

City of Arlington  
 FY 2018 Adopted Budget  
 Cover page

This budget will raise more total property taxes than last year's budget by \$12,759,990 or 9.66% and of that amount \$3,065,617 is tax revenue to be raised from new property added to the tax roll this year.

Record vote

FOR: J. Williams, S. Capehart, K. Wilemon, R. Shepard, M. Glaspie, C. Parker, V. Farrar-Myers, R. Thalman

AGAINST: None

PRESENT and not voting: None

ABSENT: None

<b>City of Arlington Property Tax Rates per \$100 of assessed valuation</b>	<b>2016</b>	<b>2017</b>
Property tax rate	\$0.644800	\$0.639800
Effective tax rate	\$0.605738	\$0.596885
Effective maintenance & operations rate	\$0.412021	\$0.407084
Rollback tax rate	\$0.653030	\$0.656431
Debt rate	\$0.190973	\$0.198900

Total amount of City of Arlington debt obligations:  
 \$46,148,196

# CITY OF ARLINGTON

## 2018 ADOPTED BUDGET



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# Manager's Message

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## INTRODUCTION

The mark of a thriving community is its ability to evolve and adapt to change, to respond to challenges, and plan for the future. In 2017, the City of Arlington has once again proven it is a thriving community. Over the past couple of years, reinvestment in the City has boomed, businesses such as D.R. Horton, Inc. have relocated to Arlington, while others, such as General Motors and the United Parcel Service (UPS), have expanded their presence within the City. Also in FY 2018, the Tax Increment Reinvestment Zone for the Arlington Highlands, TIRZ #4, is projected to be terminated. The TIRZ was a success, it performed as intended and all projects have been completed. As a result of its dissolution, an additional \$1.1 million in property tax revenue was added to the budget.

Economic Development will remain a priority in order to capitalize on growth throughout the region. Arlington once again saw growth in assessed valuation, resulting in a modest tax rate reduction in FY 2018 – the second year in a row with a lowered tax rate.

In FY 2017, employee compensation was an area of significant investment; in FY 2018 it remains a priority. FY 2018 is the 2<sup>nd</sup> year of implementation of a three-year plan to bring employee salaries in line with the market, ensuring we are able to hire and retain the most qualified and skilled workers. The total General Fund investment in employee compensation is \$6.3 million, \$5.8 million for pay raises and \$495,000 for health insurance increases.

In May 2017, the residents of Arlington voted to adopt State Civil Service for the Arlington Fire Department, which establishes the decision-making process for personnel issues such as hiring, promotions, benefits and the process used for disciplinary actions. As a result of the election, Arlington is establishing a Civil Service Commission and a Director of Civil Service. Civil Service Implementation costs, including funding for four new positions, are included in the FY 2018 budget.

Another area of significant reinvestment in the FY 2018 Budget is public safety. The Police Department is adding 7 new positions, 2 police officers and 5 jail operations staff. The two new police officer positions are for a defensive tactics **coordinator and an additional School Resource Officer at AISD's new Career Technology Education Center.** In addition to the new positions, money is also budgeted in anticipation of the department once again being awarded the COPS Hiring Grant. The Fire Department is also adding two new positions to increase staffing at Stations 1 & 9. Other public safety investments include funding to replace the Mobile Data Computers in police vehicles and for the replacement of two heavy fire apparatus.

This table on the next page shows positions added and eliminated from the FY 2018 Adopted Budget.

Arlington is able to reinvest in priority services, while still reducing the tax rate because we provide an elevated level of service at the lowest cost possible. One area of significant savings in FY 2018 is the result of the lower electricity rates negotiated in 2016; \$1.2 million in saving budgeted city-wide. We are continuously looking for new ways to innovate, to save, and to provide the highest value to our residents.

# Manager's Message

## FY 2018 ADOPTED POSITION ADDS AND CUTS

### GENERAL FUND

1	Combination Inspector	CDP
1	Plans Examiner	CDP
-1	Assistant Fire Chief	Fire
27	Firefighters	Fire
1	HR Assistant	HR
1	HR Civil Service Coordinator	HR
1	HR Information Specialist	HR
1	Paralegal	HR
1	Senior Attorney	HR
4	Detention Officer	Police
1	Jail Court Assistant	Police
1	Police Officer (Defensive Tactics Coordinator)	Police
1	Police Officer (K-9 Officer)	Police
1	Police Officer (School Resource Officer)	Police

### 41 NET TOTAL

### PARKS PERFORMANCE FUND

1 Assistant Golf Professional

### 1 NET TOTAL

### STORM WATER UTILITY FEE

1 Environmental Compliance Officer

### 1 NET TOTAL

### WATER

-1	Admin Aide 1
1	Civil Engineer
-1	Customer Service Trainer
-1	Office Assistant
-1	Secretary
-1	Sr Computer Operator
1	Sr Management Analyst
-1	Sr Meter Reader

### -4 NET TOTAL

### 39 NET TOTAL POSITION CHANGES

# Manager's Message

## COUNCIL PRIORITIES

Each year, the City Council identifies community priorities that guide us in allocating the City's resources. There were no changes to the Council's adopted priorities for FY 2018. Those priorities are:



The \$244.1 million FY 2018 Adopted General Fund Budget and Business Plan will make strides toward these priorities as well as other key issues facing the City, including:

- 1) **Compensation Adjustments** – With this budget, we are making a conscious effort to adjust salaries across the workforce to improve our market position. A 4.3% to 9.5% compensation adjustment will be given to employees depending on their job classification effective February 2018.
- 2) **Public Safety** – Approximately \$3.9 million in additional funding is being dedicated to Public Safety enhancements.
  - CAD Upgrade (\$495,000)
  - CAD & Radio Maintenance Increases (\$82,528)
  - Mobile Data Computers (\$363,175)
  - 7 New Police Positions (\$490,251)
    - Police Officer (Defensive Tactics Coordinator)
    - 4 Detention Officers
    - Jail Court Assistant
    - Police Officer (School Resource Officer)
  - Increase Staffing for Fire Stations 1 & 9 (Position Trade) (\$55,500)
  - 2017 COPS Hiring Grant Cash Match (\$465,613)
  - Fire Heavy Fleet Replacement (\$1,331,416)
  - Police Cost of Service Increases (\$426,455)
  - Citation Device Maintenance (\$80,573)
  - City Hall Security (\$150,000)

## FY 2018 BUDGET DEVELOPMENT

The City of Arlington prepares its annual operating budget using sound fiscal principles and policies. We budget conservatively and ensure that our reserves are funded at appropriate levels, as defined by our adopted Financial Policies. Specifically, the requirements are one month (8.33%) of recurring General Fund expenditures in the Working Capital reserve, 3% in the Unallocated reserve, and an overall reserve level of 15%. With our additional reserves for landfill and business continuity, our current level of reserves is approximately \$50.2 million, which is \$14.1 million in excess of our required level of \$36.1 million.

# Manager's Message

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## Expenditures

The budget was built with the Council identified priorities as our primary guidance for resource allocation.

## Champion Great Neighborhoods

Creating a sense of place and maintaining a high quality of life are key components of the Champion Great Neighborhoods Council priority. Additional funding for the Arts in the amount of \$100,000 is included in the budget, as well as \$86,442 to develop and maintain new parks and \$32,309 to maintain the Entertainment District. The neighborhood matching grant program will also be strengthened by adding an additional \$142,000 in funding.

## Enhance Regional Mobility

The MAX transportation service contract will end December 31, 2017. However, the City intends to continue to meet the need and desire for transportation options through a new pilot project in the form of a demand-response rideshare service; funding of \$131,474 is included for this project. In FY 2018, funding in the amount of \$72,720 is also included for the Milo Project, the two EasyMile autonomous shuttles that provide service along off-street trails in the Entertainment District, connecting parking lots to AT&T Stadium and Globe Life Park.

In FY 2018, the Public Work Department will spend an additional \$5.5 million on contracted street maintenance throughout the City. In order to improve traffic flow throughout the city, the Department will also purchase real-time traffic system data collection and signal performance devices for \$59,250. In FY 2018, fifteen devices will be installed at major corridors throughout the city. These devices will enable real time collection of performance measures including corridor travel time, speed, approach delay, signal synchronization effectiveness, etc.

## Invest in Our Economy

**Strategic planning and targeted growth and redevelopment are instrumental to the City's success.** In FY 2018, the Community Development and Planning Department will hire a consultant to update the Downtown Master Plan (\$200,000). The Planning Department will also add two new positions for year two of their Development Process Improvements Plan (\$176,506).

In addition, the Convention and Event Services Fund will fund outside professional services (\$125,000) **to study the City's** capacity to partner with a private developer to fund and construct a hotel in the Entertainment District. The Parks Department will receive \$400,000 in funding **for the installation of Gateway Signage to implement the District's wayfinding plan** and \$200,000 for Park & Ride Lot improvements.

## Put Technology to Work

**Managing and maintaining the organization's key software and applications is an unending effort.** In FY 2018, funding for the completion of six Enterprise IT Projects was approved. The Information Technology Department was also funded \$155,521 for temporary contract staffing to supplement internal staff resources in the completion of those projects. FY 2018 Information Technology investments include:

- Software Maintenance (\$142,861)
- Department technology projects (\$1.4M):
  - Police Mobile Data Computers
  - CAD Upgrade
  - GIS Maintenance Tools Update
  - Fire EOC Video System Upgrade

# Manager's Message

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- City Website Rebuild
- Electronic Plan Review

## Support Quality Education

The Library continues to expand and grow to support the needs of the community. In FY 2018, the new Downtown Library will open. \$149,993 is included in the budget to move the library collection to its new home and restore the part-time funding that was eliminated when the old Central Library closed in late 2014.

Supporting Quality Education also means supporting the education and development of City of Arlington Staff. In FY 2018, **additional funding is included for the City's Education Assistance Program (\$50,000), a program that provides partial tuition reimbursement for employees as they seek diplomas in career applicable degree plans.**

## Other Investments

In addition to addressing the priorities, the FY 2018 Budget also includes additional funding for the day-to-day operations and maintenance of the City.

Funding for other non-public safety related issues includes \$46,200 for year three **of the City's** compensation study renewal, \$247,298 for the TMRS rate increase, and \$1 million for the Employee Wellness Clinic. \$885,000 is appropriated in FY 2018 to fund **the City's Out of Life Fleet Replacement Program. Funding is also included to review the City's Landfill lease contracts (\$25,000) and to conduct a site assessment of the City's Fleet Shop on Main Street.**

## Revenues

The housing market in the city continues to grow. During the past year, total home sales have increased slightly compared to the previous year, and the average home in Arlington sells in just under a month and a half. While increased unemployment in the energy sector has pushed the state-wide unemployment rate above the national average during much of 2017, the unemployment rate in Arlington has remained well below state and national levels. After a decade since the start of the **foreclosure crisis in 2007, Texas' foreclosure rate is relatively** low, with only one out of every 3,161 mortgaged homes in foreclosure, compared to one foreclosure out of every 1,789 homes nationally. In Arlington, the number of foreclosures has decreased from an average of 29.2 foreclosures per month in FY 2016 to an average of 20.1 foreclosures per month through the first nine months of FY 2017.

## General Fund

**The economic recovery has brought a significant increase in the General Fund's ad valorem revenues.** The July 2017 Certified Roll includes an overall growth rate of 10.0% for FY 2018; this is the second consecutive year of assessed value growth exceeding 9%, after years of stagnant or moderately growing values. We anticipate approximately 4.2% growth in sales tax revenue above our FY 2017 estimate, partially due to the termination of TIRZ4.

This budget decreases the current property tax rate to 63.98 cents per \$100 of property value, which is the second consecutive year of decreases. For FY 2018, the effective tax rate is 59.69 cents. This is the tax rate that would collect the same amount of money that the City collected last year on property that existed in both years. The average homesteaded taxable value in Arlington has increased by 10.1% over FY 2017 levels, so the average homeowner will pay slightly more in property taxes for City services than last year. The average homeowner will see an increase of about \$5.80 per month, or \$69.55 per year, in property taxes. Other revenues are relatively stable compared to last year.

# Manager's Message

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We often focus on the General Fund because of its ad valorem tax implications. However, if we look at the big picture, the City has other funds that provide critical services to our residents. These include the Water and Sewer Fund, the Convention and Event Services Fund, Park Performance Fund, Storm Water Utility Fund, Street Maintenance Fund, the Debt Service Fund, and the City's Natural Gas Funds. Working together, these funds integrate to support our overall service delivery model.

## Water and Sewer Fund

This fund covers the operation of our Water Utilities Department.

Due to capital investment increases **at both the Water Utilities'** water treatment infrastructure and Trinity River Authority's (TRA), there will be increases in both water and sewer rates. We expect this trend to continue in the coming years as TRA rehabilitates its collection system and meets more stringent regulations.

Water Utilities has reduced its controllable expenses by a total of \$850,564. The reduction consists of \$311,282 in salaries and benefits and \$539,282 in credit card fees. **Water Utilities also continues to invest in the City's infrastructure by prioritizing** and targeting water, sewer and treatment plant replacements and aligning these replacements with street renewals to minimize costs and reduce impact on residents. Water Utilities will also continue to invest in technology where possible to achieve efficiencies and reduce costs.

The water utility bill also includes the rate for the collection of garbage and drainage utility fees. As outlined in its contract, **Republic Waste Services, the City's waste contractor, is expected to raise its rates for residential customers by \$0.23** a month on October 1<sup>st</sup>.

## Convention and Event Services Fund

This fund is for the operation of our Convention Center, the Arlington Convention and Visitors Bureau, and various other **efforts to increase tourism. The Convention Center's revenues are projected to cover approximately 80%** of its recurring operating expenses. Proceeds from Hotel Occupancy Tax (HOT) and stadium rent and naming rights from AT&T Stadium provide revenue for the remaining expenses. Recent trends in this revenue source exhibit strong growth; the FY 2018 HOT revenue budget is anticipated to be 6.5% percent above the FY 2017 budget level. The FY 2018 budget includes a significant investment in infrastructure at the Convention Center **with almost \$1M included for replacement of the facility's chiller and pump system** as well as parking lot improvements and equipment for the kitchen and warehouse. Additionally, arts funding and funding for the Convention and Visitors Bureau increased by \$150,000 and \$30,000 has been added for maintenance of the Johnson Station Cemetery.

## Park Performance Fund

This fund accounts for the revenues and expenditures from the City's golf and tennis operations and other recreational activities.

Recreation program revenues in the fund have been performing better than budgeted over the last several years. However, golf revenues have experienced less growth, and are affected by weather conditions and competition from other regional courses. Significant upgrades to Chester Ditto Golf Course are underway, and the course is expected to reopen during FY 2018, which will increase golf revenues in the fund.

# Manager's Message

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## Storm Water Utility Fund

This fund was established to address the City's need to manage issues associated with storm water run-off.

In addition to continuing to invest in planned storm water projects, the Storm Water Utility Fund also includes funding for a new Environmental Compliance Officer and almost \$1M for the dredging of sediment from City owned ponds and lakes.

## Street Maintenance Fund

Voters have approved spending one-quarter cent of sales tax receipts for the maintenance, rehabilitation and repair of City streets. The recent upturn in retail activity in the City has resulted in more sales tax revenue available to support the maintenance of our street infrastructure.

## Debt Service Fund

The City incurs debt for the acquisition and construction of capital projects and must make annual payments to repay bonds previously issued. General Obligation bonds are funded wholly through a **designated portion of the City's property tax rate**, while Certificates of Obligation incorporate other funding sources as well as ad valorem taxes. The portion of the 63.98 cent tax rate per \$100 of property value included in this budget for debt service is 19.89 cents.

## Conclusion

So what does all of this mean for the average household in Arlington for the year?

- Property tax goes up by \$5.80 per month
- Water and Sewer rate increases \$4.34 per month for 9 months beginning January 1 (average residence uses about 7,000/4,000 gallons of water/sewer a month)
- Garbage rate increases 23¢ per month
- Storm Water rate increases 50¢ per month

The average resident will pay \$117.31 more per year (\$9.78 per month) for City, Water, Sanitation, and Storm Water services.

I want to thank everyone who assisted in the development of this budget. I appreciate the continued dedication to our strong financial principles and management. Thanks to the City Council for providing clear direction and oversight, and to the Council and staff for working together to develop programs that advance our priorities. Thanks also to departments who were able to identify efficiency measures and reductions that allowed us to reallocate resources to our most important priorities.

We respectfully present this budget for consideration by the Mayor and City Council and look forward to finalizing our plan of **work to serve our City's residents in FY 2018**.

Sincerely,



Trey Yelverton

City Manager

# Manager's Message

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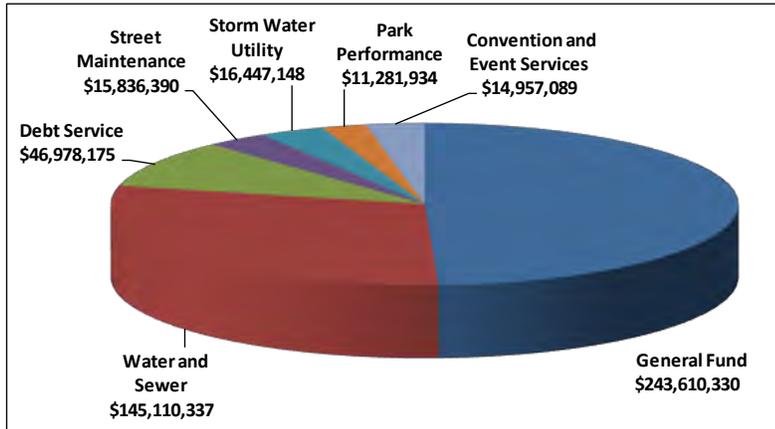


# Budget In Brief

## FY 2018 ADOPTED OPERATING BUDGET

### Revenues

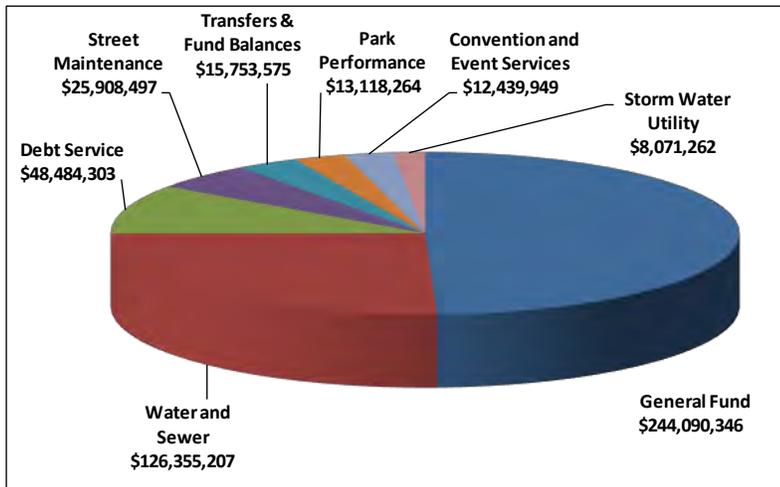
The adopted revenue total for the City in FY 2018 is \$494,221,403. The following chart shows adopted revenues for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$243,610,330	49.3%
Water and Sewer	\$145,110,337	29.4%
Debt Service	\$46,978,175	9.5%
Street Maintenance	\$15,836,390	3.2%
Storm Water Utility	\$16,447,148	3.3%
Park Performance	\$11,281,934	2.3%
Convention and Event Services	\$14,957,089	3.0%
<b>Total FY 2018 Revenues</b>	<b>\$494,221,403</b>	<b>100.0%</b>

### Expenditures

The adopted expenditure total for FY 2018 is balanced to revenues, at \$494,221,403. The following chart shows adopted expenditure levels for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$244,090,346	49.4%
Water and Sewer	\$126,355,207	25.6%
Debt Service	\$48,484,303	9.8%
Street Maintenance	\$25,908,497	5.2%
Transfers & Fund Balances	\$15,753,575	2.7%
Park Performance	\$13,118,264	3.2%
Convention and Event Services	\$12,439,949	2.5%
Storm Water Utility	\$8,071,262	1.6%
<b>Total FY 2018 Expenditures</b>	<b>\$494,221,403</b>	<b>100.0%</b>

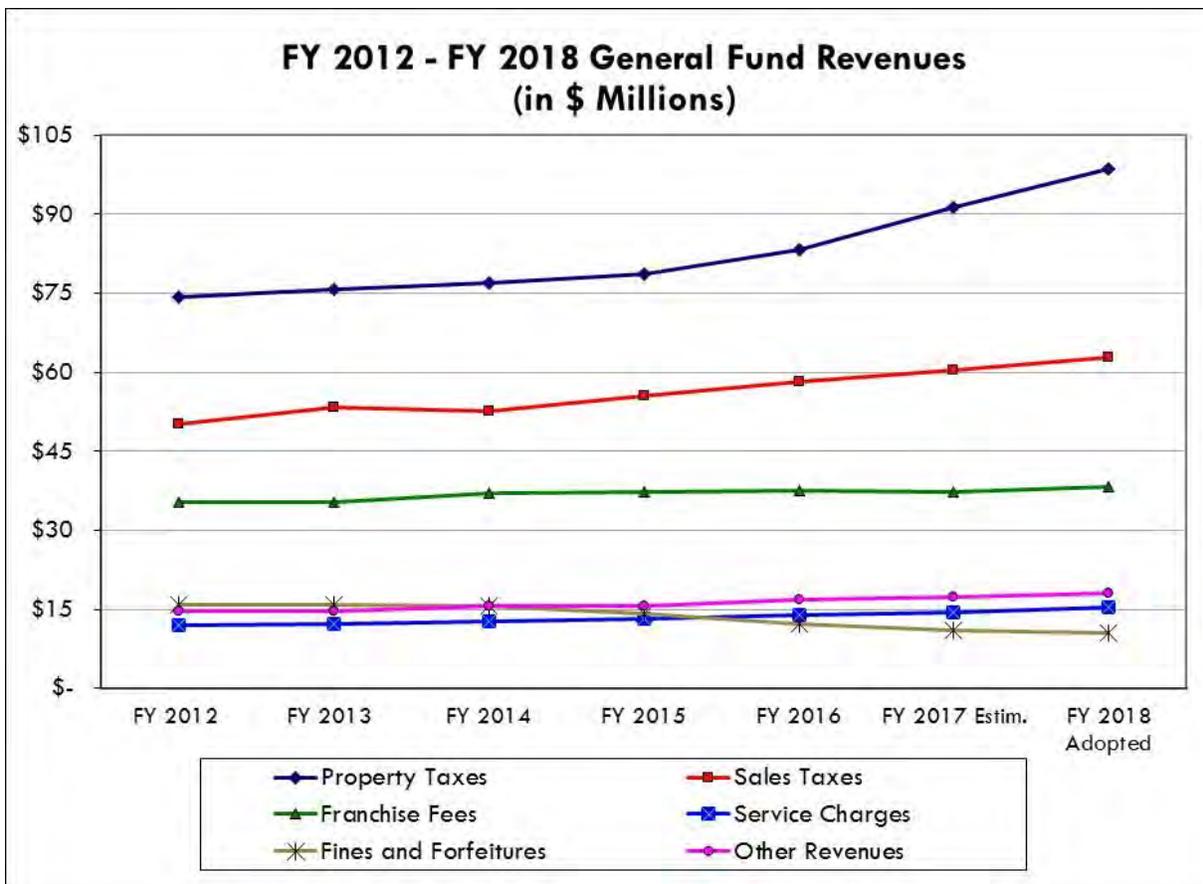
# Budget In Brief

## FY 2018 ADOPTED GENERAL FUND REVENUES

The City's revenue outlook shows steady improvement. The economic recovery has brought significant increases in the housing and construction industries, resulting in ad valorem revenue increases. Sales tax revenues show continued growth and are budgeted at 4.2% above the FY 2017 estimated amount. The assessed value of the City's property is up 10% from last year. The following table provides a summary of General Fund revenues by major category for FY 2016 Actuals, FY 2017 Estimates, and FY 2018 Adopted.

	<u>FY 2016</u>	<u>FY 2017 Estim.</u>	<u>FY 2018 Adopted</u>
Property Taxes	\$ 83,206,654	\$ 91,443,560	\$ 98,648,508
Sales Taxes	58,299,391	60,296,540	62,806,919
Franchise Fees	37,534,777	37,176,880	38,228,715
Service Charges	13,903,509	14,463,280	15,359,328
Fines and Forfeitures	12,249,184	10,984,805	10,476,449
Other Revenues	16,911,327	17,275,854	18,090,411
<b>Total Revenues</b>	<b>\$ 222,104,842</b>	<b>\$ 231,640,918</b>	<b>\$ 243,610,330</b>

Revenue projections determine the level of resources that can be allocated for programs and projects to support the City Council's goals and objectives. The revenue graph below shows continuing growth in sales tax revenues and a significant increase in property tax revenues, reflecting the continuing improvement in the housing and construction markets.



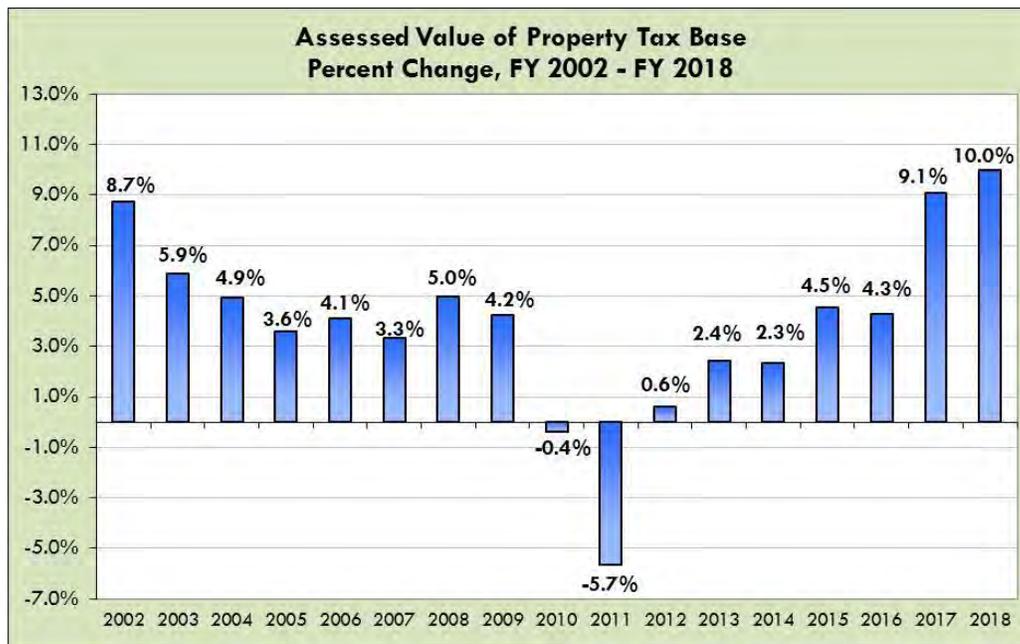
# Budget In Brief

## PROPERTY TAXES \$98.6 MILLION, 40.5% OF GENERAL FUND REVENUES

The largest single revenue source for the General Fund is the Property Tax. In FY 2018, this revenue represents 40.5% of General Fund revenues, up from 38.8% in FY 2017. The total assessed value of taxable property in the City is \$23.45 billion.

Growth in assessed property values this year is sufficiently favorable to allow for an adopted FY 2018 tax rate of \$0.6398 per \$100 of assessed value, which is 0.50 cents lower than the FY 2017 rate. **The General Fund's portion of the new property tax rate is 44.09 cents per \$100 of assessed value, which represents 68.9% of the total tax rate.** As the chart below indicates, the allocation of the property tax rate between Debt Service and the General Fund shifts **in FY 2018, with the General Fund's portion decreasing by 1.29 cents and the Debt Service portion increasing by 0.79 cents.** Overall, the property tax base grew by 10.0%, the highest growth rate in the last seventeen years and the second consecutive year of growth over 9%. This growth is primarily attributable to continued strengthening of the housing sector, with commercial and mineral properties relatively weaker. General Fund property tax revenues from this growth are anticipated to increase in FY 2018 by approximately \$7.2 million from the FY 2017 estimates.

	FY 2017	FY 2018	Increase (Decrease)
General Fund Tax Rate	45.38	44.09	(1.29)
Debt Service Tax Rate	19.10	19.89	0.79
Total Property Tax Rate	64.48	63.98	(0.50)



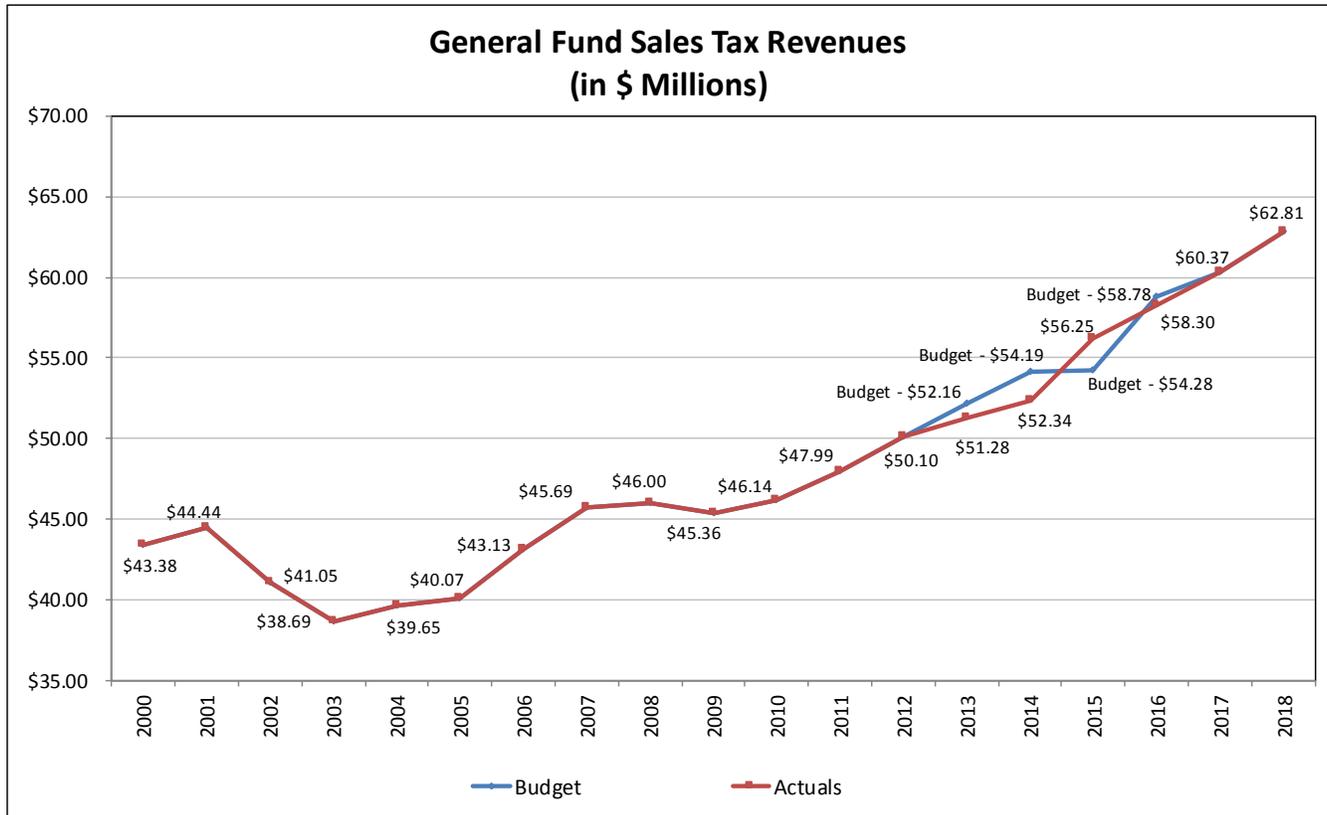
The 10.0% growth in the property tax base results in a value increase of \$2.13 billion from the certified roll received in July of last year, as reflected below

Certified Roll, July 2016	\$ 21,319,438,732
Increase in property values	<u>2,126,718,660</u>
Certified Roll, July 2017	\$ 23,446,157,392

# Budget In Brief

## SALES TAXES \$62.8 MILLION, 25.8% OF GENERAL FUND REVENUES

The City's portion of the total 8.0-cent sales tax rate is 1.75 cents. Six and one-quarter cents is retained by the state, the General Fund receives 1 cent, one-half cent provides funding to repay the City's portion of the debt on sports venues, and one-quarter cent provides funding for street maintenance. General Fund sales tax revenue for FY 2018 is projected at \$62,806,919. These taxes represent 25.8% of General Fund revenue in FY 2018, up from 25.6% in the FY 2017 budget. The following chart illustrates sales tax revenue trends during the past 19 years. The actual amount for FY 2013 has been adjusted to exclude the \$2.1 million audit payment received in March 2013.



# Budget In Brief

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## **OTHER REVENUES – \$82.2 MILLION, 33.7% OF GENERAL FUND REVENUES**

Franchise Fees are paid by utilities for the use of City streets, alleys and property in providing utility service to citizens. These revenues represent 15.7% of General Fund revenues in FY 2018, down from 17.0% in the FY 2017 budget. The electric utility pays the most in franchise fees, and is expected to pay \$12.89 million in FY 2018. Other Franchise Fees include telephone, cable television, garbage collection, and water and gas utilities.

Service Charges are collected by the City for the use of facilities or services. These include pool and recreation center fees, various inspections and reviews conducted by City personnel, and transfers from other City funds to reimburse the General Fund for services rendered. In FY 2018, these revenues represent 6.3% of General Fund revenues, down from 6.5% in the FY 2017 budget.

**Fines and forfeitures are obtained primarily from fines assessed by the City's Municipal Court.** In FY 2018, these revenues represent 4.3% of General Fund revenues, down from 5.0% in the FY 2017 budget. The decline in this category is largely attributable to a continuing trend of reductions in the number of citations issued.

Other revenue sources for the General Fund include interest, leases and rents, licenses and permits, and taxes on bingo, liquor, and criminal justice. In FY 2018, these revenues represent 7.4% of General Fund revenues, up from 7.1% in the FY 2017 budget.

## **OTHER OPERATING FUNDS**

Although each of the funds below is discussed in more detail in the following sections of the Adopted Budget, this section provides a brief financial summary for each of the City's operating funds in FY 2018.

- The Water Utilities Fund is proposing available resources (beginning balance, revenues, and net interfund transfers) of \$127.2 million and total expenditures of \$126.4 million.
- The Storm Water Utility Fund is proposing available resources of \$8.4 million and total expenditures of \$8.1 million.
- The Convention and Event Services Fund is proposing available resources of \$12.6 million and total expenditures of \$12.4 million.
- The Park Performance Fund is proposing available resources of \$13.2 million and total expenditures of \$13.1 million.
- The Street Maintenance Fund is proposing available resources of \$26.5 million and total expenditures of \$25.9 million.
- The Knowledge Services Fund (internal service fund) is proposing available resources of \$2.4 million and total expenditures of \$2.4 million.
- The Fleet Services Fund (internal service fund) is proposing available resources of \$7.3 million and total expenditures of \$7.0 million.
- The Information Technology Support Fund (internal service fund) is proposing available resources of \$14.7 million and total expenditures of \$14.6 million.
- The Communication Services Fund (internal service fund) is proposing available resources of \$10.3 million and total expenditures of \$10.1 million.
- The Debt Service Fund is proposing available resources of \$50.6 million and total expenditures of \$48.5 million.

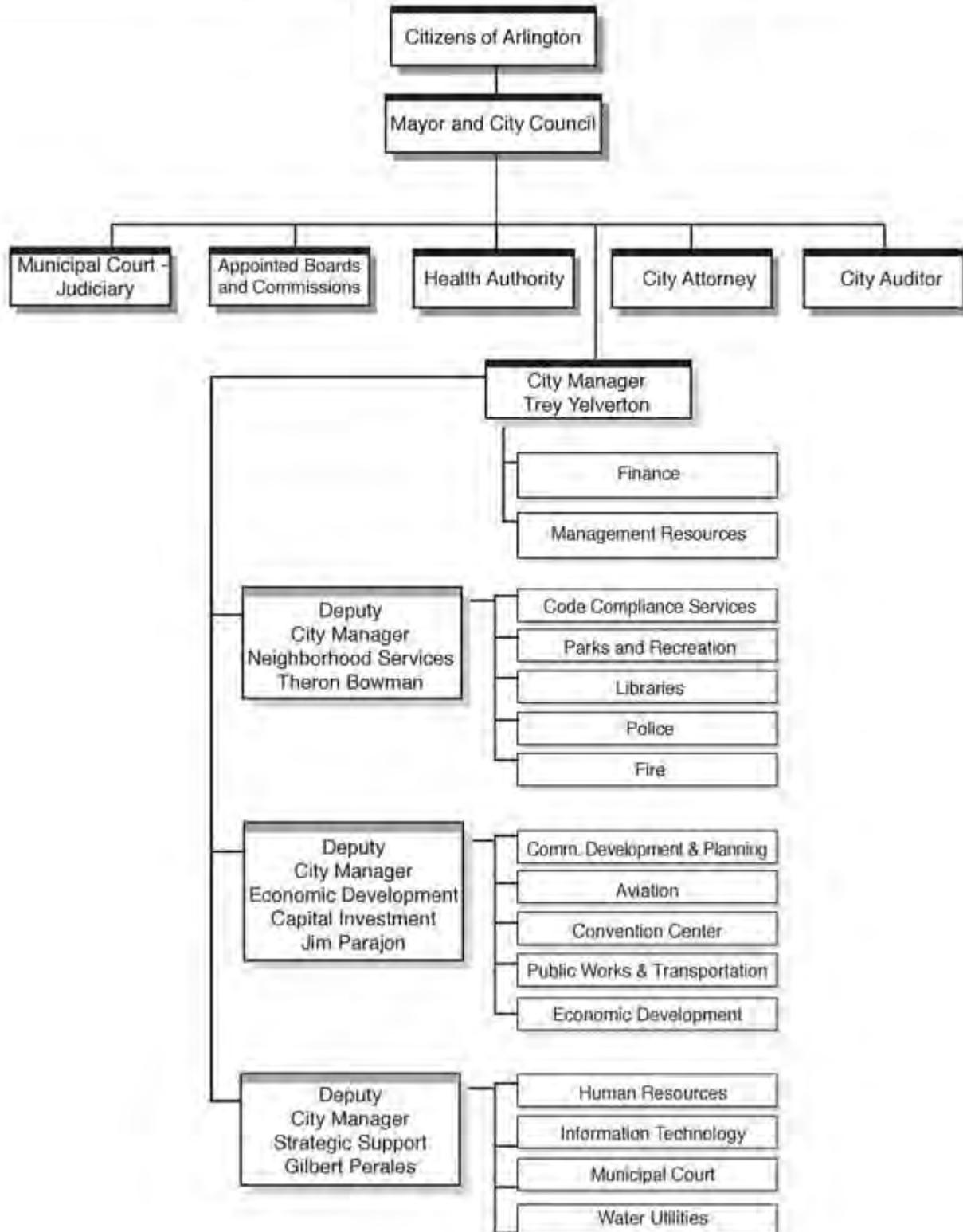
# Budget In Brief

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# Organization Chart

## City of Arlington Organization Chart



# Organization Chart

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# Business Plan

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The City of Arlington develops an annual Business Plan to highlight specific projects and activities directly reflected in the **City's Budget**. **These projects are determined by departments and the City Manager's Office, approved funding requests, and Council priorities.** The Business Plan runs on a fiscal year, beginning October first and ending September 30<sup>th</sup> of the following year.

Each spring, the Arlington City Council has a retreat to strategize on priorities for the next fiscal year based on needs within the community. These needs are determined by various means including citizen satisfaction ratings, feedback from residents and businesses, and development trends. Once Council establishes their priorities for the following year, the City as an organization develops the Budget and Business Plan to address the adopted priorities.

For FY 2018, those priorities are:

- Champion Great Neighborhoods
- Enhance Regional Mobility
- Invest in Our Economy
- Put Technology to Work
- Support Quality Education

In addition to the priorities, the City has four core service areas represented in the Business Plan:

- Culture/Education/Recreation
- Financial/Economic Development
- Infrastructure
- Public Safety

The Business Plan Projects are represented by departments in the eight categories defined above. All projects theoretically could be represented in the core service areas because all core services are represented. However, projects related directly to a Council priority are elevated to reflect the respective priority.

Scorecards for the Council priorities and the core service areas have been developed to represent the day-to-day business operations in departments. The activity measures are represented on scorecards in the back of each section in the project portion of the Business Plan.

**The Business Plan and scorecards are updated quarterly, reviewed by the City Manager's Office and provided to the City Council. They are also available on the City's website.**

# Business Plan

## SERVICE DELIVERY

One of the City's primary functions is service delivery. The following information provides a brief narrative of each department by city service team and the primary functions of the departments. Also included are some recent awards received.

## NEIGHBORHOOD SERVICES

The City of Arlington's Neighborhood Services Team consists of the following departments: [Code Compliance Services](#), [Fire](#), [Library](#), [Parks and Recreation](#), and [Police](#). The mission of the Neighborhood Services Team is to strengthen neighborhoods by providing services that maintain public safety and health, enhance livability, protect property values, and encourage responsible neighbors. Each department in the Neighborhood City Service Team provides services and resources that enhance safety, expand opportunities for recreation and culture, assist neighborhoods, or bring order to the city.



[Code Compliance Services](#) consists of Animal Services and Code Compliance working as a team with Arlington citizens, community partners and other city departments to build and protect thriving neighborhoods.

**Animal Services'** award-winning team encourages responsible pet ownership and provides for the humane care of stray and unwanted animals. Programs offered include animal care operations, pet adoptions, pet licensing, field enforcement services, bite/dangerous animal investigations and a veterinary clinic that provides health services to animals in the **shelter's care including sterilization and vaccinations**. More than 3,000 low-cost rabies vaccinations and sterilizations

were administered to community pets through partnerships with local organizations over the past year and almost 11,000 citizens were educated through community outreach programs. In FY 2017, the Kiddies Paws 2 Read summer program was created to help children learn patience and confidence to improve their skills by reading books out loud to shelter volunteers and to dogs available for adoption at the shelter. In addition to practicing reading, participants also learn about responsible pet ownership and what to do when meeting an unfamiliar animal. **Animal Services' outreach programs were enhanced by a** multitude of grants and donations during FY 2017. In May 2017, the Trap-Neuter-Release (TNR) grant awarded by PetSmart Charities in FY 2016 was extended making \$13,000 available to further support the program through January 2018. A \$1,000 grant from Best Friends Animal Society provided 200 rabies vaccinations to pets located in high-risk geographic areas inundated with stray animal complaints. The organization also donated \$4,000 to benefit the TNR program and \$4,000 for free and low-cost community events permitting pet owners to receive free vaccinations and microchips with the purchase of an Arlington pet license. Animal Services began work on the Best Friends Animal Society Points of Life grants project in preparation to become Service Enterprise Certified in FY 2018, implementing a TNR volunteer program during FY 2017. **The certification will expand the shelter's eligibility for additional** grant funding when complete. During FY 2017, Chris Huff, the Animal Services Manager, was recognized by Zeta Phi Beta Sorority, Incorporated – Omicron Beta Zeta Chapter as a 2017 Fine Womanhood Honoree at Rolling Hills Country Club for her commitment to serving the community and demonstrating attributes that define a Finer Woman. The organization works to showcase the high standards and moral character of its leaders, members and inspirational women in the community.

Code Compliance focuses on education to gain compliance with city ordinances pertaining to maintenance, sanitation, rehabilitation, conservation and safety of existing residential and commercial properties. Code Compliance Officers inspect single-family residential properties, multi-family properties, commercial properties and public swimming pools, and work closely with property owners until compliance is achieved or the case moves to the judicial process. The department also administers the Dangerous and Substandard Structures (DSS) and Graffiti Abatement programs. Compliance with City of Arlington codes helps reduce vandalism, deter crime, maintain property values, and prevent deterioration of neighborhoods. In the past year, officers completed almost 85,000 single family/commercial inspection activities, abated over 250 graffiti

# Business Plan

complaints, and closed almost 30 DSS cases. In FY 2017, Code Compliance published an interactive map on the DSS website. The new story map application features all open, active DSS cases, and a tab showcasing before and after photos of dilapidated and fire damaged properties brought into compliance. Another added feature is a link provided to the Open Data Portal where downloadable DSS data is easily accessed by the public. This enhancement actively supports the **City Council's** priority to Put Technology to Work and provides effective service delivery.

**The Fire Department** consists of Fire/Rescue Operations, Fire Prevention Inspections/EOD Services, Medical Operations/Public Health, Training, Resource Management, the Office of Emergency Management, 9-1-1 Dispatch/Public Safety Communication Services, Office of Special Events, Special Operations Groups, and Business Services. The Arlington Fire Department team's mission is to meet and exceed our community's needs and expectations by providing high quality emergency response, life safety, and community support services.



The Arlington Fire Department, Tarrant County College, and the Arlington Independent School District (AISD) collaborate to provide a two year/college credit program for high school students who wish to pursue a Firefighter/EMT career. The program allows students to graduate with a certifiable status in Basic Fire Suppression from the Texas Commission on Fire Protection (TCFP) and a National Registry EMT certification, with college credits and potential job opportunities. This initiative has served as a model for future AISD vocational credit career programs. For the 2017-2018 school year, AISD will provide funding support for a dedicated Fire Academy Officer to coordinate the program. To date, 76 students have completed the Fire Academy and ten alumni have been hired by the Fire Department.



In FY 2017, the Arlington Fire Department was challenged to respond to a wide range of community service demands beyond typical structure fires and emergency medical services. The **Department's special events team hosted a wide range of events**, including concerts by Luke Bryan, U2, Metallica, and Demi Lovato (Beauty Kind Concert); and other major events such as Monster Jam, Supercross, PBR Bull Riding and American Rodeo, Tough Mudder, and the Cotton Bowl. The National Run Survey by Firehouse Magazine ranked the Arlington Fire Department 65<sup>th</sup> in total calls among over 400 North American fire departments. The **Department's** Fire Prevention section and Explosive Ordnance Disposal (EOD) unit provided sweeps and protection for Supreme Court Justice Stephen Breyer during his visit to UTA, as well as for

other keynote speakers throughout the year; hosted and participated in Big X, a regional disaster exercise; expanded EOD presence at Globe Life Park; and hosted an Advance Electronics Course, as well as an FBI post-blast class. Several firefighters were invited to the annual conference of the Washington State Association of Fire Chiefs where they were recognized for their role in ensuring the safety of NFL Seattle Seahawks receiver Ricardo Lockette after he suffered a serious neck injury during a game against the Dallas cowboys at AT&T Stadium. Chief Don Crowson was recognized by the American Medical Association for his public service in the advancement of public health with the 2017 Dr. Nathan Davis Award for Outstanding Career Public Servant at the Local Level. During FY 2017, the department also welcomed a new **member of Fire Prevention's K9 team, a two year old, yellow Labrador retriever named Tania**; renamed the approach to Fire Station #6 in honor of Don Hogg, an Arlington firefighter for 23 years until his line-of-duty- death in 2009; held its first Physical Ability Test Open House for interested firefighter applicants at Fire Training; received delivery of a new rescue unit and new truck; completed the remodel of Fire Station #12 in southeast Arlington; and initiated construction on the new Fire Station #17 in the Viridian community.

# Business Plan

**The Library Department's** mission is to open doors to a world of ideas, information, and imagination, thereby enhancing the economic, social, and cultural vitality of our diverse community. The Library strives to meet these goals through collaboration, innovation, passion, and hard work. Library services are provided through a network of seven library facilities located strategically throughout the city. Each of these locations offers a variety of services and unique spaces such as *The LAB* at the East Arlington Branch with a focus on robotics and STEM exploration for teens. *Family Place* launched at the Southeast Branch in FY 2017. Parents and caregivers can engage in play activities with their child during workshops and Play Days to encourage learning through play. These workshops also feature local professionals who serve as resources for parents and teach strategies for healthy child development and early literacy.



The Library department is present throughout the City, sending out mobile units to areas in the community where access to services is challenging for residents. The TechLINK, a mobile computer lab containing 12 desktop computers and wireless internet service, travels throughout the city to offer computer classes, literacy programming, and public computing services. The LiteracyLiNK van continues to help build early literacy skills in young children by supporting partnerships with other organizations, especially those with the goal of minimizing the effects of growing up in poverty. Library staff offers programming, books, early literacy kits, and other materials to childcare centers, schools, and other community locations with the goal to strengthen Arlington neighborhoods.

Community relationships also provide extended access to library service and resources. A multi-year partnership with the **Arlington Independent School District continues to provide AISD students access to the Library's digital and print resources** using their student ID numbers. In FY 2017, City Council approved expanding the non-resident fee exception to all students and faculty of any educational institution with a campus in the City of Arlington. This expansion includes any licensed daycare located in the City of Arlington. The Library also collaborates with the neighboring cities of Mansfield, Kennedale, Grand Prairie, Dalworthington Gardens, and Pantego to share services and resources.



**The Library's collection of print and audiovisual materials (books, DVDs, audiobooks, music, etc.)** is supplemented by a growing array of digital services, including online language learning tools, test preparation, eBooks, eMagazines, eAudiobooks, research databases, resume and career development resources, indexed full-text newspapers and magazines, and local history and genealogy resources. New resources, such as themed based kits, are available for checkout. The enhanced Read It Again Kits and new STEM Kits are themed kits full of educational toys and games, DVDs, CDs, puppets, and books.

Available themes include favorite authors, shapes, letters, numbers, animals, dinosaurs, astronomy, anatomy, seasons and much more. Each of these kits are **themed to enhance a child's enjoyment of learning.**



# Business Plan

To further the City's FY 2017 Council Priorities to support quality education and champion great neighborhoods, the Library offers a wide array of programs for all ages, often in partnership with community educational and cultural institutions, to enhance quality of life and civic involvement, increase appreciation for the arts, and improve vocational skills for Arlington residents. A wonderful example of how people connect at the Library is the large group of enthusiastic community volunteers who gave on average 2,000 hours per month in FY 2016 to supplement services offered by library staff. Another exciting way that people connect is through the Library's innovative and engaging programs throughout the year. Library staff strives to deliver superior customer service to all library visitors. In FY 2016, 92% of surveyed library users rated the overall quality of library services as excellent.

The Library's current three-year strategic plan outlines the critical work needed to prepare for a new era of library service in Arlington. The Library's plan focuses on two primary areas: supporting education and offering experiences to empower library visitors. The "education strategy" encompasses four focus areas: Early Learning Matters, Inspiring Critical Thinkers, Creating Opportunity, and Aspiring to Excellence. The "experiences strategy" also includes four focus areas: Reading, Create.Invent.Share, Connecting our Neighborhoods, and Discovering Arlington. The revised plan frames the services and programming offered throughout the Library system between FY 2016 and FY 2018.



Progress continues on the new George W. Hawkes Downtown Library, with a targeted grand opening celebration in the 3<sup>rd</sup> Quarter of FY 2018. Also, the new East Arlington joint-use Parks & Recreation Center and Library project design phase will be completed in early FY 2018 and construction will follow. The Library Department and the citizens of Arlington will experience significant and exciting changes in library services and programming opportunities offered in the next two years as both projects reach completion and open their doors.

The [City of Arlington Parks and Recreation Department \(APRD\)](#) is dedicated to its mission of providing quality facilities and services that are responsive to a diverse community and sustained with a focus on partnerships, innovation and environmental leadership.

APRD oversees a diverse range of programs, projects and services with one thing in common: people. We work with the community to create and operate beautiful, accessible public spaces and facilities for all to enjoy. We also produce programs and events that enrich the lives of community members - culturally, socially, and physically.



With more than 4,700 acres of parks, recreation facilities, open spaces, natural trails, and playgrounds, there are many opportunities for open play and exercise in Arlington – The American Dream City.

**AWARDS AND HONORS:** For the third time in four years, Arlington Parks and Recreation was named a Gold Medal Finalist by the National Recreation and Parks Association (NRPA) as one of the top parks agencies in the country. The Gold Medal Award honors communities throughout the United States that demonstrate excellence in long-range planning, resource management and innovative approaches to delivering superb park and recreation services with fiscally sound business practices.

# Business Plan

The Arbor Day Foundation selected Arlington for its Tree City USA award (18-time honoree), while APRD was honored for the 10th time as a “Playful City USA Community” from Kaboom! Inc., in 2017.

APRD’s marketing team earned the 2016 Marketing Excellence Award from the Texas Recreation and Park Society (TRAPS), while the department received three regional awards at the 2016 TRAPS North Region Conference including the Arts & Humanities Programming Achievement Award (Entertainment District Sculpture Trail), Lone Star Programming Award (Yappy Hour Dog Walk) and the Recreation Professional of the Year (Courtnei Anderson).



Arlington Parks took home five awards and recognition from the Texas Amateur Athletic Federation (TAAF) in September.

APRD became a nationally accredited agency in 2014 through the Commission for Accreditation of Park and Recreation Agencies. The department has also received numerous national, state, and regional awards in recent years.

**The Police Department’s** (APD) commitment to its community-based policing philosophy is at the core of the department’s vision, “Service Before Self, Honor Above All”. APD’s operations are based on five strategic foundations that guide both sworn and professional staff: Procedural Justice, Organizational Diversity, Training and Employee Development, Excellence in Execution, and Community Engagement. As such, APD goes above and beyond in providing services to the citizens of Arlington through a multi-year strategy aimed at excellence in all the Department’s activities.



APD continues to form and strengthen meaningful relationships with the citizens through a geographic-policing model and several community oriented activities. The essence of the relationship is captured by various types of activities, from being national leaders in the National Night Out, to engaging youth in Coach 5-0 or R.E.A.C.H. (REjuvenating Arlington Creating Hope). APD’s programs are aimed at engaging the diversity of our city as demonstrated by programs such as Hometown Recruiting, PAL (Police Active League) camp, and even

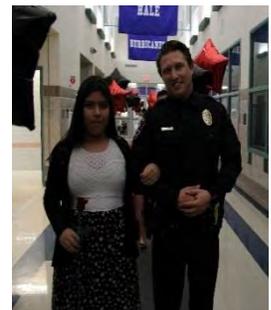


pet friendly initiatives as the Dog Walker Program. APD’s bond with the community is furthermore reinforced by the many volunteers that help the department every day through a variety of volunteering opportunities.

APD’s promise to transparency and accountability will benefit from the deployment of Body Worn Cameras that will improve public and department accountability by bringing a state-of-the-art recording technology in the daily operations of our field officers. Additionally, APD continues its efforts

in improving the workload and efficiencies in Open Records Requests to allow better information sharing with our citizens.

APD recognizes the potential of utilizing many different modes of communication to reach Arlington’s diverse population. Targeted at keeping citizens engaged and informed, the department produces video products and is active on several social media channels with up-to-date information.



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The department also publishes the newsletter “On Call”, which is distributed every month to thousands of readers both in paper and digital formats.

In conformity with evidence-based policing philosophy and State requirements, APD is transitioning to the National Incident Based Reporting System (NIBRS) for a more detailed collection and elaboration of crime related statistics. The impact of NIBRS will positively resonate in both crime analysis and predictive policing.

Consistent with the department’s high expectations, APD will continue its compliance with the Commission on Accreditation for Law Enforcement (CALEA), a national accreditation the department proudly holds since 1989.

## ECONOMIC DEVELOPMENT AND CAPITAL INVESTMENT

The City of Arlington’s Economic Development and Capital Investment City Service Team consists of the following departments: [Aviation](#), [Community Development and Planning](#), [Convention Center](#), [Economic Development](#), and [Public Works and Transportation](#). The mission of the Economic Development and Capital Investment City Service Team is to strengthen Arlington’s competitive future by creating a community environment and customer service spirit that attracts new residents, consumer spending, quality investment, and job creation led by the private sector, and to ensure that all development and construction activities for capital programs in the city meet the current and future needs of the community.

The **Aviation Department** operates Arlington Municipal Airport, a full-service general aviation airport owned by the City of Arlington. The facility is designated as a Reliever Airport, providing corporate, cargo, charter and private aviation an alternative to DFW Airport and Love Field. Runway 16/34 is 6,080 ft. long by 100 ft. wide, with an east and west parallel taxiway. Air Traffic Control is provided through the FAA’s Federal Contract Tower program. The Airport has approximately 250 based aircraft and 22 businesses onsite, including Bell Helicopter Textron, Van Bortel Aircraft, Inc. and AgustaWestland. The Airport terminal building (LEED Gold certified) houses Airport Operations and seven businesses. Fifty-six T-hangars, one commercial hangar, and 52 tie-downs are also owned and leased by the Airport.



The **Community Development and Planning Department** strives to make Arlington a premier City by engaging in visionary planning, building vibrant neighborhoods, and serving our residents, businesses, and visitors. This is accomplished by guiding development and redevelopment activities to ensure adequacy of infrastructure, proper governance of land uses, and sound construction of buildings and structures. The department is centered on three key areas –**Development Services, Strategic Planning, and Housing**. The “**One Start Development Center**” reviews applications, issues permits, and performs inspections for the construction of infrastructure, commercial and residential

buildings, platting, zoning, gas well drilling, streetscape, certificates of occupancy, food establishments, and child care centers. The Strategic Planning Division focuses on a wide range of planning activities including comprehensive and special plans, transportation planning, neighborhood planning, design standards, research and analytics, and targeted studies to guide sustainable growth in the city. The Strategic Planning Division also administers federal grants including Community Development Block Grants, HOME Investment Partnerships Program, and the Emergency Solutions Grant. These grant funds benefit low- and moderate-income citizens in Arlington by supporting neighborhood infrastructure,



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assisting first-time homebuyers, providing shelter and services for adults and children experiencing homelessness, and working with non-profits to construct new, energy-efficient affordable housing. The Real Estate Services group is responsible for property acquisitions required for roadway and public infrastructure improvement projects and mineral leasing activities associated with City owned properties. The Arlington Housing Authority (AHA) is responsible for the management and operation of federal and state grants. AHA services include rental housing assistance, housing rehabilitation, weatherization assistance, homebuyer assistance, and transitional housing for the homeless. The AHA provides affordable housing for more than 3,000 families.



As part of the effort to Champion Great Neighborhoods, the Grants Management team collaborated with housing professionals and other City departments to host the 2<sup>nd</sup> Annual Homeownership Fair. Nearly 400 individuals attended this year's event, held on June 24, 2017 at the Arlington Convention Center. Attendees left with information about the home-buying process in Arlington, fair housing, down-payment and closing cost resources, and how to maintain a home. The event was family-friendly and included a children's play area with Home Depot's build-a-birdhouse, Parks Department's indoor tennis, and Arlington Library's Imagination Playground.

The [Arlington Convention Center](#) is organized into divisions consisting of Administration, Event Services, and Facility Operations. The department also administers the City's contract with the Arlington Convention and Visitors Bureau (ACVB). The Convention Center facility offers a 50,000 square-foot Exhibit Hall, a 30,000 square-foot Grand Hall ballroom, and 8,500 square-feet of meeting space. Catering and audio/visual services are available to accommodate small and large groups for conventions, public shows, trade shows and conferences, meetings, and special events. Located in the Entertainment District, the Center is close to Globe Life Park (Rangers), AT&T Stadium (Cowboys), Six Flags, and Hurricane Harbor, and is easily accessible from I-30.



The Convention Center and ACVB's partnership is in place to better help the City increase tourism and promote attractions and events. ACVB's mission is to market Arlington as a premier destination for business travel as well as entertainment. Sales efforts focus on increasing the number of bookings that utilize the Arlington Convention Center, continue to grow hotel room demand, increase occupancy throughout the city, and to further develop the amateur sports markets. ACVB will also continue in efforts to expand the City's profile through the promotion and marketing of special events such as Christkindl Market, Art on the Greene, Frame 4 Frame, Texas Scottish Festival, Light Up Arlington, and Arlington Centerstage Music Festival.

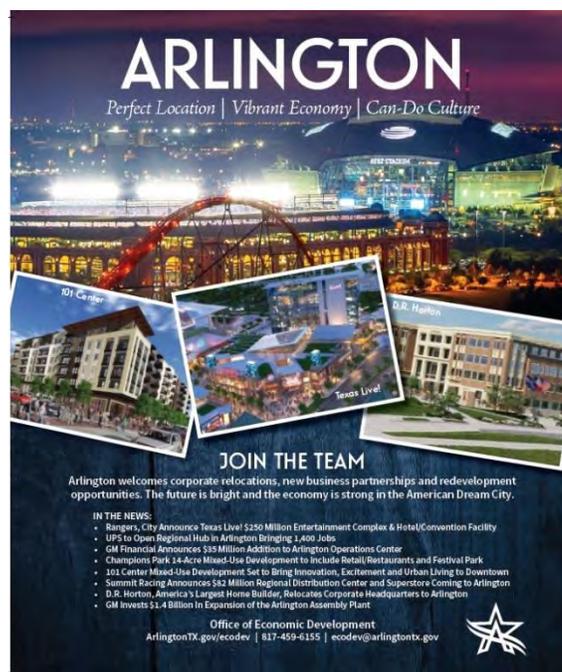


The [Office of Economic Development \(OED\)](#) focuses on attracting, expanding and retaining businesses and creates investment opportunities through public and private partnerships. Through these partnerships, the OED implements strategies that stimulate investment and enhance development and redevelopment opportunities within the community, ultimately contributing to a collaborative spirit that attracts new residents, consumer spending, quality investment and job creation.

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The Economic Development Strategy, first implemented in 2015, continues to **guide the Office's recruitment, retention, marketing and outreach efforts**. FY 2018 will bring continued focus on the target industry segments that represent prime opportunities for Arlington – aerospace, automotive, professional and business services, medical devices, and industrial machinery/manufacturing. Through targeted recruitment and retention efforts, enhanced marketing, foreign direct investment promotion, and a continued focus on transformative redevelopment, the OED will position its economic development program to capitalize on **the city's strengths and opportunities**.

In FY 2017, the City achieved many economic development successes resulting in significant capital investment and recognition. General Motors celebrated the groundbreaking of the Arlington Automotive Logistics Center, a \$250 million redevelopment project that will bring hundreds of new jobs to the City. City Council approved incentives for a regional hub for United Parcel Service (UPS) set to open in early 2019 and bring an estimated 1,400 full-time jobs to Arlington. The Entertainment District remained in the spotlight with the announcement of Live! by Loews, a 300-room hotel and convention center in the Texas Live development. The Great Southwest Industrial District (GSW) remained a location of interest for businesses and became increasingly popular for development and redevelopment projects. Development projects have continued to grow in Arlington. Champions Park **recently announced that new restaurants will be joining the development including Torchy's Taco's, Halal Guys, Urban Bricks Pizza Company and The Social House**. Arlington Commons announced the completion of the apartment development's first phase, The Roosevelt, and is set to open in October.



The City received a number of accolades in FY 2017 related to its economic development efforts. The Dallas Business Journal named Arlington as the #1 "Top Economic Development Agency" in the DFW Region. Area Development Magazine ranked Arlington's GM Financial as one of the top Large Job-Creating Projects of the Year in 2016 for the 2017 Gold & Silver Shovel Awards, and Site Selection ranked Arlington in the Top 10 Metro Areas for Top New and Expanded Facilities in 2016 (metros with a population over 1 million). With all the recent capital invested, the booming job market, and the exponential growth of UTA, there's a lot to be excited about in 2018.

The **Public Works and Transportation Department** has the following divisions: Business Services, Construction Management, Construction Services, Engineering Operations, Environmental Compliance and Education, Facility Services, Fleet Administration, Floodplain Management, Information Services, Operations Support, Solid Waste and Recycling, Stormwater Engineering, Stormwater Operations, Street Maintenance, Traffic Engineering, and Traffic Operations. These divisions function together to design, build, and maintain street and drainage infrastructure, public buildings and other assets. The Department is responsible for mobility optimization through traffic engineering and technological innovation, and provision of signals, street lights, and regulatory signs and markings. Public Works and Transportation staff manage and maintain fleet, fuel, and facilities for the City enterprise utilizing an asset management system. In FY 2017, the Department let approximately \$51 million in new street, stormwater, facility construction, and street maintenance projects. Additionally, the Street Maintenance Sales Tax generated approximately \$15 million.

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(Helen Wessler Park Cottonwood Creek - Before)

Stormwater Management partnered with the Parks and Recreation Department and Arlington Independent School District to construct the Helen Wessler Park Creek Restoration project. Significant erosion created a safety hazard for children in the park and school playground. The City installed a new storm drain inlet and extended pipes to the bottom of the creek to prevent localized erosion.

Approximately 750 linear feet of eroded creek bank was then backfilled, compacted, reinforced with geotextiles, and protected with new grass sod. After the erosion repairs were completed, an 80-foot pedestrian bridge was installed to allow for a safe route to school across the creek.

Public Works and Transportation's commitment to carrying out City Council's priority of enhancing regional transportation was demonstrated by the completion of three major corridor reconstruction projects in FY 2017.

Abram Street from SH360 to the East City Limits was rebuilt and widened from a 4-lane divided roadway to a 6-lane divided concrete roadway. Improvements included renewals of storm drain, water and sanitary sewer facilities; new sidewalks, streetlights; median landscaping; and roadway markings.

Stadium Drive from Abram Street to Division Street was rebuilt and widened from a 4-lane undivided roadway to a 6-lane divided concrete roadway. Improvements included a Quiet Zone crossing at the Union Pacific Railroad; a hike and bike trail; renewal of storm drain, water and sewer facilities; streetlights; markings; and sidewalks, median and parkway landscaping.

Abram Street from Collins Street to Stadium Drive was a rebuild of a 5-lane undivided roadway. Improvements included an enhanced bridge over Johnson Creek; enhanced intersection at Collins Street; median & parkway landscaping; sidewalks with enhanced landscaping; streetlights; traffic signals; and renewal of storm drains, water and sanitary sewer facilities.



(Helen Wessler Park Cottonwood Creek - After)

## STRATEGIC SUPPORT

The City of Arlington's Strategic Support City Service Team consists of [Information Technology](#), [Municipal Court](#), [Human Resources](#), and [Water Utilities](#). The mission of the Strategic Support Team is to embrace the City's vision of being a pre-eminent city by dedicating resources to partner with customer departments.



The [Information Technology Department](#) consists of Business Analysis, Project Management and Governance, Geographic Information System, WEB Development Services, Software Services, Information Security, Communication Services, Network Services, and Customer Support. The Department is a vital partner with all City departments to provide quality services through the innovative use of technology. IT provides network infrastructure stability, assistance with technology requests and purchases, system upgrades, management of technology security, and customer service for many varied software and hardware issues. The Information Technology Department strives to provide quality customer service to all

# Business Plan

departments within the City of Arlington organization.

The **Municipal Court** handles payments for citations, court appearances for teens and adults, jury service requirements, and management of revenues from fines. The court strives to improve customer service through advanced technology such as our new online records search. The records search allows a defendant to verify a court date or balance owed without having to call or come to the court. The court also recently upgraded the courtroom recording equipment from analog to digital, which has audio and video capabilities. The Arlington Municipal Court received the Traffic Safety Initiative award in the large court category for the fourth consecutive year.



The **Human Resources Department** consists of Employee Operations, Employee Services, Workforce Investment, and Risk Management. This Department is an organizational conduit to recruit, develop and retain quality employees and volunteers that are the foundation for building a thriving community. These human assets deliver our core services in alignment with Arlington values. Human Resources is also charged with minimizing organizational and community risk. In previous years, this department has received awards for wellness programming, volunteer coordination, training and staff development, and drug and alcohol programs. Recently, Human Resources was recognized for the implementation of a Tenant User Liability Insurance Policy program, migration of the human resources information system host vendor, employee appreciation week, and the National Safety Council Texas Employer Traffic Safety Exemplary Award.



The Arlington **Water Utilities Department** ensures safe, high-quality drinking water throughout the city. Divisions in the department include Customer Care and Business Services, Operations, Treatment, and Engineering and Support Services. The divisions are supported by the Administration, Financial Services, and Communications staff. Key tasks include water storage tank management, water and sewer line construction and maintenance, and water conservation initiatives. The department has increased the effectiveness of its conservation efforts in recent years through public awareness education; full time, proactive leak detection; accelerated replacement of water pipes; and optimization of water usage during the treatment process. Arlington is a water

industry leader in its use of technologies such as pre-chlorinated pipe bursting to replace aging water mains and multi-sensor robots that examine large-diameter pipes for defects. The Water Utilities Department has received several awards, including the Best Tasting Surface Water TWUA State Award 2014 and 2015, AMWA Gold Award for Exceptional Utility Performance, and the 2013 TAWWA/WEAT Workforce Development Award. In fiscal year 2016, the department received a \$300,000 federal grant for its WaterSMART program that includes leak detection, smart metering and customer conservation education. The Department was recognized as a founding member of the Water Research Foundation, as well as, a Game Changer by the American Society of Civil Engineers for its large diameter sanitary sewer assessment. The Department also embarked on a \$14 million, multi-phase upgrade of its water treatment plants and entered into an agreement to sell drinking water to Bethesda Water Supply Corporation. Recently, the Texas Water Development Board also awarded the Water Utilities Department an \$826,861 Green Grant.



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## FINANCE AND MANAGEMENT RESOURCES

The **Finance Department** provides support and information to assist the City Manager and the Mayor and City Council in management decision-making. The department facilitates the development and tracking of the City's business plan and performance-based budget and acts as a strategic partner with departments to provide financial expertise and guidance with City-wide impact. The department is also responsible for preparing the City's Comprehensive Annual Financial Report, processing payments to City vendors, preparing City payroll, procuring goods and services, monitoring consolidated tax collection efforts, and directing the City's cash and debt portfolio management activities. Divisions in the department include Administration, Accounting, Purchasing, Treasury Management, Payroll/Payables, and the Office of Management and Budget. The Office of Management and Budget has received the Distinguished Budget Presentation Award for the past 30 years. The Accounting Division received the Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 38<sup>th</sup> time and became the third Municipality to be awarded all five of the State Controller's Traditional Finance Transparency Stars, and the Purchasing Division received the Achievement for Excellence in Procurement Award for the fourteenth consecutive year.

The **Management Resources Department** has divisions in Executive Support, City Secretary's Office, Vital Statistics, Office of Communications, Action Center, Intergovernmental Relations and Knowledge Services. Due to the varying types of work, Management Resources collaborates with various City departments through communication efforts, open records requests, customer service, intergovernmental relations, City Council agenda management, legal postings, revenue enhancement, records management and managing special projects. The department also directly serves the City Manager's Office and the Office of Mayor and Council. The Management Resources Department not only facilitates work across



departments to enhance cooperation within the organization, but also takes the lead in connecting City government to Arlington's residents through City Council meetings, on-line and social media, answering calls from residents on a variety of topics and telling the story of the work that the organization does. The City's Intergovernmental Relations Division is primarily responsible for developing state and federal legislative agendas, monitoring legislation and activities, and managing the City's state and federal lobbyists. The department also manages resources such as printers and copiers throughout the organization with the goal of improving work efficiencies and effectiveness.

