120,271**
GROUP G-23	ADM101	ASSISTANT DIRECTOR OF FINANCE	**34.324**	**60.714**
	ADM401	ASSISTANT DIRECTOR OF PARKS AND RECREATION	**5,949**	**10,524**
	ADM215	ASSISTANT DIRECTOR OF PLANNING	**71,394**	**126,285**
	ADM201	ASSISTANT DIRECTOR OF PUBLIC WORKS		
	ADM301	ASSISTANT DIRECTOR OF UTILITIES		
	ADM705	ASSISTANT SHELTER VETERINARIAN		
	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 09/26/19

Class	Job Title	Step 1	Step 2	Step 3	Step 4	Step 5	Assign Pay*	Months Before Raise S2	S3	S4	S5
FIR860	Firefighter (40 hour week)	3,690	4,027	4,396	4,797	5,232	453	12	24	36	48
FIR865	Firefighter (56 hour week)	3,690	4,027	4,396	4,797	5,232					
FIR850	Fire Driver (40 hour week)	5,535	5,588	5,641	5,694	5,748	505	12	24	36	48
FIR870	Fire Driver (56 hour week)	5,535	5,588	5,641	5,694	5,748					
FIR840	Fire Lieutenant (40 hour week)	6,121	6,180	6,240	6,300	6,361	552	12	24	36	48
FIR875	Fire Lieutenant (56 hour week)	6,121	6,180	6,240	6,300	6,361					
FIR830	Fire Captain (40 hour week)	6,874	6,939	7,004	7,072	7,138	626	12	24	36	48
FIR880	Fire Captain (56 hour week)	6,874	6,939	7,004	7,072	7,138					
FIR820	Fire District Chief (40 hour week)	7,816	7,892	7,970	8,043	8,120	714	12	24	36	48
FIR885	Fire District Chief (56 hour week)	7,816	7,892	7,970	8,043	8,120					

*Monthly assignment pay for a 40 hour week

CITY OF AMARILLO

POLICE DEPARTMENT PAY SCHEDULE

Effective 09/26/19

										Months Before Raise						
Class	**Job Title**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	**S2**	**S3**	**S4**	**S5**	**S6**	**S7**	**S8**
POL760	Police Officer	4,383	4,646	4,925	5,220	5,664	5,721	5,777	5,835	12	24	36	48	72	96	120
POL750	Corporal	5,881	5,940	6,000	6,060	6,120	6,182			24	48	72	96	120		
POL740	Sergeant	6,520	6,586	6,652	6,718	6,785	6,853			24	48	72	96	120		
POL730	Lieutenant	7,392	7,465	7,540	7,615	7,717	7,768			24	48	72	96	120		
POL720	Captain	8,350	8,433	8,518	8,603	8,688				24	48	72	96			

CITY OF AMARILLO

INCENTIVE/CERTIFICATION PAY PLAN

ALL FULL-TIME CITY PERSONNEL

	Monthly Pay Amount
Bilingual (1026/1017)	$50
Sign Language (1027/1021)	$50
Journeyman Electrician (1075)	$75
Journeyman HVAC (1058)	$75
Shift Differential (1076)	$50
Commercial Driver's License (1077)	$50
Certified Welder (1088)	$100
Tire Industry Association Certification (1099)	$50
Tire Industry Association Certified Trainer (1104)	$100
Automotive Society of Engineers (ASE) Certification 1 (1107)	$25
Automotive Society of Engineers (ASE) Certification 2 (1108)	$50
Automotive Society of Engineers (ASE) Certification 3 (1109)	$75
Automotive Society of Engineers (ASE) Certification 4 (1112)	$100
Automotive Society of Engineers (ASE) Master Technician (1113)	$150

FIRE AND POLICE DIVISIONS

	Monthly Pay Amount
CERTIFICATE PAY:	
Fire and Police	
Intermediate Certificate (1055/1004)	$50
Advanced Certificate (1050/1000)	$75
Master Certificate (1052/1002)	$100
EDUCATION PAY:	
Fire and Police	
10 - 19 Hours College Credit (1064/1016)	$15
20 - 29 Hours College Credit (1063/1014)	$25
30+ Hours College Credit (1062/1012)	$35
60+ Hours College Credit/Associates Degree (1061/1010)	$75
Bachelors Degree (1059/1008)	$125
Masters Degree (1060/1006)	$150
LONGEVITY:	
Fire (1139/1140/1141/1142)	
01 and above years of service ($6 times years of service)	$6 to $200
Police (1135/1137)	
01 to 04 years of service ($4 times years of service)	$4 to $16
05 to 09 years of service ($5 times years of service)	$25 to $45
10 to 14 years of service ($6 times years of service)	$60 to $84
15 to 19 years of service ($7 times years of service)	$105 to $133
20 and above years of service ($8 times years of service)	$160 to $200

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.)

	Monthly Pay Amount
OTHER:	
Fire	
EMT-Intermediate (1022/1018)	$100
EMT-Paramedic (1023/1019)	$200
Fire Civilian	
Fire Emergency Vehicle Technician – Level I (1051)	$25
Fire Emergency Vehicle Technician – Level II (1053)	$50
Fire Emergency Vehicle Technician – Level III (1054)	$75
Police	
Field Training Officer (1149)	$25 per training day
Crises Intervention (1044)	$50
Shift Differential (2.5% of base) (1168)	$107 to $213
Police Civilian	
Typist Piece Rate (1132)	$0.60 per minute

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

	Monthly Pay Amount
Community Development	
Lead Inspector (1057)	$50
Building Safety	
Code Level I (1120)	$125
Code Level II (1125)	$200
Code Level III (1130)	$275

PUBLIC WORKS DIVISION

	Monthly Pay Amount
Solid Waste	
Solid Waste C License (1117)	$50
Solid Waste B License (1118)	$100
Solid Waste A License (1119)	$200
Engineering	
Survey Technician Level I (1071)	$25
Survey Technician Level II (1072)	$50
Survey Technician Level III (1073)	$100
Survey Technician Level IV (1074)	$200

CITY OF AMARILLO

INCENTIVE/CERTIFICATION PAY PLAN

PUBLIC WORKS DIVISION (CONT.)

