

City of Arlington
 FY 2021 Adopted Budget
 Cover page

This budget will raise less revenue from property taxes than last year’s budget by \$-964,815 or -0.57% and of that amount \$3,973,178 is tax revenue to be raised from new property added to the tax roll this year.

Record vote

FOR: J. Williams, R. Shepard, M. Sutton, S. Capehart, A. Piel, Dr. Nunez, H. Moise, Dr. Farrar-Myers, Dr. Odom-Wesley

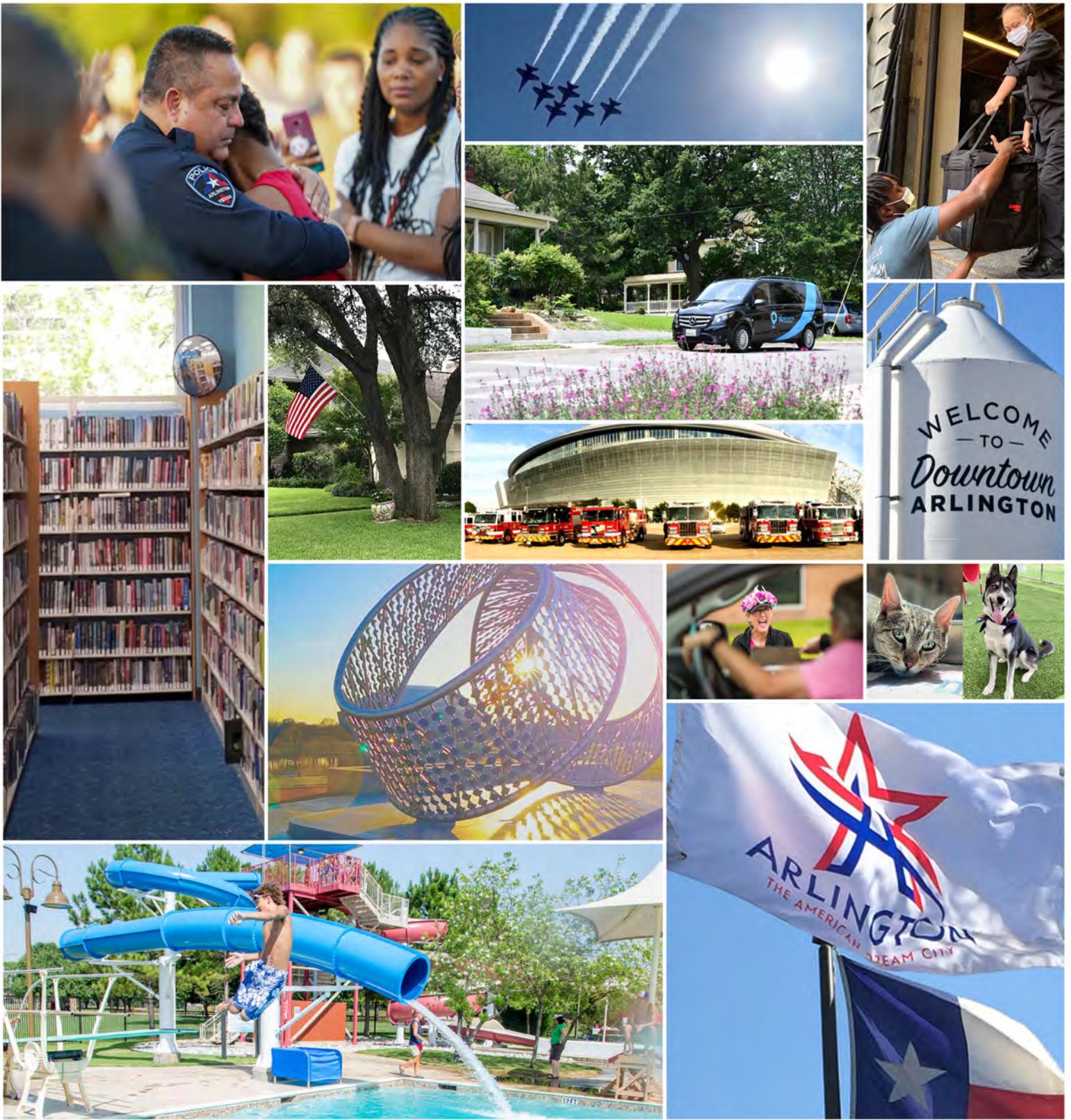
AGAINST: None

PRESENT and not voting: None

ABSENT: None

City of Arlington Property Tax Rates		
per \$100 of assessed valuation	2020	2021
Property tax rate	\$0.624000	\$0.622500
No New Revenue tax rate (Formerly Effective tax rate)	\$0.580544	\$0.615281
No New Revenue Maintenance & Operations tax rate	\$0.446700	\$0.436077
Voter Approved tax rate (Formerly Rollback tax rate)	\$0.629839	\$0.685082
Debt rate	\$0.177300	\$0.214000

Total amount of City of Arlington debt obligations: \$60,087,877



FY2021

City of Arlington, Texas

Adopted Budget and Business Plan

2021 CITY COUNCIL PRIORITIES



//

SUPPORT

Youth and Families

PUT

Technology To Work

INVEST

In Our Economy

CHAMPION

Great Neighborhoods

ENHANCE

Regional Mobility

Pursue our **VISION**

A pre-eminent city, providing an exemplary, safe environment in which to live, learn, work and play.

Fulfill our **MISSION**

The City of Arlington proactively meets the needs of the public through active engagement, inclusive participation and high-quality, cost-effective service delivery.

Sustain **CORE SERVICES**

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

Live our **VALUES**

- Teamwork
- Responsiveness
- Respect
- Innovation
- Commitment
- Integrity
- Diversity
- Kindness
- Unity
- Racial Equity



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Manager's Message

INTRODUCTION

Restructuring the Present, Preparing for the Future

The City is facing challenges in FY 2021 that are without precedent. The public health concerns created by the COVID-19 pandemic have not yet been resolved, and coronavirus cases are still increasing across the country and throughout Texas. The economic impact of the pandemic is far from over; many cities and states have been forced to slow or even reverse their business reopening plans, resulting in substantial revenue declines for state and local governments.

When FY 2020 began, the City was well-positioned to benefit from the steady revenue growth it had experienced over several years since the end of the Great Recession. By January, our revenues were tracking very close to the adopted budget levels; the 1st Quarter BAR showed property taxes, sales taxes, and franchise fees at \$407,000 better than budget in the aggregate, and the General Fund's expected revenues were projected to be \$347,000 higher than budget. The City was also anticipating the April opening of Globe Life Field, the new home of the Texas Rangers.

The pandemic brought a significant financial downturn almost overnight. By March and April, the City's sales tax revenues were projected to fall short of budget for the year by as much as 20%, and all revenues related to entertainment, hospitality, new development, and construction were at risk. For a city that receives an estimated 52% of its sales tax dollars from visitors, the prospect of fewer visitors created additional financial challenges. And the suddenness with which the downturn occurred was unparalleled; the outlook for sales and hotel occupancy tax revenues declined so quickly that traditional revenue projection models lost much of their predictive value.

The resulting unemployment from business closures has been particularly painful. While the City of Arlington and the state of Texas continue to have unemployment figures that are better than the national averages, unemployment is still far higher than the levels seen prior to the pandemic. The most recent data shows June unemployment at 9.4% for Arlington, 8.9% for Texas, and 11.6% for the nation, all of which are higher than the peak unemployment figures reached during the recession. (Sources: Texas Labor Market Information and US Bureau of Labor Statistics.) Most economic projections call for unemployment rates to remain at elevated levels well into 2021 and perhaps beyond.

In this environment, the City has managed its budget in the same way citizens and businesses confronting these challenges would operate. As revenues decline, the focus shifts to preserving essential services while finding ways to reduce expenditures wherever possible. I believe we have developed revenue projections for the remainder of FY 2020 that are realistic but conservative; these projections will allow us to program our remaining expenditures this year to stay within those revenue constraints.

The challenge for FY 2021 lies in predicting the speed and extent of economic recovery, as well as the level of federal assistance. Despite the uncertainty, and the likelihood of revenues remaining well below normal expectations, the City has several commitments that will be addressed during the year. New recreation centers will be opening that require additional staffing and operating costs. The City Council has expressed strong support for enhancing the City's mobility through pilot expansion of the VIA Program to cover as much of the City as possible. The federal Coronavirus Aid, Relief, and Economic Security (CARES) Act will provide approximately \$11 million over the next two years to be apportioned between the City's transit programs, VIA and Handitran.

Responding to Issues of Social Equity

Our efforts to promote inclusion and expand opportunities for all our citizens include the activities of the Unity Council, established in July 2020 to gather community input on strategies to build and promote greater equality throughout the City, and to "create an exemplary, safe environment in which to live, learn, work and play for all residents — regardless of race, ethnicity or national origins." The City continues its commitment to expanding opportunities for Minority and Women-Owned Business Enterprises (MWBE) to conduct business with the City through procurement contracting by encouraging full participation in all phases of the procurement process. Bid solicitations require vendors to list any/all subcontracting activities

Manager's Message

and demonstrate an acceptable good-faith effort toward achievement of targeted MWBE utilization. During the third quarter of FY 2020, the City achieved its aspirational goal of 25% MWBE participation in contracted procurements. However, spending with African American contractors clearly lags the progress made in other demographic categories. Our social equity initiatives also include continued support for patrons of our parks and recreational facilities. In FY 2021, the General Fund's social equity support for programs in the Park Performance Fund will double, from \$140,000 to \$280,000. This will reduce the upward pressure on fees charged to participate in our recreational programs.

Managing the Economic Challenges

One of the potential longer-term impacts of the pandemic and resulting job losses will be the effects on housing values. By the time the pandemic began in late winter 2020, most property tax revenue for the fiscal year had already been received. However, with rental evictions and mortgage foreclosures expected to rise in the coming months, property values could see declines for FY 2021 and beyond. In addition, statutory changes (S.B.2, 2019) passed by the state which limit property tax revenue growth have constrained the rate flexibility typically available to municipal governments. Taken together, these conditions pose significant challenges to the General Fund's largest single source of revenue.

Sales tax revenues could also struggle to regain their footing throughout 2021 and 2022. These revenues showed strong growth over the past few years, although there were signs that growth was slowing even before the onset of the pandemic. The jobs lost in this recession, already beyond the levels seen during the recession of a decade ago, could take even longer to return. Many of the job losses will be permanent, as the already-struggling brick-and-mortar retail economy is facing accelerated store closings as more retail activity migrates to the online environment. The loss of disposable income, and reduced ability to afford the City's entertainment, hospitality and retail opportunities, could result in a downward trend of even more closed businesses, lost jobs, and less travel. This in turn would have implications for almost all of the City's revenue sources, particularly those related to construction, development, and recreation.

Despite the challenges, the City is fortunate to have options that are not available to many other cities. Revenues received by the natural gas funds, in addition to the potential for funding through the Arlington Tomorrow Foundation, create flexibility to address the community's needs. In April, the City Council adopted revisions to the Park Fee Fund ordinance that allow the use of these fees to support operating and maintenance costs associated with the City's parks. The City has also modified its fiscal approach in several areas to minimize the impact of the downturn. Council's approval to move forward with the sale of pension obligation bonds, at a time when interest rates are at historical lows, will allow the City to meet its unfunded pension obligations at substantially reduced costs. The bond sales necessary to support the City's Capital Budget are structured to emphasize maintaining our public infrastructure while maximizing the tax revenues available for operations and maintenance costs in the General Fund. Negotiations are currently in progress for modifications to the City's landfill lease agreement with Republic Waste Services that could shift future financial obligations associated with closing and maintaining the site in an environmentally safe manner to Republic if an agreement can be reached.

New challenges can lead to new opportunities. The pandemic has accelerated our use of new technologies for working remotely and communicating with each other. In talking with our department directors and managers, my sense is these efforts have been more successful than I would have imagined, and I expect these new technologies will feature more prominently in our everyday work lives long after the pandemic and economic downturn have been successfully navigated.

Despite the downturn, our obligations to the state will continue in FY 2021. As in years past, the City sends a notable amount of the revenue it collects to Austin. In the current fiscal year, these included sales tax collection service fees of \$2.34 million, fines and fees collected by the Municipal Court of \$4.23 million, and payments to other state agencies of \$1.19 million, totaling \$7.76 million in FY 2020. We expect similar amounts to be payable to the state in FY 2021.

Although we have made every effort to minimize costs in FY 2021, business operations require certain expenditure increases that we cannot avoid. These will include costs for the Tarrant Appraisal District to appraise property values (\$39,753), insurance premium increases (\$121,615), and other contractual obligations for software maintenance, mowing services, and fleet maintenance totaling \$205,645. The Budget also includes \$708,984 for public safety increases, primarily for forensic testing

Manager's Message

(\$250,000), partial-year funding for new positions (property room and evidence technicians, \$104,853), and assumption of the full cost of the expiring 2017 COPS grant (\$211,392). We have also included an additional \$110,435 for enterprise-wide software licensing and maintenance, \$318,636 for park maintenance and the opening of new recreational facilities, and \$527,122 for other priorities, primarily the Equity and Diversity Program (\$461,919), utility increases at the City's libraries (\$25,723), and Tele-Town Hall Meetings (\$20,000). As always, a complete list of budget requests submitted by departments as part of the Comprehensive Financial Forecast process, separated by those that were approved and those that were not recommended for funding, is included in the Other Budget Information section.

Balancing the FY 2021 Budget would not have been achievable without substantial expenditure reductions. The City has faced financial situations that required expenditure reductions in the past, but the exercise that departments completed during the spring was perhaps the most aggressive we have ever undertaken. Departments were asked to submit expenditure reductions they could absorb without a substantial loss of service provision ("voluntary" cuts) and were also asked to submit a list of cuts in their respective departments that would total 10% and 25% of their departmental budgets. The "voluntary" reductions, totaling \$8,086,871 in impacts to the General Fund, have been incorporated in the FY 2021 Budget. A list of these reductions is included in the Other Budget Information section.

Safeguarding Citizen Health and Well-Being

For the foreseeable future, we must continue to focus on strategies to mitigate the impacts of the COVID-19 health crisis. Our primary concern has always been and will continue to be the health, safety and well-being of our citizens. A full return to economic stability cannot occur until the health crisis facing the City and the country is resolved.

Through our CARES partnership with Tarrant County, the City has received a portion of the funding received by the County for programs designed to assist residents and businesses during the pandemic. The Tarrant County Commissioners Court recently allocated \$30 million in CARES Act funds to the Small Business Assistance Grant Program, which assists small businesses with costs associated with business interruptions caused by the public health emergency. At least \$6 million, or 20% of the total grant funds available, is allocated for businesses with 51% Minority, Woman or Veteran ownership. In addition to the \$11 million noted earlier that we will receive for VIA and Handitran, the City has received CARES grant funding for the following initiatives: Office of Justice Program (\$479,605 for the Arlington Police Department Coronavirus Emergency Supplemental Funding for overtime and equipment), HUD Community Development Block Grant (\$2,004,017), HUD Emergency Shelter Grant (\$991,890), Texas Department of Housing & Community Affairs, Homeless Housing & Services Program (\$9,786), Federal Aviation Administration funding for the City's Airport (\$69,000), and CARES funding through Tarrant County totaling \$21,239,900 for medical, public health, and economic support. The specific details of the CARES funding allocation are included in the Other Budget Information section.

Additionally, free COVID-19 testing has been made available at the City's drive-through testing center located at the East Arlington Branch Library, and the City has organized multiple free mask giveaways at drive-through events over the summer. Staff is currently working with Tarrant County to obtain additional supplies for distribution at future events. While our entire community should be proud of its collective efforts thus far to address the COVID-19 situation, these strategies must remain in place for the foreseeable future in order to emerge from this health crisis as quickly as possible.

Manager's Message

Conclusion

The average household in Arlington will see the following increases in FY 2021:

- Property taxes on the average home will increase by \$2.41 per month
- No increases to the water and sewer rates
- Garbage rate will increase by 20¢ per month
- The storm water rate will increase by 25¢ per month

The average resident will pay \$34.35* more per year (\$2.86 per month) for property taxes, water, sanitation, and storm water services provided by the City.

The Fiscal Year 2021 Budget has been very challenging. The uncertainty facing all state and local governments is beyond anything we have experienced. The outlook for city budgets will depend on the country's ability to contain and eventually reverse the threat posed by COVID-19, and will also depend on the federal government's willingness to provide flexible assistance in the form of grants, loans, and expanded unemployment assistance to those in need.

But Arlington is more favorably positioned than most cities. The vision to make wise long-term decisions in the past has provided us with flexibility to respond to challenging conditions in the future. Having strong levels of financial reserves, an exemplary credit rating, resources set aside in our gas funds and the Tomorrow Foundation, and an agile approach to debt structuring have given us opportunities to be successful. Our flexibility will surely be tested in the coming year, and our willingness to adapt and respond to meet the challenges facing our community will remain our greatest asset.

We respectfully present the FY 2021 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 the coming year.

Sincerely,



Trey Yelverton
City Manager

**If the City Council chooses to return deposits to the 16,402 eligible accounts, \$1.3M will be rebated, resulting in approximately \$80 savings per account or \$6.60 per month.*

Manager's Message

The table below shows positions added/deleted in the FY 2021 Budget.

FY 2021 ADOPTED POSITION ADDS AND CUTS

GENERAL FUND

-2 Field Operations Manager	Code Compliance
1 MWBE Program Manager	Finance
-1 Deputy Court Clerk II	Municipal Court
-1 Landscape Technician	Parks
1 Environmental Health Specialist	Planning
15 Police Officer	Police
3 Evidence Property Control Specialist	Police
-1 Records Services Assistant	Police
1 School Violence Prevention Program Coordinator	Police

16 NET TOTAL

CONVENTION EVENT SERVICES

-1 Parking Lot Supervisor

-1 NET TOTAL

PARK PERFORMANCE FUND

3 Landscape Technician

3 NET TOTAL

STORMWATER UTILITY FUND

1 Engineering Technician
1 Environmental Specialist
2 Environmental Supervisor
1 Project Engineer

5 NET TOTAL

23 NET TOTAL POSITION CHANGES

Manager's Message

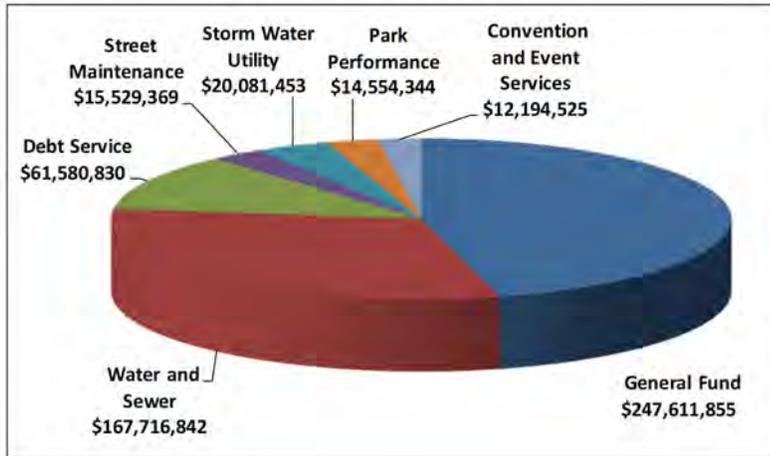


Budget In Brief

FY 2021 ADOPTED OPERATING BUDGET

Revenues

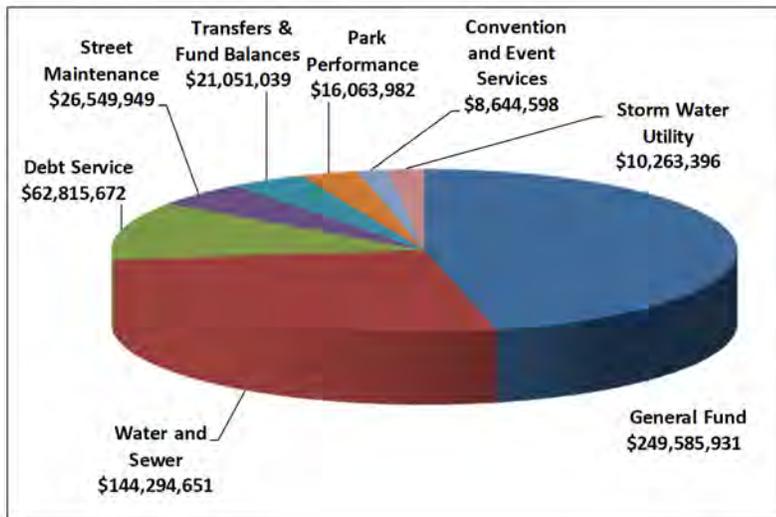
The adopted revenue total for the City in FY 2021 is \$539,269,218. The following chart shows adopted revenues for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$247,611,855	45.9%
Water and Sewer	\$167,716,842	31.1%
Debt Service	\$61,580,830	11.4%
Street Maintenance	\$15,529,369	2.9%
Storm Water Utility	\$20,081,453	3.7%
Park Performance	\$14,554,344	2.7%
Convention and Event Services	\$12,194,525	2.3%
Total FY 2021 Revenues	\$539,269,218	100.0%

Expenditures

The adopted expenditure total for FY 2021 is balanced to revenues, at \$539,269,218. The following chart shows adopted expenditure levels for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$249,585,931	46.3%
Water and Sewer	\$144,294,651	26.8%
Debt Service	\$62,815,672	11.6%
Street Maintenance	\$26,549,949	4.9%
Transfers & Fund Balances	\$21,051,039	3.0%
Park Performance	\$16,063,982	3.9%
Convention and Event Services	\$8,644,598	1.6%
Storm Water Utility	\$10,263,396	1.9%
Total FY 2021 Expenditures	\$539,269,218	100.0%

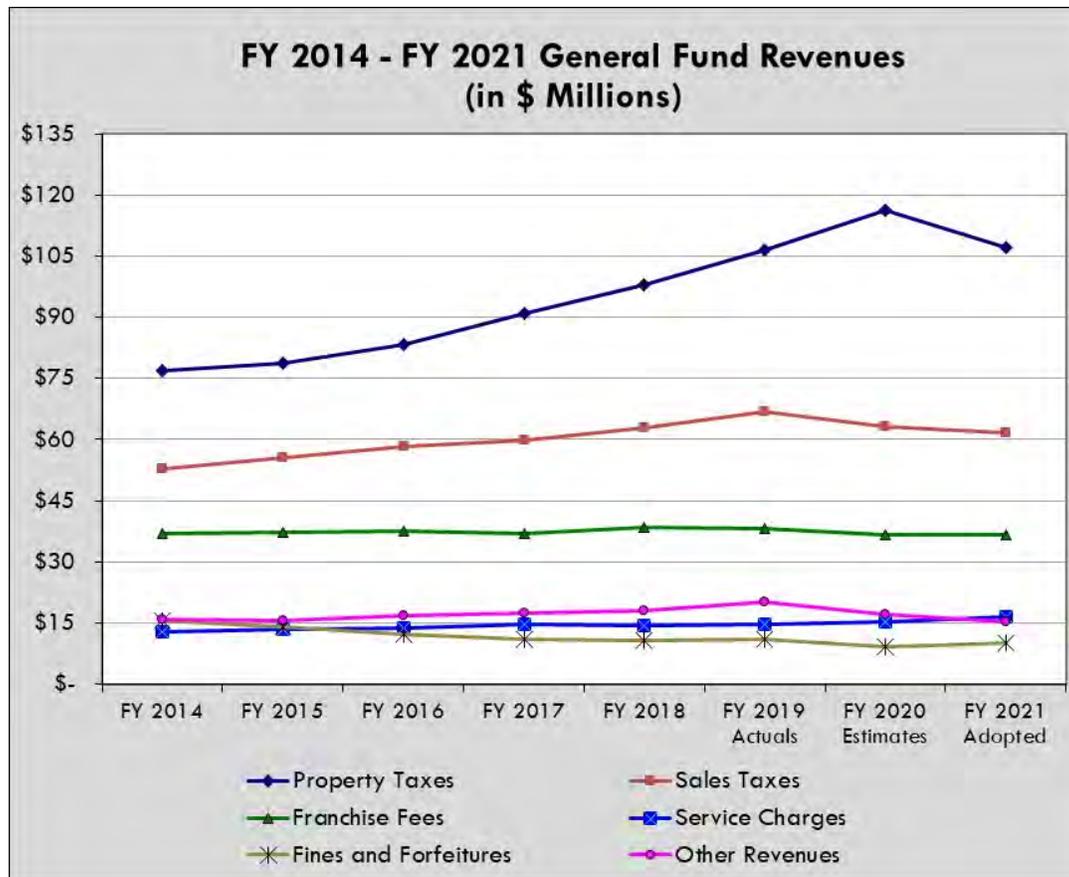
Budget In Brief

FY 2021 ADOPTED GENERAL FUND REVENUES

The City's revenue outlook has been dramatically affected by the COVID-19 pandemic. The health crisis has resulted in a significant economic downturn for the City, with impacts across the spectrum of our annual revenues. Property and sales tax revenues had shown strong and consistent growth over several years following the recovery from the recession. However, the Adopted Budget includes declines for these revenue sources in FY 2021. After four years of growth in assessed taxable value of 9.0% or more, assessed value grew by 2.6% for FY 2021. Sales taxes are projected to decline by 8.0% from the FY 2019 actual level. The following table provides a summary of General Fund revenues by major category for FY 2019 Actuals, FY 2020 Estimates, and FY 2021 Adopted.

	<u>FY 2019 Actuals</u>	<u>FY 2020 Estimates</u>	<u>FY 2021 Adopted</u>
Property Taxes	\$ 106,405,330	\$ 116,407,086	\$ 107,110,384
Sales Taxes	66,969,349	63,173,640	61,594,299
Franchise Fees	38,087,981	36,768,006	36,751,686
Service Charges	14,631,453	15,139,206	16,631,856
Fines and Forfeitures	11,152,679	9,202,021	10,164,450
Other Revenues	20,106,139	17,041,309	15,359,180
Total Revenues	\$ 257,352,931	\$ 257,731,268	\$ 247,611,855

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 the decline in property tax revenue anticipated for FY 2021, and also shows the pandemic's effects on retail sales activity beginning in the spring of 2020.



Budget In Brief

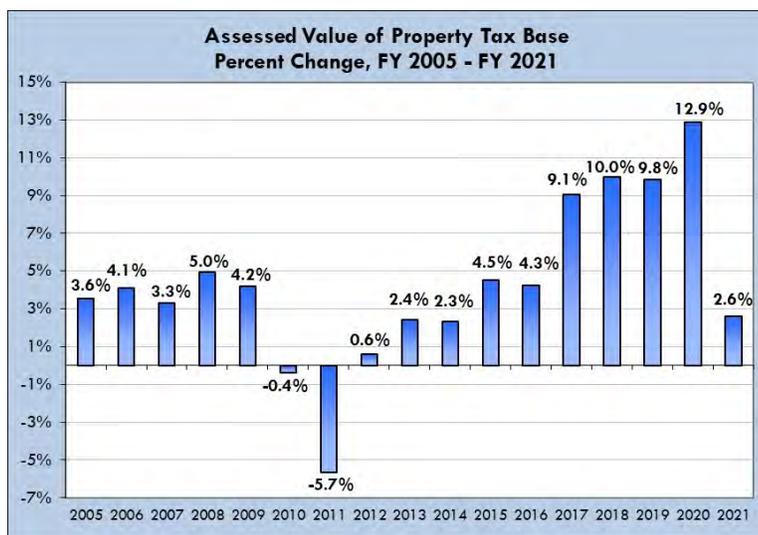
PROPERTY TAXES \$107.1 MILLION, 43.3% OF GENERAL FUND REVENUES

The largest single revenue source for the General Fund is the Property Tax. In FY 2021, this revenue represents 43.3% of General Fund revenues, down from 44.1% in FY 2020. The total assessed value of taxable property in the City is \$29.83 billion.

The adopted ad valorem tax rate in FY 2021 is \$0.6225 per \$100 of assessed value, which is 0.15 cents lower than the FY 2020 rate. The General Fund's portion of the adopted rate is 40.85 cents per \$100 of assessed value, which represents 65.6% of the total tax rate. As the chart to the right indicates, the allocation of the property tax rate between Debt Service and the General Fund shifts in FY 2021, with the General Fund's portion decreasing by 3.82 cents and the Debt Service portion increasing by 3.67 cents.

	FY 2020	FY 2021	Increase (Decrease)
General Fund Tax Rate	44.67	40.85	(3.82)
Debt Service Tax Rate	17.73	21.40	3.67
Total Property Tax Rate	62.40	62.25	(0.15)

As shown in the accompanying bar chart, the property tax base grew by 2.6% in FY 2021, the smallest increase since FY 2014. General Fund property tax revenues from this growth are anticipated to decrease in FY 2021 by approximately \$9.3 million from the FY 2020 estimates.



The 2.6% growth in the property tax base results in a value increase of \$753 million from the certified roll received in July of last year, as shown below

The 2.6% growth in the property tax base results in a value increase of \$753 million from the certified roll received in July of last year, as shown below

Certified Roll, July 2019:	\$29,073,063,356
Increase in values:	<u>753,005,463</u>
Certified Roll, July 2020:	\$29,826,068,819

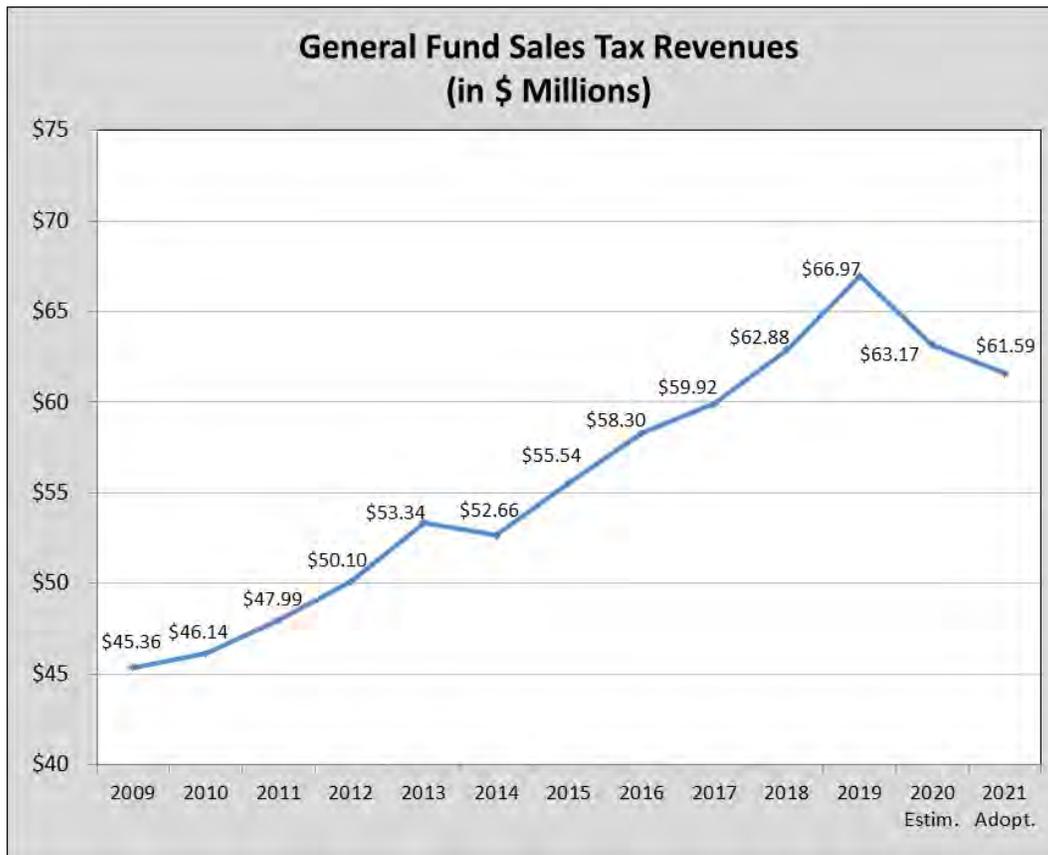
The graph to the right shows the tax rate history in the City since FY 2009. The adopted rate of \$0.6225 per \$100 of assessed value represents the fifth consecutive year in which the City lowered its ad valorem tax rate.



Budget In Brief

SALES TAXES \$61.6 MILLION, 24.9% 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 2021 is projected at \$61,594,299. These taxes represent 24.9% of General Fund revenue in FY 2021, down from 25.4% in the FY 2020 budget. The following chart shows the sales tax revenue history in the City for the past 12 years.



OTHER REVENUES – \$79.0 MILLION, 31.8% 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 14.9% of General Fund revenues in FY 2021, up from 13.3% in the FY 2020 budget. The electric utility pays the most in franchise fees and is expected to pay \$12.85 million in FY 2021. 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 provided to those funds. In FY 2021, these revenues represent 6.6% of General Fund revenues, up from 6.4% in the FY 2020 budget.

Fines and forfeitures are obtained primarily from fines assessed by the City's Municipal Court. In FY 2021, these revenues represent 4.1% of General Fund revenues, unchanged from their percentage of the FY 2020 budget. Revenues received by the Municipal Court are expected to be \$1 million lower than the FY 2020 budget.

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 2021, these revenues represent 6.2% of General Fund revenues, down from 6.7% in the FY 2020 budget.

Budget In Brief

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 2021.

