



CITY OF ODESSA
ADOPTED BUDGET 2019-20

REQUIRED STATEMENT

Local Government Code, Chapter 102 Municipal Budget -
Required statement effective September 1, 2007 in Section 102.005:

There will not be a tax rate change this year. It will remain at 47.66 cents and is expected to net \$46,271,504 in property tax revenue for FY2020. Including this amount, this budget will raise more total property taxes than last year's budget by \$8,559,130, or 22.7%, and of that amount \$945,219 is tax revenue to be raised from new property added to the tax roll this year.

On September 10, 2019, the members of the governing body voted on the adoption of the 2019-20 Proposed Budget as follows:

FOR: Dewey Bryant, Detra White, Tom Sprawls, Mari Willis, Malcolm Hamilton, Peggy Dean, David Turner
AGAINST: N/A
ABSTAINING: N/A
ABSENT: N/A

Tax Rates:

	2018-19	2019-20
Property Tax Rate	\$0.476601	\$0.476601
Effective Tax Rate	\$0.450791	\$0.394648
Effective M&O Tax Rate	\$0.391609	\$0.342927
Rollback Tax Rate	\$0.476602	\$0.483886
Debt Tax Rate	\$0.084992	\$0.133674

The **City of Odessa's** total municipal debt obligations for 2019-20 is \$137,180,000.



ANNUAL BUDGET

CITY OF ODESSA, TEXAS

Fiscal Year
October 1, 2019 through September 30, 2020

CITY COUNCIL

David R. Turner, Mayor
Malcolm Hamilton, District 1
Dewey Bryant, District 2
Detra White, District 3
Tom Sprawls, District 4
Mari Willis, District 5
Peggy Dean, At-Large

Michael Marrero, City Manager

Adopted
September 10, 2019



City of Odessa 2019-2020 Annual Budget

Prepared by

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Finance Department
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Printed by

Printing Services
Jimmy Norris, Print Supervisor

City Council



David R. Turner
Mayor



Malcolm Hamilton
District 1



Dewey Bryant
District 2



Detra White
District 3



Tom Sprawls
District 4



Mari Willis
District 5



Peggy Dean
At-Large

MISSION STATEMENT

Motivated by a proactive, independent and diverse heritage, the City of Odessa will embrace the future through innovative and progressive leadership. Working in partnership with citizens of the community as well as other governmental agencies, we will provide Odessans of today and tomorrow with outstanding services and facilities that will protect and enhance the quality of life.

VALUE STATEMENT

We believe the quality of life in the city of **ODESSA** depends on a partnership between the citizens, business community, elected officials and City employees. We, as City employees, are committed to the following:

ORGANIZATION

Working together as teams and individuals toward common goals.

DIRECTION

Striving constantly to improve service to the community while preserving the quality of life and promoting growth in Odessa.

EXCELLENCE

Providing high levels of service for our community with available resources.

SERVICE

Consistently performing tasks with courtesy, pride, sincerity and professionalism in a timely fashion.

SUPPORT

Empowering all with the freedom and authority to accomplish tasks through sound work ethics and policies.

ATTITUDE

Responding positively to the needs of citizens with sincere honesty, integrity and loyalty.



Michael Marrero, City Manager

City of Odessa

FY 2019-20

Adopted Budget

Table of Contents

TABLE OF CONTENTS

SUMMARIES AND DETAIL

<u>BUDGET MESSAGE</u>	<u>PAGE</u>
◆ City Manager’s Letter of Transmittal	15
 <u>COMMUNITY PROFILE</u>	
◆ Odessa at a Glance	22
◆ Graph: Odessa’s Employment Shifts	28
◆ Graph: Odessa’s Economy by Sector	29
◆ Graph: New Construction Value	30
◆ Graph: New Construction Permits	31
◆ Graph: Ethnic Projections in Ector County.....	32
 <u>POLICY STATEMENTS</u>	
◆ Budget Compliance	34
◆ Budget Development Phases	35
◆ Budget Calendar.....	41
◆ Financial Policies	43
◆ Budget Contingency Plan	50
◆ Accounting Policies	51
◆ Accounting/Budgetary Basis	56
◆ Fund Structure Chart.....	57
◆ Fund Definitions	58
 <u>BUDGET SUMMARY</u>	
◆ Budget Summary of All Funds.....	61
◆ Ad Valorem Tax Revenues	64
◆ Graph: Property Tax Rate.....	65
◆ Certified Appraisal Summary	66
◆ Graph: Net Taxable Value	67
◆ Graph: Property Tax Comparison.....	68
◆ Chart: Organization Chart of City of Odessa	69
◆ Summary of Revenues for Operating Funds- Three Year Comparison.....	70
◆ Summary of Funding Sources	72
◆ Summary of Expenditures for Operating Funds- Three Year Comparison	74
◆ Personnel History.....	76
◆ Graph: Personnel History	77
◆ Goals for Envision Odessa	78
◆ Council Priorities from Envisions	84

TABLE OF CONTENTS

SUMMARIES AND DETAIL

GENERAL FUND

◆ General Fund Overview.....	89
◆ General Fund Revenue Summary	90
◆ General Fund Revenue Overview	91
◆ Graph: General Fund Revenue.....	91
◆ Graph: Property Tax Revenue	96
◆ Graph: Sales Tax Revenue	97
◆ General Fund Expenditure Summary.....	98
◆ General Fund Expenditure Overview.....	98
◆ General Fund Expenditures by Function.....	99
◆ Graph: General Fund Expenditure Budget by Function.....	100
◆ General Fund Capital Outlay	105

GENERAL FUND DETAIL BY DEPARTMENTS/DIVISIONS

◆ City Council.....	108
◆ City Secretary	110
◆ City Attorney	113
◆ Office of the City Manager.....	117
◆ Downtown Odessa	120
◆ Human Resources	123
◆ Building Services.....	126
◆ Public Safety Communications.....	129
◆ Planning and Development.....	133
◆ Finance	136
◆ Purchasing.....	139
◆ Municipal Court.....	142
◆ Judges Municipal Court.....	145
◆ General Fund Non-Departmental	149
◆ Outside Agencies.....	149
◆ Operating Transfers Out	149
◆ Supplemental Expenditures	150
◆ Public Works Administration	151
◆ Engineering	154
◆ Building Inspection.....	157
◆ Traffic Engineering	160
◆ Street.....	163
◆ Public Works Geointelligence	166
◆ Parks and Recreation	169
◆ Fire.....	174
◆ Police	180

TABLE OF CONTENTS

SUMMARIES AND DETAIL

◆ General Fund-Code Enforcement	183
---------------------------------------	-----

SPECIAL REVENUE FUNDS

◆ Special Revenue Fund Overview	187
◆ Community Development Fund Overview.....	189
◆ Community Development Fund Summary of Revenues and Allocations.....	190
◆ Community Development Division	191
◆ Convention and Visitors Fund Overview.....	195
◆ Municipal Court Security Fund Overview	196
◆ Municipal Court Technology Fund Overview.....	196
◆ Drug Forfeiture Fund Overview	197
◆ FY2019-20 Grant Programs	198

DEBT SERVICE FUND

◆ General Debt Service Fund Overview	200
◆ General Debt Service Narrative	201
◆ Legal Debt Margin/Water and Sewer Debt Service Narrative.....	202
◆ General Debt Service Schedule.....	203
◆ Water and Sewer Debt Service Schedule	207

CAPITAL IMPROVEMENT PROGRAM

◆ Capital Improvement Program Overview	209
◆ General Purpose Projects.....	210
◆ Photo: Sprayground & Comanche Park	211
◆ Photo: Sprayground	212
◆ Photo: Mariott Convention Center and Hotel	213
◆ Photo: 23 rd Street.....	214
◆ Long-Term Goals	215
◆ Capital Budgets, General Purpose Projects	218
◆ Capital Budgets, Enterprise Fund Projects.....	219
◆ Summary of Proposed Capital Projects for Fiscal Years 2019-2023	220

TABLE OF CONTENTS

SUMMARIES AND DETAIL

ENTERPRISE FUNDS:

WATER AND SEWER FUND

◆ Water and Sewer Fund Overview	222
◆ Water and Sewer Fund System Overview and Trend Analysis	223
◆ Water and Sewer Fund Revenue Summary	224
◆ Water and Sewer Fund Revenue Overview	225
◆ Graph: Water and Wastewater Rates.....	226
◆ Graph: Water and Sewer Total Revenue	227
◆ Graph: Water Revenue	228
◆ Graph: Wastewater Revenue.....	229
◆ Water and Sewer Fund Expenditure Summary	230
◆ Water and Sewer Fund Expenditure Overview.....	231
◆ Water and Sewer Fund Expenditure by Function	233
◆ Water and Sewer Fund Capital Outlay.....	234

WATER AND SEWER FUND DETAIL BY DEPARTMENTS/DIVISIONS

◆ Billing and Collection.....	236
◆ Utilities Administration	239
◆ Water Distribution	242
◆ Water Treatment Plant	245
◆ Bob Derrington Water Reclamation Plant	249
◆ Wastewater Collection.....	253
◆ Laboratory Services.....	256
◆ Utilities Geointelligence.....	256
◆ Repair and Replacement.....	260
◆ Water Purchases	263
◆ Participation in Line Extensions	264

SOLID WASTE FUND

◆ Solid Waste Fund Overview	266
◆ Solid Waste Fund Revenue Summary	267
◆ Solid Waste Fund Revenue Overview	268
◆ Solid Waste Fund Expenditure Summary.....	269
◆ Solid Waste Fund Expenditure Overview.....	270
◆ Solid Waste Fund Capital Outlay.....	271
◆ Solid Waste Division.....	273
◆ Solid Waste Code Enforcement	277
◆ Keep Odessa Beautiful	278

TABLE OF CONTENTS

SUMMARIES AND DETAIL

LIQUID WASTE FUND

◆ Liquid Waste Fund Overview	284
------------------------------------	-----

RATLIFF RANCH GOLF COURSE FUND

◆ Ratliff Ranch Golf Course Fund Overview	286
◆ Ratliff Ranch Golf Course Fund Revenue Summary	287
◆ Ratliff Ranch Golf Course Fund Revenue Overview	288
◆ Ratliff Ranch Golf Course Fund Expenditure Summary	289
◆ Ratliff Ranch Golf Course Fund Expenditure Overview	290
◆ Ratliff Ranch Golf Course Division.....	291

STORM WATER FUND

◆ Storm Water Fund Overview	295
◆ Storm Water Fund Revenue Summary	296
◆ Storm Water Fund Revenue Overview	297
◆ Storm Water Fund Expenditure Summary	297
◆ Storm Water Fund Expenditure Overview	298
◆ Storm Water Division	301

EQUIPMENT SERVICE FUND

◆ Equipment Service Fund Overview	305
◆ Equipment Service Fund Revenue Summary	306
◆ Equipment Service Fund Revenue Overview	307
◆ Equipment Service Fund Expenditure Summary	308
◆ Equipment Service Fund Expenditure Overview	309
◆ Equipment Service Fund Capital Outlay.....	310
◆ Equipment Services Division	312
◆ Equipment Replacement.....	315
◆ Special Replacement - Fire	315

INFORMATION TECHNOLOGY FUND

◆ Information Technology Fund Overview	317
◆ Information Technology Fund Revenue Summary	318
◆ Information Technology Fund Revenue Overview	319
◆ Information Technology Fund Expenditure Summary	320
◆ Information Technology Fund Expenditure Overview	321

TABLE OF CONTENTS

SUMMARIES AND DETAIL

◆ Information Technology Fund Capital Outlay	322
◆ Information Technology Division	323

RISK MANAGEMENT FUND

◆ Risk Management Fund Overview	328
◆ Risk Management Fund Revenue Summary	329
◆ Risk Management Fund Revenue Overview	330
◆ Risk Management Fund Expenditure Summary	331
◆ Risk Management Fund Expenditure Overview	332
◆ Risk Management Administration	335
◆ Medical and Dental Insurance Division.....	339
◆ Health and Wellness	339
◆ General Liability Division.....	339
◆ Worker’s Compensation Division.....	340
◆ Clinical Services	340

APPENDIX

◆ Debt Statistics	342
◆ Resolution of Adopted Budget.....	344
◆ Ordinance to Establish Ad Valorem Rate.....	345
◆ Glossary of Budget Terms	349
◆ Glossary of Budget Acronyms	358
◆ Index.....	362

City of Odessa

FY 2019-20

Adopted Budget

Budget Message



January 31, 2020

To the Citizens of the City of Odessa, Texas,
Honorable Mayor David Turner, and
Members of the City Council:

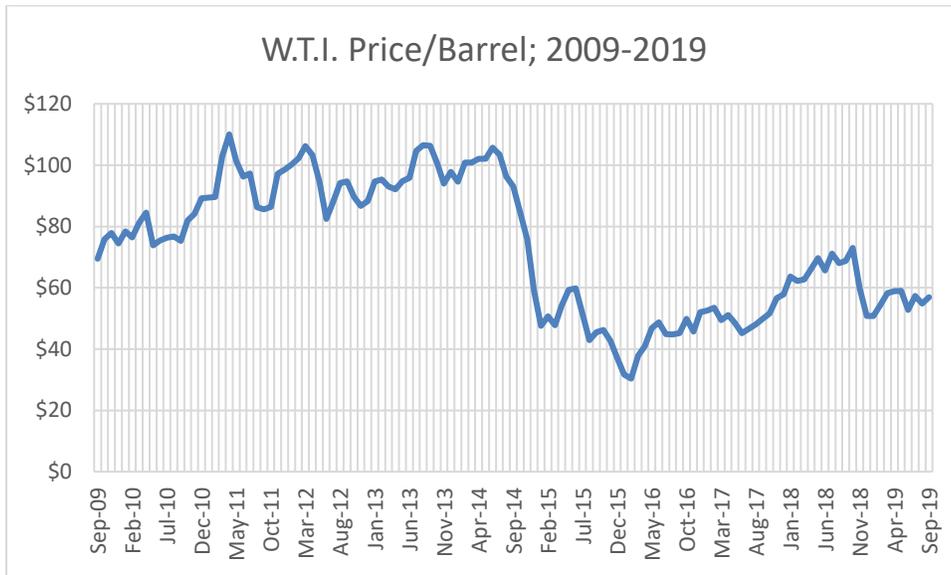
I am pleased to submit the 2019-20 Annual Budget for the City of Odessa, Texas. This budget is the culmination of our combined efforts to determine the appropriate distribution of City resources. The Budget is one of the most important policy documents produced by the City because it presents, in financial terms, the overall plan to accomplish the City's program of services, delivery, and priorities during the upcoming fiscal year.

The 2019-2020 Annual Budget identifies the funding for some of the priorities identified in the City's Adopted Comprehensive Master Plan. The priorities of the Master Plan are listed in the Budget Summary Section of the book in order to illustrate the City's efforts to address those needs. The departments responsible for carrying out specific priorities of the Comprehensive Master Plan have goals within their individual performance measures highlighted with the *Envision Odessa* Logo. The City staff will continue to address the priorities outlined by the City Council's agenda, and supply periodic updates to the City Manager to inform Council of their progression.

The 2019-2020 Annual Budget projects total revenues of \$245 million and total expenditures of \$235 million, including a \$4.5 million allocation for the replacement of major purchases items such as vehicles and heavy equipment. In comparison with last year's budget, revenues have risen by 10.09%, and expenditures by 8.52%. The increase in expenditures is largely due to the 3% cost of living salary increase for all full-time employees who received satisfactory performance evaluations and from a significant increase to street maintenance expenditures. The Water/Sewer Fund saw a slight increase due to additional revenues from the Pioneer Contract and from industrial water revenues. Risk Management also experienced an increase due to an increase in medical and dental premiums to all city departments.

ECONOMIC CONDITION AND OUTLOOK

The City of Odessa has historically been very dependent on the highs and lows of the oil and gas industry. West Texas average rig counts in October 2016 was 173, and has increased by 79.19% to 310 in September 2019. The average price of oil dipped to a low of \$50 in December 2018 but has since risen to approximately \$54 per barrel as of October 2019. During this same period, the average unemployment rate decreased from 3.2% in October 2017 to 2.5% in October 2018, then increased to 2.7% in October 2019.



The City of Odessa has aggressively been working to diversify its economy by working with dedicated community leaders who understand the importance of economic development and diversification. Odessa leaders, along with the Odessa Development Corporation, are proactive in pursuing new opportunities within the City.

GENERAL FUND

Decisions made by the City Council that affect the general operating fund budget have a major impact on public services and on the quality of life in the City of Odessa. Each year the City faces the challenge of balancing the public’s need for services against limited financial resources.

On September 24, 2019, the City Council approved a property tax rate of 47.6601 cents per \$100 of valuation; a rate above the effective tax rate but the same as the FY19 rate. The tax rate is expected to generate \$46,271,504 in FY 2020, up \$8,559,130 compared to the previous year, with the increase being attributed to higher property valuations and the annexation of new property into the City. Assessed values for 2019-20 total \$10,113,172,830.

The General Fund’s projected revenues of \$105 million will fund current expenditures of \$99 million as a balanced budget. Revenues will increase by \$6,696,561, or 6.8%, over last year’s numbers. Expenditures will increase by \$5,776,788, or 6.2%.

The estimate for 2019-20 sales tax revenues is conservatively projected at \$42,000,000. This represents an increase of \$3,891,590 or 10.5% over last fiscal year. This number includes \$900,000 in sales tax rebates for business incentives. Sales tax revenue continues to be the General Fund’s single largest source of revenue.

In the upcoming fiscal year, the General Fund staffing levels will see a net increase of thirteen (13) positions. In addition, the City Council approved a 3% increase for all full-time personnel that received a satisfactory performance evaluation.

In total, 744 positions have been approved for the 2019-20 General Fund budget. Additionally each year, qualifying Police and Fire department personnel are promoted to their next corresponding “step” according to a pre-determined schedule.

Technology charges for the General Fund total \$3,984,681, a \$462,297, or 13.12%, increase compared to last year’s budget. Departments are assessed technology charges based on the quantity, cost, and useful life of their data processing equipment and use of software. These charges fund the operating costs of the Information Technology Fund and provide for the scheduled replacement of data processing equipment and software maintenance.

Equipment Service Rental Rates will increase by \$432,905 in 2019-20. These charges fund the Equipment Service Fund’s operating budget and cover the maintenance and replacement costs of the City’s fleet. Replacement costs almost always exceed the original purchase price of any capital asset. This is especially true when a capital asset is replaced several years after the original date of purchase.

The General Fund budget for FY2020 includes approximately \$1,149,000 for one-time supplemental expenses for the various departments.

GENERAL FUND - FUND BALANCE

The fund balance for the General Fund is segregated into two major classifications: Assigned and unassigned. The Compensated Absences account is classified as Assigned. These funds are set aside to pay employees for accrued unileave and/or old sick leave upon their resignation, termination, or retirement.

Within the Unassigned classification, the City has 3 components: (1) 60-Day Requirement, (2) the Budget Stabilization Account, and an (3) Unassigned Fund Balance. The 60-Day Requirement includes enough funding to provide for at least 60 days of emergency operations, based on the current year’s adopted budget. The Budget Stabilization Account provides sufficient funding to support operations for 25 days, also based on the current year’s budget. The Budget Stabilization Account can be used when there is up to a 15% sales tax revenue reduction, or a 10% decline in property tax revenues or any other revenue loss. Unassigned Fund Balance allows the city to allocate funds for special and unforeseeable projects, as they are needed.

WATER AND SEWER FUND

Water and Sewer revenues are expected to reach \$67,003,630 in 2019-20, an increase of \$6,495,807, or 10.7%, compared to last year’s budget. There will be no increases to the water or sewer rates in the upcoming fiscal year.

Water and Sewer operating expenditures are proposed at \$66,079,814, a \$5,571,991, or 9.2%, increase compared to the previous year's adopted budget. The Water and Sewer Fund budget increases are primarily due to the 3% salary increase for eligible employees and an increase of \$2,000,000 for a Water/Sewer taps contract. The revenue for Water and Sewer Capital Improvements initiated in 2017-18 will be funded from the 2007 bond issue.

SOLID WASTE FUND

In 2019-20, Solid Waste revenues are projected at \$14,735,700, a \$350,200, or 2.4%, increase compared to the previous year. The major contributing revenue sources for the Solid Waste Fund are Single-Family Residential (50.08%), Commercial (26.95%), and Multi-Family (10.61%). These three sources of revenue account for over 87.64% of the total revenue for this fund. The current rate structure is based upon the type of account, the number of pick-ups per week, and the size of the solid waste receptacle. There will be a 2.5% increase to the solid waste rates for the 2019-20 fiscal year.

Solid Waste expenditures are projected at \$14,709,698, an increase of \$1,392,121, or 10.5%, in the upcoming fiscal year due to the 3% salary increase and an increase in equipment rental charges. The City Council awarded \$266,500 in supplemental funds to the Solid Waste department during the 2019-20 fiscal year.

Keep Odessa Beautiful continues to provide education to the public on various environmental issues, including recycling, backyard composting, tree limb recycling, and household hazardous waste disposal. The division is funded through the Solid Waste Fund.

EQUIPMENT SERVICES FUND

This fund is an internal service fund, which receives rental revenue from other operating funds in order to provide for the maintenance and replacement of the City's fleet. Equipment Service Fund revenues for FY 2019-20 are expected to reach \$16.56 million. Expenditures are budgeted at \$13.87 million, with \$9.38 million being allocated for operating expenditures, and \$4.49 million being allocated for equipment replacement.

INFORMATION TECHNOLOGY FUND

The Information Technology Fund is an internal service fund; it receives revenue from City departments in exchange for the services it provides. This fund provides technical support for hardware, software, and network-related issues. It also oversees the scheduled replacement of data processing equipment for all of the departments. It is funded by Technology Charges.

In 2019-20, Information Technology revenues are projected at \$4,911,433. This represents a \$492,684 increase compared to the previous year. Total expenditures are budgeted at \$4,735,195, a \$691,496, or 17.1%, increase over 2018-19 numbers. Of this amount, \$400,000 will be set aside to cover the cost of computer replacement in FY 2020.

RISK MANAGEMENT FUND

In 2019-20, Risk Management Fund revenues are expected to reach \$13,690,150 million: \$10.84 million in Medical/Dental revenues, \$995,000 in General Liability revenues, \$1.52 million in Workers' Compensation revenues, and \$320,000 in Insurance Claim Recovery.

Expenditures are budgeted at \$13,210,631 million. This represents a \$159,982, or 1.2%, increase compared to the previous year. The Medical/Dental insurance program represents the largest portion of expenditures for the Risk Management Fund, with a budget of \$5.7 million. Costs continue to fluctuate, especially for medical and dental claims.

Over the past several years, the Family Health Clinic, Health and Wellness Program, and Fitness Center have all assisted in controlling medical claim costs. The Family Health Clinic provides medical services to employees and their dependents free of charge, encouraging them to seek medical attention before health issues become more serious and costly. The Health and Wellness Program and the full-service Fitness Center, made available to employees covered by the City's medical plan and their dependents, have encouraged many employees and dependents to take preventative steps toward greater health, decreasing the need for medical services. There was a slight increase to the Medical/Dental rate that caused an increased revenue of \$360,150.

GOLF COURSE FUND

The Ratliff Ranch Golf Course continues to benefit the citizens of Odessa by providing a quality municipal golf course. Major revenues for this fund include Green Fees (38.30%), Golf Cart Rentals (18.29%), and Pro-Shop Sales (17.29%). Together, these revenue sources account for over 73.88% of the fund's total revenue.

In 2019-20, Golf Course Fund revenues are projected at \$1,966,000, and expenditures are estimated at \$1,933,109. The Golf fund was awarded \$12,500 in on-going and \$123,000 in one-time supplemental expenditures and for maintenance and capital outlay items.

STORM WATER FUND

The Storm Water Fund was established in 2009-10 in response to a federally mandated regulation for storm water run-off. During the 2015-16 fiscal year, a new rate schedule was proposed and adopted by the City Council; a method of allocation that seemed fair and equitable for all citizens. The new rate schedule has provided revenues that allow the department to operate successfully while implementing the required federal mandates.

Revenues for this fund are projected at \$1,890,000 in 2019-20, consistent with the previous year's budget. Expenditures are expected to reach \$1,618,697, reflecting an increase of \$67,094, or 4.3%.

CONCLUSION

This Annual Budget provides for a sound financial plan, reflects the priorities and policies of the City Council, and provides the citizens of Odessa with quality municipal services.

The City's 2018-19 Annual Budget document received the Government Finance Officer Association's (GFOA) Distinguished Budget Presentation Award, marking the 32nd consecutive year that Odessa has received this honor. In order to continue participating in this program, we have attempted to incorporate recommended revisions, which were suggested by GFOA, into the 2019-20 Annual Budget.

Respectfully submitted,

Michael Marrero
City Manager

City of Odessa

FY 2019-20

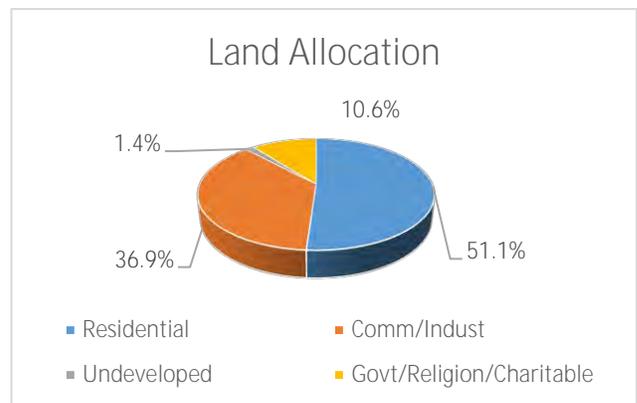
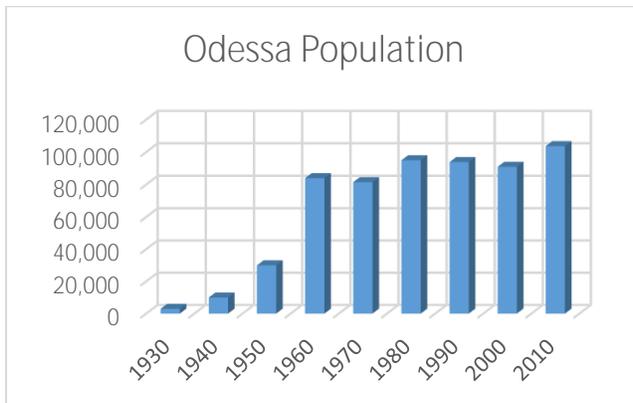
Adopted Budget

Community Profile

ODESSA, TEXAS COMMUNITY PROFILE

General Information

The City of Odessa is located in the heart of West Texas between Dallas/Ft. Worth and El Paso along Interstate 20. Located in Ector County, Odessa covers approximately 47.66 square miles and is 2,851 feet above sea level. Odessa is located in the Permian Basin, a geological phenomenon that contains one of the nation's largest reserves of oil and natural gas. Above ground, the terrain is relatively flat or slightly undulating. Odessa's population is approximately 126,753.



Climate

Odessans enjoy an average of 256 sunny days a year, and an average rainfall of approximately 14.39 inches. The mean temperature is 64.4 degrees. Winds average 14.26 miles per hour, which puts Odessa in the top 74.8% of the windiest cities in the U.S.

ODESSA, TEXAS COMMUNITY PROFILE

Government Structure

The City of Odessa was incorporated in April 1927, and adopted a home rule charter in April 1945. The Council-Manager form of government was adopted in December 1969. The Council consists of a Mayor at Large, five Council Members, and one at Large Council Member representing the different districts within the City of Odessa.

The City Manager serves as the chief budget officer of the City of Odessa. He is required to prepare an annual budget of the proposed expenditures of the City. However, only the elected City Council is authorized to set the appropriate revenue mix, thereby also determining the appropriate expenditure levels. When the City Council formally approves the proposed budget, the budget is adopted.



Major Employers

<u>Name</u>	<u>Employees</u>
Saulsbury Companies	4,000
Halliburton Energy Services, Inc.	2,700
Keane Group	1,593
Odessa Regional Medical Center	1,000
Walmart	938
Weatherford	900
Select Energy Oil Field Services	750
Bobby Cox Companies, Inc.	666
Holloman Construction	610
HEB	573

Top Ten Tax Payers in Odessa

<u>Name</u>	<u>Taxable Value</u>
Halliburton Energy Services, Inc.	\$355,753,121
Pumpco Energy Services	136,029,076
BJ Service LLC	101,857,327
Family Dollar Distribution LP	61,025,222
Oncor Electric Delivery Co. LLC	58,586,624
Odessa Exchange LLC	52,322,163
Enterprise FM Trust	49,519,185
Andalucia Apartments LLC	43,056,210
Faudree LLC	42,197,528
Cameron International Corp.	\$36,142,164

ODESSA, TEXAS COMMUNITY PROFILE

City Services

Fire

Fire Stations	8
Professional Firefighters	188
Fire Inspector/Investigators	11
Support Personals	4
Fire Safety	1
ALS Fire Engines	5
ALS Quint Apparatus	3
Hazmat Truck	1
ALS Ambulances	11
Tankers	3
Reserve Engines	2
Brush Truck	1

Police

Police Station	1
Sworn Officers	152
Marked Patrol Cars	142
Other Marked Police Vehicles	17
Tactical K-9's	5



Community and Recreational Resources

Baseball Fields	12
Basketball Courts	12
Community Centers	5
Dog Park	1
Football/Multipurpose Fields	3
Picnic Pavilions	23
Playgrounds	28
Practice Field/Backstops	49
Skate Park	1

Soccer Fields	31
Softball Fields	14
Spraygrounds	2
Swimming Pools	3
Tennis Courts	16
Trails	10.1 miles
Volleyball Courts	12



ODESSA, TEXAS COMMUNITY PROFILE

Education

Odessa is also home to Odessa College. Established in 1946, this two-year community college offers freshman and sophomore university-parallel courses for students planning to complete four-year degrees. OC also offers a variety of occupational-technical programs, in addition to providing credit and non-credit continuing educational programs.



The University of Texas of the Permian Basin, a 600- acre campus, is located on Odessa’s east side. UTPB opened its doors in 1973 as a public upper-level university, and became a four-year university in 1991. Two of its schools, Business and Education, and two programs, Social Work and Visual Arts, are nationally accredited. New programs are frequently added such as a bachelor’s in Petroleum Engineering in 2011 and a B.S. in Nursing in fall 2013. A new Science and Technology Building was completed in fall 2011. In addition, ground was broken in the spring of 2009 for a state-of-the-art performing arts center and for a student multipurpose center on the main campus. The Wagner Noël Performing Arts Center was completed in late 2011, and hosted its opening event in the first quarter of 2012.



Public Education in Odessa

Elementary Schools	25
Early Education Centers*	2
Junior High Schools	6
High Schools	3
Advanced Technical Center *	1
Alternative Center *	1
Youth Center *	1
Junior College	1
University	1
Health Science Center	1

* *Special School District Programs*

Health Care

Odessans can find health-care services at two hospitals: the 402-bed Medical Center Hospital and Odessa Regional Medical Center with 225 beds.



ODESSA, TEXAS COMMUNITY PROFILE

Population and Economic Characteristics

Population by Sex (U.S. Census Bureau – 2017 Estimates)

Male	50.1%
Female	49.9%

Single Family Homesteads (ECAD – 2018 Estimates)

Less than \$50,000	4.8%
\$50,001 to \$99,000	17.4%
\$99,001 to \$149,000	24.1%
\$149,001 to \$299,000	42.6%
\$299,001 to \$1,000,000	10.8%
\$1,000,000 to \$10,000,000	0.2%

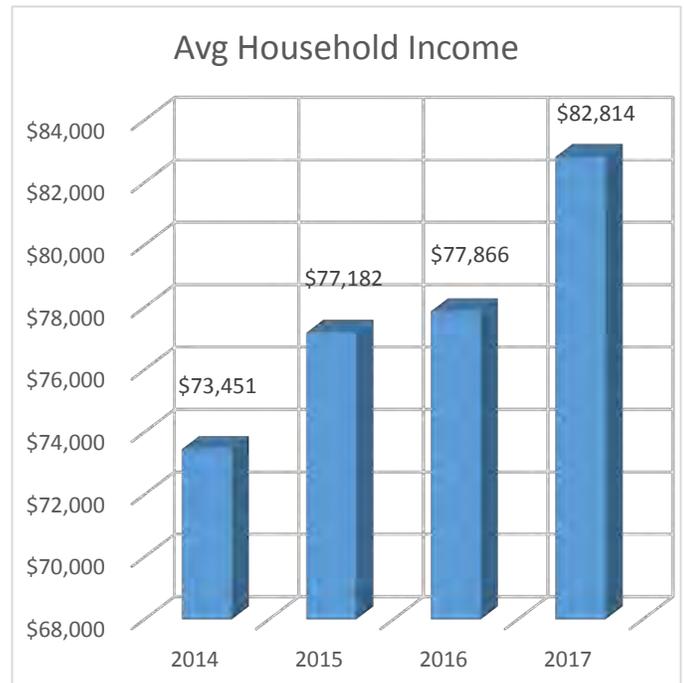
Population by Age (U.S. Census Bureau – 2017 Estimates)

Under 5 years	8.8%
5 to 19 years	23.1%
20 to 24 years	8.5%
25 to 44 years	28.8%
45 to 64 years	21.1%
65 to 74 years	5.3%
75 years and older	4.5%

Median Age 30.6 yrs

Population by Race (U.S. Census Bureau – 2017 Estimates)

Hispanic	55.8%
White	35.8%
African-American	4.9%
Other	3.5%

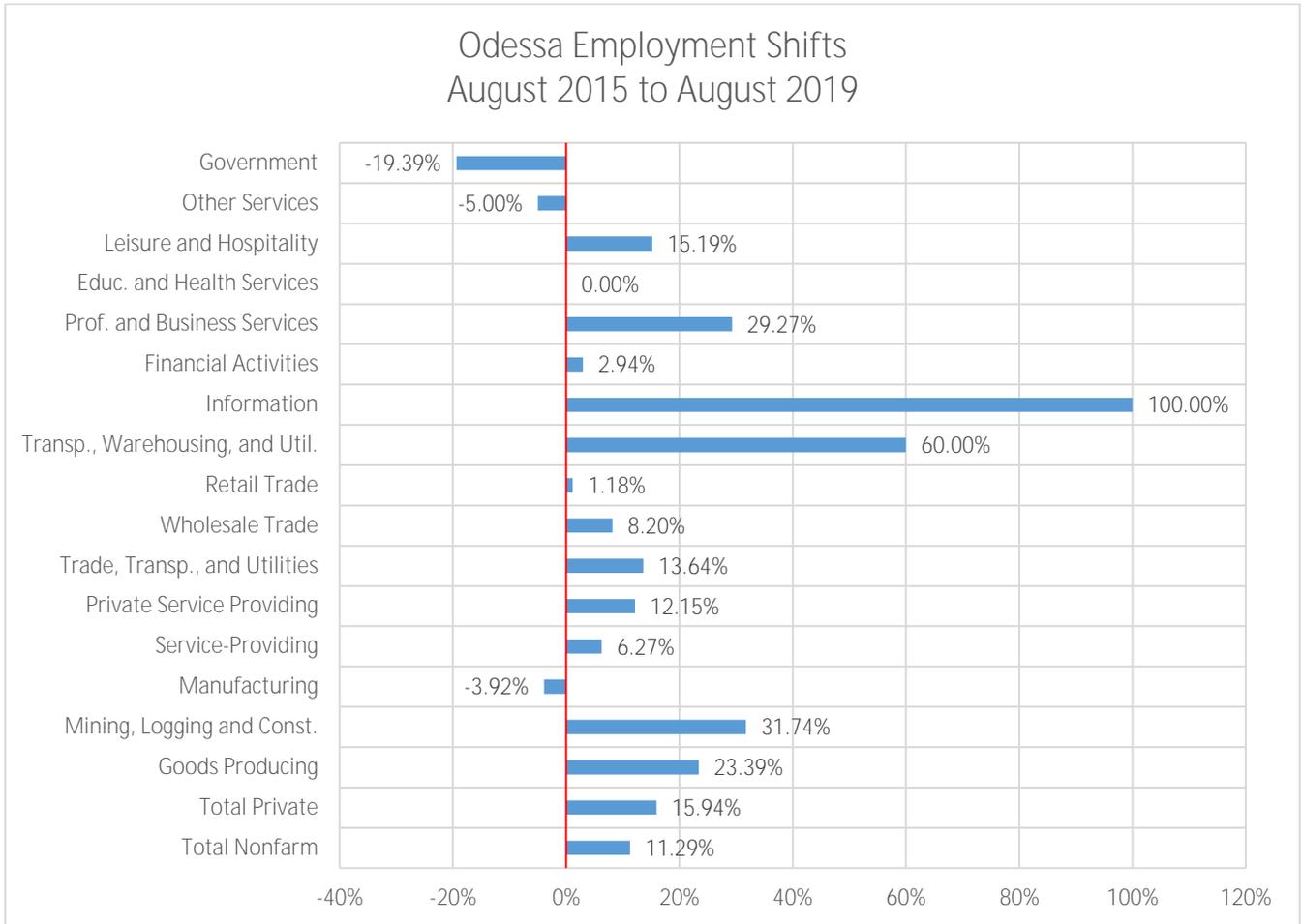


COMMUNITY PROFILE

The Citizens of Odessa enjoy a diverse variety of recreational and cultural amenities year round. From active pursuits to more serene pastimes. Citizens can support our Odessa Jackalopes Hockey Team or be in attendance to the Permian Basin Fiestas typically held at the Ector County Coliseum. Many attend the Heritage Holiday events, including the annual Christmas Tree Lighting Ceremony and Starbright Village. Active pursuits can be found utilizing trails and ponds we have in Odessa. Enjoy the outdoors for a jog, game, or to cast out a line. Comanche Trails is one of the trails citizens can visit and enjoy some fresh air. Amenities available are Disc golf, which is a twist on golfing involving Frisbees to be thrown a distance to a designated net. For citizens who have a fishing license, a fishing pond can be found on the trail where trout can be caught and released. Trails have multipurpose, ranging from biking, hiking, jogging, and walking for family and pets of all ages. Other trails and ponds are the UTPB Trail and Buffalo Wallow. Golf courses are also a leisure pastime for Odessa citizens. Many can enjoy golfing with friends and family at the Ratliff Ranch and Sunset Country golf courses. Many attend fine arts and concerts that are performed at the Globe of the Great Southwest Theatre, the Permian Playhouse, the Art Institute of the Permian Basin, as well as Wagner Noel Performing Arts Center. Retail shopping at the Music City Mall, Parks Legado, Chimney Rock and East 8th Street shopping centers is great fun for everyone to get good eats and treats. Night Life for Odessa Citizens can be dining out at our local restaurants or out watching a movie in the Hollywood, Century 21 movie theatre, and Cinergy where bowling is also available. Odessa also has a few lounges where many can enjoy an adult beverage including a restaurant and lounge at the new downtown Hotel & Conference Center. Some popular locations are The Oasis, which is inside our MCM Elegante hotel, Cork and Pig Tavern, **Torchy's**, and **Toby's** inside MCM Fundome Hotel.



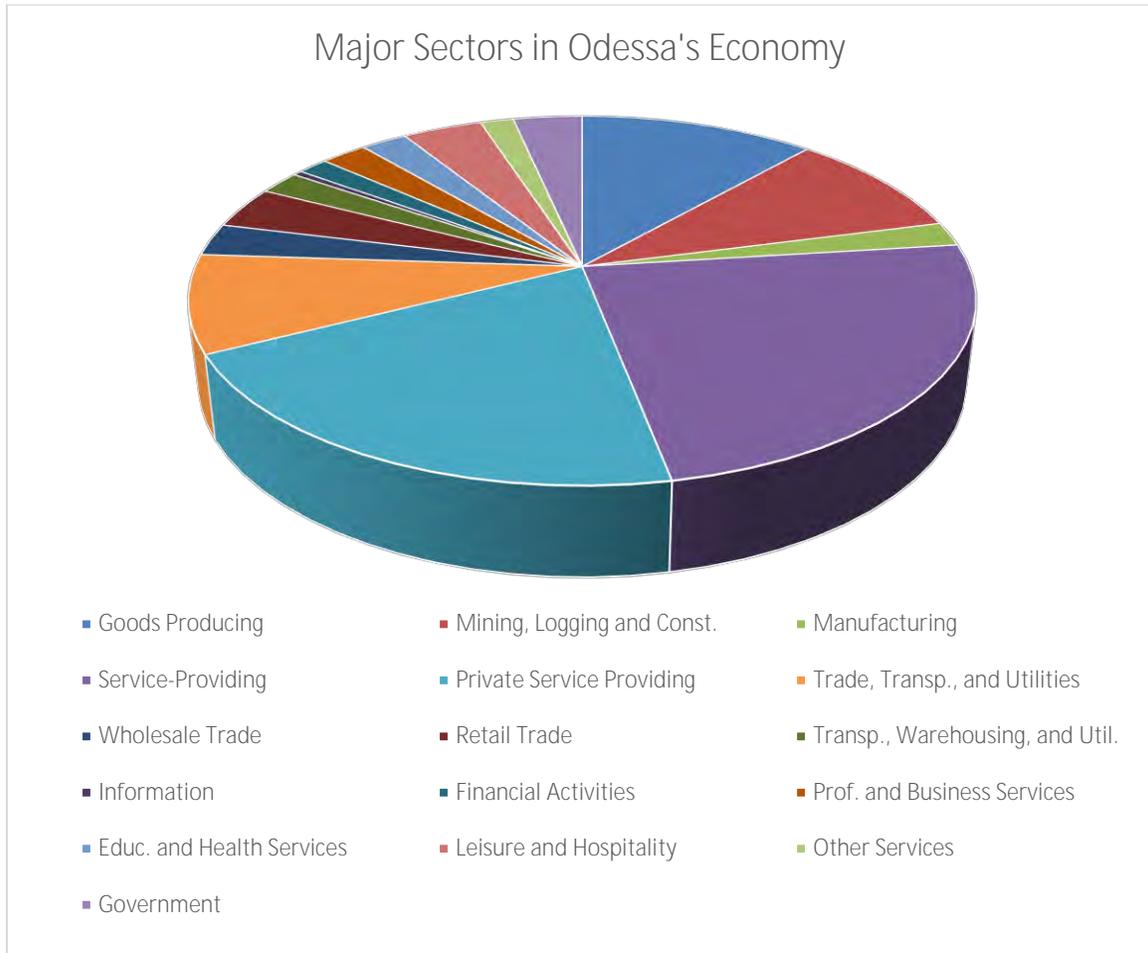
COMMUNITY PROFILE



Source: Texas Labor Market Information (LMI)

Over the past five years, fluctuating oil prices have resulted in significant shifts in Odessa’s employment sectors. Information experienced the largest employment gains, with a 100.00% increase, followed by Transportation, Warehousing, and Utilities at 60.00%. Mining, Logging, and Construction and Professional and Business Services saw significant gains during the last four years at 31.74% and 29.27%, respectively. The Goods Producing sector also saw a growth rate of 23.39%, while Leisure and Hospitality saw growth at 15.19%. The largest employment losses were seen in Government at -19.39%, as well as Other Services at -5.00% and Manufacturing at -3.92%.

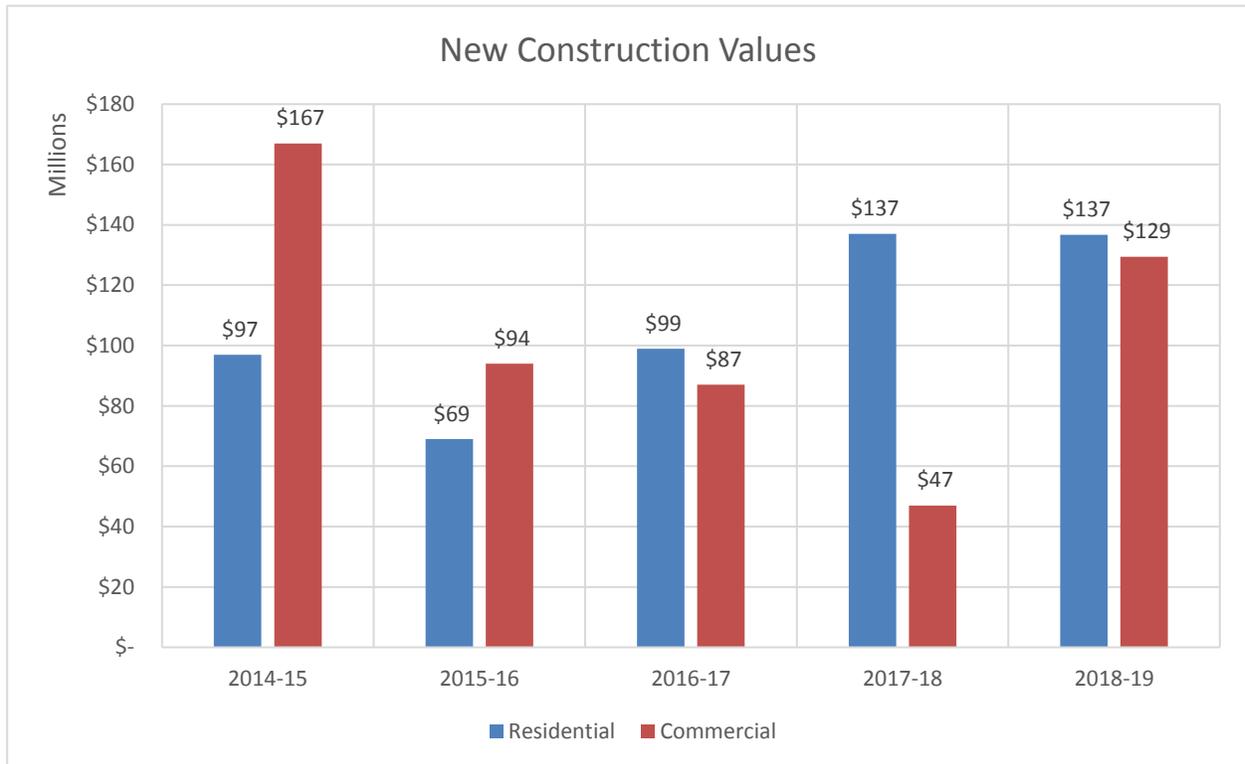
COMMUNITY PROFILE



Source: Texas Labor Market Information (LMI)

Odessa's economy is comprised of many sectors of employment. The current largest sector in Odessa's economy is the Service Providing sector at 23.93%, followed by the Private Service Providing sector at 20.55%. The chart above shows these two industries alone make up almost 45% of the entire economy of Odessa at this time. The third largest sector is the Goods Producing industry at 11.52%, followed by the Mining, Logging, and Construction industry at 9.42%. The fifth largest industry is comprised of the Trade, Transportation, and Utilities sector at 8.56%. This is followed by the Leisure and Hospitality industry at 3.90% and the Retail Trade and Government sectors, at 3.68% and 3.38%, respectively. Wholesale Trade comprises 2.83% and the Professional and Business Services and Education and Health Services both tied at 2.27% of the economy. Manufacturing was at 2.10%, while Transportation, Warehousing, and Utilities showed a 2.05% rate. The three smallest categories were Other Services at 1.63%, Financial Activities at 1.50%, and Information at 0.43%.

COMMUNITY PROFILE



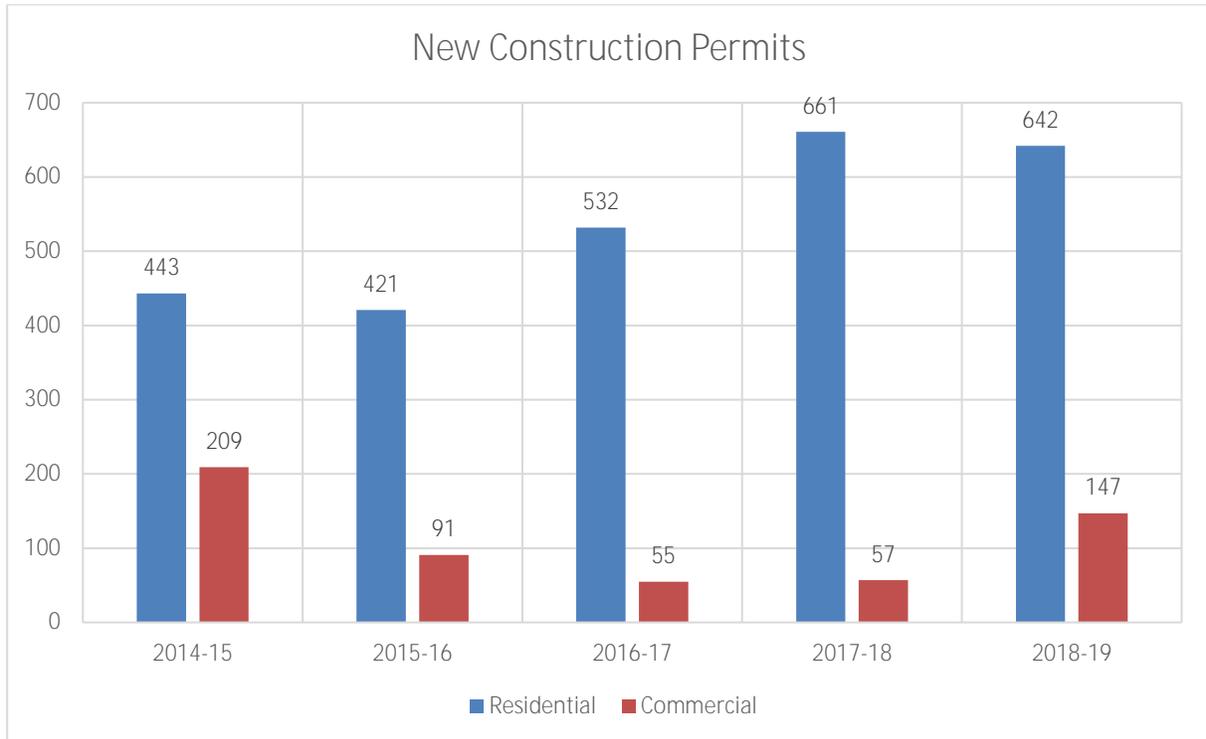
SOURCE: City of Odessa

Over the past five years, total new residential construction values have fluctuated between \$97 million and \$137 million, with the majority of that growth occurring in the last two fiscal years due to overwhelmingly high demand for residential housing. Before values started rising in 2016-17, they were trending downward from 2013-14 to 2015-16.

Between August 2014 and August 2019, the annualized average value of a single-family house decreased by -4.87%. The number of annualized single-family residential permits increased during the same time frame, and has experienced a steady growth to present, contributing to the optimistic economic outlook of the city.

New commercial construction values are also affected by the economic factors described above. However, there is not always a direct cause-and-effect relationship between them. This, in part, is due to the nature of commercial construction. A few major commercial projects can skew the construction values for an entire year. There are several major construction projects underway in FY20: three new Fire Stations, a multi-purpose training room and animal shelter for the Police Department, major renovations for four parks, design and reconstruction of multiple Public Works street projects, and the reconstruction of City-owned buildings for additional offices.

COMMUNITY PROFILE

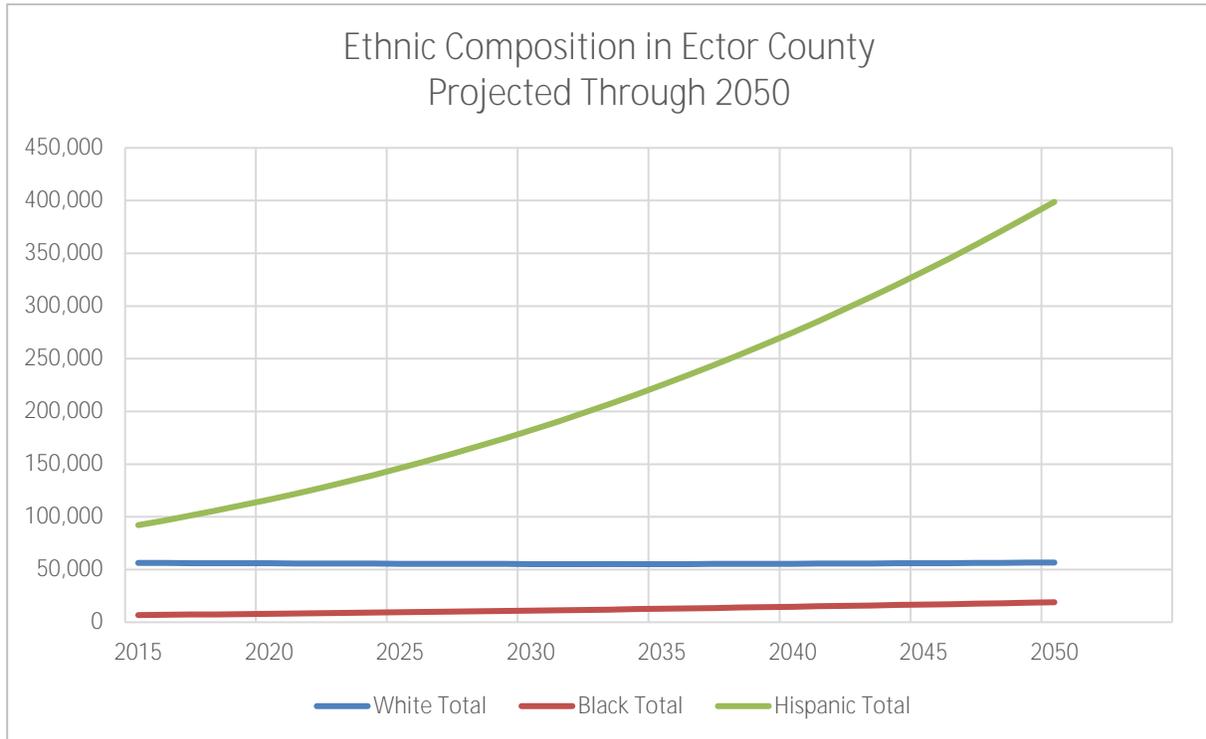


SOURCE: City of Odessa

The average price of oil decreased from \$100.56 to \$30.35 per barrel from October 2013 to February 2016. The decrease in oil prices impacted the local economy, which resulted in a decrease for housing demands through 2015-16. The overall economic outlook began to improve during January 2017, resulting in an increase in the number of single-family permits issued.

Commercial construction slowed considerably from 2013-14 to 2017-18, and saw negligible growth during the 2017-18 fiscal year. However, new businesses are continuing to move into the area and existing businesses are expanding, resulting in an increased number of commercial permits issued. During 2018-19, 147 new commercial construction permits were issued, representing a total value of \$129,422,767 of new commercial construction. Also, the addition of the new Marriott Hotel and Conference Center located in Downtown Odessa is expected to bring in new businesses and further development.

COMMUNITY PROFILE



SOURCE: Texas Demographic Center

The chart above projects the changes in ethnic composition in Ector County, the county in which the City of Odessa is located, over a period of 35 years. The most current race/ethnicity projections by the Texas State Data Center indicate that **62.54% of Ector County's current** estimated population is Hispanic, 33.03% of the population is White, and the remaining 4.43% is comprised of African-Americans and other races.

Over the next 35 years, the Hispanic and Black populations will continue to rise significantly, while the White population will slightly increase. Current projections indicate that by the year 2050, Odessa will be comprised of a population that is 84.07% Hispanic, 11.93% White, and 4.00% African-American or other races.

City of Odessa

FY 2019-20

Adopted Budget

Policy Statements

POLICY STATEMENTS

BUDGET COMPLIANCE

BUDGET COMPLIANCE

The 2019-20 approved operating budget for the City of Odessa is submitted in accordance with the city charter and all applicable state laws. The budget for the City of Odessa is based upon separate funds and sets forth the anticipated revenues and expenditures for the fiscal year for the General Fund, Special Revenue Funds including the Community Development Fund and Convention and Visitors Fund, Debt Service Fund, Water and Sewer Fund, Solid Waste Fund, Liquid Waste Fund, Golf Course Fund, Storm Water Fund, Equipment Service Fund, Information Technology Fund, Risk Management Fund, and other miscellaneous funds.

ITEMIZED BUDGET AND CONTENTS

The annual budget developed by the City of Odessa is regulated throughout the process by the Local Government Code (LGC), which is the state statute regulating municipal budgets in Texas. State law requires an incorporated City to develop an annual budget which itemizes proposed expenditures in comparison to actual expenditures for the preceding year, and shows as definitely as possible each project for which expenditures are appropriated in the budget, (LGC, Sections 102.003, 102.003b). The annual operating budget developed by the City of Odessa contains a complete financial statement that shows:

- 1) the outstanding obligations of the municipality;
- 2) the funds received from all sources during the preceding year;
- 3) the funds available from all sources during the ensuing year;
- 4) the estimated revenue available to cover the proposed budget; and
- 5) the estimated tax rate required to cover the proposed budget.

INFORMATION FURNISHED

In preparing the budget, the budget officer (City Manager) may require any City officer or board to furnish information necessary for the budget officer to properly prepare the budget, (LGC, Section 102.004).

PROPOSED BUDGET FILED

The proposed budget is filed with the City Secretary and is available for public inspection at least thirty (30) days prior to the date when the City Council sets the property tax rate for the next fiscal year, (LGC, Section 102.005). The City Manager filed the 2019-20 Proposed Budget on August 9, 2019, which was more than 30 days prior to the scheduled adoption of the property tax rate on September 23, 2019.

PUBLIC HEARINGS ON PROPOSED BUDGET

The City Council shall hold a public hearing on the proposed budget in which any taxpayer may attend and participate. The Council shall set the hearing for a date occurring after the fifteenth (15th) day after the date the proposed budget was filed, but before the date on which the City Council sets the property tax rate for the next fiscal year. Public notice of the date, time, and location of the hearing must be provided, (LGC, Section 102.006).

The City of Odessa published notices as required by law on August 19, 2019, in the local newspaper, on the **City of Odessa's web site**, and on the local **Government Access Channel**, announcing a public hearing on the proposed budget on August 27, 2019.

POLICY STATEMENTS

BUDGET COMPLIANCE

ADOPTION OF BUDGET

At the conclusion of the public hearing, the City Council shall take action on the proposed budget; it may make any changes to the budget it considers warranted by law or deemed to be in the best interest of the taxpayers, (LGC, Section 102.007).

The City of Odessa conducted a public hearing on August 27, 2019, as required by state law, and on September 24, 2019, adopted the annual budget.

APPROVED BUDGET FILED

After adoption by the City Council, the approved budget is filed with the City Secretary and the County Clerk, (LGC, Sections 102.008, 102.009d).

A complete copy of the final published budget document will be filed with the City Secretary and County Clerk. A copy of the annual budget is also placed in the Ector County Library for public access.

LEVY OF TAXES

The City may levy taxes only in accordance with the budget, (LGC, Section 102.009a). However, the adoption of the tax rate must be separate from the vote adopting the budget, (Property Tax Code, (PTC), Section 26.05b). The tax rate consists of two components, the amount of taxes to pay maintenance and operation expenditures, and the amount of taxes to pay debt service, (PTC, Section 26.05a). Should the tax rate adopted by the governing body exceed the calculated effective tax rate, additional legal notices and public hearings will be required (PTC, Section 26.05d).

On September 24, 2019, the City Council adopted a total tax rate of \$0.476601 per \$100 dollars of property valuation for the purpose of paying for City operations (\$0.342927) and for debt service payment (\$0.133674). The adopted tax rate was above the effective tax rate of \$0.394648, and therefore required two public hearings by law. Public hearings were held for the sole purpose of allowing citizens the opportunity to speak, and two separate votes were held to adopt the tax levy as required by the City Charter.

EMERGENCY PROCEDURES

After final approval of the budget, the City Council may spend funds only in strict compliance with the budget, except in an emergency. The City Council may authorize emergency expenditures as an amendment to the original budget only in a case of public necessity to meet an unusual and unforeseen condition that could not have been included in the original budget. If the budget is amended, a copy of the resolution shall be filed with the City Secretary and the County Clerk, (LGC, Section 102.009b,c,d).

CHANGES IN BUDGET

The City Council is not prevented from making changes to the budget for municipal purposes, (LGC, Section 102.010).

During the fiscal year, the City Manager is authorized to transfer budgeted amounts between departments of any fund. All funds are subject to appropriation, and uses of additional revenue received during the fiscal year are appropriated through City Council approval, resulting in an amendment to the budget. Changes to the budget that would increase the total appropriations to any fund must meet the appropriate legal requirements for public notice and citizen participation and must be approved by the City Council.

POLICY STATEMENTS

BUDGET DEVELOPMENT

BUDGET DEVELOPMENT PHASES

Annual budgeting is a dynamic activity of resource allocation. Forecasting and the setting of strategic priorities start the cycle every spring. After the departments are given direction, they reassess their goals and objectives, and request their budgets. The City Manager compiles a proposed budget and presents it to Council. After input from citizens and council members, the Council adopts an operating budget. This new budget takes effect on October 1, at which time all departments receive their new funding. All budgets are continually monitored throughout the year to ensure compliance.

FINANCIAL FORECASTING/BUDGET RELATIONSHIP

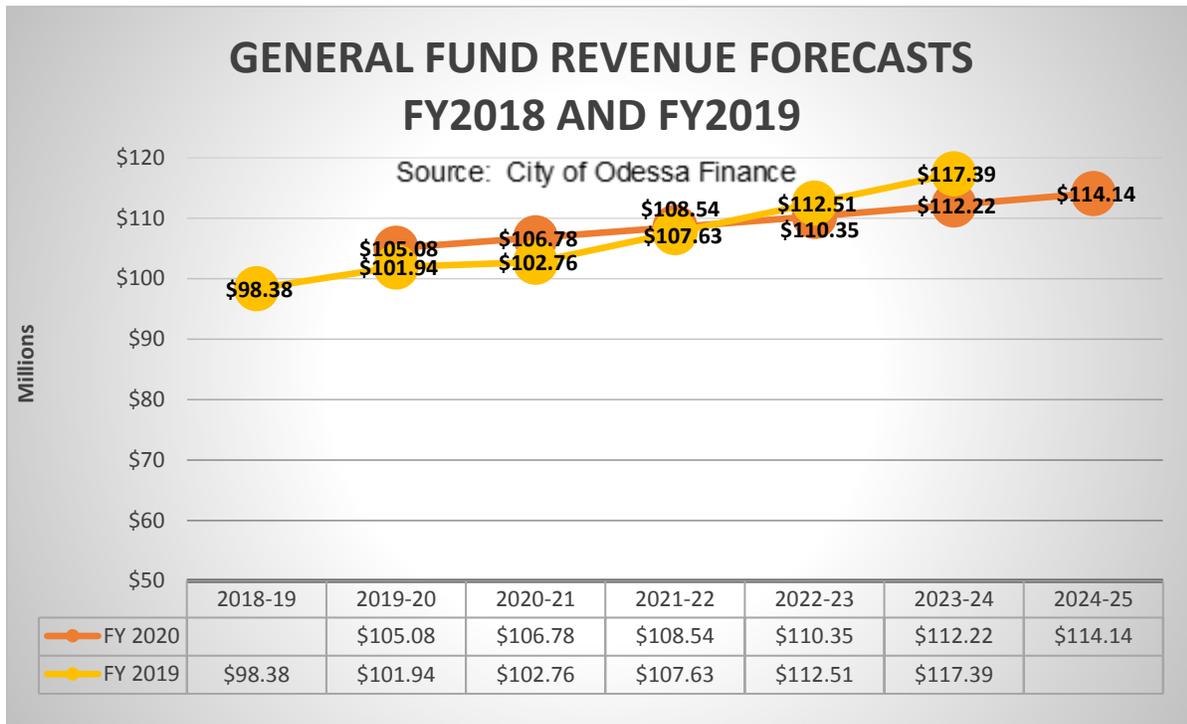
Financial forecasting is requisite to the success of the budgeting process, aiding in proper decision-making for current and future years. Long-range and short-range projections for revenues, reserves, and expenditures are updated annually, based on current service levels for the General Fund. Trend and experiential analyses are used to calculate expenditure and revenue patterns. For most revenue categories, a five-year historical review is considered in determining various behaviors and trends of each particular account when applicable.

Sales Tax receipts began to increase from economic improvement during the middle of the 2017 fiscal year. Following January 2017, receipts increased each month ranging from 20% up to 62% over the previous year. This trend continued through the 2017-18 fiscal year. In 2018-19, Gross Sales Tax revenues were projected conservatively at \$37,208,410, a 20.94% increase from 2017-18; and at \$41,100,000 for the 2019-20 fiscal year. Property taxes are expected to generate \$33,399,171, up 6.23% compared to FY 2019 revenues, with a projected annual increase of 3.5% through FY 2025. Franchise Fees (gross receipts tax from major utilities projects) and Fines and Forfeiture Revenues (revenues generated by the issuance of citations) are also projected to increase by 2.0% for each of the next five fiscal years. Together, FY 2020 receipts for these four categories projects a net increase of \$5,666,421 or 7.13% from the previous budget year. Between 2019-20 and 2024-25, total General Fund revenues are anticipated to moderately increase at 1.67% each year, from \$105.08 million to \$114.14 million.

The major expenditure categories for the General Fund budget include Personal Services, Supplies, Services, Maintenance, and Capital Outlay. Personal Services makes up 66.67% of the General Fund budget. It funds **the City's** current compensation package, which has been designed to recruit and retain qualified employees. The FY 2020 forecast projects a 3.00% annual increase in Personal Services over the next five years to cover the costs associated with maintaining the salary and benefit compensation strategy that is currently in place. From 2019-2020 and 2024-25, the Supplies, Services and Maintenance categories are all expected to realize annual increases of 2.00%. The adjustments to future budgets will help cover the rising cost of supplies, **material, and external labor. Capital Outlay costs vary from year to year, depending upon the City's needs.** For this reason, the forecast does not include an annual increase for Capital Outlay. Over the next five years, total General Fund expenses are expected to grow from \$99.43 million to \$113.20 million, at an average annual rate of 2.63%.

POLICY STATEMENTS

BUDGET DEVELOPMENT



The above graph compares the revenue forecasts made in FY 2019 with those made in FY 2020. The FY 2020 forecast begins \$3,136,628 higher than last year’s projection. The increase between the annual projections is due to economic gains from the recovery of the oil industry.

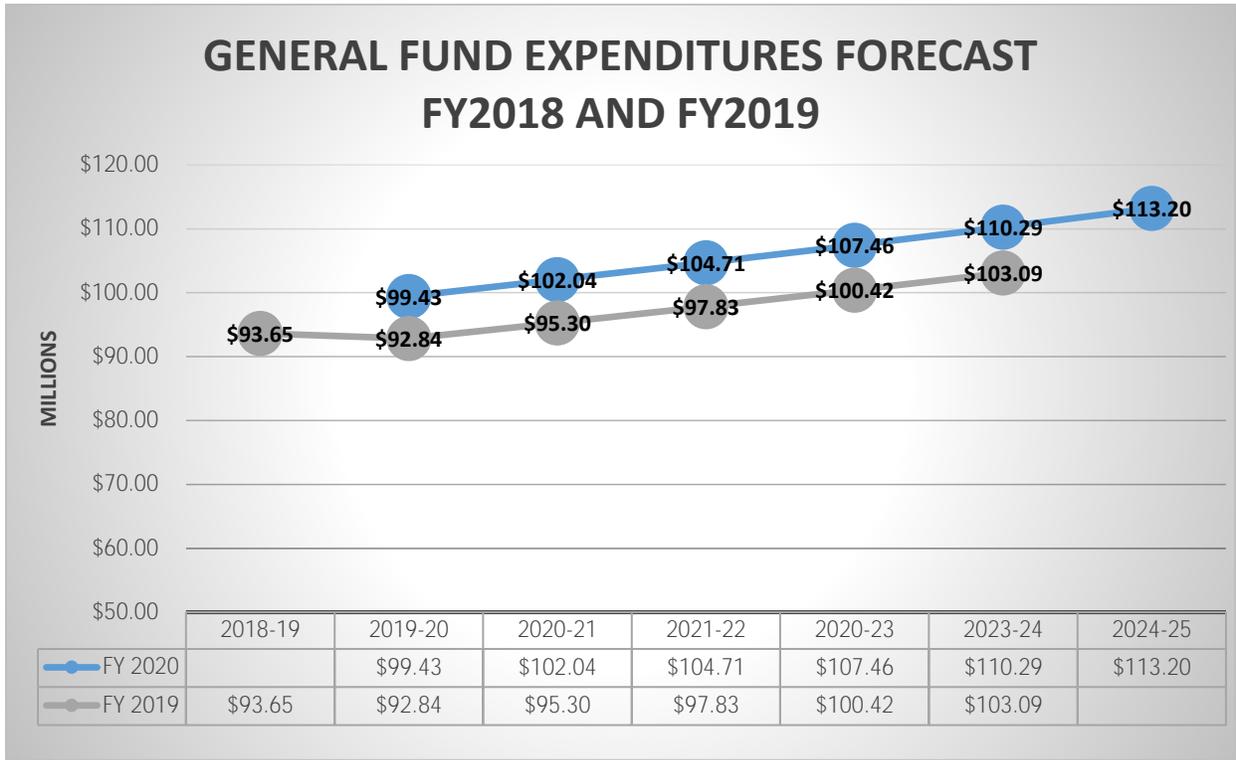
The City’s estimated net sales tax revenues for current FY 2020 are \$41,100,000, which is \$3,891,590 more than the FY 2019 projection of \$37,208,410. Due to the economic downturn of FY16, the City proposed to maintain long-term sales tax projections conservatively. This year’s sales taxes is anticipated to generate \$41,100,000, an increase of 10.46% and a projection based on current trends.

Property Tax revenue projections for FY 2020 did exceed the FY 2019 projection. With an adopted tax rate of \$0.476601, FY 2020 property tax revenues are expected to reach \$33,399,171, representing a 6.23% increase over last year’s projection. Evading the FY 2016 economic decline in oil and gas prices, the City has been able to maintain property values. The City has seen a slight gain in new construction, and residential sales for FY 2019 saw their greatest return in a decade, with \$44.14 million in sales for the month of August alone. Property values remain to be a consistent and reliable source of revenue for the City. Over the next five years, property tax revenues are projected to increase at an average annual rate of 3.5%.

The FY 2020 forecast of General Fund revenues is \$105,075,297. By FY 2025, revenues are expected to reach \$114,137,588, an increase of \$9,062,291 in five years. During this time, General Fund revenues are projected to realize an average annual increase of 1.67%.

POLICY STATEMENTS

BUDGET DEVELOPMENT



The FY 2020 financial forecast for expenditures begins with a projection of \$99.43 million, \$6,586,191 higher than the 2018-19 projection set forth in the FY 2019 financial forecast. The increase is primarily the result of a 3% salary increase for all eligible City employees who receive a satisfactory performance evaluation as well as an increase to the street maintenance expenditures. The projected General Fund Expenditures are \$5,776,788 higher than the previous year's budget. Economic growth since January of 2017 provided additional sales tax revenues, which the City Council allocated towards an employee compensation plan and departmental supplemental requests. Projecting from this point in time, expenditures are expected to increase by \$13,765,753 over a five-year period, at an average annual growth rate of 2.63%.

In 2019-20, the City will fund 744 full-time positions; a net gain of thirteen (13) positions compared to 2018-19 numbers. Thirteen positions will be added to the **General Fund** in the upcoming year. One (1) Capital Improvements Coordinator was added to Public Works department. One (1) Senior Analyst was added to Geointelligence. One (1) Admin Assistant, One (1) Horticulture Supervisor, and One (1) Parks Worker were added to the Parks department. Six (6) Firefighters and One (1) Fire Inspector were added to the Fire Department. **One (1) Assistant to the City Manager's Office was also added.**

POLICY STATEMENTS

BUDGET DEVELOPMENT

STRATEGIC PRIORITIES PHASE

Council develops a consensus on the direction the City should take in the coming year. Council meets at a retreat to identify priorities, issues, and trends in order to determine the City's goals and objectives. These strategic priorities form the framework of the budget.

DEPARTMENTAL REQUESTS PHASE 1

Departments are given the strategic direction to formulate their budget requests from the Council's goals and objectives, and six-month expenditure reports are distributed. Target dollar amounts are determined for each department based on a projected revenue stream. Budget manuals containing instructions to the departments are distributed, and computer training is made available to those who will enter departmental data. Departmental due dates are established and budgeting guidelines are given.

DEPARTMENTAL REQUESTS PHASE 2

Departments formulate their budget requests within the target amount, assessing current conditions, programs, and needs. Departments are encouraged during this phase to thoroughly examine all activities for any way to achieve more efficiency, and each department then prepares preliminary budget requests. Department effectiveness and efficiency are measured against the results of addressing customer concerns. Supplemental requests from each department are identified at this stage.

PROPOSED BUDGET PHASE

Budget requests are reviewed and the initial work on the operating budget is begun. The City Manager conducts budget meetings with department directors regarding their budget requests, and the Finance Department examines each departmental budget request and supplemental request during this phase. Departmental goals and objectives are also analyzed as part of this resource allocation process. The City receives preliminary property values from the appraisal district and uses these estimated revenues to shape the proposed budget.

BUDGET ADOPTION PHASE 1

The City Manager presents the proposed budget to Council. This budget contains all proposed expenditures and financing sources for all City departments, and it is filed with the City Secretary. The City Manager holds budget workshops with Council.

BUDGET ADOPTION PHASE 2

The operating budget is formally adopted in this phase. Legal notices for public hearings on the budget and tax rate are published in the local newspaper, posted on the City's website, and advertised on the Government Access Channel. Public hearings are conducted to obtain citizen comments. The operating budget and corresponding ad valorem rate (property tax rate) are then adopted by Council vote, and the Tax Assessor is notified of the adopted tax rate.

BUDGET IMPLEMENTATION PHASE

The new fiscal year begins October 1, and all departments operate under their new budgetary levels. Published copies of the approved operating budget are filed with the City Secretary and County Clerk. Budget documents are distributed to Council, department directors, and other interested parties.

POLICY STATEMENTS

BUDGET DEVELOPMENT

BUDGET MONITORING PHASE

This final phase in the budget process is an ongoing one. To ensure budgetary compliance, all budgets are monitored at least monthly, comparing actual expenditures to budgeted expenditures. Variances are investigated, and appropriation adjustments are made when necessary. Appropriation adjustments are an accounting reallocation which neither increases, nor decreases, City budget amounts. In this way, expenditures can be accurately tracked, thus providing a history from which budget trends can be derived.

OPERATIONAL AND CAPITAL BUDGET RELATIONSHIP/ORGANIZATION

The Capital Improvement Plan is summarized in the policy section of the budget document, with more detailed information for each project provided in a separate section. Projects accounted for in enterprise funds are included in the capital improvement plan, as well as all future year operating impacts following project completion.