	Monthly Pay Amount
Traffic	
Traffic Signals I (1095)	$100
Traffic Signals II (1096)	$200
Traffic Signs and Markings I (1097)	$50
Traffic Signs and Markings II (1098)	$100
Fleet Services	
Section Leader Certification (1079)	$100
Drainage Utility	
Confined Space Entry (1068)	$100

PARKS DIVISION

	Monthly Pay Amount
Certified Grounds Keeper (1080)	$30
Licensed Irrigation Installer (1081)	$30
Chemical Imm. of Animals (Zoo) (1082)	$75
Certified Pool & Spa Operator (1083)	$75
Certified Playground Inspector (1084)	$100
Arborist Certification Program (1085)	$75
Certified Backflow Inspector (1086)	$100
Certified Irrigation License (1087)	$100
Master Gardener Certification (1089)	$75
Aquatic Facility Operator (AFO) (1090)	$75
Certified Park Maintenance School Graduate (1091)	$150
Instructor Trainer-Lifeguard Instructor (1092)	$100
Lifeguard Instructor (1093)	$50
Certified Chemical Applicator (1094)	$50
CPR/First Aid Instructor (1128)	$50

MANAGEMENT & ADMINISTRATION DIVISION

	Monthly Pay Amount
Amarillo Emergency Communication Center	
Intermediate Texas Commission on Law Enforcement Officers Standards (1028)	$25
Advanced Texas Commission on Law Enforcement Officers Standards (1029)	$25
Telecommunicator's Emergency Response Taskforce, Tactical Dispatch (1043)	$25

Amarillo Emergency Communication Center Pay shall not exceed $150 per month per employee.

PUBLIC SERVICES DIVISION

	Monthly Pay Amount
Animal Management and Welfare	
National Animal Control Association I (1129)	$25
National Animal Control Association II (1133)	$50
National Animal Control Association III (1134)	$75
Euthanasia (1136)	$50
Field Training Officer (1138)	$50
Cat Care (1171)	$50

CITY OF AMARILLO

INCENTIVE/CERTIFICATION PAY PLAN

PUBLIC SERVICES DIVISION (CONT.)

Environmental Health	
Certified Chemical Applicator (1094)	$50
Public Health	
Director of Nursing (1146)	$666
Transit	
Commercial Driver's License "P" Endorsement (1131)	$50
Training Pay (1169)	$50 when training

FINANCE DIVISION

	Monthly Pay Amount
Municipal Court	
Court Clerk I (1101)	$50
Court Clerk II (1102)	$75
Court Clerk III (1103)	$100

UTILITY DIVISION

	Monthly Pay Amount
"A" Water (1065)	$200
"A" Wastewater (1067)	$200
"B" Water (1070)	$100
"B" Wastewater (1100)	$100
"C" Water (1105)	$50
"C" Wastewater (1110)	$50
"D" Water (1106)	$25
"D" Wastewater (1111)	$25
Confined Space Entry (1068)	$100
National Environmental Laboratory Accreditation Conference Technical Director (1069)	$100

Survey Technician Certification	**Monthly Pay Amount**
Level I (1071)	$25
Level II (1072)	$50
Level III (1073)	$100
Level IV (1074)	$200

Collection System Operator	**Monthly Pay Amount**
Class I (1114)	$25
Class II (1115)	$50
Class III (1116)	$100

Environmental Lab	**Monthly Pay Amount**
Household Hazard Waste Processor (1031)	$200

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
2019/2020 EXECUTIVE AND MANAGERIAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
GROUP M-01	ADM047	ANIMAL MANAGEMENT & WELFARE VETERINARIAN	**35.577**	**62.931**
	ADM620	BENEFITS MANAGER	**6,167**	**10,908**
	ADM020	CITY SECRETARY	**74,000**	**130,896**
	MGT525	DEVELOPMENT CUSTOMER SERVICE COORDINATOR		
	ADM002	DIRECTOR OF COMMUNICATIONS		
	MGT100	ECONOMIC DEVELOPMENT MANAGER		
	MGT870	FIRE MARSHAL		
	ADM140	PURCHASING AGENT		
	ADM135	RISK MANAGEMENT DIRECTOR		
	ADM540	TRAFFIC ENGINEER		
	ADM170	UTILITY BILLING MANAGER		
GROUP M-02	ADM510	BUILDING OFFICIAL	**39.490**	**69.852**
	ADM120	CITY AUDITOR	**6,845**	**12,108**
	ADM210	CITY ENGINEER	**82,140**	**145,293**
	ADM040	CIVIC CENTER MANAGER		
	ADM502	COMMUNITY DEVELOPMENT DIRECTOR		
	ADM590	DIRECTOR OF ANIMAL MANGEMENT AND WELFARE		
	ADM550	DIRECTOR OF ENVIRONMENTAL HEALTH		
	ADM030	DIRECTOR OF LIBRARY SERVICES		
	ADM581	DIRECTOR OF PUBLIC HEALTH		
	ADM585	DIRECTOR OF WIC		
	ADM050	EMERGENCY MANAGEMENT COORDINATOR		
	ADM060	FACILITIES & SPECIAL PROJECTS ADMINISTRATOR		
	ADM111	MUNICIPAL COURT ADMINISTRATOR		
	ADM530	TRANSIT MANAGER		
GROUP M-03	FIR810	DEPUTY FIRE CHIEF	**43.834**	**77.536**
	ADM080	DIRECTOR OF AVIATION	**7,598**	**13,440**
	ADM600	DIRECTOR OF HUMAN RESOURCES	**91,175**	**161,275**
	ADM520	DIRECTOR OF PLANNING AND DEVELOPMENT SERVICES		
GROUP M-04	ADM005	ASSISTANT POLICE CHIEF	**48.656**	**82.538**
	ADM375	CIP DIRECTOR	**8,434**	**14,307**
	ADM500	DIRECTOR OF COMMUNITY SAFETY & REGULATIONS	**101,205**	**171,680**
	ADM100	DIRECTOR OF FINANCE		
	ADM400	DIRECTOR OF PARKS AND RECREATION		
	ADM300	DIRECTOR OF UTILITIES		
GROUP M-05	ADM200	DIRECTOR OF PUBLIC WORKS	**48.656**	**86.065**
	ADM137	INFORMATION SERVICES DIRECTOR	**8,434**	**14,918**
			101,205	**179,016**
GROUP M-06	ADM070	CITY ATTORNEY	**54.008**	**86.065**
	ADM800	FIRE CHIEF	**9,361**	**14,918**
	ADM700	POLICE CHIEF	**112,337**	**179,015**

CITY OF AMARILLO
2019/2020 EXECUTIVE AND MANAGERIAL SALARY SCHEDULE

	CLASS	DESCRIPTION	MINIMUM (hr/mth/yr)	MAXIMUM (hr/mth/yr)
GROUP E-01	ADM010	ASSISTANT CITY MANAGER	**64.904**	**90.266**
	ADM011	ASSISTANT CITY MANAGER	**11,250**	**15,646**
			135,000	**187,754**
GROUP E-02	ADM012	DEPUTY CITY MANAGER	**71.394**	**99.293**
			12,375	**17,211**
			148,500	**206,530**

