



MISSION

Creating a comprehensive city roadmap to grow, sustain, and develop opportunities for Amarillo

ISSUE

The current funding for basic infrastructure is not able to fully fund the necessary maintenance, operations, planning, and growth for the City of Amarillo. The existing funding deficit is largely a result of a long history of failing to plan, act and adequately fund essential infrastructure replacement.

PRIORITIES

- » **Maintenance of existing infrastructure should be a priority to ensure equity and encourage growth including infill development.**
- » **Future growth must be served by adequate basic infrastructure.**
- » **Future growth has an impact on the basic infrastructure system and should be evaluated.**
- » Future growth should maintain the City's community character for generations to come.
- » Quality-of-life, equity, and growth objectives from master plans should be incorporated into development regulations.
- » The City and County should strive to make growth predictable, equitable, and achievable with clearly defined standards and processes.

PRIMARY RECOMMENDATION SUMMARY

The City should evaluate the rates and funding of all basic infrastructure and ensure they fully fund the necessary operations, maintenance, planning, and growth. When the basic infrastructure is fully funded through the respective enterprise accounts, the City should consider a general tax reduction.



MESSAGING

The City should implement concise, proactive public outreach messaging and an educational program to communicate to citizens the underfunded state of infrastructure and proposed solutions.



DRAINAGE

The City should evaluate the base drainage rate to fully fund the recommendations in the drainage master plan and become self-sustaining in its ability to support proactive operations, the maintenance and repair of existing infrastructure, and the City's share of capital growth projects. Once the drainage enterprise fund is self-sustaining, the City should address the most critical needs of the existing system first, and growth needs second. The City should develop the fee structure in a manner to fairly balance the burden between commercial and residential users. The City should share the reasoning and formulation of the fee structure with the community.



STREETS

The City should create an enterprise fund for repair and maintenance, operations, and the City's share of capital growth projects. The City should prioritize a list of existing streets that need repair and maintenance based on condition. This process should develop a 10-year prioritized list for major capital projects.



WASTEWATER

The City should create a policy that requires development to pay for its share of the impact to the City's wastewater system. Wastewater infrastructure costs for development need to be a shared cost between the City of Amarillo and the new development. The distribution of this shared cost needs to be evaluated and standardized. The base wastewater rate should also be evaluated to ensure that the rate can fully fund necessary operations, maintenance, planning, and the City's share of capital growth projects.



WATER

The City should evaluate the current water rates to require large industrial/commercial development to pay its share of all basic infrastructure costs. This includes all offsite water infrastructure needed to provide water to the development. The City should evaluate the current water rates to ensure that they are able to fully fund necessary maintenance, operations, planning, and the City's share of capital growth projects. Amarillo residents should have full assurance that the water bill that they are paying is guaranteeing current and future water service.

** See Appendix for definitions and additional information*



SECONDARY RECOMMENDATION SUMMARY

Secondary recommendations were developed for priorities that have a longer implementation time or require additional study:



DRAINAGE

1. **Planning:** Maintain a master drainage plan and continue to develop flood information for the unstudied playa lakes inside the City limits and new growth areas. The City should consistently enforce the plan once it's implemented.
2. **Growth:** The City should evaluate annexations and partner with developers to build drainage infrastructure. The City should be flexible on the tools a developer could utilize to pay for the expansion of infrastructure. Examples of these partnerships could be a Public Improvement District (PID), establishment of an Impact Fee, or other Pro-Rata structure. The City should fund their projects for new growth based on using a Pay-As-You-Go method.
3. **Policy and Criteria:** Explore, discuss, and implement drainage policies to establish equitable public and private investments and encourage sustainable drainage development. Drainage fee policies could be utilized to incentivize equitable and sustainable drainage solutions. Policy and planning documents produced by the City should produce a predictable and equitable development environment to make development decisions easier.



STREETS

1. **Planning:** Prioritize and fund the operations and planning budget deficit. A relatively small investment in technology and signal operations can improve the efficiency of the overall transportation system.
2. **Growth:** The City should evaluate annexations and partner with developers to build street infrastructure. The City should be flexible on the tools a developer could utilize to pay for required street infrastructure. Examples of this could be a PID, establishment of a fee (Pro-Rata or Impact Fee), or a partnership with the County(s) on the initial capital investment. The City would ultimately take over the road, but the developer and County(s) would provide the initial investment. The City should fund their investment in new growth capital with the street maintenance fee or bonds. These revenues should leverage the investments by the developer and County to expand the City in a thoughtful manner.
3. **Partnership/Innovative Funding:** Within the infill area of the City, a boundary could be established that utilizes a portion of future tax revenue increases to be specifically dedicated to a Transportation Reinvestment Zone (TRZ) for maintenance including complete street reconstructions. A feasibility study should be performed to evaluate the necessary tax increase for the TRZ as well as potential participation from the County(s).



WASTEWATER

1. **Master Planning and Rate Analysis:** Maintain an updated master wastewater plan that corresponds with the evaluated wastewater rate.
2. **Growth:** Funding for growth should be planned for and be included with a dedicated funding source for large capital items. The City should ensure that growth impacts are paid through Public Improvement Districts, impact fees, or other mechanisms.