The City of Odessa prepares separate, functional capital budgets from the operating budget, but they are all closely linked. The Capital Improvement Program, as distinguished from the operating budget, is a multi-year financial plan for the acquisition, expansion, or rehabilitation of infrastructure, capital assets, or productive capacity of City services. Capital projects typically apply to (1) expenditures which take place over two or more years requiring continuing appropriations beyond a single fiscal year; (2) funding with debt because of significant costs to be shared by current and future beneficiaries; and (3) scheduled replacement or maintenance of specific elements of physical assets.

Expenditures for the Capital Improvement Program are presented on a budget basis. Budget for an entire contract is appropriated in the period in which a contract is entered. Any unspent funds at fiscal year-end are carried forward to the next budget year.

Revenues for the Capital Improvement plan are derived primarily from general obligation certificate sales, grant funding, and current revenues. Unlike the adopted operating budget, the Capital Improvement plan is a five-year plan that is updated annually.

As part of the Capital Improvements Program, each department identifies those capital projects that have an operating budget impact.

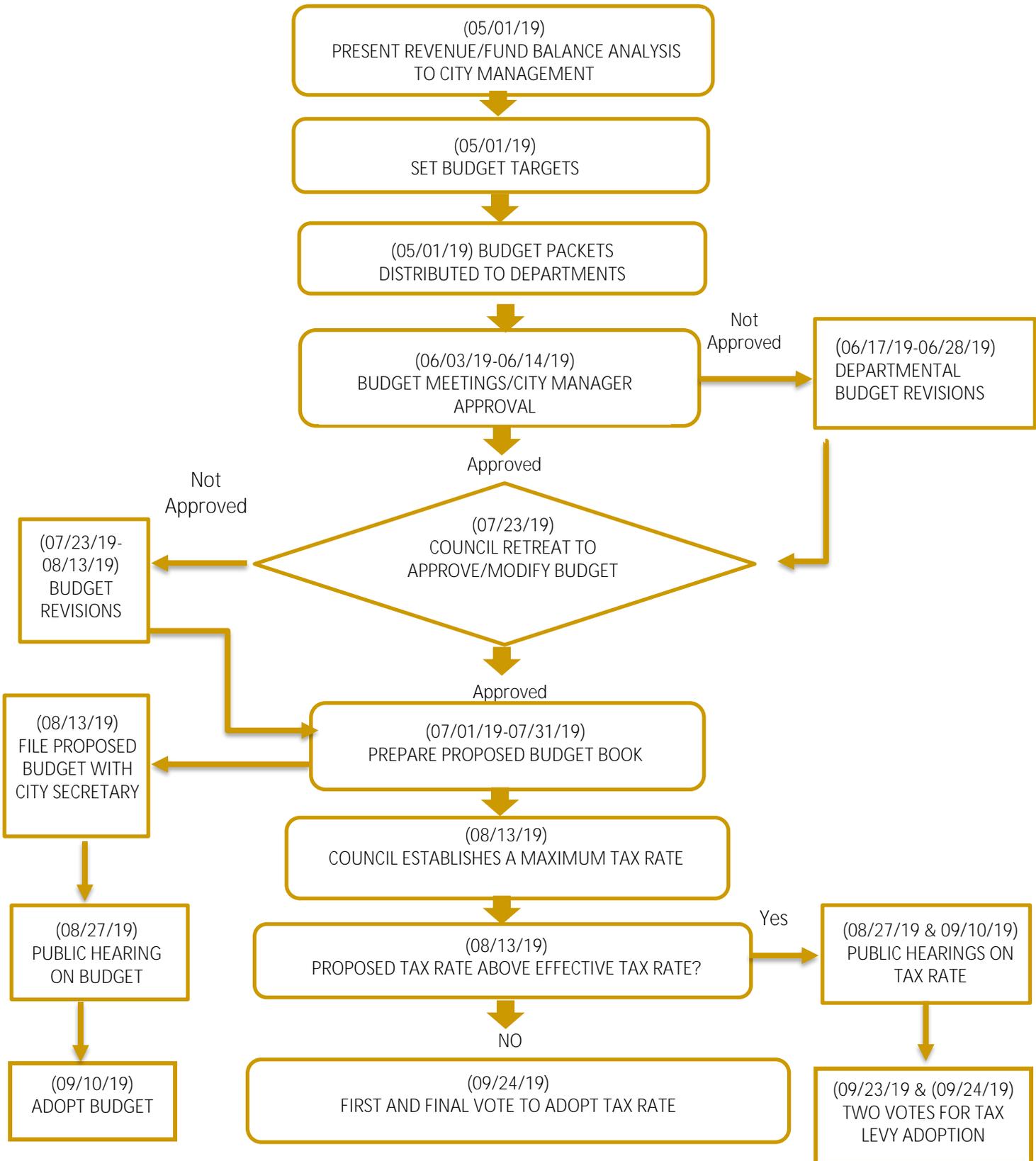
POLICY STATEMENTS

BUDGET CALENDAR

- May 1, 2019 The revenue and fund balance analysis is presented to City Management
- May 1, 2019 Departmental budget targets are set
- May 1, 2019 Budget Packets are distributed to department directors. The packets include all of the information the directors need to finalize their budgets and enter them into the system. The deadlines for small, medium, and large departments to submit their budgets are May 17th, May 24th, and May 28th, respectively.
- May 1 - June 14, 2019 Departments requesting supplemental funding for the upcoming year meet with management to discuss their requests. Following the meetings, management determines which request will be funded.
- Jul. 1-22, 2019 Budget Staff prepares the proposed budget book
- Jul. 23, 2019 City Council meets at its annual retreat to review the budget and make any changes it deems necessary
- Aug. 13, 2019 The City Manager files the proposed budget book with the City Secretary and the County Clerk's Office.
- Aug. 27, 2019 The City holds the public hearing on the budget, and the first required public hearing on the tax levy.
- Sept. 10, 2019 The City Council votes to adopt the proposed budget, and conducts the second required public hearing on the tax levy.
- Sept. 23, 2019 The City Council conducts a special meeting for the first reading and first vote in support of the FY20 tax levy.
- Sept. 24, 2019 The City Council conducts the final reading of the FY19 tax levy ordinance, followed by the Council Member's final vote to approve the FY19 tax rate.

POLICY STATEMENTS

BUDGET CALENDAR



POLICY STATEMENTS

FINANCIAL POLICIES

FINANCIAL POLICIES:

1. **REVENUE POLICIES.** Projected revenues are estimated using a realistic, objective, and analytical approach based upon economic trends. An outside firm is used to review the City's administrative fees and to determine whether the current fees are providing for full cost recovery.

Enterprise funds establish user charges sufficient to finance the costs of providing goods/services to the public. Water and sewer rates are periodically reviewed to determine if they meet this criterion and are in compliance with the City's debt covenants. Solid Waste rates must strike a delicate balance between funding operational costs and competing with private commercial pick-up service. Storm water rates must be sufficient to fund whatever costs are necessary to ensure compliance with EPA regulations for storm water. (See fund narratives for detail of major revenue sources / trends / analysis.)

2. **FUND BALANCE POLICIES.** The City should maintain the fund balances of the various operating funds at levels sufficient to protect the City's credit worthiness, and its financial position, in the event of an emergency.

Several years ago, the City Council established a fiscal requirement that legally segregated a portion of the General Fund balance for a specific future use. The segregated fund balance should be sufficient to provide financing for 60 days of emergency operation. In 1999, the City Council revised the Fund Balance Policy for the General Fund (Ordinance No. 99-04) to include a separate portion for a Budget Stabilization Account. The amount segregated is equal to the cost of operating the General Fund for 25 days, based on the current year's adopted budget. This account increases/decreases each year in proportion to the General Fund budgeted expenditures. One portion of the Budget Stabilization Account accommodates an approximate 15% sales tax revenue decline, and the remaining balance protects against a 10% decline in property tax revenues or any other revenue loss. In 2005-06, a portion of the fund balance was segregated as "Compensated Absences". These funds have been set aside to reimburse employees for accumulated unileave and/or old sick leave upon their resignation, termination, or retirement from the city.

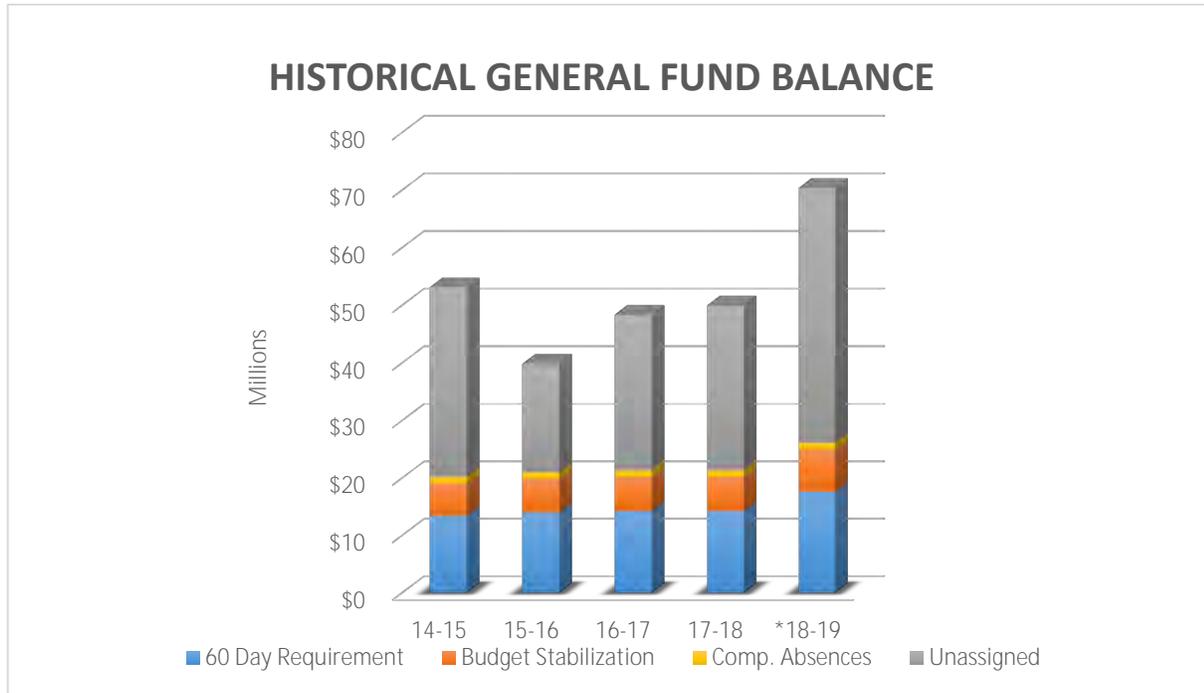
In accordance with GASB 54, the City revised its fund balance policy for governmental funds to comply with the requirements of this new reporting standard. For reporting purposes, fund balance of governmental funds will be classified as non-spendable, restricted, committed, assigned, and unassigned. Non-spendable, restricted, and committed balances are determined and reported based on certain constraints. All other remaining balances are reported as assigned or unassigned within the governmental funds.

The 60-Day Emergency Requirement and the Budget Stabilization accounts within the General Fund continue in effect as before and are classified as unassigned. Compensated Absences is classified as assigned. All other remaining funds are classified as unassigned. City Council may appropriate any unassigned General Fund balance for emergency expenditures, one-time capital project expenditures, or any special project. (See fund narratives for detail of fund balance changes and uses.)

In 1998, the City Council established a \$1,000,000 reserve for Rate Stabilization for the Water and Sewer Fund to be used for unexpected water revenue fluctuations.

POLICY STATEMENTS

FINANCIAL POLICIES



* Estimated

	2014-15	2015-16	2016-17	2017-18	2018-19
ASSIGNED:					
Comp. Absences	\$1,143,523	\$1,143,523	\$1,143,523	\$1,143,523	\$1,143,523
UNASSIGNED:					
60 Day Reqmnt.	13,428,296	14,007,127	14,249,000	15,395,177	16,155,910
Stabilization Acct.	5,595,123	5,836,303	5,937,125	6,414,657	6,731,629
Unassigned	32,962,610	18,865,013	27,048,690	44,714,207	46,347,588
FUND BALANCE:	\$53,129,552	\$39,851,966	\$48,378,338	\$67,667,564	\$70,378,650

Source: Odessa Finance Department

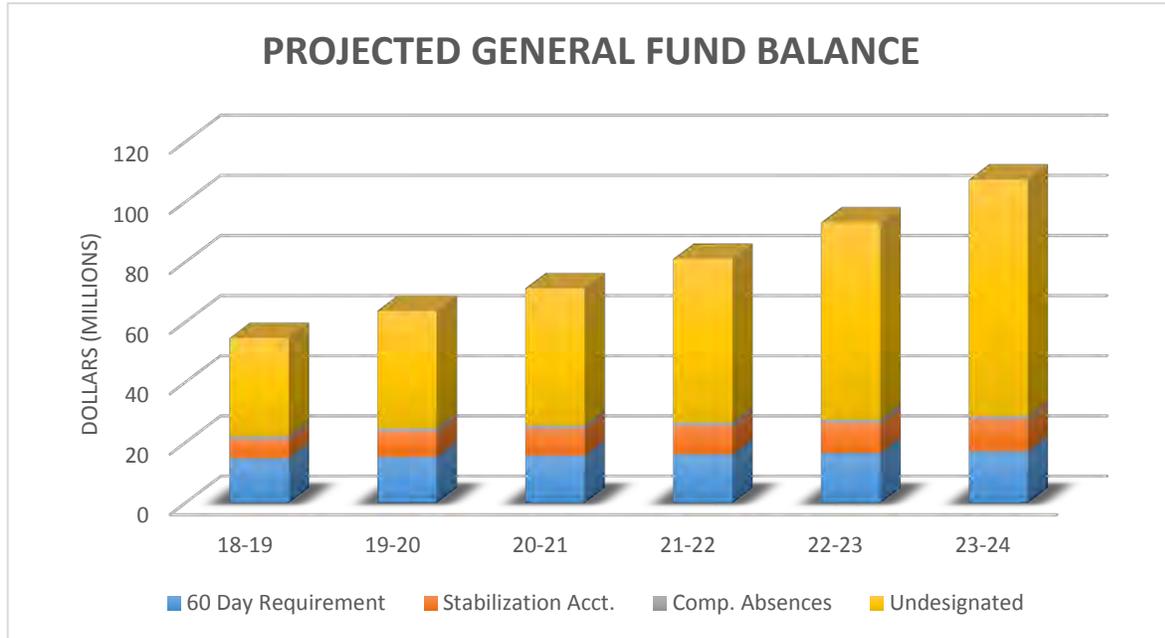
FUND BALANCE HISTORY

Unassigned fund balance for the General Fund is comprised of a 60-day operating requirement, a 25-day budget stabilization account, and a remaining unassigned account. Compensated absences are included in assigned fund balance. Between fiscal years 2014-15 and 2018-19, the fund balance fluctuations have resulted in an overall increase of 32.47%. The total fund balance is estimated to be \$70.38 million by the end of the 2018-19 fiscal year.

The above graph presents the actual fund balance for the General Fund for fiscal years 2014-15 through 2017-18 and the estimated fund balance for 2018-19.

POLICY STATEMENTS

FINANCIAL POLICIES



Source: Finance Department

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ASSIGNED:						
Comp. Absences	\$1,143,523	\$1,143,523	\$1,143,523	\$1,143,523	\$1,143,523	\$1,143,523
UNASSIGNED:						
60 Day Reqmnt.	16,155,910	16,584,136	17,024,196	17,476,424	17,941,165	18,418,773
Stabilization Acct.	6,731,629	6,910,057	7,093,415	7,281,843	7,475,486	7,674,489
Unassigned	46,347,588	51,385,448	55,508,310	58,694,878	60,923,434	62,171,843
FUND BALANCE:	\$70,378,650	\$76,023,164	\$80,769,444	\$84,596,668	\$87,483,608	\$89,408,628

FUND BALANCE PROJECTIONS

The ending fund balance estimate for fiscal year 2018-19 is \$16.16 million in the 60-day operating requirement, \$6.73 million in the budget stabilization account, \$1.14 million in the compensated absences requirement, and \$46.35 million as unassigned. This is a total fund balance of \$70.38 million.

Projections indicate that for each of the next five years, revenues will be sufficient to maintain the 60-day operating requirement, the 25-day stabilization account, the compensated absences requirement, and an adequate unassigned fund balance.

The above graph presents the ending fund balance projections for the General Fund for fiscal years 2018-19 through 2023-24.

POLICY STATEMENTS

FINANCIAL POLICIES

3. **FINANCIAL REPORTING POLICIES.** The financial reporting policies of the City will conform to accounting principles generally accepted in the United States of America and standards of the Government Finance Officers Association.

The monthly and annual financial reports will present a summary of financial activity by major fund type. The operations of each fund, as shown in the annual budget, are accounted for with a separate set of self-balancing accounts that comprise its revenues and expenditures as appropriate.

An independent accounting firm will perform an annual audit of the financial statements of the City and will publicly issue an opinion. The annual audit is conducted at the end of each fiscal year.

4. **GRANT POLICY.** The City of Odessa will seek a fair share of available state and federal financial support **unless conditions attached to that assistance are contrary to the City's best current and future interests.** Prior to applying for and accepting intergovernmental aid, the City will examine the matching requirements so that the source and availability of these funds may be determined before the grant application is made. The City will also assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits.

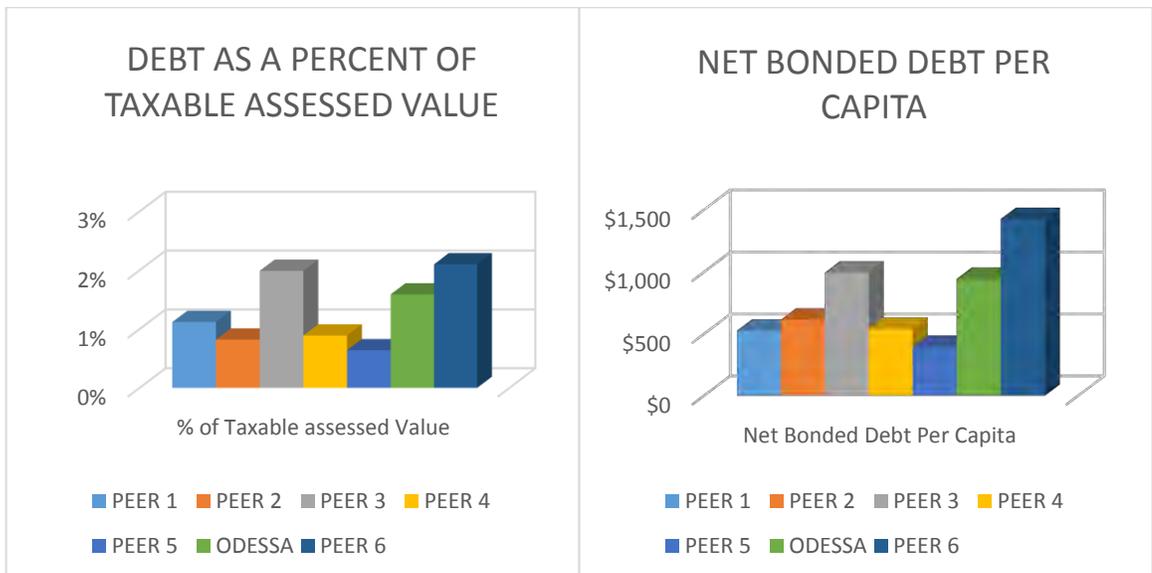
All departments requesting appropriations to participate in specific grants for the upcoming fiscal year are required to submit a City of Odessa Grant Application (COGA) form. This form can be submitted during one of the two review months (January or June) of each fiscal year. Departments will direct all requests to the Finance department for collective review by the Finance Committee and the City Council. The submission of the COGA will ensure adequate planning in funding the grant(s) for the next fiscal year (October 1 through September 30). All budget estimates in the COGA for the upcoming fiscal year will need to be submitted by either January 1 (or) June 1 of each year, regardless of the granting authority application due date.

POLICY STATEMENTS

FINANCIAL POLICIES

5. **DEBT MANAGEMENT POLICIES.** The objective of the City of Odessa debt management policy is to maintain the City’s ability to incur present and future debt at the most beneficial interest rates, and in the amounts needed, to finance the Capital Improvements Program without adversely affecting the City’s ability to finance essential services. When long-term debt financing is utilized, the City will ensure that repayment will be made by levying sufficient ad valorem taxes to service general obligation debt and realizing sufficient net revenues to service revenue debt while upholding all related bond covenant agreements.
- i. A five-year Capital Improvements Program (CIP) will be developed and updated annually, along with the corresponding anticipated funding sources.
 - ii. It is the intent of the City to issue new certificates of obligation (CO) debt for general purpose CIP as old debt is retired, or as considered necessary to fund capital projects.
 - iii. Efforts will be made to maintain or improve the City’s bond rating. Effective communication will continue with bond rating agencies, financial advisors, independent auditors, investors, and citizens regarding its financial condition.
 - iv. The City will develop and update comparative debt information in the form of ratios to determine the appropriate debt level for financing capital projects prior to the issuance of new debt. (Note: All debt is tax supported and does not include enterprise or overlapping debt.)

Below is a sample of the various comparative debt ratios as of September 30, 2018. The City selects certain neighboring cities as a peer group to compare debt information. As the graphs show, Odessa’s net general bonded debt as a percentage of taxable assessed value (1.59%) ranks fifth in the group. Odessa also ranks fifth in net general bonded debt per capita (\$945).



POLICY STATEMENTS

FINANCIAL POLICIES

BUDGET POLICIES:

Staff and City Council follow established procedures in producing budgetary data.

1. In accordance with the city charter, the City Manager is responsible for preparing and recommending an operating budget for City Council consideration prior to September 1. The operating budget includes proposed expenditures and the means of financing them for the upcoming year, along with estimates for the current year and actual data for the preceding year. The city charter requires that the budget be submitted in summary form. In addition, more detailed line-item budgets are included for administrative control.
2. A multi-year financial forecast is prepared as a planning tool in developing the operating budget.
3. Budget work sessions and public hearings are conducted with public notice being given within statutory limits, for the purpose of obtaining taxpayer comments. Copies of the proposed budget are **made available for City Council, media, and citizens' review prior to any work sessions or public hearings.**
4. The City gives the highest priority to funding daily operational costs from current revenues and funding capital assets or non-recurring expenditures from one-time revenues or unreserved fund balance.
5. **Each department's operational budget** is developed within a targeted dollar amount designated by Finance. **The target amount is based on the total projected revenues and the department's percentage of the previous year's budget. Any proposed increases or decreases in service levels to the citizens** are noted. Requests requiring funds in addition to the targeted amount are submitted for consideration in a supplemental request along with suggestions on how to fund the request.
6. A high priority is placed on continuing the compensation plan adopted by Council. In setting the target amount for departmental budgets, Finance takes into consideration the funding of the merit pay plan and other increases in employee benefits.
7. The budget requests submitted by the departments are evaluated based on a customer focus measurement and customer concerns.
8. Budgeted revenues and expenditures for each fund should be realistic and based upon current trends.
9. Every effort is made to create a balanced budget (a budget in which revenues equal or exceed expenditures) for the General Fund. Property tax revenue is one of two major sources of revenue for the General Fund. This policy ensures that any revenues generated by an increase in the property tax rate are used to cover necessary expenditures, rather than to increase the fund balance.

POLICY STATEMENTS

FINANCIAL POLICIES

10. All departments providing services that are based on a user-fee concept should make every effort to be self-supported by those fees.
11. The budget provides for adequate maintenance, repair, and replacement of capital assets. Postponing of such items to balance the budget would only lead to short-term gain at the expense of long-term financial security.
12. Prior to October 1, the budget is legally enacted through passage of a resolution.
13. Activities of the General Fund, Special Revenue Funds and Debt Service Fund are included in the annual appropriated budget, legally adopted. The City includes all proprietary funds in the annual budget adopted, but only as a financial plan.
14. Capital projects are budgeted over the life of the respective projects rather than on a fiscal year basis.
15. Once the budget is adopted, the City Manager is authorized to transfer budgeted amounts between departments within any fund; however, any revisions that increase budgeted appropriations of any fund must be approved by the City Council after appropriate public notice.
16. Reports prepared monthly compare actual revenues, expenditures and encumbrances to budgeted amounts. The monitoring of expenditures to budgeted appropriations, at the departmental level, is employed as a budgetary management tool for the General Fund, Proprietary Funds, and Special Revenue Funds.
17. Encumbrances outstanding at year-end are reported as committed fund balances in financial accounting unless otherwise restricted by constraints placed on them. For budgetary accounting, any appropriations for encumbered or obligated funds are carried over to the subsequent fiscal year in order to complete these transactions.
18. Appropriations that are not expended or encumbered at the end of the fiscal year lapse at the end of that fiscal year. The unencumbered appropriation balances of any capital projects do not lapse at year-end.

POLICY STATEMENTS

BUDGET CONTINGENCY PLAN

BUDGET CONTINGENCY PLAN

A budget contingency plan was developed in 1991-92 which details various courses of action that may be undertaken when varying levels of revenue shortfalls are anticipated. The basic provisions of the plan are:

If an anticipated shortfall in revenue is equal to:

1% Shortfall

- Prohibit unbudgeted expenditures. Budget amendments will not be made from fund balances.
- City Manager, Assistant City Managers, and department directors will be required to review, monitor, and control planned expenditures.
- Department directors must re-justify planned capital outlay purchases to City Manager or Assistant City Managers prior to all expenditures.
- All overtime must be pre-approved by City Manager.

2% Shortfall

- Eliminate planned capital outlay.
- Eliminate travel and training.
- Freeze all vacant positions.

3% Shortfall

- Reduce all operating departmental budgets by 2%.

4% Shortfall

- Reduce all operating departmental budgets by 3%

Over 4% Shortfall

- Reduce service levels.
- Eliminate specific programs.
- Reduce personnel.
- Re-evaluate funding for outside agencies.

POLICY STATEMENTS

ACCOUNTING POLICIES

ACCOUNTING POLICIES

The accounting policies of the City conform to accounting principles generally accepted in the United States of America.

1. PRINCIPLES DETERMINING SCOPE OF REPORTING ENTITY. Component units generally are legally separate entities for which the primary government is considered to be financially accountable. Financial accountability ordinarily involves meeting both of the following criteria: the primary government is accountable for the potential component unit (i.e., the primary government appoints the voting majority of its board) and the primary government is able to impose its will upon the potential component unit, or there is a possibility that the potential component unit may provide specific financial benefits to impose specific financial burdens on the primary government. Additionally, the primary government may determine, in management's professional judgment, that the inclusion of an entity that does not meet the financial accountability criteria is necessary to prevent the reporting entity's financial statement from being misleading.
2. INTERNAL CONTROLS. City management is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse. Management is also charged with ensuring that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with accounting principles generally accepted in the United States of America. The cost of a control should not exceed the benefits likely to be derived. The valuation of costs and benefits requires estimates and judgments by management.
3. SINGLE AUDIT. A single audit is made to determine the adequacy of the internal control structure, including that portion related to federal financial assistance programs, as well as to determine that the City has complied with applicable laws and regulations.

The City is required to undergo an annual single audit in conformity with the provisions of the Single Audit Amendments of 1996 and the audit requirements of Title 2 of the U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance).

4. ENCUMBRANCES. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to set aside that portion of the applicable appropriation, is employed as an extension of budgetary integration in the General Fund and Special Revenue Funds. Encumbrances outstanding at year-end are reported as either restricted or assigned fund balances, and do not constitute expenditures or liabilities, because the commitments will be honored during the subsequent year.
5. CASH AND INVESTMENTS Cash includes amounts in demand deposits as well as short-term investments with maturity dates no longer than three months. The City's investments are stated at fair value, except for external investment pools. Fair value is based on quoted market prices as of the valuation date. Management's intent is to hold all investments to maturity and thereby recover the full value of the various investments made.

POLICY STATEMENTS

ACCOUNTING POLICIES

5. CASH AND INVESTMENTS (CONT). The City of Odessa is required to comply with the Public Funds Investment Act, Chapter 2256, Texas Government Code. It is the policy of the City of Odessa to invest public funds to provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City. The investment policies must conform to all state and local statutes governing the investment of public funds.
6. WATER, SEWER, AND SOLID WASTE RECEIVABLES. **The City's Water, Sewer, and Solid Waste Enterprise Funds** operate on a monthly billing cycle, issuing bills continuously throughout the month.
7. TRANSACTIONS BETWEEN FUNDS. Transactions between funds that would be treated as revenues, expenditures, or expenses if they involved an organization external to the governmental unit are accounted for as revenues, expenditures, or expenses in the funds involved. Reimbursements from one fund to another for expenditures or expenses already made are recorded as expenditures or expenses in the reimbursing fund.

Non-recurring or non-routine transfers of equity between funds are treated as transfers and are reported as results of operations for governmental funds, and as contributed capital for proprietary funds for transfers to, or as a reduction of, results of operations for transfers out. All other operating type transfers are treated as transfers and are included in the results of operations of both governmental and proprietary funds.

8. INVENTORIES. Inventories are valued at cost, which approximates market, using the first-in, first-out method and are recorded under the consumption method. Inventories in the General Fund consist of expendable supplies. The cost of individual items is included as inventory when acquired and included in expenditures as supplies are used.
9. RESTRICTED ASSETS. These assets consist of cash, certificates of deposit, and other short-term investments legally restricted for various purposes.
10. GENERAL FIXED ASSETS AND GENERAL LONG-TERM DEBT ACCOUNT GROUPS. The accounting and reporting treatment applied to the fixed assets and long-term liabilities associated with a fund are determined by its measurement focus. All governmental funds are accounted for on a spending or **"financial flow" measurement focus**. This means that only current assets and current liabilities are generally included on their balance sheets. Their reported fund balance (net current assets) is **considered a measure of "available spendable resources."** **Governmental fund operating statements** present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets. Accordingly, they are said to present a summary of sources and **uses of "available spendable resources" during a period.**

Fixed assets used in governmental fund type operations (general fixed assets) are accounted for in the general fixed asset account group, rather than in governmental funds. Public domain (**"infrastructure"**) **general fixed assets consisting of certain improvements** other than buildings, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems are capitalized along with other general fixed assets.

All fixed assets are valued at historical cost or estimated cost if actual historical cost is not available. Donated fixed assets are valued at their fair market value on the date donated. Interest costs incurred on debt-financed construction is capitalized during the construction period.

POLICY STATEMENTS

ACCOUNTING POLICIES

10. GENERAL FIXED ASSETS AND GENERAL LONG-TERM DEBT ACCOUNT GROUPS (CONT).

Because of their spending measurement focus, expenditure recognition for governmental fund types is limited to exclude amounts represented by noncurrent liabilities. Since they do not affect net current assets, such long-term amounts are not recognized as governmental fund type expenditures or fund liabilities. They are instead reported as liabilities in the general long-term debt account group.

The two account groups are not “funds.” They are concerned only with the measurement of financial position. They are not involved with measurement of results of operations. They are, however, reported in the entity-wide financial statements with related depreciation, amortization and other related assets and liabilities.

Special reporting methods are applied to governmental fund inventories using the consumption method to indicate that they do represent “available spendable resources.”

All proprietary and pension trust funds are accounted for on a cost of services of “capital maintenance” measurement focus. This means that all assets and liabilities (whether current or noncurrent) associated with their activity are included on their balance sheets. Their reported fund equity (net total assets) is segregated into contributed capital and net assets components. Proprietary fund type operating statements present increases (revenues) and decreases (expenses) in net total assets.

11. DEPRECIATION. Depreciation of all exhaustible fixed assets used by proprietary funds and governmental activities is charged as an expense against their operations. Accumulated depreciation is reported on proprietary fund and governmental activities balance sheets. Depreciation has been provided over the estimated useful lives using the straight-line method. The estimated useful lives are as follows:

Buildings	25 - 35 years
Improvements	20 - 30 years
Infrastructure	25 - 30 years
Furniture and Office Equipment	7 - 10 years
Machinery and Equipment	5 - 15 years
Data Processing Equipment	5 - 10 years
Automotive Equipment	3 - 15 years
Radio Equipment	5 - 10 years

12. GENERAL LONG-TERM OBLIGATIONS. All unmatured long-term indebtedness other than that directly related to, and expected to be paid from, proprietary or fiduciary funds are reported in the general long-term obligations account group. This debt is secured by the full faith and credit of the City.

POLICY STATEMENTS

ACCOUNTING POLICIES

13. ACCRUED EMPLOYEE BENEFITS PAYABLE.

During the year ending September 30, 1998, the City approved amendments to the personnel policy to implement a consolidated leave for sick leave, vacation, and emergency leave, to be referred to as unileave. The rate at which employees accrue unileave time is dependent upon length of service and ranges from seventeen days to twenty-seven days per year. Any unileave not used within the year in which it is accrued may be carried over to the following year without limitation, until termination of employment, at which time it will be paid to the employee at his or her current salary per hour. The vacation time that had accrued prior to the inception of the unileave policy was **transferred to the employee's unileave account and considered to be the beginning unileave balance.** All sick leave an employee accrued prior to this policy was placed in an old plan accrual account. This sick leave is available to the employee to be utilized after the employee has utilized five consecutive full days of unileave and needs additional days for the same reason. At termination, those employees with sick leave hours remaining under the old plan will be paid for those hours at a rate of one-for-two, which means the employee will receive one hour of current pay for every two hours of sick leave accrued. The City accrues a liability for compensated absences that meets the following criteria:

- A. **The City's obligation relating to employees' rights to receive compensation for future absences is attributable to employees' service already rendered.**
- B. The obligation relates to rights that vest or accumulate.
- C. Payment of the compensation is probable.
- D. The amount can be reasonably estimated.

In accordance with the above criteria, the City has accrued a liability for unileave, remaining sick leave, and compensatory time which has been earned but not taken by City employees. For governmental funds, the liability for compensated absences has been recorded in the general long-term group of accounts. The liability for compensated absences is recorded in proprietary fund types as an accrued liability.

14. BOND DISCOUNTS AND PREMIUMS. Bond discounts and premiums for proprietary funds and governmental activities are deferred and amortized over the term of the bonds using the bonds-outstanding method, which approximates the effective interest method. Bond discounts are presented as a reduction of the face amount of bonds payable, whereas bond premiums are added to the face amount of bonds payable.

15. FUND EQUITY. The City records classifications of fund equity to indicate that portions of the fund equity are segregated for a specific future use or for possible future use. The following is a list of all classifications of fund equity used by the City, along with a description of each:

- A. **UNRESTRICTED FUND BALANCE:** Non-spendable fund balance represents amounts that are required to be maintained intact. Restricted fund balance is defined as that portion of fund balance that can be spent only for the specific purposes stipulated by constitution, external resource, or through enabling legislation. Committed fund balance includes amounts constrained to specific purposes determined by a formal action of the City itself, using its highest level of decision-making authority. Assigned fund balance amounts are intended to be used by the government for specific purposes but do not meet the criteria to be restricted or committed. Unassigned fund balance is the residual classification of the General Fund. Within the General Fund unassigned fund balance, the City has established the following:

POLICY STATEMENTS

ACCOUNTING POLICIES

60 Day Requirement – funds appropriated by City Council Resolution 83R-62 for the purpose of providing for contingencies with an amount based upon a minimum of 60 days emergency operation.

Budget Stabilization – funds set aside by City Council Ordinance 99-04 for the purpose of protecting the City for an up-to-15% sales tax revenue decline and a 10% decline in property tax revenues or any other revenue loss. This amount is based upon a 25-day operations balance based on the last adopted budget.

- B. **NET INVESTMENT IN CAPITAL ASSETS:** Invested in Capital Assets, net of Related Debt - This component of net assets consists of capital assets, net of accumulated depreciation, and reduced by any outstanding debt attributable to those capital assets.
 - C. **RESTRICTED FOR RATE STABILIZATION:** Funds necessary for unexpected water rate fluctuations.
 - D. **UNRESTRICTED NET ASSETS:** This component of net assets includes all net assets that do not meet the definition of "restricted" or "invested in capital assets, net of debt".
16. **REVENUE RECOGNITION - PROPERTY TAXES.** Property taxes attach as an enforceable lien on property as of January 1. Taxes are levied on the following October 1 and are due and payable at that time. Taxes are collected by the collecting agency beginning on September 1. All unpaid taxes levied October 1 become delinquent as of February 1 of the following year.
- Property tax revenues are recognized when they become available. Available includes those property tax receivables expected to be collected soon enough after year-end to be used to pay current expenditures. This is approximately sixty (60) days after year-end.
- General property taxes are limited by home rule charter to \$2.00 per \$100.00 of assessed valuation. There is no limitation within the \$2.00 ceiling for debt service.
- Billing and collections are processed by the Ector County Appraisal District, which acts as an agent on the City's behalf. The Appraisal District also maintains the property tax rolls and processes all delinquent tax collections. Taxes collected by the appraisal district for the coming fiscal year before September 30 are recognized as unearned revenue.
- State statutes limit the debt service tax rate to an amount no greater than that needed to meet current year principal and interest requirements, but does provide for an allowance for the uncollected current year's tax levy. The City has adopted a policy to record all delinquent taxes in the General Fund. The effect of accounting for the delinquent taxes in this manner is to maximize the tax revenue earmarked for debt service and is not significant to the financial statements.
17. **FEDERAL AND STATE GRANTS AND ENTITLEMENTS.** Grants, entitlements, and shared revenues may be accounted for within any of the fund types. The purpose and requirement of each grant or entitlement are carefully analyzed to determine the proper fund type in which to record the related transactions. Grants or entitlements received for purposes normally financed through a particular fund type may be accounted for in that fund type provided that applicable legal restrictions can be appropriately satisfied.

POLICY STATEMENTS

ACCOUNTING / BUDGETARY BASIS

BASIS OF ACCOUNTING

Governmental and Agency funds are accounted for using the current financial resources measurement focus and modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when they become measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include unmatured principal and interest on general long-term obligations which are recognized when due. This exception is in conformity with accounting principles generally accepted in the United States of America.

Property tax revenues and sales tax receipts are considered measurable and available when collected by the respective intermediary collecting agency and recognized as revenue at that time. Taxes collected by the collecting agency for the coming fiscal year before September 30 are recognized as unearned revenue. Licenses and permits, fines and forfeitures, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded on the accrual basis in all funds. Grant and entitlement revenues are recorded on a basis applicable to the legal and contractual requirements of the various individual grant programs.

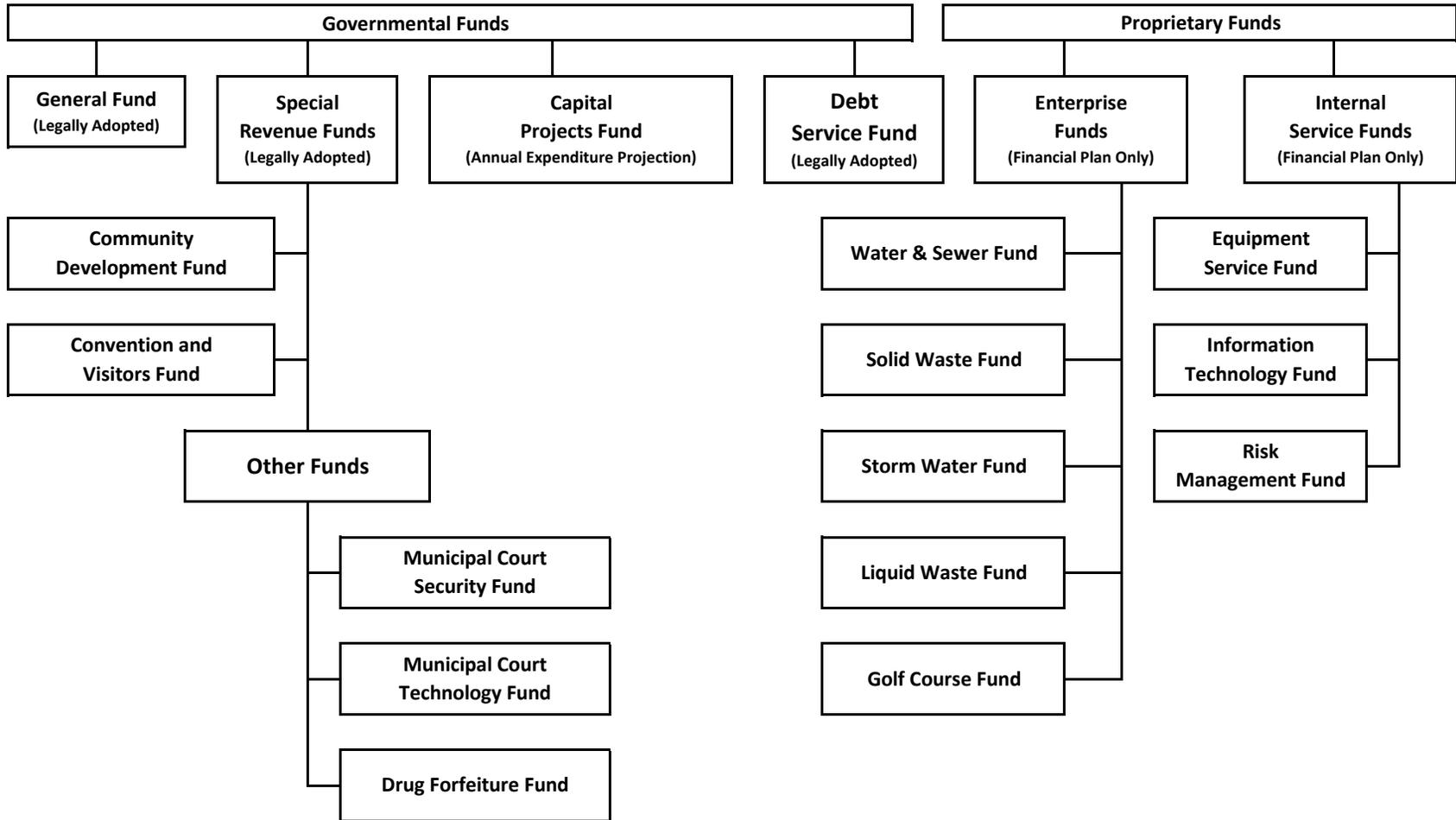
All enterprise, internal service, special revenue, and nonexpendable trust funds are accounted for using **the accrual basis of accounting and “economic resources” measurement focus. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.**

BUDGETARY ACCOUNTING

This budget is adopted on a basis consistent with accounting principles generally accepted in the United States of America (GAAP) **except for certain items that are adjusted on the City’s accounting system at fiscal year end. During the year, the City’s accounting system is maintained on the same basis as the adopted budget.** This enables departmental budgets to be easily monitored via accounting system reports on a monthly basis. The major differences between this adopted budget and GAAP for governmental funds are a) encumbrances are recorded as the equivalent of expenditures (budget) as opposed to a constraint of fund balance (GAAP); b) certain revenues and expenditures, (e.g., compensated absences) not recognized for budgetary purposes are accrued (GAAP). Enterprise fund differences consist of the following: a) encumbrances are recorded as the equivalent of expenses (budget basis) as opposed to an expense of the following accounting period (GAAP); b) certain items, e.g., principal expenses and capital outlay, are recorded as expenditures for budgetary purposes, as opposed to adjustments of the appropriate balance sheet accounts (GAAP); c) depreciation is recorded as an expense (GAAP), and not recognized for budgetary purposes.

CITY OF ODESSA

ANNUAL ADOPTED BUDGETS FOR FUNDS



POLICY STATEMENTS

FUND DEFINITIONS

BASIS OF PRESENTATION - FUND ACCOUNTING

Accounts are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund, as shown in the annual budget, are accounted for with a separate set of self-balancing accounts that comprise its revenues and expenditures, as appropriate. Government resources are allocated to and accounted for in individual funds, based upon the purpose for which they are to be spent and the means by which spending activities are controlled.

GOVERNMENTAL FUNDS

The **General Fund** is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects.

The **Community Development Fund** is funded entirely by federal or state grants that are used to fund projects that benefit low and moderate-income individuals, families, or areas.

The **Convention and Visitors Fund** is funded through receipts from an occupancy tax on local hotels/motels. This revenue must be used to fund projects that attract conventions and tourists to Odessa. This is not a City-operated department/division as the City collects and disburses the revenue to contracted entities. The City does receive an administrative fee and audit reimbursement fee from the hotel/motel tax dollars.

The other Special Revenue Funds are restricted by state statute or by grant contracts. The **Drug Forfeiture Funds** accounts for funds received from the sale of narcotics-related, confiscated property. The **Municipal Court Building Security Fund's** revenue is generated by a \$3 court cost that is assessed for each misdemeanor conviction. This revenue is used to fund the security needs of the court. The **Municipal Court Technology Fund's** revenue is generated by a fee that is assessed for each misdemeanor conviction. These funds can only be used to purchase technology that will aid the court. Various federal and state grants are budgeted under this category for convenience. Each has a specific purpose, which is discussed in the Special Revenue Funds section of the budget book.

The **General Debt Service Fund** is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for payment of general long-term debt principal, interest, and related costs. Financing is provided by property tax levies.

The **Capital Projects** funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets (other than those financed by enterprise funds).

POLICY STATEMENTS

FUND DEFINITIONS

ENTERPRISE FUNDS

The **Water and Sewer Fund**, **Solid Waste Fund**, **Storm Water Fund**, **Liquid Waste Fund**, and **Golf Course Fund** are enterprise funds. Enterprise funds are used to account for operations:

- 1) which are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods/services to the general public on a continuing basis be financed primarily through user charges; or
- 2) where the governing body has decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. These revenues are also used to retire revenue bond debt and to fund various capital construction projects.

INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods/services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

The **Equipment Service Fund** is primarily financed through monthly charges to other City departments/divisions, which pay for vehicle rental, maintenance, other services and capital replacement.

The **Risk Management Fund** is an internal service fund and is financed by operating transfers from other funds, and by charges to employees for benefits.

The **Information Technology Fund** is an internal service fund that provides other City departments/divisions with network, internet, applications, and communications support. Departments are charged monthly technology fees to finance this fund's operations and to cover the cost of computer replacement.

City of Odessa

FY 2019-20

Adopted Budget

Budget Summary

BUDGET SUMMARY

ALL FUNDS 2019-20

The accounts of the City of Odessa are organized by Fund. Each Fund is a separate accounting entity established to track specific revenues and expenditures.

FUND NAME	PROJECTED BEGINNING BALANCE	REVENUES	EXPENDITURES	PROJECTED ENDING BALANCE	CHANGE IN FUND BALANCE
GENERAL	\$70,378,650	\$105,075,297	\$99,430,783	\$76,023,164	\$5,644,514
WATER AND SEWER	59,917,259	67,003,630	66,079,814	60,841,075	923,816
SOLID WASTE	2,491,254	14,735,700	14,709,698	2,517,256	26,002
STORM WATER	2,012,118	1,890,000	1,618,697	2,283,421	271,303
EQUIPMENT SERVICE	16,682,993	16,555,965	13,866,321	19,372,637	2,689,644
INFORMATION TECHNOLOGY	3,134,427	4,911,433	4,735,195	3,310,665	176,238
RISK MANAGEMENT	408,491	13,690,150	13,210,631	888,010	479,519
GOLF COURSE	(557,331)	1,966,000	1,933,109	(524,440)	32,891
DEBT SERVICE	805,298	13,572,333	13,572,333	805,298	0
COMMUNITY DEVELOPMENT	0	1,148,102	1,148,102	0	0
CONVENTION & VISITORS	8,864,897	4,340,000	3,472,599	9,732,298	867,401
OTHER FUNDS:					
DRUG FORFEITURE	685,455	60,000	651,000	94,455	(591,000)
MUNICIPAL CT. SECURITY	59,764	90,000	100,201	49,563	(10,201)
MUNICIPAL CT. TECHNOLOGY	143,239	98,000	158,683	82,556	(60,683)
LIQUID WASTE	616,572	105,000	63,257	658,315	41,743
SCHOOL ATTENDANCE CT.	0	144,000	144,000	0	0
TOTAL	\$165,643,085	\$245,385,610	\$234,894,423	\$176,134,272	\$10,491,187

BUDGET SUMMARY

ALL FUNDS 2019-20

Financing Sources:	General Fund	Water and Sewer Fund	Solid Waste Fund	Storm Water Fund	Equipment Service Fund
Beginning Fund Balance	\$70,378,650	\$59,917,259	\$2,491,254	\$2,012,118	\$16,682,993
Less Required Reserves	23,204,842	1,000,000			
Available Fund Balance	47,173,808	58,917,259	2,491,254	2,012,118	16,682,993
CURRENT REVENUES:					
Property Tax	33,399,171				
Sales Tax	41,100,000				
Franchise/Gross Receipts	7,325,000				
Other Operating Revenues		11,797,000	14,556,025	1,890,000	
Water and Sewer		54,726,200			
Rental Revenue					16,221,465
Interest Income	400,000	337,000	5,000		100,000
Intergovernmental	1,154,133				
Other Revenue	17,036,943	143,430	174,675		234,500
Administrative Transfers					
General Fund					
Water/Sewer	2,891,210				
Equipment Service	363,746				
Risk Management	497,452				
Solid Waste	620,136				
Stormwater	52,740				
Liquid Waste	2,858				
Hotel-Motel	26,559				
Odessa Development Corp.	205,349				
Total Current Revenues	\$105,075,297	\$67,003,630	\$14,735,700	\$1,890,000	\$16,555,965
Total Financing Sources	\$152,249,105	\$125,920,889	\$17,226,954	\$3,902,118	\$33,238,958
CURRENT EXPENDITURES:					
Personal Services	\$66,287,285	\$9,731,676	\$4,246,350	\$630,003	\$1,906,800
Supplies	1,917,968	19,509,869	80,864	13,650	2,374,500
Services	21,429,762	5,623,173	7,942,194	610,438	509,633
Maintenance	7,473,596	2,246,345	525,426	194,216	4,014,040
Capital Outlay	262,523	2,843,089	62,659	117,650	210,000
Other Requirements		18,404,842	1,852,205	52,740	363,746
Debt Service/Lease		6,558,600			
Insurance Requirements					
Outside Agencies	272,170				
Transfers Out	638,479				
Salary Survey Projection	1,149,000	1,162,220			
Total Current Expenditures	\$99,430,783	\$66,079,814	\$14,709,698	\$1,618,697	\$9,378,719
Capital Outlay-Replacement	0	0	0	0	4,487,602
Total Expenditures	\$99,430,783	\$66,079,814	\$14,709,698	\$1,618,697	\$13,866,321
Ending Available Balance	\$ 52,818,322	\$ 59,841,075	\$ 2,517,256	\$2,283,421	\$19,372,637
Plus Required Reserves	23,204,842	1,000,000	0	0	0
Ending Fund Balance	\$ 76,023,164	\$ 60,841,075	\$ 2,517,256	\$2,283,421	\$19,372,637

BUDGET SUMMARY

ALL FUNDS 2019-20

Information Tech. Fund	Risk Mngt. Fund	Golf Course Fund	Debt Service Fund	CDBG/HOME Funds	Convention & Visitors Fund	Other Funds	Total All Funds
\$3,134,427	\$408,491	(\$557,331)	\$805,298	\$0	\$8,864,897	\$1,505,029	\$165,643,085 24,204,842
3,134,427	408,491	(557,331)	805,298	0	8,864,897	1,505,029	\$141,438,243
			13,572,333				46,971,504 41,100,000 7,325,000 48,102,175 54,726,200 21,132,898 908,000 2,302,235 17,737,548 0
4,911,433	13,670,150	1,562,000			4,300,000	327,000	48,102,175 54,726,200 21,132,898 908,000 2,302,235 17,737,548 0
	20,000				40,000	6,000	908,000 2,302,235 17,737,548 0
		4,000		\$1,148,102		144,000	17,737,548 0
		400,000				20,000	420,000 2,891,210 363,746 497,452 620,136 52,740 2,858 26,559 205,349
\$4,911,433	\$13,690,150	\$1,966,000	\$13,572,333	\$1,148,102	\$4,340,000	\$497,000	\$245,385,611
\$8,045,860	\$14,098,641	\$1,408,669	\$14,377,631	\$1,148,102	\$13,204,897	\$2,002,029	\$386,823,854
\$1,765,806	\$1,270,543	\$837,123		\$289,782		\$232,815	\$87,198,183
68,032	270,145	300,883				420,075	24,955,986
210,811	2,153,011	580,331		22,861		20,609	39,102,823
2,128,546	41,416	79,272				252,750	16,955,607
13,000	67,988					44,034	3,620,943
149,000	480,153			835,459		146,858	22,285,003
			\$13,572,333				20,130,933
	8,927,375						8,927,375
		135,500				3,472,599	3,744,769 638,479 2,446,720
\$4,335,195	\$13,210,631	\$1,933,109	\$13,572,333	\$1,148,102	\$3,472,599	\$1,117,141	\$230,006,821
400,000	0	0	0	0	0	0	\$4,887,602
\$4,735,195	\$13,210,631	\$1,933,109	\$13,572,333	\$1,148,102	\$3,472,599	\$1,117,141	\$234,894,423
\$ 3,310,665	\$ 888,010	\$ (524,440)	\$ 805,298	\$0	\$ 9,732,298	\$ 884,888	\$ 151,929,431
0	0	0	0	0	0	0	24,204,842
\$ 3,310,665	\$ 888,010	\$ (524,440)	\$ 805,298	\$0	\$ 9,732,298	\$ 884,888	\$ 176,134,273

BUDGET SUMMARY

AD VALOREM TAXES

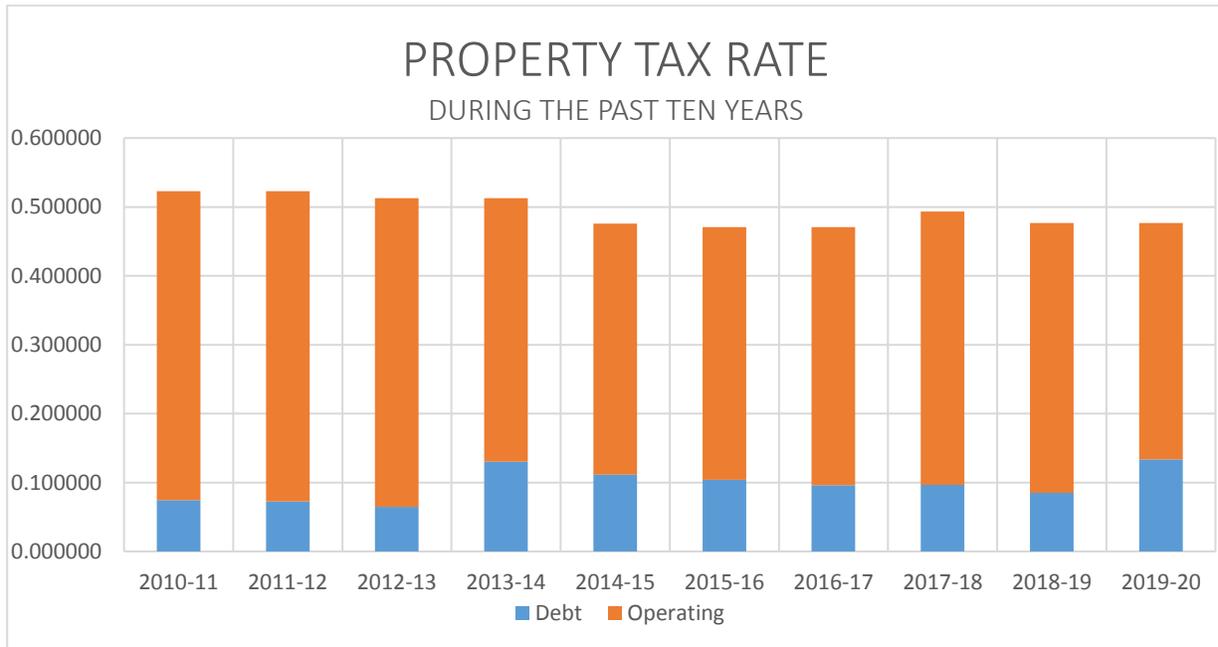
Ad Valorem Tax Revenue and Distribution 2019-20 Budget

Certified 2019 Total Taxable Value	\$10,113,172,830
Tax Rate per \$100	0.476601
Total Tax Levy	\$48,199,483
Estimated Collection Rate	96.00%
Estimated Current Collections	\$46,271,504

	Amount
General Fund	\$32,699,171
Debt Service Fund	13,572,333
TOTAL	\$46,271,504

BUDGET SUMMARY

AD VALOREM TAXES



	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Debt	0.074635	0.072616	0.064644	0.130176	0.111395	0.104202	0.096377	0.096495	0.084992	0.133674
Operating	0.448115	0.450134	0.448106	0.382574	0.364450	0.366388	0.374213	0.396753	0.391609	0.342927
Total	0.522750	0.522750	0.512750	0.512750	0.475845	0.470590	0.470590	0.493248	0.476601	0.476601

SOURCE: City of Odessa Finance Department

Between 2010-11 and 2018-19, Odessa’s economy has strengthened and grown significantly overall as a result of the booming oil industry. Despite the initial downturn in the economy during 2014, low unemployment, higher wages and the increased demand for housing have maintained continued increases in assessed valuations. The steady rise in assessed values has positively impacted property tax revenues.

From 2010-11 to 2016-17, the tax rate fell from \$0.522750 to \$0.470590, a decrease of \$5.216 cents or 9.98%. In 2012-2013, a one-cent decrease brought the rate down to \$0.512750. In 2014-15, the tax rate was again reduced by \$3.69 cents, and again slightly in 2015-16 by \$0.5255, approximately half a cent. The City adopted an increase of \$2.2658 cents for the fiscal year 2017-18 to maintain a consistent revenue supply and also to decrease dependency on sales tax revenue. The rate decreased again in 2018-19 due to a substantial increase in property tax values (10.99%), and has remained the same for the 2019-20 fiscal year. Over the past decade the tax rate has decreased \$4.61 cents

The above graph presents the actual property tax rates for the General Fund for fiscal years 2010-11 through 2019-20.

BUDGET SUMMARY

AD VALOREM TAXES

Schedule of Property Valuations 2010 Through 2019 2019-20 Budget

<u>Roll</u> <u>Year</u>	<u>Total</u> <u>Market Value</u>	<u>%</u>	<u>Non-Taxable</u> <u>Values</u>	<u>%</u>	<u>Assessed</u> <u>Valuations</u>	<u>%</u>
2010	\$5,413,762,192	100%	\$1,506,811,876	27.83%	\$3,906,950,316	72.17%
2011	\$5,497,474,611	100%	\$1,440,889,244	26.21%	\$4,056,585,367	73.79%
2012	\$5,944,811,511	100%	\$1,455,997,639	24.49%	\$4,488,813,872	75.51%
2013	\$6,883,001,685	100%	\$1,565,972,805	22.75%	\$5,317,028,880	77.25%
2014	\$7,682,818,504	100%	\$1,589,646,405	20.69%	\$6,093,172,099	79.31%
2015	\$8,322,390,742	100%	\$1,640,733,283	19.71%	\$6,681,657,459	80.29%
2016	\$8,947,229,093	100%	\$1,678,099,036	18.76%	\$7,269,130,057	81.24%
2017	\$9,204,327,866	100%	\$1,777,813,077	19.31%	\$7,426,514,789	80.69%
2018	\$10,167,838,456	100%	\$1,925,362,408	18.94%	\$8,242,476,048	81.06%
2019	\$12,480,147,336	100%	\$2,366,974,506	18.97%	\$10,113,172,830	81.03%

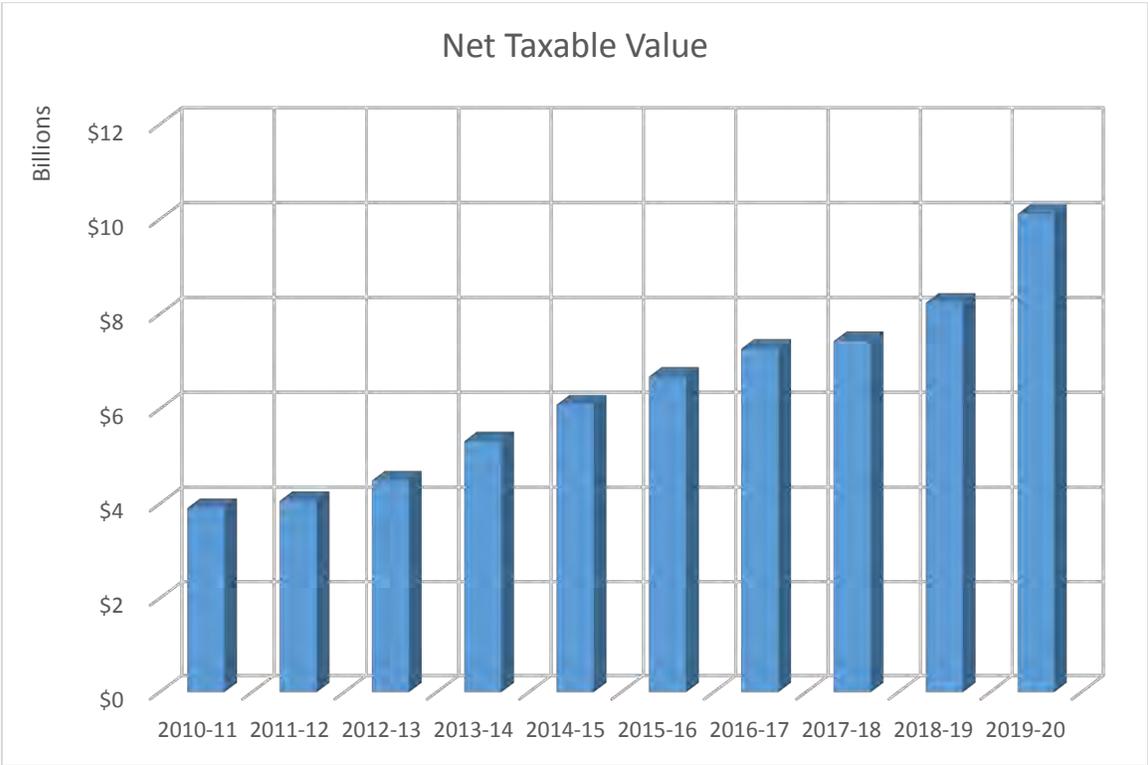
NOTES:

The Roll Year is one year prior to the Fiscal Year. For example, the 2019 roll is used to determine the Fiscal Year 2019-20 property tax revenues.

In addition to Constitutional Exemptions for property taxation, the City of Odessa provides a general residential homestead exemption and tax exemptions for senior citizens, disabled veterans, and disabled persons.

BUDGET SUMMARY

AD VALOREM TAXES



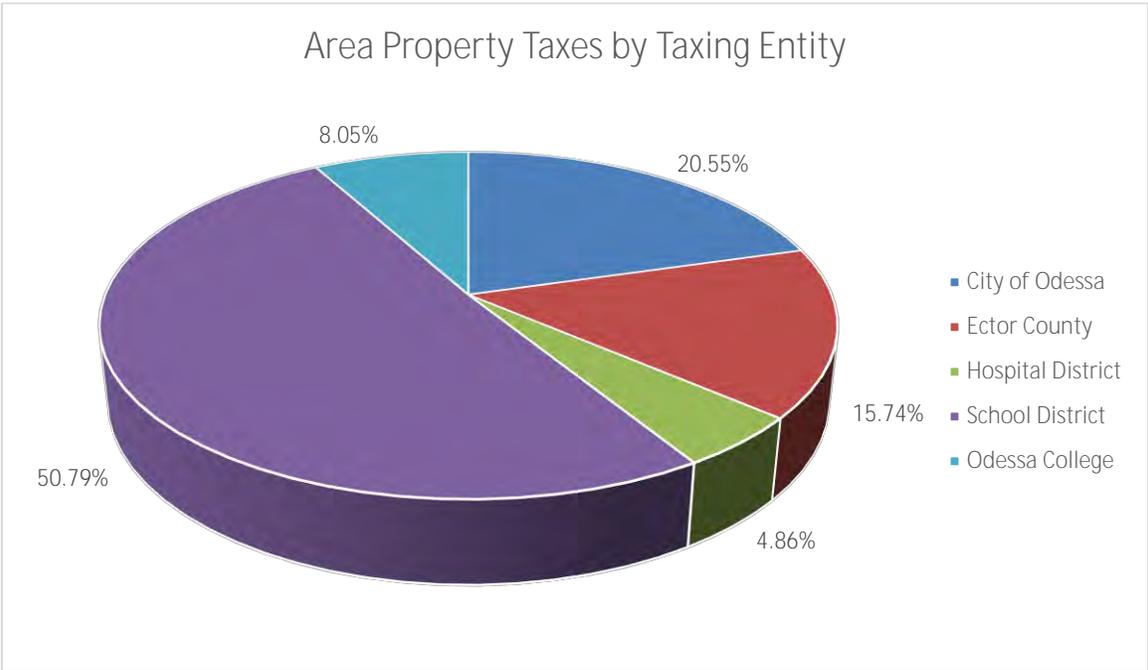
Source: Ector County Appraisal District

Over the past ten years, net taxable values have increased by more than 158%. During this time, the local economy boomed due to significant increases in the price of oil. Wages increased, unemployment fell, and the population grew as people moved into the area in search of jobs. The increased demand for homes drove up housing prices that, in turn, caused net taxable values to rise.

From FY 2011 to FY 2015, assessed values moderately grew from \$3.91 billion to \$6.09 billion, an increase of 55.75% in a five-year period. Oil prices during this period had decreased due to the Great Recession occurring nationwide. However, oil prices quickly recovered, resulting in more substantial gains. Between FY 2015 and FY 2019 alone, net taxable values climbed from \$6.09 billion to \$8.24 billion. This represents a 35.30% increase in a five-year period, or an average annual gain of 10.67%.

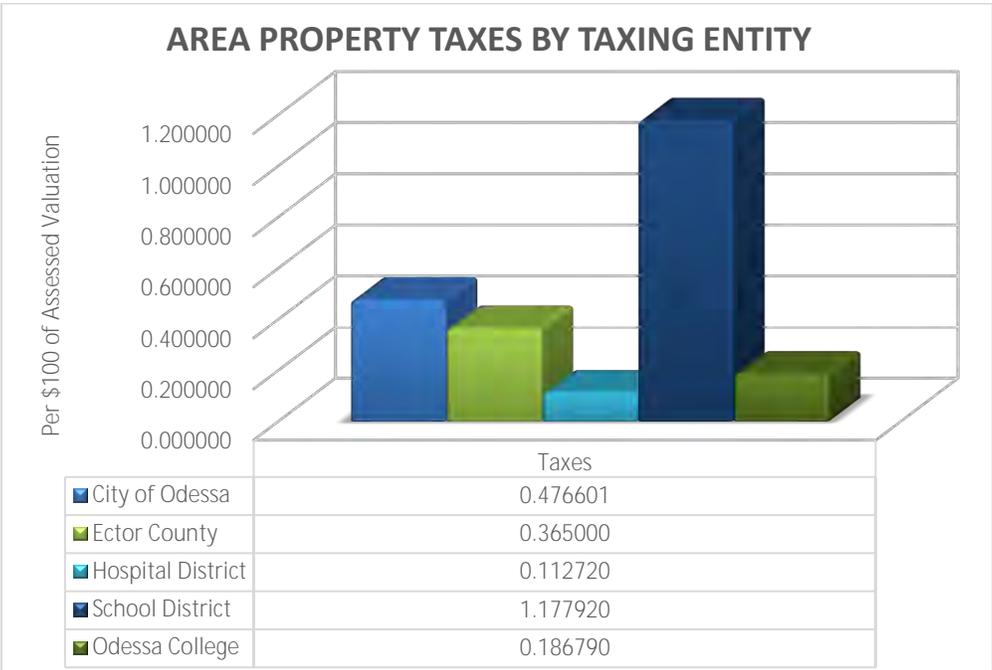
BUDGET SUMMARY

AD VALOREM TAXES

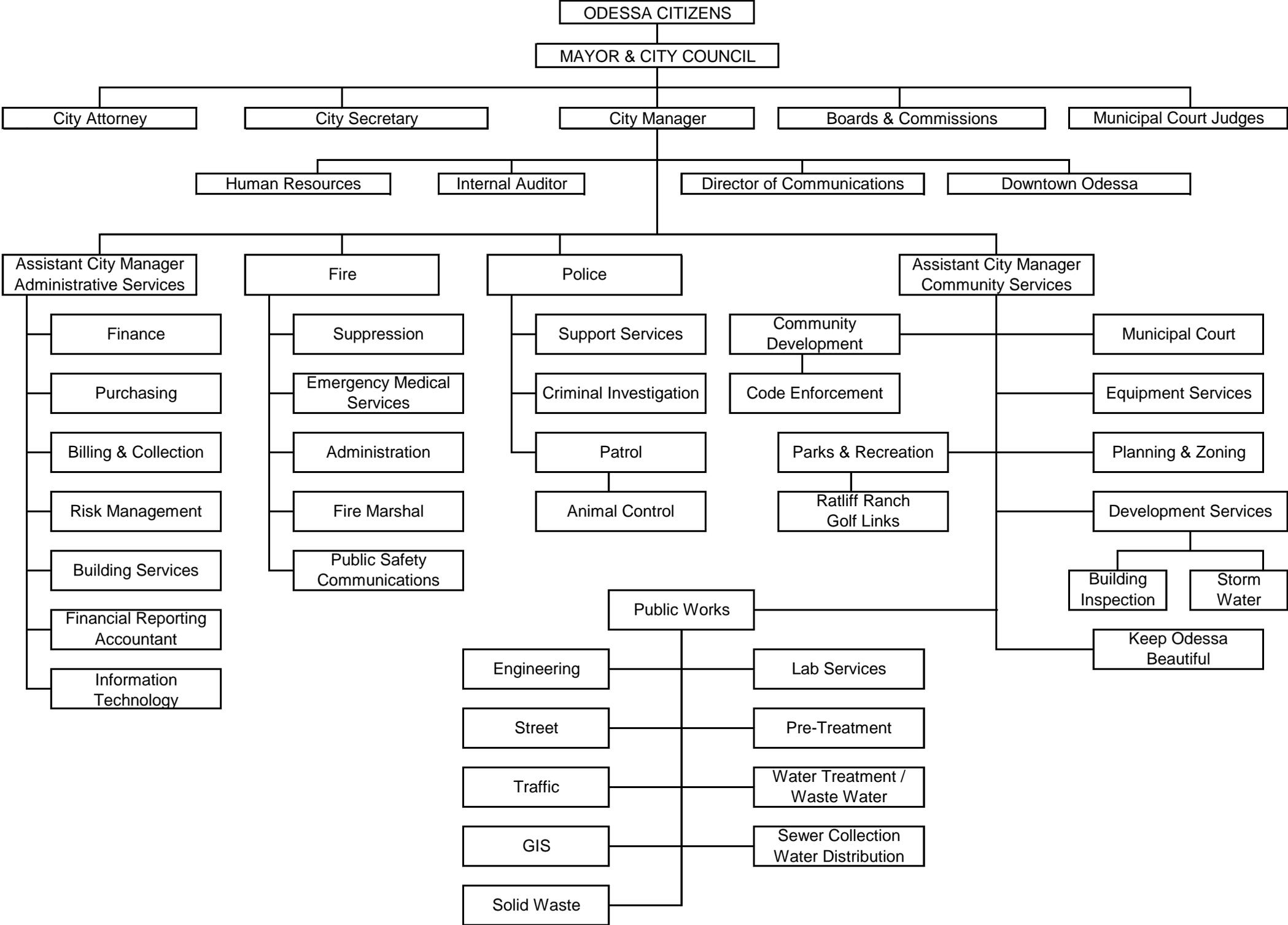


Source: Ector County Appraisal District

The 2019 area property taxes include those from the City of Odessa, Ector County, the Hospital District, the School District, and Odessa College. Every year, each of these entities receives its certified property values from the Ector County Appraisal District and adopts its own ad valorem rate (property tax rate). These ad valorem rates are then applied per \$100 of assessed value.