CITY OF AMARILLO
2019/2020 HOURLY SALARY SCHEDULE

	CLASS	DESCRIPTION	HOURLY MINIMUM	HOURLY MAXIMUM
GROUP H-01	HRL040	CIVIC CENTER BOX OFFICE CLERK I	**7.250**	**9.439**
	HRL039	CIVIC CENTER TECHNICAL CREW		
	HRL050	EMERGENCY MANAGEMENT VOLUNTEER		
	HRL031	LIBRARY VOLUNTEER		
	HRL400	LIFE GUARD		
	HRL403	POOL CASHIER		
	HRL540	SCHOOL CROSSING GUARD		
	HRL541	SCHOOL CROSSING GUARD SUBSTITUTE		
	HRL402	SWIMMING LESSON INSTRUCTOR		
	HRL413	YOUTH WORKER - MAINTENANCE		
	HRL411	YOUTH WORKER - RECREATION		
GROUP H-02	HRL095	PROGRAM ATTENDANT	**7.250**	**9.628**
	HRL065	ASSISTANT RECREATION COORDINATOR		
	HRL550	ENVIRONMENTAL HEALTH INVESTIGATOR		
	HRL090	FITNESS ATTENDANT		
	HRL405	HEAD LIFEGUARD		
	HRL417	LESSON COORDINATOR		
	HRL415	RECREATION LEADER		
	HRL414	RECREATION SPECIALIST		
GROUP H-03	HRL406	ASSISTANT - POOL MANAGER	**7.250**	**10.393**
	HRL905	ATHLETIC SPECIALIST		
	HRL100	BUILDING MECHANIC		
	HRL418	DISTRICT SUPERVISOR		
	HRL542	TRAFFIC COUNTER		
	HRL551	WEED INSPECTOR		
GROUP H-04	HRL125	ADOPTION SPECIALIST	**7.250**	**11.025**
	HRL025	ANIMAL ATTENDANT		
	HRL170	METER READER		
	HRL910	TEMPORARY INTERN		
GROUP H-05	HRL901	ACCOUNT CLERK I	**7.250**	**11.484**
	HRL904	ADMINISTRATIVE ASSISTANT		
	HRL260	CART ATTENDANT		
	HRL020	COMMUNITY SERVICE AIDE		
	HRL111	DATA ENTRY OPERATOR HOURLY		
	HRL113	FIRE INTERN		
	HRL085	FRONT DESK ATTENDANT		
	HRL252	GATE ATTENDANT		
	HRL270	GOLF COURSE MARSHAL		
	HRL935	LABORER		
	HRL032	LIBRARY MESSENGER		
	HRL530	LUBRICATION ATTENDANT		
	HRL970	MESSENGER		
	HRL053	PBX OPERATOR		
	HRL571	STD/HIV FIELD INVESTIGATOR		
	HRL033	TECHNOLOGY SERVICES TECH		
	HRL544	TRAFFIC CONTROL OFFICER		
	HRL902	WATCHGUARD		
	HRL587	WIC TECHNICIAN I		
GROUP H-06	HRL975	ANIMAL CONTROL OFFICER	**7.250**	**12.035**
	HRL042	BUILDING ATTENDANT		
	HRL041	CIVIC CENTER BOX OFFICE CLERK II		
	HRL875	CONCESSION WORKER		

CITY OF AMARILLO
2019/2020 HOURLY SALARY SCHEDULE

	CLASS	DESCRIPTION	HOURLY MINIMUM	HOURLY MAXIMUM
	HRL915	CREW LEADER		
	HRL911	CUSTODIAN I		
	HRL903	CUSTOMER SERVICE CLERK I		
	HRL590	NUTRITION TECHNICIAN I		
	HRL930	UTILITY WORKER		
GROUP H-07	HRL906	ACCOUNT CLERK II	**7.400**	**12.689**
	HRL960	DRAFTER I		
	HRL926	MECHANIC APPRENTICE		
	HRL140	PURCHASING CLERK		
	HRL925	SERVICER I		
GROUP H-08	HRL920	COLLEGE INTERN	**7.760**	**13.263**
	HRL265	DELI ATTENDANT		
	HRL211	ENGINEERING AIDE I		
	HRL221	EQUIPMENT OPERATOR I		
	HRL075	EXECUTIVE ADMINISTRATIVE ASSISTANT		
	HRL051	HAZMAT OUTREACH ASSISTANT		
	HRL940	LAB TECHNICIAN I		
	HRL038	OUTREACH SPECIALIST		
	HRL275	PRO SHOP ATTENDANT		
	HRL907	SECRETARY II		
	HRL080	SECURITY OPERATIONS AGENT		
	HRL164	STORE CLERK I		
	HRL409	SWIMMING POOL MGR.		
	HRL955	UTILITY MAINTENANCE MECHANIC I		
GROUP H-09	HRL421	ASSISTANT AQUATIC/ELLIS INSTRUCTOR	**8.130**	**13.906**
	HRL950	EQUIPMENT OPERATOR II		
	HRL592	NUTRITION TECHNICIAN II		
	HRL419	PLUMBER		
	HRL420	PROGRAM COORDINATOR		
	HRL240	WELDER I		
GROUP H-10	HRL941	ADMINISTRATIVE TECHNICIAN	**8.510**	**14.550**
	HRL531	BUS DRIVER		
	HRL909	COMMUNICATIONS TECHNICIAN		
	HRL980	HOUSING INSPECTOR		
	HRL034	LIBRARY ASSISTANT		
	HRL593	NUTRITION TECH III		
GROUP H-11	HRL951	EQUIPMENT OPERATOR III	**8.920**	**15.249**
	HRL230	MECHANIC		
	HRL215	PROJECT REPRESENTATIVE		
	HRL908	SECRETARY III		
	HRL548	SIGNAL TECHNICIAN		
	HRL251	TRANSFER TRUCK DRIVER		
GROUP H-12	HRL250	TRANSFER STATION OPERATOR	**9.370**	**16.030**
GROUP H-13	HRL585	NUTRITIONIST I	**9.910**	**16.925**
	HRL700	OFFICIALS SPECIALIST ATHLETICS		
	HRL138	PERSONAL COMPUTER TECHNICIAN		
	HRL725	RANGE OFFICER		
	HRL545	SCHOOL CROSSING GUARD SUPERVISOR		