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Champion Great Neighborhoods																					
Goal 1: Foster Healthy and Attractive Neighborhoods																					
Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes																					
Project		Performance Measure(s)	City Service Team (Department)																		
CGN 1.1.1	Code Compliance – Neighborhood Inspections	Increase voluntary compliance	Neighborhood Services (Code Compliance)																		
<p><b>Summary:</b></p> <p>Property owners with a high standard of property upkeep and maintenance lead to property value growth, and these standards become the neighborhood norm. Conversely, neighborhoods exist within the City that are impacted by higher code violations. As the broken window theory stipulates, as nuisance conditions become the norm for a neighborhood, nuisance conditions become more widespread. During FY 2018, Code Compliance will utilize GIS code violation density analysis in order to identify at-risk neighborhoods. Staff will conduct windshield surveys of the neighborhoods, identify non-compliant properties, provide educational materials and information on applicable codes, perform inspections and develop partnerships with organizations that provide assistance to residents facing hardship in order to increase voluntary compliance.</p>		<table border="1"> <thead> <tr> <th>Milestones</th> <th>Estimated Completion</th> <th>Percent Completed</th> </tr> </thead> <tbody> <tr> <td>Analyze maps and identify at risk neighborhoods, select areas of project focus, take before photos</td> <td>10/31/2017</td> <td></td> </tr> <tr> <td>Perform 1<sup>st</sup> round initial inspections</td> <td>11/30/2017</td> <td></td> </tr> <tr> <td>Monitor for 90 days after 1<sup>st</sup> round</td> <td>2/28/2018</td> <td></td> </tr> <tr> <td>Perform 2<sup>nd</sup> round initial inspections</td> <td>3/31/2018</td> <td></td> </tr> <tr> <td>Collect, review and compare data, take after photos</td> <td>4/30/2018</td> <td></td> </tr> </tbody> </table>		Milestones	Estimated Completion	Percent Completed	Analyze maps and identify at risk neighborhoods, select areas of project focus, take before photos	10/31/2017		Perform 1 <sup>st</sup> round initial inspections	11/30/2017		Monitor for 90 days after 1 <sup>st</sup> round	2/28/2018		Perform 2 <sup>nd</sup> round initial inspections	3/31/2018		Collect, review and compare data, take after photos	4/30/2018	
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Goal 1: Foster Healthy and Attractive Neighborhoods																					
Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes																					
Project		Performance Measure(s)	City Service Team (Department)																		
CGN 1.1.2	Code Compliance – First Time Offender Program	Perception of neighborhood problems related to property cleanliness/maintenance	Neighborhood Services (Code Compliance Services)																		
<p><b>Summary:</b></p> <p>During FY 2018, Code Compliance plans to improve the quality of neighborhoods by increasing property maintenance education to residents who have received citations. This educational program option is intended to provide long-term educational opportunities for eligible residents, in lieu of paying a fine related to the issuance of a citation. Elements of the new program will include: Recognizing common property code violations, animal codes, property maintenance, introduction to Code Rangers and an introduction to the Ask Arlington mobile application.</p>		<table border="1"> <thead> <tr> <th>Milestones</th> <th>Estimated Completion</th> <th>Percent Completed</th> </tr> </thead> <tbody> <tr> <td>Create class content and materials</td> <td>12/1/2017</td> <td></td> </tr> <tr> <td>Update court and pre-trial forms; establish class schedule, pre-trial coverage; instructor rotation</td> <td>7/01/2017</td> <td></td> </tr> <tr> <td>Implement class availability at Municipal Court Pre-Trial</td> <td>9/30/2017</td> <td></td> </tr> <tr> <td>Hold first FTO Class</td> <td>11/30/2017</td> <td></td> </tr> </tbody> </table>		Milestones	Estimated Completion	Percent Completed	Create class content and materials	12/1/2017		Update court and pre-trial forms; establish class schedule, pre-trial coverage; instructor rotation	7/01/2017		Implement class availability at Municipal Court Pre-Trial	9/30/2017		Hold first FTO Class	11/30/2017				
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Goal 2: Expand and Enhance the City's Image																							
Objective 1: Promote Community Engagement																							
	Project	Performance Measure(s)	City Service Team (Department)																				
CGN 2.1.1	City-wide Volunteer Recruitment Expansion	Volunteer Service Hours	Strategic Support (HR and Court), Neighborhood Services (Library, Parks, Police, and Fire), Economic Development and Capital Investment (CDP), and Management Resources																				
<p><b>Summary:</b> Volunteerism and community engagement play a vital role in the success of an organization. In FY 2018, the City will continue to increase volunteer levels to support service delivery and engage residents.</p> <p>Below are the key components of the program:</p> <ul style="list-style-type: none"> <li>• Continue volunteer orientation and actively recruit new volunteers</li> <li>• Train, support, and acknowledge volunteers to encourage long term volunteering</li> <li>• Create additional activities and leadership opportunities, thereby creating a self-sustaining program similar to Animal Shelter and the Police Department</li> <li>• Maximize awareness of the benefits of volunteers to City employees</li> <li>• Initiate a volunteer growth program that helps distinguish different levels of volunteers</li> </ul>		<p style="text-align: center;"><b>Volunteer Hours</b></p> <table border="1"> <caption>Volunteer Hours Data</caption> <thead> <tr> <th>Quarter</th> <th>FY 2016</th> <th>FY 2017</th> <th>FY 2018</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>28,000</td> <td>26,000</td> <td></td> </tr> <tr> <td>2nd Qtr</td> <td>29,000</td> <td>28,000</td> <td>29,000</td> </tr> <tr> <td>3rd Qtr</td> <td>42,000</td> <td></td> <td></td> </tr> <tr> <td>4th Qtr</td> <td>34,000</td> <td></td> <td></td> </tr> </tbody> </table>		Quarter	FY 2016	FY 2017	FY 2018	1st Qtr	28,000	26,000		2nd Qtr	29,000	28,000	29,000	3rd Qtr	42,000			4th Qtr	34,000		
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CGN	Project	Performance Measure(s)	City Service Team (Department)															
2.1.2	Community Engagement	<ul style="list-style-type: none"> <li>APD Volunteer Hours</li> <li>Virtual Neighborhood Participation</li> <li>ACAPP/Citizen Police Academy Graduates</li> </ul>	Neighborhood Services (Police)															
<p><b>Summary:</b></p> <p>The Police Department's main goal is to provide public safety service to the Arlington community. This goal can only be achieved through key collaboration with residents and business partnerships. Local volunteer groups work closely with the department to achieve this goal. These groups include Community Watch Groups, Citizen Patrol groups, Citizen Police Academy graduates, COPS mobile members, and Arlington Clergy and Police Partnership graduates. The department also relies on local business alliances, apartment managers, and youth mentoring programs to serve as crime deterrents and offers opportunities for community involvement. These partnerships provide positive interactions and enhance trust between the public and the department. Continued communication and interaction with the community are crucial to establish genuine relationships to resolve issues within our community.</p>		<p><b>Volunteer Hours</b></p> <table border="1"> <caption>Volunteer Hours Data</caption> <thead> <tr> <th>Quarter</th> <th>FY 2017</th> <th>FY 2018</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>~26,000</td> <td>~27,000</td> </tr> <tr> <td>2nd Qtr</td> <td>~27,000</td> <td>~28,000</td> </tr> <tr> <td>3rd Qtr</td> <td>-</td> <td>-</td> </tr> <tr> <td>4th Qtr</td> <td>-</td> <td>-</td> </tr> </tbody> </table>		Quarter	FY 2017	FY 2018	1st Qtr	~26,000	~27,000	2nd Qtr	~27,000	~28,000	3rd Qtr	-	-	4th Qtr	-	-
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Objective 1: Promote Community Engagement															
CGN	Project	Performance Measure(s)	City Service Team (Department)												
2.1.3	Neighborhood Matching Grant Program	Citizen perception that Arlington provides an exceptional quality of life	Economic Development and Capital Investment (CDP)												
<p><b>Summary:</b></p> <p>The goal of the Neighborhood Matching Grant (NMG) Program is to provide financial support for resident and community-based programs and activities that foster civic pride, enhance and beautify neighborhoods, and improve neighborhood vitality and participation. The program benefits the City of Arlington by making neighborhoods more attractive, raising the level of community pride, increasing civic participation by residents, and encouraging collaboration and formal organization of and among neighbors, neighborhoods, and city government.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Issue Call for Projects</td> <td>Nov. 2017</td> <td></td> </tr> <tr> <td>Council Approval of Grants</td> <td>May 2018</td> <td></td> </tr> <tr> <td>Substantial Completion of Grant Projects</td> <td>Apr. 2019</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Issue Call for Projects	Nov. 2017		Council Approval of Grants	May 2018		Substantial Completion of Grant Projects	Apr. 2019	
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	Project	Performance Measure(s)	City Service Team (Department)																		
CGN 2.1.4	Service Enterprise Certification	Increase Volunteer Service Hours	Neighborhood Services (Code Compliance)																		
<p><b>Summary:</b></p> <p>Volunteers play an essential role in the success of the shelter. The volunteers provide assistance to staff and the public with tasks, such as kennel cleaning, animal socialization and running Meets and Greets. They also help with more intricate responsibilities such as working at off-site adoptions, taking photographs for the website, offering Grief Sessions to the public, and fostering.</p> <p>During FY 2017, Animal Services began work on the Points of Life grant project for the purpose of applying and becoming Service Enterprise Certified during FY 2018. Cities that operate as a certified Service Enterprise effectively address the needs of the community and better utilize and leverage volunteers and their skills, thus achieving an effective volunteer management model. During FY 2018, the department plans to: 1) complete all steps on the action plan created in FY 2017, 2) complete the application process to become Service Enterprise Certified and 3) increase the recruitment of skilled volunteers.</p>		<p><b>Animal Services Volunteer Hours</b></p> <table border="1"> <caption>Animal Services Volunteer Hours Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Volunteer Hours</th> </tr> </thead> <tbody> <tr> <td>FY 2011</td> <td>5,000</td> </tr> <tr> <td>FY 2012</td> <td>11,000</td> </tr> <tr> <td>FY 2013</td> <td>13,500</td> </tr> <tr> <td>FY 2014</td> <td>14,000</td> </tr> <tr> <td>FY 2015</td> <td>13,500</td> </tr> <tr> <td>FY 2016</td> <td>12,500</td> </tr> <tr> <td>FY 2017</td> <td>12,500</td> </tr> <tr> <td>FY 2018</td> <td>12,500</td> </tr> </tbody> </table>		Fiscal Year	Volunteer Hours	FY 2011	5,000	FY 2012	11,000	FY 2013	13,500	FY 2014	14,000	FY 2015	13,500	FY 2016	12,500	FY 2017	12,500	FY 2018	12,500
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Objective 1: Promote Community Engagement													
	Project	Performance Measure(s)	City Service Team (Department)										
CGN 2.1.5	Community Connections	Contact Hours for Community Connections	Neighborhood Services (Library)										
<p><u>Summary:</u></p> <p>Community relationships play a vital role in the success of the Library Department and the City. In FY 2018, the Library Department will formalize community connection expectations for various staff positions to emphasize the importance of engaging with citizens and organizations outside the library building. It is important for library staff to create and nurture relationships to better understand and meet community's needs. Library staff will act as advocates to communicate Library and City resources.</p>		<p><b>Community Contact Hours</b></p> <table border="1"> <caption>Community Contact Hours Data</caption> <thead> <tr> <th>Quarter</th> <th>Contact Hours</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td></td> </tr> <tr> <td>2nd Qtr</td> <td></td> </tr> <tr> <td>3rd Qtr</td> <td></td> </tr> <tr> <td>4th Qtr</td> <td></td> </tr> </tbody> </table>		Quarter	Contact Hours	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr	
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Goal 2: Expand and Enhance the City's Image																		
Objective 2: Develop a Sense of Place																		
Project		Performance Measure(s)	City Service Team (Department)															
CGN 2.2.1	Greening of the Oaks	Project Completion	Neighborhood Services (Parks)															
<p><u>Summary:</u></p> <p>The Greening of the Oaks is a green initiative to plant trees along the main thoroughfare, Green Oaks Blvd that surrounds the majority of The City of Arlington.</p> <p>Shaded thoroughfares are not only more physically comfortable but also psychologically more attractive. An abundance of trees, "says something," about a community that makes it more appealing to newcomers as well as residents. Trees clean our air and water, reduce storm water runoff and erosion, provide shade, they also assist in reducing heat island effects, energy consumption and energy costs, and increase economic development.</p> <p>This program will require a comprehensive approach including locating areas void of trees and/or irrigation, prioritizing these areas, developing budgets and implementation schedules, and installing irrigation and plantings. It is anticipated the planning portion will be complete during FY 2018, to allow for Fall planting of the first phase in early FY 2019.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Completion</th> <th>% Complete</th> </tr> </thead> <tbody> <tr> <td>Site inventory</td> <td>Feb. 2018</td> <td></td> </tr> <tr> <td>Priority analysis</td> <td>Apr. 2018</td> <td></td> </tr> <tr> <td>Budget and schedule development</td> <td>June 2018</td> <td></td> </tr> <tr> <td>Preparation for initial phase implementation</td> <td>Aug. 2018</td> <td></td> </tr> </tbody> </table>		Milestone	Target Completion	% Complete	Site inventory	Feb. 2018		Priority analysis	Apr. 2018		Budget and schedule development	June 2018		Preparation for initial phase implementation	Aug. 2018	
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# Business Plan

Champion Great Neighborhoods Scorecard						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
General	Citizen Survey	Overall citizen satisfaction rating for neighborhood in terms of quality of life [annual survey]	75%	76%	73%	80%
General		Would recommend Arlington as a place to live [annual survey]	76%	78%	77%	80%
General		Citizen perception that Arlington is a great place to raise children [annual survey]	65%	64%	67%	70%
General		Citizen perception that Arlington is a beautiful place to live [annual survey]	60%	57%	58%	70%
General		Citizen perception that Arlington provides an exceptional quality of life [annual survey]	62%	62%	61%	70%
CDP		Citizen perception that Arlington has a variety of housing options [annual survey]	83%	81%	78%	85%
Code		Citizen perception of stray animals as neighborhood problem [annual survey]	New Measure in FY 2017		27%	25%
CDP	Housing	Maximize use of federal funding allocated to assist qualified persons to reside in safe, decent housing	99%	98%	99%	99%
CDP		First time homebuyers assisted with down payment and closing costs	25	17	20	20
CDP		Substandard owner occupied homes rehabilitated to meet local codes	78	72	70	70
CDP		Achieve CDBG goals in PY 2017 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2018	416%	100%	100%	100%
CDP		Achieve HOME goals in PY 2017 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2018	166%	100%	100%	100%
Code		Average home sales price in Arlington	\$172,989	\$187,511	\$205,000	\$202,825
Code		Code Compliance	Number of code inspection activities completed	86,211	79,755	86,816
Code	Number of graffiti complaints abated		240	160	250	331
Code	Number of animal licenses sold in Arlington		8,874	7,688	6,096	8,200
Code	Live Release Rate		77%	75%	78%	78%
Code	Average number of days from initial code complaint to first action		1.9	2.07	1	3
Code	Percent of cases resolved through voluntary compliance		New Measure in FY 2017		79%	50%
Code	Percent of cases closed per month		New Measure in FY 2017		85%	90%
Code	Percent of inspection activities that are proactive		New Measure in FY 2017		35%	30%

# Business Plan

Champion Great Neighborhoods Scorecard (cont.)							
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	
Code	Community Engagement	Number of Animal Services' volunteer hours	13,867	12,486	12,500	13,125	
Code		Volunteer service hours	31,091	31,914	31,700	31,700	
Code		Volunteer Hours [measured quarterly]	44,025	41,035	45,000	45,000	
Code		APD Volunteer Hours	33,015	36,025	38,000	36,000	
Library		Community Watch Groups	231	220	230	230	
Parks		Citizen on Patrol (COP) Members	129	56	60	60	
Police		National Night Out Group Participation	191	191	196	200	
Police		COP Mobile Members	201	64	67	67	
Police		Nextdoor Participation	20,635	31,428	48,000	45,000	
Police		Citizen Police Academy Graduates	New Measure in FY 2017		60	45	
Police		Hispanic Citizen Police Academy Graduates	New Measure in FY 2017		45	45	
Police		Arlington Clergy and Police Partnerships (ACAPP) Graduates	New Measure in FY 2018				15

# Business Plan

Enhance Regional Mobility																												
Goal 1: Explore Creative, Alternative Transportation Opportunities																												
Objective 1: Promote Regional Connectivity																												
	Project	Performance Measure(s)	City Service Team (Department)																									
ERM 1.1.1	Transportation Services	Monthly Ridership	Economic Development and Capital Investment (CDP)																									
<b>Summary:</b>																												
<p>This Item supports the Council's "Enhancing Regional Mobility" priority by improving access between Arlington and the rest of the North Texas region. As the next phase of the original MAX bus service, this project will continue to meet the need and desire for transportation options through a new pilot project in the form of a demand-response rideshare service. This type of app-based transportation service will use 14-passenger vehicles, a smart phone application and dynamic routing to provide shorter headways, greater flexibility and access to more destinations. The turn-key operation will be competitively procured to identify a partnership that can provide the technology, vehicles and drivers through a one to two year contract. The pilot project would serve the area currently served by the existing MAX route, but expand the service area to include significantly more locations in and around the Entertainment District, Downtown and the University. If possible, service will also be available in the area around the Parks Mall and the Arlington Highlands shopping area. The service would also provide a connection to the CentrePort Trinity Railway Express (TRE) station to maintain connectivity with the regional transportation system.</p> <p>Upon City Council approval, it is anticipated that the cost breakdown would be broken out as illustrated below with the required local match being shared between the City and community partners.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> Quarter Report to Council</td> <td>Jan. 2018</td> <td></td> </tr> <tr> <td>2<sup>nd</sup> Quarter Report to Council</td> <td>Apr. 2018</td> <td></td> </tr> <tr> <td>3<sup>rd</sup> Quarter Report to Council</td> <td>June 2018</td> <td></td> </tr> <tr> <td>4<sup>th</sup> Quarter Report to Council</td> <td>Sept. 2018</td> <td></td> </tr> </tbody> </table> <p style="text-align: center;"><b>Rideshare Trips</b></p> <table border="1"> <caption>Average Daily Boardings - Rideshare Trips</caption> <thead> <tr> <th>Quarter</th> <th>FY 2018 Actual</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>250</td> </tr> <tr> <td>2nd Qtr</td> <td>300</td> </tr> <tr> <td>3rd Qtr</td> <td>300</td> </tr> <tr> <td>4th Qtr</td> <td>350</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	1 <sup>st</sup> Quarter Report to Council	Jan. 2018		2 <sup>nd</sup> Quarter Report to Council	Apr. 2018		3 <sup>rd</sup> Quarter Report to Council	June 2018		4 <sup>th</sup> Quarter Report to Council	Sept. 2018		Quarter	FY 2018 Actual	1st Qtr	250	2nd Qtr	300	3rd Qtr	300	4th Qtr	350
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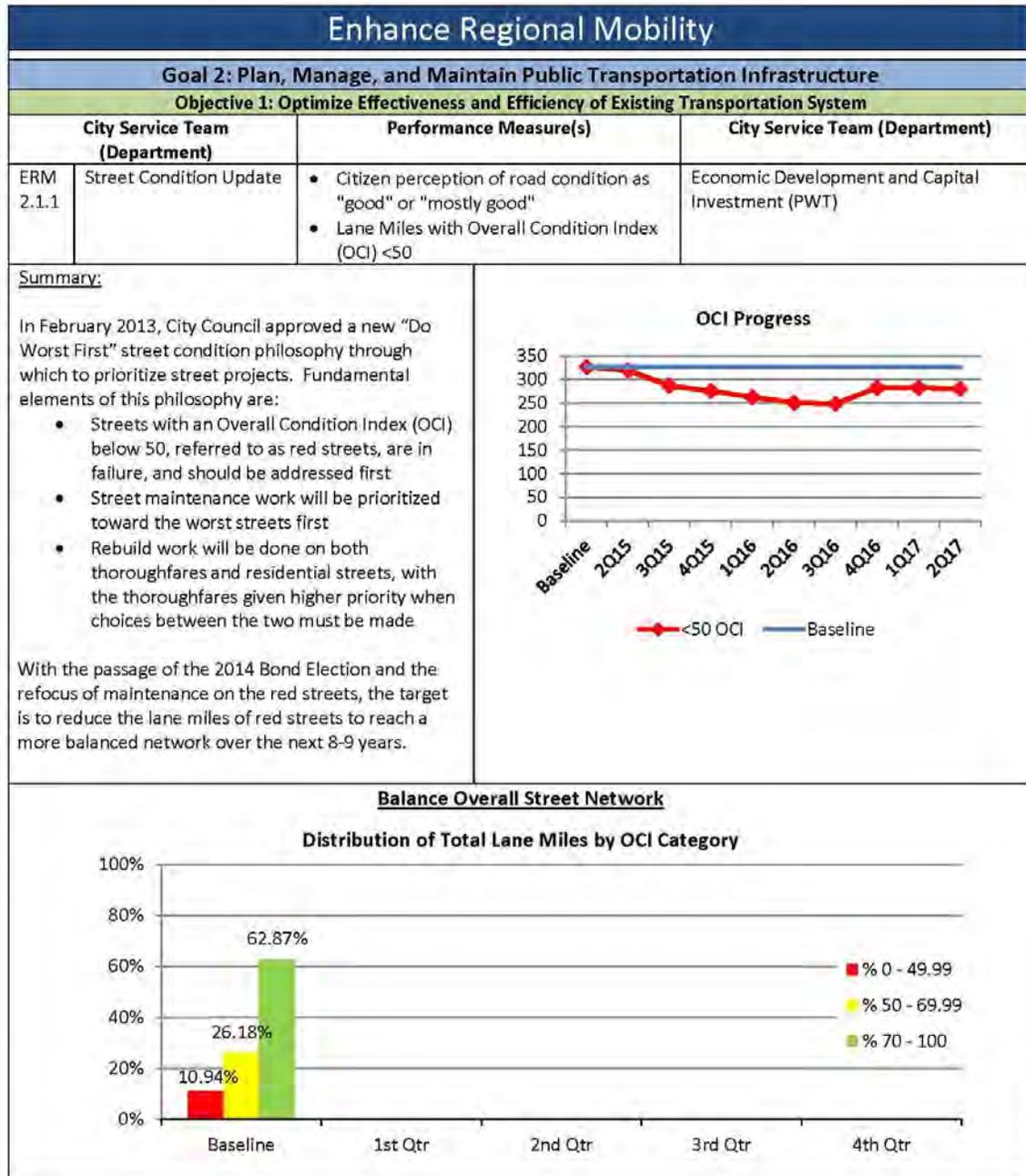
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Enhance Regional Mobility																		
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Objective 1: Promote Regional Connectivity																		
	Project	Performance Measure(s)	City Service Team (Department)															
ERM 1.1.2	Milo Pilot Project	Number of Events Served	Economic Development and Capital Investment (CDP)															
<b>Summary:</b>																		
<p>The Milo project will utilize two EasyMile autonomous shuttles, named Milo, to provide service along off-street trails in the Entertainment District, connecting parking lots to AT&amp;T Stadium and Globe Life Park. The shuttles hold twelve passengers each and travel at a maximum speed of 20 miles per hour. The City has entered into a 6-month lease with a 6-month renewal option for a total annual cost of \$272,159.07. Additional costs include branding the vehicles and other miscellaneous expenses for an anticipated total first-year cost of around \$300,000.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Report to Council</td> <td>Oct. 2017</td> <td></td> </tr> <tr> <td>Report to Council</td> <td>Jan. 2018</td> <td></td> </tr> <tr> <td>Report to Council</td> <td>Apr. 2018</td> <td></td> </tr> <tr> <td>Report to Council</td> <td>Oct. 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Report to Council	Oct. 2017		Report to Council	Jan. 2018		Report to Council	Apr. 2018		Report to Council	Oct. 2017	
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<p>Once the first year of service is underway, the City Council may elect to extend the project an additional year, offering the City more time to test the technology and gather data and input. While the project will initially provide service off-street in the Entertainment District, a second phase of the project hopes to put the driverless shuttles on-street, possibly on and around the UT Arlington campus. Service is anticipated to run from July 2017 through July 2018 with an additional year of service possible with City Council approval. Milo will be operational for all major sporting and special events in the Entertainment District.</p>		<p><b>Number of Events Served by Milo</b></p> <table border="1"> <thead> <tr> <th>Period</th> <th>FY 2018 Goal</th> <th>FY 2018 Actual</th> </tr> </thead> <tbody> <tr> <td>Oct. - Mar.</td> <td>35</td> <td></td> </tr> <tr> <td>Apr. - Sept.</td> <td></td> <td>95</td> </tr> </tbody> </table>		Period	FY 2018 Goal	FY 2018 Actual	Oct. - Mar.	35		Apr. - Sept.		95						
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# Business Plan

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Objective 1: Promote Regional Connectivity																																		
ERM	Project	Performance Measure(s)	City Service Team (Department)																															
1.1.3	Linear Park Trail Development	Project completed on time and within budget	Neighborhood Services (Parks)																															
<b>Summary:</b>																																		
<p>River Legacy Park/TXDOT Grant (New Development): Construction of approximately .5 miles of trail. This section of trail will terminate at the ROW of Hwy 360. The City of Fort Worth will design and construction the remaining section of trail that will link into Centre Port.</p> <p><b>River Legacy Park (Re-development):</b> Prepare a conceptual plan that addresses the realignment of approximately 2.3 miles of trail from the western terminus of the existing trail to the pedestrian bridge near Highway 157. Project includes the preparation of cost estimates for the new alignment and phasing options for implementing trail construction. The proposed phasing options will be used to develop an incremental plan for trail replacement based on funding availability.</p> <p><b>Lynn Creek Linear Park/TxDOT Grant:</b> Construction of approximately 1.5 miles of trail from Butter Cup Lane to New York Avenue.</p> <p><b>Bowman Branch Linear Park:</b> Construction of approximately 1.4 miles of trail from Webb Community Park to New York Avenue.</p> <p><b>Rush/Village Creek Linear Parks Trail:</b> Design and construction of approximately 1 mile of trail from Veterans Park to Kelley Park.</p>			<table border="1"> <thead> <tr> <th>Milestones</th> <th>Estimated Start</th> <th>Actual Start</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>River Legacy Park TxDOT</td> <td>Sept. 2017</td> <td></td> <td>Oct. 2018</td> <td></td> </tr> <tr> <td>River Legacy Park</td> <td>May 2017</td> <td></td> <td>Jan. 2019</td> <td></td> </tr> <tr> <td>Lynn Creek Linear Park</td> <td>Feb. 2018</td> <td></td> <td>June 2019</td> <td></td> </tr> <tr> <td>Bowman Branch Linear Park</td> <td>Nov. 2017</td> <td></td> <td>Mar. 2019</td> <td></td> </tr> <tr> <td>Rush/Village Creek Linear Parks Trail</td> <td>June 2017</td> <td></td> <td>Jan. 2019</td> <td></td> </tr> </tbody> </table>		Milestones	Estimated Start	Actual Start	Estimated Completion	Actual Completion	River Legacy Park TxDOT	Sept. 2017		Oct. 2018		River Legacy Park	May 2017		Jan. 2019		Lynn Creek Linear Park	Feb. 2018		June 2019		Bowman Branch Linear Park	Nov. 2017		Mar. 2019		Rush/Village Creek Linear Parks Trail	June 2017		Jan. 2019	
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# Business Plan



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Objective 1: Optimize Effectiveness and Efficiency of Existing Transportation System																												
	Project	Performance Measure(s)	City Service Team (Department)																									
ERM 2.1.2	IH-30 and SH-360 Interchange	Overall satisfaction with the management of traffic flow during peak hours	Economic Development and Capital Investment (PWT)																									
<p><u>Summary:</u></p> <p>The purpose of this project is to improve traffic safety and reduce traffic congestion at the interchange of Interstate 30 and State Highway 360. Formerly a toll road loop interchange, the new infrastructure will include main lane improvements and direct connection ramps to each facility.</p> <p>This project is split into five construction phases. Package A is reconstructing the Six Flags Drive Bridge over IH-30 and will be bid as a joint project with the IH-30/SH-360 Interchange Project (Package B). Package C is the Great Southwest Industrial District railroad bridge crossing just south of Randol Mill Road. Package D includes the Randol Mill Road interchange improvements and Package E includes improvements from Abram Street to IH-20.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Package A Construction</td> <td>Spring 2020</td> <td></td> </tr> <tr> <td>Package B Construction</td> <td>Spring 2020</td> <td></td> </tr> <tr> <td>Package C Construction</td> <td></td> <td></td> </tr> <tr> <td>Package D Construction</td> <td></td> <td></td> </tr> <tr> <td>Package E Construction</td> <td></td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Package A Construction	Spring 2020		Package B Construction	Spring 2020		Package C Construction			Package D Construction			Package E Construction									
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Objective 2: Complete Construction Projects in a Timely Manner																												
	Project	Performance Measure(s)	City Service Team (Department)																									
ERM 2.2.1	Street Rebuild Projects	<ul style="list-style-type: none"> <li>Citizen perception of road condition as "good" or "mostly good"</li> <li>Lane Miles with Overall Condition Index (OCI) &lt;50</li> </ul>	Economic Development and Capital Investment (PWT)																									
<p><u>Summary:</u></p> <p>Capital street projects are funded with Street Bonds, and are funded through inclusion in the annual capital budget.</p> <p>The projects listed below are expected to begin construction during FY 2018. Project milestones listed in the table will be updated as they occur during the year.</p>		<table border="1"> <thead> <tr> <th>Project</th> <th>Estimated Bid Dates</th> <th>Actual Bid Dates</th> </tr> </thead> <tbody> <tr> <td>Abram Street (Cooper to Collins)</td> <td>Nov. 2017</td> <td></td> </tr> <tr> <td>Timberlake Drive (Pioneer Pkwy to Park Row Drive)</td> <td>Dec. 2017</td> <td></td> </tr> <tr> <td>2017 Residential Rebuild; Phase 1</td> <td>Feb. 2018</td> <td></td> </tr> <tr> <td>Eden Road (US287 to Calender)</td> <td>Jul. 2018</td> <td></td> </tr> </tbody> </table>		Project	Estimated Bid Dates	Actual Bid Dates	Abram Street (Cooper to Collins)	Nov. 2017		Timberlake Drive (Pioneer Pkwy to Park Row Drive)	Dec. 2017		2017 Residential Rebuild; Phase 1	Feb. 2018		Eden Road (US287 to Calender)	Jul. 2018											
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# Business Plan

Enhance Regional Mobility Scorecard						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
PWT	Citizen Survey	Citizen perception of overall condition of streets/roads as "excellent" or "good" [annual survey]	47%	40%	42%	Maintain or Increase
PWT		Citizen perception that traffic levels in Arlington are acceptable [annual survey]	49%	40%	39%	Maintain or Increase
PWT		Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	49%	40%	43%	Maintain or Increase
PWT		Citizen perception of overall satisfaction with the management of traffic flow during peak hours as "excellent" or "good" [annual survey]	48%	42%	40%	Maintain or Increase
PWT	Traffic Management	Travel time on northbound Cooper from Turner-Warnell to I-30 (goal: 21 min 9 sec)	-5.14%	1%	Less than 10% variance	(+/-) 2 min 7 sec of goal
PWT		Travel time on southbound Cooper from I-30 to Turner-Warnell (goal: 21 min 4 sec)	-2.73%	-7%	Less than 10% variance	(+/-) 2 min 6 sec of goal
PWT		Travel time on northbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 38 sec)	-1.36%	4%	Less than 10% variance	(+/-) 1 min 58 sec of goal
PWT		Travel time on southbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 34 sec)	-2.56%	8%	Less than 10% variance	(+/-) 1 min 57 sec of goal
PWT		Travel time on eastbound Division from Bowen to SH-360 (goal: 10 min 24 sec)	3.33%	1%	Less than 10% variance	(+/-) 1 min 2 sec of goal
PWT		Travel time on westbound Division from SH-360 to Bowen (goal: 10 min 52 sec)	2.57%	1%	Less than 10% variance	(+/-) 1 min 5 sec of goal
PWT		Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 (goal: 13 min 49 sec)	0.6%	-2%	Less than 10% variance	(+/-) 1 min 23 sec of goal
PWT		Travel time on westbound Pioneer Parkway from SH-360 to Green Oaks (goal: 14 min 12 sec)	-6.69%	-5%	Less than 10% variance	(+/-) 1 min 25 sec of goal
PWT		Lane Miles with Overall Condition Index (OCI) <50 (FY 2013: approx. 320 lane miles)	276	282	282	Maintain or Decrease
PWT		Preventive maintenance performed on all traffic signals once per year (343 signalized intersections)	100%	105%	100%	100%
PWT		Replace 3,000 signs that do not meet minimum standards	New Measure in FY 2016	108%	100%	100%

# Business Plan

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Objective 1: Foster Development and Redevelopment in Targeted Areas																		
Project		Performance Measure(s)	City Service Team (Department)															
IOE 1.1.1	Downtown Library Phase IV: Construction	Meet Project Milestone	Neighborhood Services (Library)															
<p><b>Summary:</b></p> <p>Working collaboratively with other city departments, as well as with architectural and construction management professionals, to complete the construction and opening of the new Downtown Library complex.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Completion</th> <th>% Complete</th> </tr> </thead> <tbody> <tr> <td>Complete the recruitment process to hire new staff, reassign existing Library staff, and provide training</td> <td>Mar. 2018</td> <td></td> </tr> <tr> <td>Complete move of existing Library furnishings, equipment, and collection</td> <td>May 2018</td> <td></td> </tr> <tr> <td>Finalize purchase and installation of new furnishings, equipment, and technology</td> <td>May 2018</td> <td></td> </tr> <tr> <td>Plan and coordinate the grand opening and dedication</td> <td>June 2018</td> <td></td> </tr> </tbody> </table>		Milestone	Target Completion	% Complete	Complete the recruitment process to hire new staff, reassign existing Library staff, and provide training	Mar. 2018		Complete move of existing Library furnishings, equipment, and collection	May 2018		Finalize purchase and installation of new furnishings, equipment, and technology	May 2018		Plan and coordinate the grand opening and dedication	June 2018	
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IOE 1.1.2	Redevelopment of Ditto Golf Course	<ul style="list-style-type: none"> <li>• Citizen satisfaction with overall quality of parks and recreation programs and classes</li> <li>• Cost recovery of Golf Performance Fund</li> <li>• Rounds of golf played</li> <li>• Average rounds of golf played on playable days</li> </ul>	Economic Development and Capital Investment (PWT) and Neighborhood Services (Parks)																																	
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<p>The redevelopment of Ditto Golf Course is one of many redevelopment efforts in North Arlington. A golf course master plan recently approved by City Council, will include complete renovation of the golf course, new clubhouse and maintenance building, expanded driving range and a practice facility. The golf course improvements will provide a high quality playing experience at an affordable price point for Arlington residents while providing another destination for visitors to the Entertainment District.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Construction drawings completed – Maintenance Building</td> <td>June 2017</td> <td></td> </tr> <tr> <td>Bid Project</td> <td>July 2017</td> <td></td> </tr> <tr> <td>Council approval of Maintenance Building</td> <td>Sept. 2017</td> <td></td> </tr> <tr> <td>Maintenance Building construction begins</td> <td>Sept. 2017</td> <td></td> </tr> <tr> <td>Maintenance Building construction complete</td> <td>Apr. 2018</td> <td></td> </tr> <tr> <td>Construction drawing completed – Clubhouse</td> <td>Oct. 2017</td> <td></td> </tr> <tr> <td>Bid Project</td> <td>Nov. 2017</td> <td></td> </tr> <tr> <td>Council approval of Clubhouse construction</td> <td>Dec. 2017</td> <td></td> </tr> <tr> <td>Clubhouse construction begins</td> <td>Mar. 2018</td> <td></td> </tr> <tr> <td>Clubhouse construction complete</td> <td>Mar. 2019</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Construction drawings completed – Maintenance Building	June 2017		Bid Project	July 2017		Council approval of Maintenance Building	Sept. 2017		Maintenance Building construction begins	Sept. 2017		Maintenance Building construction complete	Apr. 2018		Construction drawing completed – Clubhouse	Oct. 2017		Bid Project	Nov. 2017		Council approval of Clubhouse construction	Dec. 2017		Clubhouse construction begins	Mar. 2018		Clubhouse construction complete	Mar. 2019	
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IOE 1.1.3	EARL – East Arlington Recreation Center/Library	Citizen satisfaction with overall Library and Parks Services	Economic Development and Capital Investment (PWT) and Neighborhood Services (Library and Parks)																																							
<p><b>Summary:</b></p> <p>Working collaboratively with other city departments, as well as with architectural and construction management professionals, to build a new East Arlington Recreation Center and Library Complex.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Sept. 2016</td> <td>Complete</td> </tr> <tr> <td>Architect/Engineer RFQ</td> <td>Oct. 2016</td> <td>Complete</td> </tr> <tr> <td>Architect/Engineer Selection Process</td> <td>Nov. 2016</td> <td>Complete</td> </tr> <tr> <td>Design Development</td> <td>Mar. 2018</td> <td>In progress</td> </tr> <tr> <td>Council Approval</td> <td>Summer 2018</td> <td></td> </tr> <tr> <td>Finalize construction documents</td> <td>Summer 2018</td> <td></td> </tr> <tr> <td>Permit Process</td> <td>Summer 2018</td> <td></td> </tr> <tr> <td>Finalize selection of furniture and equipment</td> <td>Fall 2019</td> <td></td> </tr> <tr> <td>Construction Phase – Recreation Center</td> <td>Fall 2019</td> <td></td> </tr> <tr> <td>Move In – Recreation Center</td> <td>Spring 2020</td> <td></td> </tr> <tr> <td>Construction Phase – Library</td> <td>Spring 2020</td> <td></td> </tr> <tr> <td>Move In – Library</td> <td>Spring 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Initial Project Schedule/Development Phase	Sept. 2016	Complete	Architect/Engineer RFQ	Oct. 2016	Complete	Architect/Engineer Selection Process	Nov. 2016	Complete	Design Development	Mar. 2018	In progress	Council Approval	Summer 2018		Finalize construction documents	Summer 2018		Permit Process	Summer 2018		Finalize selection of furniture and equipment	Fall 2019		Construction Phase – Recreation Center	Fall 2019		Move In – Recreation Center	Spring 2020		Construction Phase – Library	Spring 2020		Move In – Library	Spring 2020	
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IOE 1.1.4	Richard Simpson Lake House	Citizen satisfaction with overall Parks Services	Economic Development and Capital Investment (PWT) and Neighborhood Services (Parks)																																	
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IOE 1.1.5	Southeast Recreation Center	Citizen satisfaction with overall Parks Services	Economic Development and Capital Investment (PWT) and Neighborhood Services (Parks)																																	
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Objective 2: Build a Strong and Diverse Business Community																			
Project		Performance Measure(s)		City Service Team (Department)															
IOE 1.2.1	General Business Recruitment and Retention	<ul style="list-style-type: none"> <li>On-Site Business Visits</li> <li>Recruitment Leads</li> <li>Active Projects (In progress)</li> </ul>	Economic Development and Capital Investment (ED)																
<b>Summary:</b>																			
<p>The Office of Economic Development is participating in recruitment efforts related to the City's identified targeted industry clusters. The adopted clusters are 1) Aerospace, 2) Automotive Products, 3) Business and Professional Services, 4) Medical Devices, and 5) Industrial Machinery and Manufacturing.</p> <p>As outlined in the Economic Development Strategy, the Office works to generate leads and recruit companies within these industry clusters, which will assist in reaching one of the City's primary economic development goals – competitive positioning, allowing the City to capture a larger share of high-wage, high-impact growth.</p> <p>As recruitment leads are generated and projects arise, they will be identified and tracked under their respective clusters. Staff will continue to develop knowledge of the business climate that may lead to a compelling case for industry prospects to locate in Arlington.</p> <p>In addition to targeted industry recruitment, the Office of Economic Development continues to operate its general business recruitment and retention efforts. Through these efforts, leads are generated that can result in relocation, renovation and expansion projects that positively impact the City, bringing capital investments and employment to Arlington. These projects will continue to be supported through the Office of Economic Development.</p>		<table border="1"> <thead> <tr> <th></th> <th>1<sup>st</sup> Qtr.</th> <th>2<sup>nd</sup> Qtr.</th> <th>3<sup>rd</sup> Qtr.</th> <th>4<sup>th</sup> Qtr.</th> </tr> </thead> <tbody> <tr> <td>Business Recruitment and BRE</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Targeted Industry Leads</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	Business Recruitment and BRE					Targeted Industry Leads				
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# Business Plan

Invest in Our Economy															
Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities															
Objective 2: Build a Strong and Diverse Business Community															
Project		Performance Measure(s)	City Service Team (Department)												
IOE 1.2.2	Economic Development Business Incubator	Number of Jobs created or retained through OED efforts	Economic Development and Capital Investment (ED)												
<p><u>Summary:</u></p> <p>In conjunction with Community Development &amp; Planning, Economic Development, Water Utilities, and UT Arlington, the City will work to develop a Business Incubator. The collaboration of these key institutions to address this pressing need should both enhance the financial stability and the prominence of these institutions and benefit the private sector organizations in the Community.</p> <p>A Business Plan has been developed and is currently under review by City management and the university. The Business Plan is based on the analysis of various incubator facilities throughout the country as well as dialogue with incubator directors.</p>		<table border="1"> <thead> <tr> <th>Business Incubator Development</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Analysis of Incubator Facilities</td> <td>Complete</td> </tr> <tr> <td>Dialogue with Incubator Directors</td> <td>Ongoing</td> </tr> <tr> <td>Development of Business Plan</td> <td>Complete</td> </tr> <tr> <td>Approval of Business Plan</td> <td>Underway</td> </tr> <tr> <td>Implementation of Business Plan</td> <td></td> </tr> </tbody> </table>		Business Incubator Development	Status	Analysis of Incubator Facilities	Complete	Dialogue with Incubator Directors	Ongoing	Development of Business Plan	Complete	Approval of Business Plan	Underway	Implementation of Business Plan	
Business Incubator Development	Status														
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Implementation of Business Plan															
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Objective 3: Build a Strong and Diverse Business Community															
Project		Performance Measure(s)	City Service Team (Department)												
IOE 1.2.3	Expansion of Foreign Direct Investment Promotion	Marketing Tradeshow Events	Economic Development and Capital Investment (ED)												
<p><u>Summary:</u></p> <p>Economic Development Staff continues to conduct research, gain industry intelligence, and forge relationships with international industry decision makers, as well as site selectors in the targeted international markets.</p> <p>More specifically, staff will expand its foreign direct investment efforts by attending trainings, conferences and expos known to result in the generation of viable leads. Staff will also work to establish partnerships with affiliate organizations and local brokers to assist in the promotion of Arlington as a prime location for global investment. Staff's progress in the expansion of its international efforts will be tracked and reported, and any resulting relocation or recruitment projects will be identified.</p>		<p>As the expansion of foreign direct investment promotion progresses and lead generation/projects are identified, details will also be tracked here.</p> <table border="1"> <thead> <tr> <th>Select USA Investment Summit Dates Exhibiting/Attending/Both</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Arrangements Approved and Secured</td> <td></td> </tr> <tr> <td>Number of Leads Generated</td> <td></td> </tr> </tbody> </table>		Select USA Investment Summit Dates Exhibiting/Attending/Both	Status	Arrangements Approved and Secured		Number of Leads Generated							
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# Business Plan

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	Project	Performance Measure(s)	City Service Team (Department)						
IOE 1.2.4	Targeted Marketing Campaign	Marketing Partnership Visits	Economic Development and Capital Investment (ED)						
<b>Summary:</b>									
<p>Based on the Economic Development Strategy, the City continues to focus its marketing efforts on targeted industries, aiming at these businesses through their trade associations, related publications, and attendance and sponsorship of trade shows/expos. Additionally, enhanced general marketing efforts will promote the city at the regional, state, and international levels, through participation and increased involvement in key marketing and corporate real estate groups.</p> <p>In keeping with the City's brand, advertisements will be designed with a consistent theme for placement in a variety of print and electronic publications. An assortment of materials will be produced in keeping with this theme, including updates to the ED marketing video and the development of a video/photo catalogue of Arlington businesses, Entertainment District and other targeted areas of the City.</p> <p>The Office's webpage is an effective marketing tool for the City and will continue to be updated to reflect the service/incentives provided by the City as well as highlighting Arlington businesses making significant investments in the economy.</p> <p>E.D. Staff will track their outreach efforts via presentations and partnership events with local organizations.</p>		<table border="1"> <thead> <tr> <th>Ads Placed</th> <th>Issue</th> </tr> </thead> <tbody> <tr> <td>Dallas Regional Chamber Annual E.D. Guide</td> <td>Mar. 2017</td> </tr> <tr> <td>Site Selection – Governor's Cup</td> <td>Mar. 2017</td> </tr> </tbody> </table>		Ads Placed	Issue	Dallas Regional Chamber Annual E.D. Guide	Mar. 2017	Site Selection – Governor's Cup	Mar. 2017
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IOE 1.2.5	Economic Development Projects	<ul style="list-style-type: none"> <li>Capital Investment generated through OED efforts</li> <li>Number of Jobs created or retained through OED efforts</li> <li>Number of businesses and projects recruited, retained, or expanded through OED efforts</li> </ul>	Economic Development and Capital Investment (ED)																																																			
<b>Summary:</b>																																																						
<p>In an effort to build and sustain Arlington's tax base, Economic Development staff will remain focused on developing Arlington's remaining greenfield sites with the highest and best uses. Additionally, redevelopment efforts will continue within the Entertainment District, Great Southwest Industrial Park, and Downtown and Lamar-Collins areas, among other areas identified as suitable for redevelopment. Per the Economic Development Strategy, redevelopment projects will be supported and prioritized when considered as transformational and having high community impact, both being primary economic development goals for the City. These projects must be game changers, introducing new product into an unproven area, have the ability to stimulate future change, and must be a desired use.</p> <p><b>101 Center</b> A redevelopment project located on the site of the City's current Central Library, in the heart of Downtown. Commenced in FY 2014, a Master Development Agreement was executed outlining the City's commitment to the project to bring 200+ residential units, ground floor retail, and a shared parking garage.</p> <p><b>Arlington Commons/East Lamar Redevelopment</b> The Arlington Commons Project will result in the ultimate redevelopment of four existing apartment complexes in the E. Lamar/Lincoln Drive area, as well as public improvements to Parkway Central Park, and the adjacent right-of-way of East Lamar Blvd. To facilitate this redevelopment, the City has executed a Master Development Agreement and Chapter 380 Grant Agreements, providing fee waivers, grants for redevelopment expense reimbursement, separate public space improvements, as well as annual grants equivalent to 90 percent of real property taxes on each of the new developments after issuance of the certificate of occupancy. Amendments to these agreements in Fall 2014</p>		<table border="1"> <thead> <tr> <th>101 Center</th> <th>Status</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Lease Agreement Drafted</td> <td>100%</td> <td>Jan. 2015</td> </tr> <tr> <td>City Incentive Agreements Drafted</td> <td>100%</td> <td>Jan. 2015</td> </tr> <tr> <td>TIRZ #1 Agreements Drafted</td> <td>100%</td> <td>Jan. 2015</td> </tr> <tr> <td>TIRZ #1 Action on Incentive Agreements</td> <td>100%</td> <td>Feb. 2015</td> </tr> <tr> <td>City Council Action on Lease and related Incentive Agreements</td> <td>100%</td> <td>Mar. 2015</td> </tr> <tr> <td>Agreements Executed</td> <td>100%</td> <td>Mar. 2015</td> </tr> <tr> <td>Demolition Permit Issued</td> <td>100%</td> <td>Apr. 2015</td> </tr> <tr> <td>Building Permit Issued</td> <td>100%</td> <td>Nov. 2015</td> </tr> <tr> <td>Construction Commenced</td> <td>100%</td> <td>Dec. 2015</td> </tr> <tr> <td>Certificate of Occupancy Issued</td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Arlington Commons (Ph. IA)</th> <th>Status</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Demolition Permit Issued</td> <td>100%</td> <td>Summer 2014</td> </tr> <tr> <td>Demolition</td> <td>100%</td> <td>Spring 2015</td> </tr> <tr> <td>Building Permit Issued</td> <td>100%</td> <td>Mar. 2016</td> </tr> <tr> <td>Construction Commenced</td> <td>100%</td> <td>Apr. 2016</td> </tr> <tr> <td>Certificate of Occupancy Issued</td> <td></td> <td></td> </tr> </tbody> </table>		101 Center	Status	Date	Lease Agreement Drafted	100%	Jan. 2015	City Incentive Agreements Drafted	100%	Jan. 2015	TIRZ #1 Agreements Drafted	100%	Jan. 2015	TIRZ #1 Action on Incentive Agreements	100%	Feb. 2015	City Council Action on Lease and related Incentive Agreements	100%	Mar. 2015	Agreements Executed	100%	Mar. 2015	Demolition Permit Issued	100%	Apr. 2015	Building Permit Issued	100%	Nov. 2015	Construction Commenced	100%	Dec. 2015	Certificate of Occupancy Issued			Arlington Commons (Ph. IA)	Status	Date	Demolition Permit Issued	100%	Summer 2014	Demolition	100%	Spring 2015	Building Permit Issued	100%	Mar. 2016	Construction Commenced	100%	Apr. 2016	Certificate of Occupancy Issued		
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# Business Plan

altered the real property grants, converting the first ten years into tax abatements, with the remaining timeframe to continue as annual grants. This revision was done to facilitate Tarrant County participation through real property tax abatement as well.

**Urban Union**

The Urban Union project will result in redevelopment of six buildings generally located near in the intersections of Division St., East St., and Front St in Downtown Arlington. These six buildings consist of approximately 60,000 SF of rentable space to be redeveloped as office, commercial, flex. Located in Tax Increment Reinvestment Zone #1, the project will receive TIRZ #1 funding to assist in the public improvement costs associated with the development.

**Liv+**

Located at 1001 S. Center Street, Liv+ is a student apartment complex that will have 265 units and structured parking. The development is a \$41 million investment.

Urban Union	Status	Date
TIRZ #1 Board Action on Reimbursement Agreement	100%	Mar. 2016
City Council Action on TIRZ Agreement	100%	Mar. 2016
TIRZ #1 Reimbursement Agreement Executed	100%	Apr. 2016
Phase 1 – Building Permit Issued	100%	Apr. 2016
Phase 1 – Under Construction	100%	Apr. 2016
Phase 1 – Complete (CO Issued)	100%	Dec. 2016
Phase 2 – Building Permit Issued	100%	Oct. 2016
Phase 2 – Under Construction	50%	Apr. 2017
Phase 2 – Complete (CO Issued)		
Phase 3 – Building Permit Issued		
Phase 3 – Under Construction		
Phase 3 – Complete (CO Issued)		

Liv +	Status	Date
City Incentive Agreements Drafted	100%	Nov. 2016
Under Construction	25%	Mar. 2017

# Business Plan

## D.R. Horton, Inc. Headquarters

D.R. Horton, Inc. is a Fortune 500 company and has consistently ranked as America's #1 Homebuilder by Builder Magazine since 2002. D.R. Horton, Inc. purchased vacant land located at 1361 Wet-N-Wild Way for the development of its new headquarters. The new corporate headquarters campus will consist of approximately 200,000 square feet of office space and approximately 500 parking spaces, 450 of which will be located in a structured parking facility located on the premises. The capital investment of the project (including land, building, and parking costs) is estimated to exceed \$20 million, and the company will provide and fill 350-500 jobs during the term of the agreement. The City provided a development grant and fee waivers to offset some of the development costs associated with the public infrastructure improvements and construction.

## Columbia Medical Center of Arlington Subsidiary, LP (MCA) (Healthcare/Medical)

MCA has requested tax abatement assistance to assist in their significant renovation throughout the hospital facility, as well as a vertical expansion to the Women's Tower. A \$90 million capital investment, the City provided a real property tax abatement to offset some of MCA's construction costs.

## General Motors (Assembly)

General Motors Arlington Assembly announced a \$1.4 billion investment in plant renovation and expansion to retool the facility for technological investment, efficiency improvements, and capacity enhancement. The scope of the proposed project includes a total of 1.2 million square feet of physical expansion, as well as the addition of new machinery, equipment and special tooling. To assist GM in making a business case to expand in Arlington, the City offered an incentive package including tax abatements to real and business personal property and fee waivers.

D.R. Horton	Status	Date/Target
Chapter 380 Agreement Drafted	100%	July 2015
City Council Action on Agreement	100%	Aug. 2015
Agreements Executed	100%	Aug. 2015
Foundation Building Permit Application Submitted	100%	Feb. 2016
Foundation Building Permit Issued	100%	Feb. 2016
Vertical Building Permit Application Submitted	100%	Feb. 2016
Vertical Building Permit Issued	100%	Apr. 2016
Construction Commenced	100%	Dec. 2015
Certificate of Occupancy Application Submitted		Dec. 2017
Under Construction	70%	Mar. 2017
Certificate of Occupancy Issued		
Relocation of Headquarters and Employment at 350+		

Columbia Medical Center of Arlington (MCA) Project	Status
Agreements Drafted	Complete
Reinvestment Zone Established (#40)	Complete
City Council action – Tax Abatement Agreement	Complete
Phase I Building Permit Issued	Complete
Phase I Under Construction	Complete
Phase I Project Complete (CO Issued)	
Phase II Building Permit Issued	Complete
Phase II Under Construction	Underway
Phase II Project Complete (CO Issued)	

General Motors	Status
Agreements Drafted	Complete
City Council action-Tax Abatement Agreement/Fee Waivers	Complete
Building Permit Issued	Complete
Under Construction	Underway
Project Complete (CO Issued)	

# Business Plan

## Southwest Restaurant Equipment, Inc. (SWR)

SWR requested tax abatement assistance to assist in the construction of a 55,000 sq. ft. mixed-use facility on vacant land located at 2909 E. Arkansas Lane. The facility will consist of warehouse and showroom space as well as Class A office space. The City provided an abatement associated with the \$10 million real property improvements.

## Summit Racing

Summit Racing Equipment is the world's largest mail order automotive performance equipment company, with thousands of performance parts, aftermarket accessories, tools and garage equipment. The new facility consists of a 700,000 square foot distribution center, 35,000 square foot retail center and associated data center. The City provided a Chapter 380 agreement and tax abatement associated with real property and business property improvements.

## Kroger Marketplace

An upscale grocery store by the Kroger Company.

## United Parcel Service (UPS), Inc.

UPS, a fortune 500 company announced a new regional hub operation that will occupy approximately 1.2 million square feet in building E of the Arlington Commerce Center. UPS is the world's largest package delivery company and provider of supply chain management solutions. They have experienced tremendous growth in their e-commerce business, and this project will help accommodate and support that growth for years to come.

Southwest Restaurant Equipment	Status
Agreements Drafted	Complete
City Council action-Tax Abatement Agreement/Fee Waivers	Complete
Agreements Fully Executed	Underway
Building Permit Issued	Pending
Under Construction	
Project Complete (CO Issued)	

Southwest Restaurant Equipment	Status
Agreements Drafted	Complete
City Council action-Tax Abatement Agreement/Fee Waivers	Complete
Agreements Fully Executed	Underway
Building Permit Issued	Pending
Under Construction	
Project Complete (CO Issued)	

Summit Racing	Status
Agreements Drafted	Complete
City Council action-Tax Abatement Agreement/Fee Waivers	Complete
Agreements Fully Executed	Complete
Building Permit Issued	Complete
Under Construction	75%
Project Complete (CO Issued)	

Kroger Marketplace	Status	Date/Target
CH 380 Agreement Executed	100%	Apr. 2016
Construction Complete	10%	Mar. 2017
Certificate of Occupancy Issued		

UPS	Status	Date
City Incentive Agreements Drafted	100%	Mar. 2016
Council Action on Incentive Agreements	100%	Mar. 2016
Agreements Executed	100%	Apr. 2016
Building Permit Issued		
Under Construction	75%	Apr. 2016
Certificate of Occupancy Issued		

# Business Plan

Invest in Our Economy Scorecard						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
ED	Citizen Survey	Citizen perception that Arlington is a great place to operate a business [annual survey]	54%	57%	58%	60%
ED		Citizen perception that Arlington is a great place to work [annual survey]	58%	58%	60%	60%
CDP	Foster Development	Turnaround time for commercial construction plans within 12 business days	97%	92%	85%	100%
CDP		Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
CDP		Improve customer satisfaction by maintaining 90% or higher customer rating	95%	95%	93%	90%
CDP		Number of strategic plans/studies completed	3	3	7	6
ED	Business Retention & Expansion	Capital investment generated through OED efforts (redevelopment, development, recruitment and retention)	New Measure in FY 2018			\$115,000,000
ED		On-Site Business Visits	New Measure in FY 2018			50
ED		Marketing Partnership Visits	New Measure in FY 2018			12
ED		Marketing Tradeshow Events	New Measure in FY 2018			5
ED		Recruitment Leads	New Measure in FY 2018			84
ED		Active Projects (In progress)	New Measure in FY 2018			50
ED		Number of jobs created or retained through OED efforts	New Measure in FY 2018			2,000
ED		Number of businesses and projects recruited/retained/expanded through OED efforts	New Measure in FY 2018			15

# Business Plan

Put Technology to Work														
Goal 1: Ensure Availability of Information, Programs, and City Services														
Objective 1: Provide for the Efficient Access and Appropriate Management of the City's Data														
Project	Performance Measure(s)	City Service Team (Department)												
PTW 1.1.1	Official Crime Reporting Transition Project Completion	Neighborhood Services (Police)												
<p><b>Summary:</b></p> <p>The Police Department has historically submitted the Summary Reporting System (SRS) monthly to the Texas Department of Public Safety (DPS) which reports annually to the Federal Bureau of Investigations (FBI) on Uniform Crime Reporting (UCR). Summary reporting captures 8 specific offenses called Part 1 offenses.</p> <p>Texas House Bill 11, enacted September 1, 2015, will move the State of Texas to the National Incident-Based Reporting System (NIBRS) as the standard reporting method to the National Uniform Crime System no later than September 1, 2019. The department is currently transitioning to a new Records Management System that is NIBRS compliant and is currently transitioning to the NIBRS format. NIBRS captures 46 specific crimes within 22 offense categories called Group A offenses. The more detailed reporting of crime incidents allows for greater specificity in reporting.</p> <p>The Police Department completed SRS reporting in December 2016 and is currently completing the DPS certification process and stakeholder education.</p> <p>The FBI currently receives the majority of the UCR data via summary reporting and continues to report crime statistics in the traditional format. Data that is submitted via NIBRS is converted back to summary based data so our "report card to the public" format and comparisons to previous years will not change.</p> <p>An education component to the transition will be implemented over this next year both internally and to stakeholders outside the organization.</p>														
<table border="1"> <thead> <tr> <th>Milestone</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Department to receive National Incident-Based Reporting System (NIBRS) training from DPS</td> <td>Complete</td> </tr> <tr> <td>DPS certification of NIBRS data</td> <td></td> </tr> <tr> <td>End summary reporting using UCR and begin NIBRS reporting</td> <td></td> </tr> <tr> <td>Organizational education on NIBRS reporting</td> <td></td> </tr> <tr> <td>Community stakeholder education on NIBRS reporting</td> <td></td> </tr> </tbody> </table>			Milestone	Status	Department to receive National Incident-Based Reporting System (NIBRS) training from DPS	Complete	DPS certification of NIBRS data		End summary reporting using UCR and begin NIBRS reporting		Organizational education on NIBRS reporting		Community stakeholder education on NIBRS reporting	
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Project	Performance Measure(s)	City Service Team (Department)																				
PTW 1.1.2	<ul style="list-style-type: none"> <li>Completion of 150 day work plan</li> <li>Data released on OpenArlington.com</li> </ul>	Management Resources, Economic Development and Capital Investment (CDP), and Finance (Budget)																				
<p><u>Summary:</u></p> <p>Arlington will improve its ability to treat data as a strategic asset, leveraging it more effectively for reliable insights and more efficient service provision, and laying the foundation for advanced data practices. This includes a focus on making data more consumable, reliable, and readily available for residents, departmental staff, and leadership by developing policies and processes to routinely inventory, prioritize, release, maintain, track, and visualize data.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Information and data gathering</td> <td></td> </tr> <tr> <td>Data governance planning</td> <td></td> </tr> <tr> <td>Strategy planning for policy feedback</td> <td></td> </tr> <tr> <td>Stakeholder input</td> <td></td> </tr> <tr> <td>KPI selection</td> <td></td> </tr> <tr> <td>Open Data Policy completion</td> <td></td> </tr> <tr> <td>Assess dashboarding</td> <td></td> </tr> <tr> <td>Draft governance charter</td> <td></td> </tr> <tr> <td>OpenArlington.com data release</td> <td></td> </tr> </tbody> </table>	Milestone	Status	Information and data gathering		Data governance planning		Strategy planning for policy feedback		Stakeholder input		KPI selection		Open Data Policy completion		Assess dashboarding		Draft governance charter		OpenArlington.com data release	
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PTW 1.1.3		Neighborhood Services (Police) and Strategic Support (IT)																				
<p><u>Summary:</u></p> <p>The Arlington Police Department has mounted in their vehicles 228 Mobile Data Computers (MDC), and this technology is essential to contemporary police operations. MDCs are ruggedized laptops installed in Police Department (PD) vehicles and are a necessity for rapidly routing and responding to emergency incidents, and for streamlined police reporting. The department is requesting the purchase 228 MDCs to replace old and failing devices.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Vendor Selection</td> <td>Oct. 2017</td> <td>Pending</td> </tr> <tr> <td>Hardware Acquisition</td> <td>Nov. 2017</td> <td>Pending</td> </tr> <tr> <td>Implementation</td> <td>August 2018</td> <td>Pending</td> </tr> <tr> <td>Conduct project lessons learned</td> <td>Sept. 2018</td> <td>Pending</td> </tr> <tr> <td>Perform project documentation and closure</td> <td>Sept. 2018</td> <td>Pending</td> </tr> </tbody> </table>	Milestone	Estimated Completion	Actual Completion	Vendor Selection	Oct. 2017	Pending	Hardware Acquisition	Nov. 2017	Pending	Implementation	August 2018	Pending	Conduct project lessons learned	Sept. 2018	Pending	Perform project documentation and closure	Sept. 2018	Pending		
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# Business Plan

Put Technology to Work														
Goal 1: Ensure Availability of Information, Programs, and City Services														
Objective 1: Provide for the Efficient Access and Appropriate Management of the City's Data														
Project	Performance Measure(s)	City Service Team (Department)												
PTW 1.1.4	Develop and Implement an Overall Condition Index (OCI) Program	Project Completion Neighborhood Services (Parks)												
<p><b>Summary:</b></p> <p>In FY 2015, Parks and Recreation Department (PARD) introduced Cartegraph application to assist with asset management and work management. In FY 2016, and FY 2017, PARD expanded its utilization of Cartegraph by completing the following objectives:</p> <ol style="list-style-type: none"> <li>A. Developed an asset structure that identified the asset types to be collected, the attributes for each asset type, and the parent/child relationship for each asset type</li> <li>B. Created work flows for creation of tasks and work orders</li> <li>C. Rolled out iPads to 50 field staff to allow real-time utilization for both asset management and work management</li> <li>D. Completed asset collection initiative to capture additional asset data</li> </ol> <p>In FY 2018, PARD will further expand utilization of Cartegraph to develop and implement an Overall Condition Index (OCI) program for identified PARD assets. OCI is a condition index that allows for data-driven decisions related to repair and/or replacement of assets. This program will consist of the following:</p> <ol style="list-style-type: none"> <li>1. Develop the structure of the OCI program by determining which asset types will apply, what parameters will be measured, what frequency will assessments occur, and any other applicable parameter</li> <li>2. Roll out OCI program by performing condition assessments on specified asset types</li> <li>3. Complete recurring audit activities to ensure the OCI program is gathering the intended data and improving the related decision-making</li> </ol>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>OCI Structure Complete</td> <td>Dec. 2017</td> <td></td> </tr> <tr> <td>OCI Rollout Complete</td> <td>Apr. 2018</td> <td></td> </tr> <tr> <td>OCI Audit</td> <td>July 2018</td> <td></td> </tr> </tbody> </table>	Milestone	Estimated Completion	Actual Completion	OCI Structure Complete	Dec. 2017		OCI Rollout Complete	Apr. 2018		OCI Audit	July 2018	
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PTW 1.1.5	Integrate PARD's asset and work management data into COA's Geographic Information System (GIS)	Project Completion  Neighborhood Services (Parks) and Strategic Support (IT)												
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PTW 1.2.1	Body Worn Camera Program Implementation	Project Completion	Neighborhood Services (Police) and Strategic Support (IT)																								
<p><b>Summary:</b> During Fiscal Year 2016, a pilot project for body-worn cameras (BWC) was conducted to evaluate the organizational impact of its usage. User surveys conducted both internally and externally provided feedback on the experience. At the direction of City Council, a State grant and the Fiscal Year 2017 budget funded the Arlington Police Department's implementation of its Body-Worn Camera Program.</p> <p>The Police Department, in partnership with the Department of Information Technology and Purchasing, released a request for proposal (RFP) in the second quarter of Fiscal Year 2017, expects to select the vendor in the third quarter and complete the purchase of approximately 350 body-worn cameras in the fourth quarter.</p> <p>The City will complete the rollout of the 350 body-worn cameras to APD's Field Operations Bureau in Fiscal Year 2018. Texas Senate Bill 158 governs law enforcement agencies on body-worn camera programs. The law mandates law enforcement agencies adopt a comprehensive body-worn camera policy and training program. This law also sets record retention requirements for the videos produced by officers wearing the body cameras. The City will deploy body-worn cameras as required by Texas Senate Bill 158.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Permission to issue RFP from Council</td> <td>Dec. 2016</td> <td>Complete</td> </tr> <tr> <td>Development/Release of RFP</td> <td>Mar. 2017</td> <td>Complete</td> </tr> <tr> <td>Vendor response for RFP</td> <td>Apr. 2017</td> <td>Complete</td> </tr> <tr> <td>RFP Evaluation</td> <td>May 2017</td> <td>In Progress</td> </tr> <tr> <td>Contract Execution</td> <td>July 2017</td> <td>Pending</td> </tr> <tr> <td>Testing and Training</td> <td>Sept. 2017</td> <td>Pending</td> </tr> <tr> <td>Phased Deployment</td> <td>Oct. 2017</td> <td>Pending</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Permission to issue RFP from Council	Dec. 2016	Complete	Development/Release of RFP	Mar. 2017	Complete	Vendor response for RFP	Apr. 2017	Complete	RFP Evaluation	May 2017	In Progress	Contract Execution	July 2017	Pending	Testing and Training	Sept. 2017	Pending	Phased Deployment	Oct. 2017	Pending
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PTW 1.2.2	Cornerstone On-Demand	Project Completion	Strategic Support (HR and IT)															
<p><u>Summary:</u></p> <p>Implementation of Talent Acquisition and Learning Management platforms.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Delivery Date</th> <th>Actual Delivery Date</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>		Milestone	Delivery Date	Actual Delivery Date												
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PTW 1.2.3	Create and Implement an Irrigation Usage Program	Project Completion	Neighborhood Services (Parks)															
<p><u>Summary:</u></p> <p>PARD utilizes an irrigation software tool called IRRINET to control and manage irrigation within all parks, sports facilities, and municipal grounds. In FY 2017, PARD invested in an updated version of IRRINET, called ICC PRO, that will provide more robust scripting and management of irrigation, while also providing a more reliable and secure system environment.</p> <p>In FY 2018, after successful implementation of ICC PRO, PARD will utilize the enhanced features of ICC PRO by creating and implementing an irrigation usage program that will drive more efficient irrigation and also improve future usage estimates which will help with planning and budgeting. This new program will consist of the following:</p> <ol style="list-style-type: none"> <li>1. Define and implement improved irrigation parameters that will drive increased irrigation efficiency</li> <li>2. Create future usage estimate reporting for all applicable PARD irrigation locations</li> <li>3. Create continuous improvement in future usage estimates by comparing estimated vs actual usage</li> </ol>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Complete IRRINET ICC PRO Update</td> <td>June 2017</td> <td> </td> </tr> <tr> <td>Define irrigation usage program parameters</td> <td>Dec. 2017</td> <td> </td> </tr> <tr> <td>Create future-usage estimates</td> <td>Feb. 2018</td> <td> </td> </tr> <tr> <td>Create continuous improvement program</td> <td>Feb. 2018</td> <td> </td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Complete IRRINET ICC PRO Update	June 2017		Define irrigation usage program parameters	Dec. 2017		Create future-usage estimates	Feb. 2018		Create continuous improvement program	Feb. 2018	
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Objective 3: Increase Convenience for the Customer															
Project	Performance Measure(s)	City Service Team (Department)													
PTW 1.3.1	Jury Package Online	Project Completion	Strategic Support (Municipal Court)												
<p><u>Summary:</u></p> <p>The City of Arlington Municipal Court holds jury trials every week three days a week and summons over 1,000 jurors every month. The jurors are mailed letters and required to return it by mail or in person.</p> <p>The Court plans to implement Jury Package Online, a module within the court case management system, INCODE.</p> <p>The Jury Package Online will allow the potential juror to respond to the summons, reschedule jury dates, request exemptions, and print their required documentation.</p>															
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Project	Performance Measure(s)	City Service Team (Department)													
PTW 1.3.2	Electronic Court Notification	% of notices/notifications sent electronically	Strategic Support (Municipal Court)												
<p><u>Summary:</u></p> <p>The City of Arlington Municipal Court sends out thousands of mailings each year by U.S Postal Mail. In the 2015 State Legislative Session, email became an allowable form of communication for legal documents. Since then, the court case management system, INCODE, has increased functionality that will allow the Court to provide email and text notifications of court appearance dates, payment reminders, and all court generated letters. The Court is moving toward electronic notifications in a phased approach to deliver court documents in a more convenient and cost effective manner.</p>		<table border="1"> <thead> <tr> <th>Milestones</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Phase I – Enable multiple avenues to capture email and cell phone data, validate existing data, and obtain permissions</td> <td>Dec. 2017</td> <td></td> </tr> <tr> <td>Phase II – Determine the various Notices that could have the most impact through electronic delivery</td> <td>Mar. 2018</td> <td></td> </tr> <tr> <td>Phase III – Implementation</td> <td>Sept. 2018</td> <td></td> </tr> </tbody> </table>		Milestones	Estimated Completion	Actual Completion	Phase I – Enable multiple avenues to capture email and cell phone data, validate existing data, and obtain permissions	Dec. 2017		Phase II – Determine the various Notices that could have the most impact through electronic delivery	Mar. 2018		Phase III – Implementation	Sept. 2018	
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	Project	Performance Measure(s)	City Service Team (Department)															
PTW 1.3.3	Smart Arlington	Four Smart City projects have funding and are implemented effectively	Management Resources															
<p><u>Summary:</u></p> <p>The City of Arlington will pursue additional opportunities to implement "smart" technology and practices to improve operational efficiency and convenience for residents. This effort will create a facilitation system to seek out funding opportunities and connect them with appropriate department projects which advance the City Council's priorities and core services.</p>		<p style="text-align: center;"><b>Smart Arlington Projects</b></p> <table border="1"> <thead> <tr> <th>Department Project</th> <th>Grant Application</th> <th>Funding Secured</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td></td> <td></td> </tr> <tr> <td>2.</td> <td></td> <td></td> </tr> <tr> <td>3.</td> <td></td> <td></td> </tr> <tr> <td>4.</td> <td></td> <td></td> </tr> </tbody> </table>		Department Project	Grant Application	Funding Secured	1.			2.			3.			4.		
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Put Technology to Work Scorecard						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
IT	System Availability	E-mail system availability	99.92%	99.89%	99.9%	99%
IT		File server availability	96.39%	99.96%	99%	99%
IT		GIS system availability	99.99%	100%	99.9%	99%
IT		Network uptime	100%	99.91%	99.9%	99%
IT		Website availability (including Arlingtontx.gov and Arlingtonpd.org)	1,365,606	1,082,735	1,300,000	1,350,000
Library	Technology	Library web site visits	99.92%	99.89%	99.9%	99%
MR		Paper Records SCAN Project – Develop process to scan paper records and save them digitally	New Measure in FY 2018			75%
Parks		% of online registrations	3.5%	4.3%	10%	12%
Parks	Social Media	Total website sessions (naturallyfun.org)	442,822	453,920	575,000	575,000
MR		Increase YouTube views to reach 500,000 views per year	311,137	481,549	500,000	500,000
MR		Increase Social Media Followers – FaceBook and Twitter	9%	31.3%	50%	25%
MR		Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 1,063,045 visits)	-1%	8.86%	25%	25%
MR		Ask Arlington App Downloads – based on percent of population	New Measure in FY 2017		10%	10%
MR		Ask Arlington App Satisfaction – Number of 5-star ratings	New Measure in FY 2017		500	500
Parks		Total impressions (APRD main Twitter/FB profiles) in millions	13	10.82	15	15
Police		APD Facebook Likes	59,553	87,425	190,771	110,000
Police		APD Twitter Followers	43,280	77,400	187,189	120,000
Police		APD YouTube Channel Views	1,911,188	2,161,632	4,522,001	2,300,000
Police	Social Media Reach – Impression Demographics	New Measure in FY 2016	38,788,650	2,226,871	40,000,000	
Police	Facebook Live Events	New Measure in FY 2018			12	

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Support Quality Education																						
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Objective 1: Strengthen Education and Enrichment Programs																						
Project	Performance Measure(s)	City Service Team (Department)																				
SQE 1.1.1	Youth Investment Programs	Volunteer and participation hours																				
		Neighborhood Services (Police)																				
<p><b>Summary:</b></p> <p>In the last several years, the national media has highlighted stories showing the lack of trust between the community, especially the youth, and their police departments. Nationally, youth mentoring programs consisted with effective implementation of the President's Task Force on 21<sup>st</sup> Century Policing offer promising approaches to building trust. The department is one of 15 cities participating in the 21<sup>st</sup> Century Policing program to serve as a model of community policing for other police departments. The department continues to be focused on youth engagement and has increased programs to directly engage the youth of the City.</p> <p>The following are the programs in the department dedicated to increasing youth engagement:</p> <ul style="list-style-type: none"> <li>• <b>Police Explorer:</b> Program aimed at giving teens exposure to law enforcement careers through competition headed up by local law enforcement officers.</li> <li>• <b>Police Activities League (PAL):</b> Youth crime prevention program that uses recreational activities to create trust and understanding between youth and police officers.</li> <li>• <b>Coach 5-0 Program:</b> In partnership with AISD, officers assist in coaching athletics and attend the students' games.</li> <li>• <b>Mentoring Arlington Youth (MAY) Program:</b> Mentoring program for middle school boys and girls.</li> <li>• <b>Hometown Recruiting Program:</b> Based in AISD high schools, this program relies on volunteers from the department to assist in real training scenarios for future APD officers.</li> <li>• <b>Geographic/Community Partnerships:</b> Providing neighborhood-centric opportunities allow for communities to tailor education and mentorship activities within areas of the city. Partnerships with groups like AISD Elementary School Mentoring and the Boys and Girls Club of Arlington are examples of such partnerships.</li> </ul>		<p><b>Officer Participation Hours in Youth Investment Programs</b></p> <table border="1"> <caption>Officer Participation Hours in Youth Investment Programs</caption> <thead> <tr> <th>Quarter</th> <th>Hours</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>0</td> </tr> <tr> <td>2nd Qtr</td> <td>0</td> </tr> <tr> <td>3rd Qtr</td> <td>0</td> </tr> <tr> <td>4th Qtr</td> <td>0</td> </tr> </tbody> </table> <p><b>Officer Mentors in Youth Investment Programs</b></p> <table border="1"> <caption>Officer Mentors in Youth Investment Programs</caption> <thead> <tr> <th>Quarter</th> <th>Mentors</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>0</td> </tr> <tr> <td>2nd Qtr</td> <td>0</td> </tr> <tr> <td>3rd Qtr</td> <td>0</td> </tr> <tr> <td>4th Qtr</td> <td>0</td> </tr> </tbody> </table>	Quarter	Hours	1st Qtr	0	2nd Qtr	0	3rd Qtr	0	4th Qtr	0	Quarter	Mentors	1st Qtr	0	2nd Qtr	0	3rd Qtr	0	4th Qtr	0
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Objective 2: Retain Arlington Graduates and Improve Department Recruitment Pools																							
	Project	Performance Measure(s)	City Service Team (Department)																				
SQE 1.2.1	Intern Recruitment and Placement Expansion	Intern placement	Strategic Support (HR, Court, IT, and Water), Neighborhood Services (Library, Parks, and Police), Economic Development and Capital Investment (Public Works and CDP), City Attorney's Office, and Management Resources																				
<p><b>Summary:</b></p> <p>In July of 2015, the City started an Internship program modeled after the successful Volunteer program. The Internship program utilizes the relationships built with local schools to source future talent for the City. This is done through partnering relationships with the schools, staff, and students.</p> <p>The FY 2018 Internship project will continue to forge new relationships with current and new school systems. This will allow the City to grow our qualified applicant pool, and will allow the intern to find what best matches their career plans. The City will track the progress of this program through the following:</p> <ul style="list-style-type: none"> <li>• Number of Interns per Quarter</li> <li>• Number of Interns per Department</li> <li>• Participating Schools</li> <li>• Number of Interns Hired</li> </ul>		<p><b>Intern Totals</b></p> <table border="1"> <caption>Intern Totals Data</caption> <thead> <tr> <th>Quarter</th> <th>FY 2016</th> <th>FY 2017</th> <th>FY 2018</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>5</td> <td>35</td> <td>0</td> </tr> <tr> <td>2nd Qtr</td> <td>15</td> <td>40</td> <td>0</td> </tr> <tr> <td>3rd Qtr</td> <td>32</td> <td>0</td> <td>0</td> </tr> <tr> <td>4th Qtr</td> <td>32</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Quarter	FY 2016	FY 2017	FY 2018	1st Qtr	5	35	0	2nd Qtr	15	40	0	3rd Qtr	32	0	0	4th Qtr	32	0	0
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SQE 1.2.2 Hometown Recruiting Program	Hometown Recruiting Students Enrolled in AISD, UTA, and TCC	Neighborhood Services (Police)																																																				
<p><b>Summary:</b></p> <p>The Police Department views Arlington's secondary and higher educational partners as a vital source of candidate pools for future officers. In Fiscal Year 2015, the Police Department, in partnership with the Arlington Independent School District (AISD) and the University Texas at Arlington (UTA), began the inaugural class of the Hometown Recruiting Program. This program is focused on vocational education and real-world experiences with the department. This program also offered AISD students the ability to earn college credit towards a bachelor's degree in criminal justice through dual credit courses.</p> <p>Open only to high school seniors, the program is a yearlong Capstone class on policing and is taught by an APD officer. During the year, students have the opportunity to participate in training with APD officers on a variety of scenarios, including training with APD's specialized units.</p> <p>Success of the program will be monitored as student's move through degree programs at UTA and Tarrant County College, culminating with a fast track hiring process with the Arlington Police Department.</p>																																																						
		<p style="text-align: center;"><b>Hometown Recruiting Program Participants</b></p> <table border="1"> <caption>Hometown Recruiting Program Participants Data</caption> <thead> <tr> <th>Fiscal Year / Quarter</th> <th>AISD</th> <th>UTA</th> <th>TCC</th> </tr> </thead> <tbody> <tr><td>FY 2016 1st Qtr</td><td>17</td><td>1</td><td>0</td></tr> <tr><td>FY 2016 2nd Qtr</td><td>16</td><td>6</td><td>0</td></tr> <tr><td>FY 2016 3rd Qtr</td><td>16</td><td>6</td><td>0</td></tr> <tr><td>FY 2016 4th Qtr</td><td>16</td><td>6</td><td>7</td></tr> <tr><td>FY 2017 1st Qtr</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>FY 2017 2nd Qtr</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>FY 2017 3rd Qtr</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>FY 2017 4th Qtr</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>FY 2018 1st Qtr</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>FY 2018 2nd Qtr</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>FY 2018 3rd Qtr</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>FY 2018 4th Qtr</td><td>0</td><td>0</td><td>0</td></tr> </tbody> </table>	Fiscal Year / Quarter	AISD	UTA	TCC	FY 2016 1st Qtr	17	1	0	FY 2016 2nd Qtr	16	6	0	FY 2016 3rd Qtr	16	6	0	FY 2016 4th Qtr	16	6	7	FY 2017 1st Qtr	0	0	0	FY 2017 2nd Qtr	0	0	0	FY 2017 3rd Qtr	0	0	0	FY 2017 4th Qtr	0	0	0	FY 2018 1st Qtr	0	0	0	FY 2018 2nd Qtr	0	0	0	FY 2018 3rd Qtr	0	0	0	FY 2018 4th Qtr	0	0	0
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# Business Plan

Support Quality Education Scorecard						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Library	Satisfaction Ratings	Citizen satisfaction with overall library services [annual survey]	91%	92%	89%	95%
Library		Library Customer satisfaction with overall East Arlington Branch library services	70%	76%	90%	90%
Library		Overall Library facility satisfaction rating (excellent/good)	New Measure in FY 2017		82%	90%
Library	Library Usage	Visits per capita	New Measure in FY 2018			75%
Library		% of children (birth to 12th grade) completing the first level goal for participating in Summer Reading Club	New Measure in FY 2018			50%
Library		% of total registered borrowers with account activity in the last 12 months	New Measure in FY 2018			50%
Library		% of new library account with active use in the last 12 months	New Measure in FY 2018			1,128
Library		Community connections contact hours (community outreach programming, information sessions, and community meetings)	1.71	1.72	2.1	1.8
Library	Library Materials	Library materials per capita	5.91	5.44	6	6.5
Library		Circulation per capita	206,816	226,365	246,103	270,713
Library		Circulation of Digital materials	417,477	392,104	414,289	476,432
Library		Circulation of Picture & Board Books	163	2,119	2,500	2,750
Library		Circulation of Read it Again Kits	80%	86%	83%	80%
Fire	Membership	AISD Fire Academy Completion Rates	17	24	20	20
Police		Police Explorer Members	144	143	145	120
Police		New Police Athletic League (PAL) Participants	18	16	15	30
Police		Hometown Recruiting Students Enrolled in AISD	New Measure in FY 2016	6	8	9
Police		Hometown Recruiting Students Enrolled in UTA	1.71	1.72	2.1	1.8

# Business Plan

Culture/Recreation/Education																								
Goal 1: Provide Activities, Educational Opportunities, and Services that Meet the Needs of the Community																								
Objective 1: Develop and Implement Programming Based on the Needs of the Community																								
	Project	Performance Measure(s)	City Service Team (Department)																					
Core CRE 1.1.1	Trail Etiquette Program	<ul style="list-style-type: none"> <li>Citizen feedback and satisfaction with overall quality of parks.</li> <li>Decrease in trail users conflicts</li> </ul>	Neighborhood Services (Parks)																					
<p><u>Summary:</u></p> <p>Park trails designed for jogging, walking, hiking, and biking are consistently one of the top requested park amenities of the citizens of Arlington. With their increased usage, over 57 miles of trail within the parks system can present user conflicts. The Parks and Recreation Department has recognized numerous multimodal conflicts, and has been identifying etiquette and safety guidelines to help mitigate them.</p> <p>The trail etiquette program will be a deployment of these rules and guidelines, to educate users on proper use of the trails as it relates to multimodal users. The program will consist of a sign strategy along the trail network, as well as a multimedia educational campaign.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Delivery Date</th> <th>Actual Delivery Date</th> </tr> </thead> <tbody> <tr> <td>Formulate rules, guidelines, and their descriptions</td> <td>Nov. 2017</td> <td></td> </tr> <tr> <td>Design signage and educational materials</td> <td>Mar. 2018</td> <td></td> </tr> <tr> <td>Develop sign location strategies</td> <td>Apr. 2018</td> <td></td> </tr> <tr> <td>Sign manufacturing</td> <td>May 2018</td> <td></td> </tr> <tr> <td>Develop and distribute multimedia educational materials</td> <td>May 2018</td> <td></td> </tr> <tr> <td>Sign installation</td> <td>July 2018</td> <td></td> </tr> </tbody> </table>		Milestone	Delivery Date	Actual Delivery Date	Formulate rules, guidelines, and their descriptions	Nov. 2017		Design signage and educational materials	Mar. 2018		Develop sign location strategies	Apr. 2018		Sign manufacturing	May 2018		Develop and distribute multimedia educational materials	May 2018		Sign installation	July 2018	
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Project	Performance Measure(s)	City Service Team (Department)																																																	
Core CRE 1.1.2	Camp DREAM	<ul style="list-style-type: none"> <li>Number of participants</li> <li>Customer surveys</li> <li>Revenue generation to maintain the program</li> </ul>	Neighborhood Services (Parks)																																																
<p><b>Summary:</b></p> <p>The Parks and Recreation Department offers a weekly themed, full-day camp program for Arlington youth, ages 5-12. Campers enjoy games, crafts, swimming, field trips and much more. Lunch and an afternoon snack are provided. Camp DREAM is aimed at children whose guardians are not financially able to afford the registration fee for such an activity. Recreation Center Programs will partner with the AISD Family in Transition Department to provide 25 registrations to the families. There is no monetary requirement for the program, but each family is required to attend a minimum of three days per week. It is the department's attempt to address social equity, ensuring Arlington citizens regardless of financial means have access to their local parks and recreation programming. This program is in alignment with the National Recreation and Park Association three pillars of social equity, health and wellness.</p>		<p style="text-align: center;"><b>Camp DREAM Participants</b></p> <table border="1"> <caption>Camp DREAM Participants Data</caption> <thead> <tr> <th>Week</th> <th>New</th> <th>Returning</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Week 1</td><td>5</td><td>0</td><td>5</td></tr> <tr><td>Week 2</td><td>5</td><td>0</td><td>10</td></tr> <tr><td>Week 3</td><td>5</td><td>0</td><td>15</td></tr> <tr><td>Week 4</td><td>5</td><td>0</td><td>20</td></tr> <tr><td>Week 5</td><td>5</td><td>0</td><td>25</td></tr> <tr><td>Week 6</td><td>0</td><td>5</td><td>5</td></tr> <tr><td>Week 7</td><td>0</td><td>5</td><td>5</td></tr> <tr><td>Week 8</td><td>0</td><td>5</td><td>5</td></tr> <tr><td>Week 9</td><td>0</td><td>5</td><td>5</td></tr> <tr><td>Week 10</td><td>0</td><td>5</td><td>5</td></tr> <tr><td>Week 11</td><td>0</td><td>5</td><td>5</td></tr> </tbody> </table>		Week	New	Returning	Total	Week 1	5	0	5	Week 2	5	0	10	Week 3	5	0	15	Week 4	5	0	20	Week 5	5	0	25	Week 6	0	5	5	Week 7	0	5	5	Week 8	0	5	5	Week 9	0	5	5	Week 10	0	5	5	Week 11	0	5	5
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Core CRE 1.1.3	Harold Patterson Sports Center	Project completed on time and within budget	Neighborhood Services (Parks)																																																
<p><b>Summary:</b></p> <p>Complete a condition assessment of the existing infrastructure to assist in prioritizing current and future phases of development. Develop a schematic design and construction documents for phase II improvements as defined in the adopted phasing plan.</p>		<table border="1"> <thead> <tr> <th>Description</th> <th>Estimated Start</th> <th>Actual Start</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Establish Phasing Plan</td> <td>May 2017</td> <td></td> <td>Aug. 2017</td> <td></td> </tr> <tr> <td>Phase II Design</td> <td>Sept. 2017</td> <td></td> <td>Sept. 2018</td> <td></td> </tr> <tr> <td>Construction</td> <td>Dec. 2018</td> <td></td> <td>Dec. 2019</td> <td></td> </tr> </tbody> </table>		Description	Estimated Start	Actual Start	Estimated Completion	Actual Completion	Establish Phasing Plan	May 2017		Aug. 2017		Phase II Design	Sept. 2017		Sept. 2018		Construction	Dec. 2018		Dec. 2019																													
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# Business Plan

Culture/Recreation/Education Scorecard						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Parks	Citizen Survey	Citizen satisfaction with quality of park and recreation programs and classes [annual survey]	87%	85%	85%	90%
Parks		Quality of programs and services	96%	92%	95%	100%
Parks		Quality of facilities	94%	98%	98%	100%
Parks	Program Participation	Adult Facility Memberships	2,316	2,243	3,100	3,200
Parks		Youth Facility Memberships	4,445	4,243	4,200	4,400
Parks		Senior Facility Memberships	1,560	1,459	1,575	1,600
Parks		Active Fitness and Weight Room Memberships	13,949	16,218	14,250	16,000
Parks		Participation in programs and classes	53,395	57,405	46,000	50,000
Parks		Camp Participation	11,222	12,291	8,000	8,500
Parks		Swim Lesson Participation	4,522	4,617	4,000	4,600
Parks		Outdoor Pool Admissions	141,058	130,686	130,000	135,000
Parks		Rounds of golf played	126,139	125,928	107,000	140,000
Parks		Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	15,617	20,383	18,000	20,000
Parks		Number of unplayable golf days (Mon-Thurs)	New Measure in FY 2016	39.5	40	<125
Parks		Number of unplayable golf days (Fri-Sun/Holidays)	New Measure in FY 2016	30	21	<50