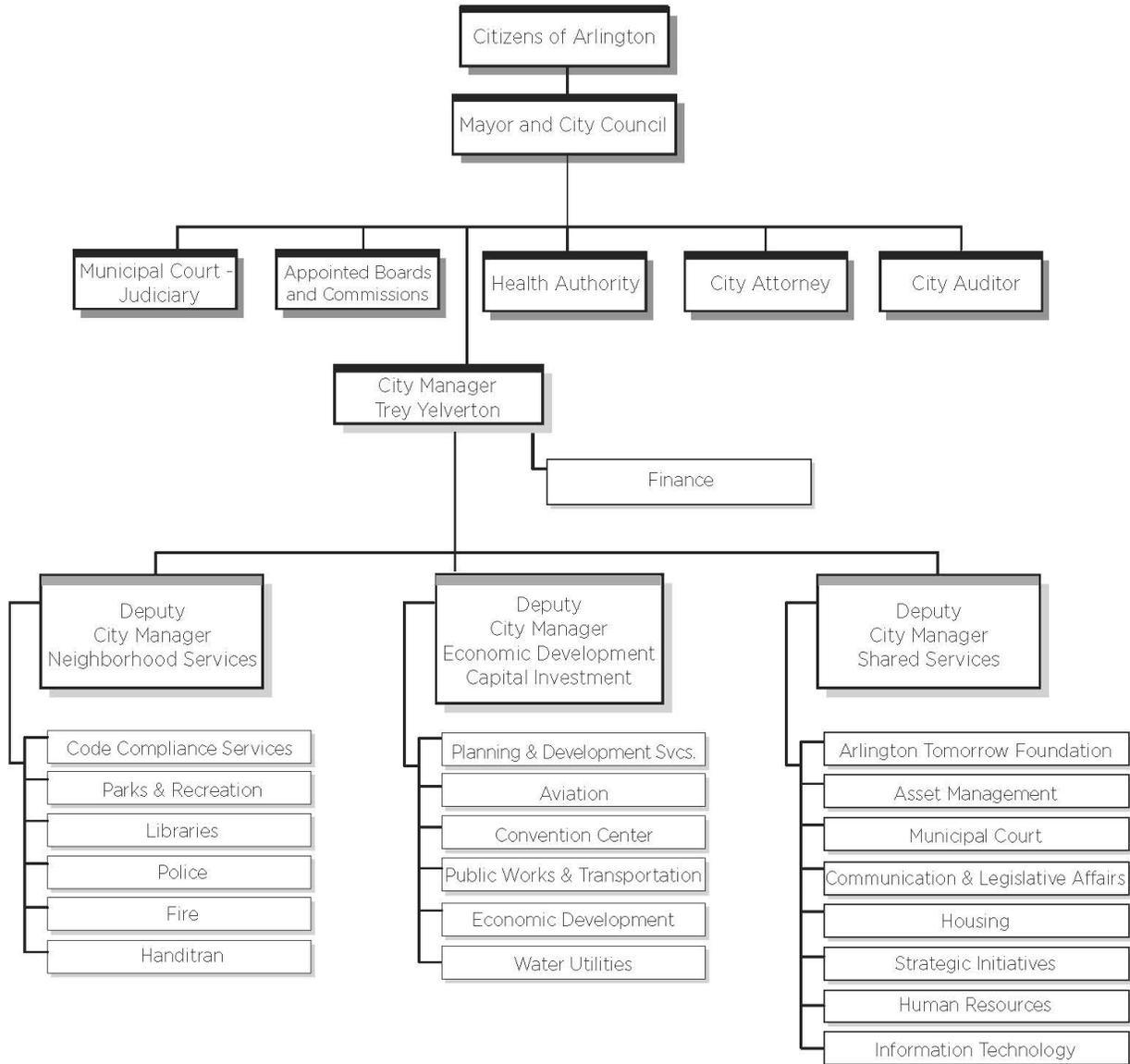
- The **Water Utilities Fund** is projecting available resources (beginning balance, revenues, and net interfund transfers) of \$144.5 million and total expenditures of \$144.3 million.
- The **Storm Water Utility Fund** is projecting available resources of \$10.7 million and total expenditures of \$10.3 million.
- The **Convention and Event Services Fund** is projecting available resources of \$8.7 million and total expenditures of \$8.6 million.
- The **Park Performance Fund** is projecting available resources of \$16.3 million and total expenditures of \$16.1 million.
- The **Street Maintenance Fund** is projecting available resources of \$27.3 million and total expenditures of \$26.5 million.
- The **Document Services Fund** (internal service fund) is projecting available resources of \$2.5 million and total expenditures of \$2.4 million.
- The **Fleet Services Fund** (internal service fund) is projecting available resources of \$8.8 million and total expenditures of \$8.4 million.
- The **Information Technology Support Fund** (internal service fund) is projecting available resources of \$14.4 million and total expenditures of \$14.2 million.
- The **Communication Services Fund** (internal service fund) is projecting available resources of \$10.7 million and total expenditures of \$10.7 million.
- The **Debt Service Fund** is projecting available resources of \$66.2 million and total expenditures of \$62.8 million.

Budget In Brief



Organization Chart

City of Arlington Organization Chart



Rev. 07.20

Organization Chart



Business Plan

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 1st and ending September 30th of the following year.

Each year, 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 2021, those priorities are:

- Champion Great Neighborhoods
- Enhance Regional Mobility
- Invest in Our Economy
- Put Technology to Work
- Support Youth and Families

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](#), [Libraries](#), [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.

[Code Compliance Services](#) consists of Animal Services and Code Compliance working as a team with Arlington citizens, partners in the community and nationwide, and with other city departments in support of youth and families while building and protecting 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, and sterilization / vaccination services.

In effort to support the City's FY 2020 Council Priorities to put technology to work, Animal Services purchased three new trucks equipped with a new electronic feature that provides display of the temperature within each animal travel compartment to maintain safe environment conditions for each animal in transport. The

trucks are also equipped with compartments closer to ground level to make it easier for the officer to load and unload an animal. Additionally, the trucks feature a back-up camera that allows continuous monitoring to improve driving safety.

In February, Animal Services was awarded a grant from Petco Foundation in the amount of \$35,000. The funds are being used to host monthly cat spay/neuter clinics for 600 cats to reduce cat animal intake and increase the shelter's live-release rate. In FY 2020, Animal Services has achieved an average live release rate of 87% with an all-time high live release rate of 93% in March.

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. Code Compliance works closely with property owners until compliance is achieved or it becomes necessary to mitigate a hazard and take additional enforcement measures.



Business Plan



The Neighborhood Enhancement Team (NET) is a Council driven initiative with the mission of improving the quality of life, aesthetic appeal, and economic vitality of Arlington neighborhoods. Community engagement is key to the success of this program to Champion Great Neighborhoods. NET cleanup events are hosted by Code Compliance and other city departments, in partnership with Republic Services, to assist residents requesting cleanup of the neighborhood. Prior to a cleanup event, residents are invited to a neighborhood meeting where multiple city departments discuss opportunities that may benefit their neighborhood, keeping neighborhoods clean and safe, and ways to connect with the city and each other.

Proactive outreach is then provided through personal contact, door hangers and educational information. In FY 2020, NET hosted two neighborhood cleanup events at Berkeley Square and Lake Arlington Highlands. Since inception of the NET program, a total of 17.13 tons of trash, junk and debris have been removed from Arlington neighborhoods. NET continues to seek collaboration with residents in effort to build effective partnerships, improve beautification and strengthen neighborhoods.

The Fire Department consists of Fire/Rescue Operations, Fire Prevention Inspections/EOD Services, Medical Operations/Public Health, Fire 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 (AFD), 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 2020-2021 school year, AISD will provide funding support for a dedicated Fire Academy Officer to coordinate the program. To date, the Fire Academy has completed 9 total classes and ten alumni have been hired by the Fire Department.



In FY 2020, AFD was challenged to respond to a wide range of community service demands beyond typical structure fires and emergency medical services. One such challenge was managing the COVID-19 pandemic, by administering testing and recommending strategies to minimize the spread of the virus. The Department repurposed a mobile Library vehicle to create a Mobile Command Center for use as a mobile Emergency Operations Center for Incident Command. By repurposing an existing City vehicle that would have been sold

at auction, the cost savings of retrofitting the vehicle rather than purchasing a new vehicle was approximately \$650,000 in savings. The Department's Special Events team hosted multiple large concerts including Jason Aldean, Billy Joel, concert events at the newly opened Texas Live, and other major events such as PY1 Nights, NFL and XFL Games, USA Football, Supercross, Monster Jam, Posty Fest, Christkindle Market, PBR Gold Cup, the Big 12 Championship, and the Cotton Bowl. During FY 2020, the Department expanded the Fire Prevention K9 team from 9 to 12 canines.

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The Library Department's mission is to open doors to ideas, information, and imagination for our diverse community. Our goals align and support the City's strategic initiatives focusing on supporting youth and families and championing great neighborhoods. The Library team strives to meet these goals through collaboration, innovation, passion, and hard work. In FY 2020, 96% of surveyed library users rated the overall quality of library services as excellent or good.



Arlington has a network of six library branches found strategically throughout the city and the George W. Hawkes Downtown Library in the heart of Downtown Arlington. Each of these locations offers various unique spaces, including a variety of public meeting and study areas for collaboration, discussion, and gathering spaces for the community.

In FY 2019, 930,106 visitors came to one of the Arlington Public Library locations, 67,160 library guests enjoyed programs for all ages, guests used 294,621 computer sessions on the public computers and over 1,817,747 physical library items were checked out. The total number of items in the library collection at the beginning of FY 2020 was 547,010, and there are 163,068 currently registered library account holders.

To further the City's FY 2020 Council Priorities to support youth and families and champion great neighborhoods, the Library offers a wide array of programs for all ages, often in partnership with community educational and cultural institutions. These events enhance the quality of life and civic involvement, increase appreciation for the arts, and improve vocational skills for Arlington residents. It is another exciting way for people to connect through the Library's innovative and engaging programs throughout the year. Examples of unique Library partnerships in FY 2020 include:

- A continued partnership with CitySquare supplied free lunches during the summer for children at three library locations. Breakfast was added during the summer in FY 2020.
- Arlington Public Library system partners with the Texas State Library and Archives Commission to provide information and access to "The Talking Book Program." This service is available to Texans with visual impairments and those who have physical or learning disabilities that prevent them from using standard print. The collection included 80,000 items, including titles in Spanish, in a variety of genres. The available collection also offers 80 different popular magazines.
- Arlington Water Utilities and the Library worked together to present the 'Wonderful Water Series,' a free series to enhance water knowledge. From children's programming to gardening and water conservation, these free programs entertain and teach the importance of using water responsibly.
- "Birds, Bees, and Butterflies: Gardening for Wildlife Series" virtual programming helped participants learn ways to attract and provide a garden habitat for butterflies and other animals. The class is presented by Water University at the Texas A&M AgriLife Research Center, in partnership with both the Water and Library Departments.
- "Art is for Everyone" was funded in part by the National Endowment for the Arts, and the series was presented in partnership with local artists.
- This project strengthened our community's creative capacity by allowing anyone to learn to express themselves through art.
- Various library locations partner with AARP Tax Aide's trained staff to provide a space to offer free tax services between January and March.
- The Arlington Public Library system maintains membership in the Tarrant County Adult Education Literacy Consortium (TCAELC) for several years now. In FY 2020, APL received a \$344,106 grant to fund a wide range of adult education opportunities such as High School Equivalency, English as a Second Language (ESL), Adult Basic Education, and Citizenship classes



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The Library Department is also present outside of the confines of the library locations. The Library team is out and about connecting with members of our community at a variety of outreach programs and events.

The Arlington Public Library is accredited through the Texas State Library and Archive Commission and is a certified member of ProLiteracy Worldwide and the Tarrant Literacy Coalition for Adult Education. Also, the Arlington Public Library World Language Storytime program was awarded the 2020 Cultural Diversity Award presented by the National League of Cities. This program creates a welcoming environment for families to enjoy listening to stories in their native language. World Language Storytime program is offered in eight of the most frequently spoken languages in Arlington, including Vietnamese, Arabic, French, Chinese, Japanese, and Portuguese, and programs already given in English and Spanish. This unique project was made possible through a grant from the Institute of Museum and Library Services to the Texas State Library and Archives Commission.

The Library services offered are many and varied, and we hope that we have whatever it is you are looking for, from books, DVDs, and eBooks to programs, spaces, and experiences for people of all ages and stages of life.

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.

In addition to numerous park development and renovation projects, APRD will open the doors to three major capital projects in 2020, including The Beacon recreation center, the East Library and Recreation Center, and the clubhouse at Texas Rangers Golf Club. These capital projects align with the City Council priorities to Champion Great Neighborhoods and Support Our Youth and Families.



AWARDS AND HONORS: APRD earned reaccreditation status in 2019 through the Commission for Accreditation of Park and Recreation Agencies (CAPRA). Through compliance with the standards of excellence, CAPRA accreditation assures policy makers, department staff, the general public and taxpayers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality. The parks department first became a nationally accredited agency in 2014

APRD brought home the prestigious Gold Medal from the National Recreation and Parks Association in 2018, the top honor in the parks and recreation industry. 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.

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The Arbor Day Foundation selected Arlington for its Tree City USA award (21-year honoree), by meeting four core standards of sound urban forestry management: maintaining a tree board or department, having a community tree ordinance, spending at least \$2 per capita on urban forestry and celebrating Arbor Day.

The Police Department (APD) is responsible for public safety through a variety of citizen outreach efforts, education, and enforcement activities. Relationships are the cornerstone of how the department interacts with community members to achieve desired public safety outcomes.

In 2019, APD received the International Association of Chiefs of Police Civil Rights Award, a testament to how the department approaches policing in our community. Through this approach, APD has also been recognized by the United States Department of Justice for the department's innovative training curriculum in responding to hate and bias-based crime.

Leading the way for reform once more, APD has expanded the hate and bias-based crime reporting policy to include hate incidents. The new reporting policy will ensure that hate incidents are captured by reporting processes as well as hate crimes. This is an important shift as non-criminal hate incidents can cause significant harm to our community. With the new policy, the department has developed a training curriculum that has been presented on the national stage for other agencies to replicate.

APD's engagement in the community was highlighted again in 2019 when thousands of residents organized and joined 252 neighborhood parties for the annual National Night Out. Thanks to the citizen's enthusiasm, APD was the recipient of 3rd place award in National Night Out awarded by the National Association of Town Watch.

The special relationship with our community is the result of the sacrifice of our officers. For this reason, Texas Governor Abbott bestowed the Star of Texas Award on two APD officers who sustained severe injuries while in the line of duty.

One of the most vital components of APD's operations is the invaluable work of hundreds of volunteers. In 2019, APD volunteers recorded 30,543 hours. Citizens of all ages and backgrounds volunteer for the department and are engaged in many different functions, from administration to crime prevention. The result of their efforts is thousands of dollars in savings and a safer community.

The Arlington Police Department operates through a geographic policing model, providing proactive and creative problem-solving strategies to address crime in designated geographic boundaries. The underlying goal is for officers to know their

residents and business owners to build healthy relationships within the community through assignments in specified geographic areas or beats in the city. Our Victim Services Unit has also adopted geographic structure to meet the needs of Arlington residents.

The department is accredited through the Commission on Accreditation for Law Enforcement (CALEA), receiving initial accreditation in 1989. With our law enforcement agency, training academy, and public safety communications center all accredited by CALEA, we proudly maintain Tri-Arc accreditation by meeting a multitude of standards for policies, procedures, and best practices.



Business Plan

ECONOMIC DEVELOPMENT AND CAPITAL INVESTMENT

The City of Arlington's Economic Development and Capital Investment City Service Team consists of the following departments: [Aviation, Convention Event Services, Economic Development, Planning & Development Services, Public Works and Transportation, and the Water Utilities](#). 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.

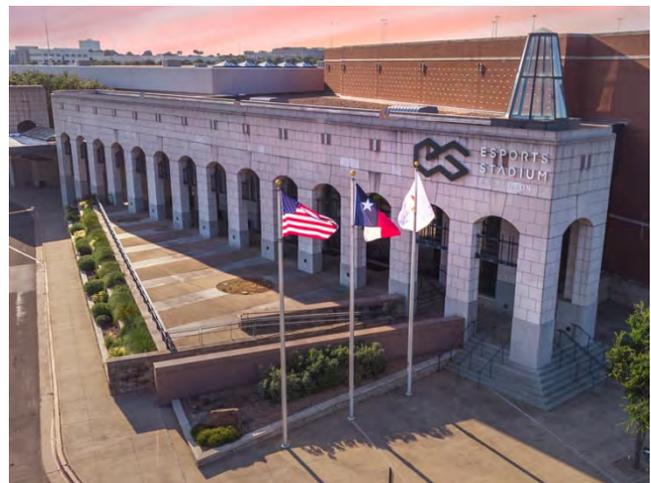


The **Aviation Department** operates Arlington Municipal Airport, a full-service general aviation airport that is owned by the City of Arlington. Designated as a Reliever Airport, it provides an alternative to DFW Airport and Love Field, for flight training, corporate, cargo, charter and private aviation. Approximately 230 based aircraft and 17 businesses are based at the Airport, including Bell's Flight Test Research Center, Van Bortel Aircraft, Inc., Harrison Aviation, and Airline Transport Professionals (ATP). The Airport provides fifty-six T-hangars, one commercial hangar, and 52 tie-downs for lease, in addition to those offered by FMF and Airport Properties, Inc. The

terminal building (LEED Gold certified) houses Airport Operations and five businesses. Runway 16/34 is 6,080 ft. long by 100 ft. wide, with east and west parallel taxiways. Air Traffic Control services are provided through the FAA's Federal Contract Tower program.

The **Esports Stadium Arlington + Expo Center** (ESA+EC) is organized into divisions consisting of Administration, Event Services, and Facility Operations and offers catering and audio/visual services to accommodate small and large groups for expositions, public events, trade shows, meetings, special events, and esports competitions.

The Arlington Expo Center operates a 50,000 square-foot expo hall. The facility also is home to Esports Stadium Arlington – a 30,000 square-foot esports competition showroom, a state-of-the-art broadcast and live-event production suite, as well as 8,500 square-feet of esports training, office, and team hospitality spaces. Additionally, the venue boasts the Gamer Gallery – an 8,000 square-foot esports retail gaming LAN center, open to the public daily.



The department administers the City's contracts with the Arlington Convention and Visitors Bureau (ACVB) and Esports Venues, LLC. and works together with these partners to help increase tourism and promote attractions and events in the Entertainment District and the City. Esports Venues, LLC operates and markets Esports Stadium Arlington as the premier facility in the United States for esports events. The company also organizes and produces esports events in the venue. The Arlington Convention & Visitors Bureau markets and develops the city as a premier sports, business and leisure entertainment destination to achieve new tourism spending benefits for the visitor industry, community and its residents. The ACVB also strives to expand the City's profile through the recruitment, promotion and marketing of special events such as the Annual Art on the Greene, 2016 WWE Wrestlemania, 2018 NFL Draft, 2019 & 2020 PBR Global Cub, Freight Fest & Holiday in the Park at Six Flags Over Texas, and many more. Both partners' sales efforts will focus on increasing the number of bookings that utilize the ESA+EC, continuing to grow hotel room demand, increasing hotel occupancy throughout the city, and furthering the development of the amateur sports and esports markets.

The ESA+EC is located in Arlington's Entertainment District, and is close to Globe Life Park (Rangers), Texas Live!, AT&T Stadium (Cowboys), Six Flags and Hurricane Harbor, and is easily accessible from I-30.

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The **Office of Economic Development (OED)** strives to support the growth of Arlington's existing businesses and attract new opportunities that will contribute to the economic vitality of the City. The ultimate goal of the OED is to foster opportunities that will increase the City's revenue, provide high-quality employment opportunities for Arlington residents, and contribute to the overall prestige and future growth of the City of Arlington.

The Economic Development Strategy, first implemented in 2015, continues to guide the Office's recruitment, retention, marketing and outreach efforts. In FY 2020, the City had many economic development successes that resulted in significant capital investment and recognition.



Live by Loews! opened its \$150 Million flagship hotel in the entertainment district and announced a planned \$810 million Loews convention hotel which includes a new convention center and structured parking facility, class A corporate office building headquarters, mixed-use residential building, and small business coworking and incubator space slated to open in 2023. Rent the Runway celebrated the opening of its 300,000 square foot distribution center and brought 500 jobs to the City. FedEx officials celebrated the grand opening of a new 320,000 square-foot distribution center in South Arlington. TSI Products' Inc. expanded their 39,000 square feet facility to 150,000 square feet to expand its research and manufacturing capabilities. Six Flags Global Headquarters announced its corporate relocation to Globe Life Park and will house at least 120 full-time employees.



In Fall 2019, Arlington's retail scene was thriving. Fielder Plaza Shopping Center completed \$5 Million in renovations, and Pottery Barn Outlet opened in South Arlington. Nuvodesk Coworking opened a 20,000 square foot contemporary coworking space for entrepreneurs.

Additionally, the third and final building associated with the Cooper/I-20 project (formerly National Semi-Conductor) was completed, adding 401,115 square feet of additional industrial space available for lease. In June, Southwest Restaurant Equipment relocated and expanded its operations into 20,000 square feet of modern industrial space. Tax Increment

Agreements were also approved by City Council for Urban Front, LLC and Main 7, LLC projects.

In March 2020, Staff refocused their efforts to assist businesses with COVID-19 relief. Through the CARES Act, Tarrant County established a Small Businesses Assistance Grant. Staff partnered with community organizations to advertise the grant and developed a support center to assist Arlington businesses. Additionally, Staff assisted in the City's distribution of masks for businesses. For the remainder of 2020, the Economic Development team will continue to innovate and implement COVID-19 relief strategies to retain and recruit businesses



Planning and Development Services strives to make Arlington a premier City by engaging in visionary planning, building vibrant neighborhoods, and serving our residents, businesses, and visitors. Customer service is the core focus of this department. Since the launch of the One Start Center and the AMANDA tracking software in 2006, the Planning and Development Services Department in Arlington has continuously enhanced customer service. The One Start Development Center assists homeowners, business owners, and the development community with the permitting process that includes payments, business registrations, permit issuance, as well as

provides guidance to walk-in customers by three over-the-counter professionals: development planner, engineer, and plans examiner. During FY 2019, the One Start Development Center assisted 18,016 walk-in customers and processed 28,738 permit applications.

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The Land Development Division's primary role is to effectively communicate the regulations of the City to the development community and work closely with developers to bring their visions to fruition. This is mainly handled through pre-submittal meetings, where planners and engineers in this team discuss the projects with the developer, provide key information based on applicable research specific to the project prior to the meeting, and then guide them through the development processes as needed. This could include the rezoning, platting, or site plan process. In FY 2019, staff facilitated 183 pre-submittal meetings, 54 zoning applications, 91 plats, and 69 site plan applications were processed. Additionally, this team reviews a myriad of permits ranging from fence permits, residential and commercial building permits, public improvement plans and landscape plans to ensure compliance with applicable ordinances.

The Building Inspection Division is responsible for the plan review of residential and commercial building permits, as well as the inspections of those structures during construction and before issuing certificates of occupancy. The team ensures that structures are constructed to adhere to the current building codes to ensure the safety of those who utilize the structures. During FY 2019, the plan review team's goal for plans reviewed to the 1st comments within 12 business days was met 99% of the time for commercial plans. Building permit valuations issued for construction during FY 2019 totaled \$908M.



During FY 2019, approximately 26,000 permits were issued, and more than 50,000 inspections were conducted. All building inspections were completed within 24 hours of request. The department also handles sign permits and inspections as well as health services provided through food establishment and childcare permits and inspections. The Health Services team also manages the mosquito mitigation program and responds to citizen's health complaints. The Gas Well team is responsible for the land development, permitting, and inspections of gas well drilling and production in the City of Arlington.



The department is also making steady improvements in online servicing of the customers and making a lasting imprint. Leadership promotes iCare culture among staff which follows the principles of 'Impression', 'Connection', 'Attitude', 'Response', and 'Exceptional'. In FY 2019, Planning and Development Services was awarded the CLIDE Award, the Greater Dallas Planning Council 2018 Urban Design Award, and the Project Excellence Award from Midwest Section Texas Chapter of the American Planning Association (TX-APA) for the Arlington City Center Project.

The **Public Works and Transportation Department** is comprised of the following divisions: Business Services, Construction Services, Engineering Operations, Environmental Management, Floodplain Management, Information Services, Operations Support, Stormwater Engineering, Stormwater Operations, Street Maintenance, Traffic Engineering, and Traffic Operations. These divisions function together to design, build, and maintain street and drainage infrastructure and are responsible for mobility optimization through traffic engineering and technological innovation, and provision of signals, streetlights, and regulatory signs and markings. Public Works and Transportation staff are also responsible for the quality of surface water in the City of Arlington by inspecting private construction activities, municipal and industrial facilities that have the potential to impact surface water quality; and enforcement of local, state, and federal water quality and environmental regulations.

During FY 2020, the department completed several roadway projects. Among them is the completion of Abram Street from Cooper Street to



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Collins Street. This \$26M project was the fourth and final phase of the transformative rebuild of Abram Street from the City of Grand Prairie city limits to Cooper Street. This project was more than just a rebuild. It was a complete renovation of the corridor through the heart of Arlington that supported the City's master plan to revitalize Downtown Arlington. Not only did this project bring improved roadways, drainage, and water and sanitary sewer infrastructure, it improved vehicle and pedestrian access to the City's Entertainment and Cultural Districts, the University of Texas at Arlington, the Levitt Pavilion, and other destinations. The transformative nature of this project undoubtedly contributed to its selection as an American Public Works Association (APWA) Texas Chapter Project of the Year.

The department's Capital Improvement and Street Maintenance Programs are responsible for the infrastructure improvements and maintenance for a roadway network of over 3,000 lane miles. This is accomplished by resurfacing roadways in poor condition and beyond maintenance. Through the efforts of the capital improvement and street maintenance programs, approximately 90 percent of the City's roadways have a satisfactory or better condition rating.

The department furthered its commitment to "put technology to work" by implementing new programs throughout its operations. The Engineering Operations division began using Bluebeam Revu software to develop an electronic review process for capital design reviews and the creation of as-built construction plans. This technology will allow the department to achieve increased overall efficiency in the coordination of capital improvement projects. The Field Operations group began a multi-year project to convert the City's streetlight network from high-pressure sodium bulbs to LED bulbs. Funding for the conversions completed in FY 2020, was funded by a grant from the Arlington Tomorrow Foundation. Not only does this work harness the power of improved technology, it supports the Arlington Tomorrow Foundation's mission to contribute to a thriving Arlington by supporting causes which benefit its citizens and enhance the natural surroundings and lifestyle.

The Field Operations group revised its pavement crack seal program to adopt a 100 percent dust-free removal of debris from pavement cracks in advance of sealing. The group researched and evaluated multiple options. Due to the cost of many of the options, the group capitalized on the ingenuity and skills of its employees by designing and building a dust control unit. This innovative approach resulted in a savings of approximately \$69,000.

The Traffic Engineering group expanded on a program to reduce traffic congestion along the highly traveled Cooper Street Corridor by installing 31 automated traffic signal performance measure devices on 31 signals, 10 fire trucks, and two school flashers along Cooper Street between Lamar Boulevard and Harris Road. These devices will collect and analyze signal and safety information in real-time and communicate the information to drivers either through connected vehicle technology or through the TravelSafely mobile application. The Cooper Street Smart Mobility Corridor project was recognized as one of the 2020 Smart 50 Award winners. This award, which is given in partnership with Smart Cities Connect, Smart Cities Connect Foundation, and US Ignite, recognizes influential and innovative work in the areas of urban operations, urban infrastructure, smart mobility, and community engagement. The Federal Communications Commission (FCC) has awarded a third-party vendor a two-year experimental license for testing Cellular Vehicle to Everything (C-V2X) connected vehicle applications within the City of Arlington. The license is for an approximate five-mile radius around the Cooper Street Corridor for research that focuses on the development of applications for interactions with at-grade railway crossings, traffic queue warning systems, and dynamic speed harmonization. Arlington is one of only three cities in the country where this testing will take place.



The department's Stormwater group continued efforts towards the development of a Comprehensive Stormwater Plan by collecting data on flooding around the City, organizing future project sites, updating stormwater design standards to reduce the need for future flood mitigation projects, incorporating new water quality standards into the program, and evaluating data needs to identify and prioritize maintenance projects to replace aging infrastructure. The Stormwater Capital Improvements group made significant advances towards completing projects that were in design for an extended period, such as Matthews Court Drainage Improvements, Country Club Drive Drainage Improvements, and Sublett Creek Neighborhood Drainage Improvements. Overall, 12 flood mitigation, erosion, and maintenance projects were bid or completed

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construction during FY 2020. The Floodplain Administration group implemented the Floodplain Program for Public Information (PPI) to improve flood hazard education and outreach. The implementation of the PPI demonstrates the City's commitment to exceed the National Flood Insurance Program (NFIP) minimum requirements.

The department's contribution to improving Arlington's natural environment was recognized with two prestigious distinctions in FY 2020. The department assisted in the work necessary to receive recognition as part of the National Wildlife Federation's Mayors Monarch Leadership Circle. Arlington is one of seven cities worldwide to have completed the 24 action items required to achieve "Monarch Champion" status. The department was also instrumental in the implementation of programs that reinforce the City's commitment to creating a sustainable habitat for native pollinators and public education that is required under the Bee City USA designation. This designation makes Arlington one of six Texas cities to be recognized as a Bee City.

Arlington Water Utilities provides safe, high-quality drinking water to Arlington's more than 390,000 residents, 14 million yearly visitors, and thousands of people served by the department's wholesale water customers in Tarrant County. Arlington operates two water treatment plants with a combined daily production capacity of 172.5 million gallons. The department is responsible for the maintenance and operation of more than 1,300 miles of sanitary sewer main and more than 1,600 miles of water main.



Arlington Water is made up of seven divisions – Customer Care and Business Services, Operations, Treatment, Engineering and Support



Services, Administration, Financial Services, and Communications. Some key tasks for the department include forecasting financial needs for rate setting, 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 high breakage water mains; and optimization of water usage during the treatment process. The department also launched its Know Your H2O website, which provides customers with remote read meters access to their daily water usage totals and high usage alerts.

Arlington is a water industry leader in its use of technologies such as pre-chlorinated pipe bursting and multi-sensor robots that examine large-diameter mains for defects. Arlington Water Utilities continues to be an award-winning department and has received a Regional Cooperation Award from the General Assembly of the North Central Texas Council of Governments in 2019 for its operations partnership with the City of Kennedale. In 2020, the department's Know Your H2O customer website won a Granicus Digital Government Award for Citizen Service, which honors transformational digital government initiatives.



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SHARED SERVICES

The City of Arlington's Shared Services City Service Team consists of [Asset Management](#), [Communication & Legislative Affairs](#), [Human Resources](#), [Information Technology](#), [Municipal Court](#), and the [Office of Strategic Initiatives](#). 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.

[Asset Management](#) includes Building Design and Construction, Facility Services, Fleet Services and Solid Waste & Recycling. Together these teams are responsible for physical assets that are owned and controlled by the City, including libraries, recreation centers, public safety facilities and sanitary landfill. Asset Management works in partnership with departments throughout the organization to ensure effective stewardship of assets to deliver services.



Building Design and Construction manages vertical construction projects. Current, they include the Texas Rangers Golf Clubhouse scheduled for completion in August 2020; the Beacon, a recreation center in southeast Arlington, scheduled to be complete Summer 2020; and East Library and Recreation Center which is on target for completion in Fall 2020. Additionally, the team is overseeing design for the Fire Station No. 1 rebuild and Active Adult Center. These projects are part of \$100 million in building construction projects managed so far in FY 2020.

Facility Services is responsible for over 1.5 million square feet and receives over 7,000 service requests for maintenance and repairs annually. The team works on building electrical systems, elevators, fire alarm, generators, HVAC, and plumbing. An in-house carpentry shop builds custom cabinetry, furniture, and specialty fixtures such as sneeze guards to minimize the spread of the COVID-19 virus.

Fleet Services is responsible for the purchase, specifications, maintenance, repair, and disposal of fleet assets. The team manages the City's fleet maintenance contract for nearly 1,000 vehicles and pieces of equipment. The fleet maintenance contractor also is responsible for upfitting vehicles and equipment such as installation of specialty parts for Police units and averages about 850 workorders a month. Fleet Services also manages purchasing fuel for the organization.



Solid Waste Management & Recycling manages the contract for operating the City's 800-acre municipal solid waste landfill which includes green waste and concrete recycling and a new gas-to-energy facility that converts landfill gas into renewable natural gas. In FY 2020, staff created an electronic landfill coupon redemption process for residents. The team also manages the contract for garbage and recycling collection services and diversion initiatives, including electronics recycling and composting. The team is working with the North Central Texas Council of

Governments on a regional campaign to reduce recycling contamination, including updating recycling cart lids with bilingual messages, and sponsoring a new summer youth camp contest to encourage proper recycling.

[Communication and Legislative Affairs](#) has divisions in Executive Support, City Secretary's Office, Vital Statistics, Office of Communication, Action Center, Intergovernmental Relations and Document Services. Due to the varying types of work, Communication and Legislative Affairs collaborates with departments throughout the City for communication efforts, open records requests, customer service, intergovernmental relations, City Council agenda management, legal postings, revenue enhancement, records management, administration for boards and commissions and managing special projects. The department also directly serves the City Manager's Office and the Office of Mayor and Council. The Communication and Legislative Affairs Department not only facilitates interdepartmental projects to enhance cooperation within the organization, but also takes the lead in connecting City government to Arlington's residents through City Council meetings, City-wide and district-

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specific tele-townhalls, social media, the City's website, answering calls from residents on a variety of topics and writing articles that tell the story of the work that the organization does. The City's Intergovernmental Relations Division develops the state and federal legislative agendas, monitors legislation and activities at the state and federal levels, collaborates with other local governments and non-governmental organizations on area legislative needs and projects, and manages the City's state and federal lobbyists. The department also manages resources such as printers and copiers as well as distributes mail throughout the organization with the goal of improving work efficiencies and effectiveness. Communication and Legislative Affairs.