CITY OF AMARILLO
2019/2020 HOURLY SALARY SCHEDULE

	CLASS	DESCRIPTION	HOURLY MINIMUM	HOURLY MAXIMUM
GROUP H-14	HRL145	COLLECTIONS CLERK	**10.420**	**17.805**
	HRL916	ELECTRICIAN I		
	HRL555	ENVIRONMENTAL TECHNICIAN		
	HRL945	EQUIPMENT MECHANIC I		
	HRL052	HAZMAT OUTREACH COORDINATOR		
	HRL035	LIBRARIAN I		
	HRL575	LVN		
	HRL586	NUTRITIONIST II		
GROUP H-15	HRL141	COMPUTER PROGRAMMER I	**11.500**	**19.659**
	HRL770	EMERGENCY COMMUNICATIONS SPECIALIST		
	HRL965	INSPECTOR		
GROUP H-16	HRL520	BUDGET ANALYST	**12.080**	**20.671**
	HRL581	DISEASE INTERVENTION SPECIALIST II		
	HRL570	HEALTH PROMOTION SPECIALIST		
	HRL500	MANAGEMENT ANALYST		
GROUP H-17	HRL110	COURT REPORTER	**13.240**	**22.657**
	HRL582	NUTRITIONIST IV		
	HRL870	PUBLIC FIRE SAFETY SPECIALIST		
GROUP H-18	HRL120	BAILIFF	**13.900**	**23.781**
	HRL121	INFORMATION TECHNOLOGY TECHNICIAN		
	HRL990	OFFICE MANAGER		
GROUP H-19	HRL045	ADMINISTRATIVE HEARING OFFICER	**14.600**	**62.135**
	HRL860	CIVILIAN BACKGROUND INVESTIGATOR		
	HRL775	CIVILIAN IDENTIFICATION TECHNICIAN		
	HRL595	DIETITIAN		
	HRL750	DISTRICT ATTORNEY LIAISON OFFICER		
	HRL830	ENGINEER		
	HRL871	FIRE INSPECTOR		
	HRL946	FLEET MANAGER		
	HRL850	MANAGEMENT INTERN		
	HRL115	MUNICIPAL COURT JUDGE		
	HRL560	NURSE PRACTITIONER		
	HRL573	PHYSICIAN		
	HRL572	REGISTERED NURSE		
	HRL610	SAFETY TRAINER		

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

ORDINANCE NO. 7811

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AMARILLO, ADOPTING THE BUDGET FOR THE FISCAL YEAR OCTOBER 1, 2019, THROUGH SEPTEMBER 30, 2020, 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; CHAPTERS 4-1, 4-6, AND 4-7 CONCERNING VARIOUS BUILDING SAFETY FEES; CHAPTER 14-6 CONCERNING TRANSIENT RETAL BUSINESS LICENSE FEES; CHAPTER 8-3 RELATED TO SOLID WASTE FEES; CHAPTER 8-5 RELATED TO ENVIRONMENTAL HEALTH FEES; CHAPTERS 12-1 THROUGH 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, 2019 through September 30, 2020 (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, 2019 through September 30, 2020 (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, 2019, ten (10) new fire department positions will be added to authorized positions which include four (4) firefighters, three (3) fire drivers, one (1) fire lieutenant, and two (2) fire captains. Also, one (1) new police officer position will be added to authorized positions.

SECTION 3. That in accordance with the annual personnel budget for the City, effective January 1, 2020, the City contribution rate to the Texas Municipal Retirement System will be 12.21%. Effective January 1, 2020, the City contribution rate to the Amarillo Firemen's Relief and Retirement Fund will be 19.82%. Effective January 1, 2020, the City contribution rate towards the City's Other Post Employment Benefits (OPEB) liability will be 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 Capitol Projects and Development, Chapter 4-6, Section 4-6-3, of the Amarillo Municipal Code is hereby amended to read as follows:

(a) Fees related to the processing of applicable permits and services described in this Chapter shall be set out as follows:

TABLE NUMBER ONE

	Description	Fee	Technology Fee
(1)	Right of Way (ROW) Permit Fee	$260.00	$10.00
(2)	ROW Re-inspection Fee	$50.00	$10.00
(3)	ROW No Permit Fee (per day)	$500.00	$10.00
(4)	Flood Plain Development Permit	$200.00	$10.00
(5)	Sidewalk Wavier –Commercial	$800.00	$10.00
(6)	Sidewalk Wavier –Residential	$80.00	$10.00
(7)	Street Name Change	$660.00 + cost of sign	$10.00
(8)	Drainage Report Application Fee	$250.00	$10.00
(9)	Drainage Report Fee (Per Acre	$3.00	$10.00
(10)	Notification Supplementary Fee	$160.00	$10.00

(11)	Construction Plan Review	1% of the total cost of the project.	$10.00
(12)	Construction Application Fee	$250.00	$10.00
(13)	Multiple Location per Permit Fee	$100.00	
(14)	Subdivision Improvement Wavier	$800.00	$10.00

(b) [NO TEXT CHANGE]

SECTION 5. That, in accordance with the annual budget adopted for the Public Works Department, Chapter 8-3, Article IV, Division 2, Section 8-3-92, of the Amarillo Municipal Code is 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

Type/Description *Monthly Charge*

(1) One-Family Residence ..... ~~$15.59~~ 17.33

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(b) [NO TEXT CHANGE]

SECTION 6. That, in accordance with the annual budget adopted for the Public Works Department, Chapter 8-3, Article IV, Division 2, Section 8-3-93, of the Amarillo Municipal Code is hereby amended to read as follows:

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 NUMBER TWO
Monthly Charge Per Container

	Container Pickups Per Week Not More Than				
Container Volume (In Cu. Yds.)	2	3	4	5	6

Single container charge:					
3	$ ~~64.53~~ 67.76	~~88.26~~ 92.67	~~116.84~~ 122.68	~~145.42~~ 152.69	~~173.99~~ 182.69
4		~~148.75~~ 156.19			~~294.50~~ 309.23
6	~~109.01~~ 114.46	~~161.88~~ 169.97	~~214.65~~ 225.38	~~267.74~~ 281.13	~~320.48~~ 336.50
8	~~117.85~~ 123.74	~~175.00~~ 183.75	~~232.16~~ 243.77	~~289.30~~ 303.77	~~346.46~~ 363.78

SECTION 7. That, in accordance with the annual budget adopted for the Public Works Department, Chapter 8-3, Article IV, Division 2, Section 8-3-94, of the Amarillo Municipal Code is hereby amended to read as follows:

Sec. 8-3-94. - Landfill use fees.

(a) *Table of charges* . Except as hereinafter provided in subsections (b), (c) and (d) below, the fees charged for the use of the City landfill facility shall be computed at the rate of thirty dollars ($~~30~~ 32.00) per ton of waste with a minimum charge of five dollars ($5.00) per load. If the net weight in tons of any load cannot be determined, the fees charged shall be as set out in Table Number Three. The fees charged for source separated organic waste materials delivered to the compost facility will be seventy-five (75) percent of the fees charged for the use of the city landfill. Organic waste that requires minimum processing, as determined by the Superintendent, may be charged a rate as low as fifty (50) percent of the fees charged for the use of the city sanitary landfill facility.