# Business Plan

Financial/Economic Development																								
Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council																								
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	Project	Performance Measure(s)	City Service Team (Department)																					
Core FED 1.1.1	Bad Debt Ratio	Maintain Bad Debt Ratio at or below 0.5%	Strategic Support (Water)																					
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities will maintain its bad debt ratio at or below 0.5%. Arlington Water Utilities will seek ways to increase recovery of bad debt by studying opportunities to reduce the amount in which a utility bill is outstanding after account termination.</p>		<p style="text-align: center;"><b>Bad Debt Ratio</b></p> <table border="1"> <caption>Bad Debt Ratio Data</caption> <thead> <tr> <th>Period</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>FY 2018 Total</td> <td>0.5%</td> </tr> <tr> <td>1st Qtr</td> <td>0.5%</td> </tr> <tr> <td>2nd Qtr</td> <td>0.5%</td> </tr> <tr> <td>3rd Qtr</td> <td>0.5%</td> </tr> <tr> <td>4th Qtr</td> <td>0.5%</td> </tr> </tbody> </table>		Period	Ratio	FY 2018 Total	0.5%	1st Qtr	0.5%	2nd Qtr	0.5%	3rd Qtr	0.5%	4th Qtr	0.5%									
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Core FED 1.1.2	Review of Citywide Financial Policies	Rating agencies ratings on City debt	Finance																					
<p><u>Summary:</u></p> <p>On a regular basis, The City reviews its Financial Policies and Principles to adjust for market changes, changes in best practices, and overall economic conditions to maintain fiscal prudence. The last update to the principles was in 2008. The economy has substantially changed in many ways and this initiative will take a comprehensive look at updating or refining the policies and principles to maintain our conservative financial approach in the current economy.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Review all Policies</td> <td>Dec. 20017</td> <td></td> </tr> <tr> <td>Develop draft changes</td> <td>Feb. 2018</td> <td></td> </tr> <tr> <td>Outside and/or Peer review</td> <td>Mar. 2018</td> <td></td> </tr> <tr> <td>Review by CMO</td> <td>Apr. 2018</td> <td></td> </tr> <tr> <td>Make presentation to Fiscal Policy Committee</td> <td>May 2018</td> <td></td> </tr> <tr> <td>City Council Adoption</td> <td>June 2018</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Review all Policies	Dec. 20017		Develop draft changes	Feb. 2018		Outside and/or Peer review	Mar. 2018		Review by CMO	Apr. 2018		Make presentation to Fiscal Policy Committee	May 2018		City Council Adoption	June 2018	
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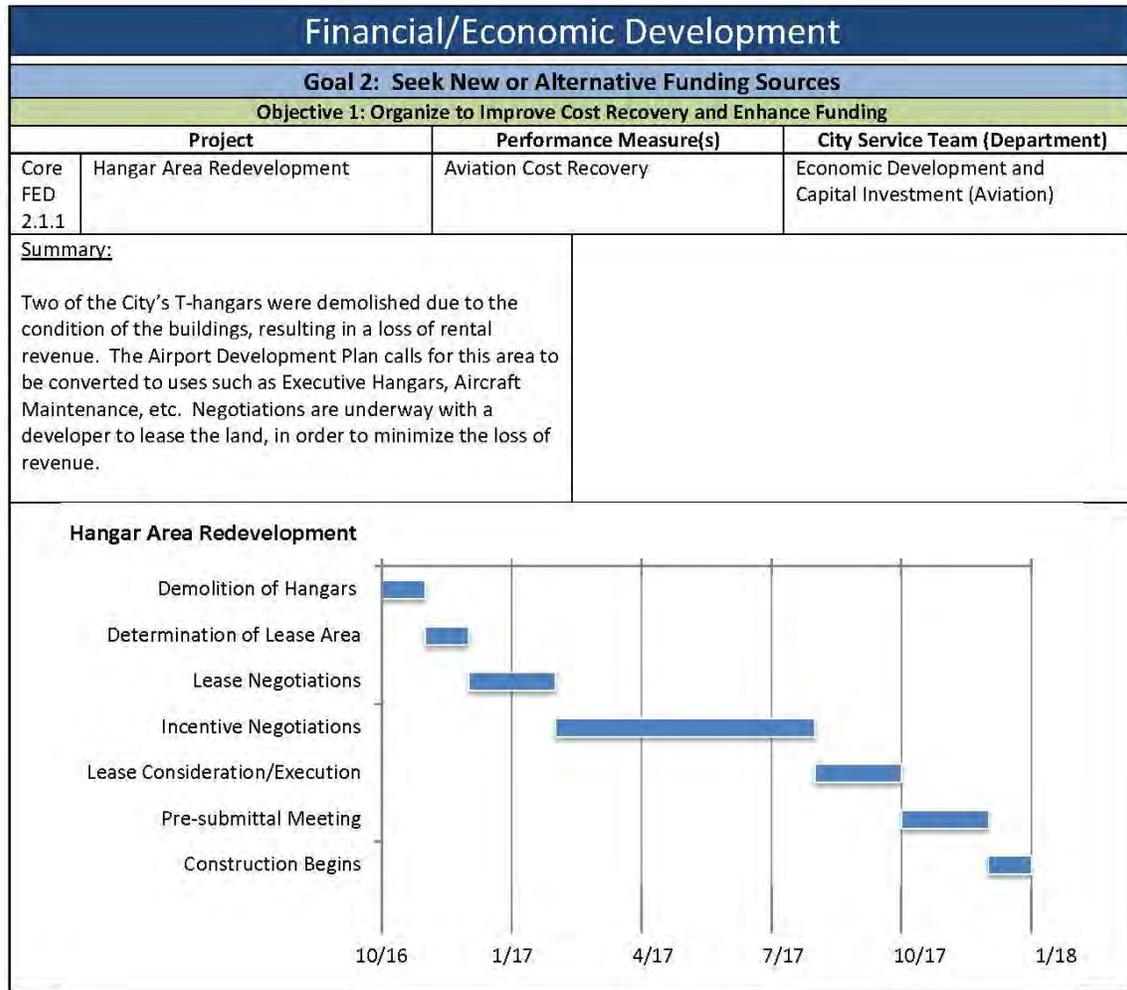
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Project	Performance Measure(s)	City Service Team (Department)																					
Core FED 1.1.3	Create a Debt & Disclosure Policy	Rating agencies ratings on City debt																					
		Finance (Treasury)																					
<p><b>Summary:</b></p> <p>As the City reviews its Financial Policies and Principles to adjust for market changes, changes in best practices, and overall economic conditions to maintain fiscal prudence, Finance has decided to create a Debt &amp; Disclosure Policy separate from the City's Finance Policy. Various outside agencies (SEC, IRS, State Comptroller, etc.) have placed a greater importance on municipal debt and disclosure. By creating a more detailed policy, the City will address these changes.</p> <p>Treasury currently takes the City's Investment Policy to Committee and Council in December. This policy will be taken at the same time for adoption.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Review current Policies</td> <td>11/30/2017</td> <td></td> </tr> <tr> <td>Develop draft Policy</td> <td>3/30/2018</td> <td></td> </tr> <tr> <td>Outside and/or Peer Review</td> <td>5/30/2018</td> <td></td> </tr> <tr> <td>Review by CMO</td> <td>7/30/2018</td> <td></td> </tr> <tr> <td>Make presentation to Finance &amp; Audit Committee</td> <td>12/30/2018</td> <td></td> </tr> <tr> <td>City Council Adoption</td> <td>12/30/2018</td> <td></td> </tr> </tbody> </table>	Milestone	Estimated Completion	Actual Completion	Review current Policies	11/30/2017		Develop draft Policy	3/30/2018		Outside and/or Peer Review	5/30/2018		Review by CMO	7/30/2018		Make presentation to Finance & Audit Committee	12/30/2018		City Council Adoption	12/30/2018	
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Project	Performance Measure(s)	City Service Team (Department)															
Core FED 1.1.4	Implement Applicable GASB Statements for FY 2018	<ul style="list-style-type: none"> <li>GFOA Certificate of Excellence</li> <li>CAFR with clean opinion</li> </ul>															
		Finance (Accounting)															
<p><b>Summary:</b></p> <p>The Governmental Accounting Standards Board (GASB) has issued four (4) GASB statements that must be implemented for the FY 2018 reporting period. The Finance department will review and analyze each statement, and identify and implement reporting requirements timely and accurately. The GASB Statements include:</p> <p>GASB 75: Accounting &amp; Financial Reporting OPEB            GASB 81: Irrevocable Split-Interest Agreements            GASB 85: Omnibus 2017            GASB 86: Certain Debt Extinguishment Issues</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Read/analyze GASB Statements</td> <td>12/31/2017</td> <td></td> </tr> <tr> <td>Identify reporting, disclosure, and RSI requirements</td> <td>3/31/2018</td> <td></td> </tr> <tr> <td>Draft changes need for CAFR</td> <td>6/30/2018</td> <td></td> </tr> <tr> <td>External auditor review of proposed CAFR updates</td> <td>9/30/2018</td> <td></td> </tr> </tbody> </table>	Milestone	Estimated Completion	Actual Completion	Read/analyze GASB Statements	12/31/2017		Identify reporting, disclosure, and RSI requirements	3/31/2018		Draft changes need for CAFR	6/30/2018		External auditor review of proposed CAFR updates	9/30/2018	
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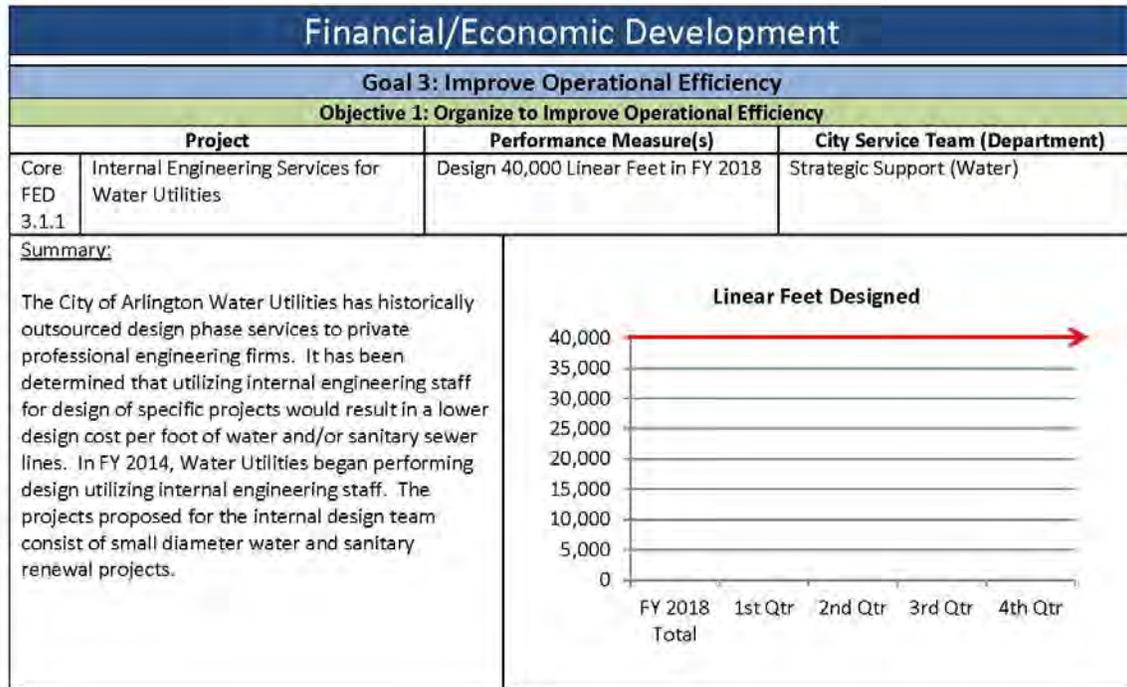
# Business Plan

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Objective 1: Comply with all Financial Regulations and Policies															
	Project	Performance Measure(s)	City Service Team (Department)												
Core FED 1.1.5	MWBE Subcontractor Payment Tracking		Finance (Purchasing)												
<p><u>Summary:</u></p> <p>The project purpose is to show additional MWBE participation on the city's contract. The city is currently able to report direct spend with MWBE prime, but cannot track or show MWBE subcontracting activity (indirect spend). The information must be obtained from the prime contractor/consultant.</p> <p>Once the city is able to track this information, the goal is to increase MWBE participation toward the City's MWBE goal.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Include language in bid/proposal documents requesting MWBE subcontracting plan</td> <td>Dec. 2016</td> <td>Feb. 2017</td> </tr> <tr> <td>Establish implementation date for prime to submit MWBE subcontracting payment report</td> <td>Oct. 2017</td> <td></td> </tr> <tr> <td>Develop internal tracking procedure and incorporate with Quarterly Reports to Council and/or CMO, etc.</td> <td>Oct. 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Include language in bid/proposal documents requesting MWBE subcontracting plan	Dec. 2016	Feb. 2017	Establish implementation date for prime to submit MWBE subcontracting payment report	Oct. 2017		Develop internal tracking procedure and incorporate with Quarterly Reports to Council and/or CMO, etc.	Oct. 2017	
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Goal 3: Improve Operational Efficiency																																																						
Objective 1: Organize to Improve Operational Efficiency																																																						
Project		Performance Measure(s)	City Service Team (Department)																																																			
Core FED 3.1.2	Open Records Requests/Intergovernmental Agency Requests	<ul style="list-style-type: none"> <li>Number of Open Records Requests</li> <li>Number of Intergovernmental agency requests</li> </ul>	Neighborhood Services (Police)																																																			
<p><b>Summary:</b></p> <p>The Records Services Unit serves as the repository for the official records that document the activity of the Police Department. The Texas Public Information Act is a state law that gives any person the right to submit a written request asking for any document related to official city business. The department handles both ORR (Open Record Requests) from the public and IRR (Inter-Agency Record Requests) from other law enforcement agencies or segments of the criminal justice system. The department must provide a response within 10 business days regarding the status of a request, including if it was submitted to the Attorney General to rule whether or not the material is exempted from disclosure. The department continues to look for ways to expedite information for citizens when possible, in an attempt to provide information publicly without waiting for a specific request.</p>		<p><b>Number of Open Records Requests and Intergency Requests</b></p> <table border="1"> <caption>Number of Open Records Requests and Intergency Requests</caption> <thead> <tr> <th>Quarter</th> <th>Open Records</th> <th>Intergency</th> </tr> </thead> <tbody> <tr><td>FY15 Q1</td><td>900</td><td>1,150</td></tr> <tr><td>FY15 Q2</td><td>1,150</td><td>1,200</td></tr> <tr><td>FY15 Q3</td><td>900</td><td>1,350</td></tr> <tr><td>FY15 Q4</td><td>850</td><td>1,000</td></tr> <tr><td>FY16 Q1</td><td>700</td><td>1,150</td></tr> <tr><td>FY16 Q2</td><td>950</td><td>1,300</td></tr> <tr><td>FY16 Q3</td><td>1,100</td><td>1,550</td></tr> <tr><td>FY16 Q4</td><td>1,000</td><td>1,050</td></tr> <tr><td>FY17 Q1</td><td>1,150</td><td>1,200</td></tr> <tr><td>FY17 Q2</td><td>1,350</td><td>1,250</td></tr> <tr><td>FY17 Q3</td><td>0</td><td>0</td></tr> <tr><td>FY17 Q4</td><td>0</td><td>0</td></tr> <tr><td>FY18 Q1</td><td>0</td><td>0</td></tr> <tr><td>FY18 Q2</td><td>0</td><td>0</td></tr> <tr><td>FY18 Q3</td><td>0</td><td>0</td></tr> <tr><td>FY18 Q4</td><td>0</td><td>0</td></tr> </tbody> </table>		Quarter	Open Records	Intergency	FY15 Q1	900	1,150	FY15 Q2	1,150	1,200	FY15 Q3	900	1,350	FY15 Q4	850	1,000	FY16 Q1	700	1,150	FY16 Q2	950	1,300	FY16 Q3	1,100	1,550	FY16 Q4	1,000	1,050	FY17 Q1	1,150	1,200	FY17 Q2	1,350	1,250	FY17 Q3	0	0	FY17 Q4	0	0	FY18 Q1	0	0	FY18 Q2	0	0	FY18 Q3	0	0	FY18 Q4	0	0
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	Project	Performance Measure(s)	City Service Team (Department)																				
Core FED 3.1.3	Analysis and promotion of Library collections and resources (books, audio/visual and electronic resources)	Increase circulation in the branches by 5%	Neighborhood Services (Library)																				
<p><u>Summary:</u></p> <p>In FY 2018, the Library will conduct an in-depth analysis on collections (books, audio/visual materials and electronic resources), circulation patterns and develop strategies to promote and increase use of various collections throughout the library branches.</p>		<p><b>Branch Circulation</b></p> <table border="1"> <caption>Branch Circulation Data</caption> <thead> <tr> <th>Quarter</th> <th>FY 2016</th> <th>FY 2017</th> <th>FY 2018</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>455,000</td> <td>415,000</td> <td>455,000</td> </tr> <tr> <td>2nd Qtr</td> <td>450,000</td> <td>450,000</td> <td>450,000</td> </tr> <tr> <td>3rd Qtr</td> <td>465,000</td> <td>465,000</td> <td>465,000</td> </tr> <tr> <td>4th Qtr</td> <td>480,000</td> <td>480,000</td> <td>495,000</td> </tr> </tbody> </table>		Quarter	FY 2016	FY 2017	FY 2018	1st Qtr	455,000	415,000	455,000	2nd Qtr	450,000	450,000	450,000	3rd Qtr	465,000	465,000	465,000	4th Qtr	480,000	480,000	495,000
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Core FED 3.1.4	Non-financial Controllable	Reduce non-financial controllable expenses by \$1,000,000	Strategic Support (Water)																				
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities has an annual goal of reducing its non-financial controllable expense costs by \$1,000,000. The department will seek out various avenues to gain operational efficiencies.</p>		<p><b>Controllable Expense/Cost Reductions</b></p> <table border="1"> <caption>Controllable Expense/Cost Reductions Data</caption> <thead> <tr> <th>Category</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>FY 2018 Total</td> <td>\$1,000,000</td> </tr> <tr> <td>1st Qtr</td> <td>\$250,000</td> </tr> <tr> <td>2nd Qtr</td> <td>\$250,000</td> </tr> <tr> <td>3rd Qtr</td> <td>\$250,000</td> </tr> <tr> <td>4th Qtr</td> <td>\$250,000</td> </tr> </tbody> </table>		Category	Amount	FY 2018 Total	\$1,000,000	1st Qtr	\$250,000	2nd Qtr	\$250,000	3rd Qtr	\$250,000	4th Qtr	\$250,000								
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Project		Performance Measure(s)	City Service Team (Department)															
Core FED 4.1.1	Job Description Review – including Health and Physical Evaluations (HPEs) and Identification of Safety-Sensitive Positions	Project Completion	Strategic Support (Human Resources)															
<p><b>Summary:</b></p> <p>As the city prepares for a new e-recruiting system, job descriptions will be reviewed so that the information going into the system is updated and accurate. This will require HR working with the Departments to review job descriptions for requirements including HPEs, driver's license, safety sensitive (DOT or City), credit review, and drug and alcohol testing. Then, Concentra will work with the Departments to update HPEs.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>City-wide communication of plan</td> <td>Oct. 2015</td> <td>100%</td> </tr> <tr> <td>Compensation Specialist and HR Consultants will work with Departments to review job descriptions</td> <td>Mar. 2016</td> <td>100%</td> </tr> <tr> <td>Concentra and Departments to update HPEs</td> <td>Mar. 2017</td> <td>50%</td> </tr> <tr> <td>Update employment and pre-employment processes</td> <td>July. 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	City-wide communication of plan	Oct. 2015	100%	Compensation Specialist and HR Consultants will work with Departments to review job descriptions	Mar. 2016	100%	Concentra and Departments to update HPEs	Mar. 2017	50%	Update employment and pre-employment processes	July. 2017	
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Project		Performance Measure(s)	City Service Team (Department)																														
Core FED 4.1.2	Compensation Study – for Special Services Utilized for Consulting and Legal Advice	Project Completion	Strategic Support (Human Resources)																														
<p><b>Summary:</b></p> <p>As a continuation from FY 2016, the comprehensive Compensation/Classification system study will be utilized to engage a consultant in a market analysis and classification review of all positions spread over a three-year period, with 1/3 of positions reviewed each year. The consultant will review point factors and grades, assist with job descriptions update, and make recommendations for adjustments consistent with market challenges in recruiting and retaining key occupations.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>FY 2016</td> <td>4<sup>th</sup> Qtr. FY 2016</td> <td>90%</td> </tr> <tr> <td>FY 2017 Project Plan</td> <td>1<sup>st</sup> Qtr. FY 2017</td> <td>100%</td> </tr> <tr> <td>FY 2017 Contract Data Collection</td> <td>2<sup>nd</sup> Qtr. FY 2017</td> <td>100%</td> </tr> <tr> <td>FY 2017 Job Description Validation</td> <td>3<sup>rd</sup> Qtr. FY 2017</td> <td></td> </tr> <tr> <td>FY 2017 Budget Recommendation</td> <td>4<sup>th</sup> Qtr. FY 2017</td> <td></td> </tr> <tr> <td>FY 2018 Project Plan</td> <td>1<sup>st</sup> Qtr. FY 2018</td> <td></td> </tr> <tr> <td>FY 2018 Contract Data Collection</td> <td>2<sup>nd</sup> Qtr. FY 2018</td> <td></td> </tr> <tr> <td>FY 2018 Job Description Validation</td> <td>3<sup>rd</sup> Qtr. FY 2018</td> <td></td> </tr> <tr> <td>FY 2018 Budget Recommendation</td> <td>4<sup>th</sup> Qtr. FY 2018</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	FY 2016	4 <sup>th</sup> Qtr. FY 2016	90%	FY 2017 Project Plan	1 <sup>st</sup> Qtr. FY 2017	100%	FY 2017 Contract Data Collection	2 <sup>nd</sup> Qtr. FY 2017	100%	FY 2017 Job Description Validation	3 <sup>rd</sup> Qtr. FY 2017		FY 2017 Budget Recommendation	4 <sup>th</sup> Qtr. FY 2017		FY 2018 Project Plan	1 <sup>st</sup> Qtr. FY 2018		FY 2018 Contract Data Collection	2 <sup>nd</sup> Qtr. FY 2018		FY 2018 Job Description Validation	3 <sup>rd</sup> Qtr. FY 2018		FY 2018 Budget Recommendation	4 <sup>th</sup> Qtr. FY 2018	
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Project		Performance Measure(s)	City Service Team (Department)															
Core FED 4.1.3	GALLUP Incorporated – For Employment Engagement Survey	Project Completion	Strategic Support (Human Resources)															
<p><b>Summary:</b></p> <p>GALLUP is a cloud based platform that provides leaders with vital information such as engagement results and teams progress toward action plans. It also provides a library of tools so that leaders can better understand their results, take action on workplace related topics and help team optimize performance.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Communicate GALLUP engagement survey components to Executive Leadership team</td> <td>1<sup>st</sup> Qtr. FY 2017</td> <td>100%</td> </tr> <tr> <td>Develop Communication Plan</td> <td>2<sup>nd</sup> Qtr. FY 2017</td> <td>100%</td> </tr> <tr> <td>Execute Survey to selected departments</td> <td>2<sup>nd</sup> Qtr. FY 2017</td> <td>100%</td> </tr> <tr> <td>Provide Data to Directors/CMO</td> <td>3<sup>rd</sup> Qtr. FY 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Communicate GALLUP engagement survey components to Executive Leadership team	1 <sup>st</sup> Qtr. FY 2017	100%	Develop Communication Plan	2 <sup>nd</sup> Qtr. FY 2017	100%	Execute Survey to selected departments	2 <sup>nd</sup> Qtr. FY 2017	100%	Provide Data to Directors/CMO	3 <sup>rd</sup> Qtr. FY 2017	
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Project		Performance Measure(s)	City Service Team (Department)
Core FED 4.1.4	Library Staff Development	Staff development hours	Neighborhood Services (Library)
<p><u>Summary:</u></p> <p>A key focus area for the Library Department is staff development. Each and every person in the Library organization has a contributing role. The manner in which staff approach their job makes a difference to library patrons, coworkers, and the organization. The Library team must continue to look reflectively and strive to engage in our workplace, expect the extraordinary from ourselves and our colleagues, look beyond our line of sight, and continue to enhance personal and professional growth.</p>		<p style="text-align: center;"><b>Development Hours</b></p>	

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Project	Performance Measure(s)	City Service Team (Department)												
Core FED 4.1.5	Employee Training  Ensure each employee receives at least 10 hours of training	Strategic Support (Water)												
<p><b>Summary:</b></p> <p>The City of Arlington Water Utilities believes its employees are intellectual capital, and it is important to invest in that capital. Arlington Water Utilities strives to ensure its entire staff receives training to enhance their job knowledge and job safety. Arlington Water Utilities has established a goal of 100% of its staff receiving at least 10 hours of training.</p>		<p><b>Percentage of Employees Receiving 10 Hours fo Training</b></p> <table border="1"> <caption>Percentage of Employees Receiving 10 Hours fo Training</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Total Staff</td> <td>100%</td> </tr> <tr> <td>1st Qtr</td> <td>100%</td> </tr> <tr> <td>2nd Qtr</td> <td>100%</td> </tr> <tr> <td>3rd Qtr</td> <td>100%</td> </tr> <tr> <td>4th Qtr</td> <td>100%</td> </tr> </tbody> </table>	Category	Percentage	Total Staff	100%	1st Qtr	100%	2nd Qtr	100%	3rd Qtr	100%	4th Qtr	100%
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Objective 2: Support and Promote the Health and Well Being of the COA Community																																				
	Project	Performance Measure(s)	City Service Team (Department)																																	
Core FED 4.2.1	2018 Health and Wellness Program	% of FTEs eligible for Wellness payout/premium increase	Strategic Support (Human Resources)																																	
<b>Summary:</b>																																				
<p>Healthy employees are shown to have higher engagement levels and overall lower health expenses. The City's Health and Wellness program was created to combat higher healthcare costs by incentivizing a healthy lifestyle. Each year, the program is evaluated by an employee committee for effectiveness, and possibly modified to continue to attract a higher number of enrollees.</p> <p>In 2015, the Wellness for Life program changed to reflect a payout plus a premium differential for those who successfully complete the requirements.</p>		<p><b>FTEs Eligible for Wellness Payout</b></p> <table border="1"> <caption>FTEs Eligible for Wellness Payout</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>30.17%</td> </tr> <tr> <td>2013</td> <td>34.02%</td> </tr> <tr> <td>2014</td> <td>34.18%</td> </tr> <tr> <td>2015</td> <td>75.79%</td> </tr> <tr> <td>2016</td> <td>70.69%</td> </tr> </tbody> </table> <p><b>Average Monthly Medical Claims for Engaged vs. Not Engaged</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Engaged*</th> <th>Not Engaged</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>\$228</td> <td>\$361</td> </tr> <tr> <td>2013</td> <td>\$193</td> <td>\$349</td> </tr> <tr> <td>2014</td> <td>\$249</td> <td>\$333</td> </tr> <tr> <td>2015</td> <td>\$277</td> <td>\$341</td> </tr> <tr> <td>2016</td> <td>\$299</td> <td>\$429</td> </tr> <tr> <td>2017</td> <td></td> <td></td> </tr> </tbody> </table> <p><i>*Engaged is an employee who participated in the City Wellness Program and earned a payout.</i></p>		Year	Percentage	2012	30.17%	2013	34.02%	2014	34.18%	2015	75.79%	2016	70.69%	Year	Engaged*	Not Engaged	2012	\$228	\$361	2013	\$193	\$349	2014	\$249	\$333	2015	\$277	\$341	2016	\$299	\$429	2017		
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	Project	Performance Measure(s)	City Service Team (Department)																																	
Core FED 4.2.2	Employee Wellness Clinic	Project Completion	Strategic Support (Human Resources)																																	
<p><b>Summary:</b></p> <p>In May of 2016, Council authorized the release of a RFP to solicit responses from various firms experienced with providing and managing employee wellness clinics.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>RFP Release</td> <td>4th Qtr. FY 2016</td> <td>100%</td> </tr> <tr> <td>Proposals Received</td> <td>4th Qtr. FY 2016</td> <td>100%</td> </tr> <tr> <td>Vendor Evaluations</td> <td>1st Qtr. FY 2017</td> <td>100%</td> </tr> <tr> <td>Vendor Presentations</td> <td>1st Qtr. FY 2017</td> <td>100%</td> </tr> <tr> <td>Site Visits</td> <td>1st Qtr. FY 2017</td> <td>100%</td> </tr> <tr> <td>CMO Presentation</td> <td>2<sup>nd</sup> Qtr. FY 2017</td> <td>100%</td> </tr> <tr> <td>Benefits Committee Presentation</td> <td>3<sup>rd</sup> Qtr. FY 2017</td> <td></td> </tr> <tr> <td>Mayor and Council Approval</td> <td>3<sup>rd</sup> Qtr. FY 2017</td> <td></td> </tr> <tr> <td>Marketing to Workforce</td> <td>4<sup>th</sup> Qtr. FY 2017</td> <td></td> </tr> <tr> <td>Clinic Grand Opening</td> <td>1<sup>st</sup> Qtr. FY 2018</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	RFP Release	4th Qtr. FY 2016	100%	Proposals Received	4th Qtr. FY 2016	100%	Vendor Evaluations	1st Qtr. FY 2017	100%	Vendor Presentations	1st Qtr. FY 2017	100%	Site Visits	1st Qtr. FY 2017	100%	CMO Presentation	2 <sup>nd</sup> Qtr. FY 2017	100%	Benefits Committee Presentation	3 <sup>rd</sup> Qtr. FY 2017		Mayor and Council Approval	3 <sup>rd</sup> Qtr. FY 2017		Marketing to Workforce	4 <sup>th</sup> Qtr. FY 2017		Clinic Grand Opening	1 <sup>st</sup> Qtr. FY 2018	
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# Business Plan

Financial/Economic Development Scorecard						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Aviation	Cost Recovery	Operating cost recovery	94%	90%	85%	100%
CC		Cost Recovery	75%	82%	82%	90%
Parks		Cost recovery of Parks Performance Fund	80%	79%	80%	80%
Parks		Cost recovery of Golf Performance Fund	108%	107%	90%	108%
Aviation	Budgetary Issues	Total aircraft operations	85,115	90,020	88,200	80,000
Aviation		Hangar occupancy rate	94%	80%	95%	97%
Court		Gross Revenue collected	\$19,776,696	\$18,746,413	\$17,833,846	\$16,384,615
Court		Revenue Retained	\$13,156,378	\$12,420,771	\$11,592,000	\$10,650,000
Court		% of revenue retained (less state costs)	67%	66%	65%	65%
Finance		Debt service expenditures to total expenditures of GF plus Debt Service	17.45%	17.41%	17%	<20%
Finance		Net tax-supported debt per capita	\$884	\$956	\$997	\$1,180
Finance		Net debt to assessed valuation	1.71%	1.81%	1.79%	<2%
Finance		Actual Revenue % of variance from estimates	0.22%	0.28%	0.6%	0.6%
Fire		Homeland Security Grant Funding Secured	\$2,791,860	\$2,833,896	\$2,756,196	\$2,700,000
Library		Grant and gift funds as a percentage of total general fund allocation	6.5%	12%	7%	20%
Water		Achieve non-financial controllable expense cost reductions of \$1,000,000	New Measure in FY 2018			\$1,000,000
Finance		CAFR with "clean opinion"	Yes	Yes	Yes	Yes
Finance		GFOA Certificate for Excellence – Accounting	Yes	Yes	Yes	Yes
Finance		GFOA Certificate for Excellence – Budget	Yes	Yes	Yes	Yes
Finance		Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes
Finance	Rating agencies ratings on City debt	Affirm & Upgrade	Affirm	Affirm & Upgrade	Affirm	
Finance	Compliance with debt policy benchmarks	100%	100%	100%	100%	
Finance	Percent of Received Protests against Total Number of Bids during the reporting period	<1%	<1%	<1%	<1%	
Finance	Percent of Sustained Protests against Total Number of Bids	0%	0%	<1%	0%	
Finance	Receive Texas Transparency Stars (5 Stars: Traditional Finance, Contracts & Procurement, Public Pensions, Debt Obligation, and Economic Development)	New Measure in FY 2016	Traditional Finance Star	5 Stars	5 Stars	
MR	% of priority bills with positive outcome for the City	75%	75%	79%	75%	
MR	Legal deadlines met for City Council agenda posting	100%	100%	100%	100%	
MR	Register birth records in the Record Acceptance Queue from the State within one business day	91%	98%	95%	95%	
Water	Bad Debt Ratio	0.322%	0.322%	<0.5%	<0.5%	

# Business Plan

Financial/Economic Development Scorecard (cont.)						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
HR	Benefits	Workers' Compensation – Frequency (# claims)	355	364	356	359
HR		Workers' Compensation – Severity (\$/claims)	\$2,240	\$2,872	\$3,062	\$3,057
HR		FTEs eligible for Wellness Payout	75.79%	71%	75%	75%
HR		Employee Turnover Rate:				
		Civilian	8.6%	9.2%	8.6%	9%
		Sworn Fire	0.0%	1.5%	1.1%	1.3%
		Sworn Police	3.6%	3%	3%	2.6%
HR		Percentage of all full time employees enrolled in the 401k/457 plans	71%	73%	75%	75%
Fire		Percent of Firefighters who score in the categories of "Excellent" or "Superior" on annual Health Fitness Assessments	92%	91%	90%	90%
Library		Staff Training Development Hours	New Measure in FY 2018			
Water	Employee training hours (10 hours per employee)	95%	100%	100%	100%	
Water	Achieve an employee workplace injury of ≤ 2 injuries per 1,000 hours	0.022	0.011	<2	<2	
ACVB	Convention and Tourism Sales	Convention Services – Groups Serviced	418	325	275	275
ACVB		Booked Room Nights – Center	25,212	25,324	28,000	28,000
ACVB		Booked Room Nights – Hotel	56,031	68,132	47,000	47,000
ACVB		Confirmed Bookings – Hotel	87	95	105	105
ACVB		Marketing/PR – Media Value	\$5,466,990	\$10,444,615	\$5,750,000	\$5,750,000
ACVB		Unique Web Visitors	551,598	584,837	575,000	575,000
ACVB		Confirmed Bookings – Center	35	44	60	60
ACVB		Percentage of Center Gross Revenue	45%	47%	42%	42%
ACVB		Total Lead Volume	361	410	365	365
ACVB		Conversion Percentage	30%	29%	30%	30%
ACVB		Total Partners	191	193	193	193
ACVB		Booked Room Nights – Tourism	New Measure in FY 2016	2,394	3,000	3,000
ACVB		Hotel Leads – Tourism	New Measure in FY 2016	60	80	80
ACVB		Attraction Leads (itineraries) – Tourism	New Measure in FY 2016	59	160	160
ACVB		Farm/Site Tour Participation	New Measure in FY 2017		50	50
CC		Event (Client) Satisfaction Rating (Overall)	4.7	4.67	4.75	4.8
CC		Square Foot Occupancy Percentage	51%	54%	55%	65%
CC		New Events Held During Year (Booked by Center)	28	33	27	27
CC	Return Events Held During Year (Booked by Center)	93	89	80	100	

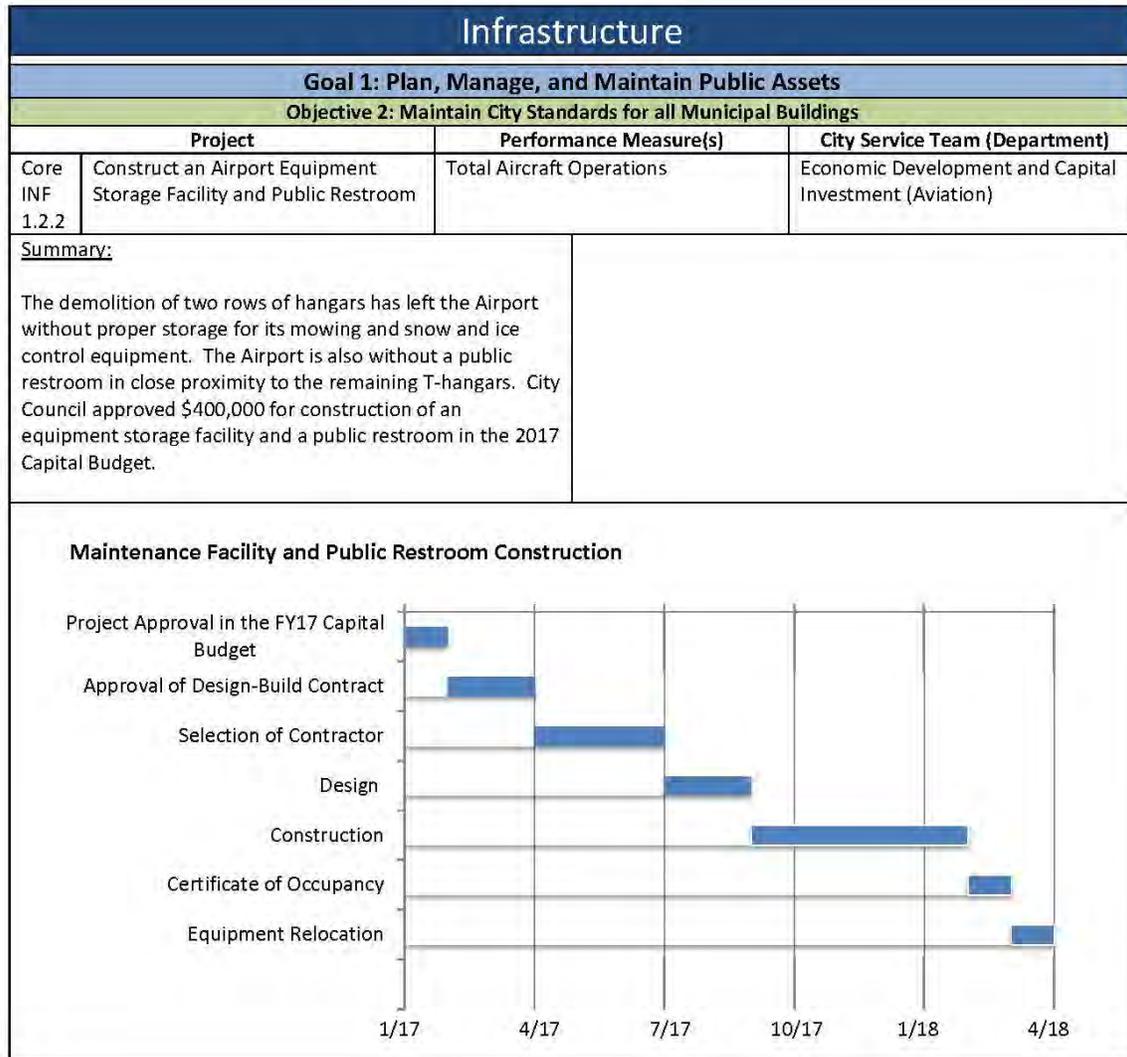
# Business Plan

Infrastructure			
Goal 1: Plan, Manage, and Maintain Public Assets			
Objective 1: Maintain City Standards for all Equipment			
	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.1.1	Reduce % of Fleet Beyond Service Life	% of Fleet Beyond Service Life	Economic Development and Capital Investment (PWT)
<p><u>Summary:</u></p> <p>The City has set a target of having no more than 15% of the city-wide fleet operating beyond recommended service life at any one time. Vehicles and equipment that are beyond recommended service life may have more down time, and may have less functionality compared to what is currently available on the market. After the service life ends, maintenance and repair are at an extra cost, in addition to the annual contracted maintenance cost. The City pays an extra, hourly rate for:</p> <ul style="list-style-type: none"> <li>• Repairs Due to Accidents, Damage, Abuse</li> <li>• Adding or Removing Accessories such as light bars</li> <li>• Mechanical Failure for Vehicles Beyond Service Life</li> </ul>		<p><b>% of Motorized Vehicles in Fleet That are Beyond Service Life</b></p> <p>Target = 15% or less</p> <p>50% 40% 30% 20% 10% 0%</p> <p>Qtr 1      Qtr 2      Qtr 3      Qtr 4</p>	
Contracted Service Life – Summary			
Criteria in Years	Criteria in Units	Vehicle	
7	150,000 miles	Marked Police Vehicle	
10	120,000 miles	Sedan, Compact & Midsize	
10	150,000 miles	SUV, Light Truck, Van	
10	150,000 miles	Truck, 3/4 Ton-1 Ton	
10	150,000 miles	4x4 Truck, 3/4 Ton-1 Ton	
10	120,000-150,000 miles	Mid-sized Truck (ex. Bucket Truck, Dump Truck)	
12	200,000 miles	Fire Engine, Quint	
15	8000 hours	Equipment (ex. Backhoe, Loader, Gradall)	

# Business Plan

Infrastructure																											
Goal 1: Plan, Manage, and Maintain Public Assets																											
Objective 2: Maintain City Standards for all Municipal Buildings																											
	Project	Performance Measure(s)	City Service Team (Department)																								
Core INF 1.2.1	Fire Station 17	Average Total Response Time	Neighborhood Services (Fire)																								
<p><b>Summary:</b></p> <p>The Fire Department, in joint collaboration with Construction Management Services, oversees the construction project committee. The committee is composed of the City's representatives from Fire, Information Technology, Public Works Construction Management and Facility Services and representatives from Viridian (JCKPL, LLC) and Brown Reynolds Watford Architects, Inc.</p> <p>The primary goal of this stakeholder committee is to design and construct a new permanent fire station in the Viridian neighborhood that conforms to the Viridian Agreement of 2009 between the City of Arlington, HC LOBF Arlington LLC, Tax Increment Reinvestment Zone No. Six Board of Directors and the Viridian Municipal Management District.</p> <p>The Agreement requires, "Within 120 days after the City issues the 700<sup>th</sup> building permit...the Owner will award...a contract for the fire station." Additionally, the Agreement expects the Owner to construct the fire station in general conformance with the construction details shown in an exhibit of a previous City-owned fire station construction project. The fire station will also conform to Viridian architectural standards in the Viridian Pattern Book.</p> <p>Viridian is served by an engine crew housed in a temporary Fire Station #17 at 4016 N. Collins Street. In early FY 2015, development reached the benchmark necessary for the construction of a permanent station. The new station will be designed to house a structural firefighting engine company, an urban/wildland interface fire truck, an off-road rescue vehicle and water rescue craft.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Start Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>FY 2015 Planning Meeting</td> <td>Oct. 2014</td> <td>Complete</td> </tr> <tr> <td>Design Development</td> <td>Summer 2016</td> <td>Complete</td> </tr> <tr> <td>Council Approval</td> <td>TBD</td> <td>Complete</td> </tr> <tr> <td>Permit Process</td> <td>Oct. 2016</td> <td>Complete</td> </tr> <tr> <td>Vacate Station</td> <td>Dec. 2016</td> <td>TBD</td> </tr> <tr> <td>Construction Phase</td> <td>May 2017</td> <td>In Progress</td> </tr> <tr> <td>Move-In</td> <td>May 2018</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Start Date	Status	FY 2015 Planning Meeting	Oct. 2014	Complete	Design Development	Summer 2016	Complete	Council Approval	TBD	Complete	Permit Process	Oct. 2016	Complete	Vacate Station	Dec. 2016	TBD	Construction Phase	May 2017	In Progress	Move-In	May 2018	
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# Business Plan



# Business Plan

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	Project	Performance Measure(s)	City Service Team (Department)																		
Core INF 1.2.3	Chiller & Pump Replacement	Cost Recovery, Event Satisfaction Rating	Economic Development and Capital Investment (Convention Center)																		
<p><u>Summary:</u></p> <p>This project is for the direct replacement of 2 Chillers and 2 water pumps. The current chillers are 32 years old and are 12 years past the industry standard life expectancy of 20 years. Some of the parts are no longer manufactured and we rely on vendors to salvage used parts from units they have removed in other buildings. Parts can be hard to find and it can sometimes take weeks to fix a chiller. One of the current chillers has a temporary fix to a leak. Our vendor estimated \$100,000 to make the full repair to the leak.</p> <p>New Chillers and Pumps will be more energy efficient.</p> <p>Air conditioning is vitally important to the success of our events and a failure during an event would have a negative economic impact.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Start Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Develop Scope of Work</td> <td>10/1/2017</td> <td></td> </tr> <tr> <td>Bid Project</td> <td>11/1/2017</td> <td></td> </tr> <tr> <td>Project Walk-Thru</td> <td>11/31/2017</td> <td></td> </tr> <tr> <td>Installation Begins</td> <td>1/1/2018</td> <td></td> </tr> <tr> <td>Project Completed</td> <td>2/28/2018</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Start Date	Status	Develop Scope of Work	10/1/2017		Bid Project	11/1/2017		Project Walk-Thru	11/31/2017		Installation Begins	1/1/2018		Project Completed	2/28/2018	
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	Project	Performance Measure(s)	City Service Team (Department)																		
Core INF 2.1.1	Advanced Metering Infrastructure	Install 9,000 meters and MIUs in FY 2018	Strategic Support (Water)																		
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities will install 9,000 meters and MIU's in 2017 through an ongoing meter replacement program and water line renewals.</p> <p>The MIU receives input from the meter register and remotely sends data to a fixed base data collector, located at one of five elevated storage tanks around the City. Top of the hour readings and other diagnostics are instantly forwarded to the network allowing for a greater awareness of the distribution system and possible on property leak conditions. In addition, the MIU stores up to 35 days of hourly consumption, providing the utility with the ability to extract detailed usage profiles for consumer education, such as water conservation, and billing dispute resolution.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Wrap up FY 2017 Installs</td> <td>Sept. 2017</td> <td></td> </tr> <tr> <td>Begin MIU/Meter Installs</td> <td>Oct. 2017</td> <td></td> </tr> <tr> <td>Council Approval of Meter Replacement funding</td> <td>Feb. 2018</td> <td></td> </tr> <tr> <td>Council Approval of Annual Meter Supply Contract</td> <td>Sept. 2018</td> <td></td> </tr> <tr> <td>Complete MIU/Meter Installation for FY 2018</td> <td>Sept. 2018</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Wrap up FY 2017 Installs	Sept. 2017		Begin MIU/Meter Installs	Oct. 2017		Council Approval of Meter Replacement funding	Feb. 2018		Council Approval of Annual Meter Supply Contract	Sept. 2018		Complete MIU/Meter Installation for FY 2018	Sept. 2018	
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Objective 1: Mitigate Operating Costs and Impact on Environment															
Core	Project	Performance Measure(s)	City Service Team (Department)												
INF 2.1.2	Water Conservation Program	Maintain metered ratio rolling average above 88%	Strategic Support (Water)												
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities will maintain a metered ratio rolling average above 88%. In FY 2018, Arlington Water Utilities will proactively evaluate 25,000 linear feet of water line for leaks to catch them in the early stages before significant water loss occurs. Arlington Water Utilities will also evaluate and make recommendations to purchase additional leak detection technologies to accomplish this goal.</p>		<p style="text-align: center;"><b>Metered Ratio</b></p> <table border="1"> <caption>Metered Ratio Data</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>FY 2018 Total</td> <td>88%</td> </tr> <tr> <td>1st Qtr</td> <td>88%</td> </tr> <tr> <td>2nd Qtr</td> <td>88%</td> </tr> <tr> <td>3rd Qtr</td> <td>88%</td> </tr> <tr> <td>4th Qtr</td> <td>88%</td> </tr> </tbody> </table>		Category	Value	FY 2018 Total	88%	1st Qtr	88%	2nd Qtr	88%	3rd Qtr	88%	4th Qtr	88%
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Core	Project	Performance Measure(s)	City Service Team (Department)												
INF 2.1.3	Wastewater Collection Initiatives	Clean 20% of sewer lines 6" through 15"	Strategic Support (Water)												
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities entered into the Sanitary Sewer Overflow (SSO) Voluntary Initiative established by the Texas Commission on Environmental Quality (TCEQ) in 2005. In order to participate, the City of Arlington agreed to evaluate its sanitary sewer system and develop an action plan that includes a schedule of dates detailing when corrective or preventative maintenance will occur. Arlington Water Utilities has also established a goal of cleaning 20% of sewer lines 6" through 15" annually.</p>		<p style="text-align: center;"><b>6" - 15" Sewer Lines Cleaned (Linear Feet vs. Total Footage)</b></p> <table border="1"> <caption>6" - 15" Sewer Lines Cleaned Data</caption> <thead> <tr> <th>Category</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Total Footage</td> <td>20%</td> </tr> <tr> <td>1st Qtr</td> <td>20%</td> </tr> <tr> <td>2nd Qtr</td> <td>20%</td> </tr> <tr> <td>3rd Qtr</td> <td>20%</td> </tr> <tr> <td>4th Qtr</td> <td>20%</td> </tr> </tbody> </table>		Category	Value	Total Footage	20%	1st Qtr	20%	2nd Qtr	20%	3rd Qtr	20%	4th Qtr	20%
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Core PS 2.1.4	Vegetation Management for Wildlife Control	Total Aircraft Operations	Economic Development and Capital Investment (Aviation)																																				
<p><b>Summary:</b></p> <p>In 2016, DFW International Airport began an initiative to decrease the number of bird strikes by identifying plant species growing close to runways and taxiways, which represent a food source for birds. The airport then used a targeted herbicide application to remove those plants. The result has been a reduction in the number of birds that pose a threat to aircraft.</p> <p>Arlington Municipal Airport will follow the same process to reduce populations of pigeons, doves, and European Starlings that represent the greatest threat to aircraft here. The first step will be to identify plant species growing close to the runway and taxiway system that these birds seek out for food. The next step is to begin targeted herbicide application the following year. Bird count estimates will be taken to determine the effectiveness of the procedure. A qualified wildlife biologist will verify the effectiveness of the approach.</p>																																							
<p style="text-align: center;"><b>Vegetation Management for Wildlife Control</b></p> <table border="1"> <caption>Vegetation Management for Wildlife Control Schedule</caption> <thead> <tr> <th>Task</th> <th>Start Date</th> <th>End Date</th> </tr> </thead> <tbody> <tr> <td>Fall Survey of Attractants</td> <td>10/17</td> <td>1/18</td> </tr> <tr> <td>Count of Nuisance Species</td> <td>1/18</td> <td>4/18</td> </tr> <tr> <td>Winter Survey of Attractants</td> <td>4/18</td> <td>7/18</td> </tr> <tr> <td>Count of Nuisance Species</td> <td>7/18</td> <td>10/18</td> </tr> <tr> <td>Spring Survey of Attractants</td> <td>10/18</td> <td>1/19</td> </tr> <tr> <td>Count of Nuisance Species</td> <td>1/19</td> <td>4/19</td> </tr> <tr> <td>Summer Survey of Attractants</td> <td>4/19</td> <td>7/19</td> </tr> <tr> <td>Count of Nuisance Species</td> <td>7/19</td> <td>10/19</td> </tr> <tr> <td>Herbicide Contract Bid</td> <td>10/18</td> <td>1/19</td> </tr> <tr> <td>Herbicide Application</td> <td>1/19</td> <td>4/19</td> </tr> <tr> <td>Count of Nuisance Species</td> <td>4/19</td> <td>7/19</td> </tr> </tbody> </table>				Task	Start Date	End Date	Fall Survey of Attractants	10/17	1/18	Count of Nuisance Species	1/18	4/18	Winter Survey of Attractants	4/18	7/18	Count of Nuisance Species	7/18	10/18	Spring Survey of Attractants	10/18	1/19	Count of Nuisance Species	1/19	4/19	Summer Survey of Attractants	4/19	7/19	Count of Nuisance Species	7/19	10/19	Herbicide Contract Bid	10/18	1/19	Herbicide Application	1/19	4/19	Count of Nuisance Species	4/19	7/19
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Core: INF 2.1.5	Feral Hog Mitigation Plan	Citizen perception of stray animals as neighborhood problem	Neighborhood Services (Code Compliance Services)																		
<p><b>Summary:</b></p> <p>The invasive feral hog is notorious for causing economic and ecological damage. Studies indicate that 70% of the feral hog population must be removed annually to decrease populations due to their prolific breeding potential. Current measures utilized to mitigate hogs include the use of conventional individualized live traps and round pens. Animal Services has removed 160 feral hogs from River Legacy Park and adjacent neighborhoods since FY 2010. The existing strategies ineffectively influence feral hog population growth and density rates while contributing to the rise of human-wildlife conflict. Starting in early October, when hog season begins, staff will deploy an improved, modern trapping method that utilizes wireless trap system technology. The wireless round pen trapping system involves an automatic feeder and camera system that sends real-time pictures and video to staff mobile devices. Staff will be able to activate the trap door via a mobile application when large numbers of hogs are observed in the trap. This method will enable staff to trap entire sounders instead of individual hogs, increasing staff productivity and reducing feral hog population. The objective is to increase the number of feral hogs removed at River Legacy Park in efforts to sustain public safety and preserve neighborhood aesthetics.</p>		<p><b>Feral Hogs Mitigated</b></p> <table border="1"> <caption>Feral Hogs Mitigated</caption> <thead> <tr> <th>Year</th> <th>Number of Hogs Mitigated</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>63</td> </tr> <tr> <td>2011</td> <td>22</td> </tr> <tr> <td>2012</td> <td>31</td> </tr> <tr> <td>2013</td> <td>11</td> </tr> <tr> <td>2014</td> <td>21</td> </tr> <tr> <td>2015</td> <td>3</td> </tr> <tr> <td>2016</td> <td>9</td> </tr> <tr> <td>2017</td> <td>0</td> </tr> </tbody> </table>		Year	Number of Hogs Mitigated	2010	63	2011	22	2012	31	2013	11	2014	21	2015	3	2016	9	2017	0
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# Business Plan

Infrastructure Scorecard						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
PWT	Satisfaction Ratings	Citizen perception of trash collection services [annual survey]	86%	85%	84%	90%
PWT		Citizen perception of residential recycling services [annual survey]	84%	84%	84%	90%
PWT		% of customers satisfied or very satisfied with Construction Mgmt. Services	100%	100%	100%	90%
PWT		% of customers satisfied or very satisfied with facility maintenance and repair	92%	88%	90%	90%
PWT		Percentage of customers satisfied or very satisfied with janitorial services	New Measure in FY 2018			90%
MR	Customer Service	Action Center first call resolution	97%	96%	95%	97%
MR		% of Action Center calls abandoned	11%	13%	5%	10%
MR		Action Center calls answered	276,986	264,311	210,000	230,000
MR		Percentage of citizens who agree they receive the info they need when calling a City facility [annual survey]	64%	62%	63%	70%
MR		Knowledge Services partnering with the Library to provide courier services to branch locations	25%	10%	100%	100%
PWT	Fleet	Maintain fleet availability rate	97%	97%	95%	95%
PWT		% of Fleet Beyond Service Life	New Measure in FY 2016	18%	20%	15%
PWT		Percentage of customers satisfied or very satisfied with fleet services	New Measure in FY 2018			90%
PWT	Solid Waste	Recycling Collected Curbside (Tons)	New Measure in FY 2017		23,500	Maintain or Increase
PWT		Library Recycling Collected (Tons)	New Measure in FY 2017		100	Maintain or Increase
PWT		Leaf Recycling Program (Tons)	New Measure in FY 2018			275
PWT	Infrastructure Maintenance	% of linear miles of streets that have been swept, compared to annual target	89%	96%	100%	100%
PWT		Major building components operating within their designed life				
		HVAC	46%	52%	49%	Maintain or Increase
		Boilers	64%	64%	64%	Maintain or Increase
		Generators	87%	89%	89%	Maintain or Increase
		Elevators	69%	88%	88%	Maintain or Increase
		Roofs	69%	63%	63%	Maintain or Increase
PWT		Requests for pothole repair completed within 3 working days of request	New Measure in FY 2017		95%	95%
PWT	Citizens called within two business days of request	New Measure in FY 2017		95%	95%	

# Business Plan

Infrastructure Scorecard (cont.)						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
PWT	Infrastructure Maintenance	Requests from the Water Department for concrete repair completed within 5 business days	New Measure in FY 2017		95%	95%
PWT		Excavate and replace 15,000 square yards of failed concrete panels each year	New Measure in FY 2017		95%	95%
Water		Clean a minimum of 20% of sewer lines size 6" - 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	20.9%	20.2%	22%	20%
Water		Radio Transmitter installations	9,825	9,845	9,000	9,000
Water		Linear footage of water and sewer lines designed by the City Engineering staff	34,767	56,111	50,000	40,000
Water		High hazard backflow assemblies with certified testing completed	100%	100%	100%	100%
Water		Avoid any TCEQ, OSHA, SDWA and NPDES violations	100%	100%	100%	100%
Water		Maintain metered ratio rolling average above 88%	New Measure in FY 2018			

# Business Plan

Public Safety			
Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment			
Objective 1: Improve Quality of Life and Place			
Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.1.1	Crime Reduction	<ul style="list-style-type: none"> <li>Crimes Against Person</li> <li>Crimes Against Property</li> <li>Crimes Against Society</li> </ul>	Neighborhood Services (Police)
<p><b>Summary:</b></p> <p>The City of Arlington has experienced a reduction in crime for the past six years. Sustaining this reduction in crime continues to be at the forefront of the mission for the Police Department. Geographic accountability, technology, intelligence, and community engagement all play a vital role when implementing a sustainable and conducive crime reduction strategy.</p> <p>Beginning in January 2017, the Police Department began reporting data as part of the National Incident-Based Reporting System (NIBRS). This system captures more detailed information for each single crime occurrence rather than the traditional Uniform Crime Report (UCR), which is based on a hierarchy summary reporting system. NIBRS data identifies with precision when and where a crime takes place, what type of crime occurred, and the characteristics of its victims and perpetrators. While the UCR data will be used for historical and overall crime statistics, NIBRS data will provide us with more defined, granular detail of the crime in our city. This will help the department's overall crime reduction goal by giving crime analysts more data and allowing for more targeted, proactive policing. For the year of 2017, the department will submit crime data in NIBRS, and receive a UCR report in response. Both reports will be utilized for a side-by-side comparison in 2017 to understand the data differences between NIBRS and UCR.</p>			

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Project		Performance Measure(s)	City Service Team (Department)																																																																																																						
Core PS 1.1.2	Traffic Safety	<ul style="list-style-type: none"> <li>Injury Crashes</li> <li>DWI Crashes</li> <li>CMV Inspections</li> </ul>	Neighborhood Services (Police)																																																																																																						
<p><b>Summary:</b></p> <p>Every year, millions of people travel the roadways throughout the city. Reaching their destination safely is of the utmost concern. In 2016, over 13,000 crashes occurred within Arlington city limits, an increase of 11 percent from 2015. This follows a slight increase in total collisions within the city from 2014 to 2015.</p> <p>Due to this increase, the department will be using a new, multi-faced approach that will overlay crash information with crime information. This approach is called the Through Data-Driven Approaches to Crime and Traffic Safety (DDACTS). The goal with using this new software is to decrease the number of vehicle crashes in the City. Effective enforcement and education efforts will be complementing factors to the data. The Department continues to receive a comprehensive traffic safety grant through the Texas Department of Public Safety.</p> <p>The City continues to have an increase in the number of commercial motor vehicles (CMVs) operating in the city with the continued development of warehouse and distribution centers. The Department will continue to place emphasis on conducting safety inspections of CMV's as part of the Traffic Safety plan. The CMV inspection and enforcement program consists of a full time CMV unit. The CMV enforcement program is supplemented using a CMV grant through the Texas Department of Public Safety and United States Department of Transportation.</p>		<p><b>Injury Crashes</b></p> <table border="1"> <caption>Injury Crashes Data</caption> <thead> <tr> <th>Fiscal Year/Quarter</th> <th>Injury Crashes</th> </tr> </thead> <tbody> <tr><td>FY15 Q1</td><td>700</td></tr> <tr><td>FY15 Q2</td><td>580</td></tr> <tr><td>FY15 Q3</td><td>680</td></tr> <tr><td>FY15 Q4</td><td>700</td></tr> <tr><td>FY16 Q1</td><td>730</td></tr> <tr><td>FY16 Q2</td><td>720</td></tr> <tr><td>FY16 Q3</td><td>780</td></tr> <tr><td>FY16 Q4</td><td>820</td></tr> <tr><td>FY17 Q1</td><td>720</td></tr> <tr><td>FY17 Q2</td><td>700</td></tr> <tr><td>FY17 Q3</td><td>700</td></tr> <tr><td>FY17 Q4</td><td>700</td></tr> <tr><td>FY18 Q1</td><td>700</td></tr> <tr><td>FY18 Q2</td><td>700</td></tr> <tr><td>FY18 Q3</td><td>700</td></tr> <tr><td>FY18 Q4</td><td>700</td></tr> </tbody> </table> <p><b>DWI Crashes</b></p> <table border="1"> <caption>DWI Crashes Data</caption> <thead> <tr> <th>Fiscal Year/Quarter</th> <th>DWI Crashes</th> </tr> </thead> <tbody> <tr><td>FY15 Q1</td><td>110</td></tr> <tr><td>FY15 Q2</td><td>110</td></tr> <tr><td>FY15 Q3</td><td>135</td></tr> <tr><td>FY15 Q4</td><td>105</td></tr> <tr><td>FY16 Q1</td><td>90</td></tr> <tr><td>FY16 Q2</td><td>115</td></tr> <tr><td>FY16 Q3</td><td>125</td></tr> <tr><td>FY16 Q4</td><td>125</td></tr> <tr><td>FY17 Q1</td><td>105</td></tr> <tr><td>FY17 Q2</td><td>110</td></tr> <tr><td>FY17 Q3</td><td>110</td></tr> <tr><td>FY17 Q4</td><td>110</td></tr> <tr><td>FY18 Q1</td><td>110</td></tr> <tr><td>FY18 Q2</td><td>110</td></tr> <tr><td>FY18 Q3</td><td>110</td></tr> <tr><td>FY18 Q4</td><td>110</td></tr> </tbody> </table> <p><b>CMV Inspections</b></p> <table border="1"> <caption>CMV Inspections Data</caption> <thead> <tr> <th>Fiscal Year/Quarter</th> <th>CMV Inspections</th> </tr> </thead> <tbody> <tr><td>FY15 Q1</td><td>580</td></tr> <tr><td>FY15 Q2</td><td>580</td></tr> <tr><td>FY15 Q3</td><td>580</td></tr> <tr><td>FY15 Q4</td><td>580</td></tr> <tr><td>FY16 Q1</td><td>580</td></tr> <tr><td>FY16 Q2</td><td>580</td></tr> <tr><td>FY16 Q3</td><td>580</td></tr> <tr><td>FY16 Q4</td><td>580</td></tr> <tr><td>FY17 Q1</td><td>580</td></tr> <tr><td>FY17 Q2</td><td>580</td></tr> <tr><td>FY17 Q3</td><td>580</td></tr> <tr><td>FY17 Q4</td><td>580</td></tr> <tr><td>FY18 Q1</td><td>580</td></tr> <tr><td>FY18 Q2</td><td>580</td></tr> <tr><td>FY18 Q3</td><td>580</td></tr> <tr><td>FY18 Q4</td><td>580</td></tr> </tbody> </table>		Fiscal Year/Quarter	Injury Crashes	FY15 Q1	700	FY15 Q2	580	FY15 Q3	680	FY15 Q4	700	FY16 Q1	730	FY16 Q2	720	FY16 Q3	780	FY16 Q4	820	FY17 Q1	720	FY17 Q2	700	FY17 Q3	700	FY17 Q4	700	FY18 Q1	700	FY18 Q2	700	FY18 Q3	700	FY18 Q4	700	Fiscal Year/Quarter	DWI Crashes	FY15 Q1	110	FY15 Q2	110	FY15 Q3	135	FY15 Q4	105	FY16 Q1	90	FY16 Q2	115	FY16 Q3	125	FY16 Q4	125	FY17 Q1	105	FY17 Q2	110	FY17 Q3	110	FY17 Q4	110	FY18 Q1	110	FY18 Q2	110	FY18 Q3	110	FY18 Q4	110	Fiscal Year/Quarter	CMV Inspections	FY15 Q1	580	FY15 Q2	580	FY15 Q3	580	FY15 Q4	580	FY16 Q1	580	FY16 Q2	580	FY16 Q3	580	FY16 Q4	580	FY17 Q1	580	FY17 Q2	580	FY17 Q3	580	FY17 Q4	580	FY18 Q1	580	FY18 Q2	580	FY18 Q3	580	FY18 Q4	580
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# Business Plan

Public Safety			
Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment			
Objective 1: Improve Quality of Life and Place			
	Project	Performance Measure(s)	City Service Team (Department)
Core PS 1.1.3	Victim Services Response	<ul style="list-style-type: none"> <li>Total Crime Victims Served</li> <li>Onscene Crisis Response</li> <li>Domestic Violence Victims Served</li> <li>Outreach Hours Dedicated to Domestic Violence</li> </ul>	Neighborhood Services (Police)
<p><b>Summary:</b></p> <p>Victims of crime, including domestic violence, may be of any gender, age, sexual orientation, race, religion or ethnicity. Victimization may happen to an individual, family, group or community. The impact of crime on an individual victim, their loved ones, and their community depends on a variety of factors, but often crime victimization has significant emotional, psychological, physical, financial, and social consequences.</p> <p>Department investigators work quickly to expedite the most serious of cases and those with repeat occurrences. While investigators work the criminal aspect of the case, the Victim Services Unit provides services to victims and family members with the goal of lessening the short and long-term trauma experienced as a direct result of the victimization. Victim Services provides crisis intervention and counseling, criminal justice support and advocacy, information and referral, notification of rights and transportation to shelter to all victims of violent crime reported to the Arlington Police Department.</p> <p>Victim Services Counselors are on duty 7 days a week to respond to requests for immediate crisis intervention for victims of domestic violence and other traumatic crimes.</p>			

# Business Plan

Public Safety											
Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment											
Objective 2: Protect Public Health											
Project	Performance Measure(s)	City Service Team (Department)									
Core PS 1.2.1	Mosquito Surveillance Set a surveillance trap within a quarter mile of a confirmed human West Nile Virus case within the next trap setting cycle	Economic Development and Capital Investment (CDP)									
<p><b>Summary:</b></p> <p>West Nile Virus (WNV) is an endemic public health threat to our community. In 2016 there were nine WNV deaths in Arlington. Zika virus, another mosquito transmitted disease, also struck in 2016 with outbreaks worldwide. Local transmission of Zika was established in Florida and South Texas and imported cases of Zika occurred in Arlington and other North Texas cities.</p> <p>The City of Arlington's Integrated Mosquito Management Program (IMMP) is designed to reduce the threat of all mosquito borne illnesses, including WNV and Zika, through preparedness, public education, surveillance activities and targeted risk mitigation. As with any IMMP, preventing adult mosquitos from emerging is always the primary focus; however, targeted ground spraying of adult mosquitos is also a critical element to prevent the spread of disease.</p> <p>Trapping is the surveillance method used to quantify human risk by determining localized vector presence and abundance as well as identifying WNV infected mosquitos. Each week during our region's traditional mosquito season (April through November), 15 traps are set, collected and prepared for the analysis performed by Tarrant County Public Health Labs. When a trap results in a positive WNV carrying mosquito, targeted ground spraying/adulticide is conducted in a half-mile area surrounding the location of the trap. This response plan involves immediate coordination with several COA Departments to facilitate notification to the effected neighborhoods and the third party contractor who conducts the spray mission.</p>											
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# Business Plan

Public Safety				
Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure				
Objective 1: Plan and implement stormwater projects to mitigate or minimize flood risks				
Core	Project	Performance Measure(s)	City Service Team (Department)	
PS 2.1.1	Stormwater Projects		Economic Development and Capital Investment (PWT)	
<b>Summary:</b>				
<p>Stormwater Projects are funded through the Stormwater Utility Fee and are included in the annual capital budget. The projects listed below are expected to begin or complete construction during FY 2018. Project milestones listed in the table will be updated as they occur during the year.</p>				
Project	Estimated Bid Dates	Actual Bid Dates	Estimate Completion	Actual Completion
North Fork Cottonwood Creek Channel Repair		Apr. 2017	Feb. 2018	
Rush Creek at Bowen Erosion and Scour Repair		May 2017	Nov. 2017	
Meadow Park Drainage Improvements	June 2017			
Sublett Creek Neighborhood Drainage Improvements	Oct. 2017			
Greencove Drainage Improvements	Oct. 2017			
JC-9 Erosion Repair	May 2018			
Washington Erosion Project	June 2018			
Country Club Drainage Improvements	Sept. 2018			

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PS 2.1.2	Flood Mitigation Buyouts		Economic Development and Capital Investment (PWT)																																																												
<p><b>Summary:</b></p> <p>An ongoing flood mitigation buyout program is instrumental in the City's flood protection program. In many cases, it is impossible to prevent flooding of homes adjacent to creeks with construction projects. In these cases, purchasing and demolishing the homes is the only way to prevent future flooding. This is a voluntary program and homes purchased are those that have repetitively flooded.</p> <p>In September 2017, the City received a grant from FEMA for the purchase of 6 homes. The grant requires that all homes be purchased and demolished by September 2018. In addition to the grant-funded purchases, three additional homes will be purchased with city funds.</p>																																																															
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Core: PS 2.2.1	Watershed Studies	Economic Development and Capital Investment (PWT)																																										
<p><b>Summary:</b></p> <p>Comprehensive watershed studies are important in order to evaluate current and future flood risk and identify problem areas that will guide the stormwater program. These watershed studies:</p> <ul style="list-style-type: none"> <li>• Update the hydrology for current developed conditions</li> <li>• Update the hydraulic models based on the new flows and current creek conditions</li> <li>• Identify and prioritize problem areas and generate conceptual solutions for these areas</li> <li>• Assess the stream bank conditions for erosion</li> <li>• Update the Flood Insurance Rate Maps based on the new information</li> </ul> <p>This data benefits the citizens of Arlington by informing them of the flood risk for their homes so that they can take protective action. It also identifies flood protection projects to be incorporated into the Stormwater Capital Improvement Plan. Arlington's nine major watersheds have been grouped into six major study areas. The Stormwater Division plans to include watershed studies in its budget each year until all of the major watersheds in the City have been studied</p> <p>This project will identify and map flood risk for property owners which enhances the City's score in the Community Rating System (CRS). The CRS is a federal program that provides flood insurance policy discounts based on community score for homeowners in communities that participate in the program.</p>																																												
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Core PS 2.2.2	Stormwater Education Outreach		Economic Development and Capital Investment (PWT)																																							
<p><b>Summary:</b></p> <p>Comprehensive public education and outreach efforts for stormwater management are important to increase the citizens' understanding of city services and the impacts of stormwater runoff. Public education and outreach efforts include:</p> <ul style="list-style-type: none"> <li>• Flood Safety Awareness Campaigns</li> <li>• Illegal Stream Dumping Ordinance Education</li> <li>• Flood Insurance Education</li> <li>• Flood Services provided by the City</li> <li>• Turn Around Don't Drown Campaigns</li> <li>• Stormwater Pollution Prevention Education</li> <li>• Community Event and School Outreach programs</li> <li>• Stormwater Management Website</li> </ul> <p>Public outreach also enhances the City's score in the Community Rating System (CRS). The CRS is a federal program that provides flood insurance policy discounts based on community score for homeowners in communities that participate in the program.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Repetitive Loss Area Mail out</td> <td>Oct. 2017</td> <td></td> </tr> <tr> <td>Flood Insurance/Flood Services Utility Mail out</td> <td>Nov. 2017</td> <td></td> </tr> <tr> <td>Turn Around Don't Drown Campaign</td> <td>May 2018</td> <td></td> </tr> <tr> <td>Illegal Stream Dumping Utility Mail out</td> <td>Apr. 2018</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th rowspan="2">Outreach Task</th> <th colspan="4">Number Achieved</th> </tr> <tr> <th>1<sup>st</sup> Qtr.</th> <th>2<sup>nd</sup> Qtr.</th> <th>3<sup>rd</sup> Qtr.</th> <th>4<sup>th</sup> Qtr.</th> </tr> </thead> <tbody> <tr> <td>Attend 10 Elementary School Presentations for stormwater pollution and flood safety</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Placement of 350 "No Dumping" storm drain inlet decals</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Attend 10 Community Events to provide Stormwater Education Materials</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Repetitive Loss Area Mail out	Oct. 2017		Flood Insurance/Flood Services Utility Mail out	Nov. 2017		Turn Around Don't Drown Campaign	May 2018		Illegal Stream Dumping Utility Mail out	Apr. 2018		Outreach Task	Number Achieved				1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	Attend 10 Elementary School Presentations for stormwater pollution and flood safety					Placement of 350 "No Dumping" storm drain inlet decals					Attend 10 Community Events to provide Stormwater Education Materials				
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# Business Plan

Public Safety Scorecard						
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Fire	Dispatch and Response	Average Total Response Time (Dispatch to First Unit On scene in M:SS Format) (Implementation of new NFPA 1710 Requirements in FY 2013)	5:32	5:37	5:36	5:20
Fire		Fires - Response objective = 320 seconds or (5:20)	5:27	5:22	5:21	5:20
Fire		Emergency Medical Service – Response objective = 300 seconds or (5:00)	5:13	5:29	5:27	5:00
Fire		Fire P1 and P2 (emergency) calls dispatched within 25 seconds (average)	21.16	20.65	25.00	25.00
Fire		Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2.20	2.13	2.00	2.00
Fire		Annual Growth Rate in Unit Responses	5.7%	3.4%	3.5%	3.5%
Fire		9-1-1 calls answered within 10 seconds	86%	87.63%	90%	90%
Fire		Police E and P1 (emergency) calls dispatched within 120 seconds	90%	81.17%	80%	80%
Police		Response time to priority 1 calls (minutes)	9.38	9.32	10	9.3
Police		Citizen satisfaction with police services [annual survey]	74%	78%	75%	75%
CDP	Prevention	% of initial health inspections with a Satisfactory Score	96%	95%	95%	95%
Fire		Percent of Outdoor Warning Sirens Successfully Tested	96%	88%	95%	95%
Fire		Fire Prevention Business Inspections	15,165	15,793	15,500	15,500
Fire		Fire Prevention Business Violations Addressed	4,970	4,144	4,700	4,700
PWT		% storm drainage inlets inspected (current total number of inlets = 13,098; City of Arlington owned = 9,705)	101%	100%	100%	100%
PWT		% concrete channels inspected (total linear feet = 174,376; City of Arlington owned = 166,730)	102%	100%	100%	100%
CDP	Crime and Compliance	% of gas well operation components in compliance	99%	99%	99%	99%
Court		% of cases completed	100%	156%	105%	110%
Court		% of Warrants Cleared	New Measure in FY 2016	105%	100%	105%
Court		% of Payments Collected after 31 day phone call	New Measure in FY 2016	25%	25%	25%
Court		% of Payments collected after 30 Day Post card	New Measure in FY 2016	58%	70%	65%
Court		% of Citations Keyed Without Error	New Measure in FY 2016	97%	99%	98%
Court		% of Cashier Errors in Case Management	New Measure in FY 2016	1%	1%	1%

# Business Plan

Public Safety Scorecard (cont.)							
Dept.	Goal Category	Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target	
Court	Crime and Compliance	% of Citations entered within 5 days	New Measure in FY 2016	99%	99%	99%	
Police		Committed Time to all calls (minutes)	86.47	88	90	90	
Police		Arrests (target based on historical estimate)	15,186	14,317	15,000	15,000	
Police		DWI Crashes	461	462	400	450	
Police		Domestic Violence Reports	3,856	3,923	3,800	3,800	
Police		Domestic Violence Victims Served	5,580	6,288	6,000	6,000	
Police		Human Trafficking Victims Served	20	17	15	10	
Police		Injury Crashes	2,670	3,057	2,500	2,700	
Police		Sustained Complaints (Internal Affairs)	93	70	75	85	
Police		Use of Force Incidents	866	699	750	800	
Police		Outreach Hours Dedicated to Domestic Violence	New Measure in FY 2016	2,763	2,500	2,700	
Police		Outreach Presentations Dedicated to Human Trafficking	New Measure in FY 2016	13	8	10	
Police		Fatality Crashes	New Measure in FY 2018				24
Police		CVE Inspections (on-duty)	New Measure in FY 2018				2,000
Police		Crimes Against Persons	New Measure in FY 2018				
Police		Crimes Against Property	New Measure in FY 2018				
Police		Crimes Against Society	New Measure in FY 2018				
Fire		Workload Measures	9-1-1 Dispatch Center Calls For Service (calls from 9-1-1 phone switch)	427,050	411,075	430,000	430,000
Fire			Police Calls for Service Handled and Processed by PD Dispatch	328,599	344,222	300,000	325,000
Fire			Emergency Calls	1,160	1,385	1,400	1,750
Fire	Priority 1 Calls		93,524	88,486	81,000	90,000	
Fire	Priority 2 Calls		60,549	61,677	57,600	52,000	
Fire	Priority 3 Calls		173,366	192,672	160,000	180,000	
Fire	Officer Initiated (not included in total)		162,623	182,433	120,000	110,000	
Fire	Ambulance Dispatched Calls for Service		48,217	52,311	50,000	47,500	
Fire	Fire Dispatched Calls for Service		41,011	44,405	43,000	40,600	
Fire	Fires		3,388	3,570	3,800	3,800	
Fire	Emergency Medical Service		31,645	35,059	32,500	32,500	
Fire	Other		5,259	5,775	4,300	4,300	
Fire	Dispatched Animal Services After-Hours Calls for Service		659	661	750	750	
Fire	Fire Department Incidents (un-audited)		40,496	42,325	31,803	44,654	
Fire	Fires		836	811	624	884	
Fire	Emergency Medical Service		19,209	20,109	15,582	21,879	
Fire	Other Emergency Incidents		20,451	21,405	15,597	21,892	
Fire	Fire Department RMS Unit Responses		54,915	57,167	43,545	58,746	
Police	Total patrol responses (target based on historical estimate)		176,915	183,086	183,086	183,086	

# Financial Summaries

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**This section provides an overview of the City's operating funds.** The first two-page matrix shows fund operating positions with beginning balances, revenues, net transfers, expenditures, and ending balances. The second two-page matrix provides details of revenues by type and expenditures by classification. The last page **provides details for the City's financial reserves.**

# Financial Summaries

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## **FY 2018 OPERATING POSITIONS**

<b>Funding Source / Use</b>	<b>General Fund</b>	<b>Water and Sewer Fund</b>	<b>Convention and Event Services Fund</b>
Beginning Balance	\$ -	\$ -	\$ 1,815,180
Total Revenues	\$ 243,610,330	\$ 145,110,337	\$ 14,957,089
Total Interfund Transfers	\$ 482,598	\$ (17,958,218)	\$ (4,155,646)
Total Available Funds	\$ 244,092,928	\$ 127,152,119	\$ 12,616,623
Total Expenditures	<u>\$ 244,090,346</u>	<u>\$ 126,355,207</u>	<u>\$ 12,439,949</u>
Ending Balance	\$ 2,582	\$ 796,912	\$ 176,674

# Financial Summaries

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## FY 2018 OPERATING POSITIONS

<b>Park Performance Fund</b>	<b>Storm Water Utility Fund</b>	<b>Street Maintenance Fund</b>	<b>Debt Service Fund</b>	<b>Totals</b>
\$ 98,358	\$ 278,276	\$ 3,745,798	\$ 1,668,448	\$ 7,606,061
\$ 11,281,934	\$ 16,447,148	\$ 15,836,390	\$ 46,978,175	\$ 494,221,403
\$ 1,865,925	\$ (8,297,168)	\$ 6,939,936	\$ 1,986,125	\$ (19,136,448)
\$ 13,246,217	\$ 8,428,257	\$ 26,522,124	\$ 50,632,749	\$ 482,691,016
<u>\$ 13,118,264</u>	<u>\$ 8,071,262</u>	<u>\$ 25,908,497</u>	<u>\$ 48,484,303</u>	<u>\$ 478,467,828</u>
\$ 127,953	\$ 356,995	\$ 613,627	\$ 2,148,446	\$ 4,223,188

# Financial Summaries

## FY 2018 REVENUES AND EXPENDITURES

Revenues by Type	General Fund	Water and Sewer Fund	Convention and Event Services Fund
Property Taxes	\$ 98,648,508	\$ -	\$ -
Sales Taxes	62,806,919	-	-
Hotel Occupancy and Other Taxes	2,567,908	-	9,512,699
Water Sales and Wastewater Charges	-	137,440,357	-
Franchise Fees	38,228,715	-	-
Licenses and Permits	7,158,184	-	-
Leases and Rents	6,366,226	-	-
Fines and Forfeitures	10,476,449	-	-
Service Charges and Recreational Programs	15,359,328	6,592,800	2,944,390
Interest and Miscellaneous Revenues	<u>1,998,093</u>	<u>1,077,180</u>	<u>2,500,000</u>
<b>Total FY 2018 Revenues</b>	<b>\$ 243,610,330</b>	<b>\$ 145,110,337</b>	<b>\$ 14,957,089</b>

### Expenditures by Classification

Salaries and Benefits	\$ 188,122,870	\$ 16,127,612	\$ 2,326,539
Supplies, Maintenance, and Training	53,800,060	109,527,595	9,912,541
Capital Outlays	<u>2,167,416</u>	<u>700,000</u>	<u>200,869</u>
<b>Total FY 2018 Expenditures</b>	<b>\$ 244,090,346</b>	<b>\$ 126,355,207</b>	<b>\$ 12,439,949</b>

# Financial Summaries

## FY 2018 REVENUES AND EXPENDITURES

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ -	\$ -	\$ -	\$ 46,148,196	\$ 144,796,704
-	-	15,701,730	-	78,508,649
-	-	-	-	12,080,607
-	-	-	-	137,440,357
-	-	-	-	38,228,715
-	-	-	-	7,158,184
-	-	-	-	6,366,226
-	-	-	-	10,476,449
11,281,934	16,278,100	-	-	52,456,552
-	169,048	134,660	829,979	6,708,960
\$ 11,281,934	\$ 16,447,148	\$ 15,836,390	\$ 46,978,175	\$ 494,221,403

\$ 8,417,267	\$ 2,589,249	\$ 5,934,435	\$ -	\$ 223,517,972
4,498,477	4,113,533	19,974,063	48,484,303	250,310,571
202,520	1,368,480	-	-	4,639,285
\$ 13,118,264	\$ 8,071,262	\$ 25,908,498	\$ 48,484,303	\$ 478,467,828

# Financial Summaries

## FY 2018 RESERVES

The City of Arlington maintains reserves that are used for purposes not included elsewhere in the fiscal year operating budget.