The **Human Resources Department** is comprised of five strategically focused divisions, which include Civil Service, Employee Operations, Employee Services, Organizational Development and Risk Management. The department's partnership with the organization's workforce drives the City's mission, purpose and core values, while building a thriving community and maintaining our vision as a pre-eminent city. The department is charged with developing and maintaining innovative organizational strategies in the areas of human capital management, while minimizing organizational and community risk measures. In previous years, the department has been recognized with awards and accolades for wellness programming, volunteer coordination, training and development, and proactive drug/alcohol programs. Recently, Human Resources was the recipient of the Texas Employer Traffic Safety exemplary award and recognized by the National Safety Council for the outstanding commitment to promoting safety on our roadways. Major recent accomplishments include the Right-of-Way Contractor Damage Collections, Volunteer Appreciation Event, Small Cell & ROW Permit Programs and Badging Software Implementation.

The **Information Technology Department** is dedicated to being a trusted partner with our City departments in delivering exceptional services for our customers. This will be achieved by maintaining a customer-centric focus, investing in value driven projects, establishing a continuous improvement support model, promoting workforce development, providing support and ensuring continual functional utilization of technology systems, and services to meet our City Council Priorities.



The **Municipal Court** is a state trial court that operates at the municipal level of government and has jurisdiction over Class C misdemeanors, city ordinances, and civil violations in Arlington. Municipal courts serve the important function of preserving public safety, protecting quality of life, and deterring future criminal behavior. The Arlington Municipal Court departmental units are comprised of the following divisions: Administration, Citation Entry, Dockets, Records, Warrants, Customer Service, Mailroom, and Collections. Municipal court clerks have the authority to perform ministerial and administrative duties. These duties include processing the clerical work of the court, administering daily operations, maintaining court records and dockets, and processing fine payments and bonds.



More people come into contact with municipal courts than with all other Texas courts combined. As such, the Arlington Municipal Court implements best practices in court management and performance assessment in our processes and procedures. Court personnel have an important role in promoting procedural justice, public confidence and integrity, and impartiality of the justice system in Arlington.

Business Plan

The **Office of Strategic Initiatives** implements pilot programs, uses multi-faceted community engagement, and relies on data-driven approaches to plan for the future of Arlington today. OSI is made up of three divisions – Strategic Planning, Research and Analytics, and Grants Management.



The Strategic Planning team is responsible for long-range planning efforts including transportation, corridor, and area planning; neighborhood engagement; and special projects. Area, Corridor, and Transportation initiatives include traditional planning efforts, such as the city's Comprehensive Plan, the Downtown Master Plan, the Thoroughfare Development Plan and the Hike and Bike System Master Plan. Strategic Planning also manages innovative transportation pilot programs such as the Via Rideshare program and efforts related to autonomous vehicles. Neighborhood engagement includes the Neighborhood Matching Grant program, the Block Party Trailer, and the

Arlington Home Improvement Incentive Program among other efforts. The Strategic Planning team also manages the Arlington Urban Design Center, a partnership intern program with UT Arlington, and serves as the staff liaison for the Landmark Preservation Commission.

The Research and Analytics Group works towards the efficient and transparent use of data to provide timely and effective analytical support to City programs, services, and its citizens. This team is responsible for the growing and maintaining the Open Arlington data portal, which serves as a central clearinghouse for accessing, visualizing, and interacting with public open data sets. The R&A team also produces quarterly and annual city Growth Reports and supports many other city-wide data and analytics initiatives.



The Grants Management team administers federal grants including Community Development Block Grants, HOME Investment Partnerships Program, and the Emergency Solutions Grant. This team works closely with the community, local area non-profit organizations, the Arlington Housing Authority, and other city departments to increase the quality of life in the City's low- to moderate-income areas. Grants Management is also the lead team for the City's Annual Homeownership Fair.

FINANCE

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 and Payroll/Payables, Purchasing, Treasury Management, and the Office of Management and Budget. The Office of Management and Budget has received the Distinguished Budget Presentation Award for the past 34 years. The Accounting Division received the Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 41st time, and the Purchasing Division received the Achievement for Excellence in Procurement Award for the seventeenth consecutive year. Under the department, Arlington was the third Municipality to be awarded all five of the State Controller's Traditional Finance Transparency Stars.

Business Plan

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	Hotel Inspections	Project Completed	Economic Development and Capital Investment (Planning)																					
<p>Summary:</p> <p>The Hotel Premise and Sanitation Ordinance was adopted by Council in May 2019. The provision aims to protect public health and promote healthy, successful businesses. Health Services will build partnerships with hotel operators by serving as subject matter experts on health and sanitation topics through inspection, consultation, and in person technical assistance. Staff will perform guest room inspections as an extension of their routine annual inspections that already take place for those establishments that hold a permit for a food or beverage service. Those establishments who do not offer food or beverage service will receive a stand-alone annual health sanitation inspection of the facilities.</p> <p>Staff will inspect a random selection of 5-10% of the total number of hotel rooms at a minimum of one time per year. Additional inspections may be performed should the inspection official deem necessary to protect public health and safety. Staff will also respond to sanitation complaints. A multi-departmental task force will be set up to address chronic underperforming, hazardous establishments. Inspection results will be made available on Open Arlington in the same manner as all other inspection program's data.</p> <p>The inspection program launch was delayed due to COVID-19's catastrophic impacts to the hotel industry during FY 2020. The program is being shifted to FY 2021.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Create SOPs for Hotel Sanitation Inspections</td> <td>July 2020</td> <td>In Progress</td> </tr> <tr> <td>Complete in-house training for inspection staff</td> <td>Sept. 2020</td> <td></td> </tr> <tr> <td>Complete first annual inspection of establishments (with health permit)</td> <td>TBD- delayed due to COVID-19</td> <td></td> </tr> <tr> <td>Complete first annual inspections of establishments (without existing health permit)</td> <td>TBD</td> <td></td> </tr> <tr> <td>Provide year-to-date data on sanitation inspection results</td> <td>Oct. 2021</td> <td></td> </tr> <tr> <td>Provide 4th quarter data on sanitation inspection results</td> <td>Oct. 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Create SOPs for Hotel Sanitation Inspections	July 2020	In Progress	Complete in-house training for inspection staff	Sept. 2020		Complete first annual inspection of establishments (with health permit)	TBD- delayed due to COVID-19		Complete first annual inspections of establishments (without existing health permit)	TBD		Provide year-to-date data on sanitation inspection results	Oct. 2021		Provide 4 th quarter data on sanitation inspection results	Oct. 2021	
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CGN	Project	Performance Measure(s)	City Service Team (Department)																					
CGN 1.1.2	Neighborhood Enhancement Team & Tool Sharing Program	<ul style="list-style-type: none"> Percent of Cases Resolved Through Voluntary Compliance Percent of Inspection activities that are proactive 	Neighborhood Services (Code Compliance)																					
<p>Summary:</p> <p>Due to COVID-19, all Neighborhood Enhancement Team activities were placed on hold in the Spring of FY 2020. This project is being extended into FY 2021 and expanded to include specific milestones for the Tool Sharing Program.</p> <p>The Neighborhood Enhancement Team and the Tool Sharing program establish a rapport between residents and the City by facilitating connections with other residents, their neighborhood Code Compliance Officer, other city services and programs, and provides an avenue for voluntary compliance. NET partners with the Office of Strategic Initiatives, neighborhood groups and volunteers to host community clean-up events, where the Block Party and Tool Sharing trailers will be featured. NET uses education and proactive communication with residents in order to enhance public safety and improve beautification efforts.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Outfit and stock tool trailer</td> <td>10/31/2020</td> <td>10%</td> </tr> <tr> <td>Implement tool-sharing program</td> <td>10/31/2020</td> <td>30%</td> </tr> <tr> <td>Establish volunteer database</td> <td>12/31/2020</td> <td>30%</td> </tr> <tr> <td>Complete 100 tool checkouts</td> <td>09/30/2021</td> <td></td> </tr> <tr> <td>Complete 4 neighborhood clean-up events</td> <td>09/30/2021</td> <td></td> </tr> <tr> <td>Complete 8 neighborhood visits</td> <td>09/30/2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Percent Complete	Outfit and stock tool trailer	10/31/2020	10%	Implement tool-sharing program	10/31/2020	30%	Establish volunteer database	12/31/2020	30%	Complete 100 tool checkouts	09/30/2021		Complete 4 neighborhood clean-up events	09/30/2021		Complete 8 neighborhood visits	09/30/2021	
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CGN	Project	Performance Measure(s)	City Service Team (Department)															
CGN 1.1.3	Foster Program Improvements	Increase volunteer hours	Neighborhood Services (Code Compliance)															
<p>Summary:</p> <p>Arlington Animal Services has a foster program in place that has been focused on kittens and puppies in the past. Since the COVID-19 crisis, there has been an increased need for volunteers willing to foster animals of all ages, and with special needs. Management plans to grow the foster program by providing opportunities for more homeless pets including un-weened animals, adult animals and animals in need. Staff will create an online orientation program to broaden the audience of potential volunteers for the foster program and will provide higher quality photos to enhance the marketing of the pets that need to be fostered.</p>		<p>Foster Program</p> <table border="1"> <caption>Foster Program Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Volunteers</th> <th>Animals Fostered</th> </tr> </thead> <tbody> <tr> <td>FY 2018</td> <td>22</td> <td>81</td> </tr> <tr> <td>FY 2019</td> <td>14</td> <td>80</td> </tr> <tr> <td>FY 2020 YTD</td> <td>27</td> <td>55</td> </tr> <tr> <td>FY 2021</td> <td></td> <td></td> </tr> </tbody> </table>		Fiscal Year	Volunteers	Animals Fostered	FY 2018	22	81	FY 2019	14	80	FY 2020 YTD	27	55	FY 2021		
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Objective 1: Promote Community Engagement																								
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CGN 2.1.1	Annual Homeownership Fair	Connect Arlington households to homeownership resources and opportunities	Shared Services (Office of Strategic Initiatives)																					
<p>Summary:</p> <p>The goal of the 6th Annual Homeownership Fair is to provide a community event for current and potential homeowners. The event provides resources to assist current homeowners with improvements to their property and prospective homeowners with information to help them navigate the buying process. Information about fair housing will also be a focus of this event. Homeownership stabilizes neighborhoods and helps families access an important investment in which they can take pride.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Reserve Venue</td> <td>June 2021</td> <td></td> </tr> <tr> <td>Convene Planning Committee</td> <td>July/Aug. 2021</td> <td></td> </tr> <tr> <td>Secure Sponsorships</td> <td>Sept. – Mar. 2022</td> <td></td> </tr> <tr> <td>Market Event</td> <td>Sept. – Apr. 2022</td> <td></td> </tr> <tr> <td>Event Preparation</td> <td>Mar. – Apr. 2022</td> <td></td> </tr> <tr> <td>Host Event</td> <td>Apr. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Reserve Venue	June 2021		Convene Planning Committee	July/Aug. 2021		Secure Sponsorships	Sept. – Mar. 2022		Market Event	Sept. – Apr. 2022		Event Preparation	Mar. – Apr. 2022		Host Event	Apr. 2022	
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CGN 2.1.2	Neighborhood Engagement Program	<ul style="list-style-type: none"> Communication with neighborhoods Impressions via social media 	Shared Services (Office of Strategic Initiatives)																					
<p>Summary:</p> <p>The Neighborhood Engagement Program seeks to engage Arlington citizens with their neighborhoods and with the City. The goals of the program are to help residents Know Your City through communication and education initiatives; Know Your Neighbors through growing social capital; and Build-Up Neighborhoods Together through investing in neighborhood infrastructure.</p> <p>Initiatives include the Champion Great Neighborhoods newsletter, expanding the use of NextDoor and other social media to reach residents, creating a Neighborhood Leadership Network, hosting semi-annual Neighborhood Leadership summits, the Block Party Trailer program, the Arlington Home Improvement Incentive program, the Neighborhood Matching Grant program, among other efforts. OSI anticipates at least 50,000 impressions on Nextdoor each quarter.</p>		<p>Neighborhood Nextdoor Impressions</p> <table border="1"> <caption>Neighborhood Nextdoor Impressions Data</caption> <thead> <tr> <th>Quarter</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>50,000</td> <td>50,000</td> </tr> <tr> <td>2nd Qtr</td> <td>50,000</td> <td>50,000</td> </tr> <tr> <td>3rd Qtr</td> <td>50,000</td> <td>50,000</td> </tr> <tr> <td>4th Qtr</td> <td>50,000</td> <td>50,000</td> </tr> </tbody> </table>		Quarter	Target	Actual	1st Qtr	50,000	50,000	2nd Qtr	50,000	50,000	3rd Qtr	50,000	50,000	4th Qtr	50,000	50,000						
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Objective 2: Develop a Sense of Place																		
Project		Performance Measure(s)	City Service Team (Department)															
CGN 2.2.1	Neighborhood Matching Grant Program	Grants awarded (number and funding amount)	Shared Services (Office of Strategic Initiatives)															
<p>Summary:</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>Sept. 2020</td> <td></td> </tr> <tr> <td>Council Approval of Grants</td> <td>Jan. 2021</td> <td></td> </tr> <tr> <td>Execution of Contract</td> <td>Mar. 2021</td> <td></td> </tr> <tr> <td>All Funds Granted</td> <td>May 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Issue Call for Projects	Sept. 2020		Council Approval of Grants	Jan. 2021		Execution of Contract	Mar. 2021		All Funds Granted	May 2021	
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Objective 2: Develop a Sense of Place																		
Project		Performance Measure(s)	City Service Team (Department)															
CGN 2.2.2	Park Improvement Projects	Overall satisfaction with programs and facilities	Neighborhood Services (Parks)															
Summary:																		
<p>Julia Burgen Park /TxDOT Grant (New Development): There is an existing 1.06 miles of trail currently in Julia Burgen Park. This project involves adding approximately .3 miles of concrete trail that will provide a connection from the existing trail to the on-street bike path along Pecan Street, ultimately linking to the UTA campus. Project includes the preparation of bid documents and construction of new trail.</p> <p>River Legacy Park (Re-development): Realignment of approximately 1.3 miles of 12' wide concrete trail. Project includes the preparation of bid documents and construction of new trail.</p> <p>Bowman Branch Linear Park (New Development): Construction of approximately 1.4 miles of 12' wide trail from Webb Community Park to New York Avenue.</p> <p>Harold Patterson Sports Center Renovations of multipurpose fields including Concession/restroom building, sports lighting, parking/traffic and beautification.</p>		<table border="1"> <thead> <tr> <th>Description</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Julia Burgen Park TxDOT</td> <td>Aug. 2022</td> <td></td> </tr> <tr> <td>River Legacy Park</td> <td>Oct. 2021</td> <td></td> </tr> <tr> <td>Bowman Branch Linear Park</td> <td>Dec. 2020</td> <td></td> </tr> <tr> <td>Harold Patterson Sports Center</td> <td>May 2021</td> <td></td> </tr> </tbody> </table>		Description	Estimated Completion	Actual Completion	Julia Burgen Park TxDOT	Aug. 2022		River Legacy Park	Oct. 2021		Bowman Branch Linear Park	Dec. 2020		Harold Patterson Sports Center	May 2021	
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Champion Great Neighborhoods Scorecard						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
General	Citizen Survey	Overall citizen satisfaction rating for neighborhood in terms of quality of life [annual survey]	69%	69%	70%	71%
General		Would recommend Arlington as a place to live [annual survey]	71%	71%	72%	73%
General		Citizen perception that Arlington is a great place to raise children [annual survey]	64%	59%	59%	61%
General		Citizen perception that Arlington is a beautiful place to live [annual survey]	59%	55%	51%	57%
General		Citizen perception that Arlington provides an exceptional quality of life [annual survey]	61%	57%	55%	59%
General		Citizen perception that Arlington has a variety of housing options [annual survey]	79%	73%	75%	75%
OSI		Housing	First time homebuyers assisted with down payment and closing costs	7	6	14
OSI	Achieve CDBG goals in PY 2020 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2021		100%	100%	100%	100%
OSI	Achieve HOME goals in PY 2020 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2021		100%	100%	100%	100%
Code	Code Compliance	Number of code inspection activities completed	81,867	87,474	83,000	80,000
Code		Number of graffiti complaints abated (city/owner)	144	104	148	175
Code		Number of animal licenses sold in Arlington	6,020	5,171	3,500	5,311
Code		Live Release Rate	79%	80%	85%	79%
Code		Average number of days from initial code complaint to first action	1	2	1	3
Code		Percent of cases resolved through voluntary compliance	47%	48%	65%	53%
Code		Percent of inspection activities that are proactive	25%	36%	30%	32%
Code		Compliance rate of short-term rentals	New Measure in FY 2020		25%	100%

Business Plan

Champion Great Neighborhoods Scorecard (cont.)							
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target	
Code	Community Engagement	Number of Animal Services' volunteer hours	15,376	14,723	8,000	10,000	
HR		City-wide Volunteer Recruitment Expansion	119,855	116,034	116,500	100,000	
Library		Volunteer service hours	19,654	18,390	20,000	18,500	
OSI		Number of Impressions on Nextdoor by Neighborhood Engagement Program	New Measure in FY 2019	292,315	200,000	200,000	
OSI		Number of neighborhood grants awarded	New Measure in FY 2019	14	10	10	
OSI		Amount of neighborhood grants awarded	New Measure in FY 2019	\$150,000	\$100,000	\$100,000	
Parks		Volunteer Hours	41,568	43,743	20,000	40,000	
Police		APD Volunteer Hours	33,577	28,991	27,002	25,000	
Police		National Night Out Group Participation	223	223	200	200	
Police		Nextdoor Participation	60,096	77,312	90,000	45,000	
Police		Community Watch Sector Meetings	New Measure in FY 2021				12
Police		Citizen Graduations for Community Based Policing Outreach Programs	New Measure in FY 2021				60
Police		Citizen on Patrol/COP Mobile Hours	New Measure in FY 2021				1,500

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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	Via On-Demand Rideshare	Ridership	Shared Services (Office of Strategic Initiatives)																				
<p>Summary:</p> <p>This item supports the Council's "Enhancing Regional Mobility" priority by improving access between Arlington and the rest of the North Texas region. The Via on-demand rideshare service was launched on December 11, 2017 to offer an additional mobility option for residents, employees and visitors.</p> <p>The app-based rideshare service uses a fleet of twenty-two 6-passenger vehicles, a smart phone application and dynamic routing to provide efficient on-demand trips and access to a wide range of destinations. Personal vehicles are also used when necessary to meet demand. The turn-key operation is operated and maintained by Via, Transportation, Inc. through an annual contract based on City Council approval.</p> <p>The current service area is generally bounded by Lamar Boulevard on the north, State Highway 360 and the city limits to the east, the city limits to the south, and Silo Road, Matlock Road, and Fielder Road to the west. The service area includes major destinations such as Downtown, UT Arlington, Tarrant County College (TCC) Southeast campus, major hospitals, the entertainment district, the Parks Mall, Arlington Highlands, the Park Springs Park and Ride lot and the CentrePort TRE Station.</p>		<p>Via Ridership</p> <table border="1"> <caption>Via Ridership Data</caption> <thead> <tr> <th>Quarter</th> <th>Ridership</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>10,000</td> </tr> <tr> <td>2nd Qtr</td> <td>15,000</td> </tr> <tr> <td>3rd Qtr</td> <td>20,000</td> </tr> <tr> <td>4th Qtr</td> <td>25,000</td> </tr> </tbody> </table> <p>Via Active Accounts</p> <table border="1"> <caption>Via Active Accounts Data</caption> <thead> <tr> <th>Quarter</th> <th>Active Accounts</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>5,000</td> </tr> <tr> <td>2nd Qtr</td> <td>10,000</td> </tr> <tr> <td>3rd Qtr</td> <td>15,000</td> </tr> <tr> <td>4th Qtr</td> <td>20,000</td> </tr> </tbody> </table>		Quarter	Ridership	1st Qtr	10,000	2nd Qtr	15,000	3rd Qtr	20,000	4th Qtr	25,000	Quarter	Active Accounts	1st Qtr	5,000	2nd Qtr	10,000	3rd Qtr	15,000	4th Qtr	20,000
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Project		Performance Measure(s)	City Service Team (Department)																		
ERM 1.1.2	RAPID On-Demand Autonomous Vehicle Pilot	Trips completed	Shared Services (Office of Strategic Initiatives)																		
Summary:																					
<p>This item supports the Council's "Enhancing Regional Mobility" priority by improving access within Arlington while complementing the Via On-Demand Rideshare service. The City of Arlington was awarded a \$1.7M grant from the FTA for this project (60% federal, 40% local match including in-kind participation).</p> <p>The Arlington RAPID project will combine the City's expertise with on-demand rideshare and AV testing to demonstrate the integration of a shared, dynamically-routed Level 4 AV fleet into an existing public rideshare transit system. Via will continue to provide the rideshare service and May Mobility will provide the AV technology and fleet. Both the rideshare fleet and the AV fleet will include a wheelchair accessible vehicle, making this service more widely accessible. In partnership with the University of Texas at Arlington, the service will operate in coordination with UTA's fare payment system, allowing students to ride for free. This project will create a one-stop-shop for mobility needs in the service area concentrated around UTA's campus and Downtown, providing a seamless trip planning, booking, and payment experience across modes.</p> <p>The project will span two and a half years, with the first year dedicated to programming, route mapping, testing, and customer education. The second year will include a 12-month deployment of the integrated services, along with continued customer education, data sharing and analysis, ridership surveys, and service evaluation. The final six months of the project will wrap up evaluation and focus on final reporting and widely sharing lessons learned.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Project Kickoff</td> <td>Mar. 2020</td> <td></td> </tr> <tr> <td>AV Route Mapping</td> <td>Oct. 2020</td> <td></td> </tr> <tr> <td>Service Testing</td> <td>Feb. 2021</td> <td></td> </tr> <tr> <td>Begin Rideshare Operations</td> <td>Mar. 2021</td> <td></td> </tr> <tr> <td>Project Completion</td> <td>Aug. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Project Kickoff	Mar. 2020		AV Route Mapping	Oct. 2020		Service Testing	Feb. 2021		Begin Rideshare Operations	Mar. 2021		Project Completion	Aug. 2022	
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Business Plan

Enhance Regional Mobility			
Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure			
Objective 1: Optimize Effectiveness and Efficiency of Existing Transportation System			
	Project	Performance Measure(s)	City Service Team (Department)
ERM 2.1.1	Update Street Condition	<ul style="list-style-type: none"> • Citizen perception of overall road condition as "good" or "excellent" • Lane Miles with Overall Condition Index (OCI) <50 	Economic Development and Capital Investment (PWT)
<p><u>Summary:</u></p> <p>In February 2013, City Council approved a new "Do Worst First" street condition philosophy through which to prioritize street projects. Fundamental elements of this philosophy are:</p> <ul style="list-style-type: none"> • Streets with an Overall Condition Index (OCI) below 50, called red streets, are in failure, and should be addressed first • Street maintenance work will be prioritized toward the worst streets first • Rebuild work will be done on both thoroughfares and residential streets, with thoroughfares given higher priority when choices between the two must be made <p>With the passage of the 2018 Bond Election and continued focus on maintenance of red streets, the target is to reduce the FY 2015 baseline number of 326 red lane miles to achieve a more balanced network.</p>			

Business Plan

Enhance Regional Mobility			
Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure			
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 the following five construction phases:</p> <ul style="list-style-type: none"> • Package A: Reconstruction of the Six Flags Drive Bridge over IH-30 • Package B: IH-30/SH-360 interchange improvements • Package C: Great Southwest Industrial District railroad bridge crossing just south of Randol Mill Road • Package D: Randol Mill Road interchange improvements • Package E: Improvements from Abram Street to IH-20 			

Business Plan

Enhance Regional Mobility																																																																										
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Objective 2: Complete Construction Projects in a Timely Manner																																																																										
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ERM 2.2.1	Street Rebuild Projects	Overall satisfaction with the management of traffic flow during peak hours		Economic Development and Capital Investment (PWT)																																																																						
Summary:																																																																										
<p>Capital street projects are funded with Street Bonds and are funded through inclusion in the annual capital budget.</p> <p>The projects listed to the right are expected to receive construction funds in March 2021. The projects listed below include carry-over projects funded in prior years that have not completed construction, as well as the planned FY 2021 projects. Project milestones listed in the table will be updated as they occur during the year.</p>			<table border="1"> <thead> <tr> <th>Roadway Capital Improvements Project</th> <th>Lane Miles</th> </tr> </thead> <tbody> <tr> <td>2019 Residential Rebuild</td> <td>1.9</td> </tr> <tr> <td>2021 Intersection Improvements</td> <td>N/A</td> </tr> <tr> <td>Sublett Road (City Limits to Joplin Road)</td> <td>1.2</td> </tr> </tbody> </table>		Roadway Capital Improvements Project	Lane Miles	2019 Residential Rebuild	1.9	2021 Intersection Improvements	N/A	Sublett Road (City Limits to Joplin Road)	1.2																																																														
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Business Plan

Enhance Regional Mobility Scorecard						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
PWT	Citizen Survey	Citizen perception of overall condition of streets/roads as "excellent" or "good" [annual survey]	43%	40%	40%	40%
PWT		Citizen perception that traffic levels in Arlington are acceptable [annual survey]	43%	39%	39%	39%
PWT		Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	41%	37%	37%	37%
PWT		Citizen perception of overall satisfaction with the management of traffic flow during peak hours as "excellent" or "good" [annual survey]	43%	39%	39%	39%
OSI		Via On-Demand Rideshare Ridership	New Measure in FY 2019	233,717	195,000	195,000
PWT	Traffic Management	Travel time on northbound Cooper from Turner-Warnell to I-30 (goal: 21 min 9 sec)	21:44	21:54	20:51	21:09 (+/- 2 min 7 sec)
PWT		Travel time on southbound Cooper from I-30 to Turner-Warnell (goal: 21 min 4 sec)	19:46	21:49	21:17	21:04 (+/- 2 min 6 sec)
PWT		Travel time on northbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 38 sec)	19:23	19:42	20:09	19:38 (+/- 1 min 58 sec)
PWT		Travel time on southbound Collins from North Green Oaks to South Green Oaks (goal: 19 min 34 sec)	19:06	18:27	18:48	19:34 (+/- 1 min 57 sec)
PWT		Travel time on eastbound Division from Bowen to SH-360 (goal: 10 min 24 sec)	10:47	11:36	10:37	10:24 (+/- 1 min 2 sec)
PWT		Travel time on westbound Division from SH-360 to Bowen (goal: 10 min 52 sec)	11:04	11:21	8:59	10:52 (+/- 1 min 5 sec)
PWT		Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 (goal: 13 min 49 sec)	13:26	13:49	13:35	13:49 (+/- 1 min 23 sec)
PWT		Travel time on westbound Pioneer Parkway from SH-360 to Green Oaks (goal: 14 min 12 sec)	13:14	13:40	13:44	14:12 (+/- 1 min 25 sec)
PWT		Lane Miles with Overall Condition Index (OCI) <50 (FY 2013: approx. 320 lane miles)	277	300	324	324
PWT		% of traffic signals receiving annual preventative maintenance compared to goal of 535	110%	100%	100%	100%
PWT		% of signs replaced that do not meet minimum standards compared to annual goal of 3,000	80%	112%	100%	100%