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SECTION 8. 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 where 50% or more of the business is onsite food or beverage consumption; ~~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:

0 to 50 ..... $~~266.00~~ 274.00

51 to 150 ..... $ ~~372.00~~ 384.00

151 to 250 ..... $ ~~478.00~~ 493.00

251 to 350 ..... $ ~~585.00~~ 603.00

Over 350 ..... $ ~~691.00~~ 712.00

(2) Food Establishments where 50% or more of their business is for offsite food or beverage consumption, permit fees and renewal fees are based on square footage of the business and are as follows:

Square Feet

0 to 500 .....$~~266.00~~ 274.00

501 to 3,000 ..... $~~372.00~~ 384.00

3,001 to 5,000 ..... $~~478.00~~ 493.00

5,001 to 15,000 .....$~~585.00~~ 603.00

15,001 and Over ..... $~~691.00~~ 712.00

(3) –(39) [ARE DELETED AND REPLACED WITH THE FOLLOWING TEXT]

(3) Umbrella permitting for operations with multiple operations on contiguous properties or within one (1) structure all owned and/or operated by the same legal entity. One master permit will be issued for all Food Establishments per section (1) or (2) above or, if more than one (1) operation at the same property, then $107.00 for each structure after the first.

(4) Prepackaged Food Vendors less than 200 cubic feet of total food operation area are exempt from permit and fees

(5) Food Establishment greater than 200 cubic feet for the total food operation (includes display and storage areas) that provide only single-service, prepackaged foods that are not time / temperature control for safety .... $274.00.

(6) Food Establishment permit fees for Caterers, Farmers Markets, Concession Stands, Special Event Venues, Mobile Food Units (to include snow cone stands) .... $274.00.

(7) Food Establishment permit fees for schools and child care facilities $274.00

(8) Child Care facilities that serve only Non-TCS food items (snacks only) $111.00

(9) Application fee for Food Establishments, Pools, Spas, and PIWF's to include new, change of owner, remodel, or repair $28.00

(10) Plan Review and inspection fee for Food Establishments, Pools, Spas, and PIWF's to include new, change of owner, remodel or repair $94.00

(11) Voluntary Construction Compliance inspection $81.00

(12) Variance application $213.00

(13) TCS Vending Machine permit fees .... $111.00 per unit

(14) Re-Inspection fees of Food Establishments, Pools, Spas, PIWF and OSSF systems... $100.00

(2nd) $150.00

(3rd) $250.00

(4th) $350.00

(15) Duplicate copy of permit, registration, placard or license $28.00

(16) Late Food Establishment, Pool, Spa and PIWF permit fee .... $56.00 if paid within (30) days of expiration, afterwards $107.00

(17) Application for a new and change of owner for Liquor license $28.00

(18) Late renewal fee for Liquor license .... $ 28.00

(19) Application for a new and change of owner for Beer and Wine license $28.00

(20) Late renewal fee for Beer and Wine license $28.00

(21) Environmental inspection of a child care facility or group home $56.00

(22) Temporary Food Establishment Permit. Persons who are not a licensed caterer must obtain this permit by paying a per day per booth fee shown in the chart below. Licensed caterers must obtain a permit per day per booth but are exempt from the fees shown in the chart.

TEMPORARY FOOD ESTABLISHMENT PERMIT FEES

Total # of Food / Beverage Booths at the Event	Fee per Temporary Food Establishment Permit per day per booth
0-5	$30.00
6-12	28.00

13-20	25.00
21-40	$22.00
41-80	$17.00
81 or more	$12.00

(23) Express Temporary Food Establishment Permit. A person or licensed caterer applying for a Temporary Food Establishment at any hour within the two business days prior to the day an event starts, shall pay a special express processing fee in lieu of the fee shown in the chart .... $54.00 per day per booth

(24) Certified Food Manager annual registration $46.00

(25) Late Certified Food Manager annual registration $13.00

(26) Certified Food Manager Certification (course and exam). Fee not subject to annual increase .... $160.00 per person

(27) Certified Food Manager Certification exam re-test. Fee not subject to annual increase $78.00

(28) Food Handler Certification (course and exam). Fee not subject to annual increase $22.00

(29) Water sample collection $46.00

(29) OSSF primary treatment, multi-unit and secondary treatment $412.00

(30) OSSF existing system inspection $165.00

(31) OSSF trip fee $100.00

(32) Annual permit (year-round usage) for public and semi-public pools, spas and PIWF .... $ 220.00 or, if more than one (1) at the same property, then $56.00 for each unit after the first. Permits are non-transferable.

(33) Seasonal permit (operating less than 9 months) for public and semi-public pools, spas and PIWF ....$111.00 or, if more than one (1) at the same property, then $56.00 for each unit after the first. Permits are non-transferable.

(34) Cost per seat in the Certified Pool Technician course will be $133.00 for the initial 2-day course and exam. A one (1) day refresher course with exam will be offered for $54.00 per seat for those who have taken the initial course with the City. Payments must be made in advance and are non-refundable. Fee not subject to annual increase.

(35) A Technology fee of $10.00 will apply to all application excluding Environmental Health applications, Temporary Event application, and water sample but will include renewals.

(36) All fees will increase annually by 3% or consumer Price Index (CPI), whichever is greater. Fees will be rounded up to a whole dollar amount.

(37) Convenience fee (applied to all credit/debit card transactions) .... 2.5% of the total transaction (rounded to the nearest whole dollar amount).

(38) Outside of the City limits fee, excluding Environmental inspections of child care facilities and group homes, OSSF and water samples $52.00

SECTION 9. That in accordance with the budget of the Building Safety Department the Amarillo Municipal Code, Chapter 4-1, Article I, Division 2, Section 4-1-20 be and hereby is amended to read as follows:

Sec. 4-1-20. - Plan review fee; building permit application.

(a) [NO TEXT CHANGE]

~~(b) *Plan review fee applied to permit fee.* When a building permit is required, the plan review fee shall be applied to the building permit fee when the building permit is issued based on the originally submitted plans.~~

~~(c)~~ (b) [NO TEXT CHANGE]

SECTION 10. That in accordance with the budget of the Building Safety Department the Amarillo Municipal Code, Chapter 4-1, Article I, Division 2, Section 4-1-21 be and hereby is amended to read as follows:

Sec. 4-1-21. - Building permit and inspection fee schedule.

(a) [NO TEXT CHANGE]

(1) All non-residential projects: $ Value × 0.0010 = Plan review fee: rounded to whole dollars, minimum ~~$60.00~~ 64.80.

(2) Commercial (public or semi-public) swimming pool, spa, public interactive water feature, $350.00.

(3) Residential dwelling permit and inspection fees are as shown in the table below, with a ~~$60.00~~ 64.80 minimum, or the greater amount calculated as shown in the following table for Residential dwelling projects:

(a) –(f) [NO TEXT CHANGE]

(g) Inspection not otherwise noted above, and those requested after hours, two hour minimum charge per hour: ..... ~~80.00~~ 86.40

(h) –(k) [NO TEXT CHANGE]

~~(l) Same Day Inspection Fee .... 100.00~~

~~(m)~~ (l). Insulation and energy conservation: value of project × 0.0030, minimum of ..... ~~40.00~~ 43.20

~~(n)~~ (m) [NO TEXT CHANGE]

~~(o)~~ (n) [NO TEXT CHANGE]

~~(p)~~ (o) [NO TEXT CHANGE]

SECTION 11. That in accordance with the budget of the Building Safety Department the Amarillo Municipal Code, Chapter 4-7, Section 4-7-4 be and hereby is amended to read as follows:

Sec. 4-7-4. - Licensing.