CITY OF ODESSA ORGANIZATION CHART



BUDGET SUMMARY

ALL FUNDS 2019-20

THREE YEAR COMPARISON ADOPTED BUDGET REVENUES

	2017-18 Budget	2018-19 Budget	% Change	2019-20 Budget	% Change
GENERAL FUND					
Property Tax	\$28,749,616	\$31,439,273	9.36%	\$33,399,171	6.23%
Sales Tax	\$30,765,079	\$37,208,410	20.94%	\$41,100,000	10.46%
Franchise/Gross Receipts	\$7,398,500	\$7,511,067	1.52%	\$7,325,000	-2.48%
Sales and Charges	\$3,113,420	\$3,203,200	2.88%	\$3,254,025	1.59%
Fines and Forfeitures	\$3,265,550	\$3,335,760	2.15%	\$3,336,760	0.03%
Other Revenue	\$9,487,666	\$9,505,360	0.19%	\$10,446,157	9.90%
Interest Income	\$200,000	\$400,000	100.00%	\$400,000	0.00%
Intergovernmental	\$1,135,434	\$1,154,133	1.65%	\$1,154,133	0.00%
Administrative Transfer In	\$4,448,442	\$4,621,533	3.89%	\$4,660,050	0.83%
TOTAL GENERAL FUND	\$88,563,707	\$98,378,736	11.08%	\$105,075,297	6.81%
WATER & SEWER FUND					
Water Revenue	\$34,945,550	\$35,313,207	1.05%	\$40,726,200	15.33%
Sewer Revenue	\$13,327,000	\$13,787,186	3.45%	\$14,000,000	1.54%
Interest Income	\$91,000	\$267,000	193.41%	\$337,000	26.22%
Sales and Charges	\$1,256,000	\$1,297,000	3.26%	\$1,297,000	0.00%
Other Revenue	\$9,847,320	\$9,843,430	-0.04%	\$10,643,430	8.13%
TOTAL WATER & SEWER FUND	\$59,466,870	\$60,507,823	1.75%	\$67,003,630	10.74%
SOLID WASTE FUND					
Single Family	\$7,100,000	\$7,200,000	1.41%	\$7,380,000	2.50%
Multi-Family	\$1,526,000	\$1,526,000	0.00%	\$1,564,150	2.50%
Commercial	\$3,836,653	\$3,875,000	1.00%	\$3,971,875	2.50%
Roll-Off Charges	\$1,511,495	\$1,600,000	5.86%	\$1,640,000	2.50%
Other Revenue	\$173,000	\$184,500	6.65%	\$179,675	-2.62%
TOTAL SOLID WASTE FUND	\$14,147,148	\$14,385,500	1.68%	\$14,735,700	2.43%
STORM WATER FUND	\$1,643,396	\$1,890,000	15.01%	\$1,890,000	0.00%
EQUIPMENT SERVICE FUND					
Rental Revenue	\$14,787,912	\$15,145,659	2.42%	\$16,221,465	7.10%
Other Revenue	\$1,144,202	\$330,452	-71.12%	\$334,500	1.22%
TOTAL EQUIP. SERVICES FUND	\$15,932,114	\$15,476,111	-2.86%	\$16,555,965	6.98%
INFO. TECHNOLOGY FUND	\$4,003,341	\$4,418,749	10.38%	\$4,911,433	11.15%
RISK MANAGEMENT FUND	\$13,379,973	\$13,330,000	-0.37%	\$13,690,150	2.70%
GOLF COURSE FUND	\$1,872,478	\$1,767,206	-5.62%	\$1,966,000	11.25%
COMMUNITY DEV. FUND	\$1,019,462	\$1,213,758	19.06%	\$1,148,102	-5.41%

BUDGET SUMMARY

ALL FUNDS 2019-20

THREE YEAR COMPARISON ADOPTED BUDGET REVENUES

	2017-18 Budget	2018-19 Budget	% Change	2019-20 Budget	% Change
CONVENTION & VISITORS FUND	\$3,300,000	\$4,020,000	21.82%	\$4,340,000	7.96%
GENERAL DEBT SERVICE FUND	\$7,166,275	\$7,018,625	-2.06%	\$13,572,333	93.38%
MISCELLANEOUS FUNDS	<u>\$456,275</u>	<u>\$482,275</u>	<u>5.70%</u>	<u>\$497,000</u>	<u>3.05%</u>
TOTAL ALL FUNDS	\$210,951,039	\$222,888,783	5.66%	245,385,610	10.09%

BUDGET SUMMARY

ALL FUNDS 2019-20

DEPARTMENTS BY FUNCTION AND FUNDING SOURCE

FUNDING SOURCE KEY

GF	GENERAL FUND
WS	WATER AND SEWER FUND
SW	SOLID WASTE FUND
ST	STORM WATER FUND
ES	EQUIPMENT SERVICE FUND
CD	COMMUNITY DEVELOPMENT FUND
IT	INFORMATION TECHNOLOGY FUND
RF	RISK MANAGEMENT FUND
GC	GOLF COURSE FUND

The breakdown on the following page makes it easier to locate the divisions' budgets in the budget book. To find a division's budget, look at the name of the fund listed across from it. Then go to the section of the book pertaining to that fund. (Some divisions are funded by more than one fund, so they appear in more than one section of the budget book.)

BUDGET SUMMARY

ALL FUNDS 2019-20

DEPARTMENTS BY FUNCTION AND FUNDING SOURCE									
Division	General Gov't	Internal Services	Finance	Public Works	Parks	Public Safety	Water/Sewer	Risk Mngt.	Comm Dev.
Building Services	GF								
City Attorney	GF								
City Council	GF								
City Secretary	GF								
Clinical Services								RF	
Community Development									CD
Equipment Replacement		ES							
Downtown Odessa	GF								
Equipment Services		ES							
Finance			GF						
Fire Department						GF			
General Liability								RF	
Golf Course					GC				
Health and Wellness								RF	
Human Resources	GF								
Information Technology		IT							
Keep Odessa Beautiful				SW					
Medical & Dental Self Insurance								RF	
Municipal Court			GF						
Judges – Municipal Court			GF						
Code Enforcement	GF			SW					CD
Non-Departmental			GF	SW			WS		
Office of the City Manager	GF								
Outside Agencies			GF						
Parks & Recreation					GF				
Planning & Development	GF								
Police Department						GF			
Public Safety Communications						GF			
Public Works-Administration				GF					
Public Works-Building Inspection				GF					
Public Works-Engineering				GF					
Public Works – GIS				GF					
Public Works-Solid Waste				SW					
Public Works-Street				GF					
Public Works-Traffic Engineering				GF					
Public Works Storm Water				ST					
Purchasing			GF						
Risk Management Administration								RF	
Utilities Administration							WS		
Utilities Billing & Collection							WS		
Utilities Derrington W/W Plant							WS		
Utilities GIS							WS		
Utilities Laboratory							WS		
Utilities Repair & Replacement							WS		
Utilities W/W Collection							WS		
Utilities Water Distribution							WS		
Utilities Water Treatment							WS		
Workers' Compensation								RF	

BUDGET SUMMARY

ALL FUNDS 2019-20

THREE YEAR COMPARISON ADOPTED BUDGET EXPENDITURES

	2017-18 Budget	2018-19 Budget	% Change	2019-20 Budget	% Change
GENERAL FUND					
City Council	\$38,820	\$38,804	-0.04%	\$47,347	22.02%
City Secretary	241,775	238,013	-1.56%	259,907	9.20%
City Attorney	1,907,530	1,979,325	3.76%	2,072,150	4.69%
City Manager	1,242,924	1,279,783	2.97%	1,393,628	8.90%
Downtown Odessa	60,000	60,000	0.00%	60,000	0.00%
Human Resources	702,870	764,413	8.76%	821,155	7.42%
Building Services	1,717,883	1,650,578	-3.92%	1,981,508	20.05%
Public Safety Communications	2,216,090	2,315,342	4.48%	2,462,755	6.37%
Planning and Development	417,306	423,215	1.42%	457,911	8.20%
Finance	1,275,094	1,285,063	0.78%	1,374,301	6.94%
Purchasing	653,014	730,054	11.80%	805,451	10.33%
Municipal Court Administration	1,144,524	1,265,843	10.60%	1,341,706	5.99%
Judges Municipal Court	528,859	540,622	2.22%	543,466	0.53%
Public Works	13,662,862	13,627,447	-0.26%	17,087,247	25.39%
Parks and Recreation	6,368,406	6,360,377	-0.13%	7,071,638	11.18%
Fire	22,780,571	23,838,771	4.65%	25,801,142	8.23%
Police	27,293,513	28,429,869	4.16%	29,732,918	4.58%
Code Enforcement	1,424,890	1,464,500	2.78%	1,578,292	7.77%
Non-Departmental	2,346,696	2,498,577	6.47%	2,478,612	-0.80%
External Agencies	219,920	224,920	2.27%	272,170	21.01%
Operating Transfers Out	438,479	438,479	0.00%	638,479	45.61%
Supplemental Expenditures	0	2,400,000	0.00%	1,149,000	-52.13%
Salary Survey Projection	0	1,800,000	N/A	0	N/A
TOTAL GENERAL FUND	\$86,682,026	\$93,653,995	8.04%	\$99,430,783	6.17%
WATER AND SEWER FUND					
Billing and Collection	\$2,563,341	\$3,039,128	18.56%	\$3,042,088	0.10%
Utilities Administration	1,197,907	1,324,150	10.54%	1,443,820	9.04%
Water Distribution	2,464,265	2,539,418	3.05%	2,516,339	-0.91%
Water Treatment	3,032,663	2,971,894	-2.00%	3,083,774	3.76%
Bob Derrington W/W Plant	3,401,561	3,724,256	9.49%	4,261,977	14.44%
Wastewater Collection	1,759,849	1,718,401	-2.36%	1,929,192	12.27%
Laboratory	1,432,937	1,420,057	-0.90%	1,516,962	6.82%
Utilities GIS	215,699	287,883	33.47%	184,547	-35.90%
Repair and Replacement	947,829	947,829	0.00%	2,947,829	211.01%
Non-Departmental	18,082,700	18,162,388	0.44%	19,321,347	6.38%
Water Purchases	17,361,119	17,361,119	0.00%	17,661,119	1.73%
Gulf Coast	250,000	250,000	0.00%	250,000	0.00%
Debt Service	6,557,000	6,561,300	0.07%	6,558,600	-0.04%
Participation in Line Extensions	200,000	200,000	0.00%	200,000	0.00%
Supplemental Expenditures	0	0	N/A	1,162,220	N/A
TOTAL WATER & SEWER FUND	\$59,466,870	\$60,507,823	1.75%	\$66,079,814	9.21%

BUDGET SUMMARY

ALL FUNDS 2019-20

THREE YEAR COMPARISON ADOPTED BUDGET EXPENDITURES

	2017-18 Budget	2018-19 Budget	% Change	2019-20 Budget	% Change
SOLID WASTE FUND					
Keep Odessa Beautiful	\$263,130	\$266,806	1.40%	\$290,377	8.83%
Solid Waste Division	11,436,196	11,404,059	-0.28%	12,480,734	9.44%
Code Enforcement	180,581	187,149	3.64%	202,443	8.17%
Non-Departmental	1,386,033	1,459,563	5.31%	1,469,644	0.69%
Supplemental Expenditures	0	0	N/A	266,500	N/A
TOTAL SOLID WASTE FUND	\$13,265,940	\$13,317,577	0.39%	\$14,709,698	10.45%
STORM WATER FUND	1,466,418	1,551,603	5.81%	1,618,697	4.32%
EQUIPMENT SERVICE FUND					
Equipment Services	\$9,032,033	\$9,150,803	1.31%	\$9,282,719	1.44%
Equipment Replacement	5,900,000	6,748,500	14.38%	4,487,602	-33.50%
Fire - Special Replacement	96,000	96,000	9.23%	96,000	0.00%
TOTAL EQUIPMENT SERVICES	\$15,028,033	\$15,995,303	6.44%	\$13,866,321	-13.31%
INFO. TECHNOLOGY FUND	\$4,000,500	\$4,043,699	1.08%	\$4,735,195	17.10%
RISK MANAGEMENT FUND	\$13,379,973	\$13,050,649	-2.46%	\$13,210,631	1.23%
GOLF COURSE FUND	\$1,800,801	\$1,760,590	-2.23%	\$1,933,109	9.80%
COMMUNITY DEV. FUND	\$1,019,462	\$1,213,758	19.06%	\$1,148,102	-5.41%
CONVENTION & VISITORS FUND	\$2,867,723	\$3,298,073	15.01%	\$3,472,599	5.29%
GENERAL DEBT SERVICE FUND	\$7,166,275	\$7,018,625	-2.06%	\$13,572,333	93.38%
MISCELLANEOUS FUNDS	\$1,051,851	\$1,050,495	-0.13%	\$1,117,141	6.34%
TOTAL ALL FUNDS	\$207,195,872	\$216,462,190	4.47%	234,894,423	8.52%

BUDGET SUMMARY

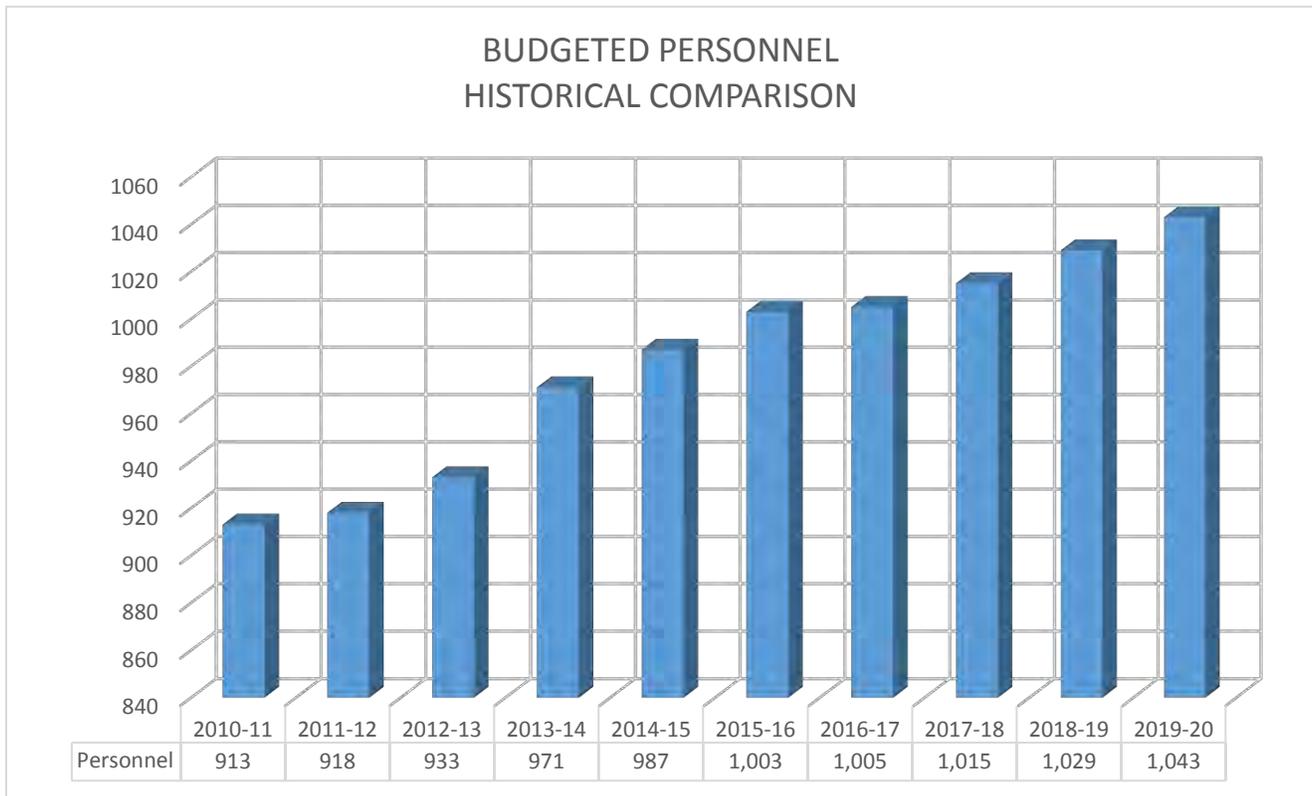
PERSONNEL

PERSONNEL HISTORY OF FULL-TIME POSITIONS BY FUNDING SOURCE

DEPARTMENT	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
City Secretary	2	2	2	2	2	2	2	2	2	2
City Attorney	10.5	10.5	11.5	13.5	13.5	14.5	14.5	15.5	15.5	16.5
City Manager	6	8	8	8	8	8	7	7	7	8
Code Enforcement	6	6	6	13.5	13.5	17.5	17.5	17.5	17.5	17.5
Human Resources	6	6	6	6	6	6	6	6	7	7.25
Building Services	13	13	13	13	13	13	13	15	15	15
Public Safety Communications	29.5	30	31	31	31	31	31	31	31	31
Planning and Development	4	4	5	5	5	5	5	5	5	5
Finance	11	11	11	11	12	13	13	13	13	13
Non-Departmental	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
Purchasing	8	8	8	8	8	8	8	8	9	9
Municipal Court	19	20	16	16	16	16	16	16	16	15
Judges Municipal Court	0	0	4	4	4	4	4	4	4	4
Information Technology	14	14	14	0	0	0	0	0	0	0
Building Inspection	0	0	0	0	20	20	20	20	21	21
Public Works	86	89	89	94	79	79	79.5	80.5	81.5	83.5
Parks and Recreation	39	40	40	42	50	50	50	54	54	57
Fire	172	171	179	183	186	186	186	187	196	203
Police	224	228	231	233	234	235	235	236	236	236
GENERAL FUND	650.5	661	661	683.5	701.5	708.5	708	718	731	744.25
Billing and Collection	33.5	33.5	33.5	32.5	32.5	33.5	33.5	33.5	34.5	34.5
Utilities	102.5	102.5	101.5	102.5	99.5	99.5	99.5	100	101	97
WATER/SEWER FUND	136	136	135	135	132	133	132.5	133.5	135.5	131.5
Bond Funds	1	1	0	0	0	0	0	3	3	3
SOLID WASTE FUND	49.5	49.5	53.5	61.5	61.5	65.5	65.5	66.5	66.5	68.5
STORM WATER FUND	7	7	7	7	7	7	9	10	10	10
GOLF COURSE FUND	9	9	9	13	13	13	13	11	11	11
EQUIP SERV FUND	26.5	25	22	26						
CDBG / HOME	9.5	8.5	7.5	6	5	4	4	5	5	5
RISK MGMT. FUND	15	14.75								
LIQUID WASTE FUND	1									
MC SECURITY FUND	2	0	1							
MC TECHNOLOGY FUND	1									
HOTEL-MOTEL TAX FUND	0	0	0	0	2	3	3	3	3	3
GRANTS (VARIOUS)	5	2	1							
INFORMATION TECH. FUND	0	0	18	19	19	20	20	20	20	22
TOTAL PERSONNEL	913	918	933	971	987	1,003	1,005	1,015	1,029	1,043

BUDGET SUMMARY

PERSONNEL



Since 2010-11, Odessa’s population has steadily grown, increasing the demand for City services. In order to meet this demand while continuing to maintain the quality of City services, it has been necessary to increase the City workforce in the past ten years.

In 2019-20, the City will fund 1,043 full-time positions; a net gain of fourteen (14) positions compared to 2018-19 numbers. Thirteen (13) positions will be added to the **General Fund** in the upcoming year: One (1) Assistant to the City Manager position was added to the City Managers division; one (1) Public Works Capital Improvements Coordinator position was added to the Public Works Administration division; six (6) Fire/EMS personnel and one (1) Fire Inspector position were added to the Fire Department; three (3) Parks personnel were added to the Parks and Recreation Department; and one (1) Senior Analyst position was added to the Geointelligence division.

The **Water and Sewer Fund** added one (1) position: a Utilities Project Coordinator position was added to the Utilities Administration division. The **Solid Waste Fund** added one (1) Solid Waste Driver and one (1) HHW Maintenance Worker. The **Information Technology Fund** added one (1) Microsoft Specialist position.

City of Odessa Comprehensive Master Plan

The following section describes the Action Plan of the City of Odessa’s Comprehensive Master Plan, including each goal, policy, the actions required, and the City department responsible for implementation. Furthermore, the City Council prioritized these goals into an order they would prefer to see them implemented. The City’s departmental performance measures indicate, with the Envision Odessa Logo (footer of this page), which of their goals will accomplish actions to fulfill the Comprehensive Master Plan objectives.

Action Plan

At the end of each section of *Envision Odessa* is a “We Envision” statement. Each of these statements is intended to serve as a goal for Comprehensive Plan implementation. Under each “We Envision” statement there are multiple policies listed. These policies explain the intent behind each of the goals and give direction as to what the community’s values are. These goals and policies are intended to be used as points of advocacy and action for our community and should be used by City staff, City leaders and residents alike. When decisions on our growth, appearance and quality of life are made, or when public expenditures are being considered, the goals and policies should serve as a guide so that the community’s vision and values are incrementally achieved.

The following Action Plan organizes each of the goals and policies by topic area. Each goal and policy area contains actions that can help start the process of achieving the identified policies. Each policy is also ranked based upon its implementation priority. At the conclusion of the Action Plan are the top priorities of the Plan. These priorities are intended to jumpstart implementation and get progress in motion.

Who is Responsible for Implementation?



	Goal	Policy	Actions	Responsible Party	
Transportation	Attractive Roadways	Incorporate More Landscaping (Xeriscape)	<ul style="list-style-type: none"> • Update Roadway Design Standards • Dedicate 10% of Roadway Projects to Aesthetic Enhancements 	• Public Works	
		Incorporate Medians in Key Areas			
		Continue Intersection Enhancements & Public Art			
	Safe Roadways	Create Major Community Gardens		<ul style="list-style-type: none"> • Public Relations Program for Trucking Violations/Employee Notification 	• Public Information Coordinator
		Enforce Truck Routes			
		Add Traffic Calming Techniques on 42nd Street			
		Reduce Speeds in Our Neighborhoods			
	Connected Roadways	Advocate for Grade-Separated Interchanges Along Loop 338	<ul style="list-style-type: none"> • Update Subdivision Ordinance • Create a Bicycle Linkage Plan 	<ul style="list-style-type: none"> • Planning and Zoning • Public Works 	
		Incorporate Sidewalks in Roadway Design			
		Include Bike Facilities Near Odessa College and UTPB Well as in the Downtown and Southside Neighborhoods			
		Require Street Connections Between Subdivisions			
	Context Sensitive Roadways	Continue Transit Partnership and Make Transit More Effective	<ul style="list-style-type: none"> • Create Roadway Design Standards for the Urban Village Areas • Develop "Right-Sized Streets" Policies and Guidelines • Create a Context Sensitive Solution Policy 	• Public Works	
		Design our Roadways with Collaboration			
Design Roadways with Land Use Context in Mind					
Use our Roadways to Create Places					
		Right-Size Streets When Excess Capacity Exists			

	Goal	Policy	Actions	Responsible Party
Land Use	Vibrant New Neighborhoods	Create Attractive and Resilient Neighborhoods	<ul style="list-style-type: none"> • Create a Housing Menu of Amenity/Design Options for Developers • Incorporate Average Lot Sizes into Zoning Districts • Create a Landscaping Committee to Evaluate Landscaping Options 	<ul style="list-style-type: none"> • Community Development • Planning and Zoning
		Incorporate Parks, Open Space, Trails and Recreational Options into New Neighborhoods		
		Provide a Diverse Range of Housing Products		
		Encourage Landscaping and Exterior Upkeep		
	Reinvigorated Neighborhoods	Encourage Infill Residential Development	<ul style="list-style-type: none"> • Develop an Infill Housing Incentive Program • Create a Prototype Housing Program using TND Standards • Update Manufactured Home Standards and Regulations • Launch a Code Compliance Campaign every 4 Months 	<ul style="list-style-type: none"> • Community Development • Planning and Zoning • Public Information Coordinator
		Utilize Traditional Neighborhood Design (TND) for Redevelopment		
		Incentivize Residential Development in Mixed-Use, Downtown and Southside Areas		
		Encourage the Use of Modular/Pre-Fabricated Homes in Core Neighborhoods		
	Mixed-Use, Connected Centers	Create Code Enforcement Campaigns for Maintenance and Upkeep	<ul style="list-style-type: none"> • Create a List of Redevelopment Incentives for Urban Village Areas • Create Redevelopment Incentive with Odessa Development Corporation Partnership <ul style="list-style-type: none"> • Acquire Key Redevelopment Sites for Development Partnerships and Incentives • Perform Streetscape Enhancements in Urban Village Areas 	<ul style="list-style-type: none"> • Community Development • Public Works
		Encourage Mixed-Use Developments in Odessa		
		Facilitate a Mixed-Use Neighborhood Center for the Southside Community		
		Facilitate a Mixed-Use Neighborhood Center for the Westside Community		
		Develop a Regional Mixed-Use Commercial Center at Interstate 20 and Loop 338 to Leverage Interstate 20 Traffic		
	Revitalized Corridors	Follow Urban Design Protocol in Regards to Building Design, Setbacks, Sidewalks and Parking	<ul style="list-style-type: none"> • Create an Incentive Program for Façade Improvement and Retail Rehabilitation • Identify 3 Obsolete Retail Sites for Transition to Multifamily 	<ul style="list-style-type: none"> • Community Development
		Create a Retail Landscaping Program		
		Create a Façade Improvement Program		
		Create a Retail Rehabilitation Program		

	Goal	Policy	Actions	Responsible Party
	Strategic Investments by our City	Focus Incentives in Urban Village Areas	<ul style="list-style-type: none"> Participate in a Public/Private Partnership within One of the Urban Village Areas Create a Marketing Campaign for Incentives Being Offered 	<ul style="list-style-type: none"> Public Information Coordinator Community Development
		Participate in Public Private Partnerships for Redevelopment		
		Create and Promote Housing Infill Incentives		
		Advertise and Market Odessa's Programs		

	Goal	Policy	Actions	Responsible Party
Housing	Reinvestment in Core Neighborhoods	Protect Neighborhoods with Code Enforcement	<ul style="list-style-type: none"> Create a Code Enforcement Campaign that Targets One Issue Quarterly Facilitate Two Community Assistance Days Annually Create an Incentive Program for Exterior Maintenance Facilitate the Creation of Neighborhood Groups Create a Public-Private Partnership in the Southside Urban Village 	Community Development
		Facilitate Organizational Involvement		
		Provide Incentives for Property Maintenance		
		Facilitate and Organize Neighborhood Empowerment		
		Take an Active Role in Reinvigorating Our Neighborhoods		
	A Diverse Range of Housing	Make Odessa a Life-Cycle Community	<ul style="list-style-type: none"> Ensure Zoning Ordinance Permits a Variety of Housing Types Support Local Organizations that Provide Homeless Assistance 	Community Development Planning and Zoning
		Create Mixed-Income Housing Projects		
		Coordinate with Local Groups for Homeless Accommodations		
	Workforce and Affordable Housing	Create Affordable Housing through Private Initiatives	<ul style="list-style-type: none"> Make Public Funding Contingent Upon Affordable Unit Provisions Approach Energy Companies for Housing Partnerships and Donations Create a United Partnership to Secure Funding Allocations 	Community Development
		Coordinate our Resources to Secure Funding		
		Include Energy Companies as Housing Partners		
		Collectively Advocate for Odessa's Housing Issues		

	Goal	Policy	Actions	Responsible Party
Downtown Odessa	Vibrant Downtown	Create a Downtown Financing District	<ul style="list-style-type: none"> Define and Establish a Tax Increment Financing District in Downtown Odessa Participate in a Public/Private Partnership for a Downtown Catalyst Project Create Special Use Permit for Temporary and Transitional Uses that Create Activity Identify Funding and Partnerships for an Active Downtown Park 	<ul style="list-style-type: none"> Community Development Planning and Zoning
		Build a Catalyst Downtown Project		
		Encourage Temporary and Transitional Uses		
		Build an Active Downtown Park		
		Encourage Block Parties and Street Festivals		
		Rehabilitate Abandoned Buildings and Eyesores		
	Livable Downtown	Provide a Range of New Housing Products Downtown	<ul style="list-style-type: none"> Participate in a Catalyst Mixed-Income Residential Project Develop Specific Downtown Design Standards Create Two Bicycle Corridors through Downtown Assist Prospective Redevelopers with Asbestos Remediation Grant Applications 	<ul style="list-style-type: none"> Community Development Planning and Zoning Public Works
		Encourage the Conversion of Vacant Structures into Residential Uses		
		Create Mixed-Income Residential Communities		
		Make Downtown Walkable and Bike-Friendly		
		Create a Downtown Design Guidebook		
	Workable Downtown	Encourage Startup Companies and Collaborative Workspaces	<ul style="list-style-type: none"> Partner with Odessa Development Corporation to Create Collaborative Workspace for Startups Facilitate a Weekly Food Truck Event with Downtown Odessa, Inc. Consolidate Downtown into a Single Police Beat Create an Incentive for Asbestos Remediation 	<ul style="list-style-type: none"> Community Development Planning and Zoning Police
		Coordinate Employment Objectives with Downtown Odessa, Inc. and Odessa Development Corporation		
Reduce Barriers for Additional Downtown Eateries				
Ensure the Safety of Downtown Workers, Visitors, and Residents				

	Goal	Policy	Actions	Responsible Party
Livability	Attractive Commercial Centers	Increase Building Development Standards	<ul style="list-style-type: none"> • Update Zoning Ordinance • Create a Landscape Ordinance • Create a Sign Ordinance • Establish an Official Development Review Process 	• Planning and Zoning
		Enhance our Image by Requiring Landscaping Standards		
		Reduce Visual Clutter on our Corridors Through Enhanced Signage Standards		
		Ensure that our Development Procedures Are Customer Friendly and are Consistently Applied		
	Resilient Neighborhoods	Develop Quality New Neighborhoods that Maintain Their Long-Term Value	<ul style="list-style-type: none"> • Create a Neighborhood Design Menu for Developers to Choose Desired Neighborhood Amenities • Develop a Park Dedication Ordinance • Create a Yard Replacement Program for Xeriscape Landscaping • Create a Committee to Define Landscape Requirements in New Construction 	<ul style="list-style-type: none"> • Community Development • Planning and Zoning
		Incorporate Neighborhood Amenities to Encourage Investment and Reinvestment		
		Implement Park Priorities for Quality of Life Enhancement		
		Ensure that our Neighborhoods Maintain their Curb Appeal		
	Attractive Community	Incorporate Roadway Aesthetics as a Component of all Roadway Projects	<ul style="list-style-type: none"> • Dedicate 10% of Roadway Rehabilitation Projects and 5% of New Roadway Projects to Aesthetic Enhancements • Coordinate Enhancements with the OCA Arts Master Plan • Create Oil and Gas Screening Standards in Conformance with State Law • Enhance the Interstate 20 at Grant Street Gateway 	<ul style="list-style-type: none"> • Public Works • Planning and Zoning • Community Development
		Incorporate Public Art in Visible Areas		
		Ensure that Oil and Gas Drilling Facilities Are Properly Screened		
		Provide Gateways in Key Areas to Invite Visitors into Odessa		

Action Priorities

The Odessa City Council convened in a planning workshop in June 2016 to prioritize and consider the Envision Odessa actions and recommendations. In keeping with the format of the plan, the Council prioritized the recommendations by chapter. In many cases the prioritization reflects a range of topics with varying timeframes. This is good because it gives City staff leverage and direction to pursue a variety of strategies depending on available time and resources. It should be noted that in some cases the rankings resulted in a tie.

Transportation

The transportation priorities represent a mixture of long and short-term actions as well as a sampling of different transportation topics. For example, the top two priorities pertain to enforcement of existing regulations while the remaining top five address roadway capacity and efficiency, partnerships, and aesthetics.

Ranking	Transportation Priorities
1	Enforce Truck Routes
2	Reduce Speeds in our neighborhood
3	Right-Size Streets When Excess Capacity Exists
4	Continue Transit Partnership and Make Transit More Effective
5	Incorporate More Landscaping
6	Add Traffic Calming Techniques on 42nd Street
7	Incorporate Medians in Key Areas
8	Design our Roadways with Collaboration
9	Require Street Connections Between Subdivisions
9	Use our Roadways to Create Places
10	Advocate for Grade- separated Interchanges along Loop 338
11	Include Bike Facilities Near Odessa College and UTPB as well as Downtown and Southside Neighborhoods
12	Incorporate Sidewalks in Roadway Design
13	Continue Intersection Enhancements & Public Art
14	Create Major Community Garden
15	Design Roadways with Land Use Context in mind

Land Use

In the land use prioritization, the Council selected more than five top issues, indicating that land use is an important topic to Council. Three of the priorities address landscaping and aesthetics, two address infill, and one addresses incorporating mixed use land uses.

Ranking	Land Use Priorities
1	Create a Retail Landscape Program
2	Encourage Infill Residential Development
3	Create and Promote Housing Infill Incentives
4	Incentivize Residential Development in Mixed-use, Downtown and Southside Areas
5	Create Attractive and Resilient Neighborhoods
5	Encourage Landscape and Exterior Upkeep
6	Create code Enforcement campaigns for Maintenance and upkeep
6	Participate in Public Private Partnerships for Redevelopment
7	Encourage Mixed-Use Developments in Odessa
8	Facilitate a Mixed-Use Neighborhood Center for the Southside Community
9	Facilitate a Mixed-Use Neighborhood Center for the West-side Community
10	Follow Urban Design Protocol in Regards to Building Design, Setbacks, Sidewalks and Parking
11	Create a Façade Improvement Plan
12	Focus Incentives in Urban Village Areas
12	Advertise and Market Odessa Programs
13	Create a Retail Rehabilitation Program
14	Develop a Regional Mixed-Use Commercial Center at Interstate 20 and Loop 338 to Leverage Interstate 20 Traffic
15	Incorporate Parks, Open Space, Trails and Recreational Options into New Neighborhoods
16	Utilize Traditional Neighborhood Design for Redevelopment
17	Encourage the Use of Modular/Pre-Fabricated Homes in core neighborhoods
18	Provide a Diverse Range of Housing Products

Housing

The top five housing priorities represent a diverse mixture of issues: code enforcement, community involvement and empowerment, revitalization, and inclusion of affordable housing.

Ranking	Housing Priorities
1	Protect Neighborhoods with Code Enforcement
2	Facilitate and Organize Neighborhood Empowerment
3	Take an active Role in Reinvigorating our Neighborhoods
4	Facilitate Organizational Involvement
5	Create Affordable Housing through Private Initiatives
6	Provide Incentives for Property Maintenance
7	Coordinate our Resources to Secure Funding
8	Coordinate with local groups for Homeless Accommodations
9	Include Energy Companies as Housing Partners
10	Create Mixed-Income Housing Projects
11	Make Odessa a Life-Cycle Community
12	Collectively Advocate for Odessa's Housing Issues

Downtown Odessa

The top five Downtown priorities include economic development and partnerships, rehabilitation and aesthetics, safety, financing, and land use.

Ranking	Downtown Odessa Priorities
1	Build a Catalyst Downtown Project
2	Rehabilitate Abandoned Buildings and Eyesores
3	Ensure the Safety of Downtown Workers, Visitors and Residents
4	Create a Downtown Financing District
4	Encourage the Conversion of Vacant Structures Into Residential Uses
5	Coordinate Employment Objectives with Downtown Odessa Inc. and Odessa Development Corporation
6	Encourage Block Parties and Street Festivals
7	Provide a range of New Housing Projects Downtown
8	Reduce Barriers for Additional Downtown Eateries

Ranking	Downtown Odessa Priorities
9	Build an Active Downtown park
10	Make Downtown walkable and Bike Friendly
11	Encourage Startup Companies and Collaborative Workspaces
12	Create a Downtown Design Guidebook
13	Create Mixed-Income Residential Communities
14	Encourage Temporary and Transitional Use

Livability

The priorities for livability indicate focus on specific issues. Of the top five priorities, four pertain to branding/image, aesthetics, and perception. The outlying priority relates to customer service and consistent application of regulations by the City.

Ranking	Livability Priorities
1	Enhance our Image by Requiring Landscape Standards
2	Ensure that our Development Procedures Are Customer Friendly and are Consistently Applied
3	Ensure that our Neighborhoods Maintain Their Curb Appeal
4	Ensure that Oil and Gas Drilling Facilities Are Properly Screened
5	Provide Gateways in Key Areas to Invite Visitors into Odessa
6	Implement Park Priorities for Quality of Life Enhancement
7	Incorporate Roadway Aesthetics as a Component of all Roadway Projects
8	Incorporate Neighborhood Amenities to Encourage Investment and Reinvestment
9	Reduce Visual Clutter on our Corridors Through Enhanced Signage Standards
9	Incorporate Public Art in Visible Areas
10	Develop Quality New Neighborhoods that Maintain Their Long-Term Value
11	Increase Building Development Standards

City of Odessa

FY 2019-20

Adopted Budget

General Fund Overview

GENERAL FUND

OVERVIEW

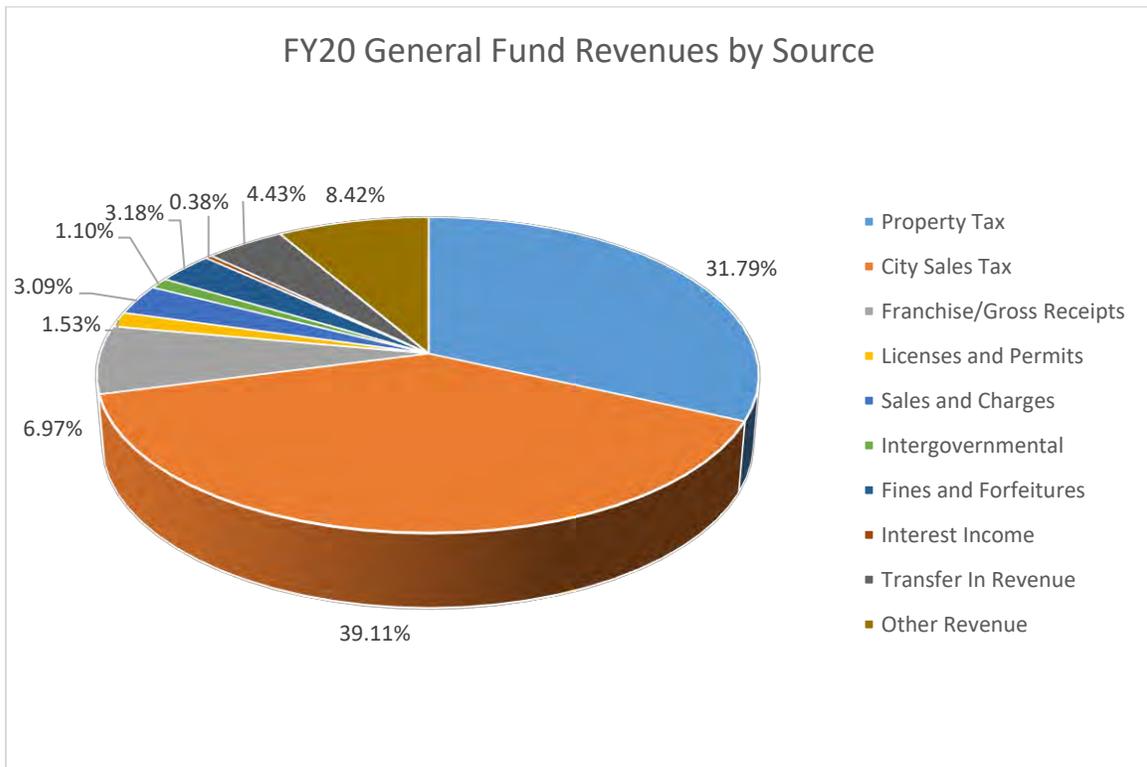
	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$48,378,438	\$67,667,564	\$67,667,564	\$70,378,650
Compensated Absences	1,143,523	1,143,523	1,143,523	1,143,523
60-Day Requirement	15,395,177	15,395,177	15,395,177	16,155,910
Budget Stabilization Account	6,414,657	6,414,657	6,414,657	6,731,629
AVAILABLE FUND BALANCE	\$25,425,081	\$44,714,207	\$44,714,207	\$46,347,588
CURRENT REVENUES				
Operating	\$109,362,512	\$110,777,534	\$92,203,070	\$98,861,113
Interest Income	828,801	762,042	400,000	400,000
Intergovernmental	1,316,691	1,262,507	1,154,133	1,154,133
Administrative Transfers In	4,448,442	4,621,533	4,621,533	4,660,051
TOTAL CURRENT REVENUES	\$115,956,446	\$117,423,616	\$98,378,736	\$105,075,297
TOTAL FINANCING SOURCES	\$141,381,527	\$162,137,823	\$143,092,943	\$151,422,885
EXPENDITURES				
Personal Services	\$59,273,389	\$60,634,218	\$61,953,457	\$66,287,285
Supplies	2,806,317	2,143,204	1,877,584	1,917,968
Services	19,050,034	19,351,488	20,432,990	21,429,762
Maintenance	4,348,583	4,260,000	4,289,042	7,473,596
Capital Outlay	701,333	624,956	237,523	262,523
Outside Agencies	231,309	224,920	224,920	272,170
Transfers Out	6,477,087	438,479	438,479	638,479
Suppl. Expend. 2019 & Prior	3,779,268	16,470,772	4,200,000	0
Budget Amend. University Recon.	0	2,900,000	0	0
Budget Amend. Golf Course R.R.	0	125,958	0	0
FY19/20 One- Time Suppl. Award	0	7,538,535	0	1,149,000
TOTAL EXPENDITURES	\$96,667,320	\$114,712,530	\$93,653,995	\$99,430,783
ENDING AVAILABLE BALANCE	\$44,714,207	\$47,425,293	\$49,438,948	\$51,992,102
Compensated Absences	1,143,523	1,143,523	1,143,523	1,143,523
60-Day Requirement	15,395,177	15,395,177	15,395,177	16,155,910
Budget Stabilization Account	6,414,657	6,414,657	6,414,657	6,731,629
ENDING FUND BALANCE	\$67,667,564	\$70,378,650	\$72,392,305	\$76,023,164

GENERAL FUND

OVERVIEW

General Fund Revenue

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Property Tax	\$29,809,456	\$32,854,286	\$31,439,273	\$33,399,171
City Sales Tax	53,592,376	54,549,874	37,208,410	41,100,000
Franchise/Gross Receipts	7,290,074	7,344,576	7,511,067	7,325,000
Licenses and Permits	1,651,197	2,061,995	1,040,600	1,605,025
Sales and Charges	4,278,832	3,447,925	3,182,000	3,244,000
Intergovernmental	1,316,691	1,262,507	1,154,133	1,154,133
Fines and Forfeitures	3,667,052	3,279,578	3,335,760	3,336,760
Interest Income	828,801	762,042	400,000	400,000
Transfer In Revenue	4,448,442	4,621,533	4,621,533	4,660,051
Other Revenue	9,073,525	7,239,300	8,485,960	8,851,157
<i>Total Revenue</i>	\$115,956,446	\$117,423,616	\$98,378,736	\$105,075,297



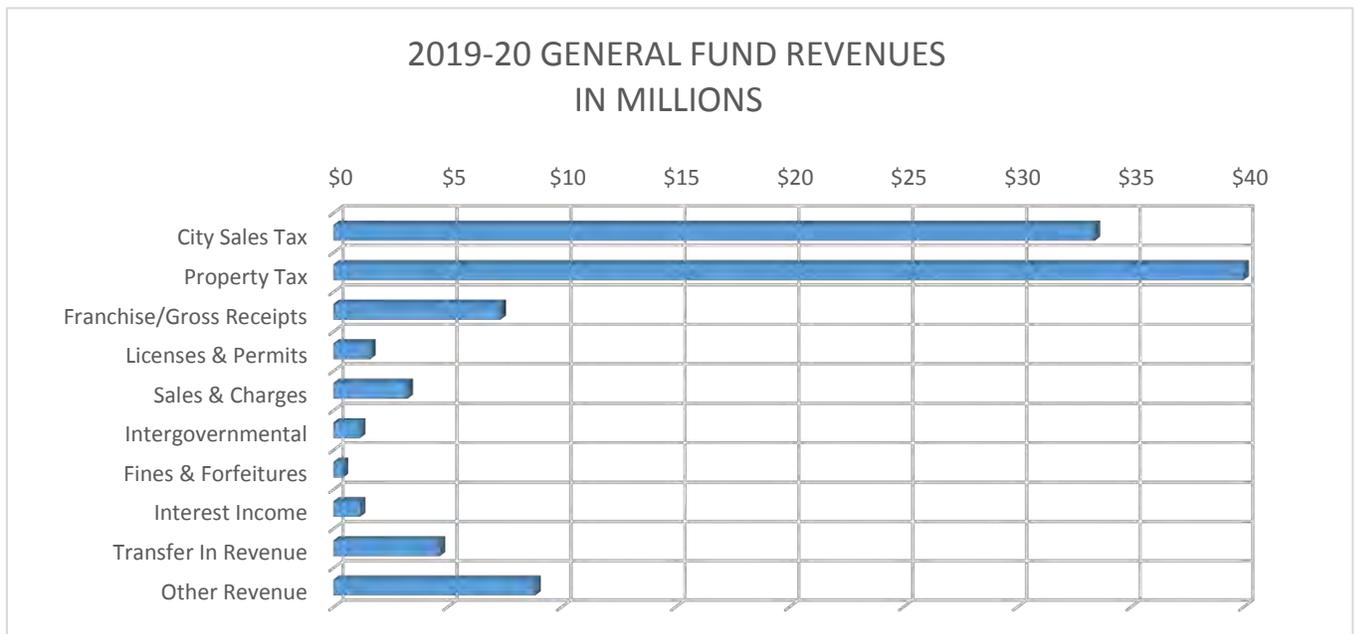
GENERAL FUND

OVERVIEW

Revenues

The 2019-20 adopted budget for General Fund reflects realistic revenue projections of \$105,075,297, based on historical information and economic trends. A comparative summary below lists major revenue sources, the amount of revenue generated, and other pertinent data. Total budgeted revenue reflects an increase of \$6,696,561, or 6.81%, compared to the previous year.

Source	2019-20 Budget		Increase/(Decrease) Over 2018-19 Budget	
	Amount	%	Amount	%
Property Tax	\$33,399,171	31.79	\$1,959,898	6.23
City Sales Tax	41,100,000	39.11	3,891,590	10.46
Franchise/Gross Receipts	7,325,000	6.97	(186,067)	-2.48
Licenses and Permits	1,605,025	1.53	564,425	54.24
Sales and Charges	3,244,000	3.09	62,000	1.95
Intergovernmental	1,154,133	1.10	0	0.00
Fines and Forfeitures	3,336,760	3.18	1,000	0.03
Interest Income	400,000	0.38	0	0.00
Transfer In Revenue	4,660,051	4.43	38,518	0.83
Other Revenue	8,851,157	8.42	365,197	4.30
TOTAL	\$105,075,297	100.00	\$6,696,561	6.81

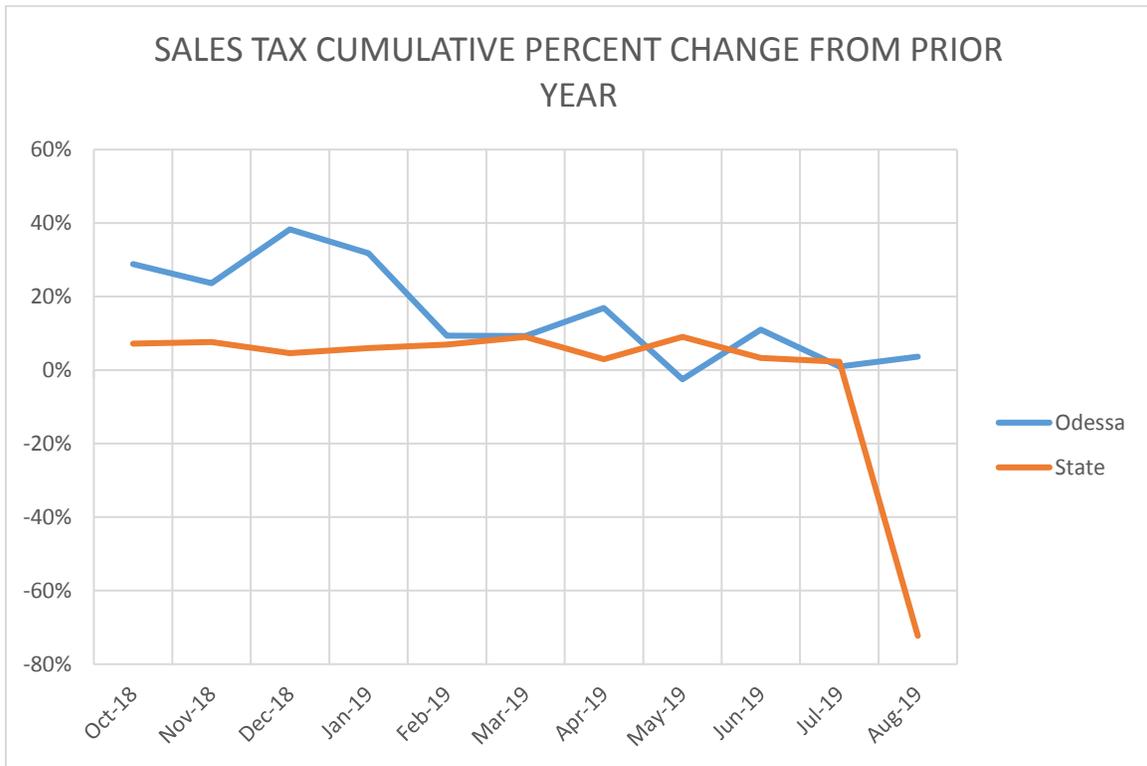


GENERAL FUND

OVERVIEW

City Sales Tax Revenue is the second largest source of General Fund revenue for the City. It accounts for 31.79% of General Fund revenue, and is projected to net \$33,399,171 in 2019-20. This represents a 6.23% increase compared to last year's sales tax revenue projection. The line graph below plots the annual percent change in monthly sales tax collections for the City of Odessa and the State of Texas. As illustrated by the graph, the annual percent change in Odessa's monthly sales tax collections ranges from -2.49% to 38.31%. The City saw significant growth in sales tax revenues during the 1st quarter of FY19. In comparison, the annual percent change in the State's monthly collections ranges from -72.27% to 9.05%. Sales tax revenue is significantly impacted by the state of the economy. The City opted to continue estimating sales tax projections in a conservative manner due to its volatility.

The sales tax rate in the City of Odessa is 8.25% of goods and services sold within the city boundaries. At the point of sale, businesses collect the tax and remit it to the State's Comptroller of Public Accounts on a monthly or quarterly basis. (Of the 8.25% tax, the City of Odessa receives 1%, the Hospital District receives 0.75%, the Odessa Development Corporation receives 0.25%, and the State retains 6.25%.) The State distributes tax proceeds to local entities within forty days following the period for which the tax is collected by the businesses.



Property Tax Revenue accounts for 39.11 % of the General Fund total revenue, and is the largest source of General Fund revenue for the City. Thus, any fluctuation in property values will have a major impact on General Fund revenues. The assessed taxable value for the roll of January 1, 2019, upon which the fiscal year 2020 levy is based, is \$10,113,172,830. Net taxable property values have increased by 22.70% compared to last year's values. This revenue is based on the assessed value of real estate, personal property and minerals within the taxing jurisdiction.

GENERAL FUND

OVERVIEW

In the 2019-20 budget, the ad valorem tax rate will remain the same as last year at \$47.6601 cents per \$100 valuation. The total property tax rate is comprised of the portion of taxes allocated to debt service (debt rate of \$0.133674) and the appropriations for the city’s operating needs (O & M rate of \$0.342927).

Taxes are due January 31st following the October 1st levy date and are considered delinquent after January 31st of each year. Based upon historical collection trends, current tax collections for 2019-20 are estimated to be 96.00% of levy and will generate \$46,271,504 in revenue, of which General Fund’s portion is \$32,699,171. The city has budgeted \$200,000 in property tax rebates for economic development purposes, while delinquent taxes and penalties are expected to generate \$900,000. Accounting for these components, the city anticipates to gain \$33,399,171 in General Fund property tax revenue. This represents an overall increase of \$1,959,898 compared to the 2018-19 budget. The growth trend for property tax revenue is expected to average 3% per year for future fiscal year projections.

Franchise/Gross Receipt Taxes are a set percentage of the gross receipts of the utility companies of gas (5%), electricity (4%), telephone (growth factor), and cable (5%). Franchise fees are assessed for the use of the City’s streets, alleys, highways, and other public ways and places as authorized by ordinance. Projections are based on historical data trends, adjusted for population and other factors known to impact this revenue. Franchise/gross receipt taxes represent 6.97% of General Fund revenue and are expected to decrease by -\$186,067 compared to the previous year’s budget.

The projection for Transfer-In Revenue is \$4,660,051, consistent with FY19 gains. Transfer-In revenues are monies that other funds pay to the General Fund in exchange for certain administrative services. An independent study is conducted each year by an outside firm to determine the cost of these administrative services. Transfer-in revenues account for 4.43% of General Fund revenue. Below is a breakdown of the inter-fund transfers.

SOURCE	2019-20 Budget	2018-19 Budget	Increase/ Decrease
Water and Sewer Fund	\$2,891,210	\$2,880,662	\$10,548
Equipment Service Fund	363,746	357,303	6,443
Risk Management Fund	497,452	480,153	17,299
Solid Waste Fund	620,136	615,909	4,227
Storm Water Fund	52,740	52,740	0
Liquid Waste Fund	2,858	2,858	0
Hotel-Motel	26,559	26,559	0
Odessa Development Corporation Fund	205,349	205,349	0
TOTAL	\$4,660,051	\$4,621,533	\$38,517

GENERAL FUND

OVERVIEW

Fines and Forfeitures Revenue is generated by police citations and represents 3.18% of all General Fund revenues. Projections indicate that this source of revenue will increase by \$1,000, or 0.03%, in 2019-20.

Sales and Charges Revenue is generated by fees that the City charges for certain services. The largest revenue item in this category consists of sales and charges for services provided for emergency medical service (EMS). EMS Revenue is projected to reach \$2.7 million in 2019-20. Overall, the entire Sales and Charges budget will increase by \$62,000, or 1.95%

Intergovernmental Revenue makes up 1.10% of the General Fund budget and is projected to remain the same as last year's numbers. The Fire Department maintains a Fire/EMS contract for first response services to a portion of the county. This contract generates the majority of the revenue in this category. Other items reimbursed under this category include expenditures for highway lighting, emergency management, and school crossing guards.

Licenses and Permits Revenue represents 1.53% of General Fund revenue and is expected to increase by \$564,425, or 54.24% in the upcoming year.

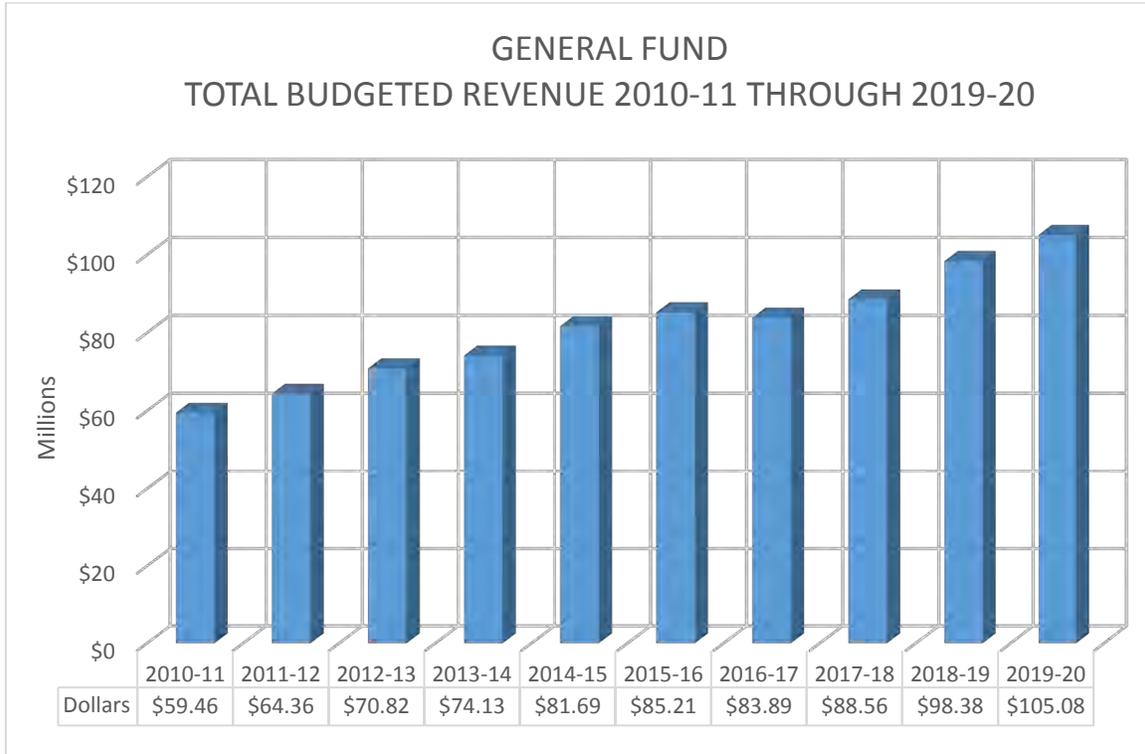
Interest Income comprises 0.38% of General Fund Revenue and is expected to generate \$400,000 in revenue; the same amount as last year.

Other Revenue includes revenue from several sources. The majority of Other Revenue is generated by Industrial District Contracts for municipal services provided by the City to districts outside the city limits. Another major source of income for this category is Payments in Lieu of Taxes (Assessment) from the Water and Sewer Fund and the Solid Waste Fund. These payments include a 5% franchise fee on gross receipts and an assessment of property similar to an ad valorem tax. Other Revenue accounts for 8.42% of General Fund revenues and is expected to increase by 4.30% compared to the 2018-19 budget.

SOURCE	2019-20 Budget	2018-19 Budget	Increase/ (Decrease)
Water/Sewer Gross Receipts	\$3,350,182	\$2,973,185	\$376,997
Water/Sewer Assessment	1,350,000	1,350,000	0
Solid Waste Gross Receipts	719,025	719,275	(250)
Solid Waste Assessment	50,000	50,000	0
Industrial Contracts In Lieu of Tax	2,600,000	2,400,000	200,000
Other Revenue	781,950	963,500	(181,550)
TOTAL	\$8,851,157	\$8,455,960	\$395,197

GENERAL FUND

OVERVIEW



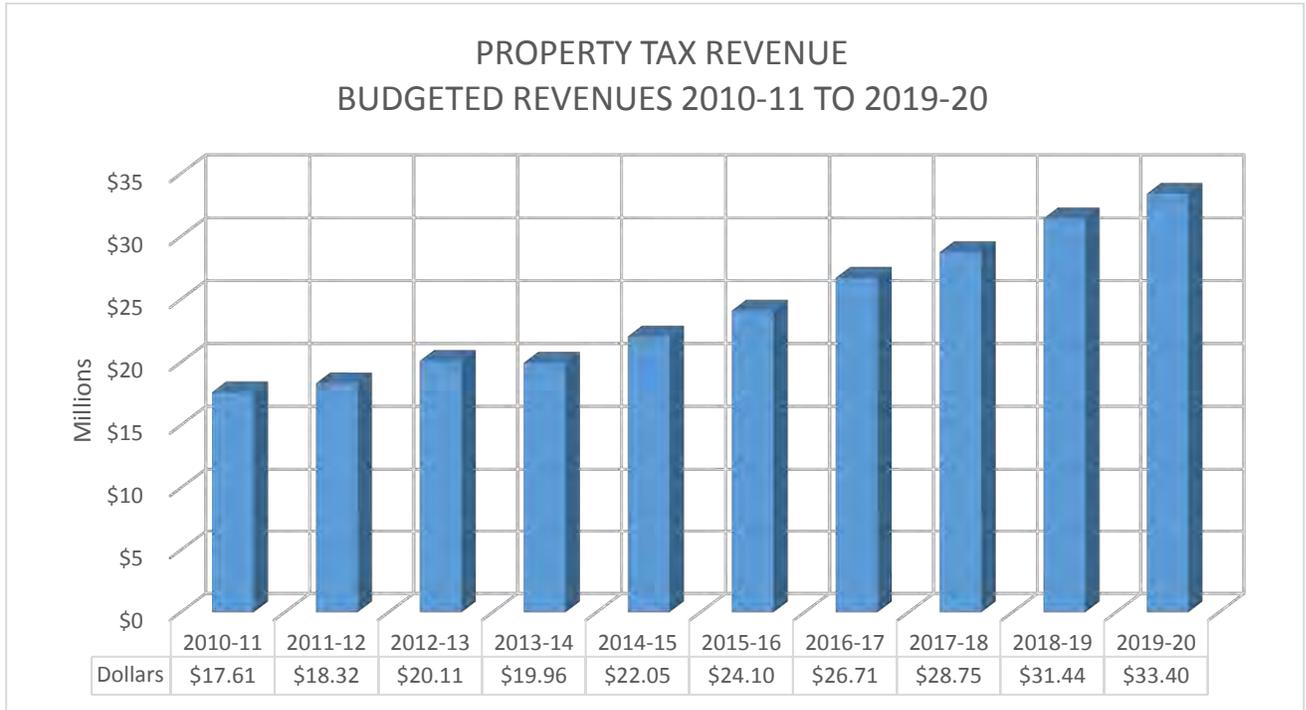
Over the past ten years, a booming oil industry has strengthened the local economy, resulting in increased property values and a higher average disposable income. These changes have had a major effect on property tax revenue and sales tax receipts, the City's two major sources of income. As a result, General Fund Revenue has realized continued growth, topping out at \$105.08 million in 2019-20. Overall, budgeted revenues reflect a \$45.62 million, or 76.72%, increase over 2010-11 revenues.

Between 2008-09 and 2010-11, oil prices dropped dramatically, bringing about a downturn in the local economy. Sales Tax revenues did not reach projected levels. As a result, the General Fund realized revenue increases of less than 1% for fiscal years 2009-10 and 2010-11.

By 2010-11, the economy had begun to recover. Over the next five years, General Fund Revenue projections increased from \$59.46 million to \$85.21 million. This growth totaled \$25.75 million, or 43.31%. Oil prices again decreased in 2014-15, resulting in a deficit of sales tax receipts during 2015-16. The following year, 2016-17, sales tax revenues saw a significant increase in the second quarter, continuing through the end of the fiscal year. Budgeted revenues for 2019-20 are projected at \$105,075,297 million, a 6.81% increase from the previous year.

GENERAL FUND

OVERVIEW



Property tax revenue is the largest source of revenue for the General Fund, and accounts for 39.11% of all General Fund revenues in 2019-20. Since 2010-11, the local economy has realized sustained growth due to the booming oil industry. The strength of the economy has had a positive impact on property values and, by extension, property tax revenues. Between 2010-11 and 2012-13, property tax revenues increased by \$2.50 million, or 14.20%.

In 2013-14, budgeted revenues decreased by \$156,145 due to the 2013 bond issue. The bond issue caused the City's debt requirement to increase, so a larger portion of the property tax revenues had to be allocated to the Debt Service Fund in order to cover the higher annual debt payment. This reduced the tax revenue allocation for General Fund operations. However, since 2013-14, property tax revenues have seen consistent growth. Values increased by \$2.05 million during 2015-16, \$2.61 million for the 2016-17 fiscal year, \$2.04 million for the 2017-18 fiscal year, and \$2.69 for the 2018-19 fiscal year.

This year's tax rate will remain the same as last fiscal year at \$0.476601 per \$100 valuation. This tax rate is anticipated to generate \$41.10 million in property tax revenues in 2019-20.

GENERAL FUND

OVERVIEW



Source: City of Odessa Finance Department

Sales tax revenue is the second largest source of income for the General Fund, accounting for 31.79% of all General Fund revenues in 2019-20.

During 2008-09, the Great Recession instigated a plunge in values of oil and gas. The West Texas rig count dropped, and the local unemployment rate soared from 3.5% to 9.9% in a 10-month period. By March of 2009, the price of oil began to trend upward, and began to stabilize by 2010. However, sales tax revenues trailed behind the previous year's receipts. As a result, revenues were projected conservatively for 2009-10 and 2010-11, at \$17.56 million and \$17.29 million, respectively.

Sales tax receipts began to recover in 2010-11 and throughout the next few years annual collections consistently exceeded projections. During this time, rising oil prices had driven up wages, created more jobs, and brought more businesses into the area. The positive changes in the economy increased the average household's disposable income. Consequently, citizens made more purchases, generating more sales tax revenue for the City.

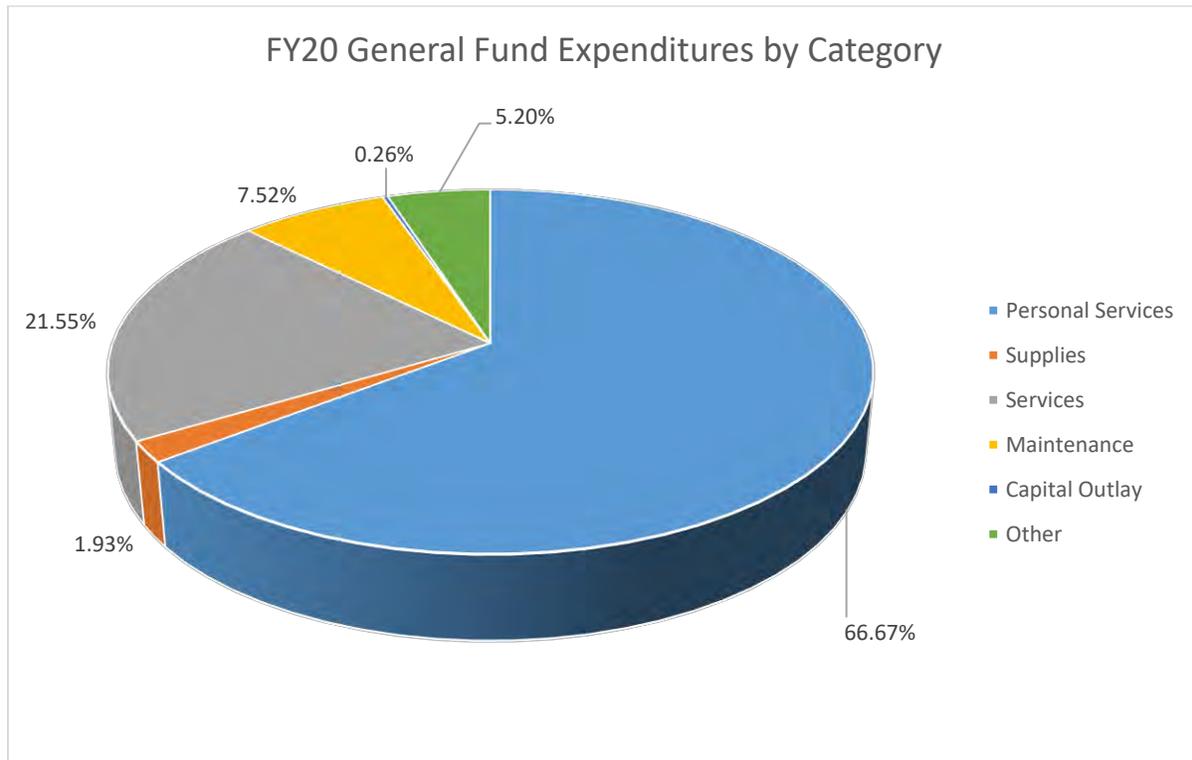
In 2015-16, the price of oil and gas once again declined. Revenues for 2015-16 did not meet estimated projections, resulting in a reduced projection for 2016-17. Due to the volatile nature of oil and gas prices, projections for 2017-18 were estimated conservatively at \$30,765,079, 2.87% above 2016-17 projections. Sales tax revenues were projected optimistically at \$37,208,410 for 2018-19, or 20.94% above 2017-18 projections. In 2019-20, due to the continued upward trend over the past two years, sales tax is projected to bring in \$41.10 million.

GENERAL FUND

OVERVIEW

Expenditures by Classification

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Personal Services	\$59,273,389	60,634,218	\$61,953,457	66,287,285
Supplies	2,806,317	2,143,204	1,877,584	1,917,968
Services	19,050,034	19,351,488	20,432,990	21,429,762
Maintenance	4,348,583	4,260,000	4,289,042	7,473,596
Capital Outlay	701,333	624,956	237,523	262,523
Subtotal	\$86,179,656	\$87,013,866	\$88,790,596	\$97,371,134
Outside Agencies	231,309	224,920	\$224,920	272,170
Operating Transfers Out	6,477,087	438,479	438,479	638,479
Suppl. Expend. 2019 & Prior	3,779,268	16,470,772	0	0
Budget Amend. University Recon.	0	2,900,000	0	0
Budget Amend. Golf Course R.R.	0	125,958	0	0
FY19/20 One-Time Suppl.	0	7,538,535	2,400,000	1,149,000
Total Expenditures and Other Uses of Funds	\$96,667,320	\$114,712,530	\$93,653,995	\$99,430,783



GENERAL FUND

OVERVIEW

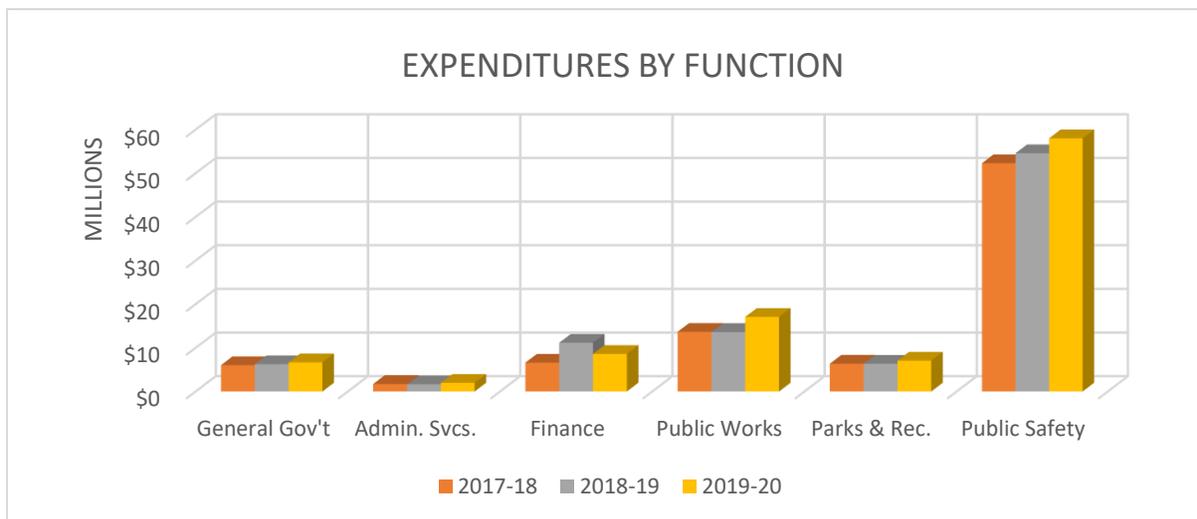
Expenditures

For the 2019-20 fiscal year, General Fund budgeted expenditures are \$99,430,783, which is an increase of \$5,776,788, or 6.17%, over the 2018-19 adopted budget. The major factors contributing to the increase include:

- The budget awarded thirteen new positions to departments in the General Fund.
- The budget provided a three percent salary increase to all full-time employees with a satisfactory performance evaluation, in addition to the step and incentive plan for sworn-personnel.
- A one-time payment was made to all full-time employees with a satisfactory performance evaluation for the 2018-19 fiscal year.
- The budget made available to departments one-time supplemental awards in the amount of \$1,149,000, in addition to \$4,467,631 in on-going supplemental requests.

As the chart below reflects, the resources allocated for General Fund operations of the new fiscal year can be broken down into six main functions of service.

Function	2019-20 Budget		Increase / Decrease From 2018-19 Budget	
	Amount	%	Amount	%
General Government	\$6,690,390	6.73	\$442,337	7.08
Administrative Services	1,981,508	1.99	330,930	20.05
Finance	8,603,185	8.65	(2,580,373)	-23.07
Public Works	17,087,247	17.19	3,459,800	25.39
Parks & Recreation	7,071,638	7.11	711,261	11.18
Public Safety	57,996,815	58.33	3,412,833	6.25
TOTAL	\$99,430,783	100.00	\$5,776,788	6.17



GENERAL FUND

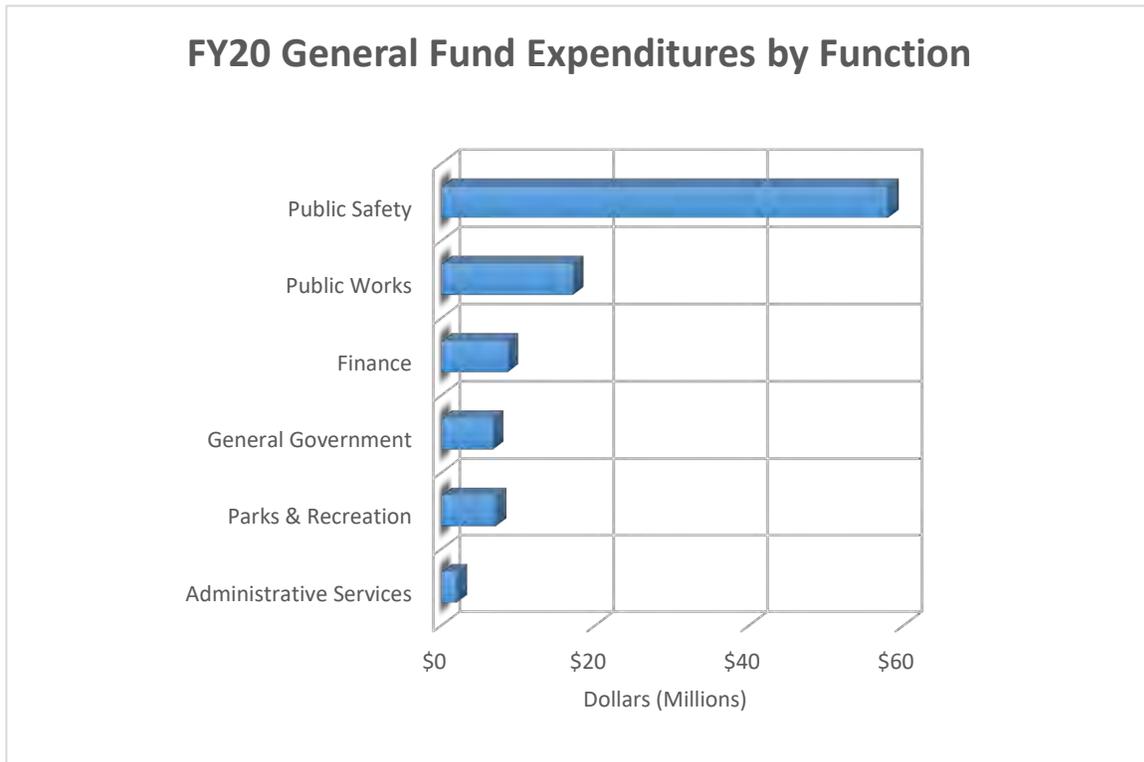
OVERVIEW

Expenditures (cont'd)

The General Fund is comprised of six functions: Public Safety, Public Works, Finance, Parks and Recreation, General Government, and Administrative Services.

The **General Government** function includes the departments of the City Council, City Secretary, City Attorney, Office of the City Manager, Human Resources, Planning and Development, and Code Enforcement. Total expenditures for this function will increase by \$442,337, or 7.08%. The other departmental budgets shifted slightly from small various requests awarded by Council or changes in internal charges. General Government funds 70 full-time positions

The **Finance** function consists of the Finance, Purchasing, Municipal Court, and Judges Municipal Court departments. This function also includes Non-Departmental, Outside Agency funding, Special Projects, and Operating Transfers-Out. As the comparative summary reflects, this function has a total budget of \$8,603,185; a decrease of \$2,580,373 compared to the previous year's funding level. This year includes \$1.15 million in supplemental expenditures. The Finance function funds 43 positions.



GENERAL FUND

OVERVIEW

Expenditures (cont'd.)

Parks and Recreation expenditures for the 2019-20 budget are expected to increase by \$711,261. There are no notable changes for FY20. The total Parks and Recreation budget of \$7,071,638 funds 57 positions.

Public Safety includes the Police, Fire, and Public Safety Communications departments. The function of Public Safety accounts for 58.33% of the total General Fund budget. The 2019-20 budget reflects an increase of \$3,412,833, or 6.25% over the previous year.

The Police Department's budget funds 236 full-time positions. The budget for FY20 increased by \$1,303,049 from the previous year, or 4.58%. The bulk of the increase comes from the 3% salary increase given to employees based upon a satisfactory performance evaluation.

The FY 2020 Fire Department's \$25,801,142 budget funds 203 positions, and represents an increase of \$1,962,371 compared to the previous year. \$555,930 can be attributed to adding seven positions to the department.