WATER

1. **Rate Analysis:** Commercial and industrial users should be billed on a tiered water rate similar to residential users. A rate study should be budgeted for during the next fiscal year to analyze this.
2. **Policy:** (a) Revise or create policies that provide incentives for infill development. (b) The City should create a policy statement that doesn't allow for allocated maintenance and growth funds to be shared in the water enterprise fund.
3. **Growth:** Funding for growth should be planned for and be included with a dedicated funding source for large capital items. The City should ensure that growth impacts are paid through Public Improvement Districts, impact fees, or other mechanisms.



CONCLUSION

The Partnership for Development Progress committee was composed of Amarillo residents from multiple neighborhoods that are leaders in the community with backgrounds in banking, construction, development, entrepreneurship, investing, and real estate. This committee met 12 times over 8 months for over 600 person-hours that has led to these recommendations. This process included learning about the basic infrastructure system and understanding the basic infrastructure needs. Based on this research and scrutiny, the committee has come to the conclusion that funding basic infrastructure is an urgent problem. The Partnership for Development Progress committee recommends that Council immediately implement the primary recommendations and plan for the secondary recommendations.

SIGNATURES

DocuSigned by: <i>C. Lloyd Brown</i> EE53CE8E587461...	Executive Coach, Entrepreneur 79109	DocuSigned by: <i>Lida Adams</i> 0C5E10A7E329487...	Commercial Lender 79119
DocuSigned by: <i>Alan Abraham</i> 9F9D277D866B492...	Minister, Ret. 79109	DocuSigned by: <i>Craig Holt</i> E6ADAB3B904A467...	Real Estate Broker Zip 79109
DocuSigned by: <i>Ann Scamahorn</i> 1D675A7EA3C641A...	Marketing Consulting 79106	DocuSigned by: <i>[Signature]</i> 37886E326376493...	Builder/Real Estate Broker 79119
DocuSigned by: <i>Bill Brian</i> 3B281D46DD6047D...	Attorney 79109	DocuSigned by: <i>Bobby Murray</i> 96CAE11A17A9438...	Construction 79124
		DocuSigned by: <i>Cela Welsch</i> 5B4DAC1FB8B6400...	Realtor 79109
		DocuSigned by: <i>Cindy A. Bucher</i> 3E6B406C357E4E6...	Real Estate Broker 79124
DocuSigned by: <i>[Signature]</i> 4B57AEECB0E7491...	Marketing Representative 79119	DocuSigned by: <i>David Russell</i> 9795109CB11C41F...	Attorney 79119
		DocuSigned by: <i>J. T. Laramore</i> 3FE0D0D1B249415...	Executive Officer 79106
		DocuSigned by: <i>James Bookham</i> 96B8B1644663478...	Investor 79102
		DocuSigned by: <i>KENTMEYER</i> 78D5F8BDE2AD4EA...	Realtor 79124
DocuSigned by: <i>Jordan B. Gilley</i> 7095D2DDE98D4AE...	REALTOR 79109	DocuSigned by: <i>Kirk Crutcher</i> 46CEDE233AC34EC...	Attorney 79124
DocuSigned by: <i>Lisa Harris</i> DF091C80CF20495...	Realtor 79015	DocuSigned by: <i>[Signature]</i> 7AEECE76496F464...	Developer 79109
DocuSigned by: <i>Melodie</i> 03272FD90AEB4E0...	Educator 79107	DocuSigned by: <i>Skylar Gallop</i> 90A256E452D5485...	Political Advocate 79118
		DocuSigned by: <i>Terese Kennedy</i> 76BECE58982942E...	Retired 79103
		DocuSigned by: <i>Tim Ingalls</i> 101AC5B0EA33488...	Land Manager 79109



Water Service Connections **75,600**

Elevated Water Storage
6 Total Tanks with **8.5 MILLION** gallons of water storage