Business Plan

Invest in Our Economy																																																						
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IOE 1.1.1	Redevelopment of Texas Rangers Golf Course	<ul style="list-style-type: none"> Overall Satisfaction of Project Management Project Completion on Time and at Budget Citizen Satisfaction with Overall Quality of Parks and Recreation Programs and Classes 	Shared Services (AM) and Neighborhood Services (Parks)																																																			
<p>Summary:</p> <p>The redevelopment of Texas Rangers Golf Course is one of many redevelopment efforts in North Arlington. The golf course master plan approved by City Council includes a 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> <p>The project is constructed in the following phases: Phase 1 – Golf Course construction Phase 2 – Maintenance, on-course restrooms; temporary clubhouse and parking lot Phase 3 – Clubhouse</p> <p>Phase 3, the Clubhouse, is the only phase remaining to complete. The estimated completion timeframe for this phase was revised from July 2019 to December 2019 due to rebidding the construction contract to keep the cost within budget. In December the completion date was extended until June 2020 due to weather and changes in the work.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Phase 1 construction drawings complete</td> <td>June 2016</td> <td>July 2016</td> </tr> <tr> <td>Phase 1 project bid</td> <td>Aug. 2016</td> <td>Oct. 2016</td> </tr> <tr> <td>Phase 1 construction begins</td> <td>Nov. 2016</td> <td>Jan. 2017</td> </tr> <tr> <td>Phase 2 construction drawings complete</td> <td>June 2017</td> <td>June 2017</td> </tr> <tr> <td>Phase 2 project bid</td> <td>July 2017</td> <td>Aug. 2017</td> </tr> <tr> <td>Phase 2 construction contract award</td> <td>Sept. 2017</td> <td>Sept. 2017</td> </tr> <tr> <td>Phase 2 construction begins</td> <td>Sept. 2017</td> <td>Nov. 2017</td> </tr> <tr> <td>Phase 3 construction drawings complete</td> <td>Oct. 2017</td> <td>Oct. 2017</td> </tr> <tr> <td>Phase 1 construction complete</td> <td>Nov. 2017</td> <td>Oct. 2017</td> </tr> <tr> <td>Phase 3 project bid</td> <td>Nov. 2017</td> <td>Nov. 2017</td> </tr> <tr> <td>Phase 3 construction contract award</td> <td>Dec. 2017</td> <td>Dec. 2017</td> </tr> <tr> <td>Phase 3 construction begins</td> <td>Mar. 2018</td> <td>Mar. 2018</td> </tr> <tr> <td>Phase 2 construction complete</td> <td>Aug. 2018</td> <td>Apr. 2019</td> </tr> <tr> <td>Golf course grand opening</td> <td>Sept. 2018</td> <td>May 2019</td> </tr> <tr> <td>Phase 3 construction complete</td> <td>June 2020</td> <td></td> </tr> <tr> <td>Overall project completion</td> <td>June 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Phase 1 construction drawings complete	June 2016	July 2016	Phase 1 project bid	Aug. 2016	Oct. 2016	Phase 1 construction begins	Nov. 2016	Jan. 2017	Phase 2 construction drawings complete	June 2017	June 2017	Phase 2 project bid	July 2017	Aug. 2017	Phase 2 construction contract award	Sept. 2017	Sept. 2017	Phase 2 construction begins	Sept. 2017	Nov. 2017	Phase 3 construction drawings complete	Oct. 2017	Oct. 2017	Phase 1 construction complete	Nov. 2017	Oct. 2017	Phase 3 project bid	Nov. 2017	Nov. 2017	Phase 3 construction contract award	Dec. 2017	Dec. 2017	Phase 3 construction begins	Mar. 2018	Mar. 2018	Phase 2 construction complete	Aug. 2018	Apr. 2019	Golf course grand opening	Sept. 2018	May 2019	Phase 3 construction complete	June 2020		Overall project completion	June 2020	
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IOE 1.1.2	East Arlington Recreation Center/Library	<ul style="list-style-type: none"> Overall Satisfaction of Project Management Project Completion on Time and at Budget Citizen Satisfaction with Overall Library and Parks Services 	Shared Services (AM) and Neighborhood Services (Library and Parks)																																										
<p><u>Summary:</u></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>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Sept. 2015</td> <td>Sept. 2015</td> </tr> <tr> <td>Architect/Engineer RFQ</td> <td>Aug. 2015</td> <td>Aug. 2015</td> </tr> <tr> <td>Architect/Engineer Selection Process</td> <td>Nov. 2015</td> <td>June 2016</td> </tr> <tr> <td>Design Development</td> <td>Mar. 2018</td> <td>Mar. 2018</td> </tr> <tr> <td>Finalize construction documents</td> <td>Fall 2018</td> <td>Dec. 2018</td> </tr> <tr> <td>Construction contract award</td> <td>Fall 2018</td> <td>Feb. 2019</td> </tr> <tr> <td>Permit Process</td> <td>Fall 2018</td> <td>Jan. 2019</td> </tr> <tr> <td>Construction begins</td> <td>Fall 2018</td> <td>Mar. 2019</td> </tr> <tr> <td>Finalize selection of furniture and equipment</td> <td>Fall 2019</td> <td>Dec. 2019</td> </tr> <tr> <td>Recreation Center construction complete</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Move In – Recreation Center</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Library construction complete</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Move In – Library</td> <td>Dec. 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project Schedule/Development Phase	Sept. 2015	Sept. 2015	Architect/Engineer RFQ	Aug. 2015	Aug. 2015	Architect/Engineer Selection Process	Nov. 2015	June 2016	Design Development	Mar. 2018	Mar. 2018	Finalize construction documents	Fall 2018	Dec. 2018	Construction contract award	Fall 2018	Feb. 2019	Permit Process	Fall 2018	Jan. 2019	Construction begins	Fall 2018	Mar. 2019	Finalize selection of furniture and equipment	Fall 2019	Dec. 2019	Recreation Center construction complete	Fall 2020		Move In – Recreation Center	Fall 2020		Library construction complete	Fall 2020		Move In – Library	Dec. 2020	
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Project		Performance Measure(s)	City Service Team (Department)																																				
IOE 1.1.3	Southeast Recreation Center	<ul style="list-style-type: none"> Overall Satisfaction of Project Management Project Completion on Time and at Budget Citizen Satisfaction with Overall Quality of Parks and Recreation Programs and Classes 	Shared Services (AM) and Neighborhood Services (Parks)																																				
<p>Summary:</p> <p>Working collaboratively with other city departments, as well as with architectural and construction management professionals, to build a new Southeast Arlington Recreation Center.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Jan. 2017</td> <td>Jan. 2017</td> </tr> <tr> <td>Architect/Engineer RFQ</td> <td>Feb. 2017</td> <td>Feb. 2017</td> </tr> <tr> <td>Architect/Engineer Selection Process</td> <td>Feb. 2017</td> <td>Mar. 2017</td> </tr> <tr> <td>Design Development</td> <td>June 2017</td> <td>June 2018</td> </tr> <tr> <td>Finalize construction documents</td> <td>Summer 2018</td> <td>Dec. 2018</td> </tr> <tr> <td>Construction contract award</td> <td>Fall 2018</td> <td>Dec. 2018</td> </tr> <tr> <td>Permit Process</td> <td>Fall 2018</td> <td>Jan. 2019</td> </tr> <tr> <td>Construction begins</td> <td>Fall 2018</td> <td>Feb. 2019</td> </tr> <tr> <td>Finalize selection of furniture and equipment</td> <td>Fall 2019</td> <td>Dec. 2019</td> </tr> <tr> <td>Construction complete</td> <td>Summer 2020</td> <td></td> </tr> <tr> <td>Move In</td> <td>Fall 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project Schedule/Development Phase	Jan. 2017	Jan. 2017	Architect/Engineer RFQ	Feb. 2017	Feb. 2017	Architect/Engineer Selection Process	Feb. 2017	Mar. 2017	Design Development	June 2017	June 2018	Finalize construction documents	Summer 2018	Dec. 2018	Construction contract award	Fall 2018	Dec. 2018	Permit Process	Fall 2018	Jan. 2019	Construction begins	Fall 2018	Feb. 2019	Finalize selection of furniture and equipment	Fall 2019	Dec. 2019	Construction complete	Summer 2020		Move In	Fall 2020	
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1.1.4	TIRZ Districts	Economic Development and Capital Investment (ED)																				
	<ul style="list-style-type: none"> Recruitment Leads Leads to Prospects 																					
<p><u>Summary:</u></p> <p>There are three Tax Increment Reinvestment Zones in Arlington:</p> <p>(TIRZ) #1 – Downtown 2019 Taxable Value: \$302,972,769</p> <p>(TIRZ) #5 – Entertainment District 2019 Taxable Value: \$1,267,912,453</p> <p>(TIRZ) #6 – Viridian 2019 Taxable Value: \$597,326,687</p>		<table border="1"> <thead> <tr> <th>TIRZ #1</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>TIRZ #5</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>TIRZ #6</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>	TIRZ #1	Date					TIRZ #5	Date							TIRZ #6	Date				
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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 Business Recruitment and Retention	<ul style="list-style-type: none"> Recruitment Leads Leads to Prospects On-Site Business Visits 	Economic Development and Capital Investment (ED)																																												
<p><u>Summary:</u></p> <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>		<table border="1"> <thead> <tr> <th>Targeted Industry Leads</th> <th>Aerospace</th> <th>Automotive Products</th> <th>Medical Devices</th> <th>Industrial Manufacturing</th> <th>Business and Professional</th> </tr> </thead> <tbody> <tr> <td>1st Quarter</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2nd Quarter</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3rd Quarter</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4th Quarter</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Approved Agreements</th> <th>Date</th> </tr> </thead> <tbody> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> </tbody> </table>	Targeted Industry Leads	Aerospace	Automotive Products	Medical Devices	Industrial Manufacturing	Business and Professional	1 st Quarter						2 nd Quarter						3 rd Quarter						4 th Quarter						Approved Agreements	Date												
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Project	Performance Measure(s)	City Service Team (Department)												
IOE 1.2.2	Small Business Initiative	On-Site Business Visits												
		Economic Development and Capital Investment (ED)												
<p>Summary:</p> <p>Small Business Initiative Established in 2018, the small business initiative committee focuses on responding to small business requests, managing the small business website, and staying up to date with partner organizations including the Tarrant County Small Business Development Center, SCORE Fort Worth, TechFW and EpicMavs. Representatives from the Planning and Development, Purchasing, Library and OED departments serve on the committee.</p> <p>Economic Development Business Incubator In conjunction with Community Development & 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>Small Business Initiative</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		Small Business Initiative	Date					<table border="1"> <thead> <tr> <th>Small Business Incubator</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>	Small Business Incubator	Date				
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Project		Performance Measure(s)	City Service Team (Department)								
IOE 1.2.3	Expansion of Foreign Direct Investment Promotion	Recruitment Related Events Attended	Economic Development and Capital Investment (ED)								
<p>Summary:</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>Within the past few years, Staff has expanded 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.</p> <p>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>		<table border="1"> <thead> <tr> <th>International Tradeshows/Conferences</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		International Tradeshows/Conferences	Date						
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IOE 1.2.4	Targeted Marketing Campaign	Marketing Partnership Visits	Economic Development and Capital Investment (ED)																		
<p>Summary:</p> <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.</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>ED 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> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Tradeshows/Conferences Attended</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>		Ads Placed	Issue							Tradeshows/Conferences Attended	Date								
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IOE 1.2.5	Land Banking	<ul style="list-style-type: none"> • ROW Permits Issued • ROW Permit Damage Investigations • ROW Complaints Investigated/Resolved • Recovery of Damage Claims 	Economic Development and Capital Investment (ED)												
<p>Summary:</p> <p>Land Banking (previously Real Estate) is part the Economic Development department. Staff manages minerals and leasing, city-owned property, cell tower leasing, easement acquisitions for PWT and WU, right-of-way permit approvals and small cell right-of-way permits which includes inspections and management of the public right-of-way.</p> <p>Pierce Burch Active Adult Community Description: Arlington voters approved general obligation bonds in the amount of \$45 million in a special election on May 6, 2017, to build an Active Adult Center. Facility membership will be for those 50 years of age or older.</p> <p>Small Cell Permits Staff manages applications/yearly fees from public service providers such as AT&T, Sprint, T-Mobile and Verizon. Shot clocks are enforced under this program.</p> <p>Right-of-Way Permits IT is working closely with the department to create an online ROW permit submittal process to streamline processing and management. Goals will always be to collect past due damages from current contractors and public service providers. Staff works closely with the Risk Dept. the total Collection for FY 2020 is \$20,000.</p>		<table border="1"> <thead> <tr> <th>Pierce Burch Active Adult Development</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Small Cell Right-of-Way Permits</th> <th>Submitted</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Right-of-Way Permits</th> <th>Submitted</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		Pierce Burch Active Adult Development	Date			Small Cell Right-of-Way Permits	Submitted			Right-of-Way Permits	Submitted		
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IOE 1.2.6	Economic Development Active and Future Projects	<ul style="list-style-type: none"> • Recruitment Leads • Leads to Prospects • On-Site Business Visits 	Economic Development and Capital Investment (ED)																				
<p><u>Summary:</u></p> <p>As economic development projects are passed by City Council, OED Staff will track new project developments quarterly. In addition, projects that do not require formal agreements will be tracked.</p>		<table border="1"> <thead> <tr> <th>Project #1</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Project #2</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>		Project #1	Date									Project #2	Date								
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IOE 1.2.7	ED Marketing Campaign	Shared Services (Communication and Legislative Affairs) and Economic Development and Capital Investment (ED)																																							
<p>Summary:</p> <p>Develop a marketing campaign to raise the profile of the City of Arlington Office of Economic Development.</p> <p>After a search process, in June 2019 the CVB contracted with HZ, an integrated creative agency that specializes in branding and advertising.</p> <p>The firm conducted a site visit in July 2019 and developed with "We Can. We Do." marketing campaign. It includes a host of marketing/branding tools included print ad designs, messaging, digital ads, media relations and promotional materials.</p> <p>In September 2019, a series of photoshoots were coordinated throughout Arlington with key business leaders to tell the "We Can. We Do." story. Those ads were completed in Oct. 2019.</p> <p>The campaign launched at the 2019 State of the City.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Pick advertising firm</td> <td>2nd Qtr. FY 2019</td> <td>100%</td> </tr> <tr> <td>Develop campaign theme/ED brand</td> <td>3rd Qtr. FY 2019</td> <td>100%</td> </tr> <tr> <td>Develop materials needed for print and digital ads</td> <td>4th Qtr. FY 2019</td> <td>100%</td> </tr> <tr> <td>Launch campaign</td> <td>1st Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Launch media relations campaign including news release and two targeted "ask the expert" style editorial stories</td> <td>1st Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Launch the digital and print ad campaigns</td> <td>4th Qtr. FY 2020</td> <td>50%</td> </tr> <tr> <td>Develop community profile</td> <td>2nd Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Develop ED brochure</td> <td>2nd Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Develop trade show booth uses the new theme</td> <td>2nd Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Develop an RFI template</td> <td>2nd Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Develop an email template</td> <td>1st Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Continue earned media campaign</td> <td>2nd Qtr. FY 2020</td> <td>50%</td> </tr> </tbody> </table>	Milestone	Target Date	Status	Pick advertising firm	2 nd Qtr. FY 2019	100%	Develop campaign theme/ED brand	3 rd Qtr. FY 2019	100%	Develop materials needed for print and digital ads	4 th Qtr. FY 2019	100%	Launch campaign	1 st Qtr. FY 2020	100%	Launch media relations campaign including news release and two targeted "ask the expert" style editorial stories	1 st Qtr. FY 2020	100%	Launch the digital and print ad campaigns	4 th Qtr. FY 2020	50%	Develop community profile	2 nd Qtr. FY 2020	100%	Develop ED brochure	2 nd Qtr. FY 2020	100%	Develop trade show booth uses the new theme	2 nd Qtr. FY 2020	100%	Develop an RFI template	2 nd Qtr. FY 2020	100%	Develop an email template	1 st Qtr. FY 2020	100%	Continue earned media campaign	2 nd Qtr. FY 2020	50%
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1.2.8	COVID-19 Recovery Plan	<ul style="list-style-type: none"> Recruitment Leads Leads to Prospects On-Site Business Visits 	Economic Development and Capital Investment (ED)																																																		
<p><u>Summary:</u></p> <p>The Office of Economic Development has implemented strategies provided by Mayor Jeff Williams Coronavirus task force and the City of Arlington's Business Resiliency Plan to assist in the recovery of the economy. Staff will continue to update these objectives quarterly.</p> <ol style="list-style-type: none"> <u>Partnerships Summary:</u> <u>Community Support and Communication Summary:</u> <u>Business Support Summary:</u> <u>Infrastructure Summary:</u> <u>Economic Strength Summary:</u> 		<table border="1"> <thead> <tr> <th>Partnerships</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Community Support and Communication</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Business Support</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Infrastructure</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Economic Strength</th> <th>Date</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>		Partnerships	Date									Community Support and Communication	Date									Business Support	Date									Infrastructure	Date									Economic Strength	Date								
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IOE 1.2.9 State and Federal Legislative Agendas		Shared Services (Communication and Legislative Affairs)																		
<p>Summary:</p> <p>The Office of Intergovernmental Relations is responsible for developing the City's State and Federal Legislative Agendas every two years. The development of these legislative agendas involves gathering the input of all department directors, approval by CMO, feedback from the City Council Municipal Policy Committee and final approval and adoption from the City Council.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Adoption of 2019-2020 Legislative Agendas</td> <td>1st Qtr. FY2019</td> <td>100%</td> </tr> <tr> <td>Share 2019-2020 Legislative Agendas with entire Arlington Delegation</td> <td>1st Qtr. FY2019</td> <td>100%</td> </tr> <tr> <td>Gather input from Directors and CMO</td> <td>4th Qtr. FY 2020</td> <td>25%</td> </tr> <tr> <td>Adoption of 2021-2022 Legislative Agendas</td> <td>1st Qtr. FY 2021</td> <td>0%</td> </tr> <tr> <td>Share 2021-2022 Legislative Agendas with entire Arlington Delegation</td> <td>1st Qtr. FY 2021</td> <td>0%</td> </tr> </tbody> </table>	Milestone	Target Date	Status	Adoption of 2019-2020 Legislative Agendas	1 st Qtr. FY2019	100%	Share 2019-2020 Legislative Agendas with entire Arlington Delegation	1 st Qtr. FY2019	100%	Gather input from Directors and CMO	4 th Qtr. FY 2020	25%	Adoption of 2021-2022 Legislative Agendas	1 st Qtr. FY 2021	0%	Share 2021-2022 Legislative Agendas with entire Arlington Delegation	1 st Qtr. FY 2021	0%
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Invest in Our Economy Scorecard						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
General	Citizen Survey	Citizen perception that Arlington is a great place to operate a business [annual survey]	53%	46%	50%	60%
General		Citizen perception that Arlington is a great place to work [annual survey]	51%	51%	54%	60%
ED	Foster Development	ROW Permits Issued	New Measure in FY 2021			2,050
ED		ROW Permit Damage Investigations	New Measure in FY 2021			50
ED		ROW Complaints Investigated/Resolved	New Measure in FY 2021			75
PDS		Turnaround time for commercial construction plans within 12 business days	98%	99%	100%	95%
PDS		Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
PDS		Improve customer satisfaction by maintaining 90% or higher "Excellent" customer rating	97%	95%	96%	90%
ED	Business Retention & Expansion	Marketing partnership visits	New Measure in FY 2019	60	40	40
ED		Recruitment leads	New Measure in FY 2019	95	85	75
ED		Leads to prospects	New Measure in FY 2019	46	20	20
ED		On-Site Business Visits	New Measure in FY 2019	118	80	80
ED		Royalties from real estate holdings	New Measure in FY 2019	\$7,020,775	\$3,500,000	\$4,325,000
ED		Recruitment related events attended	New Measure in FY 2019	20	15	15

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Put Technology to Work																											
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Project		Performance Measure(s)	City Service Team (Department)																								
PTW 1.1.1	ERP System Implementation		Finance, Shared Services (HR and IT)																								
<p>Summary:</p> <p>In FY 2020, the City issued an RFP for a new Enterprise Resource Planning (ERP) system. Implementation of the new system, including both the Finance and HR modules, will begin in FY 2021.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Execute contract with ERP vendor</td> <td>10/1/2020</td> <td></td> </tr> <tr> <td>Planning</td> <td>2/01/2022</td> <td></td> </tr> <tr> <td>Testing</td> <td>3/15/2022</td> <td></td> </tr> <tr> <td>Train the Trainer</td> <td>12/31/2021</td> <td></td> </tr> <tr> <td>Go Live</td> <td>4/1/2022</td> <td></td> </tr> <tr> <td>System Monitoring</td> <td>5/30/2022</td> <td></td> </tr> <tr> <td>Training</td> <td>6/1/2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Execute contract with ERP vendor	10/1/2020		Planning	2/01/2022		Testing	3/15/2022		Train the Trainer	12/31/2021		Go Live	4/1/2022		System Monitoring	5/30/2022		Training	6/1/2022	
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PTW 1.1.2	Enterprise IT Project (FY 2019) – Right-of-Way Process Improvements in AMANDA		Shared Services (IT) Economic Development and Capital Investment (ED)																								
<p>Summary:</p> <p>Permitting and tracking work in the City's right-of-way is managed with a combination of multi-department meetings and information recorded in AMANDA. This project will update the process in AMANDA and improve documentation of work in the right-of-way areas.</p>																											

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PTW 1.1.3	Enterprise IT Project (FY 2020) – ESRI's Parcel Fabric and Local Government Information Model		Shared Services (IT and Strategic Initiatives)															
<p><u>Summary:</u></p> <p>Select a vendor to review the City's Esri data, plan the project, clean/correct errors in the data, perform geometric corrections, add road polygons (right of way) and migrate and implement the City's data to the Partial Fabric and LGIM. The work will be performed in conjunction with OSI and the City's GIS team.</p>																		
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Project	Performance Measure(s)	City Service Team (Department)																
PTW 1.1.4	Open Arlington	Open Datasets Published	Shared Services (Office of Strategic Initiatives)															
<p><u>Summary:</u></p> <p>The goal of Open Arlington is to provide the public with a platform for accessing, visualizing and interacting with City data. It acts as a conduit between technical and non-technical users and increases transparency between the City and the public.</p> <p>The Open Arlington Open Data Portal provides residents with interactive web maps as well as downloadable datasets in spreadsheet or geospatial format. In an effort to provide the public with relevant and insightful information about the City, the Office of Strategic Initiatives continues to research opportunities for developing and publishing new datasets and/or interactive web maps onto the Open Data Portal.</p> <p>In order to assess the use and effectiveness of the Open Arlington Open Data Portal, the Office of Strategic Initiatives tracks use metrics through Google Analytics. By understanding patterns of use such as number of page views, user patterns, top datasets, etc., OSI can continuously augment the ease and usefulness of Open Arlington.</p>		<p>Open Data Portal Users</p> <table border="1"> <caption>Open Data Portal Users Data</caption> <thead> <tr> <th>Quarter</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>600</td> <td>600</td> </tr> <tr> <td>2nd Qtr</td> <td>600</td> <td>600</td> </tr> <tr> <td>3rd Qtr</td> <td>600</td> <td>600</td> </tr> <tr> <td>4th Qtr</td> <td>600</td> <td>600</td> </tr> </tbody> </table>		Quarter	Target	Actual	1st Qtr	600	600	2nd Qtr	600	600	3rd Qtr	600	600	4th Qtr	600	600
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Objective 1: Provide for the Efficient Access and Appropriate Management of the City's Data																							
Project	Performance Measure(s)	City Service Team (Department)																					
PTW 1.1.5	CARES Act Funding – Firewalls Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (IT)																					
<p>Summary:</p> <p>Information Technology (IT) will implement a project to replace the existing perimeter firewalls that will support and/or improve telework capabilities for employees who are working remotely due to COVID-19.</p> <p>The City's current perimeter (connection to the internet) firewalls are at capacity and we plan to leverage CARES funds to replace them. In response to the Pandemic the City has shifted personnel from working within the office to working remotely. This has required the IT Department to upgrade existing internet circuits to meet the increased demands brought on by this shift. These upgrades have pushed the limits of the City's existing firewalls to capacity.</p> <p>The proposal includes the hardware investment of approximately \$750,000, and professional services in the amount of approximately \$100,000 that will augment City staff during the delivery of hardware, and configuration services in accordance with social distancing recommendations.</p>																							
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PTW 1.1.6	CARES Act Funding – Support Telework Capabilities	Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (IT)																					
<p>Summary:</p> <p>Information Technology (IT) will implement a project to provide equipment that will support and/or improve telework capabilities for employees who are working remotely due to COVID-19.</p> <p>Other equipment will provide conference rooms with the capability to create a virtual meeting place for remote and local employees to collaborate in accordance with social distancing recommendations.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Gather equipment requests from departments</td> <td>July 2020</td> <td>July 2020</td> </tr> <tr> <td>Evaluate equipment requests for compliance</td> <td>July – Aug. 2020</td> <td>In progress</td> </tr> <tr> <td>Initiate Procurement Process</td> <td>Aug. – Sept. 2020</td> <td></td> </tr> <tr> <td>Receive Equipment</td> <td>Sept. 2020</td> <td></td> </tr> <tr> <td>Deploy Equipment</td> <td>Sept. – Dec. 2020</td> <td></td> </tr> <tr> <td>Project Closure</td> <td>Jan. 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Gather equipment requests from departments	July 2020	July 2020	Evaluate equipment requests for compliance	July – Aug. 2020	In progress	Initiate Procurement Process	Aug. – Sept. 2020		Receive Equipment	Sept. 2020		Deploy Equipment	Sept. – Dec. 2020		Project Closure	Jan. 2020	
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PTW 1.2.1	Enterprise IT Project (FY 2020) – Fire Staffing Solution		Shared Services (IT) and Neighborhood Services (Fire)																					
<p>Summary:</p> <p>Implement Kronos TeleStaff staffing solution to create and maintain AFD personnel schedules that support and manage vacation requests, overtime, daily shift changes for multiple shifts, rotating positions and special event assignments.</p>																								

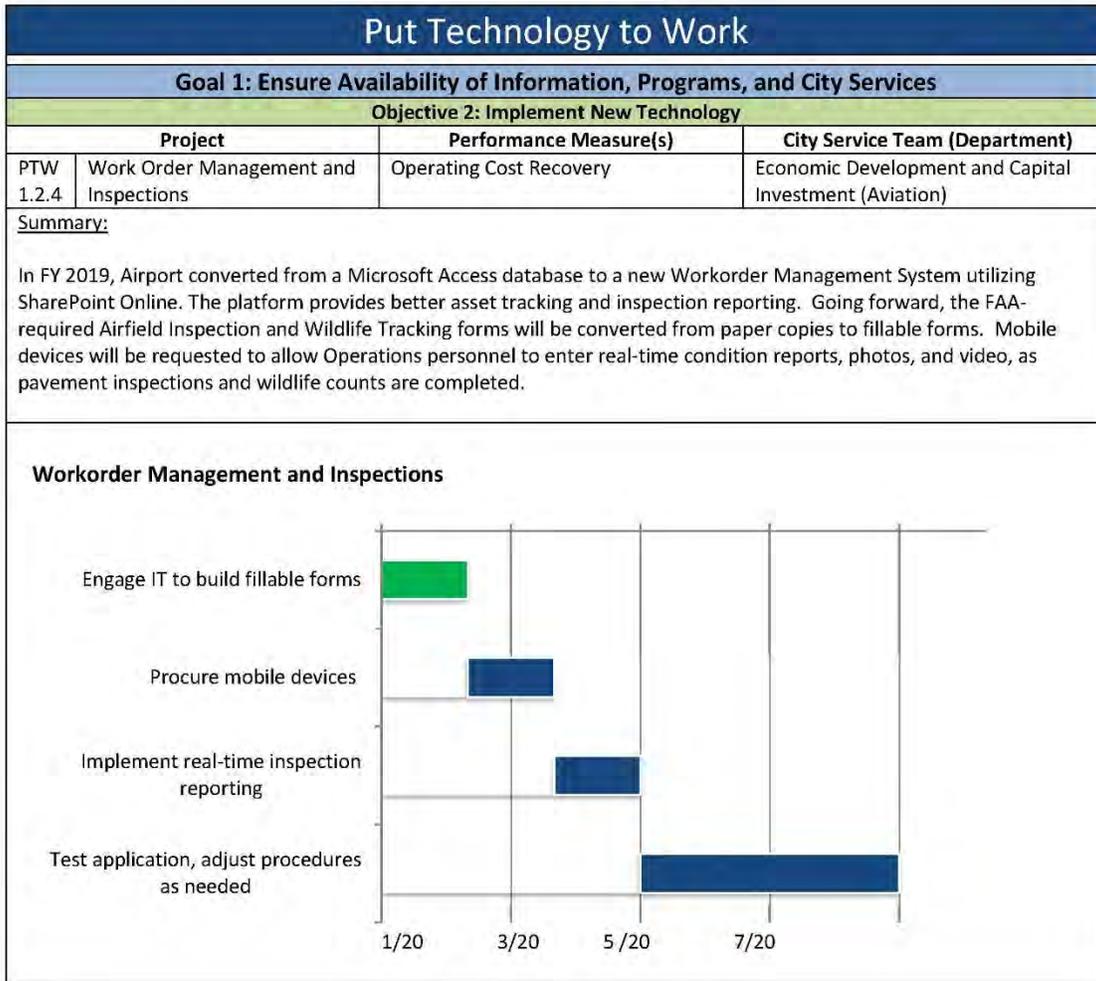
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PTW 1.2.2	BWC Program Impact on Internal Affairs	Internal Affairs Investigations related to BWCs										
<p>Summary:</p> <p>The Body Worn Camera (BWC) Program provides officers with a reliable recording of contacts with the public in accordance with the law. The BWC Program seeks to increase accountability for both officers and citizens. BWCs allow for accurate documentation of police-public contacts, arrests, and critical incidents. Officers are directed to activate the BWC during all calls for service or self-initiated activity where enforcement-related activities may occur such as:</p> <ul style="list-style-type: none"> • any enforcement stop • investigation • arrest • search • use of force • critical incident • pursuit • any encounter that becomes confrontational <p>The Internal Affairs Division coordinates the investigation into allegations of Police Department employee misconduct. The video obtained from officers who activate their BWC may provide an expedited resolution to citizen complaints. The cameras are instrumental in complaint investigation to assist in determining a fair and impartial finding. Studies have suggested that BWC deployment influence officer and citizen behavior. When people know they are being recorded, they tend to exhibit more positive actions. The use of the cameras promotes socially desirable outcomes which may lead to a decrease in citizen complaints.</p>		<p>Hours Reviewing BWC Video</p> <table border="1"> <caption>Hours Reviewing BWC Video</caption> <thead> <tr> <th>Quarter</th> <th>Hours</th> </tr> </thead> <tbody> <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>	Quarter	Hours	1st Qtr	20	2nd Qtr	20	3rd Qtr	20	4th Qtr	20
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PTW 1.2.3	SCADA Integrator	Update Treatment Production Facilities – SCADA	Economic Development and Capital Investment (Water)																					
<p>Summary:</p> <p>As the Water Department Treatment Division is substantially updating its production facilities over the next five years, the need for a comprehensive Supervisory Control and Data Acquisition (SCADA) integration project was identified. This project will set programming and hardware standards and modernize the Human Machine Interface (HMI) platform utilized for all water treatment operational processes.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>PBWTD Hydrogen Peroxide System</td> <td>Nov. 2020</td> <td></td> </tr> <tr> <td>SCADA Standards and Governance</td> <td>June 2020</td> <td></td> </tr> <tr> <td>JKWTP Chemical Project</td> <td>Sept. 2022</td> <td></td> </tr> <tr> <td>JKWTP Backwash Improvements</td> <td>May 2022</td> <td></td> </tr> <tr> <td>PBWTP Chemical Clearwell and PS Improvements</td> <td>Sept. 2024</td> <td></td> </tr> <tr> <td>LARWPS Shared Operations Improvements</td> <td>Nov. 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	PBWTD Hydrogen Peroxide System	Nov. 2020		SCADA Standards and Governance	June 2020		JKWTP Chemical Project	Sept. 2022		JKWTP Backwash Improvements	May 2022		PBWTP Chemical Clearwell and PS Improvements	Sept. 2024		LARWPS Shared Operations Improvements	Nov. 2024	
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PTW 1.2.5	Phase I – Integrated Library System research project	Meet project milestones	Neighborhood Services (Library)																											
<p>Summary:</p> <p>Research current and new solutions offered for an integrated library system (ILS) platform. This platform handles all the core business processing for the Library, including circulation, inventory control, catalog, and customer account management. Another critical factor is ensuring any proposed product addresses the need to maintain existing integration with other library software and hardware. Because of the complexity of the project and the importance of considering all facets, library staff will work in concert with the two cooperative library partners (MPL & KPL) and City IT staff. The team will ensure the product selected supports current needs and provides opportunities for enhancements and new efficiencies while delivering quality customer service to library patrons.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Establish a migration research committee comprised of representatives of all areas of the library and partner libraries.</td> <td>Oct. 2020</td> <td></td> </tr> <tr> <td>Conduct a detailed literature review of current trends and issues in library management systems.</td> <td>Nov. 2020</td> <td></td> </tr> <tr> <td>Conduct an in-depth analysis of existing data and purge out-of-date information to prepare for a possible migration.</td> <td>Dec. 2020</td> <td></td> </tr> <tr> <td>Conduct an in-depth needs survey to create a comprehensive outline of requirements.</td> <td>Feb. 2021</td> <td></td> </tr> <tr> <td>Determine the best platform, whether it is on-site hosted or if a SaaS model.</td> <td>Mar. 2021</td> <td></td> </tr> <tr> <td>Research available ILS/LSP suited to our library system size, budget, and future needs for development.</td> <td>July 2021</td> <td></td> </tr> <tr> <td>Investigate what existing supporting software or hardware integrates with the current ILS to determine the impact on specifications.</td> <td>Aug. 2021</td> <td></td> </tr> <tr> <td>Development preliminary specifications and minimum requirements based on the research to determine the next steps</td> <td>Sept. 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Establish a migration research committee comprised of representatives of all areas of the library and partner libraries.	Oct. 2020		Conduct a detailed literature review of current trends and issues in library management systems.	Nov. 2020		Conduct an in-depth analysis of existing data and purge out-of-date information to prepare for a possible migration.	Dec. 2020		Conduct an in-depth needs survey to create a comprehensive outline of requirements.	Feb. 2021		Determine the best platform, whether it is on-site hosted or if a SaaS model.	Mar. 2021		Research available ILS/LSP suited to our library system size, budget, and future needs for development.	July 2021		Investigate what existing supporting software or hardware integrates with the current ILS to determine the impact on specifications.	Aug. 2021		Development preliminary specifications and minimum requirements based on the research to determine the next steps	Sept. 2021	
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PTW 1.2.6 Traffic Management Technology Improvements	<ul style="list-style-type: none"> Implementation: Installing devices at locations and bringing them online Management: Using device data to improve traffic flow 	Economic Development and Capital Investment (PWT)
<p>Summary:</p> <p>Implementing smart traffic management technology will assist the city in developing a more efficient transportation system that enhances regional mobility and increases the quality of life for residents and visitors.</p> <p>Some of the benefits resulting from implementing new technology include:</p> <ul style="list-style-type: none"> Reduced traffic congestion Prioritized traffic based on real-time conditions Quicker response to traffic incidents Reduced pollution <p>During FY 2021, work to implement new traffic management technology will focus on the following projects:</p> <ul style="list-style-type: none"> Installation of connected vehicle devices at 35 intersections along the Cooper Street (FM157) Corridor. Implementing a connected vehicle application to provide signal information. Installation of lightbar sensors on City construction vehicles for recognition by WAZE for increased public safety. 		