The Public Safety Communications Department runs the dispatch service for emergency calls for Police and Fire. The budget of \$2,462,755 funds 31 positions, consistent with the position count of the previous year.

The **Public Works** function includes the divisions of Public Works Administration, Engineering, Building Inspection, Traffic, Street, and Public Works GIS. Total expenditures for this function will increase by \$3,459,800, or 25.39%, compared to the 2018-19 adopted budget. This function funds 112 positions.

The **Administrative Services** function is comprised of the Building Services department in the General Fund. The total budget of \$1,981,508 is an increase of \$330,930, or 20.05%, compared to last year's budget. Administrative Services funds 15 full-time positions.

Expenditures are grouped into eight major categories within each fund. As the chart on the following page indicates, **Personal Services** accounts for the largest portion of the General Fund budget at 66.67% of the total cost of operations. The 2019-20 budget for Personal Services will fund 744.25 positions, a net increase of 13.25 positions from last year which includes 2 reclassifications from other funds. The budget includes funding for a 3% salary increase plus a one-time payment for full-time employees with a satisfactory performance evaluation, step increases, and increases in skills/incentive pay for sworn personnel who meet requirements.

GENERAL FUND

OVERVIEW

Expenditures (cont'd.)

The **Supplies** category will increase \$40,384 in the upcoming fiscal year. An increase is seen in supplies for the Parks and Recreation Department.

The **Services** category reflects a net increase of \$996,772 from last year's expenses. Increase is primarily due to an increase in Building Services charges.

The **Maintenance** function shows an increase of \$3,184,554, or 74.25%, compared to last year's budget. This is a combination of the increase costs of various costs throughout the departments.

Capital Outlay will realize an increase of \$25,000 in 2019-20. This category's budget fluctuates from year to year, depending upon the need for large-ticket items.

The **Other** category is comprised of Outside Agencies, Transfers Out, and Supplemental Requests. The total budget of \$1,149,000 reflects an increase for 2019-20 One-Time supplementals across all departments in the General Fund. The increase includes a big ticket supplemental item for Non-Departmental and Traffic expenses.

Expenditures by Category	2019-20 Budget		Increase/Decrease From 2018-19 Budget	
	Amount	%	Amount	%
Personal Services	\$66,287,285	66.67%	\$4,333,828	7.00%
Supplies	1,917,968	1.93%	40,384	2.15%
Services	21,429,762	21.55%	996,772	4.88%
Maintenance	7,473,596	7.52%	3,184,554	74.25%
Capital Outlay	262,523	0.26%	25,000	10.53%
Outside Agencies	272,170	0.27%	47,250	21.01%
Transfers Out	638,479	0.64%	200,000	45.61%
Other	1,149,000	1.16%	(1,251,000)	-52.13%
TOTAL	\$99,430,783	100.00%	\$7,576,788	8.25%

Fund Balance

During 2014-15 additional revenues were received in excess of the anticipated budget, and the audited total fund balance climbed to \$53,129,552. During the 2015-16 fiscal year, several expenses were taken from Fund Balance for the Downtown Improvement Plan and the Hotel and Convention Center Project, dropping the fund balance to \$39,851,966. The 2016-17 budget required several amendments for the further development of the downtown revitalization project, and the City purchased several dilapidated properties for economic development. However, increased revenues allowed an increase in the fund balance to \$48,378,438. The 2017-18 required the replacement of HVAC systems in three city buildings, requiring the fund balance to cover these costs. The ending fund balance of 2017-18 was \$67,667,564. The 2018-19 ending fund balance is estimated to be \$70,378,650.

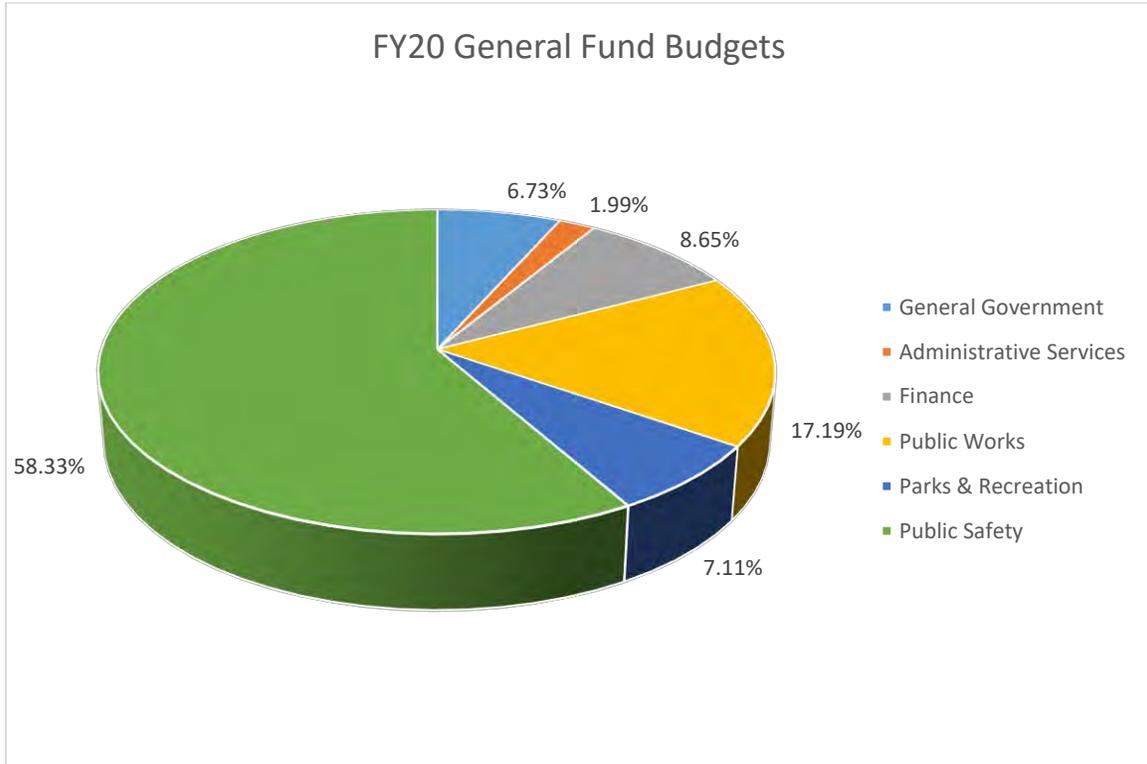
GENERAL FUND

OVERVIEW

Expenditures by Division	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
City Council	\$55,900	\$43,005	\$38,804	\$47,347
City Secretary	236,009	290,944	238,013	259,907
City Attorney	1,865,969	1,856,648	1,979,325	2,072,150
Office of the City Manager	835,306	1,089,488	1,279,783	1,393,628
Downtown Odessa	34,241	31,283	60,000	60,000
Human Resources	546,557	659,662	764,413	821,155
Planning and Development	404,942	415,754	423,215	457,911
Code Enforcement	1,294,640	1,328,551	1,464,500	1,578,292
TOTAL GENERAL GOVERNMENT	\$5,273,564	\$5,715,333	\$6,248,053	\$6,690,390
Building Services	\$1,476,738	\$1,458,968	\$1,650,578	\$1,981,508
TOTAL ADMINISTRATIVE SRVS.	\$1,476,738	\$1,458,968	\$1,650,578	\$1,981,508
Finance	\$1,130,845	\$1,300,374	\$1,285,063	\$1,374,301
Purchasing	626,061	669,585	730,054	805,451
Municipal Court	1,087,103	1,021,916	1,265,842	1,341,706
Judges Municipal Court	483,617	497,996	540,622	543,466
Non-Departmental	4,727,016	3,173,701	2,498,577	2,478,612
Outside Agencies	231,309	224,920	224,920	272,170
Operating Transfers Out	6,477,087	438,479	438,479	638,479
Supplemental Expenditures	3,779,268	27,035,265	4,200,000	1,149,000
TOTAL FINANCE	\$18,542,306	\$34,362,236	\$11,183,557	\$8,603,185
Public Works Administration	\$175,914	\$310,492	\$295,716	\$390,788
Engineering	1,472,740	1,528,869	1,692,367	1,614,302
Building Inspection	1,459,077	1,611,897	1,694,786	1,821,763
Traffic Engineering	1,647,197	1,802,412	1,780,486	1,847,176
Street	7,078,137	7,131,089	7,466,506	10,593,933
Geointelligence	614,707	690,113	697,586	819,285
TOTAL PUBLIC WORKS	\$12,447,772	\$13,074,870	\$13,627,447	\$17,087,247
Parks and Recreation	\$6,136,091	\$5,383,474	\$6,360,377	\$7,071,638
TOTAL PARKS AND RECREATION	\$6,136,091	\$5,383,474	\$6,360,377	\$7,071,638
Fire	\$23,181,689	\$23,940,909	\$23,838,771	\$25,801,142
Police	27,579,397	28,566,996	28,429,869	29,732,918
Public Safety Communications	2,029,763	2,209,745	2,315,342	2,462,755
TOTAL PUBLIC SAFETY	\$52,790,849	\$54,717,650	\$54,583,982	\$57,996,815
Total Expenditures	\$96,667,320	\$114,712,530	\$93,653,994	\$99,430,783

GENERAL FUND

OVERVIEW



SOURCE: City of Odessa Finance Department

The Public Safety function, including Fire (25.95%), Police (29.90%) and Public Safety Communications (2.48%), comprises 58.33% of the total General Fund budget for 2019-20. The next largest use of the General Fund is the Public Works function (17.19%). Sharing the remaining 24.48% of the current General Fund budget are the Finance (8.65%), Parks and Recreation (7.11%), General Government (6.73%), and Administrative Services (1.99%) functions.

GENERAL FUND

CAPITAL OUTLAY

Fund & Department/Division	Item	Item Total	Total
City Attorney	Data Processing Equipment	<u>\$1,500</u>	
	Subtotal City Attorney		\$1,500
City Manager Downtown Odessa	Data Processing Equipment	\$1,900	
	Furniture & Office Equipment	<u>\$1,000</u>	
	Subtotal City Manager		\$2,900
Human Resources	Data Processing Equipment	<u>\$1,500</u>	
	Subtotal Human Resources		\$1,500
Public Safety Communications	Furniture & Office Equipment	<u>\$8,600</u>	
	Subtotal Public Safety		\$8,600
Finance	Furniture & Office Equipment	<u>\$2,500</u>	
	Subtotal Finance		\$2,500
Public Works			
Engineering	Data Processing Equipment	\$7,200	
Building Inspection	Office Equipment	\$6,368	
	Data Processing Equipment	\$2,619	
Traffic Engineering	Traffic Infrastructure Improvements	\$24,998	
Geointelligence	Data Processing Equipment	<u>\$30,000</u>	
	Subtotal Public Works		\$71,185
Fire Department Administration	Data Processing Equipment	<u>\$3,128</u>	
	Subtotal Fire		\$3,128
Police Department Support Patrol Operations	Machinery & Equipment	\$1,451	
	Machinery & Equipment	\$56,014	
	Data Processing Equipment	\$13,745	
	Technology Replacement	<u>\$100,000</u>	
	Subtotal Police		\$171,210
<u>TOTAL CAPITAL OUTLAY – GENERAL FUND</u>			\$262,523

City of Odessa

FY 2019-20

Adopted Budget

General Fund Detail
by Department/Division

GENERAL FUND

DEPARTMENTS/DIVISIONS

City Council
City Secretary
City Attorney
Office of the City Manager
Human Resources
Building Services
Public Safety Communications
Planning and Development
Finance
Purchasing
Municipal Court
Judges Municipal Court
Building Inspection
Public Works Administration
Engineering
Traffic Engineering
Street
Public Works GIS
Parks and Recreation
Fire
Police
Code Enforcement
Non-Departmental
Outside Agencies
Downtown Odessa
Operating Transfers Out
Special Projects

CITY COUNCIL

MISSION

The City Council will provide an efficient, effective, and responsive government for the citizens of Odessa and improve the quality of life through quality service, innovations, and leadership.

SERVICES PROVIDED

- Work to improve existing services and develop policies to meet the needs of the community.
- Work in partnership with the citizens and government agencies for the best interest of the entire community.
- Engage citizen participation through appointment of serving on boards and commissions.
- Set the vision for the City's future.

FY2019 ACCOMPLISHMENTS

- Provided a State of the City Address on current projects for the citizens.
- Oversight of the Comprehensive Master Plan implementation.
- Continue the oversight of the Convention Center.
- Oversight of the Downtown Master Plan implementation.
- Established a Tax Increment Reinvestment Zone.

CONTACT INFORMATION

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City Secretary
432-335-4163
ngrimaldo@odessa-tx.us

CITY COUNCIL

GOALS & PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
To provide quality municipal and public safety services in a cost-effective manner.	Have a sound fiscal budget.	Provide cost effective and efficient City services to the citizens of Odessa.	12	12	12
To address and maintain public infrastructure and quality of life issues for the citizens of Odessa.	Inform citizens of City projects and departmental activities.	Maintain on-going programs through the Capital Improvement Program.	100%	100%	100%
To communicate with the citizens.		Provide consistent and informative communication.			
		Offer the opportunity for citizen involvement and input.			
		Encourage citizen involvement by the appointment of citizens to boards and commissions.			
To engage in participation of mutually beneficial relations with other governmental agencies.	Keep open communication and share information to other entities.	Review opportunities to consolidate like-services with other governmental entities.	100%	100%	100%



EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$3,358	\$4,131	\$3,866	\$4,409
Supplies	22,843	6,500	9,500	9,500
Services	29,699	32,374	25,438	33,438
Total Expenditures	\$55,900	\$43,005	\$38,804	\$47,347

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Mayor	1	1	1
Council Members	5	6	6
Total Personnel	6	7	7

CITY SECRETARY

MISSION

The City Secretary ensures protecting and preserving official City records, serves in accordance with federal, state and local laws, and fulfills the office with fair and efficient customer services to the citizens and the City Council.

SERVICES PROVIDED

- Maintain, preserve, and archive the official records for the City of Odessa.
- Attends and records City Council meetings.
- Provide City Council staff support.
- Prepares the City Council agenda.
- Meet legal requirements by posting and publishing legal and public notices.
- Maintains and tracks Boards and Commissions term expiration, vacancies, and new applicants then notifies City Council.
- Oversees municipal elections.
- Administers the Oath of Office.
- Oversee the Records Management Program.
- Serves as custodian of the City corporate seal.
- Coordinating the codification of City Ordinances.
- Serves as assistant secretary to the Odessa Development Corporation.

FY2019 ACCOMPLISHMENTS

- Prepared and archived City Council minutes.
- Prepared and archived Odessa Development Corporation's resolutions and minutes.
- Directed the updates of the Code of Ordinances.
- Coordinated and monitored Boards and Commissions members' terms.
- Met with City departments on Records Management for records maintenance.
- Oversaw Municipal Election.

CONTACT INFORMATION

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CITY SECRETARY

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Accurately prepare and record City Council agendas and minutes.	Ensure effective and accurate documents.	Accurately record and transcribe the minutes of City Council and other meetings within 5 days.	100%	100%	100%
Provide responsive customer service with their requests.	Keep records in an orderly filing system for easy retrieval.	Provide retrieval of information for citizens and staff within 5 days.	95%	95%	95%
Preserve, protect, and archive Ordinances, resolutions, minutes, and contracts.	Provide effective safekeeping of records and archive in Laserfiche.	Scan all ordinances & resolutions for easy retrieval. Systematically maintain all ordinances, minutes, and resolutions in the Council Minute Books. Maintain official documents in an organized manner that provides quick retrieval of accurate information and the safe archival of records.	95%	95%	95%
Administer the Records Management Program for department.	Encourage departments to dispose records according to the retention schedule.	Provide updated records retention schedules to the departments.	85%	90%	90%
Oversee municipal elections.	Ensure fair and impartial city elections.	Ensure that the municipal elections are conducted in accordance with all state and federal laws.	100%	100%	N/A

CITY SECRETARY

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$172,637	\$184,119	\$177,494	\$193,246
Supplies	17,776	15,704	5,280	4,285
Services	45,596	91,121	55,239	62,376
Total Expenditures	\$236,009	\$290,944	\$238,013	\$259,907

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
City Secretary	1	1	1
Deputy City Secretary	1	1	1
Total Personnel	2	2	2

CITY ATTORNEY

MISSION

The mission of the Legal Department of the City is to serve the City Council, City Departments, and the public by providing legal counsel, preparing contracts and other legal documents. It is also to provide legislative assistance and representation before courts and boards, with ability and in a timely, courteous and professional manner. This includes insuring the legality of City operations and protecting the legal rights of the City, reducing liability risk and assisting the City in accomplishing its goals and objectives

SERVICE PROVIDED

Under the City Code of Ordinances, the City Attorney shall be the chief legal adviser of the City of Odessa and has the entire charge of all litigation of the City, in the municipal courts and in the county, district and appellate courts of the state of Texas and in the Federal courts of the United States.

The services provided by the Legal Department are as follows:

1. Consult with and advise the Mayor and City Council on all legal matters concerning the City of Odessa, including but not limited to legislation; ordinances, liability and economic development.
2. Provide legal counsel, document preparation and representation for the City Manager, his staff and all department heads and assistant directors.
3. Provide prosecution of the violators of any City ordinance or any State or Federal statutes or regulations under the City's jurisdiction generated through the Police Department, Code Enforcement or other City officers.
4. Provide the adjudication of all school attendance issues and any necessary prosecution or judicial administration pursuant to an inter local agreement with ECISD.
5. Provide for the legal assessment of Freedom of Information request's to the Police Department and all other city departments and prepare the proper written response to either release or protect the requested information.
6. Prepare and/or review all contracts and other legal documents prior to their execution.

FY2019 ACCOMPLISHMENTS

Contracts

- Assisted Utilities in beginning new round of negotiations with ECUD to implement future growth and expansion. Advised various City departments in the negotiation of and prepared a wide variety of contracts such as professional, consultant, license, lease, water, hotel-motel funding, CDBG funding, utility, franchise, and creation of new industrial districts.

Economic Development

- Provided legal counsel and assistance to the City Council, Odessa Development Corporation Board and, the ODC Compliance Committee regarding using some economic development funds of the city of Odessa, to lead the way in a community-wide coalition to significantly address needed workforce housing. A specific incentive

CITY ATTORNEY

program supporting infrastructure costs for workforce housing projects was created and publicized resulting in the approval of a first reimbursement proposal from OHFC with others in process. Legal assisted the City Manager's Office in implementing the initial meetings of the newly created Downtown TIRZ board.

Litigation

- Resolved 6 lawsuits within the year they were received. Continued handling federal lawsuits using in-house counsel and updated litigation and claims support procedures.

Municipal Court

- Continued periodic meetings, as needed, with judges, court administrator and prosecution. Many personnel changes in Truancy/Juvenile and Prosecution have presented many new learning opportunities while maintaining performance.

Staff Advancement

- Continued implementation of updates to Legal Department electronic and paper files. Two support staff and three assistant attorneys merit based promotions were approved along with the selection of a new City Attorney through staff promotions. For the second year in a row, at least two new prosecutors have been hired and in training while maintaining or improving performance.

City Code

- Several City Code updates were completed or in progress including a comprehensive review of development regulations by several City departments including zoning, subdivision and public improvements ordinances supported by Legal.

CONTACT INFORMATION

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CITY ATTORNEY

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Increase the Legal Departments level of performance for the 2017-18 fiscal year./ (Excellence)	Provide accurate contracts, resolutions and ordinances for city business in a timely manner	Contracts Prepared – Includes the following types of contracts: Consultant, Franchise & Public Utility, General (including CDBG and Outside Agencies), Leases, Water and Economic Development	235	130	130
		Industrial District contracts renew every seven years. District 2, 3, 4 contracts expiring in 2017 were extended through 2018.	N/A	16	12
		Resolutions and Ordinances Prepared	163	128	130
	File and collect upon legal action taken by the City of Odessa	Finalized Cases: Pretrial	288	327	327
		Chapter 47 Hearings	7	5	15
		Bench Trials	Scheduled: 197 Tried: 13	Scheduled: 199 Tried: 23	Scheduled: 199 Tried: 23
		Jury Trials	Scheduled: 861 Tried: 15	Scheduled: 720 Tried: 11	Scheduled: 720 Tried: 11

CITY ATTORNEY

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,684,366	\$1,514,814	\$1,824,038	\$1,901,020
Supplies	38,828	49,576	30,170	30,170
Services	133,296	176,289	121,517	137,360
Maintenance	9,479	60,692	2,100	2,100
Capital Outlay	0	55,277	1,500	1,500
Total Expenditures	\$1,865,969	\$1,856,648	\$1,979,325	\$2,072,150

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
City Attorney	1	1	1
Senior Assistant Attorney	4	3	3
Assistant City Attorney	2	3	3
Juvenile Case Manager	1	1	1
Juvenile Case Assistant *	1	1	1
Legal Assistant **	2	3	3
Legal Assistant – Criminal	1	1	1
Legal Secretary	1	1	1
Executive Legal Secretary	1	1	1
Administrative Legal Secretary – Civil	1	1	1
Administrative Legal Secretary – Criminal	1	1	1
Total Personnel	16	17	17
Funding Sources:			
General Fund	14.5	15.5	15.5
School Attendance Court Grant*	1	1	1
Water and Sewer **	0.5	0.5	0.5
Total Personnel	16	17	17

CITY MANAGER

MISSION

On behalf of City Council directives and policies, the Office of the City Manager administers City affairs to provide for all basic municipal services within set financial guidelines, advising the City Council on the financial condition, administrative activities and internal and external needs of the City, including plans for the City's future development, while acting as a liaison between the governing body, municipal employees, and the public.

SERVICE PROVIDED

- Overall city-wide assistance and direction
- Work Closely with Manager and city council
- Work closely with community leaders and organizations
- Work closely with residents
- Direct Supervision of all city departments

FY2019 ACCOMPLISHMENTS

- Construction continued on the new Downtown Hotel and Convention Center, completed shortly after year's end.
- Sales tax revenue has continued the upward trend of the past 2 years.
- City Management continued to observe a more stabilized economy and budgeted accordingly.
- Property tax rate remained the same for the upcoming year.
- Issued 2019 Certificates of Obligation to provide for 2 fire stations, an animal shelter, park renovations, other building improvements, and street and drainage improvements.

CONTACT INFORMATION

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Cindy Muncy – Interim Assistant City Manager/Administrative Services

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CITY MANAGER

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Provide leadership to the organization based on the City's core values of organization, direction, support excellence, service, & attitude / (Direction)	Maximize accountability and work productivity	Continue School Attendance Court – ECISD	100%	100%	100%
		TCAP Membership – Co-op Electrical Purchases.	100%	100%	100%
		Continuation of step increases, incentive pays for qualifying employees.	100%	100%	100%
		Partner with schools/colleges to promote careers in public service.	95%	100%	100%
Ensure that the goals and objectives of City departments fulfill City Council directives. 	Move City in direction prescribed by CC	Support development of South JBS Parkway.	100%	100%	100%
		Continue to provide enhanced IVR system 24/7 for water, sewer, and trash customer payment arrangements.	100%	100%	100%
		Normal Equipment Replacement (\$)	\$8,588,714	\$8,009,500	\$5,900,000
Provide leadership and coordinate the City's role in local, regional, state, and federal intergovernmental issues. (Direction) 	Help obtain city goals through partnership	Oversee operation of storm water management program.	100%	100%	100%
		Neighborhood "Sweeps" Cleanup Campaign (Tons)	803	843	900
		Maintain status as Tree City USA.	100%	100%	100%
		Guide Parks Master Plan priorities	100%	100%	100%
Provide leadership and communicate with citizens and the news media on city-wide issues	Constantly inform residents transparency	Continue Citizens on Patrol.	100%	100%	100%
		Support Cop Logic online reporting for citizens.	100%	100%	100%
		Continue advertising PD safe zones.	100%	100%	100%

CITY MANAGER

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$673,140	\$845,396	\$1,077,908	\$1,180,200
Supplies	50,067	97,720	55,568	55,568
Services	111,601	144,094	142,657	154,210
Maintenance	498	308	1,750	1,750
Capital Outlay	0	1,971	1,900	1,900
Total Expenditures	\$835,306	\$1,089,488	\$1,279,783	\$1,393,628

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
City Manager	1	1	1
Assistant City Manager/ Administrative Services	1	1	1
Assistant City Manager/ Community Services	1	1	1
Assistant to the City Manager	0	0	1
Internal Auditor	1	1	1
Public Information Coordinator	1	1	1
Multi Media Specialist	1	1	1
Financial Reporting Accountant *	1	1	1
Executive Assistant to the City Manager	1	1	1
Total Personnel	8	8	9
Funding Sources:			
General Fund	7.5	7.5	8.5
Water and Sewer Fund *	0.5	0.5	0.5
Total Personnel	8	8	9

DOWNTOWN ODESSA

MISSION

The primary objective of Downtown Odessa, Inc. is to develop and revitalize Downtown Odessa through sustainable economic development strategies and ongoing event production in downtown.

SERVICES PROVIDED

- Retain and recruit new businesses to Downtown Odessa. (Service/Economic Development)
- Eliminate slum and blight through nonprofit fundraisers, beautification grants and economic development strategies. (Service/Economic Development)
- Provide more events in Downtown Odessa to accomplish a holistic approach to revitalization, making Downtown an attraction. (Service/Community Events & Quality of Life)
- Create development opportunities and grant programs/incentives for developers (retail and residential) to build in Downtown. (Service/Economic Development)

FY2019 ACCOMPLISHMENTS

Downtown Odessa saw a wide array of successes and notable accomplishments in the 2018-19 fiscal year. The most notable are listed below.

- Hosted the 5th annual State of Downtown Odessa address and sold out as we have in previous years. This year we added a keynote speaker who stayed and offered an additional workshop the following day.
- Hosted the 26th annual Hot Summer Nights: 9 nights of free outdoor music for the community. This year Odessa College was our title sponsor and created a new and revived energy for this family friendly free event.
- Continued to facilitate the Downtown Façade and Infrastructure Improvement Program as an incentive to help revitalize business infrastructure in Downtown Odessa, in partnership with the City of Odessa and the Odessa Development Corporation. To date; 9 façade grants have been approved, 7 infrastructure grants have been approved, and there are 2 façade and 2 infrastructure grants awaiting approval.
- An estimate of 10 new businesses opened in Downtown Odessa.

CONTACT INFORMATION

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DOWNTOWN ODESSA

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Retain and recruit new businesses to Downtown Odessa.	Bring new retail and restaurant/entertainment options into Downtown Odessa through daily recruitment activities, utilizing Retail Coach as a recruitment resource, and the SBDC as a small business resource	Attract 5 new businesses or more to downtown	8	10	10
Eliminate slum & blight through nonprofit fundraisers, beautification grants and economic development strategies.	Fundraise through Downtown Odessa, Inc. events and campaigns and other grants to develop and execute beautification projects in Downtown Odessa. Create incentive for façade improvements and retail rehabilitation	Eliminate slum and blight in downtown by creating an identity in Downtown Odessa through an urban planner.	100%	100%	100%
		See the completion of façade and infrastructure enhancements and construction of new buildings and or businesses	8	10	10
Provide more events in Downtown Odessa to accomplish a holistic approach to revitalization, making Downtown an attraction.	Continue to grow and expand current events in Downtown Odessa and look to create new events in the area through partnerships with other entities to create a vibrant gathering place for both locals and visitors.	Create at least one new event and one new fundraising event per year and expand upon current events.	2	5	5
Create development opportunities and grant programs/ incentives for developers (retail and residential) to build in Downtown.	Communicate with local business owners and investors to encourage façade and infrastructure upgrades through the use of grants and incentives as well as create relationships with large development companies who have experience with large scale development that includes restaurant, retail, entertainment, residential living and multiuse development	Catalyst Downtown project percent complete	75%	100%	100%
		Create and maintain a relationships with developers	1	3	5

DOWNTOWN ODESSA

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$0	\$0	\$0	\$0
Supplies	3,107	6,908	2,296	2,500
Services	31,134	23,393	55,704	56,500
Capital Outlay	0	983	2,000	1,000
Total Expenditures	\$34,241	\$31,283	\$60,000	\$60,000

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Downtown Odessa Director	1	1	1
Downtown Odessa Events Coordinator	1	1	1
Downtown Odessa Executive Assistant	1	1	1
Total Personnel	3	3	3
Funding Sources:			
Hotel-Motel Tax Fund	3	3	3
Total Personnel	3	3	3

HUMAN RESOURCES

MISSION

The Human Resources department is dedicated to partnering with the City of Odessa organization to maximize the potential of our greatest asset – our employees. We are focused on delivering professional customer service and are committed to the recruitment, development, and retention our city workforce, while providing equitable administration of policies and procedures thus fostering a work environment conducive to employee accountability and success.

VALUES

Human Resources operates with the guiding principles of “**HEART**”

H (Honesty); **E** (Excellence); **A** (Accountability); **R** (Respect) and **T** (Teamwork)

SERVICES PROVIDED

- Recruitment – Human Resources works collaboratively with other City departments to recruit outstanding individuals, who have the potential/ability to bring much to our organizational family.
- Retention – Human Resources is cognizant of the municipal compensation “market” and initiates developmental and compliance programming opportunities in an effort to maintain its competitiveness and provide professional and personal growth opportunities for employees.
- Risk Aversion – Human Resources works collaboratively with other City departments to encourage and value diversity in our workforce, develop training opportunities in an effort to ensure compliance with statutes, laws, ordinances, policies, etc. and safeguard non-discrimination efforts and equal opportunities in all aspects of employment.

FY2019 ACCOMPLISHMENTS

- Volunteer Recognition
- Annual Employee Service Banquet
- Continue to revise position descriptions
- Departmental Training
- Work Toward Staff HR Certifications
- EEOC 4 Report Completion
- Revamped HR programs (Quality Service Awards, New Employee Orientation, Employee of the Year)
- City wide Salary Survey
- City wide Anti-Harassment Training
- Established Banquet Committee
- Exit Interview
- Established Onboarding Program
- Personnel Action Forms (Munis)
- Tracking of Certifications/Licenses

CONTACT INFORMATION

Darrell Wells, Interim Director
Human Resources
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HUMAN RESOURCES

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Assist in making the City of Odessa a premier employer in the Permian Basin	Recruit & hire quality employees.	Jobs posted within 48 hours of receiving a completed Requisition	97%	98%	100%
		Properly assess & assign all post-conditional offers of employment examinations	90%	95%	100%
	Remain abreast of current compensation and classification trends and information.	Participate & complete salary surveys within the requisite time.	95%	95%	100%
	Decrease the percentage of employees leaving City employment for non-monetary reasons.	Exit interviews that do <u>not</u> indicate employee relations or a lack of training opportunities as a primary reason for leaving.	40%	80%	85%
Valuing, Encouraging and Supporting a Diverse Workforce.	Remain abreast of employee/supervisor relations	Investigate complaints and report conclusions within 30 days of receipt	60%	85%	100%
		Provide minimum of 3 supervisory training opportunities per year.	N/A	80%	100%
	Properly Administer City Benefits	Upon notification, communicate FML rights and responsibilities within 48 hours.	40%	85%	100%
		Upon notification, disseminate ADA/A paperwork within 48 hours.	N/A	100%	100%
		Upon request, complete TMRS retirement paperwork within 15 days.	99%	100%	100%
	Ensure Regulatory Compliance	Respond to Inquiries and Requests for Information is made within 72 hours of receipt in HR	90%	90%	100%
		Respond to and complete EEO-4 when requested	100%	100%	100%
		Once received, respond to employee inquiries (VOE, Reference checks, DOT, etc. within 3 days	90%	85%	100%
	Creating an Environment conducive to Employee Development and Success.	Develop program(s) to better acclimate new employees.	% of new employees who are more comfortable about their decision to work at the City of Odessa	N/A	50%
Professional development for HR staff members		HR employees attend minimum of two training opportunities per year.	100%	90%	100%
		HR employees read and present a minimum of one job specific topic per year.	N/A	50%	90%
Develop-and launch various Citywide training initiatives.		Employees who, after actively participating in and completing HR developed/sponsored training, are better able to perform their assigned responsibilities	10%	75%	80%

HUMAN RESOURCES

GOALS AND PERFORMANCE MEASURES (CONT.)

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Creating and Enhancing Strategic Partnerships.	Develop/Maintain various relationships/ partnerships.	Participate, as needed, with area school and college programming (Skills/Training)	70%	80%	90%
		Participate/network, as needed, with area public sector employers (Collaborate/ not "reinventing the wheel")	N/A	80%	80%
		Work with other departments, as needed regarding specific areas of need	80%	90%	100%
Enhancing Services through Technology.	Continuously update HR processes (Hiring, Training, records retention, etc.).	-Classification/ Reclassification Requests, once all materials are in, are Processed Within 28 Days	99%	100%	100%
		Open records requests, once received, and are completed within 10 working days.	100%	100%	100%
		Upon receipt, make changes to employee personal information within 24 hours.	100%	100%	100%

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$381,740	\$454,560	\$570,167	\$596,800
Supplies	7,730	15,000	13,200	11,950
Services	149,225	185,330	165,143	195,852
Maintenance	7,862	4,773	13,903	15,053
Capital Outlay	0	0	2,000	1,500
Total Expenditures	\$546,557	\$659,662	\$764,413	\$821,155

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Human Resources	1	1	1
Sr. Human Resources Generalist	1	2	1
Human Resources Generalist	2	2	3
Human Resources Assistant	1	2	2
Human Resource Clerk	1	0	0
Total Personnel	6	7	7

BUILDING SERVICES

MISSION

Maintain and operate all City owned and operated buildings in a cost efficient, safe and comfortable manner.

SERVICES PROVIDED

HVAC, electrical, plumbing. Carpentry work, AC filter replacement, graffiti removal, furniture moving, repair minor leaks, open and close buildings.

FY2019 ACCOMPLISHMENTS

Completed Projects:

- Installed new AC units at Sherwood and Salinas Community Centers.
- Replaced chiller at Municipal Plaza and City Hall.
- Replaced roofs at:
 - Woodson Community Center
 - Stator Community Center
 - Sherwood Community Center
 - 42nd Street offices (Parks/Solid Waste/Utilities – 1100 W. 42nd St)
 - Fire Station #3
 - Fire Station #5
 - Fire Station #6
 - Environmental Lab
- Remodeled Environmental Lab to add offices.
- Converted halogen, high pressure sodium lights to cost saving LED, at various City facilities.
- Remodeled Building Services offices and moved electrical.
- Replaced gas line at Environmental Lab.
- Installed new RO systems at:
 - Building Services office
 - Central Fire Station
 - Fire Station #2
 - Fire Station #3
 - Fire Station #5

CONTACT INFORMATION

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BUILDING SERVICES

GOALS AND PERFORMANCES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Improving City Building appearance and operations.	Remove graffiti and cover paint to return facilities to their original texture./(Service)	Clean and paint out 2,000 square feet of graffiti each month. Clean, paint out graffiti on all major thoroughfares. Percentage of citizen survey responses indicating that neighborhood problems (including graffiti) are “not at all a problem” or “only a small problem” in the community.	90%	90%	90%
	Provide training & cross-training to further employees’ growth and development./(Excellence)	Cross-train 100% of employees each year in multiple skills: carpenter-painter, plumber-HVAC technician, electrician-carpenter.	85%	85%	90%
	Remodel certain rooms in City-owned buildings as requested./(Service)	Remodeled public restrooms at Municipal Plaza, OPD Briefing to Patrol, OPD Records and Criminalistics, 5th floor Municipal Plaza IT offices, Equipment Services office and conference room.	100%	100%	100%
Provide safer buildings	Installing and maintaining code locks.	Installing code locks when requested to secure areas.	100%	100%	100%
	Maintain safe environment for the public and employees	Inspect 100% of buildings for black mold annually.	100%	100%	100%
	Maintain buildings with the most efficient ways possible.	Total Cost per Square Foot of City Office Buildings Maintained	\$2.32	\$2.61	\$3.02
		Operating Cost (Minus Personal Services) per Square Foot of City Office Buildings Maintained Costs	\$.86	\$1.01	\$1.45

BUILDING SERVICES

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$924,671	\$906,069	\$1,018,909	\$1,055,061
Supplies	15,308	25,970	14,030	18,030
Services	394,689	367,670	466,849	748,627
Maintenance	142,070	159,260	150,790	159,790
Total Expenditures	\$1,476,738	\$1,458,968	\$1,650,578	\$1,981,508

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Building Services	1	1	1
Building Maintenance Superintendent	1	1	1
Building Maintenance Supervisor	1	1	1
Senior Administrative Assistant	1	1	1
Journeyman Electrician	1	1	1
Journeyman Plumber	1	2	2
Carpenter	1	2	2
HVAC Technician	1	1	1
Senior Building Maintenance Technician	2	2	2
Building Maintenance Technician	3	3	3
Total Personnel	13	15	15

PUBLIC SAFETY COMMUNICATIONS

MISSION

The Odessa Public Safety Communications Department is the first of the first responders. We are the primary Public Safety Answering Point for Ector County. We are committed to answering 9-1-1 and non-emergency calls with professionalism, integrity, and compassion while efficiently dispatching police, fire, and emergency medical services. Customer service is essential to our success, so we treat each caller with empathy and respect. Our dedicated and highly trained professionals routinely offer life-saving medical instructions in addition or providing accurate public safety information. We strive to: send the right thing, in the right way, at the right time, to the right place.

SERVICES PROVIDED

Odessa Public Safety Communications (PSC) is the primary answering point for all of Ector County. All 911 calls that are made in Ector County ring at PSC first. When the calls are received, the dispatcher determines if it requires Police, Fire, or ambulance. Once the call is answered, the dispatcher will determine the location and the problem, utilizing the Priority Dispatch Protocols. If the call is for another agency, the dispatcher will immediately transfer the call to the appropriate agency. PSC dispatches calls to The City of Odessa's Police Department, Animal Control, and The Odessa Emergency Medical Service. After 5:00 PM, on weekends and holidays, PSC answer phones for the water department, solid waste, billing and collections, and parks.

FY2019 ACCOMPLISHMENTS

Under the direction of a new Director, Public Safety Communications has been steadily and readily serving the citizens of Odessa. Employees are working very hard at giving outstanding customer service to each and every one. Supervisors continue to review calls just based on customer service. Training in leadership is underway for the current supervisors, with hopes of sending them to a leadership conference in September. The Emergency Operations Center (back-up site) has been under remodel and is ready to better serve the dispatchers in an emergency situation. City Employee retention has been 100%. Quality Assurance continues to increase. Training for current employees and public presentations (2 scheduled so far) has increased.

We are looking forward to a very productive upcoming fiscal year for Odessa Public Safety Communications.

CONTACT INFORMATION

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PUBLIC SAFETY COMMUNICATIONS

WORKLOAD (MONTHLY AVERAGE)	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
	<u>Monthly Avg.</u>	<u>Monthly Avg.</u>	<u>Monthly Avg.</u>
1. All Telephone Calls to PSAP Serving Ector County	21,596	25,559	25,000
2. Incoming Calls That Are 9-1-1	7,261	7,378	8,500
3. Police Administration	13,023	13,241	15,000
4. Fire Administration Lines	1,119	1,128	1,500

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATED	2019-20 TARGET
Respond to an industry-wide 9-1-1 public safety shortage	Recruit & retain staff	96% of staff retained since Oct 2017 1 new recruit so far (these figures include part-time personnel)	2 hires 1 retained	9 hires 6 retained of new hires 1 transfer to OFR	Hire 4 new employees 1 set to retire Retain 90%
Improve process and skills for Police/Fire emergency calls	Quality Assurance - Performing random supervisor review of calls & offering specific coaching	Supervisors reviews calls for customer service issues:	Customer service 90%	90-95%	95-99%
		Quality Assurance Specialist reviews random calls for protocol performance measures	QA Reviews 85%		
	Improving EMD, EFD, EPD review	Medical (Delta) Responses Entered Into CAD per EMS Protocol	90%	91%	95%
		Fire Responses Entered Into CAD Within 30/50 Seconds Following Call-Taking Interview	90%	91%	95%
		Police (Priority 1) Calls Entered Into CAD Within 60 Seconds Following Call-Taking Interview	95%	97%	100%
		Police (Priority 2) Calls Entered Into CAD Within 90 Seconds Following Call-Taking Interview	95%	97%	100%
		Police (Priority 2) Calls Dispatched in 120 Seconds or Advise	95%	98%	100%
Police Field Supervisor notified of Pending Priority Call/ Fire Calls Dispatched in 30/50 Seconds	98%	100%	100%		

PUBLIC SAFETY COMMUNICATIONS

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATED	2019-20 TARGET
Improve process and skills for Police/Fire emergency calls	Increasing annual "continuing education" hours by both class and resource material	1-2 classes held in house for whole staff	EPD additional training Active Shooter Training	4 employees to Navigator Conference 4 employees to APCO Conference 1 employee to EMD-QA training	6 employees sent to conferences 3 new classroom teachers Class for all on Total Disaster Response
		Designated month to recertify in all required classes	January all staff recertified	January all staff recertified	January all staff recertified
		Training Materials provided to staff monthly.	Monthly training 12/12 months	Monthly training 12/12 months	Priority Dispatch CD class Monthly training different topics
Improve the reputation that PSC has with the public	Provide Education to the Public, monitor the PSC dispatchers, and provide required staff training to maintain an effective, and high level of service to the public, PD and EMS.	3-4 presentations to organizations within the city. Provide presentation to area schools	2 media interviews 1 Presentation to COP's 2 presentations Neighborhood Watch & Optimist Club	2 media interviews 3-4 presentations to clubs/groups/ COP's/ Citizens Fire Academy Block Parties participation	9-1-1 Education to Elementary Schools Job Fairs Education to clubs/ organizations
		Have organizations come for tours	2 Citizen's on Patrol Tours	2 COP tour 2 Police Academy tours 1 Fire Academy tour 10yo tour and flag signing	2 COP tours 1 Fire Academy tour 1 Police Academy tour
		Staff 2x monthly to maintain high level of service to public	Weekly customer service reviews of incoming calls	Weekly customer service enhancement & reviews Hired Customer Service QA	Customer Service reviews and training where and when needed

PUBLIC SAFETY COMMUNICATIONS

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,811,198	\$1,941,236	\$2,040,375	\$2,176,654
Supplies	15,611	30,000	26,347	26,347
Services	169,694	199,434	198,006	209,140
Maintenance	33,260	36,000	42,014	42,014
Capital Outlay	0	3,075	8,600	8,600
Total Expenditures	\$2,029,763	\$2,209,745	\$2,315,342	\$2,462,755

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Public Safety Communications	1	1	1
Dispatcher III	3	2	2
Dispatcher II	2	2	2
Dispatcher I	7	8	8
Dispatch Supervisor	2	3	3
Dispatch Super. Night	2	1	1
Dispatch Training Coordinator	1	1	1
Dispatcher III Night	2	2	2
Dispatcher II Night	4	3	3
Dispatcher I Night	5	6	6
Senior Administrative Assistant	1	1	1
Dispatch Q/A Specialist	1	1	1
Total Personnel	31	31	31

PLANNING AND DEVELOPMENT

MISSION

The Planning Department is responsible for coordinating the comprehensive planning activities of the city, administering the subdivision regulations, and coordinating the pre-development phase of the development of private property. The program activities include: processing zoning change requests, special use permits, preliminary plats, final plats, replats, technical site plans, variances, special exceptions, appeals, certificates of appropriateness, and provides assistance with annexations.

SERVICES PROVIDED

The department is responsible for maintaining and updating the zoning ordinance based on state law, demographic database, and development trends. The Department provides staff support to the City Council, Planning and Zoning Commission, Historic Preservation Commission and Zoning Board of Adjustment and applicants.

FY2019 ACCOMPLISHMENTS

- Amended and updated the Subdivision Ordinance, held review meetings and submitted the final ordinance to Legal for review; waiting on other departments before submitting to Council.
- Completed the process of rewriting and reformatting the zoning ordinance; incorporating changes, and making it more user-friendly and technically searchable.
- Worked with the Downtown Odessa and City Legal Department to develop requirements for façade remodeling requirements booklet for Odessa's downtown area.
- Converting old case files to electronic searchable files

CONTACT INFORMATION

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PLANNING AND DEVELOPMENT

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Provide Planning and Zoning Commission, Zoning Board of Adjustment & Historic Preservation Commission with agenda, backup & professional staff support.	Processed and presented requests within the state legally mandated time frame.	Average 3 hrs. per agenda item per staff member	30 meetings	30 meetings	27 meetings
			4 items per agenda	N/A	
			243 staff hours	270 staff hours	
Respond to inquiries in a timely and accurate manner good customer/ (Service)	Responds to inquiries and questions at the time of submittal or within 24 hrs.	Average Cost per Information Request/average requests per day	\$12 per request	\$120 day	\$120 day
			10 requests a day	260 days	260 days
Create a Retail Landscape Program 	Landscape Ordinance passed	Landscape plans as part of plan review.	24 plans	80 plans	Landscape plans attached to all required submittals
			6 hours review	16 hours review	
			\$102.00	\$320.00	
Provide quality and cost-effective services to the public.	Amend the fee schedule related to site plan approvals;	Ordinance to amend created	N/A	Review by Finance Committee.	Utilization
	Amend and revise the subdivision and zoning ordinances	Completed revised ordinances for approval	N/A	Present to Council for approval Accomplished	
Aid Downtown Odessa 	Create a Downtown Design Guidebook	Work with Legal Department and Downtown Odessa to develop Guidebook	Revised by Design Committee	Approved and Adopted by Design Committee	Approval of Guidebook
Make Downtown walkable and bike friendly 	Work with Traffic to develop a joint use pathway directed to downtown	Submit TxDOT set-aside grant for joint use pathway	N/A	Construction design/public hearings and land use agreements approved	Construction of project
Develop quality new neighborhoods that maintain their long-term value	Create a neighborhood design menu for developers to select amenities from	Ordinance requiring neighborhood amenities	N/A	Review and approval by Planning Commission and City Council	Utilization

PLANNING AND DEVELOPMENT

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$359,283	\$371,804	\$382,295	\$415,406
Supplies	7,040	7,213	3,800	3,800
Services	38,619	36,738	37,120	38,705
Total Expenditures	\$404,942	\$415,754	\$423,215	\$457,911

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Planning	1	1	1
Planner	2	2	2
Planning Technician	1	1	1
Senior Administrative Assistant	1	1	1
Total Personnel	5	5	5

FINANCE

MISSION

The Finance Department strives to provide timely and accurate financial information to the citizens, Council, and the employees of the City of Odessa. The main objective is to minimize short and long term costs of financial services by efficiently monitoring and managing City resources.

SERVICES PROVIDED

Finance is comprised of Accounting, Accounts Payable, Payroll, and Budgeting processes for the City of Odessa. The department overall is responsible for the processing and recording of City financial transactions, while ensuring the accuracy of assets, liabilities, fund balances, revenues, and expenses within the accounting system. Accounting is responsible for the day to day financial transactions and operations of the City. Accounts Payable processes all payments to vendors and outside agencies for City Operations and Projects. Payroll provides checks to employees, and is responsible to ensure benefit and incentive rates are calculated properly in the system. Budget is responsible for tracking economic trends, forecasting revenue and expenditures, preparing the City's annual operating budget and providing analytical and financial information to the City Management, City Council and other departments.

FY2019 ACCOMPLISHMENTS

The Governmental Finance Officers Association awarded the City both the Distinguished Budget Award and the Certificate of Achievement for Financial Reporting. Finance has also been a crucial part of implementing the new Tyler system for all divisions within the City of Odessa.

CONTACT INFORMATION

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FINANCE

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 TARGET
Administer the budget process as a sound basis for planning, financial analysis and decision making for departments, management and Council./ (Service)	Research best practices and implement suggestions from GFOA annually to make improvements to Budget Document and identify where budgetary processes can become more efficient and effective.	Annual GFOA Certificate of Achievement for Financial Reporting	29	30	31
		Adding at least two suggestions/improvements a year	N/A	N/A	2
	Annually identify budgetary savings and revenue enhancements during the creation of the target budget	Budget annually reviews departments/funds for potential excess and cost reductions.	N/A	100%	100%
	Provide oversight of salary projections, benefit costs, tax revenues and interfund charges to ensure accuracy and legitimacy.	Budget provides accurate projections between salary and benefits' budgeted rates and source documents	95%	98%	98%
Efficiently monitor and manage City Resources, while providing financial transparency and customer service internally and externally.	Account, analyze, and report financial data internally and externally on a timely basis./ (Excellence)	Accounts Payable responds to and resolves all vendor disputes within 5 business days.	90%	95%	95%
		Input all financial transactions to complete month end close by the 15th of every month.	50%	80%	80%
	Generate cash disbursements in an accurate and timely manner./ (Support)	Respond to and resolve all Payroll inquiries within five business days.	100%	100%	100%
		Accounts Payable processes all vendor payments within 30 days of receipting invoice.	90%	95%	95%
	Invest & maintain city funds in an efficient & prudent manner for maximum fiscal stability./ (Excellence)	Certified Annual Financial Report (CAFR) Awarded a "Clean Opinion" in External Audit	100%	100%	100%

FINANCE

EXPENDITURES BY CLASSIFICATION

	2016-17 ACTUAL	2017-18 ESTIMATED	2017-18 BUDGET	2018-19 BUDGET
Personal Services	\$866,905	\$995,472	\$1,027,559	\$1,112,852
Supplies	30,700	53,500	43,500	34,500
Services	233,240	249,414	209,004	221,949
Maintenance	0	0	4,000	2,500
Capital Outlay	0	1,988	1,000	2,500
Total Expenditures	\$1,130,845	\$1,300,374	\$1,285,063	\$1,374,301

PERSONNEL BY JOB TITLE

	2016-17	2017-18	2018-19
Director of Finance	1	1	1
Controller	1	1	1
Chief Accountant	1	1	1
A/P Supervisor	1	1	1
Payroll Assistant	1	1	1
Budget Manager	1	1	1
Payroll Coordinator	1	1	1
Accountant	2	2	2
Budget Analyst	1	1	1
Senior Administrative Assistant	1	1	1
Accounting Clerk	2	2	2
Total Personnel	13	13	13

PURCHASING

MISSION

- To be recognized by internal departments and vendors for our exemplary customer service and support.
- To be recognized by our colleagues as a “best-in-class” organization.
- To develop strategic supplier relationships that enable the City to get “best value” goods and services.
- To establish and maintain a record of success in continuously expanding opportunities with local and cooperative contract vendors.
- To conduct business in a professional manner with integrity, openness and fairness to all involved.

SERVICES PROVIDED

The purchasing departments function is to process all departmental requests for goods and or services that are required for daily operations and to exercise responsibility for their timely procurement and delivery. Requests are processed in a competitive environment where all suppliers and the representatives are treated in a fair and courteous manner. Purchasing also operates a central warehouse and print shop/mail room that offers internal support to City personnel for delivery of commonly used goods and production of mass prints.

FY2019 ACCOMPLISHMENTS

Purchasing has assisted in many exciting and major projects for the citizens of Odessa. The major projects include the downtown renovation and preparation for the implementation for conversion to Tyler Technologies software.

HIGHLIGHTS OF BUDGET CHANGES

The Purchasing department budget has increased this year by \$75,397.

CONTACT INFORMATION

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PURCHASING

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Obtain from user departments a minimum rating of "satisfactory" for process time.	Process routine requisitions (under \$500) within three (3) days.	% of routine requisitions processed within 3 days	95%	95%	96%
	Process standard requisitions (informal) within ten (10) days.	% of standard requisitions processed within 10 days	91%	95%	95%
	Process emergency requisitions within two (2) days.	% of emergency requisitions processed within 2 days	93%	95%	96%
Obtain from user departments a rating which indicates that Purchasing personnel are helpful throughout the purchasing process	Receive ratings that indicate satisfactory performance of Purchase personnel	% of ratings received that indicates satisfactory performance of Purchasing personnel	100%	100%	100%
Maintain vendor base for formal bids in an effort to maintain a competitive environment./ (Organization)	Building on to the existing vendor pool will allow for my competitive pricing to ensure proper expenditure of tax funds.	% of user specifications for goods/services met	100%	100%	100%
Expand local and cooperative market for all purchases./ (Excellence)	The inclusion of our local businesses allows for possible benefit to the local economy. Cooperative purchasing expands time and cost effective purchasing.	% of purchases that have been made from local vendors.	42%	47%	47%

PURCHASING

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$506,672	\$502,298	\$549,290	\$621,655
Supplies	13,176	24,832	14,529	14,529
Services	97,718	136,840	149,972	153,004
Maintenance	8,495	5,616	16,263	16,263
Total Expenditures	\$626,061	\$669,585	\$730,054	\$805,451

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Purchasing	1	1	1
Purchasing Manager	1	1	1
Buyer	1	1	1
Warehouse Supervisor	1	1	1
Warehouse Assistant	1	1	1
Print Shop Supervisor	1	1	1
Print Shop Assistant	1	2	2
Senior Administrative Assistant	1	1	1
Total Personnel	8	9	9

MUNICIPAL COURT

MISSION

The Municipal Court exists to provide defendants and all other individuals and agencies involved in the judicial process with impartial, competent, effective, and efficient case management.

SERVICES PROVIDED

- Cash flow management from filing to final disposition.
- Case entry
- Appearance settings
- Event tracking
- Event notifications
- Case status updates
- Document processing
- Records management
- Payment processing
- Payment plan tracking
- Warrant processing
- Proper recording, allocation, and distribution of numerous court costs for local and state authorities
- Provide specific information in specific cases to all parties involved in the legal process
- Provide general information to interested parties about court procedures and policies
- Recording and tracking of case disposition
- Create, maintain, track, and benchmark statistical data
- Report statistical data to local and state authorities

FY2019 ACCOMPLISHMENTS

- Contracted with Tyler Technologies to replace obsolete court software
- Contracted with a new collection agency to improve court collection efforts
- Reviewed and updated forms and court processes to ensure efficient and effective processing of caseload
- Corrected set-ups in court software to ensure proper reporting to the Office of Court Administration
- Processed 32,974 filings.
- Disposed 37,982 cases.

CONTACT INFORMATION

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MUNICIPAL COURT

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Begin preparations for current software end of life.	Prepare pending, past due and disposed cases for current software end of life.	Purge disposed case data that has met its legal retention period.	0%	0%	100%
		Inventory past due cases in collection status, warrant status, and DL hold status.	0%	25%-35%	75% - 100%
		Catch up on cases pending the Disposed and Finalized court process.	0%	35-50%	50%-100%
		Make sure past due cases have been placed into warrant, collection, and/or DL hold status.	N/A	20%	100%
Improve team model for clerical staff./ (Excellence)	Continue improving upon two person teams with rotating job functions to foster a thriving work environment	Customers are to reach the service window within 10 minutes.	10 minutes	15 minutes	10 minutes
		A clerk is to complete a customer's transaction within 10 minutes of reaching the window.	10 minutes	10 minutes	10 minutes
		All mailed payments processed within 24 hours of receipt.	3 days	1-2 days	1-2 days
		New citations should be entered into the system within 2 working days.	10 days	3-5 days	1-2 days
Continue improving continuous training/mentoring program to foster uninterrupted efficiency and leadership within the department	Continue improving upon training of staff to ensure continued efficiency in the court operations and continue improving upon mentoring other members of the leadership team to perform leadership roles in director's absences.	100% of all certified clerks should receive training each year to maintain certification.	100%	100%	100%

MUNICIPAL COURT

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$800,578	\$816,945	\$1,069,485	\$1,082,283
Supplies	32,631	43,207	27,281	27,781
Services	246,240	157,713	161,664	224,230
Maintenance	7,654	4,052	7,412	7,412
Total Expenditures	\$1,087,103	\$1,021,916	\$1,265,842	\$1,341,706

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Municipal Court	1	1	1
Bailiff	2	2	2
Municipal Court Supervisor	2	2	2
Deputy Court Clerk	13	10	10
Court Technology Specialist/ Supervisor **	1	1	1
Court Security Officer*	0	0	1
Sr. Administrative Assistant	0	1	1
Total Personnel	19	17	18
Funding Sources:			
General Fund	16	16	16
Municipal Court Building Security Fund *	2	0	1
Municipal Court Technology Fund **	1	1	1
Total Personnel	19	17	18

JUDGES MUNICIPAL COURT

MISSION

Our goal is to expedite the movement of all cases through the court system consistent with the rules of law under which we operate.

SERVICES PROVIDED

Municipal Court

- Review and accept all pleas on charges in traffic, Texas Penal Code, and City ordinance cases. Personally see all defendants who plead not guilty.
- Personally see all juveniles and their parents for all charges filed in Municipal Court.
- Conduct trials and hear evidence on all cases where a request is made for a non-jury trial.
- Preside over jury trials. Summon the juries and instruct the jurors as to the law.
- Issue warrants on all defendants who fail to appear or fail to pay their fine.
- Preside over special Truancy dockets, personally seeing all offenders.
- Conducts Show Cause Hearings to determine compliance with Court orders.

Magistrates

- Review probable cause affidavits, set bonds, and give Miranda warnings to all individuals arrested by the Odessa Police Department on all charges.
- Review and issue arrest warrants on felony and misdemeanor cases.
- Review and issue Protective Orders in family violence cases.
- Review and issue search warrants.
- Review and approve returns on search warrants.
- Personally admonish any juvenile prior to any questioning by the Odessa Police Department.
- On call 24 hours a day, 7 days a week for the issuance of arrest and/or search warrants.
- Conduct Examining Trials when requested in felony cases. This is a procedure done prior to a grand jury indictment to determine whether there is probable cause for the case to continue.

Administrative Hearing Officers

- Issue orders to enter on property for the removal of trash accumulations or junked vehicles.
- Conduct hearings to determine if the accumulations/junked vehicles are violations of City ordinance codes.
- Conduct hearings to determine if seized property should be returned to the owner.
- Issue orders for the seizure of dangerous or abused animals.
- Conduct hearings to determine if seized animals are dangerous.
- Create and preside over specially-created dockets as needed. Examples: Water violation dockets, Community Development violations.
- Review and enter orders for the destruction of dangerous and unsafe properties.
- Review and enter orders for emergency repairs for dangerous and unsafe properties.

JUDGES MUNICIPAL COURT

FY2019 ACCOMPLISHMENTS

October 2018 through April 2019

- Search Warrants Issued: 32
- Community Development: 59
- Juvenile Magistrations: 52
- Animal Control Hearings: 0
- Board of Survey Hearings: 1
- Arrest Warrants Issued Felonies: 487
- Arrest Warrants Issued Misdemeanors: 227
- Chapter 47 hearings: 0

Disposition of Filed Court Cases

Oct	2018	5,139
Nov	2018	4,091
Dec	2018	2,473
Jan	2019	2,885
Feb	2019	2,544
Mar	2019	2,859
Apr	2019	3,124
May	2019	4,212
June	2019	3,349
July	2019	4,152

Total: 34,828

CONTACT INFORMATION

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JUDGES MUNICIPAL COURT

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
As the courts backlog decreases, we will establish the number of jury trial settings necessary to keep the docket current.	Maximize case disposal with jury and non-jury trials.	Maintain the number of available jury weeks consistent with cases needing to be tried; meaning the number of week's juries are called and available to hear defendants' cases.	24 Week	24 Weeks	24 Weeks
		Cases should reach setting for final disposition within 4 months of filing	4 Months	4 Months	4 Months
Retain experienced employees.	Encourage good manager/ staff relations. Provide ongoing professional training and continuing education for all judges and staff	100% of judges and staff should receive required training.	100%	100%	100%
Continue to explore new processes to increase the courts efficiency	Work closely with the Municipal Court Clerk's office, the Prosecutors' Office, and all other City of Odessa Departments to serve our citizens with courteous attention and striving to streamline the judicial process while reducing docket congestion and court delays.	Update the fine schedule annually.	100%	100%	100%

JUDGES MUNICIPAL COURT

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$436,349	\$444,314	\$480,140	\$481,744
Supplies	4,862	5,900	5,982	5,982
Services	42,406	47,783	54,500	55,740
Total Expenditures	\$483,617	\$497,996	\$540,622	\$543,466

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Municipal Court Judge	1	1	1
Associate Municipal Court Judge	1	1	1
Court Recorder	1	1	1
Judicial Assistant	1	1	1
Total Personnel	4	4	4

GENERAL FUND - NON-DEPARTMENTAL

MISSION

General Fund Non-Departmental provides services beneficial to all General Fund operations. These include: general liability, property insurance, City-wide memberships, property appraisal, and collection of taxes by the Ector County Appraisal District.

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services*	\$1,470,716	\$961,752	\$268,548	\$270,014
Supplies	1,030,727	0	0	0
Services	1,652,767	2,104,953	2,230,029	2,208,598
Maintenance	81,364	0	0	0
Capital Outlay	491,442	106,996	0	0
Total Expenditures	\$4,727,016	\$3,173,701	\$2,498,577	\$2,478,612
*Funds ½ of Financial Reporting Accountant position.				

OUTSIDE AGENCIES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Teen Court	\$72,676	\$59,920	\$59,920	\$67,170
Crime Stoppers	55,000	60,000	60,000	60,000
Permiacare	75,000	75,000	75,000	90,000
Young Professionals Odessa	20,000	20,000	20,000	20,000
UTPB: First 5 Permian Basin	8,633	10,000	10,000	15,000
Children's Miracle Network	0	0	0	20,000
Total Expenditures	\$231,309	\$224,920	\$224,920	\$272,170

OPERATING TRANSFERS OUT

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Operating Transfers Out	\$6,477,087	\$438,479	\$438,479	\$638,479

GENERAL FUND - NON-DEPARTMENTAL

SUPPLEMENTAL EXPENDITURES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
2008 One-Time Expenditures	\$3,263	\$3,200	\$0	\$0
2011 One-Time Expenditures	797,979	1,797,979	0	0
2013 One-Time Expenditures	468,655	64,935	0	0
2014 One-Time Expenditures	523,565	909,141	0	0
2015 One-Time Expenditures	444,940	570,344	0	0
2016 One-Time Expenditures	95,000	474,336	0	0
2017 One-Time Expenditures	747,491	1,084,759	0	0
2018 One-Time Expenditures	698,375	7,366,078	0	0
2019 One-Time Expenditures	0	14,764,493	4,200,000	0
2020 One-Time Expenditures	0	0	0	1,149,000
Total Expenditures	\$3,779,268	\$27,035,265	\$4,200,000	\$1,149,000

PUBLIC WORKS ADMINISTRATION

MISSION

Public Works Administration provides direction and coordination of divisions in Public Works, consisting of Engineering, Street, Traffic, Solid Waste (including Household Hazardous Waste Management), and Public Works GIS.

SERVICES PROVIDED

The Public Works Administration responds to requests from interdepartmental divisions and coordinates responses to private citizens, developers, and other governmental entities. It provides direction and coordination to City of Odessa divisions that provide vital services to Odessa's citizens. These divisions of Public Works are responsible for the design, operation, and maintenance of public works improvements including streets, alleys, drainage improvements, trash pick-up and disposal, signing and traffic signal light improvements.

FY2019 ACCOMPLISHMENTS

- Completed construction of 18" transmission main in Dixie to serve upper plane.
- Contracted University Blvd. widening project for \$13.9 million.
- University Blvd. widening project starting August 19th with projected 30 month completion date.
- Solid Waste Management Master Plan started.
- Transportation Master Plan adoption projected September 2019.

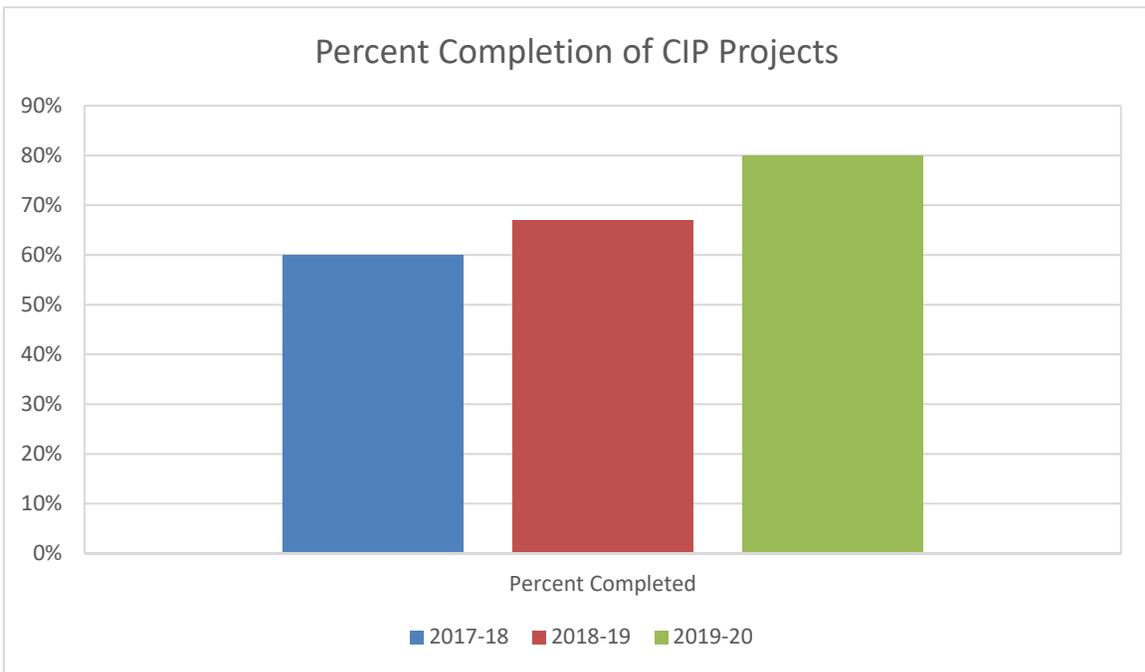
CONTACT INFORMATION

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PUBLIC WORKS ADMINISTRATION

GOALS AND PERFORMANCE MEASURES

Goal	Objective	Performance Measure	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Implementation of Public Works Infrastructure Capital Improvement Plan./ (Service)	Promote development and make infrastructure improvements throughout the city./ (Direction)	Percent of completion of projects in the Public Works Infrastructure Capital Improvements Plan.	60%	67%	80%
	Facilitate private development and construction by continuing to coordinate between developers and City departments to provide information for proposed projects, measured by the value of completed right-of-way construction.	Completed right-of-way construction values	\$19.5M	\$20M	\$25M



PUBLIC WORKS ADMINISTRATION

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$157,217	\$283,224	\$279,837	\$366,331
Supplies	1,265	1,600	1,687	1,687
Services	10,612	16,575	13,942	22,520
Maintenance	6,820	9,093	250	250
Total Expenditures	\$175,914	\$310,492	\$295,716	\$390,788

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Public Works* **	1	1	1
Assistant Director of Public Works*	1	1	1
Senior Administrative Assistant*	1	1	1
Total Personnel	3	3	3
Funding Sources:			
General Fund*	2.5	2.5	2.5
Water & Sewer **	0.5	0.5	0.5
Total Personnel	3	3	3

ENGINEERING

MISSION

In order to promote public safety and accessibility and to maintain the quality of design, information and construction standards, the Engineering Division provides clear and concise technical design advice and services, and implements City ordinances in a courteous and timely manner for City divisions, governmental agencies, private entities, and citizens.

SERVICES PROVIDED

- Floodplain Management (elevation certificates, floodplain development permits, establishing minimum floor elevation, Community Rating System)
- Plat reviews
- Plan reviews
- Right-of-Way Permits
- Right-of-Way Inspection
- Building permits
- In-House design (water, sewer, paving, drainage, city buildings, public art)
- Surveying
- Construction inspection

FY2019 ACCOMPLISHMENTS

- 23rd Street Improvements completed
- Texas & 6th Street Bulb Outs.....completed
- University Interim Project.....completed
- 18" Dixie Transmission Water Line.....under construction
- Downtown Street Lights, Phase I.....under construction
- 18 " Water Line Relocation at Yukon Rd. & E. Loop 338.....under design
- Downtown Pavement Improvements.....under construction
- 2019 Sealcoat.....completed
- 2019 Pavement Rejuvenation.....completed

CONTACT INFORMATION

Yervand Hmayakyan
City Engineer
432-335-3242
yhmayaky@odessa-tx.gov

ENGINEERING

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Review plans within 10 days. (Service)	10 days	Timely Plan Review	<12 Days	<10 Days	<10 Days
		Flood Permits/ Elevation Certificates Issued	82/97	80	80
		Building Permit Plan Reviews	1,028	800	800
		Construction Contracts Awarded	4	5	5
Provide right-of- way inspections no later than 30 minutes after requested. /(Service)	30 min.	Timely Right-of-Way Inspections	<30 Minutes	<30 Minutes	<30 Minutes
		Right-of-Way Permits Issued	1,433	900	800
Provide 300 man-hours of training to division personnel. (Support)	300-Man Hours	Division Personnel Training (Goal: 300 Man-Hours)	280 Hours	300 Hours	300 Hours
		Plats Processed	86	80	80

ENGINEERING

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,202,625	\$1,189,985	\$1,370,182	\$1,276,117
Supplies	22,602	52,278	26,210	26,210
Services	234,903	261,737	254,831	270,831
Maintenance	12,610	24,870	33,944	33,944
Capital Outlay	0	0	7,200	7,200
Total Expenditures	\$1,472,740	\$1,528,869	\$1,692,367	\$1,614,302

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
City Engineer	1	1	1
Assistant City Engineer	1	1	1
Civil Engineer *	1	2	2
Civil Engineer Associate	1	1	1
Survey Party Chief	2	2	2
Construction Supervisor	1	1	1
Construction Inspector	0	1	1
Drafting Supervisor	1	1	1
Right-of-Way Technician	2	2	2
Right-of-Way/Construction Inspector**	5	5	5
Senior Drafting Technician	2	2	2
Drafting Technician**	2	2	2
Survey Instrument Technician	2	2	2
Administrative Assistant	1	1	1
Registered Public Land Surveyor (RPLS)	1	1	1
Total Personnel	23	24	24
Funding Sources: General Fund	19	20	20
Water & Sewer * Bond**	1	1	1
(2 RoW Const Insp; 1 Draft Tech)	3	3	3
Total Personnel	23	24	24

BUILDING INSPECTION

MISSION

The Building Inspection Division protects the property, life, health, and welfare of the community by enforcing state and local building codes and provides courteous, efficient plan review, inspections, code enforcement, and technical assistance to community building construction/planning advisory boards.

SERVICES PROVIDED

The Building Inspections Department provides plan review for the City Of Odessa. In addition, we inspect all construction projects within the city for code compliance and for existing buildings for unsafe building status.

FY2019 ACCOMPLISHMENTS

Worked closer with other departments to slightly reduce the time frame of issuing permits for Commercial and Residential.

HIGHLIGHTS OF BUDGET CHANGES

Personnel expense were increase by \$83,419. The bulk of this increase is due to the addition of a Building inspector.

CONTACT INFORMATION

Sammy Quiroz
Building Official
432-335-4144
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BUILDING INSPECTION

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Review residential plans submitted for permits within 4 days	To ensure timely permit issuance for all customers	Provide timely review of residential plans submitted for permits. (5 days)	5 days	8 days	5 days
Review commercial plans submitted for permits within 11 days	To ensure timely permit issuance for all customers	Provide timely review of commercial plans submitted for permits. (11 days)	10 days	10 days	30 days
Provide timely response for requests for inspections.	Provide timely inspections to keep construction projects progressing	Provide timely response for requests for inspections. (4 hrs. average)	24 Working Hours	24 Working Hours	Call between 8 am-12pm / 1 B. Day Between 12-5pm / 2 B. Days
Annually update the building, electrical, plumbing, fuel gas, and mechanical and energy codes as required by law.	Keep current with International Building Standards	Annually update all International Building Codes	Update to 2018 Codes	N/A	Review City Amendments to be up to date
Revitalize corridors, downtown, and overall livability.	Aid in the creation of retail landscape program.	-New Residential Construction Permits Issued	682	685	685
	Rehabilitate abandoned buildings/eyesores.	-New Commercial Construction Permits Issued	57	61	61
	Requiring landscape standards, ensure development procedures are friendly / applied	-Total New Residential Construction Value	N/A	N/A	N/A
		-Total New Commercial Construction Value	\$46,923,010	\$111,477,067	\$111,477,067
		-Total Permits Issued	8,064	8,782	8,782

BUILDING INSPECTION

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,146,202	\$1,296,030	\$1,372,545	\$1,477,870
Supplies	21,335	40,000	30,965	30,965
Services	287,426	266,460	259,610	281,262
Maintenance	4,114	9,407	22,679	22,679
Capital Outlay	0	0	8,987	8,987
Total Expenditures	\$1,459,077	\$1,611,897	\$1,694,786	\$1,821,763

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Development Services Manager	1	1	1
Building Official	1	1	1
Assistant Building Official	1	1	1
Plans Examiner	3	3	3
Building Code Inspector	5	5	6
Building Code Inspector, Senior	4	4	4
Administrative Assistant	1	1	1
Office Support Specialist	4	4	4
Total Personnel	20	20	21

TRAFFIC ENGINEERING

MISSION

The Traffic Division installs and maintains uniform traffic control devices and responds to citizen requests and concerns in a timely, consistent manner in order to provide the safe and efficient movement of people and goods for the Odessa community.

SERVICES PROVIDED

- Maintain the Opticom (emergency access) system for the Fire Department.
- Make and install signs for other City departments.
- Continue to address traffic signal progression issues with the ever changing traffic volumes around town.