### SELECTED FINANCIAL RESERVES FY 2018 OPERATING POSITION

	UNALLOCATED	WORKING CAPITAL	BUSINESS CONTINUITY	LANDFILL LEASE	OTHER POST EMPLOYMENT BENEFITS
Balance on October 1, 2016	\$ 6,918,203	\$ 19,217,230	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriated Amounts	-	-	-	-	-
Transfers In / (Out)	<u>301,598</u>	<u>837,773</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance on September 30, 2017	\$ 7,219,801	\$ 20,055,003	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriated Amounts	-	-	-	-	-
Transfers In / (Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance on September 30, 2018	\$ 7,219,801	\$ 20,055,003	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904

### Unallocated Reserve

This reserve is the City's fund for emergencies and unanticipated expenses. The balance in this reserve at the beginning of FY 2018 is \$7,219,801, which represents 3 percent of General Fund recurring expenditures.

### Working Capital Reserve

The purpose of the Working Capital Reserve is to set aside one month of net General Fund expenditures, and will be \$20,055,003 at the beginning of FY 2018.

### Business Continuity Reserve

This reserve of one-time funds represents amounts available from the Workers Compensation Fund, Natural Gas Fund, and Undesignated Unreserved General Fund balances.

### Landfill Lease Reserve

Funding was provided from the lease of the Landfill in March of 2005. The balance of this reserve, coupled with the Unallocated, Working Capital, and Business Continuity Reserves, is equivalent to approximately 20.1 percent of General Fund recurring expenditures.

### Other Post-Employment Benefits Reserve

This reserve was established in FY 2004 to address funding the liability for post-employment benefits, other than pensions, which will be recognized upon implementation of the Governmental Accounting Standards Board Statement 45.

# General Fund Summary

As the primary operating fund of the City, the General Fund is used to account for resources associated with core government services. These services include Police, Fire, Code Compliance, Park Operations that are not self-supporting, Libraries, Public Works, and other traditional government activities. Property taxes, sales taxes and franchise fees are the primary revenue sources for the General Fund. In FY 2018, General Fund revenues and transfers are budgeted at \$244,092,928 and expenditures are budgeted at \$244,090,346.

## GENERAL FUND FY 2018 Operating Position

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>GENERAL FUND REVENUES</b>	\$ 222,104,842	\$ 235,885,463	\$ 231,640,918	\$ 243,610,330
<b>INTERFUND TRANSFERS:</b>				
Water and Sewer Fund Indirect Cost	\$ 3,861,304	\$ 4,118,690	\$ 4,118,690	\$ 4,226,514
Conv. & Event Svcs. Fund Indirect Cost	691,824	709,038	709,038	604,161
Storm Water Indirect Cost	384,387	397,841	397,841	425,292
IMF Energy Projects (for Opterra)	195,075	57,895	57,895	-
To IT for one-time projects	(1,948,056)	(655,500)	(655,500)	(135,521)
From Workers Compensation Fund	-	1,000,000	1,000,000	-
From Infrastructure Maintenance Reserve (energy)	-	459,789	459,789	-
From Convention & Event Services Fund (Debt Reimbursement)	-	1,730,000	1,730,000	1,156,399
To Park Performance Fund for BK Pool	-	(185,000)	-	-
TIRZ 4 Reimbursement	750,000	-	-	2,053,251
Parks and Airport Gas support for APFA	215,000	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055
From SWUF for engineering reviews	88,699	88,699	88,699	88,699
To APFA Fund	(500,000)	-	-	-
To Park Performance Fund	(1,497,153)	(2,161,632)	(2,161,632)	-
To Knowledge Services	(58,000)	-	-	-
General Fund ending balance	909,000	500,000	500,000	478,000
To Working Capital and Unallocated Reserves	(1,435,645)	-	-	(1,139,371)
Additional support for Health Insurance Fund	(650,000)	-	-	-
From General Gas Fund for social media program	-	-	-	12,000
From Parks Gas Fund for Ditto debt reimbursement	-	-	-	941,883
To Fleet Services for vehicles	-	-	-	(635,629)
To Special Transportation Fund	(1,084,441)	(1,116,199)	(1,116,199)	(1,116,199)
To Street Maintenance Fund for Traffic	(4,715,561)	(4,765,203)	(4,664,530)	(4,773,409)
To Street Maintenance Fund	-	(2,166,527)	(2,166,527)	(2,166,527)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (299,644)	\$ (1,525,055)	\$ (1,239,382)	\$ 482,598
<b>TOTAL AVAILABLE FUNDS</b>	\$ 221,805,198	\$ 234,360,408	\$ 230,401,536	\$ 244,092,928
<b>GENERAL FUND EXPENDITURES</b>	\$ 221,037,460	\$ 234,354,444	\$ 230,336,968	\$ 244,090,346
<b>ENDING BALANCE</b>	\$ 767,737	\$ 5,964	\$ 64,567	\$ 2,582

# General Fund Summary

## GENERAL FUND EXPENDITURES

General Fund expenditures are divided into four groups. These are Neighborhood Services, Strategic Support, Economic Development and Capital Investment, and Policy Administration. A Deputy City Manager heads each of the first three groups. Neighborhood Services includes the Police Department, Fire Department, Library, Parks and Recreation, and Code Compliance. Strategic Support consists of general support activities such as Human Resources, Information Technology, and the Municipal Court. Economic Development and Capital Investment includes Public Works and Transportation, Economic Development, and Community Development and Planning. The Policy Administration departments include the City Manager's Office, Office of Mayor and Council, City Attorney's Office, the Municipal Court Judiciary, City Auditor, Finance and Management Resources.

### GENERAL FUND FY 2018 Expenditures

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>FIRE</b>				
Administration	\$ 4,323,419	\$ 5,364,447	\$ 5,389,886	\$ 4,566,369
Business Services	900,352	923,437	933,816	1,082,091
Operations	36,084,646	35,513,575	35,395,568	37,653,220
Prevention	1,725,900	1,751,145	1,841,889	1,910,094
Medical Services	504,806	519,946	494,331	544,769
Training	684,833	683,813	699,132	703,891
Resource Management	1,512,009	1,569,661	1,633,817	1,523,713
Emergency Management	228,851	300,602	230,409	316,287
Special Events	317,300	317,168	332,127	343,386
Gas Well Response	303,713	457,352	434,738	459,593
<b>TOTAL</b>	<b>\$ 46,585,830</b>	<b>\$ 47,401,146</b>	<b>\$ 47,385,713</b>	<b>\$ 49,103,413</b>
<b>LIBRARY</b>				
Administration	\$ 1,199,692	\$ 2,153,606	\$ 2,348,901	\$ 2,028,604
Operations & Facility Mgmt.	2,234,480	2,313,865	2,308,042	2,478,743
Content Mgmt. & Virtual Experience	2,262,405	2,266,507	2,267,551	2,325,360
Program Mgmt. & Community Engagement	1,479,732	1,638,615	1,421,748	1,616,919
<b>TOTAL</b>	<b>\$ 7,176,310</b>	<b>\$ 8,372,593</b>	<b>\$ 8,346,241</b>	<b>\$ 8,449,626</b>
<b>CODE COMPLIANCE</b>				
Administration	\$ 739,613	\$ 912,741	\$ 915,217	\$ 939,246
Code Compliance	2,504,807	2,567,084	2,533,764	2,657,654
Animal Services	2,108,776	2,299,326	2,259,884	2,380,783
Multifamily Inspection	365,214	373,544	409,044	378,109
<b>TOTAL</b>	<b>\$ 5,718,411</b>	<b>\$ 6,152,695</b>	<b>\$ 6,117,910</b>	<b>\$ 6,355,792</b>

# General Fund Summary

## GENERAL FUND FY 2018 Expenditures

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>POLICE</b>				
Administration	\$ 9,638,319	\$ 12,024,159	\$ 12,006,277	\$ 11,299,828
Jail Operations	4,963,179	4,922,261	5,233,346	5,245,926
Field Operations	863,289	1,699,463	2,032,585	2,786,211
Patrol Operations	45,173,138	47,526,203	45,574,065	49,457,803
Body Worn Camera	-	1,190,315	1,072,124	1,000,874
Traffic Operations	5,615,745	5,669,206	5,729,503	5,955,454
Special Operations	1,898,453	2,182,493	2,169,057	2,492,618
Special Events	727,222	774,229	771,714	810,080
Investigations	3,575,273	3,675,616	3,682,422	3,822,243
Special Investigations	3,410,804	3,574,875	3,737,019	4,009,918
Covert	2,355,407	2,499,715	2,420,181	2,620,354
Business Services	782,605	856,568	793,689	893,423
Information Resources	2,171,541	2,349,836	2,149,145	2,126,229
Research & Development	560,944	1,823,442	1,827,498	1,226,169
Fiscal Services	1,821,213	1,869,096	2,052,300	2,085,453
Community Affairs	854,420	887,834	886,400	928,695
Youth Support	2,342,144	2,443,304	2,476,804	2,566,623
Victim Services	527,023	580,867	486,543	595,859
Personnel	2,382,009	2,690,050	2,709,742	2,882,374
Technical Services	3,550,670	3,514,817	3,717,196	3,895,338
<b>TOTAL</b>	<b>\$ 93,213,400</b>	<b>\$ 102,754,349</b>	<b>\$ 101,527,613</b>	<b>\$ 106,701,472</b>
<b>PARKS AND RECREATION</b>				
Administration	\$ 1,314,955	\$ 2,103,523	\$ 2,097,663	\$ 2,302,562
Marketing	357,633	371,828	372,024	389,535
Planning	809,806	824,330	847,798	851,986
Business Services	703,438	718,150	752,202	766,846
Recreation Program Administration	85,860	105,806	113,803	116,998
Field Maintenance	4,521,337	4,721,216	4,682,115	4,769,445
Asset Management	1,970,314	1,912,464	1,979,504	2,068,014
Forestry	1,401,971	1,562,745	1,513,972	2,074,505
North District	1,810,191	2,114,904	2,047,762	2,059,882
South District	1,735,316	1,989,262	1,905,083	1,975,656
<b>TOTAL</b>	<b>\$ 14,710,822</b>	<b>\$ 16,424,229</b>	<b>\$ 16,311,926</b>	<b>\$ 17,375,429</b>
<b>PUBLIC WORKS AND TRANSPORTATION</b>				
Administration	\$ 1,033,794	\$ 1,466,502	\$ 1,444,837	\$ 1,761,455
Construction Management	488,750	467,911	463,724	464,703
Traffic Engineering	872,723	924,770	900,053	1,024,196
School Safety	449,750	458,348	448,731	461,486
Solid Waste Operations	450,920	311,004	333,582	355,299
Engineering CIP	723,012	809,657	710,815	875,569
Inspections	1,504,808	1,574,265	1,550,163	1,674,480
Survey	250,475	259,115	265,454	268,593
Business Services	532,007	738,108	765,022	804,744
Custodial	606,380	597,269	576,237	725,875
Facility Repair	3,466,516	3,976,704	3,956,291	3,591,687
Information Services	347,998	367,211	292,494	380,995
Operations Support	187,103	330,199	307,766	330,940
<b>TOTAL</b>	<b>\$ 10,914,237</b>	<b>\$ 12,281,063</b>	<b>\$ 12,015,170</b>	<b>\$ 12,720,022</b>

# General Fund Summary

## GENERAL FUND FY 2018 Expenditures

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>ECONOMIC DEVELOPMENT</b>	\$ 625,808	\$ 712,278	\$ 691,520	\$ 760,162
<b>COMMUNITY DEVELOPMENT AND PLANNING</b>				
Administration	\$ 1,086,648	\$ 1,180,636	\$ 1,276,490	\$ 1,266,052
Strategic Planning	1,448,573	1,088,705	1,106,160	1,517,602
Development Services	3,088,451	2,995,826	3,074,287	3,405,674
Neighborhood Initiatives	4,699	5,964	3,800	5,964
Environmental Health	688,739	661,368	610,925	641,911
Real Estate Services	390,737	521,433	508,441	539,440
Business Services	-	944,777	948,151	967,842
West Nile Virus and Corridor Programs	-	-	100,000	100,000
<b>TOTAL</b>	<b>\$ 6,707,847</b>	<b>\$ 7,398,709</b>	<b>\$ 7,628,255</b>	<b>\$ 8,444,485</b>
<b>AVIATION</b>	\$ 873,120	\$ 987,168	\$ 980,279	\$ 1,069,438
<b>CITY MANAGER'S OFFICE</b>				
City Manager's Office	\$ 974,048	\$ 1,100,421	\$ 1,098,763	\$ 1,149,242
Mayor & Council	56,494	59,299	51,946	64,562
Transit Support	18,604	26,632	18,319	22,008
<b>TOTAL</b>	<b>\$ 1,049,146</b>	<b>\$ 1,186,352</b>	<b>\$ 1,169,028</b>	<b>\$ 1,235,812</b>
<b>INTERNAL AUDIT</b>	\$ 567,837	\$ 644,112	\$ 627,502	\$ 709,437
<b>JUDICIARY</b>	\$ 958,448	\$ 1,021,245	\$ 1,013,548	\$ 1,082,211
<b>CITY ATTORNEY'S OFFICE</b>				
Administration	\$ 1,040,281	\$ 1,266,999	\$ 1,231,632	\$ 1,343,850
Litigation	1,005,925	1,263,528	1,165,413	1,313,210
Municipal Law	795,127	826,484	885,621	883,762
Citizen Services	867,074	934,425	945,340	1,001,050
<b>TOTAL</b>	<b>\$ 3,708,407</b>	<b>\$ 4,291,438</b>	<b>\$ 4,228,007</b>	<b>\$ 4,541,872</b>
<b>HUMAN RESOURCES</b>				
Administration	\$ 345,674	\$ 416,804	\$ 438,735	\$ 654,269
Employee Operations	607,495	675,157	670,025	692,381
Employee Services	523,890	479,348	470,495	501,424
Workforce Investment	656,881	656,417	653,527	712,942
Risk Management	778,338	883,945	858,026	939,124
Civil Service Operations	-	-	-	329,499
<b>TOTAL</b>	<b>\$ 2,912,278</b>	<b>\$ 3,111,671</b>	<b>\$ 3,090,809</b>	<b>\$ 3,829,639</b>

# General Fund Summary

## GENERAL FUND FY 2018 Expenditures

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>FINANCE</b>				
Administration	\$ 729,189	\$ 870,704	\$ 919,151	\$ 812,073
Accounting	717,799	776,109	746,645	809,803
Purchasing	524,668	602,601	569,503	673,352
Treasury	1,773,590	1,765,201	1,760,697	1,788,416
Payroll/Payables	427,608	480,018	446,719	522,068
Office of Management and Budget	739,174	803,964	694,927	832,081
<b>TOTAL</b>	<b>\$ 4,912,028</b>	<b>\$ 5,298,596</b>	<b>\$ 5,137,641</b>	<b>\$ 5,437,793</b>
<b>MANAGEMENT RESOURCES</b>				
Office of Communication	\$ 892,281	\$ 848,197	\$ 823,915	\$ 949,306
Action Center	952,142	987,429	1,005,114	1,023,228
Executive and Legislative Support	1,564,077	1,807,925	1,820,484	1,949,454
Intergovernmental Relations	158,766	178,427	161,854	158,292
<b>TOTAL</b>	<b>\$ 3,567,265</b>	<b>\$ 3,821,978</b>	<b>\$ 3,811,368</b>	<b>\$ 4,080,280</b>
<b>NON-DEPARTMENTAL</b>				
Non-Departmental	\$ 7,330,415	\$ 7,162,865	\$ 7,865,642	\$ 6,671,670
Non-Departmental Projects	1,596,000	1,284,752	-	1,284,752
Non-Departmental METF	-	300,000	-	300,000
<b>TOTAL</b>	<b>\$ 8,926,415</b>	<b>\$ 8,747,617</b>	<b>7,865,642</b>	<b>8,256,422</b>
<b>INFORMATION TECHNOLOGY</b>				
Administration	\$ 674,561	\$ -	\$ -	\$ -
Project Management	1,181,323	-	-	-
Infrastructure	48,624	-	-	-
Business Development	510,587	-	-	-
Software Services	2,045,115	-	-	-
<b>TOTAL</b>	<b>\$ 4,460,211</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>MUNICIPAL COURT</b>				
	\$ 3,256,054	\$ 3,747,206	\$ 3,677,974	\$ 3,937,041
Reduce chargebacks for fleet fuel	\$ -	\$ -	\$ (400,000)	\$ -
Reduce fleet vehicle purchases	\$ -	\$ -	\$ (889,177)	\$ -
<b>TOTAL - GENERAL FUND</b>	<b>\$ 221,037,460</b>	<b>\$ 234,354,445</b>	<b>\$ 230,336,968</b>	<b>\$ 244,090,346</b>

# General Fund Summary

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## GENERAL FUND REVENUES

General Fund revenue classifications range from Taxes (primarily Sales and Property), which comprise 67.3 percent of General Fund revenues, to Miscellaneous Revenues, which comprise 0.8 percent.

### Taxes

The largest single revenue source for the General Fund is Ad Valorem taxes, also known as property taxes. The adopted property tax rate for FY 2018 is \$0.6398 per \$100 valuation. Of this tax rate, 68.9 percent, or \$0.4409, will be used for General Fund activities. The remaining 31.1 percent, or \$0.1989, will be used for debt service. General Fund property tax revenue for FY 2018 is estimated to be \$98,648,508 from the total tax base of \$23,446,157,392. **The General Fund's portion of the sales tax rate is 1 percent.** Sales tax revenue for FY 2018 is estimated at \$62,806,919. Other taxes include the Criminal Justice Tax, Bingo Tax, and Liquor Tax.

### Franchise Fees

Franchise Fees are those fees paid by utilities for the use of City streets, alleys, and property in providing their services to citizens, and account for 15.7 percent of the General Fund revenues. The largest of these is the Electric Franchise Fee, at \$12.89 million. Other Franchise Fees include the Telephone, Water, Cable Television, and Gas utilities, and royalties from the Landfill.

### Service Charges

Service Charges account for 6.3 percent of General Fund revenues, at \$15,359,328. These fees are charged by the City for the use of City facilities or services. This includes selected code compliance fees, various reviews and inspections conducted by City personnel, and transfers from other City funds to reimburse the General Fund for services rendered.

### All Other Revenues

The other revenue sources for the General Fund include Fines and Forfeitures, Licenses and Permits, Leases and Rent, and Miscellaneous. Fines and Forfeitures account for 4.3 percent of General Fund revenue, at \$10,476,449. Municipal Court fines account for 98.7 percent of Fines and Forfeitures, at \$10,343,519. Licenses and Permits account for 2.9 percent of General Fund revenue, and include development-related permits such as building, mechanical, electrical and plumbing permits, and certificates of occupancy. Also included in this category are health and safety items such as fire and child care permits. Total revenue for this category is \$7,158,184. Leases and Rents are estimated at \$6,366,226, or 2.6 percent of total revenues in the fund. The **City's landfill** lease, at \$2.2 million, is the largest revenue source in this category. The final revenue category is Miscellaneous at \$1,998,093, or 0.8 percent.

## INTERFUND TRANSFERS

Interfund transfers for FY 2018 include three broad categories. The first of these is indirect costs, which are payments by non-General Fund departments for services received from the General Fund. These services include payroll, information technology, accounting, and building use. Indirect costs total \$5,255,967 for FY 2018. Support for other funds includes amounts paid by the General Fund to the Special Transit Fund (\$1,116,199), Fleet Services Fund (\$635,629), and Street Maintenance Fund (\$6,939,936). In FY 2018, one-time funds used for expenditures in the General Fund total \$3,393,306.

# General Fund Summary

## GENERAL FUND FY 2018 Revenues

Revenue Item	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>TAXES</b>				
Ad Valorem Taxes	\$ 83,206,654	\$ 91,705,262	\$ 91,443,560	\$ 98,648,508
Sales Tax	58,299,391	60,371,706	60,296,540	62,806,919
Major Event Trust Fund Revenue	26,982	300,000	-	300,000
Criminal Justice Tax	409,463	381,448	354,937	332,058
State Liquor Tax	1,828,424	1,927,364	1,932,905	1,855,850
Bingo Tax	81,652	80,000	79,685	80,000
<b>TOTAL TAXES</b>	<b>\$ 143,852,566</b>	<b>\$ 154,765,780</b>	<b>\$ 154,107,627</b>	<b>\$ 164,023,336</b>
<b>LICENSES AND PERMITS</b>				
Building Permits	\$ 3,130,329	\$ 2,500,000	\$ 3,205,505	\$ 3,500,000
Electrical Permits	72,614	80,000	72,912	80,000
Plumbing Permits	274,144	275,000	278,778	285,000
Mechanical Permits	142,564	125,000	148,719	130,000
Swimming Pool Permits	93,450	96,000	95,875	96,000
Business Registration	268,869	210,000	236,891	225,000
Certificates of Occupancy	123,252	135,000	121,820	135,000
Boathouse / Pier License	13,758	14,000	13,309	13,309
Food Establishment Permits	700,458	698,450	703,298	706,125
Alcoholic Beverage License	119,648	123,600	120,000	123,600
Food Handlers Permit	46,936	7,525	15,600	15,600
Dog and Cat License	61,718	82,164	66,038	76,665
Euthanasia Fees, Other Animal Fees	13,005	15,326	17,109	16,250
Animal Services - Owner Surrender Fees	30,728	30,000	29,167	30,500
Burglar Alarm Permit	924,425	1,040,000	941,180	925,000
Abandonment Fees	5,400	4,000	7,000	6,000
Child Care License / Permit	50,255	57,000	52,920	55,135
Fire Permits	241,646	160,550	273,769	160,550
Fire Inspection Fees	261,210	272,700	254,535	272,700
Fire OT and Re-inspection Fees	12,921	17,600	15,697	17,600
Fire Operational Permits	200,770	204,000	207,906	204,000
Fire Applicant Fees	21,400	34,600	37,625	-
Securing Code Violations	2,309	4,850	4,709	4,750
Irrigation Permits	47,865	43,000	43,000	45,000
Special Event Parking	14,150	14,050	14,200	14,200
Parking Meter Revenue	14,426	13,000	4,829	6,300
Pedicab Revenues	19,355	7,800	9,880	10,400
Other Licenses / Permits	11,737	2,500	3,782	3,500
<b>TOTAL LICENSES / PERMITS</b>	<b>\$ 6,919,342</b>	<b>\$ 6,267,715</b>	<b>\$ 6,996,053</b>	<b>\$ 7,158,184</b>

# General Fund Summary

## GENERAL FUND FY 2018 Revenues

Revenue Item	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>SERVICE CHARGES</b>				
Vital Statistics	\$ 261,143	\$ 263,000	\$ 276,000	\$ 280,000
Rezoning Fees	152,219	85,000	123,615	108,464
Plat Review and Inspection Fees	854,732	200,000	640,034	400,000
Landscape / Tree Preservation Fees	14,280	12,000	14,050	12,000
Building Inspection Fees	85,847	80,454	98,138	90,000
Drilling / Gas Well Inspection Fees	116,000	145,000	43,500	145,000
Gas Well Reinspection Fee	563,600	1,110,200	1,065,800	902,200
Gas Well Supplemental Fee	21,610	12,500	159,000	12,500
Plan Review Fee	1,392,109	1,080,000	1,428,300	1,600,000
Public Works Reimbursements	579,332	727,797	605,000	635,000
Inspection Transfer	971,986	1,070,743	992,500	1,074,000
Survey Transfer	138,048	140,000	130,000	140,000
Real Estate Transfer	225,519	220,000	337,562	374,254
Construction Management Fees	42,336	50,000	112,000	9,900
Saturday Inspection Fees	30,710	30,000	31,000	30,000
Food Service Application Fees	57,300	50,400	53,550	54,050
Police Admin. Services Revenue	73,692	75,000	84,000	75,000
Jail Support revenues	42,528	16,000	6,700	6,700
Abandoned Vehicle Search Fees	8,230	8,000	18,700	8,000
Police Towing	153,460	150,000	164,500	150,000
Water Data Service Charge	415,277	415,277	415,277	-
PILOT - Water	3,998,011	4,099,099	4,099,099	4,203,284
Impoundment Fees	65,665	61,838	50,250	60,530
Animal Adoption Fees	148,084	155,000	141,000	144,500
Animal Awareness / Safety Program	3,255	3,850	3,220	3,500
Vet Services	14,010	13,791	13,309	13,520
Multi-Family Annual Inspections	634,250	630,000	600,000	610,000
Extended-Stay Annual Inspections	154,150	180,000	162,444	164,767
Dangerous Structure Demolition Fees	10,720	10,730	23,808	11,470
Nuisance Abatement	47,880	42,000	43,180	43,150
Multi-Family Re-Inspections	3,525	7,500	7,013	2,980
Duplex Registration / Re-Inspections	16,490	16,375	18,638	17,170
Food Establishment Re-Inspection	8,550	2,900	11,300	15,000
Swimming Pool Re-Inspections	750	750	6,800	3,350
Water Department Street Cuts	194,288	130,000	130,000	155,000
Fire Initial Inspection	62,750	66,600	66,007	66,600
Park Bond Fund Reimb.	44,132	50,000	55,000	65,000
Transportation Bond Fund Reimb.	95,000	95,000	95,000	105,000
AISD - SRO Program, PD and Fire	1,447,781	1,449,178	1,485,189	1,567,400
Mowing Services	92,000	95,000	101,430	102,000
State Reimbursement - Transportation	71,232	71,232	71,232	71,232
Non-Resident Library Cards	33,752	40,052	32,140	42,055
Miscellaneous revenue, for infrastructure	-	1,284,752	-	1,284,752
Other Service Charges	557,276	840,000	447,995	500,000
<b>TOTAL SERVICE CHARGES</b>	<b>\$ 13,903,509</b>	<b>\$ 15,287,018</b>	<b>\$ 14,463,280</b>	<b>\$ 15,359,328</b>

# General Fund Summary

## GENERAL FUND FY 2018 Revenues

Revenue Item	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>FRANCHISE FEES</b>				
Electrical Utility	\$ 12,661,221	\$ 13,621,416	\$ 12,650,758	\$ 12,887,287
Gas Utility	2,083,454	2,693,181	2,492,506	2,603,393
Water Utility	7,545,580	8,191,456	8,034,973	8,459,430
Telephone Utility	4,863,745	4,963,206	4,606,720	4,767,633
Sanitation Franchise	1,786,522	1,784,833	1,860,000	1,852,000
City Waste Royalty	1,507,611	1,466,846	1,539,400	1,500,000
Non-City Waste	2,643,118	2,538,772	2,264,565	2,538,772
Storm Clean-Up Fees	57,227	57,000	57,200	57,200
Methane Royalties	9,168	25,000	13,200	20,000
Brush Royalty	52,003	60,000	64,020	52,000
City Department Waste Rebate	63,143	56,000	65,700	61,000
Miscellaneous Landfill Revenue	221,683	50,000	41,895	50,000
Taxicab Franchise	15,320	-	5,975	-
Cable TV Franchise	4,024,982	4,550,555	3,479,968	3,380,000
<b>TOTAL FRANCHISE FEES</b>	<b>\$ 37,534,777</b>	<b>\$ 40,058,266</b>	<b>\$ 37,176,880</b>	<b>\$ 38,228,715</b>
<b>FINES AND FORFEITURES</b>				
Municipal Court Fines	\$ 3,470,667	\$ 3,622,581	\$ 3,350,812	\$ 2,987,807
Child Safety Fees	46,290	38,645	55,959	54,061
Uniform Traffic Fines	8,209,007	7,616,839	7,087,469	6,954,811
Time Payment Fees	65,797	65,611	61,051	56,483
Issue/Arrest Fees	326,176	328,333	305,514	290,357
Library Fines	131,247	126,600	124,000	132,930
<b>TOTAL FINES/FORFEITURES</b>	<b>\$ 12,249,184</b>	<b>\$ 11,798,609</b>	<b>\$ 10,984,805</b>	<b>\$ 10,476,449</b>
<b>LEASES AND RENTS</b>				
Sheraton Ground Lease	\$ 287,207	\$ 292,091	\$ 289,461	\$ 292,356
Terminal Building Lease	98,558	99,953	92,069	92,325
Hangar Rental	241,355	206,760	196,764	200,364
Tie Down Charges	31,200	30,600	28,500	28,800
Land and Ramp Lease	379,829	574,065	508,542	737,478
Ballpark Lease	2,000,000	1,650,000	1,650,000	1,500,000
Ballpark Lease, one-time expenditures	-	350,000	350,000	500,000
Cell Phone Tower Leases	199,379	200,000	200,000	210,000
Landfill Lease	2,163,616	2,160,000	2,164,852	2,172,500
Landfill Lease, Deferred revenue	457,259	457,259	457,259	457,259
Pipeline License Agreements	55,910	40,000	51,488	50,000
Message Board Rentals	64,672	50,000	40,000	40,000
Misc. Leases / Rents (Copier Concession)	103,689	74,038	88,000	85,144
<b>TOTAL LEASES/RENTS</b>	<b>\$ 6,082,674</b>	<b>\$ 6,184,766</b>	<b>\$ 6,116,935</b>	<b>\$ 6,366,226</b>

# General Fund Summary

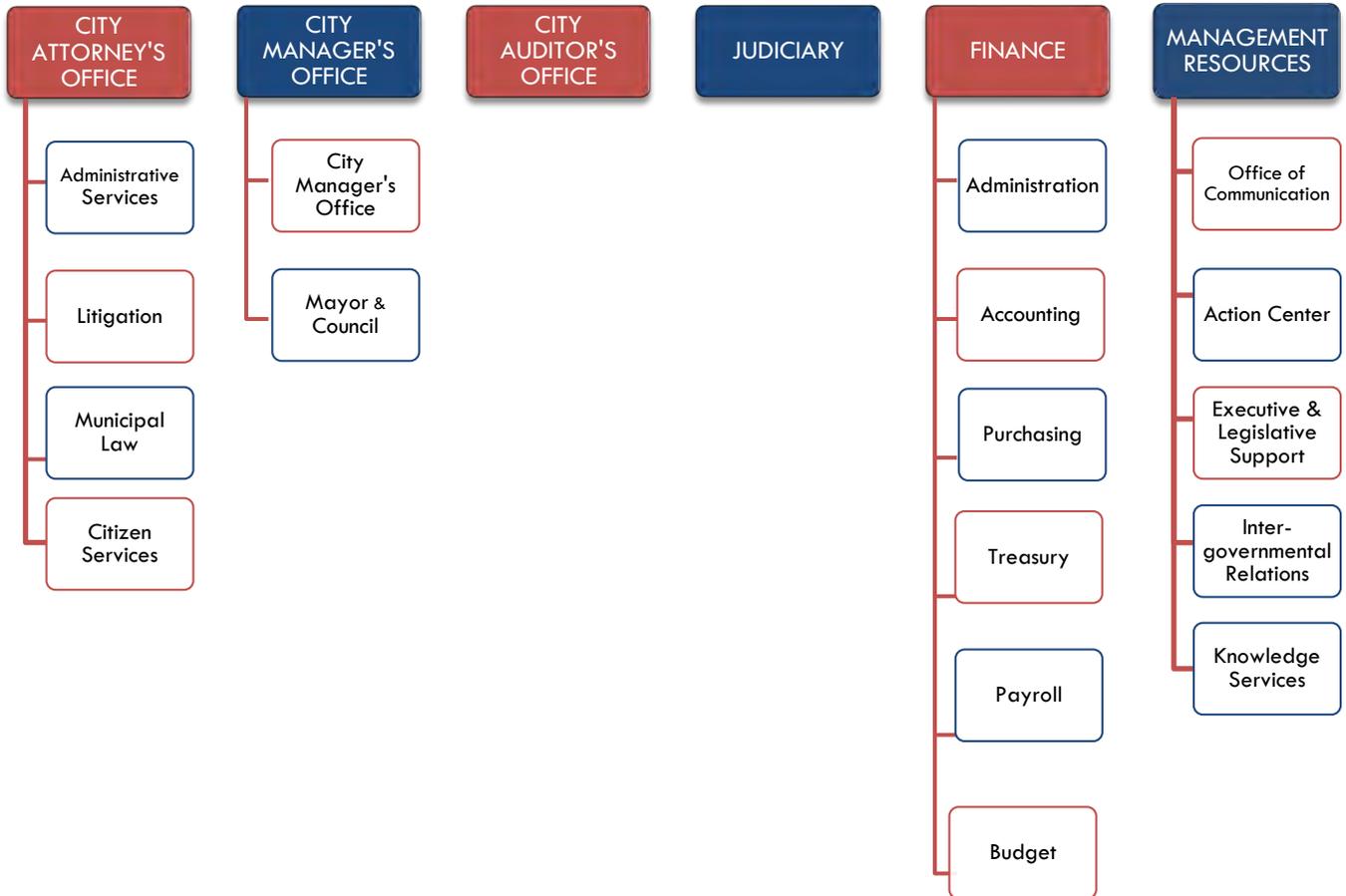
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## GENERAL FUND FY 2018 Revenues

<b>Revenue Item</b>	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
MISCELLANEOUS REVENUE				
Interest	\$ 572,182	\$ 492,809	\$ 754,781	\$ 945,738
Auction Income	35,449	25,000	29,375	37,576
Risk Management Damages	169,256	228,000	230,333	228,000
Ballpark Settlement Agreement	727,500	727,500	727,500	727,500
Beverage contract	<u>58,403</u>	<u>50,000</u>	<u>53,350</u>	<u>59,279</u>
TOTAL MISCELLANEOUS	\$ 1,562,790	\$ 1,523,309	\$ 1,795,339	\$ 1,998,093
TOTAL - GENERAL FUND REVENUES	\$ 222,104,842	\$ 235,885,463	\$ 231,640,918	\$ 243,610,330

# Policy Administration

Policy Administration includes the following departments: **City Attorney's Office**, **City Manager's Office**, **City Auditor's Office**, **Judiciary**, **Finance**, and **Management Resources**.



# General Fund

## CITY ATTORNEY'S OFFICE: Teris Solis, City Attorney

### Department Narrative

The City Attorney's Office provides legal counsel and advice to the Mayor, City Council, the City Manager's Office and all City departments. The City Attorney's Office is responsible for representing the City of Arlington in lawsuits brought by and against the City in county, district, and federal courts and for prosecuting all actions in Arlington Municipal Court. The office is responsible for drafting, approving, and preparing resolutions, ordinances, and contract documents presented to the City Council for consideration. The office also provides legal advice relative to employment matters, bankruptcy and collection, real estate, land use, telecommunications, utility franchises, open records and economic development.

### At A Glance

- 39 Authorized Positions
- Budget Break Down
 

Personnel Services	\$4,081,029
Operating Expenses	460,843
<b>Total</b>	<b>\$4,541,872</b>

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

### Scorecard

City Attorney's Office Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
% of contracts reviewed within five business days	100%	99.75%	95%	95%
% of Municipal Court cases disposed	72%	74%	70%	60%
Revenue received through collections	\$591,490	\$597,189	\$480,000	\$475,000
% of investigations reviewed within 20 days	100%	98.75%	90%	90%
% of discrimination/harassment allegations reviewed within 30 days	100%	100%	90%	90%
Average amount paid per lawsuit	\$5,708	\$6,098	\$19,500	\$19,500
Number of liability cases successfully closed	18	20	20	22
% of lawsuits handled in-house	81%	76%	75%	75%
Hearings on abatement of nuisance, dangerous and substandard buildings, sexually oriented businesses	103	117	108	115

# General Fund

## City Attorney's Office Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 1,040,281	\$ 1,266,999	\$ 1,231,632	\$ 1,343,850
Litigation	1,005,925	1,263,528	1,165,413	1,313,210
Municipal Law	795,127	826,484	885,621	883,762
Citizen Services	867,074	934,425	945,340	1,001,050
<b>TOTAL</b>	<b>\$ 3,708,407</b>	<b>\$ 4,291,438</b>	<b>\$ 4,228,007</b>	<b>\$ 4,541,872</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	38	39	39	39
Personnel Services	\$ -	\$ 3,854,858	\$ 3,851,044	\$ 4,081,029
Operating Expenses	-	436,578	376,963	460,843
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 4,291,436</b>	<b>\$ 4,228,007</b>	<b>\$ 4,541,872</b>

# General Fund

## CITY MANAGER'S OFFICE: Trey Yelverton, City Manager

### Department Narrative

The City Manager's Office is responsible for professional management through the direction, administration, and execution of City policy. The City Manager, appointed by the City Council, is the Chief Executive Officer of the City. The City organization is divided into three groups: Neighborhood Services, Economic Development & Capital Investment, and Strategic Support. Each group is headed by a Deputy City Manager.



### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.

### City Manager's Office Expenditures

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
City Manager's Office	\$ 974,048	\$ 1,100,421	\$ 1,098,763	\$ 1,149,242
Mayor & Council	56,494	59,299	51,946	64,562
Transit Support	18,604	26,632	18,319	22,008
TOTAL	\$ 1,049,146	\$ 1,186,352	\$ 1,169,028	\$ 1,235,812

### Authorized Positions and Expenditures by Category

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Authorized Positions	3	3	3	3
Personnel Services	\$ 848,429	\$ 959,386	\$ 975,319	\$ 1,003,820
Operating Expenses	220,540	226,966	193,709	231,992
Capital Outlay	-	-	-	-
TOTAL	\$ 1,049,146	\$ 1,186,352	\$ 1,169,028	\$ 1,235,812

# General Fund

## CITY AUDITOR'S OFFICE: Lori Brooks, City Auditor

### Department Narrative

The City Auditor is an officer appointed by the City Council. The City Auditor's Office is responsible for conducting performance audits, including operational, compliance and information technology related audits. The Office also occasionally performs special audits as requested or as considered necessary.



### Department Budget Highlights

- Increased recurring funding for Reclassification of Assistant City Auditor Position \$12,000

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.

### Scorecard

City Auditor's Office Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Recommendations with Management concurrence	95%	100%	95%	95%
Special projects completed	100%	100%	100%	100%

### Authorized Positions and Expenditures by Category

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Authorized Positions	5	5	5	5
Personnel Services	\$ 501,166	\$ 568,485	\$ 552,375	\$ 612,286
Operating Expenses	66,671	75,627	75,127	97,151
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 567,837</b>	<b>\$ 644,112</b>	<b>\$ 627,502</b>	<b>\$ 709,437</b>

## JUDICIARY: Stewart Milner, Chief Judge

### Department Narrative

The Municipal Court Judiciary provides a number of services to citizens and other departments of the City. The primary function of the Judiciary is the administration of justice in the Arlington Municipal Court. The main focus of this administration of justice includes the **adjudication of Class "C" misdemeanor** cases. Additionally, responsibilities include the issuance of felony and misdemeanor arrest warrants, issuance of search and inspection warrants, issuance of emergency mental health commitment warrants, and the arraignment or magisterial administration of all prisoners arrested in the City. The Judiciary also conducts some civil matter hearings involving property, dangerous buildings, dangerous animals, and the disposition of cruelly-treated animals.



### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

### Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	7	7	7	7
Personnel Services	\$ 888,840	\$ 947,076	\$ 937,275	\$ 990,492
Operating Expenses	69,608	74,169	76,273	91,719
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 958,448</b>	<b>\$ 1,021,245</b>	<b>\$ 1,013,548</b>	<b>\$ 1,082,211</b>

# General Fund

## FINANCE: Mike Finley, Chief Financial Officer

### Department Narrative

The Finance Department provides support and information to assist the City Manager and the Mayor and City Council in management decision-making. The department facilitates the development and **tracking of the City's business plan and performance-based budget and acts as a strategic partner with departments to provide financial expertise and guidance with City-wide impact.** The department is also **responsible for preparing the City's Comprehensive Annual Financial Report, processing payments to City vendors, preparing City payroll, procuring goods and services, monitoring consolidated tax collection efforts, and directing the City's cash and debt portfolio management activities.** Divisions in the department include: Administration, Accounting, Purchasing, Treasury Management, Payroll/Payables, and the Office of Management & Budget.

### At A Glance

- 35 Authorized Positions
- Budget Break Down

Personnel Services	\$3,365,761
Operating Expenses	2,072,032
<b>Total</b>	<b>\$5,437,793</b>

### Goals and Objectives

- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Provide for the Efficient Access and **Appropriate Management of the City's Data**
- Goal: Continue Responsible Fiduciary Emphasis for the Organization and Council
  - Objective: Comply with all Financial Regulations and Policies

### Department Budget Highlights

- Increased recurring funding for ED Financial Consultant \$10,000

### Department Revenue Highlights

- State Liquor Tax \$1,855,850
- Bingo Tax 80,000
- Interest Revenue 945,738
- **Total** **\$2,881,588**

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Finance Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Debt service expenditures to total expenditures of GF plus Debt Service	17.45%	17.41%	17%	<20%
Net tax-supported debt per capita	\$884	\$956	\$997	\$1,180
Net debt to assessed valuation	1.71%	1.81%	1.79%	<2%
CAFR with "clean opinion"	Yes	Yes	Yes	Yes
GFOA Certificate for Excellence – Accounting	Yes	Yes	Yes	Yes
GFOA Certificate for Excellence – Budget	Yes	Yes	Yes	Yes
Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes
Rating agencies ratings on City debt	Affirm & Upgrade	Affirm	Affirm & Upgrade	Affirm
Compliance with debt policy benchmarks	100%	100%	100%	100%
Actual Revenue % of variance from estimates	0.22%	0.28%	0.6%	0.6%
Percent of received protests against total number of bids during the reporting period	<1%	<1%	<1%	<1%
Percent of sustained protests against total number of bids during the reporting period	0%	0%	<1%	0%
Receive Texas Transparency Stars (5 Stars: Traditional Finance, Contracts and Procurement, Public Pensions, Debt Obligation, and Economic Development)	New Measure in FY 2016	Traditional Finance Star	5 Stars	5 Stars

## Finance Expenditures

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Administration	\$ 729,189	\$ 870,704	\$ 919,151	\$ 812,073
Accounting	717,799	776,109	746,645	809,803
Purchasing	524,668	602,601	569,503	673,352
Treasury	1,773,590	1,765,201	1,760,697	1,788,416
Payroll/Payables	427,608	480,018	446,719	522,068
Office of Management and Budget	739,174	803,964	694,927	832,081
TOTAL	\$ 4,912,028	\$ 5,298,596	\$ 5,137,641	\$ 5,437,793

## Authorized Positions and Expenditures by Category

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Authorized Positions	35	35	35	35
Personnel Services	\$ 452,227	\$ 3,241,684	\$ 3,166,802	\$ 3,365,761
Operating Expenses	286,947	2,056,913	1,970,839	2,072,032
Capital Outlay	-	-	-	-
TOTAL	\$ 739,174	\$ 5,298,597	\$ 5,137,641	\$ 5,437,793

# General Fund

## MANAGEMENT RESOURCES: JENNIFER WICHMANN, DIRECTOR

### Department Narrative

The Management Resources Department provides services in a variety of areas including **Executive Support, City Secretary's Office, Vital Statistics, Office of Communications, Action Center, and Knowledge Services.** Work completed by this department includes communication efforts, open records requests, customer service, intergovernmental relations, agenda management, legal postings, revenue enhancement, records management, and implementing projects through continuous **interaction with the City Manager's Office** and the Office of Mayor and Council. The Management Resources Department seeks to facilitate work across departments to increase cooperation and efficiency for the organization.

### At A Glance

- 41 Authorized Positions
- Budget Break Down

Personnel Services	\$3,334,995
Operating Expenses	745,286
<u>Total</u>	<u>\$4,080,281</u>

### Goals and Objectives

- Goal: Ensure Availability of Information, Programs, and City Services.
  - Objective: Provide for the Efficient Access and **Appropriate Management of the City's Data**
  - Objective: Increase Convenience for the Customer

### Department Budget Highlights

- Increased recurring funding for Social Media Marketing \$50,000
- One-time funding for the Dream Team Advocacy Program \$12,000

### Department Revenue Highlights

- Alcoholic Beverage Licenses \$123,600
- Vital Statistics 280,000
- Total \$403,600

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution** to employee health coverage will increase by 2.7% in FY 2018.

# General Fund

## Scorecard

Management Resources Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Action Center first call resolution	97%	96%	95%	97%
% of Action Center calls abandoned	11%	13%	5%	10%
Action Center calls answered	276,986	264,311	210,000	230,000
Legal deadlines met for City Council agenda posting	100%	100%	100%	100%
Percentage of citizens who agree they receive the info they need when calling a City facility	64%	62%	63%	70%
% of priority bills with positive outcome for the City	75%	75%	79%	75%
Increase YouTube views to reach 100,000 views per year	311,137	481,549	500,000	500,000
Increase Social Media Followers – FaceBook and Twitter	9%	31.3%	50%	25%
Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 1,063,045 visits)	(1%)	8.86%	25%	25%
Register birth records in the Record Acceptance Queue from the State within one business day	91%	98%	95%	95%
Knowledge Services partnering with the Library to provide courier services to branch locations	25%	10%	100%	100%
Ask Arlington App Downloads – based on percent of population	New Measure in FY 2017		10%	10%
Ask Arlington App Satisfaction – Number of 5-star ratings	New Measure in FY 2017		500	500
Paper Records SCAN Project – Develop process to scan paper records and save them digitally	New Measure in FY 2018			75%

## Management Resources Expenditures

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Office of Communication	\$ 892,281	\$ 848,197	\$ 823,915	\$ 949,306
Action Center	952,142	987,429	1,005,114	1,023,228
Executive and Legislative Support	1,564,077	1,807,925	1,820,484	1,949,454
Intergovernmental Relations	158,766	178,427	161,854	158,292
TOTAL	\$ 3,567,266	\$ 3,821,978	\$ 3,811,368	\$ 4,080,280

## Authorized Positions and Expenditures by Category

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Authorized Positions	41	41	41	41
Personnel Services	\$ 131,346	\$ 3,161,897	\$ 3,119,288	\$ 3,334,995
Operating Expenses	27,420	660,081	692,080	745,286
Capital Outlay	-	-	-	-
TOTAL	\$ 158,766	\$ 3,821,978	\$ 3,811,368	\$ 4,080,281

# General Fund

## NON-DEPARTMENTAL: Mike Finley, Chief Financial Officer

### Department Narrative

Within the Finance Department, the Non-Departmental division includes budgeted appropriations for expenditures that are not aligned with any specific department. The major expenditure items included in Non-Departmental are retiree health care, General Fund terminal pay and related benefits, utility costs for certain City buildings, support for the **City's Minority Chamber and Life Shelter**, armored security services, election costs, unemployment payments, and City memberships in regional, state, and national organizations. Non-Departmental also includes budgets for infrastructure maintenance (which may be approved if revenues in the General Fund are sufficient), and salary and benefit budgets to support expenditures associated with major events.

### Department Budget Highlights

- Increased recurring funding for Sister Cities Program \$15,000

### Non-Departmental

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Non-Departmental	\$ 7,330,415	\$ 7,162,865	\$ 7,865,642	\$ 6,671,670
Non-Departmental Projects	1,596,000	1,284,752	-	1,284,752
Non-Departmental METF	-	300,000	-	300,000
<b>TOTAL</b>	<b>\$ 8,926,415</b>	<b>\$ 8,747,617</b>	<b>\$ 7,865,642</b>	<b>\$ 8,256,422</b>

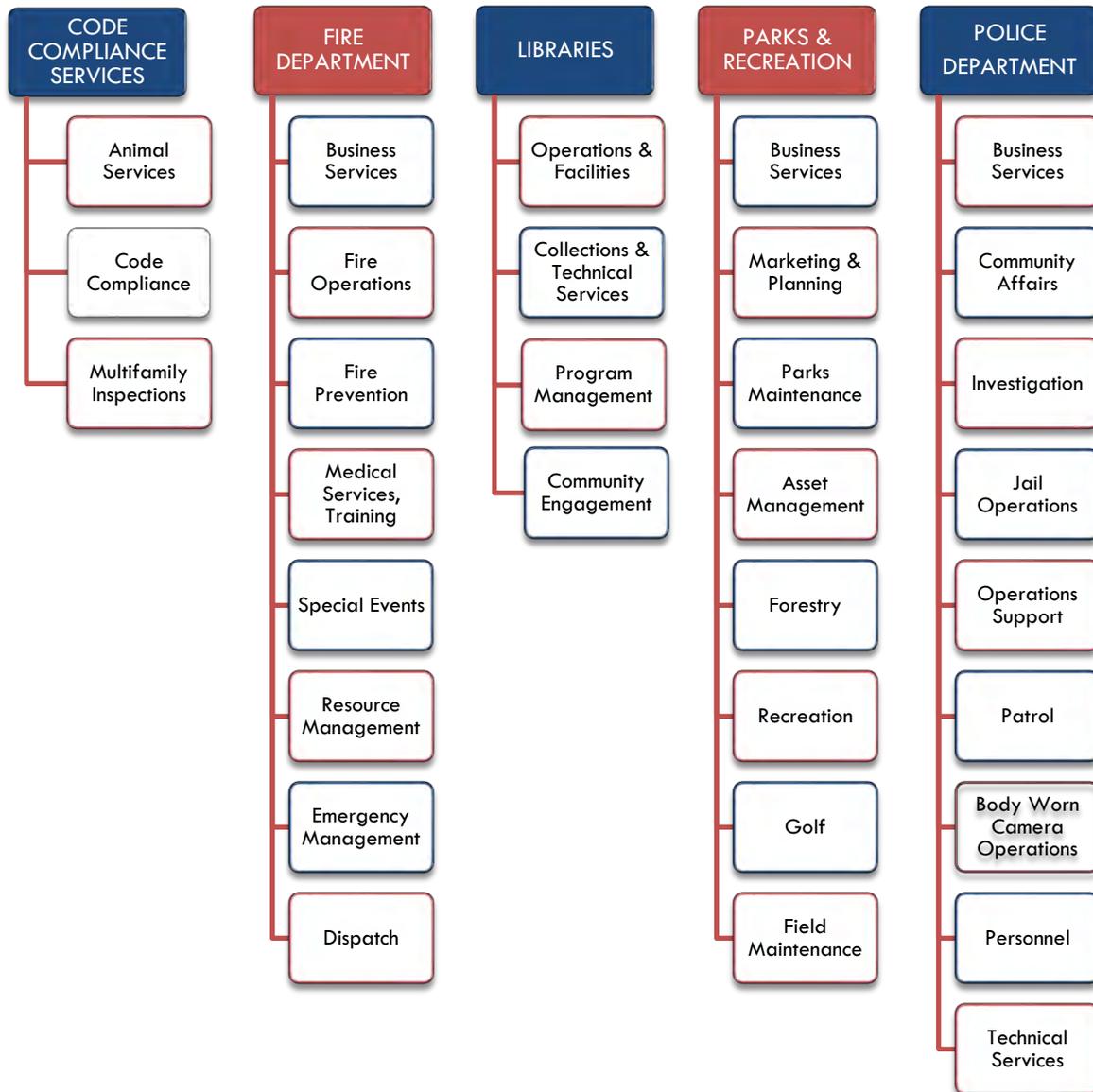
# General Fund

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# Neighborhood Services

The City of Arlington's Neighborhood Services Team consists of the following departments: [Code Compliance Services](#), [Fire](#), [Library](#), [Parks and Recreation](#), and [Police](#). The mission of the Neighborhood City Service Team is to strengthen neighborhoods by providing services which maintain public safety and health, enhance livability, protect property values, and encourage responsible neighbors. Each department in the Neighborhood Services Team provides services and resources that enhance safety, expand opportunities for recreation and culture, assist neighborhoods, or bring order to the city.



# General Fund

## CODE COMPLIANCE SERVICES: Mike Bass, Code Compliance Administrator

### Department Narrative

Code Compliance Services provides programs and services that promote safe and strong neighborhoods. The department's mission is to engage, connect, and protect Arlington's neighborhoods and residents. To accomplish this mission Code Compliance Services engages communities and promotes responsible home ownership, protects and invests in the visions of the neighborhoods, and encourages responsible pet ownership while providing for the humane care of stray and unwanted animals.

### At A Glance

- 64 Authorized Positions
- Budget Break Down

Personnel Services	\$4,791,477
Operating Expenses	1,564,315
<u>Total</u>	<u>\$6,355,792</u>

### Goals and Objectives

- Goal: Foster Healthy & Attractive Neighborhoods
  - Objective: Gain Compliance of Property Maintenance, Health, and Animal Codes
  - Objective: Promote Community Engagement
- Goal: Support and Expand Programs to Reduce Environmental Impacts
  - Objective: Mitigate Operating Costs and Impact on the Environment

### Budget Highlights

- Increased recurring funding for One Step Disinfectant Cleaner and Deodorizer \$14,286

### Revenue Highlights

- Multi-Family Inspections \$610,000
- Extended Stay Annual Inspection 164,767
- Nuisance/Abatement Fees 43,150
- Owner Surrender Fee 30,500
- Swimming Pool Permits 96,000
- Animal Adoption Fees 144,500
- Dog & Cat Licenses 76,665
- Impoundment Fees 60,530
- Total \$1,226,112

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Code Compliance Services Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Number of Animal Services' volunteer hours	14,221	12,486	12,500	13,125
Number of code inspection activities completed	86,211	79,755	86,816	84,000
Number of graffiti complaints abated (city/owner)	240	160	250	331
Number of animal licenses sold in Arlington	8,874	7,688	6,096	8,200
Live Release Rate	77%	75%	78%	78%
Average home sales price in Arlington	\$172,989	\$187,511	\$205,000	\$202,825
Average number of days from initial code complaint to first action	1.9	2.07	1	3
Citizen perception of stray animals as neighborhood problem [annual survey]	New Measure in FY 2017		27%	25%
Percent of cases resolved through voluntary compliance	New Measure in FY 2017		79%	50%
Percent of cases closed per month	New Measure in FY 2017		85%	90%
Percent of inspection activities that are proactive	New Measure in FY 2017		35%	30%

## Code Compliance Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 739,613	\$ 912,741	\$ 915,217	\$ 939,246
Code Compliance	2,504,807	2,567,084	2,533,764	2,657,654
Animal Services	2,108,776	2,299,326	2,259,884	2,380,783
Multifamily Inspection	365,214	373,544	409,044	378,109
<b>TOTAL</b>	<b>\$ 5,718,410</b>	<b>\$ 6,152,695</b>	<b>\$ 6,117,910</b>	<b>\$ 6,355,792</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	64	64	64	64
Personnel Services	\$ 4,305,247	\$ 4,632,210	\$ 4,584,995	\$ 4,791,477
Operating Expenses	1,413,164	1,520,487	1,532,914	1,564,315
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,718,411</b>	<b>\$ 6,152,697</b>	<b>\$ 6,117,910</b>	<b>\$ 6,355,792</b>

# General Fund

## **FIRE DEPARTMENT: Don Crowson, Fire Chief**

### **Department Narrative**

The Fire Department is responsible for fire suppression and rescue, advanced life support, emergency medical services, vehicle extrication, hazardous materials response, high angle confined space and swift water rescue, gas well response, explosive ordinance disposal, fire cause determination, fire and life safety inspections, emergency management, special events public safety, public health, community service, public education, ambulance performance oversight, 9-1-1 Dispatch Center oversight, and homeland security grant administration. The Arlington Fire Department team's mission is to meet and exceed our community's need and expectations by providing high quality emergency response, life safety and community support services.

### **At A Glance**

- 383 Authorized Positions
  - 363 Sworn Positions
  - 20 Civilian Positions
- Budget Break Down

Personnel Services	\$40,725,354
Operating Expenses	7,046,642
Capital Outlay	1,331,416
<b>Total</b>	<b>\$49,103,412</b>

### **Goals and Objectives**

- Goal: Plan, Manage, and Maintain Public Assets
  - Objective: Maintain City Standards for all Municipal Buildings

### **Budget Highlights**

- Increased recurring funding for Civil Service Implementation \$223,650
- Increased recurring funding for additional staffing at Stations 1 & 9 \$55,500
- Trading 1 vacant Assistant Chief position for 2 firefighter positions
- Added 24 Unfunded Firefighter Trainee Positions
- One-time funding for Heavy Fleet Replacement \$1,331,416

### **Revenue Highlights**

- Fire Permits \$160,550
- Inspection & Re-Inspection Fees 290,300
- Operational permits 204,000
- **Total** **\$654,850**

### **City-wide Budget Impacts**

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Fire Department Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Average Total Response Time (Dispatch to First Unit Onscene in M:SS Format) (Implementation of new NFPA 1710 Requirements in FY 2013)	5:32	5:37	5:36	5:20
Fires – Response objective = 320 seconds or (5:20)	5:27	5:22	5:21	5:20
Emergency Medical Service – Response objective = 300 seconds or (5:00)	5:13	5:29	5:27	5:00
Fire Prevention Business Inspections	15,165	15,793	15,500	15,500
Fire Prevention Business Violations Addressed	4,970	4,144	4,700	4,700
AISD Fire Academy Completion Rates	80%	86%	83%	80%
Homeland Security Grant Funding Secured	\$2,791,860	\$2,833,896	\$2,756,196	\$2,700,000
Annual Growth Rate in Unit Responses	5.7%	3.4%	3.5%	3.5%
Percent of Firefighters who score in the categories of “Excellent” or “Superior” on annual Health Fitness Assessments	92%	91%	90%	90%
Percent of Outdoor Warning Sirens Successfully Tested	96%	88%	95%	95%
<b>Workload Measures</b>				
Fire Department Incidents (un-audited)	40,496	42,325	31,803	44,654
Fires	836	811	624	884
Emergency Medical Service	19,209	20,109	15,582	21,879
Other Emergency Incidents	20,451	21,405	15,597	21,892
Fire Department RMS Unit Responses (un-audited)	54,915	57,167	43,545	58,746

## Fire Expenditures

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Administration	\$ 4,323,419	\$ 5,364,447	\$ 5,389,886	\$ 4,566,369
Business Services	900,352	923,437	933,816	1,082,091
Operations	36,084,646	35,513,575	35,395,568	37,653,220
Prevention	1,725,900	1,751,145	1,841,889	1,910,094
Medical Services	504,806	519,946	494,331	544,769
Training	684,833	683,813	699,132	703,891
Resource Management	1,512,009	1,569,661	1,633,817	1,523,713
Emergency Management	228,851	300,602	230,409	316,287
Special Events	317,300	317,168	332,127	343,386
Gas Well Response	303,713	457,352	434,738	459,593
<b>TOTAL</b>	<b>\$ 46,585,829</b>	<b>\$ 47,401,146</b>	<b>\$ 47,385,713</b>	<b>\$ 49,103,413</b>

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	357	357	357	383
Personnel Services	\$ 38,541,532.39	\$ 39,216,058	\$ 39,216,114	\$ 40,725,354
Operating Expenses	7,427,073	7,557,056	7,541,571	7,046,642
Capital Outlay	617,225	628,027	628,027	1,331,416
TOTAL	\$ 46,585,830	\$ 47,401,141	\$ 47,385,713	\$ 49,103,412

# General Fund

## LIBRARY SERVICES: Yoko Matsumoto, Director

### Department Narrative

The Library Department is responsible for providing a broad spectrum of library services for the populace of Arlington. These services offer people from all walks of life free access to a wealth of information and resources for all ages, in a variety of formats and languages. The Library is committed to helping children and adults develop the skills they need to survive and thrive in a global information society. Each location serves as community hub connecting people through welcoming spaces, engaging resources, relevant technology, and captivating programming. In addition to the physical and virtual resources, the Library staff provide quality customer service, fascinating programming, opportunities to make connections and reference and research expertise.

### At A Glance

- 68 Authorized Positions
- Budget Break Down

Personnel Services	\$5,464,519
Operating Expenses	2,985,107
<b>Total</b>	<b>\$8,449,626</b>

### Goals and Objectives

- Goal: **Expand and Enhance the City's Image**
  - Objective: Promote Community Engagement
- Goal: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities.
  - Objective: Foster Development and Redevelopment in Targeted Areas
- Goal: Improve Operational Efficiency
  - Objective: Organize to Improve Operational Efficiency
- Goal: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees
  - Objective: Foster and Maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive

### Budget Highlights

- Increased recurring funding for part-time employees at the Downtown Library \$55,993
- One-time funding for Downtown Library Pre-opening Move \$94,000

### Revenue Highlights

- |                              |                  |
|------------------------------|------------------|
| • Overdue Material Fines     | \$132,930        |
| • Non-Resident Library Cards | 42,005           |
| • Copier Concession          | 85,144           |
| • <b>Total</b>               | <b>\$260,079</b> |

### Strategic Directions for Collections

- Live: Support a better quality of life for our citizens
- Learn: Build and nurture literacy and a lifelong love of learning
- Connect: To one another, to our neighborhoods, to the online world
- Grow: Guide and encourage our children as they develop into successful adults

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Library Services Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Volunteer service hours	31,091	31,914	31,700	31,700
Citizen satisfaction with overall library services [annual survey]	91%	92%	89%	95%
Visits per capita	3.6	3.4	4.5	5.5
Circulation per capita	5.91	5.44	6	6.5
Circulation of Digital materials	206,816	226,365	246,103	270,713
Library web site visits	1,365,606	1,082,735	1,300,000	135,030,000
Library materials per capita	1.71	1.72	2.1	1.8
Grant and gift funds as a percentage of total general fund allocation	6.5%	12%	7%	20%
Circulation of Picture & Board Books	417,477	392,401	414,289	476,432
Circulation of Read it Again Kits	163	2,119	2,500	2,750
Library Customer satisfaction with overall East Arlington Branch library services	70%	76%	90%	90%
Overall Library facility satisfaction rating (excellent/good)	New Measure in FY 2017		82%	90%
Staff Training Development Hours	New Measure in FY 2018			2,128
% of children (birth to 12th grade) completing the first level goal for participating in Summer Reading Club	New Measure in FY 2018			75%
% of total registered borrowers with account activity in the last 12 months	New Measure in FY 2018			50%
% of new library account with active use in the last 12 months	New Measure in FY 2018			50%
Community connections contact hours (community outreach programming, information sessions, and community meetings)	New Measure in FY 2018			1,128

## Library Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 1,199,692	\$ 2,153,606	\$ 2,348,901	\$ 2,028,604
Operations & Facility Mgmt.	2,234,480	2,313,865	2,308,042	2,478,743
Content Mgmt. & Virtual Exper.	2,262,405	2,266,507	2,267,551	2,325,360
Prog. Mgmt. & Comm. Engagement	1,479,732	1,638,615	1,421,748	1,616,919
<b>TOTAL</b>	<b>\$ 7,176,309</b>	<b>\$ 8,372,593</b>	<b>\$ 8,346,241</b>	<b>\$ 8,449,626</b>

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	68	68	68	68
Personnel Services	\$ 4,434,091	\$ 5,173,249	\$ 4,958,762	\$ 5,464,519
Operating Expenses	2,742,220	3,199,344	3,387,479	2,985,107
Capital Outlay	-	-	-	-
TOTAL	\$ 7,176,310	\$ 8,372,593	\$ 8,346,241	\$ 8,449,626

# General Fund

## **PARKS AND RECREATION: Lemuel Randolph, Director**

### **Department Narrative**

The Parks and Recreation Department is **responsible for most of the City's** recreation programs and resources. The mission of the department is to provide quality facilities and services that are responsive to a diverse community and sustained with a focus on partnerships, innovation and environmental leadership.

### **At A Glance**

- 108 Authorized Positions
- Budget Break Down

Personnel Services	\$7,892,125
Operating Expenses	8,807,302
Capital Outlay	676,000
<b>Total</b>	<b>\$17,375,427</b>

### **Revenue Highlights**

- Park Bond Fund Reimbursements \$65,000

### **Goals and Objectives**

- Goal: **Expand and Enhance the City's Image**
  - Objective: Develop a Sense of Place
- Goal: Explore Creative, Alternative Transportation Opportunities
  - Objective: Promote Regional Connectivity
- Goal: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
  - Objective: Foster Development and Redevelopment in Targeted Areas
- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Provide for the Efficient Access and **Appropriate Management of the City's Data**
  - Objective: Implement New Technology
- Goal: Provide Activities, Educational Opportunities, and Services that Meet the Needs of the Community
  - Objective: Develop and Implement Programming Based on the Needs of the Community

### **Budget Highlights**

- Increased recurring funding for New Parks Development O&M \$86,442
- Increased recurring funding for Mowing Contracts CPI Increases \$4,092
- Increased recurring funding for Categraph Licensing \$13,272
- Increased recurring funding for Entertainment District Maintenance \$32,309
- One-time funding for Park & Ride Lot \$200,000
- One-time funding for Gateway Monument Signage \$400,000

### **City-wide Budget Impacts**

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. Additionally, the **city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Parks and Recreation Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Citizen satisfaction with quality of park and recreation programs and classes [annual survey]	87%	85%	85%	90%
Citizen perception that Arlington is a beautiful place to live [annual survey]	60%	57%	58%	75%
Camp Participation	11,222	12,291	8,000	8,500
Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	15,617	20,383	18,000	20,000
Adult Facility Memberships	2,316	2,243	3,100	3,200
Youth Facility Memberships	4,445	4,243	4,200	4,400
Senior Facility Memberships	1,560	1,459	1,575	1,600
Active Fitness and Weight Room Memberships	13,949	16,218	14,250	16,000
Swim Lesson Participation	4,522	4,617	4,000	4,600
Outdoor Pool Admissions	141,058	130,686	130,000	135,000
Volunteer Hours	44,025	41,035	45,000	45,000
Total website sessions (naturallyfun.org)	442,822	453,920	575,000	575,000
Total impressions (APRD main Twitter/FB profiles) in millions	13	10.82	15	15

## Parks and Recreation Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 1,314,955	\$ 2,103,523	\$ 2,097,663	\$ 2,302,562
Marketing	357,633	371,828	372,024	389,535
Planning	809,806	824,330	847,798	851,986
Business Services	703,438	718,150	752,202	766,846
Recreation Program Administration	85,860	105,806	113,803	116,998
Field Maintenance	4,521,337	4,721,216	4,682,115	4,769,445
Asset Management	1,970,314	1,912,464	1,979,504	2,068,014
Forestry	1,401,971	1,562,745	1,513,972	2,074,505
North District	1,810,191	2,114,904	2,047,762	2,059,882
South District	1,735,316	1,989,262	1,905,083	1,975,656
<b>TOTAL</b>	<b>\$ 14,710,821</b>	<b>\$ 16,424,229</b>	<b>\$ 16,311,926</b>	<b>\$ 17,375,429</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	106	108	108	108
Personnel Services	\$ 6,724,103	\$ 7,507,276	\$ 7,541,352	\$ 7,892,125
Operating Expenses	7,868,489	8,784,952	8,714,573	8,807,302
Capital Outlay	118,230	132,000	56,000	676,000
<b>TOTAL</b>	<b>\$ 14,710,822</b>	<b>\$ 16,424,228</b>	<b>\$ 16,311,926</b>	<b>\$ 17,375,427</b>

# General Fund

## POLICE DEPARTMENT: Will Johnson, Police Chief

### Department Narrative

The City of Arlington's Police Department enforces state and local criminal laws. The department's uniformed officers are on the front lines dealing with crime detection and prevention. Investigators analyze and help prosecute crimes, and the central jail facility holds adult prisoners. The Police Department works out of multiple locations throughout the city. The officers and professional staff of the Arlington Police Department are committed to the philosophy of "Community-Based" policing and providing the best possible service to its citizens.

### At A Glance

- 847 Authorized Positions  
643 Sworn Positions  
204 Civilian Positions
- Budget Break Down

Personnel Services	\$89,263,682
Operating Expenses	17,437,791
<b>Total</b>	<b>\$106,701,473</b>

### Revenue Highlights

- Administrative Services and Police Towing \$225,000
- AISD – SRO Program 1,567,400
- Burglar Alarm Permits 925,000
- **Total** \$2,717,400

### Goals and Objectives

- Goal: **Expand and Enhance the City's Image**
  - Objective: Promote Community Engagement
- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Provide for the Efficient Access and **Appropriate Management of the City's Data**
  - Objective: Implement New Technology
- Goal: Partner with Local Organizations to Educate and Mentor
  - Objective: Strengthen Education and Enrichment Programs
  - Objective: Retain Arlington Graduates and Improve Department Recruitment Pools
- Goal: Improve Operational Efficiency
  - Objective: Organize to Improve Operational Efficiency
- Goal: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment
  - Objective: Improve Quality of Life and Place

### Budget Highlights

- New Defensive Tactics Coordinator \$109,741
- Increased recurring funding for Jail Staffing \$264,769
- Increased recurring funding for Adjustments to Police Base Budget \$426,455
- Increased recurring funding for Mobile Data Computers \$293,000
- Increased recurring funding for Citation Device Maintenance \$80,573
- Increased recurring funding for AISD School Resource Officer \$23,810
- Funding for City Hall Security \$150,000
- One-time funding for equipment for new FTEs \$9,720
- One-time funding for Mobile Data Computers \$70,175
- One-time funding for 2017 COPS Hiring Grant \$465,613
- Added an additional unfunded K9 Unit

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Police Department Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Citizen satisfaction with police services [annual survey]	74%	78%	75%	75%
Injury Crashes	2,670	3,057	2,500	2,700
DWI Crashes	461	462	400	450
Domestic Violence Reports	3,856	3,923	3,800	3,800
Fatality Crashes	New Measure in FY 2018			24
CVE Inspections (on-duty)	New Measure in FY 2018			2,000
Crimes Against Persons (not to be used for official reporting purposes)	New Measure in FY 2018			TBD
Crimes Against Property (not to be used for official reporting purposes)	New Measure in FY 2018			TBD
Crimes Against Society (not to be used for official reporting purposes)	New Measure in FY 2018			TBD
<b>Workload Measures</b>				
Response time to priority 1 calls (minutes)	9.38	9.32	10	9.3
Committed Time to all calls (minutes)	86.47	88	90	90
Total patrol responses (historical estimate)	176,915	183,086	183,086	183,086
Arrests (target based on historical estimate)	15,186	14,317	15,000	15,000
<b>Community Engagement</b>				
APD Volunteer Hours	33,015	36,025	38,000	36,000
Community Watch Groups	231	220	230	230
Domestic Violence Victims Served	5,580	6,288	6,000	6,000
Human Trafficking Victims Served	20	17	15	10
Citizen on Patrol (COP) Members	129	56	60	60
Police Explorer Members	17	24	20	20
New Police Athletic League (PAL) Participants	144	143	145	120
National Night Out Group Participation	191	191	196	200
COP Mobile Members	201	64	67	67
Nextdoor Participation	20,635	31,428	48,000	45,000
Hometown Recruiting Students Enrolled in AISD	18	16	15	30
Hometown Recruiting Students Enrolled in UTA	New Measure in FY 2016	6	8	9
Outreach Hours Dedicated to Domestic Violence	New Measure in FY 2016	2,763	2,500	2,700
Outreach Presentations Dedicated to Human Trafficking	New Measure in FY 2016	13	8	10
Citizen Police Academy Graduates	New Measure in FY 2017		60	45
Hispanic Citizen Police Academy Graduates	New Measure in FY 2017		45	45
Arlington Clergy and Police Partnerships (ACAPP) Graduates	New Measure in FY 2018			15
<b>Procedural Justice</b>				
Sustained Complaints (Internal Affairs)	93	70	75	85
Use of Force Incidents	866	699	750	800
APD Facebook Likes	59,553	87,425	190,771	110,000
APD Twitter Followers	43,280	77,400	187,189	120,000
APD YouTube Channel Views	1,911,188	2,161,632	4,522,001	2,300,000
Social Media Reach – Impression Demographics	New Measure in FY 2016	38,778,650	22,262,871	40,000,000
Facebook Live Events	New Measure in FY 2018			12

# General Fund

## Police Expenditures

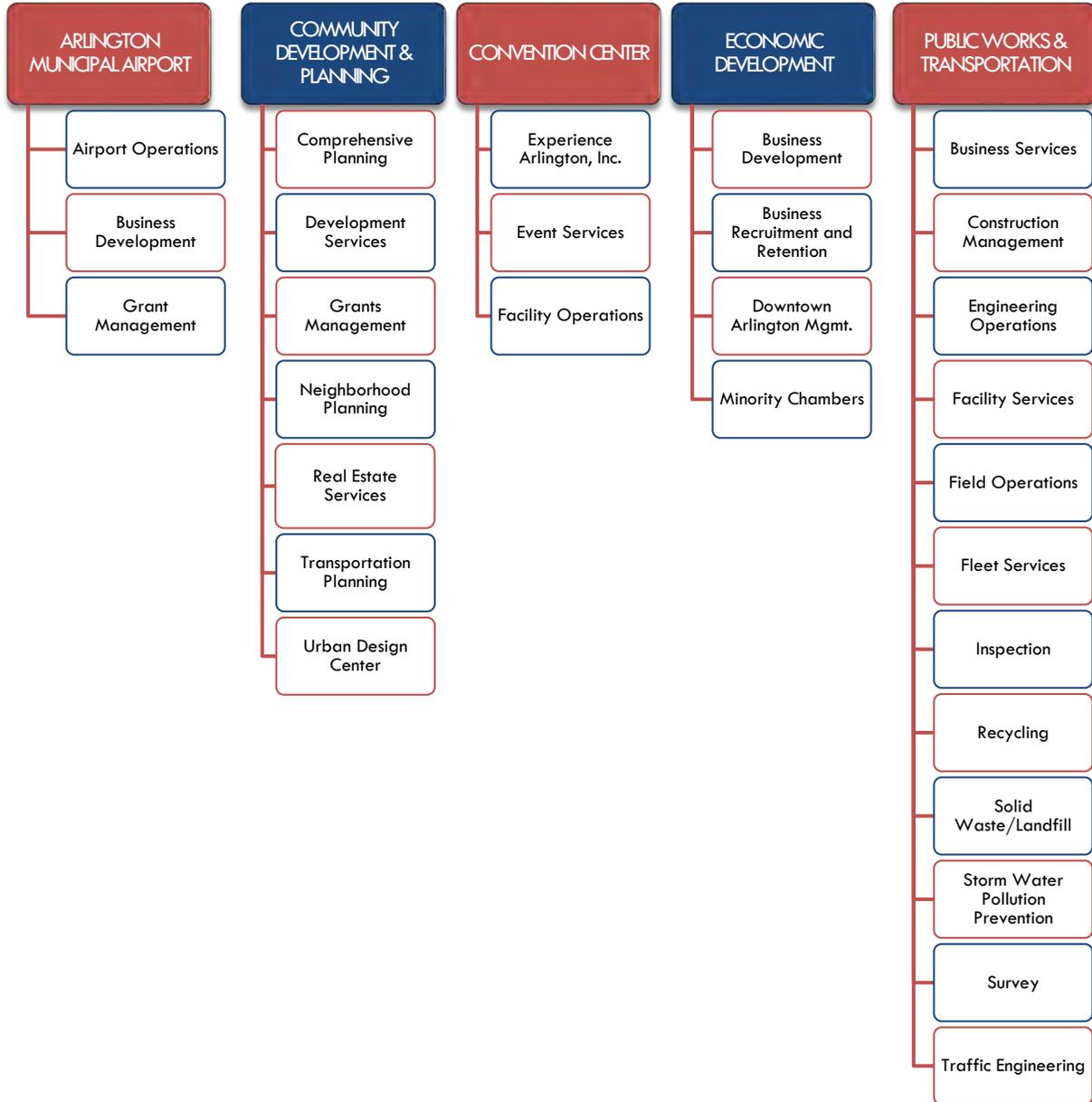
	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 9,638,319	\$ 12,024,159	\$ 12,006,277	\$ 11,299,828
Jail Operations	4,963,179	4,922,261	5,233,346	5,245,926
Field Operations	863,289	1,699,463	2,032,585	2,786,211
Patrol Operations	45,173,138	47,526,203	45,574,065	49,457,803
Body Worn Cameras	-	1,190,315	1,072,124	1,000,874
Traffic Operations	5,615,745	5,669,206	5,729,503	5,955,454
Special Operations	1,898,453	2,182,493	2,169,057	2,492,618
Special Events	727,222	774,229	771,714	810,080
Investigations	3,575,273	3,675,616	3,682,422	3,822,243
Special Investigations	3,410,804	3,574,875	3,737,019	4,009,918
Covert	2,355,407	2,499,715	2,420,181	2,620,354
Business Services	782,605	856,568	793,689	893,423
Information Resources	2,171,541	2,349,836	2,149,145	2,126,229
Research & Development	560,944	1,823,442	1,827,498	1,226,169
Fiscal Services	1,821,213	1,869,096	2,052,300	2,085,453
Community Affairs	854,420	887,834	886,400	928,695
Youth Support	2,342,144	2,443,304	2,476,804	2,566,623
Victim Services	527,023	580,867	486,543	595,859
Personnel	2,382,009	2,690,050	2,709,742	2,882,374
Technical Services	3,550,670	3,514,817	3,717,196	3,895,338
<b>TOTAL</b>	<b>\$ 93,213,398</b>	<b>\$ 102,754,349</b>	<b>\$ 101,527,613</b>	<b>\$ 106,701,472</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	835	839	839	847
Personnel Services	\$ 76,579,629	\$ 84,418,012	\$ 82,769,767	\$ 89,263,682
Operating Expenses	16,633,771	18,336,337	18,757,845	17,437,791
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 93,213,400</b>	<b>\$ 102,754,349</b>	<b>\$ 101,527,613</b>	<b>\$ 106,701,473</b>

# Economic Development & Capital Investment

The City of Arlington’s Economic Development and Capital Investment City Service Team consists of the following departments: [Aviation](#), [Community Development and Planning](#), [Convention Center](#), [Economic Development](#), and [Public Works and Transportation](#) (Convention Center is covered in detail in the “Special Revenues” section). The mission of the Economic Development and Capital Investment City Service Team is to strengthen Arlington’s competitive future by creating a community environment and customer service spirit that attracts new residents, consumer spending, quality investment, and job creation led by the private sector. In addition, the team works to ensure that all development and construction activities for capital programs in the city meet the current and future needs of the community.



## AVIATION: Karen Vanwinkle, Manager

### Department Narrative

The FAA classifies Arlington Municipal Airport as a Reliever Airport, an airport that provides a convenient alternative to DFW and Love Field for corporate and cargo operations, recreational flying, and flight training. Currently, there are 22 businesses, including two flight testing facilities, based at the airport. Approximately 40,000 visitors arrive at the Airport each year, adding vitality to the local economy. The airport generates the majority of its revenue from leasing activities, including land leases, aircraft hangars, tie-downs, and office space in the terminal. Direct airport revenues cover the operational costs. The Arlington City Council and the Federal Aviation Administration approved a new Airport Development Plan in late 2015. The Plan allows the Airport to request grant funding for up to 90% of the cost of infrastructure projects needed to meet future growth. The management team is responsible for contract administration, aviation grant acquisition and administration, and management of daily operations. Aviation operations staff provides facility and infrastructure maintenance, vegetation management, wildlife control, and 24/7 security for the **Airport's 500+ acres.**

### At A Glance

- 9 Authorized Positions
- Budget Break Down
 

Personnel Services	\$738,538
Operating Expenses	330,900
<b>Total</b>	<b>\$1,069,438</b>

### Goals and Objectives

- Goal: Seek New or Alternative Funding Sources
  - Objective: Organize to Improve Cost Recovery and Enhance Funding
- Goal: Plan, Manage, and Maintain Public Assets
  - Objective: Maintain City Standards for all Municipal Buildings
- Goal: Support and Expand Programs to Reduce Environmental Impacts
  - Objective: Mitigate Operating Costs and Impact on Environment

### Budget Highlights

- Increased recurring funding for Aviation Wildlife Hazard Management Training \$800
- Increased recurring funding for Airport Certified Employee (ACE) Training \$3,200

### Revenue Highlights

- Hangar Rentals / Tie-Down Charges
- Land and Ramp Leases
- Terminal Building Leases
- Total

	\$229,164
	737,478
	92,325
<b>Total</b>	<b>\$1,058,967</b>

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Aviation Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Operating cost recovery	94%	90%	85%	100%
Total aircraft operations	85,115	90,020	88,200	80,000
Hangar occupancy rate	94%	80%	95%	97%

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	9	9	9	9
Personnel Services	\$ 603,684	\$ 682,537	\$ 689,225	\$ 738,538
Operating Expenses	269,436	304,629	291,054	330,900
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 873,120</b>	<b>\$ 987,166</b>	<b>\$ 980,279</b>	<b>\$ 1,069,438</b>

## COMMUNITY DEVELOPMENT & PLANNING: John Dugan, Director

### Department Narrative

Our mission is to make Arlington a premier City by engaging in visionary planning, building vibrant neighborhoods, and serving our residents, businesses, and visitors. The department is centered on three key areas – Development Services, Strategic Planning/Grants Management, and Housing. The One Start Development Center reviews applications, issues permits, and performs inspections. The Strategic Planning/Grants Management Division focuses on comprehensive and special plans, transportation and neighborhood planning, design standards, and targeted studies as well as administering federal grants. The Real Estate Services group is responsible for property acquisitions and mineral leasing activities. The Arlington Housing Authority is responsible for the management and operation of federal and state housing grants and provides affordable housing for more than 3,000 families.