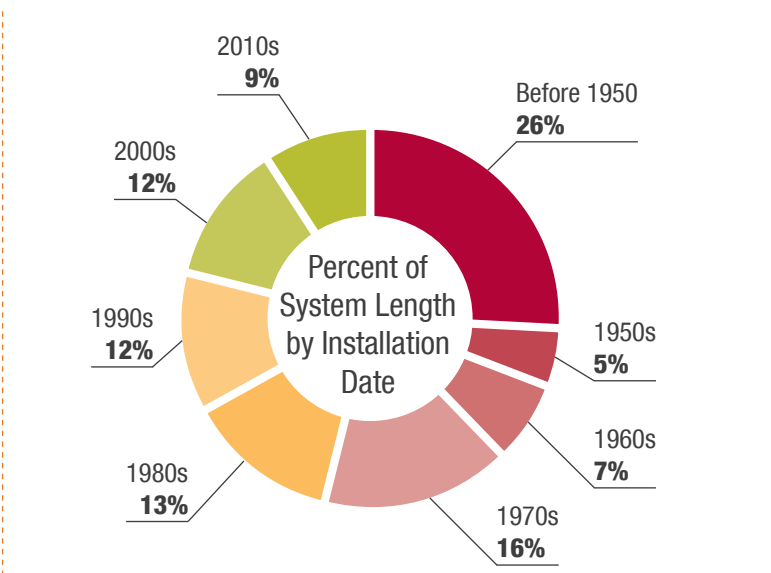
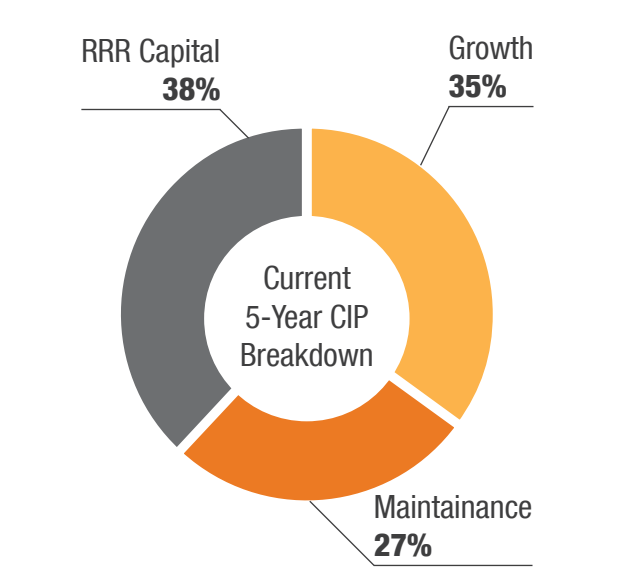
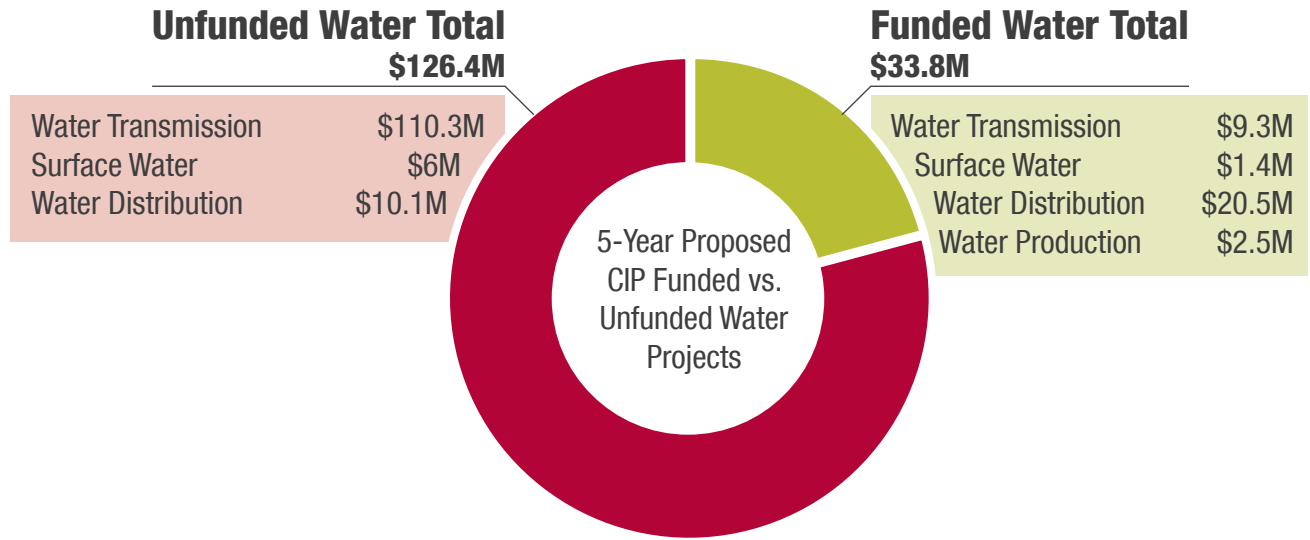
Ground Water Storage
13 Total Tanks with **60 million** gallons of water storage

Pump Stations
6 Total Tanks with a total of **60 million** gallons a day of pumping capacity

Water Distribution Lines **1,110** Miles (16-inch Diameter)
Water Transmission Lines **130** Miles (16-inch Diameter)

Well Field Production
4 Total Well Fields producing a peak of approximately **75 Million Gallons a Day**

SURFACE WATER
CRMWA Allocation is **28 Million Gallons a Day**



COMPREHENSIVE WATER SYSTEM MASTER STUDY, HDR ENGINEERING, 2022*

- » Current funding level for pipeline replacement new pipe installed must last 1,200 years.
- » Current pipeline replacement of 1 mile/year, AWWA recommendations 5 mile/year.
- » **\$60 million 5-year need**





52

 Sewer Lift Stations

2


 Sewer Treatment Plants


Hollywood Treatment Plant

- » Average Daily Flow is **8.6 million gallons** a day
 - » Permitted Flow is **12 million gallons** a day
 - » Currently **73%** of Total Permitted Capacity
- *Approaches 75/90 TCEQ Rule*

River Road Treatment Plant

- » Average Daily Flow is **8.4 million gallons** a Day
- » Permitted Flow is **16 million gallons** a Day
- » Currently **53%** of Total Permitted Capacity

Sewer Collection Lines  **905** Miles (<15-inch Diameter)

Sewer Interceptor Lines  **105** Miles (>15-inch Diameter)