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Project		Performance Measure(s)	City Service Team (Department)																								
PTW 1.2.7	CARES Act Funding – Action Center Telework Improvements	Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (IT)																								
<p>Summary:</p> <p>Information Technology (IT) will oversee a project to buy equipment and services to support and/or improve telework capabilities for the Action Center Agents who are working remotely as a result of COVID-19. This equipment expense will be submitted for reimbursement under the CARES Act Category 4 expenses for improving telework capabilities for employees.</p> <p>The Action Center Agents will need the capability to receive calls at home from their calling queue. These calls must be recorded just like they are recorded at work. The functionality must allow the supervisor to remotely monitor (Listen to) calls and produce reports of call activity for all Agents.</p> <p>The FY 2020 goal is to complete the deployment of all equipment and services by December 30, 2020.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Gather requirements from the Action Center</td> <td>July 2020</td> <td>July 2020</td> </tr> <tr> <td>Perform Proof of Concept</td> <td>July – Aug. 2020</td> <td>In progress</td> </tr> <tr> <td>Get Purchase Approval</td> <td>Aug. 2020</td> <td></td> </tr> <tr> <td>Purchase Equipment and Services</td> <td>Aug. – Sept. 2020</td> <td></td> </tr> <tr> <td>Receive Equipment</td> <td>Sept. 2020</td> <td></td> </tr> <tr> <td>Implement Solution</td> <td>Sept. – Oct. 2020</td> <td></td> </tr> <tr> <td>Project Closure</td> <td>Nov. 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Gather requirements from the Action Center	July 2020	July 2020	Perform Proof of Concept	July – Aug. 2020	In progress	Get Purchase Approval	Aug. 2020		Purchase Equipment and Services	Aug. – Sept. 2020		Receive Equipment	Sept. 2020		Implement Solution	Sept. – Oct. 2020		Project Closure	Nov. 2020	
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	Project	Performance Measure(s)	City Service Team (Department)																					
PYW 1.3.1	Implement Enhanced Email Procedures	Implementation into business practices	Shared Services (Municipal Court)																					
<p>Summary:</p> <p>Covid-19 caused the Municipal Court to rapidly adjust and implement two pilot programs to reduce foot traffic and increase customer service accessibility to procedural Justice. The first was enhanced email and web procedures. The Municipal Court has worked with the Judiciary to allow defendants to submit questions and file documents to a single new central email address that is monitored and processed by the Court.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Review benefits and challenges of the enhanced email procedures</td> <td>1st Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Create a paperless workflow in Incode for judge service request</td> <td>1st Qtr. FY2021</td> <td></td> </tr> <tr> <td>Conduct process review and determine effectiveness of pilot programs</td> <td>2nd Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Review with Judiciary for continued Standing Order approval</td> <td>3rd Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Highlight and promote enhanced email services on website.</td> <td>3rd Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Implement into business practices</td> <td>4th Qtr. FY 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Review benefits and challenges of the enhanced email procedures	1 st Qtr. FY 2021		Create a paperless workflow in Incode for judge service request	1 st Qtr. FY2021		Conduct process review and determine effectiveness of pilot programs	2 nd Qtr. FY 2021		Review with Judiciary for continued Standing Order approval	3 rd Qtr. FY 2021		Highlight and promote enhanced email services on website.	3 rd Qtr. FY 2021		Implement into business practices	4 th Qtr. FY 2021	
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Project	Performance Measure(s)	City Service Team (Department)																			
PTW 1.3.2	Implement Virtual Court pilot program into courtroom dockets	Implementation into business practices	Shared Services (Municipal Court)																		
<p>Summary:</p> <p>Covid-19 caused the Municipal Court to rapidly adjust and implement two pilot programs. The second pilot program was a virtual court walk in docket to expand the Court's accessibility to the public through technology and remote options. The Municipal Court worked with the Judiciary to fast track a mechanism to provide access to the Court by utilizing the Zoom platform to speak with a Judge during a virtual walk in court session. The Virtual Court also serves as an open proceeding for public access viewing via streamed live sessions.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Review benefits and challenges of the virtual court program</td> <td>1st Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Conduct process review and determine effectiveness of pilot program.</td> <td>2nd Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Review plans with Judiciary for continued Standing Order approval and best practice revisions</td> <td>3rd Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Highlight and promote virtual court dockets on court website</td> <td>3rd Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Implement into business practices</td> <td>4th Qtr. FY 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Review benefits and challenges of the virtual court program	1 st Qtr. FY 2021		Conduct process review and determine effectiveness of pilot program.	2 nd Qtr. FY 2021		Review plans with Judiciary for continued Standing Order approval and best practice revisions	3 rd Qtr. FY 2021		Highlight and promote virtual court dockets on court website	3 rd Qtr. FY 2021		Implement into business practices	4 th Qtr. FY 2021	
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Project	Performance Measure(s)	City Service Team (Department)																			
PTW 1.3.3	East Innovation Zone		Shared Services (Communication and Legislative Affairs) and Neighborhood Services (Parks and Libraries)																		
<p>Summary:</p> <p>As the City works to advance the City Council priorities of Put Technology to Work, Champion Great Neighborhoods, and Support Youth and Families, it has obtained a grant from the State of Texas to develop an Innovation Zone centered at the East Library and Recreation Center in the total amount of \$750,000.</p> <p>The East Innovation Zone will provide access to economic mobility opportunities to area residents by bridging the digital divide, create a tech-centered outdoor community space and building sustainable partnerships with area providers. (Champion Great Neighborhoods, Expand and Enhance the City's Image, Develop a Sense of Place).</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Develop an "Innovation Zone Plan"</td> <td>3rd Qtr. FY 202</td> <td>25%</td> </tr> <tr> <td>Build out Innovation Zone Plaza outside of the East Library and Recreation Center</td> <td>1st Qtr. FY 2021</td> <td>50%</td> </tr> </tbody> </table>		Milestone	Target Date	Status	Develop an "Innovation Zone Plan"	3 rd Qtr. FY 202	25%	Build out Innovation Zone Plaza outside of the East Library and Recreation Center	1 st Qtr. FY 2021	50%									
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Business Plan

Put Technology to Work Scorecard						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
IT	System Availability	File server availability	99.98%	99.99%	99%	99%
IT		GIS system availability	99.75%	99.9%	99%	99%
IT		Network uptime	99.92%	99.72%	99%	99%
IT		Website availability	99.78%	99.9%	88%	88%
IT		Amanda availability	99.62%	99.9%	88%	88%
IT		Kronos availability	99.79%	99.9%	88%	88%
IT		Email Phishing/Snag Rate	5.3%	2.46%	2%	2%
OSI	Technology	Datasets or Interactive Web Maps Published	New Measure in FY 2020		5	5
OSI		Open Data Portal Users	New Measure in FY 2020		2,400	2,400
Parks		% of online registrations	20.7%	15.1%	15%	20%
Parks		Total website sessions (naturallyfun.org)	419,278	364,157	300,000	300,000
CLA	Social Media	Increase YouTube views to reach 3,000,000 views per year	3,381,966	3,570,801	3,300,000	3,000,000
CLA		Increase Social Media Followers – FaceBook, Instagram, and Twitter	24.2%	18%	15%	25%
CLA		Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 518,623 visits)	(6.3%)	(11%)	50%	20%
CLA		Ask Arlington App Downloads – based on percent of population	0.3%	1%	1%	5%
CLA		Ask Arlington App Satisfaction – Number of 5-star ratings	74	1,032	240	500
Parks		Total impressions (APRD main Twitter/FB profiles) in millions	4.107	6.137	8	7
Police		Facebook – Impressions	New Measure in FY 2020		8,243,620	3,141,300
Police		Facebook – Engagements	New Measure in FY 2020		1,136,966	833,400
Police		Facebook – Posts Published	New Measure in FY 2020		756	1,620
Police		Facebook – Performance Views	New Measure in FY 2020		115,754	109,275
Police	Twitter – Organic Impressions	New Measure in FY 2020		9,078,842	2,154,700	
Police	Twitter – Total Engagements	New Measure in FY 2020		32,958	213,900	
Police	Twitter – Tweets Published	New Measure in FY 2020		744	515	
Police	YouTube – Videos Published	New Measure in FY 2020		28	31	
Police	Instagram – Pictures Published	New Measure in FY 2020		180	185	

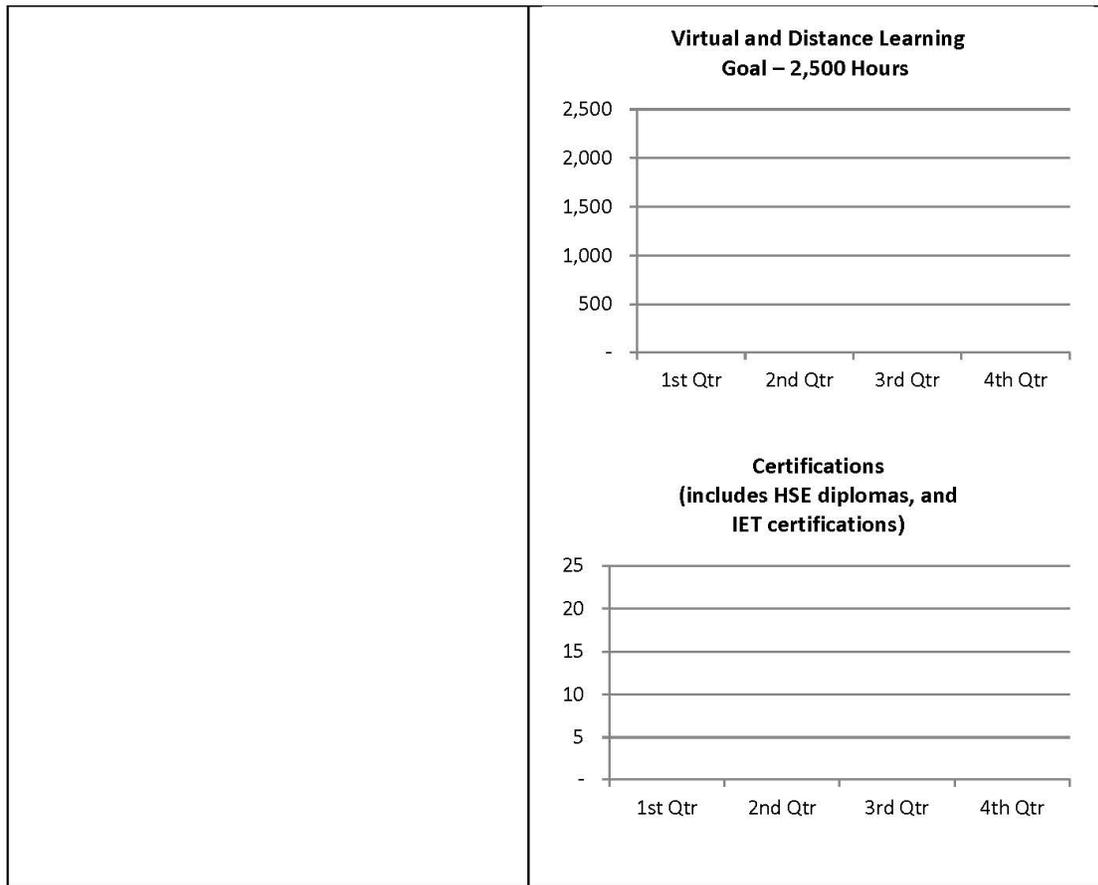
Business Plan

Support Youth and Families												
Goal 1: Partner with Local Organizations to Educate and Mentor												
Objective 1: Strengthen Education and Enrichment Programs												
Project	Performance Measure(s)	City Service Team (Department)										
SYF 1.1.1 Youth Investment Programs	Volunteer and participation hours	Neighborhood Services (Police)										
<p>Summary:</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 21st Century Policing offer promising approaches to building trust. The department is one of 15 cities participating in the 21st 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"> • Police Explorer: Program aimed at giving teens exposure to law enforcement careers through competition headed up by local law enforcement officers. • Police Activities League (PAL): Youth crime prevention program that uses recreational activities to create trust and understanding between youth and police officers. • Coach 5-0 Program: In partnership with AISD, officers assist in coaching athletics and attend the students' games. • Mentoring Arlington Youth (MAY) Program: Mentoring program for middle school boys and girls. • Hometown Recruiting Program: Based in AISD high schools, this program relies on volunteers from the department to assist in real training scenarios for future APD officers. • Geographic/Community Partnerships: 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. 												
		<p>Officer Participation Hours in Youth Investment Programs</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>1,000</td> </tr> <tr> <td>2nd Qtr</td> <td>1,200</td> </tr> <tr> <td>3rd Qtr</td> <td>1,400</td> </tr> <tr> <td>4th Qtr</td> <td>1,600</td> </tr> </tbody> </table>	Quarter	Hours	1st Qtr	1,000	2nd Qtr	1,200	3rd Qtr	1,400	4th Qtr	1,600
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Project	Performance Measure(s)	City Service Team (Department)																				
SYF 1.1.2 Adult Literacy enhanced service delivery	<ul style="list-style-type: none"> Recruitment of ESL, ABE, HSE students (includes IET, ITP) Retention of students Virtual and distance learning Certifications (includes HSE diplomas, and IET certifications) 	Neighborhood Services (Library)																				
<p><u>Summary:</u></p> <p>The Library's adult education program continues to provide the community with high-quality instruction in high school equivalency, ESL, and citizenship preparation at no cost to the student. As part of the Tarrant County Adult Education and Literacy Consortium (TCAELC) funded through Texas Workforce Commission, the Library also provides eligible students with opportunities to receive integrated educational training that results in certifications in a number of fields such as phlebotomy, Certified Nurses' Assistant, Commercial Driver License, Microsoft Office certification, and more. These certifications allow students to become more marketable and achieve higher paying jobs upon completion. The Library provides instruction and support to internationally trained professionals and students that are already degreed in their home country to make stronger language skills and enhance their employability in our community. This instruction is achieved both through traditional methods of in-person classes, virtual classes, and distance learning utilizing specialized databases. The Library strives to expand these enhanced services to eligible students.</p>		<p>Recruitment of ESL, ABE, HSE Students (includes IET, ITP)</p> <table border="1"> <caption>Recruitment of ESL, ABE, HSE Students (includes IET, ITP)</caption> <thead> <tr> <th>Quarter</th> <th>Recruitment</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>100</td> </tr> <tr> <td>2nd Qtr</td> <td>150</td> </tr> <tr> <td>3rd Qtr</td> <td>200</td> </tr> <tr> <td>4th Qtr</td> <td>250</td> </tr> </tbody> </table> <p>Student Retention – Students Achieve 40 Hours of Class Learning</p> <table border="1"> <caption>Student Retention – Students Achieve 40 Hours of Class Learning</caption> <thead> <tr> <th>Quarter</th> <th>Retention</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>10</td> </tr> <tr> <td>2nd Qtr</td> <td>15</td> </tr> <tr> <td>3rd Qtr</td> <td>20</td> </tr> <tr> <td>4th Qtr</td> <td>25</td> </tr> </tbody> </table>	Quarter	Recruitment	1st Qtr	100	2nd Qtr	150	3rd Qtr	200	4th Qtr	250	Quarter	Retention	1st Qtr	10	2nd Qtr	15	3rd Qtr	20	4th Qtr	25
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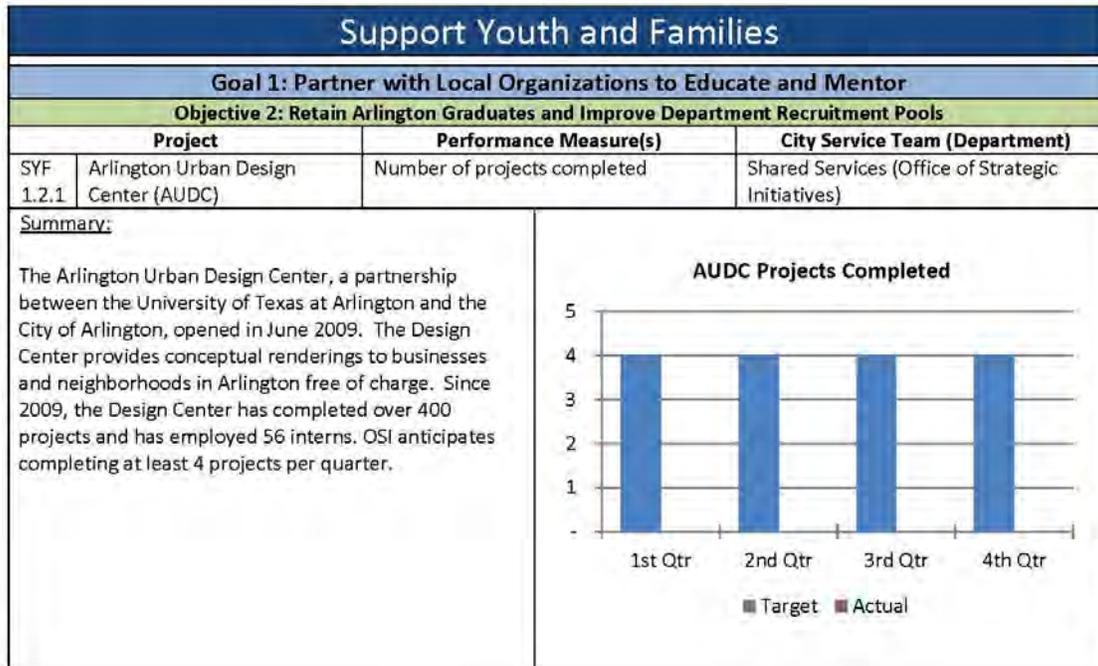
Business Plan



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Project		Performance Measure(s)	City Service Team (Department)																								
SYF 1.1.3	CARES Act Funding – Support Distance Learning		Shared Services (IT) and Neighborhood Services (Parks)																								
<p>Summary:</p> <p>Parks and Recreation Department will be providing a day camp program for the community. The program will be offered at four recreation centers that will support a distance learning environment for our students. The IT Department will be expanding the City provided Wi-Fi services at the recreation centers.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Gather Program and Wi-Fi Service Requirements</td> <td>July 2020</td> <td>Aug. 2020</td> </tr> <tr> <td>Performed Recreation Center Site Surveys</td> <td>Aug. 2020</td> <td>Aug. 2020</td> </tr> <tr> <td>Develop Equipment Requirements</td> <td>Aug. 2020</td> <td>Aug. 2020</td> </tr> <tr> <td>Initiate Procurement</td> <td>Aug. 2020</td> <td>Aug. 2020</td> </tr> <tr> <td>Receive Equipment</td> <td>Sept. 2020</td> <td></td> </tr> <tr> <td>Deploy Equipment</td> <td>Sept. 2020</td> <td></td> </tr> <tr> <td>Project Closure</td> <td>Sept. 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Gather Program and Wi-Fi Service Requirements	July 2020	Aug. 2020	Performed Recreation Center Site Surveys	Aug. 2020	Aug. 2020	Develop Equipment Requirements	Aug. 2020	Aug. 2020	Initiate Procurement	Aug. 2020	Aug. 2020	Receive Equipment	Sept. 2020		Deploy Equipment	Sept. 2020		Project Closure	Sept. 2020	
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Business Plan



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Support Youth and Families																																							
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Objective 2: Retain Arlington Graduates and Improve Department Recruitment Pools																																							
Project		Performance Measure(s)	City Service Team (Department)																																				
SYF 1.2.2	Hometown Recruiting Program	Hometown Recruiting Students Enrolled in AISD, UTA, and TCC	Neighborhood Services (Police)																																				
<p>Summary:</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 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>Hometown Recruiting Program Participants</p> <table border="1"> <caption>Hometown Recruiting Program Participants Data</caption> <thead> <tr> <th>Quarter</th> <th>AISD</th> <th>UTA</th> <th>TCC</th> </tr> </thead> <tbody> <tr> <td>FY20 1st Qtr</td> <td>25</td> <td>5</td> <td>30</td> </tr> <tr> <td>FY20 2nd Qtr</td> <td>25</td> <td>5</td> <td>25</td> </tr> <tr> <td>FY20 3rd Qtr</td> <td>25</td> <td>5</td> <td>30</td> </tr> <tr> <td>FY20 4th Qtr</td> <td>25</td> <td>5</td> <td>30</td> </tr> <tr> <td>FY21 1st Qtr</td> <td>25</td> <td>5</td> <td>25</td> </tr> <tr> <td>FY21 2nd Qtr</td> <td>25</td> <td>5</td> <td>25</td> </tr> <tr> <td>FY21 3rd Qtr</td> <td>25</td> <td>5</td> <td>25</td> </tr> <tr> <td>FY21 4th Qtr</td> <td>25</td> <td>5</td> <td>25</td> </tr> </tbody> </table>		Quarter	AISD	UTA	TCC	FY20 1st Qtr	25	5	30	FY20 2nd Qtr	25	5	25	FY20 3rd Qtr	25	5	30	FY20 4th Qtr	25	5	30	FY21 1st Qtr	25	5	25	FY21 2nd Qtr	25	5	25	FY21 3rd Qtr	25	5	25	FY21 4th Qtr	25	5	25
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Business Plan

Support Youth and Families Scorecard						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Library	Satisfaction Ratings	Citizen satisfaction with overall library services [annual survey]	92%	92%	95%	95%
Library		Library Customer satisfaction with overall East Arlington Branch library services	88%	96%	85%	85%
Library		Overall Library facility satisfaction rating (excellent)	97%	93%	80%	80%
Library	Library Usage	Visits per capita	2.7	2.9	3.5	3.5
Library		% of total registered borrowers with account activity in the last 12 months	28%	25%	40%	40%
Library		Virtual Program Engagement	New Measure in FY 2021			14,400
Library		Recruitment of ELA, ABE, HIS students	New Measure in FY 2021			475
Library		Retention of ELA, ABE, HIS students (students achieve 40 hours of classes)	New Measure in FY 2021			200
Library	Library Materials	Library materials per capita	1.33	1.4	1.8	1.8
Library		Circulation per capita	5.61	5.6	5.5	5.5
Library		Circulation of Digital materials	224,268	238,758	250,000	250,000
Library		Circulation of Physical materials	1,862,700	1,817,747	1,863,388	1,850,000
Library		Circulation through curbside service	New Measure in FY 2021			10,250
Fire	Mentoring	AISD Fire Academy Completion Rates [reported at end of school year]	56%	100%	94%	94%
OSI		Number of Arlington Urban Design Center Projects Completed	New Measure in FY 2019	40	24	24
Police		Police Explorer Members	22	23	24	20
Police		New Police Athletic League (PAL) Participants	93	134	120	120
Police		Hometown Recruiting Students Enrolled in AISD	24	20	30	30
Police		Hometown Recruiting Students Enrolled in UTA	9	5	9	9
Police		Hometown Recruiting Students Enrolled in TCC	11	27	11	11

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	<ul style="list-style-type: none"> Number of participants Customer surveys Revenue generation to maintain the program 	Neighborhood Services (Parks)
<p><u>Summary:</u></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 launched the summer of 2017 at Hugh Smith Recreation Center. Camp DREAM is aimed at children whose guardians are not financially able to afford the registration fee for such an activity.</p> <p>There is no monetary requirement for the program, but each family is required to attend a minimum of three days per week. Parks and Recreation collaborates with AISD's Office of Student Development and Support Services (SDSS) to identify children who are in transition and without Camp Dream likely remain alone during the summer workday. Applications are collected at Hugh Smith and through the SDSS liaison.</p> <p>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>Camp Dream is not a self-sustaining summer program. It requires funding from an outside source. Initially, revenue was provided by the Parks and Recreation Sponsorship Program. Currently, CDBG funding is in place. All funds are to provide funding for summer programming.</p>		

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Project		Performance Measure(s)	City Service Team (Department)																																										
Core CRE 1.1.2	Active Adult Center	<ul style="list-style-type: none"> Overall satisfaction of project management Project completion on time and at budget Citizen satisfaction with overall quality of parks and recreation programs and classes 	Shared Services (AM) and Neighborhood Services (Parks)																																										
<p>Summary:</p> <p>Working collaboratively with other city departments, as well as with architectural and construction management professionals, to build a new Active Adult Center. Current plans are for the facility to be across the street from the West Police Station and located on the southwest corner of the Pierce Burch Water Treatment site on Green Oaks Boulevard between W. Arkansas Lane and W. Pioneer Parkway.</p> <p>From February to April of 2019 the City investigated alternative delivery methods for the project. A determination was made to proceed with a request for qualifications. Bond funding for building construction is anticipated Spring 2021.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Jan. 2019</td> <td>Jan. 2019</td> </tr> <tr> <td>Architect/Engineer RFQ</td> <td>July 2019</td> <td>July 2019</td> </tr> <tr> <td>Architect/Engineer RFQ</td> <td>July 2019</td> <td>July 2019</td> </tr> <tr> <td>Architect/Engineer Selection Process</td> <td>Oct. 2019</td> <td>Dec. 2019</td> </tr> <tr> <td>Council Approval of Architect Contract</td> <td>Dec. 2019</td> <td>Mar. 2020</td> </tr> <tr> <td>Construction Documents</td> <td>May 2020 – May 2021</td> <td></td> </tr> <tr> <td>Finalize construction documents</td> <td>Spring 2021</td> <td></td> </tr> <tr> <td>CMAR approved delivery method to Council</td> <td>April 2020</td> <td>Mar. 2020</td> </tr> <tr> <td>Permit Process</td> <td>Spring 2021</td> <td></td> </tr> <tr> <td>Guaranteed Maximum Price to Council</td> <td>Summer 2021</td> <td></td> </tr> <tr> <td>Construction begins</td> <td>Summer 2021</td> <td></td> </tr> <tr> <td>Finalize selection of furniture and equipment</td> <td>Summer 2022</td> <td></td> </tr> <tr> <td>Construction complete</td> <td>Spring 2023</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project Schedule/Development Phase	Jan. 2019	Jan. 2019	Architect/Engineer RFQ	July 2019	July 2019	Architect/Engineer RFQ	July 2019	July 2019	Architect/Engineer Selection Process	Oct. 2019	Dec. 2019	Council Approval of Architect Contract	Dec. 2019	Mar. 2020	Construction Documents	May 2020 – May 2021		Finalize construction documents	Spring 2021		CMAR approved delivery method to Council	April 2020	Mar. 2020	Permit Process	Spring 2021		Guaranteed Maximum Price to Council	Summer 2021		Construction begins	Summer 2021		Finalize selection of furniture and equipment	Summer 2022		Construction complete	Spring 2023	
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	Project	Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.3	AISD Natatorium Partnership	<ul style="list-style-type: none"> Percent of classes filled Customers Served Overall satisfaction with programs and facilities 	Neighborhood Services (Parks)
<p><u>Summary:</u></p> <p>In partnership with the AISD, the City of Arlington produced an aquatics facility equipped with a 50-meter pool, a diving area, warm-up pool, and seating for up to one thousand spectators.</p> <p>The joint use agreement provides an opportunity for considerable expansion to the already high level of aquatics programming offered by the Parks and Recreation Department. The agreement will allow over 2,500 annual usage hours in the 50-meter and warm-up pools. A variety of year-round programs such as swim lessons, water aerobics, and lifeguard training classes will be held at the natatorium.</p> <p>Construction was completed in FY 2020. Due to the COVID-19 pandemic, programming will not begin until December FY 2021. Programmatic planning will begin with Aquatics Staff and the FT Service Unit Assistant to oversee the City's interest in the facility.</p>			

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	Project	Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.4	The Beacon	<ul style="list-style-type: none"> Number of participants Customer surveys Revenue generation to maintain the program 	Neighborhood Services (Parks)
<p><u>Summary:</u></p> <p>The Beacon is a new facility in Southeast Arlington scheduled to open August FY 2020. FY 2021 will be the first full year of operation for The Beacon. The facility will provide an opportunity for considerable expansion to the already high level of center programming offered by the Parks and Recreation Department. The Beacon will offer private rentals and a variety of year-round programs such as fitness classes, league play, party services, summer camp, after school activities, and fine arts classes.</p>			
Culture/Recreation/Education			
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	Project	Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.5	The EAST Library and Recreation Center	<ul style="list-style-type: none"> Number of participants Customer surveys Revenue generation to maintain the program 	Neighborhood Services (Parks)
<p><u>Summary:</u></p> <p>The EAST is a new facility in East Arlington scheduled to open October FY 2021. FY 2021 will be the first full year of operation for EAST. The facility will provide an opportunity for considerable expansion to the already high level of center programming offered by the Parks and Recreation Department. The EAST is a unique facility because it is the only center in the system with an indoor pool and a partnership with Library services. It will offer private rentals and a variety of year-round programs such as fitness classes, party services, summer camp, after school activities, fine arts classes, and a full range of aquatics programming.</p>			

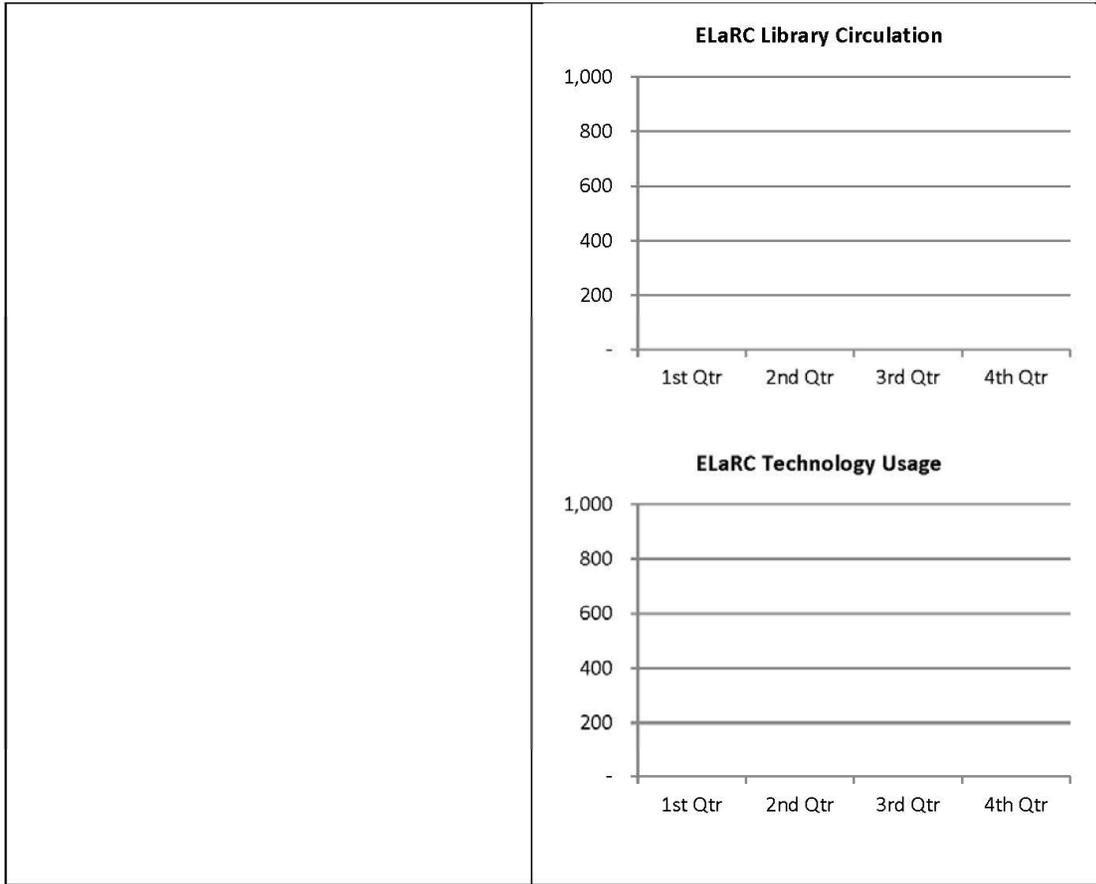
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Core CRE 1.1.6	Strategic Plan Development	Achieve Milestones	Neighborhood Services (Library)																								
<p><u>Summary:</u></p> <p>There have been significant changes in our library system since the last strategic plan. To prepare for the next three years, Library staff and the Library Advisory Board will review the past and assess our successes and challenges. In addition, stakeholders and the community will be asked to provide feedback to help confirm the priorities that our citizens have for library services in Arlington.</p> <p>With that structure in mind, we will craft the goals that fit with the resulting focus areas, as well as the measures of performance to be used to assess progress toward achieving the goals. Each year, we will outline the activities and projects that will help us reach our goals. But as we review each area's goals, we remember that the goals are only important because of the people they serve and the lives they change.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Create the framework and information gathering methods begin the development phase</td> <td>Sept. 2020</td> <td></td> </tr> <tr> <td>Develop a final draft of the five-year benchmarking report</td> <td>Dec. 2020</td> <td></td> </tr> <tr> <td>Seek staff and board input</td> <td>Jan. 2021</td> <td></td> </tr> <tr> <td>Seek focus group input and public input</td> <td>Mar. 2021</td> <td></td> </tr> <tr> <td>Formalize the goals, objectives, and measures based on information gathered</td> <td>June 2021</td> <td></td> </tr> <tr> <td>Design final strategic plan publication for CMO and City Council approval</td> <td>July 2021</td> <td></td> </tr> <tr> <td>Final strategic plan publication</td> <td>Sept. 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Create the framework and information gathering methods begin the development phase	Sept. 2020		Develop a final draft of the five-year benchmarking report	Dec. 2020		Seek staff and board input	Jan. 2021		Seek focus group input and public input	Mar. 2021		Formalize the goals, objectives, and measures based on information gathered	June 2021		Design final strategic plan publication for CMO and City Council approval	July 2021		Final strategic plan publication	Sept. 2021	
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Project		Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.7	East Library and Recreation Center (ELaRC)	<ul style="list-style-type: none"> Overall Satisfaction Visitor count Circulation Public computer sessions/technology usage Program attendance 	Neighborhood Services (Library)
<p>Summary:</p> <p>Library staff will observe and adapt to usage patterns at the newly opened joint use East Library and Recreation Center (ELaRC). This facility will be the first joint Library and Park facility in Arlington and will offer multiple new spaces, technology, and resources. The Library and Parks team has already been investigating ways to integrate service delivery for any visitors; some of that will only become apparent after opening the doors and observing how the community interacts with the new facility.</p> <p>This project has received a \$750,000 grant to make the exclusive Innovation Zone at this new facility. The focus is on increasing availability and bridging the digital divide through high-speed internet connectivity, technology accessibility, and leveraging partnerships with service providers that can offer relevant training and education in the East Arlington community. Also, the grant will fund purchasing literacy and educational resources, technology, library materials to support the other resources and create an outdoor smart community space.</p>		<p>Overall Satisfaction Rating for ELaRC Library Service</p> <p>ELaRC Visitor Count</p>	

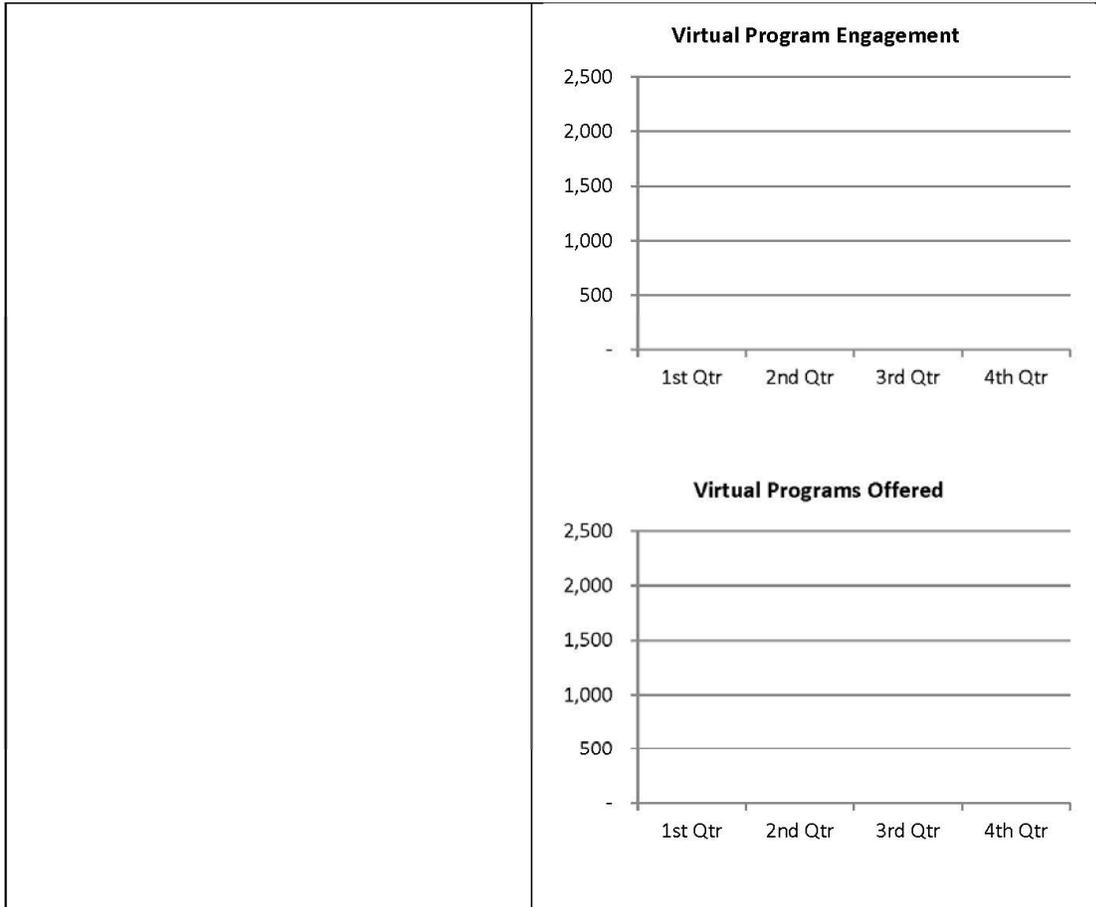
Business Plan



Business Plan

Culture/Recreation/Education			
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Objective 1: Develop and Implement Programming Based on the Needs of the Community			
Project		Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.8	Expanded service delivery options	<ul style="list-style-type: none"> • Curbside check out • Holds placed for curbside pickup • Virtual program engagement • Number of virtual programs 	Neighborhood Services (Library)
<p><u>Summary:</u></p> <p>In FY 2021, the library team will delve into what we learned during the Covid-19 closure and build upon service models offered during that time. During the pandemic, the Library shifted from in-person programming and inhouse service to virtual programming and curbside services to continue our engagement with the community during a difficult time. The Library provided virtual storytimes, craft tutorials, book clubs, business classes, and more. The curbside service has been very well received. It allowed the library to stay relevant, remove barriers to access, and provide materials to people who are at home, especially those with children who cannot return to school. Expanding our service delivery model will offer new-found enhancements to library users.</p>		<p>The figure contains two empty bar charts. The top chart is titled 'Curbside Circulation' and the bottom chart is titled 'Curbside Holds Places'. Both charts have a vertical y-axis ranging from 0 to 2,500 in increments of 500. The horizontal x-axis for both charts is divided into four categories: 1st Qtr, 2nd Qtr, 3rd Qtr, and 4th Qtr. No data bars are present in either chart.</p>	