FY2019 ACCOMPLISHMENTS

- Installed a new traffic signal at Billy Hext & East Ridge
- Upgraded the school zone indications On Golder Ave. for San Jacinto Elementary and on Grant Ave. for Travis Elementary
- Continued to upgrade the emergency vehicle preemption equipment
- Upgraded the thermoplastic pavement marking on both the 42nd and West County Road corridors

CONTACT INFORMATION

Hal Feldman
Traffic Operations Superintendent
432-335-3239
hfeldman@odessa-tx.gov



TRAFFIC ENGINEERING

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Provide safe roadways for citizens (CMP) 	Enforce Truck Routes	Number of ads/social media/marketing tactics implemented for public relations program	0	0	10
	Reduce Speeds in our Neighborhoods	Number of signs repaired or replaced	1,000	1,000	900
	Convert two school zones to mast arms per year to increase driver awareness	Number of Upgraded school zone signals	0	2	2
	Ensure smooth operation of traffic equipment	Signal maintenance calls (LED replacement, controller/detector malfunctions, other calls).	1,000	800	750
Improve visibility and performance of pavement markings	Continue to install thermoplastic pavement legends	Pavement markings painted (crosswalks, stop bars, arrow, etc.).	1,800	1,700	1,600
Evaluate new technology for video and traffic count data collection.	Install/upgrade video detection at key signalized intersections.	Traffic counts completed.	100	100	100
		Number of Intersections with new or updated video detection	0	1	3

TRAFFIC ENGINEERING

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,034,784	\$1,033,191	\$1,096,955	\$1,133,825
Supplies	12,841	17,022	7,150	7,450
Services	291,141	352,166	362,183	349,799
Maintenance	221,801	232,526	289,200	331,104
Capital Outlay	86,630	167,508	24,998	24,998
Total Expenditures	\$1,647,197	\$1,802,412	\$1,780,486	\$1,847,176

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Traffic Operations Superintendent	1	1	1
Signal Technician Supervisor	1	1	1
Traffic Administration Supervisor	1	1	1
Signal Technician	1	2	2
Senior Signal Technician	3	2	2
Traffic Counter Technician	1	1	1
Traffic Operations Supervisor	1	1	1
Traffic Signs/Marking Foreman	3	3	3
Traffic Signs/Marking Technician	4	4	4
Total Personnel	16	16	16

STREET

MISSION

The Street Division provides well-maintained streets, alleys, and drainage channels. We respond to customer complaints in a courteous and efficient manner so that the public may enjoy clean, smooth, and safe roadways.

SERVICES PROVIDED

For the public we provide: Alley fill and maintenance, drainage channels, street sweeping, pavement patching (potholes), unsafe structures, mowing of vacant structure clean-up, help TXU, and Atoms cone for emergencies. For the city we provide: Concrete work, patching for utilities, cones for Police and Fire Departments, Demo unsafe structures for Community Development, Board up buildings, hot mix parking lots, crack seal streets, and Solid Waste fence repairs.

FY2019 ACCOMPLISHMENTS

Complete seal coat and rejuvenation in a timely manner. Able to respond to customer request during ice storm and flash floods in a timely manner.

HIGHLIGHTS OF BUDGET CHANGES

The Street Division was awarded a new crack sealer machine and the ability to keep an extra one for back up. There was also an increase to street maintenance in conformity with the master plan.

CONTACT INFORMATION

Daniel Fierro
Street Superintendent
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dfierro@odessa-tx.gov

STREET

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURES	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Maintain the safety and functionality of the City of Odessa streets	Maintain condition of streets/roads	Alleys Maintained Lane Miles	9.00	9.00	10.00
		Seal Coat Lane Miles	31.00	31.00	31.00
		Crack Seal Lane Miles	21.00	25.00	30.00
	Maintain cleanliness of streets	Total Time Residential Streets Were Swept	12.00	12.00	12.00
	Maintain vacant lots	Number of Vacant Lots Mowed	1,345	1,340	1,300
		Number of Times Vacant Lots Were Mowed	5	5	6

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,891,900	\$1,833,515	\$2,084,963	\$2,173,653
Supplies	39,862	66,614	49,330	49,330
Services	2,481,352	2,604,638	2,627,697	2,566,434
Maintenance	2,652,457	2,508,577	2,704,516	5,804,516
Capital Outlay	12,566	117,747	0	0
Total Expenditures	\$7,078,137	\$7,131,089	\$7,466,506	\$10,593,933

STREET

PERSONNEL BY JOB TITLE

	2017-18 Fiscal Year	2018-19 Fiscal Year	2019-20 Fiscal Year
Street Superintendent	1	1	1
Street Operations Manager	1	1	1
Heavy Equipment Supervisor	1	1	1
Administrative Assistant	1	0	0
Senior Administrative Assistant	0	1	1
Mechanic	1	1	1
Heavy Equipment Operator	4	4	4
Heavy Equipment Operator (SR)	1	1	1
Street Maintenance Supervisor	2	2	2
Sweeper Supervisor	1	1	1
Street Maintenance Crewleader	5	5	5
Street Equipment Operator	5	5	5
Street Maintenance Worker	13	13	13
Solid Waste Worker *	4	4	4
Total Personnel	40	40	40
Funding Sources:			
General Fund	36	36	36
Solid Waste Fund *	4	4	4
Total Personnel	40	40	40

PUBLIC WORKS GEOINTELLIGENCE

MISSION

Creating a Geo-Centric environment for the City of Odessa and its citizens.

SERVICES PROVIDED

The Geointelligence Division provides leadership, expertise, communication, coordination, and relevant services to support the core business functions of the City of Odessa in an effort to increase operational effectiveness, ensure GIS data integrity, and to oversee the distribution and alignment of reliable, accurate, high-quality, and accessible geospatial data. Using the Geospatial Data, the staff will enable the managers and citizens to make decisions impacting the future of the City of Odessa in an informed and logical manner.

FY2019 ACCOMPLISHMENTS

Council approved a new virtual farm for the 2018-19 budget year. With the help of IT we were able to get the new environment up and running. We have increased our servers from 5 to 9, giving us the ability to split the workload on Arc Server across 2 server to increase productivity. This also gave us the opportunity to upgrade Windows Server, SQL and ESRI ArcGIS Server to the latest versions.

CONTACT INFORMATION

Eddie Landrum Jr.
Geographic Information Officer (GIO)
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432-556-2322 Cell
elandrum@odessa-tx.gov

PUBLIC WORKS GEOINTELLIGENCE

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATED	2019-20 TARGET
Development of parcel fabric layer	Build every plat.	Complete 130 plats per year.	100%	100%	100%
	Align every plat with GPS control.				
Development of Solid Waste Department facility layers	Attach containers Database to GIS using SSID.	Create SSID	100%	100%	100%
	Analyze data for best route solution	Use SSID and Road centerline to create flow	0%	0%	0%
Development Asset Management system	Demo vendors	<ul style="list-style-type: none"> • Accela • CityWorks • Tyler Technology 	66%	100%	100%
	Prepare data for Asset Management	All existing GIS layers for A.M.	66%	100%	100%
Employee Training	GIS apps training to various city departments	20 hours per month	100%	100%	100%

PUBLIC WORKS GEOINTELLIGENCE

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$417,424	\$466,736	\$489,400	\$577,366
Supplies	12,338	15,669	15,092	15,092
Services	111,775	114,641	125,958	134,691
Maintenance	61,539	91,380	62,136	62,136
Capital Outlay	11,631	1,688	5,000	30,000
Total Expenditures	\$614,707	\$690,113	\$697,586	\$819,285

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Geographic Information Officer (GIO)	1	1	1
Implementation Coordinator	1	1	1
Specialist	1	1	1
Senior Analyst	1	1	2
Database	1	1	1
Web Administrator Analyst	2	2	2
Total Personnel	7	7	8

PARKS

MISSION

The Parks and Recreation Department is responsible for creating and maintaining a system of parks dedicated to providing quality services to improve the quality of life for the citizens of Odessa. The Recreation Division is responsible for offering various training classes and activities for the citizens of Odessa.

SERVICES PROVIDED

The Parks and Recreation Department provides affordable recreational, physical and cultural opportunities for all residents, with a focus on families, youth development and building healthy communities. The programs and services offered by the Department provide excellent value and quality and emphasize the equitable distribution of resources throughout the City. Programs are offered in safe, attractive and well-maintained facilities that reflect the public's needs and interests.

FY2019 ACCOMPLISHMENTS

Completion of the following park or facility projects:

- Remodel of Sherwood Community Center
- Remodel of Slator Community Center
- New playground at Juan Ramirez Park
- Pump and motor replacements at Sherwood and Woodson Family Aquatic Centers
- Replaced safety surfacing at Progressive Park
- Noel Plaza paver repairs
- Replaced shade covers at Family Aquatic Center and Skate Park
- Installed music control link systems at the 4 ballfields at Floyd Gwin
- Playground surfacing repairs at various parks

Addition of the following recreation programs:

- Basketball League
- Adult flag football program
- Summer and fall sand volleyball programs

Successful recreational events:

- Pool parties (2)
- Movies in the Park (8)
- Easter Egg Hunt
- Starbright Village
- Fall Festival
- Take Me Fishing
- Daddy-Daughter Dance
- Christmas Parade
- Various Downtown Odessa events

CONTACT INFORMATION

Steve Patton
Director Parks and Recreation
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PARKS

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
<p>Continue to provide recreational facilities and programs that address the needs of all residents.</p> 	<p>Provide recreational offerings at parks that are targeted to a particular age demographic, particularly those facilities that would expand the opportunities for teens, senior citizens, and families</p>	Recreation Program/Special Events	42	45	45
		Attendance Level at Floyd Gwin Pool	11,000	10,000	11,000
		Attendance Level at Sherwood Pool	31,000	25,000	30,000
		Attendance Level at Woodson Pool	22,000	16,000	20,000
	Work with various agencies within the community to host civic events	Attendance Level at Woodson Pool	22,000	16,000	20,000
	<p>Inform, educate, and encourage residents of ongoing recreation projects and programs, educate them of all the recreational benefits, and encourage broader input from residents</p>	Research and consider alternative advertising schemes to promote more public involvement in programs.	100%	100%	100%
		Provide support for a wide range of user groups. Continue to work with non-profits, organizations, local sports associations, and other recreation-based groups to promote and encourage their activities	100%	100%	100%
		Develop follow up surveys for participants of various recreation programs	50%	100%	100%

PARKS

<p>Continue to provide recreational facilities and programs that address the needs of all residents (cont.)</p> 	<p>Enhance facilities within the parks system including but not limited to additional picnic tables, benches, and pavilions</p>	<p>Update amenities inventory for all park sites. Work within the departments operational budget to address deficiencies</p>	90%	100%	100%
	<p>Enhance facilities within the parks system including but not limited to additional picnic tables, benches, and pavilions</p>	<p>Complete the construction of a dog park at Slator Park</p>	50%	90%	100%
		<p>Take further advantage of the Inner-Local Agreement with ECISD which allows the department utilize school facilities for additional recreational programming</p>	50%	100%	100%
		<p>Research and consider alternative advertising schemes to promote more public involvement in programs.</p>	100%	100%	100%
<p>Inform, educate, and encourage residents of ongoing recreation projects and programs, educate them of all the recreational benefits, and encourage broader input from residents</p>	<p>Enhance facilities within the parks system including but not limited to additional picnic tables, benches, and pavilions</p>	<p>Provide support for a wide range of user groups. Continue to work with non-profits, organizations, local sports associations, and other recreation-based groups to promote and encourage their activities</p>	100%	100%	100%
		<p>Develop follow up surveys for participants of various recreation programs</p>	50%	100%	100%
	<p>Track maintenance activities through the use of a cost tracking program</p>	<p>Average Expenditure per Developed Acre</p>	\$115	\$115	\$115

PARKS

<p>Continually strive to improve existing facilities while seeking opportunities for future development as documented in the 2014 Parks & Recreation Open Space & Master Plan</p> 	<p>Track maintenance activities through the use of a cost tracking program</p>	<p>Number of Acres Maintained (Developed)</p>	<p>560</p>	<p>560</p>	<p>560</p>
<p>Continue to monitor efficiency levels versus service levels to determine cost effectiveness.</p>	<p>Continue to track facility rentals verses cost recovery price points</p>	<p>Number of Acres per FTE (Maintenance) 44</p>	<p>14.3</p>	<p>12.7</p>	<p>12.7</p>
		<p>Evaluate Departmental Rental Fees (community centers, pavilions, mobile stage, tents, sports courts)</p>	<p>50%</p>	<p>100%</p>	<p>50%</p>
<p>Evaluate cost effectiveness of rental facilities</p>	<p>Continue to track facility rentals verses cost recovery price points</p>	<p>Average Cost per Community Center Rental</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>
<p>Maintain the City's recognition from the National Arbor Day Foundation as a Tree City USA recipient.</p>	<p>In conjunction with Keep Odessa Beautiful, adhere to the objectives established by the National Arbor Day Foundation</p>	<p>% of objectives adhered to</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>

PARKS

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$3,245,721	\$3,039,561	\$3,458,759	\$3,767,175
Supplies	304,657	345,749	305,763	344,388
Services	2,098,381	1,520,313	2,185,041	2,515,260
Maintenance	487,332	435,408	410,815	444,815
Capital Outlay	0	42,443	0	0
Total Expenditures	\$6,136,091	\$5,383,474	\$6,360,378	\$7,071,638

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Parks & Recreation	1	1	1
Assistant Director - Parks & Recreation	1	1	1
Irrigation Supervisor	1	1	1
Horticulture Supervisor	0	0	1
Horticulturist	2	2	2
Recreation / Special Events Coordinator	2	2	2
Senior Administrative Assistant	1	1	1
Administrative Assistant	1	1	2
Parks/Golf Equipment Mechanic	1	1	1
Irrigation Technician	5	5	5
Parks Operations Supervisor	1	1	1
Parks Maintenance Supervisor	2	2	2
Athletic Field Supervisor	1	1	1
Parks/Golf Equipment Operator	10	10	10
Parks Maintenance Worker	14	15	16
Parks Repairer	2	3	3
Aquatics Technician	1	1	1
Parks Superintendent	1	1	1
ROW / Facility Supervisor	1	1	1
Journeyman Electrician	1	1	1
Journeyman Plumber	1	1	1
Chemical Application Technician	0	1	1
Athletic Equipment Operator	0	1	1
Total Personnel	50	54	57

FIRE

MISSION

Odessa Fire Rescue is dedicated in providing the community with the highest level of service excellence through emergency response, prevention, and community support.

TRAINING DIVISION

Accomplishments:

- Implemented Company Officer Station Training program
- Implemented Rookie Skills and Drills program
- Four Blitz Training sessions for new hires. 17 personnel
- Situational Awareness Training for Officers and Engineers
- TCFP Instructor II class for 18 personnel
- TCFP Driver Operator class for 15 personnel
- Technical Rescue Training for 18 personnel
- TCFP Officer II Class
- Building Construction Class for Officers and Engineers
- Certified 5 Haz Mat Specialist

Goals:

- Certify 20 Haz Mat Technicians
- Certify 20 personnel in Wildland Operations
- Certify 20 Haz Mat Incident Commanders
- Certify 6 Haz Mat Specialists
- Implement Physical Fitness Standards and Evolution
- Provide Active Shooter Response Training for all members
- Continue to train all personnel and meet all mandates.



FIRE MARSHAL'S DIVISION

The Fire Marshal's Division is dedicated to the safety and education of our citizens. We strive to reduce the number of fires, injuries, and deaths through fire code enforcement, public education, and fire investigation. Each member is encouraged to use every opportunity to educate our citizens in various areas of prevention. In addition to the protection of our citizens and property, our efforts also help protect firefighters and other first responders.

Accomplishments:

- On November 5, 2018, Michelle Cervantes was appointed as the new Fire Marshal for the Odessa Fire Marshals Division. Johnny Prieto was promoted to Assistant Fire Marshal on March 1, 2019.

FIRE

- Community Risk Reduction, The Fire Marshals Division continues to have a successful Smoke Alarm Installation Program. Currently FMD has installed a total of **127** smoke alarms. **95** of them were installed, on June 22, 2019, when the Fire Marshals Division teamed up with Odessa Fire Rescue, American Red Cross and Chevron to serve our community in the surrounding areas of Central Fire Station located at 1100 W. 2nd .
- Community Risk Reduction, we have a strong Partnership with Safe Riders of Texas and JRAC Advisory Council for child safety seat distributions and inspections. To date, we have distributed a total of **95** child safety seats and conducted **95** educational classes in the instructions on child safety seat installation. We also provided extended training and certification for personnel in child safety seat installation & inspections with The Fire Marshals Division.
- Community Risk Reduction, Fire Inspections were moved from district inspections to Fire Code Occupancy Inspections. Occupancy Types consist of (A) Assemblies, (B) Business, (E) Education, (H) Hazard, (I) Institution, (M) Mercantile, (R) Residential and (S) Storage. This move allows the Fire Inspector to focus on IFC requirements to his / her assigned occupancy. All Fire Inspectors are assigned to new construction projects and are required to review their assigned occupancy architectural plans to ensure a proactive customer service.
- We have made improvements on additional training for the Plans Review process. All Fire Inspectors are required to become a certified Plans Examiner in order to reduce the number of fire code related issues during construction projects, which provide valued customer service.
- Guidelines and requirements were implemented in the amount of fire inspections needed to perform weekly. With the implementation, fire inspections have **increased** from approximately 80 inspections per week to approximately 200 inspections per week. That is a **250%** increase from last year's numbers.
 1. 6,615 Fire Inspections
 2. 4,096 Fire Code Violations
 3. 991 Plans Reviewed
- For 2018, The Fire Marshals Division investigated a total of **78** fires
 1. 24 - Undetermined
 2. 40 Accidental
 3. 0 - Electrical
 4. 0 - Natural
 5. 4 - Arrest
 6. 135 - Citations
 7. 14 - Arson
- We initiated a daily self-management program that assists inspection personnel in managing new construction projects and daily assigned projects to ensure quality customer service.
- FMD initiated an FTO program, which consists of (6) months of Fire Inspections and (6) Arson Investigations.
- Furthermore, we the FMD have increased our presence in both Midland and Ector County. We are working hand in hand with other agencies performing additional duties in a team effort. We are assisting other agencies with funeral processions, and teaming up with OPD active shooter training

FIRE

and special assignments. We will continue to be visible in the public eye and make a continuous effort to make it a priority.

Goals:

- We will continue to meet the needs of new construction projects as they arise.
- We will continue to improve the plans and review the process to better serve our community.
- We will maintain operational readiness through training on various disciplines including fire inspections, fire investigations, public education, and plans review.
- We will continue the smoke alarm installation program.
- We will continue our partnership with Safe Riders of Texas and JRAC Advisory Council for child safety seat distributions & inspections.
- We will continue to be seen more in city public functions and OFR recruitment events.

EMERGENCY MANAGEMENT

Accomplishments:

- Brought all expired Annexes back to “Approved” status with the state.
- Caught up all the FIDO information from 2018 to current date.

Goals:

- Maintain advanced level of qualification with the Division of Emergency Management
- Conduct one full-scale exercise with a minimum of three other agencies/ elected official
- Continue to develop long range plan to relocate the emergency operations center
- Implement EOC activation system at appropriate level anytime Ector County is in a "Warning" status on a daily basis or as needed
- Participate in/on DPAC, ECAP, PBRPC Interoperability working group, and the LEPC
- Participate and expand education of emergency management in the community

EMS DIVISION

Accomplishments:

- Achieved the highest award possible, “Gold Plus” for EMS from the American Heart Association for Heart Attacks in the field.
- Trained and implemented the Res Q Pod device to all of our medics at OFR and added to our equipment in all of our ambulances.
- I served another Year as the Vice Chair of the JRAC (Trauma Regional Advisory Council).
- I completed the 24 hour certification for Priority Medical Dispatch Training.
- I completed the 40 hour Type 3 Incident Management Training program.
 - This allows federal deployments to all Natural disasters and federal emergencies.
- Successful renewal of our DSHS – Texas EMS providers license with Continual Education program.

FIRE

- This allows OFR to operate our ambulances for the City of Odessa and transport patients, as well as award all of our EMT's and Paramedics continuing education medical hours after attending training.
- Developed an internal Drug Enforcement Agency officer to track, audit, and dispense all narcotics administered by OFR.
- Three of our own OFR Paramedics; Daniel Chavez, Nolan Weatherford, and Gabe Chavez were recognized by Steward ORMC as Paramedics of the Year in our Permian Basin region.

Goals:

- OFR Medical Director Dr. Sudip Bose is studying and testing to be one of the first Board Certified EMS Medical Directors in the State.
- OFR EMS Division will strive to be better data driven in 2020.
- Train and deploy Pit Crew CPR techniques with new EMS deployment equipment bags for more effective rescues.
- Start monitoring Medics application of End Tidal CO2 after advanced airway procedures in the field.
- Train and monitor Medics for higher levels of success with Cincinnati Stroke
- Assessment on suspected CVA patients.
- Start monitoring Medics application of Aspirin administration on all
- Suspected Chest Pain and STEMI patients.
- Achieve a higher level of ROSC (return of spontaneous circulation) on our cardiac arrest patients in the field.
- Purchase and successfully deploy EUV 5 as another EMS vehicle for Mountain
- Bike park and City events without taking an OFR ambulance out of service.



FIRE

FIRE SUPPRESSION DIVISION

Accomplishments:

Odessa Fire Rescue Operations division has had a busy year. We kicked off the Lexipol project to update and revise our SOGS, and this will also help develop a Procedures Manual for the department. We had several additions to staffing, including 9 new positions in Suppression. The Operations Division, along with Command Staff has worked on a joint response with Midland to better address the neighboring county areas with coverage. We have been challenged with keeping staffing to manageable levels. Operations Chief, along with EMS Chief have been working on implementing the addition of "Paramedic Only" staffing. This is a huge project to assist with shortages in staffing. We introduced Wildland 1 as a new fire unit. This truck helps our brush and grass fire fighting capabilities. Operations has also been working with Command staff on CIP project, Internal Affairs, and developed a new Recruitment and Retention Team. Our Pipes & Drums Team and Honor Guard Corps has been in numerous events, and both have increased in volunteers. Operations will continue to strive to meet all the needs of our growing community, while conducting ourselves in the highest moral character.

Goals:

- Develop a new 5 year plan for Odessa Fire Rescue
- Continue to work on the completion of Lexipol project
- Implement a new RMS system
- Continue to be proactive on Cancer Reduction efforts
- Address the staffing shortage needs with new ideas
- Work on Retention of current staff
- Focus on our commitment to Safety and the 16 Life Safety Initiatives
- Increase our working relationship with Midland Fire to add to joint training.
- Maintain 100% readiness on mutual aid deployment for the Incident Management Team.
- Continue to improve the service delivery in the community through operational readiness and situational awareness.

CONTACT INFORMATION

John Alvarez, Chief
Fire Department
432-257-0507
jalvarez@odessa-tx.gov

FIRE

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$18,016,518	\$18,850,860	\$18,672,318	\$20,374,560
Supplies	394,330	420,000	408,814	416,814
Services	4,353,364	4,280,003	4,511,211	4,763,340
Maintenance	417,477	389,106	243,300	243,300
Capital Outlay	0	941	3,128	3,128
Total Expenditures	\$23,181,689	\$23,940,909	\$23,838,771	\$25,801,142

PERSONNEL BY JOB TITLE

	2017-18 Fiscal Year	2018-19 Fiscal Year	2019-20 Fiscal Year
Fire Chief	1	1	1
Assistant Fire Chief/Operations	1	1	1
Assistant Fire Chief/EMS	1	1	1
Assistant Fire Chief/Administration	1	1	1
Fire Battalion Chief – Training Officer	1	1	1
Fire Battalion Chief	3	3	3
Division Captain	3	3	3
Fire Training Captain	1	1	1
Paramedic Training Captain	1	1	1
Fire Captain	24	24	24
Firefighter / Engineer / Driver	137	146	152
Paramedic	1	1	1
Fire Inspector	7	7	8
Assistant Fire Marshal	1	1	1
Fire Marshal	1	1	1
Senior Administrative Assistant	1	1	1
Administrative Assistant	1	1	1
Office Support Specialist	1	1	1
Total Personnel	187	196	203

POLICE

MISSION

To protect life and property in the most professional and ethical manner by providing the highest levels of contemporary law enforcement service while efficiently utilizing given resources to the maximum allowable extent.

SERVICES PROVIDED

- Crime Prevention, Detection and Investigation
- Maintain Enforcement Records
- Process Crime Scene and Forensic Lab
- Conduct Police Academy
- Protect Life, Property and Publics' Safety
- Traffic Enforcement and Crash Investigation
- Respond to Emergency/Non-Emergency calls for assistance
- Animal Control and Shelter Services

FY2019 ACCOMPLISHMENTS

- Implemented Body Camera System
- Hired 15 new police officers
- Reduced Crime Rate
- Implemented eticket writer system
- Participated in ECISD mentorship program
- Implemented Community Block Party
- Implemented Drone Program
- Obtain funding for Animal Control Shelter and Training facility
- Implement LPR Program
- Added K-9 Officer
- Radio System upgrade
- Implemented Asset Management System

HIGHLIGHTS OF BUDGET CHANGES

The Police Department saw a net increase in the overall budget by \$1,136,356. The overall increase is mainly due to the increase in personal costs due to the 3% increase as well as a few adjustments for Overtime costs

CONTACT INFORMATION

Chief Mike Gerke
Police Station
432-335-3310
mgerke@odessa-tx.gov

POLICE

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATED	2019-20 TARGET
<p>Work with citizens, businesses and other law enforcement agencies to reduce crime.</p> 	Integrate Services with other Local, State and Federal Agencies in partnership with citizens	Develop community-based crime enforcement and prevention program.	12	14	20
Establish a more proactive approach to prevent crime.	Staff Community Response Unit	Increase self-initiated activity.	40,852	42,649	47,649
Improve road safety. /Safe roadways from CPM	Complete Traffic study and analysis to construct targeted enforcement	Decrease the number of injury-related traffic crashes.	843	1124	1200
Obtain grants for various purposes.	Seek financial assistance to benefit Agency operations	Maintain grant funding.	\$569,324	\$252,839	\$266,286
Increase authorized resource strength.	Establish proper ratio of Officers to Citizens by adding 25 sworn personnel	Recruit and hire qualified applicants. (Number of applicants/number of new hires.)	348/31	260/17	fill all open positions
Continue to improve effectiveness & efficiency of law enforcement goals by integration of technology (i.e. radio system CAD)	Build multi agency infrastructure to unify criminal tracking process	Implement technology projects to enhance efficiency.	8	5	5

POLICE

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$21,042,756	\$21,653,528	\$21,495,747	\$22,807,128
Supplies	663,159	759,246	737,992	737,992
Services	5,606,342	5,747,565	5,772,161	5,763,829
Maintenance	168,076	282,315	252,759	252,759
Capital Outlay	99,064	124,343	171,210	171,210
Total Expenditures	\$27,579,397	\$28,566,996	\$28,429,869	\$29,732,918

PERSONNEL BY JOB TITLE

	2017-18 Fiscal Year	2018-19 Fiscal Year	2019-20 Fiscal Year
Chief of Police	1	1	1
Deputy Chief	2	2	2
Police Captain	4	4	4
Police Lieutenant	8	8	8
Police Sergeant	27	27	27
Police Corporal	45	91	91
Police Officer	92	23	23
Administrative Assistant / Sr. Administrative Asst.	4	4	4
Crime Analyst / Criminal Intelligence Analyst	3	3	3
Police Cadet /Police Recruit	1	24	24
Clerk	13	13	13
Supervisor	3	3	3
Information Specialist	1	1	1
Parking Control Officer	2	2	2
Animal Control Manager	1	1	1
Animal Control Shelter Manager	1	1	1
Animal Control Adoption Coordinator	1	1	1
Animal Control Officer	6	6	6
Animal Control Clerk	0	1	1
Kennel Attendant	4	4	4
Crime Scene Unit Technician	6	6	6
Property Evidence Technician	3	3	3
Public Safety Telephone Response Specialist	4	4	4
Research and Grants Specialist	1	1	1
Police Training Coordinator	1	1	1
Personnel Specialist (PD)	1	1	1
Total Personnel	235	236	236

CODE ENFORCEMENT

MISSION

The mission of Code Enforcement is to foster safe, healthy, and clean neighborhoods in Odessa. Code Enforcement is committed to preventing blight in Odessa neighborhoods and having a positive impact in our community through education, outreach, and enforcement of city codes and ordinances.

SERVICES PROVIDED

The division conducts neighborhood sweeps, distributes education materials to citizens, and issues notices of violations for properties that are in violation of city codes and ordinances. Ordinances and codes enforced including health and sanitation, solid waste, junk vehicles, water nuisance violations, and various zoning ordinances, including truck route ordinances.

FY2019 ACCOMPLISHMENTS

- A total of 943 junked vehicles were removed from properties during the 2019 fiscal year.
- During fiscal 2019 year, 20,623 notices of violations were issued to citizens.
- Over 1,328 tons of junk and debris was removed from our alleys.
- Quarterly Block parties held in each Council district.
- Establishment of "Take Pride in Your Neighborhood".
- Code of the month education piece on social media.

CONTACT INFORMATION

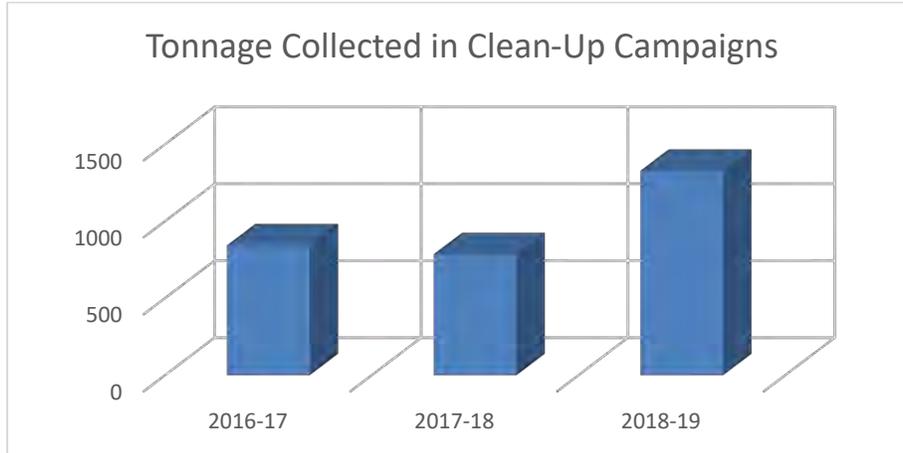
Merita Sandoval
Director of Community Development
432-335-4819
msandova@odessa-tx.gov

CODE ENFORCEMENT

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Educate citizens on common code violations and other code enforcement ordinances. 	Conduct neighborhood meetings (30) and Provide educational materials to citizens. (50,000)	Number of neighborhood meetings conducted	7	10	10
	Conduct monthly neighborhood sweeps. (60)	Number of neighborhood sweeps conducted.	3	4	4
Develop relationships and work with outside agencies and other departments, including Keep Odessa Beautiful, Ector County Environmental Enforcement, Health Department and service organizations. 	Attend monthly KOB Board Meetings (60) Quarterly meetings with Ector County Environmental Enforcement, Health Department. (20)	Number of Keep Odessa Board Meetings attended	12	12	12
	Presentations to service organizations of opportunities to get involved. (12)	Number of meetings with outside agencies and service organizations.	10	12	12
Maintain open case load to no more than 300 per quarter.	Assess number of open cases quarterly. (20)	Number of quarters where open cases were less than 300.	4	4	4
Provide access to continued education for staff.	Conduct quarterly continued education trainings. (20)	Number of staff trainings held.	23	16	16

CODE ENFORCEMENT



EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,026,629	\$1,044,683	\$1,142,677	\$1,241,916
Supplies	43,522	43,000	43,098	43,098
Services	198,814	234,249	247,514	262,067
Maintenance	25,675	6,620	31,211	31,211
Total Expenditures	\$1,294,640	\$1,328,551	\$1,464,500	\$1,578,292

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Community Development*	1	1	1
Code Enforcement Supervisor ***	1	1	1
Code Enforcement Coordinator *	1	1	1
Code Enforcement Officer *	14	14	14
Code Enforcement Clerk *	1	1	1
Senior Administrative Assistant **	1	1	1
Total Personnel	19	19	19
Funding Sources:			
General Fund *	17.5	17.5	17.5
Solid Waste **	1.5	1.5	1.5
Total Personnel	19	19	19

City of Odessa

FY 2019-20

Adopted Budget

Special Revenue Funds

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects.

The Community Development Fund is funded entirely by federal or state grants that are used to fund projects that benefit low and moderate-income individuals, families, or areas.

The Convention and Visitors Fund is funded through receipts from an occupancy tax on local hotels/motels. This revenue must be used to fund projects that attract conventions and tourists to Odessa. Most of the operation of this fund are contracted out to the local Chamber. The City receives an administrative fee and audit reimbursement fee from the hotel/motel tax dollars the City collects for Ector County.

The other Special Revenue Funds are restricted by state statute or by grant contracts. The Drug Forfeiture Fund accounts for funds received from the sale of narcotics-related, confiscated property. The Municipal Court Building Security Fund's revenue is generated by a \$3 court cost that is assessed for each misdemeanor conviction. This revenue is used to fund the security needs of the court. The Municipal Court Technology Fund's revenue is generated by a fee that is assessed for each misdemeanor conviction. These funds can only be used to purchase technology that will aid the court. Various federal and state grants are budgeted under this category for convenience. Each has a specific purpose, which is discussed in the Special Revenue Funds section of the budget book.

City of Odessa

FY 2019-20

Adopted Budget

Community Development Fund
Overview

COMMUNITY DEVELOPMENT FUND

OVERVIEW

	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$0	\$0	\$0	\$0
CURRENT REVENUES				
Block Grant Funds (CDBG)	\$778,374	\$798,675	\$834,911	\$902,325
Unprogrammed Funds	65,722	387,002	50,872	0 *
HOME Grant Funds	295,357	287,378	327,975	245,777 *
GF Transfer In	2,856	0	0	0
TOTAL CURRENT REVENUES	\$1,142,309	\$1,473,055	\$1,213,758	\$1,148,102
TOTAL FINANCING SOURCES	\$1,142,309	\$1,473,055	\$1,213,758	\$1,148,102
EXPENDITURES				
Personal Services	\$152,183	\$209,364	\$208,242	\$335,787
Supplies	34,364	37,283	91,079	91,079
Services	192,500	109,120	100,569	100,569
Projects/Programs	763,262	1,117,288	813,868	620,667
TOTAL EXPENDITURES	\$1,142,309	\$1,473,055	\$1,213,758	\$1,148,102
ENDING FUND BALANCE	\$0	\$0	\$0	\$0
<p>*CDBG UNPROGRAMMED AND HOME PROGRAM INCOME ARE MONIES FROM HUD AWARDED AND BUDGETED DURING A PREVIOUS FISCAL YEAR. THEREFORE, THEY ARE NOT A PART OF THE TOTAL FY20 BUDGET.</p>				

COMMUNITY DEVELOPMENT FUND

OVERVIEW

	2019-20 Budget
Current Revenues	
Block Grant Funds (CDBG)	\$902,325
HOME Grant Funds	245,777
Total Current Revenues	\$1,148,102
Expenditures:	
Program Administration	\$166,750
Housing Rehabilitation	398,395
Demolition Program	225,180
Elderly and Disabled Lawn Program	30,000
HOME Program	245,777
Meals on Wheels	45,000
Odessa Affordable Housing	25,000
Family Promise	12,000
Total Expenditures	\$1,148,102

COMMUNITY DEVELOPMENT

MISSION

The primary objective of the Community Development Block Grant Program and the HOME Program is to develop and revitalize communities by providing decent housing, a suitable living environment, and expanding economic opportunities and human services for persons of low and moderate income.

SERVICES PROVIDED

The Community Development Department is responsible for administering the Community Development Block Grant Program (CDBG) and the HOME Investment Partnership Program. The staff is responsible for overseeing the Housing Rehabilitation/Reconstruction Program, the Minor Repair and Emergency Repair Program, the Demolition Program, as well as administering a Homebuyer Assistance Program and the Infill Housing Program. In addition, staff also ensures any outside agency that receives grant funds meets both HUD and contract requires by on-site and desk monitoring of the programs funded with CDBG funds.

2019 ACCOMPLISHMENTS

- To date the Housing Rehab/Reconstruction Program has completed the construction of 4 homes and currently has 3 other homes the contractor will be rebuilding. There has also been 4 minor repair projects completed during this fiscal year.
- The Demolition Program has removed 48 residential structures and boarded up 5 additional buildings. 3 commercial structures have been removed.
- Current sub recipients (Meals on Wheels, Family Promise, Odessa Affordable Housing, Inc., and Elderly Lawn Mowing Program) have served 100 persons to date with services provided with the CDBG funds.

CONTACT INFORMATION

Merita Sandoval,
Director of Community Development
432-335-4819
msandova@odessa-tx.gov

COMMUNITY DEVELOPMENT

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Expand Homeownership Opportunities	Provide direct financial assistance to income qualified homebuyers.	Number of persons provided down payment and closing cost assistance.	1	1	3
Eliminate slum & blight	Removal of unsafe buildings.	Number of unsafe structures removed	46	55	30
Encourage mixed-use developments in Odessa 	Encourage infill residential development Create incentive with development corporation partnership	Infill housing Program enrollment	0	0	3
Preserve Existing Housing Stock	Provide rehab, minor repair and emergency assistance to eligible applicants. (25)	Number of households served with rehab, reconstruction, minor or emergency repairs.	17	10	10
To make services available through public service activities.	Provide funding to agencies for services.	Number of people receiving human services assistance	128	100	100
Reinvestment in core neighborhoods 	Code enforcement campaign, community assistance days annually, incentives for exterior maintenance, neighborhoods groups, Partnership in Southside urban village	Number of reinvigorated Neighborhoods that underwent redevelopment	1	3	5

COMMUNITY DEVELOPMENT

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$152,183	\$209,364	\$208,242	\$335,787
Supplies	34,364	37,283	91,079	91,079
Services	192,500	109,120	100,569	100,569
Projects/Programs	763,262	1,117,288	813,868	620,667
Total Expenditures	\$1,142,309	\$1,473,055	\$1,213,758	\$1,148,102

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Community Development ***	1	1	1
Community Development/ Housing Manager *	1	1	0
Community Development/ Housing Assistant *	0	0	1
Housing Assistant *	1	1	1
Demolition Inspector *	1	1	1
Housing Construction Manager *	1	1	1
Code Enforcement Education Administrator ** ***	1	1	1
Code Enforcement Field Supervisor ***	1	1	1
Code Enforcement Officer ***	14	14	14
Code Enforcement Clerk ***	1	1	1
Administrative Assistant **	1	1	1
Total Personnel	23	23	23
Funding Sources:			
Community Development *	4	4	4
Solid Waste Fund **	1.5	1.5	1.5
General Fund ***	17.5	17.5	17.5
Total Personnel	23	23	23

City of Odessa

FY 2019-20

Adopted Budget

Other Funds
Overview

CONVENTIONS AND VISITORS FUND

OVERVIEW

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$3,281,188	\$6,696,233	\$6,696,233	\$8,864,897
CURRENT REVENUES				
Hotel/Motel Tax	\$8,557,468	\$8,483,764	\$4,000,000	\$4,300,000
Interest Income	65,910	44,728	20,000	40,000
TOTAL CURRENT REVENUES	\$8,623,378	\$8,528,492	\$4,020,000	\$4,340,000
TOTAL FINANCING SOURCES	\$ 11,904,566	\$ 15,224,725	\$ 10,716,233	\$ 13,204,897
EXPENDITURES				
Black Cultural Council	\$45,000	\$45,000	\$45,000	\$75,000
Commemorative Air Force	50,000	50,000	50,000	50,000
Convention and Visitors Bureau	957,133	975,000	975,000	1,000,000
C&V Bureau - Sporting Events	96,350	65,000	65,000	65,000
Downtown Odessa	415,248	455,474	455,474	500,000
Downtown Odessa/Parks:				
Banners and Decorations	0	0	0	100,000
FWT Odessa Productions, Inc.	30,000	30,000	30,000	30,000
Jr. Jacks Youth Hockey	10,000	10,000	10,000	15,000
Junior League of Odessa	14,461	15,000	15,000	15,000
Odessa Arts	347,500	350,000	350,000	700,000
Odessa Jackalopes	30,000	30,000	30,000	30,000
Odessa Links - Comm. Conference	10,000	15,000	15,000	15,000
Odessa Student Crimestoppers	0	0	0	50,000
Parks-Fall Festival	65,591	60,000	60,000	100,000
Parks-Ratliff Ranch Golf Links	0	0	0	50,000
Parks-Starbright Village	115,392	100,000	100,000	150,000
Permian Basin Fair & Exposition	100,000	100,000	100,000	125,000
Rock the Desert	50,000	50,000	50,000	0
Sandhills Stock Show & Rodeo	75,000	75,000	75,000	100,000
Texas Tours Entertainment	25,000	0	0	25,000
University of Texas-Permian Basin	190,735	200,000	200,000	100,000
West Texas Track Club	50,000	50,000	50,000	55,000
White-Pool House Friends	40,000	40,000	40,000	40,000
Ector County Coliseum	50,000	50,000	50,000	50,000
Administrative Cost/Audit Fees	40,923	32,599	32,599	32,599
TOTAL EXPENDITURES	\$2,808,333	\$2,798,073	\$2,798,073	\$3,472,599
Transferred for Convention Center	2,400,000	3,561,755	500,000	0
Adjusted Total Expenditures	\$5,208,333	\$6,359,828	\$3,298,073	\$3,472,599
ENDING FUND BALANCE	\$6,696,233	\$8,864,897	\$7,418,160	\$9,732,298

MUNICIPAL COURT SECURITY FUND

OVERVIEW

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$3,104	(\$2,454)	(\$2,454)	\$59,764
CURRENT REVENUES				
MC Security Fee	\$74,183	\$66,010	\$70,000	\$70,000
Interest Income	20	12	0	0
Transfers In	10,000	10,000	20,000	20,000
TOTAL CURRENT REVENUES	\$84,203	\$76,022	\$90,000	\$90,000
TOTAL FINANCING SOURCES	\$87,307	\$73,568	\$87,546	\$149,764
EXPENDITURES				
Personal Services	\$89,761	\$13,805	\$100,201	\$100,201
TOTAL EXPENDITURES	\$89,761	\$13,805	\$100,201	\$100,201
ENDING FUND BALANCE	(\$2,454)	\$59,764	(\$12,655)	\$49,563

\$3,104

OVERVIEW

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$183,051	\$240,105	\$240,105	\$143,239
CURRENT REVENUES				
MC Technology Fee	\$98,817	\$87,907	\$97,000	\$97,000
Interest	3,900	2,851	1,000	1,000
TOTAL CURRENT REVENUES	\$102,717	\$90,758	\$98,000	\$98,000
TOTAL FINANCING SOURCES	\$285,768	\$330,863	\$338,105	\$241,239
EXPENDITURES				
Personal Services	\$6,162	\$0	\$73,899	\$73,899
Supplies	0	450	5,000	5,000
Services	0	0	20,000	20,000
Maintenance	0	47,826	15,750	15,750
Capital Outlay	39,501	139,349	44,034	44,034
TOTAL EXPENDITURES	\$45,663	\$187,625	\$158,683	\$158,683
ENDING FUND BALANCE	\$240,105	\$143,239	\$179,422	\$82,556

DRUG FORFEITURE FUND**OVERVIEW**

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$731,517	\$692,439	\$692,439	\$685,455
CURRENT REVENUES				
State Funds	\$57,681	\$28,780	\$100,000	\$50,000
Federal Funds Justice	53,544	86,298	10,000	10,000
TOTAL CURRENT REVENUES	\$111,225	\$115,078	\$110,000	\$60,000
TOTAL FINANCING SOURCES	\$842,742	\$807,517	\$802,439	\$745,455
EXPENDITURES				
Supplies	\$91,236	\$120,500	\$414,000	\$414,000
Capital Outlay	59,067	1,562	237,000	237,000
TOTAL EXPENDITURES	\$150,303	\$122,062	\$651,000	\$651,000
ENDING FUND BALANCE	\$692,439	\$685,455	\$151,439	\$94,455

2019-20 GRANT PROGRAMS

2019-20 GRANT SUMMARY

School Attendance Court Grant - Ector County has awarded the City the School Attendance Court Grant in an effort to address the issue of truancy in the Ector County ISD.

<u>Grant Name and Description</u>		<u>Total Program Cost</u>	<u>Grant Reimbursement</u>	<u>Net City Contribution</u>
<u>MUNICIPAL COURT</u>				
School Attendance Court	Term: (Oct-Sep)	\$7,500	\$7,500	
	Incentive pay	\$7,500	\$7,500	\$0
<u>CITY ATTORNEY</u>				
School Attendance Court	Term: (Oct-Sep)			
	Salaries & Wages	\$125,058	\$125,058	
	Supplies	10,003	10,003	
	Services	1,439	1,439	
		\$136,500	\$136,500	\$0
Total FY 2019-20 Grants		\$144,000	\$144,000	\$0

City of Odessa

FY 2019-20

Adopted Budget

Debt Service Fund Overview

DEBT SERVICE FUND

OVERVIEW

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$729,501	\$777,940	\$777,940	\$805,298
CURRENT REVENUES				
Ad Valorem Tax Revenue	\$7,166,275	\$7,018,625	\$7,018,625	\$13,572,333
Interest Income	27,208	27,358	0	0
TOTAL CURRENT REVENUES	\$7,193,483	\$7,045,983	\$7,018,625	\$13,572,333
TOTAL FINANCING SOURCES	\$7,922,984	\$7,823,923	\$7,796,565	\$14,377,631
EXPENDITURES				
2009 Refunding Issue	392,800	392,700	392,700	0
2012 Refunding Issue	648,200	670,550	670,550	827,325
2013 Certificates of Obligation	2,335,625	2,339,875	2,339,875	2,339,125
2014 Refunding Issue	1,186,100	1,202,700	1,202,700	1,315,300
2015 Refunding Issue	219,950	228,350	228,350	236,350
2017 Refunding Issue	2,371,525	2,180,700	2,180,700	2,083,700
2019 Certificates of Obligation	0	0	0	6,766,533
Bank Service Charges	1,990	3,750	3,750	4,000
Effect of Debt Rounding	(11,146)	0	0	0
TOTAL EXPENDITURES	\$7,145,044	\$7,018,625	\$7,018,625	\$13,572,333
ENDING FUND BALANCE	\$777,940	\$805,298	\$777,940	\$805,298

SCHEDULE OF OUTSTANDING DEBT

OVERVIEW

General Debt Service Fund

General Debt Service is used to account for the monies set aside for the payment of principal and interest to holders of the City's general obligation bonds and certificates of obligation, the sale of which finance long-term capital improvements such as facilities, streets, drainage, and parks.

A general obligation (GO) bond and a Certificate of Obligation (CO) are legal debt instruments used to finance permanent public projects within city limits. The GO bond and the CO one are backed by the tax base and the City's ability to tax for repayment of indebtedness. The state requires incorporated cities to submit proposed bond issues to a public referendum and receive voter authorization prior to bond issuance (Article 701). City Council must issue a "Public Notice" on the same day for two successive weeks, seventy-eight days prior to the bond election. COs do not require voter authorization, but issuance of a "Public Notice" is required for two consecutive weeks, thirty-one days prior to sale date. City Council is authorized to enact a tax rate sufficient to pay annual principal and interest requirements (Article 707). State law allows an incorporated city to refund a bond issue in order to reduce bonded indebtedness (Article 802b-2).

The City issued \$6,780,000 in Refunding Bonds in 2011-12 to pay off the \$1,810,000 balance of the 2001 bond series and pay \$5,085,000 against the 2004 bond series balance. The refunding issue resulted in a present value savings of \$810,758. In 2012-13, Certificates of Obligation, Series 2013 were issued in the amount of \$51,335,000. Proceeds from this issue were designated to fund street, parks, and drainage improvements.

In FY 2014, the Series 2014 G.O. Refunding Bonds were issued in the amount of \$10,060,000. Of this amount, \$4,225,000 was used to advance refund a portion of the outstanding Certificates of Obligation, Series 2005, and \$6,285,000 to advance refund a portion of the outstanding Certificates of Obligation, Series 2006. This refunding issue resulted in a present value savings of \$646,270. In FY 2015, the Series 2015, Refunding Bonds were issued to refund the Series 2007 Certificates of Obligation in the amount of \$3,740,000, for a present value savings of \$278,666.

General Obligation Refunding Bonds, Series 2017, were issued in 2017-2018 in the amount of \$36,280,000. Of this amount \$34,320,000 was issued to advance refund a portion of the outstanding combination Tax and Revenue Certificates of Obligation, Series 2013 in the amount of \$33,895,000 and \$1,960,000 was issued to advance refund General Funding Bond Series 2006 in the amount of \$1,960,000. The refunding issue resulted in a present value savings of \$2,294,437.

Certificates of Obligation, Series 2019, were issued in 2018-2019 in the amount of \$81,000,000 principal with a \$12,000,000 premium. Of this amount, \$24,000,000 is reserved for the Fire Department for construction of two fire stations; \$14,100,000 is reserved for the Odessa Police Department for a new animal shelter and multi-purpose building; \$9,100,000 is reserved for various park improvements within the City; \$42,925,000 is reserved for the Public Works department to rebuild roads and construct drainage improvements; and lastly, \$2,875,000 is reserved for additional city offices. The total debt service requirement for the upcoming fiscal year is \$13,568,091.

SCHEDULE OF OUTSTANDING DEBT

OVERVIEW

Legal Debt Margin Information

At the start of fiscal year 2019-20, the City's debt limit based on assessed property tax value was \$202,263,457 and total net debt applicable to the limit was \$138,024,567, resulting in a legal debt margin of \$64,238,890.

Note: General property taxes are limited by Home Rule Charter to \$2.00 per \$100 for assessed valuation. There is no limitation within the \$2.00 ceiling for debt service.

Water and Sewer Debt Service

Water and Sewer Debt Service is used to finance long-term capital improvements. A revenue bond is a legal debt instrument used to finance permanent public projects. The bond is backed by the full faith and credit of the issuing government, and is paid for by revenue from user rates. Unlike GO bonds, revenue bonds do not require voter approval. The City Council is authorized to approve the bond and set the user rates to make the annual payments. State law allows an incorporated city to refund a bond as a method to reduce bonded indebtedness (Article 802b-2).

In late 2007, Certificates of Obligation, Series 2007 were issued in the amount of \$62,855,000. Proceeds were designated for major water and sewer improvements, including water and sewer line replacements, Water Treatment Plant improvements, and other major water and sewer projects.

No new water and sewer debt was issued since the Series 2007. CIP monies and proceeds from the 2007 bond issue were sufficient to cover the cost of all major water and sewer projects. In FY 2015, General Obligation Refunding Bonds, Series 2015 were issued to refund the series 2007 Certificates of Obligation in the amount of \$51,825,000, for a present-value savings of \$3,861,464. In FY 2020, the debt service requirement is \$6,558,600, down \$2,700 compared to the FY 2019 payment.

GENERAL DEBT SERVICE FUND

GENERAL DEBT SERVICE 2019-20

CITY OF ODESSA COMBINED SCHEDULE OF GENERAL DEBT SERVICE SEPTEMBER 30, 2019

	SERIES 2012 REFUNDING ISSUE			SERIES 2013 CERTIFICATES OF OBLIGATION		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
2020	\$ 695,000	\$ 132,325	\$ 827,325	\$ 2,065,000	\$ 274,125	\$ 2,339,125
2021	1,025,000	106,525	1,131,525	2,170,000	168,250	2,338,250
2022	785,000	79,375	864,375	2,280,000	57,000	2,337,000
2023	825,000	51,100	876,100	-	-	-
2024	865,000	17,300	882,300	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
2027	-	-	-	-	-	-
2028	-	-	-	-	-	-
2029	-	-	-	-	-	-
2030	-	-	-	-	-	-
2031	-	-	-	-	-	-
2032	-	-	-	-	-	-
2033	-	-	-	-	-	-
2034	-	-	-	-	-	-
	<u>\$ 4,195,000</u>	<u>\$ 386,625</u>	<u>\$ 4,581,625</u>	<u>\$ 6,515,000</u>	<u>\$ 499,375</u>	<u>\$ 7,014,375</u>

GENERAL DEBT SERVICE FUND

GENERAL DEBT SERVICE 2019-20

CITY OF ODESSA COMBINED SCHEDULE OF GENERAL DEBT SERVICE SEPTEMBER 30, 2019

	SERIES 2014 REFUNDING BONDS			SERIES 2015 REFUNDING BONDS		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
2020	\$ 1,010,000	\$ 305,300	\$ 1,315,300	\$ 55,000	\$ 181,350	\$ 236,350
2021	1,050,000	264,100	1,314,100	425,000	169,625	594,625
2022	1,095,000	215,725	1,310,725	450,000	147,750	597,750
2023	1,175,000	158,975	1,333,975	460,000	125,000	585,000
2024	1,210,000	105,400	1,315,400	500,000	101,000	601,000
2025	1,285,000	55,500	1,340,500	515,000	75,625	590,625
2026	745,000	14,900	759,900	580,000	48,250	628,250
2027	-	-	-	675,000	16,875	691,875
2028	-	-	-	-	-	-
2029	-	-	-	-	-	-
2030	-	-	-	-	-	-
2031	-	-	-	-	-	-
2032	-	-	-	-	-	-
2033	-	-	-	-	-	-
2034	-	-	-	-	-	-
	<u>\$ 7,570,000</u>	<u>\$ 1,119,900</u>	<u>\$ 8,689,900</u>	<u>\$ 3,660,000</u>	<u>\$ 865,475</u>	<u>\$ 4,525,475</u>

GENERAL DEBT SERVICE FUND

GENERAL DEBT SERVICE 2019-20

CITY OF ODESSA COMBINED SCHEDULE OF GENERAL DEBT SERVICE SEPTEMBER 30, 2019

	SERIES 2017 REFUNDING BONDS			SERIES 2019 CERTIFICATES OF OBLIGATION		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
2020	\$ 640,000	\$ 1,443,700	\$ 2,083,700	\$ 3,360,000	\$ 3,406,291	\$ 6,766,291
2021	40,000	1,430,100	1,470,100	2,580,000	3,367,800	5,947,800
2022	40,000	1,428,500	1,468,500	2,715,000	3,235,425	5,950,425
2023	2,430,000	1,379,100	3,809,100	2,855,000	3,096,175	5,951,175
2024	2,525,000	1,280,000	3,805,000	3,000,000	2,949,800	5,949,800
2025	2,625,000	1,177,000	3,802,000	3,155,000	2,795,925	5,950,925
2026	2,755,000	1,055,625	3,810,625	3,315,000	2,634,175	5,949,175
2027	2,895,000	914,375	3,809,375	3,485,000	2,464,175	5,949,175
2028	3,040,000	766,000	3,806,000	3,665,000	2,285,425	5,950,425
2029	3,180,000	626,400	3,806,400	3,850,000	2,097,550	5,947,550
2030	3,310,000	496,600	3,806,600	4,050,000	1,900,050	5,950,050
2031	3,445,000	361,500	3,806,500	4,235,000	1,714,100	5,949,100
2032	3,585,000	220,900	3,805,900	4,410,000	1,541,200	5,951,200
2033	3,730,000	74,600	3,804,600	4,590,000	1,361,200	5,951,200
2034	-	-	-	4,775,000	1,173,900	5,948,900
2035	-	-	-	4,970,000	979,000	5,949,000
2036	-	-	-	5,170,000	776,200	5,946,200
2037	-	-	-	5,385,000	565,100	5,950,100
2038	-	-	-	5,605,000	345,300	5,950,300
2039	-	-	-	5,830,000	116,600	5,946,600
	<u>\$34,240,000</u>	<u>\$12,654,400</u>	<u>\$46,894,400</u>	<u>\$81,000,000</u>	<u>\$38,805,391</u>	<u>\$119,805,391</u>

GENERAL DEBT SERVICE FUND

GENERAL DEBT SERVICE 2019-20

CITY OF ODESSA COMBINED SCHEDULE OF GENERAL DEBT SERVICE SEPTEMBER 30, 2019

	<u>PRINCIPAL</u>	<u>TOTAL INTEREST</u>	<u>TOTAL</u>
2020	\$ 7,825,000	\$ 5,743,091	\$ 13,568,091
2021	7,290,000	5,506,400	12,796,400
2022	7,365,000	5,163,775	12,528,775
2023	7,745,000	4,810,350	12,555,350
2024	8,100,000	4,453,500	12,553,500
2025	7,580,000	4,104,050	11,684,050
2026	7,395,000	3,752,950	11,147,950
2027	7,055,000	3,395,425	10,450,425
2028	6,705,000	3,051,425	9,756,425
2029	7,030,000	2,723,950	9,753,950
2030	7,360,000	2,396,650	9,756,650
2031	7,680,000	2,075,600	9,755,600
2032	7,995,000	1,762,100	9,757,100
2033	8,320,000	1,435,800	9,755,800
2034	4,775,000	1,173,900	5,948,900
2035	4,970,000	979,000	5,949,000
2036	5,170,000	776,200	5,946,200
2037	5,385,000	565,100	5,950,100
2038	5,605,000	345,300	5,950,300
2039	5,830,000	116,600	5,946,600
	<u>\$137,180,000</u>	<u>\$54,331,166</u>	<u>\$191,511,166</u>

SCHEDULE OF REVENUE BOND REQUIREMENT

WATER AND SEWER DEBT 2019-20

CITY OF ODESSA COMBINED SCHEDULE OF REVENUE BOND REQUIREMENTS SEPTEMBER 30, 2019

SERIES 2015 REFUNDING BONDS

	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>
2020	\$ 4,530,000	\$ 2,028,600	\$ 6,558,600
2021	4,745,000	1,819,375	6,564,375
2022	4,980,000	1,576,250	6,556,250
2023	5,240,000	1,320,750	6,560,750
2024	5,510,000	1,052,000	6,562,000
2025	5,795,000	769,375	6,564,375
2026	6,090,000	472,250	6,562,250
2027	6,400,000	160,000	6,560,000
	<u>\$ 43,290,000</u>	<u>\$ 9,198,600</u>	<u>\$ 52,488,600</u>

City of Odessa

FY 2019-20

Adopted Budget

Capital Projects Funds Overview

CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

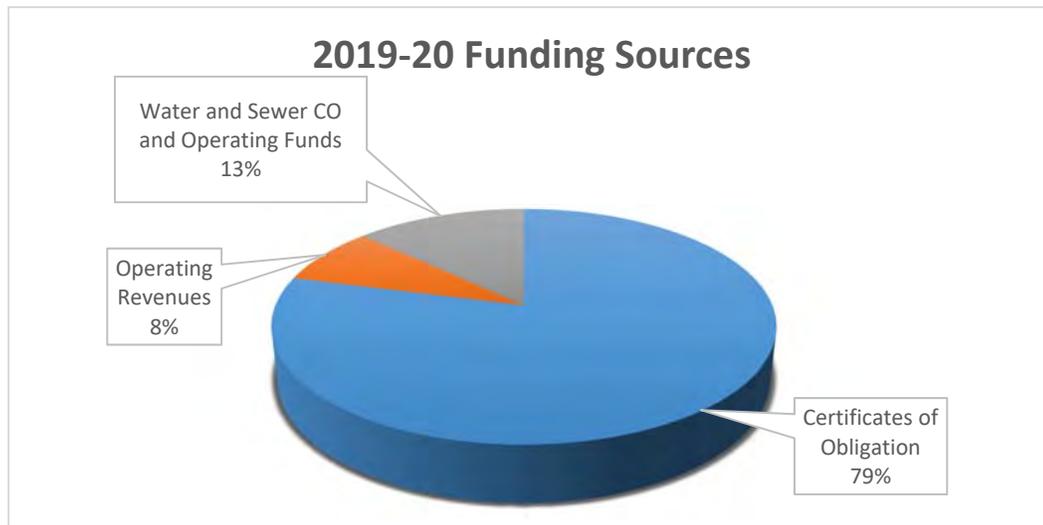
Overview

The total Work In Process Capital Improvement Program (CIP) for the City of Odessa totals \$140,653,872 for the 2019-20 fiscal year, an increase of \$88,386,159 million, or 169.10 % compared to 2018-19 numbers. This year's program focuses on street and drainage improvements, fire stations, Animal Shelter, and police improvements, park improvements, building improvements, the convention center, parking garage and Ector Theater, along with water and sewer line improvements.

The CIP program is grouped into two major capital programs: the General Purpose Capital Program and the Enterprise Fund Capital Program. Both capital programs are five-year plans that are reviewed and updated annually. All projects are part of the work-in-process CIP and are presented below in a comparative summary of capital budgets.

Summary of Work In Process Capital Improvements Program

	Planned WIP 2018-19	Planned WIP 2019-20
General Purpose		
Parks / Golf Improvements	\$1,992,409	\$2,056,215
Public Works Improvements	21,058,402	14,179,603
Miscellaneous / Contingencies	116,445	255,416
Public Safety	0	7,023,780
Building Improvements	3,879,742	2,005,473
Convention Center, Parking Garage and Ector Theatre	18,390,572	6,447,465
Total General Purpose	45,437,570	31,967,952
Enterprise Fund		
Water and Sewer Revenue Bonds	6,830,143	18,598,111
Total Work in Process Capital Budget	\$52,267,713	\$ 43,708,344



CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

General Purpose Projects

General Purpose Capital Projects include drainage improvements, park improvements, fire stations, animal shelter, police improvements, and street infrastructure. These types of projects are funded by operating revenues or by the issuance of certificates of obligation.

Enterprise Fund Capital Projects

Enterprise Fund Capital Projects include water treatment plant improvements, water and sewer line replacements and/or extensions, improvements at the Bob Derrington Water Reclamation Plant, and Water treatment plant improvements. These projects ensure compliance with state regulations, maintain and improve existing infrastructure, and expand the infrastructure to meet the needs of a growing community. All Enterprise Fund Capital Projects are funded by Water and Sewer bond monies and reuse water sales under a take-or-pay contract.

Operational Impact of Capital Improvement Program

CIP projects that are funded by Certificates of Obligation directly impact the total debt incurred by the City, as well as the amount of the debt payment in any given year. Currently, General Debt has an outstanding balance of \$137,180,000 and a 2019-20 debt payment of \$13,568,091. The outstanding debt for Water and Sewer Debt is \$43,290,000, with a 2019-20 payment of \$6,558,600.

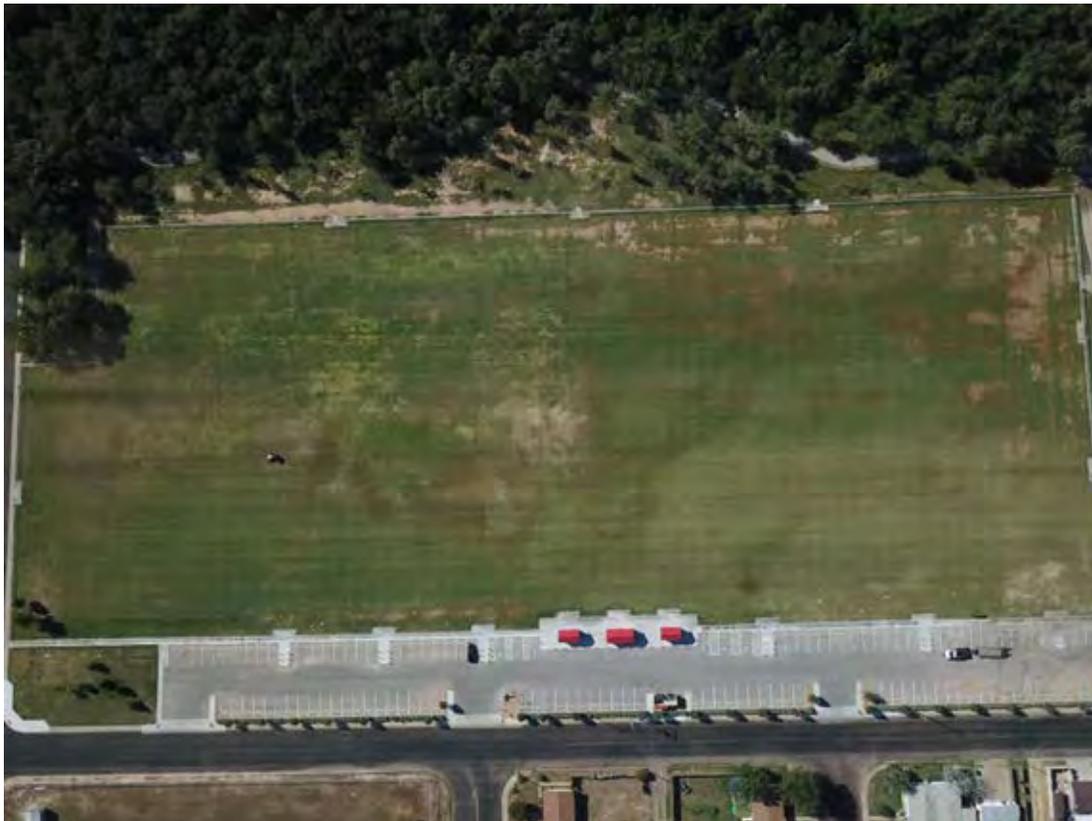
In addition to the impact made on the Debt Service Budgets, CIP Projects also affect maintenance costs. It is estimated that, for every lane mile of street infrastructure constructed, an additional \$6,790 is spent per year on maintenance costs. The estimated annual maintenance costs for water and sewer lines increase at a rate of \$4,245 per mile and \$3,035 per mile, respectively. Park improvements can cause operational costs to increase, or decrease. Certain improvements, such as the addition of athletic fields, tennis courts, basketball courts, outdoor restrooms, or walking paths, increase costs because additional funding must be set aside to maintain the new features. However, some projects, such as the construction of water wells at City parks, decrease operational costs by reducing the amount of water that must be purchased. Reductions in maintenance costs also occur when replacements for existing equipment, infrastructure, or amenities require less maintenance than the capital assets they replace.

CIP Projects have increased personnel costs in the Public Works Department. Engineering, a division of Public Works, is very involved in both the General Purpose and Enterprise Fund Capital Programs. Over the years, the Engineering Division has hired additional personnel to keep pace with CIP schedules. In order to defray increasing personnel costs, three Engineering positions are currently funded out of Capital Projects funds.

CAPITAL IMPROVEMENT PROGRAM



UTPB Sprayground



Comanche Park

CAPITAL IMPROVEMENT PROGRAM



Spraygrounds

CAPITAL IMPROVEMENT PROGRAM



Ector Theater and Parking Garage

CAPITAL IMPROVEMENT PROGRAM



23rd Street East



23rd Street West

CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

Long-Term Goals

The City has developed four strategic plans to identify the needs of a growing community, assess the City's role in meeting those needs, and implement and fund projects that will assist in accomplishing the City's goals. These plans include: 1) the Comprehensive Plan, 2) the Parks, Recreation, Open Space, and Urban Landscapes Master Plan, 3) the Public Works Capital Improvement Program.

At the end of fiscal year 2012-13, bids were accepted to update the existing Comprehensive Plan, which had not been updated since 1988. Freese and Nichols, a multi-discipline consulting firm based in Dallas, Texas, was awarded the bid. In early 2013-14, Council appointed a Steering Committee, comprised of private citizens, to make recommendations to the consultant on the community's behalf. The consultant held meetings with the committee members and the public for the last two years to solicit their input. The Comprehensive Master plan was adopted in the summer of 2016. The City of Odessa was recognized by the Texas Chapter of the American Planning Association and presented an award in October of 2016.

Implementation of the plan will occur over the next 10-20 years and will address such issues as future land use, the development of public facilities and infrastructure, reasonable annexation, downtown revitalization and the redevelopment of distressed areas. The priorities outlined in the plan will be re-evaluated every four or five years by City staff.

The Parks, Recreation, Open Space, and Urban Landscapes Master Plan (Parks Master Plan) was implemented in 1995 and updated in 2005. The Texas Parks and Wildlife Department calls for the plan to be updated every ten years and re-evaluated every five years. The second update was completed by Halff and Associates out of Dallas, Texas and accepted by the City Council in April 2014. The consultant performed an evaluation of the community, the existing park system, and available resources. Public input was solicited by means of surveys and public meetings. Recommendations made by the City Council, City Management, the Parks Department, the Parks Foundation, and the Parks Advisory Board were considered for inclusion in the plan.

The Parks Master Plan serves as a tool for the future development and redevelopment of the parks system, and includes the following key recommendations:

PROJECT	STATUS
1. Adopt a Parkland Dedication Ordinance	On Hold
2. Adopt a Landscaping Ordinance	Completed
3. Develop New Aquatic Facility in North or East	UTPB Sprayground Completed
5. More Shade, Playgrounds, Lighting, and Public Art in Existing Parks	Completion of Jim Parker Park Playground Improvements
6. Additional Rental Pavilions at Existing Parks	Waiting for Fund Approval
7. Improve Practice Fields at Existing Parks	Completion of Comanche Trails Soccer Facility Redevelopment
8. Develop 90 Acre Metropolitan Park at Eastridge Road and Billy Hext Road	Waiting for Fund Approval
9. Additional Jogging and Biking Trails in All Parks	Waiting for Fund Approval

CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

Long-Term Goals (Cont'd)

10. Add More Backstops at Existing Parks	80% Completed
11. Update the Parks and Recreation Open Space and Urban Landscape Master Plan	Process to Be Completed May 2020
12 Sports Tournament Study	Process to Be Completed March 2020
13. Redevelopment of Sherwood Community Center	Completed
14. Upgrades to Slator Community Center	Completed
15. Repairs to Noel Plaza and Progressive concrete/pavers	Completed
16. Demo of Crump Park Pump House	In Progress
17. Repairs to Crump Park Building	Completed
18. Repairs to Family Aquatic Centers	Completed
19. Installation of Automated Sports Lighting Program	Completed

The Public Works Capital Improvement Program is administered by the Public Works Department. Public Works oversees many General Purpose and Enterprise Fund Projects, including drainage projects, traffic signal improvements, the rehabilitation of existing water and sewer lines, the extension of water and sewer lines, and the extension of street infrastructure.

The Engineering Division designs many of the projects in-house, particularly the water and sewer line rehabilitation projects, while other projects are designed by engineering consultants. Contractors are selected through a bidding process, and their contracts are approved by City Council.

The Public Works Department works closely with other departments to prioritize projects and establish time frames for their completion. A list of projects is compiled, spanning a period of at least five years. The list is re-evaluated and updated annually.

The five-year goals of the Public Works Capital Improvement Program are listed below:

CIP PROJECTS- WATER AND SEWER

1. 18" Waterline Parallel Along Dixie Blvd from 56th St. to Yukon Rd. Pump Station	Completed
2. Replacement of 12" Waterline Along S. Dixie from E 2nd St. to Clements Rd.	Pending
3. Bob Derrington Water Reclamation Plant Aeration Basin Rehabilitation	Under Design
4. Areawide Water Line Rehabilitation	Under Design

CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

Long-Term Goals (Cont'd)

CIP PROJECTS- PAVING AND DRAINAGE

1. East Channel Drainage Basin Improvements Phase II	Design/On Hold
2. Reconstruct & Widen University Blvd Phase II & III	Under Construction
3. Dawn Ave Design and Construction	Pending
4. Reconstruct 23rd St. (Kermit Hwy to Andrews Hwy)	Completed
5. Downtown Street Rehab Phase – Resurface Streets and Sidewalks	Completed
6. University Right-of-Way Clearance Phase I	Under Construction
7. Master Drainage Plan	Pending

CITY OF ODESSA - 2019-20 GENERAL PURPOSE CAPITAL PROJECTS

Project Type	Project Description	Funded by Operating Rev.	Funded by CO's	2019-20 Total Budget	Recurring vs. Non-Recurring
Parks	Improvements at Various Parks	\$ 1,255,198	\$ 9,140,706	\$ 10,395,904	Non-Recurring
Parks	Aquatic Facilities Improvements	32,311	-	32,311	Non-Recurring
	Subtotal Parks Improvements	\$ 1,287,509	\$ 9,140,706	\$ 10,428,215	
Public Works	Drainage Improvements	\$ 1,000,000	\$ 2,056,757	\$ 3,056,757	Recurring
Public Works	Traffic Signal Improvements	442,200	229,837	672,037	Non-Recurring
Public Works	Street Improvements	211,312	57,836,907	58,048,219	Recurring
Public Works	Unallocated 2013 Bond Issue Funds-Street Imprv.	-	36,149	36,149	Recurring
	Subtotal Public Works Improvements	\$ 1,653,512	\$ 60,159,650	\$ 61,813,162	
Public Safety	2 Fire Stations & Improvements	\$ 504,780	\$ 24,000,000	\$ 24,504,780	Non-Recurring
	Police Building Improvements & New Animal Shelter		\$ 14,100,000	\$ 14,100,000	Non-Recurring
	Subtotal Public Safety	\$ 504,780	\$ 38,100,000	\$ 38,604,780	
Miscellaneous/Contingencies	Miscellaneous/Contingencies	\$ 255,416		\$ 255,416	Non-Recurring
	Subtotal Miscellaneous/Contingencies	\$ 255,416	\$ -	\$ 255,416	
City Wide	Building Improvements	\$ 1,631,723	\$ 2,875,000	\$ 4,506,723	Non-Recurring
	Subtotal City Improvements	\$ 1,631,723	\$ 2,875,000	\$ 4,506,723	
City Manager's Office	Ector Theater	\$ 6,447,465	\$ -	\$ 6,447,465	Non-Recurring
	Subtotal City Manager Improvements	\$ 6,447,465	\$ -	\$ 6,447,465	
	TOTAL GENERAL PURPOSE CAPITAL PROJECTS	\$ 11,275,625	\$ 72,175,356	\$ 122,055,761	

CITY OF ODESSA - 2019-20 ENTERPRISE FUND CAPITAL PROJECTS

Project Description	Funding Source	Water Funds	Sewer Funds	2019-20 Total Budget	Recurring vs. Non-Recurring
Unallocated 2007 Bond Issue Funds - W/S Impr.	W/S CO's	\$ 1,154,491	\$ 1,154,491	\$ 2,308,982	Recurring
Water Project	Operating Revenue	1,404,461		1,404,461	Recurring
Water Treatment Plant Improvements	Operating Revenue	14,884,668		14,884,668	Non-Recurring
TOTAL ENTERPRISE FUND CAPITAL PROJECTS		\$ 17,443,620	\$ 1,154,491	\$ 18,598,111	

**SUMMARY OF PROPOSED CAPITAL PROJECTS
FISCAL YEARS 2020-2024**

Project Type	FY2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
<u>General Purpose</u>						
Public Works Street Improvements	\$13,385,106	\$38,883,559	\$8,625,000	\$0	\$0	\$60,893,665
Public Works Traffic Improvements	672,036	0	0	0	0	672,036
Public Works Other Improvements	122,461	125,000	0	0	0	247,461
Public Safety	7,023,780	31,581,000	0	0	0	38,604,780
Parks	2,056,215	8,372,000	0	0	0	10,428,215
Ector Theatre	6,447,465	0	0	0	0	6,447,465
Buildings & Improvements	2,005,473	2,501,250	0	0	0	4,506,723
Misc	255,416	0	0	0	0	255,416
<u>Enterprise Fund</u>						
Water and Sewer Projects	11,740,392	5,984,234	873,485	0	0	18,598,111
TOTAL CAPITAL IMPROVEMENTS	\$43,708,344	\$87,447,043	\$9,498,485	\$0	\$0	\$140,653,872
ESTIMATED OPERATIONAL IMPACT	2,185,417	4,372,352	474,924	0	0	7,032,694

City of Odessa

FY 2019-20

Adopted Budget

Water and Sewer Fund Overview

WATER AND SEWER FUND

OVERVIEW

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Beginning Fund Balance	\$31,649,765	\$48,320,143	\$48,320,143	\$59,917,259
Prior-Period Adjustment- (Implementation of GASB-OPEB)	(351,665)	0	0	0
Budget Stabilization Account	1,000,000	1,000,000	1,000,000	1,000,000
AVAILABLE FUND BALANCE	\$30,298,100	\$47,320,143	\$47,320,143	\$58,917,259
CURRENT REVENUES				
Water Revenue	\$42,702,787	\$45,017,304	\$35,313,207	\$40,726,200
Sewer Revenue	14,617,833	14,431,999	13,787,186	14,000,000
Interest Income	458,530	397,330	267,000	337,000
Sales and Charges	1,053,363	1,538,928	1,297,000	1,297,000
Pioneer Contract	11,643,313	12,626,350	9,700,000	10,500,000
Other Revenue	176,532	30,000	143,430	143,430
TOTAL CURRENT REVENUES	\$70,652,358	\$74,041,911	\$60,507,823	\$67,003,630
TOTAL FINANCING SOURCES	\$100,950,458	\$121,362,054	\$107,827,966	\$125,920,889
Expenditures				
Personal Services	\$8,054,309	\$7,940,580	\$9,175,404	\$9,731,676
Supplies	19,852,818	19,268,026	19,170,447	19,509,869
Services	5,703,661	5,338,534	5,152,391	5,623,173
Maintenance	2,463,083	2,095,084	2,250,345	2,246,345
Capital Outlay	1,822,596	2,598,841	874,089	2,843,089
Other Requirements				
GF Administrative Fee	2,767,524	2,880,662	2,880,662	2,891,210
Gross Receipt Payment	3,388,970	3,393,185	3,393,185	3,663,632
In Lieu of Tax	1,406,403	1,350,000	1,350,000	1,350,000
Debt Service	6,557,000	6,561,300	6,561,300	6,558,600
Pioneer Contract	1,613,951	7,897,968	9,700,000	10,500,000
2020 & Prior Suppl. Expend.	0	3,120,615	0	1,162,220
TOTAL EXPENDITURES	\$53,630,315	\$62,444,795	\$60,507,823	\$66,079,814
ENDING AVAILABLE BALANCE	\$47,320,143	\$58,917,259	\$47,320,143	\$59,841,075
Rate Stabilization Account	1,000,000	1,000,000	1,000,000	1,000,000
ENDING FUND BALANCE	\$48,320,143	\$59,917,259	\$48,320,143	\$60,841,075

WATER AND SEWER FUND

OVERVIEW

The City of Odessa Water and Sewer Fund is a utility enterprise fund which provides for the treatment of water entering the system, the distribution of water to customers, wastewater collection and reclamation processes, laboratory services to ensure customer safety and compliance with federal and state mandates, and the billing and collection of the costs of service to both water and sewer customers.