SEWER - WASTEWATER MASTER PLAN, ALAN PLUMBER ASSOCIATES, 2012

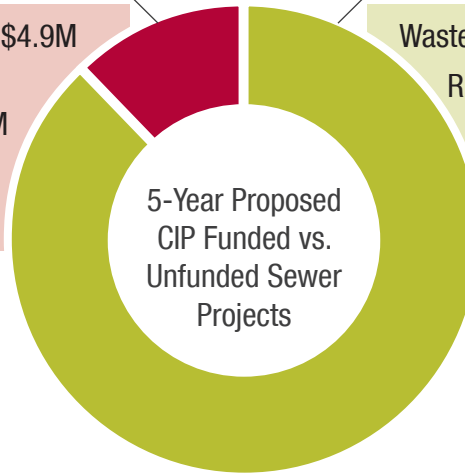
- » 70% Pipeline are 50 years or older (in 2012)
- » River Road Plant at 53% of permitted capacity
- » Hollywood Plant at 73% of permitted capacity
- » **\$105 million 5-year need** - years 11 thru 15 in 2012 estimate

Unfunded Sewer Total \$11.6M

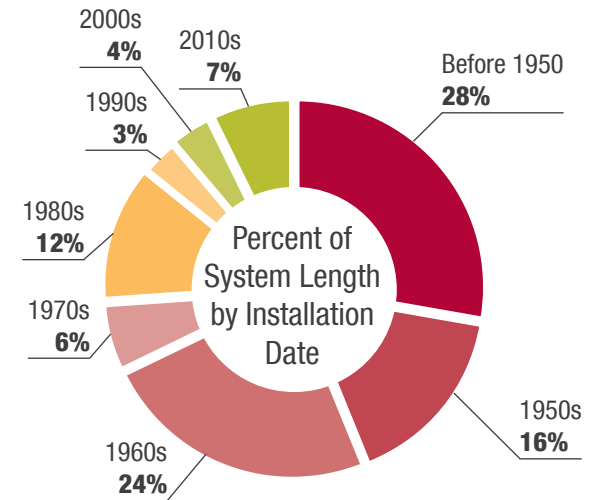
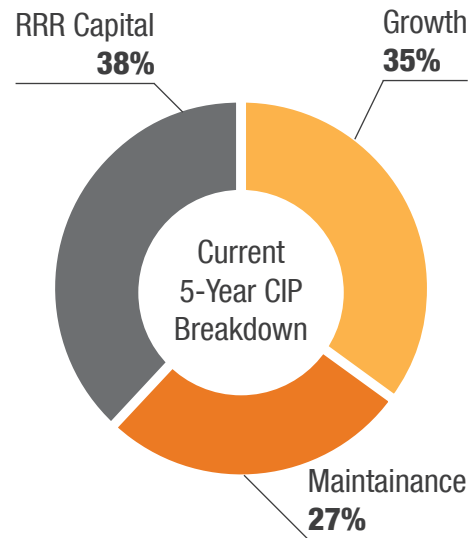
Wastewater Collection	\$4.9M
River Road Wastewater Treatment	\$3.3M
Hollywood Road Wastewater Treatment	\$3.4M