### At A Glance

- 72 Authorized Positions
- Budget Break Down
 

Personnel Services	\$6,431,313
Operating Expenses	1,988,174
Capital Outlay	\$25,000
Total	\$8,444,487

### Goals and Objectives

- Goal: **Expand & Enhance the City's Image**
  - Objective: Promote Community Engagement
- Goal: Explore Creative, Alternative Transportation Opportunities
  - Objective: Promote Regional Connectivity
- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Provide for the Efficient Access and Appropriate **Management of the City's Data**
- Goal: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment
  - Objective: Protect Public Health

### Budget Highlights

- Increased recurring funding Development Process Improvements Year II \$149,006
- Increased recurring funding for Transportation Services \$131,474
- Increased recurring funding for Mosquito Borne Virus Prevention and Mitigation \$100,000
- One-time funding for Development Process Improvements Year II \$27,500
- One-time funding for Neighborhood Matching Grant Program \$142,000
- One-time funding for the Downtown Master Plan \$200,000
- One-time funding for Milo Pilot Project (Year 2) \$51,851

### Revenue Highlights

- Inspections
- Certificates of Occupancy
- Plan Review Fees
- Gas Well Inspections & Fees
- Plat Reviews & Inspections
- Business Registration Fees
- Child Care Licenses & Permits
- Food Handlers Permits
- Food Establishment Permits
- Total

	\$3,995,000
	135,000
	1,600,000
	1,059,700
	400,000
	225,000
	55,135
	15,600
	706,125
	\$8,191,560

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Community Development and Planning Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Citizen perception that Arlington has a variety of housing options [annual survey]	83%	81%	78%	85%
Turnaround time for commercial construction plans within 12 business days	97%	92%	85%	100%
Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
% of initial health inspections with a Satisfactory Score	96%	95%	95%	95%
Number of strategic plans/studies completed	3	3	7	6
% of gas well operation components in compliance	99%	99%	99%	99%
Improve customer satisfaction by maintaining 90% or higher customer rating	95%	95%	93%	90%
First time homebuyers assisted with down payment and closing costs	25	17	20	20
Substandard owner occupied homes rehabilitated to meet local codes	78	72	70	70
Maximize use of federal funding allocated to assist qualified persons to reside in safe, decent housing	99%	98%	99%	99%
Achieve CDBG goals in PY 2017 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2018	416%	100%	100%	100%
Achieve HOME goals in PY 2017 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2018	166%	100%	100%	100%

## Community Development and Planning Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 1,086,648	\$ 1,180,636	\$ 1,276,490	\$ 1,266,052
Strategic Planning	1,448,573	1,088,705	1,106,160	1,517,602
Development Services	3,088,451	2,995,826	3,074,287	3,405,674
Neighborhood Initiatives	4,699	5,964	3,800	5,964
Environmental Health	688,739	661,368	610,925	641,911
Real Estate Services	390,737	521,433	508,441	539,440
Business Services	-	944,777	948,151	967,842
West Nile Virus and Corridor Programs	-	-	100,000	100,000
<b>TOTAL</b>	<b>\$ 6,707,847</b>	<b>\$ 7,398,709</b>	<b>\$ 7,628,255</b>	<b>\$ 8,444,485</b>

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	68	70	70	72
Personnel Services	\$ 5,305,701	\$ 5,852,152	\$ 5,962,216	\$ 6,431,313
Operating Expenses	1,402,146	1,546,557	1,666,039	1,988,174
Capital Outlay	-	-	-	25,000
TOTAL	\$ 6,707,847	\$ 7,398,709	\$ 7,628,255	\$ 8,444,487

## ECONOMIC DEVELOPMENT: Bruce Payne, Manager

### Department Narrative

The general goals of the Office of Economic Development are to grow and diversify the economy, maintain a competitive workforce, focus on redeveloping existing areas, enhance **Arlington's quality of life, and promote cooperation and inclusiveness in community initiatives. The Office's primary function is to attract, facilitate, and retain businesses and new development that result in added value to the City's tax base and the creation of jobs within identified industry clusters. The Office of Economic Development's strategy includes targeting industries which will elevate Arlington's competitive position within the region. Targeted industries include aerospace products, automotive manufacturing, professional services, medical equipment and supplies, and industrial machinery. Key areas for targeted rejuvenation and transformation include Downtown Arlington, the Entertainment District, the Great Southwest Industrial District, the Lamar-Collins Overlay, and the Airport. The Office's efforts will concentrate on both these targeted industries and geographic areas within the City, which will contribute to the creation of amenities and assets that will secure Arlington's position as a major activity hub in the Metroplex.**

### At A Glance

- 4 Authorized Positions
- Budget Break Down

Personnel Services	\$469,277
Operating Expenses	290,885
Total	\$760,162

### Goals and Objectives

- Goal: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
  - Objective: Build a Strong and Diverse Business Community

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.

# General Fund

## Scorecard

Economic Development Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Citizen perception that Arlington is a great place to operate a business [annual survey]	54%	57%	58%	60%
Citizen perception that Arlington is a great place to work [annual survey]	58%	58%	60%	65%
Capital Investment generated through OED efforts (redevelopment, development, recruitment and retention)	New Measure in FY 2018			\$115,000,000
On-Site Business Visits	New Measure in FY 2018			50
Marketing Partnership Visits	New Measure in FY 2018			12
Marketing Tradeshow Events	New Measure in FY 2018			5
Recruitment Leads	New Measure in FY 2018			84
Active Projects (In progress)	New Measure in FY 2018			50
Number of Jobs created or retained through OED efforts	New Measure in FY 2018			2,000
Number of businesses and projects recruited/retained/expanded through OED efforts	New Measure in FY 2018			15

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	4	4	4	4
Personnel Services	\$ 391,984	\$ 446,146	\$ 432,246	\$ 469,277
Operating Expenses	233,824	266,133	259,274	290,885
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 625,808</b>	<b>\$ 712,279</b>	<b>\$ 691,520</b>	<b>\$ 760,162</b>

## PUBLIC WORKS & TRANSPORTATION: Mindy Carmichael, Director

### Department Narrative

The Department of Public Works and Transportation is responsible for the design, construction, maintenance and operation of streets, sidewalks, traffic signals, streetlights, and stormwater collection system. In addition, the department is also responsible for the administration of the fleet maintenance service contract, solid waste collection and recycling contracts, and construction and maintenance of City buildings. In order to effectively accomplish this work, the department is comprised of the following divisions: Business Services; Construction Management, Construction Services, Engineering Operations, Environmental Compliance and Education, Facility Services, Fleet Administration, Floodplain Management, Information Services, Operations Support, Solid Waste and Recycling, Stormwater Engineering, Stormwater Operations, Street Maintenance, Traffic Engineering, and Traffic Operations. **In support of the City's mission, Public Works and Transportation has adopted a mission to provide and maintain public infrastructure and assets, improve mobility, and promote a sustainable environment to enhance the quality of life for Arlington's residents and visitors.** The budget for the Department includes funds from the Street Maintenance Fund, Fleet Services Fund, Stormwater Utility Fund, General Fund, and General Obligation Street (Capital) Bond Funds.

### At A Glance

- 87 Authorized Positions
- Budget Break Down
 

Personnel Services	\$8,257,908
Operating Expenses	4,462,112
Total	\$12,720,020

### Goals and Objectives

- Goal: Plan, Manage, & Maintain Public Transportation Infrastructure
  - Objective: Optimize Effectiveness & Efficiency of Existing Transportation Systems
  - Objective: Complete Construction Projects in a Timely Manner
- Goal: Enhance Economic Impact Through Development & Redevelopment Efforts, Partnerships, & Investment Opportunities
  - Objective: Foster Development & Redevelopment in Targeted Areas
- Goal: Plan, Manage, and Maintain Public Assets
  - Objective: Maintain City Standards for all Equipment

### Budget Highlights

- Increased recurring funding for City-wide Janitorial Contracts \$130,000
- One-time funding for Landfill Professional Services \$25,000

### Revenue Highlights

• Landfill Royalties	\$3,933,685
• Sanitation Franchise Fees, Storm Clean-up Fees	1,909,200
• Bond Fund Reimbursements	2,328,254
• Construction Management Fees	9,900
• Street Cuts	155,000
• Total	\$8,336,039

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Public Works and Transportation Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
<b>General Fund</b>				
Citizen perception of overall condition of streets/roads as "excellent" or "good" [annual survey]	47%	40%	42%	Maintain or Increase
Citizen perception that traffic levels in Arlington are acceptable [annual survey]	49%	40%	39%	Maintain or Increase
Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	49%	40%	43%	Maintain or Increase
Citizen perception of overall satisfaction with the management of traffic flow during peak hours [annual survey]	48%	42%	40%	Maintain or Increase
% of customers satisfied or very satisfied with Construction Mgmt. Services	100%	100%	100%	90%
% of customers satisfied or very satisfied with facility maintenance and repair	92%	88%	90%	90%
Travel time on northbound Cooper from Turner-Warnell to I-30 (goal: 21 min 9 sec)	-5.14%	1%	Less than 10% variance	(+/-) 2 min 7 sec of goal
Travel time on southbound Cooper from I-30 to Turner-Warnell (goal: 21 min 4 sec)	-2.73%	-7%	Less than 10% variance	(+/-) 2 min 6 sec of goal
Travel time on northbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 38 sec)	-1.36%	4%	Less than 10% variance	(+/-) 1 min 58 sec of goal
Travel time on southbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 34 sec)	-2.56%	8%	Less than 10% variance	(+/-) 1 min 57 sec of goal
Travel time on eastbound Division from Bowen to SH-360 (goal: 10 min 24 sec)	3.33%	1%	Less than 10% variance	(+/-) 1 min 2 sec of goal
Travel time on westbound Division from SH-360 to Bowen (goal: 10 min 52 sec)	2.57%	1%	Less than 10% variance	(+/-) 1 min 5 sec of goal
Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 (goal: 13 min 49 sec)	0.6%	-2%	Less than 10% variance	(+/-) 1 min 23 sec of goal
Travel time on westbound Pioneer Parkway from SH-360 to Green Oaks (goal 14 min 12 sec)	-6.69%	-5%	Less than 10% variance	(+/-) 1 min 25 sec of goal
Preventive maintenance performed on all traffic signals once per year (343 signalized intersections)	100%	105%	100%	100%
Major building components operating within their designed life:				
HVAC	46%	52%	49%	Maintain or Increase
Boilers	64%	64%	64%	Maintain or Increase
Generators	87%	89%	89%	Maintain or Increase
Elevators	69%	88%	88%	Maintain or Increase
Roofs	60%	63%	63%	Maintain or Increase

# General Fund

Percentage of customers satisfied or very satisfied with janitorial services	New Measure in FY 2018			90%
<b>Environmental</b>				
Citizen perception of trash collection services [annual survey]	86%	85%	84%	90%
Citizen perception of residential recycling services [annual survey]	84%	84%	84%	90%
Recycling Collected Curbside (Tons)	New Measure in FY 2017		23,500	Maintain or Increase
Library Recycling Collected (Tons)	New Measure in FY 2017		100	Maintain or Increase
Leaf Recycling Program (Tons)	New Measure in FY 2018			275

## Public Works and Transportation Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 1,033,794	\$ 1,466,502	\$ 1,444,837	\$ 1,761,455
Construction Management	488,750	467,911	463,724	464,703
Traffic Engineering	872,723	924,770	900,053	1,024,196
School Safety	449,750	458,348	448,731	461,486
Solid Waste Operations	450,920	311,004	333,582	355,299
Engineering CIP	723,012	809,657	710,815	875,569
Inspections	1,504,808	1,574,265	1,550,163	1,674,480
Survey	250,475	259,115	265,454	268,593
Business Services	532,007	738,108	765,022	804,744
Custodial	606,380	597,269	576,237	725,875
Facility Repair	3,466,516	3,976,704	3,956,291	3,591,687
Information Services	347,998	367,211	292,494	380,995
Operations Support	187,103	330,199	307,766	330,940
<b>TOTAL</b>	<b>\$ 10,914,236</b>	<b>\$ 12,281,063</b>	<b>\$ 12,015,170</b>	<b>\$ 12,720,022</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	85	87	87	87
Personnel Services	\$ 6,914,493	\$ 7,780,418	\$ 7,483,799	\$ 8,257,908
Operating Expenses	3,999,744	4,500,646	4,531,371	4,462,112
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 10,914,237</b>	<b>\$ 12,281,064</b>	<b>\$ 12,015,170</b>	<b>\$ 12,720,020</b>

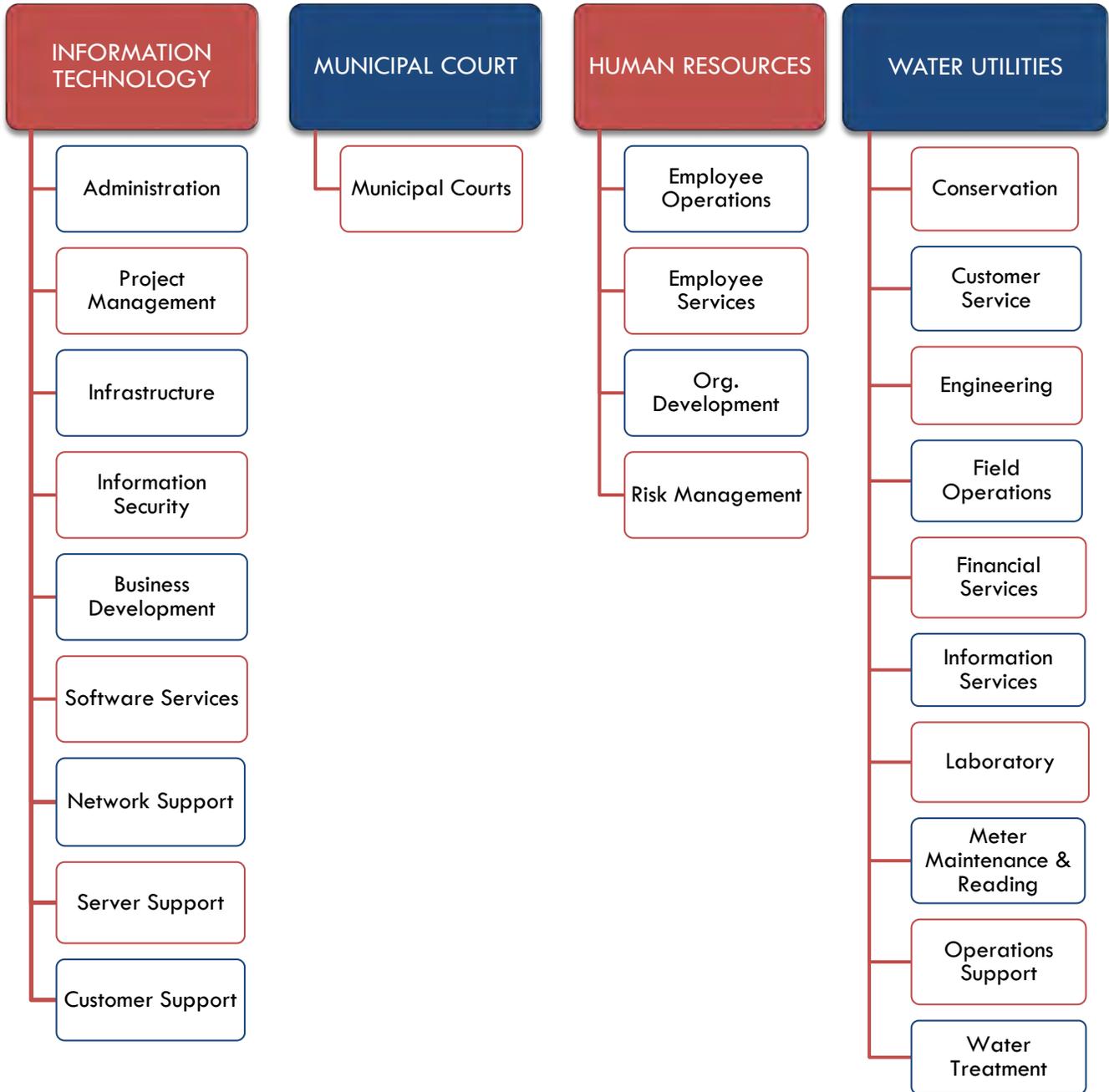
# General Fund

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# Strategic Support

The City of Arlington's Strategic Support City Service Team consists of the following departments: [Information Technology](#), [Municipal Court](#), [Human Resources](#), and [Water Utilities](#) (Information Technology is covered the "Internal Service Funds" section. [Water Utilities](#) is covered in more detail later in the "Enterprise Funds" section.). The mission of the Strategic Support Team is to embrace the City's vision of being a pre-eminent city by dedicating resources to partner with customer departments.



# General Fund

## MUNICIPAL COURT: David Preciado, Director

### Department Narrative

Judicial authority resides in the Municipal Court of Record, which is responsible for the interpretation and adjudication of **Class "C" criminal misdemeanors enacted** by the Texas Legislature or the Arlington City Council. Court proceedings include required appearance dockets for each case filed against a minor, as well as hearing and adjudication of certain civil matters involving the City, such as civil parking hearings and appeals, property disposition hearings, nuisance abatement hearings and appeals, dangerous dog and animal cruelty hearings, and dangerous and substandard structure hearings.

### At A Glance

- 43 Authorized Positions
- Budget Break Down

Personnel Services	\$2,908,698
Operating Expenses	1,028,343
<b>Total</b>	<b>\$3,937,041</b>

### Goals and Objectives

- Goal: Ensure Availability of Information, Programs, & City Services
  - Objective: Increase Convenience for the Customer

### Budget Highlights

- Increased recurring funding for Required Court Appearance Mailings \$42,000
- Decreased recurring funding for Court Reorganization (\$23,530)

### Revenue Highlights

- |                         |                     |
|-------------------------|---------------------|
| • Criminal Justice Tax  | \$332,058           |
| • Court Fines           | 2,987,807           |
| • Child Safety Fines    | 54,061              |
| • Uniform Traffic Fines | 6,954,811           |
| • Time Payment Fees     | 56,483              |
| • Issue / Arrest Fees   | 290,357             |
| • <b>Total</b>          | <b>\$10,675,577</b> |

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Municipal Court Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Gross revenue collected	\$19,776,696	\$18,746,416	\$17,833,846	\$16,384,615
Revenue Retained	\$13,156,378	\$12,420,771	\$11,592,000	\$10,650,000
% of revenue retained (less state costs )	67%	66%	65%	65%
% of cases completed	100%	156%	105%	110%
% of Warrants Cleared	New Measure in FY 2016	105%	100%	105%
% of Payments Collected after 31 day phone call	New Measure in FY 2016	25%	25%	25%
% of Payments collected after 30 Day Post card	New Measure in FY 2016	58%	70%	65%
% of Citations Keyed Without Error	New Measure in FY 2016	97%	99%	98%
% of Cashier Errors in Case Management	New Measure in FY 2016	1%	1%	1%
% of Citations entered within 5 days	New Measure in FY 2016	99%	99%	99%

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	43	43	43	43
Personnel Services	\$ 2,397,090	\$ 2,758,673	\$ 2,699,487	\$ 2,908,698
Operating Expenses	858,964	988,533	978,487	1,028,343
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,256,054</b>	<b>\$ 3,747,206</b>	<b>\$ 3,677,974</b>	<b>\$ 3,937,041</b>

# General Fund

## HUMAN RESOURCES: Kari Zika, Director

### Department Narrative

The Human Resources Department is responsible for designing and implementing strategies for the City in the areas of recruitment/selection, training and development, organizational development, employee relations, compensation, benefits, retirement programs, health and wellness, and risk management. This department is an organizational conduit to recruit, develop, and retain quality employees and volunteers that are the foundation for building a thriving community. These human assets deliver our core services in alignment with the Arlington brand. Divisions in the department include Employee Operations, Employee Services, Workforce Investment and Risk Management.

### At A Glance

- 26 Authorized Positions
- Budget Break Down

Personnel Services	\$2,503,015
Operating Expenses	1,326,627
<b>Total</b>	<b>\$3,829,642</b>

### Revenue Highlights

- Risk Management Subrogation \$228,000

### Goals and Objectives

- Goal: **Expand and Enhance the City's Image**
  - Objective: Promote Community Engagement
- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Implement New Technology
- Goal: Partner with Local Organizations to Educate and Mentor
  - Objective: Retain Arlington Graduates and Improve Department Recruitment Pools
- Goal: Promote Organization Sustainability by Recruiting, Retaining, & Developing Outstanding Employees
  - Objective: Foster and maintain a Work & Learning Environment that is Inclusive, Welcoming, & Supportive
  - Objective: Support and Promote the Health and Well Being of the COA Community

### Budget Highlights

- Increased recurring funding for Insurance Premiums \$61,360
- Increased recurring funding for Cornerstone On-Demand Maintenance \$13,150
- Increased recurring funding Year 3 of Compensation Study Renewal \$40,000
- Increased recurring funding for Education Assistance \$50,000
- Increased recurring funding for Civil Service Implementation \$144,978
- New HRIS Specialist \$86,094
- New Senior Attorney – Litigation & Employment \$112,163
- New Paralegal – Litigation & Employment \$65,358
- One-time funding for Employee Wellness Clinic \$1,000,000
- One-time funding for Year 3 of Compensation Study Renewal \$6,200
- One-time funding for Office Furniture for new FTE \$15,000
- One-time funding for equipment for new FTEs \$7,000

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# General Fund

## Scorecard

Human Resources Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Workers' Compensation – Frequency (# claims)	355	364	356	359
Workers' Compensation – Severity (\$/claims)	\$2,236	\$2,800	\$3,062	\$3,057
FTEs eligible for Wellness Payout	75.79%	71%	75%	75%
Employee Turnover Rate:				
Civilian	8.6%	9.2%	8.6%	9%
Sworn Fire	0.0%	1.5%	1.1%	1.3%
Sworn Police	3.6%	3%	3%	2.6%
Percentage of all full time employees enrolled in the 401k/457 plans	71%	73%	75%	75%

## Human Resources Expenditures

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Administration	\$ 345,674	\$ 416,804	\$ 438,735	\$ 654,269
Employee Operations	607,495	675,157	670,025	692,381
Employee Services	523,890	479,348	470,495	501,424
Workforce Investment	656,881	656,417	653,527	712,942
Risk Management	778,338	883,945	858,026	939,124
Civil Service Operations	-	-	-	329,499
<b>TOTAL</b>	<b>\$ 2,912,278</b>	<b>\$ 3,111,671</b>	<b>\$ 3,090,809</b>	<b>\$ 3,829,639</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Authorized Positions	21	21	21	26
Personnel Services	\$ 1,902,998	\$ 2,033,289	\$ 2,038,785	\$ 2,503,015
Operating Expenses	1,009,280	1,078,382	1,052,024	1,326,627
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,912,278</b>	<b>\$ 3,111,671</b>	<b>\$ 3,090,809</b>	<b>\$ 3,829,642</b>

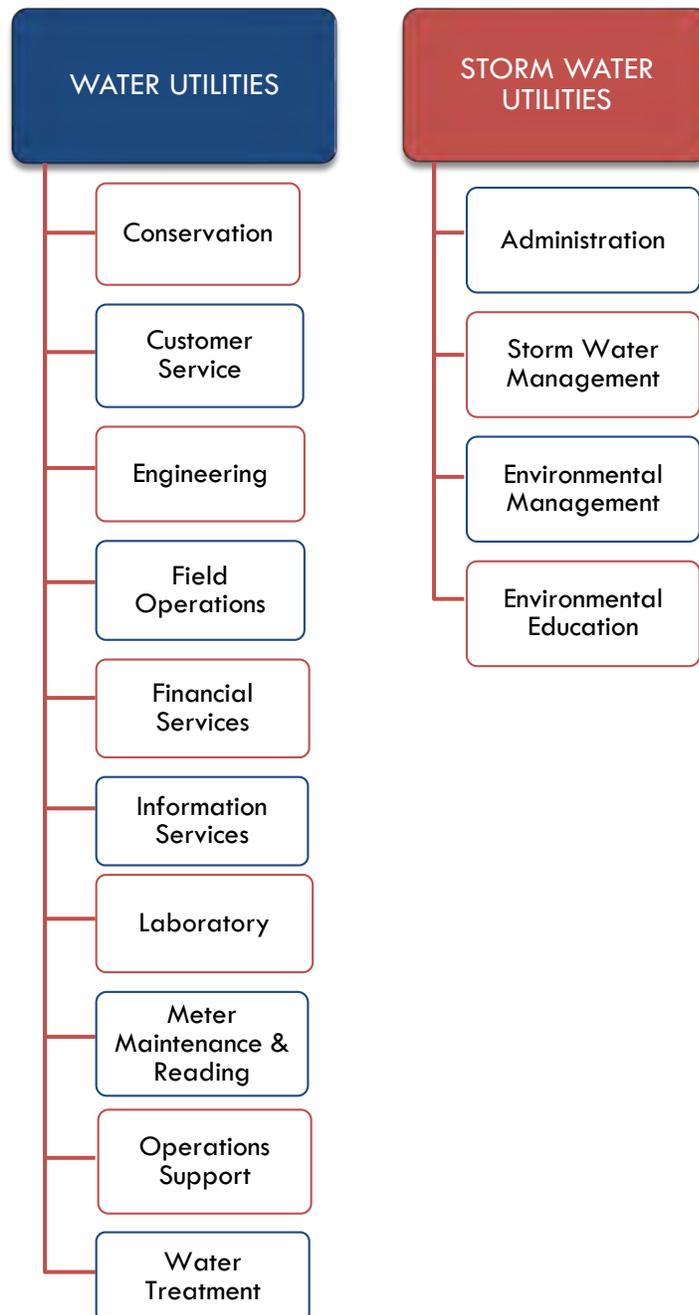
# General Fund

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# Enterprise Funds

The City of Arlington's enterprise funds consists of the following funds: [Water Utility Fund](#) and [Storm Water Utility Fund](#). The enterprise funds embrace the City's vision of being a pre-eminent city by delivering excellent water/wastewater services and overseeing the City's storm water drainage to reduce the potential for damage to public health, safety, property, and the environment. The funds are self-supported via the City's water utility billing.



# Enterprise Funds

## **WATER & SEWER UTILITIES: Walter “Buzz” Pishkur, Director**

### **Department Narrative**

The Water Utilities Department is responsible for treating and delivering drinking water and collecting wastewater for Arlington residents and businesses. The Water Utilities Department administers the billing system to support these services. The mission of the department is to provide a continuous supply of high quality drinking water and ensure safe disposal of wastewater in a responsive, cost-effective manner while improving service to citizens and planning for future needs. In addition, the Water Utilities Department coordinates water conservation programs and education, as well as, provides geographic information support to other City departments. Divisions in the department include Customer Care and Business Services, Operations (Field Operations, Meter Reading, and Meter Services), Treatment (Water Treatment, Laboratory, and Water Resource Services), and Engineering and Support Services (Engineering – Operations, Engineering – Planning, Engineering – Design, Engineering – Treatment, and Operations Support Services). The divisions are supported by the Administration, Financial Services, and Communications staff.

### **At A Glance**

- 198 Authorized Positions
- Budget Break Down

Personnel Services	\$16,127,612
Operating Expenses	109,527,595
Capital Outlay	700,000
<hr/> Total	<hr/> \$126,355,207

### **Goals and Objectives**

- Goal: Continue Responsible Fiduciary Emphasis for the Organization and Council
  - Objective: Comply with all Financial Regulations and Policies
- Goal: Improve Operational Efficiency
  - Objective: Organize to Improve Operational Efficiency
- Goal: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees
  - Objective: Foster and Maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive
- Goal: Support & Expand Programs to Reduce Environmental Impacts
  - Objective: Mitigate Operating Costs & Impact on Environment

### **Budget Highlights**

- Eliminated six vacant positions (\$311,408)
- Increased recurring funding for Raw Water Purchases \$62,460
- Increased recurring funding for Wastewater Treatment \$2,594,134
- Increased recurring funding for Fleet Replacement \$700,000
- New Senior Management Analyst \$86,094
- New Civil Engineer \$94,426

### **City-wide Budget Impacts**

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# Enterprise Funds

## Scorecard

Water and Sewer Fund Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Clean a minimum of 20% of sewer lines size 6" – 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	20.9%	20.2%	22%	20%
Linear footage of water and sewer lines designed by the City Engineering staff	34,767	56,110	50,000	40,000
Radio Transmitter installations	9,825	9,845	9,000	9,000
Employee training hours (10 hours per employee)	95%	100%	100%	100%
High hazard backflow assemblies with certified testing completed	100%	100%	100%	100%
Avoid any TCEQ, OSHA, SDWA and NPDES violations	100%	100%	1005	100%
<b>Achieve an employee workplace injury of ≤2 injuries per 1,000 hours</b>	0.022	0.011	<2	<2
Bad Debt Ratio	0.322%	0.322%	<0.5%	<0.5%
Maintain metered ratio rolling average above 88%	New Measure in FY 2018			>88%
Achieve non-financial controllable expense cost reductions of \$1,000,000	New Measure in FY 2018			\$1,000,000

## Water Utilities Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 80,996,248	\$ 93,159,636	\$ 94,299,641	\$ 99,384,433
Financial Services	252,641	264,243	271,572	299,591
Conservation Program	316,607	5,920	10,879	288,700
Engineering	1,308,169	1,012,944	914,853	1,177,605
Information Services	1,765,457	979,881	1,012,104	1,056,522
Customer Services	2,558,221	2,907,350	2,343,985	2,350,774
Meter Maintenance	1,428,067	1,574,789	1,437,456	1,456,051
Meter Reading	526,205	529,452	515,241	484,743
Water Treatment PB	6,838,750	2,840,120	4,314,275	2,628,054
Water Treatment JK	-	3,519,592	1,849,823	3,370,272
Treatment Maintenance	2,812,751	2,486,880	2,494,758	2,564,703
Laboratory	809,392	843,543	843,141	886,167
Water Resource Services	552,138	682,982	689,644	751,867
Field Operations South	6,695,186	7,409,523	6,998,123	7,474,344
Operations Support Office	912,728	2,300,133	2,086,031	2,181,381
<b>TOTAL</b>	<b>\$ 107,772,560</b>	<b>\$ 120,516,988</b>	<b>\$ 120,081,525</b>	<b>\$ 126,355,207</b>

# Enterprise Funds

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	204	202	202	198
Personnel Services	\$ 13,966,037.93	\$ 15,617,564	\$ 14,675,087	\$ 16,127,612
Operating Expenses	93,180,546	104,199,426	104,670,438	109,527,595
Capital Outlay	625,976	700,000	736,000	700,000
TOTAL	\$ 107,772,560	\$ 120,516,990	\$ 120,081,525	\$ 126,355,207

# Enterprise Funds

## WATER UTILITIES FUND FY 2018 Operating Position

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>BEGINNING BALANCE</b>	\$ 202	\$ 798,910	\$ 800,000	\$ -
<b>REVENUES:</b>				
Sewer Charges	\$ 53,713,871	\$ 57,810,110	\$ 58,402,894	\$ 62,410,319
Water Sales	69,378,426	74,005,930	74,024,497	75,030,038
Other Revenue	8,616,252	6,969,733	8,502,201	7,669,980
<b>TOTAL REVENUES</b>	\$ 131,708,549	\$ 138,845,773	\$ 140,929,592	\$ 145,110,337
<b>INTERFUND TRANSFERS:</b>				
General Fund - Indirect Cost	\$ (3,861,304)	\$ (4,118,690)	\$ (4,118,690)	\$ (4,226,514)
To APFA Fund	(63,811)	-	-	-
From Storm Water Fund - Indirect Cost	170,122	170,122	170,122	170,122
To Debt Service, Municipal Office Tower	(63,229)	(60,889)	(60,889)	-
Debt Service Reserve	(2,442,008)	-	(3,173,358)	(2,582,040)
Operating Reserve	(263,437)	(1,525,649)	(1,525,649)	(705,623)
To Innovation/Venture Capital Fund	(400,000)	(400,000)	(400,000)	-
Rate Stabilization Fund	(2,431,074)	1,900,000	2,360,397	2,285,837
Renewal / Rehabilitation Fund	(13,301,683)	(15,000,000)	(15,000,000)	(13,000,000)
Fleet Reserve	-	100,000	100,000	100,000
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (22,656,424)	\$ (18,935,106)	\$ (21,648,067)	\$ (17,958,218)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 109,052,327	\$ 120,709,578	\$ 120,081,525	\$ 127,152,119
<b>TOTAL EXPENDITURES</b>	\$ 107,772,560	\$ 120,516,988	\$ 120,081,525	\$ 126,355,207
<b>ENDING BALANCE</b>	\$ 1,279,767	\$ 192,590	\$ -	\$ 796,912

The two largest revenue sources for the Water Utilities Department are the Water Sales and Sewer Charges, \$75,030,038 and \$62,410,319 respectively, comprising 95% of the total revenue generated by the department. Water Sales are revenues generated by customers of the Water Utilities Department for purchase of water and the various fees associated with the transactions. Sewer Charges are based upon the amount and strength of the wastewater a customer discharges to the sewer system.

# Enterprise Funds

## STORM WATER UTILITY: Mindy Carmichael, Director

### Department Narrative

The Stormwater Division is responsible for the City's stormwater conveyance systems. The mission of the division is reducing the potential for stormwater damage to public health, safety, life, property, and the environment. Programs associated with achieving this mission include:

- Floodplain management and watershed planning to identify flood risks and preserve and enhance aquatic and riparian environments;
- Planning and implementation of flood mitigation projects;
- Inspection and maintenance of the stormwater conveyance system;
- Protection of water quality from sediment and pollutants; and
- Outreach to the public related to flooding and water quality.

Revenue for this fund is generated through the Stormwater Utility Fee which is paid by owners of commercial and residential property through the City's water utility billing. Grants and revenue bonds may also be used to fund the Stormwater Capital Program.

### At A Glance

- 30 Authorized Positions
- Budget Break Down

Personnel Services	\$2,589,249
Operating Expenses	4,113,533
Capital Outlay	1,368,480
<b>Total</b>	<b>\$8,071,262</b>

### Budget Highlights

- New Environmental Compliance Officer \$65,086
- One-time funding for new FTE \$36,000
- One-time funding for Pond Dredging Project \$963,480

### Goals and Objectives

- Goal: Identify Stormwater Problem Areas
  - Objective: Complete watershed studies for each watershed within the City and identify problem areas and potential solutions.
  - Objective: Effectively communicate City services for stormwater management and best practices to prevent flooding.
- Goal: Mitigate Flood Risks and Protect Stormwater Infrastructure
  - Objective: Plan and implement stormwater projects to mitigate or minimize flood risks.
  - Objective: Plan and implement projects to repair and maintain significant stormwater infrastructure, such as bridges, pipes, and channels.
- Goal: Maintain the Stormwater Conveyance System
  - Objective: Routinely inspect storm drain system components to ensure their function.
  - Objective: Perform timely routine maintenance and response to maintenance-related concerns with stormwater infrastructure.
- Goal: Protect Water Quality
  - Objective: Inspect the stormwater conveyance system to identify and reduce the potential for pollutants to enter the system.
  - Objective: Inspect construction sites to ensure that sediment is not entering the stormwater system.
  - Objective: Effectively communicate City services for stormwater management and best practices to prevent pollution.

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# Enterprise Funds

## Scorecard

Storm Water Utility Fund Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
% storm drainage inlets inspected (current total number of inlets = 13,098; City of Arlington owned = 9,705)	101%	100%	100%	100%
% concrete channels inspected (total linear feet = 174,376; City of Arlington owned = 166,730)	102%	100%	100%	100%
% of linear miles of streets that have been swept, compared to annual target	89%	96%	100%	100%

## Storm Water Utility Fund Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 3,212,906	\$ 3,567,662	\$ 3,521,638	\$ 4,374,300
Storm Water Management	1,939,394	1,868,945	1,939,190	2,961,257
Environmental Management	412,461	509,326	485,111	606,997
Environmental Education	118,217	123,894	120,829	128,708
<b>TOTAL</b>	<b>\$ 5,682,978</b>	<b>\$ 6,069,827</b>	<b>\$ 6,066,768</b>	<b>\$ 8,071,262</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	27	29	29	30
Personnel Services	\$ 2,230,211	\$ 2,382,024	\$ 2,143,573	\$ 2,589,249
Operating Expenses	3,269,259	3,491,801	3,517,808	4,113,533
Capital Outlay	183,508	196,000	405,387	1,368,480
<b>TOTAL</b>	<b>\$ 5,682,978</b>	<b>\$ 6,069,825</b>	<b>\$ 6,066,768</b>	<b>\$ 8,071,262</b>

# Enterprise Funds

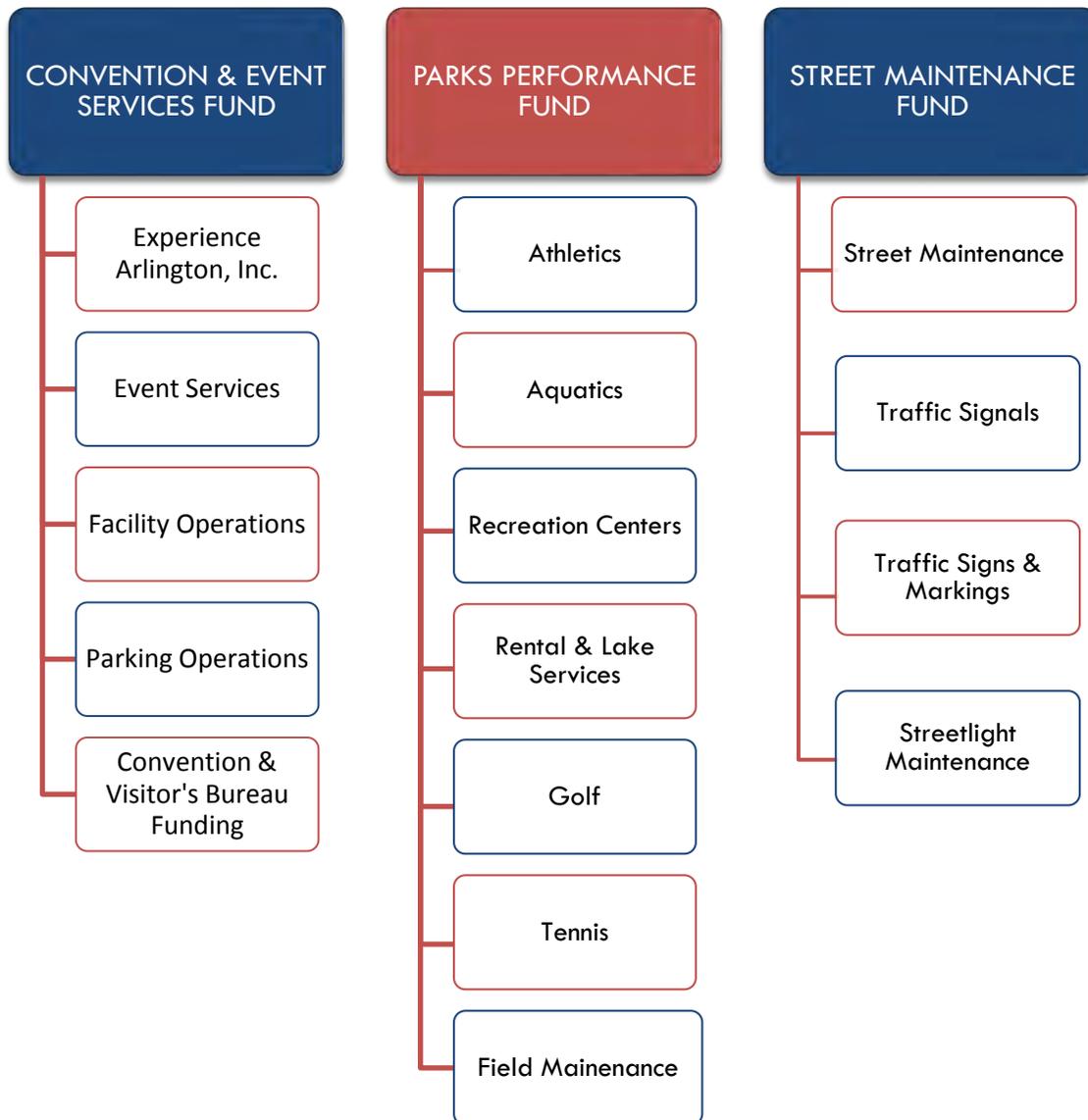
## STORM WATER UTILITY FUND FY 2018 Operating Position

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>BEGINNING BALANCE</b>	\$ 755,224	\$ 345,764	\$ 438,497	\$ 278,276
<b>REVENUES:</b>				
Storm Water Fee Revenue - Commercial	\$ 6,246,168	\$ 6,887,200	\$ 6,870,584	\$ 7,514,600
Storm Water Fee Revenue - Residential	7,297,314	8,065,100	8,052,000	8,763,500
Interest Revenue	116,238	94,779	153,680	169,048
<b>TOTAL REVENUES</b>	<b>\$ 13,659,720</b>	<b>\$ 15,047,079</b>	<b>\$ 15,076,264</b>	<b>\$ 16,447,148</b>
<b>INTERFUND TRANSFERS:</b>				
To General Fund - Indirect Costs	\$ (384,387)	\$ (397,841)	\$ (397,841)	\$ (425,292)
To General Fund for capital reimbursement	(463,055)	(463,055)	(463,055)	(463,055)
To General Fund for engineering reviews	(88,699)	(88,699)	(88,699)	(88,699)
To Pay-Go Capital Projects	(7,300,000)	(7,850,000)	(8,050,000)	(7,150,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ (8,406,263)</b>	<b>\$ (8,969,717)</b>	<b>\$ (9,169,717)</b>	<b>\$ (8,297,168)</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 6,008,681</b>	<b>\$ 6,423,126</b>	<b>\$ 6,345,044</b>	<b>\$ 8,428,257</b>
<b>EXPENDITURES:</b>				
Administration	\$ 3,212,906	\$ 3,567,662	\$ 3,521,638	\$ 4,374,300
Storm Water Management	1,939,394	1,868,945	1,939,190	2,961,257
Environmental Management	412,461	509,326	485,111	606,997
Environmental Education	118,217	123,894	120,829	128,708
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,682,978</b>	<b>\$ 6,069,827</b>	<b>\$ 6,066,768</b>	<b>\$ 8,071,262</b>
<b>ENDING BALANCE</b>	<b>\$ 325,704</b>	<b>\$ 353,299</b>	<b>\$ 278,276</b>	<b>\$ 356,995</b>

The Storm Water Utilities fees are paid by owners of commercial and residential property for the maintenance of the City's storm water drainage system. The fees enable the funding of construction projects and operations and maintenance expenses throughout the City that help alleviate flooding situations and correct problems that might cause negative impacts to water quality in the streams and lakes throughout the area. The Storm Water Utility Fee is structured so that every property owner pays the same unit rate based on the amount of surface area that is resistant to infiltration by water on the property. Examples of these types of surface areas include asphalt or concrete pavement, parking lots, driveways, sidewalks and buildings.

# Special Revenue Funds

The City of Arlington's special revenue funds consists of the following funds: [Convention & Event Services Fund](#), [Parks Performance Fund](#), and the [Street Maintenance Fund](#). The special revenue funds receive at least part of their funding from direct revenues for their services or via dedicated portions of the City Sales Tax.



# Special Revenue Funds

## CONVENTION & EVENT SERVICES: Mike Hunter, Director

### Department Narrative

The Arlington Convention Center drives economic development and enhances the quality of life in the community by providing facilities, equipment, and support services to the organizers of conventions, trade shows, consumer shows, and local events and celebrations. These activities generate millions of dollars in economic impact to the City's hospitality, entertainment, and retail sectors. Direct revenue generated by the Center is a component of the Convention and Event Services Fund.

The staff is organized into three program areas: Business Administration, Event Coordination, and Facility Operations and Maintenance. The primary mission is to operate and maintain outstanding facilities, and provide support services to the users and attendees of events at the Center in a manner that sets us apart from our competitors and enhances the City's reputation for excellence.

### At A Glance

- 31 Authorized Positions
- Budget Break Down
 

Personnel Services	\$2,326,539
Operating Expenses	9,912,541
Capital Outlay	200,869
Total	\$12,439,949

### Goals and Objectives

- Goal: Plan, Manage, & Maintain Public Assets
  - Objective: Maintain City Standards for all Equipment
  - Objective: Maintain City Standards for all Municipal Buildings

### Budget Highlights

- Increased recurring funding for Arts & Revitalization \$50,000
- Increased recurring funding for Arlington Cultural Tourism Committee \$50,000
- Increased recurring funding for ACVB \$50,000
- One-time funding for Chiller & Pump Replacement \$800,000
- One-time funding for Oven Replacement \$39,000
- One-time funding for Trash Compactor – West Dock \$28,000
- One-time funding for High Extension Forklift Replacement \$35,000
- One-time funding for Parking Lot Improvements \$30,600
- One-time funding for Hotel & Convention Center Expansion Feasibility \$125,000
- One-time funding for Milo Pilot Project \$20,869
- One-time funding for Cemetery Fencing \$30,000

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

### Scorecard

Convention and Event Services Fund Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Event (Client) Satisfaction Rating (Overall)	4.7	4.67	4.75	4.8
Square Foot Occupancy Percentage	51%	54%	55%	65%
New Events Held during year (booked by Center)	28	33	27	27
Return Events Held during year (booked by Center)	93	89	80	100
Cost Recovery	75%	82%	82%	90%

# Special Revenue Funds

## Convention and Event Services Fund Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Convention Center	\$ 3,443,809	\$ 4,132,977	\$ 3,766,577	\$ 4,662,710
Convention & Visitors Bureau	4,650,000	5,350,000	5,350,000	4,900,000
Arts & Revitalization	456,944	950,289	929,420	771,158
Downtown Revitalization	50,000	50,000	50,000	50,000
Fielder Museum	30,000	30,000	30,000	30,000
Non-HOT Funded Expenditures	-	-	-	2,026,081
TOTAL	\$ 8,630,753	\$ 10,513,266	\$ 10,125,997	\$ 12,439,949

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	31	31	31	31
Personnel Services	\$ 1,854,393	\$ 2,258,868	\$ 2,055,784	\$ 2,326,539
Operating Expenses	6,406,937	7,804,399	7,620,214	9,912,541
Capital Outlay	369,423	450,000	450,000	200,869
TOTAL	\$ 8,630,753	\$ 10,513,267	\$ 10,125,998	\$ 12,439,949

# Special Revenue Funds

## CONVENTION AND EVENT SERVICES FUND FY 2018 Operating Position

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>BEGINNING BALANCE</b>	\$ 1,880,610	\$ 2,445,705	\$ 2,829,484	\$ 1,815,180
<b>REVENUES:</b>				
Occupancy Tax	\$ 8,424,678	\$ 8,933,520	\$ 9,063,353	\$ 9,512,699
Stadium Rent/Naming Rights	1,000,000	2,500,000	2,500,000	2,500,000
Convention Center Revenues	<u>3,262,926</u>	<u>2,813,809</u>	<u>3,047,475</u>	<u>2,944,390</u>
<b>TOTAL REVENUES</b>	\$ 12,687,604	\$ 14,247,329	\$ 14,610,828	\$ 14,957,089
<b>INTERFUND TRANSFERS:</b>				
Debt Service - Grand Hall	\$ (1,287,589)	\$ (1,219,851)	\$ (1,219,851)	\$ -
(To) From Building Maintenance Reserve	-	-	-	800,000
From General Gas Funds for ATF Corpus	-	2,681,652	2,681,652	2,763,011
To ATF Corpus Reimbursement	-	(2,681,652)	(2,681,652)	(2,763,011)
To ATF, granting & interest	(1,125,000)	(1,470,019)	(1,470,019)	(1,388,660)
To Dispatch for Radio System Lease Payment	-	(928,301)	(928,301)	(928,301)
To Innovation Venture Capital	-	(1,171,925)	(1,171,925)	(1,003,125)
(To) From Hotel Attraction Support	-	125,000	-	125,000
To General Fund - Debt Repayment	-	-	-	(1,156,399)
To General Fund - Indirect Costs	<u>(691,824)</u>	<u>(709,038)</u>	<u>(709,038)</u>	<u>(604,161)</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (3,104,413)	\$ (5,374,134)	\$ (5,499,134)	\$ (4,155,646)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 11,463,801	\$ 11,318,900	\$ 11,941,178	\$ 12,616,623
<b>EXPENDITURES:</b>				
Administration	\$ 771,464	\$ 1,057,207	\$ 598,743	\$ 1,184,420
Event Services	426,520	463,799	412,814	451,160
Facility Operations	1,671,373	1,719,963	1,855,834	1,771,878
Parking Operations	169,484	158,608	169,636	167,652
ACC Departmental Projects	404,968	733,400	729,550	1,087,600
Convention & Visitors Bureau	4,650,000	5,350,000	5,350,000	4,900,000
Arts & Revitalization	456,944	950,289	929,420	771,158
Downtown Revitalization	50,000	50,000	50,000	50,000
Fielder Museum	30,000	30,000	30,000	30,000
Non-Hot Funded Projects	-	-	-	<u>2,026,081</u>
<b>TOTAL EXPENDITURES</b>	\$ 8,630,753	\$ 10,513,266	\$ 10,125,997	\$ 12,439,949
<b>ENDING BALANCE</b>	\$ 2,833,048	\$ 805,634	\$ 1,815,181	\$ 176,674

# Special Revenue Funds

## PARK PERFORMANCE FUND: Lemuel Randolph, Director

### Department Narrative

The Park Performance Fund provides for the City's recreation and rental programs. The mission of the Department is to provide quality facilities and services that are responsive to a diverse community and sustained with a focus on partnerships, innovation and environmental leadership. Performance Fund resources are managed and deployed in accordance with the following strategic focus areas:

- Building a Thriving Community
- Coordinate programs to support youth, seniors and families
- Facility investment and programming aimed at revenue generation and cost recovery

Park Performance Fund divisions are: Athletics, Aquatics, Recreation Centers, Rental and Lake Services, Golf, and Tennis.

### At A Glance

- 86 Authorized Positions
- Budget Break Down
 

Personnel Services	\$8,417,267
Operating Expenses	4,498,477
Capital Outlay	202,520
<b>Total</b>	<b>\$13,118,264</b>

### Goals and Objectives

- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Provide for the Efficient Access and Appropriate Management of the City's Data
  - Objective: Implement New Technology
- Goal: Provide Activities, Educational Opportunities, and Services that Meet the Needs of the Community
  - Objective: Develop and Implement Programming Based on the Needs of the Community

### Budget Highlights

- Increased recurring funding to reopen Ditto Golf Course \$549,369; offset by revenue
- Increased recurring funding for Golf Cart Upgrades \$26,038; offset by revenue
- Increased recurring funding for Marketing Initiatives \$30,750; offset by revenue

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

### Scorecard

Park Performance Fund Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Cost recovery of Parks Performance Fund	80%	79%	80%	80%
Cost recovery of Golf Performance Fund	108%	107%	90%	108%
Quality of programs and services	96%	92%	95%	100%
Quality of facilities	94%	98%	98%	100%
Participation in programs and classes	53,395	57,405	46,000	50,000
% of online registrations	3.5%	4.3%	10%	12%
Rounds of golf played	126,139	125,928	107,000	140,000
Number of unplayable golf days (Mon-Thurs)	New Measure in FY 2016	39.5	40	<125
Number of unplayable golf days (Fri-Sun/Holidays)	New Measure in FY 2016	30	21	<50

# Special Revenue Funds

## Park Performance Fund Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Golf	\$ 4,484,991	\$ 5,145,736	\$ 4,926,258	\$ 6,080,024
Recreation	6,310,073	6,605,926	6,457,725	6,476,526
Field Maintenance	517,357	552,662	551,707	561,714
TOTAL	\$ 11,312,421	\$ 12,304,324	\$ 11,935,690	\$ 13,118,264

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	74	85	85	86
Personnel Services	\$ 7,008,334	\$ 7,622,841	\$ 7,525,774	\$ 8,417,267
Operating Expenses	3,947,807	4,293,960	4,022,394	4,498,477
Capital Outlay	356,280	387,520	387,521	202,520
TOTAL	\$ 11,312,421	\$ 12,304,321	\$ 11,935,690	\$ 13,118,264

# Special Revenue Funds

## PARK PERFORMANCE FUND FY 2018 Operating Position

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>BEGINNING BALANCE</b>	\$ 233,779	\$ 272,418	\$ 182,127	\$ 98,358
<b>REVENUES</b>				
Golf	\$ 4,290,570	\$ 3,788,972	\$ 3,756,579	\$ 5,602,684
Recreation	5,025,734	4,977,000	4,985,241	4,977,250
Field Maintenance	654,992	700,000	700,151	702,000
<b>TOTAL REVENUES</b>	\$ 9,971,296	\$ 9,465,972	\$ 9,441,971	\$ 11,281,934
<b>INTERFUND TRANSFERS</b>				
To Debt Service - Tierra Verde	\$ (516,463)	\$ -	\$ -	\$ -
To Debt Service - Elzie Odom Rec Center	(261,170)	-	-	-
One-time funding for BK Pool	-	185,000	-	-
Transfer from Parks ATF	-	1,181,109	1,181,109	1,392,199
Transfer to Debt Service for Ditto Golf Course	-	(1,375,566)	(1,375,566)	-
Transfer from General Fund	1,497,153	2,161,632	2,161,632	-
From Golf Surcharge Fund	511,283	473,726	442,775	473,726
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 1,230,803	\$ 2,625,901	\$ 2,409,950	\$ 1,865,925
<b>TOTAL AVAILABLE FUNDS</b>	\$ 11,435,878	\$ 12,364,291	\$ 12,034,048	\$ 13,246,217
<b>EXPENDITURES</b>				
Golf	\$ 4,484,991	\$ 5,145,736	\$ 4,926,258	\$ 6,080,024
Recreation	6,310,073	6,605,926	6,457,725	6,476,526
Field Maintenance	517,357	552,662	551,707	561,714
<b>TOTAL EXPENDITURES</b>	\$ 11,312,421	\$ 12,304,324	\$ 11,935,690	\$ 13,118,264
<b>ENDING BALANCE</b>	\$ 123,457	\$ 59,968	\$ 98,358	\$ 127,953

# Special Revenue Funds

## STREET MAINTENANCE FUND: Mindy Carmichael, Director

### Department Narrative

The Street Maintenance Fund provides for maintenance of streets including resurfacing, concrete repair, crack-seal, surface sealing of residential and arterial roadways, and weather related emergency response. Streetlight maintenance and traffic controls, including signs, traffic signals and pavement markings, are also supported within this fund. The budget is funded by a dedicated portion of the City Sales Tax (0.25%) for Street Maintenance and General Fund.

### At A Glance

- 92 Authorized Positions
- Budget Break Down
 

Personnel Services	\$5,934,435
Operating Expenses	19,974,063
<b>Total</b>	<b>\$25,908,498</b>

### Goals and Objectives

- Goal: Plan, Manage, & Maintain Public Transportation Infrastructure
  - Objective: Optimize Effectiveness & Efficiency of Existing Transportation System
  - Objective: Complete Construction Projects in a Timely Manner

### Budget Highlights

- One-time funding for Maintenance of Streets \$5,500,000
- One-time funding for Real-time Data Collection and Signal Performance Evaluation System \$59,250

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

### Scorecard

Street Maintenance Fund Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Citizen perceptions of road condition as "good" or "mostly good" [annual survey]	47%	40%	42%	80%
Lane Miles with Overall Condition Index (OCI) <50 (FY 2013 current: approx. 320 lane miles)	276	282	282	Maintain or Increase
Replace 3,000 signs that do not meet minimum standards	New Measure in FY 2016	108%	100%	100%
Requests for pothole repair completed within 3 working days of request	New Measure in FY 2017		95%	95%
Citizens called within two business days of request	New Measure in FY 2017		95%	95%
Requests from the Water Department for concrete repair completed within 5 business days	New Measure in FY 2017		95%	95%
Excavate and replace 15,000 square yards of failed concrete panels each year.	New Measure in FY 2017		95%	95%

# Special Revenue Funds

## Street Maintenance Fund Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Sales Tax supported division	\$ 14,753,298	\$ 16,256,237	\$ 16,604,805	\$ 18,988,686
General Fund supported division	1,765,859	2,166,527	1,816,436	2,146,402
Traffic Signals - GF supported	1,629,654	1,578,447	1,581,050	1,559,819
Traffic Signs & Markings - GF supported	942,065	1,067,808	997,349	1,179,886
Street Light Maintenance - GF supported	2,143,843	2,118,948	2,086,132	2,033,704
TOTAL	\$ 21,234,719	\$ 23,187,967	\$ 23,085,772	\$ 25,908,498

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	92	92	92	92
Personnel Services	\$ 5,212,840	\$ 5,692,337	\$ 5,558,182	\$ 5,934,435
Operating Expenses	16,021,878	17,495,632	17,337,590	19,974,063
Capital Outlay	-	-	190,000	-
TOTAL	\$ 21,234,718	\$ 23,187,969	\$ 23,085,772	\$ 25,908,498

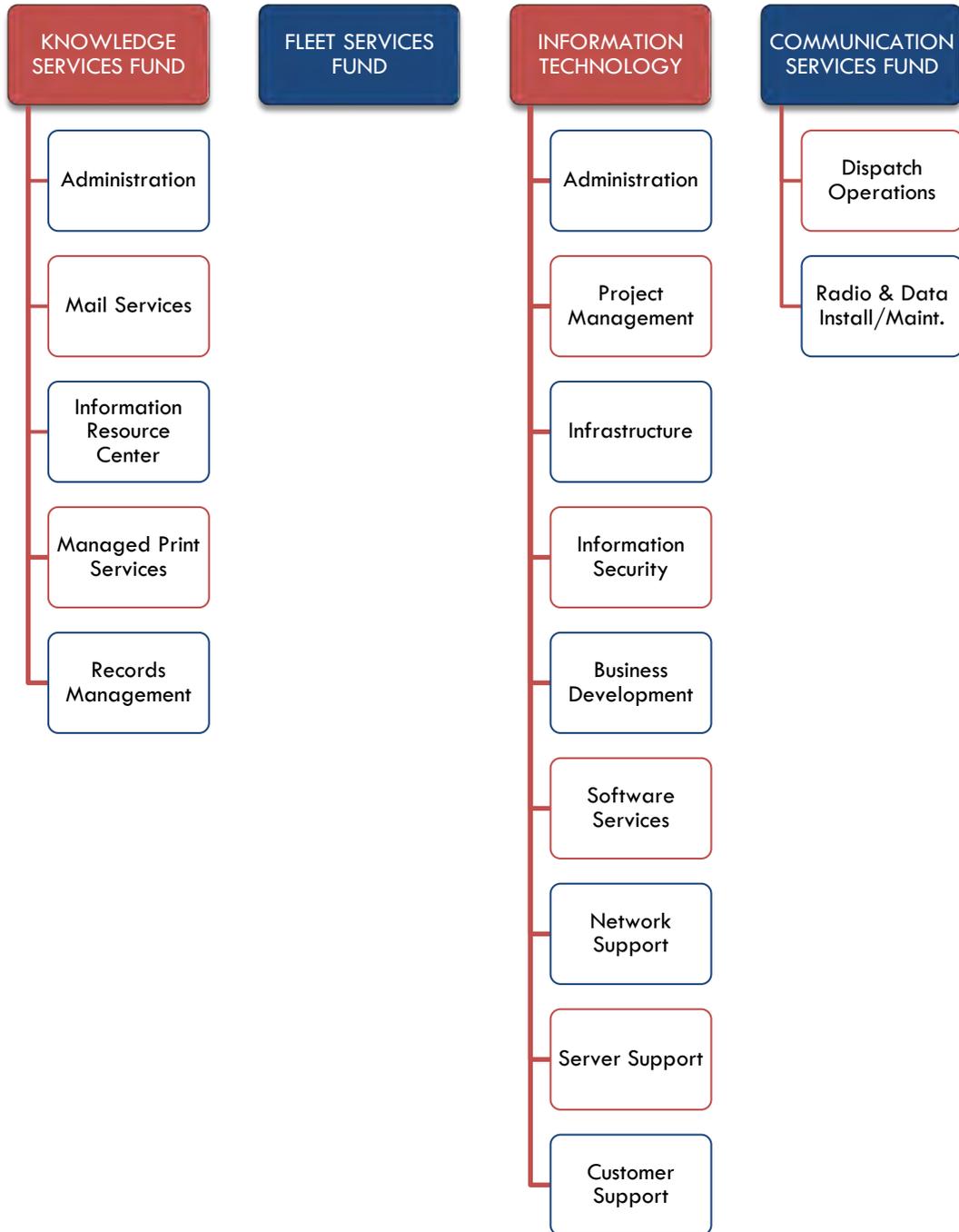
# Special Revenue Funds

## STREET MAINTENANCE FUND FY 2018 Operating Position

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>BEGINNING BALANCE</b>	\$ 3,152,332	\$ 1,892,864	\$ 4,803,958	\$ 3,745,798
REVENUES:				
Sales Tax Revenue	\$ 14,574,848	\$ 15,092,926	\$ 15,074,135	\$ 15,701,730
Interest Revenue	77,186	73,675	122,419	134,660
Misc. Revenue (Admin & Road Fees)	<u>7,616</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL REVENUES</b>	\$ 14,659,650	\$ 15,166,601	\$ 15,196,554	\$ 15,836,390
INTERFUND TRANSFERS:				
From General Fund	\$ -	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527
From General Fund for Traffic	<u>4,715,561</u>	<u>4,765,203</u>	<u>4,664,530</u>	<u>4,773,409</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 6,481,420	\$ 6,931,730	\$ 6,831,057	\$ 6,939,936
<b>TOTAL AVAILABLE FUNDS</b>	\$ 24,293,402	\$ 23,991,195	\$ 26,831,569	\$ 26,522,124
EXPENDITURES:				
Sales Tax supported division	\$ 14,753,298	\$ 16,256,237	\$ 16,604,805	\$ 18,988,686
General Fund supported division	1,765,859	2,166,527	1,816,436	2,146,402
Traffic Signals - GF supported	1,629,654	1,578,447	1,581,050	1,559,819
Traffic Signs & Markings - GF supported	942,065	1,067,808	997,349	1,179,886
Street Light Maintenance - GF supported	<u>2,143,843</u>	<u>2,118,948</u>	<u>2,086,132</u>	<u>2,033,704</u>
<b>TOTAL EXPENDITURES</b>	\$ 21,234,718	\$ 23,187,967	\$ 23,085,772	\$ 25,908,497
<b>ENDING BALANCE</b>	\$ 3,058,684	\$ 803,228	\$ 3,745,798	\$ 613,627

# Internal Service Funds

The City of Arlington's internal service funds consist of the following: Knowledge Services Fund, Fleet Services Fund, IT Support Fund, and the Communication Services Fund.



# Internal Service Funds

## KNOWLEDGE SERVICES: Jennifer Wichmann, Director

### Department Narrative

The Knowledge Services Fund, part of the Management Resources Department, provides City departments with printing services, engineering document duplication services, mail and courier services, records management and storage support. A significant portion of the fund's revenues are derived from charges to departments for these services. Divisions in Knowledge Services include Administration, Mail Services, the Information Resource Center, Managed Print Services, and Records Management.

### At A Glance

- 8 Authorized Positions
- Budget Break Down
 

Personnel Services	\$445,075
Operating Expenses	1,952,217
<b>Total</b>	<b>\$2,397,292</b>

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.

### Knowledge Services Fund Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 1,955,482	\$ 1,316,095	\$ 1,347,483	\$ 1,221,018
Mail Services	1,038,611	1,074,979	1,025,702	1,021,384
Records Management	137,336	149,338	146,829	154,890
<b>TOTAL</b>	<b>\$ 3,131,429</b>	<b>\$ 2,540,411</b>	<b>\$ 2,520,014</b>	<b>\$ 2,397,292</b>

### Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	8	8	8	8
Personnel Services	\$ 542,025	\$ 439,725	\$ 426,669	\$ 445,075
Operating Expenses	2,589,404	2,100,687	2,093,345	1,952,217
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,131,429</b>	<b>\$ 2,540,412</b>	<b>\$ 2,520,014</b>	<b>\$ 2,397,292</b>

# Internal Service Funds

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## KNOWLEDGE SERVICES FUND FY 2018 Operating Position

	<b>Adopted FY 2018</b>
<b>BEGINNING BALANCE</b>	\$ 87,710
REVENUES:	
Space Rental for Print Shop	\$ 2,556
Managed Print Services - ImageNet	650,000
UTA Administrative Fee	-
UTA Print Shop Usage	-
Sales - Mail Services	1,100,000
Sales - Information Resource Center	432,500
Sales - Records Management	<u>126,000</u>
<b>TOTAL REVENUES</b>	\$ 2,311,056
<b>TOTAL AVAILABLE FUNDS</b>	\$ 2,398,766
EXPENDITURES:	
Administration	\$ 1,221,018
Mail Services	1,021,384
Records Management	<u>154,890</u>
<b>TOTAL EXPENDITURES</b>	\$ 2,397,292
<b>ENDING BALANCE</b>	\$ 1,474

# Internal Service Funds

## FLEET SERVICES FUND: Mindy Carmichael, Director

### Department Narrative

As part of the Public Works and Transportation Department, the Fleet Services Fund is responsible for management of the vehicle service contract for maintenance of City vehicles and equipment. The primary expenditures in the fund are replacement vehicles, up-fitting costs, vehicle maintenance contract costs, and fuel. This budget is supported by the General Fund.

### At A Glance

- 1 Authorized Position
- Budget Break Down
 

Personnel Services	\$121,917
Operating Expenses	4,680,073
Capital Outlay	2,185,000
Total	\$6,986,990

### Goals and Objectives

- Goal: Plan, Manage, & Maintain Public Assets
  - Objective: Maintain City Standards for all Equipment

### Budget Highlights

- One-time funding for Out of Life Vehicle Replacements \$885,000
- One-time funding for Fleet Shop Site Assessment and Mitigation Plan \$50,000

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

### Scorecard

Fleet Services Fund Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Maintain fleet availability rate	97%	97%	95%	95%
% of Fleet Beyond Service Life	New Measure in FY 2016	18%	20%	15%
Percentage of customers satisfied or very satisfied with fleet services	New Measure in FY 2018			90%

# Internal Service Funds

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	1	1	1	1
Personnel Services	\$ 139,198	\$ 123,076	\$ 115,715	\$ 121,917
Operating Expenses	5,450,523	4,819,250	4,719,423	4,680,073
Capital Outlay	2,261,980	2,000,000	1,217,448	2,185,000
<b>TOTAL</b>	<b>\$ 7,851,700</b>	<b>\$ 6,942,326</b>	<b>\$ 6,052,586</b>	<b>\$ 6,986,990</b>

### FLEET SERVICES FUND FY 2018 Operating Position

	<b>Adopted FY 2018</b>
<b>BEGINNING BALANCE</b>	\$ 406,254
<b>REVENUES:</b>	
Fuel	\$ 1,600,000
Maintenance & Operation	4,446,332
Miscellaneous (subro, auctions)	<u>180,000</u>
<b>TOTAL REVENUES</b>	\$ 6,226,332
<b>INTERFUND TRANSFERS:</b>	
(To) From General Fund	\$ 635,629
(To) From Fuel Rate Reserve	<u>-</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 635,629
<b>TOTAL AVAILABLE FUNDS</b>	\$ 7,268,215
Fleet Services	\$ 3,201,990
Fuel	1,600,000
Vehicles	<u>2,185,000</u>
<b>TOTAL EXPENDITURES</b>	\$ 6,986,990
<b>ENDING BALANCE</b>	\$ 281,225

# Internal Service Funds

## INFORMATION TECHNOLOGY: Dennis John, Chief Information Officer

### Department Narrative

The Information Technology Department is responsible for:

- Administration
- Asset Management
- Business Analysis
- Project Management
- Security
- Software Services
- Network Support
- Server Support
- Customer Support

Information Technology is dedicated to being a vital partner with City departments in providing quality services through the innovative use of technology. This will be accomplished by: Communicating our resource capacity to ITEC Governance board, working with departments to obtain realistic project expectations, building productive relationships within & beyond the IT Department, developing our resources into stronger technical teams, providing enterprise systems & solutions to **meet the City's goals, maintain hardware & software standards for the City of Arlington, maintain technology policies for the organization.**

### At A Glance

- 58 Authorized Positions
- Budget Break Down

Personnel Services	\$6,930,617
Operating Expenses	7,678,538
Total	\$14,609,155

### Goals and Objectives

- Goal: Ensure Availability of Information, Programs, & City Services
  - Objective: Provide for the Efficient Access and Appropriate **Management of the City's Data**
  - Objective: Implement New Technology

### Budget Highlights

- Increased recurring funding for Enterprise Software Maintenance \$142,861
- Increased recurring funding for CD&P Electronic Plan Review Project \$400,000
- One-time funding for Enterprise projects \$150,000
- One-time funding for Supplementary Resources \$155,521

### City-wide Budget Impacts

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# Internal Service Funds

## Scorecard

Information Technology Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
E-mail system availability	99.75%	99.9%	99%	99%
File server availability	99.92%	99.89%	99.9%	99%
GIS system availability	96.39%	99.96%	99%	99%
Website availability (including Arlingtontx.gov and Arlingtonpd.org)	100%	100%	99.9%	99%
Network uptime	99.99%	99.91%	99.5%	99%

## Information Technology Fund Expenditures

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ -	\$ 520,100	\$ 476,285	\$ 504,184
Project Management	-	1,047,989	1,069,170	1,009,659
Infrastructure	-	166,549	148,966	202,910
Business Development	-	565,793	596,836	612,983
Software Services	-	2,489,269	2,487,777	2,669,628
Network Support	1,765,210	1,820,413	1,802,707	1,886,017
Server Support	3,373,518	3,271,597	3,210,688	3,457,187
Customer Support	2,128,384	3,153,912	3,193,988	3,202,854
IT Security	539,682	513,733	513,733	513,733
IT Projects	941,212	620,300	626,311	550,000
<b>TOTAL</b>	<b>\$ 8,748,006</b>	<b>\$ 14,169,655</b>	<b>\$ 14,126,460</b>	<b>\$ 14,609,155</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	23	58	58	58
Personnel Services	\$ 3,925,896	\$ 6,359,002	\$ 6,379,878	\$ 6,930,617
Operating Expenses	4,822,110	7,810,652	7,746,582	7,678,538
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 8,748,006</b>	<b>\$ 14,169,654</b>	<b>\$ 14,126,460</b>	<b>\$ 14,609,155</b>

# Internal Service Funds

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## INFORMATION TECHNOLOGY FUND FY 2018 Operating Position

	<b>Adopted FY 2018</b>
<b>BEGINNING BALANCE</b>	\$ 223,061
<b>TOTAL REVENUES</b>	\$ 14,293,633
INTERFUND TRANSFERS:	
One-time funding	<u>\$ 135,521</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 135,521
<b>TOTAL AVAILABLE FUNDS</b>	\$ 14,652,215
EXPENDITURES:	
Administration	\$ 504,184
Project Management	1,009,659
Infrastructure	202,910
Business Development	612,983
Software Services	2,669,628
Network Support	1,886,017
Server Support	3,457,187
Customer Support	3,202,854
IT Security	513,733
IT Projects	<u>550,000</u>
<b>TOTAL EXPENDITURES</b>	\$ 14,609,155
<b>ENDING BALANCE</b>	\$ 43,060

# Internal Service Funds

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## **COMMUNICATION SERVICES FUND: Don Crowson, Fire Chief**

### **Department Narrative**

As part of the Fire Department, the Communication Services Division provides public safety dispatch operations and radio/wireless data installation and maintenance. The primary sources of revenue to the fund are charges to the Police and Fire Departments for dispatch and radio services. The largest expenditure in the fund is for personnel costs, primarily 9-1-1 dispatching operations.

### **At A Glance**

- 111 Authorized Positions
- Budget Break Down

Personnel Services	\$7,409,346
Operating Expenses	1,471,865
Capital Outlay	1,228,301
<b>Total</b>	<b>\$10,109,512</b>

### **Budget Highlights**

- Increased recurring funding for CAD Maintenance \$16,382
- Increased recurring funding for Radio Maintenance \$66,146
- One-time funding for CAD Upgrade \$495,000

### **City-wide Budget Impacts**

FY 2018 expenditures are impacted by a targeted 4.3% - 9.5% compensation adjustment depending on their job classification effective February 2018. **Additionally, the city's contribution to employee health coverage will increase by 2.7% in FY 2018.**

# Internal Service Funds

## Scorecard

Communication Services Fund Key Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	FY 2018 Target
Fire P1 and P2 Calls Dispatched within 25 Seconds (average)	21.16	20.65	25.00	25.00
Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2.20	2.13	2.00	2.00
9-1-1 calls answered within 10 seconds	86%	87.63%	90%	90%
Police E and P1 (emergency) calls dispatched within 120 seconds	90%	81.17%	80%	80%
<b>Workload Measures</b>				
9-1-1 Dispatch Center Calls For Service (Calls from 9-1-1 Phone Switch)	427,050	411,075	430,000	430,000
Police Calls for Service Handled and Processed by PD Dispatch	328,599	344,222	300,000	325,000
Emergency Calls	1,160	1,385	1,400	1,750
Priority 1 Calls	93,524	88,486	81,000	90,000
Priority 2 Calls	60,549	61,677	57,600	52,000
Priority 3 Calls	173,366	192,672	160,000	180,000
Officer Initiated (not included in total)	162,623	182,433	120,000	110,000
Ambulance Dispatched Calls for Service	48,217	52,311	50,000	47,500
Fire Dispatched Calls for Service	41,011	44,405	43,000	40,600
Fires	3,388	3,570	3,800	3,800
Emergency Medical Service	31,645	35,059	32,500	32,500
Other	5,259	5,775	4,300	4,300
Animal Services After-Hours Dispatched Calls for Service	659	661	750	750

## Communication Services Fund

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Administration	\$ 2,228,531	\$ 2,958,451	\$ 2,934,701	\$ 1,529,555
Dispatch	8,420,809	7,886,676	7,833,934	8,579,957
TOTAL	\$ 10,649,340	\$ 10,845,127	\$ 10,768,635	\$ 10,109,512

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2016</b>	<b>Budgeted FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>
Authorized Positions	113	111	111	111
Personnel Services	\$ 6,966,657.05	\$ 7,094,737	\$ 7,043,239	\$ 7,409,346
Operating Expenses	2,363,632	2,407,087	2,382,095	1,471,865
Capital Outlay	1,319,051	1,343,301	1,343,301	1,228,301
TOTAL	\$ 10,649,340	\$ 10,845,125	\$ 10,768,635	\$ 10,109,512

# Internal Service Funds

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## COMMUNICATION SERVICES FUND FY 2018 Operating Position

	<b>Adopted FY 2018</b>
<b>BEGINNING BALANCE</b>	\$ 751,411
REVENUES	
Communication Services chargeback	\$ 7,789,990
Intergovernmental Revenue - Tarrant County	315,099
Other Revenue - UTA	33,719
Other Revenue - Pantego	18,157
Other Revenue - PSAP	<u>164,422</u>
<b>TOTAL REVENUES</b>	<b>\$ 8,321,387</b>
INTERFUND TRANSFERS:	
(To) From Liquidated Damages Fund	\$ 300,000
(To) From Conv & Event Svcs Operating Revenues	<u>928,301</u>
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 1,228,301</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 10,301,099</b>
EXPENDITURES	
Administration	\$ 1,529,555
Dispatch	<u>8,579,957</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 10,109,512</b>
<b>ENDING BALANCE</b>	<b>\$ 191,587</b>

# Internal Service Funds

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# Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources for the payment of principal and interest on the City's general long-term debt not being financed by proprietary funds. The fund's primary source of revenue is ad valorem taxes. The debt service tax rate is 19.89¢ per \$100 valuation. Total revenues in FY 2018 are estimated at \$46,978,175.

## DEBT SERVICE FUND FY 2018 Operating Position

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>BEGINNING BALANCE</b>	\$ 2,482,205	\$ 2,360,570	\$ 2,260,181	\$ 1,668,448
<b>REVENUES:</b>				
Ad Valorem Taxes	\$ 39,032,730	\$ 40,329,106	\$ 40,186,042	\$ 46,148,196
Premium on Bond Issuance	323,252	120,000	120,000	600,000
Interest	177,695	117,602	209,072	229,979
<b>TOTAL REVENUES</b>	<u>\$ 39,533,677</u>	<u>\$ 40,566,708</u>	<u>\$ 40,515,114</u>	<u>\$ 46,978,175</u>
<b>INTERFUND TRANSFERS:</b>				
Park Performance Fund, E.O. Rec Center	\$ 516,463	\$ -	\$ -	\$ -
Park Performance Fund, Tierra Verde	261,170	-	-	-
Park Performance Fund, Ditto Golf	-	1,375,566	1,375,566	-
Convention and Event Services Fund	1,287,589	1,219,851	1,219,851	-
TIRZ 5	1,032,569	1,795,954	1,578,161	1,986,125
TIRZ 4	1,803,764	1,756,877	1,756,877	-
Airport	175,000	175,000	175,000	-
Water and Sewer Fund - MOT	63,229	60,889	60,889	-
<b>TOTAL INTERFUND TRANSFERS</b>	<u>\$ 5,139,784</u>	<u>\$ 6,384,137</u>	<u>\$ 6,166,344</u>	<u>\$ 1,986,125</u>
<b>TOTAL AVAILABLE FUNDS</b>	\$ 47,155,666	\$ 49,311,415	\$ 48,941,639	\$ 50,632,749
<b>EXPENDITURES:</b>				
Principal / Interest Payments	\$ 43,326,923	\$ 47,108,191	\$ 47,108,191	\$ 47,829,303
Issuance Fees	715,007	120,000	120,000	600,000
Interest Expense on FY 2018 Issuance	724,838	-	-	-
Agent Fees	-	45,000	45,000	55,000
<b>TOTAL EXPENDITURES</b>	<u>\$ 44,766,767</u>	<u>\$ 47,273,191</u>	<u>\$ 47,273,191</u>	<u>\$ 48,484,303</u>
<b>ENDING BALANCE</b>	\$ 2,388,899	\$ 2,038,224	\$ 1,668,448	\$ 2,148,446

# Debt Service Fund

Description of Debt	Outstanding Balance	FY2018 Principal	FY2018 Interest	FY2018 Total
Permanent Improvement Bonds Series 2008	1,995,000	1,995,000	79,800	2,074,800
Combination Tax and Revenue Certificates of Obligation, Series 2008A	295,000	295,000	11,800	306,800
Combination Tax and Tax Increment Reinvestment Zone Certificates of Obligation, Series 2008B	1,230,000	1,230,000	64,575	1,294,575
Permanent Improvement Bonds Series 2009	9,610,000	1,930,000	341,155	2,271,155
Permanent Improvement Refunding Bonds Series 2010	7,940,000	1,065,000	316,156	1,381,156
Permanent Improvement Refunding Bonds Series 2010A	11,165,000	2,115,000	446,600	2,561,600
Combination Tax and Revenue Certificates of Obligation, Series 2011	1,245,000	90,000	46,069	136,069
Permanent Improvement and Refunding Bonds Series 2011A	12,460,000	890,000	459,463	1,349,463
Permanent Improvement Refunding Bonds Series 2011B	2,400,000	635,000	61,213	696,213
Permanent Improvement and Refunding Bonds, Series 2012A	23,480,000	1,570,000	716,069	2,286,069
Permanent Improvement Refunding Bonds, Series 2012B	8,270,000	1,225,000	271,500	1,496,500
Permanent Improvement Bonds, Series 2013A	15,695,000	985,000	549,250	1,534,250
Permanent Improvement Refunding Bonds, Series 2013B	2,215,000	390,000	64,500	454,500
Permanent Improvement Bonds, Series 2014	12,315,000	725,000	494,413	1,219,413
Combination Tax and Revenue Certificates of Obligation, Series 2014	24,620,000	1,450,000	988,550	2,438,550
Permanent Improvement Bonds, Series 2015A	28,800,000	1,600,000	1,058,000	2,658,000
Permanent Improvement Refunding Bonds, Series 2015B	28,200,000	7,960,000	1,234,700	9,194,700
Permanent Improvement Refunding Bonds, Series 2016	47,365,000	0	1,932,900	1,932,900
Permanent Improvement Bonds, Series 2016A	32,715,000	1,725,000	946,950	2,671,950
Combination Tax and Revenue Certificates of Obligation, Series 2016B	15,195,000	800,000	453,850	1,253,850
Combination Tax and Revenue Certificates of Obligation, Series 2016C	12,735,000	1,415,000	216,849	1,631,849
Permanent Improvement Bonds, Series 2017	58,440,000	2,925,000	2,462,189	5,387,189
Combination Tax and Revenue Certificates of Obligation, Series 2017	6,110,000	615,000	176,104	791,104
Permanent Improvement Refunding Bonds, Series 2017A	18,240,000	0	806,650	806,650
<b>Total</b>	<b>382,735,000</b>	<b>33,630,000</b>	<b>14,199,303</b>	<b>47,829,303</b>
Paying Agent Fees				55,000
			<b>Total</b>	<b>47,884,303</b>

Description of Debt	Outstanding Balance	FY2018 Principal	FY2018 Interest	FY2018 Total
Stadium Special Tax Revenue Bonds Series 2008	108,010,000	6,800,000	5,821,800	12,621,800
Stadium Special Tax Revenue Bonds Series 2009	37,825,000	4,260,000	1,769,813	6,029,813
<b>Total</b>	<b>145,835,000</b>	<b>11,060,000</b>	<b>7,591,613</b>	<b>18,651,613</b>
Paying Agent Fees				7,200
			<b>Total</b>	<b>18,658,813</b>

# Capital Improvement Program

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# Capital Improvement Program

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## Needs Identification

The needs for new capital improvements are identified in many different ways.