In 2018-19, there were 43,642 customer accounts for water services. This is a 12.00% increase in customer accounts over the last five years. The majority of the same customers have sewer accounts as well. The billing and collection office currently handles an average of 345 customer account resolutions per day, whether by phone or walk-in. Approximately 638 customers per day pay their bills in person.

Raw water transportation is administered by the Colorado River Municipal Water District and delivered to the City's water treatment plant. A total of 7.322 billion gallons of water was processed and distributed throughout the system in fiscal year 2018-19. This delivery is 23.29% higher than the 5-year annual average of 5.94 billion gallons. The maximum demand was 32.7 million gallons per day (mgd).

The infrastructure needed to meet this demand each day consists of 724.9 miles of water mains. Two booster pump stations (Golder PS and Yukon PS) aid in keeping the water distributed through the system and 3,548 fire hydrants provide emergency access to water for fire services. Water storage in the system consists of 3 elevated tanks holding a total of 6 million gallons of treated water, and 4 ground storage tanks with a capacity of 14.0 million gallons of treated water.

In most cases, demand for treated water reciprocally creates the demand for wastewater collection. In fiscal year 2018-19, wastewater customer accounts numbered 35,969, an 11.47% increase compared to 2013-2014 numbers. Approximately 2.30 billion gallons of wastewater was treated in 2018-19, representing a -12.51% decrease compared to the previous year. The amount of effluent treated is -2.61% lower than the 5-year annual average of 2.36 billion gallons. The maximum daily flow of wastewater to the Bob Derrington Water Reclamation Plant is 14.05 million gallons per day (mgd) through 549.99 miles of sewer mains. Six lift stations aid in delivering wastewater to the plant and 8,286 manholes allow for continued maintenance of the system. Residential billing of wastewater services is calculated based on water consumption during the winter months of December, January and February of each year.

While the average customer base and water delivery have not varied dramatically over the past five years, incremental increases in water and sewer rates have been necessary to cover rising overhead costs and the higher prices of raw water, chemicals, equipment maintenance and electricity.

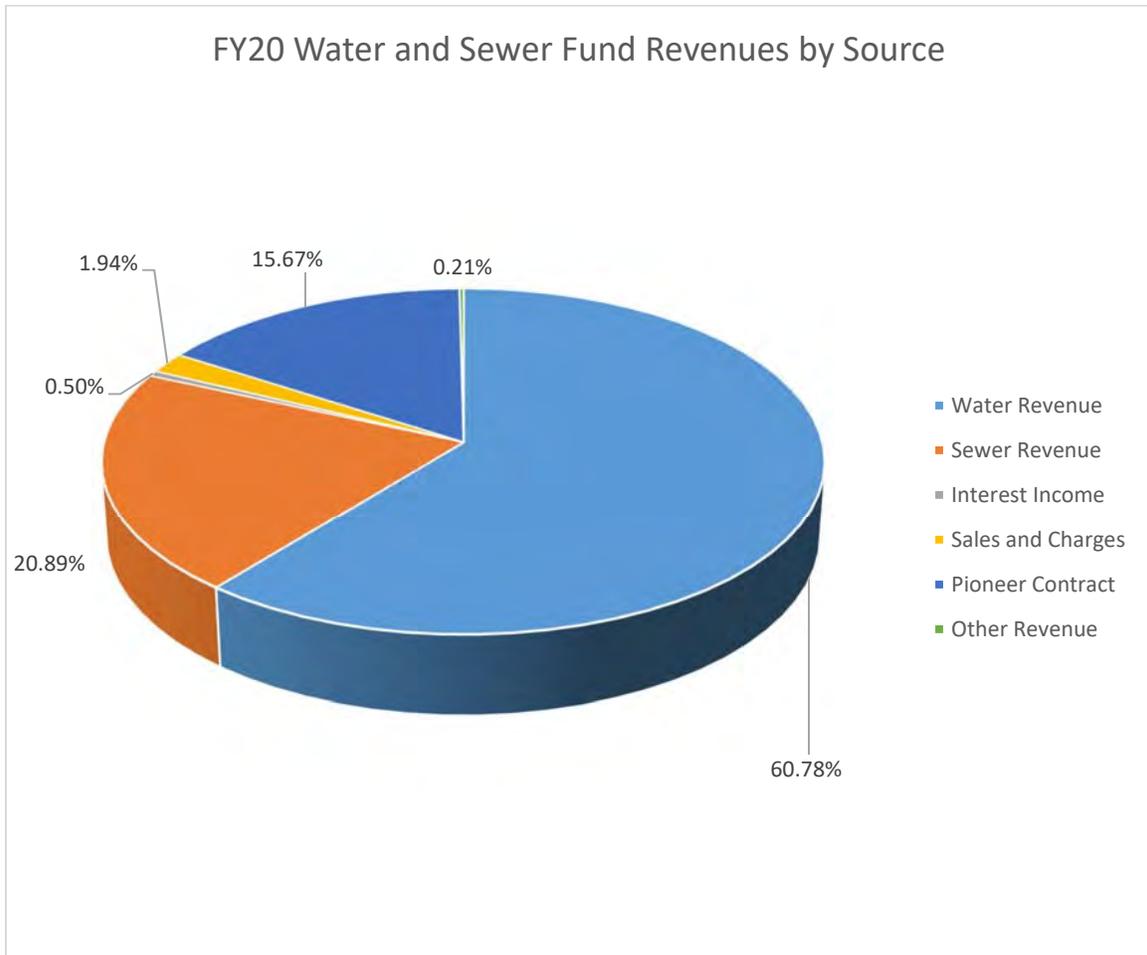
Water and Sewer revenue accounts for 81.68% of the total revenue supporting the fund. The following discussion illustrates the resulting revenue requirements based on the above trends, while also driven by the requisite expansion in operating expenditures.

WATER AND SEWER FUND

OVERVIEW

Revenues

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Water Revenue	\$42,702,787	\$45,017,304	\$35,313,207	\$40,726,200
Sewer Revenue	14,617,833	14,431,999	13,787,186	14,000,000
Interest Income	458,530	397,330	267,000	337,000
Sales and Charges	1,053,363	1,538,928	1,297,000	1,297,000
Pioneer Contract	11,643,313	12,626,350	9,700,000	10,500,000
Other Revenue	176,532	30,000	143,430	143,430
Total Revenue	\$70,652,358	\$74,041,911	\$60,507,823	\$67,003,630



WATER AND SEWER FUND

OVERVIEW

Revenues

The Water and Sewer Fund is an “Enterprise Fund” which is self-supported by user fees. The City uses a tiered water rate plan in order to encourage water conservation. A base rate covers the cost of the first 2,000 gallons of water. Thereafter, the cost per 1,000 gallons increases at various levels of consumption. Revenue generated is used for the operation and maintenance of the water and sewer system, infrastructure improvements, plant security and for annual debt service requirements of revenue bonds issued for the construction of system facilities. The following is a comparative summary of Water and Sewer Fund revenues.

Source

	2019-20 Budget		Increase / (Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Water Revenue	\$40,726,200	60.78	\$5,412,993	15.33
Sewer Revenue	14,000,000	20.89	212,814	1.54
Interest Income	337,000	0.50	70,000	26.22
Sales and Charges	1,297,000	1.94	0	0.00
Pioneer Contract	10,500,000	15.67	800,000	8.25
Other Revenue	143,430	0.21	0	0.00
TOTAL	\$67,003,630	100.00	\$6,495,807	10.74

The total revenue for the Water and Sewer Fund is \$67,003,630 for FY 2019-20. This represents an increase of \$6,495,807 compared to 2018-19 numbers. Water and Sewer Revenue is expected to increase by \$5,625,807, or 11.46% in the upcoming fiscal year.

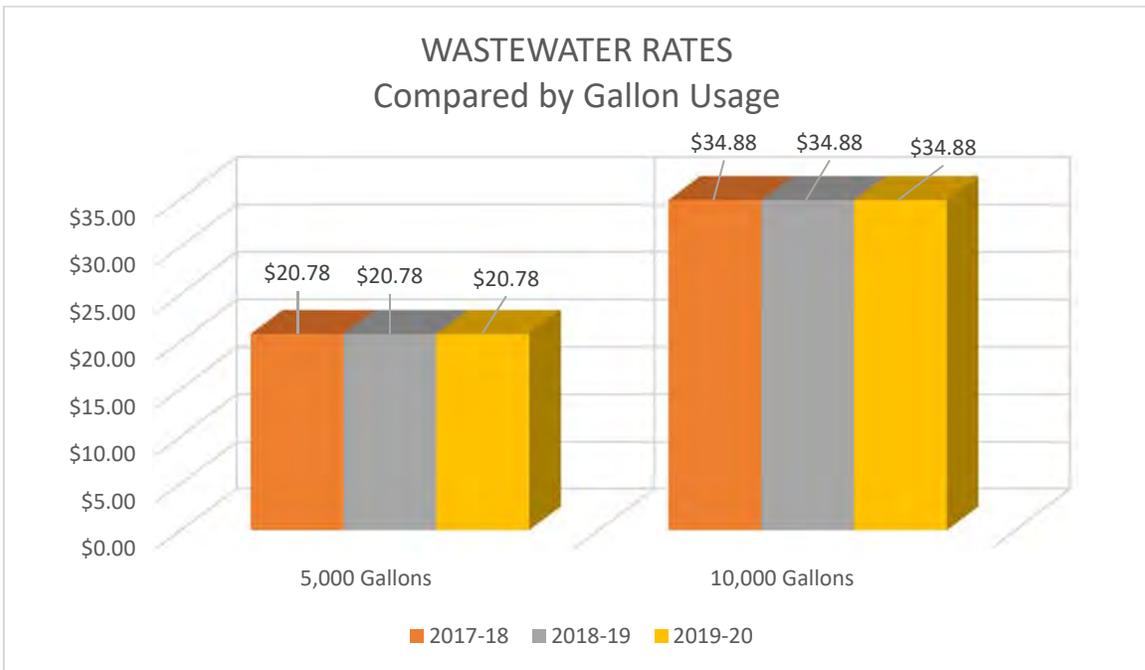
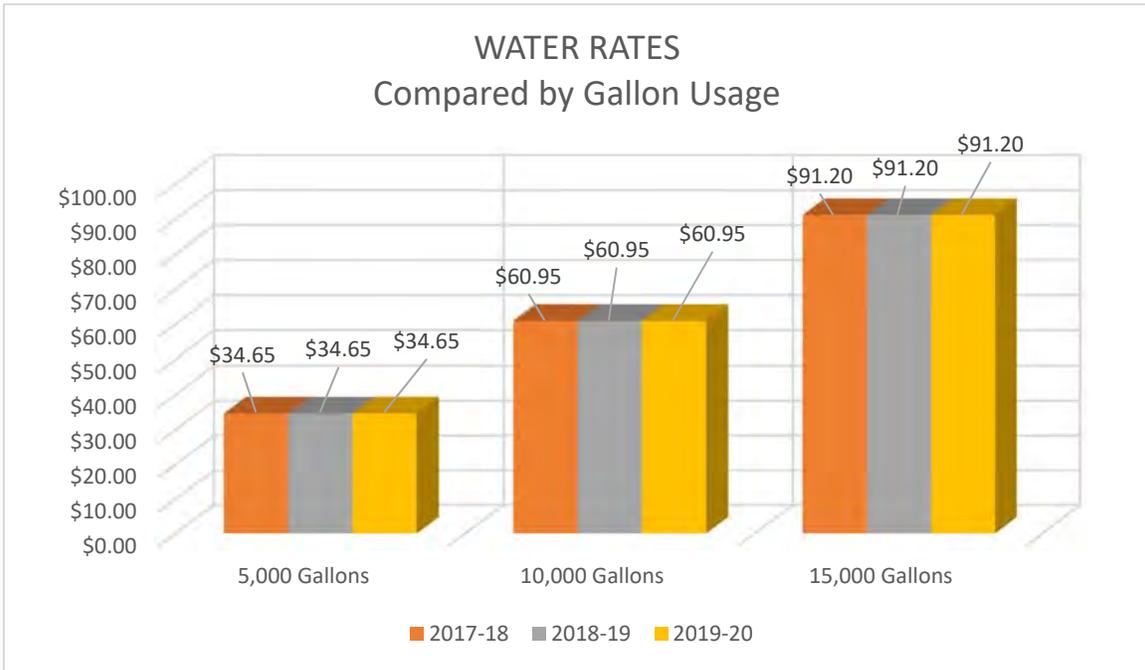
The projection for Interest Income in the upcoming fiscal year is \$377,000, an increase of \$70,000 compared to the 2018-19 budget. Sales and Charges are expected to generate \$1,297,000 in revenue, the same as last year’s number. This line item includes revenue generated from returned check fees, delinquent account fees, and Gulf Coast Waste Disposal Authority payments.

Other Revenue, generated by the sale of scrap or junk, and water for construction projects, is expected to generate \$143,430 in revenue in the upcoming fiscal year.

The graph on the following page illustrates the impact that the FY2019-20 water and sewer rates will have on consumers.

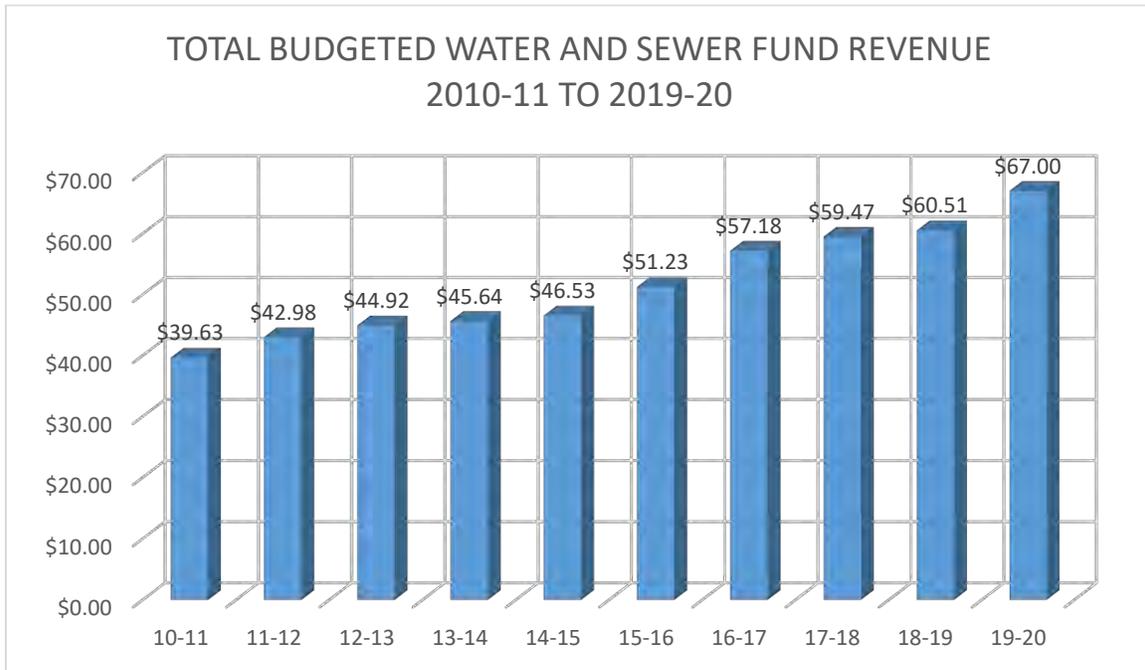
WATER AND SEWER FUND

OVERVIEW



WATER AND SEWER FUND

OVERVIEW



DOLLARS (MILLIONS)

Source: City of Odessa Finance Department

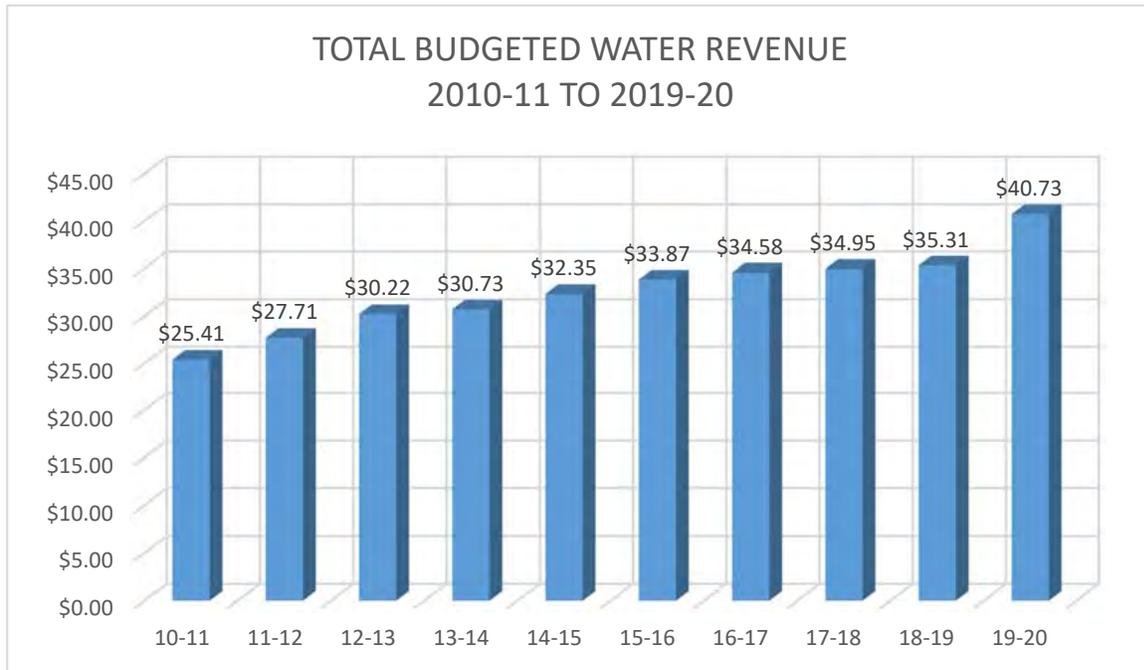
As the Water and Sewer Fund is an enterprise fund, its revenues must be adequate to offset its expenditures. Consequently, it has been necessary to increase water and sewer rates several times over the past ten years to cover normal operating costs, fund improvements, and maintain regulatory compliance.

For several years in the early 2000's, drought conditions and the increased demand for water contributed to the depletion of the area's water supply. In FY 2012, in an effort to curb consumption, the City passed watering restrictions, increased water and sewer rates, and implemented a tiered water rate schedule. The Colorado River Municipal Water District (CRMWD) introduced water restrictions later that same year, reducing the amount of water available for the City to purchase. As a result, the City was forced to tighten existing water restrictions even further. The restrictions, coupled with the rate hikes, negatively impacted other water and sewer revenues. By the end of the year, revenues were not sufficient to cover normal operating costs.

The water restrictions were lifted by 2014, with the replenishment of the water supply, and a rate increase of eight percent was implemented in 2015-16. No additional rate increases have been enacted since, and FY20 rates will remain unchanged. Sewer rates remain at 2011-12 levels. Total Water and Sewer Fund revenues for the upcoming fiscal year are expected to reach \$67.00 million, with the increase due to the growing number of new accounts.

WATER AND SEWER FUND

OVERVIEW



DOLLARS (MILLIONS)

Source: City of Odessa Finance Department

Over the years, the City of Odessa has invested significantly in the areas of water infrastructure, water analysis, treatment and distribution efficiencies, and maintenance of regulatory compliance. During this same time period, electrical and overhead costs and the City's cost in purchasing water from the Colorado Municipal Water District (CRMWD) have risen significantly. As operating costs increase, so too must revenues.

Water revenues have risen from \$25.41 million to \$40.73 million since 2010-11, an increase of \$15.32 million, or 60.29%, in a ten-year period. Revenues have realized small gains in the past few years due to the removal of watering restrictions and the water supply increase. In FY 2020, projected revenues are expected to be \$5,412,993 higher than the previous year, with most of the additional revenue being attributed to new residential single family, commercial, and industrial accounts. Single family and commercial accounts constitute 73.66% of the projected water revenue for the FY2020 year.

WATER AND SEWER FUND

OVERVIEW



DOLLARS (MILLIONS)

Source: City of Odessa Finance Department

The City of Odessa allocates substantial monies toward the funding of numerous wastewater capital improvements, collection/reclamation efficiencies, and state and federal regulatory compliance issues. Over the past ten years, thousands of feet of sewer lines and thousands of manholes have been replaced or rehabilitated. During this time period, wastewater rates have been increased two times, remaining stable since FY12, to continue to maintain and improve the sewer infrastructure and provide high quality service to the citizens of Odessa.

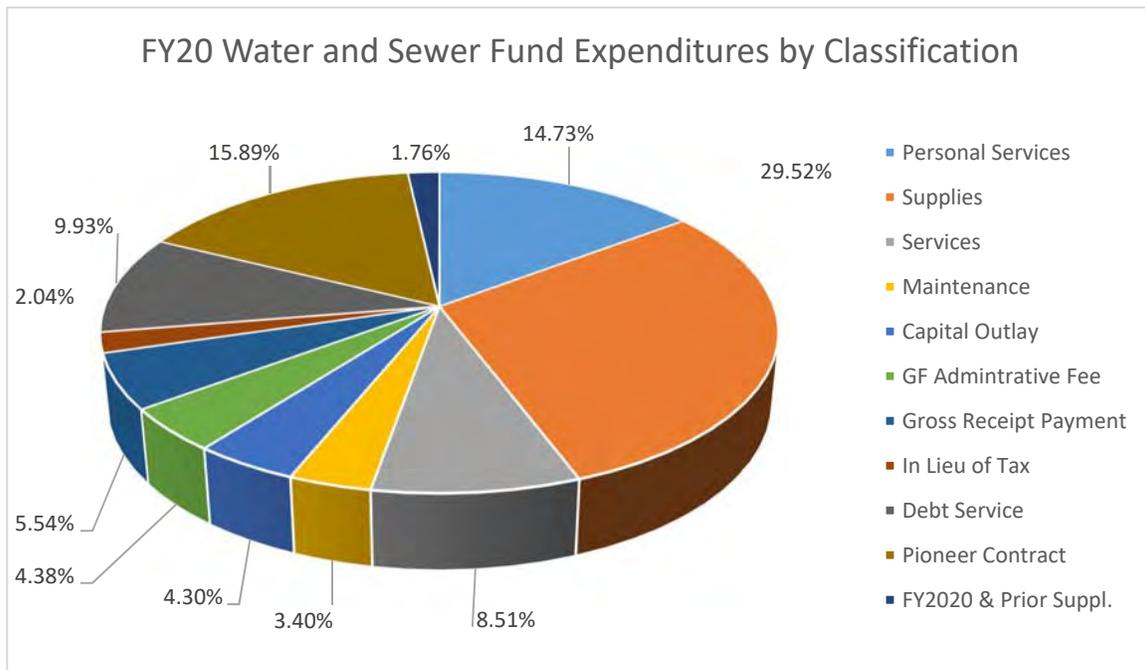
From 2009-10 through 2011-12, wastewater revenues trended upward as the population grew and the demand for wastewater services increased. In 2012-13, however, wastewater revenues were projected to be \$470,000 lower than the previous year due to reduced water consumption. (Wastewater rates are based on water consumption during the winter months of December, January, and February.) The decrease in revenue would have been even more significant, had the City not implemented a new wastewater rate plan in FY 2012. Wastewater operations have maintained sufficiently at this rate into the present day. In 2019-20, revenues are projected at \$14.00 million, a 1.54% increase from FY19 estimates. The wastewater rate will remain equivalent to FY19 rates.

WATER AND SEWER FUND

OVERVIEW

Expenditures by Classification

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Personal Services	\$8,054,309	\$7,940,580	\$9,175,404	\$9,731,676
Supplies	19,852,818	19,268,026	19,170,447	19,509,869
Services	5,703,661	5,338,534	5,152,391	5,623,173
Maintenance	2,463,083	2,095,084	2,250,345	2,246,345
Capital Outlay	1,822,596	2,598,841	874,089	2,843,089
GF Administrative Fee	2,767,524	2,880,662	2,880,662	2,891,210
Gross Receipt Payment	3,388,970	3,393,185	3,393,185	3,663,632
In Lieu of Tax	1,406,403	1,350,000	1,350,000	1,350,000
Debt Service	6,557,000	6,651,300	6,561,300	6,558,600
Pioneer Contract	1,613,951	7,897,968	9,700,000	10,500,000
FY2020 & Prior Suppl.	0	3,120,615	0	1,162,220
Total Expenditures	\$53,630,315	\$62,444,795	\$60,507,823	\$66,079,814



WATER AND SEWER FUND

OVERVIEW

Expenditures

The implementation of a three percent employee compensation plan and increases in the Capital Outlay and Pioneer Contract categories highlight the increases of the Water and Sewer Fund budget during FY20. Total operating expenditures for 2019-20 are \$67,003,630, up 9.21% compared to 2018-19 numbers.

Source

	2019-20 Budget		Increase / (Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Personal Services	\$9,731,676	14.73	\$556,272	6.06
Supplies	19,509,869	29.52	339,422	1.77
Services	5,623,173	8.51	470,782	9.14
Maintenance	2,246,345	3.40	(4,000)	-0.18
Capital Outlay	2,843,089	4.30	1,969,000	225.26
Other Requirements	7,904,842	11.96	280,995	3.69
Debt Service	6,558,600	9.93	(2,700)	-0.04
Pioneer Contract	10,500,000	15.89	800,000	8.25
FY2020 & Prior Suppl.	1,162,220	1.76	1,162,220	N/A
TOTAL	\$66,079,814	100.00	\$5,571,991	9.21

In 2019-20, the staffing level of the Water and Sewer Fund is at 131.5 positions. The Personal Services budget is \$9,731,676, up \$556,272, or 6.06%, over the previous year. The growth is primarily due to a three percent salary increase for employees with offsetting decreases for retiree replacements at lower levels. The Supplies category is budgeted at \$19,509,869, an increase of \$339,422 compared to last year's budget.

The Services category will experience a \$470,782, or 9.14%, increase compared to last year's budget due to the increase in bank charges and utility costs. The \$2,246,345 budget for Maintenance reflects a \$4,000 decrease over the previous year. The Capital Outlay category realized an increase of \$1,969,000. The budget for this category varies from year to year, depending upon the need to purchase big-ticket items.

WATER AND SEWER FUND

OVERVIEW

Expenditures (cont.)

Other Requirements are expected to increase by \$280,995 in the upcoming fiscal year. This category includes reimbursement payments to the General Fund for administrative fees, gross receipt payments, and Water and Sewer assessment charges. The Pioneer contract category will see an increase of \$800,000 for expenses related to the same increase in revenues. An indirect costs allocation plan to determine administrative cost reimbursement due to the General Fund is performed each year by an outside consultant. In keeping with the percentage assessed to other utilities operating in Odessa, a 5% fee is charged on actual gross receipts. This category also includes the potential expenses of water system enhancements and/or raw water development.

The debt service requirement has been budgeted at \$6,558,600. This represents a decrease of \$2,700, or 0.04% compared to the 2018-19 budget.

Fund Balance

In 2018-19, the fund balance is expected to increase by \$11,597,116, or 24.00%, compared to the budgeted 2018-19 ending fund balance of \$48,320,143. In 2019-20, there is a projected fund balance of \$60,841,075, with revenues estimated at \$67,003,630 and expenditures projected at \$66,079,814.

WATER AND SEWER FUND

OVERVIEW

Expenditures by Division	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Billing and Collection	\$2,987,347	\$3,084,608	\$3,039,128	\$3,042,088
Non-Departmental	8,767,846	8,493,594	8,462,388	8,821,347
Debt Service	6,557,000	6,561,300	6,561,300	6,558,600
TOTAL FINANCE	\$18,312,193	\$18,139,501	\$18,062,816	\$18,422,035
Utilities Administration	\$1,558,517	\$1,358,510	\$1,324,150	\$1,443,820
Water Distribution	2,344,856	1,923,081	2,539,418	2,516,339
Water Treatment	3,130,169	2,901,372	2,971,894	3,083,774
Bob Derrington W/R Plant	3,604,676	3,550,804	3,724,256	4,261,977
Wastewater Collection	1,185,654	1,250,838	1,718,401	1,929,192
Laboratory	1,429,240	1,613,748	1,420,057	1,516,962
Utilities GIS	166,635	171,188	287,883	184,547
Repair and Replacement	854,686	2,816,194	947,829	2,947,829
Water Purchase	17,469,102	17,223,730	17,361,119	17,661,119
Gulf Coast	200,000	250,000	250,000	250,000
Pioneer Contract	1,613,951	7,897,968	9,700,000	10,500,000
Participation In Line Extensions	1,760,636	227,247	200,000	200,000
2017 & Prior Supplemental Expenditures	0	3,120,615	0	1,162,220
TOTAL UTILITIES	\$35,318,122	\$44,305,294	\$42,445,007	\$47,657,779
Total Expenditures	\$53,630,315	\$62,444,795	\$60,507,823	\$66,079,814

WATER AND SEWER FUND

CAPITAL OUTLAY

Fund and Department/Division	Item	Item Total	Total
WATER & SEWER FUND			
Billing & Collection	Furniture and Office Equipment	\$4,000	
	Data Processing Equipment	9,816	
	Subtotal Billing & Collection		\$13,816
Non-Departmental	Data Processing Equipment	\$35,000	
Repair & Replacement	Capital Outlay	2,000,000	
	Subtotal Non-Departmental		\$2,035,000
Utilities			
Utility Administration	Furniture & Office Equipment	\$7,000	
	Automotive Equipment	56,000	
	Data Processing Equipment	8,041	
	Subtotal Administration		\$71,041
Water Treatment	Machinery & Equipment	\$32,500	
	Data Processing Equipment	1,500	
	Subtotal Water Treatment		\$34,000
Bob Derrington Plant	Machinery & Equipment	\$36,870	
	Subtotal Derrington Plant		\$36,870
Wastewater Collection	Machinery & Equipment	\$300,000	
	Subtotal Wastewater Collection		\$300,000
Laboratory	Machinery and Equipment	\$150,000	
	Subtotal Laboratory		\$150,000
Utilities GIS	Furniture & Office Equipment	\$2,362	
	Subtotal Utilities GIS		\$2,362
Utilities Infrastructure	Line Extensions	\$200,000	
	Subtotal Utilities Infrastructure		\$200,000
TOTAL CAPITAL OUTLAY – WATER / SEWER FUND			\$2,843,089

City of Odessa

FY 2019-20

Adopted Budget

Water and Sewer Fund
Detail by Department/Division

BILLING AND COLLECTION

MISSION

To provide outstanding service to the citizens and City of Odessa through timely and accurate billing and collection for utility, ambulance, license and permit, and miscellaneous accounts receivable transactions. To partner with the citizens of Odessa in meeting their information and service needs in relation to the variety of services provided.

SERVICES PROVIDED

Billing and Collection provides service for water, sewer, and refuse to the City of Odessa and its citizens. They also handle the billing for all sectors of the City, which in part includes Beverages, Ambulance, and Miscellaneous Receivable. To better provide service to the citizens of Odessa there is a teller window inside City Hall that is open from 8:00 a.m. to 5:00 p.m. Monday through Friday except on holidays, and a drive through window open from 7:30 a.m. to 5:30 p.m. Monday through Friday except on holidays.

2019 ACCOMPLISHMENTS

- Ambulance Department became a Certified Code Specialist including a Certified Compliance Officer. We are now able to apply for Federal Reimbursement funds.
- Ambulance applied and we were accepted to participate in a Federal program that allows us to recover unpaid transports. Very few cities have obtained this status.
- Large amount of coins come in from Traffic Department and it can take up two hours for the coin counter to tally. Purchased a new commercial coin counter that has reduced coin-counting time from hours to minutes. Including giving us an accurate count on the amount that is deposited in the bank.

CONTACT INFORMATION

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Director of Billing and Collection
432-335-3203
abernal@odessa-tx.gov

BILLING AND COLLECTION

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Maintain and improve on a high standard of Customer service.	Improve the quality of customer service using the voice recording management equipment as a principal training tool in the Quality Assurance Monitoring Program.	Quality assurance monitoring of customer service - maintain an average rating of 90%.	90.95%	90.00%	95%
	Improve the efficiency of operations through utilization of our software vendor.	Notify all license and permit customers 30 days prior to expiration of their licenses.	100%	100%	100%
	Operations with Staff in the field.	Maintain meter reading accuracy at an annual average of 99.8% or greater.	99.99%	99.97%	100%
		Perform all customer requested re-reads in 7 days or less	100%	100%	100%
Provide convenient methods of payment remittance.	Process mail-in payments more efficiently using electronic remittance technology.	Percentage of payments processed through automated means.	48.91%	56.77%	50%
	Allow customers to make payments online and to access the interactive voice response telephone system, 24 hours per day, 7 days a week.	Percentage of payments made online or through the phone.	42.20%	50.00%	50%

BILLING AND COLLECTION

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,856,941	\$1,878,599	\$1,926,182	\$1,950,038
Supplies	221,689	247,769	228,913	232,913
Services	753,699	846,668	767,819	742,923
Maintenance	151,158	100,728	102,398	102,398
Capital Outlay	3,860	10,845	13,816	13,816
Total Expenditures	\$2,987,347	\$3,084,608	\$3,039,128	\$3,042,088

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Billing and Collection	1	1	1
Customer Service Supervisor	1	1	1
Billing and Collection Manager	1	1	1
Utility Field Supervisor	1	1	1
Cashier Supervisor	1	1	1
Senior Administrative Assistant	1	1	1
Office Support Specialist	1	1	1
Citizen Liaison	1	1	1
Cashier	4	4	4
Utility Field Collector	2	2	2
Utility Billing Clerk	2	2	2
Customer Service Representative *	7	7	7
Utility Field Representative	2	2	2
Water Meter Reader	4	4	4
EMS Billing Coordinator	2	3	3
EMS Billing Clerk	1	1	1
Billing Supervisor	1	1	1
Total Personnel	33	34	34
Funding Sources:			
Water & Sewer	32	33	33
Solid Waste Fund *	1	1	1
Total Personnel	33	34	34

UTILITIES ADMINISTRATION

MISSION

The Utilities Administration Division assumes overall responsibility for providing water and wastewater treatment as well as distribution and collection services, ensuring regulatory compliance, monitoring customer satisfaction, providing managerial and clerical support to all Utilities divisions, and overseeing the Utilities Capital Improvement Program.

SERVICES PROVIDED

The Administration Division provides overall Utility Department Management including budget, personnel, operations, maintenance, regulatory permitting, and reporting for water and wastewater functions. Divisions with oversight are Water Distribution, Water Treatment, Wastewater Collection, Wastewater Treatment, Utility Laboratory, Utility GIS, Reuse Water Sales Contracts including Pioneer Natural Resources and Odessa Country Club, Gulf Coast Waste Disposal Authority Wastewater Treatment Contract, Ector County Utility District Water Supply Contract, and Colorado Municipal Water Supply Raw Water Supply Contract. The Division manages the TCEQ (State) regulatory permits for the Bob Derrington Water Reclamation Plant, City Water Treatment Plant and Reuse Water System. The Administration Division manages major project functions and engineering /construction advisement for water and wastewater functions.

FY2019 ACCOMPLISHMENTS

- Water Master Plan completed and adopted by City Council.
- Wastewater Master Plan completed and adopted by City Council.

HIGHLIGHTS OF BUDGET CHANGES

The budget increased due to the addition of a Project Coordinator.

CONTACT INFORMATION

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UTILITIES ADMINISTRATION

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Provide reliable water and sewer service to the customers of the City of Odessa.	Ensure the treatment of potable water and wastewater is in full compliance with all regulatory standards and to the benefit of the City of Odessa and citizens.	Percentage of State, Treatment Plants, and Contract Customer Reports which are Reported Within Established Time Frames	100%	100%	100%
	Provide a high level of customer service administratively and in the field regarding maintenance requests.	Percentage of Customers Requesting Water and Sewer Maintenance Services Surveyed as to Their Level of Satisfaction	98%	99%	100%
		Percentage of Customers Satisfied with Utilities Administration's Handling of Maintenance Requests	98%	99%	100%
	Manage Capital Improvements Program.	Percentage of Capital Improvement Program Projects Initiated in Fiscal Year Proposed	100%	100%	100%
Ensure the availability and conservation of water supply assets.	Manage funding and expenditures to provide for an effective and efficient water and wastewater utility, ensuring long-term viability and sustainability at the most effective long term cost possible.	Percentage of funding to effectively and efficiently ensure the viability and sustainability of the water and wastewater utility	100%	100%	100%

UTILITIES ADMINISTRATION

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$592,103	\$708,024	\$976,792	\$1,089,141
Supplies	484,965	255,170	35,947	35,947
Services	475,092	369,234	142,572	149,893
Maintenance	6,357	6,458	97,798	97,798
Capital Outlay	0	19,625	71,041	71,041
Total Expenditures	\$1,558,517	\$1,358,510	\$1,324,150	\$1,443,820

PERSONNEL BY JOB TITLE

	2017-18 FISCAL YEAR	2018-19 FISCAL YEAR	2019-20 FISCAL YEAR
Director of Public Works*	1	1	1
Assistant Director Utilities-Treatment	1	1	1
Assistant Director Utilities - Field	1	1	1
Utilities Engineer	1	1	1
Utility Project Coordinator	1	1	1
SCADA Specialist	1	2	2
Utilities Construction Inspector	0	1	1
Office Support Specialist	2	2	2
Utilities Field Supervisor	1	1	1
Utilities Compliance Coordinator	1	1	1
Project Coordinator	0	0	1
Total Personnel	10	12	13
Funding Sources:			
Water & Sewer Fund	9.5	11.5	12.5
General Fund	0.5	0.5	0.5
Total Personnel	10	12	13

WATER DISTRIBUTION

MISSION

The Water Distribution Division maintains the water distribution system through a proactive operations and maintenance program so that a safe potable water supply is delivered to customers continuously and in compliance with state regulations.

SERVICES PROVIDED

The City of Odessa Water Distribution department maintains approximately 690 Miles of water mains, 10,700 Valves, 2,725 fire hydrants, and 41,158 service connections throughout the City. Water Distribution repairs Fire Hydrants to ensure fire protection for our citizens.

FY2019 ACCOMPLISHMENTS

Water Distribution assisted with the completion of the new 385 Pump station. Distribution replaced several large valves at our water tanks in order to maintain pressure in the system.

CONTACT INFORMATION

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WATER DISTRIBUTION

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	EFFECTIVENESS	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
<p>With the assistance of Engineering and/or outside agencies, identify, design, and contract CIP and infrastructure rehabilitation program projects for the distribution system</p> <p>Install the automated meter system throughout the City and better serve our customers and our Billing process.</p>	<p>Complete a Master Plan by 2017 to provide the City/Public a better understanding of our current and future infrastructure needs.</p>	<p>Will allow Utilities to replace the most problem areas and replace more effectively.</p>	60%	70%	90%
	<p>Complete the small AMI meter change out project.</p>	<p>98 Percent of AMI meter change out project completed</p>	95%	95%	100%
<p>Maintain 100% Compliance with TCEQ Regulations</p>	<p>Continue developing standard operating procedures for the remaining tasks and functions.</p>	<p>Line breaks response time to be within 1 hour of call being received at office.</p>	60%	60%	75%
		<p>On-call and weekend calls responded to within 1 hour of call being received.</p>	60%	60%	75%
		<p>Amount of customer complaints responded to by a supervisor or manager within 1 hour of call being received.</p>	90%	90%	90%
	<p>Develop task-oriented training program for new and existing employees./ (Excellence)</p>	<p>Hold Safety training weekly on sites and bi monthly at the office.</p>	90%	90%	100%

WATER DISTRIBUTION

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,291,470	\$1,066,353	\$1,685,392	\$1,697,148
Supplies	35,592	116,084	39,484	39,484
Services	829,717	612,693	680,650	645,815
Maintenance	188,077	127,952	133,892	133,892
Total Expenditures	\$2,344,856	\$1,923,081	\$2,539,418	\$2,516,339

PERSONNEL BY JOB TITLE

	2017-18 FISCAL YEAR	2018-19 FISCAL YEAR	2019-20 FISCAL YEAR
Utilities Radio Dispatcher	1	1	1
Utilities Payroll/ Purchasing Clerk	1	1	1
Utilities Field Supervisor	3	3	3
Utilities Field Crew leader	5	5	3
Meter Shop Coordinator	1	1	1
Utilities Equipment Operator	4	4	3
Utilities Field Maintenance Technician	6	6	6
Total Personnel	21	21	18

WATER TREATMENT PLANT

MISSION

The Water Treatment Plant treats raw water to produce potable water meeting all federal and state primary drinking water standards and delivers treated water of sufficient volume and pressure to meet state requirements.

SERVICES PROVIDED

The Water Treatment plant is responsible for the effective, production, filtration, and quality control of water for the City of Odessa. The Water Treatment plant responsibility starts at the source of raw water and extends through out the treatment process. The Water Treatment plant processes on averages 15 million gallons of water per day. The Water Treatment plant staff is dedicated to implementing improvements to produce good quality water for the citizens of Odessa.

FY2019 ACCOMPLISHMENTS

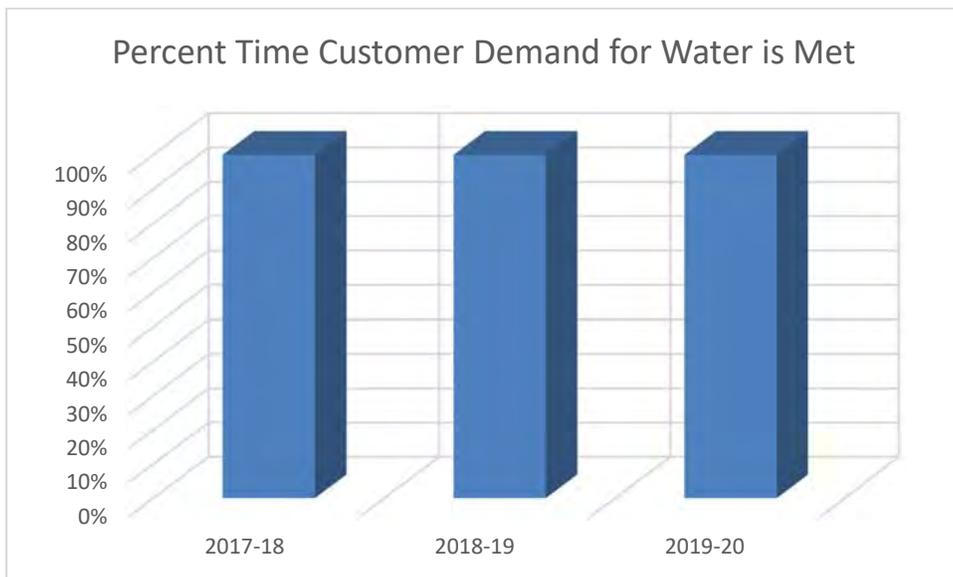
1. Replaced Golder Pump # 3 at North Golder Pump Station.
2. Pilot plant for Reverse Osmosis water study is operational.

CONTACT INFORMATION

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WATER TREATMENT PLANT



WATER TREATMENT PLANT

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Provide a high standard of drinking water to the citizens of Odessa	Comply with state and federal Primary Drinking Water Standards 100% of the time.	No violations with TCEQ.	100%	100%	100%
	Meet customer water quantity demands 100% of the time without exceeding plant capacity.	No interruptions of service 100% of the time. Ensure that the incoming water into the plant does not exceed 90% of plant capacity.	100%	100%	100%
	Maintain TCEQ requirements for water system pressures 100% of the time.	Maintain 25 PSI 100% of the time in water distribution system.	100%	100%	100%
	Replace and repair aging equipment and set up a preventative maintenance program.	Accomplish 50% of preventive maintenance and 25% of replacement of ageing equipment annually.	100%	100%	100%

WATER TREATMENT PLANT

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$843,702	\$931,074	\$886,662	\$1,024,718
Supplies	1,227,116	875,675	1,069,394	1,069,394
Services	811,370	781,533	784,188	758,012
Maintenance	230,847	312,978	197,650	197,650
Capital Outlay	17,134	113	34,000	34,000
Total Expenditures	\$3,130,169	\$2,901,372	\$2,971,894	\$3,083,774

PERSONNEL BY JOB TITLE

	2017-18 FISCAL YEAR	2018-19 FISCAL YEAR	2019-20 FISCAL YEAR
Water Plant Chief Operator	1	1	1
Water Treatment Supervisor	1	1	1
Plant Operator D	2	2	2
Plant Operator C	2	2	2
Plant Operator B	4	4	4
Utilities Maintenance Technician	2	2	2
Total Personnel	12	12	12

BOB DERRINGTON WATER RECLAMATION PLANT

MISSION

The operation personnel of the Bob Derrington Water Reclamation Plant provide outstanding treatment of wastewater so that the requirements of the state permits are consistently met, and the effluent is suitable for industrial and irrigation reuse. The inspection personnel work with commercial and industrial customers through inspection and monitoring activities to ensure that their discharges will not adversely affect plant operations and will consistently meet local, state, and federal requirements.

SERVICES PROVIDED

The Bob Derrington Water Reclamation Plant is responsible for treating all wastewater generated within the City of Odessa distribution system. The maintenance staff and plant operators are responsible for the operation and maintenance of an advanced level treatment system utilizing biological nutrient removal technology. The Derrington plant is designed for 12.7mgd (million gallons per day) wastewater flow into the Derrington plant which averages 6.2mgd but can handle excess flow during rain events. Wastewater staff also dewater bio-solids generated from wastewater processes which is then hauled to landfill. The Wastewater Treatment staff is dedicated to implementing improvements to produce high quality effluent for industrial and irrigation customers of Odessa.

FY2019 ACCOMPLISHMENTS

1. Provided continual support to Pioneer natural resources with reuse for oilfield use
2. Worked on I&E issues at the Loop 338 pump station continuing to provide raw water to irrigators
3. Worked with employees throughout Utilities on numerous projects at the plant, therefore saving funds by not using outside sources (Highway 80 Lift Station, Return valve)
4. Researched and installed new pumps in Loves Lift Station ultimately saving man hours and funds on continuous replacements
5. Worked in conjunction with Carollo in the SCADA overhaul project

HIGHLIGHTS OF BUDGET CHANGES

The department's Maintenance expense account increased by \$365,000 for a final clarifier that needed to be replaced.

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BOB DERRINGTON WATER RECLAMATION PLANT



DERRINGTON WATER TO ODESSA COUNTRY CLUB



RAW WATER PUMP STATION

BOB DERRINGTON WATER RECLAMATION PLANT



PIONEER INDUSTRIES INDUSTRIAL RECLAIM LINE

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Maintain Effective Operations and Follow TCEQ Standards.	Comply with TCEQ Effluent and reuse standard requirements 100% of the time.	No TCEQ Violation	97%	98%	100%
	Meet Effluent Reuse customers' quantities demands on a daily basis.	No interruptions of service 100% of the time.	100%	100%	100%
	Ensure all commercial/industrial customers update and complete waste water survey.	Have no more than 10% of wastewater surveys past due at any time.	100%	100%	100%
	Replace and Repair aging equipment and set up a preventive maintenance program.	Accomplish 50% of preventive maintenance and 25% of replacement of aging equipment annually.	75%	100%	100%

BOB DERRINGTON WATER RECLAMATION PLANT

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-2020 BUDGET
Personal Services	\$1,307,230	\$1,366,811	\$1,536,934	\$1,686,471
Supplies	226,048	295,571	228,960	228,960
Services	1,247,421	1,155,636	1,258,942	1,647,126
Maintenance	817,649	716,107	662,550	662,550
Capital Outlay	6,328	16,680	36,870	36,870
Total Expenditures	\$3,604,676	\$3,550,804	\$3,724,256	\$4,261,977

PERSONNEL BY JOB TITLE

	2017-18 FISCAL YEAR	2018-19 FISCAL YEAR	2019-20 FISCAL YEAR
Reclamation Plant Chief Operator	1	1	1
Utilities Inspector	2	2	2
Administrative Assistant	1	1	1
Wastewater Operations Manager	1	1	1
Plant Operator D	3	6	6
Plant Operator B	5	3	3
Utilities Maintenance Supervisor	1	1	1
Plant Operator C	3	2	2
Utilities Maintenance Technician	2	2	2
Utilities Electronics Technician	2	2	2
Liquid Waste Inspector *	1	1	1
Utilities Maintenance Worker	3	3	3
Utilities Truck Driver	2	2	2
Total Personnel	27	27	27
Funding Sources:			
Water & Sewer Fund	26	26	26
Liquid Waste Fund *	1	1	1
Total Personnel	27	27	27

WASTEWATER COLLECTION

MISSION

The Wastewater Collection Division maintains the wastewater collection system through a proactive operations and maintenance program so that wastewater services are delivered to customers continuously and in compliance with state regulations.

SERVICES PROVIDED

The Collections department maintains over 550 miles of sewer mains throughout the City and over 41,000 services. This division repairs any mains or services broken by contractors. They clean mains on a daily basis and ensure the delivery of sewer to the reclamation facility for treatment.

FY2019 ACCOMPLISHMENTS

The Wastewater department met and exceeded the SSO requirement set by the TCEQ for year 2019. This division repaired over 10 Manholes to prevent infiltration.

CONTACT INFORMATION

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WASTEWATER COLLECTION

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
<p>With the assistance of Engineering and/or outside agencies, identify, design, and contract CIP and infrastructure rehabilitation program projects for the collection system.</p> <p>Purchase a new TV inspection Van and equipment this year.</p>	<p>Complete a Master Plan by 2017 to provide the City/Public a better understanding of our current and future infrastructure needs.</p>	<p>Percent of Master plan completed.</p>	60%	70%	90%
	<p>Implement aggressive TV inspection and line cleaning program</p>	<p>Clean and inspect Over 150,000 ft. of mains cleaned/ yr.</p>	150,000 ft.	150,000 ft.	150,000 ft.
<p>Maintain 100% Compliance with TCEQ Regulation</p> <p>Lower accidents, Prevent injuries and train employees.</p>	<p>Continue developing and updating standard operating procedures for the remaining tasks and functions./ (Direction)</p>	<p>Respond to sewer backups within 1 hour of the time the call is received in the office.</p>	95%	95%	100%
		<p>On-call and weekend calls responded to within 1 hour of the call received.</p>	95%	95%	100%
		<p>Amount of customer complaints responded to by a Supervisor or Manager within 1 hour the call is received.</p>	90%	90%	100%
	<p>Develop task-oriented training program for new and existing employees.</p>	<p>Hold safety meeting bi monthly and crews hold tailgate safety meetings weekly.</p>	90%	90%	100%

WASTEWATER COLLECTION

EXPENDITURES BY CLASSIFICATION

	2017-2018 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$735,409	\$804,030	\$914,288	\$1,044,235
Supplies	18,742	38,870	61,952	61,952
Services	426,785	377,706	386,933	467,777
Maintenance	5,233	0	55,228	55,228
Capital Outlay	(515)	30,233	300,000	300,000
Total Expenditures	\$1,185,654	\$1,250,838	\$1,718,401	\$1,929,192

PERSONNEL BY JOB TITLE

	2017-18 FISCAL YEAR	2018-19 FISCAL YEAR	2019-20 FISCAL YEAR
Utilities Field Operations Manager	1	1	1
Utilities Field Supervisor	1	1	1
Utilities Field Crewleader	3	3	3
Utilities Equipment Operator	4	4	4
Utilities Field Maintenance Technician	4	4	4
Total Personnel	13	13	13

LABORATORY SERVICES

MISSION

The Laboratory Services Division generates, interprets, and reports analytical data in a timely and reliable manner to: assist in the current and future operation of the water, wastewater and industrial treatment facilities, provide water quality information, provide quality service to internal and external customers, and ensure compliance with federal and state regulations governing the operation of the Utilities Department.

SERVICES PROVIDED

The Laboratory Services Division collects and analyzes a minimum of 100 drinking water total coliform samples per month from the City of Odessa distribution system as required by the TCEQ. We collect a minimum of 16 drinking water total coliform sample per month from the ECUD distribution system as required by TCEQ. We collect and analyze drinking water total coliform construction samples for the Engineering Department as needed. We perform permit required and process control analyses for the Bob Derrington Water Reclamation Plant and Water Treatment Plant. We prepare chemicals for both plants for their on-site testing. We coordinate monthly, quarterly, and annual permit required sampling from the plants and the shipping to our contract labs. We analyze samples for the Pretreatment Division. We enter testing results into HACH WIMS for viewing by other Utilities Department divisions. We perform drinking water analysis for public customers and the Ector County Health Department. We perform permit required and process control wastewater analysis for Gulf Cost Waste Disposal Authority and other public customers. We have about 136 external customers.

FY 2019 ACCOMPLISHMENTS

- Fully staffed for the entire fiscal year.
- Gained contracts from new customers (Stallion Oilfield Services, Hydrologic Monitoring LLC, Provisions, Oxy Block 31 Plant, Martin Water Labs, and Agua Bendita).
- Increased revenue \$33,154 compared to last FY. \$382,708 in FY 2016-2017 / \$415,862 in FY 2017-2018.
- Installation of new fume hoods completed in Feb 2018.
- TCEQ accepted our corrective action responses for our 2017 NELAP Assessment in March 2018.
- Completed Carollo Pilot Plant Project testing in Apr 2018.

- **Awards/Licenses**
 - Gilbert Luera received TCEQ Class B Wastewater Operator License April 2018.
 - Alma McCammond received TCEQ Class C Water Distribution Operator License April 2018.
 - Michael Harris received TWUA Class C Laboratory Analyst Certification June 2018.
 - Alma McCammond received TWUA Class D Laboratory Analyst Certification August 2018.

- **Successfully trained:**
 - Cheryl Phillips: IC – Chloride, Fluoride, Nitrate, o-Phosphate, Sulfate (3/18), SimPlate (3/18)
 - Michael Harris: IC– Chloride, Fluoride, Nitrate, o-Phosphate, Sulfate (7/18)
 - Alma McCammond: TSS (11/17), TS (11/17), VS (11/17), Colilert (12/17), Colisure (2/18), pH (2/18), BOD/CBOD (3/18), O&G (8/18), Alkalinity (8/18), Hardness (8/18), Chloride Titration (8/18), Conductivity (8/18), Turbidity (8/18), TDS (8/18)

LABORATORY SERVICES

- **Outside Training Received:**

- Jason Wells and Melissa Pipes attended The NELAC Institute Forum on Lab Accreditation January 2018.
- Lance Ward attended the PittCon Conference and Expo February 2018.
- Jason Wells and Olivia Holguin attended a TWUA Special Topics for Lab Analysts Course March 2018.
- Jason Wells and Melissa Pipes attended the TCEQ Environmental Trade Fair and Conference May 2018.
- Alma McCammond attended a TWUA Surface Water I Course May 2018.
- Alma McCammond attended a TWUA Surface Water II Course August 2018.
- Melissa Pipes attended the National Environmental Monitoring Conference August 2018.
- Jason Wells attended the TCEQ Public Drinking Water Conference August 2018.
- Gilbert Luera, Michael Harris, and Alma McCammond attended a two-day on-site Metrohm IC Training August 2018.

CONTACT INFORMATION

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LABORATORY SERVICES

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Provide ongoing audits and updates for all procedures and quality control criteria./ (Direction)	To demonstrate compliance with TNI requirements	Percentage of 75 scheduled Internal Audits completed.	100%	100%	100%
Monitor quality control analyses to ensure data integrity	To allow the Laboratory to conduct analysis for TCEQ reporting purposes	Percentage of analytical results that meet the Quality Control Acceptance Criteria established by the Laboratory	99.0%	99.0%	98.0%
Provide analytical reporting and customer service which meet internal and external customer needs./ (Direction)	To allow customers to meet TCEQ reporting requirements	Survey internal and external customers to determine level of satisfaction with Laboratory services. (Goal: 95%)	96.1%	95.0%	95.0%
Enroll laboratory staff in TCEQ-approved training to earn credit hours for licensing.	To allow Laboratory staff to maintain TCEQ and TWUA licenses	Credit hours earned.	167	175	175
Train employees on proper analysis procedures	To develop the skills and knowledge of the chemists	To become fully staffed and optimize our productivity	100% staffed	100% staffed	100% staffed
			77.6% trained	77.6% trained	75.0% trained
Analyze double-blind proficiency samples./ (Excellence)	To maintain NELAP accreditation and to continue to provide services for customers	Percentage of results submitted in NELAP Proficiency Test (PT) that are evaluated as acceptable	89.2%	95.0%	100.0%

LABORATORY SERVICES

Prepare for the next biannual TCEQ NELAP Assessment.	To pass the assessment with no critical findings	Update all SOPs to comply with any changes to state, federal, and TNI requirements	Pass	Pass	Pass
Continue to implement use of new instrumentation	To utilize up to date technology and replace discontinued equipment	Perform demonstrations of capability with the new instruments	Pass	Pass	Pass

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$920,585	\$983,165	\$945,236	\$1,037,877
Supplies	165,569	214,011	141,078	176,500
Services	101,201	107,805	99,743	103,585
Maintenance	209,076	99,290	53,000	49,000
Capital Outlay	32,809	209,478	181,000	150,000
Total Expenditures	\$1,429,240	\$1,613,748	\$1,420,057	\$1,516,962

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Laboratory Manager	1	1	1
Chemist I	4	4	1
Chemist II	1	1	2
Chemist III	1	1	3
Laboratory Supervisor	1	1	1
Laboratory Field Specialist	1	1	1
Laboratory Specialist	1	1	1
Lab Sample Custodian	1	1	1
Laboratory Q/A Officer	1	1	1
Office Support Specialist	0	0	1
Total Personnel	12	12	13

UTILITIES GEOINTELLIGENCE

MISSION

The Utilities Geointelligence Division maintains the accuracy of the distribution and collection digital mapping system, through constant updates via field observations and research so that it may assist in timely service to customers and management.

SERVICES PROVIDED

- Cost savings and increased efficiency
- Better and faster decision making
- Improved communication
- Better and permanent recordkeeping
- Aids capitol planning
- Improved confidence in utility management – all aspects
- Water system & Wastewater maps
- Analyze trends in discrepancies

2019 ACCOMPLISHMENTS

- Maps are updated daily with new information

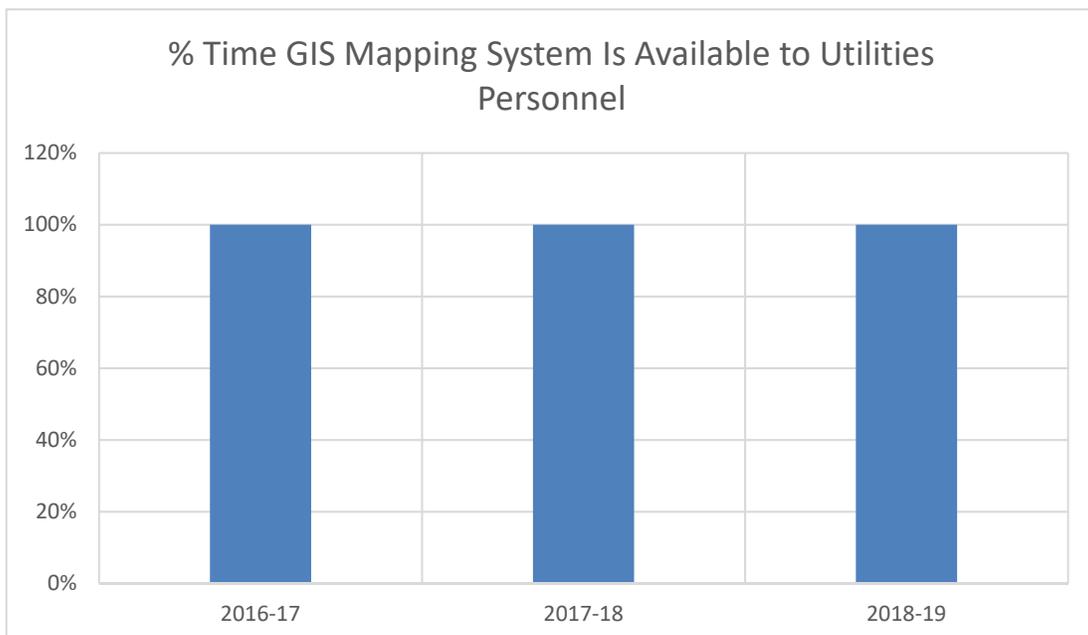
CONTACT INFORMATION

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UTILITIES GEOINTELLIGENCE

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Provide the Utilities Department with mapping information which will facilitate the efficient maintenance and operation of the distribution and collection systems.	To continuously updates our maps with information.	Percentage of time that the GIS mapping system is available to Utilities personnel (Goal: 100%)	100%	100%	100%
Collect GPS coordinates for CIP and new water/sewer line construction projects for the Geographical Information System (GIS).	To collect the most accurate data possible to ensure that our GIS maps are up to date and the correct information is provided.	Percentage of GPS collections completed for CIP and new construction projects in fiscal year (Goal: 100%)	100%	100%	100%
Assist in complying with the Sanitary Sewer Overflow Initiative Plan.	To eliminate overflows and predict where future overflows could happen	Percentage of lines that are marked on the map as being stopped up.	100%	100%	100%



UTILITIES GEOINTELLIGENCE

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$124,716	\$132,101	\$235,370	\$132,034
Supplies	3,995	1,149	3,600	3,600
Services	35,580	37,939	46,551	46,551
Maintenance	2,344	0	2,362	2,362
Capital Outlay	\$124,716	\$132,101	\$235,370	\$132,034
Total Expenditures	\$166,635	\$171,188	\$287,883	\$184,547

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Utilities GIS Supervisor	1	1	1
Utilities GIS Analyst	1	1	1
Utilities GIS Technician	2	2	0
Total Personnel	4	4	2

WATER AND SEWER FUND

REPAIR AND REPLACEMENT

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Maintenance	\$854,686	\$731,573	\$947,829	\$947,829
Capital Outlay	0	2,084,622	0	2,000,000
Total Expenditures	\$854,686	\$2,816,194	\$947,829	\$2,947,829

NON-DEPARTMENTAL EXPENDITURES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services*	\$382,153	\$70,425	\$68,548	\$70,014
Services	822,796	799,322	734,993	811,491
Capital Outlay	0	0	35,000	35,000
Other	7,562,897	7,623,847	7,623,847	7,904,842
Total Expenditures	\$8,767,846	\$8,493,594	\$8,462,388	\$8,821,347
*Funds ½ of Financial Reporting Accountant position.				

WATER PURCHASE EXPENDITURES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Supplies & Materials	\$17,469,102	\$17,223,730	\$17,361,119	\$17,661,119
Total Expenditures	\$17,469,102	\$17,223,730	\$17,361,119	\$17,661,119

WATER AND SEWER FUND

GULF COAST EXPENDITURES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Other Service Payments	\$200,000	\$250,000	\$250,000	\$250,000
Total Expenditures	\$200,000	\$250,000	\$250,000	\$250,000

DEBT SERVICE PAYMENTS

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Debt Service Payments	\$6,557,000	\$6,561,300	\$6,561,300	\$6,558,600
Total Expenditures	\$6,557,000	\$6,561,300	\$6,561,300	\$6,558,600

PARTICIPATION IN LINE EXTENSIONS

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Capital Outlay	\$1,760,636	\$227,247	\$200,000	\$200,000
Total Expenditures	\$1,760,636	\$227,247	\$200,000	\$200,000

SUPPLEMENTAL EXPENDITURES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Supplemental Awards 2020 & Prior	\$ 0	\$3,120,615	\$ 0	\$1,162,220
Total Expenditures	\$ 0	\$3,120,615	\$ 0	\$1,162,220

City of Odessa

FY 2019-20

Adopted Budget

Solid Waste Fund Overview

SOLID WASTE FUND

OVERVIEW

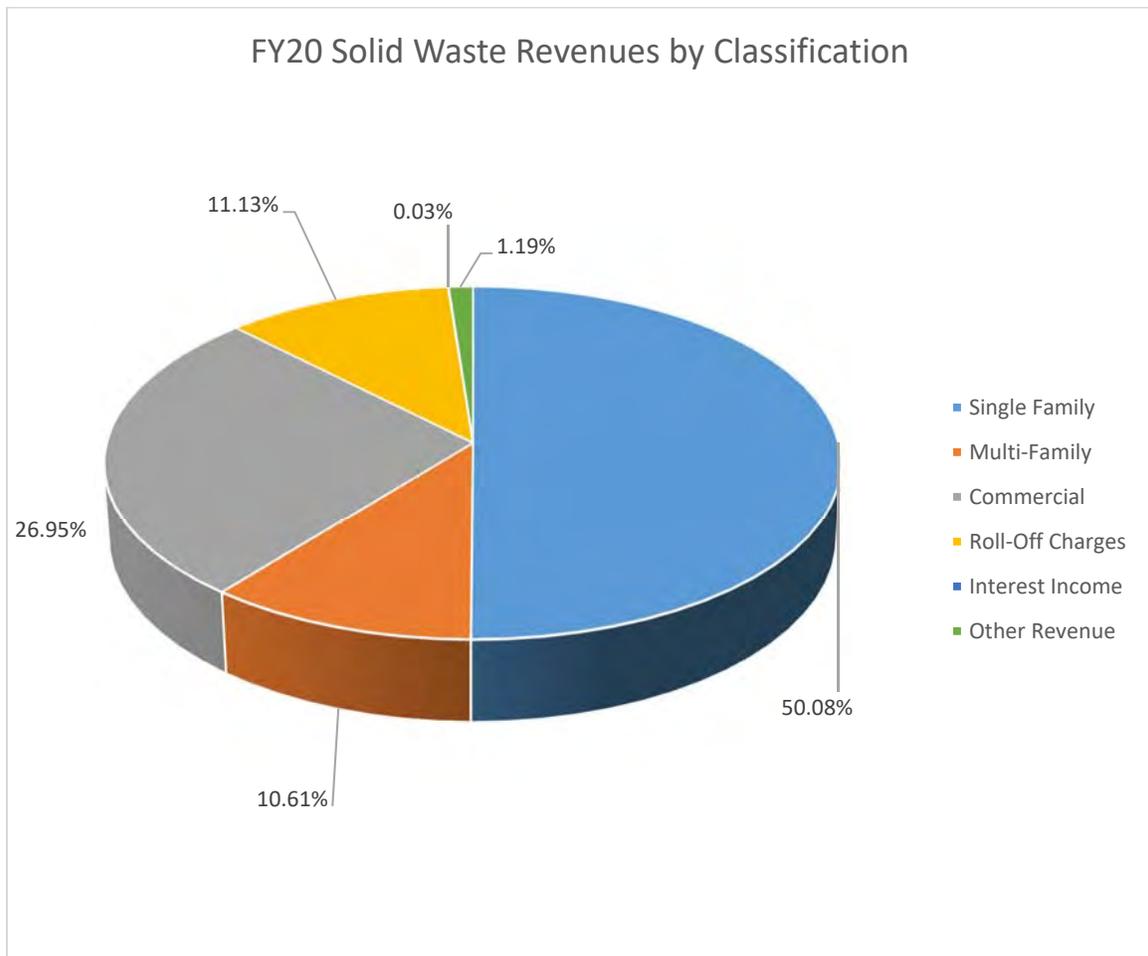
	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	(\$793,286)	\$828,967	\$828,967	\$2,491,254
Prior-Period Adjustment- (Implementation of GASB-OPEB)	(164,096)	0	0	0
Available Fund Balance	(\$957,382)	\$828,967	\$828,967	\$2,491,254
CURRENT REVENUES				
Single Family	\$7,365,889	\$7,426,473	\$7,200,000	\$7,380,000
Multi-Family	1,535,446	1,543,781	1,526,000	1,564,150
Commercial	3,926,585	3,942,350	3,875,000	3,971,875
Roll-Off Charges	1,775,367	1,722,592	1,600,000	1,640,000
Interest Income	29,257	28,704	5,000	5,000
Other Revenue	225,414	196,725	179,500	174,675
TOTAL CURRENT REVENUES	\$14,857,958	\$14,860,625	\$14,385,500	\$14,735,700
TOTAL FINANCING SOURCES	\$13,900,576	\$15,689,592	\$15,214,467	\$17,226,954
Expenditures				
Personal Services	\$3,767,887	\$3,851,366	\$3,959,660	\$4,345,017
Supplies	173,431	77,132	80,864	80,864
Services	7,324,882	7,333,384	7,328,784	8,065,071
Maintenance	455,158	522,574	525,426	525,426
Capital Outlay	19,626	53,948	62,659	62,659
Other Requirements				
GF Administrative Fee	568,582	615,909	615,909	620,136
Gross Receipt Payment	707,382	694,025	694,275	694,025
In Lieu of Tax	54,661	50,000	50,000	50,000
2020 & Prior Suppl.	0	0	0	266,500
TOTAL EXPENDITURES	\$13,071,609	\$13,198,338	\$13,317,577	\$14,709,698
ENDING FUND BALANCE	\$828,967	\$2,491,254	\$1,896,890	\$2,517,256

SOLID WASTE FUND

OVERVIEW

REVENUES

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Single Family	\$7,365,889	\$7,426,473	\$7,200,000	\$7,380,000
Multi-Family	1,535,446	1,543,781	1,526,000	1,564,150
Commercial	3,926,585	3,942,350	3,875,000	3,971,875
Roll-Off Charges	1,775,367	1,722,592	1,600,000	1,640,000
Interest Income	29,257	28,704	5,000	5,000
Other Revenue	225,414	196,725	179,500	174,675
Total Revenue	\$14,857,958	\$14,860,625	\$14,385,500	\$14,735,700



SOLID WASTE FUND

OVERVIEW

Revenues

Solid Waste has operated as an Enterprise Fund in the City of Odessa since 1995-96. The functions of this enterprise were formerly within the General Fund, Department of Public Works. As with all enterprise funds, this separate fund has been established to account for operations that are financed and operated in a manner similar to private businesses. The rate schedules for these services were established to ensure that revenues would be adequate to meet all necessary expenditures. The following is a comparative summary of revenues by source of the Solid Waste Fund.

Source

	2019-20 Budget		Increase/(Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Single Family	\$7,380,000	50.08	\$180,000	2.50
Multi-Family	1,564,150	10.61	38,150	2.50
Commercial	3,971,875	26.95	96,875	2.50
Roll-Off Charges	1,640,000	11.13	40,000	2.50
Interest Income	5,000	0.03	0	0.00
Other Revenue	174,675	1.19	(4,825)	-2.69
Total	\$14,735,700	100.00	\$350,200	2.43

The major revenues for the Solid Waste Fund are Single Family (50.08%), Commercial (26.95%), and Multi-Family (10.61%), which together account for 87.65% of the fund's total revenue. An increase in the number of customer accounts, anticipated growth within the city limits, and demand for roll-off container usage in commercial and construction areas drive these revenue items. The total revenue for 2019-20 is expected to increase by 2.43% compared to the previous year's budget. All charges for Single Family, Multi-family, Commercial, and Roll-Off charges are expected to increase by 2.50%.

There will be a 2.50% increase in Solid Waste rates across the board for FY 2019-20: Single-family residential accounts will increase to \$20.43 per month, and the rates for multi-family customers will increase to \$10.68 per month. The commercial rate for a 3 cubic yard container with twice a week pick up is now \$79.24 per month. However, commercial customers who are willing to share a 3 cubic yard container with another business can reduce their rate to \$40.44 for twice a week pick up. Restaurants customers and heavy commercial customers (as determined by the Solid Waste Superintendent or a representative) will not be allowed to share receptacles. Other rates apply for more frequent pick-ups and/or 4 cubic yard containers.

Solid waste services may be provided to commercial customers outside the city limits, but only if approved by the Solid Waste Superintendent. Outside city-limit customers pay a higher rate for solid waste service than do those located within the city limits. In 2019-20, commercial customers will now pay \$61.45 per month, for once-a-week service. The higher rate is charged in order to defray the additional costs involved in providing service to customers living beyond the city limits.