Business Plan



Business Plan

Culture/Recreation/Education Scorecard						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Parks	Citizen Survey	Citizen satisfaction with quality of park and recreation programs and classes [annual survey]	84%	87%	85%	85%
Parks		Quality of programs and services	96%	94%	96%	95%
Parks		Quality of facilities	96%	91%	95%	95%
Parks	Program Participation	Active Fitness and Weight Room Memberships	10,586	10,395	7,000	10,000
Parks		Participation in programs and classes	37,721	150,617	70,000	100,000
Parks		Camp Participation	5,620	6,159	3,000	3,500
Parks		Swim Lesson Participation	1,799	2,375	2,000	2,000
Parks		Outdoor Pool Admissions	99,697	105,224	81,000	90,000
Parks		Rounds of golf played	84,806	61,285	97,850	123,000
Parks		Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	7,190	14,783	5,000	10,000
Parks		Number of unplayable golf days (Mon-Thurs)	44	55	40	30
Parks		Number of unplayable golf days (Fri-Sun/Holidays)	40	44	30	25

Business Plan

Financial/Economic Development																								
Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council																								
Objective 1: Comply with all Financial Regulations and Policies																								
	Project	Performance Measure(s)	City Service Team (Department)																					
Core FED 1.1.1	Plan/Implement Upcoming GASB Statements	<ul style="list-style-type: none"> GFOA Certificate of Excellence CAFR with clean opinion 	Finance (Accounting)																					
Summary:																								
<p>The Governmental Accounting Standards Board (GASB) has issued multiple GASB statements that must be implemented over the next several fiscal years.</p> <p><u>FY 2021</u> GASB 84 Fiduciary Activities Implementation Guide 2019-2 GASB 90 Major Equity Interests GASB 92 Omnibus 2020 (varies FY 2021 and FY 2022) GASB 93 Replacement of Interbank Offered Rates (varies FY 2021 and FY 2022)</p> <p><u>FY 2022</u> GASB 87 Leases Implementation Guide 2019-3, 2020-1 GASB 89 Accounting for Interest Cost GASB 97 Component Unit Criteria, 457 Plans</p> <p><u>FY 2023</u> GASB 91 Conduit Debt Obligations GASB 94 Public-Private, Public-Public Partnerships and Availability Payment Arrangements GASB 96 Subscription-Based Information Technology Arrangements</p> <p>The anticipated impact of implementing the above statements includes increased staff time to analyse and implement process changes, potential accounting consultation needs, and increased reporting requirements.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Read GASB statements and identify effective dates.</td> <td>12/31/2020</td> <td></td> </tr> <tr> <td>Create implementation timeline for each.</td> <td>3/31/2021</td> <td></td> </tr> <tr> <td>Identify reporting, disclosure, and RSI requirements</td> <td>6/30/2021</td> <td></td> </tr> <tr> <td>Implement required process changes.</td> <td>9/30/2021</td> <td></td> </tr> <tr> <td>Draft changes need for CAFR</td> <td>9/30/2021</td> <td></td> </tr> <tr> <td>External auditor review of proposed CAFR updates</td> <td>9/30/2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Read GASB statements and identify effective dates.	12/31/2020		Create implementation timeline for each.	3/31/2021		Identify reporting, disclosure, and RSI requirements	6/30/2021		Implement required process changes.	9/30/2021		Draft changes need for CAFR	9/30/2021		External auditor review of proposed CAFR updates	9/30/2021	
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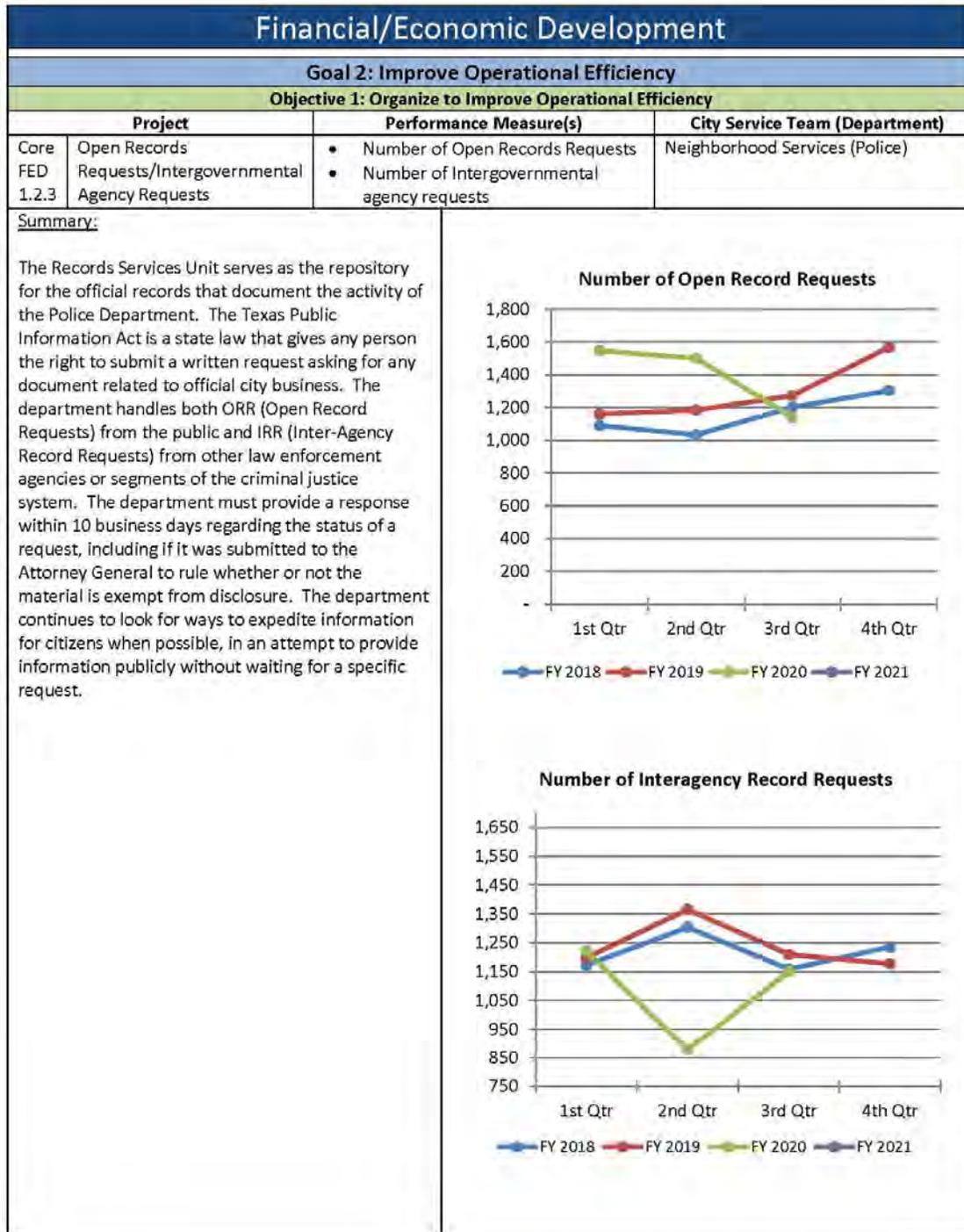
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Project		Performance Measure(s)	City Service Team (Department)																											
Core FED 1.1.2	Implement formal MWBE Program	MWBE Participation: Good-faith effort on applicable City procurements to include construction and professional services	Finance (Purchasing)																											
<p>Summary:</p> <p>Based on the recommendations from the City's Availability & Disparity Study consulting firm CH Advisors, the city will develop and implement a MWBE Program Policy and Administration manual. The manual will provide information on the city department's role to increase MWBE participation, City's overall and project specific goals, MWBE contract compliance, prime contractor/consultant's MWBE utilization, payment, etc.</p> <p>Part of implementing a MWBE Program will require additional staff and implementing a MWBE tracking & reporting software to ensure compliance by prime in meeting their MWBE commitment.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Submit final report to City Council</td> <td>9/28/2020</td> <td></td> </tr> <tr> <td>Quarterly meetings with minority chambers and advocacy groups regarding City efforts to increase MWBE utilization</td> <td>10/31/2020</td> <td></td> </tr> <tr> <td>Hire MWBE compliance analyst</td> <td>10/31/2020</td> <td></td> </tr> <tr> <td>Complete draft MWBE Program, process, and procedures</td> <td>10/31/2020</td> <td></td> </tr> <tr> <td>Meet with CMO to review MWBE Program, process, and procedures</td> <td>11/30/2020</td> <td></td> </tr> <tr> <td>Meet with Parks, PWT and Water Utilities</td> <td>11/30/2020</td> <td></td> </tr> <tr> <td>Provide final MWBE Program for City Council approval</td> <td>12/31/2020</td> <td></td> </tr> <tr> <td>Implement B2GNow to track MWBE utilization and ad-hoc reports</td> <td>3/31/2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Submit final report to City Council	9/28/2020		Quarterly meetings with minority chambers and advocacy groups regarding City efforts to increase MWBE utilization	10/31/2020		Hire MWBE compliance analyst	10/31/2020		Complete draft MWBE Program, process, and procedures	10/31/2020		Meet with CMO to review MWBE Program, process, and procedures	11/30/2020		Meet with Parks, PWT and Water Utilities	11/30/2020		Provide final MWBE Program for City Council approval	12/31/2020		Implement B2GNow to track MWBE utilization and ad-hoc reports	3/31/2021	
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Financial/Economic Development			
Goal 2: Improve Operational Efficiency			
Objective 1: Organize to Improve Operational Efficiency			
Project		Performance Measure(s)	City Service Team (Department)
Core FED 1.2.1	Internal Engineering Services for Water Utilities	Design 30,000 Linear Feet in FY 2021	Economic Development and Capital Investment (Water)
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities has historically outsourced design phase services to private professional engineering firms. It has been determined that utilizing internal engineering staff for design of specific projects would result in a lower design cost per foot of water and/or sanitary sewer lines. In FY 2014, Water Utilities began performing design utilizing internal engineering staff. The projects proposed for the internal design team consist of small diameter water and sanitary renewal projects.</p>		<p style="text-align: center;">Linear Feet Designed</p>	

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Core FED 1.2.2	Transition of the Third-Party Claims Administrator for Workers' Compensation and Liability	Complete transition	Shared Services (Human Resources)																								
<p><u>Summary:</u></p> <p>The City's contract for third-party claims administrator for workers' compensation (WC) and liability, with Cannon Cochran Management Services Inc. (CCMSI) expired December 31, 2019. Human Resources will work to effectively transition from CCMSI to AS&G prior to the effective date of the new contract.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>RFP Approval by Council</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Contract Execution/Award</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Transition Plan: CCMSI to AS&G</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Communication to employees about change in TPA.</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Implementation: Hiring AS&G adjusters</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Implementation: Staff training</td> <td>2nd Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Claim Audit</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	RFP Approval by Council	1 st Qtr. FY 2020	Complete	Contract Execution/Award	1 st Qtr. FY 2020	Complete	Transition Plan: CCMSI to AS&G	1 st Qtr. FY 2020	Complete	Communication to employees about change in TPA.	1 st Qtr. FY 2020	Complete	Implementation: Hiring AS&G adjusters	1 st Qtr. FY 2020	Complete	Implementation: Staff training	2 nd Qtr. FY 2020	Complete	Claim Audit	3 rd Qtr. FY 2020	
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Project		Performance Measure(s)	City Service Team (Department)																							
Core FED 1.2.4	Department Communication Campaign		Shared Services (Communication and Legislative Affairs)																							
<p>Summary:</p> <p>The Office of Communication in collaboration with City departments is working to revamp City-wide customer-facing communications in order to create communication that is sleek, easily digestible by residents, informative and timely.</p> <p>The City has completed its updates to Public Works & Transportation Construction and Water Construction communications. These two campaigns build off of the “your money in action” tagline and have similar looks. Code Compliance communication also has a friendlier look and is nearing its completion.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Construction Communication</td> <td>4th Qtr. FY 2019</td> <td>100%</td> </tr> <tr> <td>Water Construction Communication</td> <td>1st Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Code Compliance Communication</td> <td>2nd Qtr. FY 2020</td> <td>90%</td> </tr> <tr> <td>Court Communication</td> <td>2nd Qtr. FY 2020</td> <td>Canceled</td> </tr> <tr> <td>Housing Authority Communication</td> <td>3rd Qtr. FY 2020</td> <td>Delayed due to COVID-19</td> </tr> <tr> <td>Garbage & Recycling Communication</td> <td>2nd Qtr. FY 2021</td> <td>0%</td> </tr> <tr> <td>Water Customer Service Communication</td> <td>3rd Qtr. FY 2021</td> <td>0%</td> </tr> </tbody> </table>	Milestone	Target Date	Status	Construction Communication	4 th Qtr. FY 2019	100%	Water Construction Communication	1 st Qtr. FY 2020	100%	Code Compliance Communication	2 nd Qtr. FY 2020	90%	Court Communication	2 nd Qtr. FY 2020	Canceled	Housing Authority Communication	3 rd Qtr. FY 2020	Delayed due to COVID-19	Garbage & Recycling Communication	2 nd Qtr. FY 2021	0%	Water Customer Service Communication	3 rd Qtr. FY 2021	0%
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Objective 2: Seek New or Alternative Funding Sources																										
Project		Performance Measure(s)	City Service Team (Department)																							
Core FED 1.3.1	Homeplate Restaurant and Banquet Facility at Texas Ranger Golf Course	<ul style="list-style-type: none"> Percent Cost Recovery Gross Revenue Generated 	Neighborhood Services (Parks)																							
<p>Summary:</p> <p>Upon completion of the Texas Rangers Golf Clubhouse, a new restaurant and banquet facility will open to the public. This is a new revenue unit within the Golf Division and a new opportunity to raise the City’s profile within the industry and with public. Actual performance for FY 2021 will vary based on opening date.</p>		<table border="1"> <thead> <tr> <th colspan="3">Performance</th> </tr> <tr> <th></th> <th>Gross Revenue</th> <th>% Cost Recovery</th> </tr> </thead> <tbody> <tr> <td>1st Qtr.</td> <td></td> <td></td> </tr> <tr> <td>2nd Qtr.</td> <td></td> <td></td> </tr> <tr> <td>3rd Qtr.</td> <td></td> <td></td> </tr> <tr> <td>4th Qtr.</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> </tr> </tbody> </table>	Performance				Gross Revenue	% Cost Recovery	1 st Qtr.			2 nd Qtr.			3 rd Qtr.			4 th Qtr.			Total					
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Project		Performance Measure(s)	City Service Team (Department)																					
Core FED 2.1.1	Human Resources Rebrand	Completion of Milestones	Shared Services (Human Resources)																					
<p><u>Summary:</u></p> <p>The Human Resources Department has an emphasis on transforming the HR role from a traditional role to establishing HR as a partner. As a business partner, HR will evaluate how management functions will help accomplish the business goals and initiatives of the organization.</p> <p>HR professionals plan to partner with team members within the organization to implement the organization's strategic plan. The desired outcome is the formation of aligned human resources functions to strategies linked to the organization's strategic goals that help the organization adapt to change, meet the customer requirements, and achieve product/service delivery and financial objectives.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>HR Team Book Study: The Experience</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Human Resources Remodel</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Customer Service Survey Link</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Implement a Coaching model within the HR department</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Support HR professional certifications within the department</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>HR Communication Plan: Internal and External</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	HR Team Book Study: The Experience	1 st Qtr. FY 2020	Complete	Human Resources Remodel	1 st Qtr. FY 2020	Complete	Customer Service Survey Link	1 st Qtr. FY 2020	Complete	Implement a Coaching model within the HR department	3 rd Qtr. FY 2020		Support HR professional certifications within the department	3 rd Qtr. FY 2020		HR Communication Plan: Internal and External	4 th Qtr. FY 2020	
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Project		Performance Measure(s)	City Service Team (Department)																		
Core FED 2.1.2	Organizational Succession Planning	Phase I: Establish protocol and process for succession plan. Phase II: Implementation FY 2021	Shared Services (Human Resources)																		
<p><u>Summary:</u></p> <p>Succession planning is one of the most important HR strategic processes. It is the heart of the talent management process, which identifies key roles and mapping out ways to ensure the city has the right people with the right skills, capabilities, and experiences, in the right place at the right time. Organizations need to place focus on developing a plan for the number of people in leadership roles who plan to retire in the next few years and prepare the next generation of leaders.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Prepare Succession Plan</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Form the Succession Committee</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Define Criteria of Critical Roles, Key Leaders and Executive Categories</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Success Profiles Part 1</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Success Profiles Part 2</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Prepare Succession Plan	1 st Qtr. FY 2020	Complete	Form the Succession Committee	3 rd Qtr. FY 2020		Define Criteria of Critical Roles, Key Leaders and Executive Categories	3 rd Qtr. FY 2020		Success Profiles Part 1	4 th Qtr. FY 2020		Success Profiles Part 2	4 th Qtr. FY 2020	
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Project		Performance Measure(s)	City Service Team (Department)																																				
Core FED 2.1.3	Training Program Redesign	<ul style="list-style-type: none"> Participant numbers Participant feedback 	Shared Services (Human Resources)																																				
<p><u>Summary:</u></p> <p>Organizational development is a key layer to different aspects of the HR fabric. The comprehensive view of employee training is broken into phases. In FY 2020, the focus is to establish core trainings that will be required for all employees to take, refresh current trainings and expand on online training opportunities.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Upload of CyberU Content</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Redesign Training Portal Page</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Activation of CyberU Content</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Crucial Conversations Cert.</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Supervisor Series 2020 Nomination/Selection</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Supervisor Series Launch</td> <td>2nd Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Supervisor Series Live-web sessions</td> <td>3rd Qtr. FY 2020</td> <td>In Progress</td> </tr> <tr> <td>Development of Sexual Harassment Training</td> <td>3rd Qtr. FY 2020</td> <td>In Progress</td> </tr> <tr> <td>Expansion of Cornerstone Administration</td> <td>3rd Qtr. FY2020</td> <td>In Progress</td> </tr> <tr> <td>Supervisor Series Completion</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Data Trend Analysis</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Upload of CyberU Content	1 st Qtr. FY 2020	Complete	Redesign Training Portal Page	1 st Qtr. FY 2020	Complete	Activation of CyberU Content	1 st Qtr. FY 2020	Complete	Crucial Conversations Cert.	1 st Qtr. FY 2020	Complete	Supervisor Series 2020 Nomination/Selection	1 st Qtr. FY 2020	Complete	Supervisor Series Launch	2 nd Qtr. FY 2020	Complete	Supervisor Series Live-web sessions	3 rd Qtr. FY 2020	In Progress	Development of Sexual Harassment Training	3 rd Qtr. FY 2020	In Progress	Expansion of Cornerstone Administration	3 rd Qtr. FY2020	In Progress	Supervisor Series Completion	4 th Qtr. FY 2020		Data Trend Analysis	4 th Qtr. FY 2020	
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Development of Sexual Harassment Training	3 rd Qtr. FY 2020	In Progress																																					
Expansion of Cornerstone Administration	3 rd Qtr. FY2020	In Progress																																					
Supervisor Series Completion	4 th Qtr. FY 2020																																						
Data Trend Analysis	4 th Qtr. FY 2020																																						

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Objective 1: Foster and Maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive																					
Project		Performance Measure(s)	City Service Team (Department)																		
Core FED 2.1.4	Human Rights Campaign Municipal Equality Index		Shared Services (Communication and Legislative Affairs)																		
<p><u>Summary:</u></p> <p>The Human Rights Campaign “Municipal Equality Index (MEI) examines how inclusive municipal laws, policies, and services are of LGBTQ people who live and work there.”</p> <p>In 2009, the City received a final score of 58 out of 100 points. The City strives to reach a HRC MEI score of 100.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Receive 30 points for <i>Non-Discrimination Laws</i></td> <td>No Target Date</td> <td>0%</td> </tr> <tr> <td>Receive 28 points for <i>Municipality as Employer</i></td> <td>No Target Date</td> <td>79%</td> </tr> <tr> <td>Receive 12 points for <i>Municipal Services</i></td> <td>4th Qtr. FY 2020</td> <td>92%</td> </tr> <tr> <td>Receive 22 points for <i>Law Enforcement</i></td> <td>4th Qtr. FY 2020</td> <td>77%</td> </tr> <tr> <td>Receive 8 points for <i>Leadership on LGBTQ Equality</i></td> <td>4th Qtr. FY 2020</td> <td>75%</td> </tr> </tbody> </table>		Milestone	Target Date	Status	Receive 30 points for <i>Non-Discrimination Laws</i>	No Target Date	0%	Receive 28 points for <i>Municipality as Employer</i>	No Target Date	79%	Receive 12 points for <i>Municipal Services</i>	4 th Qtr. FY 2020	92%	Receive 22 points for <i>Law Enforcement</i>	4 th Qtr. FY 2020	77%	Receive 8 points for <i>Leadership on LGBTQ Equality</i>	4 th Qtr. FY 2020	75%
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Project		Performance Measure(s)	City Service Team (Department)																																				
Core FED 2.2.1	Drug and Alcohol Compliance	Compliance with Federally Mandated Regulations	Shared Services (Human Resources)																																				
<p>Summary:</p> <p>Federal Motor Carrier Safety Administration (FMCSA) Clearinghouse Mandate FMCSA established the Commercial Driver's License (CDL) Drug and Alcohol Clearinghouse. This new database contains information pertaining to violations of the U.S. Department of Transportation (DOT) controlled substance (drug) and alcohol testing program for holders of CDLs.</p> <p>The Clearinghouse rule requires FMCSA-regulated employers, Medical Review Officers, Substance Abuse Professionals, consortia/third party administrators, and other service agents to report to the Clearinghouse information related to violations of the drug and alcohol regulations by current and prospective employees.</p> <p>It requires employers to query the Clearinghouse for current and prospective employees' drug and alcohol violations before permitting those employees to operate a commercial motor vehicle on public roads, as well as annually query the Clearinghouse for each driver they currently employ.</p> <p>Department of Transportation (DOT) Requirements DOT requires that supervisors of safety sensitive employees receive 2 hours of training on reasonable suspicion. Employees in DOT safety sensitive positions are required to receive training on the effects of drugs and alcohol.</p> <p>In order to align with revised City job descriptions in accordance with policy definition, Appendix A – Safety Sensitive list will be reviewed and updated, submit for approval, communicated out to departments, and publish new list.</p> <p>Handitran will undergo a Triennial Review, which will have a specific focus on drug and alcohol program compliance. The FTA has postponed the Triennial Review until early Federal fiscal year 2021</p>		<p>Federal Motor Carrier Safety Administration (FMCSA) Clearinghouse Mandate</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Draft/Propose Policy Edits to Align with New FMCSA Clearinghouse requirements</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Approval of Proposed Policy Edits</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Communicate/Publish Policy Edits</td> <td>1st Qtr. FY 2020</td> <td>In Progress</td> </tr> <tr> <td>FMCSA Clearinghouse Implementation</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> </tbody> </table> <p>Department of Transportation (DOT) Requirements</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Draft/Propose Edits for of Appendix A – Safety Sensitive List</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Approval of Proposed Edits</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Communicate/Publish Policy Edits</td> <td>1st Qtr. FY 2020</td> <td>In Progress</td> </tr> <tr> <td>Purchase Training Content/Upload into Cornerstone</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>DOT Reasonable Suspicion Training for Safety Sensitive Employees</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>FTA Triennial Review Handitran</td> <td>1st Qtr FY 2021</td> <td>Postponed by FTA</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Draft/Propose Policy Edits to Align with New FMCSA Clearinghouse requirements	1 st Qtr. FY 2020	Complete	Approval of Proposed Policy Edits	1 st Qtr. FY 2020	Complete	Communicate/Publish Policy Edits	1 st Qtr. FY 2020	In Progress	FMCSA Clearinghouse Implementation	1 st Qtr. FY 2020	Complete	Milestone	Estimated Completion	Status	Draft/Propose Edits for of Appendix A – Safety Sensitive List	1 st Qtr. FY 2020	Complete	Approval of Proposed Edits	3 rd Qtr. FY 2020		Communicate/Publish Policy Edits	1 st Qtr. FY 2020	In Progress	Purchase Training Content/Upload into Cornerstone	1 st Qtr. FY 2020	Complete	DOT Reasonable Suspicion Training for Safety Sensitive Employees	3 rd Qtr. FY 2020		FTA Triennial Review Handitran	1 st Qtr FY 2021	Postponed by FTA
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Core FED 2.2.2	City of Arlington Employee Benefits RFP	Phase I: Complete the RFP process Phase II: (FY 2021): Implementation	Shared Services (Human Resources)																																				
<p>Summary:</p> <p>In December of 2019, Council authorized the release of a Request for Proposal (RFP) to solicit competitive proposals from qualified firms for its employee benefit plan administration, pharmacy benefit administration, employee assistance program (EAP), life insurance, voluntary supplemental life insurance, long-term disability insurance (LTD), voluntary short-term disability insurance (STD) and leave administration professional services.</p> <p>On November 8, 2019, Scott Gibbs from McGriff, Seibels & Williams, Inc. presented to Mayor and Council at the fall Council Retreat. The information provided included current City of Arlington medical/prescription plan offerings, historical benefit plan changes, national/local benefit and cost trends, narrow network strategy and other plan options, and strategies overview.</p> <p>Employee Services Manager worked with McGriff, Purchasing, and other partners to prepare the RFP for release.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>City of Arlington Employee Benefits Presentation at Council Retreat</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Prepare RFP for Release</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>RFP Release</td> <td>2nd Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Last day for questions</td> <td>2nd Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Release of Addendum 1</td> <td>2nd Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Proposals Due</td> <td>2nd Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Short List Letter Issued</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Repricing Analysis</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Interviews</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Mayor and Council Approval</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Prepare for Next Steps</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	City of Arlington Employee Benefits Presentation at Council Retreat	1 st Qtr. FY 2020	Complete	Prepare RFP for Release	1 st Qtr. FY 2020	Complete	RFP Release	2 nd Qtr. FY 2020	Complete	Last day for questions	2 nd Qtr. FY 2020	Complete	Release of Addendum 1	2 nd Qtr. FY 2020	Complete	Proposals Due	2 nd Qtr. FY 2020	Complete	Short List Letter Issued	3 rd Qtr. FY 2020		Repricing Analysis	3 rd Qtr. FY 2020		Interviews	3 rd Qtr. FY 2020		Mayor and Council Approval	3 rd Qtr. FY 2020		Prepare for Next Steps	4 th Qtr. FY 2020	
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Core FED 2.2.2	Employee Resources for Mental Wellness	Resources Available for Employees to Support Whole-body Wellness	Shared Services (Human Resources)																											
<p><u>Summary:</u></p> <p>Over the years HR has provided initiatives that focus on raising awareness on the Importance of health and safety at work. With a focus on whole body wellness, it is equally important to provide a platform for employees to engage in educational sessions and discussion surrounding the importance of mental health within the workplace as well.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Secure UTA Internship</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Research Metroplex Cities</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Meet with City Departments Have Programs to Support Mental Wellness</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Upload Online Training into Cornerstone</td> <td>1st Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Council Presentation: COA Employee Resources on Mental Wellness</td> <td>2nd Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Benefits RFP – Focus on EAP</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Create a Resource on HR Portal</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Schedule Lunch & Learn Sessions on Mental Wellness Topics</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Secure UTA Internship	1 st Qtr. FY 2020	Complete	Research Metroplex Cities	1 st Qtr. FY 2020	Complete	Meet with City Departments Have Programs to Support Mental Wellness	1 st Qtr. FY 2020	Complete	Upload Online Training into Cornerstone	1 st Qtr. FY 2020	Complete	Council Presentation: COA Employee Resources on Mental Wellness	2 nd Qtr. FY 2020	Complete	Benefits RFP – Focus on EAP	3 rd Qtr. FY 2020		Create a Resource on HR Portal	3 rd Qtr. FY 2020		Schedule Lunch & Learn Sessions on Mental Wellness Topics	4 th Qtr. FY 2020	
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Core FED 2.2.4	Performance Management Process		Shared Services (Human Resources)																																													
<p><u>Summary:</u></p> <p>In this multi-year project, we will implement meaningful changes that establish a Performance Management Process for the City of Arlington. We will conduct a needs analysis to ensure an effective solution is delivered to employees while providing a return on investment for leadership and operational objectives. We will utilize the selected ERP to deploy the Performance Management Process selected and conduct learning labs and educational classes on the new process. While we construct the process of Performance Management to launch FY 2022, we are also working to enhance the current and standalone performance evaluation process for FY 2020.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Conduct needs analysis</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Identify Pay for Performance options</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Process recommendation</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Form PM Committee</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>ERP chosen</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Impact Analysis</td> <td>3rd Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Establish review window</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Create process docs and forms</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Communications strategy</td> <td>4th Qtr. FY 2020</td> <td></td> </tr> <tr> <td>Create learning resources</td> <td>1st Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Vetting of documentation, process pilot groups</td> <td>2nd Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Educational Classes</td> <td>4th Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Learning Labs</td> <td>4th Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Target Launch Date</td> <td>1st Qtr. FY 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Conduct needs analysis	3 rd Qtr. FY 2020		Identify Pay for Performance options	3 rd Qtr. FY 2020		Process recommendation	3 rd Qtr. FY 2020		Form PM Committee	3 rd Qtr. FY 2020		ERP chosen	3 rd Qtr. FY 2020		Impact Analysis	3 rd Qtr. FY 2020		Establish review window	4 th Qtr. FY 2020		Create process docs and forms	4 th Qtr. FY 2020		Communications strategy	4 th Qtr. FY 2020		Create learning resources	1 st Qtr. FY 2021		Vetting of documentation, process pilot groups	2 nd Qtr. FY 2021		Educational Classes	4 th Qtr. FY 2021		Learning Labs	4 th Qtr. FY 2021		Target Launch Date	1 st Qtr. FY 2022	
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Financial/Economic Development Scorecard						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Aviation	Cost Recovery	Operating cost recovery	106.7%	110%	100%	100%
ED		Recovery of Damage Claims	New Measure in FY 2021			\$50,000
CES		Cost Recovery	81%	51%	45%	75%
Parks		Cost recovery of Parks Performance Fund	78%	75%	70%	78%
Parks		Cost recovery of Golf Performance Fund	81%	86%	87%	100%
Aviation	Budgetary Issues	Total aircraft operations	73,547	79,753	78,500	78,000
Aviation		Hangar occupancy rate	100%	100%	100%	90%
Court		Gross Revenue collected	\$16,401,847	\$17,001,555	\$14,593,242	\$15,031,039
Court		Revenue Retained	\$10,775,588	\$11,813,005	\$9,392,363	\$10,216,931
Court		% of revenue retained (less state costs)	66%	69%	64%	68%
Finance		Debt service expenditures to total expenditures of GF plus Debt Service	16%	16.9%	16.1%	<20%
Finance		Net tax-supported debt per capita (excluding Pension Obligation Bonds)	\$1,064	\$1,110	\$1,161	\$1,245
Finance		Net debt to assessed valuation	1.74%	1.47%	1.55%	<2%
Finance		Actual Revenue % of variance from estimates	0.47%	0.5%	0.6%	0.6%
Fire		Homeland Security Grant Funding Secured	\$2,683,011	\$2,682,648	\$3,121,092	\$3,100,000
Library		Grant and gift funds as a percentage of total general fund allocation	21%	10%	12%	6%
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	Affirm	
Finance	Policy Compliance	Compliance with debt policy benchmarks	100%	100%	100%	100%
Finance		Maintain Texas Transparency Stars (5 Stars: Traditional Finance, Contracts & Procurement, Public Pensions, Debt Obligation, and Economic Development)	5 Stars	5 Stars	5 Stars	5 Stars
Finance		MWBE Participation: Good-faith effort on applicable City procurements to include construction and professional services	19%	15%	25%	25%
Finance		Annual percentage of best value awarded contracts	New Measure in FY 2020		25%	25%
Finance		Annual procurement cycle from sourcing process to contract execution < 90 days	New Measure in FY 2020		50%	50%