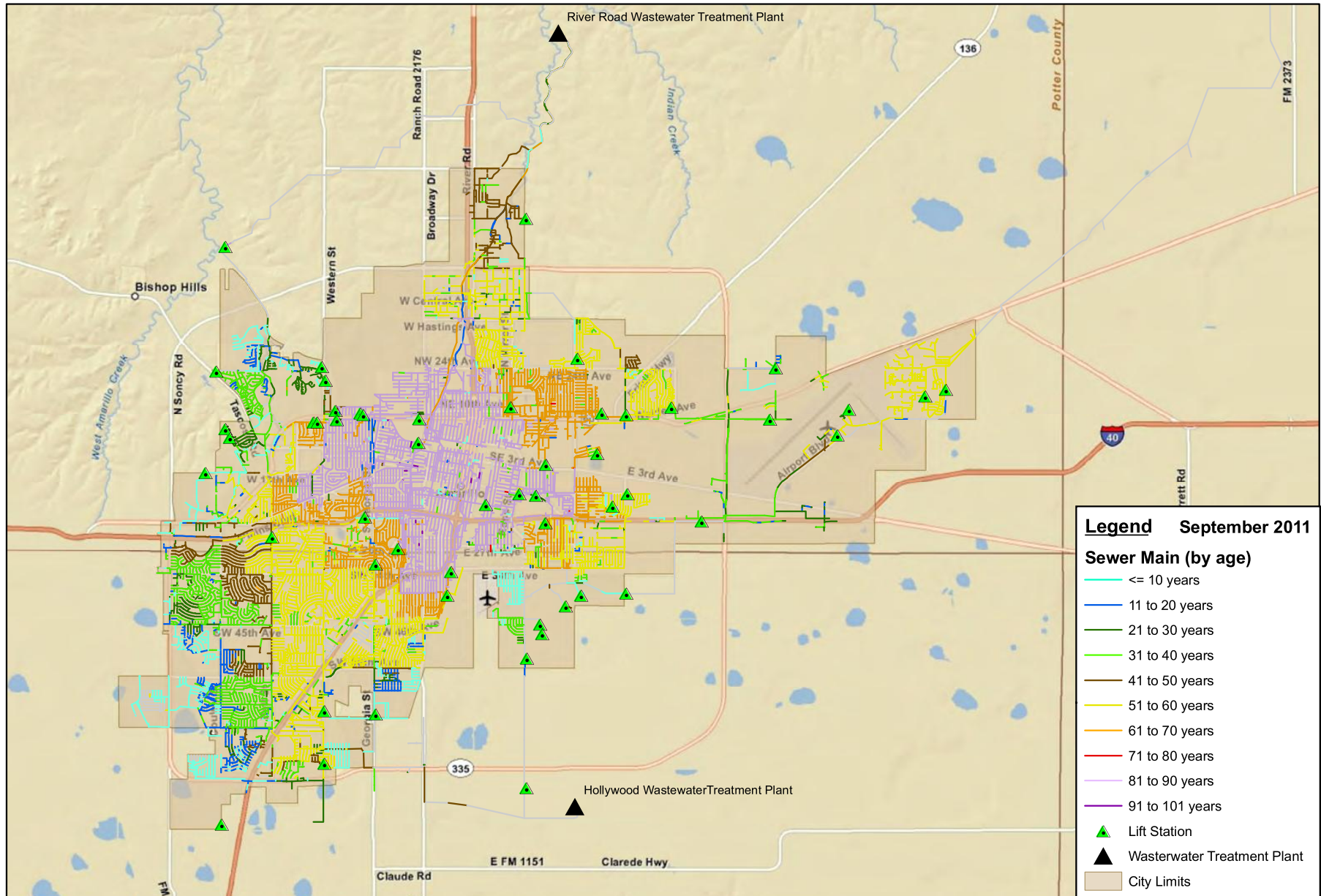
Funded Sewer Total \$86.7M

Wastewater Collection	\$67M
River Road Wastewater Treatment	\$7.9M
Hollywood Road Wastewater Treatment	\$11.7M



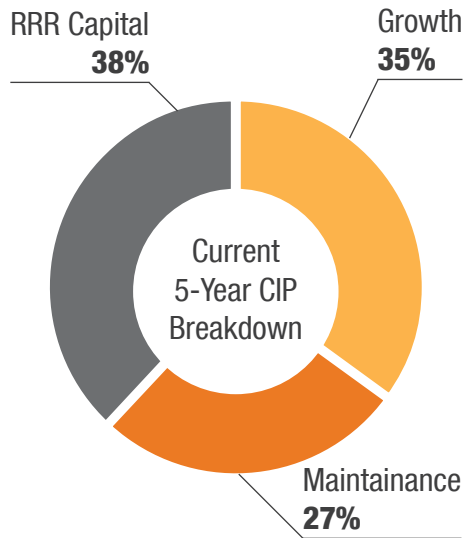
**These numbers do not include the cost of a new sewer treatment plant which could be approximately \$60 million. It is anticipated that construction of a new sewer plant will occur within the next 10 years.*





City of Amarillo: Wastewater System Master Plan
Task H: Performance & Condition Assessment
 Figure 3. Sanitary Sewer Layout, Pipe Age