(a) -(c) [NO TEXT CHANGE]

(d) *License fee.* All original License applications or renewals thereof shall be accompanied by a fee of one hundred dollars ($~~100~~108.00), plus twenty dollars ($~~20.00~~21.60) for each Manufactured Home Stand or Recreational Vehicle Stand in the Manufactured Home Park or Recreational Vehicle Park. The original fee shall be prorated on the nearest quarterly basis between the date of the original License and October 1 of the fiscal year. All renewal fees shall be due on October 1, of each year. Failure or refusal to pay a renewal fee by October 1 shall result in assessment and collection of a late fee of one dollar ($1.00) per each Manufactured Home or Recreational Vehicle Stand or Park for each day or part thereof the renewal fee is not paid.

(e) – (g) [NO TEXT CHANGE]

SECTION 12. That in accordance with the budget of the Building Safety Department the Amarillo Municipal Code, Chapter 4-1, Article I, Division 3, Section 4-1-30 be and hereby is amended to read as follows:

DIVISION 3. - ELECTRICAL PERMIT FEE

Sec. 4-1-30. – Fee schedule.

(a) [NO TEXT CHANGE]

(b) *Electrical Permit and Inspection Fee Schedule.*

(1) New Construction and additions to panel service:

a. Minimum fee: ..... $~~50.00~~ 54.00

****

(4) Inspection fees

a. Inspection not otherwise noted above, and those requested after hours, two hour minimum charge, per hour: ..... ~~60.00~~ 86.40

b. Re-inspection fee: 50.00

SECTION 13. That in accordance with the budget of the Building Safety Department the Amarillo Municipal Code, Chapter 4-1, Article I, Division 4, Section 4-1-40 be and hereby is amended to read as follows:

Sec. 4-1-40. - Heating, Ventilation, and Air Conditioning, HVAC, Permit Fee Schedule.

(a) *New construction or additions.* The permit fees for HVAC systems installed with either newly constructed buildings, or additions to building shall be included with the Building Permit fee.

(b) *Existing buildings, equipment installations.* For the installation or relocation of HVAC equipment in existing buildings when separate from a project requiring a building permit:

(1) Commercial hoods, Type I or II, for the first unit: ..... $~~50~~54.00

For each additional unit: 10.00

(2) Commercial refrigeration, for the first unit: ..... ~~50~~54.00

For each additional unit: 10.00

(3) Commercial cold storage box, for the first unit: ..... ~~50~~ 54.00

For each additional unit: 10.00

(4) Boilers—first 100,000 BTU/hour input: ..... ~~50~~ 54.00

Each additional 100,000 BTU/hour input or portion thereof: 10.00

(c) *Alterations and Equipment Change Outs.* Alterations of or changing out environmental air system equipment when separate from a project requiring a building permit require the following fees:

(1) Floor heaters, wall furnaces, unit heaters: First unit: ..... $~~50~~54.00

Each additional unit thereafter: 10.00

(2) Equipment change out, per unit: First 5 tons: 50.00

Each additional 5 tons or portion thereof: 10.00

(3) Relocation, replacement or installation of new duct, chilled water or steam pipes in existing buildings, per square foot of floor area: 00.02

(d) *Minimum permit* : ..... ~~50~~ 54.00

(e) *Inspections:* Inspections not otherwise noted above, and those requested after hours, two hour minimum charge per hour: ..... ~~60.00~~ 86.40

(f) *Re-inspection fee* : 50.00

(g) *Technology fee* : 10.00

SECTION 14. That in accordance with the budget of the Building Safety Department the Amarillo Municipal Code, Chapter 4-1, Article I, Division 5, Section 4-1-50 be and hereby is amended to read as follows:

Sec. 4-1-50. - Plumbing permit fees.

(a) [NO TEXT CHANGE]

(b) [NO TEXT CHANGE]

(1) [NO TEXT CHANGE]

(2) New fixture installations, additions, alterations and repairs. When there is no building permit issued on the same project where a plumbing installation is made, the plumbing permit fee shall be based on the following schedule:

a. Minimum fee for all installations: ..... $~~50~~ 54.00

b. [NO TEXT CHANGE]

(3) Repairs and Replacements:

a. Replacement of water, gas, or sewer service line: ..... ~~50~~54.00

b. Water Heater Replacement: ..... ~~50~~54.00

c. Water, sewer, or gas re-piping within a structure and separate from service lines: ..... ~~50~~54.00

(4) Medical Gas Installations, minimum: ..... ~~50~~54.00

Plus per outlet assembly: 2.00

(5) Inspection not otherwise noted above, and those requested after hours, two hour minimum charge per hour: ..... ~~60.00~~ 86.40

(6) -(9) [NO TEXT CHANGE]

SECTION 15. That in accordance with the budget of the Building Safety Department the Amarillo Municipal Code, Chapter 4-1, Article II, Section 4-1-110 be and hereby is amended to read as follows:

Sec. 4-1-110. - Registration of contractors; homeowner exemption; fees and requirements.

(a) – (c) [NO TEXT CHANGE]

(d) *Contractor categories: Registration and registration of State licenses, endorsements and certifications*: Contractors in the following categories are required to be registered with the City in accordance with this section:

(1) [NO TEXT CHANGE]

(2) Electrical Contractor and Master Electrician: An individual, firm, corporation or partnership who performs electrical work on a building or structure that requires an electrical permit shall be licensed by the State as an Electrical Contractor and shall register his State License with the City. To be licensed as an Electrical Contractor with the State, that person must be either a Master Electrician licensed by the State, or shall employ a Master Electrician licensed by the State. ~~The Master Electrician shall also be separately registered with the City.~~

(3) – (15) [NO TEXT CHANGE]

(e) – (g) [NO TEXT CHANGE]

(h) *Table of Contractor Registration Requirements.* The specific requirements for each contractor category are as listed in the following Table 4-1-110, Contractor Registration Requirements.

Table 4-1-110 Contractor Registration Requirements

Contractor Categories	State License or Registration Required	City Registration In Addition to State License or Registration	Annual City Registration Fee	License and Permit Surety Bond	General Liability Insurance
****					
Electrical Contractor, Master	State Lic.	yes	~~$40.00~~ 50.00	none	State Required Min.
****					

SECTION 16. The Amarillo Municipal Code, Chapter 14-6, Article II, Division 2, Section 14-6-29 be and hereby is amended to read as follows:

Sec. 14-6-29. - Fee; term; reapplication upon change in information.

A Transient Retail Business license issued under this division shall require a fee of fifty dollars ($~~50~~ 54.00) for each issuance. A license issued to a Transient Retail Business shall expire at the end of thirty (30) days from its issuance. Any change in the information required in the application shall require the reissuance of the license by submitting a new application.