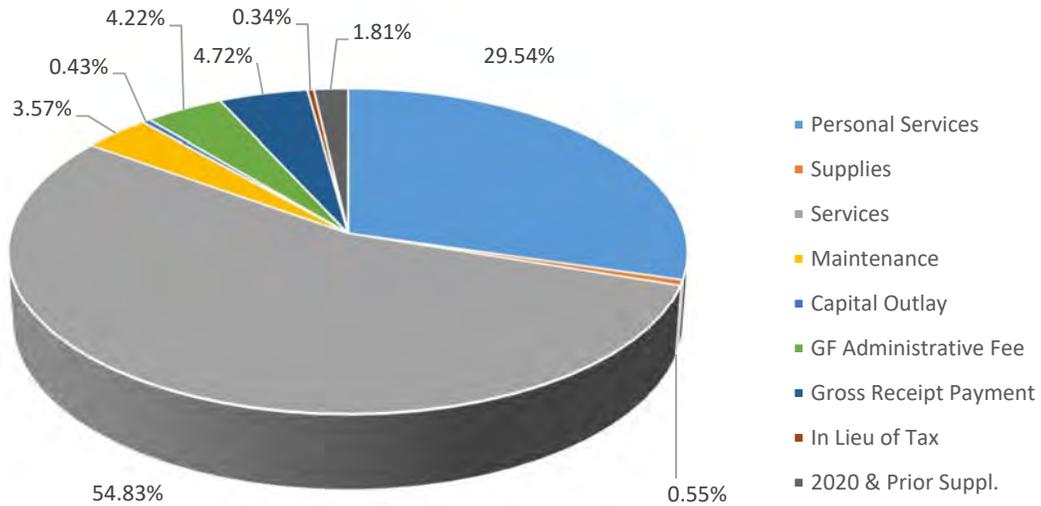
SOLID WASTE FUND

OVERVIEW

Expenditures by Classification

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Personal Services	\$3,767,887	\$3,851,366	\$3,959,660	\$4,345,017
Supplies	173,431	77,132	80,864	80,864
Services	7,324,882	7,333,384	7,328,784	8,065,071
Maintenance	455,158	522,574	525,426	525,426
Capital Outlay	19,626	53,948	62,659	62,659
GF Administrative Fee	568,582	615,909	615,909	620,136
Gross Receipt Payment	707,382	694,025	694,275	694,025
In Lieu of Tax	54,661	50,000	50,000	50,000
2020 & Prior Supplementals	0	0	0	266,500
Total Expenditures	\$13,071,609	\$13,198,338	\$13,317,577	\$14,709,698

FY20 Solid Waste Fund Expenditures by Classification



SOLID WASTE FUND

OVERVIEW

Expenditures

Approved expenditures for 2019-20 total \$14,709,698. This represents an increase of 10.45% compared to the previous year. Below is a comparative summary of expenditures by classification.

Classification	2019-20 Budget		Increase/(Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Personal Services	\$4,345,017	29.54	\$385,357	9.73
Supplies	80,864	0.55	0	0.00
Services	8,065,071	54.83	736,287	10.05
Maintenance	525,426	3.57	0	0.00
Capital Outlay	62,659	0.43	0	0.00
Other Requirements	1,630,661	11.09	270,477	19.89
Total	\$14,709,698	100.00	1,392,121	10.45

The Personal Services budget is \$4,345,017 which includes funding for overtime expenses to ensure full staffing on all routes. In addition, temporary labor funds are set aside to provide backup personnel for those times when the department is not fully staffed. This category's funding level reflects an increase of \$385,357. The Solid Waste Fund funds 68.5 positions.

Supplies have a budget of \$80,864; this has remained the same as last year. The budget for Services will increase by \$736,287. The 2019-20 Maintenance and Capital Outlay budgets will both remain the same; reflecting no changes over last year's budget.

Other Requirements includes payments made to the General Fund for administrative fees, gross receipt payments, payments in lieu of tax, and supplementals paid out in fiscal year 2020 and prior years. The administrative fees are based on the cost of services provided by General Fund to the Solid Waste Fund. Gross receipt payments are calculated by taking 5% of the gross receipts collected from solid waste customers. The gross receipt fee is paid to the General Fund as compensation for the use of streets, alleys, and other right-of-way. In 2019-20, the budget for Other Requirements will realize a \$270,477 increase compared to the previous year.

Fund Balance

In 2018-19, the fund balance is estimated to increase by \$1,662,287, or 250.02%, compared to the 2017-18 ending fund balance of \$664,871. In the upcoming fiscal year, revenues are expected to reach \$14,735,700, and expenditures are estimated to be \$14,709,698, resulting in a projected fund balance of \$2,353,160.

SOLID WASTE FUND

CAPITAL OUTLAY

Fund and Department/Division	Item	Item Total	Total
SOLID WASTE FUND			
Keep Odessa Beautiful	Data Processing Equipment	<u>\$3,000</u>	
	Subtotal Keep Odessa Beautiful		\$3,000
Solid Waste	Machinery & Equipment	23,986	
	Communications Equipment	30,673	
	Data Processing Equipment	<u>5,000</u>	
	Subtotal Solid Waste		\$59,659
TOTAL CAPITAL OUTLAY - SOLID WASTE FUNDS			\$62,659

City of Odessa

FY 2019-20

Adopted Budget

Solid Waste Fund
Detail by Department/Division

SOLID WASTE

MISSION

The Solid Waste Division's mission is to provide a reliable and efficient system of collection and transportation of municipal solid waste from residential and commercial customers in a professional, cost effective and environmentally safe method, resulting in the enhancement of public welfare.

SERVICES PROVIDED

- Provides residential and commercial customers with regular trash service.
- Provides a recycle option for commercial customers.
- Provides recycle drop off locations for residents.
- Provides scheduled route pick up for bulk items, and tree limbs.
- Offers a drop off location for city residential tree limbs, and bulk items.
- Provides Odessa residents a drop point for household hazardous waste material, paints, pesticide, herbicides, and do it yourself motor oil changes.
- Offers Keep Odessa Beautiful support in education and cleanup programs.
- Provides information to residents and businesses on properly disposing of large amounts of hazardous waste not accepted by HHW.
- Provides Household Hazardous Waste Educational Programs to local schools.
- Provides vector control as needed inside city limits.
- Provides support and trash service to all other city departments such as Code Enforcement, OFD, PD, Parks, Traffic, Engineering, Streets, and nonprofit organizations.

FY2019 ACCOMPLISHMENTS

- Set new and refurbish containers at all ECISD schools.
- Traveled to multiple schools to teach children about recycling and household hazardous waste.
- Set up informative tables at city events, grocery stores, and schools to inform, provide answers, and engage with the public on HHW issues.
- Started an educational program at the HHW Facility (Waste in place).
- Assisted in certifying ECISD to teach environmental science (Waste in Place) in the classroom. Participated in the ECISD cluster program to teach classes on recycling and the importance of engaging in your community.
- Work with public officer to create educational videos for the community.
- Worked in conjunction with Keep Midland Beautiful and other organization to teach about recycling.
- Advertised and interviewed on Television to promote the HHW and Bulk Item Drop-Off Center.
- Increased Traffic to the HHW and electronic recycling within the community.
- Rollout customers YTD 3,800 – growth is continuing.
- Assisted Code Enforcement in Bulk pickup sweeps throughout Odessa.
- Researched for residence of the Permian Basin and different city departments on how to dispose of Waste that the city is not able to handle.
- HHW open 5 days per week.

SOLID WASTE

- Partially remodeled and updated the HHW classroom.
- Set up adult classes at the HHW.
- Held 8 children summer classes with various organization in the HHW classroom.
- Visited various summer camps, events and organizations to educate others about recycling and HHW.
- Increased advertisement on HHW and bulk items.
- Researched on proper methods of getting rid of unaccepted HHW waste for private companies and citizens of other municipalities.
- Increased bulk item tonnage.
- Gave tours at the recycling center and HHW.
- Worked with Master Gardeners, Texas A&M Forest Service and local horticulturist.
- Started a community Garden in front of the HHW.
- Increased traffic to the HHW.

HIGHLIGHTS OF BUDGET CHANGES

There was a significant increase in Salaries for the 3% increase as well as a few other adjustment to better reflect the department's ongoing personnel costs. There was also a significant decrease in the cost of maintenance primarily due to the decrease in the fleet maintenance cost.

CONTACT INFORMATION

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SOLID WASTE

GOAL AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Improve Effectiveness and Efficiency in Collections Operations	Consider change to service schedules for roll out carts to improve service. Make Commercial collection operation more profitable.	Median Number of Containers Collected per Refuse Vehicle per Hour	40	60	65
		Operating and Maintenance Expenditures per Refuse Collection Account, % used	85.11%	100%	100%
		Operating and Maintenance Expenditures for Disposal per Account	\$75.36	\$75.36	\$75.05
		Number of Solid Waste Customer Accounts	34,800	35,420	35,800
Improve the recycle facility and operation.	Provide recycling education to citizens of Odessa	Number of Containers Refurbished	1,000	1,100	1,200
		Tree Limbs Recycled (Cubic Yards)	30,000	31,330	31,500
	Add additional recycle collection locations to reduce bulk collection days.	Landfill Tonnage	113,926	114,500	114,800
		Number of cleanups	8	8	6
Household Hazardous Waste facility, and education.	Continue to educate the public and school children on HHW hazards and prevention.	Household Hazardous Waste Collected (lbs.)	51,561	79,757	85,000
Improve Bulk Item collection	Improve overhead clearances from tree limb. Complete routes in less time.	Bulk Items Picked Up (Tons)	1,282.14	1,300	1,350

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$3,550,191	\$3,598,450	\$3,697,826	\$4,065,512
Supplies	158,163	65,839	63,336	63,336
Services	7,093,506	7,082,556	7,061,175	7,770,164
Maintenance	452,750	522,574	522,063	522,063
Capital Outlay	19,626	53,948	59,659	59,659
Total Expenditures	\$11,274,236	\$11,323,367	\$11,404,059	\$12,480,734

SOLID WASTE

NON-DEPARTMENTAL EXPENDITURES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Services	\$89,667	\$92,232	\$99,379	\$105,483
Other	1,330,625	1,359,934	1,360,184	1,364,161
Total Expenditures	\$1,420,292	\$1,452,166	\$1,459,563	\$1,469,644

PERSONNEL BY JOB TITLE

	2017-18 FISCAL YEAR	2018-19 FISCAL YEAR	2019-20 FISCAL YEAR
Solid Waste Superintendent	1	1	1
Senior Admin. Assistant	0	1	1
Administrative Assistant	1	1	1
Mechanic	1	1	1
Container Maintenance Technician	2	2	2
Route Support Supervisor	1	1	1
Solid Waste Collection Supervisor	4	4	4
Roll-Off Supervisor	1	1	1
Solid Waste Driver	38	39	40
Solid Waste Worker	4	4	4
Household Hazardous Waste Coordinator	1	1	1
Household Hazardous Waste Attendant	1	1	2
Customer Service Representative*	2	2	2
Welder	1	1	1
Solid Waste Operations Manager	1	1	1
Total Personnel	59	61	63
Funding Sources:			
Water and Sewer*	1	1	1
Solid Waste	58	60	62
Total Personnel	59	61	63

SOLID WASTE – CODE ENFORCEMENT

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$106,589	\$105,338	\$105,070	\$108,273
Supplies	10	2	528	528
Services	73,554	84,572	79,188	91,279
Maintenance	2,363	0	2,363	2,363
Total Expenditures	\$182,516	\$189,912	\$187,149	\$202,443

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Comm. Development *	1	1	1
Code Enforcement Supervisor * **	1	1	1
Administrative Assistant **	1	1	1
Code Enforcement Coordinator *	1	1	1
Code Enforcement Clerk *	1	1	1
Code Enforcement Officer *	14	14	14
Total Personnel	19	19	19
Funding Sources:			
General Fund *	17.5	17.5	17.5
Solid Waste**	1.5	1.5	1.5
Total Personnel	19	19	19

KEEP ODESSA BEAUTIFUL

MISSION

The mission of Keep Odessa Beautiful (KOB) is to empower Odessans to recycle, prevent litter, and beautify our community.

SERVICES PROVIDED

Keep Odessa Beautiful offers on-going educational visits to speak to local organizations, businesses, schools, churches, and civic groups. We offer individuals and groups the opportunity to complete community service hours. We spearhead and implement programs throughout the city to encourage proper trash disposal and beautification including neighborhood and park tree plantings, free bulk item drop off events, a free daily citizens' bulk drop off center, and the City Household Hazardous Waste facility. Keep Odessa Beautiful also actively promotes litter prevention and recycling through various events and opportunities including our annual Don't Mess with Texas spring cleanup, Planet Troopers summer cleanups for our elementary aged children, our annual Make a Difference Day fall cleanup, and Texas Recycle Day. The KOB Adopt a Spot program is encouraged year-round and we offer groups the opportunity to use our recycle bins for their events through our "Lend a Bin" program.

FY2019 ACCOMPLISHMENTS

Keep Odessa Beautiful strives to reach out to our community to educate every one of our citizens on the importance of litter prevention, beautification in our city, and the benefits of recycling. We continue to work alongside City Parks and Recreation, Solid Waste, Code Enforcement and Community Development, Traffic, Streets, and Downtown Odessa, Inc. to help in meeting our mission. With our community partnerships support and volunteer base, we planted 180 trees, 130 native plants, upcycled 16 items used in the HHW garden. Our citizens recycled more than 16 tons of electronic items, properly discarded 219 tons of bulk waste items, and have collected more than 105 tons of loose litter.

2019 Accomplishments:

- Working diligently with city departments to understand their needs and challenges they face. We were able to do ride along this was very informative and has helped us tremendously through our community outreach and advertising campaigns. We are also working on monthly TV segments to provide resources available to our citizens and stress the challenges
- Don't Mess with Texas, our annual spring citywide cleanup. In 2019, we hosted more than 1,336 volunteers who picked up 650 bags of loose litter around the City.
- Crosstown Campus Cleanup Rivalry, where we challenge Permian, and Odessa High School to keep their respective campuses clean. Volunteers collected 78 bags of litter, along with 82 bags of recyclable items.
- Bulky Item Drop Off opportunities and our Citizens Collection Station - both are utilized to end illegal dumping through offering various opportunities to properly dispose of their large bulk items legally and free of charge.
- School visits at all grade levels are important to us to implement taking care of our community with our children, our future leaders.

KEEP ODESSA BEAUTIFUL

- Planet Troopers, is our summer program that invites kids, ages 8-14, to become a superhero for our community and help clean up our City parks. For summer 2019, we hosted 96 kids, and collected 65 bags of litter at McKinney, Floyd Gwin, and Sherwood Parks.
- Our Waste in Place program, educational resource developed for pre-kindergarten through 12th grade students and educators that offers hands-on activities related to end littering improve recycling and beautifying communities. This program will influence positive behavior, foster social responsibility and respect for the environment. We are coordinating to certify additional teachers in WIP. We were able to have 10 WIP fall and summer workshops in our Household Hazardous Waste Facility. Students and teachers learned the importance of recycling and waste reduction and enjoyed the tour around the facility.
- KOB is partnering with Alon Strive Volunteer Project, Texas A&M AgriLife extension, Solid Waste and Parks and Recreation to plant trees and shrubs at the Household Hazardous Waste Facility. We will educate our community on the proper way to plant and maintain trees to grow healthy in this area. Adding this project to our educational resources will give our citizens the opportunity to learn on recycling, composting, waste reduction, and beautification in one stop source.
- KOB has collaborated with Permian Basin Master Gardeners to bring back our Odessa Pride Star of the Month Program. This program recognizes Odessa citizens who contribute to the overall aesthetics and health of our city by maintaining exceptionally clean and beautiful properties. Nominations are open to the community and our volunteer judges recognize a residence and business "Star of the Month" from all over Odessa with our signature yard signs. This program encourages citizens to take pride in Odessa by beautifying their properties.
- KOB was able to bring back the Odessa Neighborhood Shademakers Tree Giveaway Program. A collaborative partnership among Keep Odessa Beautiful, the City of Odessa Parks & Recreation, Apache Corporation and the Texas A&M Forest Service is to promote, develop & nurture "urban forestry" in our communities. This program focuses on giving trees for residential neighborhoods. The objective is to instill pride & ownership, care for the environment, and beautify our neighborhoods.
- KOB is also working with organizations, businesses, and schools to educate on the importance of recycling as well as, keeping their establishments litter free by taking a pledge. They can Adopt-a-Spot, campus, or classroom.
- The KOB Annual Recycle Fashion Show, a fun and creative take to encourage our youth to reduce, reuse, and recycle. Participants create a fashion item out of a reused or recyclable material to model down the runway. Judges select a first, second, and third place winner.
- Participation in community events such as the annual Fall Festival, Police Department National Night Out, Movies in the Park, and Hot Summer Nights, etc. This gives Keep Odessa Beautiful the chance to talk to our citizens one on one and answer any questions they may have about giving back to our community and the ongoing effort of keeping our city beautiful.
- Fall Sweep, our annual citywide fall cleanup. 1,400 volunteers and more than 215 bags of litter. The lower number of bags at our fall cleanup reflects a lower amount of litter around the City.
- Texas Recycles Day, held each year to promote recycling and educate our citizens on the benefits of recycling.

KEEP ODESSA BEAUTIFUL

- Adopt a Spot—offering our community the opportunity to adopt a location around the city to keep it clean and beautiful. The program is available to Individuals, local churches, businesses, groups, families, and organizations.
- KOB continues to support Code Enforcement during their efforts to empower our community to take pride in their neighborhoods. We do this, through participating in their block parties and educating our citizens the importance of keeping their neighborhoods clean and beautiful! We provide the opportunity for citizens to adopt their neighborhood through our Adopt-a-Block Program.

CONTACT INFORMATION

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Keep Odessa Beautiful
cortega@odessa-tx.gov
432-335-4686

KEEP ODESSA BEAUTIFUL

GOALS AND PERFORMANCE MEASURES

Goal	Objective	Performance Measure	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Focus on educating our community on waste reduction, litter prevention and beautification projects/events: 	Increase community involvement	Beautification Projects	5	2	6
		Tree limbs recycled (Cubic Yard)	30,000	31,330	31,500
		Household Hazardous Waste Collected, Recycled, and Reused (lbs.)	51,561	32,000	32,500
		Average Tonnage Collected per Litter prevention programs.	9	7	10
		Bulk	1,400	1,200	1,500
Spread word about who we are and what we do	Continue our school and organizational visits	Schools visited	22	21	24
	Stay active and participate in local events.	Local Events	24	21	26
	Develop relationship with large corporations.	Corporations visited	5	4	6
Increase private funding for the Nonprofit side of the organization	Increase donor base, in-kind donations, grants, and fundraising opportunities through events.	Amount of money raised	49,000	35,000	55,000
	Increase contact through phone, email, in person visits, and letters				
	Plan events with a fundraising component	Fundraising events hosted	1	1	2
Increase knowledge of our Board of Directors	Develop concrete policies and procedures	Policies created	4	4	4
	Add Board Members	Board members added	2	2	4
	Training opportunities through Nonprofit Management Center	Number of training opportunities	6	7	8

KEEP ODESSA BEAUTIFUL

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$111,107	\$147,578	\$156,764	\$171,232
Supplies	15,258	11,291	17,000	17,000
Services	68,155	74,024	89,042	98,145
Maintenance	45	0	1,000	1,000
Capital Outlay	0	0	3,000	3,000
Total Expenditures	\$194,565	\$232,893	\$266,806	\$290,377

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Keep Odessa Beautiful Program Manager	1	1	1
Executive Assistant	1	1	1
Total Personnel	2	2	2

City of Odessa

FY 2019-20

Adopted Budget

Liquid Waste Fund Overview

LIQUID WASTE FUND

OVERVIEW

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$462,473	\$531,765	\$531,765	\$616,572
CURRENT REVENUES				
Liquid Waste Fees	\$130,013	\$144,979	\$100,000	\$100,000
Interest Income	8,844	6,156	5,000	5,000
TOTAL CURRENT REVENUES	\$138,857	\$151,135	\$105,000	\$105,000
TOTAL FINANCING SOURCES	\$601,330	\$682,900	\$636,765	\$721,572
EXPENDITURES				
Personal Services	\$64,671	\$62,040	\$56,794	\$58,715
Supplies	1,538	1,106	1,075	1,075
Services	269	324	609	609
Other	3,087	2,858	2,858	2,858
TOTAL EXPENDITURES	\$69,565	\$66,328	\$61,336	\$63,257
ENDING FUND BALANCE	\$531,765	\$616,572	\$575,429	\$658,315

City of Odessa

FY 2019-20

Adopted Budget

Ratliff Ranch Golf Course Fund
Overview

RATLIFF RANCH GOLF COURSE FUND

OVERVIEW

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	(\$785,421)	(\$863,740)	(\$863,740)	(\$557,331)
Prior-Period Adjustment- (Implementation of GASB-OPEB)	(31,310)	0	0	0
Available Fund Balance	(\$816,731)	(\$863,740)	(\$863,740)	(\$557,331)
CURRENT REVENUES				
Green Fees	\$790,398	\$803,911	\$754,206	\$753,000
Pro Shop Sales	362,990	348,799	340,000	340,000
Range Tokens	79,073	77,441	73,000	73,000
Grill Rental	43,160	44,528	36,500	36,500
Carts	399,270	387,930	359,500	359,500
GF Transfer In	200,000	325,958	200,000	400,000
Other Revenue	5,253	4,550	4,000	4,000
TOTAL CURRENT REVENUES	\$1,880,145	\$1,993,117	\$1,767,206	\$1,966,000
TOTAL FINANCING SOURCES	\$1,063,414	\$1,129,377	\$903,466	\$1,408,669
EXPENDITURES				
Personal Services	\$789,160	\$662,028	\$780,850	\$837,123
Supplies	446,338	410,464	300,883	300,883
Services	590,407	440,758	599,585	580,331
Maintenance	93,589	47,500	79,272	79,272
Capital Outlay	7,660	125,958	0	0
FY20 Recomm. Suppl.	0	0	0	135,500
TOTAL EXPENDITURES	\$1,927,154	\$1,686,708	\$1,760,590	\$1,933,109
ENDING FUND BALANCE	(\$863,740)	(\$557,331)	(\$857,124)	(\$524,440)

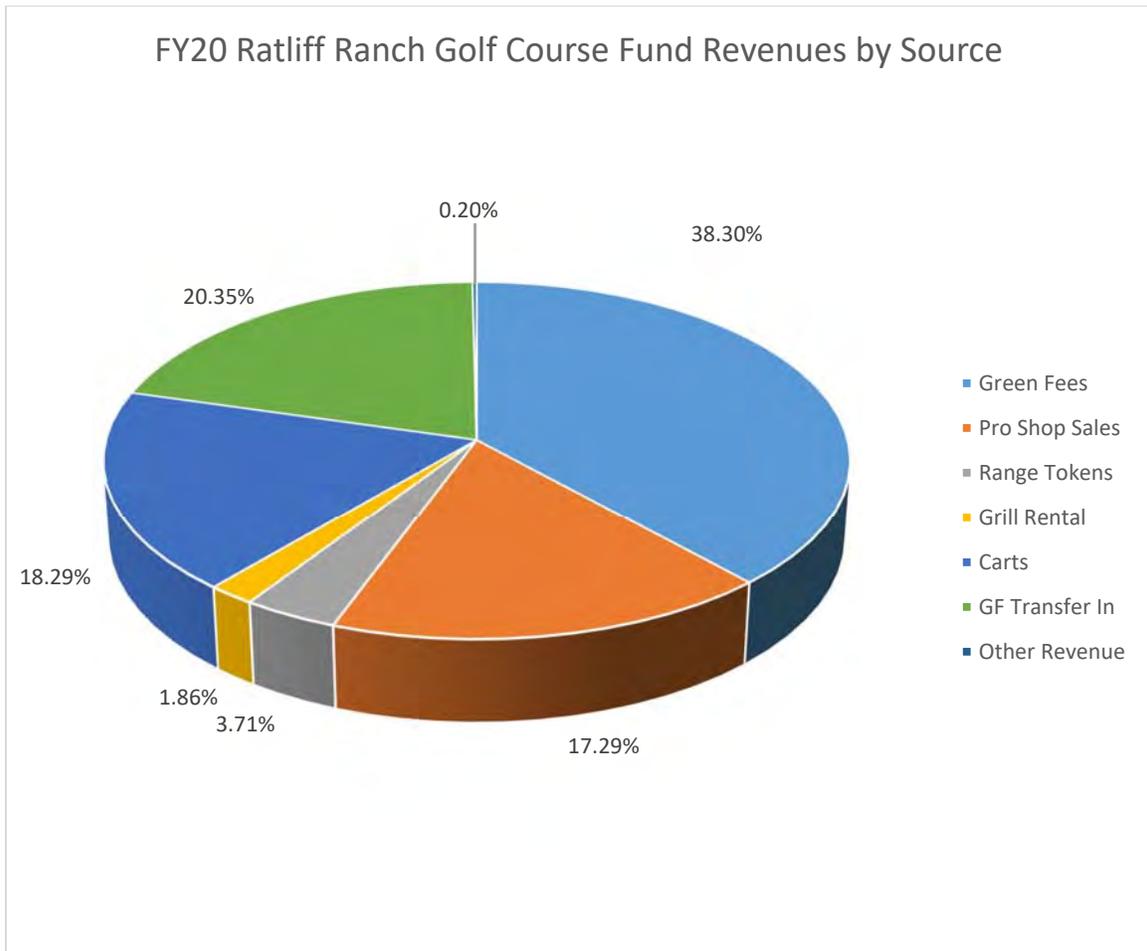
RATLIFF RANCH GOLF COURSE FUND

OVERVIEW

Revenues

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Green Fees	\$790,398	\$803,911	\$754,206	\$753,000
Pro Shop Sales	362,990	348,799	340,000	340,000
Range Tokens	79,073	77,441	73,000	73,000
Grill Rental	43,160	44,528	36,500	36,500
Carts	399,270	387,930	359,500	359,500
GF Transfer In	200,000	325,958	200,000	400,000
Other Revenue	5,253	4,550	4,000	4,000
Total Revenue	\$1,880,145	\$1,993,117	\$1,767,206	\$1,966,000

FY20 Ratliff Ranch Golf Course Fund Revenues by Source



RATLIFF RANCH GOLF COURSE FUND

OVERVIEW

Revenues

The City of Odessa purchased the Ratliff Ranch Golf Course in December 2005, with the intention of providing the general public with access to its first municipal golf course. Over the years, several improvements have been made to the golf course. Together with an advertising campaign, these improvements are aimed at building the customer base, attendance and revenues. In order to provide continued customer service and maintenance for Ratliff Ranch Golf Course, new rates were adopted for the FY18 budget year.

The following is a comparative summary of Ratliff Ranch Golf Course Revenues.

Source

	2019-20 Budget		Increase/(Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Green Fees	\$753,000	38.30	(1,206)	-0.16
Pro Shop Sales	340,000	17.29	0	0.00
Range Tokens	73,000	3.71	0	0.00
Grill Rental	36,500	1.86	0	0.00
Carts	359,500	18.29	0	0.00
GF Transfer In	400,000	20.35	200,000	100.00
Other Revenue	4,000	0.20	0	0.00
TOTAL	\$1,966,000	100.00	\$198,794	11.25

In 2019-20, it is anticipated that Golf Course revenues will reach \$1,966,000. This represents an 11.25% change compared to last year's projection. The Green Fees category is the single largest source of income for the Golf Course, comprising 38.30% of the overall budget.

The second largest source of revenue is the General Fund transfer-in, which was increased to \$400,000, and comprises 20.35% of the revenues. Golf Cart Rentals accounts for 18.29% of the total revenue for this fund. This category is expected to bring \$359,500 in revenue in 2019-20. Pro Shop Sales, Range Tokens, and Grill Rental will bring in revenues of \$340,000, \$73,000, and \$36,500, respectively. Together, these categories make up 22.86% of the total Golf Course revenue.

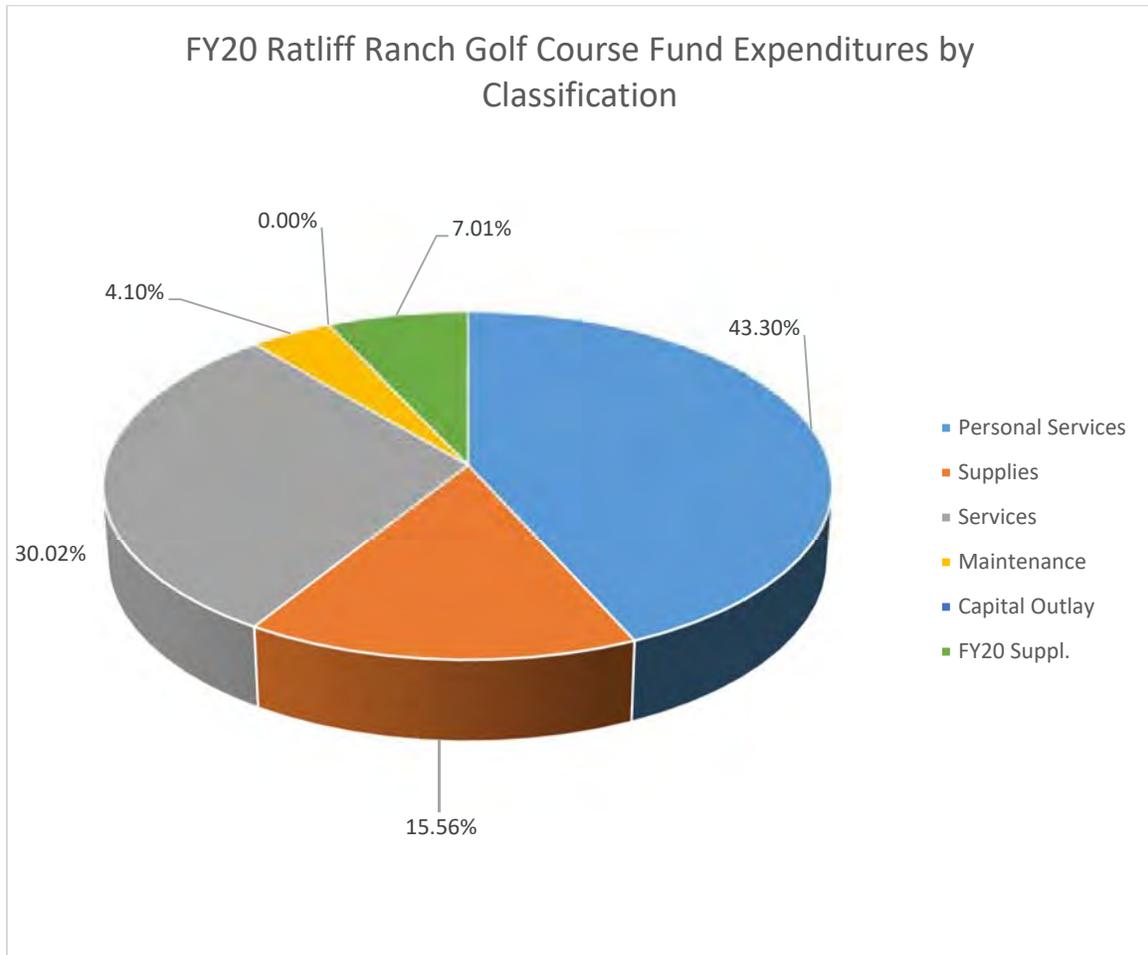
The budget for Other Revenue will remain the same as last year at \$4,000, or 0.20%, of the total revenue for this fund.

RATLIFF RANCH GOLF COURSE FUND

OVERVIEW

Expenditures by Classification

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Personal Services	\$789,160	\$662,028	\$780,850	\$837,123
Supplies	446,338	410,464	300,883	300,883
Services	590,407	440,758	599,585	580,331
Maintenance	93,589	47,500	79,272	79,272
Capital Outlay	7,660	125,958	0	0
FY20 Supplementals	0	0	0	135,500
Total	\$1,927,154	\$1,686,708	\$1,760,590	\$1,933,109



RATLIFF RANCH GOLF COURSE FUND

OVERVIEW

Expenditures

Ratloff Ranch Golf Course Fund's budgeted expenditures are \$1,760,590 for 2018-19. This represents a decrease of 2.23% compared to last year's budget. Below is a comparative summary of budgeted expenditures by classification.

Source

	2019-20 Budget		Increase / (Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Personal Services	\$837,123	43.30	\$56,273	7.21
Supplies	300,883	15.56	0	0.00
Services	580,331	30.02	(19,254)	-3.21
Maintenance	79,272	4.10	0	0.00
Capital Outlay	0	0.00	0	0.00
FY 20 Supplementals	135,500	7.01	135,500	N/A
TOTAL	\$1,933,109	100.00	\$172,519	9.80

The Personal Services budget of \$837,123 covers salary and benefit costs for the Golf Course. In FY20, the Golf Course budgeted for 14 positions. This category is expected to realize an increase of \$56,273, or 7.21%, compared to the 2018-19 budget.

The Supplies budget reflects 15.56% of the total Golf Course budget. Services expenditures make up 30.02% of the total Golf Course budget. This category's budgeted purpose is to maintain the fleet, lease golf carts, and pay for water and electricity. The slight decrease in this budget is primarily due to a savings in the cost of fleet maintenance. Maintenance costs for the FY20 budget will remain the same as last year.

The budget for the Golf Course is expected to increase \$172,519 due to an increase in the Personal Services category of expenses plus one-time supplemental requests approved for FY20.

Fund Balance

The 2017-18 actual ending fund balance was (\$863,740). The estimated ending fund balance for FY19 is projected to be (\$557,331). This reflects a \$306,409, or 35.47% increase, over the previous year. The 2019-20 revenues are projected at \$1,966,000 and expenditures are estimated at \$1,933,109. The ending fund balance is anticipated to be (\$524,440).

RATLIFF RANCH GOLF COURSE

MISSION

Ratliff Ranch Golf Links is responsible in providing an outstanding golf experience at an affordable price through superior customer service, high quality playing conditions and a wide variety of golf support services to all ages and skill level.

SERVICES PROVIDED

We provide a regulation 18-hole golf course for public play, as well as a full service golf shop with name brand golf apparel, equipment and accessories.

2019 ACCOMPLISHMENTS

We had a solid year in overall performance with an increase of 6% in golf shop sales with 3% increase in overall sales. We hosted 40 overall golf tournaments with revenues from tournaments exceed \$250,000

CONTACT INFORMATION

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432-550-8181
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RATLIFF RANCH GOLF COURSE

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Implement Park Priorities for Quality of Life Enhancement	Provide and maintain a high quality public golf course for the citizens of Odessa.	Average expenditure per irrigated acre	\$ 11,521	\$ 13,514	\$ 13,514
		Number of irrigated acres maintained Per full time golf course maintenance employee (based on 1 employee)	11.36	11.36	11.36
	Develop and implement a wide variety of programs to advance the playing ability of all skill levels.	Number of player development / clinics provided	5	5	6
	Increase rounds and tournaments through promotions and networking.	Number of rounds	38,562	38,250	40,000
	Provide high quality merchandise and equipment for the patrons of Ratliff Ranch Golf Links.	Total golf shop / food and beverage sales	\$387,666	\$400,000	\$425,000

RATLIFF RANCH GOLF COURSE

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$789,160	\$662,028	\$780,850	\$837,123
Supplies	446,338	410,464	300,883	300,883
Services	590,407	440,758	599,585	580,331
Maintenance	93,589	47,500	79,272	79,272
Capital Outlay	7,660	125,958	0	0
Supplementals	0	0	0	135,500
Total Expenditures	\$1,927,154	\$1,686,708	\$1,760,590	\$1,933,109

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Golf Course Pro / Manager	1	1	1
Assistant Golf Course Pro	3	3	3
Golf Course Superintendent	1	1	1
Assistant Golf Course Superintendent	1	1	1
Parks/Golf Equipment Mechanic*	1	1	1
Parks/Golf Equipment Operator	7	5	5
Total Personnel	14	12	12
Funding Sources:			
Golf Course Fund	13	11	11
Equipment Service Fund *	1	1	1
Total Personnel	14	12	12

City of Odessa

FY 2019-20

Adopted Budget

Storm Water Fund Overview

STORM WATER FUND

OVERVIEW

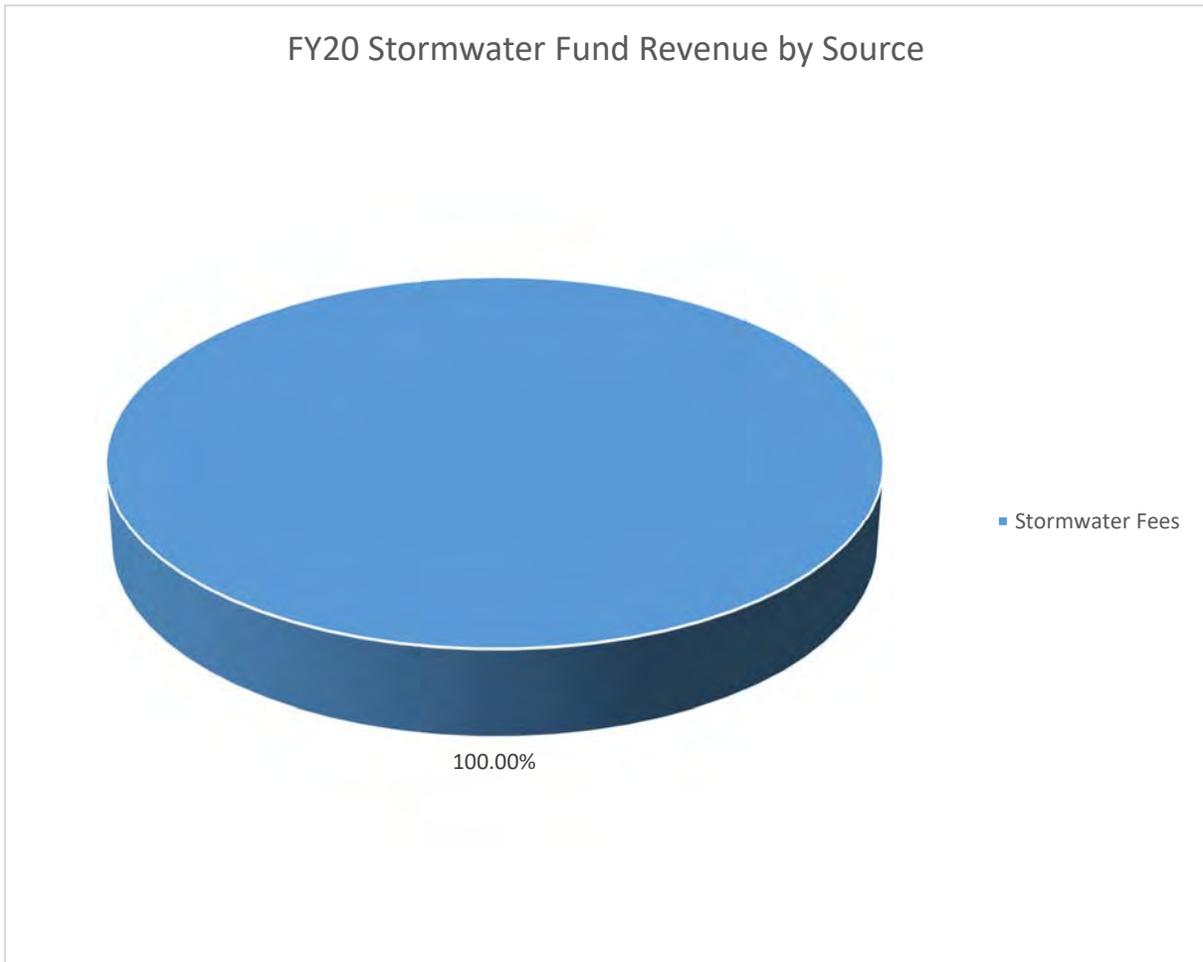
	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$409,212	\$1,231,695	\$1,231,695	\$2,012,118
Prior-Period Adjustment- (Implementation of GASB-O	(18,645)	0	0	0
Available Fund Balance	\$390,567	\$1,231,695	\$1,231,695	\$2,012,118
CURRENT REVENUES				
Storm Water Fees	\$1,893,042	\$1,889,674	\$1,890,000	\$1,890,000
Interest Income	14,458	14,294	0	0
TOTAL CURRENT REVENUES	\$1,907,500	\$1,903,968	\$1,890,000	\$1,890,000
TOTAL FINANCING SOURCES	\$2,298,067	\$3,135,663	\$3,121,695	\$3,902,118
EXPENDITURES				
Personal Services	\$385,292	\$351,852	\$615,249	\$630,003
Supplies	780	1,990	13,650	13,650
Services	585,020	594,372	558,098	610,438
Maintenance	60,111	118,572	194,216	194,216
Capital Outlay	0	4,020	117,650	117,650
Other	35,169	52,740	52,740	52,740
TOTAL EXPENDITURES	\$1,066,372	\$1,123,546	\$1,551,603	\$1,618,697
ENDING FUND BALANCE	\$1,231,695	\$2,012,118	\$1,570,092	\$2,283,421

STORM WATER FUND

OVERVIEW

Revenues

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Storm Water Fees	\$1,893,042	\$1,889,674	\$1,890,000	\$1,890,000
Interest Income	14,458	14,294	0	0
Total Revenue	\$1,907,500	\$1,903,968	\$1,890,000	\$1,890,000



STORM WATER FUND

OVERVIEW

Revenues

On December 8, 1999, the final Phase II Storm Water Rules were published in the Federal Register. These rules address the implementation of Urban Run-Off Management Programs in cities across the country. More specifically, they regulate the discharge of storm water to surface water in the state from municipal separate storm sewer systems. ("Surface water in the state" includes lakes, bays, ponds, springs, rivers, creeks, wetlands, marshes, canals, the Gulf of Mexico, impounding reservoirs, etc.)

In Texas, cities will look to the Texas Commission on Environmental Quality (TCEQ) for instruction and guidance in the establishment of storm water programs. Odessa's Storm Water Program has been approved and fully implemented. The City of Odessa's program will continue to be evaluated and its effectiveness documented as required by the permit.

The following is a summary of budgeted Storm Water Fund revenues.

Source

	2019-20 Budget		Increase/(Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Storm Water Fees	\$1,890,000	100.00	\$0	0.00
TOTAL	\$1,890,000	100.00	\$0	0.00

During the 2015-16 fiscal year, Stormwater proposed implementing a new rate structure to City Management and the City Council. The existing rate structure was not bringing in sufficient amounts of revenue to maintain operations and federal requirements. In the end, the City elected to revise the storm water fee based on the square footage of the customer's property and continue billing the fee as part of the monthly water bill. This seemed to be the most efficient and equitable way to fund the operational costs of the new program.

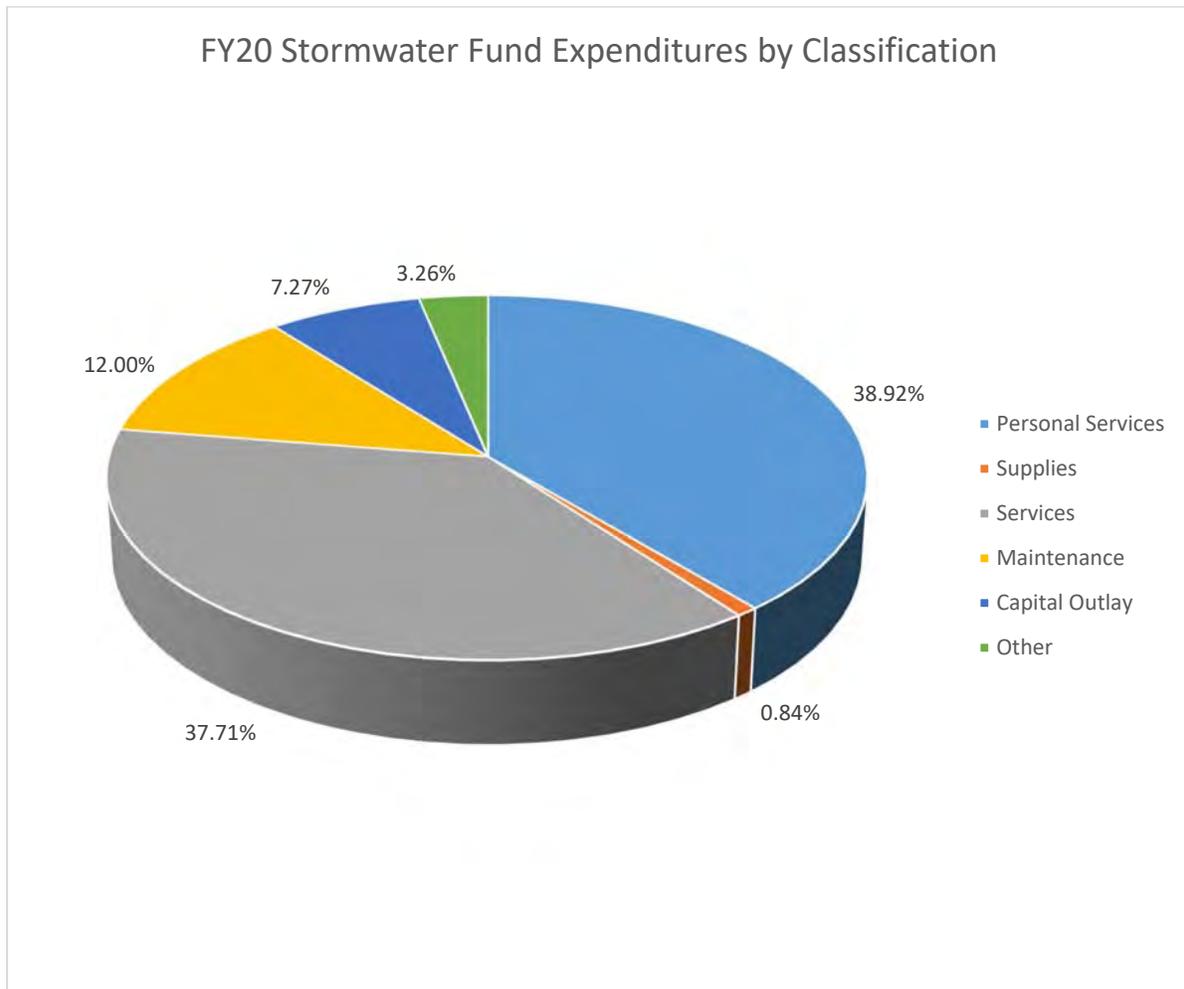
It is anticipated that the Storm Water fee will generate \$1,890,000 in 2019-20, the same as the previous year. These monies will be used to cover the cost of fees and program activities, including street sweeping and drainage system maintenance functions.

STORM WATER FUND

OVERVIEW

Expenditures by Classification

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Personal Services	\$385,292	\$351,852	\$615,249	\$630,003
Supplies	780	1,990	13,650	13,650
Services	585,020	594,372	558,098	610,438
Maintenance	60,111	118,572	194,216	194,216
Capital Outlay	0	4,020	117,650	117,650
Other	35,169	52,740	52,740	52,740
Total Expenditures	\$1,066,372	\$1,123,546	\$1,551,603	\$1,618,697



STORM WATER FUND

OVERVIEW

Expenditures

The Storm Water program is federally mandated. However, in Texas, cities work closely with a state agency, the Texas Commission on Environmental Quality (TCEQ), to ensure compliance with regulations as set forth in the final Phase II Storm Water Rules that were published in the Federal Register on December 8, 1999.

The Storm Water Fund will operate as an Enterprise Fund, meaning that its operation is financed in a manner similar to that of a private business. To that end, a storm water fee will be included on each customer's monthly water bill to cover the cost of the program. Storm water discharge fee has been changed from a fixed rate to a rate based on total square footage. Below is a summary of budgeted expenditures for the Storm Water Fund.

Classification

	2019-20 Budget		Increase /(Decrease) From 2018-19 Budget	
	Amount	%	Amount	%
Personal Services	\$630,003	38.92	\$14,754	2.40
Supplies	13,650	0.84	0	0.00
Services	610,438	37.71	52,340	9.38
Maintenance	194,216	12.00	0	0.00
Capital Outlay	117,650	7.27	0	0.00
Other	52,740	3.26	0	0.00
TOTAL	\$1,618,697	100.00	\$67,094	4.32

Personal Services comprises 38.92% of the 2019-20 Storm Water budget and provides funding for ten full-time positions. This category will experience a \$14,754 increase compared to last year's budget, mostly due to the 3% salary increase approved by Council. The budget for Supplies will remain the same as the previous year.

The Services category reflects a budget of \$610,438, up \$52,340 compared to last year's number. The increase is primarily a result of fleet maintenance and replacement. Additionally, Storm Water services had an increase in IT Tech Charges.

The Maintenance budget will remain the same compared to last year. The Capital Outlay budget fluctuates from year to year, depending upon the need for large-ticket items, but will remain the same for 2019-20. The Other category of expenditures is a fee paid by the Storm Water Fund to the General Fund in exchange for certain services; it will also remain the same as last year.

STORM WATER FUND

OVERVIEW

Fund Balance

For 2018-19, fund balance increased by \$780,423, estimating an ending fund balance of \$2,012,118. FY20 revenues are expected to reach \$1,890,000 and expenditures are estimated to be \$1,618,697, resulting in a projected fund balance of \$2,283,421.

Capital Outlay

Fund and Department/Division	Item	Item Total	Total
STORM WATER FUND			
Storm Water	Automotive Equipment	\$33,600	
	Machinery and Equipment	80,000	
	Data Processing Equipment	4,050	
	Subtotal Storm Water		\$117,650
<hr/>			
TOTAL CAPITAL OUTLAY - STORM WATER FUND			\$117,650

STORMWATER FUND

MISSION

The Storm Water Management Section provides reporting and services for City compliance with the General Permit (TXR040000) to discharge Storm Water for small Municipal Separate Storm Sewer Systems (MS4).

SERVICES PROVIDED

- 12 educational sessions
- Continual street sweeping
- Inspection of construction sites for SWPP compliance
- Conduct employee good housekeeping training
- Inspect properties for MS4 compliance
- Conduct SWPPP plan review

FY2019 ACCOMPLISHMENTS

- Continued Educational series on MSG permit requirements
- Cleared 1.98 tons of trash/debris from the city
- Identified and disposed of 25 gallons of liquid pollutants
- Found & remediated 4 illicit sewer connections

CONTACT INFORMATION

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STORMWATER FUND

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Maintain compliance as a Phase II MS4./(Excellence)	Prepare required annual reporting document	Timely completion of annual reporting documents	Submitted On-time	Submitted On-time	Submit On-time
	Conduct visual inspection and cleaning of drainage facilities.	Number of curb miles swept.	13,798	6,509.44	7,000
	Provide timely review of construction storm water pollution prevention plans.	Educate, review and approve SWPPP's	490	625	800
Perform and monitor activities of the six minimum control measures./(Direction)	Conduct community-wide clean ups/ educational events with Keep Odessa Beautiful.	Conduct household hazardous waste collection events.	7,500 lbs	392.67 lbs	400 lbs
	Conduct good housekeeping/pollution prevention employee training	Number of employees trained	203	200	200
	Conduct walk-through inspections of construction sites.	Number of construction sites inspections	8,115	9,660	10,000

STORMWATER FUND

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$385,292	\$351,852	\$615,249	\$630,003
Supplies	780	1,990	13,650	13,650
Services	585,020	594,372	558,098	610,438
Maintenance	60,111	118,572	194,216	194,216
Capital Outlay	0	4,020	117,650	117,650
Other	35,169	52,740	52,740	52,740
Total Expenditures	\$1,066,372	\$1,123,546	\$1,551,603	\$1,618,697

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Storm Water Program Manager	1	1	1
Senior Administrative Assistant	1	1	1
Senior Storm Water Program Technician	1	1	1
Storm Water Program Technician	2	2	2
Total Personnel	5	5	5

City of Odessa

FY 2019-20

Adopted Budget

Equipment Service Fund Overview

EQUIPMENT SERVICE FUND

OVERVIEW

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$9,880,655	\$15,740,515	\$15,740,515	\$16,682,993
Prior-Period Adjustment- (Implementation of GASB-OPEB)	(62,770)	0	0	0
Available Fund Balance	\$9,817,885	\$15,740,515	\$15,740,515	\$16,682,993
CURRENT REVENUES				
Rental Revenue	\$16,615,268	\$15,145,659	\$15,145,659	\$16,221,465
Interest Income	203,179	183,731	100,000	100,000
Other Revenue	780,809	281,420	230,452	234,500
TOTAL CURRENT REVENUES	\$17,599,256	\$15,610,810	\$15,476,111	\$16,555,965
TOTAL FINANCING SOURCES	\$27,417,141	\$31,351,325	\$31,216,626	\$33,238,958
EXPENDITURES				
Personal Services	\$1,473,304	\$1,345,308	\$1,791,753	\$1,906,800
Supplies	2,682,093	2,360,702	2,374,500	2,374,500
Services	520,763	520,380	499,207	509,633
Maintenance	2,476,667	3,136,106	4,014,040	4,014,040
Capital Outlay	0	25,011	115,000	115,000
Other	311,693	357,336	357,303	363,746
TOTAL OPERATING EXPENDITURES	\$7,464,520	\$7,744,843	\$9,151,803	\$9,283,719
Equipment Replacement	4,212,106	6,748,500	6,748,500	4,487,602
Special Replacement-Fire	0	174,989	95,000	95,000
TOTAL EXPENDITURES	\$11,676,626	\$14,668,332	\$15,995,303	\$13,866,321
ENDING FUND BALANCE	\$15,740,515	\$16,682,993	\$15,221,323	\$19,372,637

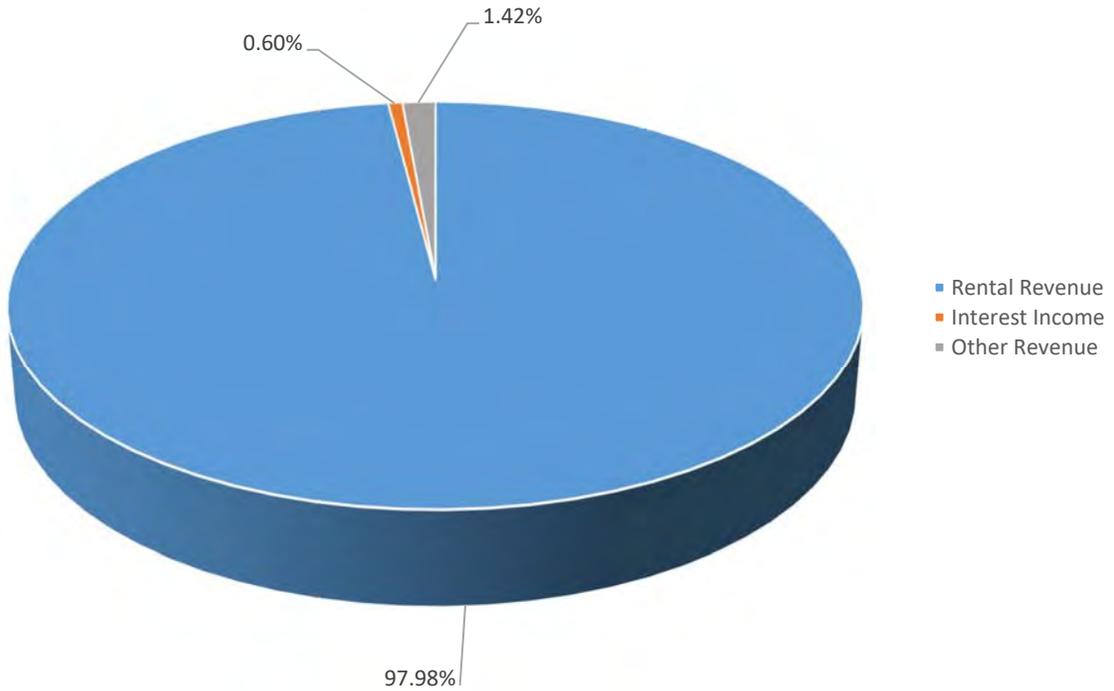
EQUIPMENT SERVICE FUND

OVERVIEW

Revenues

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Rental Revenue	\$16,615,268	\$15,145,659	\$15,145,659	\$16,221,465
Interest Income	203,179	183,731	100,000	100,000
Other Revenue	780,809	281,420	230,452	234,500
Total Revenue	\$17,599,256	\$15,610,810	\$15,476,111	\$16,555,965

FY20 Equipment Service Fund Revenues by Source



EQUIPMENT SERVICE FUND

OVERVIEW

Revenues

The City provides for the maintenance and replacement of its fleet and heavy equipment through an internal fund that receives rental revenue from the operating funds. The cost to replace the equipment is calculated as part of the rental rate. The replacement cost of a piece of equipment or vehicle is calculated based on the projected useful life of the equipment combined with the original purchase price. Also included in the rental rate is the estimated cost of maintaining the equipment based on historical maintenance costs.

For fiscal year 2019-20, the Equipment Service Fund total revenue will decrease by \$1,079,854 from the last year's budget. The following is a comparative summary of revenues by source of the Equipment Service Fund.

Source

	2019-20 Budget		Increase / (Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Rental Revenue	\$16,221,465	97.98	\$1,075,806	7.10
Interest Income	100,000	0.60	0	N/A
Other Revenue	234,500	1.42	4,048	1.76
TOTAL	\$16,555,965	100.00%	\$1,079,854	6.98

Rental Revenue increased substantially by \$1,075,806 or 7.10%. Fuel and overhead costs are included in Rental Revenue since all operating costs incurred by user departments must be reimbursed to this fund. In 2019-20, Rental Revenue will account for 97.98% of the total revenue for this fund. Other Revenue includes various miscellaneous sources of revenue and is budgeted at \$234,500. This category makes up 1.42% of the fund's total revenue and is expected to increase by \$4,048, or 1.76%, compared to last year's budget. This is due to reclassification of Fire Rental Revenue that was reclassified to Rental Revenues for FY19.

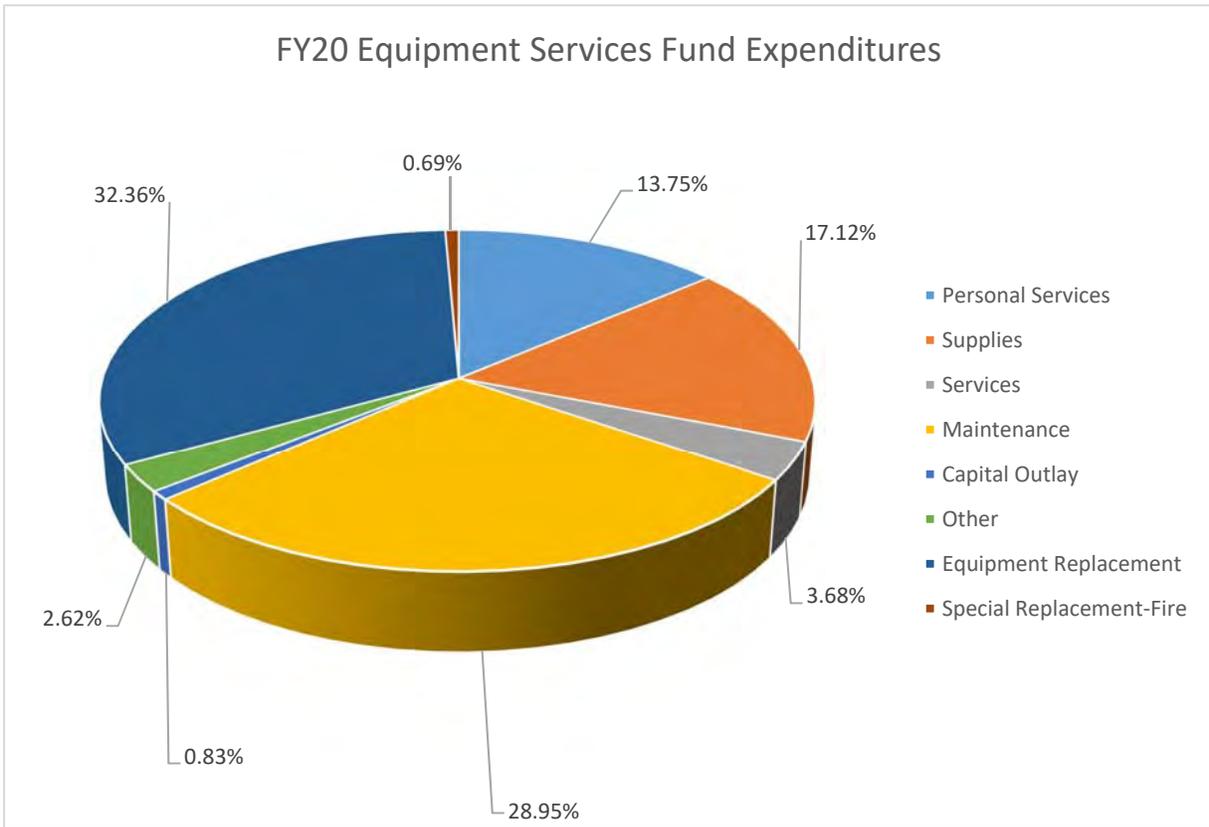
One critical aspect of the Equipment Service fund is to maintain an adequate fund balance to replace the City's fleet. Rental rates are based on the actual costs of the assets. However, the cost to replace an old asset with a new similar asset usually exceeds the funds collected due to inflation. As a result, each year, rental rates are reviewed and adjusted to ensure the stability of this fund. Equipment services provided \$15,740,515 of the fund balance in FY18 and is estimated to have an FY19 fund balance of \$19,372,637.

EQUIPMENT SERVICE FUND

OVERVIEW

Expenditures by Classification

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Personal Services	\$1,473,304	\$1,345,308	\$1,791,753	\$1,906,800
Supplies	2,682,093	2,360,702	2,125,500	2,374,500
Services	520,763	520,380	516,003	509,633
Maintenance	2,476,667	3,136,106	4,014,040	4,014,040
Capital Outlay	0	25,011	210,000	115,000
Other	311,693	357,336	357,303	363,746
Equipment Replacement	4,212,106	6,748,500	6,748,500	4,487,602
Special Replacement - Fire	0	174,989	95,000	95,000
Total Expenditures	\$11,676,626	\$14,668,332	\$15,995,303	\$13,866,321



EQUIPMENT SERVICE FUND

OVERVIEW

Expenditures

The operating expenditures for fiscal year 2019-20 are expected to increase by \$269,120 compared to 2018-19 budgeted operating expenditures. The overall budget for this fund, including Equipment Replacement and Special Replacement – Fire, will decrease by a total of \$2,260,898, or -33.50%. The following is a comparative summary of expenditures by classification.

Classification

	2019-20 Budget		Increase/(Decrease) From 2018-19 Budget	
	Amount	%	Amount	%
Personal Services	\$1,906,800	13.75	\$115,047	6.42
Supplies	2,374,500	17.12	249,000	11.71
Services	509,633	3.68	(6,370)	-1.23
Maintenance	4,014,040	28.95	0	0.00
Capital Outlay	115,000	0.83	(95,000)	-45.24
Other	363,746	2.62	6,443	1.80
Total Operating	\$9,283,719	66.95	269,120	2.99
Equipment Replacement	\$4,487,602	32.36	(2,260,898)	-33.50
Special Replacement – Fire	95,000	0.69	0	N/A
TOTAL	\$13,866,321	100.00%	(1,991,778)	-12.56

The 2019-20 staffing level for the Equipment Service Fund is at 26. The budget for this category is \$1,906,800. This reflects an \$115,047 or 6.42%, increase over last year's number. Staff received the 3% raise but entry level replacements for retirees and others have decreased the line item budget. The Supplies budget covers the cost of motor fuel and oil, in addition to normal operating supplies. The budget for this category increased to \$2,374,500. Due to the economic growth and the price of oil and gas, the department was forced to increase fuel costs and charges to each department.

The Services category is budgeted at \$509,633 and comprises 3.68% of the budget. The Services category decreased by \$6,370, or -1.23%, compared to the previous year. The Maintenance category is budgeted at \$4,014,040, the same as last fiscal year.

The budget for Capital Outlay will decrease by \$95,000 compared to FY 2018-19. The General Fund Administrative Fee is paid as compensation for services that the General Fund provides to the Equipment Service Fund. The 2019-20 budget for this line item will increase slightly by \$6,443. Equipment Replacement will decrease to \$4,487,602. Scheduling of replacement is based on the life of the equipment or vehicle at the time of original purchase and is subject to review during the budget process. The Special Replacement-Fire budget will remain the same as last year.

EQUIPMENT SERVICE FUND

OVERVIEW

Fund Balance

In 2018-19, the estimated ending fund balance increased by \$942,478, or 5.99%, compared to the 2017-18 ending fund balance of \$15,740,515. Revenues are expected to reach \$16,555,965 in 2019-20, and expenditures are estimated at \$13,866,321, resulting in an ending fund balance of \$19,372,637.

2019-20 Equipment Replacement – Capital Outlay

Description	Count
Police Package Units-Marked	15
Service Truck	1
Police Package Units-Unmarked	4
Truck-Extended Cab	1
Police Armed Vehicle	1
Police Command Trailer	1
Trailers	4
Truck-Single Cab	4
Dump Truck	1
Backhoe	4
Rear Load Refuse Truck	2
Sideload Refuse Truck	3
Forklift	1
Tire Cutter	1
Medium Duty Truck	2
Vacuum Truck	1
Police Animal Control Unit	1
Turf Top Dresser	1
One-Ton Truck	1
	<hr/>
Equipment Replacement Total	<u>\$4,487,602</u>
Fire Replacement-Capital Outlay	<hr/>
	\$ 95,000
Fire Replacement Total	<u>\$ 95,000</u>

City of Odessa

FY 2019-20

Adopted Budget

Equipment Service Fund
Detail by Department/Division

EQUIPMENT SERVICES

MISSION

The Equipment Services Division provides the service and maintenance needed to ensure the automotive and machinery fleet is in a safe and high degree of operational readiness for all internal departments to serve the citizens of Odessa. The service is to be provided in a professional, timely, cost effective, and customer friendly manner.

SERVICES PROVIDED

Equipment Services provides maintenance, service and repair to approximately 875 fleet vehicles. Vehicles include heavy duty equipment, light duty vehicles and miscellaneous pieces of equipment such as mowers and trailers.

FY2019 ACCOMPLISHMENTS

Equipment Services has been able to remain productive despite operating on a reduced mechanic force due to a lack of response from applicants to open positions. While enduring this time period with a lighter workforce, Equipment Services has continued to maintain a high standard of work, has been consistent with output and has avoided costly delays in fleet service by prioritizing work and contracting outside services as needed. Equipment Services staff has also managed to be more efficient in their production, which in turn allows the departments to complete their tasks of serving citizens. Current staff has a well-rounded experience and has been cross trained, received product training, and possess various professional certifications that ensures the high quality service of fleet vehicles and equipment so that all departments may provide service to our citizens.

CONTACT INFORMATION

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EQUIPMENT SERVICES

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Administer the Equipment Services budget to achieve a sound basis for analysis, planning, and management of the city fleet.	Continued to reduce costs with stringent use of outside vendors and proper preventative maintenance.	Maintenance Costs – Total Fleet	\$2,074,393.12	\$3,950,000	\$4,147,500
Implement our new PMM (Performance Measures & Meters) Module.	Monitor staff output by supervisors to ensure efficient and balanced service.	Number of Mechanics	9	9	12
		Average Number of Work Orders per Mechanic	490	500	525
		Average Number of Hours per Work Order	2.50	3.00	3.25
Maintain and invest the capital and labor to sustain a growing fleet.	The average fleet unit within the City is 4 years old; proper maintenance by staff will keep units in service.	Labor Hours	11,022	12,500	14,000
		Work Orders Written	4,412	4,500	4,750

EQUIPMENT SERVICES

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,473,304	\$1,345,308	\$1,791,753	\$1,906,800
Supplies	2,617,353	2,357,684	2,373,500	2,373,500
Services	520,763	520,380	499,207	509,633
Maintenance	2,476,667	3,136,106	4,014,040	4,014,040
Capital Outlay	0	25,011	115,000	115,000
Other Requirements	311,693	357,336	357,303	363,746
Total Expenditures	\$7,399,780	\$7,741,825	\$9,150,803	\$9,282,719

PERSONNEL BY JOB TITLE

	2017-18 FISCAL YEAR	2018-19 FISCAL YEAR	2019-20 FISCAL YEAR
Garage Manager	1	1	1
Garage Supervisor	2	2	2
Senior Administrative Assistant	1	1	1
Service Advisor	1	1	1
Paint & Body Technician	1	1	1
Master Mechanic	9	9	9
Senior Master Mechanic	3	3	3
Golf Course Mechanic	1	1	1
Lubrication Technician	2	2	3
Fleet Worker	3	3	2
Fleet Asset Manager	1	1	1
Equipment Services Clerk	1	1	1
Total Personnel	26	26	26

EQUIPMENT REPLACEMENT

MISSION

Equipment Replacement is for the replacement of vehicles, machinery, and equipment. Replacement is scheduled when equipment has reached the end of its economic useful life. Replacement was established as a means of providing a funding mechanism that would help alleviate wide fluctuations in expenditures that occur on a year-to-year basis with regard to the equipment replacement needs of the City. Annual transfers are made to the Equipment Service Fund from user departments as rental charges for vehicles, machinery, and communication equipment. After the useful life of the asset has been exhausted, the equipment is replaced using rental funds paid by user departments.

EQUIPMENT REPLACEMENT

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Capital Outlay	\$4,212,106	\$6,748,500	\$6,748,500	\$4,487,602
Total Expenditures	\$4,212,106	\$6,748,500	\$6,748,500	\$4,487,602

SPECIAL REPLACEMENT - FIRE

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Supplies	\$64,740	\$3,018	\$1,000	\$1,000
Capital Outlay	0	174,989	95,000	95,000
Total Expenditures	\$64,740	\$178,007	\$96,000	\$96,000

City of Odessa

FY 2019-20

Adopted Budget

Information Technology Fund
Overview

INFORMATION TECHNOLOGY FUND

OVERVIEW

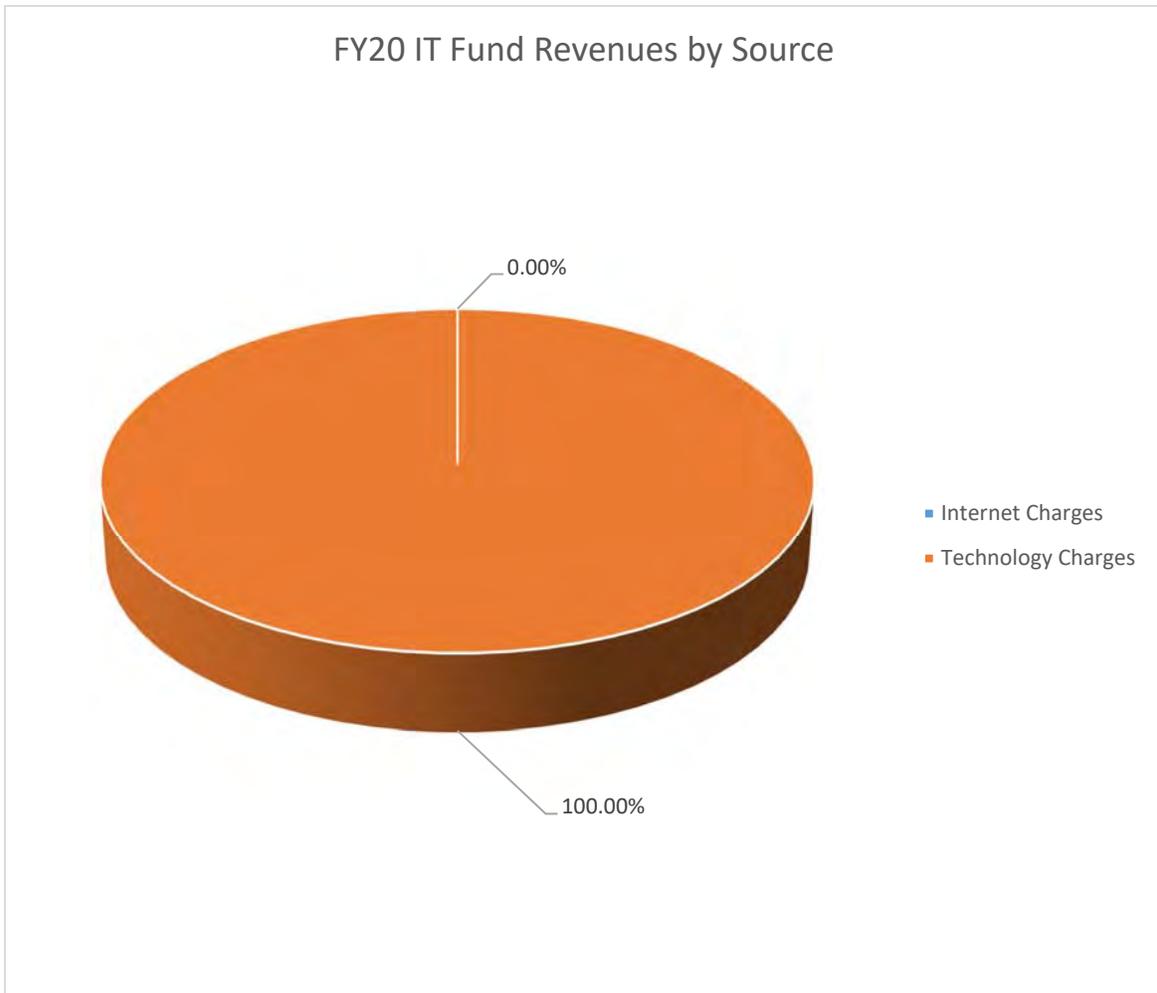
	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$1,914,463	\$2,269,368	\$2,269,368	\$3,134,427
Prior-Period Adjustment- (Implementation of GASB-OPEB)	(70,464)	0	0	0
Available Fund Balance	\$1,843,999	\$2,269,368	\$2,269,368	\$3,134,427
CURRENT REVENUES				
Internet Charges	73,150	79,375	79,375	0
Technology Charges	3,886,042	4,339,374	4,339,374	4,911,433
Interest Income	37,325	34,092	0	0
TOTAL CURRENT REVENUES	\$3,996,517	\$4,452,841	\$4,418,749	\$4,911,433
TOTAL FINANCING SOURCES	\$5,840,516	\$6,722,209	\$6,688,117	\$8,045,860
EXPENDITURES				
Personal Services	\$1,546,898	\$1,476,724	\$1,693,363	\$1,765,806
Supplies	71,646	68,058	68,032	68,032
Services	115,223	157,926	211,415	210,811
Maintenance	1,178,414	1,648,384	1,657,889	2,128,546
Capital Outlay	74,644	5,539	13,000	13,000
FY20 & Prior Suppl.	0	0	0	\$149,000
TOTAL EXPENDITURES	\$2,986,825	\$3,356,631	\$3,643,699	\$4,335,195
Computer Replacement	584,323	231,151	400,000	400,000
TOTAL EXPENDITURES	\$3,571,148	\$3,587,782	\$4,043,699	\$4,735,195
ENDING FUND BALANCE	\$2,269,368	\$3,134,427	\$2,644,418	\$3,310,665

INFORMATION TECHNOLOGY FUND

OVERVIEW

Revenues

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Internet Charges	\$73,150	\$79,375	\$79,375	\$0
Technology Charges	3,886,042	4,339,374	4,339,374	4,911,433
Interest Income	37,325	34,092	0	0
Total Revenue	\$3,996,517	\$4,452,841	\$4,418,749	\$4,911,433



INFORMATION TECHNOLOGY FUND

OVERVIEW

Revenues

The Information Technology Fund is an internal service fund that was established in 2012-13. It receives revenue from City departments in exchange for the services it provides. Currently, this fund receives three types of revenue: Technology Charges revenue, Internet Charges revenue, and Other revenue.