- calls from citizens,
- City Council priorities,
- inventory reviews,
- the various city-wide master plans,
- new development needs, and
- economic stimulation needs

To facilitate citizen input, The City of Arlington utilizes the Citizen's Bond Committee (CBC), regular town hall meetings, and the Capital Budget Executive Committee.

The Citizen's Bond Committee brings Arlington residents directly into the capital improvement process by facilitating a face-to-face meeting between City staff and citizens. Citizens are selected for the committee by the City Council through an application process. Once selected, the Committee is given comprehensive information regarding City priorities on capital improvements, as well as recommendations from staff. City staff then takes input on needs identification and even offers tours to capital improvement sites. The last CBC meeting was in 2014, before the City's last bond election.

The City's Capital Budget Executive Committee consists of directors of departments who utilize bond funding, and representatives of the Finance Department, and the City Manager's Office. For more description on the Capital Budget Executive Committee, please see the "Capital Budget" section on the next page.

## Citizen Bond Election

After stakeholder input is gathered, a comprehensive list of capital improvement projects is identified. As necessary, in February or November of a given year, a bond election is held to allow the general public to vote on the City's ability to sell general obligation bonds to fund this list of projects. The result of the election is a specific dollar amount in general obligation bonds and certificates of obligation that the City is authorized to sell. The City will then use this authorization to sell bonds each year, within the constraints of the City's financial policies, until the authorization has been exhausted. The City last held a bond election on November 4, 2014, which gave authorization sell \$236 million in general obligation bonds/certificates of obligation. The City currently has \$154 million in remaining authorization.

## Capital Improvement Plan

The Capital Improvement Plan represents a three- to five-year fiscal plan that prioritizes and schedules all projects included in the bond elections. Through discussions with City staff, Council, and citizens, the Capital Improvement Plan considers the appropriate timing of the construction of projects, the City's ability to facilitate the construction, financial constraints in repaying indebtedness, and the increased cost of operation and maintenance. The Capital Budget is derived, on an annual basis, from the Capital Improvement Plan. Because the Capital Improvement Plan is affected by changes in Arlington's economy and is revised annually, it should be viewed as a working document.

# Capital Improvement Program

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## Capital Budget

Each year a capital budget is presented to City Council for approval. The Capital Budget provides the city staff with budgeted funds and authorization to begin or continue working on capital projects that were programmed year- by- year on the Capital Improvement Plan.

Arlington's Capital Budget cycle spans from October to March, when the Capital Budget is Adopted. This process begins with the City's Capital Budget Executive Committee. The Committee last met on October 5, 2015 to discuss a priority project list for the use of the City's 2014 bond election authorization. In developing the capital budget, the Capital Budget Executive Committee considered a variety of factors on the decision-making process, including:

- City Council Priorities
- Neighborhood Needs
- Infrastructure Investment
- Financial Policies
- Debt Ratio Targets
- Sector Plan Strategy
- Master Plan, Thoroughfare Plan, etc.
- Appropriate timing of the project
- Projected O&M costs
- Efficient use of bond funds

Once the Committee has prioritized its capital projects for the coming fiscal year, City staff prepares the capital budget for Council to adopt.

## Bond Sales

A bond sale occurs annually, the amount of which dictates the appropriation approval of the Capital Budget. In this action, the City sells bonds on the open market and incurs debt to finance the cost of building the capital projects as identified on the Capital Budget. Voter-approved general obligation bonds and non-voter-approved certificates of obligation serve as the primary sources of funding for general capital projects. These include capital initiatives such as parks construction and improvements, land acquisition, public works projects, building construction for public safety, and airport improvements, among others. **The City's ability to sell bonds depends on the remaining authorization from bond elections, the City's tax rate and property values that support the bonds, and the ability for the City to meet its stated debt management ratio targets, found in the financial policies section of this document.** The City most recently sold bonds to fund capital projects in June of 2017 for \$169 million, utilizing authorization from bond elections held in the most recent Bond Election in 2014.

## Debt Service

As the City incurs debt for the acquisition and construction of capital projects, the City also makes annual payments to repay the bonds previously issued. General obligation **bonds are funded wholly through a designated portion of the City's property tax rate**, while certificates of obligation incorporate other various funding sources as well as ad valorem taxes. Of the City's total FY 2018 tax rate of \$0.6398 per \$100 in assessed valuation, \$0.1910 will be used to retire general obligation bonds and certificates of obligation.

## Debt Retired

Each year, the City satisfies a portion its debt obligations. This means that the City has completely repaid a portion of its debt from general obligation bonds and certificates of obligation. Currently, the City has a financial policy that requires debt obligations to be repaid on a conservative schedule (level principal) as not to burden future taxpayers. In general, the City issues twenty-year debt with an average life of nine years. On average, the City retires approximately \$26 million in general obligation and certificates of obligation debt principle annually. As this debt is retired, it allows the City the capacity to issue more bonds to fund new capital projects for future bond elections.

# Capital Improvement Program

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## Capital Budget vs. Operating Budget

Although the City's Capital Budget and Operating Budget are Adopted in two separate cycles during the fiscal year, they are nonetheless connected. The City's bifurcated tax rate is the most prominent example of this. As stated above, the City's total FY 2018 tax rate of \$0.6398 is divided between an operating levy (\$0.4409) and a debt service levy (\$0.1989.) In order for the City to increase the operating levy and keep the overall tax rate the same, the debt service levy would have to decrease. This translates to fewer dollars that can be utilized for debt service, as well as less dollars that can be spent on capital improvements. In addition, both the capital and operating funds are profoundly impacted by an increase or decrease in housing values. Additionally, it is imperative to remember that most capital projects will increase the City's operating budget expenditures as well, since the short-term maintenance and operations of new capital is budgeted in the City's operating funds.

While the debt service property tax levy does comprise the primary source of funding for the capital budget, the City supplements these funds with other sources, such as impact fees, aviation fees, interest earnings, gas revenues, and park fees. These other sources can either directly fund capital projects or help to fund debt service for certificates of obligation. For example, the Convention and Event Services Fund and the Park Performance Fund both make transfers into the Debt Service Fund in order to service certificates of obligation debt used for capital projects. For more information, a list of funding sources can be seen in the individual capital project summaries.

Conversely, capital funds will annually make payments to operating funds for service charges. These service charges occur when departments provide services that are paid for out of operating funds, such as building inspections or surveys, in conjunction with ongoing capital projects. For fiscal year 2018, the City is currently budgeting for approximately a \$2.3 million impact to the General Fund from capital funds for service charges.

In addition to general obligation bonds and certificates of obligation, the City may use commercial paper, a short-term financing instrument that typically matures within nine months, to assist in short-term cash flow for the immediate funding of capital projects. After commercial paper has been utilized, the City will use a portion of its general obligation bond sale to refund the commercial paper, effectively turning it into longer-term debt.

## Capital Project Updates

Below is a list of recent capital project competitions that resulted in budgetary savings.

- Bob McFarland Playground Expansion Project – Expansion and renovation of the existing playground. Original Budget \$300,000; expended to date \$202,800; estimated project savings \$97,200.
- Green Oaks Pump Station Water Line Improvements Project – Water line improvements inside Green Oaks pump station and installation of a 36-inch valve at southeast area of IH20 and Park Springs. Original budget \$1,181,767; expended to date \$1,145,359; estimated project savings \$36,408.
- Fire Resource Remodel Project – Renovation to existing building 26. Original budget \$809,300; expended to date \$649,174; estimated project savings \$160,126.

# Capital Improvement Program

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## **FY 2018 CAPITAL BUDGET AND BOND SALE CALENDAR**

### **October**

Capital Budget Executive Committee Meeting

Solicit Capital Budget Requests

### **November**

Capital Budget Request Due to Budget Office

Drafting of Capital Budget and revisions to Capital Improvement Plan

### **December**

#### **Brief City Manager's Office**

Possible follow up meeting to Capital Budget Executive Committee

### **January**

Capital Budget to City Council Fiscal Policy Committee

### **February**

Adopt FY 2018 Capital Budget and Reimbursement Resolution

### **April**

Internal activities in preparation for the bond sale

### **May**

Adoption of Resolution for Notice of Intent to Sell Bonds

Meeting with Rating Agencies

### **June**

Bond Sale

### **August/September**

Calculate Debt Capacity for FY 2019

# Capital Improvement Program

FISCAL YEARS 2017-2021 PROPOSED CAPITAL BUDGET									
Bond Yr	Department	Project	2017 Amendment	Adopted 2017	Preliminary 2018	Preliminary 2019	Preliminary 2020	Preliminary 2021	
n/a	Fire	Fire Apparatus	\$0	\$1,725,000	\$0	\$0	\$0	\$0	\$0
2014	Fire	Fire Training Remodel	\$0	\$0	\$0	\$500,000	\$4,003,500	\$0	\$0
2014	Fire	Fire Station #1 Rebuild	\$0	\$0	\$0	\$400,000	\$4,876,500	\$0	\$0
TBD	Fire	Future Bond Election Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
<b>FIRE TOTAL</b>			<b>\$0</b>	<b>\$1,725,000</b>	<b>\$0</b>	<b>\$900,000</b>	<b>\$8,880,000</b>	<b>\$400,000</b>	
n/a	IT	IT Infrastructure	\$0	\$1,800,000	\$0	\$0	\$0	\$0	\$0
<b>IT TOTAL</b>			<b>\$0</b>	<b>\$1,800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
n/a	Airport	Land Purchase	\$483,000	\$0	\$0	\$0	\$0	\$0	\$0
n/a	Airport	Airport Maintenance Building/Restroom	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0
<b>AIRPORT TOTAL</b>			<b>\$483,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
2014	Library	Woodland West Remodel Design	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0
2014	Library	Library Portion of Hugh Smith Rec Center/East Library	\$0	\$5,695,000	\$0	\$0	\$0	\$0	\$0
<b>LIBRARY TOTAL</b>			<b>\$0</b>	<b>\$5,695,000</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
n/a	Parks & Recreation	CW Ditto Golf Course Renovations	\$0	\$2,600,000	\$0	\$0	\$0	\$0	\$0
2008	Parks & Recreation	Webb Community Park Phase IV	\$0	\$0	\$900,000	\$0	\$0	\$0	\$0
2014	Parks & Recreation	Deaver Park Renovations	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0
2014	Parks & Recreation	Cravens Park Renovations	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0
2014	Parks & Recreation	Randol Mill Park Renovations	\$0	\$100,000	\$650,000	\$0	\$0	\$0	\$0
2014	Parks & Recreation	Julia Burgen Park Phase II	\$0	\$0	\$120,000	\$880,000	\$0	\$0	\$0
2014	Parks & Recreation	Harold Patterson Renovations	\$0	\$400,000	\$3,600,000	\$0	\$0	\$0	\$0
2014	Parks & Recreation	Southeast Recreation Center	\$0	\$2,200,000	\$22,500,000	\$0	\$0	\$0	\$0
2014	Parks & Recreation	Rec Center Portion of Hugh Smith Rec Center/East Library	\$0	\$17,500,000	\$0	\$0	\$0	\$0	\$0
2014	Parks & Recreation	River Legacy Parks Renovations	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0
2014	Parks & Recreation	Bowman Springs Park Renovations	\$0	\$0	\$100,000	\$500,000	\$0	\$0	\$0
2014	Parks & Recreation	California Lane Park Renovations	\$0	\$0	\$80,000	\$520,000	\$0	\$0	\$0
2014	Parks & Recreation	Park Land Acquisition	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0
2017	Parks & Recreation	Active Adult Center	\$0	\$0	\$0	\$0	\$4,500,000	\$40,500,000	\$0
<b>PARKS AND RECREATION TOTAL</b>			<b>\$0</b>	<b>\$24,600,000</b>	<b>\$27,950,000</b>	<b>\$1,900,000</b>	<b>\$5,500,000</b>	<b>\$40,500,000</b>	
2008	Public Works & Trans.	Abram (Collins to Cooper)	\$0	\$1,615,000	\$0	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Abram (Collins to Cooper)	\$0	\$16,385,000	\$0	\$0	\$0	\$0	\$0
2003	Public Works & Trans.	Traffic Management Cameras	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Signal/ITS Annual Program	\$0	\$525,000	\$800,000	\$830,500	\$1,267,500	\$0	\$0
2014	Public Works & Trans.	Grant Matching Funds	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Irrigation Repair Program	\$0	\$68,000	\$67,000	\$68,000	\$65,000	\$0	\$0
2014	Public Works & Trans.	Residential Rebuild Program	\$0	\$7,229,000	\$3,210,000	\$3,137,500	\$3,282,500	\$0	\$0
2014	Public Works & Trans.	Sidewalk Program	\$0	\$500,000	\$1,500,000	\$1,000,000	\$1,075,000	\$0	\$0
2014	Public Works & Trans.	Materials Testing Program	\$0	\$387,000	\$375,000	\$375,000	\$375,000	\$0	\$0
2014	Public Works & Trans.	Matlock (Bardin to Green Oaks)	\$0	\$3,770,000	\$2,080,000	\$7,263,000	\$0	\$0	\$0
2014	Public Works & Trans.	Eden (US 287 to Calender)	\$0	\$960,000	\$12,495,000	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Collins (Mayfield to I-20)	\$0	\$293,000	\$0	\$2,607,000	\$0	\$0	\$0
2014	Public Works & Trans.	Avenue H (SH 360 to Great Southwest)	\$0	\$793,000	\$0	\$7,207,000	\$0	\$0	\$0
2014	Public Works & Trans.	Harris (Cooper to Calender)	\$0	\$819,000	\$585,000	\$6,796,000	\$0	\$0	\$0
2014	Public Works & Trans.	Calender (Harris to Eden)	\$0	\$641,000	\$363,000	\$4,846,000	\$0	\$0	\$0
2014	Public Works & Trans.	Timberlake (SH 303 to Park Row)	\$0	\$0	\$5,016,000	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Pleasant Ridge (I-20 to Enchanted Bay)	\$0	\$0	\$618,000	\$546,000	\$3,936,000	\$0	\$0
2014	Public Works & Trans.	Collins (SH 303 to Park Row)	\$0	\$0	\$1,169,000	\$9,831,000	\$0	\$0	\$0
2014	Public Works & Trans.	Turner Warnell (Matlock to Cooper)	\$0	\$0	\$0	\$1,288,000	\$12,367,000	\$0	\$0
2014	Public Works & Trans.	Poly Webb (Pleasant Ridge to Shorewood)	\$0	\$0	\$0	\$316,000	\$2,884,000	\$0	\$0
2014	Public Works & Trans.	Avenue E (SH 360 to Great Southwest)	\$0	\$0	\$0	\$789,000	\$7,411,000	\$0	\$0
2014	Public Works & Trans.	Pleasant Ridge (Plumwood to Enchanted Bay)	\$0	\$0	\$0	\$0	\$1,200,000	\$0	\$0
TBD	Public Works & Trans.	Future Bond Election Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000,000
<b>PUBLIC WORKS TOTAL</b>			<b>\$0</b>	<b>\$34,635,000</b>	<b>\$28,278,000</b>	<b>\$46,900,000</b>	<b>\$33,863,000</b>	<b>\$30,000,000</b>	
<b>GRAND TOTAL</b>			<b>\$483,000</b>	<b>\$68,855,000</b>	<b>\$56,578,000</b>	<b>\$49,700,000</b>	<b>\$48,243,000</b>	<b>\$70,900,000</b>	

# Capital Improvement Program

FISCAL YEARS 2017-2021 PROPOSED STORM WATER UTILITY CAPITAL BUDGET						
Department	Project	Proposed 2017	Preliminary 2018	Preliminary 2019	Preliminary 2020	Preliminary 2021
Stormwater Utility	Miscellaneous Neighborhood/Localized Drainage Improvements	\$3,500,000	\$8,500,000	\$8,500,000	\$4,000,000	\$4,000,000
Stormwater Utility	Miscellaneous Major Maintenance (Typical Bridge and Channel Rebuild or Repair)	\$1,800,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Stormwater Utility	North Fork Cottonwood Creek Channel Repair (Carter to Sherry)	\$2,300,000	\$0	\$0	\$0	\$0
Projects related to Watershed Studies or Identified by Watershed Studies						
Stormwater Utility	Lynn Creek & Bowman Branch Watershed Study and Fish and Cottonwood Creek Stream Assessment	\$1,100,000	\$0	\$0	\$0	\$0
Stormwater Utility	Country Club Rd. Local Drainage and Channel Improvements (South of Park Row) (from Rush Creek Watershed Study) Construction	\$0	\$3,000,000	\$0	\$0	\$0
Stormwater Utility	Sublett Creek Neighborhood Drainage Improvements (Hollow Creek Rd., Doty Lane, Redstone Dr., and Suffolk Drive) (From Rush Creek Watershed Study) Design and First Phase of Construction	\$3,500,000	\$0	\$0	\$0	\$0
Stormwater Utility	Rush Creek/Warehouse Buyout and Floodplain Restoration (from Rush Creek Watershed Study)	\$0	\$500,000	\$1,100,000	\$0	\$1,500,000
Stormwater Utility	Tributary CC-2 at Susan Drive Drainage Improvements (from Cottonwood Creek Watershed Study)	\$0	\$200,000	\$300,000	\$2,500,000	\$0
Stormwater Utility	Arlington MHC Lakeside & West Fork Street Business Park Drainage Improvements	\$0	\$0	\$1,000,000	\$0	\$2,200,000
Stormwater Utility	Storm Drain Upgrades at 2 locations (between Center and Mesquite and between Robinson and Oak St) from Johnson Creek Study	\$0	\$0	\$0	\$0	\$200,000
Annual Contracts or Programs						
Stormwater Utility	Watershed Model Maintenance and Technical Assistance Annual Contract	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Stormwater Utility	Participation with Other Departments (WU, ST, ED, PK)	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Stormwater Utility	Flood Loss Property Acquisition	\$800,000	\$150,000	\$150,000	\$150,000	\$150,000
Stormwater Utility	Irrigation Contract	\$0	\$40,000	\$40,000	\$40,000	\$40,000
Stormwater Utility	Materials Testing Contract	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	Flood Forecasting	\$0	\$0	\$0	\$0	\$0
Erosion Protection/Repair Projects						
Stormwater Utility	Erosion projects identified in the pilot program and projects to protect public infrastructure	\$2,350,000	\$5,500,000	\$6,100,000	\$500,000	\$500,000
<b>GRAND TOTAL</b>		<b>\$15,750,000</b>	<b>\$19,290,000</b>	<b>\$18,590,000</b>	<b>\$8,590,000</b>	<b>\$9,990,000</b>

# Capital Improvement Program

<b>FISCAL YEARS 2017-2021 PROPOSED WATER UTILITY CAPITAL BUDGET</b>						
<u>Department</u>	<u>Project</u>	<u>Proposed 2017</u>	<u>Preliminary 2018</u>	<u>Preliminary 2019</u>	<u>Preliminary 2020</u>	<u>Preliminary 2021</u>
Water Utilities	Elevated Storage Tank	\$2,290,000	\$3,555,000	\$155,000	\$65,000	\$55,000
Water Utilities	Technology and Equipment	\$1,240,000	\$300,000	\$125,000	\$35,000	\$75,000
Water Utilities	Meter Infrastructure	\$2,545,000	\$2,620,000	\$2,700,000	\$2,785,000	\$2,860,000
Water Utilities	Operations Renewal Projects	\$780,000	\$780,000	\$780,000	\$780,000	\$780,000
Water Utilities	Abram (Cooper to Collins)	\$1,900,000	\$0	\$0	\$0	\$0
Water Utilities	Avenue E (SH 360 to Great Southwest)	\$0	\$0	\$380,000	\$2,600,000	\$0
Water Utilities	Avenue H (SH 360 to Great Southwest)	\$320,000	\$0	\$2,600,000	\$0	\$0
Water Utilities	Calender (Harris to Eden)	\$260,000	\$0	\$1,700,000	\$0	\$0
Water Utilities	Collins (Mayfield to I-20)	\$30,000	\$0	\$150,000	\$0	\$0
Water Utilities	Collins (SH 303 to Park Row)	\$0	\$370,000	\$2,500,000	\$0	\$0
Water Utilities	Eden (US 287 to Calender)	\$0	\$670,000	\$0	\$0	\$0
Water Utilities	Harris (Cooper to Calender)	\$760,000	\$0	\$6,350,000	\$0	\$0
Water Utilities	Matlock (Bardin to Green Oaks)	\$100,000	\$0	\$1,000,000	\$0	\$0
Water Utilities	Pleasant Ridge (I-20 to Enchanted Bay)	\$0	\$65,000	\$0	\$410,000	\$0
Water Utilities	Pleasant Ridge (Plumwood to Enchanted Bay)	\$0	\$0	\$0	\$150,000	\$1,000,000
Water Utilities	Poly Webb (Pleasant Ridge to Shorewood)	\$0	\$0	\$180,000	\$1,200,000	\$0
Water Utilities	Timberlake (SH303 to Park Row)	\$1,400,000	\$0	\$0	\$0	\$0
Water Utilities	Turner Warnell (Matlock to Cooper)	\$0	\$0	\$20,000	\$100,000	\$0
Water Utilities	Joint Drainage Projects w/Public Works	\$2,690,000	\$1,440,000	\$1,400,000	\$1,500,000	\$1,500,000
Water Utilities	Residential Rebuilds	\$8,800,000	\$2,700,000	\$2,675,000	\$2,600,000	\$2,600,000
Water Utilities	Water and Sanitary Sewer Main	\$20,995,000	\$20,270,000	\$8,465,000	\$13,315,000	\$10,260,000
Water Utilities	Water Treatment	\$40,330,000	\$16,230,000	\$50,610,000	\$3,720,000	\$20,360,000
<b>GRAND TOTAL</b>		<b>\$84,440,000</b>	<b>\$49,000,000</b>	<b>\$81,790,000</b>	<b>\$29,260,000</b>	<b>\$39,490,000</b>

# Capital Improvement Program

Certificates of Obligation Five Year History							
<u>Fiscal</u> <u>Year</u>	<u>Department</u>	<u>Project</u>	<u>Amount</u>	<u>Final Cost or</u> <u>Cost to Date</u>	<u>Status</u>	<u>Start Date</u>	<u>Completion</u> <u>Date</u>
2013	Airport	Taxiway Design and Construction	\$700,000	\$599,582	Complete	Oct-11	Jan-14
		2013 Sub-Total	\$700,000	\$599,582			
2014	Library	Library Project	\$24,897,838	\$19,625,702	In-progress	Dec-14	N/A
2014	Tirz 4	Center Street Bridge	\$11,200,000	\$11,200,000	Completed	Mar-14	Sep-14
		2014 Sub-Total	\$36,097,838	\$30,825,702			
2015	<i>No CO's Issued for 2015 Capital Budget</i>		N/A	N/A		N/A	N/A
		2015 Sub-Total	\$0	\$0			
2016	Parks	CW Ditto Golf Course Renovations	\$14,200,000	\$6,678,757	In-progress	Apr-16	N/A
2016	Public Works & Trans.	Landfill	\$2,600,000	\$2,600,000	Completed	Jun-17	Mar-17
		2016 Sub-Total	\$2,600,000	\$9,278,757			
2017	Fire	Fire Apparatus	\$1,725,000	\$0		N/A	N/A
2017	IT	IT Infrastructue	\$1,800,000	\$248,159		Feb-17	N/A
		2017 Sub-Total	\$3,525,000	\$248,159			
Grand Total			\$42,922,838	\$40,952,200			

# Capital Improvement Program

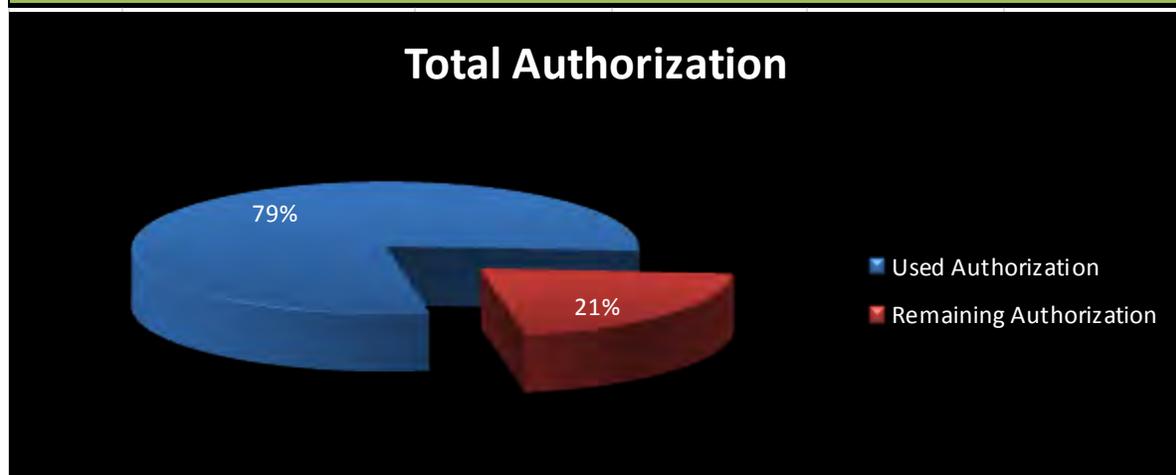
Bond Election History by Bond Election		
1993 Library Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Purchase of Library Books	\$2,900,000
Proposition 2	Renovation of Libraries	\$1,445,000
Proposition 3	Construction of Libraries	\$4,420,000
Proposition 4	Mobile Library Facilities	\$570,000
TOTAL		\$9,335,000
1994 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Fire	\$3,130,000
Proposition 2	Police	\$3,600,000
Proposition 3	Parks	\$5,375,000
Proposition 4	Street, Drainage, Traffic	\$98,360,000
TOTAL		\$110,465,000
1997 Parks Bond Election		
	Purpose	Voter Authorized Amount
All Propositions	Parks Acquisition, Development, Renovations	\$37,860,000
TOTAL		\$37,860,000
1999 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Streets and Traffic Mobility	\$85,520,000
Proposition 2	Police Department	\$4,250,000
Proposition 3	Fire Department	\$7,605,000
Proposition 4	Libraries	\$3,725,000
TOTAL		\$101,100,000
February 2003 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Animal Shelter	\$2,665,000
Proposition 2	Fire Station Facilities	\$4,935,000
Proposition 3	Library Equipment	\$2,435,000
Proposition 4	Police Facilities	\$10,935,000
Proposition 5	Storm Drainage and Erosion	\$1,900,000
TOTAL		\$22,870,000
November 2003 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Street and Transportation Improvements	\$83,635,000
Proposition 2	Traffic Flow and Air Quality	\$400,000
TOTAL		\$84,035,000
2005 Parks Bond Election		
	Purpose	Voter Authorized Amount
All Propositions	Parks Acquisition, Development, Renovations	\$13,600,000
TOTAL		\$13,600,000
November 2008 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Parks and Recreation	\$15,500,000
Proposition 2	Streets and Traffic	\$103,735,000
Proposition 3	Libraries	\$500,000
Proposition 4	Fire	\$9,090,000
Proposition 5	Drainage	\$12,000,000
TOTAL		\$140,825,000
November 2014 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Parks and Recreation	\$60,000,000
Proposition 2	Streets and Traffic	\$160,130,000
Proposition 3	Libraries	\$6,090,000
Proposition 4	Fire	\$9,780,000
TOTAL		\$236,000,000
Bond Elections Combined Total		\$520,090,000

# Capital Improvement Program

Bond Election History By Department			
Community Services			
2003	Proposition 1	Animal shelter	\$2,665,000
TOTAL			\$2,665,000
Fire Department			
1994	Proposition 1	Fire Department	\$3,130,000
1999	Proposition 3	Fire Department	\$7,605,000
2003	Proposition 2	Fire Station Facilities	\$4,935,000
2008	Proposition 4	Fire	\$9,090,000
2014	Proposition 4	Fire	\$9,780,000
TOTAL			\$34,540,000
Library			
1993	All Propositions	Libraries	\$9,335,000
1999	Proposition 4	Libraries	\$3,725,000
2003	Proposition 3	Library Equipment	\$2,435,000
2008	Proposition 3	Libraries	\$500,000
2014	Proposition 3	Library	\$6,090,000
TOTAL			\$22,085,000
Parks and Recreation Department			
1994	Proposition 3	Parks and Recreation	\$5,375,000
1997	All Propositions	Parks Acquisition, Development, Renovations	\$37,860,000
2005	All Propositions	Parks Acquisition, Development, Renovations	\$13,600,000
2008	Proposition 1	Parks and Recreation	\$15,500,000
2014	Proposition 1	Parks and Recreation	\$60,000,000
TOTAL			\$132,335,000
Police Department			
1994	Proposition 4	Police Department	\$3,600,000
1999	Proposition 2	Police Department	\$4,250,000
2003	Proposition 4	Police Facilities	\$10,935,000
TOTAL			\$18,785,000
Public Works and Transportation Department			
1994	Proposition 4	Streets, Drainage, Traffic	\$98,360,000
1999	Proposition 1	Streets and Traffic Mobility	\$85,520,000
2003	Proposition 2	Traffic Flow and Air Quality	\$400,000
2003	Proposition 5	Storm Drainage and Erosion	\$1,900,000
2003	Proposition 1	Street and Transportation Improvements	\$83,635,000
2008	Proposition 5	Storm Drainage	\$12,000,000
2008	Proposition 2	Streets and Traffic	\$103,735,000
2014	Proposition 2	Streets and Transportation	\$160,130,000
TOTAL			\$545,680,000
Bond Elections Combined Total			\$756,090,000

# Capital Improvement Program

Remaining Bond Issuance Authorization by Bond Election					
Bond Year	Proposition/ Department	Total Authorization	Used Authorization	Remaining Authorization	Percent Complete
1994	Fire	\$3,130,000	\$3,130,000	\$0	100.00%
1994	Police	\$3,600,000	\$3,600,000	\$0	100.00%
1994	Parks	\$5,375,000	\$5,375,000	\$0	100.00%
1994	Street, Drainage, Traffic	\$98,360,000	\$98,360,000	\$0	100.00%
1997	Parks	\$37,860,000	\$37,860,000	\$0	100.00%
1999	Library	\$3,725,000	\$3,725,000	\$0	100.00%
1999	Police	\$4,250,000	\$4,250,000	\$0	100.00%
1999	Fire	\$7,605,000	\$7,605,000	\$0	100.00%
1999	Street, Drainage, Traffic	\$85,520,000	\$85,520,000	\$0	100.00%
2003	Traffic Management	\$400,000	\$400,000	\$0	100.00%
2003	Library	\$2,435,000	\$2,435,000	\$0	100.00%
2003	Animal Control	\$2,665,000	\$2,665,000	\$0	100.00%
2003	Fire	\$4,935,000	\$4,935,000	\$0	100.00%
2003	Police	\$10,935,000	\$10,935,000	\$0	100.00%
2003	Street, Drainage, Traffic	\$83,635,000	\$83,635,000	\$0	100.00%
2005	Parks	\$13,600,000	\$13,600,000	\$0	100.00%
2008	Library	\$500,000	\$500,000	\$0	100.00%
2008	Fire	\$9,090,000	\$9,090,000	\$0	100.00%
2008	Parks	\$15,500,000	\$14,691,000	\$809,000	94.78%
2008	Street, Traffic	\$103,735,000	\$103,435,000	\$300,000	99.71%
2014	Fire	\$9,780,000	\$0	\$9,780,000	0.00%
2014	Library	\$6,090,000	\$5,740,000	\$350,000	94.25%
2014	Parks and Recreation	\$60,000,000	\$26,850,000	\$33,150,000	44.75%
2014	Street, Traffic	\$160,130,000	\$49,707,000	\$110,423,000	31.04%
<b>TOTAL</b>		<b>\$732,855,000</b>	<b>\$578,043,000</b>	<b>\$154,812,000</b>	<b>78.88%</b>



# Capital Improvement Program

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The City of Arlington has several funds for investing in the City's infrastructure. The funds are separated by use and are managed by the corresponding department. In general, the funding for infrastructure comes from bond elections which occur at 3 to 5 year intervals. The funds have several revenue sources such as general obligation bonds, certificates of obligations, impact fees, interest earnings, grants, funding from other governmental entities, gas leases, and transfers from other operating funds.

**AIRPORT CAPITAL PROJECT FUNDS (4025, 4085)** – The primary purpose of this fund is to account for terminal expansion, runways, or other airport construction and related projects. Funds are provided primarily through bond sales, interest earnings, and grants.

**FIRE CAPITAL PROJECT FUNDS (4020, 4075)** – The primary purpose of this fund is to account for construction and other capital project expenditures related to building fire stations and funding other fire prevention related projects. Funds are provided primarily through bond sales and interest earnings.

**LIBRARY CAPITAL PROJECT FUNDS (4080, 4081)** – The primary purpose of this fund is to account for construction and other capital project expenditures related to building branch libraries, acquiring additions to the library collection and funding library related projects. Funds are provided primarily through bond sales and interest earnings.

**MUNICIPAL OFFICE FACILITIES and INFORMATION TECHNOLOGY CAPITAL PROJECT FUNDS (4045, 4050, 4051)** – The primary purpose of this fund is to account for expenditures connected with the planning, construction, and refurbishing of various municipal office buildings. Funds are provided primarily through bond sales and interest earnings.

**PARK CAPITAL PROJECT FUNDS (4000, 4002, 4003)** – The primary purpose of this fund is to account for parkland acquisition, construction of swimming pools, and other park and recreation related construction, as well as various other park and recreation related projects. Funds are provided primarily through bond sales, interest earnings, and impact fees.

**POLICE CAPITAL PROJECT FUNDS (4055, 4060, 4105)** – The primary purpose of this fund is to account for construction and other capital project expenditures related to building police stations and funding other police related projects. Funds are provided primarily through bond sales and interest earnings.

**TRAFFIC CAPITAL PROJECT FUNDS (4040, 4100)** – The primary purpose of this fund is to account for construction of the City's streetlight and traffic signal systems, to perform thoroughfare analysis and to design and install various other traffic related projects. Funds are provided primarily through bond sales and interest earnings.

**STORMWATER CAPITAL PROJECT FUNDS (4010, 4011)** – The primary purpose of this fund is to account for improvements to the City's storm water drainage system. Funds are provided through a combination of available stormwater fees and bond sales.

**STREETS CAPITAL PROJECT FUNDS (4035, 4036, 4037)** – Street Capital Projects Fund accounts for the purchase of rights of way and land, construction of streets and related facilities, and to account for various other projects related to street construction. Funds are provided primarily through bond sales, interest earnings, and impact fees.

**WATER CAPITAL PROJECT FUNDS (4015, 4030, 4065, 4070, 4090, 4095)** – The primary purpose of this fund is to account for improvements and extensions to the City's water, wastewater and reclaimed water system. Funds are provided through a combination of available pay-go and bond sales.

# Capital Improvement Program

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# Other Budget Information

## Approved Budget Proposals

Department	Budget Proposal	Description	FY 2018 Amount	Offset	Recurring	One-time	FTE
<b>Approved Budget Proposals - General Fund</b>							
Audit	1857	Reclassification of Assistant City Auditor Position	12,000		12,000		
Aviation	1839	Aviation Wildlife Hazard Management Training	800		800		
Aviation	1841	Airport Certified Employee (ACE) Training	3,200		3,200		
CAO	1982	Senior Attorney - Litigation & Employment	115,663		112,163	3,500	1
CAO	1983	Paralegal - Litigation & Employment	68,858		65,358	3,500	1
Code	1953	Rescue (Accel) Concentrate - One Step Disinfectant Cleaner and Deodorizer	14,286		14,286		
Dispatch	1959	CAD Maintenance	16,382	16,382			
Dispatch	1973	Intergraph CAD 9.5 Upgrade	495,000	495,000			
Dispatch	1974	Motorola P25 Radio Maintenance Increase	66,146	66,146			
Dispatch	1975	Position Reclassification	-				
Finance	1980	ED Financial Consultant	10,000		10,000		
Fire	1898	Increase Staffing for Stations 1 & 9 (Position Trade)	246,383	190,883	55,500		2
Fire	1903	Heavy Fleet Replacement	1,331,416			1,331,416	
Fire	1950	Civil Service Implementation Cost	223,650		223,650		
Fire	1996	Firefighter Trainees	-				24
HR	1951	Employee Wellness Clinic	1,000,000			1,000,000	
HR	1952	Insurance - Risk Management	61,360		61,360		
HR	1956	Cornerstone On-Demand Talent Acquisition and Learning Management System	13,150		13,150		
HR	1958	Compensation Study Renewal (Year 3 of 3)	46,200		40,000	6,200	
HR	1963	HRIS Specialist	101,094		86,094	15,000	1
HR	1965	Education Assistance	50,000		50,000		
HR	1966	Civil Service	144,978		144,978		2
Library	1941	OFMSV Part-Time Salaries for public service delivery	55,993		55,993		
Library	1947	Downtown Library Pre-opening Move	94,000			94,000	
Mgmt. Resources	1812	Social Media Marketing	50,000		50,000		
Mgmt. Resources	1994	Dream Team Advocacy Program	12,000			12,000	
Muni Court	1927	Municipal Court Reorganization	(23,530)		(23,530)		
Muni Court	1930	Court Appearance Required Mailings	42,000		42,000		
Non-Departmental	1989	Sister Cities Program	15,000		15,000		
Parks GF	1859	New Park Development O&M	86,442		86,442		
Parks GF	1861	Mowing Contracts CPI Increases	4,092		4,092		
Parks GF	1862	Cartegraph Licensing	13,272		13,272		
Parks GF	1868	Landscape/Sr. Landscape Technician Reclassification	-				
Parks GF	1870	Entertainment District Maintenance	32,309		32,309		
Parks GF	1993	Park & Ride Canopy/Signage	200,000			200,000	
Parks GF	1992	Gateway Monument Signage	400,000			400,000	
Planning	1873	Development Process Improvements Year II	176,506		149,006	27,500	2
Planning	1935	Transportation Services	131,474		131,474		
Planning	1936	Neighborhood Matching Grant Program (Gas Fund)	142,000	142,000			
Planning	1937	Mosquito Borne Virus Prevention and Mitigation	100,000		100,000		
Planning	1939	Downtown Master Plan	200,000			200,000	
Planning	1988	Milo Pilot Project (2nd Year)	51,851			51,851	
Police	1906	Defensive Tactics Coordinator	109,741		109,741		1
Police	1908	Jail Staffing	270,769		264,769	6,000	5
Police	1911	Police Adjustments to Base	426,455		426,455		
Police	1913	Mobile Data Computers	363,175	293,000		70,175	
Police	1915	Citation Device Maintenance	80,573		80,573		
Police	1918	AISD School Resource Officer Request	109,741	82,211	23,810	3,720	1
Police	1919	City Hall Security	150,000			150,000	
Police	1964	Reclassification and Equity Adjustments	-				
Police	1984	COPS Hiring Grant 2017	465,613			465,613	
Police	1995	Additional K9 Unit	-				1
PWKS	1773	City-wide Janitorial Services Contracts	130,000		130,000		
PWKS	1782	Landfill Professional Services	25,000			25,000	
PWKS	1783	Sr. Mgmt. Analyst Reclassification	-				
<b>General Fund Total</b>			<b>7,935,042</b>	<b>1,285,622</b>	<b>2,583,945</b>	<b>4,065,475</b>	<b>41</b>

# Other Budget Information

## Approved Budget Proposals

Department	Budget Proposal	Description	FY 2018 Amount	Offset	Recurring	One-time	FTE
<b>Approved Budget Proposals - Other Funds</b>							
CES	1810	Chiller & Pump Replacement	800,000			800,000	
CES	1847	Oven Replacement - Main Kitchen	39,000			39,000	
CES	1848	Trash Compactor - West Dock	28,000			28,000	
CES	1849	High Extension Forklift - Replacement	35,000			35,000	
CES	1850	Parking Lot Improvements	30,600			30,600	
CES	1852	Arts & Revitalization	50,000		50,000		
CES	1854	Hotel & Convention Center Expansion Feasibility	125,000	125,000			
CES	1957	Milo Pilot Project (carry forward)	20,869	20,869			
CES	1987	Arts Funding for ACTC	50,000		50,000		
CES	1990	Cemetery Fencing	30,000			30,000	
CES	1991	ACVB Funding	50,000		50,000		
<b>Convention and Event Services Fund Total</b>			<b>1,258,469</b>	<b>145,869</b>	<b>150,000</b>	<b>962,600</b>	<b>-</b>
Fleet	1787	Out of Life Fleet Replacements	885,000			885,000	
Fleet	1788	Fleet Shop - Main St. - Site Assessment and Mitigation Plan	50,000			50,000	
<b>Fleet Fund Total</b>			<b>935,000</b>	<b>-</b>	<b>-</b>	<b>935,000</b>	<b>-</b>
IT	1829	IT Enterprise Software Maintenance	142,861		142,861		
IT	1886	Enterprise IT Project (3) - CD&P GIS Maintenance Tools Update	-				
IT	1887	Enterprise IT Project (4) - Fire EOC Video System Upgrade	-				
IT	1888	Enterprise IT Project (5) - City Website Strategy/Build	150,000			150,000	
IT	1889	Enterprise IT Project (6) - CD&P Electronic Plan Review	400,000		400,000		
IT	1897	Enterprise Prioritized Project Resources - IT Professional Services	155,521			155,521	
IT	1923	Reclass of Position - IT Security Administrator	-				
<b>IT Support Fund Total</b>			<b>848,382</b>	<b>-</b>	<b>542,861</b>	<b>305,521</b>	<b>-</b>
Parks PF	1876	Increased Budget Appropriations for Rental/Lake Services	15,000	15,000			
Parks PF	1878	Ditto Golf Course T6 to M01 (501201)	-				
Parks PF	1880	Ditto Golf Course - Maintenance (501201)	329,659	420,094	(90,435)		
Parks PF	1881	Ditto Golf Course - Clubhouse (501202)	219,710	172,502	47,208		1
Parks PF	1882	Golf Programs Manager (500901)	-				
Parks PF	1883	Tierra Verde Golf Club Cart GPS (501302)	26,038	26,038			
Parks PF	1932	Performance Fund Marketing Appropriation Increase	30,750	30,750			
Parks PF	1971	Landscape/Sr. Landscape Technician Reclassification (Golf)	-				
<b>Parks Performance Fund Total</b>			<b>621,157</b>	<b>664,384</b>	<b>(43,227)</b>	<b>-</b>	<b>1</b>
SMF	1796	Streetlight Supervisor Reclass	-				
SMF	1798	Street Maintenance Fund Balance	5,500,000	5,500,000			
SMF	1795	Real-time Data Collection and Signal Performance Evaluation System	59,250			59,250	
<b>Street Maintenance Fund Total</b>			<b>5,559,250</b>	<b>5,500,000</b>	<b>-</b>	<b>59,250</b>	<b>-</b>
Stormwater	1800	Environmental Compliance Officer	101,361		65,361	36,000	1
Stormwater	1865	Pond Dredging (Lakes of Matlock, Gateway Park)	963,480			963,480	
<b>Stormwater Utility Fund Total</b>			<b>1,064,841</b>	<b>-</b>	<b>65,361</b>	<b>999,480</b>	<b>1</b>
Water	1802	Tarrant Regional Water District (Raw Water Purchases)	62,460		62,460		
Water	1803	Trinity River Authority (Wastewater Treatment)	2,594,134		2,594,134		
Water	1804	Financial Administrator Reclassification	-				
Water	1805	Addition of Sr. Management Analyst	86,094		86,094		1
Water	1806	Vehicle Replacement	700,000		700,000		
Water	1807	Addition of Civil Engineer	95,426		95,426		1
Water	1808	Equity Adjustment	-				
Water	1809	Position Eliminations	(311,408)		(311,408)		(6)
<b>Water Utilities Fund Total</b>			<b>3,226,706</b>	<b>-</b>	<b>3,226,706</b>	<b>-</b>	<b>(4)</b>
<b>Citywide Total</b>			<b>21,543,847</b>	<b>7,595,875</b>	<b>6,525,646</b>	<b>7,422,326</b>	<b>39</b>

# Other Budget Information

## Deferred/Declined Budget Proposals

Department	Budget Proposal	Description	FY 2018 Amount	Offset	Recurring	One-time	FTE
<b>Deferred/Declined Budget Proposals - General Fund</b>							
Aviation	1826	Airport Ops Maintenance Tech Reclassification	23,245		23,245		
Aviation	1834	Airport Ops Supervisor Compensation Realignment	5,861		5,861		
Aviation	1837	AAAE Contract Tower Membership	600		600		
CAO	1981	Position Reclassifications Funding	61,966		61,966		
Code	1921	Strategic Code Compliance Program	188,738		141,838	46,900	2
Dispatch	1972	CAD Database Administrator	113,168		113,168		1
ED	1960	Building Upgrade/Rehabilitation Grant Program	250,000		250,000		
ED	1961	Affiliate Recruitment Program	100,000		100,000		
ED	1962	Domestic Recruitment Program	130,000			130,000	
Finance	1855	Reduction of Salary Savings Target in Finance	69,549		69,549		
Fire	1899	Staffing for a 3rd Light Response Squad	567,916		567,916		6
Fire	1900	Staffing for a 10th Fire Prevention Inspector	75,781	75,781	-		1
Fire	1901	Staffing for Aircraft Rescue & Firefighting Unit	321,262		321,262		3
Fire	1902	Staffing for Station 17	246,653		246,653		3
Fire	1904	Professional Development for Department Officers	61,600		61,600		
Library	1942	CATSV Part-Time Salaries Support Staff	74,110		74,110		
Library	1944	Library Utilities	39,272		39,272		
Library	1948	Downtown Library Opening Collection	325,699			325,699	
Library	1949	Peripheral technology for Library Service Delivery	107,100			107,100	
Mgmt. Resources	1811	Branding Phase II	50,000			50,000	
Mgmt. Resources	1836	Communications Coordinator	85,871		85,871		1
Mgmt. Resources	1838	Technical Director	57,524		57,524		1
Mgmt. Resources	1840	Website Maintenance and Security Upgrades	48,600			48,600	
Mgmt. Resources	1946	AmeriCorp Vista volunteers	23,760			23,760	
KS	1858	Records Warehouse	90,000		90,000		
KS	1922	KS Admin Fee Increase - 67020 (Chargeback account)	105,134		105,134		
Muni Court	1928	Courtroom Audio Visual Equipment (Court Technology Fund)	105,000	105,000			
Muni Court	1977	Tyler Incode Maintenance	122,105		122,105		
Non-Departmental	1851	Terminal Pay and Related Benefits, Non-Departmental	350,000		350,000		
Parks GF	1860	Marketing Aide (Part-time to Full-Time)	52,970	33,501	19,469		1
Parks GF	1863	Social Equity Adjustment	747,946		747,946		
Parks GF	1864	Assistant Director	9,040		9,040		
Parks GF	1866	Parking Lot Renovations	571,802			571,802	
Parks GF	1867	Erosion Control	190,000			190,000	
Parks GF	1869	Electric Rates	58,502		58,502		
Parks GF	1871	ADA Accessibility Improvements Plan	300,000			300,000	
Planning	1938	Development Fee Study	50,000			50,000	
Planning	1940	CDP Reduction of Salary Savings Target	40,849		40,849		
Police	1905	Police Recruiter	111,915		111,915		1
Police	1907	Digital Forensic Investigations	486,452		347,609	138,843	3
Police	1909	Entertainment and Tourism District Unit	444,461		439,661	4,800	4
Police	1912	Covert Operations Support	121,733		121,733		
Police	1914	Police Mobile DVRs	258,153		258,153		
Police	1916	California Lane Covered Parking	50,000			50,000	
Police	1917	Physical Evidence Storage Renovation	67,460		260	67,200	
Police	1976	Officer to Lieutenant in Community Support	21,854		21,854		
PWKS	1774	Facility Reclasses, Equity Adjustments, and New Positions	329,753		217,253	112,500	3
PWKS	1775	Major Building Component Replacements	2,468,960			2,468,960	
PWKS	1776	Building Security Access Control Systems Assessment	30,000			30,000	
PWKS	1778	Opterra - Phase III Assessment & Lease Payment	69,810		39,810	30,000	
PWKS	1779	SE Library Parking Lot	212,000			212,000	
PWKS	1780	Solid Waste Position Reclass and New Position	78,171		78,171		1
PWKS	1784	Smart City Consultant & New Position	220,176		70,176	150,000	1
PWKS	1785	Waze Connected Citizen Program and GIS Integration	86,000		6,000	80,000	
<b>General Fund Total</b>			<b>10,878,521</b>	<b>214,282</b>	<b>5,476,075</b>	<b>5,188,164</b>	<b>32</b>

# Other Budget Information

## Deferred/Declined Budget Proposals

Department	Budget Proposal	Description	FY 2018 Amount	Offset	Recurring	One-time	FTE
<b>Deferred/Declined Budget Proposals - Other Funds</b>							
CES	1845	Banquet Chair Replacement (Grand Hall)	403,200			403,200	
CES	1853	Delphi Software Support	598		598		
<b>Convention and Event Services Fund Total</b>			<b>403,798</b>	<b>-</b>	<b>598</b>	<b>403,200</b>	<b>-</b>
<hr/>							
Fleet	1786	Fleet Vehicle Lifts	150,000			150,000	
Fleet	1789	Transfer Fleet Coordinator to Fleet Fund	89,852	89,852			
Fleet	1790	Underground Fuel Storage Tank Removal & Replacement	137,500			137,500	
Fleet	1791	Fleet Maintenance Shop	200,000			200,000	
<b>Fleet Fund Total</b>			<b>577,352</b>	<b>89,852</b>	<b>-</b>	<b>487,500</b>	<b>-</b>
<hr/>							
IT	1813	RemedyForce Professional Services	84,000			84,000	
IT	1817	IT Security Analyst FTE	101,988		101,988		1
IT	1818	IT Security Program Professional Services	135,000		135,000		
IT	1820	City Data Strategic Plan - Data Architect IT FTE	128,821		128,821		1
IT	1821	City Data Strategic Plan - Data Scientist IT FTE	113,411		113,411		1
IT	1824	IT Cyber Security Tools	50,000		50,000		
IT	1827	IT Systems Engineer FTE	101,988		101,988		1
IT	1828	IT Systems Engineer Professional Services	150,000			150,000	
IT	1830	IT Infrastructure Hardware Replacement	1,975,000			1,975,000	
IT	1842	IT Business Analyst FTE	99,658		96,658	3,000	1
IT	1846	City Data Analytics Phase III – ESRI Professional Services (w/1891)	300,000			300,000	
IT	1884	Enterprise IT Project (1) - Police MDC Replacement	540,000		265,000	275,000	
IT	1885	Enterprise IT Project (2) - Fire CAD Software Upgrade	495,000			495,000	
IT	1890	Enterprise IT Project (7) - Police In-Vehicle Video Refresh	280,000		200,000	80,000	
IT	1891	Enterprise IT Project (8) - City Data Analytics Phase III - Infrastructure	300,000		300,000		
IT	1892	Enterprise IT Project (9) - Code Compliance Update Workflows in AMANDA	-				
IT	1893	Enterprise IT Project (10) - CD&P Health Update Workflows in AMANDA	-				
IT	1894	Enterprise IT Project (11) - CD&P Inspection Scheduling	75,000		75,000		
IT	1895	Enterprise IT Project (12) - Code Animal Licensing in AMANDA	-				
IT	1896	Enterprise IT Project (13) - Court Telephone Payment	50,000		50,000		
IT	1924	Professional Services - IT Software Services	50,000			50,000	
<b>IT Support Fund Total</b>			<b>5,029,866</b>	<b>-</b>	<b>1,617,866</b>	<b>3,412,000</b>	<b>5</b>
<hr/>							
KS	1945	Records Scan Project	95,000			95,000	
<b>Knowledge Services Fund Total</b>			<b>95,000</b>	<b>-</b>	<b>-</b>	<b>95,000</b>	<b>-</b>
<hr/>							
Parks PF	1877	Full-time CSR at Bob Duncan Center	39,135	40,747	(1,612)		1
Parks PF	1875	Camera Systems	88,430		10,400	78,030	
Parks PF	1879	LAGC Assistant Golf Professional (501102)	51,550	24,000	27,550		1
<b>Parks Performance Fund Total</b>			<b>179,115</b>	<b>64,747</b>	<b>36,338</b>	<b>78,030</b>	<b>2</b>
<hr/>							
SMF	1793	Streetlight & Signal Pole Painting	100,000		100,000		
SMF	1794	Entertainment District Reversible Lane Signs	78,200			78,200	
<b>Street Maintenance Fund Total</b>			<b>178,200</b>	<b>-</b>	<b>100,000</b>	<b>78,200</b>	<b>-</b>
<hr/>							
Water	1822	Water Utilities In House Phone Center	227,856		227,856		4
<b>Water Utilities Fund Total</b>			<b>227,856</b>	<b>-</b>	<b>227,856</b>	<b>-</b>	<b>4</b>

# Other Budget Information

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## Approved Job Studies

<b>Department</b>	<b>Budget Proposal</b>	<b>Description</b>
Audit	1857	Reclassification of Assistant City Auditor Position
Dispatch	1975	Position Reclassification
Muni Court	1927	Municipal Court Reorganization
Parks GF	1868	Landscape/Sr. Landscape Technician Reclassification
Police	1964	Reclassification and Equity Adjustments
PWKS	1774	Facility Reclasses, Equity Adjustments, and New Positions
PWKS	1780	Solid Waste Position Reclass and New Position
PWKS	1783	Sr. Mgmt. Analyst Reclassification
IT	1923	Reclass of Position - IT Security Administrator
Parks PF	1882	Golf Programs Manager (500901)
Parks PF	1878	Ditto Golf Course T6 to M01 (501201)
Parks PF	1971	Landscape/Sr. Landscape Technician Reclassification (Golf)
SMF	1796	Streetlight Supervisor Reclass
Water	1804	Financial Administrator Reclassification
Water	1808	Equity Adjustment

# Other Budget Information

## Asset Forfeiture Fund FY 2018 Operating Position

The Arlington Police Department receives funds from the sale of assets seized in certain law enforcement activities in which the department has assisted state and federal law enforcement agencies. The process of liquidating and distributing seized assets is commonly called "asset forfeiture", and each asset received by the department is considered an "awarded asset". The state asset forfeiture program is authorized by Chapter 59 of the Texas Code of Criminal Procedure. This chapter requires that the annual budget be submitted to the governing body (Mayor and Council) for adoption. The two federal asset forfeiture programs the department participates in are overseen by the Department of the Treasury (DOT) and the Department of Justice (DOJ). The DOT program is authorized by Title 31 U.S.C 9703 and distributes funds seized during the work of the Internal Revenue Service task force. The second program administered by the DOJ, and authorized by 28 U.S.C 524, distributes funds seized during the work of the Federal Bureau of Investigations and Drug Enforcement Agency task forces. The department currently participates in all three federal task forces and thus receives funds from both asset forfeiture programs.

The main goals of both the state and federal asset forfeiture programs are to deprive criminals of property used in or acquired through illegal activities, to encourage joint operations among law enforcement agencies at various levels of government, and to strengthen law enforcement. Recipient law enforcement agencies must use the assets solely for law enforcement purposes and assets are to be held in a special fund, subject to audit and review by the appropriate authorities. The Arlington Police Department is responsible for the receipt, expenditure, and oversight of award assets.

Revenues:	\$ 388,746
Expenditures:	
Salaries:	
IRS Criminal Investigations Task Force Detective	\$ 101,184
Equipment, Supplies and Rentals:	200,000
Travel and Training:	<u>87,562</u>
Total Expenditures:	\$ 388,746
Anticipated Ending Balance:	\$ -

# Other Budget Information

## Ambulance Services Liquidated Damages Fund FY 2018 Operating Position

The City of Arlington provides ambulance service through contract with American Medical Response (AMR), the City's sole ambulance service provider. The City pays no subsidy to the ambulance contractor. The contract establishes fees for AMR's use of the 9-1-1 Dispatch Center. The contract also establishes penalties, known as liquidated damages, for emergency and non-emergency ambulance response times that do not meet contractual performance requirements.

Funds received from the ambulance contractor are deposited into a Special Revenue account established to maintain the stability of Arlington's non tax-subsidized EMS system. Funds in this account are used to ensure the stability and performance of the Arlington EMS System. This account funds enhancements to EMS response equipment; professional development training for Fire EMS responders; maintenance costs for the Fire/EMS record management system; funds the City's Public Health Authority; and retains an industry consultant who supports the Fire Department's Medical Operations Section. In addition, the Liquidated Damages account funds the salary and benefits costs for two occupied EMS Coordinator positions, transferred to the fund in FY 2010. The Fire Department's intent is to eventually return these positions to the General Fund Budget. Funds will also be used to purchase a light response vehicle to address growing demand for EMS services in central Arlington.

The beginning balance in the account is estimated at \$1,025,191. Revenue is projected at \$290,000; expenses are projected at \$887,629. The Fire Department will rebid the ambulance contract in Fiscal 2017-18 to ensure the City is still receiving the best value. Future revenue projections will be uncertain until that process is complete.

Beginning Balance on 10/1/17:	\$ 1,025,191
<b>Revenues:</b>	
System Use Fees (per contract)	\$ 60,000
Liquidated Damages (estimate)	230,000
<b>Total Revenues</b>	<u>\$ 290,000</u>
<b>Total Available Funds</b>	\$ 1,315,191
<b>Expenditures:</b>	
To Communication Services for radio lease payment	\$ 300,000
EMT training costs related to Civil Service implementation	175,725
Industry Consultant for Ambulance Contract RFP Development	60,000
EMS QI Coordinator	93,041
EMS Training Coordinator	95,050
Equipment	60,000
Firehouse RMS Web-Based Software Annual Contract	27,763
Firehouse RMS Web-Based Analytics Software Annual Contract	12,000
Firehouse Medic Software Annual Contract	84,500
iPads for Firehouse Medic (one time cost)	19,275
Health Authority Annual Contract	24,000
Ambulance Industry Consultant Annual Contract	18,000
One-time Purchase of Light Response Squad (If BP1899 Approved)	60,000
EMS Enhancements for LRV's	12,000
Travel/Training/Memberships	<u>22,000</u>
<b>Total Expenditures</b>	<u>\$ 1,063,354</u>
<b>Ending Balance</b>	\$ 251,837

# Other Budget Information

## Innovation / Venture Capital Fund FY 2018 Operating Position

The Innovation / Venture Capital Fund (IVCF) was established in FY 2007 in the General Gas Fund with \$2m in Gas Well Revenues. Beginning in FY 2013, the IVCF was made a stand-alone fund, transferring it out of the General Gas Fund, and transferring in \$784k in Parks Performance funds. The Fund's revenues have included Gas Well revenues, Parks Performance funds, recapture of funds from terminated agreements, Arlington Tomorrow Foundation, and currently Convention Center revenues and entrepreneurial water sales.

From FY 2009 through FY 2016, expenditures totaling \$11.68m have been made in support of various Chapter 380 agreements. These include, among others, a grant to Decorator's Warehouse (the IVCF was reimbursed with recaptured sales taxes generated by the property), Arlington Commons multi-family housing redevelopment project, Williams Sonoma, Vought, and the relocation of D.R. Horton headquarters. Upcoming projects include Texas Live, Summit Racing, Arlington Commerce Center - Buildings D & E, GM Financial, UPS, and a joint project of NP Arlington Industrial and General Motors redeveloping the former Six Flags mall into an industrial development to house various automotive manufacturing suppliers to serve the General Motors Assembly Plant.

Beginning Balance:	\$ 53,394,897
Revenues:	
From Convention Center Operating Revenues	\$ 1,003,125
Interest	186,882
Total Revenues	<u>\$ 1,190,007</u>
Interfund Transfers:	
Water Transfer for Northpoint Project	6,000,000
Parks Gas Fund to support East Lamar development	300,000
General Fund Transfer	1,368,833
General Gas Fund - Parks at Arlington mall rebate (3-yr)	150,000
Total Interfund Transfers	<u>\$ 7,818,833</u>
Expenditures:	
Vought Ch 380 Agrmt	\$ 120,000
L-3	60,050
Williams Sonoma Ch 380 Agrmt	65,000
DR Horton	1,833,333
Water Utilities - Payback for DR Horton advance	1,833,333
East Lamar development	300,000
Straumann Manufacturing	36,000
Bowling Congress	22,000
Summit Racing	33,000
Parks at Arlington mall rebate	150,000
GM Financial	20,000
Texas Live! - Entertainment Complex	50,000,000
NP Arlington Industrial, LLC	6,000,000
Total Expenditures:	<u>\$ 60,472,717</u>
Ending Balance:	\$ 1,931,020
Future Obligations (FY 2019 - FY 2029):	\$ 14,910,350

# Other Budget Information

## General Gas Fund FY 2018 Operating Position

The City has established three funds to receive revenues from natural gas operations that do not go to the Arlington Tomorrow Foundation (ATF). Now that the Foundation has reached its capped corpus amount of \$100 million, these three funds receive all lease bonus and royalty revenues associated with natural gas operations. The policies and procedures concerning expenditures by, and transfers to and from, the General Gas Fund 3095 are outlined below.

The General Gas Fund receives revenues that are not specifically designated for the Parks or Airport Gas Funds. Within this fund, a total of four accounting units are available from which expenditures may be authorized, including:

- 910102 - Neighborhood Grants, with an amount designated for expenditure
- 910105 - Redevelopment Initiatives
- 910106 - Land Banking, with an amount designated for expenditure
- 910107 - Arlington Home Improvement Incentive Program

Periodically, fiscal conditions may necessitate transfers from the General Gas Fund to the General Fund to offset revenue shortfalls or to cover one-time costs. All proposed interfund transfers involving gas funds will require approval by the City Manager's Officer prior to implementation.

Beginning balance, available cash	\$ 2,828,699
Transfer of royalties from Water Utilites Fund	\$ 2,056,060
Total available resources	\$ 4,884,759
Less:	
Reserved for increase/decrease in investment value	\$ 5,601
Designated for Neighborhood Grants	150,000
Designated for Land Banking	527,126
Reserved for Lamar/Collins Overlay	600,408
Transfer to CES Fund for ATF corpus reimbursement	2,763,011
Arlington Home Improvement Incentive Program	84,242
Transfer to Office of Comm. for social media program	12,000
Deferred revenue, lease bonuses	<u>817</u>
Total commitments, reserves and transfers	\$ 4,143,205
Remaining available resources	\$ 741,554

# Other Budget Information

## Parks Gas Fund FY 2018 Operating Position

The City has established three funds to receive revenues from natural gas operations that do not go to the Arlington Tomorrow Foundation (ATF). Now that the Foundation has reached its capped corpus amount of \$100 million, these three funds receive all lease bonus and royalty revenues associated with natural gas operations. The policies and procedures concerning expenditures by, and transfers to and from, the Parks Gas Fund 3096 are outlined below.

The Parks Gas Fund receives natural gas revenues derived from drilling operations beneath the City's park land. Accounting unit 910201 is available to account for one-time expenditures from the fund, but resources may also be transferred to other funds to more appropriately track and account for expenditures. No expenditures that are in lieu of ongoing expenditures typically made from the Parks Department's operating budget may be incurred without prior approval from the City Manager's Office. Because the Parks Gas Fund is designated for specific purposes, expenditure amounts in the fund are not appropriated on an annual basis as they would be in the City's operating funds.

Periodically, fiscal conditions may necessitate transfers from the Parks Gas Fund to other funds to cover specific one-time costs. All proposed interfund transfers involving gas funds will require approval by the City Manager's Office prior to implementation.

In addition, transfers of gas revenues from the Parks Gas Fund cash account into various operational activity codes or other spending accounts may be requested by the Parks and Recreation Department in order to facilitate the encumbrance and disbursement of these resources. All requests for transfers of this type must be submitted in writing to the City's Chief Financial Officer, and may not proceed without his/her written approval.

Beginning balance, available cash:	\$ 6,198,628
Less: Commitments, reserves and transfers:	
Reserved for increase/decrease in investment value	\$ 6,745
Reserved for Lamar/Collins Overlay	5,250,000
Reserved for Ditto Golf Course Debt Repayment	941,883
Deferred revenue, lease bonuses	-
Total commitments, reserves and transfers	\$ 6,198,628
Remaining available balance	\$ -

# Other Budget Information

## Airport Gas Fund FY 2018 Operating Position

The City has established three funds to receive revenues from natural gas operations that do not go to the Arlington Tomorrow Foundation (ATF). Now that the Foundation has reached its capped corpus amount of \$100 million, these three funds receive all lease bonus and royalty revenues associated with natural gas operations.

The Airport Gas Fund receives gas revenues derived from drilling operations beneath the City's airport. Accounting unit 910301 is available to account for one-time expenditures from the fund, but resources may also be transferred to other funds to more appropriately track and account for expenditures. No expenditures that are in lieu of ongoing expenditures typically made from the Airport's operating budget may be incurred without prior approval from the City Manager's Office. Because the Airport Gas Fund is designated for specific purposes, expenditure amounts in the fund are not appropriated on an annual basis as they would be in the City's operating funds.

Periodically, fiscal conditions may necessitate transfers from the Airport Gas Fund to other funds to cover specific one-time costs. All proposed interfund transfers involving gas funds will require approval by the City Manager's Office prior to implementation.

Beginning Balance, available cash:	\$ 1,623,427
Less:	
Reserved for increase/decrease in investment value	\$ 1,555
Deferred revenue, lease bonuses	-
Designated for FY 2018 projects	269,000
Designated for FY 2017 Debt Service	<u>175,000</u>
Total commitments and reserves	\$ 445,555
Anticipated remaining balance	\$ 1,177,872

# Other Budget Information

## Court Technology Fund FY 2018 Operating Position

The Court Technology Fund (Tech Fund) was established in 2002 to receive revenues from citations adjudicated by the City's Municipal Court. The Tech Fund receives \$4.00 from each citation, assessed as an additional fee at the time of final disposition of the case. The revenues generated by this fee may be used to cover expenditures for the following types of items:

1. Computer systems
2. Computer networks
3. Computer hardware and software
4. Imaging systems
5. Electronic kiosks
6. Electronic ticket writing devices
7. Docket management systems
8. Items or services related to the Court's technology systems that are not prohibited by law.

Beginning Balance, available cash:	\$	62,605
Revenues:		
Court Technology fees	\$	250,858
Civil Technology fees		7,016
Interest revenue		<u>950</u>
Total Revenues	\$	258,824
Total available resources	\$	321,429
Expenditures:		
Maintenance of Incode Software	\$	238,367
Laserfiche Maintenance		44,195
BIS Digital Recording System Maintenance		18,352
Digital Boards		18,500
Travel/Training		-
Court "Notify"		-
Satori Software		<u>2,015</u>
Total Expenditures	\$	321,429
Remaining available balance	\$	-

# Other Budget Information

## Selected Reserves

### Funds Estimated as of September 30, 2017, Unless Otherwise Noted

The City of Arlington maintains a number of reserves in funds outside of the General Fund, intended to mitigate any unanticipated expenditure or revenue experiences. These reserves are generally for specific purposes. Reserves are for the current fiscal year. Since current revenues are intended to cover current expenditures, reserves should remain neutral.

#### **Self Insurance Funds**

**Group Health:** Provides City employees and retirees with health insurance.

**Worker's Compensation:** Accounts for the activity of worker's compensation insurance.

**Arlington Property Finance Authority (APFA):** Provides the City a defined and funded self-insurance program for general and automotive liability.

#### **Operating Fund Reserves**

**Water Reserves:** Arlington Water Utilities keeps a number of reserves to ensure 60 days of operating expenses, fleet replacement, stable rates, and lab equipment.

**Debt Service Reserve:** The City is required by City Council Policy to maintain 4% of tax-supported Debt Service expenditures in reserve. Any balance above 10% is subject to arbitrage; therefore, the City maintains a reserve between those percentages.

**Convention Center Maintenance Reserve:** This reserve is maintained for any large, unexpected facility repairs that may be required at the Convention Center.

<b><u>Fund</u></b>	<b><u>Reserve</u></b>
Group Health	\$ -
Worker's Compensation	\$ 1,977,400
APFA	\$ 12,178,311
Water Operating Reserve	\$ 15,960,182
Water Fleet Reserve	\$ 682,936
Water Rate Stabilization	\$ 2,167,375
Water Lab Equipment	\$ 337,000
Debt Service Reserve	\$ 2,257,797
Convention Center Maintenance Reserve	\$ 1,000,000

# Other Budget Information

## Multi-Family Inspection Program Cost Recovery

### Direct Salaries/Benefits/Non-Personnel

Total Multi-Family Salaries/Benefits	369,883.90
Mult-Family Non-Personnel Costs per Year	75,951.06
<b>Direct Multi-Family Expenses</b>	<b>445,834.96</b>

### Indirect Salaries/Benefits/Non-Personnel

Administrative Aide - FMR (85%)	51,181.02
DSS Officers (50%)	69,737.00
DSS Administrative Aide (50%)	26,428.50
Field Operations Manager (50%)	53,924.00
Field Operations Manager/DSS (50%)	51,416.15
Neighborhood Services Analyst (30%)	31,032.90
Sr. Management Analyst (30%)	26,566.50
Code Compliance Services Administrator (50%)	85,381.50
Non-Personnel Costs per Year	50,302.34
<b>Indirect Multi-Family Expenses</b>	<b>445,969.91</b>

### Multi-Family Revenue (FY18 Budgeted)

Multi-Family Inspection Revenue	610,000
Multi-Family Reinspection Revenue	2,980
Extended Stay Inspection Revenue	164,767
Extended Stay Reinspection Revenue	300
<b>Total annual program revenue</b>	<b>778,047.00</b>

### Cost Recovery

Expenses	891,804.87
Revenue	778,047.00
	<b>87.24%</b>

# Appendices

## AUTHORIZED FULL TIME POSITIONS

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
<b>AVIATION</b>				
Airport Maintenance Technician	4	4	4	4
Airport Manager	1	1	1	1
Airport Operations Supervisor	1	1	1	1
Airport Security Specialist	1	1	1	1
Assistant Airport Manager	1	1	1	1
Office Coordinator	1	1	1	1
<b>AVIATION TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>CITY ATTORNEY'S OFFICE</b>				
Administrative Aide II	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Assistant City Attorney	3	3	3	4
Attorney I / II / Sr Attorney	16	17	17	16
City Attorney	1	1	1	1
Deputy City Attorney	3	3	3	3
Office Assistant	2	2	2	2
Paralegal	5	5	5	5
Secretary	5	5	5	5
Sr Management Analyst	1	1	1	1
<b>CITY ATTORNEY'S OFFICE TOTAL</b>	<b>38</b>	<b>39</b>	<b>39</b>	<b>39</b>
<b>CITY MANAGER'S OFFICE</b>				
City Manager	1	1	1	1
Deputy City Manager	2	2	2	2
<b>CITY MANAGER'S OFFICE TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CODE COMPLIANCE SERVICES</b>				
Administrative Aide I	2	2	2	2
Animal Services Administrative Coordinator	2	2	2	2
Animal Services Manager	1	1	1	1
Animal Technician	2	2	2	2
Code Compliance Administrator	1	1	1	1
Code Compliance Officer I/II/Sr Code Compliance Office	34	34	34	34
Community Services Agent	3	3	3	3
Community Services Supervisor	5	5	5	5
Community Services Technician	1	1	1	1
Field Operations Manager	6	6	6	6
Lead Code Compliance Officer	1	1	1	1
Neighborhood Services Analyst	1	1	1	1
Sr Management Analyst	1	1	1	1
Substandard Structure Inspector	2	2	2	2

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Veterinarian	1	1	1	1
Veterinary Tech	1	1	1	1
<b>CODE COMPLIANCE SERVICES TOTAL</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>
<b>COMMUNITY DEVELOPMENT AND PLANNING</b>				
Administrative Aide II	1	1	1	1
Administrative Assistant	2	2	2	2
Administrative Support Supervisor	0	0	1	1
Administrative Services Coordinator II	1	1	1	1
Assistant Building Official	1	1	1	1
Assistant Director of Planning	2	2	2	2
Assistant Utility Engineer	1	1	1	1
Building Official	1	1	1	1
Business Services Manager	1	1	1	1
Civil Engineer	1	1	1	1
Combination Inspector	6	6	6	7
Development Coordinator	1	1	1	1
Development Services Supervisor	1	1	1	1
Director of Community Development and Planning	1	1	1	1
Engineering Operations Manager	1	1	1	1
Engineering Technician	1	1	1	1
Environmental Health Specialist	2	2	3	3
Field Inspections Supervisor	1	1	1	1
Fire Plans Compliance Specialist	1	1	0	0
Gas Well Coordinator	2	2	2	2
Gas Well Specialist	1	1	0	0
GIS Technician I	1	1	1	1
Graduate Engineer	1	1	1	1
Health Services Analyst	1	1	1	1
Health Services Manager	1	1	1	1
Office Manager	1	1	0	0
Operations Analyst II	1	1	1	1
Planner	2	2	3	3
Planning Manager	3	3	3	3
Planning Technician	1	1	1	1
Plans Examiner	3	3	4	5
Plans Examiner Supervisor	1	1	1	1
Principal Planner	2	2	2	2
Project Engineer	1	1	1	1
Real Estate Manager	1	1	1	1
Real Estate Representative	2	3	3	3
Service Representative	3	4	3	3
Sr Account Clerk	2	2	3	3
Sr Clerk	1	1	1	1
Sr Inspector	2	2	2	2

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Sr Management Analyst	1	1	1	1
Sr Planner	4	4	3	3
Sr Plans Examiner	3	3	3	3
Streetscape Inspector	1	1	1	1
<b>COMMUNITY DEVELOPMENT AND PLANNING TOTAL</b>	<b>68</b>	<b>70</b>	<b>70</b>	<b>72</b>
<b>ECONOMIC DEVELOPMENT</b>				
Economic Development Coordinator	1	1	1	1
Economic Development Manager	1	1	1	1
Economic Development Specialist	2	2	2	2
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>FINANCE</b>				
Accounting Supervisor	0	0	1	1
Administrative Aide I	1	1	1	1
Administrative Aide II	3	3	3	3
Budget Administrator	1	1	1	1
Budget Analyst	2	2	1	1
Budget Manager	0	0	1	1
Budget Officer	1	1	0	0
Budget Technician	1	1	1	1
Buyer	2	2	2	2
Cash Debt Administrator	1	1	1	1
Controller	1	1	1	1
Director of Finance/CFO	1	1	1	1
Financial Accountant	0	0	1	1
Financial System Administrator	1	1	1	1
M/WBE Coordinator	1	1	1	1
Payroll Assistant	1	1	1	1
Payroll Supervisor	1	1	1	1
Public Funds Administrator	1	1	0	0
Purchasing Agent	1	1	2	2
Purchasing Manager	1	1	1	1
Sr Budget Analyst	2	2	3	3
Sr Financial Accountant	5	5	3	3
Sr Performance Analyst	1	1	1	1
Sr Public Finance Analyst	0	0	1	1
Sr Purchasing Agent	2	2	1	1
Staff Accountant	2	2	2	2
Treasurer	1	1	1	1
Treasury Analyst	1	1	1	1
<b>FINANCE TOTAL</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>FIRE</b>				
<b>Sworn:</b>				
Fire Chief Director Emergency Management	1	1	1	1
Assistant Fire Chief	3	3	3	2

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Deputy Fire Chief	0	0	9	9
Deputy Fire Chief Fire Marshal	0	0	1	1
Fire Prevention Administrator	1	1	0	0
Fire Battalion Chief	12	12	3	3
Fire Captain	19	19	19	19
Deputy Fire Marshall	2	2	2	2
Fire Lieutenant	56	56	56	56
Fire Investigator Bomb Technician	2	2	2	2
Fire Apparatus Operator	73	73	73	73
Fire Prevention Specialist	3	3	3	3
Firefighter / Firefighter Trainee / EMT Trainee	159	159	159	186
Fire Prevention Inspector	6	6	6	6
<b>Civilian:</b>				
Administrative Aide II	3	3	3	3
Administrative Analyst I	1	1	1	1
Administrative Secretary	2	2	2	2
Administrative Services Manager	1	1	1	1
Emergency Management Administrator	1	1	1	1
Emergency Management Coordinator	1	1	1	1
EMS Coordinator	1	1	1	1
Media Technician	1	1	1	1
Office Assistant	1	1	1	1
Operations Analyst	1	1	1	1
Payroll Coordinator	1	1	1	1
Resource Management Assistant	2	2	2	2
Resource Management Specialist	1	1	1	1
Resource Management Supervisor	1	1	1	1
Service Unit Assistant	2	2	2	2
<b>Sworn Total</b>	<b>337</b>	<b>337</b>	<b>337</b>	<b>363</b>
<b>Civilian Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>FIRE GRAND TOTAL</b>	<b>357</b>	<b>357</b>	<b>357</b>	<b>383</b>
<b>HUMAN RESOURCES</b>				
Benefits Specialist	2	2	2	2
Compensation Specialist	1	1	1	1
Director of Human Resources	1	1	1	1
Employee Relations Specialist	1	1	1	1
Human Resources Assistant	3	3	3	4
Human Resources Civil Service Coordinator	0	0	0	1
Human Resources Consultant	4	4	4	4
Human Resources Information Specialist	1	1	1	2
Human Resources Manager	3	3	3	3
Leave Program Administrator	1	1	1	1
Organizational Development Specialist	2	2	2	2
Paralegal	0	0	0	1

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Risk Manager	1	1	1	1
Risk Specialist	1	1	1	1
Sr Attorney	0	0	0	1
<b>HUMAN RESOURCES TOTAL</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>26</b>
<b>INFORMATION TECHNOLOGY</b>				
Administrative Aide II	1	0	0	0
Applications Specialist I	3	0	0	0
Applications Specialist II	4	0	0	0
Business Analyst II	4	0	0	0
Business Process Analyst	0	0	0	0
Business Services Supervisor	0	0	0	0
Chief Information Officer	1	0	0	0
Data Base Administrator	2	0	0	0
GIS Applications Developer	1	0	0	0
IT Asset Specialist	1	0	0	0
IT Budget Supervisor	1	0	0	0
IT GIS Supervisor	1	0	0	0
IT Governance Supervisor	1	0	0	0
IT Manager	3	0	0	0
IT Project Manager	2	0	0	0
IT Reporting Specialist	1	0	0	0
IT Security Administrator	1	0	0	0
IT Supervisor	2	0	0	0
Sr Systems Programmer	0	0	0	0
Web Administrator	2	0	0	0
Web Developer	2	0	0	0
<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INTERNAL AUDIT</b>				
Assistant City Auditor	1	1	1	1
City Auditor	1	1	1	1
Internal Auditor	2	2	2	2
Staff Auditor	1	1	1	1
<b>INTERNAL AUDIT TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>JUDICIARY</b>				
Court Administrative Aide	1	1	1	1
Juvenile Case Coordinator	1	1	1	1
Municipal Court Judge	3	3	3	3
Office Aide Assistant	1	1	1	1
Presiding Municipal Court Judge	1	1	1	1
<b>JUDICIARY TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>LIBRARIES</b>				
Administrative Support Coordinator	1	1	1	1
Cataloging Assistant	2	2	2	2
Cataloging and Acquisition Assistant	1	1	1	1

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Cataloging Process Supervisor	1	1	1	1
CMVE Administrator	1	1	1	1
Collections Development Acquisitions Supervisor	1	1	1	1
Customer Service Assistant	13	13	13	13
Director Library	1	1	1	1
Librarian	15	15	15	15
Library Business Administrator	1	1	1	1
Library Clerk II	3	3	3	3
Library Development Coordinator	1	1	1	1
Library Network Administrator	1	1	1	1
Library Program Specialist	6	6	6	6
Library Promotions Coordinator	0	0	2	2
Library Services Manager	5	5	4	4
Library Technology Services Mgr	1	1	1	1
Literacy Coordinator	1	1	1	1
OFM Administrator	1	1	1	1
PMCE Administrator	1	1	1	1
Public Services Coordinator	8	8	8	8
Technology Training Specialist	1	1	1	1
User Support Specialist	1	1	1	1
Virtual Services Supervisor	1	1	0	0
<b>LIBRARIES TOTAL</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</b>
<b>MANAGEMENT RESOURCES</b>				
Action Center Agent	14	14	14	14
Action Center Manager	1	1	1	1
Administrative Aide I	4	4	1	1
Administrative Aide II	0	0	3	3
Administrative Services Coordinator I	3	3	3	3
Administrative Services Coordinator II	1	1	0	0
Broadcast Specialist	1	1	1	1
City Secretary	1	1	1	1
Communication Coordinator	3	3	3	3
Council Assistant	1	1	1	1
Council Coordinator	2	2	2	2
Customer Services Supervisor	1	1	1	1
Deputy City Secretary	1	1	1	1
Design Communication Coordinator	1	1	1	1
Digital Media Editor	1	1	1	1
Director Management Resources	1	1	1	1
Executive Assistant to City Manager	0	0	1	1
Executive Assistant to Mayor and Council	1	1	1	1
Marketing Communication Manager	1	1	1	1
Sr Management Analyst	1	1	1	1