SECTION 17. That, in accordance with the annual budget adopted for the Parks and Recreation Department, Chapter 12-1, Article I, Section 12-1-1, of the Amarillo Municipal Code is hereby added to read as follows:

Sec. 12-1-1. - Athletic team and player fees.

Each team and player shall pay to the Parks Department the seasonal fee specified below prior to using a city facility or park for a team or league activity

Softball:	

Team	~~$350.00~~ $400.00
Players Fee	$15.00
Late Registration	$50.00
Volleyball:	
Spring:	
Team	~~$200.00~~ $225.00
Players Fee	$15.00
Late Registration	$25.00
Summer:	
Team	~~$130.00~~ $150.00
Players Fee	$15.00
Late Registration	$25.00
Fall:	
Team	$130.00
Players Fee	$15.00
Winter:	
Team	$200.00

Players Fee	$15.00
Grass Volleyball:	
Team	$80.00
Players Fee	$15.00
Basketball:	
Team	~~$415.00~~ $375.00
Players Fee	$15.00
#1 Men's Team	$485.00
Players Fee	$15.00
Late Registration	$25.00
Track:	
Per participant	$20.00
Flag Football:	
Team (8 vs. 8)	$360.00
Players Fee (after 15 players)	$15.00
Softball - Summer	
Team	$300.00

Each Additional Player beyond 16	$15.00
Late Registration	$50.00

SECTION 18. That, in accordance with the annual budget adopted for the Parks and Recreation Department, Chapter 12-1, Article I, Section 12-1-2, of the Amarillo Municipal Code is hereby added to read as follows:

Sec. 12-1-2. - Tennis center.

The following fees are authorized to be collected for tennis. Annual permits are valid for one year from date of purchase.

a.	Outdoor Court Fees (per 90 minutes per person)	~~$2.00~~ $3.00, before 5:30 p.m. and ~~$2.50~~ $3.50, after 5:30 p.m.
b.	Senior Outdoor Court, Monday—Friday	~~$1.50~~ $2.00, 9:00 a.m. to 3:00 p.m.
c.	Indoor Court additional fee	$2.00 (Seniors, $1.00, 9:00 a.m.—3:00 p.m., Mon.—Fri. only)
	Indoor Court before 5:30 PM	$5.00
	Indoor Court after 5:30 PM	$5.50
	Senior M-F from 9 AM to 3 PM	$4.00
d	Annual Court permits	$100.00, Adult (Outdoor)
		$50.00, Junior
		$25.00, add'l family member
		$100.00, Indoor Court fee

e	Annual Combo permits (Indoor/Outdoor)	Adult (18 and older) $150.00 Add'l Family Member $75.00
f.	Punch Card (20 visits)	Before 5:30 p.m. $25.00 (outdoor only; indoor add $2.00) After 5:30 p.m. $35.00 (outdoor only; indoor add $2.00) Indoor card $35.00
g.	Ball Machine	$15.00 per hour
h	Annual Ball Machine Permit	$100.00/per person

SECTION 19. That, in accordance with the annual budget adopted for the Parks and Recreation Department, Chapter 12-1, Article I, Section 12-1-3, of the Amarillo Municipal Code is hereby added to read as follows:

Sec. 12-1-3. - Field rental.

There is hereby assessed the following fees for rental of designated athletic fields (including but not limited to: baseball, softball, kickball, football, or soccer) for practice or allocated athletic fields for single game use. This section does not prohibit a party from reserving a field for two or more consecutive practices or games, provided that the party pays the rental fee, uses the field for its intended purpose, and subject to demand for or availability of fields for other teams, and other applicable reservation policies of the department.

Single Game

Youth	$~~10~~20.00
Adult	$~~20~~30.00
Lights	Add $10.00 to the single game fee. This fee applies whether lighting is actually used for all or only a portion of the game.

Practice

Youth	$~~10~~ 20.00 for a 90 minute rental period.

Adult	$20.00 for a 90 minute rental period.
Lights	Add $10.00 to the rental period fee. This fee applies whether lighting is actually used for all or only a portion of a rental period.

SECTION 20. That, in accordance with the annual budget adopted for the Parks and Recreation Department, Chapter 12-1, Article II, Section 12-1-11, of the Amarillo Municipal Code is hereby added to read as follows:

***

~~Provided, however, on October 1 of each year, the Director of Parks and Recreation shall designate one day per week as a free or no admission day for all persons entering.~~

SECTION 21. That, in accordance with the annual budget adopted for the Parks and Recreation Department, Chapter 12-3, Section 12-3-4, of the Amarillo Municipal Code is hereby added to read as follows:

Sec. 12-3-4. - Swimming pool fees.

(a) *Admission fees.*

(1) Frequent user card (10 admissions)

Child (12 and under) ..... $~~18~~25.00

Adult (13—54) ..... ~~20~~30.00

Senior (55 and over) ..... ~~14.80~~20.00

(2) Non-swimmer: ..... ~~1~~2.00

(3) Swimmers:

	Regular	After 4 p.m.
Youth (age 1 to 12)	$~~2~~3.00	$~~1~~2.00
Adult	~~3~~4.00	~~2~~3.00
Senior Adult (55 & older)	~~2~~3.00	~~1~~2.00

(4) Family admission night, per member ..... $~~1.75~~ 2.00

(5) ~~Season~~ Annual pass:

Family of 4 or more 185.00

Child (12 and under) 75.00

Adult (13—54) 85.00

Senior (55 and over) 65.00

(b) *Miscellaneous fees.*

(1) Youth swim lessons (1—3 classes) $35.00

(4—6 classes) 25.00

(7—9 classes) 15.00

(10 or more classes) 10.00

~~(Discounts, as approved by the City Manager, may be allowed for a child enrolled in multiple classes.)~~

(2) Junior lifeguard class 50.00

(3) Public lifeguard class 100.00

(4) Swim team weekly rental 325.00

(5) All other goods, services, activities: rates as approved by the City Manager.

(c) Private pool rental (maximum of 50 guests) ..... ~~150~~200.00

Plus for up to 75 guests 25.00

And for each additional unit of up to 25 guests ..... 25.00.

Optional: inflatable rental

(Dolphin slide) 75.00

(Jungle run) 100.00

Optional: water volleyball or basketball setup 10.00

(d) Basic birthday party packages (25 guests) ..... ~~60~~75.00

SECTION 22. That, in accordance with the annual budget adopted for the Parks and Recreation Department, Chapter 12-2, Section 12-2-1 of the Amarillo Municipal Code is hereby added to read as follows:

Sec. 12-2-1. - Director of parks and recreation—Office created; appointment; term.

(a) The office of Director of Parks and Recreation is hereby created.

(b) The Director of Parks and Recreation shall be appointed by the City Manager, with the advice and consent of the City Council, and shall hold his office at the will of the City Manager.