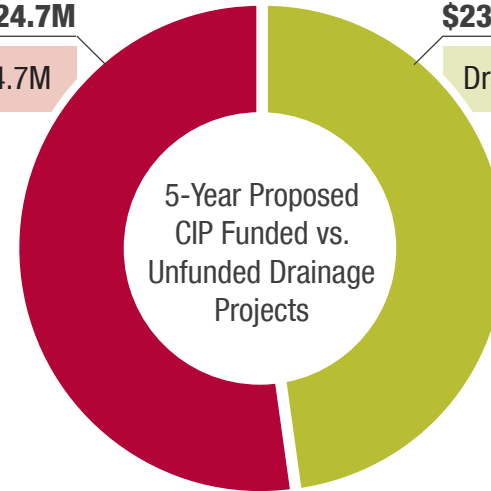


Unfunded Drainage Total
\$24.7M

Drainage Utility \$24.7M

Funded Drainage Total
\$23.1M

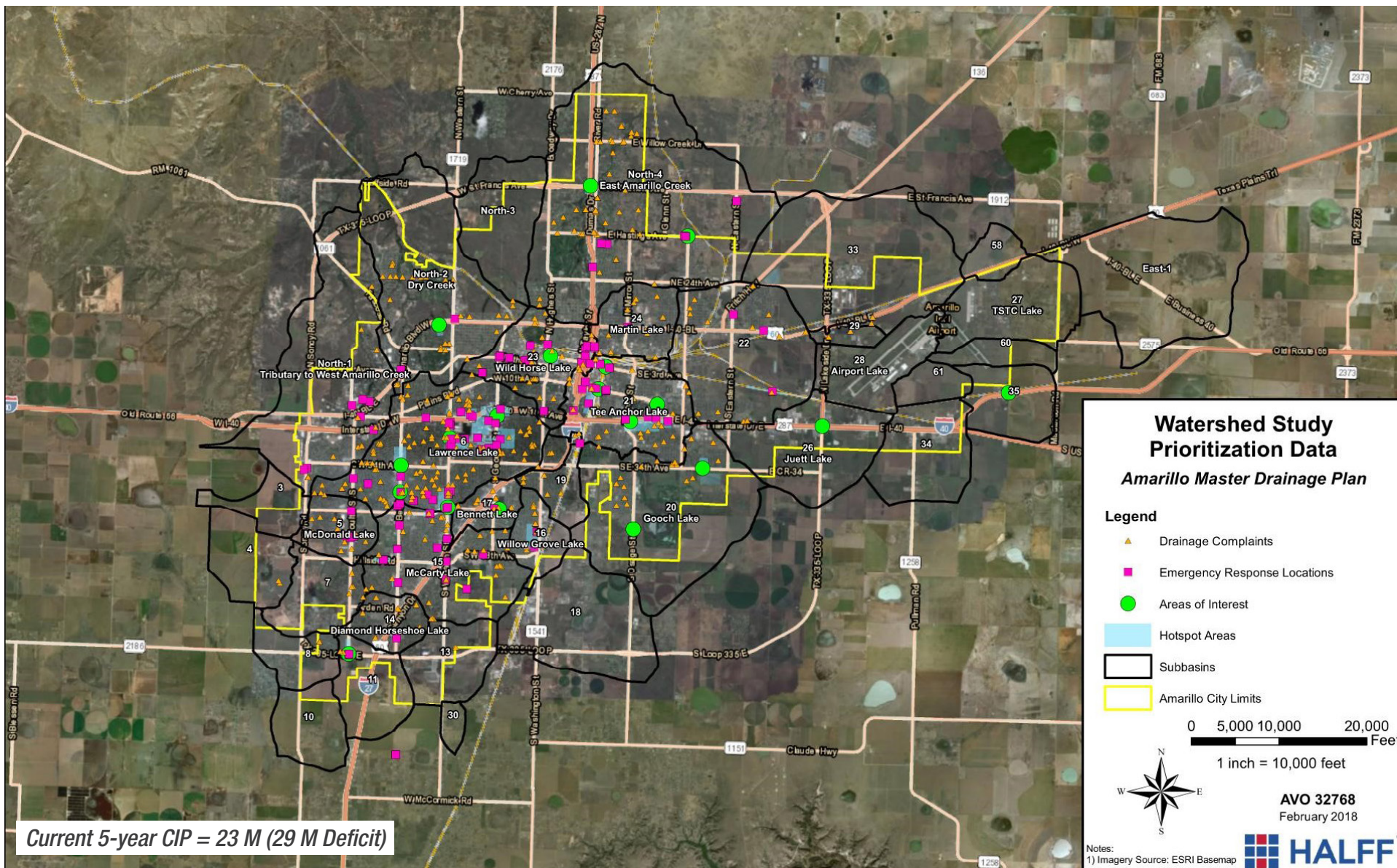
Drainage Utility \$23.1M



 30,000 ft Culverts	 3,300 Inlets	 260 Junction Box	 200 Headwall	 83,215 ft Ditch/Channel	 1,023 mi Streets
 940,000 ft Storm Drain Pipe	 550 Manholes	 6 Playa Lake Pumps	 115,000 ft Natural Stream	 1,320 Playa Lakes/Ponds	 1,200 mi Concrete Curb & Gutter

DRAINAGE UTILITY MASTER STUDY 2019

- » Recommendations rule changes for downstream adverse impacts, financial responsibility, and playa lake development policies.
- » Identified \$1 rate deficit for system maintenance costs, not including capital.
- » **\$52 million 5-year need**



Watershed Study Prioritization Data

- » 85% of Emergency Reponse Locations are located in 5 playa basins.
- » Top 7 CIP projects have been identified since 1993.
- » 5 of the 23 playa lakes inside the city limits have pumps.



Percentage of Streets Evaluated in 2017

Description	Centerline Miles	% of Centerline Miles
Asphalt Segments with PCI	986.04	95.5%
Concrete Segments with PCI	5.95	.57%
Brick Roads	20.01	1.94%
Construction	.85	8%
Not Collected - Does Not Exist	10.31	1%
Not Collected - Inaccessible	2.98	29%
Not Collected - Unsurfaced	6.4	.62%
Total	1032.54	

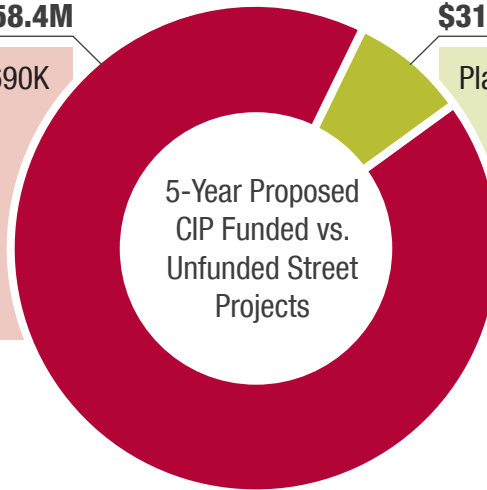
Unfunded Roadway Total \$358.4M

Planning	\$690K
Traffic Administration	\$150K
Traffic Field Operation	\$862K
Street	\$354M