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Financial/Economic Development Scorecard (cont.)						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
CLA		Legal deadlines met for City Council agenda posting	100%	100%	100%	100%
CLA		Register birth records in the Record Acceptance Queue from the State within one business day	99%	97%	97%	95%
HR	Benefits	Workers' Compensation – Frequency (# claims)	360	332	360	351
HR		Workers' Compensation – Severity (\$/claims)	\$3,344	\$5,700	\$3,056	\$3,508
HR		FTEs eligible for Wellness Rate	52%	50%	60%	60%
HR		Employee Turnover Rate:				
		Civilian	8.9%	9.9%	8%	8%
		Sworn Fire	2%	3%	2%	2%
		Sworn Police	3%	3.4%	3%	3%
HR		Percentage of all full-time employees enrolled in the 401k/457 plans	75%	74%	75%	75%
Fire		Percent of Firefighters who score in the categories of "Excellent" or "Superior" on annual Health Fitness Assessments	88%	89%	90%	90%
Library		Staff Training Development Hours	2,336	3,865	2,800	2,400
Water	Achieve an employee workplace injury of ≤ 2 injuries per 1,000 hours	0.01	0.01	0.006	≤2	
CES	Convention & Tourism	Event (Client) Satisfaction Rating (Overall)	4.73	4.7	4.5	4.8
CES		Square Foot Occupancy Percentage	51%	50%	40%	52%
CES		New Events Held During Year (Booked by Center)	22	13	5	12
CES		Return Events Held During Year (Booked by Center)	72	76	33	55

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 Percentage of Fleet Beyond Service Life	Percentage of Fleet Beyond Service Life								
		Shared Services (Asset Management)								
<p>Summary:</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"> • Repairs Due to Accidents, Damage, Abuse • Adding or Removing Accessories such as light bars • Mechanical Failure for Vehicles Beyond Service Life <p>For FY 2021 the goal is to reduce Beyond Service Life to 15%. To help obtain this goal staff is looking to apply for Grant Funding to help Replace Vehicles to reduce Life cycle.</p>		<p>Percentage of Fleet Beyond Life (Goal is 15% or less)</p> <table border="1"> <caption>Percentage of Fleet Beyond Life Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>FY 2019</td> <td>~16%</td> </tr> <tr> <td>FY 2020</td> <td>~20%</td> </tr> <tr> <td>FY 2021</td> <td>Goal: 15% or less</td> </tr> </tbody> </table>	Fiscal Year	Percentage	FY 2019	~16%	FY 2020	~20%	FY 2021	Goal: 15% or less
Fiscal Year	Percentage									
FY 2019	~16%									
FY 2020	~20%									
FY 2021	Goal: 15% or less									
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)								

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Objective 2: Maintain City Standards for all Municipal Buildings																																																
Project		Performance Measure(s)	City Service Team (Department)																																													
Core INF 1.2.1	Fire Station 1 Rebuild	<ul style="list-style-type: none"> Overall satisfaction of project management Project completion on time and at budget 	Shared Services (AM) and Neighborhood Services (Fire)																																													
<p>Summary:</p> <p>To handle the growing needs of the community, and surrounding business districts, the Arlington Fire Department has partnered with Asset Management to re-design the existing Fire Station #1 located at 401 W. Main St. Station #1 is at the heart of the City's downtown area and one of the oldest facilities currently managed by the Fire Department and was most recently remodeled in 1987.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project schedule/development phase</td> <td>Dec. 2018</td> <td>Dec. 2018</td> </tr> <tr> <td>Architect/engineer RFQ</td> <td>Oct. 2019</td> <td>Oct. 2019</td> </tr> <tr> <td>Architect/engineer selection process</td> <td>Nov. 2019</td> <td>Dec. 2019</td> </tr> <tr> <td>Architect/Engineer contract approval and execution</td> <td>Dec. 2019</td> <td>Jan. 2019</td> </tr> <tr> <td>Manager at Risk contract approval and execution</td> <td>Dec. 2019</td> <td>Jan. 2020</td> </tr> <tr> <td>Construction Management at Risk process</td> <td>Fall 2020</td> <td>Feb. 2020</td> </tr> <tr> <td>Design</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Guaranteed Maximum Price to Council</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Permit review process</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Council approval</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Vacate station</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Demolition phase</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Construction phase</td> <td>Fall 2020</td> <td></td> </tr> <tr> <td>Move in</td> <td>Fall 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project schedule/development phase	Dec. 2018	Dec. 2018	Architect/engineer RFQ	Oct. 2019	Oct. 2019	Architect/engineer selection process	Nov. 2019	Dec. 2019	Architect/Engineer contract approval and execution	Dec. 2019	Jan. 2019	Manager at Risk contract approval and execution	Dec. 2019	Jan. 2020	Construction Management at Risk process	Fall 2020	Feb. 2020	Design	Fall 2020		Guaranteed Maximum Price to Council	Fall 2020		Permit review process	Fall 2020		Council approval	Fall 2020		Vacate station	Fall 2020		Demolition phase	Fall 2020		Construction phase	Fall 2020		Move in	Fall 2021	
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Core INF 1.2.2	Fire Training Upgrade	<ul style="list-style-type: none"> Overall satisfaction of project management Project completion on time and at budget 	Shared Services (AM) and Neighborhood Services (Fire)																																				
<p><u>Summary:</u></p> <p>To more effectively deal with the growing demand of Fire and EMS service in the City of Arlington, the Arlington Fire Department plans to make improvements at the Fire Department's training center. The training field is located at 5501 Ron McAndrew Dr. and has not had significant improvements in over 15 years.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project schedule/development phase</td> <td>Feb. 2019</td> <td>Feb. 2019</td> </tr> <tr> <td>Architect/engineer RFQ</td> <td>Dec. 2019</td> <td></td> </tr> <tr> <td>Architect/engineer selection process</td> <td>Jan. 2020</td> <td></td> </tr> <tr> <td>Architect/engineer Contract Council approval</td> <td>Feb. 2020</td> <td></td> </tr> <tr> <td>Architect/engineer Contract execution</td> <td>Mar. 2020</td> <td></td> </tr> <tr> <td>Design</td> <td>May 2020</td> <td></td> </tr> <tr> <td>Guaranteed maximum price sent to Council</td> <td>June 2020</td> <td></td> </tr> <tr> <td>Permit review process</td> <td>May 2020</td> <td></td> </tr> <tr> <td>Construction contract execution</td> <td>July 2020</td> <td></td> </tr> <tr> <td>Construction phase</td> <td>Dec. 2020</td> <td></td> </tr> <tr> <td>Move in</td> <td>Dec. 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project schedule/development phase	Feb. 2019	Feb. 2019	Architect/engineer RFQ	Dec. 2019		Architect/engineer selection process	Jan. 2020		Architect/engineer Contract Council approval	Feb. 2020		Architect/engineer Contract execution	Mar. 2020		Design	May 2020		Guaranteed maximum price sent to Council	June 2020		Permit review process	May 2020		Construction contract execution	July 2020		Construction phase	Dec. 2020		Move in	Dec. 2020	
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Core INF 1.2.3	Tierra Verde Golf Course / Ventana Grille – Geothermal HVAC System	<ul style="list-style-type: none"> Overall satisfaction of project management Project completion on time and at budget Citizen satisfaction with overall quality of parks and recreation programs and classes 	Shared Services (AM) and Neighborhood Services (Parks)																														
<p>Summary:</p> <p>The existing geothermal HVAC system currently operating at Tierra Verde Golf Clubhouse and Ventana Grille is beginning to fail causing insufficient cooling throughout the facility. Asset Management will collaborate with the Parks Department to determine the best cost-effective approach to either improve the existing geothermal system or recommend replacement with a conventional HVAC system. As part of the project, temporary temperature control measures will be considered as needed.</p> <p>The time frame for the request for qualification for mechanical engineer was revised from February 2019 to May of 2019. Additional time was needed to complete a feasibility study to define the scope of work.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Identify location of existing piping and thermal wells</td> <td>Jan. 2019</td> <td>Feb. 2019</td> </tr> <tr> <td>RFQ process for Mechanical Engineering firm</td> <td>Feb. 2019</td> <td>May 2019</td> </tr> <tr> <td>Engineering firm selection process</td> <td>Feb. 2019</td> <td>June 2019</td> </tr> <tr> <td>Council approval of Engineering firm</td> <td>Aug. 2019</td> <td>Aug. 2019</td> </tr> <tr> <td>Design, including review of recommended options</td> <td>Fall 2019</td> <td>Jan. 2020</td> </tr> <tr> <td>Bidding Process</td> <td>Spring 2020</td> <td>Mar. 2020</td> </tr> <tr> <td>Permit review process</td> <td>TBD 2020</td> <td>Apr. 2020</td> </tr> <tr> <td>Contractor Council approval</td> <td>TBD 2020</td> <td>Apr. 2020</td> </tr> <tr> <td>Construction phase</td> <td>Sept. 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Identify location of existing piping and thermal wells	Jan. 2019	Feb. 2019	RFQ process for Mechanical Engineering firm	Feb. 2019	May 2019	Engineering firm selection process	Feb. 2019	June 2019	Council approval of Engineering firm	Aug. 2019	Aug. 2019	Design, including review of recommended options	Fall 2019	Jan. 2020	Bidding Process	Spring 2020	Mar. 2020	Permit review process	TBD 2020	Apr. 2020	Contractor Council approval	TBD 2020	Apr. 2020	Construction phase	Sept. 2020	
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Project		Performance Measure(s)	City Service Team (Department)																														
Core INF 1.2.4	CARES Act Funding – Engineering Controls and Work-space Improvements	Completion of projects by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (AM)																														
<p>Summary:</p> <p>Asset Management (AM) will oversee the design and construction of capital improvement projects to mitigate the spread of COVID-19. These improvements include but are not limited to the installation of engineering controls such clear, plastic sneeze guards, motion-sensor bathroom fixtures, door access at various facilities, air circulation and ventilation modifications. Improvements also include remodeling of existing facilities and reconfiguration of works spaces to comply with social distancing guidelines of maintaining individuals 6 feet apart.</p> <p>For FY 2020 the goal is complete projects by December 30, 2020.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project schedule/development phase</td> <td>July 2020</td> <td></td> </tr> <tr> <td>Develop program for space planning and engineering controls. Architect/engineer RFQ</td> <td>July – Aug. 2020</td> <td></td> </tr> <tr> <td>Architect/engineer selection process</td> <td>Aug. 2020</td> <td></td> </tr> <tr> <td>Architect/Engineer contract approval and execution</td> <td>Sept. 2020</td> <td></td> </tr> <tr> <td>Design</td> <td>Sept. 2020</td> <td></td> </tr> <tr> <td>Permit review process</td> <td>Sept. 2020</td> <td></td> </tr> <tr> <td>Bidding</td> <td>Oct. 2020</td> <td></td> </tr> <tr> <td>Council approval</td> <td>Oct. 2020</td> <td></td> </tr> <tr> <td>Construction phase</td> <td>Nov. – Dec. 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project schedule/development phase	July 2020		Develop program for space planning and engineering controls. Architect/engineer RFQ	July – Aug. 2020		Architect/engineer selection process	Aug. 2020		Architect/Engineer contract approval and execution	Sept. 2020		Design	Sept. 2020		Permit review process	Sept. 2020		Bidding	Oct. 2020		Council approval	Oct. 2020		Construction phase	Nov. – Dec. 2020	
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Goal 1: Plan, Manage, and Maintain Public Assets			
Objective 3: Maintain City Standards for all Public Infrastructure			
	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.3.1	Air Traffic Control Tower Liberty Star Voice Recorder Replacement	Total Cost Recovery	Economic Development and Capital Investment (Aviation)
<p><u>Summary:</u></p> <p>The Airport's Air Traffic Control Tower was built in 2006 as a part of the Federal Aviation Administration Contract Tower Program. A condition of the agreement is that the Airport will maintain a minimum equipment list for the proper operational functions of an Air Traffic Control Tower. In conjunction with our current preventative maintenance contractor, a decision was made to replace the Liberty Star Voice Recording System currently in operation due to the lack of support from the manufacturer.</p> <p>Harris Corporation is the sole-source vendor of the voice recording system and will be the vendor used for the replacement equipment. We will request pricing from Harris for the replacement system in October of 2020.</p>			

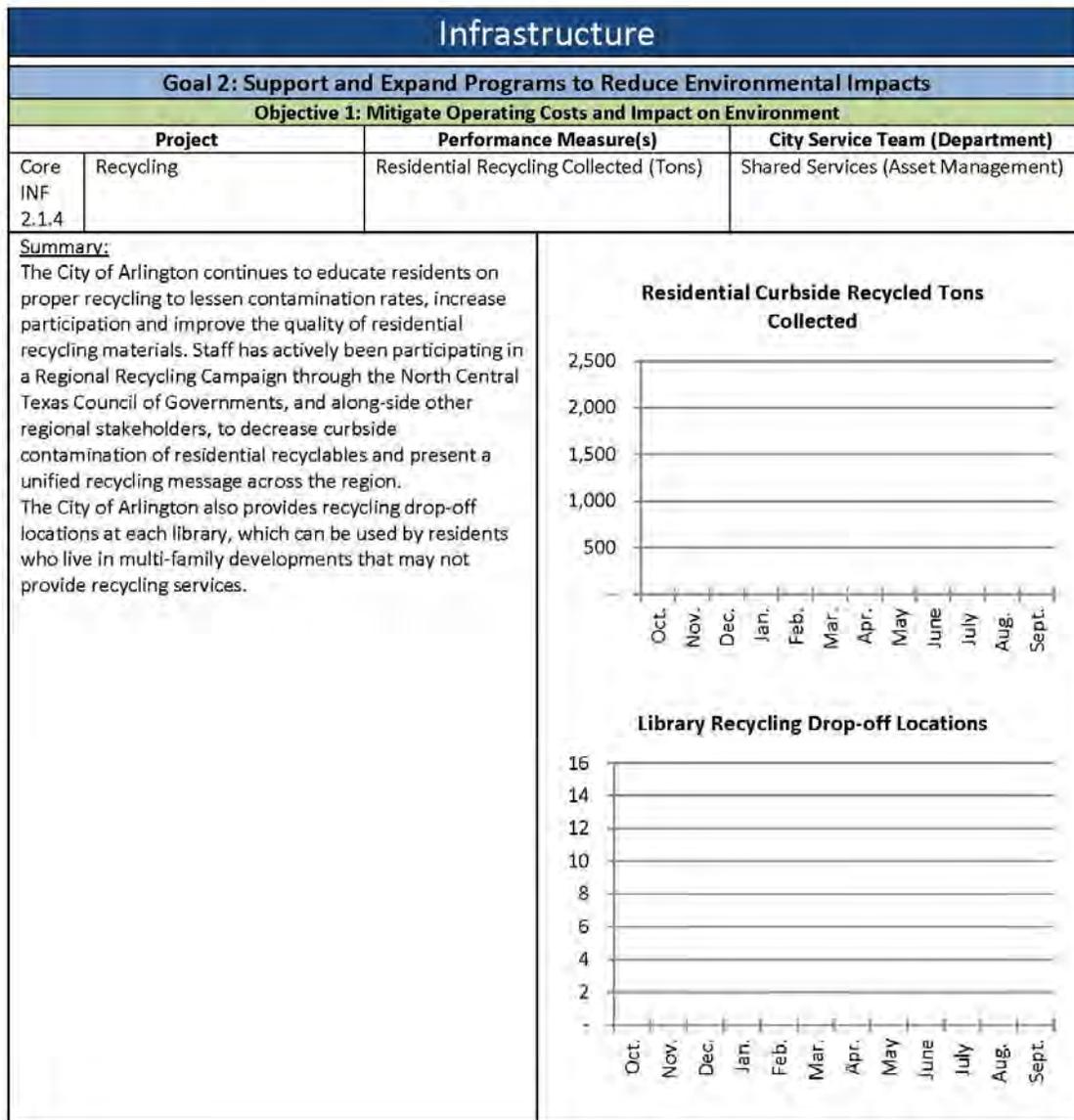
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Objective 1: Mitigate Operating Costs and Impact on Environment																					
Project		Performance Measure(s)	City Service Team (Department)																		
Core INF 2.1.1	Advanced Metering Infrastructure	Install 4,500 meters and MIUs in FY 2021	Economic Development and Capital Investment (Water)																		
<p>Summary:</p> <p>The City of Arlington Water Utilities will install 9,000 meters and MIU's in 2021 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 2020 Installs</td> <td>Sept. 2020</td> <td>Sept. 2020</td> </tr> <tr> <td>Begin MIU/Meter Installs</td> <td>Oct. 2020</td> <td>Oct. 2020</td> </tr> <tr> <td>Council Approval of Meter Replacement funding</td> <td>Feb. 2021</td> <td>Feb. 2021</td> </tr> <tr> <td>Council Approval of Annual Meter Supply Contract</td> <td>June 2021</td> <td></td> </tr> <tr> <td>Complete MIU/Meter Installation for FY 2021</td> <td>Sept. 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Wrap up FY 2020 Installs	Sept. 2020	Sept. 2020	Begin MIU/Meter Installs	Oct. 2020	Oct. 2020	Council Approval of Meter Replacement funding	Feb. 2021	Feb. 2021	Council Approval of Annual Meter Supply Contract	June 2021		Complete MIU/Meter Installation for FY 2021	Sept. 2021	
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Project		Performance Measure(s)	City Service Team (Department)																		
Core INF 2.1.2	Water Conservation Program	Maintain metered ratio rolling average above 88%	Economic Development and Capital Investment (Water)																		
<p>Summary:</p> <p>The City of Arlington Water Utilities will maintain a metered ratio rolling average above 88%. In FY 2021, 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;">Metered Ratio</p> <table border="1"> <caption>Metered Ratio Data</caption> <thead> <tr> <th>Category</th> <th>Metered Ratio (%)</th> </tr> </thead> <tbody> <tr> <td>FY 2021 Total</td> <td>88%</td> </tr> </tbody> </table>		Category	Metered Ratio (%)	FY 2021 Total	88%														
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Project		Performance Measure(s)	City Service Team (Department)												
Core INF 2.1.3	Wastewater Collection Initiatives	Clean 20% of sewer lines 6" through 15"	Economic Development and Capital Investment (Water)												
<p>Summary:</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>6" - 15" Sewer Lines Cleaned (Linear Feet vs. Total Footage)</p> <table border="1"> <caption>6" - 15" Sewer Lines Cleaned (Linear Feet vs. Total Footage)</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Total Footage</td> <td>20%</td> </tr> <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>		Category	Percentage	Total Footage	20%	1st Qtr	0%	2nd Qtr	0%	3rd Qtr	0%	4th Qtr	0%
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Infrastructure Scorecard							
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target	
AM	Satisfaction Ratings	Citizen perception of trash collection services [annual survey]	83%	76%	78%	80%	
AM		Citizen perception of residential recycling services [annual survey]	83%	81%	75%	80%	
AM		Overall satisfaction of Construction Management's services "exceeds" or "meets" expectations	75%	92%	90%	90%	
AM		Overall satisfaction of facility maintenance and repair services "exceeds" or "meets" expectations	91%	92%	95%	95%	
AM		Overall satisfaction of custodial services contractor "exceeds" or "meets" expectations	80%	87%	90%	90%	
IT	Customer Service	Helpdesk abandon rate	7.8%	8%	8%	8%	
CLA		Action Center first call resolution	98%	97%	98%	97%	
CLA		% of Action Center calls abandoned	16%	17%	15%	10%	
CLA		Action Center calls answered	254,557	255,281	260,000	250,000	
CLA		Percentage of citizens who agree they receive the info they need when calling a City facility [annual survey]	64%	60%	65%	60%	
AM	Fleet	% of City-wide Fleet beyond service life	21%	18%	15%	15%	
AM		Percentage of customers satisfied or very satisfied with fleet services	62%	78%	85%	80%	
AM		Turnaround Time Standards:					
		Target Vehicles/Turnaround in 24 Hours	New Measure in FY 2021			80%	
	Target Vehicles/Turnaround in 48 Hours	New Measure in FY 2021			85%		
AM	Solid Waste	Recycling Collected Curbside (Tons)	23,242	24,126	23,000	Maintain or Increase	
AM		Library Recycling Collected (Tons)	180	172	155	Maintain or Increase	
AM		Leaf Recycling Program (Tons)	394	291	300	Maintain or Increase	
AM		Number of multi-family recycling outreach presentations given	New Measure in FY 2019	9	6	6	
AM	Infrastructure Maintenance	Major building components operating within their designed life:					
		Roofs:					
		Asphalt [25 Years of Service Life]	New Measure in FY 2020			88%	95%
		Metal [25 Years of Service Life]	New Measure in FY 2020			68%	95%
		Built-up [25 Years of Service Life]	New Measure in FY 2020			68%	95%
		Modified [25 Years of Service Life]	New Measure in FY 2020			100%	95%
	Misc. [25 Years of Service Life]	New Measure in FY 2020			50%	95%	

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Infrastructure Scorecard (cont.)						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
AM		HVAC [15 Years of Service Life]	New Measure in FY 2020		59%	85%
		Generators [20 Years of Service Life]	New Measure in FY 2020		74%	95%
		Elevators:				
		High Usage [15 Years of Service Life]	New Measure in FY 2020		56%	85%
		Low Usage [35 Years of Service Life]	New Measure in FY 2020		80%	85%
		Boilers [25 Years of Service Life]	New Measure in FY 2020		63%	95%
		Water Heaters [15 Years of Service Life]	New Measure in FY 2020		18%	85%
PWT	Infrastructure Maintenance	% of residential street lane miles that have been swept compared to annual goal of 1,604	121%	99%	100%	100%
PWT		Requests for pothole repair completed within 3 working days of request	90%	91%	95%	95%
PWT		Citizens called within two business days of request	64%	97%	97%	95%
PWT		% of AWU concrete repair requests completed within 5 business days	75%	91%	97%	90%
PWT		Excavate and repair 60,000 square yards of failed concrete panels annually	46,549	70,399	60,000	40,000
Water		Clean a minimum of 20% of sewer lines size 6" – 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	16.4%	25%	50%	20%
Water		Radio Transmitter installations	8,463	10,394	5,000	4,500
Water		Linear footage of water and sewer lines designed by the City Engineering staff	81,209	65,166	28,000	30,000
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%	88.94%	91%	88%	88%
Water		Achieve ≤8 Sanitary Sewer Overflows per 100 miles of sewer main	New Measure in FY 2019	6.86	≤8	≤8
Water		Water line breaks per 100 miles of pipe - average of ≤ 5 per 100 miles of pipe	New Measure in FY 2021			5.8
Water		Interrupt time per customer (hours per customer)	New Measure in FY 2021			<4

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Public Safety																																																															
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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"> Crimes Against Person Crimes Against Property Crimes Against Society 	Neighborhood Services (Police)																																																												
<p>Summary:</p> <p>The City of Arlington has experienced a reduction in crime for the past seven 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 Summary 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 benchmarking of 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. The department submits crime data in NIBRS format to the Texas Department of Public Safety and receives a Summary UCR (Part I) report in response.</p>		<div style="text-align: center;"> <p>Crime Rate Reduction Project: Crimes Against Person*</p> <table border="1"> <caption>Crimes Against Person</caption> <thead> <tr> <th>Fiscal Year</th> <th>3rd Qtr</th> <th>4th Qtr</th> <th>1st Qtr</th> <th>2nd Qtr</th> </tr> </thead> <tbody> <tr> <td>FY18</td> <td>2,050</td> <td>1,950</td> <td>2,000</td> <td>1,800</td> </tr> <tr> <td>FY19</td> <td>2,050</td> <td>2,050</td> <td>1,800</td> <td>2,050</td> </tr> <tr> <td>FY20</td> <td>2,000</td> <td>1,800</td> <td>1,850</td> <td>1,850</td> </tr> </tbody> </table> </div> <div style="text-align: center;"> <p>Crime Rate Reduction Project: Crimes Against Property*</p> <table border="1"> <caption>Crimes Against Property</caption> <thead> <tr> <th>Fiscal Year</th> <th>3rd Qtr</th> <th>4th Qtr</th> <th>1st Qtr</th> <th>2nd Qtr</th> </tr> </thead> <tbody> <tr> <td>FY18</td> <td>4,600</td> <td>4,300</td> <td>4,100</td> <td>3,400</td> </tr> <tr> <td>FY19</td> <td>4,300</td> <td>4,100</td> <td>4,300</td> <td>4,100</td> </tr> <tr> <td>FY20</td> <td>3,900</td> <td>3,700</td> <td>3,600</td> <td>3,400</td> </tr> </tbody> </table> </div> <div style="text-align: center;"> <p>Crime Rate Reduction Project: Crimes Against Society*</p> <table border="1"> <caption>Crimes Against Society</caption> <thead> <tr> <th>Fiscal Year</th> <th>3rd Qtr</th> <th>4th Qtr</th> <th>1st Qtr</th> <th>2nd Qtr</th> </tr> </thead> <tbody> <tr> <td>FY18</td> <td>1,150</td> <td>1,100</td> <td>1,150</td> <td>1,300</td> </tr> <tr> <td>FY19</td> <td>1,150</td> <td>1,300</td> <td>1,150</td> <td>1,300</td> </tr> <tr> <td>FY20</td> <td>1,100</td> <td>1,200</td> <td>1,150</td> <td>1,100</td> </tr> </tbody> </table> </div> <p><small>* Charts show the three crime code categories used in NIBRS. Data extracted on 07/03/20</small></p>		Fiscal Year	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	FY18	2,050	1,950	2,000	1,800	FY19	2,050	2,050	1,800	2,050	FY20	2,000	1,800	1,850	1,850	Fiscal Year	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	FY18	4,600	4,300	4,100	3,400	FY19	4,300	4,100	4,300	4,100	FY20	3,900	3,700	3,600	3,400	Fiscal Year	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	FY18	1,150	1,100	1,150	1,300	FY19	1,150	1,300	1,150	1,300	FY20	1,100	1,200	1,150	1,100
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Core PS 1.1.2	Traffic Safety	<ul style="list-style-type: none"> Injury Crashes DWI Crashes CMV Inspections 	Neighborhood Services (Police)																																																																																				
<p><u>Summary:</u></p> <p>Every year, millions of people travel the roadways throughout the city. Reaching their destination safely is of the utmost concern. In 2018, a total of 12,945 crashes occurred within Arlington city limits, a slight increase of 0.24% from 2017 (12,913).</p> <p>In order to continue crash reduction in the city, the department will continue using intelligence-fed and focused enforcement to maximize efficiency to reduce crashes and crash severity. The department use the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) to operationalize enforcement efforts on a daily, weekly, and monthly basis. 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 Department continues to place emphasis on conducting safety inspections of CMVs 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>		<div style="text-align: center;"> <h3>Injury Crashes</h3> <table border="1"> <caption>Injury Crashes Data</caption> <thead> <tr> <th>Quarter</th> <th>Injury Crashes</th> </tr> </thead> <tbody> <tr><td>FY17 Q3</td><td>750</td></tr> <tr><td>FY17 Q4</td><td>700</td></tr> <tr><td>FY18 Q1</td><td>750</td></tr> <tr><td>FY18 Q2</td><td>650</td></tr> <tr><td>FY18 Q3</td><td>750</td></tr> <tr><td>FY18 Q4</td><td>700</td></tr> <tr><td>FY19 Q1</td><td>850</td></tr> <tr><td>FY19 Q2</td><td>700</td></tr> <tr><td>FY19 Q3</td><td>650</td></tr> <tr><td>FY19 Q4</td><td>800</td></tr> <tr><td>FY20 Q1</td><td>750</td></tr> <tr><td>FY20 Q2</td><td>700</td></tr> <tr><td>FY20 Q3</td><td>450</td></tr> </tbody> </table> </div> <div style="text-align: center;"> <h3>DWI Crashes</h3> <table border="1"> <caption>DWI Crashes Data</caption> <thead> <tr> <th>Quarter</th> <th>DWI Crashes</th> </tr> </thead> <tbody> <tr><td>FY17 Q3</td><td>110</td></tr> <tr><td>FY17 Q4</td><td>120</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>105</td></tr> <tr><td>FY18 Q4</td><td>115</td></tr> <tr><td>FY19 Q1</td><td>140</td></tr> <tr><td>FY19 Q2</td><td>160</td></tr> <tr><td>FY19 Q3</td><td>120</td></tr> <tr><td>FY19 Q4</td><td>115</td></tr> <tr><td>FY20 Q1</td><td>130</td></tr> <tr><td>FY20 Q2</td><td>145</td></tr> <tr><td>FY20 Q3</td><td>90</td></tr> </tbody> </table> </div> <div style="text-align: center;"> <h3>CMV Inspections</h3> <table border="1"> <caption>CMV Inspections Data</caption> <thead> <tr> <th>Quarter</th> <th>CMV Inspections</th> </tr> </thead> <tbody> <tr><td>FY17 Q3</td><td>550</td></tr> <tr><td>FY17 Q4</td><td>450</td></tr> <tr><td>FY18 Q1</td><td>750</td></tr> <tr><td>FY18 Q2</td><td>950</td></tr> <tr><td>FY18 Q3</td><td>850</td></tr> <tr><td>FY18 Q4</td><td>950</td></tr> <tr><td>FY19 Q1</td><td>700</td></tr> <tr><td>FY19 Q2</td><td>650</td></tr> <tr><td>FY19 Q3</td><td>600</td></tr> <tr><td>FY19 Q4</td><td>650</td></tr> <tr><td>FY20 Q1</td><td>650</td></tr> <tr><td>FY20 Q2</td><td>600</td></tr> <tr><td>FY20 Q3</td><td>850</td></tr> </tbody> </table> </div>		Quarter	Injury Crashes	FY17 Q3	750	FY17 Q4	700	FY18 Q1	750	FY18 Q2	650	FY18 Q3	750	FY18 Q4	700	FY19 Q1	850	FY19 Q2	700	FY19 Q3	650	FY19 Q4	800	FY20 Q1	750	FY20 Q2	700	FY20 Q3	450	Quarter	DWI Crashes	FY17 Q3	110	FY17 Q4	120	FY18 Q1	110	FY18 Q2	110	FY18 Q3	105	FY18 Q4	115	FY19 Q1	140	FY19 Q2	160	FY19 Q3	120	FY19 Q4	115	FY20 Q1	130	FY20 Q2	145	FY20 Q3	90	Quarter	CMV Inspections	FY17 Q3	550	FY17 Q4	450	FY18 Q1	750	FY18 Q2	950	FY18 Q3	850	FY18 Q4	950	FY19 Q1	700	FY19 Q2	650	FY19 Q3	600	FY19 Q4	650	FY20 Q1	650	FY20 Q2	600	FY20 Q3	850
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Project		Performance Measure(s)	City Service Team (Department)																																			
Core PS 1.1.3	Victim Services Response to Crime Victims	<ul style="list-style-type: none"> Total Crime Victims Served On-scene Crisis Response 	Neighborhood Services (Police)																																			
<p><u>Summary:</u></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 high risk indicators. While Investigators work the criminal aspect of the case, the Victim Services Unit provides resources 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 shelters 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>		<p>Onscene Response</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Onscene Response</th> </tr> </thead> <tbody> <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> <p>Crime Victims Served</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Crime Victims Served</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>~1,000</td> </tr> <tr> <td>2nd Qtr</td> <td>~1,000</td> </tr> <tr> <td>3rd Qtr</td> <td>~1,000</td> </tr> <tr> <td>4th Qtr</td> <td>~1,000</td> </tr> </tbody> </table> <p>Domestic Violence Victims Served and Outreach Hours</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Domestic Violence Victims Served</th> <th>Domestic Violence Outreach Hours</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>~1,000</td> <td>~1,000</td> </tr> <tr> <td>2nd Qtr</td> <td>~1,000</td> <td>~1,000</td> </tr> <tr> <td>3rd Qtr</td> <td>~1,000</td> <td>~1,000</td> </tr> <tr> <td>4th Qtr</td> <td>~1,000</td> <td>~1,000</td> </tr> </tbody> </table>		Quarter	Onscene Response	1st Qtr	~100	2nd Qtr	~100	3rd Qtr	~100	4th Qtr	~100	Quarter	Crime Victims Served	1st Qtr	~1,000	2nd Qtr	~1,000	3rd Qtr	~1,000	4th Qtr	~1,000	Quarter	Domestic Violence Victims Served	Domestic Violence Outreach Hours	1st Qtr	~1,000	~1,000	2nd Qtr	~1,000	~1,000	3rd Qtr	~1,000	~1,000	4th Qtr	~1,000	~1,000
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Objective 1: Improve Quality of Life and Place																		
Project		Performance Measure(s)	City Service Team (Department)															
Core PS 1.1.4	Project RAISE (Risk, Assessment, Intervention, Safety, and Engagement)	<ul style="list-style-type: none"> High Risk Intimate Partner Violence (IPV) Victims Outreach Hours Dedicated to IPV Victims 	Neighborhood Services (Police)															
<p>Summary:</p> <p>Project RAISE (Risk, Assessment, Intervention, Safety, and Engagement), consists of a victim centered Multi-Disciplinary Team of social service, community, and criminal justice agencies partnering together to address the issues that high risk family violence victims face. Project RAISE offers a professional support system to help develop a safe and healthy climate for the victim.</p> <p>Project RAISE focuses on the intervention of the high-risk intimate partner violence (IPV) locations within each geographic district per month. The safety risk of each location is evaluated by monitoring the number of calls, history of violence, and the severity of violence. An in-depth assessment is completed for the victim including a history of violence, barriers to service, needs assessment, and previous resources. This is accomplished through a Co-Responder Team onsite visit. The team consists of a Victim Services Crisis Counselor and a patrol officer. Safety planning and crisis intervention is provided to the victim in order to offer alternatives to a violence-free household.</p> <p>Awareness of these ongoing situations provides an opportunity to intervene.</p>		<p style="text-align: center;">RAISE Victims Served and Outreach Hours</p> <table border="1"> <caption>RAISE Victims Served and Outreach Hours by Quarter</caption> <thead> <tr> <th>Quarter</th> <th>RAISE Victims Served</th> <th>RAISE Outreach Hours</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>~1,800</td> <td>~1,800</td> </tr> <tr> <td>2nd Qtr</td> <td>~1,800</td> <td>~1,800</td> </tr> <tr> <td>3rd Qtr</td> <td>~1,800</td> <td>~1,800</td> </tr> <tr> <td>4th Qtr</td> <td>~1,800</td> <td>~1,800</td> </tr> </tbody> </table>		Quarter	RAISE Victims Served	RAISE Outreach Hours	1st Qtr	~1,800	~1,800	2nd Qtr	~1,800	~1,800	3rd Qtr	~1,800	~1,800	4th Qtr	~1,800	~1,800
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Core PS 1.1.5	Mental Health Calls for Service	Calls for Service with a Mental Health Component	Neighborhood Services (Police)																														
<p>Summary: Individuals with Mental Illness/Intellectual and Developmental Disabilities are vulnerable members of our community who deserve to be treated with dignity and respect.</p> <p>Police agencies are often the front-line responders to those struggling with a mental health crisis. In addition to staff time and resources, these are dynamic environments that have potential for harm to both staff and those involved.</p> <p>Our partnership with the MHMR Law Liaison project provides APD an opportunity to interject a mental health professional into these encounters and work in conjunction with officers to achieve stabilization, develop positive rapport with law enforcement and provide connectivity to services.</p> <p>Mental Health Peace Officers (MHPO) on patrol are partnered with MHMR Law Liaisons to form a CIT. They conduct follow up and engage individuals struggling with Mental Health/IDD with resources.</p>		<p>Calls for Service – Mental Health Component</p> <table border="1"> <caption>Calls for Service – Mental Health Component</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>20</td> </tr> <tr> <td>2nd Qtr</td> <td>40</td> </tr> <tr> <td>3rd Qtr</td> <td>60</td> </tr> <tr> <td>4th Qtr</td> <td>80</td> </tr> </tbody> </table> <p>CIT Follow-up Calls</p> <table border="1"> <caption>CIT Follow-up Calls</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>100</td> </tr> <tr> <td>2nd Qtr</td> <td>200</td> </tr> <tr> <td>3rd Qtr</td> <td>300</td> </tr> <tr> <td>4th Qtr</td> <td>700</td> </tr> </tbody> </table> <p>Police Notification of Emergency Detention</p> <table border="1"> <caption>Police Notification of Emergency Detention</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>100</td> </tr> <tr> <td>2nd Qtr</td> <td>200</td> </tr> <tr> <td>3rd Qtr</td> <td>300</td> </tr> <tr> <td>4th Qtr</td> <td>500</td> </tr> </tbody> </table>		Quarter	Value	1st Qtr	20	2nd Qtr	40	3rd Qtr	60	4th Qtr	80	Quarter	Value	1st Qtr	100	2nd Qtr	200	3rd Qtr	300	4th Qtr	700	Quarter	Value	1st Qtr	100	2nd Qtr	200	3rd Qtr	300	4th Qtr	500
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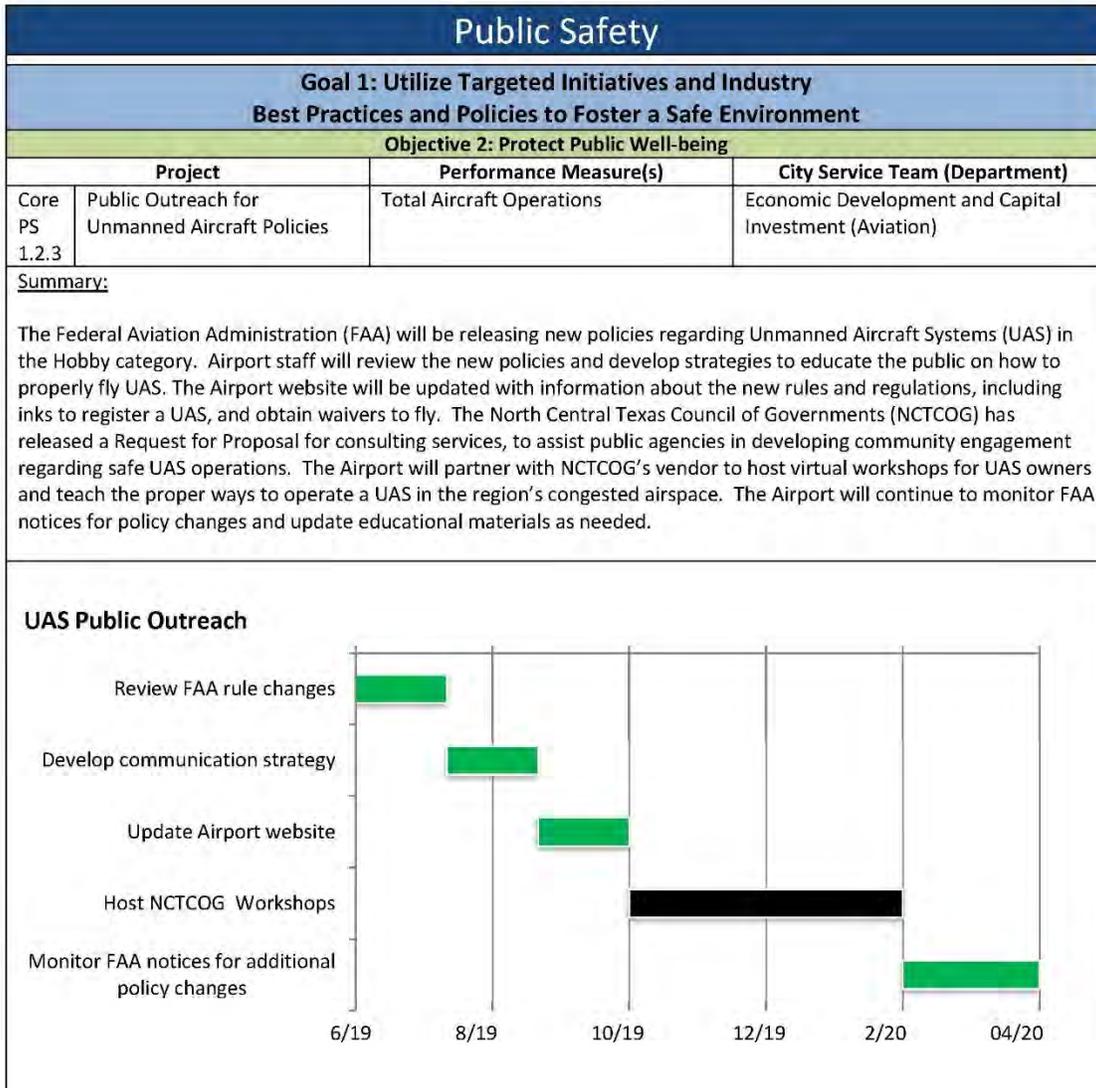
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Objective 2: Protect Public Well-being															
Project		Performance Measure(s)	City Service Team (Department)												
Core PS 1.2.1	Mosquito Surveillance	Set a surveillance trap within a quarter mile of a confirmed human West Nile Virus case within the next trap setting cycle	Economic Development and Capital Investment (Planning)												
<p><u>Summary:</u></p> <p>West Nile Virus (WNV) is an endemic public health threat to our community. Additionally, North Texas is home to many species of mosquitos that are known to transmit a variety of mosquito borne illnesses such as Zika, ChikV, Saint Louis Encephalitis and Dengue Fever.</p> <p>The City of Arlington's Integrated Mosquito Management Program (IMMP) is designed to reduce the threat of all mosquito borne illnesses through preparedness, public education, surveillance 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. Trapping is the surveillance method used to quantify human risk. Fifteen traps are set, collected and prepared for analysis each week (April through November). 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 Tarrant County Public Health, several COA Departments and the third-party contractor who conducts the spray mission.</p>		<table border="1"> <thead> <tr> <th>Target</th> <th>Target Measure</th> <th>FY 2020</th> <th>FY 2021</th> </tr> </thead> <tbody> <tr> <td>Respond to complaints within one business day</td> <td>90%</td> <td></td> <td></td> </tr> <tr> <td>Set a surveillance trap within a quarter mile of a confirmed human West Nile Virus case within the next trap setting cycle upon notification from Health Authority</td> <td>100%</td> <td></td> <td></td> </tr> </tbody> </table>		Target	Target Measure	FY 2020	FY 2021	Respond to complaints within one business day	90%			Set a surveillance trap within a quarter mile of a confirmed human West Nile Virus case within the next trap setting cycle upon notification from Health Authority	100%		
Target	Target Measure	FY 2020	FY 2021												
Respond to complaints within one business day	90%														
Set a surveillance trap within a quarter mile of a confirmed human West Nile Virus case within the next trap setting cycle upon notification from Health Authority	100%														