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Vital Records Coordinator	1	1	1	1
Web Designer	1	1	1	1
<b>MANAGEMENT RESOURCES TOTAL</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>
<b>MUNICIPAL COURT</b>				
Assistant Director	1	1	1	1
Court Administrative Aide	1	1	0	0
Court Administrative Coordinator	1	1	1	1
Court Cashier Supervisor	1	1	1	1
Court Customer Service Supervisor	1	1	0	0
Court Support Services Supervisor	1	1	1	1
Court System Administrator	1	1	1	1
Deputy Court Clerk 1 Certified	4	4	4	4
Deputy Court Clerk II / III / IV	28	28	29	29
Deputy Court Clerk II Certified	2	2	2	2
Director Municipal Court Services	1	1	1	1
Juvenile Case Administrator Teen Court	0	0	1	1
Staff Accountant	1	1	1	1
<b>MUNICIPAL COURT TOTAL</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>PARKS AND RECREATION</b>				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Coordinator	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Asset Manager	1	1	1	1
Asset System Administrator	1	1	1	1
Asset System Analyst	1	1	1	1
Assistant Director Parks	3	3	3	3
Athletic Field Maintenance Supervisor	2	2	2	2
Business Services Manager	1	1	1	1
Carpenter Parks	1	1	1	1
Center Programs Manager	1	1	1	1
Contract Inspector	1	1	1	1
Director Parks and Recreation	1	1	1	1
Electronic Media Specialist	1	1	1	1
Facilities Operations Manager	1	1	1	1
Facility Maintenance Supervisor	1	1	1	1
Forester	1	1	1	1
Inventory Coordinator	1	1	1	1
Irrigation Technician	5	5	5	5
Landscape Maintenance Supervisor	1	1	1	1
Landscape Technician / Sr Landscape Technician	43	45	44	44
Lead Irrigation Tech	1	1	1	1
Lead Landscape Technician	16	16	16	16
Marketing and Enterprise Development Manager	1	1	1	1

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Marketing Enterprise Development Coordinator	1	1	1	1
Master Electrician	1	1	1	1
Mechanic Parks	1	1	1	1
Park District Supervisor	2	2	2	2
Park Operations Manager	1	1	1	1
Parks Chief Mechanic	1	1	1	1
Parks Fiscal Services Manager	1	1	1	1
Parks Operations Analyst	1	1	1	1
Parks Planning Manager	1	1	1	1
Parks Project Manager II	2	2	2	2
Parks Resource Manager	1	1	1	1
Parks Services Supervisor	1	1	1	1
Playground Technician	0	0	1	1
Service Representative	2	2	2	2
Urban Forestry Land Manager	1	1	1	1
<b>PARKS AND RECREATION TOTAL</b>	<b>106</b>	<b>108</b>	<b>108</b>	<b>108</b>
<b>POLICE</b>				
<b>Sworn:</b>				
Police Chief	1	1	1	1
Assistant Police Chief	2	2	2	2
Deputy Police Chief	8	8	8	8
Police Lieutenant	24	24	24	24
Police Sergeant	91	91	91	91
Police Officer / Recruit	512	513	513	516
Association Liaison Officer/Sergeant	1	1	1	1
<b>Civilian:</b>				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Analyst	0	0	1	1
Administrative Services Coordinator II	1	1	0	0
Administrative Services Manager	0	0	1	1
Application Developer	2	2	2	2
Assistant To Police Chief	1	1	1	1
Budget Analyst	1	1	1	1
Business Resource Manager	1	1	1	1
Community Services Assistant	1	1	1	1
Community Support Manager	1	1	1	1
Crime Analysis Supervisor	1	1	1	1
Crime and Intelligence Analyst	7	7	7	7
Crime Scene Investigator 1 / 2 / 3	11	11	11	11
Data Base Administrator	1	1	1	1
Detention Officer	36	36	36	40
Detention Supervisor	3	3	3	3
Evidence Property Control Specialist	7	7	7	7

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Fingerprint Technician	1	1	1	1
Fiscal Coordinator	1	1	1	1
Fleet Specialist	3	3	3	3
Grants Coordinator	1	1	1	1
Intermediate Account Clerk	1	1	1	1
Investigative Aide	4	4	4	4
Jail Court Assistant	6	6	6	7
Lead Detention Officer	3	3	3	3
Office Assistant	23	25	22	22
Office Coordinator	4	4	4	4
Operations Analyst	1	1	1	1
Payroll Coordinator Police	1	1	1	1
Police Management Services Director	1	1	1	1
Police Media Relations Coordinator	2	2	2	2
Police Resource Management Supervisor	1	1	1	1
Police Service Assistant	8	8	8	8
Police Service Specialist	8	8	8	8
Police Technology Specialist	1	2	2	2
Records Management Systems Specialist	1	1	1	1
Records Services Assistant	28	28	30	30
Records Services Coordinator	6	6	6	6
Records Services Supervisor	1	1	1	1
Research and Development Manager	1	1	1	1
Sr Clerk	1	1	1	1
Sr Data Entry Operator	1	1	1	1
Training Development Specialist	1	1	1	1
Victim Services Assistant	1	1	1	1
Victim Services Coordinator	1	1	1	1
Victim Services Counselor	2	2	2	2
Victim Services Supervisor	1	1	1	1
Warrant Clerk	4	4	4	4
Youth Family Specialist	1	1	1	1
<b>Sworn Total</b>	<b>639</b>	<b>640</b>	<b>640</b>	<b>643</b>
<b>Civilian Total</b>	<b>196</b>	<b>199</b>	<b>199</b>	<b>204</b>
<b>POLICE GRAND TOTAL</b>	<b>835</b>	<b>839</b>	<b>839</b>	<b>847</b>
<b>PUBLIC WORKS AND TRANSPORTATION</b>				
Administrative Aide I	2	2	2	2
Administrative Analyst I	1	1	1	1
Apprentice Electrician	1	1	1	1
Asset Specialist	1	1	1	1
Asset System Administrator	1	1	1	1
Assistant Director Public Works	3	3	3	3
Building Maintenance Worker	1	1	1	1
Building System Mechanic	4	4	4	4

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Building Systems Specialist	1	1	1	1
BSS Master Plumber	1	1	1	1
Building Systems Supervisor	1	1	1	1
Business Services Manager	1	1	1	1
Carpenter	4	4	4	4
Carpentry Supervisor	1	1	1	1
City Surveyor	1	1	1	1
City Traffic Engineer	1	1	0	0
Civil Engineer	4	4	3	3
Construction Services Manager	2	2	2	2
Construction Specialist	3	3	3	3
Contract Administrator	1	1	1	1
Contract Coordinator	1	2	2	2
Custodial Services Administrator	1	1	1	1
Director Public Works & Transportation	1	1	1	1
Electrician	3	3	3	3
Engineering Coordinator	1	1	1	1
Engineering Operations Manager	1	1	0	0
Engineering Technician	2	2	2	2
Environmental Programs Coordinator	1	1	1	1
Environmental Services Administrator	1	1	1	1
Facility Services Manager	1	1	1	1
Finish Carpenter	1	1	1	1
Fleet Coordinator	1	1	1	1
Graduate Engineer	0	0	1	1
Information Systems Coordinator	1	1	1	1
Inspections Supervisor	2	2	2	2
ITS Coordinator I	1	1	1	1
ITS Coordinator II	1	1	1	1
Master Electrician	1	1	1	1
Office Assistant	1	1	1	1
Operations Analyst II	1	1	1	1
Project Engineer	2	2	2	2
Public Works Inspector	13	14	14	14
Public Works Operations Support Manager	0	1	1	1
ROW Permit Inspector	1	1	1	1
Signal Specialist	2	2	2	2
Sr Engineer	0	0	2	2
Sr Management Analyst	1	1	1	1
Streetlight System Administrator	1	0	0	0
Support System Programmer	1	1	1	1
Survey Instrument Technician	1	1	1	1
Survey Party Assistant	1	1	1	1
Traffic Engineer	1	1	1	1

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Traffic Technician	2	2	2	2
Warehouse Inventory Clerk	1	1	1	1
<b>PUBLIC WORKS AND TRANSPORTATION TOTAL</b>	<b>85</b>	<b>87</b>	<b>87</b>	<b>87</b>
<b>SUBTOTAL GENERAL FUND</b>	<b>1822</b>	<b>1800</b>	<b>1800</b>	<b>1841</b>
<b>COMMUNICATION SERVICES FUND</b>				
Apprentice Telecommunicator / Telecommunicator	88	88	88	88
Applications Specialist II	2	0	0	0
Communication Services Administrator	1	1	1	1
Communications Training Assistant	4	4	4	4
Communications Manager	3	3	3	3
Communications Supervisor	13	13	13	13
Service Unit Assistant	2	2	2	2
<b>COMMUNICATION SERVICES FUND TOTAL</b>	<b>113</b>	<b>111</b>	<b>111</b>	<b>111</b>
<b>CONVENTION CENTER</b>				
Accountant I	1	1	1	1
Administrative Aide II	1	1	1	1
Assistant Director Convention Center	1	1	1	1
Building Operations Superintendent	1	1	1	1
Booking Coordinator	1	1	1	1
Business Analyst	1	1	0	0
Business Manager	1	1	0	0
Business Operations Administrator	0	0	1	1
Convention and Event Administrator	1	1	1	1
Custodian	5	5	5	5
Director Convention Event Services	1	1	1	1
Event Coordinator	3	3	3	3
Event Services Worker	6	6	6	6
Facility Crew Chief	1	1	1	1
Facility Systems Administrator	1	1	1	1
Facility Systems Specialist	4	4	4	4
Operations Crew Leader	2	2	2	2
Resource Administrator	0	0	1	1
<b>CONVENTION CENTER TOTAL</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>
<b>EPAB</b>				
EMS Clinical Coordinator	1	1	1	1
EMS Coordinator	1	1	1	1
<b>EPAB TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>FLEET SERVICES FUND</b>				
Fleet Manager	1	1	1	1
<b>FLEET SERVICES FUND TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>INFORMATION TECHNOLOGY - INTERNAL SERVICE FUND</b>				
Administrative Aide II	0	1	1	1
Applications Specialist I	0	3	3	3
Applications Specialist II	0	6	6	6

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Business Analyst II	0	4	4	4
Chief Information Officer	0	1	1	1
Customer Support Specialist	7	7	7	7
Data Base Administrator	0	2	2	2
Desktop Deployment Administrator	0	0	1	1
GIS Applications Developer	0	1	1	1
IT Asset Specialist	0	1	1	1
IT Budget Supervisor	0	1	1	1
IT GIS Supervisor	0	1	1	1
IT Governance Supervisor	0	1	1	1
IT Manager	0	3	3	3
IT Project Manager	0	2	2	2
IT Reporting Specialist	0	1	1	1
IT Security Administrator	0	1	1	1
IT Supervisor	3	5	5	5
Network Administrator	3	3	3	3
Network Designer	1	1	0	0
Network Engineer	2	2	3	3
Sr Computer Operator	1	1	0	0
Systems Engineer	6	6	6	6
Web Administrator	0	2	2	2
Web Developer	0	2	2	2
<b>INFORMATION TECHNOLOGY - INTERNAL SERVICE FUND TOT</b>	<b>23</b>	<b>58</b>	<b>58</b>	<b>58</b>
<b>KNOWLEDGE SERVICES FUND</b>				
Asset Specialist	1	1	1	1
Knowledge Services Supervisor	1	1	1	1
Mail Clerk I	2	2	2	2
Mail Clerk II	1	1	1	1
Records Center Technician	2	2	2	2
Reprographic Specialist	1	1	1	1
<b>KNOWLEDGE SERVICES FUND TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>PARKS PERFORMANCE FUND</b>				
Administrative Aide I	2	2	2	2
Aquatics Maintenance Technician I & II	2	2	2	2
Aquatics Manager	1	1	1	1
Aquatics Program Coordinator	1	1	1	1
Assistant Golf Professional	1	2	2	3
Assistant Restaurant Manager	1	1	1	1
Assistant Tennis Professional	1	1	1	1
Athletic Programs Manager	1	1	1	1
Athletics Facility Manager	1	1	1	1
Athletics Sports Coordinator	1	1	1	1
Athletics Sports Manager	1	1	1	1
Catering Sales Manager	0	1	1	1

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Clubhouse Attendant	3	3	3	3
Customer Service Representative	4	4	4	4
Dining Room Manager	0	1	1	1
Executive Chef	0	1	1	1
First Assistant Golf Professional	3	3	3	3
Food and Beverage Manager	0	1	1	1
Golf Course Superintendent 27	1	1	1	1
Golf Operations Administrator	1	1	1	1
Golf Programs Manager	0	1	1	1
Golf Services Manager	1	1	1	1
Greens Superintendent 18 Hole	1	1	1	1
Head Golf Pro 18 Hole	2	2	2	2
Head Golf Pro 27 Hole	1	1	1	1
Head Tennis Professional	1	1	1	1
Landscape Technician / Sr Landscape Technician	16	19	19	19
Lead Landscape Technician	2	2	2	2
Line Cook	1	1	1	1
Mechanic Parks	3	3	3	3
Park Landscape Supervisor	1	1	1	1
Parks Project Manager I	1	1	1	1
Recreation Program Coordinator	3	3	3	3
Recreation Facility Manager	5	5	5	5
Rental and Lake Services Coordinator	3	3	3	3
Rental and Lake Services Manager	1	1	1	1
Restaurant Manager	1	1	1	1
Sales Assistant	0	1	1	1
Service Representative	1	1	1	1
Sous Chef	0	1	1	1
Sports Program Coordinator	1	1	1	1
Superintendent Golf Course Maintenance	1	1	1	1
Tennis Facility Manager	1	1	1	1
Tennis Pro Shop Attendant	1	1	1	1
Tournament and Event Coordinator	1	1	1	1
<b>PARKS PERFORMANCE FUND TOTAL</b>	<b>74</b>	<b>85</b>	<b>85</b>	<b>86</b>
<b>STORM WATER UTILITY FUND</b>				
Assistant Director	1	1	1	1
Asset System Analyst	1	1	1	1
Civil Engineer	2	4	2	2
Concrete Specialist	1	1	1	1
Crew Leader	2	2	2	2
Engineering Operations Manager	1	1	0	0
Environmental Compliance Officer	4	4	4	5
Environmental Education Specialist	1	1	1	1
Field Technician	1	1	2	2

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Graduate Engineer	1	1	2	2
Heavy Equipment Operator II	3	3	0	0
Heavy Equipment Operator III	2	2	5	5
Public Works Operations Supervisor	1	1	1	1
Sr Engineer	0	0	2	2
Sr Field Technician	3	3	2	2
Storm Water Fund Administrator	1	1	1	1
Storm Water Specialist	1	1	1	1
Storm Water Permit Supervisor	1	1	1	1
<b>STORM WATER UTILITY FUND TOTAL</b>	<b>27</b>	<b>29</b>	<b>29</b>	<b>30</b>
<b>STREET MAINTENANCE FUND</b>				
Administrative Aide I	2	2	2	2
Asset System Analyst	1	1	1	1
Crew Leader	13	13	12	12
Field Tech	21	21	12	12
Heavy Equipment Operator II	2	2	0	0
Heavy Equipment Operator III	4	4	6	6
Markings Specialist	2	2	2	2
Public Works Operations Manager	2	2	2	2
Public Works Operations Support Manager	1	0	0	0
Public Works Operations Supervisor	4	4	4	4
Sign Specialist	4	4	5	5
Signal Specialist I	3	3	1	1
Signal Specialist II	8	8	10	10
Sr Field Technician	19	19	28	28
Streetlight Specialist	6	6	6	6
Streetlight System Administrator	0	1	1	1
<b>STREET MAINTENANCE FUND TOTAL</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>
<b>WATER UTILITIES FUND</b>				
Administrative Aide I	1	1	1	0
Administrative Secretary	2	2	2	2
Apprentice Service Worker	2	2	2	2
Assistant Director Water Utilities	3	3	3	3
CAD Technician	1	1	1	1
Capital Project Coordinator	0	0	1	1
Chief Electrical Technician	1	1	1	1
Chief Mechanical Technician	2	2	2	2
Chief Treatment Technician	2	2	2	2
Civil Engineer Water	3	3	3	4
Communications Coordinator	1	1	1	1
Customer Assistant	4	4	4	4
Customer Care Business Services Manager	1	1	1	1
Customer Information System Analyst	1	1	1	1
Customer Services Supervisor	1	1	1	1

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Customer Services Trainer	1	1	1	0
Deputy City Manager	1	1	1	1
Director Utilities	1	1	1	1
Electrical Technician / Electrical Technician Trainee	3	3	3	3
Engineering Information Specialist	1	1	1	1
Financial Administrator	1	1	1	1
GIS Applications Administrator	1	1	1	1
GIS Applications Programmer	1	1	1	1
GIS Researcher	1	1	1	1
GIS Supervisor	1	1	1	1
GIS Technician II / III	2	2	2	2
Graduate Engineer	1	1	1	1
Heavy Equipment Operator II	2	2	1	1
Information Services Project Coordinator	1	1	1	1
Inventory Coordinator	0	0	2	2
Laboratory Services Manager	1	1	1	1
Laboratory Analyst	2	2	2	2
Laboratory Specialist	2	2	2	2
Laboratory Technician	3	3	3	3
Mechanical Technician / Mechanical Technician Trainee	6	6	6	6
Meter Service Worker	12	12	12	12
Meter Services Crew Chief	1	1	1	1
Meter Services Leader	5	5	5	5
Meter Services Manager	1	1	0	0
Meter Services Supervisor	2	2	2	2
Office Assistant	2	2	2	1
Office Coordinator	1	1	1	1
Operations Services Administrator	1	1	0	0
Operations Support Manager	1	1	1	1
Operations Support Supervisor	1	1	0	0
SCADA Analyst	1	1	1	1
Secretary	1	1	1	0
Sr Account Clerk	2	2	2	2
Sr Computer Operator	1	1	1	0
Sr Engineer	4	4	4	4
Sr Management Analyst	0	0	0	1
Sr Meter Reader	6	6	6	5
Sr Programmer Analyst	2	2	2	2
Sr Utilities Warehouse	2	2	0	0
Sr Utility Customer Service Representative	2	2	2	2
Treatment Technician / Treatment Technician Trainee	14	14	14	14
Utilities Account Analyst	1	1	1	1
Utilities Administrative Coordinator	1	1	1	1
Utilities Customer Service Representative	6	6	6	6

# Appendices

	Actual FY 2016	Budgeted FY 2017	Estimated FY 2017	Adopted FY 2018
Utilities Dispatcher	2	0	0	0
Utilities Environmental Analyst	3	3	3	3
Utilities Information Services Manager	1	0	0	0
Utilities Service Specialist	4	4	4	4
Utilities Warehouse	1	1	0	0
Utility Support Specialist	1	1	1	1
Utility Technician SB1 / 2 / 3 / 4	32	32	34	34
Warehouse Inventory Clerk	0	0	2	2
Water Conservation Specialist	1	1	1	1
Water Field Operations Manager	2	2	2	2
Water Resource Services Manager	1	1	1	1
Water Resource Technician	2	3	3	3
Water Sewer Crew Chief	19	19	17	17
Water Sewer Leader Meter Reading	1	1	1	1
Water Treatment Maintenance Coordinator	0	0	1	1
Water Treatment Maintenance Manager	1	1	1	1
Water Treatment Manager	2	2	2	2
Water Utilities Field Operations Supervisor	2	2	3	3
Water Utilities Training Administrator	1	1	1	1
Water Wastewater Model Engineer	1	1	1	1
<b>WATER UTILITIES FUND TOTAL</b>	<b>204</b>	<b>202</b>	<b>202</b>	<b>198</b>
<b>GRANT FUNDS</b>				
Code Compliance Services	2	2	2	2
Community Development and Planning	61	61	68	68
Fire	5	5	5	5
Handitran	28	28	28	28
Judiciary	1	1	2	2
Management Resources	1	1	1	1
Police	24	39	41	41
Public Works and Transportation	1	1	1	1
<b>GRANT FUNDS TOTAL</b>	<b>123</b>	<b>138</b>	<b>148</b>	<b>148</b>
<b>SUBTOTAL OTHER FUNDS</b>	<b>698</b>	<b>757</b>	<b>767</b>	<b>765</b>
<b>TOTAL ALL FUNDS</b>	<b>2520</b>	<b>2557</b>	<b>2567</b>	<b>2606</b>

# Appendices

## ADOPTED POSITION ADDS & CUTS

### GENERAL FUND

1	Combination Inspector	CDP
1	Plans Examiner	CDP
-1	Assistant Fire Chief	Fire
27	Firefighters	Fire
1	HR Assistant	HR
1	HR Civil Service Coordinator	HR
1	HR Information Specialist	HR
1	Paralegal	HR
1	Senior Attorney	HR
4	Detention Officer	Police
1	Jail Court Assistant	Police
1	Police Officer (Defensive Tactics Coordinator)	Police
1	Police Officer (K-9 Officer)	Police
1	Police Officer (School Resource Officer)	Police

### 41 NET TOTAL

### PARKS PERFORMANCE FUND

1 Assistant Golf Professional

### 1 NET TOTAL

### STORM WATER UTILITY FEE

1 Environmental Compliance Officer

### 1 NET TOTAL

### WATER

-1 Admin Aide 1  
1 Civil Engineer  
-1 Customer Service Trainer  
-1 Office Assistant  
-1 Secretary  
-1 Sr Computer Operator  
1 Sr Management Analyst  
-1 Sr Meter Reader

### -4 NET TOTAL

### 39 NET TOTAL POSITION CHANGES

# Appendices

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## **STATEMENT OF FINANCIAL PRINCIPLES**

### **Accounting, Budgeting, and Financial Planning**

- The City will establish accounting practices that conform to generally accepted accounting principles as set forth by the Governmental Accounting Standards Board.
- An independent certified public accounting firm will perform an annual audit and an official comprehensive annual financial report (CAFR) shall be issued no later than 6 months following year-end.
- The independent certified public accounting firm shall provide a management letter, if one is issued, no later than March 31 following the end of each fiscal year.
- The City shall submit the CAFR to the Government Finance Officers Association (GFOA) for the purpose of earning the Certificate of Achievement for Excellence in Financial Reporting.
- The City shall prepare an Annual Operating Budget and submit it for City Council approval prior to September 30.
- The Annual Operating Budget shall be prepared such that current revenues plus net operating transfers will be sufficient to support current expenditures.
- Expenditures from all operating funds shall not exceed the budgeted appropriations (as amended) for these funds.
- An adequate level of maintenance and replacement will be funded each year to ensure that all capital facilities and equipment are properly maintained.
- Charges for services and other revenues will be annually examined and adjusted as deemed necessary to respond to cost increases or any other changing circumstances.
- A 3-year financial forecast shall be prepared annually projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget.
- The City shall submit the Annual Operating Budget to the GFOA for the purpose of earning the Distinguished Budget Presentation Award.

## **STATEMENT OF FINANCIAL PRINCIPLES (CONTINUED)**

### **Investments**

Investments shall be made in conformance with the City's Investment Policy, with the primary objectives of:

- Safety – preservation of capital in the investment portfolio;
- Liquidity – portfolio remain sufficiently liquid to meet operating requirements;
- Yield – goal of rate of return of 102% of U.S. treasury curve at average maturity.

### **Grants**

All grants and other federal and state funds shall be managed to comply with the laws, regulations, and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.

### **Tax Collection**

The City shall encourage the Tax Assessor-Collector to follow an aggressive policy of collecting property tax revenues. An average collection rate of at least 98% of current levy shall be maintained.

### **Self-Insurance & Retirement Funds**

All retirement and self-insurance funds will be examined annually to ensure that adequate balances are maintained. Unfunded actuarial liabilities in a retirement program are to be amortized over a 25-year period or less. The self-insurance program for **workers' compensation shall be funded at a 75% confidence level, and the APFA self-insurance program shall be funded at a 50% confidence level.**

### **Reserves**

- **The City's working capital reserve in the General Fund shall be** maintained at a minimum level of 8.33% (1/12<sup>th</sup>) of annual General Fund expenditures.
- **The City's General Fund unreserved ending balance may only be used for one-time purchases** such as capital equipment.
- The total General Fund balance shall be maintained at a minimum of 15% of annual General Fund expenditures.
- The fund balance in the debt service fund shall be maintained at a minimum level of 4.0% of annual debt service expenditures.

## STATEMENT OF FINANCIAL PRINCIPLES (CONTINUED)

### Debt Management

- Debt financing which includes permanent improvement bonds, revenue bonds, certificates of obligation, lease/purchase agreements and other obligations allowed under Texas law shall be used to acquire or construct land and improvements that cannot be funded by current revenues. The term of debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed 25 years.
- Debt will not be used to fund current expenditures.
- Permanent Improvement Bonds shall normally be issued with a level principal structure. This structure equates to an average life of 11 years or less for a 20-year issue. Interest shall be paid in the first fiscal year after a bond sale and principal must be paid no later than the second fiscal year after the bond sale.
- Each year the City will adopt a capital improvement plan. The plan will recommend specific funding of projects for the following two fiscal years and will identify projects for further consideration in years three through five.
- The City is committed to providing continuing disclosure of certain financial and operating data and material event notices as required by Securities and Exchange Commission (SEC) Rule 15c2-12. The Finance Department shall be responsible for the preparation of all disclosure documents and releases required under Rule 15c2-12.
- The City will obtain a rating from at least one nationally recognized bond-rating agency on all issues being sold on the public market. Required information will be presented to the rating agency(s) at least annually in order to maintain ratings on outstanding debt.
- The City shall comply with the Internal Revenue Code Section 148 – Arbitrage Regulations for all tax-exempt debt issued. An annual estimate of arbitrage liabilities shall be obtained by the City and recorded on the financial statements.
- A good faith deposit of 2.0% of the par amount of the bond sale shall be presented by the underwriter in the form of a check or surety acceptable to the City and Bond Counsel prior to the approval of the bonds by the Mayor and City Council.
- The City shall use a competitive bidding process in the sale of debt unless the use of a negotiated process is warranted due to market timing requirements (refunding), or a unique pledge or debt structure. The City will award competitively issued debt on a true interest cost (TIC) basis.
- The City welcomes ideas and proposals from investment bankers and will seek to give first consideration to those firms that **submit unique and innovative ideas that benefit the City. Unsolicited proposals should be submitted to the City's Finance Department.**
- The selection of an underwriter or group of underwriters for a negotiated sale shall be based on the following factors:
  - **Participation in the City's competitive sales;**
  - Submission of unique or creative proposals;
  - Qualifications of firm;
  - Size and geographic distribution of their sales staff.

# Appendices

## STATEMENT OF FINANCIAL PRINCIPLES (CONTINUED)

### Debt Management (continued)

- All professional service providers selected in connection with the City's debt issuance and management program shall be chosen through a competitive process such as request for proposals (RFP's) on an as needed basis.
- An advance or current refunding of outstanding debt shall only be considered when present value savings of at least 4.25% of the principal amount of the refunded bonds are produced, unless a debt restructuring or bond covenant revisions are necessary. Savings from refundings will be distributed evenly over the life of the refunded bonds.
- An analysis of the risks and potential rewards of a derivative product for debt management must be prepared before the **structure is selected. The City's Bond Counsel must opine that the City is authorized** to enter into the necessary agreements under all existing statutes.
- The use of reimbursement resolutions shall be encouraged as a cash management tool for debt funded projects. Reimbursement resolutions may be used for any project that has been **approved in the City's Capital Budget.** Reimbursement resolutions may be used for other projects if the projects are revenue supported or funded within **departments' operating budget.**
- The City shall obtain a clear opinion from qualified legal counsel that the City is not liable for the payment of principal and/or interest in the event of default by a conduit borrower. If no such opinion can be obtained, the conduit borrower will be **required to purchase insurance or a letter of credit in the City's name** in the event of default. Examples of a conduit issuer are special authorities, tax-increment financing districts, public improvement districts, or industrial development issuers.

### Debt Management – Ratio Targets

- The ratio of net debt (total outstanding tax-supported general obligation debt less debt service fund balance) to total taxable assessed valuation shall not exceed 2%. This excludes debt of overlapping jurisdictions. The City shall structure its bond issuance to achieve and maintain a debt-to-assessed-value of 2% or less.
- The ratio of debt service expenditures to total expenditures (General Fund operating expenditures and debt service combined) shall not exceed 20%.
- The ratio of outstanding net tax-supported debt to population shall not exceed \$1,180.
- The Finance Department shall prepare an analysis of the impact of Adopted tax-supported debt prior to the issuance of the additional debt. The analysis shall project the debt ratios described in numbers 1, 2 and 3 above as well as any other applicable debt ratios.

Debt Ratio Targets	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate	Target
Net Debt to assessed valuation	1.71%	1.81%	1.79%	2%
Debt Service expenditures to total expenditures of General Fund Plus Debt Service	17.45%	17.41%	17%	20%
Net tax-supported debt per capita	\$884	\$956	\$997	\$1,180

## **STATEMENT OF FINANCIAL PRINCIPLES (CONTINUED)**

### **Debt Management – Certificates of Obligation**

- It is the City's priority to fund capital expenditures with cash or voter approved debt. However, non-voter approved debt may be used for capital expenditures as an alternative to lease/purchase or other financing options if the capital expenditure is:
  - Urgent;
  - Necessary to prevent an economic loss to the City;
  - Revenue generating and expected to cover debt service out of the revenue source;
  - Non-voter approved debt is the most cost effective financing option available.
  
- The average maturity of non-voter approved debt shall not exceed the average life of the capital items financed.
  
- Capital items financed with non-voter approved debt shall have an expected economic life of at least 3 years.

Adopted by resolution No. 00-526 on August 22, 2000.

# Appendices

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## **FY 2018 BUDGET DEVELOPMENT CALENDAR**

Early January	FY 2017 1 <sup>st</sup> Quarter Business Plan materials distributed
Mon., Jan. 9	Financial Forecast materials distributed
Tues., Jan. 24	FY 2017 1 <sup>st</sup> Quarter BAR materials distributed
Wed., Feb. 1	1 <sup>st</sup> Quarter Business Plan responses due
Mon., Feb. 6	1 <sup>st</sup> Quarter BAR revenue and expenditure estimates due Financial Forecast materials due back from departments
Thurs., Feb. 16	Department Head Quarterly Meeting
Tues., Feb. 14 – Fri., Feb. 24	Financial Forecast review meetings with CMO/Departments
February	Adopt FY 2017 Capital Budget and Reimbursement Resolution
March	Financial Forecast to CMO
Tues., Mar. 21	City Council Planning Session 1 <sup>st</sup> Quarter BAR & Financial Forecast presented
Mon., Apr. 3	2 <sup>nd</sup> Quarter Business Plan materials distributed
Wed., Apr. 12	2 <sup>nd</sup> Quarter BAR materials distributed
Fri., Apr. 21	2 <sup>nd</sup> Quarter BAR revenue & expenditure estimates due
Fri., April 28	TAD Preliminary Property Tax Roll available

# Appendices

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## **FY 2018 BUDGET DEVELOPMENT CALENDAR (CONTINUED)**

Mon., May 1	Budget Kickoff (Council Briefing Room 10:30 am) Departments begin building base budget in GovMax Departments begin building FY 2018 Business Plan w/goals & objectives
Mon., May 1	2 <sup>nd</sup> Quarter Business Plan responses due
Fri., May 12	TAD Preliminary Property Tax Roll available
Thur., May 18	Department Head Quarterly Meeting
Fri., May 19	FY 2018 Base Budget Submissions due (expenditures & revenues) FY 2018 Budget Proposals due (GovMax) FY 2018 Business Plan projects due from Departments
Mon., June 5 – Fri., June 9	Prepare department Budget & Business Plan review questions
Mon., June 12 – Fri., June 23	CMO Departmental Budget and Business Plan Reviews
Late June	3 <sup>rd</sup> Quarter Business Plan materials distributed
Thurs., July 13	3 <sup>rd</sup> Quarter Business Plan responses due 3 <sup>rd</sup> Quarter BAR materials distributed – One week turnaround for budget book
Fri., July 21	3 <sup>rd</sup> Quarter BAR & Business Plan responses due
Mon., July 24	Certified Property Tax Roll available

# Appendices

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## **FY 2018 BUDGET DEVELOPMENT CALENDAR (CONTINUED)**

Tues., Aug. 8	FY 2018 Proposed Budget presentation to City Council & City Secretary Proposed Water/Sewer Fees to Council
Tues., Aug. 15	Council Budget Discussion Resolution on Tax Rate/Resolution calling Public Hearings
Late August	Town Hall Meeting
Mon., Aug. 28	September Certified Property Tax Roll available
Thurs., Aug. 31	Town Hall Meeting/Public Hearing on the Tax Rate
Tues., Sept. 6	Public Hearing on the Budget Adopt the FY 2018 Budget, Tax Rate, & Water/Sewer Rates – 1 <sup>st</sup> Reading
Thurs., Sept. 14	Adopt the FY 2018 Budget, Tax Rate, and Water/Sewer Rates – 2 <sup>nd</sup> Reading Tax Rate to Tarrant County

# Appendices

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## FUND ACCOUNTING INFORMATION

### Governmental Funds

**General Fund:** The General Fund is the principal fund of the City. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. From the General Fund are paid the general operating expenditures and the capital improvement costs that are not paid through other funds.

**Special Revenue Funds:** The Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Special Revenue Funds include Community Development Block Grants, Home Investment Partnership, Federal Aviation Administration, Federal Transit Administration, Automobile Theft Protection, Texas Department of Community Affairs, Police Restricted, Texas Department of Transportation, Park Performance, Convention and Event Services, and other special revenue funds.

**Debt Service Fund:** The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, principal and interest on the general long-term debt not being financed by proprietary funds. **The fund's primary source of revenue is ad valorem taxes, which are levied by the City.**

**Capital Projects Funds:** The Capital Projects Funds are used to account for the acquisition or construction of capital facilities being financed from bond proceeds, contributed capital, assessments levied or transfers from other funds, other than those recorded in Proprietary Funds. The Capital Projects Funds include Municipal Office Building, Police, Fire, Library, Airport, Park, Street, Traffic, Community Development, and Fleet.

### Proprietary Funds

**Enterprise Funds:** The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The Enterprise Funds include the Water and Sewer Fund and the Stormwater Utility Fund.

**Internal Service Funds:** The Internal Service Funds are used to account for the financing of materials and services provided by one department of the City to other departments of the City on a cost-reimbursement basis. The Internal Service Funds include **General Services, Fleet Services, Technology Services, and the City's self-insurance activities consisting of the Arlington Property Finance Authority, Workers' Compensation and Group Health Funds.**

### Basis of Accounting

The accounting and financial reporting treatment **applied to a fund is determined by its measurement focus.** All of the City's governmental fund types are accounted for using a current financial resources measurement focus. Under this measurement focus, generally only current assets and liabilities are included on the balance sheet. Operating statements of these funds present increases and decreases in net current assets.

All proprietary funds and trust funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity is segregated into contributed capital and retained earnings components for proprietary funds and fund balance for trust funds. Operating statements present increases and decreases in net total assets.

**Accrual basis:** The accrual basis of accounting is utilized by the Enterprise Funds, the Internal Service Funds, and Pension Trust Funds. Accordingly, revenues and expenses are recognized in the accounting period in which they are earned and incurred, respectively.

## **FUND ACCOUNTING INFORMATION (CONTINUED)**

**Modified accrual basis:** The modified accrual basis is used for all other funds. Modifications in the accrual basis for these funds include the following:

1. Revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available). **“Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.** Primary revenue sources treated as susceptible to accrual include property taxes collected within 60 days of year-end and sales taxes collected and held by the state at year end of behalf of the City. Revenue sources from licenses, fines and forfeitures, service charges and other miscellaneous revenues are generally recognized as the cash is received.
2. Expenditures are recognized when the related fund liability is incurred, except for interest and principal on general long-term debt which are recorded when due or otherwise payable.
3. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration.

### **Basis of Budgeting**

The City Council adopts an annual legal budget which covers the General Fund, Debt Service Fund, Enterprise Funds, Internal Service Funds, and certain Special Revenue Funds (Park Performance, Street Maintenance, and Convention and Event Services). All appropriations lapse at fiscal year-end. The budgets for the General Fund, Debt Service Fund and Special Revenue Funds are prepared on the modified accrual basis except for encumbrances, which are treated as budgeted expenditures. The budgets for the Enterprise Funds are prepared on the modified accrual basis and include encumbrances, debt principal retirements and capital outlays as expenditures. Additionally, the Enterprise Funds do not include depreciation as a budgetary expense. Budgetary level of control is exercised at the departmental level. The City Manager, or his designee, is authorized to transfer budgeted amounts within and among departments; however, any revisions that alter total appropriations of the fund must be approved by the City Council.

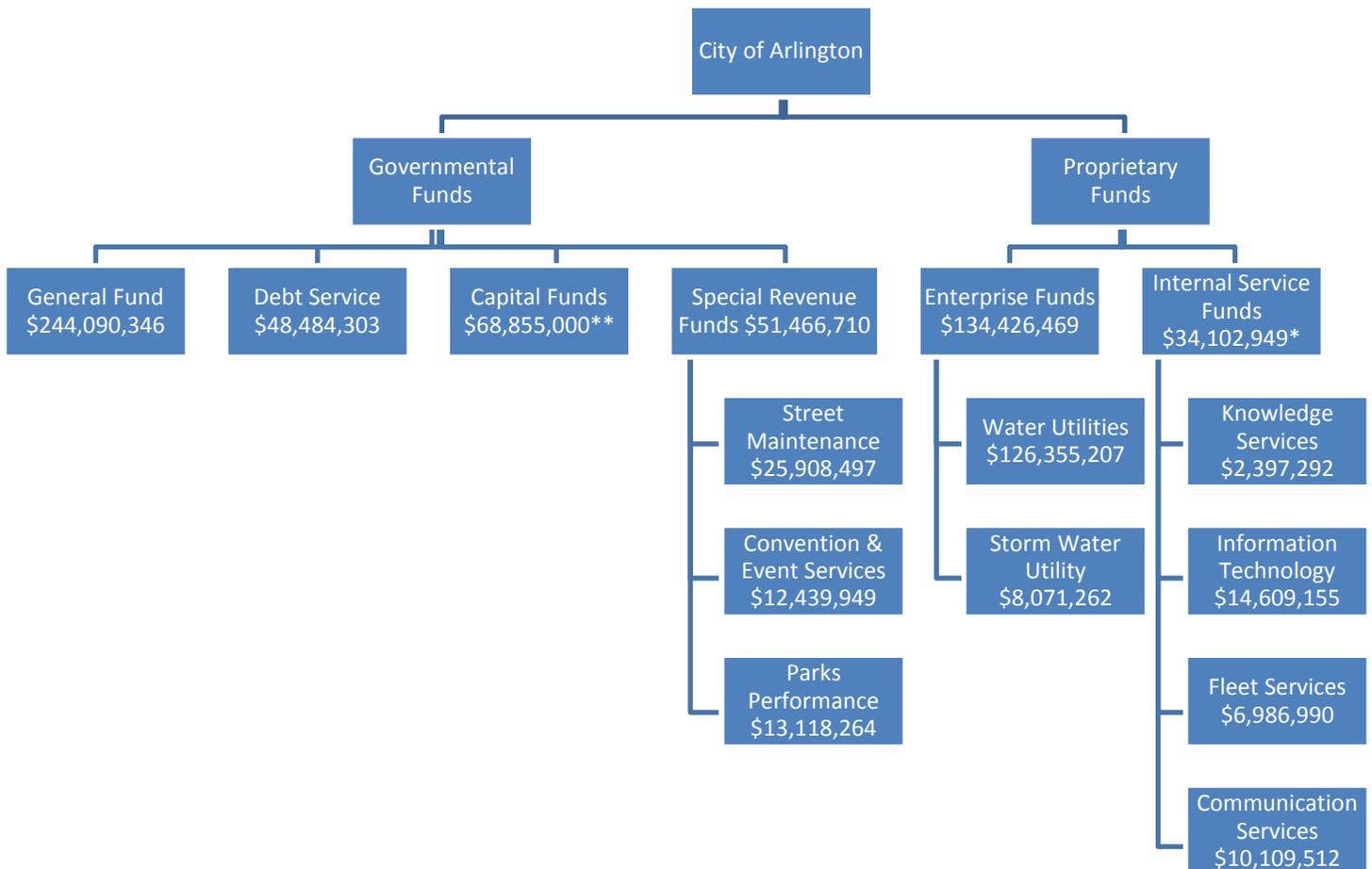
# Appendices

## FUND STRUCTURE

City of Arlington funds are by definition either governmental or proprietary and are structured in the manner shown below. All funds are appropriated except for Internal Service Funds

*\*Internal Service Divisions are funded via chargebacks from other operating divisions*

*\*\* Does not include capital funding budgeted in Enterprise Funds*



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## **BUDGET PROCESS**

The following describes the preparation, development and adoption of the City's annual budget.

**Pre-Planning Phase:** After the first quarter of the fiscal year, departments submitted current-year revenue and expenditure estimates to the Office of Management and Budget (OMB), which prepared a first quarter Budget Analysis Report (BAR). This is the first look at current-year expenditures and revenue estimates compared to budgeted amounts. After the first quarter BAR, departments begin to set priorities for the next fiscal year including preparation of preliminary new program requests and justifications.

**Council Planning Session:** Staff hold a day-long retreat with Council members to determine what their priorities for the upcoming fiscal year will be.

**Budget Kick-off:** At this April meeting, departments received an overview of the financial position of the City, and forms and reports necessary to prepare formal new business plan requests. They also received a Target Number, which is the maximum amount they are authorized for their base budget submissions. Additionally, departments received a calendar indicating significant dates for budget meetings and deliberations.

**Second Quarter Budget Analysis Report:** After kick-off, departments submitted second quarter revenue and expenditure estimates. The OMB prepared a second quarter BAR analyzing variances for the City Manager's Office.

**New Business Plan proposal:** Departments submitted new business plan proposals (BPPs) in the last week of May. The OMB reviewed BPPs and either approved for inclusion in the base budget or resubmitted to the City Manager's Office.

**Preliminary Council Review:** The City Manager briefed the City Council on the FY 2018 Preliminary Budget, including revenue and expenditure estimates.

**Office of Management and Budget Review:** The Deputy City Managers met with department heads, managers, department analysts, and the Office of Management and Budget to discuss current-year estimates and next-year requests.

**Council Briefings:** City staff provided briefings to the City Council to inform them of new business plan proposals made by General Fund departments.

**City Manager's Review:** Following the presentations to Council, the City Manager met with the Deputy City Managers and the OMB. The City Manager reviewed BPPs and determined which ones to include in his proposed budget.

**City Manager Presentation to City Council:** On the first Tuesday in August, the City Manager presented his proposed budget to City Council. The Manager's Message outlines business plan additions.

**Public Hearings:** During August, Town Hall meetings were held to receive public comments regarding the proposed budget. A public hearing was conducted in September on the proposed budget, in accordance with applicable provisions of state law.

**City Council Deliberations:** Over the summer the City Council reviewed the budget. During this time, citizens were able to address Council about specific issues. Also during this time, Council was able to amend the budget to include programs considered a high priority.

## **BUDGET PROCESS (CONTINUED)**

**Tax Rate:** State law requires the calculation of “effective” and “rollback” tax rates. The “effective” rate is that rate which generates the same revenue in the proposed year as in the current year from properties on the tax roll in both years. The “rollback” rate is a rate that represents an eight percent increase in the operations/maintenance portion of the total tax rate. These rates were provided to Council.

**Adoption:** Upon meeting notice and hearing requirements, City Council voted to adopt the budget and the tax rate. In accordance with City ordinance, a majority of the Council must approve the ordinance adopting the budget; adoption of the tax rate requires a two-thirds majority. The budget and the tax rate are adopted by ordinance, requiring two readings.

**Amending the Budget:** Upon adoption of the budget, the OMB may approve the transfer of appropriations within a department. Transfer of appropriations between departments within the General Fund requires the approval of the City Manager's Office. **Formal Council approval is required to move appropriations from one fund to another fund, or to increase authorized appropriations in any fund.**

# Appendices

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## CITY OF ARLINGTON FACTS & FIGURES

### City Government

<b>Year Founded</b>	1876
<b>Incorporated</b>	April 21, 1884
<b>Charter Adopted</b>	January 17, 1920
<b>Government</b>	Council-Manager
<b>City Council</b>	Mayor and a Council composed of three at-large and five single-member districts

### Physiographic

<b>Land Area</b>	99.5 square miles
<b>Extraterritorial Jurisdiction</b>	6.7 acres
<b>Public Parkland</b>	4,718 acres
City Parks	1,384 acres
Community Parks	884 acres
Linear Parks	1,836 acres
Neighborhood Parks	424 acres
Natural Areas	181 acres
<b>Longitude Range</b>	W97° 14'-W97° 03'
<b>Latitude Range</b>	N32° 35'-N32° 48'
<b>Elevation Range</b>	462'-687'
<b>Lake Arlington</b>	
Pool Elevation	550'
Surface Area	2,250 acres
<b>Average Annual Rainfall</b>	38.36"
<b>Average Annual Temperature</b>	66.1°F
<b>Average January Temperature</b>	46.5°F
<b>Average July Temperature</b>	84°F

# Appendices

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## **CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)**

### **Demographics (American Community Survey, US Census Bureau, Community Development and Planning, City of Arlington)**

#### **Population**

1980	160,113
1990	261,721
2000	332,969
2010	365,438
2015 est.	379,716

#### **Population Growth Rate**

2010-2015	3.9%
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#### **Population Rank of Arlington (2015)**

Texas Cities	7th
U.S. Cities	50th

#### **Population by Race & Ethnicity (2015 est.)**

White	65.4%
African-American	20.2%
Asian	7.4%
Native Hawaiian/Other Pacific Islander	0.1%
American Indian and Alaska Native	0.4%
<u>Other &amp; Two or More Races</u>	<u>6.5%</u>
Total	100.0%

(Of Hispanic Origin 28.6%)

#### **Median Age**

1990	29.1 years
2010	32.1 years
2015 est.	32.5 years

#### **Age Distribution (2015 est.)**

Under 18	26.7%
18 to 44	40.3%
45 to 64	23.9%
65+	9.1%

#### **Median Household Income**

1990	\$35,048
2012	\$53,341
2015 est.	\$53,326

#### **Average Household Size** 2.81

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Housing (Community Development and Planning Annual Growth Profiles, 2016)

Single-Family Units	101,883	
Multi-Family Units	44,652	
Other	93	
<b>Building Permit Activity</b>	<b># Permit</b>	<b>\$ Value</b>
New Single Family	349	\$88,643,651
New Multifamily	12	\$60,837,508
New Commercial	164	\$283,879,445
Other (Additions, fences, etc.)	10,541	\$477,443,502
<b>Total</b>	<b>11,066</b>	<b>\$910,804,106</b>

### Education

#### AISD 2016-17 Enrollment

Elementary	35,086
Junior High	8,904
High School	18,095
<b>Total</b>	<b>62,085</b>

#### UTA Spring 2017 Enrollment

Undergraduate	29,606
Graduate	12,328
<b>Total</b>	<b>41,933</b>

#### Highest Education Level Attained (Over age 25)

No H.S. Diploma	15.2%
High School/GED	23.3%
Some College	24.8%
Associate Degree	7.4%
Bachelor's Degree	20.2%
Graduate/Professional Degree	9.1%

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Economic

<b>Taxable Value</b>	<b>2017 (FY 2018)</b>
Personal Property	\$2,768,355,110
Real Estate	\$20,987,333,907
Mineral Lease	\$119,823,276
Agriculture	\$636,285
Decrease for Pending ARB and Incomplete Accts	(\$1,438,139,965)
<b>Sub-Total</b>	<b>\$22,438,008,883</b>
ARB Estimate	\$777,115,422
Incomplete Estimate	\$231,033,086
<b>Total Estimate</b>	<b>\$23,446,157,391</b>
Tax Rate	\$0.006398
<b>Tax Levy</b>	
Personal Property	\$17,711,936
Real Property	\$135,047,663
Pending ARB accounts / Incomplete Accts	(\$9,201,218)
<b>Sub-Total</b>	<b>\$143,558,381</b>
ARB Estimate	\$4,971,984
Incomplete Estimate	\$1,478,150
<b>Total Tax Levy</b>	<b>\$150,008,515</b>
City Estimate of Litigation Loss	(\$3,000,170)
<b>Sub-Total</b>	<b>\$147,008,345</b>
Change in value for Eco Development	(\$4,780,863)
Collection of Delinquent Taxes and Penalties & Interest	\$1,046,551
<b>Total Budgeted Revenue</b>	<b>\$143,274,032</b>

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Economic (Continued)

<b>Tax Rate per \$100 Valuation</b>	
City	\$0.6398
AISSD	\$1.3687
County	\$0.2440
Tarrant County College District	\$0.1401
Tarrant County Hospital District	\$0.2244
<b>Total</b>	<b>\$2.6170</b>

<b>*Top Ten Taxpayers</b>	<b>Valuation</b>
General Motors LLC	\$310,924,495
Arlington Highlands LP	\$180,490,507
Oncor Electric	\$148,906,369
Parks at Arlington LP	\$145,716,807
Six Flags Fund LTD	\$96,825,385
LSREF3 Bravo LLC	\$70,606,611
Lincoln Square Dunhill LP	\$70,606,611
Viridian Holding LP	\$66,235,937
Columbia Medical Center	\$64,327,406
Wal-Mart	\$64,276,061

	Budgeted FY 2018
<b>City Sales Tax (General Fund)</b>	\$62,806,919
<b>Property Tax (General Fund and Debt Service Fund)</b>	\$144,796,704

<b>Municipal Bond Rating</b>	Moody's	S&P	Fitch
General Obligation	Aa1	AAA	AAA
Water/Sewer	Aa2	AAA	AAA
Drainage	Aa1	AAA	

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Employment

**Civilian Labor Force** – 210,694 (Texas Workforce Commission – September 2017)

**2016 Annual Average Unemployment Rate** – 3.9% (Texas Workforce Commission)

<b>2016 Top 10 Employers</b>	<b># of employees</b>
Arlington ISD	8,200
University of Texas at Arlington	5,300
General Motors	4,484
Texas Health Resources	4,063
Six Flags Over Texas	3,800
The Parks at Arlington	3,500
GM Financial	3,300
City of Arlington	2,509
J.P. Morgan-Chase	1,965
Texas Rangers	1,881

### Ad Valorem Tax Structure Fiscal Year 2018

Estimated Total Valuation	\$23,446,157,391
Tax Rate	\$0.6398
Total Tax Levy	\$150,008,515
Total Projected Revenue	\$144,796,704
General Fund Tax Revenue	\$98,648,508
Interest and Sinking Fund Tax Revenue	\$46,148,196

### Distribution of Tax Rate

<b>Fund</b>	<b>Rate</b>	<b>Percent</b>
General Fund	\$0.4409	68.9%
Interest and Sinking Fund	<u>\$0.1989</u>	<u>31.1%</u>
Total	\$0.6398	100.0%

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## TAX INFORMATION

### City of Arlington Ten-Year History of Tax Rate and Levy

<b>Fiscal Year</b>	<b>Assessed Valuation</b>	<b>Tax Rate Per \$100</b>	<b>Levy</b>
2009	\$ 18,201,437,747	\$0.6480	\$ 117,945,317
2010	\$ 18,132,322,248	\$0.6480	\$ 117,497,448
2011	\$ 17,106,393,548	\$0.6480	\$ 110,849,430
2012	\$ 17,205,712,008	\$0.6480	\$ 111,493,014
2013	\$ 17,624,036,440	\$0.6480	\$ 114,203,756
2014	\$ 18,035,447,569	\$0.6480	\$ 116,869,700
2015	\$ 18,855,059,512	\$0.6480	\$ 122,180,786
2016	\$ 19,548,821,241	\$0.6480	\$ 126,676,362
2017	\$ 21,319,438,732	\$0.6448	\$ 137,467,741
2018	\$ 23,446,157,391	\$0.6398	\$ 150,008,515

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## TAX INFORMATION (CONTINUED)

### General Fund and Debt Service Fund Twenty-Year History

Fiscal Year	General Fund		Debt Service Fund		Total Rate	Percent Variance
	Rate	Percent	Rate	Percent		
1999	\$0.3200	50.2%	\$0.3180	49.8%	\$0.6380	0.0%
2000	\$0.3200	50.2%	\$0.3180	49.8%	\$0.6380	0.0%
2001	\$0.3276	51.7%	\$0.3064	48.3%	\$0.6340	-0.6%
2002	\$0.3429	54.1%	\$0.2911	45.9%	\$0.6340	0.0%
2003	\$0.3620	57.1%	\$0.2720	42.9%	\$0.6340	0.0%
2004	\$0.3879	59.9%	\$0.2601	40.1%	\$0.6480	2.2%
2005	\$0.4023	62.1%	\$0.2457	37.9%	\$0.6480	0.0%
2006	\$0.4244	65.5%	\$0.2236	34.5%	\$0.6480	0.0%
2007	\$0.4468	69.0%	\$0.2012	31.0%	\$0.6480	0.0%
2008	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2009	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2010	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2011	\$0.4330	66.8%	\$0.2150	33.2%	\$0.6480	0.0%
2012	\$0.4393	67.8%	\$0.2087	32.2%	\$0.6480	0.0%
2013	\$0.4423	68.3%	\$0.2057	31.7%	\$0.6480	0.0%
2014	\$0.4423	68.3%	\$0.2057	31.7%	\$0.6480	0.0%
2015	\$0.4353	67.2%	\$0.2127	32.8%	\$0.6480	0.0%
2016	\$0.4460	68.8%	\$0.2020	31.2%	\$0.6480	0.0%
2017	\$0.4538	70.4%	\$0.1910	29.6%	\$0.6448	-0.5%
2018	\$0.4409	68.9%	\$0.1989	31.1%	\$0.6398	-0.8%

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## **BUDGET GLOSSARY**

**Activities:** Discrete tasks accomplished by Departments on an on-going basis.

**Accrual Basis:** A method of financial accounting whereby revenues and expenses are recognized in the accounting period in which they are earned and incurred. The City's **enterprise and internal service funds utilize this basis of accounting.**

**Ad Valorem Tax:** Property taxes based on assessed valuation of property and collected from property owners.

**Appropriation:** An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are made for fixed amounts and are granted, in the operating budget, for a one-year period.

**Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes. Property values in Arlington are established by the Tarrant Appraisal District. Assessed value in Arlington for FY 2018 is \$23.45 billion. This is an increase of 9.98% percent from the assessed value of \$21.32 billion for FY 2017.

**Assumptions:** Items assumed to be true for a given budget cycle and/or built into budget projections or analysis of a program or budget.

**AV Tax:** see Ad Valorem Tax.

**BAR:** see Budget Analysis Report.

**Bifurcated Tax Rate:** The City of Arlington has a bifurcated tax rate, meaning that the tax rate is divided into two smaller tax rate subsets. For example, the adopted FY 2018 tax rate is 63.98¢ per \$100 of valuation. The tax rate is then bifurcated in to two smaller groups, the general fund portion and the debt service portion, which are 44.09¢ and 19.89¢ respectively.

**Balanced Budget:** As required by law, revenues and interfund transfers must equal or exceed expenditures for all funds. Additionally, one-time funds cannot be used for recurring expenditures.

**Bond Election:** A special election held in order that citizens may cast a ballot for or against a proposal to perform a given capital improvement project. Elections may include approval for the City to issue General Obligation Bonds.

**Bond Rating:** A rating assigned by outside credit rating companies which gives investors an idea of the credit-worthiness of the City.

**Bond Sales:** The sale of General Obligation bonds and other debt instruments in the public market, proceeds from which allow the funding of various capital improvement program (CIP) projects.

**Budget:** A financial plan for a specified period of time (fiscal years) that matches all planned revenues and expenditures for various municipal services.

**Budget Analysis Report (BAR):** A quarterly report compiled to show fiscal year-end revenue and expenditure projections, which may **allow for adjustments in expenditures as needed so as not to exceed the City's annual operating budget.**

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## **BUDGET GLOSSARY (CONTINUED)**

**Budget Document:** The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

**Business Plan:** A summary of how the departments comprising the City of Arlington organization plan to achieve outcomes in relation to the priorities of the City Council. The Business Plan is a working document that includes information related to departmental goals and objectives, program-related budgets, and performance measures.

**Business Plan Proposal:** A document used by departments to provide information relating to desired outcomes; this form includes information regarding the goals and objectives, and request budget dollars and personnel needed to accomplish any given outcome.

**CAFR:** see Comprehensive Annual Financial Report.

**Capital Budget:** A budget designated solely for Capital Improvement Program, and which gives details about infrastructure improvements throughout the City.

**Capital Expenditure:** An expenditure for equipment or infrastructure costing in excess of \$5,000.

**Capital Improvement Program:** A plan of action for the establishment and/or maintenance of the City's infrastructure and other capital investments.

**Certificate of Obligation:** A type of debt instrument that is issued for the funding of certain capital improvements, or portions of total cost for those projects. Proceeds from the sale of this debt may be used to fund cost overruns or unexpected expenses associated with depreciable assets.

**CIP:** see Capital Improvement Program.

**City Manager's Message:** A general discussion of the budget presented in writing as a part of or supplement to the budget document. The message explains principal budget issues against the background of financial experience in recent years.

**Commercial Paper:** A type of short-term debt instrument issued to fund capital projects.

**Comprehensive Annual Financial Report:** A report designed to present the financial position and results of operations of various funds of the City.

**Convention and Event Services Fund:** Supports the operation of the Arlington Convention Center, the Convention and Visitors Bureau, and debt service on the Convention Center and Convention and Visitors Bureau building. The fund also provides support for the Fielder Museum and downtown Arlington. Revenues are from hotel occupancy taxes and fees at the Convention Center.

**Debt Service:** The City's obligation to pay the principal and interest on all bonds and other debt instruments according to a pre-determined payment schedule.

**Deficit:** A situation where expenditures exceed revenues

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## **BUDGET GLOSSARY (CONTINUED)**

**Depreciation:** A type of expense associated with the use of fixed assets other than land. The annual depreciation of fixed assets is reported on the financial statements of funds using the accrual basis of accounting.

**Effective Tax Rate:** A hypothetical tax rate that will yield the same amount of property tax revenue produced in the preceding year using the current year's tax base.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. In Arlington, the Water and Sewer Fund and the Sanitary Landfill Fund are enterprise funds.

**Expenditure:** The outflow of funds paid, to be paid for an asset obtained, or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

**Fiscal Year:** The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Arlington has specified October 1 to September 30 as its fiscal year.

**Franchise Fee:** A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, water, natural gas, cable television and sanitation.

**Fund:** In governmental accounting a fund may be described as representing a distinct phase of the activities of government and is controlled by a self-balancing group of accounts in which all of the financial transactions of the particular phase are recorded.

**Fund Balance:** The unencumbered cash remaining in a fund at the end of a specified time period, usually the end of the fiscal year.

**General Fund:** The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operation services, such as fire and police protection, parks and recreation, libraries, public works, transportation, and general administration.

**General Obligation Bonds:** Bonds that finance public projects such as streets, municipal facilities, and park improvements. The repayment of these bonds is made from property taxes, and these bonds are backed by the full faith and credit of the issuing government.

**Governmental Funds:** Funds generally used to account for tax-supported activities.

**Homestead Exemption:** A deduction from the total taxable assessed value of owner-occupied property. For FY 2018, the exemption in Arlington is 20%, with an additional \$60,000 for the elderly and disabled.

**Internal Service Fund:** Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis. Examples in Arlington include the General Services Fund, the Communication Services Fund, the Information Technology Fund, and the Fleet Services Fund.

**Issuing Debt:** see Bond Sales, Certificates of Obligation and Commercial Paper.

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## **BUDGET GLOSSARY (CONTINUED)**

**Modified Accrual Basis:** A modified method of accrual basis accounting whereby revenues are recognized when they become both measurable and available for use during the year. For example, certain taxes (Sales and Alcoholic Beverage) are considered measurable when in the hands of intermediary collecting governments (State of Texas) and are recognized as revenue at that time. **The City's General Fund utilizes this basis of accounting.**

**Objective:** Performance indicator of a program.

**Operating Budget:** The budget that pertains to daily operations which provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, fuel, and capital equipment.

**Outcome:** Desired state that will arise from strategically applied resources.

**Performance Measures:** Quantitative measure of a program's effectiveness or efficiency (e.g., average time to dispatch an emergency 911 call). Often used in conjunction with workload measures (e.g., number of emergency 911 calls received) to evaluate and revise resource allocation strategies.

**Position Control:** The initiative to fund, monitor and maintain only the number of positions authorized by City Council in any given budget year.

**Priority:** Certain outcomes that have been selected for a higher level of attention and effort by the City Council

**Program:** An organized set of related work activities which are directed toward a common purpose or goal and represent a well-defined expenditure of City resources.

**Program Budget:** A budget which structures budget choices and information in terms of programs and their related activities, (i.e., repairing roads, treating water, etc.), provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance measures).

**Program Description:** Outlines the function of the program, the various activities involved in the program and other pertinent information about the program. **It answers the question, "what does this program do?"**

**Program Goal:** A general statement on the intended effect or purpose of the program's activities. It includes terms such as: to provide (a service), to supply (a given need), to control, reduce, or eliminate (an occurrence), to maintain (standards), or to maximize (quality). A goal is not limited to a one-year time frame and should generally not change from year to year. **A goal statement describes the essential reason for the program's existence.**

**Program Objectives:** Objectives are statements of the intended beneficial and/or tangible effects of a program's activities. They are measurable, and related to the proposed budget year. They are specific targets toward which a manager can plan, schedule work activities, and make staff assignments. Objectives should quantifiably be addressed in terms such as: to increase an activity, to maintain a service level, to reduce the incidence, or to eliminate a problem.

**Project:** Discrete tasks accomplished by Departments on a one-time basis.

# Appendices

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## **BUDGET GLOSSARY (CONTINUED)**

**Proprietary Funds:** A class of fund types that account for a local government's businesslike activities.

**Reserve:** An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.

**Revenue:** Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines and forfeitures, licenses and permits, and interest income.

**Salary and Benefits Schedule (SBS):** The table of salaries and associated benefits costs for all budgeted positions citywide. This report is used largely to aid in the development of the City's annual operating budget, and is used also for the purpose of Position Control.

**Special Revenue Fund:** A fund used to account for revenues legally earmarked for a particular purpose.

**Street Maintenance Fund:** Primarily support by ¼ cent sales tax first approved by the voters of Arlington in September 2002. Other sources include a transfer from the General Fund.

**Tax Rate:** The amount of tax levied for each \$100 of assessed valuation. The FY 2018 tax rate for the City of Arlington is 63.98¢.

**TIRZ:** Tax Increment Refinance Zone

**TMRS:** Texas Municipal Retirement System

**UTA:** The University of Texas at Arlington

**Vacancies Report:** Related to Position Control, this report allows the projection of budgeted dollar savings due to unfilled positions citywide.

**Water and Sewer Fund:** Oversees the provision of drinking water and wastewater disposal services to resident and businesses. Expenses are for functions such as Field Operation, Water Treatment, and Customer Service. The fund also pays debt service, purchases water, and contributes to various capital reserves to avoid future debt issuance.

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### **Introduction**

The purpose of the Comprehensive Financial Forecast is to direct the organization to look forward, consider our future and gauge the City's ability to continue to effectively provide current services, meet goals set by the City Council, and to ensure the City's long-term fiscal health. It is important to stress that this forecast is not a budget, but a planning tool to identify financial trends, potential shortfalls, and arising issues so that we can make informed decisions and take proactive measures to address these items strategically. Additionally, the forecast is a foundation to begin discussions of the upcoming FY 2018 budget process and to assist Council as they consider their future priorities. Ultimately, every annual budget adopted by the City Council is statutorily required to be balanced, therefore any presentation of unbalanced projected numbers reflect work which must be done every year to get expenditures in line with revenues.

### **Process**

All City departments were charged with the assignment to review the revenues they are responsible for and consider three scenarios. For each of the major operating funds, departments prepared revenue projections for the period FY 2018 through FY 2022 based on three different assumptions.

1. A best case scenario which would assume that all, or most, of the variables that affect the particular revenue will be favorable.
2. A worst case scenario which should assume that all, or most, of the variables that affect the particular revenue will be unfavorable.
3. A point between the first two scenarios that is considered most likely.

In the most likely scenario departments were discouraged from taking a simple average between the two extremes, but rather take into account relevant economic variables, historical trends, and other conditions to produce a five-year projection that a department believes is the most realistic scenario; in other words, the most likely to actually occur. Departments spent the most time on this final scenario and it is these projections that factor into the overall revenue picture presented in this Forecast. Additionally, departments considered two different types of future expenditures needs.

1. Current services expenditures which are based on existing programs, service levels and expenses to which the City is already committed. Examples would include cost increases associated with population growth, automatic CPI increases built into certain contracts, or the costs of programs or services covered by grants that are expiring.

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

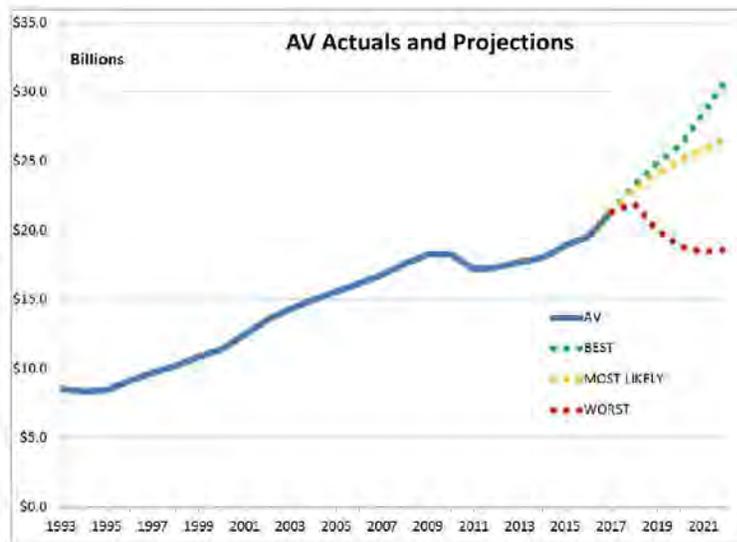
2. New program expenditures which are the costs of new services or expanded services. New programs would include adding personnel, anticipated costs of opening and operating new facilities, or anticipated new technology.

### General Fund Revenues

Within the General Fund, 87 percent of all FY 2017 budgeted revenues are contained in the following categories: *ad valorem* (property) taxes, sales taxes, franchise fees, and Municipal Court revenues. If we include certain other specific revenues such as Water Utilities PILOT (Payment in Lieu of Taxes), AISD payments to the City for the SRO (School Resource Officer) program, and the payments received from the Texas Rangers for the Ballpark lease and land settlement, the total exceeds 90 percent of all General Fund revenues. It becomes clear that projections in these areas, particularly for taxes, franchise fees and Court revenues, are the critical revenue components for determining the resources that will be available to the General Fund in the coming years.

**Property taxes** are the single largest revenue to the General Fund and as the primary revenue to the Debt Service Fund, they are the foundation of what the City is able to accomplish in the capital budget. In considering the three possible scenarios for Ad Valorem revenues (AV), we analyzed historical trends over the past 25 years.

The worst case scenario for property tax utilizes a combination of this most current recession as its benchmark mixed with the last time the federal government shutdown due to political infighting. Revenue declines in M&O from \$92M in 2017 down to a low of \$78M in 2022. It will take several more years of growth beyond 2022 before AV returns to 2017 levels. Over the 5-year time horizon \$130M debt is issued, but none until 2020.



# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

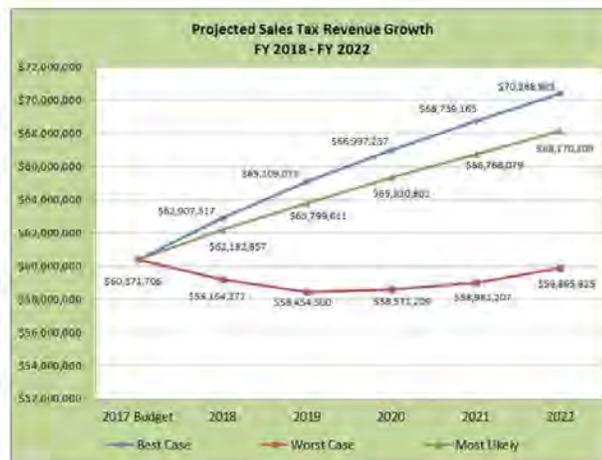
The best case repeats the five-year period from 1998-2002 in which the City experienced its best rate of growth from 1993-2017. Revenues increase 38% in 2022 vs. 2017 in M&O. Taxable value will reach \$31B by 2022. Over the 5-year time horizon \$390M in debt is issued. After issuance in 2017, the City has \$149M remaining in voter-approved bond authorization.

The most likely case assumes a steady growth pattern in values similar to what the City experienced from 2005-2009. Revenues increase in M&O by \$2.1 to \$3.9M per year, with an accumulated growth for five years of \$11M. Over the 5-year time horizon \$295M in debt is issued. This is an increase from the \$248M capacity that was used for determining the bond election.

Increase in Property Values	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Best Case	9.0%	6.75%	5.03%	8.94%	8.67%
Worst Case	2.5%	-8.8%	-5.87%	-1.94%	0.84%
Most Likely	7.5%	5.0%	4.0%	3.0%	3.0%

All three scenarios attempt to return the tax split to .1910 I&S / .4538 M&O. The amount of debt issued was increased or decreased to accommodate this tax rate split while maximizing the amount of debt possible in order to facilitate the greatest amount of capital projects. This was not possible in the Worst Case in which the I&S (interest and sinking) rate had to be increased from 2018-2019. While an increase in property values directly increases revenues, revenues are not increased at the same percentage due to several factors that include items such as TIRZ growth and Chapter 380 agreements.

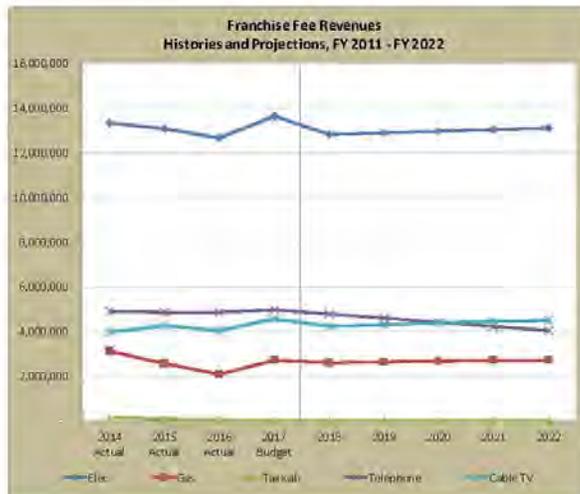
The City's sales tax receipts have shown steady improvement since early in calendar year 2014. The most likely scenario for General Fund sales tax revenues shows an increase of 3.0 percent in FY 2018 over the FY 2017 budget, then increases in each subsequent year as follows: 2.6 percent in FY 2019, 2.4 percent in 2020, 2.2 percent in 2021, and 2.1 percent in 2022, which is based on the City's long-term trend of approximately 2.3 percent annual growth in sales tax revenues.



# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

Over the five-year period, this would result in a 16.9 percent increase from the FY 2016 actual amount received. The worst case scenario would result in an increase over the five-year period of approximately 2.7 percent, which could result if the City were to enter into another period of declines similar to those experienced in FY 2002-2003 or FY 2009-2010. The best case scenario would result in a 20.7 percent increase over the period. The graph above shows the results of all three growth scenarios over the five-year forecast period.



The most likely scenario for **franchise fee revenues** shows a decrease of 5.5 percent in FY 2018 from the FY 2017 budgeted level, then annual changes thereafter as follows: no change in FY 2019, a 0.1 percent decrease in FY 2020, 0.1 percent decrease in FY 2021, and no change in FY 2022. Over the five-year forecast period, this would result in a 5.7 percent decrease from the FY 2017 budgeted level.

The worst case scenario would result in a 9.7 percent decrease over the five-year period, and the best case scenario would result in a 1.2 percent increase over the period.

Franchise fee revenues for electricity, gas, and water usage are largely determined by weather conditions during the winter and

summer months, and could vary significantly in any given year if we experience extreme cold or extreme heat and drought. For the winter season just now ending, according to the National

Average Daily High Temperatures at DFW Airport  
Historical Variances from Average, 2011 - 2017

	Winter			Winter	
	Jan	Feb	Mar	Gas FF	Elec FF
Average Daily High Temp	57	61	69		
Variance from Avg:					
2017	5	10		Not yet rec'd	Not yet rec'd
2016	0	5	3	749,325	2,905,300
2015	-2	-4	-3	1,091,987	3,268,302
2014	1	-4	-1	1,284,462	3,379,133
2013	3	3	0	827,858	2,935,286
2012	5	1	6	864,076	2,931,623
2011	-3	0	4	1,018,426	3,069,447

Source: US Climate Data  
www.usclimatedata.com

Average Daily High Temperatures at DFW Airport  
Historical Variances from Average, 2011 - 2017

	Summer			Summer	
	July	Aug	Sept	Gas FF	Elec FF
Average Daily High Temp	96	96	89		
Variance from Avg:					
2017				Not yet rec'd	
2016	1	-1	3	4,086,306	
2015	1	2	4	4,013,982	
2014	-2	0	-1	3,878,489	
2013	0	4	6	4,003,689	
2012	3	2	2	4,040,251	
2011	6	9	4	5,636,599	

Source: US Climate Data  
www.usclimatedata.com

Weather Service, the DFW region had its warmest February on record and is on pace for its warmest winter on record as well. As the accompanying tables illustrate, below-normal winter temperatures result in higher electric and gas franchise fees, while above-normal summer temperatures result in higher electric franchise fees.

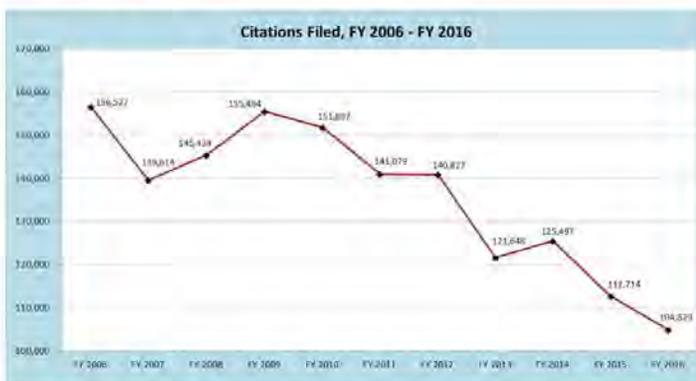
# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

Franchise fees are also affected by recent business model changes in the cable television industry. The state's top cable and internet provider is gradually phasing out its U-Verse cable service and is moving customers toward Direct TV satellite service, which does not generate franchise fee revenues for the City.



Aside from seasonal weather variations and evolving business models that reflect the rapid pace of change in the telecommunications industry, we are unlikely to see any appreciable changes in franchise fee revenues apart from those attributable to gradual population growth.



The most likely scenario for **Municipal Court revenues** would project a 10.0 percent decrease in FY 2018 from the FY 2017 budget, then flat in FY 2019, a 1.0 percent increase in FY 2020 and FY 2021, and a 2.0 percent increase in FY 2022. These

trends are largely the result of continuing declines in the number of citations processed at the Court, as shown in the graph above.

The current-year graph to the right shows the two largest revenue sources at the Court, which in the aggregate are approximately \$290,000 below the cumulative weighted budget amount through mid-March 2017.



# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

As noted earlier, the revenues discussed above constitute approximately 87 percent of all General Fund revenues. The remaining General Fund revenues are carried forward in the forecast using projections based on historical averages and consideration of the three revenue scenarios.

In the aggregate, the three projection scenarios for the General Fund would result in revenues as follows for the five years of the forecast:

	Budgeted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022
Best Case	235,885,463	248,566,321	258,868,911	266,697,149	278,839,612	291,365,126
Worst Case	235,885,463	229,829,510	218,603,490	211,764,486	209,364,404	209,856,415
Most Likely	235,885,463	242,688,369	248,974,505	254,017,008	258,032,407	262,238,046
Increase from Prior Year		6,802,905	6,286,136	5,042,503	4,015,399	4,205,640
Percent Increase from Prior Year		2.9%	2.6%	2.0%	1.6%	1.6%

If we assume the most likely scenario, revenues will increase by \$6.8M (2.9%) in FY 2018; then increase by \$6.3M (2.6%) in FY 2019; by \$5M (2.0%) in FY 2020; by \$4M (1.6%) in FY 2021; and by \$4.2M (1.6%) in FY 2022.

The baseline General Fund operating position on the next page assumes the mostly likely scenario for revenues and includes no new programs or additional funding in FY 2018. One-time funds used in FY 2017 are removed from the forecasted years. Additionally, a complete list of all General Fund revenues under the most likely scenario follows.