**No Growth Funded Allocated*

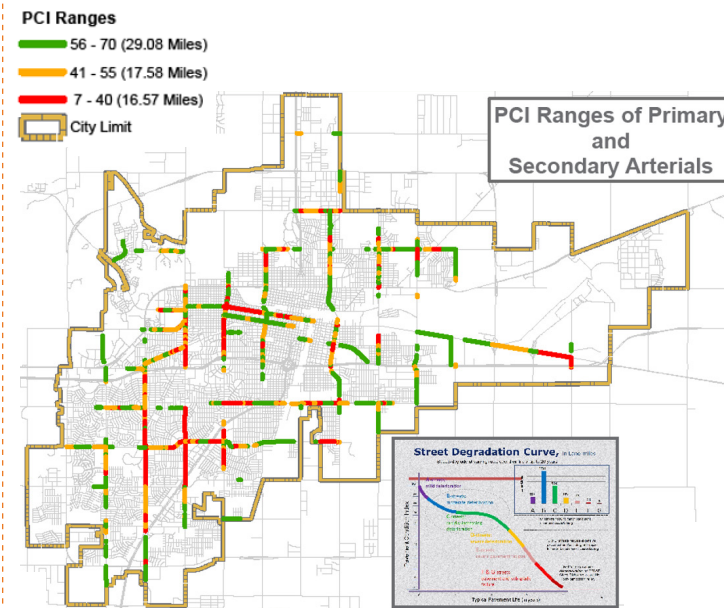
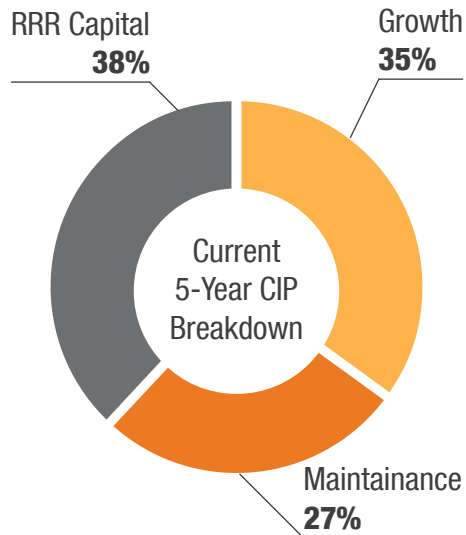
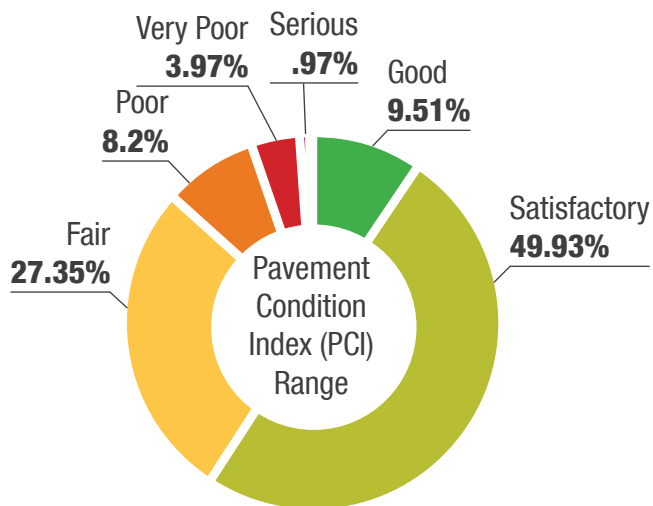
Funded Roadway Total \$31.7M

Planning	\$16.6M
Traffic Field Operation	\$1.4M
Street	\$13.7M



**Over 1,000 miles of sidewalk is missing (\$500M of sidewalks)*

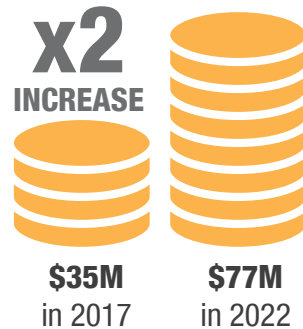
**Over 273 signalized locations each head \$6.5K a year to maintain.*