Technology Charges revenue covers Information Technology operating costs and funds the replacement of data processing equipment. Previously, departments were responsible for replacing their own computer equipment. However, in 2012-13, the Information Technology Department implemented the computer replacement program. Departments are assessed Technology Charges based upon the quantity, cost, and useful life of their data processing equipment.

Internet Charges revenue covers the cost of Internet access. Departments are charged based upon the number of Internet accounts and devices. For the 2019-20 budget, the internet charges were rolled into the technology charges. The following is a summary of budgeted Information Technology revenues.

Source

	2019-20 Budget		Increase/(Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Technology Charges	\$4,911,433	100.00	\$572,059	13.18
Internet Charges	0	0.00	(79,375)	N/A
TOTAL	\$4,911,433	100.00	\$492,684	11.15

There was an increase of \$572,059, or 13.18% over the previous year. Combined with the reduction of -\$79,375 from the Internet Charges, the combined difference in revenue from 2018-19 was an increase of \$492,684, or 11.15% from the previous fiscal year.

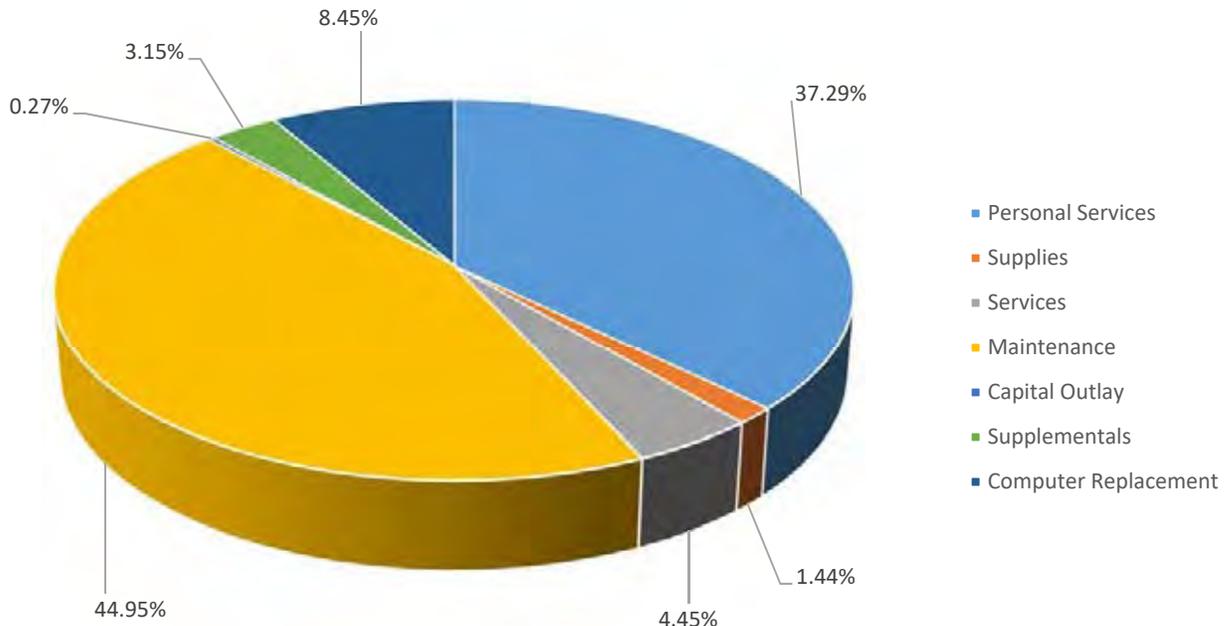
INFORMATION TECHNOLOGY FUND

OVERVIEW

Expenditures by Classification

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Personal Services	\$1,546,898	\$1,476,724	\$1,693,363	\$1,765,806
Supplies	71,646	68,058	68,032	68,032
Services	115,223	57,926	211,415	210,811
Maintenance	1,178,414	1,648,384	1,657,889	2,128,546
Capital Outlay	74,644	5,539	13,000	13,000
Supplementals	0	0	0	149,000
Computer Replacement	584,323	231,151	400,000	400,000
Total Expenditures	\$3,571,148	\$3,487,782	\$4,043,699	\$4,735,195

FY20 IT Fund Expenditures by Classification



INFORMATION TECHNOLOGY FUND

OVERVIEW

Expenditures

The 2019-20 operating expenditures for the Information Technology Fund are expected to reach \$4,335,195. The total budget for this fund, including \$400,000 in Computer Replacement costs, is \$4,735,195. Below is a summary of budgeted expenditures for the Information Technology Fund.

Classification	2019-20 Budget		Increase/(Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Personal Services	\$1,765,806	37.29	\$72,443	4.28
Supplies	68,032	1.44	0	0.00
Services	210,811	4.45	(604)	(0.29)
Maintenance	2,128,546	44.95	470,657	28.39
Capital Outlay	13,000	0.27	0	0.00
Supplementals	149,000	3.15	149,000	N/A
Total Operating	4,335,195	91.55	691,496	18.98
Computer Replacement	400,000	8.45	0	0.00
TOTAL	\$4,735,195	100.00	\$691,496	17.10

The 2019-20 Personal Services budget of \$1,765,806 comprises 37.29% of the Information Technology budget and provides funding for twenty-two full-time positions. The Supplies category reflects a budget of \$68,032 and accounts for 1.44% of the total budget, equivalent to the previous year. The budget for Services is \$210,811, resulting in a \$604 decrease from the previous year.

The \$2,128,546 budget for Maintenance represents a \$470,657, or 28.39%, increase compared to the 2018-19 budget. This category includes software maintenance and licenses for all departments. The Capital Outlay budget remained the same from last year. The 2019-20 Computer Replacement budget of \$400,000 also remained the same. Annual technology charges will increase this budget over time, making it possible to replace computers every four years.

Fund Balance

The 2019-20 estimated fund balance is expected to add \$176,238 to the estimated 2018-19 fund balance of \$3,134,427. In 2019-20, revenues are projected at \$4,911,433 and expenditures are estimated at \$4,735,195, resulting in a projected fund balance of \$3,310,665.

INFORMATION TECHNOLOGY FUND

CAPITAL OUTLAY

Fund and Department/Division	Item	Item Total	Total
INFORMATION TECHNOLOGY FUND			
Information Technology	Machinery and Equipment	13,000	
	Supplementals	149,000	
	Computer Replacement	<u>400,000</u>	
	Subtotal Information Technology		\$562,000
TOTAL CAPITAL OUTLAY – IT FUND			\$562,000

INFORMATION TECHNOLOGY

MISSION

Information Technology provides City department's technology support, project management, and consulting services. Information Technology proactively uses strategic planning, governance, and a highly communicative and participative process to align with the City of Odessa's business and service mission goals while employing the highest level of customer service.

SERVICES PROVIDED

The Information Technology Department offers a three tiered approach that delivers IT services that provides value to the customer. The customer support team analyses work orders for potential resolution. If further diagnostics is needed it is escalated to either the Software Support Team or the Infrastructure team. The IT staff maintains a secure network environment insuring confidentiality, integrity, and availability of critical information and systems.

2019 ACCOMPLISHMENTS

- Completed migration of compatible physical servers to Improved Virtual environment.
- Completed migration of partnered agencies from ARC4000 radio system to new Motorola P25 Radio system
- Microsoft Licensing migration to E3 government model, ensures email access for all fulltime employees
- Replacement of 225 desktop and laptops computers
- Implementation of Electronic Ticket Writing system for Police Department
- Implementation of Axon Body Camera and in car video system
- Major Wireless upgrade for PD wireless upload system
- Installation of Cradlepoint routers for 11 Fire Department Ambulance Vehicles

CONTACT INFORMATION

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INFORMATION TECHNOLOGY

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Study of replacement of the Motorola ARC4000 and supporting equipment.	To upgrade 2 RF sites and 1 dispatch site connected to a compatible master site to provide public safety communications.	Purchase and implement replacement radio system.	100%	N/A	N/A
Implement a secured City wide wireless cloud for seamless connection of any city owned device.	Improve city wireless access in all locations, primarily focusing on conference rooms and public safety locations.	Provide application availability to meet all critical application scheduling requirements.	70%	80%	100%
Continue to centralize Microsoft software spending and establish large discounts and software upgradeability in the future by purchasing a Microsoft Enterprise purchasing agreement.	Implement 900 seat license of Microsoft Office 365.	Complete migration of email services to Microsoft Office 365.	100%	N/A	N/A
Study Enterprise Resource Planning software	Implement ERP system to replace SunGard HTE.	Purchase and implement ERP application.	50%	75%	100%
Replacement of Fire Records software	To provide support for the implementation of Firehouse and integration with CAD	Purchase and implement Firehouse.	Contracted	100%	N/A
Provide extensive training to IT staff to maintain the knowledge and skill sets required to support best of breed applications.	Increase the knowledge/skills in SQL and SharePoint.	Obtain completion certificates or certifications.	100%	100%	100%

INFORMATION TECHNOLOGY

Establish controlled portfolio management	Provide documents of design and operations of all systems.	Complete documentation of all design of all systems.	25%	50%	75%
Manage the computer/network assets replacement program to maintain quality data equipment for all department computer and application users.	Computer replacement – 4 years Server replacement – 6 years Cisco switch replacement -6 years.	Documented replacement of hardware.	95%	95%	100%
Establish and Implement ITIL processes to offer continual service improvement.	Implement strategy, design, transition, operations and continual service improvement processes.	Continued Service Improvement.	10%	50%	100%
Provide application availability to meet all critical application scheduling requirements	Maintain 95% availability of critical applications.	Limit non-scheduled outages.	95%	100%	100%
Provide critical network component availability at 95% or better of scheduled availability.	Maintain 95% availability of critical network infrastructure.	Limit non-scheduled outages.	95%	100%	100%
Number of closed help-desk tickets.	Maintain customer communications by way of help-desk tickets.	Reported closed help-desk tickets.	3700	4000	4000
Number of computers replaced in replacement program.	Four year computer replacement program.	Reported computers replaced.	169/169	225/225	218/218
Projects – open/completed	Define a project’s scope to effectively execute, monitor and control products or services.	Reported projects.	25/36	35/40	25/25

INFORMATION TECHNOLOGY

EXPENDITURES BY CLASSIFICATION

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$1,546,898	\$1,476,724	\$1,693,363	\$1,765,806
Supplies	71,646	68,058	68,032	68,032
Services	115,223	157,926	211,415	210,811
Maintenance	1,178,414	1,648,384	1,657,889	2,128,546
Capital Outlay	74,644	5,539	13,000	13,000
Supplementals	0	0	0	149,000
Computer Replacement	584,323	231,151	400,000	400,000
Total Expenditures	\$3,571,148	\$3,587,782	\$4,043,699	\$4,735,195

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Information Technology	1	1	1
H.T.E. Systems Analyst	1	1	1
H.T.E. Systems Supervisor	1	1	1
IT Infrastructure Supervisor	1	1	1
IT Mobile Support Analyst	2	2	2
IT Support Analyst	1	1	1
IT Support Specialist	3	3	3
Microsoft Specialist	0	0	1
Network Support Specialist	1	1	1
Projects and Support Supervisor	1	1	1
Software Systems Analyst	1	1	1
Software Systems Specialist	2	2	2
Software Systems Supervisor	1	1	2
Senior Administrative Assistant	1	1	1
System Administrator	1	1	1
Database Support Specialist	1	1	1
IT Training Specialist	1	1	1
Total Personnel	20	20	22

City of Odessa

FY 2019-20

Adopted Budget

Risk Management Fund
Overview

RISK MANAGEMENT FUND

OVERVIEW

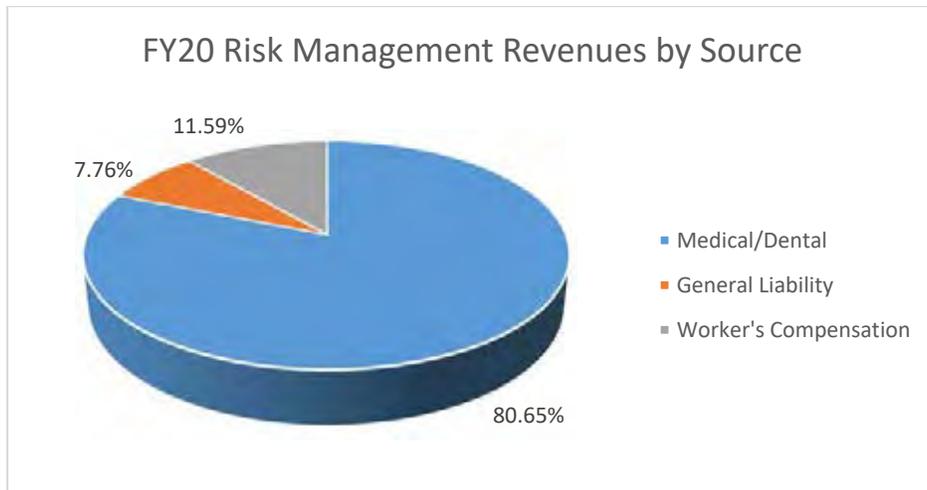
	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
BEGINNING FUND BALANCE	\$902,291	\$623,635	\$623,635	\$408,489
Prior-Period Adjustment- (Implementation of GASB-OPEB)	(51,243)	0	0	0
Available Fund Balance	\$851,048	\$623,635	\$623,635	\$408,489
CURRENT REVENUES				
Medical/Dental	\$9,796,932	\$9,962,816	\$10,480,000	\$10,840,150
General Liability	990,970	973,895	995,000	995,000
Workers' Compensation	1,492,080	1,507,797	1,515,000	1,515,000
Insurance Claim Recovery	323,071	274,213	320,000	320,000
Interest Income	45,332	41,995	20,000	20,000
Miscellaneous Income	0	176,288	0	0
TOTAL CURRENT REVENUES	\$12,648,385	\$12,937,004	\$13,330,000	\$13,690,150
TOTAL FINANCING SOURCES	\$13,499,433	\$13,560,639	\$13,953,635	\$14,098,639
EXPENDITURES				
Administration	\$565,900	\$522,550	\$516,916	\$553,684
Benefits	2,954,236	3,086,315	3,372,821	3,385,308
Medical/Dental Claims	5,384,175	5,700,000	5,700,000	5,700,000
General Liability	1,659,908	1,700,000	1,078,589	1,200,000
Workers' Compensation	1,091,609	915,103	986,845	986,045
Health and Wellness	260,637	247,598	326,180	313,614
Clinical Services	468,890	500,431	589,145	591,827
GF Administrative Fee	490,443	480,153	480,153	480,153
TOTAL EXPENDITURES	\$12,875,798	\$13,152,150	\$13,050,649	\$13,210,631
ENDING FUND BALANCE	\$623,635	\$408,489	\$902,986	\$888,008

RISK MANAGEMENT FUND

OVERVIEW

Revenues

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Medical/Dental				
Insurance Claim Recovery	\$140,291	\$137,143	\$250,000	\$250,000
Self-Funding Insurance	9,696,017	9,870,101	10,360,000	10,720,150
Life Insurance	100,915	92,715	120,000	120,000
Miscellaneous	45,332	218,283	20,000	20,000
Subtotal Revenue	\$9,982,555	\$10,318,242	\$10,750,000	\$11,110,150
General Liability				
Self-Funding Insurance	\$990,970	\$973,895	\$995,000	\$995,000
Auto Claim Recovery	30,087	32,116	30,000	30,000
G/L Claim Recovery	61,938	52,132	10,000	10,000
Subtotal Revenue	\$1,082,995	\$1,058,143	\$1,035,000	\$1,035,000
Worker's Compensation				
Self-Funding Insurance	\$1,492,080	\$1,507,797	\$1,515,000	\$1,515,000
WC Claim Recovery	90,755	52,822	30,000	30,000
Subtotal Revenue	\$1,582,835	\$1,560,619	\$1,545,000	\$1,545,000
Total Revenue	\$12,648,385	\$12,937,004	\$13,330,000	\$13,690,150



RISK MANAGEMENT FUND

OVERVIEW

Revenues

It is the policy of the City not to purchase commercial insurance for the risks of losses to which it is exposed, except for certain stop-loss provisions. Instead, the City believes it is more economical to manage its risks internally and set aside assets for claim settlements in the Risk Management Fund. The fund is responsible for all claims for risk of loss to which the City is exposed, including general liability, property and casualty, employee health, dental, and accident, environmental, and antitrust. Medical claims exceeding \$350,000 per covered individual and workers' compensation claims in excess of \$350,000 (civilian) and \$500,000 (public safety) are covered through private insurance carriers. The City also carries catastrophic stop-loss reinsurance for general liability claims exceeding \$350,000. All other City funds participate in this fund.

The cost of providing claim servicing and claim payments are allocated by charging a "premium" to each fund. This revenue is obtained through internal service deductions to all applicable funds employing full-time personnel, dependent coverage premiums collected through payroll deduction, and retiree premium collections. Workers' Compensation premiums are charged by a percentage of salary per type of position and General Liability premiums are charged to each fund based on its percentage of the total budget.

The City has taken a pro-active approach to containing the cost of health care by creating the Family Health Program, which focuses on health rather than medicine. The benefit plan includes well-care for men, women, and children under the age of twelve. Annual well-man, well-woman, and well-child visits are free of charge. Depending upon which insurance plan the employee chooses, the co-pay for emergency room visits costs between \$80 and \$160, and the co-pay for hospital stays co-pays between \$240 and \$480. Through contract providers, preferred providers, co-pays, and the employee health clinic and fitness center, employees enjoy a wide array of benefits while the City maintains costs.

Source

	2019-20 Budget		Increase/(Decrease) from 2018-19 Budget	
	Amount	%	Amount	%
Medical/Dental	\$11,110,150	81.15	\$360,150	3.35
General Liability	1,035,000	7.56	0	0.00
Workers' Compensation	1,545,000	11.29	0	0.00
TOTAL	\$13,690,150	100.00	\$360,150	2.70

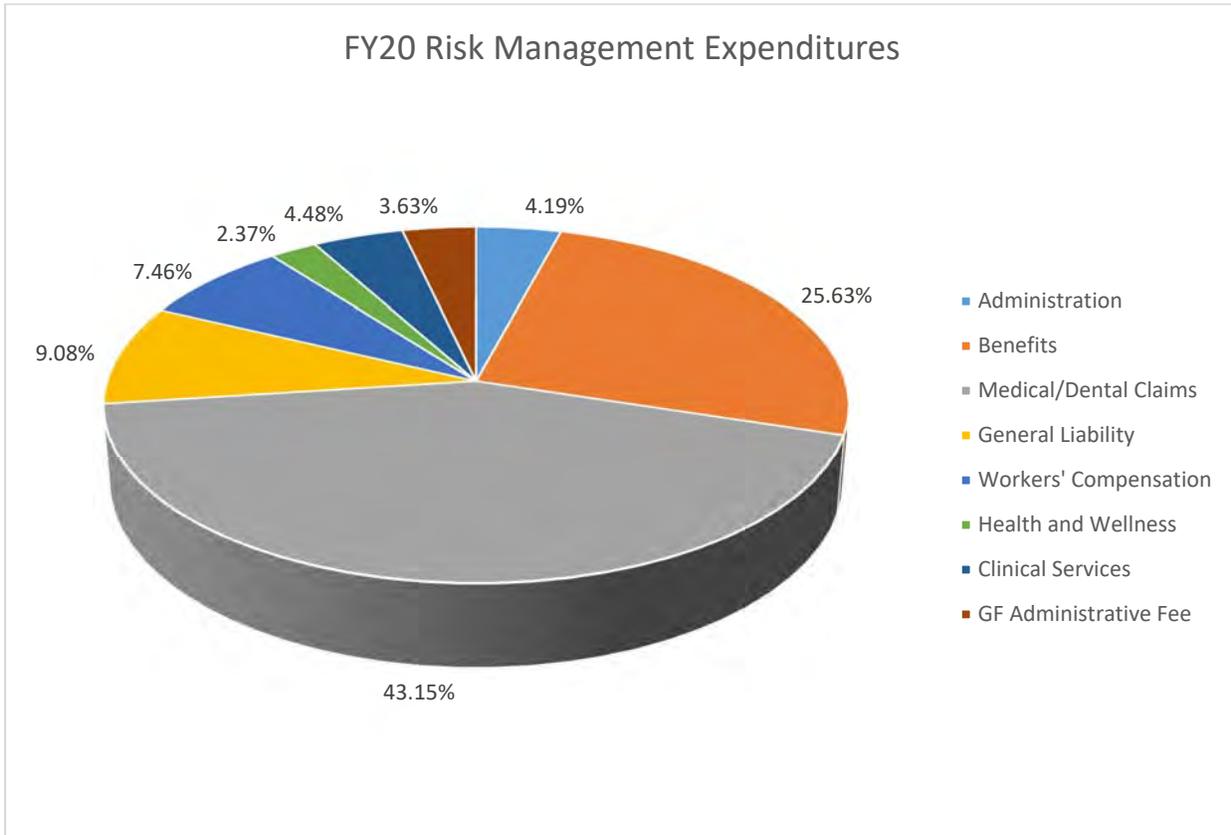
The 2019-20 projected revenue total is \$13,690,150. Medical/Dental is the largest source of revenue for this fund and is projected at \$11,110,150, comprising 81.15% of all fund revenue. General Liability and Worker's Compensation follow, making up 7.56% and 11.29% of fund revenues, respectively.

RISK MANAGEMENT FUND

OVERVIEW

Expenditures by Classification

	2017-18 Actual	2018-19 Estimated	2018-19 Budget	2019-20 Budget
Administration	\$565,900	\$522,550	\$516,916	\$553,684
Benefits	2,954,236	3,086,315	3,372,821	3,385,308
Medical/Dental Claims	5,384,175	5,700,000	5,700,000	5,700,000
General Liability	1,659,908	1,700,000	1,078,589	1,200,000
Workers' Compensation	1,091,609	915,103	986,845	986,045
Health and Wellness	260,637	247,598	326,180	313,614
Clinical Services	468,890	500,431	589,145	591,827
GF Administrative Fee	490,443	480,153	480,153	480,153
Total Expenditures	\$12,875,798	\$13,152,150	\$13,050,649	\$13,210,631



RISK MANAGEMENT FUND

OVERVIEW

Expenditures

The total projected expenditures for the 2019-20 fiscal year is anticipated to increase by \$159,982 from the 2018-19 adopted budget. The following is a comparative summary of expenditures by classification.

Classification	2019-20 Budget		Increase/(Decrease) From 2018-19 Budget	
	Amount	%	Amount	%
	Administration	\$553,684	4.19	\$36,768
Benefits	3,385,308	25.63	12,487	0.37
Medical/Dental Claims	5,700,000	43.15	0	0.00
General Liability	1,200,000	9.08	121,411	11.26
Workers' Compensation	986,045	7.46	(800)	-0.08
Health & Wellness	313,614	2.37	(12,566)	-3.85
Clinical Services	591,827	4.48	2,682	0.46
GF Administrative Fee	480,153	3.63	0	0.00
TOTAL	\$13,210,631	100.00	\$159,982	1.23

In 2019-20, the Risk Management Fund will fund 14.75 positions. Total expenditures will see an increase of 1.23%. The Administration budget for the upcoming fiscal year is \$553,684, up \$36,768 from last year's number.

The Benefits Division will realize a net increase of \$12,487, a 0.37% increase compared to the previous year's budget. The Medical/Dental Claims within the Benefits Division is budgeted at \$5,700,000, the same amount as the previous fiscal year.

The budget for General Liability is \$1,200,000 which had a \$121,411 increase in re-insurance cost. The budget for Workers' Compensation will decrease by \$800 compared to last year's budget.

The Health and Wellness division will experience a slight budgetary decrease of \$12,566 in 2019-20, down 3.85% compared to the previous year.

RISK MANAGEMENT FUND

OVERVIEW

The Clinical Services budget for the upcoming fiscal year will be \$591,827, an increase of \$2,682, or 0.46%, compared to last year's budget. The increase is attributed to the 3% cost of living increase for personnel, and other special services.

The Administrative Fee is paid to the General Fund as compensation for services that the General Fund provides to the Risk Management Fund. In 2019-20, the General Fund Administrative Fee will be \$480,153, with no change from the previous year.

Fund Balance

In 2017-18, the actual ending fund balance for the Risk Management Fund was \$623,635. In 2018-19, the estimated fund balance was \$408,489, a \$215,146, or 34.50%, decrease compared to the previous year's actual balance. In 2019-20, revenues are projected at \$13,690,150, and expenditures are estimated at \$13,210,631, resulting in an ending fund balance of \$888,008.

Capital Outlay

Fund and Department/Division	Item	Item Total	Total
<u>RISK MANAGEMENT FUND</u>			
Family Health Benefits	Office Equipment	<u>\$1,168</u>	\$1,168
Health and Wellness	Machinery and Equipment	\$53,320	
	Data Processing Equipment	<u>3,500</u>	
	Subtotal Health and Wellness		\$56,820
Clinical Services	Data Processing Equipment	<u>\$10,000</u>	
	Subtotal Clinical Services		\$10,000
TOTAL CAPITAL OUTLAY – RISK MANAGEMENT FUND			\$67,988

City of Odessa

FY 2019-20

Adopted Budget

Risk Management Fund
Detail by Department/Division

RISK MANAGEMENT

MISSION

Risk Management provides services in the following areas: Employee Health Services, Personnel Safety and Property Loss Prevention, Property and Liability Insurance/Self-Insurance, Medical and Dental Insurance, and Workers' Compensation. Risk Management endeavors to control the cost of risk through activities that relate to risk finance, risk control, risk avoidance, and risk transfer. The department works to improve employees' safety and health, and thereby reduce the costs associated with injury and illness. The department also works to reduce claims for injury and damage from the public, and attempts to control their costs through investigation, negotiation, and defense. Communication with employees, the public, City Management and key vendors and providers of services is key to the success of the Risk Management service mission.

SERVICES PROVIDED

Risk Management including Insurance/Self-Insurance Claims Management for: Property, General and Automobile Liability, Law Enforcement Liability, Public Officials Liability, Employment Liability, Environmental Liability, and various other Municipal Government exposures:

Personnel Safety

- Medical
- Dental
- Prescription Drug
- Life Insurance
- Voluntary Benefits
- Onsite Employee Health Clinic
- Employee Benefits
- Fitness Center
- Health & Wellness, Disease Management

FY2019 ACCOMPLISHMENTS

- Issued 14,897 EOB's and 7,990 checks totaling \$5,252,284.21 in payments for group benefits including: medical, and dental. \$1,825,005.63 for Prescription drugs.
- Received and resolved numerous claims from citizens arising out of a range of municipal operations including automobile liability, utilities water distribution, parks, streets and other matters.
- Oriented and enrolled new employees, conducted open enrollments online for the first time for existing employees and dependents and special enrollments where necessary.
- Provided Safety Training, Accident Investigation and Claims Management services.
- Conducted Health & Wellness programs.
- Operated Fitness Center.
- Operated an onsite employee health clinic.
- Participated in Mediation of lawsuits and managed ongoing litigation for various personal injury lawsuits.

RISK MANAGEMENT

- **Check & EOB Production Summary**

Date: 8/12/2019

- Case Range: FHP00 - FHP12
- Run Date Range: 1/1/2018 - 12/31/2018

Case	Format	# of EOB's	Status	# of Checks	Check Amt
FHP00	COO	243	Check	189	\$110,336.82
Check Format: COO		243		189	110,336.82
Totals for Case #: FHP00		243		189	110,336.82
FHP11	COO	14,474	Check	7,563	5,165,856.13
			Refund	36	-38,471.80
			Stop Pay	15	-1,773.82
			Void	23	-11,428.74
Check Format: COO		14,474		7,637	5,114,181.77
Totals for Case #: FHP11		14,474		7,637	5,114,181.77
FHP12	COO	180	Check	164	27,765.62
Check Format: COO		180		164	27,765.62
Totals for Case #: FHP12		180		164	27,765.62
Report Total		14,897		7,990	\$5,252,284.21

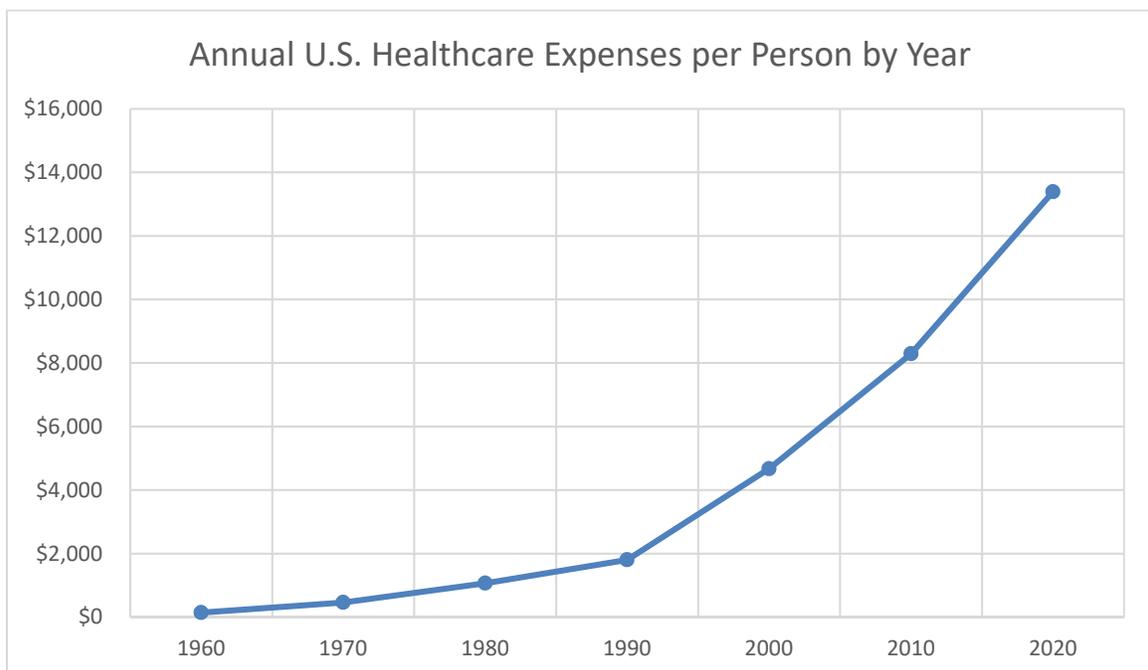
CONTACT INFORMATION

Darrell Wells-Director
 Risk Management
 432-335-4697
dwells@odessa-tx.gov

RISK MANAGEMENT

GOALS AND PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	2017-18 ACTUAL	2018-19 ESTIMATE	2019-20 TARGET
Continue developing Direct Provider Network./ (Service)	Renew/renegeotiate all insurances without increases.	Percentage of Risk Management Expenditures to Total City Budget	6.45%	6.02%	5.62%
Continue maintaining control over costs./ (Direction)	Identify Preventable Vehicular Accidents	At Fault Motor Vehicle Accidents	19	16	18
	Track losses due to Lost Work Days	Workers' Compensation Lost Work Days	1000	199	350
		Workers' Compensation Expenditures per Lost Work Day	\$345	\$280	\$300
	Track Employee Insurance Claims	Average Cost Per Medical/Dental/Rx Claims per Member per Year	\$2,161	\$2,855	\$2,900



RISK MANAGEMENT

EXPENDITURES BY CLASSIFICATION – ADMIN

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$377,703	\$354,869	\$353,426	\$377,477
Supplies	34,906	31,137	30,806	30,806
Services	153,291	136,544	132,184	144,901
Maintenance	0	0	500	500
GF Administrative Fee	490,443	480,153	480,153	480,153
Total Expenditures	\$1,056,343	\$1,002,703	\$997,069	\$1,033,837

PERSONNEL BY JOB TITLE

	2017-18	2018-19	2019-20
Director of Risk Management	1	1	1
Claims Processor	2	2	2
Health and Wellness Coordinator	1	1	1
Director of Employee Health Services	1	1	1
Medical Assistant	2	2	2
Clinical Coordinator	1	1	1
Benefits Supervisor	1	1	1
Utilization Review Coordinator	1	1	1
Benefits Coordinator	1	1	1
Benefits Customer Service Representative	1	1	1
Safety Coordinator	1	1	1
Claims Coordinator	1	1	1
Fitness Coordinator	1	1	1
Total Personnel	15	15	15

RISK MANAGEMENT

BENEFITS/MEDICAL & DENTAL CLAIMS

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$414,806	\$405,049	\$374,189	\$386,676
Supplies	8,552	17,177	13,514	13,514
Services	1,756,659	1,825,812	1,918,800	1,918,800
Maintenance	13,641	14,681	9,000	9,000
Capital Outlay	0	0	1,168	1,168
Insurance Requirements	6,144,753	6,523,596	6,756,150	6,756,150
Total Expenditures	\$8,338,411	\$8,786,315	\$9,072,821	\$9,085,308

HEALTH AND WELLNESS

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$151,439	\$150,879	\$159,868	\$158,798
Supplies	3,931	6,777	42,425	41,225
Services	23,566	29,970	37,651	27,355
Maintenance	8,634	9,860	29,416	29,416
Capital Outlay	73,067	50,113	56,820	56,820
Total Expenditures	\$260,637	\$247,598	\$326,180	\$313,614

GENERAL LIABILITY EXPENDITURES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$36,469	\$35,490	\$14,388	\$14,820
Insurance Requirements	1,623,439	1,664,510	1,064,201	1,185,180
Total Expenditures	\$1,659,908	\$1,700,000	\$1,078,589	\$1,200,000

RISK MANAGEMENT

WORKER'S COMPENSATION EXPENDITURES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Insurance Requirements	\$1,091,609	\$915,103	\$986,845	\$986,045
Total Expenditures	\$1,091,609	\$915,103	\$986,845	\$986,045

CLINICAL SERVICES

	2017-18 ACTUAL	2018-19 ESTIMATED	2018-19 BUDGET	2019-20 BUDGET
Personal Services	\$299,548	\$276,408	\$323,362	\$332,772
Supplies	101,458	154,233	184,600	184,600
Services	64,432	65,291	68,683	61,955
Maintenance	279	0	2,500	2,500
Capital Outlay	3,173	4,500	10,000	10,000
Total Expenditures	\$468,890	\$500,431	\$589,145	\$591,827

City of Odessa

FY 2019-20

Adopted Budget

Appendix

APPENDIX

DEBT RATIO CALCULATION

Ratio of Annual Debt Service Expenditures for General Bonded Debt to Total General Expenditures Ten Year Period Ended September 30, 2018

Fiscal Year	Total Current General Fund Expenditures	Total Debt Service Expenditures	Percentage	\$ Ratio
2008-09	\$62,519,727	\$2,924,318	4.68%	\$21.38 TO 1
2009-10	\$57,804,473	\$2,508,212	4.34%	\$23.05 TO 1
2010-11	\$59,417,637	\$2,930,461	4.93%	\$20.28 TO 1
2011-12	\$58,659,044	\$2,996,340	5.11%	\$19.58 TO 1
2012-13	\$75,279,117	\$2,906,505	3.86%	\$25.89 TO 1
2013-14	\$94,652,384	\$6,919,350	7.31%	\$13.68 TO 1
2014-15	\$86,012,481	\$6,869,541	7.99%	\$12.52 TO 1
2015-16	\$93,016,399	\$6,961,415	7.48%	\$13.36 TO 1
2016-17	\$85,035,010	\$7,005,275	8.24%	\$12.14 TO 1
2017-18	\$84,280,727	\$7,560,152	8.97%	\$11.15 TO 1

Note:

The City of Odessa is governed by the home rule amendment to the Constitution of the State of Texas and general property taxes are limited to \$2.00 per \$100 assessed valuation, however, there is no legal debt margin requirement within the \$2.00.

APPENDIX

PER CAPITA DEBT CALCULATION

Net General Bonded Debt to Assessed Value and Net General Bonded Debt per Capita Ten Year Period Ended September 30, 2018

Fiscal Year	Population	Assessed Value	Gross General Bonded Debt	Amount in Debt Service Fund	% of Net General Bonded Debt To Assessed Value	Net General Bonded Debt Per Capita
2008-09	96,987	\$3,135,144,279	\$35,520,000	\$517,217	1.13%	\$366
2009-10	96,526	\$3,548,501,378	\$34,135,000	\$541,064	0.96%	\$354
2010-11	101,459	\$3,878,228,854	\$32,680,000	\$545,365	0.84%	\$322
2011-12	107,158	\$3,906,950,316	\$31,020,000	\$644,531	0.79%	\$289
2012-13	111,270	\$4,056,585,367	\$80,670,000	\$661,216	1.99%	\$725
2013-14	126,930	\$5,317,028,880	\$76,635,000	\$696,852	1.44%	\$604
2014-15	124,981	\$6,093,172,099	\$72,820,000	\$704,006	1.20%	\$583
2015-16	114,597	\$6,681,657,459	\$69,055,000	\$715,229	1.03%	\$603
2016-17	119,762	\$7,269,130,057	\$65,135,000	\$729,501	0.90%	\$544
2017-18	124,964	\$7,418,068,821	\$60,665,000	\$777,940	0.82%	\$485

Note:

The City of Odessa is governed by the home rule amendment to the Constitution of the State of Texas, and consequently has no legal debt limit.

Source of Population Data: City of Odessa Planning and Development Department

RESOLUTION NO. 2019R-74

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ODESSA, TEXAS, SCHEDULING THE VOTE ON THE LEVYING OF TAXES FOR THE OPERATION OF THE MUNICIPAL GOVERNMENT OF THE CITY OF ODESSA, TEXAS, FOR THE 2019 TAX YEAR AND THE 2019-2020 FISCAL YEAR; AND DECLARING AN EFFECTIVE DATE.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ODESSA, TEXAS:

Section 1. That after the two public hearings, one conducted on August 27, 2019, and one conducted on September 10, 2019, and after the first approval on September 23, 2019, the City Council will conduct a final vote on the tax rate on September 24, 2019, at 6:00 p.m., at City Hall, 5th Floor Council Chambers, located at 411 W. 8th Street, Odessa, Texas, and such notice as required by law shall be published.

Section 2. That this resolution shall be effective at the time of its adoption.

The foregoing resolution was approved and adopted on the 10th day of September, A.D., 2019, by the following vote:

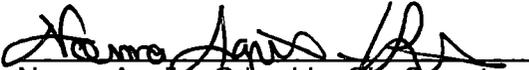
Malcolm Hamilton	AYE
Dewey Bryant	AYE
Detra White	AYE
Tom Sprawls	AYE
Mari Willis	AYE
Peggy Dean	AYE
David R. Turner	AYE

Approved the 10th day of September, A.D., 2019.



David R. Turner, Mayor

ATTEST:

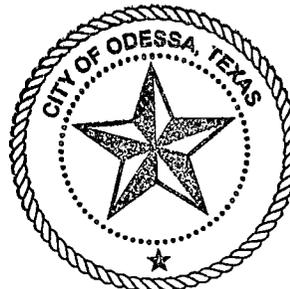


Norma Aguilar-Grimaldo, City Secretary

APPROVED AS TO FORM:



Natasha Brooks, City Attorney



ORDINANCE NO. 2019-43

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF ODESSA, TEXAS, LEVYING TAXES FOR THE OPERATION OF THE MUNICIPAL GOVERNMENT OF THE CITY OF ODESSA, TEXAS, FOR THE 2019 TAX YEAR AND THE 2019-2020 FISCAL YEAR; ESTABLISHING THE AD VALOREM TAX RATE OF 47.6601 CENTS PER ONE HUNDRED DOLLARS PROPERTY VALUATION; PROVIDING FOR THE APPORTIONMENT OF TAXES FOR INTEREST AND SINKING FUND FOR CERTAIN BOND INDEBTEDNESS AND FOR GENERAL OPERATING NEEDS; AND DECLARING AN EFFECTIVE DATE OF OCTOBER 1, 2019.

WHEREAS, a budget has been adopted by the City Council of the City of Odessa, Texas, covering the proposed expenditures of the municipal government of the City of Odessa for the fiscal year beginning October 1, 2019 and ending September 30, 2020; and

WHEREAS, said budget reflects the needs for revenue to meet the expenses proposed therein; and

WHEREAS, the City is required to accumulate interest and a sinking fund for certain outstanding bond indebtednesses; and

WHEREAS, it has been moved that property tax revenues be increased by the adoption of a tax rate of 47.6601¢ on each One Hundred Dollars (\$100.00) property valuation;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ODESSA, TEXAS:

Section 1. That there is hereby levied, and there shall be collected, for the use and support of the municipal government of the City of Odessa, Texas, and to provide the legally

required interest and sinking fund on certain outstanding bond indebtednesses for the 2019 tax year and the 2019-2020 fiscal year upon all property, real, personal or mixed within the corporate limits of Odessa, Texas, which is subject to taxation, an ad valorem tax of 47.6601¢ on each One Hundred Dollars (\$100.00) property valuation, said tax levied for and apportioned to the following specified purposes:

- (1) The rate of 13.3674¢ on each One Hundred Dollars (\$100.00) valuation of taxable property to be levied, assessed and ordered collected for the purpose of paying the interest on and creating a sinking fund for the redemption of the City of Odessa, Texas Series 2013 and 2019 Certificates of Obligation, plus 2009, 2012, 2014, 2015, and 2017 Refunding Issues.
- (2) The rate of 34.2927¢ on each One Hundred Dollars (\$100.00) valuation of taxable property to be levied, ordered and collected for the purpose of creating a General Fund for the City operations, as provided by law and ordered collected to meet the requirements.

Section 2. That the citizens of Odessa are hereby advised:

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 TWENTY AND SEVENTY-SEVEN HUNDREDTHS PERCENT (20.77%) AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY EIGHTY ONE DOLLARS AND NINETY-FIVE CENTS (\$81.95).

THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$8,559,130 OR 22.7%, AND OF THAT AMOUNT, \$945,219 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE ROLL THIS YEAR.

Section 3. That there is hereby levied and there shall be collected from every person, partnership firm, association or corporation pursuing any occupation or business whatsoever which is taxable by the City of Odessa under the general laws of the State of Texas, an annual occupation tax equal in each instance to one-half of the State occupation tax on each such person, partnership, firm, association or corporation, and said taxes shall be paid annually in

advance except where otherwise provided by State laws, in which event the same may be paid to the City in the manner as is provided by State law.

Section 4. That there is hereby levied and there shall be collected from every person, partnership, corporation, association or firm holding any permit under the Texas Liquor Control Act and which is subject to the imposition of a license fee by municipalities by virtue of said Texas Liquor Control Act, a license fee in the maximum amount that municipalities are authorized to impose pursuant to said Act.

Section 5. That all monies collected under this ordinance for the specific items described in Section 1, shall be and the same are hereby appropriated and set apart for the specific purposes indicated in each item and the Assessor and Collector of taxes and the Comptroller shall keep these accounts so as to readily and distinctly show the amount collected and the amounts expended and the amount on hand at any time belonging to such funds. It is hereby made the duty of the Assessor and Collector of taxes and the Controller at the time of depositing any monies, to make a statement showing to what fund such deposit should be made and from what sources it was received. All receipts for the City not specifically apportioned by this ordinance are hereby made payable to the General Fund of the City.

Section 6. That at the time of first approval on September 23, 2019, the Council Members voting on the ordinance announced and declared by the approval of this ordinance that the City Council will finally vote on the tax rate on September 24, 2019, 6:00 p.m., 411 W. 8th Street, Odessa, Texas, and such notice shall be published. Section 6 is effective on September 24, 2019.

Section 7. That this ordinance shall go into effect on October 1, 2019.

The foregoing ordinance was first approved on the 23rd day of September, A.D., 2019, by the following vote:

Malcolm Hamilton	ABSENT
Dewey Bryant	AYE
Detra White	ABSENT
Tom Sprawls	AYE
Mari Willis	ABSENT
Peggy Dean	AYE
David R. Turner	AYE

The foregoing ordinance was adopted on second and final approval on the 24th day of September, A.D., 2019, by the following vote:

Malcolm Hamilton	AYE
Dewey Bryant	AYE
Detra White	AYE
Tom Sprawls	AYE
Mari Willis	AYE
Peggy Dean	AYE
David R. Turner	ABSENT

Approved this the 24th day of September, A.D., 2019.


Dewey Bryant, Mayor Pro Tem

ATTEST:


Norma Aguilar-Grimaldo, City Secretary

APPROVED AS TO FORM:


Natacha Brooks, City Attorney



APPENDIX

GLOSSARY

The Annual Budget contains specialized and/or technical terminology, along with acronyms, that are unique to public finance and budgeting. To assist the reader in understanding the Annual Budget document, a glossary of terms is provided.

Account Classification: A basis for distinguishing types of expenditures. The five major classifications used by the City of Odessa are: personal services (001's), supplies/materials (002's), services (003's), maintenance (004's), and capital outlay (005's).

Accrual Basis of Accounting: A method of accounting wherein revenue and expenses are recorded in the period in which they are earned or incurred regardless of whether cash is received or disbursed in that period. This is the accounting basis that generally is required to be used in order to conform to generally accepted accounting principles (GAAP) in preparing financial statements for external users.

Ad Valorem Taxes: Also referred to as property tax, this is the charge levied on all real personal, and mixed property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.

Aeration Disc: A component of a machine that mechanically beats wastewater to oxygenate it during treatment.

Annual Budget: The total budget as approved by the City Council, as revised.

Appropriation: A legal authorization made by the City Council, which permits City officials to incur obligations against and to make expenditures of governmental resources.

Assessed Property Valuation: A value established by the Ector County Appraisal District which approximates market value of real or personal property. By state law, one hundred percent (100%) of the property value is used for determining the basis for levying property taxes.

Balanced Budget: A budget in which the expenditures incurred during a given period are matched by revenues.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayments of the principal are detailed in a bond ordinance. The most common type of bonds are general obligation (G.O.) and revenue bonds. These are most frequently used for construction for large capital projects, such as buildings, streets, and water and sewer lines.

Bond Discount: A reduction of the face amount of bonds payable.

Bond Premium: An addition to the face amount of bonds payable.

Budget: A financial plan for a specified period of time (fiscal year) that matches planned revenues with appropriations. The "preliminary" budget designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The "approved" budget is authorized by resolution and thus specifies the legal spending limits for the fiscal year.

APPENDIX

GLOSSARY

Budget Contingency Plan: Details various courses of action that may be undertaken when varying levels of revenue shortfalls are anticipated.

Budget Document: The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

Budget Highlights: Significant changes in expenditures or programs within a fund, department or division.

Budget Message: The opening section of the budget provides the City Council and the public with a general summary of the most important aspects of the budget. The message explains principal budget issues against the background of financial experience in recent years, and represents the assumptions and policies upon which the City's budget is based.

Budget Stabilization Account: Monies set aside in the General Fund or the Water & Sewer Fund for those years that expenditures exceed revenues.

Budget Summary: Provides a listing of revenues, expenditures, and available resources for all funds.

Budgetary Integration: The means by which expenses are incurred during one fiscal year and paid in the next. (Examples of such expenditures include purchase orders and contracts.)

Capital Budget: Covers outlays for the acquisition of major long-lived assets, including assets to be purchased from restricted monies, and the resources (current monies and debt) to be employed for purchase of the assets.

Capital Outlay: Expenditures for equipment, vehicles, or machinery, and other improvements that result in the acquisition of assets with an estimated useful life of more than one year, a unit cost of \$1,000 or more, and capable of being identified as an individual unit of property.

Certificates of Obligation: Legal debt instruments that finance a variety of public projects such as streets, building, 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, Certificates of Obligation do not have to be authorized by public referenda.

Certified Property Values: To be in compliance with the Property Tax Code, the chief appraiser certifies the approved appraisal roll to each taxing unit on or before July 25.

Compensated Absences Account: Funds that are set aside to compensate employees for unleave and/or old sick leave upon their retirement, resignation, or termination from the City.

Co-Pay: A per-service charge paid by employees for approved medical services.

CopLogic: The name of an online police reporting system made available for citizens' use.

APPENDIX

GLOSSARY

Council of Governments: A voluntary association of local governments formed under Texas law to deal with the problems and planning needs that cross the boundaries of individual local governments or that require regional attention. (Also referred to as regional planning commissions, associations of governments, regional councils and area councils.)

Curb Miles: Linear miles of actual curbing multiplied by two when both edges of the street have curbing.

Debt Service Fund: A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's general obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.

Delinquent Taxes: Real or personal property taxes that remain unpaid on and after February 1st of each year, and upon which penalties and interest are assessed.

Department: A major administrative segment responsible for management of operating Divisions that provide services within a functional area.

Depreciation: A method of recovering the cost of an asset over the asset's useful life or recovery period.

Disposition Rate: Rate that court cases are finalized and closed within a 12-month period.

Division: A basic organizational unit that is functionally unique and provides service under the administrative direction of a Department.

Economic Diversification: Having more than one financial or monetary factor, industry or sector contributing to the production, development and consumption of commodities within a specific region.

Effective Tax Rate: The prior year's taxes divided by the current year's taxable values of properties that were on the tax roll in both years. Excludes taxes on properties no longer in the taxing unit and the current taxable value of new properties.

Encumbrances: Commitments for the expenditure of monies.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business. The rate schedules are established to insure that revenues are adequate to meet all necessary expenditures. The Water/Sewer Fund, Solid Waste Fund and Natural Gas Fund are enterprise funds in the City of Odessa.

Entitlement: Funds supporting or distributed by a government program which provides benefits to members of a specified group.

Estimated Revenue: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

Expenditure: Funds spent in accordance with budgeted appropriations on assets or goods and services obtained.

APPENDIX

GLOSSARY

Family Health Clinic: Free health clinic created for all city employees and their dependents covered under the City's health plan.

Fines & Forfeitures: Monies imposed as penalty for an offense and collected as revenue by the municipal court for the city.

Fiscal Year: A consecutive 12-month period that signifies the beginning and ending dates for recording financial transactions. The City of Odessa's fiscal year begins October 1 and ends September 30 of the following calendar year. This is also called the budget year.

Fund: An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts. In the budget process, a formal Annual Budget is adopted for the General Fund, General Debt Service Fund, Water/Sewer Fund, Solid Waste Fund, Risk Management Fund, Convention & Visitors Fund, and Community Development Fund.

Fund Balance: The excess of current assets over current liabilities, representing the cumulative effect of revenues and other financing sources over expenditures and other financing uses.

GASB 31: A statement issued by the Government Accounting Standards Board, requiring that investments be reported in financial statements at their fair value.

GASB 34: Requires state and local governments to report the value of their infrastructure assets, including roads, bridges, water and sewer facilities, and dams, in their annual financial reports on an accrual accounting basis.

GASB 39: Amends Statement 14 to provide additional guidance to determine whether certain organizations for which the primary government is not financially accountable should be reported as component units. Generally, it requires reporting, as a component unit, an organization that raises and holds economic resources for the direct benefit of a governmental unit. Organizations that are legally separate, tax-exempt entities and that meet certain criteria are also required to be presented as component units.

GASB 43: Establishes uniform financial reporting standards for Other Post-employment Benefit (OPEB) plans and supersedes the interim guidance included in Statement 26.

GASB 45: Establishes standards for the measurement, recognition, and display of Other Post-employment Benefit expenditures and related liabilities (assets), note disclosures, and, if applicable, required supplementary information in the financial reports of state and local governmental employers.

GASB 54: Enhances the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions.

APPENDIX

GLOSSARY

General Fund: The largest fund within the City, the General Fund accounts for the majority of the financial resources of the government. General Fund revenues include property taxes, sales taxes, licenses and permits, service charges, and other type of revenue. This fund includes most of the basic operating functions such as fire and police protection, municipal court, finance, planning and inspection, public works, parks/recreation, and general administration.

General Obligation (G.O.) Bonds: Legal debt instruments that finance a variety of public projects such as streets, building, 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.

Geographic Information System: A system which has the ability to translate implicit geographic data (such as a street address, national grid coordinates or latitude and longitude coordinates) into an explicit map location.

Goal: Long-term continuing target of an organization (vision of the future).

Government Access Channel: A type of TV channel created by government entities. Government Access TV programming generally deals with public affairs, board meetings, explanation of government services, and other public service related programming.

Governmental Fund: Any fund that is not a profit and loss fund (e.g. enterprise fund, internal service fund, or trust and agency fund). Examples of governmental funds include: general fund, special assessment fund, special revenue fund, capital projects fund, and debt service fund.

Gulf Coast Authority: Operates the Industrial Wastewater Treatment Plant.

Homestead: A tax-exempt qualifying declaration by a property taxpayer for his actual dwelling place or home.

Hospital District: Entity within the city supported by a portion of sales taxes for the local hospital.

Industrial District Contract: Contract with businesses in the Industrial District for water, sewer and/or trash services.

Infrastructure: General fixed assets consisting of certain improvements other than buildings, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems.

Infrastructure Transfer: Funds that have been set aside to encourage development in certain areas by extending water and sewer mains to those areas.

Intergovernmental Revenue: Grants, entitlements and cost reimbursements from another federal, state or local governmental unit.

APPENDIX

GLOSSARY

Internal Service Fund: Accounts for the financing of goods or services provided by one City department to other departments of the governmental unit on a cost reimbursement basis. The Equipment Services Fund and the Risk Management Fund are operated as internal service funds in the City of Odessa.

Lane Miles: Centerline miles of actual lane(s) multiplied by the number of lanes.

Levy: To impose or collect by legal authority. The City Council has the authority to levy taxes, special assessments, and service charges as stated in the City Charter.

Lift Station: A type of pump station that pumps wastewater to the waste treatment plant when there is a lack of gravitational flow.

Limited Tax Note: Direct obligations of the City payable from ad valorem taxes levied against taxable property located therein, within the limits prescribed by law.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

Mandates or Mandated Expenses: Any expenses relating to an authoritative command or instruction. Refers to the federal and state mandates governing municipalities, such as regulations establishing testing for water quality.

Metropolitan Statistical Area: A cluster of heavily settled communities that are geographically, socially and economically related to one another and to a central urban core. A core consists of at least one central city having at least 50,000 inhabitants, or "twin cities with a combined population of at least 50,000.

Minimum Control Measures: Six minimum control measures that must be included in a storm water management program for municipal separate storm sewer systems (MS4s).

Modified Accrual Basis of Accounting: A method of accounting that is a mixture of the cash and accrual basis. The modified accrual basis should be used for governmental funds. To be recognized as a revenue or expenditure, the actual receipt or disbursement of cash must occur soon enough after a transaction or event has occurred to have an impact on current spendable resources. In other words, revenues must be both measurable and available to pay for the current period's liabilities. Revenues are considered available when collectible either during the current period or after the end of the current period, but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.

MOTOR-MPO: A state-funded agency that is involved with metropolitan transportation issues.

Neighborhood Sweep: An organized neighborhood clean up event within the city utilizing city personnel and community volunteers.

Net Assets: Net Assets represent the difference between assets and liabilities.

Net Taxable Value: The total assessed value of all property within the city that is available for taxation minus property eligible for tax exemption.

APPENDIX

GLOSSARY

Objectives: Time bound and measurable result of an organization's activity which advances the organization toward a goal.

Odessa Development Corporation: Separate entity responsible for pursuing, negotiating and administering economic development tax monies to enhance increased development within the community.

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 an annual operating budget is required by State law.

Ordinance: A statute or regulation especially enacted by a city government.

Outside Agencies: Non-profit service organizations funded partially or entirely by the General Fund.

Participation In Line Extensions: Miscellaneous projects for upgrading the size of lines or otherwise participate in construction of utilities in areas of new development.

Payment In Lieu Of Tax: Monies received for provision of city services to property owners located outside the municipal taxing district.

Performance Measures: Specific quantitative and qualitative measures of work performed or results obtained within an activity or program.

Personal Services: Costs relating to compensating employees, including salaries, wages, insurance, payroll taxes, and retirement contributions (account classification 001's).

Pick-Six Cities (or Pick-Six Comparables): Six Texas cities that Odessa compares itself to in several areas, including salaries, services, permit fees, property tax rates, performance measures.

Property Tax: Also called ad valorem tax, this is the charge levied on all real, personal, and mixed property according to the property's valuation and the tax rate, in compliance with the State Property Tax Code.

Proprietary Fund: The activities of proprietary funds closely resemble those of ongoing businesses in which the purpose is to conserve and add to basic resources while meeting operating expenses from current revenues. The activities are usually financed with user charges that are directly related to the services received. Proprietary funds include enterprise funds and internal service funds.

Reserve: An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

Resolution: A formal statement of a decision, determination or course of action placed before a city council and adopted.

Revenue Bonds: Legal debt instruments that 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.

APPENDIX

GLOSSARY

Revenues: Funds received by the government as income, including tax payments, fees for specific services, receipts from other governments, fines and forfeitures, grants and interest income.

Right-of-Way: Land over which public roads/access are located.

Roll Year: Refers to the calendar year in which the property valuations that form the basis for the current fiscal year's property tax revenue projections were certified.

Rollback Rate: A property tax rate that is 3 percent above the effective tax rate.

Roll-Off Containers: Large open top rectangular containers for holding trash, debris, brush and other non-food waste. There is a charge for container use depending on the size of the container and the amount of use.

Seal Coat: Asphalt restoration and maintenance technique used to recondition city streets and thoroughfares.

Service and Work Programs: Tangible "end products" provided to the public or user department/division.

Services: Professional or technical expertise purchased from external sources (account classification 003's).

Special Revenue Fund: A separate fund that accounts for resources that are legally restricted to expenditures for specific operational purposes. Convention and Visitors Fund would be an example of a special revenue fund.

Standard Metropolitan Statistical Area: See "metropolitan statistical area".

Storm Water Program: A program that is implemented by government entities to control storm water runoff in urban areas.

Strategy: A plan to achieve an objective.

Street Miles: Centerline miles of actual street.

Supplies: Cost of goods consumed by the City in the course of its operation (account classification 002's).

Tax Rate: The amount of tax levied for each \$100 of assessed value for real, personal, or mixed property. The rate is set by September 1 of each year by the City Council of the City of Odessa, Texas.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Tiburon: Tiburon, Inc. provides fully integrated command and control, information management and analysis solutions to public safety organizations.

APPENDIX

GLOSSARY

Total Tax Rate: Property tax rate including both of the portions used for operations and that for debt service.

Transfer In Revenue: Primarily reflects administrative services provided by the General Fund to other funds. An independent study is conducted each year by an outside firm to determine the distribution of costs associated with the administrative services provided to the other funds.

Transmittal Letter: A general discussion of the proposed budget presented in writing by the City Manager to the Mayor and City Council. The transmittal letter highlights the major budget items including any changes made in the current budget year, issues affecting the decisions and priorities of the current year, and actions incorporated into the adopted budget.

Trend Analysis: Graphs which analyze historical data, projected information, or comparisons from one year to the next. A brief narrative or summary data is included with the graphs.

Unileave: Paid Employee Leave; A combination of Sick Leave and Vacation Leave. Can be used for any reason.

Urban Run-Off Management Program: A program implemented by government entities to control storm water run-off in urban areas.

User Fee (User Charge): The payment of a fee for direct receipt of a public service by the part benefiting from the service.

Voice Over IP: Voice Over Internet Protocol phone system can be a benefit for reducing communication and infrastructure costs by routing phone calls over existing data networks and avoiding duplicate network systems.

West Texas Intermediate: Also known as Texas Light Sweet is a type of crude oil used as a benchmark in oil pricing and oil futures contracts. Very relative to the economy of Odessa, Texas.

Working Capital: The difference between current assets and current liabilities. Working Capital measures the margin of protection for current creditors and reflects the ability of a company to finance current operations.

APPENDIX

ACRONYMS

ADA	American Disabilities Act
ALS	Advanced Life Support
AMR	Automated Meter Reading (Water Meters)
AS/400	Network Computer System
BD	Bond Discount
BP	Bond Premium
C&V	Convention and Visitors
CAD/RMS	Computer Aided Dispatch/Record Management System
CAFR	Certified Annual Financial Report
CD	Community Development Fund
CDBG	Community Development Block Grant
CIP	Capital Improvements Program
CO	Certificate of Obligation
COGA	City of Odessa Grant Application
CRMWD	Colorado River Municipal Water District
C.S.A.	Combined Statistical Area
CV	Crown Victoria
DOT	Department of Transportation
DPS	Department of Public Safety
DRW	Dual Rear Wheel
E.C.I.S.D.	Ector County Independent School District
EMD	Emergency Medical Dispatcher
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
ES	Equipment Service Fund
FMLA	Family Medical Leave Act
FTE	Full-Time Employee
FWT	Fiesta West Texas
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GC	Golf Course Fund
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Graphical Interface System
G/L	General Liability
GO	General Obligation (Bond)
GPS	Global Positioning System
HAZMAT	Hazardous Materials
H.E.	Heavy Equipment
HIPAA	Health Insurance Portability and Accountability Act
HOME	Home Investment Partnerships Program
hp	Horse Power
HR	Human Resources (Department)
H.T.E.	Accounting Software Company
HVAC	Heating Vent Air Conditioning
ID	Identification
IFSTA	International Fire Service Training Association

APPENDIX

ACRONYMS

ISD	Independent School District
IT	Information Technology
IVR	Interactive Voice Response
JBS	John Ben Shepperd (Parkway), a local thoroughfare
K-9	Canine
KOB	Keep Odessa Beautiful
LED	Light-Emitting Diode
LGC	Local Government Code
MC	Municipal Court
mgd	Millions of Gallons per Day
MOTOR-MPO	Midland-Odessa Transportation Organization – Metropolitan Planning Organization
MS4	Municipal Separate Storm Sewer System
NCIC/TCIC	National Crime Information Center/Texas Crime Information Center
NDS	Neighborhood Development Services
NELAC	National Environmental Laboratory Accreditation Conference
NELAP	National Environmental Laboratory Accreditation Program
NFPA	National Fire Protection Association
OC	Odessa College
OCAH	Odessa Council for the Arts & Humanities
ODC	Odessa Development Corporation
P25	Project 25
PB	Permian Basin
PD	Police Department
PH	Phase
PLC	Programmable Logic Controller
PSAP	Public Safety Answering Point
PT	Proficiency Test
PTC	Property Tax Code
RF	Risk Management Fund
RIO	Rho Iota Omega
RM	Risk Management
RTV	Rough Terrain Vehicle
Rx	Medical Prescription
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
SSO	Sanitary Sewer Overflow
ST	Storm Water Fund
SW	Solid Waste, Solid Waste Fund
T-Bill	Treasury Bill
TCAP	Texas Coalition for Affordable Power
TCEQ	Texas Commission on Environmental Quality
TCLEOSE	Texas Commission on Law Enforcement Officer Standards and Education
TDA	Texas Department of Agriculture
TDD	Telecommunication Device for the Deaf
TLETS	Texas Law Enforcement Telecommunication System
TWDB	Texas Water Development Board
UCR	Uniform Crime Report
US	United States

APPENDIX

ACRONYMS

USA	United States of America
UT	University of Texas
UTPB	University of Texas of the Permian Basin
VTCA	Vernon's Texas Civil Statutes Annotations
WC	Workers' Compensation
W/R	Water Reclamation
WS	Water and Sewer Fund
WT	Water Treatment
W/W	Wastewater

City of Odessa

FY 2019-20

Adopted Budget

Index

APPENDIX

INDEX

A	
Accounting Policies	51
Acronyms.....	358
Ad Valorem Tax Revenue	64
Adoption of Budget.....	35
Approved Budget Filed.....	35
Average Household Income	26
B	
Basis of Accounting	56
Billing and Collection.....	236
Bob Derrington Water Reclamation Plant	249
Budget Calendar.....	41
Budget Compliance	34
Budget Contingency Plan	50
Budget Development Phases	35
Budget Policies	48
Budget Summary All Funds	61
Community Development.....	189
Convention and Visitors.....	195
Drug Forfeiture Fund	197
Equipment Service Fund	305
General Debt Service	200
General Fund.....	89
Grants.....	198
Information Technology Fund.....	317
Liquid Waste Fund	284
Municipal Court Bldg. Security Fund.....	196
Municipal Court Technology Fund	196
Ratliff Ranch Golf Course Fund	286
Risk Management Fund	328
Solid Waste Fund	266
Storm Water Fund.....	293
Water & Sewer Fund.....	222
Building Inspection.....	157
Building Services.....	126
C	
Capital Improvements Program	209
Capital Outlay-Parks.....	215
Capital Outlay-Public Works.....	217
Capital Outlay-General Fund.....	105
Capital Outlay-Information	
Technology Fund.....	322
Capital Outlay-Risk Management Fund	333
Capital Outlay-Solid Waste Fund	271
Capital Outlay-Water & Sewer Fund.....	234
Cash and Investments Policies.....	5
Certified Appraisal Summary	66
Chart: City of Odessa Organization Chart	69
Changes in Budget	35
City Attorney.....	113
City Council	108
City Manager’s Letter of Transmittal	15
City Secretary	110
Community Development Division	191
Community Development Fund Overview.....	189
Community Development Summary	
of Revenues and Allocations	190
Community Profile	22
Construction Permits	31
Construction Values.....	30
Convention and Visitors Fund Overview.....	195
D	
Debt Management Policies.....	47
Debt Service Narrative – General Fund	201
Debt Service Narrative –	
Water and Sewer Fund	202
Debt Service Overview.....	200
Debt Service Schedule – General Fund.....	203
Debt Service Schedule –	
Water & Sewer Fund	207
Debt Statistics	342
Detail Summary of All Funds.....	61
Downtown Odessa	120
Drug Forfeiture Fund	197
E	
Economy by Sector	29
Emergency Procedures	35
Employment Shifts	28
Encumbrances.....	51
Engineering	154
Enterprise Fund Definition.....	59

APPENDIX

INDEX

E (cont'd)	Grants.....	198
Equipment Replacement Division	Graphs	
Equipment Service Fund	Average Household Income.....	26
Expenditure Overview.....	CIP Funding Sources.....	218
Equipment Service Fund	Equipment Service Fund	
Expenditure Summary	Expenditures	308
Equipment Service Fund Overview	Equipment Service Fund Revenues	306
Equipment Service Fund	Ethnic Projections in Ector County	32
Revenue Overview	General Fund Budgets by	
Equipment Service Fund	Function.....	99
Revenue Summary	General Fund Expenditures	98
Equipment Services Division	General Fund Revenue	90
Ethnic Projections.....	General Fund Expenditure Forecast	38
	General Fund Revenue Forecast.....	37
	Historical General Fund Balance.....	44
	Information Technology Fund	
	Expenditures	320
	Information Technology Fund	
	Revenues.....	318
	Net Bonded Debt Per Capita.....	47
	Net Taxable Values	67
	New Construction Permits.....	31
	New Construction Values	30
	Odessa's Economy by Sector	29
	Odessa's Employment Shifts.....	28
	Odessa's Land Allocation	22
	Odessa's Population	22
	Percent of Debt to Taxable Value.....	47
	Personnel History.....	77
	Projected General Fund Balance	45
	Property Tax Comparison	90
	Property Tax Rate	65
	Property Tax Revenue.....	96
	Risk Management Fund Expenditures	331
	Risk Management Fund Revenues.....	329
	RR Golf Course Fund Expenditures	289
	RR Golf Course Fund Revenues	287
	Sales Tax Revenue.....	97
	Sales Tax Revenue - Percent Change	92
	Solid Waste Fund Expenditures	269
	Solid Waste Fund Revenues.....	267
	Storm Water Fund Expenditures	297
	Storm Water Fund Revenues.....	296
	Water & Sewer Fund Expenditures	230
F		
Finance		136
Financial Forecasting/Budget Relationship.....		36
Financial Policies		43
Fire.....		174
Flow Chart - Budget.....		42
Full-Time Positions		76
Fund Definitions		58
Fund Structure Chart.....		57
G		
General Debt Service Fund Overview		200
General Debt Service Narrative		201
General Debt Service Schedule		203
General Fund Balance – Historical		44
General Fund Balance – Projected		45
General Fund Code Enforcement.....		183
General Fund Expenditure Overview		98
General Fund Expenditure Summary		98
General Fund Expenditure Forecast.....		38
General Fund Expenditures by Function.....		100
General Fund Overview.....		89
General Fund Revenue Forecast		37
General Fund Revenue Overview.....		91
General Fund Revenue Summary.....		90
Geointelligence Division (Public Works)		166
Geointelligence Division (Utilities).....		256
Glossary of Budget Terms		349
Goals, Long-Term		78
Governmental Funds Definition		58

APPENDIX

INDEX

G (cont'd)	M
Graphs (cont'd)	Medical and Dental 339
Water & Sewer Fund Revenues224	Municipal Court 142
Water Rate Comparison.....226	Municipal Court Building Security Fund..... 196
Water Revenue228	Municipal Court Technology Fund 196
Wastewater Revenue.....229	
H	N
Health and Wellness339	Net Bonded Debt Per Capita47
Human Resources123	Net Taxable Values.....67
I	Non-Departmental-General Fund 149
Information Furnished for Budget34	Non-Departmental-Solid Waste Fund..... 276
Information Technology Division323	Non-Departmental-Water & Sewer Fund 263
Information Technology Fund	
Expenditure Overview.....321	O
Information Technology Fund	Office of the City Manager..... 117
Expenditure Summary320	Operating Transfers Out 149
Information Technology Fund Overview.....317	Ordinance - Taxes 345
Information Technology Fund	Organization Chart - City of Odessa 69
Revenue Overview307	Outside Agencies Convention
Information Technology Fund	And Visitors Fund..... 195
Revenue Summary306	Outside Agencies General Fund 149
Internal Service Funds Definition59	
Itemized Budget and Contents.....34	P
J	Parks and Recreation 169
Judges Municipal Court.....149	Participation in Line Extensions 264
L	Percent of Debt to Taxable Value 47
Laboratory Services256	Personnel History..... 76
Land Allocation.....22	Planning and Development..... 133
Levy of Taxes35	Police..... 180
Liability Insurance339	Population..... 22
Liquid Waste Fund.....284	Property Tax Comparison 70
Long-Term Goals78	Property Tax Rate.....65
	Property Tax Revenue.....96
	Proposed Budget Filed 34
	Public Hearings on Proposed Budget..... 34
	Public Safety Communications..... 129
	Public Works Administration 151
	Public Works Geointelligence 166
	Purchasing..... 139

APPENDIX

INDEX

R	
Ratio of Annual Debt Service	
To General Fund Expenditures.....	342
Ratliff Ranch Golf Course Fund	
Expenditure Overview.....	290
Ratliff Ranch Golf Course Fund	
Expenditure Summary	289
Ratliff Ranch Golf Course Fund	
Overview	286
Ratliff Ranch Golf Course Fund	
Revenue Overview	288
Ratliff Ranch Golf Course Fund	
Revenue Summary	289
Ratliff Ranch Golf Course Division.....	291
Repair and Replacement.....	260
Reserve Policy	43
Revenue Policies.....	43
Risk Management Division.....	335
Risk Management-Clinical Services.....	340
Risk Management Fund	
Expenditure Overview.....	332
Risk Management Fund	
Expenditure Summary	331
Risk Management Fund Overview	328
Risk Management Fund	
Revenue Overview	330
Risk Management Fund	
Revenue Summary	329
Risk Management-General Liability	339
Risk Management-Health and Wellness	339
Risk Management-Medical and Dental.....	339
Risk Management-Worker’s	
Compensation.....	340
S	
Sales Tax Revenue	97
Sales Tax Revenue – Percent Change.....	92
Schedule of Outstanding Bonded Debt.....	183
Schedule of Payments	
General Debt Service	203
Water & Sewer Revenue Bonds.....	207
Solid Waste Division.....	273
Solid Waste Fund Expenditure Overview.....	270
Solid Waste Fund Expenditure Summary	269
Solid Waste Fund Overview	266
Solid Waste Fund Revenue Overview	268
Solid Waste Fund Revenue Summary	267
Solid Waste – Code Enforcement	277
Special Revenue Fund Definition	58
Storm Water Division.....	301
Storm Water Fund Expenditure Overview.....	298
Storm Water Fund	
Expenditure Summary	297
Storm Water Fund Overview	295
Storm Water Fund Revenue Overview	297
Storm Water Fund Revenue Summary	296
Street.....	163
Summary of Funding Sources	72
Summary of Operating Funds-Three	
Year Comparison of Expenditures	74
Summary of Operating Funds-Three	
Year Comparison of Revenues.....	70
Supplemental Expenditures.....	150
T	
Tax Ordinance	345
Traffic Engineering	160
Transmittal Letter	15
U	
Utilities Administration	239
Utilities Geointelligence Division	260
W	
Wastewater Collection.....	253
Water & Sewer Debt Service Narrative	202
Water & Sewer Debt	
Service Payments.....	207
Water & Sewer Debt Service Schedule.....	207
Water & Sewer Fund	
Expenditure Overview	231
Water & Sewer Fund	
Expenditure Summary	230

APPENDIX

INDEX

W (cont'd)

Water & Sewer Fund	
Expenditures by Function	233
Water & Sewer Fund Overview.....	222
Water & Sewer Fund	
Revenue Overview	225
Water & Sewer Fund	
Revenue Summary	224
Water & Sewer Fund	
Repair and Replacement.....	263
Water & Sewer Fund System	
Overview and Trend Analysis.....	223
Water & Sewer Rates	226
Water Distribution	242
Water Purchases	263
Water Treatment Plant	245
Worker's Compensation	340