(c) With the consent of the City Manager, the Director of Parks and Recreation may authorize the temporary reduction or remission of fees or portions thereof, and otherwise offer discounts, incentives, or promotions.

SECTION 23. 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 (3,000) gallons consumption:

Meter Size (inches)	Size Code	Water Rate 1 Inside City	Water Rate 2 Outside City
5/8 or ¾	A	$~~14.33~~ 15.33	$ ~~21.49~~ 23.00
1	B	~~19.23~~ 20.58	~~28.85~~ 30.87
1 ½	C	~~24.64~~ 26.37	~~36.97~~ 39.55
2	D	~~38.29~~ 40.97	~~57.43~~ 61.45
3 or FH Meter	L, H, X	~~140.84~~ 150.70	~~211.27~~ 226.06
4	E, Y	~~178.74~~ 191.25	~~268.11~~286.88
6	F A	~~267.25~~ 285.96	~~400.88~~ 428.94
8 or larger	G, J, K, M, W	~~368.45~~ 394.24	~~552.67~~ 591.36

(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:

Quantity (gallons)	Inside City per 1,000 Gallons	Outside City per 1,000 Gallons
Residential:		
0 -- 3,000	Minimum Charge	Minimum Charge
3,001 --10,000	$ ~~2.56~~ 2.74	$ ~~3.84~~ 4.10
10,001-30,000	~~3.34~~ 3.58	~~5.02~~ 5.37
30,001 – 50,000	~~4.95~~ 5.30	~~7.43~~ 7.95
Over 50,000	~~5.63~~ 6.02	~~8.45~~ 9.04

TABLE INSET:

Commercial / Industrial:		
0 -- 3,000	Minimum Charge	Minimum Charge
Over 3,000	$ ~~2.92~~ 3.12	$ ~~4.38~~ 4.69

TABLE INSET:

Irrigation (all service groups) 0 -- 3,000	Minimum charge	Minimum charge
3,001 – 10,000	$ ~~2.92~~ 3.12	$ ~~4.38~~ 4.69
10,001 – 30,000	~~3.34~~ 3.58	~~5.02~~ 5.37
30,001 – 50,000	~~4.95~~ 5.30	~~7.43~~ 7.95
Over 50,000	~~5.63~~ 6.02	~~8.45~~ 9.04

SECTION 24. 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

Meter Size (inches)	Charge for the first 3,000 gallons
5/8 or ¾	$ ~~16.23~~ 17.36
1	~~16.76~~ 17.94
1½	~~17.20~~ 18.40
2	~~18.67~~ 19.98
3	~~21.11~~ 22.59
4	~~30.86~~ 33.02
6	~~45.41~~ 48.59
8 or larger	~~60.02~~ 64.23

(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 ninety-three cents ($1.93)~~ two dollars and seven cents ($2.07) 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 ten cents ($2.10)~~ two dollars and twenty-four cents ($2.24) 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 thirty-two cents ($2.32)~~ two dollars and forty-eight cents ($2.48) 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 ninety-one cents ($2.91)~~ three dollars and eleven cents ($3.11) 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 fifteen cents ($3.15)~~ three dollars and thirty-seven cents ($3.37) 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 ~~three dollars and forty-seven cents ($3.47)~~ three dollars and seventy-two cents ($3.72) or as contracted.

SECTION 25. 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.~~71~~ 82 per ERU per month.

(h) – (j) [NO TEXT CHANGE]

SECTION 26. 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 27. 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 28. 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 29. 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, 2019, 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 17th day of September, 2019; and PASSED on Second and Final Reading the 24th day of September, 2019.

Ginger Nelson, Mayor

ATTEST:

Frances Hibbs, City Secretary

APPROVED AS TO FORM

Bryan McWilliams, City Attorney

CITY OF
AMARILLO®
OPEN SPACES ★ ENDLESS OPPORTUNITIES

09/10/19BSM

ORDINANCE NO. 7812

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 2019; 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 2019; 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 2019, there is hereby levied on all of the property located in the City of Amarillo, Texas, on the first day of January, 2019, and not exempted from taxation by the Constitution and Statutes of the State of Texas, an ad valorem tax of $0.04403 for debt expenses plus $0.34448 for maintenance and operation expenses (total of $0.38851, 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 7.33% PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $17.50.

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 2019-2020, 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 17th day of September, 2019 upon a voice roll call vote as follows:

Mayor Ginger Nelson	AYE
Councilmember Place 1 Elaine Hays	NAY
Councilmember Place 2 Freda Powell	AYE
Councilmember Place 3 Eddy Sauer	AYE
Councilmember Place 4 Howard Smith	AYE

and PASSED on Second and Final Reading the 24th day of September, 2019 upon a voice roll call vote as follows:

Mayor Ginger Nelson	AYE
Councilmember Place 1 Elaine Hays	NAY
Councilmember Place 2 Freda Powell	AYE
Councilmember Place 3 Eddy Sauer	AYE
Councilmember Place 4 Howard Smith	AYE

Ginger Nelson, Mayor

ATTEST:

Frances Hibbs, City Secretary

APPROVED AS TO FORM:

Bryan McWilliams, City Attorney

CITY OF AMARILLO

GLOSSARY OF TERMS

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.

CITY OF AMARILLO

GLOSSARY OF TERMS

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
AMI:	Advanced Metering Infrastructure
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

CITY OF AMARILLO

LIST OF ACRONYMS USED

ICPMS:	Induction Coupled Plasma Mass Spectrometer
ISO:	Insurance Services Organization
MG:	Million Gallons
MC:	Municipal Court
MGD:	Million Gallons per day
MOC:	Mobile Operations Center
NACA:	North Amarillo Community Association
NPDES:	National Pollutant Discharge Elimination System
PC:	Personal computer
PFP:	Pay for Performance
PGA:	Professional Golfers Association
PID:	Public Improvement District
PPD:	Purified Protein Derivative
PRRA:	Panhandle Revenue Recovery Association
R & M:	Repair & Maintenance
SCADA:	Supervisory Control & Data Acquisition
SCBA:	Self Contained Breathing Apparatus
STD:	Sexually Transmitted Disease
STEP:	Selective Traffic Enforcement Program
TAAF:	Texas Amateur Athletic Federation
TCEQ:	Texas Commission on Environmental Quality
TDH:	Texas Department of Health
TPDES:	Texas Pollutant Discharge Elimination System
TPMHMR:	Texas Panhandle Mental Health and Mental Retardation
TSA:	Transportation Security Administration
TSRC:	Tyler Street Resource Center
TVFC:	Texas Vaccine For Children
TWDB:	Texas Water Development Board
USGA:	United States Golf Association
USSSA:	United States Specialty Sports Association
VFD:	Variable Frequency Drive
W/C:	Workers Compensation
WMD:	Weapons of Mass Destruction
WTAMU:	West Texas A & M University