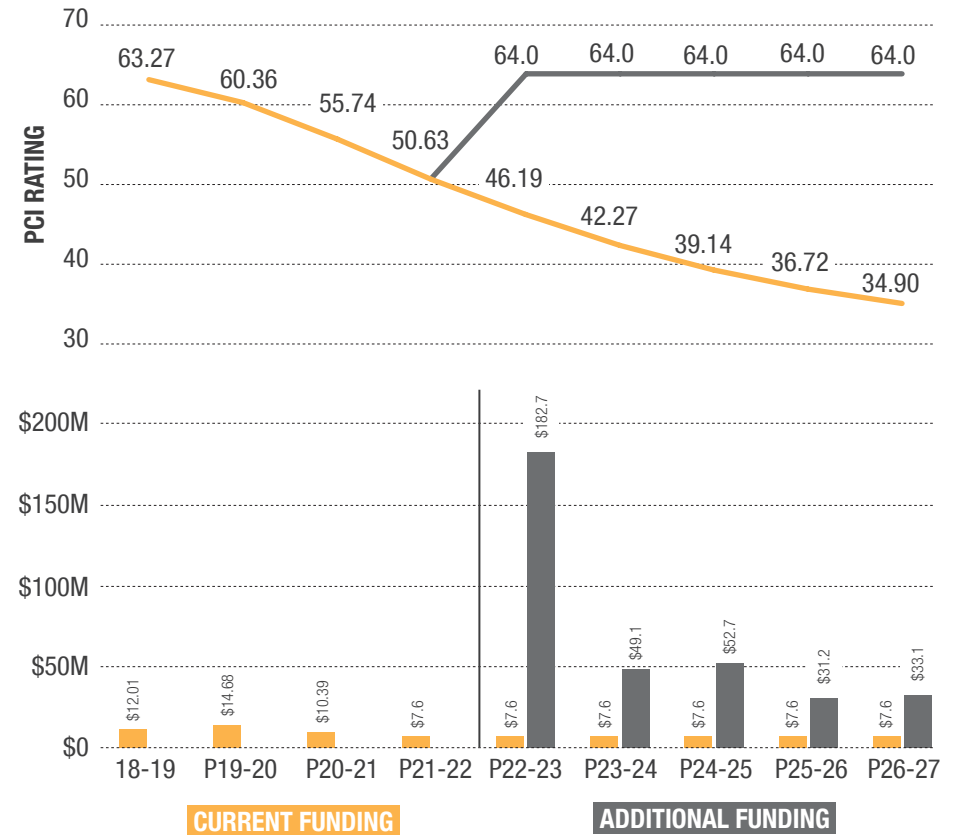


TREATMENT TYPE	ACTIVITY	2017 COST PER A SQUARE YARD	2022 COST PER A SQUARE YARD	PERCENT INCREASE
Preservation	Crack Seal	\$0.46	\$1.35	193%
Preservation	Micro Surfacing	\$3.65	\$6.00	65%
Rehabilitation	Overlay with Minor Repairs	\$16.50	\$30.00	81%
Rehabilitation	Overlay with Major Repairs	\$29.00	\$60.00	110%
Reconstruction	Full Depth Reconstruction	\$54.00	\$135.00	150%

WHAT DOES THIS MEAN?
 In 2017 the \$35 million needed for funding is now equated to \$77 million of funding in 2022; a **120%** increase.



5 Year - Additional Funding Scenario for Entire Street Network



PAVEMENT CONDITION REPORT, DATA TRANSFER SOLUTIONS, 2017

- » 59% of Roadways Satisfactory, 27% Fair, 14% Poor to Failed, System Average of 66
- » 16 point dropover 5 years with current level of funding, predicted average 50 (did not include Proposition 1)
- » **\$35 million annual budget to maintain level of service, \$175 million 5-year need**



Partners for Development Progress

Definitions/Abbreviations List

Basic Infrastructure: City owned infrastructure comprised of streets, drainage, water, and wastewater.

Capital: An investment made by the City to accommodate growth.

Developer: Any person, entity, or corporation who subdivides a tract or parcel of land to be sold or handled for his own personal gain or use.

Development: A project involving the construction, reconstruction, redevelopment, conversion, structural alteration, relocation, or enlargement of any structure, or any use or extension of land, which has the effect of increasing the requirements for capital improvements or facility expansions, measured by the number of service units or total impact to the existing City infrastructure that will be generated by such activity, and which requires either the approval and filing with the County in which the property is located of a plat pursuant to the City's subdivision regulations or the issuance of a building permit, and which has not been exempted from these regulations by provisions herein.

Drainage: The natural or artificial removal of surface water from an area with an excess amount of water.

Enterprise Account: An enterprise account is a separate accounting and financial reporting mechanism for which revenues and expenditures are segregated into a fund with financial statements separate from all other governmental activities. These funds are based on fees that are provided by citizen use of utility services such as water, wastewater, and drainage.

Impact Fees: Authorized under Chapter 395 of the Texas Local Government Code and are defined as a charge imposed against new development to pay for the off-site construction or expansion of infrastructure facilities that are necessitated by and benefit the new development.

Infill Development: Infill development is the process of developing vacant or under-used parcels within existing urban areas that are already largely developed.

Growth: Impacts to the existing basic infrastructure directly resulting from development.

Operations and Maintenance (O&M): Repetitive operational costs paid solely by the City. These costs include O&M department budgeted projects such as fire hydrant and water line replacements, street pothole repairs, traffic signal improvements, etc.

Pay-As-You-Go Method: Payment system in which the City pays for the costs of something when they occur rather than before or afterward.

PID: Public Improvement District. PIDs, per the Texas Local Government Code Chapter 372 (“the Code”), provide an economic development tool that permits the financing of qualified public improvement costs that confers a special benefit on a definable part of the City, including both its corporate limits and its extra-territorial jurisdiction (ETJ). A PID can finance capital costs and fund supplemental services to meet community needs which could not otherwise be constructed or provided. The costs of the capital improvements and/or supplemental services are paid entirely by property owners within PID who receive special benefits from the capital improvements or services. A PID may only be used to pay for public improvements.



Public Improvement: Drainage ways, roadways, parks, utilities, or other facilities which the City will ultimately assume the responsibility for maintenance and operation, or which may affect an improvement established which affects the health, safety, or welfare of the general public.

Pro-Rata: If a municipality requires, as a condition of approval for a property development project, that the developer bear a portion of the costs of municipal infrastructure improvements by the making of dedications, the payment of fees, or the payment of construction costs, the developer's portion of the costs may not exceed the amount required for infrastructure improvements that are roughly proportionate to the proposed development as approved by a professional engineer who holds a license and is retained by the municipality. The municipality's determination shall be completed within thirty days following the submission of the developer's application. Located in Chapter 212 of the Texas Local Government Code.

Tiered Water Rate: Water rates that are divided into water usage levels instead of one base rate. The more water that an user demands the higher water rate.

TRZ: Transportation Reinvestment Zone. Similar to a TIRZ, but the TRZ is a recently created tool that allows for a broader range of transportation projects. A TRZ also does not require a local entity to create a board.

Unstudied Playa Lake: A playa lake that does not have a defined 100-year floodplain elevation.

Wastewater: Water that has been used in a home, business, or in an industrial process that must be conveyed to a treatment facility.