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

Comprehensive Financial Forecast General Fund, FY 2018 - FY 2022		General Fund Baseline				
	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>GENERAL FUND REVENUES - Most Likely</b>	\$ 235,885,463	\$ 242,688,369	\$ 248,974,505	\$ 254,017,008	\$ 258,032,407	\$ 262,238,046
<b>INTERFUND TRANSFERS:</b>						
Water and Sewer Fund Indirect Cost	\$ 4,118,690	\$ 4,402,880	\$ 4,402,880	\$ 4,402,880	\$ 4,402,880	\$ 4,402,880
Conv. & Event Svcs. Fund Indirect Cost	709,038	757,962	757,962	757,962	757,962	757,962
Storm Water Indirect Cost	397,841	425,292	425,292	425,292	425,292	425,292
IMF Energy Projects (for Opterra)	57,895	-	-	-	-	-
To IT ISF for One-time Projects	(655,500)	-	-	-	-	-
From Workers Compensation Fund	1,000,000	-	-	-	-	-
From Infrastructure Maint. Fund	459,789	-	-	-	-	-
From CES Fund for debt repayment	1,730,000	-	-	-	-	-
To PPF for BK Pool	(185,000)	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	-	-	-	-
From SWUF for engineering reviews	88,699	88,699	88,699	88,699	88,699	88,699
Use of General Fund ending balance	500,000	-	-	-	-	-
To Park Performance Fund	(2,161,632)	(1,332,762)	(1,332,762)	(1,332,762)	(1,332,762)	(1,332,762)
To Special Transportation Fund	(1,116,199)	(1,116,199)	(1,116,199)	(1,116,199)	(1,116,199)	(1,116,199)
To Street Maintenance Fund for Traffic	(4,765,203)	(4,484,637)	(4,484,637)	(4,484,637)	(4,484,637)	(4,484,637)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ (1,525,055)</b>	<b>\$ (2,962,238)</b>	<b>\$ (3,425,293)</b>	<b>\$ (3,425,293)</b>	<b>\$ (3,425,293)</b>	<b>\$ (3,425,293)</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 234,360,408</b>	<b>\$ 239,726,130</b>	<b>\$ 245,549,212</b>	<b>\$ 250,591,714</b>	<b>\$ 254,607,113</b>	<b>\$ 258,812,753</b>
<b>GENERAL FUND EXPENDITURES</b>	<b>\$ 234,354,444</b>	<b>\$ 233,869,197</b>	<b>\$ 233,710,825</b>	<b>\$ 233,710,825</b>	<b>\$ 233,710,825</b>	<b>\$ 233,710,825</b>
<b>ENDING BALANCE</b>	<b>\$ 5,964</b>	<b>\$ 5,856,933</b>	<b>\$ 11,838,387</b>	<b>\$ 16,880,889</b>	<b>\$ 20,896,288</b>	<b>\$ 25,101,928</b>

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### Comprehensive Financial Forecast General Fund Revenues - Most Likely Scenario

DESCRIPTION	FY 2017 Budget	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Sales Taxes, General Fund	60,371,706	62,182,857	63,799,611	65,330,802	66,768,079	68,170,209
State Liquor Tax	1,927,364	1,917,727	1,921,563	1,925,406	1,927,331	1,929,258
Bingo Tax	80,000	77,840	75,894	74,148	72,591	71,212
Water Data Service Charges	415,277	415,277	415,277	415,277	415,277	415,277
PILOT - Water	4,099,099	4,365,540	4,540,162	4,676,367	4,769,894	4,865,292
Other Service Charges	840,000	548,000	551,460	554,217	556,434	558,103
Electric Franchise Fees	13,621,416	12,804,131	12,880,956	12,958,242	13,035,991	13,114,207
Gas Franchise Fees	2,693,181	2,598,920	2,637,904	2,664,283	2,682,933	2,696,348
Telephone Franchise Fees	4,963,206	4,764,678	4,574,091	4,391,127	4,215,482	4,046,863
Cable TV Franchise Fees	4,550,555	4,232,016	4,295,496	4,359,929	4,425,328	4,491,708
Sheraton Ground Lease	292,091	297,056	302,106	307,242	312,465	317,777
Ballpark Lease	2,000,000	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
Ballpark Settlement	727,500	727,500	727,500	727,500	727,500	727,500
Beverage Contract Revenues	50,000	54,250	55,878	57,554	58,705	59,879
Landfill Deferred Revenue	457,259	457,259	457,259	457,259	457,259	457,259
Water Franchise Fees	8,191,456	8,191,456	8,191,456	8,191,456	8,191,456	8,191,456
Parking Meter Revenue	13,000	13,325	13,658	14,000	14,350	14,708
Prop Taxes, General Fund 1000	91,705,262	97,666,104	101,572,748	104,619,931	106,712,329	108,846,576
Interest, General Fund	492,809	1,034,899	1,862,818	2,049,100	2,254,010	2,479,411
Terminal Building Leases	99,953	92,265	93,115	93,993	94,822	95,697
Hangar Rental	206,760	222,504	227,469	231,744	236,454	241,419
Tie Down Charge	30,600	33,600	33,660	33,660	36,720	36,720
Land/Ramp Lease	574,065	747,261	792,700	815,682	820,368	830,196
Multi-Family Inspections	630,000	628,630	638,895	638,895	638,895	638,895
Extended Stay Annual Inspections	180,000	156,438	156,438	156,438	156,438	156,438
Animal Awareness/Safety Program	3,850	3,500	3,500	3,500	3,500	3,500
Adoption Fees	155,000	144,468	144,468	144,468	144,468	144,468
Weed and Grass Fees	95,000	95,760	95,760	95,760	95,760	95,760
Dangerous Structure Demolition	10,730	10,256	10,256	10,256	10,256	10,256
Nuisance Abatement Fees	42,000	58,516	58,516	58,516	58,516	58,516
Multi-Family Reinspection Fees	7,500	3,000	3,000	3,000	3,000	3,000

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## Comprehensive Financial Forecast FY 2018 - FY 2022

### Comprehensive Financial Forecast General Fund Revenues - Most Likely Scenario

DESCRIPTION	FY 2017 Budget	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Duplex Registrations	17,526	23,504	23,504	23,504	23,504	23,504
Swimming Pool Reinspections	750	750	750	750	750	750
Vet Services	13,791	13,119	13,119	13,119	13,119	13,119
Impoundment Fees	61,838	62,216	62,216	62,216	62,216	62,216
Swimming Pool Permits	96,000	93,141	93,735	93,735	93,735	93,735
Securing Code Violations	4,850	3,804	3,804	3,804	3,804	3,804
Dog and Cat Licenses	82,164	78,957	78,957	78,957	78,957	78,957
Euthanasia Fees, Other Animal Fees	16,676	12,932	12,932	12,932	12,932	12,932
Food Service App/Change of Owner	60,400	65,016	65,666	66,323	66,323	66,323
Food Service Estab. Reinspections	2,900	9,135	9,135	9,135	9,135	9,135
Food Establishment Permits	698,450	719,404	719,404	719,404	719,404	719,404
Food Handlers Permits	7,525	7,525	7,525	7,525	7,525	7,525
Child Care Licenses and Permits	57,000	59,280	59,280	59,280	59,280	59,280
Building Inspection Fees	80,454	83,672	83,672	83,672	83,672	83,672
Plat Review and Inspections	200,000	300,000	300,000	300,000	300,000	300,000
Rezoning Fees	85,000	152,150	153,672	155,208	156,760	158,328
Real Estate Transfer	220,000	409,200	421,476	434,120	447,144	460,558
Landscape/Tree Preservation Fees	12,000	13,080	13,080	13,080	13,080	13,080
Building Permits	2,500,000	2,700,000	2,646,000	2,619,540	2,593,345	2,567,411
Electrical Permits	80,000	83,200	83,200	83,200	83,200	83,200
Plumbing Permits	275,000	277,750	277,750	277,750	277,750	277,750
Mechanical Permits	125,000	132,875	132,875	132,875	132,875	132,875
Business Registration	210,000	233,100	233,100	233,100	233,100	233,100
Certificates of Occupancy	135,000	133,650	133,650	133,650	133,650	133,650
Boathouse/Pier Licenses	14,000	14,000	14,000	14,000	14,000	14,000
Plan Review Fees	1,080,000	1,392,120	1,225,066	1,102,559	1,047,431	1,026,482
Cell Tower Lease	200,000	210,000	216,300	222,789	229,473	236,357
Irrigation Permits	43,000	47,300	47,773	48,251	48,733	49,221
Pipeline License Agreements	40,000	55,840	55,840	55,840	55,840	55,840
Gas Well Inspection Fees	145,000	145,000	145,000	145,000	145,000	145,000

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### Comprehensive Financial Forecast General Fund Revenues - Most Likely Scenario

DESCRIPTION	FY 2017 Budget	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Gas Well Annual Reinspections	1,110,200	928,127	955,971	981,782	1,007,309	1,035,513
Gas Well Supplemental Fee	12,500	27,125	27,125	27,125	27,125	27,125
Special Event Parking - Renewal	14,050	11,802	11,802	11,802	11,802	11,802
Fire Initial Inspections	66,600	69,930	70,280	70,631	70,984	71,339
Firefighter Applicant Fees	34,600	27,680	27,680	27,680	27,680	27,680
Fire Permit Fees	160,550	160,550	160,550	160,550	160,550	160,550
Overtime and Reinspection Fees	17,600	14,960	14,960	14,960	14,960	14,960
Fire Inspection Fees	272,700	279,518	283,710	285,129	285,129	285,129
Fire Operational Permits	204,000	208,080	212,242	216,486	220,816	225,232
Risk Management - Damages	228,000	228,000	228,000	228,000	228,000	228,000
Library Cards for Non-Residents	40,052	42,055	46,260	48,573	51,002	53,552
Library Fines	126,600	131,664	142,197	153,573	159,716	166,104
Copier Concessions	74,038	81,442	89,586	94,065	98,769	103,707
Alcoholic Beverage Licenses	123,600	127,308	131,127	135,061	139,113	143,286
Vital Statistics	263,000	268,260	273,625	279,098	284,680	290,373
Criminal Justice Fees	381,448	343,303	343,303	346,736	350,204	357,208
Municipal Court Fines	3,622,581	3,260,323	3,260,323	3,292,926	3,325,855	3,392,372
Child Safety Fees	38,645	34,781	34,781	35,128	35,480	36,189
Uniform Traffic Fines	7,616,839	6,855,155	6,855,155	6,923,707	6,992,944	7,132,803
Time Payment Fees	85,611	59,050	59,050	59,640	60,237	61,442
Issue / Arrest Fees	328,333	295,500	295,500	298,455	301,439	307,468
Park Bond Fund	50,000	50,000	50,000	50,000	50,000	50,000
Police Admin, Escorts, Misc. Rev.	75,000	75,000	75,000	75,000	75,000	75,000
Jail Support Revenues	16,000	6,720	6,720	6,720	6,720	6,720
Abandoned Vehicle Search Fees	8,000	8,000	8,000	8,000	8,000	8,000
Police Towing Fees	150,000	150,000	150,000	150,000	150,000	150,000
Burglar Alarm Permits	1,040,000	941,200	941,200	941,200	941,200	941,200
Contrib from AISD / SRO Program	1,449,178	1,485,190	1,485,190	1,485,190	1,485,190	1,485,190
Garbage Franchise Fees	1,784,833	1,852,657	1,923,058	1,996,134	2,071,987	2,150,722
Engineering Services Bond Projects	727,797	746,720	746,720	746,720	746,720	746,720

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### Comprehensive Financial Forecast General Fund Revenues - Most Likely Scenario

DESCRIPTION	FY 2017 Budget	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Storm Event Clean-Up Fees	57,000	57,342	57,342	57,342	57,342	57,342
Water Dept Street Cuts	130,000	155,870	155,870	155,870	155,870	155,870
Construction Management Fees	50,000	310,000	85,720	85,720	85,720	85,720
Inspection Transfer	1,070,743	1,073,955	1,073,955	1,073,955	1,073,955	1,073,955
Survey Transfer	140,000	173,320	173,320	173,320	173,320	173,320
Transportation Bond - Operating	95,000	95,000	95,000	95,000	95,000	95,000
Saturday Inspection Fees	30,000	31,110	31,110	31,110	31,110	31,110
Abandonment Fees	4,000	3,348	3,348	3,348	3,348	3,348
Pedicab Revenues	7,800	6,000	5,000	6,500	5,000	6,000
State Reimburse - Traffic Signals	71,232	71,232	71,232	71,232	71,232	71,232
Landfill Usage Fees	2,160,000	2,194,560	2,194,560	2,194,560	2,194,560	2,194,560
City Waste Royalty	1,466,846	1,538,721	1,538,721	1,538,721	1,538,721	1,538,721
Non-City Waste Royalty	2,538,772	2,614,935	2,614,935	2,614,935	2,614,935	2,614,935
Methane Gas Royalty	25,000	16,775	16,775	16,775	16,775	16,775
Brush Waste Royalty	60,000	52,380	52,380	52,380	52,380	52,380
City Dept Waste Rebate	56,000	58,016	58,016	58,016	58,016	58,016
Message Board Rentals	50,000	50,150	50,150	50,150	50,150	50,150
Major Event Trust Fund Revs.	300,000	300,000	300,000	300,000	300,000	300,000
Misc. Landfill Revenues	50,000	50,500	51,005	51,515	52,030	52,551
Animals - Owner Surrender Fee	30,000	30,300	30,603	30,909	31,218	31,530
Auction Revenues	25,000	25,250	25,503	25,758	26,015	26,275
Infrastructure Revenues	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752
<b>TOTAL</b>	<b>235,885,463</b>	<b>242,688,369</b>	<b>248,974,505</b>	<b>254,017,008</b>	<b>258,032,407</b>	<b>262,238,046</b>

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### General Fund Expenditures

The cost of employee health insurance and compensation adjustments will affect all of the City's operating funds. The projected costs for these items in the General Fund are discussed below. They are also included in the accompanying operating positions for all funds included in the Financial Forecast.

Health insurance costs for employees and retirees are projected to increase over the forecast period. However, plan changes made during the FY 2016 budget process have reduced the size of the impact from the amount reported in previous forecasts. In the General Fund, these costs are budgeted at \$20.7M in FY 2017. Based on information provided by the Human Resources Department, the table below illustrates the projected amounts needed for employee health insurance in the General Fund over the next five years, assuming no changes to plan provisions and benefits.

	Budgeted FY 2017	10.0% Projected FY 2018	9% Projected FY 2019	9% Projected FY 2020	9% Projected FY 2021	10% Projected FY 2022	Cumulative Costs
Employee Insurance	20,711,145	22,782,260	24,832,663	27,067,603	29,503,687	32,454,055	
Increase from prior year		2,071,115	2,050,403	2,234,940	2,436,084	2,950,369	11,742,810
Percent increase from prior year		10.0%	9.0%	9.0%	9.0%	10.0%	

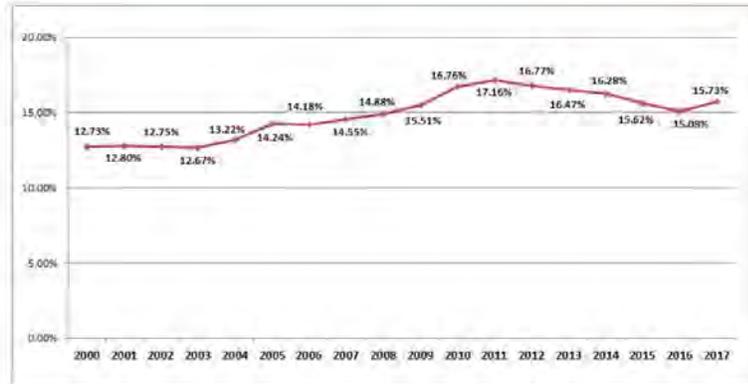
Employees are the City's most valuable resources and Arlington has invested accordingly in salary and benefits over the past few years. Beginning in FY 2017, employee compensation was targeted to close the gap between average compensation at the City for the various employee job families (clerical, professional, technical, etc.) and the compensation granted in the surrounding market of comparable employers and jobs. Since the compensation gap varied by category, raises granted were targeted accordingly. During the FY 2017 budget development process, management and Council chose a compensation philosophy that provided for market average plus 5% spread over a three year period with FY 2017 as the first year. The cost of this option is shown below in FY 2018 & 2019. The remaining out-years reflect a 3% pay increase for all job families.

	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022	Cumulative Costs
Targeted Compensation Increases	6,677,527	9,438,367	4,326,967	4,456,776	4,590,479	29,490,117
	6,677,527	16,115,894	20,442,861	24,899,637	29,490,117	

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

The City participates in TMRS (Texas Municipal Retirement System) for the employee pension program. Over recent years, the City has benefited from slight declines in the percentage contribution to TMRS, with FY 2017 being the exception as adjustments



were made to investment and return assumptions as reflected in the accompanying graph. At this time, TMRS has not notified the City of any potential rate changes in FY 2018. The forecast assumes the rate will remain flat going forward.

The General Fund Operating position on the next page assumes the mostly likely scenario for revenues and includes additional funding for forecasted employee health insurance increases and targeted compensation increases.

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

Comprehensive Financial Forecast General Fund, FY 2018 - FY 2022		General Fund - With Health & Compensation				
	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>GENERAL FUND REVENUES - Most Likely</b>	\$ 235,885,463	\$ 242,688,369 2.9%	\$ 248,974,505 2.6%	\$ 254,017,008 2.0%	\$ 258,032,407 1.6%	\$ 262,238,046 1.6%
<b>INTERFUND TRANSFERS:</b>						
Water and Sewer Fund Indirect Cost	\$ 4,118,690	\$ 4,402,880	\$ 4,402,880	\$ 4,402,880	\$ 4,402,880	\$ 4,402,880
Conv. & Event Svcs. Fund Indirect Cost	709,038	757,962	757,962	757,962	757,962	757,962
Storm Water Indirect Cost	397,841	425,292	425,292	425,292	425,292	425,292
IMF Energy Projects (for Opterra)	57,895	-	-	-	-	-
To IT ISF for One-time Projects	(655,500)	-	-	-	-	-
From Workers Compensation Fund	1,000,000	-	-	-	-	-
From Infrastructure Maint. Fund	459,789	-	-	-	-	-
From CES Fund for debt repayment	1,730,000	-	-	-	-	-
To PPF for BK Pool	(185,000)	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	-	-	-	-
From SWUF for engineering reviews	88,699	88,699	88,699	88,699	88,699	88,699
Use of General Fund ending balance	500,000	-	-	-	-	-
To Park Performance Fund	(2,161,632)	(1,332,762)	(1,332,762)	(1,332,762)	(1,332,762)	(1,332,762)
To Special Transportation Fund	(1,116,199)	(1,116,199)	(1,116,199)	(1,116,199)	(1,116,199)	(1,116,199)
To Street Maintenance Fund for Traffic	(4,765,203)	(4,484,637)	(4,484,637)	(4,484,637)	(4,484,637)	(4,484,637)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (1,525,055)	\$ (2,962,238)	\$ (3,425,293)	\$ (3,425,293)	\$ (3,425,293)	\$ (3,425,293)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 234,360,408	\$ 239,726,130	\$ 245,549,212	\$ 250,591,714	\$ 254,607,113	\$ 258,812,753
<b>GENERAL FUND EXPENDITURES</b>	\$ 234,354,444	\$ 233,869,197	\$ 233,710,825	\$ 233,710,825	\$ 233,710,825	\$ 233,710,825
<b>ENDING BALANCE</b>	\$ 5,964	\$ 5,856,933	\$ 11,838,387	\$ 16,880,889	\$ 20,896,288	\$ 25,101,928
Health Insurance Increases		2,070,233	4,119,763	6,353,751	8,788,797	11,737,910
Targeted Compensation Increases		6,677,527	16,115,894	20,442,861	24,899,637	29,490,117
<b>ENDING BALANCE</b>		\$ (2,890,826)	\$ (8,397,270)	\$ (9,915,722)	\$ (12,792,146)	\$ (16,126,098)

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### Proposed Expenditures by Council Priority

To further develop the expenditure side of the Comprehensive Financial Forecast, City departments were asked to prepare five years of future budget requests. Departments were tasked with developing proposals that would address the council priorities as well as maintain day-to-day operations. Within the context of addressing the priorities, departments put together two different types of future expenditure projections: Current Services and New Programs. Current services expenditures were defined as the future cost associated with continuing to provide existing programs, services, and staffing. Expenditure increases in current services would include such items as:

- CPI increases for goods and services contracts,
- maintenance and replacement of existing equipment,
- absorbing the cost of services, programs or personnel tied to expiring grant funds.

Departments were also tasked with developing expenditure projections for future proposed new programs, services, and equipment. These would include such items as:

- program expansion,
- additional personnel,
- costs of opening and operating new facilities,
- anticipated new technology, etc.

Below is a discussion of forecasted expenditure requests by Council priority.

### Champion Great Neighborhoods

Great neighborhoods contribute to a higher quality of life and greater investment in the economy. Every part of our corporation contributes to our overall success and vitality as we make Arlington a great place to live, work, learn, and play. Departments' Current Services needs for Champion Great Neighborhoods are summarized below:

Current Services Priority: Champion Great Neighborhoods				
FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 280,440	\$ 459,360	\$ 475,996	\$ 518,751	\$ 527,167

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

The above includes the following highlights:

- Neighborhood Matching Grant Program
- Downtown Wayfinding Phase II & sign replacements

New program proposals that focus on Champion Great Neighborhoods are summarized in the proposal below:

New Programs Priority: Champion Great Neighborhoods				
FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 1,930,585	\$ 2,186,306	\$ 2,369,125	\$ 2,779,845	\$ 1,256,464

The above includes the following highlights:

- Strategic Code Compliance Programs
- Fire Third Squad/Light Response Vehicle
- Parks & Recreation Social Equity Adjustment

### Enhance Regional Mobility

Improving the efficiency and effectiveness of Arlington's transportation connections within and beyond our borders is critical because of our central location within the region. Council has recognized that the community is at the crossroads. As the regional and statewide conversation to increase mobility continues, Arlington faces an important decision to determine its place in the future of this system. Department proposals that focus on Enhancing Regional Mobility are summarized below:

Current Services Priority: Enhance Regional Mobility				
FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 133,180	\$ 133,180	\$ 133,180	\$ 133,180	\$ 233,180

New Programs Priority: Enhance Regional Mobility				
FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 217,450	\$ 737,450	\$ 137,450	\$ 137,450	\$ 137,450

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

The above includes the following highlights:

- Thoroughfare Development Plan 5-year Update
- Entertainment District Reversible Lane Signs
- Real-time Data Collection and Signal Performance Evaluation System

### **Invest in Our Economy**

As Arlington strengthens its position as a key city in the North Texas region, the plan is to develop a systematic approach that directs our future, addresses current and prospective challenges, and positions us to capitalize on opportunities as they develop. Department proposals that focus on Investing in Our Economy are summarized below:

#### **Current Services Priority: Invest in Our Economy**

FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 1,219,376	\$ 1,123,876	\$ 1,123,876	\$ 1,123,876	\$ 1,123,876

#### **New Programs Priority: Invest in Our Economy**

FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 1,690,372	\$ 1,039,735	\$ 1,019,735	\$ 1,119,735	\$ 1,019,735

The above includes the following highlights:

- Increase One Start Development Staff by 9 FTEs
- Neighborhood/Community Plan

### **Put Technology to Work**

Technology is integral in achieving the City's other four priorities. Enhancing current and embracing new technologies will improve access, convenience and timeliness of information for our community and allow greater transparency. Additionally, the organization will benefit from increased efficiency and security leading to greater responsiveness. This will lead to economic growth and will position Arlington to provide better services and experiences to all who we serve – residents, businesses, schools and visitors alike. Department proposed current services needs for Put Technology to Work is summarized on the next page:

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### Current Services Priority: Put Technology to Work

FY18	FY19	FY20	FY21	FY22
Program Cost				
\$ 3,477,439	\$ 2,303,718	\$ 3,267,433	\$ 3,843,776	\$ 4,539,842

The above includes the following highlights:

- Infrastructure IT Hardware Replacement
- IT Security Program
- Software Maintenance for Police Technology

New program proposals that focus on Put Technology to Work are summarized in the following proposal:

### New Programs Priority: Put Technology to Work

FY18	FY19	FY20	FY21	FY22
Program Cost				
\$ 6,298,456	\$ 6,120,169	\$ 6,983,055	\$ 5,317,726	\$ 6,941,074

These include the following highlights:

- Electronic Plan Review
- Digital Forensics Investigations
- Fire Computer Aided Dispatch System Upgrade
- Police MDVRs (Dashboard Cameras)

In addition to the priorities, the City has four “core service” that represent programs or projects that, while not directly related to one of the five Council priorities, are integral to the day-to-day operations in departments as well as a substantial portion of the City budget. Forecast submissions that support these categories are listed below:

### Current Services Priority: Culture/Recreation/Education

FY18	FY19	FY20	FY21	FY22
Program Cost				
\$ 356,471	\$ 522,646	\$ 522,646	\$ 522,646	\$ 522,646

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

The summary includes the following highlights:

- Increased Part-time Salaries at the Libraries
- Library Collection Maintenance

### New Programs Priority: Culture/Recreation/Education

FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 6,847,271	\$ 1,134,967	\$ 1,305,287	\$ 2,172,147	\$ 1,034,167

The summary above includes the following highlights:

- Downtown Library Opening Collection
- Parks Ground Maintenance Equipment Replacement
- Playground Replacements
- Pond Dredging

### Current Services Priority: Financial/Economic Development

FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 1,235,977	\$ 1,372,698	\$ 1,596,010	\$ 1,812,223	\$ 2,038,045

The summary above includes the following highlights:

- Increase in Terminal Pay and Related Benefits
- Increase in Employee Educational Assistance

### New Programs Priority: Financial/Economic Development

FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 1,809,720	\$ 1,959,309	\$ 1,976,885	\$ 1,975,864	\$ 1,979,679

The above includes the following highlights:

- Employee Wellness Clinic
- Development Fee Study

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### Current Services Priority: Infrastructure

FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 554,131	\$ 835,062	\$ 1,014,506	\$ 1,202,378	\$ 1,443,647

The summary above includes the following highlights:

- Fire Increase to Building Maintenance
- Jail Maintenance
- Fleet Maintenance Contract

### New Programs Priority: Infrastructure

FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 8,275,127	\$ 8,701,455	\$ 8,749,331	\$ 7,801,874	\$ 7,290,642

The summary above includes the following highlights:

- Fire Heavy Fleet Replacement
- Major Building Component Replacement
- Arlington Landfill Gas Collection and Control System
- Out of Life Fleet Replacements

### Current Services Priority: Public Safety

FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
\$ 781,227	\$ 1,494,447	\$ 1,340,781	\$ 1,464,506	\$ 1,363,918

The summary above includes the following highlights:

- Mosquito Borne Virus Mitigation
- Increase Forensic Lab Testing
- STEP Cash Match

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### New Programs Priority: Public Safety

FY18	FY19	FY20	FY21	FY22
Program Cost				
\$ 5,116,664	\$ 4,527,580	\$ 4,507,200	\$ 4,520,233	\$ 4,515,530

The summary above includes the following highlights:

- Jail Staffing
- Light Response Team for Stations 1 and 9
- Crimes Against Children Unit Staffing
- Victim Services Counselor Positions

A complete list of all General Fund current services and new program requests is included below and on the following pages.

### Current Services Priority: Champion Great Neighborhoods

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
CD&P	Neighborhood Matching Grant	100,000	100,000	100,000	100,000	100,000
CD&P	Arlington Urban Design Center	4,151	41,180	50,000	50,000	50,000
CD&P	Downtown Wayfinding Phase II and Sign Replacements	-	100,000	100,000	100,000	100,000
Code Compliance	Annual Cost Increase for CLEAR	2,690	6,017	9,577	13,386	17,461
Code Compliance	Accel - Animal Holding Areas Disinfectant	14,283	14,283	14,283	14,283	14,283
Library	Building Refresh	-	18,400	18,400	18,400	18,400
Parks and Recreation	Mowing Contracts CPI Increase	4,092	24,256	28,512	67,458	71,799
Parks and Recreation	Landscape/Senior Landscape Technician Reclassification	155,224	155,224	155,224	155,224	155,224
<b>Total</b>		<b>\$ 280,440</b>	<b>\$ 459,360</b>	<b>\$ 475,996</b>	<b>\$ 518,751</b>	<b>\$ 527,167</b>

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### New Programs

#### Priority: Champion Great Neighborhoods

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Code Compliance	Strategic Code Compliance Programs	206,868	283,230	237,330	237,330	237,330
Code Compliance	Veterinary Technician (Full-time)	-	-	49,435	49,435	49,435
Fire	Third Squad/Light Response Vehicle (6 FTEs)	681,934	668,390	681,844	691,790	704,385
Fire	10th Fire Inspector (1 FTE)	75,853	79,206	82,731	86,427	90,314
Management Resources	Branding Phase II	50,000	-	-	-	-
Management Resources	Communications Specialist: Social Media Videographer	75,000	75,000	75,000	75,000	75,000
Parks and Recreation	Social Equity Adjustment	740,930	980,480	1,142,785	1,539,863	-
Public Works & Transportation	Streetlight & Signal Pole Painting	100,000	100,000	100,000	100,000	100,000
<b>Total</b>		<b>\$ 1,930,585</b>	<b>\$ 2,186,306</b>	<b>\$ 2,369,125</b>	<b>\$ 2,779,845</b>	<b>\$ 1,256,464</b>

### Current Services

#### Priority: Enhance Regional Mobility

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Aviation	Reclassify Four Airport Maintenance Techs	23,245	23,245	23,245	23,245	23,245
Aviation	Airport Operations Supervisor Compensation Realignment	5,861	5,861	5,861	5,861	5,861
CD&P	Transportation Services	104,074	104,074	104,074	104,074	104,074
CD&P	Thoroughfare Development Plan 5 Year Update	-	-	-	-	100,000
<b>Total</b>		<b>\$ 133,180</b>	<b>\$ 133,180</b>	<b>\$ 133,180</b>	<b>\$ 133,180</b>	<b>\$ 233,180</b>

### New Programs

#### Priority: Enhance Regional Mobility

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Aviation	Preliminary Engineering Design and Environmental Assessment - Runway/Taxiway Reconstruction	80,000	-	-	-	-
Public Works & Transportation	Siemens Concert	-	600,000	-	-	-
Public Works & Transportation	Entertainment District Reversible Lane Signs	78,200	78,200	78,200	78,200	78,200
Public Works & Transportation	Real-time Data Collection and Signal Performance Evaluation System	59,250	59,250	59,250	59,250	59,250
<b>Total</b>		<b>\$ 217,450</b>	<b>\$ 737,450</b>	<b>\$ 137,450</b>	<b>\$ 137,450</b>	<b>\$ 137,450</b>

### Current Services

#### Priority: Invest in Our Economy

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
CD&P	Increase One Start Development Staff (9 FTEs)	795,918	702,918	702,918	702,918	702,918
CD&P	1 FTE Senior Planner - Strategic Planning	93,241	90,741	90,741	90,741	90,741
CD&P	Salary Adjustments and Salary Savings	330,217	330,217	330,217	330,217	330,217
<b>Total</b>		<b>\$ 1,219,376</b>	<b>\$ 1,123,876</b>	<b>\$ 1,123,876</b>	<b>\$ 1,123,876</b>	<b>\$ 1,123,876</b>

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### New Programs Priority: Invest in Our Economy

Department	Request Title	FY18 Program Cost	FY18 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
CD&P	Neighborhood / Community Plan	100,000	-	100,000	-	100,000
CD&P	Comprehensive Plan 5 Year Update	-	-	-	200,000	-
CD&P	One Start Space Modifications	71,500	-	-	-	-
CD&P	Plans Exam Third Party Review	100,000	100,000	100,000	100,000	100,000
CD&P	Downtown Master Plan	200,000	-	-	-	-
Economic Development	Economic Development Strategy Update	-	120,000	-	-	-
Economic Development	Building Upgrade/Rehabilitation Grant Program	250,000	250,000	250,000	250,000	250,000
Economic Development	Shared Salary with Grants (CD&P)	15,000	15,000	15,000	15,000	15,000
Economic Development	Affiliate Recruitment Program	150,000	150,000	150,000	150,000	150,000
Parks and Recreation	Sports Center Feasibility Study	200,000	-	-	-	-
Police Department	Entertainment District Tourism Unit	603,872	404,735	404,735	404,735	404,735
<b>Total</b>		<b>\$ 1,690,372</b>	<b>\$ 1,039,735</b>	<b>\$ 1,019,735</b>	<b>\$ 1,119,735</b>	<b>\$ 1,019,735</b>

### Current Services Priority: Put Technology to Work

Department	Request Title	FY18 Program Cost	FY18 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
CD&P	City Data Strategic Plan Part II (FY18 IT Project)	250,000	250,000	250,000	250,000	250,000
City Attorney's Office	Case Management Maintenance	(945)	(420)	131	710	1,318
Fire Dispatch	Radio Maintenance	66,146	135,598	208,524	285,096	365,496
Fire Dispatch	CAD Maintenance	16,382	33,583	51,645	70,609	90,521
Information Technology	Software Maintenance	150,000	310,000	480,000	662,000	857,000
Information Technology	Infrastructure IT Hardware Replacement	1,975,000	296,250	340,688	391,791	450,559
Information Technology	Internet Service	2,340	4,750	7,233	9,790	12,423
Information Technology	Telephone Service	9,475	19,235	29,287	39,641	50,305
Information Technology	Infrastructure IT Hardware Maintenance	7,344	14,909	22,701	30,726	38,993
Information Technology	Microsoft Enterprise Agreement Cost Increase	50,000	100,000	645,000	695,000	755,000
Information Technology	Professional Services IT Infrastructure	50,000	110,000	180,000	260,000	350,000
Information Technology	Security Program	125,000	200,000	350,000	425,000	575,000
Information Technology	RemedyForce Professional Services	-	36,000	(122,000)	(122,000)	(122,000)
Information Technology	Contract Resources	362,000	362,000	362,000	362,000	362,000
Management Resources	ORR Online Payments	3,000	3,000	3,000	3,000	3,000
Management Resources	Website Maintenance/Security Upgrades	52,000	52,000	52,000	52,000	52,000
Municipal Court	Incode Software Support Maintenance Contract	16,300	33,415	51,386	70,255	90,068
Municipal Court	Laserfische Maintenance Contract	2,209	2,209	2,209	4,528	4,528
Parks and Recreation	Cartegraph Licensing	11,872	11,872	14,315	14,315	14,315
Police Department	Hardware Maintenance for Police Technology	76,793	76,793	76,793	76,793	76,793

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## Comprehensive Financial Forecast FY 2018 - FY 2022

### Current Services Priority: Put Technology to Work

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Police Department	Software Maintenance for Police Technology	143,273	143,273	143,273	143,273	143,273
Police Department	Citation Device Maintenance	58,000	58,000	58,000	58,000	58,000
Police Department	Speed Measuring Devices	51,250	51,250	51,250	51,250	51,250
Public Works & Transportation	Cartograph	-	-	10,000	10,000	10,000
<b>Total</b>		<b>\$ 3,477,439</b>	<b>\$ 2,303,718</b>	<b>\$ 3,267,433</b>	<b>\$ 3,843,776</b>	<b>\$ 4,539,842</b>

### New Programs Priority: Put Technology to Work

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Aviation	Airport Security Cameras - New Install	39,000	1,600	1,600	1,600	1,600
Aviation	Airport Terminal Lobby Sound Absorption and AV equipment	14,000	-	-	-	-
CD&P	Electronic Plan Review (FY18 IT Project)	537,535	30,250	30,250	30,250	30,250
CD&P	Data Center of Excellence Staffing (Including Enterprise GIS)	441,774	496,454	371,941	369,441	369,441
CD&P	Health AMANDA Folder Updates (FY18 IT Project)	-	-	-	-	-
CD&P	Update of GIS Maintenance Tools (FY18 IT Project)	-	-	-	-	-
Fire Dispatch	Computer Aided Dispatch System Upgrade	300,000	-	300,000	-	300,000
Fire Dispatch	Replacement of Purchased Computers	-	-	20,000	20,000	20,000
Fire Dispatch	Replacement of CAD Servers and Storage	-	-	500,000	-	-
Fire Dispatch	Database Administrator	128,000	130,560	133,171	135,835	138,551
Human Resources	HRIS Specialist - Risk Management	108,320	93,320	93,320	93,320	93,320
Human Resources	Comerstone On-Demand	112,600	96,150	96,150	96,150	96,150
Human Resources	ID Badge Machine	-	-	10,000	-	-
Information Technology	ECM System	-	1,500,000	500,000	500,000	500,000
Information Technology	Additional Network Engineer	-	113,350	113,146	116,540	120,036
Information Technology	Additional Server Engineer	106,000	106,575	109,742	113,005	116,365
Information Technology	Help Desk Outsource	325,000	350,000	375,000	400,000	425,000
Information Technology	Server Team Professional Services Increase	250,000	250,000	275,000	275,000	300,000
Information Technology	PC Software Deployment	150,000	37,500	37,500	40,000	40,000
Information Technology	System Tools	450,000	112,500	118,125	125,000	130,000
Information Technology	Automate Chargeback Process	30,000	30,000	-	-	-

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## Comprehensive Financial Forecast FY 2018 - FY 2022

### New Programs Priority: Put Technology to Work

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Information Technology	Network and Storage Refresh	-	-	1,250,000	350,000	1,500,000
Information Technology	Additional Business Analysts	78,500	75,000	153,500	150,000	150,000
Library	PC Lease	130,775	130,775	130,775	130,775	130,775
Library	Technology - Peripheral technology for service delivery	122,000	-	-	-	-
Library	Server Virtualization	14,500	-	-	-	-
Management Resources	Social Media Marketing	50,000	-	-	-	-
Management Resources	Technical Director	55,000	55,000	55,000	55,000	55,000
Municipal Court	Mobile Application	10,000	10,000	10,000	10,000	10,000
Municipal Court	Tyler Content Manager (TCM)	-	80,000	27,000	27,000	27,000
Parks and Recreation	Iminet Centralized Irrigation System	99,000	64,000	100,000	64,000	64,000
Parks and Recreation	Skylogix Automation	58,600	82,200	85,800	89,400	73,000
Police Department	Digital Forensic Investigations	487,911	321,415	327,515	353,415	321,415
Police Department	Mobile Data Computers (MDCs)	449,873	449,873	449,873	449,873	449,873
Police Department	Police MDVRs (Dashboard Cameras)	665,000	271,482	271,482	264,937	417,113
Police Department	Digital Evidence Management	-	345,000	150,000	150,000	150,000
Police Department	sUas Staff	418,868	418,868	418,868	418,868	418,868
Police Department	Public Safety Data Initiative	-	150,817	150,817	150,817	150,817
Public Works & Transportation	Building Automated System Upgrade	83,500	-	-	-	-
Public Works & Transportation	APWA Re-Accreditation	5,000	-	-	20,000	5,000
Public Works & Transportation	Smart City Consultant	150,000	-	-	-	-
Public Works & Transportation	Waze Connected Citizen Program and GIS Integration	86,000	6,000	6,000	6,000	6,000
Public Works & Transportation	Accessible Pedestrian Signals	52,000	52,000	52,000	52,000	52,000
Public Works & Transportation	Traffic Signal Controller Upgrade	129,500	129,500	129,500	129,500	129,500
Public Works & Transportation	Connected Vehicles Roadside Units - RSU	150,000	150,000	150,000	150,000	150,000
	<b>Total</b>	<b>\$ 6,688,109</b>	<b>\$ 6,455,142</b>	<b>\$ 7,442,541</b>	<b>\$ 5,779,712</b>	<b>\$ 7,403,060</b>

### Current Services Priority: Culture/Recreation/Education

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Library	Part-Time Salaries	207,791	336,461	336,461	336,461	336,461
Library	Return of Utilities	37,505	75,010	75,010	75,010	75,010
Library	Collection Maintenance	101,175	101,175	101,175	101,175	101,175
Parks and Recreation	Assistant Director	10,000	10,000	10,000	10,000	10,000
	<b>Total</b>	<b>\$ 356,471</b>	<b>\$ 522,646</b>	<b>\$ 522,646</b>	<b>\$ 522,646</b>	<b>\$ 522,646</b>

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## Comprehensive Financial Forecast FY 2018 - FY 2022

### New Programs Priority: Culture/Recreation/Education

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Library	Downtown Library Pre-opening Move	94,000	-	-	-	-
Library	Downtown Library Opening Collection	325,699	-	-	-	-
Library	East Arlington Branch Collection Move	-	32,000	-	-	-
Parks and Recreation	New Development O&M	82,350	284,925	349,525	346,625	355,025
Parks and Recreation	Marketing Aide PT to FT	96,942	96,942	96,942	96,942	96,942
Parks and Recreation	ADA Accessibility Improvements	300,000	-	-	-	-
Parks and Recreation	Grounds Maintenance Equipment Replacement	1,203,800	107,000	164,000	556,000	484,250
Parks and Recreation	Playground Replacements	1,480,000	320,000	360,000	820,000	-
Parks and Recreation	Pond Dredging	3,183,480	233,100	253,820	271,580	-
Parks and Recreation	Tree Pruning and Replacement	50,000	50,000	50,000	50,000	50,000
Parks and Recreation	Texas Live - Entertainment District Maintenance	31,000	31,000	31,000	31,000	31,000
Parks and Recreation	Active Adult Center Grounds Maintenance	-	-	-	-	16,950
<b>Total</b>		<b>\$ 6,847,271</b>	<b>\$ 1,134,967</b>	<b>\$ 1,305,287</b>	<b>\$ 2,172,147</b>	<b>\$ 1,034,167</b>

### Current Services Priority: Financial/Economic Development

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Aviation	AAAE Contract Tower Membership	600	600	600	600	600
Aviation	Airport Certified Employee Training	3,200	3,200	3,200	3,200	3,200
Finance	Tarrant Appraisal District	-	-	15,122	30,545	46,278
Finance	Tarrant County	46,597	78,748	98,218	118,661	140,128
Finance	External Audit RFQ	25,000	25,000	25,000	25,000	25,000
Finance	Partially restore Finance Vacancy Savings	80,000	80,000	80,000	80,000	80,000
Fire	Step Raises for F and FP Pay Scale Employees	374,660	507,696	647,383	794,055	948,060
Human Resources	Educational Assistance	50,000	50,000	50,000	50,000	50,000
Human Resources	Insurance - Risk	61,360	67,426	90,229	96,884	103,675
Human Resources	Compensation Study	-	(60,000)	(60,000)	(60,000)	(60,000)
Human Resources	Arbitrations	31,000	31,000	31,000	31,000	31,000
Non-Departmental	Increase in Terminal Pay and related benefits	500,000	500,000	500,000	500,000	500,000
Parks and Recreation	Janitorial Contracts CPI Increase	5,059	10,289	15,636	21,164	26,858
Parks and Recreation	Electric Rates	58,502	78,758	99,623	121,113	143,248
<b>Total</b>		<b>\$ 1,235,977</b>	<b>\$ 1,372,698</b>	<b>\$ 1,596,010</b>	<b>\$ 1,812,223</b>	<b>\$ 2,038,045</b>

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## Comprehensive Financial Forecast FY 2018 - FY 2022

### New Programs Priority: Financial/Economic Development

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
CD&P	Development Fee Study	50,000	-	-	-	-
City Attorney's Office	Employee Engagement Fund	2,720	2,720	2,720	2,720	2,720
Finance	Disclosure Counsel	-	-	-	-	-
Finance	Bank Fees	-	-	-	-	-
Finance	ED Financial Consultant	21,000	21,000	21,000	21,000	21,000
Finance	CAFR & Budget Preparation Software	-	60,000	30,000	30,000	30,000
Finance	Admin Aide II for Local & MWBE	-	65,036	54,290	54,290	54,290
Human Resources	Employee Wellness Clinic	1,725,000	1,500,000	1,550,000	1,550,000	1,550,000
Internal Audit	New Position - Senior Internal Auditor	-	108,550	111,807	115,161	118,616
Internal Audit	One Time Funding for Peer Review in FY 2020	-	-	4,725	-	-
Internal Audit	Salary Study and Adjustment for Assistant City Auditor	11,000	11,330	11,670	12,020	12,380
Police Department	UASI Sustainment	-	190,673	190,673	190,673	190,673
<b>Total</b>		<b>\$ 1,809,720</b>	<b>\$ 1,959,309</b>	<b>\$ 1,976,885</b>	<b>\$ 1,975,864</b>	<b>\$ 1,979,679</b>

### Current Services Priority: Infrastructure

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Aviation	Annual Wildlife Hazard Management Training	800	800	800	800	800
Fire	Increase to Building Maintenance	200,000	200,000	200,000	200,000	200,000
Police Department	Jail Maintenance	50,000	50,000	50,000	50,000	50,000
Public Works & Transportation	Recycling Programs	15,000	18,680	22,360	26,040	29,720
Public Works & Transportation	City-wide Janitorial Services Contract	-	127,000	145,000	163,540	227,194
Public Works & Transportation	Fleet Maintenance Contract	288,331	438,582	596,346	761,998	935,933
<b>Total</b>		<b>\$ 554,131</b>	<b>\$ 835,062</b>	<b>\$ 1,014,506</b>	<b>\$ 1,202,378</b>	<b>\$ 1,443,647</b>

### New Programs Priority: Infrastructure

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Aviation	John Deere Side by Side ATV	16,000	-	-	-	-
Aviation	Spreader for Solid De-Icer	5,000	-	-	-	-
Aviation	Replace Air Traffic Control Shades	14,000	-	-	-	-
Aviation	Toro 328D Mower Replacement	-	18,000	-	-	-
Aviation	Aviation Airfield Maintenance	30,000	30,000	30,000	30,000	30,000
Aviation	Air Traffic Control Tower City Logo Replacement	12,000	-	-	-	-
Aviation	ATCT Soft Joint Seal	-	-	-	30,000	-
Aviation	Operations Maintenance Building Finish Out	5,000	-	-	-	-
Aviation	Ramp Grant Match Funds	50,000	50,000	50,000	50,000	50,000
Fire	Heavy Fleet Replacement 2 Engines	1,331,416	2,521,072	1,495,980	2,832,676	1,680,883
Parks and Recreation	Parking Lot Renovations	571,802	543,125	505,436	918,744	-
Parks and Recreation	Erosion Control	190,000	1,185,000	920,000	-	-

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## Comprehensive Financial Forecast FY 2018 - FY 2022

### New Programs Priority: Infrastructure

Department	Request Title	FY18 Program Cost	FY18 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Police Department	Physical Evidence Storage	53,000	3,000	3,000	3,000	3,000
Police Department	SWAT Building Expansion	50,000	200,000	-	-	-
Police Department	Training Center Renovation	50,000	-	-	-	-
Public Works & Transportation	Facility Services - Equity Adjustments, Reclassifications, and New Staff	200,427	200,427	400,854	465,126	465,126
Public Works & Transportation	Major Building Component Replacement	2,168,000	2,130,000	2,255,000	1,882,000	1,970,000
Public Works & Transportation	Opterra - Phase III	81,310	41,004	42,234	43,501	44,806
Public Works & Transportation	Opterra - Phase IV	-	34,500	-	-	-
Public Works & Transportation	SE Library Parking Lot	212,000	-	-	-	-
Public Works & Transportation	Arlington Landfill Gas Collection and Control System	1,400,000	-	1,500,000	-	1,500,000
Public Works & Transportation	Landfill Professional Services	50,000	-	-	-	-
Public Works & Transportation	e-Waste Recycling Hauling	15,000	15,000	15,000	15,000	15,000
Public Works & Transportation	Reclassification of Sr. Mgmt. Analyst	12,078	12,078	12,078	12,078	12,078
Public Works & Transportation	Civil Engineer (Street Program)	-	99,155	99,155	99,155	99,155
Public Works & Transportation	Streetlight Supervisor Reclass	9,269	9,269	9,269	9,269	9,269
Public Works & Transportation	Fleet Vehicle Lifts	150,000	-	-	-	-
Public Works & Transportation	Out of Life Fleet Replacements	1,411,325	1,411,325	1,411,325	1,411,325	1,411,325
Public Works & Transportation	Fleet Shop - Main St. - Parking Lot Improvements	50,000	-	-	-	-
Public Works & Transportation	Underground Fuel Storage Tank Removal & Replacement	137,500	218,500	-	-	-
	<b>Total</b>	<b>\$ 8,275,127</b>	<b>\$ 8,701,455</b>	<b>\$ 8,749,331</b>	<b>\$ 7,801,874</b>	<b>\$ 7,290,642</b>

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## Comprehensive Financial Forecast FY 2018 - FY 2022

### Current Services Priority: Public Safety

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
CD&P	Mosquito Borne Virus Mitigation	114,215	114,215	114,215	114,215	114,215
City Attorney's Office	Law Library Maintenance	(3,614)	(508)	2,890	6,617	10,692
Fire	Professional Development for Fire Officers	61,600	61,600	61,600	61,600	61,600
Fire Dispatch	Radio Tower Lease	31,261	38,123	45,295	52,792	60,629
Library	Guard Service for Downtown Library	22,702	45,404	45,404	45,404	45,404
Police Department	Forensic Lab Testing ATB	160,409	270,489	270,489	270,489	270,489
Police Department	Geographic Detectives	-	457,971	404,735	404,735	404,735
Police Department	STEP Cash Match	75,000	187,500	75,000	187,500	75,000
Police Department	Covert Operations Vehicle Lease Program	17,409	17,409	17,409	17,409	17,409
Police Department	Ammunition Budget ATB	112,751	112,751	112,751	112,751	112,751
Police Department	3M Cogent Maintenance Agreement ATB	7,300	7,300	8,800	8,800	8,800
Police Department	Utility ATB	182,194	182,194	182,194	182,194	182,194
<b>Total</b>		<b>\$ 781,227</b>	<b>\$ 1,494,447</b>	<b>\$ 1,340,781</b>	<b>\$ 1,464,506</b>	<b>\$ 1,363,918</b>

### New Programs Priority: Public Safety

Department	Request Title	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
CD&P	IAS Building Certification	28,800	-	-	16,800	-
CD&P	Inspections Scheduling (FY18 IT Project)	15,000	6,000	6,000	6,000	-
CD&P	Fire Third Party Plan Review Contract	25,000	25,000	-	-	-
City Attorney's Office	Senior Attorney - Litigation & Employment	108,600	105,100	105,100	105,100	105,100
City Attorney's Office	Paralegal - Litigation & Employment	60,900	57,400	57,400	57,400	57,400
Fire	Fourth Firefighter (F1) for Station #17 (3 FTEs)	271,557	265,185	276,701	288,779	301,478
Fire	Class 4 Aircraft Rescue and Firefighting (ARFF) Unit (3 FTE)	410,371	405,137	405,137	405,137	405,137
Fire	Light Response Team for Stations 1 & 9 (6 FTE)	543,115	530,371	553,402	577,557	602,955
Fire Dispatch	Position Reclassification	-	-	-	-	-
Human Resources	Civil Service Commission	75,000	25,000	25,000	25,000	25,000
Human Resources	HR Staff - Civil Service	108,320	93,320	93,320	93,320	93,320
Human Resources	HR Support Staff - Civil Service	60,000	50,000	50,000	50,000	50,000
Municipal Court	Security Enhancements	20,000	-	-	-	-
Municipal Court	Waiting Area and Number Calling System	-	-	10,000	-	-
Municipal Court	New Jury Room	-	-	50,000	-	-
Municipal Court	Court Administrative Manager	-	85,000	85,000	85,000	85,000

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## Comprehensive Financial Forecast FY 2018 - FY 2022

### New Programs Priority: Public Safety

Department	Request Title	FY18 Program Cost	FY18 Program Cost	FY20 Program Cost	FY21 Program Cost	FY22 Program Cost
Municipal Court	Security Scanning Equipment	-	-	-	20,000	-
Police Department	Jail Staffing	264,780	264,780	264,780	264,780	264,780
Police Department	Victim Services Counselor Positions	282,196	482,088	482,088	482,088	482,088
Police Department	Training Staff - Defensive Tactics Coordinator	101,184	101,184	101,184	101,184	101,184
Police Department	Training Staff - Recruiter	103,184	103,184	103,184	103,184	103,184
Police Department	Crimes Against Children Unit Staffing	228,985	202,367	202,367	202,367	202,367
Police Department	Covert Operations Lease and Financial Support	103,000	103,000	103,000	103,000	103,000
Police Department	ATIU Staffing	343,476	647,029	607,102	607,102	607,102
Police Department	K-9 Staffing	162,454	101,184	101,184	101,184	101,184
Police Department	Organized Retail Crime Unit	908,205	522,452	522,452	522,452	522,452
Police Department	City Hall Security	28,514	28,514	28,514	28,514	28,514
Police Department	Internal Revenue Service Taskforce	101,184	101,184	101,184	101,184	101,184
Police Department	Asset Forfeiture	559,736	-	-	-	-
Public Works & Transportation	Building Security Access Control Systems Assessment	30,000	50,000	-	-	-
Public Works & Transportation	Arlington Landfill - Reclassification and New Staff	92,980	92,980	92,980	92,980	92,980
Public Works & Transportation	Transfer Fleet Coordinator to Fleet Fund	80,121	80,121	80,121	80,121	80,121
<b>Total</b>		<b>\$ 5,116,664</b>	<b>\$ 4,527,580</b>	<b>\$ 4,507,200</b>	<b>\$ 4,520,233</b>	<b>\$ 4,515,530</b>

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## Comprehensive Financial Forecast FY 2018 - FY 2022

### **Other Funds**

Departments were also tasked with developing revenue forecasts using the same three scenarios as previously discussed for the General Fund, as well as considering anticipated Current Services or New Program expenditure requests. It should be noted that every annual budget adopted by the City Council is statutorily required to be balanced, therefore any presentation of unbalanced projected numbers reflect work which must be done every year to get expenditures in line with revenues.

As a result of multiple capital construction projects over the term of the forecast, the Parks Performance Fund shows a negative ending balance in several years. Until the scope and timing of the projects becomes clearer, expenditure and revenues projections are speculative. However, all imbalances will be addressed as each year's budget is proposed and adopted.

The following pages are the forecasted operating positions for other operating funds.



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## Comprehensive Financial Forecast FY 2018 - FY 2022

### Comprehensive Financial Forecast Convention and Event Services Fund, FY 2018 - FY 2022



### Convention and Event Services Fund

	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>BEGINNING BALANCE</b>	\$ 2,445,705	\$ 805,634	\$ 805,634	\$ 805,634	\$ 805,634	\$ 805,634
<b>CES FUND REVENUES - Most Likely</b>	\$ 14,247,329	\$ 14,869,903	\$ 15,453,669	\$ 15,968,351	\$ 16,498,620	\$ 17,064,027
<b>INTERFUND TRANSFERS:</b>						
To Debt Service - Grand Hall	\$ (1,219,851)	\$ (1,156,399)	\$ (1,145,803)	\$ -	\$ -	\$ -
From General Gas Fund for ATF Corpus	2,681,652	2,763,011	2,846,838	2,933,209	3,022,200	3,113,892
To ATF, Corpus reimbursement	(2,681,652)	(2,763,011)	(2,846,838)	(2,933,209)	(3,022,200)	(3,113,892)
To ATF, granting and interest	(1,470,019)	(1,388,660)	(1,304,833)	(1,218,462)	1,129,471	1,037,780
To Dispatch, Radio System Lease	(928,301)	(928,301)	(928,301)	(928,301)	(928,301)	(928,301)
To Innovation/Venture Capital Fund (To) From Hotel Attraction Support	(1,171,925) 125,000	(703,125)	(599,063)	(514,688)	(463,219)	(416,897)
To General Fund - Indirect Costs	(709,038)	(757,962)	(757,962)	(757,962)	(757,962)	(757,962)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (5,374,134)	\$ (4,934,447)	\$ (4,735,961)	\$ (3,419,412)	\$ (1,020,010)	\$ (1,065,379)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 11,318,900	\$ 10,741,090	\$ 11,523,342	\$ 13,354,573	\$ 16,284,244	\$ 16,804,281
<b>CES FUND EXPENDITURES</b>	\$ 10,513,266	\$ 8,923,611	\$ 8,905,446	\$ 8,905,446	\$ 8,905,446	\$ 8,905,446
<b>ENDING BALANCE</b>	\$ 805,634	\$ 1,817,479	\$ 2,617,896	\$ 4,449,127	\$ 7,378,798	\$ 7,898,835
Targeted Compensation Increases		126,186	261,079	323,775	388,351	454,865
Health insurance increases, cumulative		27,342	54,411	83,915	116,076	155,025
<b>Total - Comp &amp; Health Insurance</b>		153,528	315,489	407,690	504,427	609,891
<b>ENDING BALANCE</b>		\$ 1,663,951	\$ 2,302,407	\$ 4,041,437	\$ 6,874,371	\$ 7,288,945

#### Current Services

Arts & Revitalization	200,000	225,000	250,000	250,000	250,000	250,000
Delphi Software Support	11,963	12,561	13,180	13,849	14,541	15,268

**Total - Current Services** \$ 237,561 \$ 263,189 \$ 263,849 \$ 264,541 \$ 265,268

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## Comprehensive Financial Forecast FY 2018 - FY 2022

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>New Programs</b>					
Chiller & Pump Replacement	\$750,000	\$0	\$0	\$0	\$0
Chair Replacement (Grand Hall)	\$403,200	\$0	\$0	\$0	\$0
Ovens - Main Kitchen	\$39,000	\$0	\$0	\$0	\$0
West Dock Compactor	\$28,000	\$0	\$0	\$0	\$0
High Extension Forklift	\$35,000	\$0	\$0	\$0	\$0
Parking Lot Improvements	\$30,600	\$0	\$0	\$0	\$0
Commercial Dishwasher	\$0	\$175,000	\$0	\$0	\$0
Carpet - All Areas	\$0	\$400,000	\$0	\$0	\$0
Kitchen Equipment	\$0	\$265,100	\$0	\$0	\$0
Chair Replacement (Meeting Rooms)	\$0	\$138,600	\$0	\$0	\$0
Meeting Rooms and Hallway Improvements	\$0	\$320,000	\$0	\$0	\$0
Painting Metal Skin (Original Building)	0	\$46,640	\$0	\$0	\$0
Design Consultant - New South Entrance and Lobby	\$0	\$100,000	\$0	\$0	\$0
Logo Signage - Building Exterior	\$0	\$25,000	\$0	\$0	\$0
HVAC - Mechanical Controls	\$0	\$0	\$250,000	\$0	\$0
Chair Replacement (Exhibit Hall)	\$0	\$0	\$630,000	\$0	\$0
Grand Hall Curtain	\$0	\$0	\$10,000	\$0	\$0
Refrigeration Merchandiser for Concession Stand	\$0	\$0	\$12,000	\$0	\$0
Elevator Replacement	\$0	\$0	\$100,000	\$0	\$0
Catering Bars	\$0	\$0	\$12,000	\$0	\$0
Cocktail Tables (30)	\$0	0	\$3,000	\$0	\$0
Dance Floor	\$0	0	\$30,000	\$0	\$0
Cardboard Baler	\$0	0	\$13,685	\$0	\$0
Concession Stand Remodel	\$0	\$0		\$500,000	\$0
Roof - Grand Hall Replacement	\$0	\$0	\$0	\$500,000	\$0
Stage Sections - All Areas	\$0	0	\$0	\$220,600	\$0
Dock Leveler	\$0	0	\$0	\$14,000	\$0
Event Tables - All Areas	\$0	0	\$0	\$57,600	\$0
Construction New South Entrance	\$0	\$0	\$0	\$0	\$5,000,000
<b>Total - New Programs</b>	<b>\$ 1,285,800</b>	<b>\$ 1,470,340</b>	<b>\$ 1,060,685</b>	<b>\$ 1,292,200</b>	<b>\$ 5,000,000</b>
<b>ENDING BALANCE</b>	<b>\$ 140,590</b>	<b>\$ 568,878</b>	<b>\$ 2,716,903</b>	<b>\$ 5,317,630</b>	<b>\$ 2,023,677</b>

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022



### Park Performance Fund

### Comprehensive Financial Forecast Park Performance Fund, FY 2018 - FY 2022

	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>BEGINNING BALANCE</b>	\$ 272,418	\$ 59,967	\$ 59,967	\$ 59,967	\$ 59,967	\$ 59,967
<b>PARK PERF. FUND REVENUES - Most Likely</b>	\$ 9,465,972	\$ 10,061,005	\$ 10,657,920	\$ 13,377,344	\$ 13,591,526	\$ 14,883,639
<b>INTERFUND TRANSFERS:</b>						
Transfer from Parks ATF	\$ 1,181,109	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Parks Gas Fund	-	1,253,850	1,237,850	1,221,850	1,205,850	1,189,850
Transfer from General Fund	2,161,632	1,332,762	1,332,762	1,332,762	1,332,762	1,332,762
One-time Funding, BK Pool	185,000	-	-	-	-	-
Transfer to Debt Service for Ditto GC	(1,375,566)	(1,253,850)	(1,237,850)	(1,221,850)	(1,205,850)	(1,189,850)
From Golf Surcharge Fund	473,726	473,726	473,726	473,726	473,726	473,726
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 2,625,901	\$ 1,806,488	\$ 1,806,488	\$ 1,806,488	\$ 1,806,488	\$ 1,806,488
<b>TOTAL AVAILABLE FUNDS</b>	\$ 12,364,291	\$ 11,927,460	\$ 12,524,375	\$ 15,243,799	\$ 15,457,981	\$ 16,750,094
<b>PARK PERF. FUND EXPENDITURES</b>	\$ 12,304,324	\$ 11,954,933	\$ 11,900,135	\$ 11,900,135	\$ 11,900,135	\$ 11,900,135
<b>ENDING BALANCE</b>	\$ 59,967	\$ (27,473)	\$ 624,240	\$ 3,343,664	\$ 3,557,846	\$ 4,849,959
Targeted Compensation Increases		266,233	550,837	683,116	819,363	959,698
Health Insurance Increases, cumulative		69,678	138,659	213,849	295,805	395,064
<b>ENDING BALANCE</b>		\$ (363,384)	\$ (65,256)	\$ 2,446,700	\$ 2,442,678	\$ 3,495,198
<b>Current Services</b>						
Ditto Golf Course		610,054	610,054	610,054	610,054	610,054
Landscape/Sr. Landscape Technician Reclassification		52,127	52,127	52,127	52,127	52,127
<b>Total - Current!</b>		\$ 52,127	\$ 52,127	\$ 52,127	\$ 52,127	\$ 52,127
<b>ENDING BALANCE with Current Services</b>		\$ (415,511)	\$ (117,383)	\$ 2,394,573	\$ 2,390,551	\$ 3,443,071
<b>New Programs</b>						
Lake Arlington Golf Pro		45,546	45,546	45,546	45,546	45,546
Security Cameras		78,030	10,400	10,400	10,400	10,400
Customer Service Rep at Bob Duncan		43,529	43,529	43,529	43,529	43,529
Active Adult Facility Staffing and Supplies		-	-	-	-	1,709,800
East Arlington Recreation Center & Library		-	-	462,000	1,400,000	1,442,000
SE Recreation Center		-	-	-	1,800,000	1,854,000
<b>Total - New Programs</b>		\$ 167,105	\$ 99,475	\$ 561,475	\$ 3,299,475	\$ 5,105,275
<b>ENDING BALANCE with Current Services + New Programs</b>		\$ (582,616)	\$ (216,858)	\$ 1,833,098	\$ (908,924)	\$ (1,662,204)
<b>New Program Revenues</b>						
East Arlington Recreation Center & Library		-	-	210,000	630,000	647,000
Active Adult Facility		-	-	-	-	1,091,876
Southeast Recreation Center		-	-	-	1,620,000	1,652,400
<b>Total - New Program Revenues</b>		\$ -	\$ -	\$ 210,000	\$ 2,250,000	\$ 3,391,276
<b>ENDING BALANCE with Curr Services + New Prog + Revs</b>		\$ (582,616)	\$ (216,858)	\$ 2,043,098	\$ 1,341,076	\$ 1,729,072

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022



### Street Maintenance Fund

### Comprehensive Financial Forecast Street Maintenance Fund, FY 2018 - FY 2022

	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>BEGINNING BALANCE</b>	\$ 1,892,864	\$ 803,227	\$ 803,227	\$ 803,227	\$ 803,227	\$ 803,227
<b>STREET MAINT. FUND REVENUES - Most Likely</b>	\$ 15,166,601	\$ 15,700,432	\$ 16,181,979	\$ 16,587,984	\$ 16,972,832	\$ 17,351,446
<b>INTERFUND TRANSFERS:</b>						
From General Fund	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527
From General Fund for Traffic	<u>4,765,203</u>	<u>4,484,637</u>	<u>4,484,637</u>	<u>4,484,637</u>	<u>4,484,637</u>	<u>4,484,637</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 6,931,730	\$ 6,651,164	\$ 6,651,164	\$ 6,651,164	\$ 6,651,164	\$ 6,651,164
<b>TOTAL AVAILABLE FUNDS</b>	\$ 23,991,195	\$ 23,154,823	\$ 23,636,370	\$ 24,042,375	\$ 24,427,223	\$ 24,805,837
<b>STREET MAINT. FUND EXPENDITURES</b>	\$ <u>23,187,968</u>	\$ <u>20,207,402</u>	\$ <u>20,113,880</u>	\$ <u>20,113,880</u>	\$ <u>20,113,880</u>	\$ <u>20,113,880</u>
<b>ENDING BALANCE</b>	\$ 803,227	\$ 2,947,421	\$ 3,522,490	\$ 3,928,495	\$ 4,313,343	\$ 4,691,957
Targeted Compensation Increases		308,733	638,768	792,163	950,159	1,112,895
Health Insurance increases, cumulative		81,144	161,477	249,039	344,482	460,074
<b>Total - Comp &amp; Health Insurance</b>		\$ 389,877	\$ 800,244	\$ 1,041,202	\$ 1,294,641	\$ 1,572,970
<b>ENDING BALANCE</b>		\$ 2,557,544	\$ 2,722,246	\$ 2,887,294	\$ 3,018,702	\$ 3,118,987
<b>Current Services</b>						
Street Maintenance		2,000,000	2,150,000	2,300,000	2,450,000	2,550,000
<b>Total - Current Services</b>		\$ 2,000,000	\$ 2,150,000	\$ 2,300,000	\$ 2,450,000	\$ 2,550,000
<b>ENDING BALANCE with Current Services</b>		\$ 557,544	\$ 572,246	\$ 587,294	\$ 568,702	\$ 568,987

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022



### Storm Water Utility Fund

#### Comprehensive Financial Forecast Storm Water Utility Fund, FY 2018 - FY 2022

	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>BEGINNING BALANCE</b>	\$ 345,764	\$ 353,299	\$ 353,299	\$ 353,299	\$ 353,299	\$ 353,299
<b>STORM WATER FUND REVENUES - Most Likely</b>	\$ 15,047,079	\$ 16,477,197	\$ 17,878,968	\$ 19,139,453	\$ 19,736,625	\$ 19,869,627
<b>INTERFUND TRANSFERS:</b>						
To General Fund - Indirect Costs	\$ (397,841)	\$ (425,292)	\$ (425,292)	\$ (425,292)	\$ (425,292)	\$ (425,292)
To General Fund for capital reimbursement	(463,055)	(463,055)	-	-	-	-
To General Fund for engineering reviews	(88,699)	(88,699)	(88,699)	(88,699)	(88,699)	(88,699)
Pay-Go Capital Projects	(7,850,000)	(7,775,000)	(7,520,000)	(7,700,000)	(8,320,000)	(8,340,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (8,969,717)	\$ (8,922,168)	\$ (8,204,113)	\$ (8,384,113)	\$ (9,004,113)	\$ (9,024,113)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 6,423,126	\$ 7,908,328	\$ 10,028,154	\$ 11,108,639	\$ 11,085,811	\$ 11,198,813
<b>STORM WATER FUND EXPENDITURES</b>	\$ 6,069,827	\$ 6,069,827	\$ 6,069,827	\$ 6,069,827	\$ 6,069,827	\$ 6,069,827
<b>ENDING BALANCE</b>	\$ 353,299	\$ 1,838,501	\$ 3,958,327	\$ 5,038,812	\$ 5,015,984	\$ 5,128,986
Targeted Compensation Increases		135,478	280,304	347,617	416,949	488,361
Health Insurance Increases, cumulative		25,578	50,900	78,501	108,587	145,023
<b>Total - Comp &amp; Health Insurance</b>		161,056	331,205	426,119	525,536	633,385
<b>ENDING BALANCE</b>		\$ 1,677,445	\$ 3,627,123	\$ 4,612,693	\$ 4,490,448	\$ 4,495,601
<b>Current Services</b>						
Bond Principal & Interest		888,000	2,783,525	3,758,300	3,677,375	3,583,650
<b>Total - Current Services</b>		\$ 888,000	\$ 2,783,525	\$ 3,758,300	\$ 3,677,375	\$ 3,583,650
<b>New Programs</b>						
Stormwater Fleet		385,000	275,000	300,000	207,000	300,000
Environmental Compliance Officer - Automotive Related		87,000	87,000	87,000	87,000	87,000
Environmental Compliance Officer - Stormwater Best		-	87,000	87,000	87,000	87,000
Stormwater Field Technicians (2)		-	90,104	90,104	90,104	90,104
<b>Total - New Programs</b>		\$ 472,000	\$ 519,104	\$ 524,104	\$ 431,104	\$ 524,104
<b>ENDING BALANCE</b>		\$ 317,445	\$ 324,494	\$ 330,289	\$ 381,969	\$ 387,847

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

The Debt Service Fund is used to account for the resources needed for payment of principal and interest on the City's general long-term debt not being financed by proprietary funds. The fund's primary source of revenue is ad valorem taxes. The operating position shown below assumes the most likely case for all revenue assumptions.

Comprehensive Financial Forecast Debt Service Fund, FY 2018 - FY 2022		Debt Service Fund				
	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>BEGINNING BALANCE</b>	\$ 2,360,570	\$ 2,038,224	\$ 2,518,391	\$ 2,597,645	\$ 2,322,015	\$ 1,584,986
Ad Valorem Taxes	\$ 40,329,106	\$ 43,353,789	\$ 45,521,478	\$ 47,342,338	\$ 48,762,608	\$ 50,225,486
Premium on bond issuance	120,000	120,000	120,000	120,000	120,000	120,000
Interest	117,602	246,964	370,446	407,491	448,240	493,064
<b>DEBT SERVICE FUND REVENUES - Most Likely</b>	<b>\$ 40,566,708</b>	<b>\$ 43,720,753</b>	<b>\$ 46,011,924</b>	<b>\$ 47,869,829</b>	<b>\$ 49,330,848</b>	<b>\$ 50,838,550</b>
<b>INTERFUND TRANSFERS:</b>						
Park Performance Fund, EO and TV	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Convention and Event Svcs. Fund	1,219,851	1,156,399	1,145,803	-	-	-
Park Performance Fund, for Ditto GC	1,375,566	1,253,850	1,237,850	1,221,850	1,205,850	1,189,850
Tax Increment Reinvestment Zone 5	1,795,954	2,203,303	2,384,803	2,384,847	2,387,705	2,377,465
Tax Increment Reinvestment Zone 4	1,756,877	887,939	861,552	835,164	808,777	782,389
Airport	175,000	175,000	175,000	175,000	175,000	175,000
Water and Sewer Fund - City Tower Debt	60,889	58,500	56,063	53,625	51,188	-
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 6,384,137</b>	<b>\$ 5,734,991</b>	<b>\$ 5,861,071</b>	<b>\$ 4,670,487</b>	<b>\$ 4,628,520</b>	<b>\$ 4,524,704</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 49,311,415</b>	<b>\$ 51,493,968</b>	<b>\$ 54,391,386</b>	<b>\$ 55,137,961</b>	<b>\$ 56,281,382</b>	<b>\$ 56,948,240</b>
<b>EXPENDITURES:</b>						
Principal and Interest	\$ 47,108,191	\$ 48,239,677	\$ 50,921,922	\$ 51,984,859	\$ 53,964,354	\$ 54,481,955
Issuance Fees	120,000	350,000	350,000	300,000	300,000	300,000
Interest Expense on FY 2017 Issuance	-	340,000	475,000	483,333	383,333	416,667
Agent Fees	45,000	45,900	46,818	47,754	48,709	49,684
<b>TOTAL EXPENDITURES</b>	<b>\$ 47,273,191</b>	<b>\$ 48,975,577</b>	<b>\$ 51,793,740</b>	<b>\$ 52,815,946</b>	<b>\$ 54,696,396</b>	<b>\$ 55,248,306</b>
<b>ENDING BALANCE</b>	<b>\$ 2,038,224</b>	<b>\$ 2,518,391</b>	<b>\$ 2,597,645</b>	<b>\$ 2,322,015</b>	<b>\$ 1,584,986</b>	<b>\$ 1,699,934</b>
Growth in revenues		\$ 3,154,045	\$ 2,291,171	\$ 1,857,905	\$ 1,461,019	\$ 1,507,702
Change in Interfund Transfers		(649,146)	126,079	(1,190,584)	(41,967)	(103,815)
Debt retirement		1,131,486	2,682,245	1,062,937	1,979,495	517,600
Available for debt service		\$ 3,636,386	\$ 5,099,495	\$ 1,730,258	\$ 3,398,547	\$ 1,921,487
Ending balance used	\$ (322,346)	\$ 480,167	\$ 79,255	\$ (275,631)	\$ (737,029)	\$ 114,949
Debt Issued	\$ 62,400,000	\$ 58,000,000	\$ 55,000,000	\$ 52,000,000	\$ 80,000,000	\$ 50,000,000

# Appendices

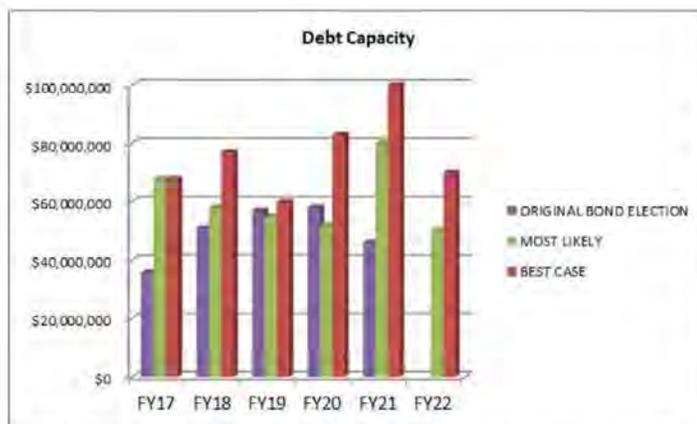
## Comprehensive Financial Forecast FY 2018 - FY 2022

### Future Capital Considerations

The City of Arlington successfully passed a bond project package on the ballot in November 2014. The 5-year bond program is approximately \$236M. Major requests approved on the ballot list include \$160M for streets and \$60M for parks which includes both a new southeast recreation center and rebuild of Hugh Smith rec center.

As a result of an improving economy, greater than anticipated increases in property values have increased debt capacity since the initial projections for the bond election and future years show potential for additional projects. Capital projects that were not on the bond election include: a redesign to Ditto Golf Course, and a senior rec center. Any of these projects may affect the debt capacity of the City.

	<b>Proposition 1</b> Street Improvements \$160,130,000
	<b>Proposition 2</b> Parks & Recreation \$60,000,000
	<b>Proposition 3</b> Fire Facilities \$9,780,000
	<b>Proposition 4</b> Libraries \$6,090,000



Additionally, the City of Arlington can raise its sales tax rate by as much as a quarter-cent to support specific programs. The existing sales tax rate is set at 8 cents while the State of Texas allows municipalities to set rates as high as 8.25 cents. There are two types of sales tax programs available to the City to fund

capital projects. A type 4B sales tax may be added to the City's current sales tax rate in increments of either .125 or .25 cents to finance land, buildings, equipment, targeted infrastructure and improvements for a variety of capital projects. The City may also use a sports & community venue sales tax in increments of .125 or .25 cents to finance the construction of specific sports venues or parks and recreation capital projects. Using either one of these sales tax options would provide the City with \$7M to \$14M annually for capital projects depending on the option selected and the growth rate of current sales tax revenue.

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

### **Assets**

The City has capital assets currently valued at \$2.3B and some of these components will be addressed outside of the capital bond program. The citywide fleet inventory is currently operated with 13.9% of the vehicles beyond what is considered to be standard life cycle. The current fleet maintenance contract only covers vehicle repairs that are within life cycle. Repairs to vehicles beyond their life expectancy are outside of contract pricing and more expensive to repair. Funding is necessary to address the beyond life status for all fleet vehicles and prevent non-target repair expenditures. The requested additional funding of \$1.4M per year for five consecutive years would eliminate the increased costs associated with beyond life non-target maintenance.

Additionally, city-owned buildings require maintenance and many building systems and components have either reached or exceeded their service lives. The replacement of roofing systems is needed to protect interior furnishings from water and mold damage and prevent replacement expense for those furnishings. The replacement or enhancement of building interior elements, such as worn carpeting and wall surfaces, will provide a more suitable atmosphere for public users and visitors. Funding will be needed to address the backlog of component replacements; The City will issue \$2.8M in FY 2017 to bring City-owned buildings to current life cycle status.

### **Reserves and Available Funding**

In accordance with the City's Financial Principles, several cash reserves are maintained in order to mitigate the impact of a significant economic downturn on our ability to maintain service levels to our citizens. These reserves are an important consideration by bond rating agencies in determining the City's overall credit-worthiness. The reserves include:

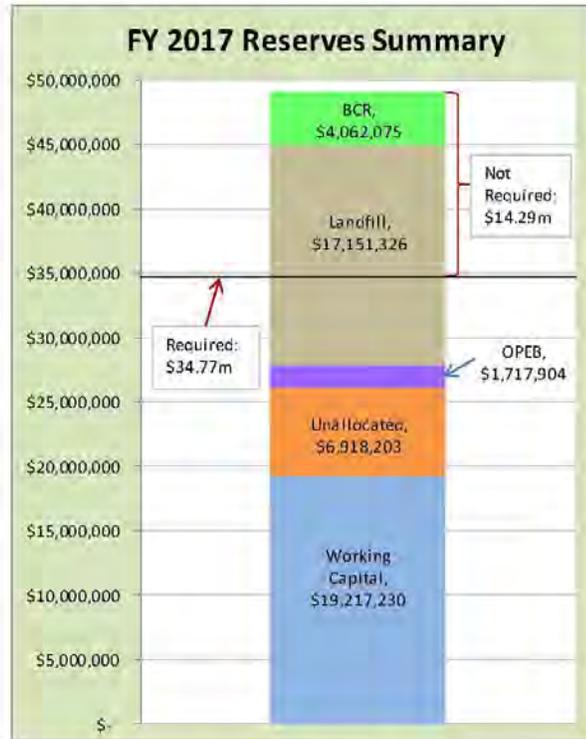
- Unallocated Reserve: \$6,918,203 in FY 2017. This reserve is maintained at 3% of recurring General Fund expenditures (net of one-time costs).
- Working Capital Reserve: \$19,217,230 in FY 2017. This reserve is maintained at one month's worth (8.33%) of recurring General Fund expenditures.
- Business Continuity Reserve: \$4,062,075 at the outset of FY 2017. This reserve was established during the financial challenges experienced by the City during the economic downturn of 2008-2010, and was initially created to support the Challenge Grant Program. It does not have a specified minimum funding level; however, the preferred level is 3% of General Fund expenditures, similar to the Unallocated Reserve. Use of the reserve is restricted to one-time expenditures or to cover costs necessitated by unforeseen circumstances.

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

- Landfill Lease Reserve: \$17,151,326 in FY 2017. This payment was received from Republic Waste Services when the City leased the Landfill in 2005. A total of \$4.34 million was spent from this reserve in FY 2013 to purchase recycling bins.
- Other Post-Employment Benefits Reserve: \$1,717,904 in FY 2017. This reserve was established in 2004 to set aside resources for funding post-employment benefits other than pensions.

In the aggregate, the reserves described above total \$49,066,738 at the beginning of FY 2017. This amount is 21.2 percent of recurring General Fund expenditures budgeted for the year. Our Financial Principles stipulate that the City maintain reserves equal to 15 percent of General Fund expenditures. The amount necessary for this reserve level would be \$34,772,074. Therefore, the reserves outlined above currently have a total of \$14,294,664 in excess of the required amount, as shown in the accompanying chart, which would be available to support one-time expenditures should the City Council wish to do so.

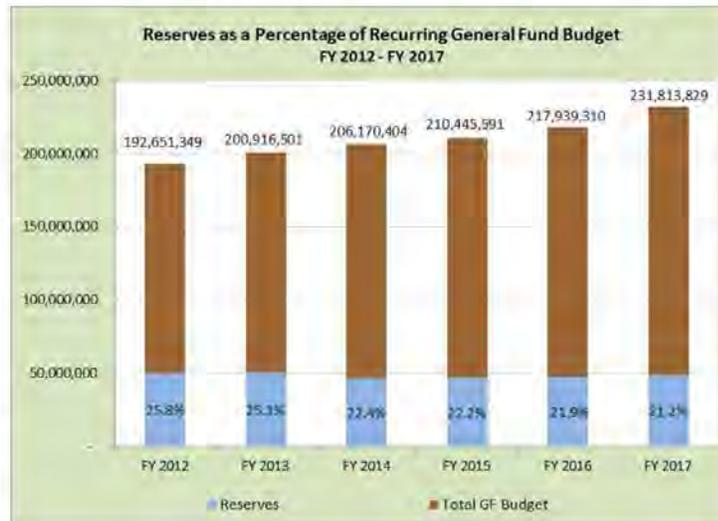


# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

It is important to note that the City continues to fund the Working Capital Reserve (one month, or 8.33%, of General Fund recurring expenditures) and the Unallocated Reserve (3% of General Fund recurring expenditures) at their respective specified levels each year. In the aggregate, these two reserves total 11.33% of General Fund expenditures. However, in recent years we have not addressed the additional reserves needed as part of the annual budget development process; funding for these two reserves has historically been available from year-end balances from the prior fiscal

year. As we continue to tighten our revenue and expenditure budgets, this process will gradually reduce the likelihood that sufficient year-end balances will be available to fully fund our reserve requirements at the 15% level specified in the City's Financial Principles. The effects of this approach are illustrated in accompanying chart.



In addition to the reserves outlined above, the City also has funding available in the natural gas funds. In mid-March 2017, there is \$2,058,479 available in the General Gas Fund and \$1,157,965 available in the Airport Gas Fund, which may be spent only on improvements at the City's airport. The Parks Gas Fund shows no available balance; all resources above the amounts reserved for other purposes are shown as set aside for Ditto Golf Course.

In December of 2015 Council approved a \$200M entertainment district development, of which the City is contributing \$50M in gas revenues from the ATF corpus. The intent is to refund the corpus over 15 years with gas funds. Beginning in FY 2016, natural gas revenues are proposed to be supplemented with \$2,500,000 in naming rights and rent from AT&T stadium. All funds and projects will flow through the Convention and Event Services Fund where uncommitted Convention Center revenues can also be applied to projects previously funded by general gas proceeds, such as the Public Safety Radio Lease and funding for the City's Economic Development Fund (Innovation/Venture Capital).

# Appendices

## Comprehensive Financial Forecast FY 2018 - FY 2022

The economic outlook, both short term and near future, for the energy industry is mixed. Industry experts believe that growth and recovery may have begun, but we could see continued low prices for the next few years. Some of the factors contributing to depressed natural gas pricing:

- Supply and demand are significantly imbalanced. We produce more natural gas than we consume, leaving both working and long term storage capacity at high levels.
- We are seeing a redistribution of mineral assets across the country which is impacting current production. Operators are either filing for bankruptcy, significantly reducing or eliminating their E&P budgets, or selling their assets to reduce debt.
- Foreign entities with subsidiary domestic companies and new start-up companies are being formed for the sole purpose of pursuing reserves to capitalize on improved market conditions in the future.
- While operators shifted their focus to produce from formations rich in natural gas liquids (NGL's) and oil in order to slow the production of natural gas and chase higher liquid prices, they unfortunately increased the production of natural gas. Since NGL's, i.e., propane, heptane, etc., as well as oil typically have "associated natural gas", operators exacerbated the surplus problem by adding more gas supply.
- Wells are more frequently being shut-in by operators to conserve proven reserves.



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For the Fiscal Year Beginning

**October 1, 2016**

Executive Director