Business Plan

Public Safety			
Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment			
Objective 2: Protect Public Well-being			
	Project	Performance Measure(s)	City Service Team (Department)
Core PS 1.2.2	Vision Zero	Reduce traffic related fatalities and serious injuries	Economic Development and Capital Investment (PWT)
<p><u>Summary:</u></p> <p>Vision Zero is a traffic safety concept whose goal is to reduce fatalities and serious injuries on roadways to zero. An action plan including engineering, planning, education, enforcement, and prosecution was developed. Analysis actions, evaluation actions, engineering actions, other departmental actions, preparation actions, and safety preventative actions are included in the action plan. These actions lead into the ongoing development of the crash profiles and crash mitigation strategies.</p> <p>In FY 2021, work will continue to implement the Safe Route to School (SRTS) Program to reduce the FY 2017 baseline number of 6,085 city roadway crashes.</p>			

Business Plan



Business Plan

Public Safety																											
Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment																											
Objective 2: Protect Public Well-being																											
Project		Performance Measure(s)	City Service Team (Department)																								
Core PS 1.2.4	CARES Act Funding – Point of Distribution for Public Health Supplies	Project Completion	Neighborhood Services (Fire) and Shared Services (AM)																								
<p>Summary:</p> <p>To increase our response capabilities and prepare for future potential pandemics, the Arlington Fire Department is working to establish a Point of Distribution (POD). A POD site is a location that provides medications, vaccinations, and other medical supplies to combat major public health threats such as pandemics and bioterrorism. The main purpose is to quickly distribute vaccines, medications, and medical supplies to a large population of people in the shortest timespan possible to prevent the spread of illness during a public health emergency.</p> <p>The POD will be located near a portion of Arlington that is easily accessible, close to major medical facilities, and central to the Arlington Fire Department's response plans. The Department is evaluating where the exact location will be, but the POD will likely be located near the Parks Mall. Initial funding for the POD will be provided through the CARES act to assist the City of Arlington in dealing with the COVID-19 outbreak.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Initial Project Design</td> <td>Spring 2020</td> <td></td> </tr> <tr> <td>Location Identification</td> <td>Spring 2020</td> <td></td> </tr> <tr> <td>Design</td> <td>Spring 2020</td> <td></td> </tr> <tr> <td>Permit Review Process</td> <td>Summer 2020</td> <td></td> </tr> <tr> <td>Legal Review Process</td> <td>Summer 2020</td> <td></td> </tr> <tr> <td>Council Approval</td> <td>Summer 2020</td> <td></td> </tr> <tr> <td>Move in (approximate timeline)</td> <td>Fall 2020</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Initial Project Design	Spring 2020		Location Identification	Spring 2020		Design	Spring 2020		Permit Review Process	Summer 2020		Legal Review Process	Summer 2020		Council Approval	Summer 2020		Move in (approximate timeline)	Fall 2020	
Milestone	Target Date	Status																									
Initial Project Design	Spring 2020																										
Location Identification	Spring 2020																										
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Legal Review Process	Summer 2020																										
Council Approval	Summer 2020																										
Move in (approximate timeline)	Fall 2020																										

Business Plan

Public Safety																
Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure																
Objective 1: Plan and Implement Stormwater Projects																
Project		Performance Measure(s)	City Service Team (Department)													
Core PS 2.1.1	Stormwater Projects	Implement projects that mitigate flooding concerns	Economic Development and Capital Investment (PWT)													
<p>Summary:</p> <p>Stormwater Projects are funded through the Stormwater Utility Fee and are included in the annual capital budget.</p> <p>The projects listed below include projects that began construction prior to FY 2021 as well as the planned FY 2021 projects. Project milestones listed in the table will be updated as they occur during the year.</p>			<table border="1"> <thead> <tr> <th>Stormwater Capital Improvements Project</th> <th>Structures Protected</th> </tr> </thead> <tbody> <tr> <td>Matthews Court Drainage Improvements (All Phases)</td> <td>74</td> </tr> <tr> <td>2019 Ditches</td> <td>5</td> </tr> <tr> <td>Kee Branch Tributary 1</td> <td>N/A</td> </tr> <tr> <td>Kee Branch Tributary 2</td> <td>N/A</td> </tr> <tr> <td>Washington Drive Erosion Project</td> <td>5</td> </tr> </tbody> </table>		Stormwater Capital Improvements Project	Structures Protected	Matthews Court Drainage Improvements (All Phases)	74	2019 Ditches	5	Kee Branch Tributary 1	N/A	Kee Branch Tributary 2	N/A	Washington Drive Erosion Project	5
Stormwater Capital Improvements Project	Structures Protected															
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Kee Branch Tributary 2	N/A															
Washington Drive Erosion Project	5															
Stormwater Capital Improvement Project	Estimated Bid Dates	Actual Bid Dates	Estimate Completion	Actual Completion												
Washington Drive Erosion Project	Sept. 2018	Nov. 2019	Mar. 2021													
Matthews Court Drainage Improvements Phase 1 and 2	June 2019	Dec. 2019	Mar. 2021													
Lower Johnson Creek Dredging	Dec. 2019	Dec. 2019	Oct. 2020													
Kee Branch Trib. 4 Erosion – Deaver Park	Sept. 2020															
Kee Branch Trib. 4 Erosion – Bradley to Andalusia	Dec. 2020															
2019 Ditches Project	Dec. 2020															
Matthews Court Drainage Improvements Phase 3	June 2021															

Business Plan

Public Safety															
Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure															
Objective 2: Complete Watershed Studies for Each Watershed within the City															
Project		Performance Measure(s)	City Service Team (Department)												
Core PS 2.2.1	Watershed Studies	Achieve FEMA acceptance of all watershed studies by the end of FY 2021	Economic Development and Capital Investment (PWT)												
<p>Summary:</p> <p>Comprehensive watershed studies are important 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"> • Update the hydrology for current developed conditions • Update the hydraulic models based on the new flows and current creek conditions • Identify and prioritize problem areas and generate conceptual solutions for these areas • Assess the stream bank conditions for erosion • Update the Flood Insurance Rate Maps based on the new information <p>This data benefits the citizens of Arlington by informing them of the flood risk for their homes, so 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 the major watersheds in the City have been studied.</p> <p>This project will strategically plan mitigation tasks to proactively rectify deficiencies identified in the watershed studies completed in FY 2019. During FY 2021, work will be concentrated on the following three tasks:</p> <p>Task 1: Create geodatabase based on flood hazard depths and HAZUS data in the 5-year buyout plan.</p> <p>Task 2: Develop an erosion field inspection directive to effectively create an OCI to prioritize projects and to determine potential failures.</p> <p>Task 3: Provide community outreach for all FEMA approved LOMR data to be included in FEMA's PMRs.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Task 1</td> <td>Nov. 2020</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Mar. 2021</td> <td></td> </tr> <tr> <td>Task 3</td> <td>Dec. 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Task 1	Nov. 2020		Task 2	Mar. 2021		Task 3	Dec. 2021	
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Task 3	Dec. 2021														

Business Plan

Public Safety																											
Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure																											
Objective 3: Enhance Awareness of Stormwater Risk																											
Project		Performance Measure(s)	City Service Team (Department)																								
Core PS 2.3.1	Stormwater Education Outreach	<ul style="list-style-type: none"> Number of public education campaigns conducted Number of stormwater pollution safety presentations given at elementary schools Number of community events attended 	Economic Development and Capital Investment (PWT)																								
<p>Summary:</p> <p>The Stormwater Education program provides community education about the problems and solutions to stormwater pollution, floodplain development, flood safety and preparedness.</p> <p>Community education can make a difference in both the quantity and quality of stormwater that reaches our local waterways. Community education includes programming with schools within the city limits to provide stormwater education to students.</p> <p>Stormwater Education outreach efforts include, but are not limited to, the following:</p> <ul style="list-style-type: none"> Provide the community with information on responsible development Provide property owners with information and tools to protect their families and property from flood damage through flood preparedness. Education outreach to schools within AISD to provide stormwater education such as "Turn Around Don't Drown". Increase awareness of illicit discharges and improper disposal of materials. 		<table border="1"> <thead> <tr> <th rowspan="2">Outreach Task</th> <th colspan="4">Number Achieved</th> </tr> <tr> <th>1st Qtr.</th> <th>2nd Qtr.</th> <th>3rd Qtr.</th> <th>4th Qtr.</th> </tr> </thead> <tbody> <tr> <td>Attend 10 Children's Events targeting ages 12 & under. (Includes schools, library programs, after school programs, summer camps, etc.)</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>		Outreach Task	Number Achieved				1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Attend 10 Children's Events targeting ages 12 & under. (Includes schools, library programs, after school programs, summer camps, etc.)					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															
Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure															
Objective 3: Enhance Awareness of Stormwater Risk															
	Project	Performance Measure(s)	City Service Team (Department)												
Core PS 2.3.2	Program for Public Information (PPI)	Develop and implement new projects listed in the PPI Plan adopted by Council and approved FEMA's Community Rating System (CRS) in FY 2020	Economic Development and Capital Investment (PWT)												
<u>Summary:</u>		<table border="1"> <thead> <tr> <th>Outreach Task</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Task 1</td> <td>Apr. 2021</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Sept. 2021</td> <td></td> </tr> <tr> <td>Task 3</td> <td>Aug. 2021</td> <td></td> </tr> </tbody> </table>		Outreach Task	Estimated Completion	Actual Completion	Task 1	Apr. 2021		Task 2	Sept. 2021		Task 3	Aug. 2021	
Outreach Task	Estimated Completion	Actual Completion													
Task 1	Apr. 2021														
Task 2	Sept. 2021														
Task 3	Aug. 2021														
<p>City Council adopted the City's Floodplain Program for Public Information (PPI) Plan in FY 2020. This PPI plan improves flood hazard outreach and education initiatives for the City's CRS Program. CRS is a federal program that recognizes, encourages, and rewards – by using insurance premium adjustments – community and state activities that go beyond the minimum requirements of the National Flood Insurance Program (NFIP).</p> <p>The development and implementation of outreach initiatives listed in the PPI plan will assist in improving flood insurance coverage in the City and strengthen and support the aspects of the NFIP. Developing and implementing PPI outreach projects include but are not limited to:</p> <p>Task 1: Update and implement the Flood Response Preparation outreach as identified in the PPI Plan adopted by City Council for CRS.</p> <p>Task 2: Prepare a post card for non-flood zone (SHFA) delineated area to be endorsed by the Mayor.</p> <p>Task 3: Update RLAA Letter and Citizens Guide to Flood Safety annual mailout.</p>															

Business Plan

Public Safety															
Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure															
Objective 3: Enhance Awareness of Stormwater Risk															
Project		Performance Measure(s)	City Service Team (Department)												
Core PS 2.3.3	Stream Gauge Infrastructure Upgrade and Communication	Implement a flood hazard notification system based on stream gauge data	Economic Development and Capital Investment (PWT)												
<p>Summary:</p> <p>The City of Arlington currently has six stream gauges. These gauges collect important information such as rainfall accumulation, rainfall increments, and water levels. The stream gauge uses the ALERT (Automated Local Evaluation in Real Time) 1 system which needs an upgrade as hardware improves. This real time data will assist in response time for activating barricade infrastructure, emergency operations, and engineering assessments. During FY 2021, the Floodplain Group will perform the following three tasks:</p> <p>Task 1: Update flood monitoring system with existing data to notify residents and motorists of flood hazards during inclement weather.</p> <p>Task 2: Upgrade two existing stream gauges to Automated Local Evaluation in Real Time 2 (ALERT 2) system to increase the accuracy and performance of flood detection systems.</p> <p>Task 3: Identify low crossings based on watershed studies and Emergency Operations to determine two new locations to install stream gauges.</p> <p>This data collected by the stream gauges benefits the citizens of Arlington by informing them about active flood risks in order to take appropriate action. The implementation of a flood hazard notification system will reduce the potential loss of life or injury due to flood hazards from overtopped roadways. The collected data also assists in identifying flood protection projects to be incorporated into the Stormwater Capital Improvement Plan.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Task 1</td> <td>Mar. 2021</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Sept. 2021</td> <td></td> </tr> <tr> <td>Task 3</td> <td>Sept. 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Task 1	Mar. 2021		Task 2	Sept. 2021		Task 3	Sept. 2021	
Milestone	Estimated Completion	Actual Completion													
Task 1	Mar. 2021														
Task 2	Sept. 2021														
Task 3	Sept. 2021														

Business Plan

Public Safety Scorecard						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Fire	Dispatch and Response	9-1-1 calls answered within 10 seconds	89.36%	92.26%	93%	90%
Fire		Fire P1 and P2 (emergency) calls dispatched within 25 seconds (average)	17.90	14.95	18.00	25.00
Fire		Average Total Response Time (Dispatch to First Unit On scene in M:SS Format)	5:44	5:48	5:58	5:20
Fire		Emergency Medical Service - Response objective = 300 seconds or (5:00)	5:37	5:42	5:49	5:00
Fire		Fires - Response objective = 320 seconds or (5:20)	5:18	5:22	5:22	5:20
Fire		Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2.61	1.98	1.87	2.00
Fire		Police E and P1 (emergency) calls dispatched within 120 seconds	79.65%	81.76%	82%	80%
Police		Response time to priority 1 calls (minutes)	9.68	9.41	11.03	<9.3
Police		Citizen satisfaction with police services [annual survey]	73%	69%	81%	75%
Fire		Prevention	Percent of Outdoor Warning Sirens Successfully Tested	76%	69%	61%
Fire	Fire Prevention Business Inspections		12,236	12,326	13,796	15,500
Fire	Fire Prevention Business Violations Addressed		3,452	3,603	3,708	4,500
PDS	% of routine food establishment inspections completed on time		New Measure in FY 2019	84%	94%	95%
PDS	% of non-compliant gas well site components corrected within 2 days following notification to operator		New Measure in FY 2021			100
PWT	Percent of City maintained drainage inlets inspected compared to goal of 10,804		99%	92%	100%	100%
PWT	Percent of 360 concrete channels inspected		99%	97%	100%	100%
Court	% of Warrants Cleared		106%	155%	100%	100%
Court	Municipal Court Clearance Rate		New Measure in FY 2021			100%
Court	Time to Disposition within 30 days		New Measure in FY 2021			50%
Court	Age of Active Pending Caseload	New Measure in FY 2021			50 days	
Court	Cost per Disposition	New Measure in FY 2021			\$48.84	
Court	Reliability and Integrity of Case Files	New Measure in FY 2021			100%	
Court	Management of Legal Financial Obligations-Rate	New Measure in FY 2021			70%	
Court	Annual Access and Fairness Survey Index Score	New Measure in FY 2021			75%	
Police	Crime and Compliance	Committed Time to all calls (minutes)	71.36	70.1	76.99	<70
Police		Arrests (target based on historical estimate)	13,265	14,982	14,064	15,000
Police		DWI Crashes	449	535	550	<500
Police		Domestic Violence Victims Served	9,713	9,888	5,364	5,250
Police		Human Trafficking Victims Served	46	12	32	12
Police		Injury Crashes	2,875	2,782	3,006	<3,000
Police		Sustained Complaints (Internal Affairs)	157	158	170	85

Business Plan

Public Safety Scorecard (cont.)						
Dept.		Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Police		Use of Force Incidents	889	1,090	1,056	<1,150
Police		Outreach Hours Dedicated to Domestic Violence	4,091	6,977	4,476	3,600
Police		Fatality Crashes	26	25	24	<28
Police		CVE Inspections	3,074	2,381	2,114	>1,980
Police		Crimes Against Persons	7,376	7,911	7,518	<8,292
Police		Crimes Against Property	17,179	16,469	15,394	<22,400
Police		Crimes Against Society	4,510	4,961	4,682	<4,740
Fire	Workload Measures	9-1-1 Dispatch Center Calls for Service (calls from 9-1-1 phone switch)	377,656	378,305	40,000	430,000
Fire		Police Calls for Service Handled and Processed by PD Dispatch	336,954	334,612	315,000	325,000
Fire		Emergency Calls	1,131	1,299	1,000	1,750
Fire		Priority 1 Calls	78,102	76,492	76,000	90,000
Fire		Priority 2 Calls	57,377	53,736	56,000	52,000
Fire		Priority 3 Calls	200,344	203,085	182,000	180,000
Fire		Officer Initiated (not included in total)	59,705	61,015	65,000	110,000
Fire		Ambulance Dispatched Calls for Service	55,366	57,536	55,000	47,500
Fire		Fire Dispatched Calls for Service	46,707	46,457	46,500	40,600
Fire		Fires	3,794	3,493	3,300	3,800
Fire		Emergency Medical Service	36,560	36,992	37,000	32,500
Fire		Other	6,353	5,972	5,200	4,300
Fire		Dispatched Animal Services After-Hours Calls for Service	668	1,340	1,000	750
Fire		Fire Department Incidents (un-audited)	44,352	44,134	43,850	49,322
Fire		Fires	1,003	1,333	850	1,000
Fire		Emergency Medical Service	20,575	20,845	21,000	22,645
Fire		Other Emergency Incidents	22,744	22,092	22,000	25,677
Fire		Fire Department RMS Unit Responses (un-audited)	62,285	61,511	61,792	64,942

Business Plan



Financial Summaries

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

FY 2021 OPERATING POSITIONS

Funding Source / Use	General Fund	Water and Sewer Fund	Convention and Event Services Fund
Beginning Balance	\$ -	\$ -	\$ 14,296
Total Revenues	\$ 247,611,855	\$ 167,716,842	\$ 12,194,525
Total Interfund Transfers	\$ 2,082,784	\$ (23,231,143)	\$ (3,475,028)
Total Available Funds	\$ 249,694,639	\$ 144,485,699	\$ 8,733,793
Total Expenditures	<u>\$ 249,585,931</u>	<u>\$ 144,294,651</u>	<u>\$ 8,644,598</u>
Ending Balance	\$ 108,708	\$ 191,048	\$ 89,195

Financial Summaries

FY 2021 OPERATING POSITIONS

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ 162,273	\$ 432,569	\$ 6,066,443	\$ 3,113,354	\$ 9,788,935
\$ 14,554,344	\$ 20,081,453	\$ 15,529,369	\$ 61,580,830	\$ 539,269,218
\$ 1,630,878	\$ (9,778,463)	\$ 5,753,771	\$ 1,536,324	\$ (25,480,878)
\$ 16,347,495	\$ 10,735,559	\$ 27,349,582	\$ 66,230,508	\$ 523,577,275
<u>\$ 16,063,982</u>	<u>\$ 10,263,396</u>	<u>\$ 26,549,949</u>	<u>\$ 62,815,672</u>	<u>\$ 518,218,179</u>
\$ 283,513	\$ 472,163	\$ 799,633	\$ 3,414,836	\$ 5,359,096

Financial Summaries

FY 2021 REVENUES AND EXPENDITURES

Revenues by Type	General Fund	Water and Sewer Fund	Convention and Event Services Fund
Property Taxes	\$ 107,110,384	\$ -	\$ -
Sales Taxes	61,594,299	-	-
Hotel Occupancy and Other Taxes	2,906,518	-	6,885,516
Water Sales and Wastewater Charges	-	152,693,750	-
Franchise Fees	36,751,686	-	-
Licenses and Permits	6,639,022	-	-
Leases and Rents	4,798,243	-	-
Fines and Forfeitures	10,164,450	-	-
Service Charges and Recreational Programs	16,631,856	14,284,232	2,809,009
Interest and Miscellaneous Revenues	<u>1,015,397</u>	<u>738,860</u>	<u>2,500,000</u>
Total FY 2021 Revenues	\$ 247,611,855	\$ 167,716,842	\$ 12,194,525

Expenditures by Classification

Salaries and Benefits	\$ 187,107,702	\$ 16,219,262	\$ 1,969,289
Supplies, Maintenance, and Training	\$ 62,454,729	\$ 127,510,389	\$ 6,675,309
Capital Outlays	<u>\$ 23,500</u>	<u>\$ 565,000</u>	<u>\$ -</u>
Total FY 2021 Expenditures	\$ 249,585,931	\$ 144,294,651	\$ 8,644,598

Financial Summaries

FY 2021 REVENUES AND EXPENDITURES

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ -	\$ -	\$ -	\$ 60,977,493	\$ 168,087,877
-	-	15,398,575	-	76,992,874
-	-	-	-	9,792,034
-	-	-	-	152,693,750
-	-	-	-	36,751,686
-	-	-	-	6,639,022
-	-	-	-	4,798,243
-	-	-	-	10,164,450
14,554,344	19,948,800	-	-	68,228,241
-	132,653	130,794	603,337	5,121,041
<u>14,554,344</u>	<u>20,081,453</u>	<u>15,529,369</u>	<u>61,580,830</u>	<u>539,269,218</u>
\$ 10,428,938	\$ 3,037,493	\$ 5,637,368	\$ -	\$ 224,400,052
\$ 5,432,524	\$ 6,778,903	\$ 20,362,581	62,815,672	292,030,107
<u>\$ 202,520</u>	<u>\$ 447,000</u>	<u>\$ 550,000</u>	-	<u>1,788,020</u>
\$ 16,063,982	\$ 10,263,396	\$ 26,549,949	\$ 62,815,672	\$ 518,218,179

Financial Summaries

FY 2021 RESERVES

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

SELECTED FINANCIAL RESERVES FY 2021 OPERATING POSITIONS

	UNALLOCATED	WORKING CAPITAL	BUSINESS CONTINUITY	LANDFILL LEASE	OTHER POST EMPLOYMENT BENEFITS
Balance on October 1, 2019	\$ 7,974,314	\$22,150,864	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriations/Mid-Year Adjustments	(372,382)	(1,034,390)	-	-	-
Transfers In/(Out)	<u>(248,607)</u>	<u>(690,571)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance on September 30, 2020	\$ 7,353,325	\$20,425,903	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriations/Mid-Year Adjustments	-	-	-	-	-
Transfers In/(Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance on September 30, 2021	\$ 7,353,325	\$20,425,903	\$ 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 is equal to at least three percent of General Fund recurring expenditures and will be \$7,353,325 at the beginning of FY 2021.

Working Capital Reserve

The purpose of the Working Capital Reserve is to set aside one month of net General Fund expenditures and will be \$20,425,903 at the beginning of FY 2021.

Business Continuity Reserve

This reserve of one-time funding represents amounts available to support the City's core services in the event of a significant economic downturn or other unforeseen circumstances.

Landfill Lease Reserve

This funding was provided as part of the lease agreement executed by the City in March of 2005.

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.

Total Reserve Level for FY 2021

In the aggregate, the reserves described above represent 20.7 percent of the General Fund's recurring expenditures in FY 2021.

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 2021, General Fund revenues and transfers are budgeted at \$249,694,639 and expenditures are budgeted at \$249,585,931.

GENERAL FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
GENERAL FUND REVENUES	\$ 257,352,931	\$ 269,512,808	\$ 257,731,268	\$ 247,611,855
INTERFUND TRANSFERS:				
Water and Sewer Fund Indirect Cost	\$ 4,280,951	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975
Conv. & Event Svcs. Fund Indirect Cost	469,804	481,549	-	481,549
Storm Water Indirect Cost	564,838	578,959	578,959	578,959
From IMF Hail Damage claim balance	1,000,000	-	-	-
To IT for one-time projects	(711,152)	(1,459,960)	(1,020,960)	-
To Fleet Services for vehicles	-	-	-	(2,189,000)
From SWUF for engineering reviews	88,699	88,699	88,699	88,699
From Convention & Event Services	632,366	900,000	(1,800,000)	-
General Fund ending balance, prior fiscal years	713,198	461,959	-	-
General Fund ending balance, FY 2020	-	-	(4,478,996)	4,478,996
To Working Capital and Unallocated Reserves	(623,602)	(1,406,772)	-	-
From ATF Fund	-	600,000	600,000	450,000
From General Gas Fund for one-time costs	1,081,285	372,821	372,821	-
From Parks Gas Fund for TRGC debt reimbursement	-	1,237,850	1,237,850	1,221,850
To Park Performance Fund, operating support	-	(1,150,000)	-	-
To Park Performance Fund, social equity support	-	(140,000)	(140,000)	(280,000)
Reimburse Gas Pipeline Expenses	-	-	1,100,000	-
To Special Transportation Fund (Handitran)	(1,079,179)	(1,000,000)	(1,200,000)	(1,200,000)
To Street Maintenance Fund for Traffic	(4,326,602)	(5,127,194)	(4,855,661)	(4,519,717)
To Street Maintenance Fund	(2,166,527)	(1,416,527)	(1,233,071)	(1,416,527)
To Innovation/Venture Capital Fund, Ballpark lease/settlement	(2,727,500)	(1,477,500)	(1,727,500)	-
To Innovation/Venture Capital Fund, projects	(771,677)	-	-	-
To Infrastructure Maintenance Reserve Fund	(200,000)	-	-	-
To Parks Non-Arbitrage Capital for TRGC	(450,000)	-	-	-
Fire Academy (FY 2019 Budget Amendment)	469,000	-	-	-
TOTAL INTERFUND TRANSFERS	\$ (5,301,088)	\$ (4,068,141)	\$ (8,089,884)	\$ 2,082,784
TOTAL AVAILABLE FUNDS	\$ 252,051,843	\$ 265,444,666	\$ 249,641,384	\$ 249,694,639
GENERAL FUND EXPENDITURES	\$ 251,391,378	\$ 265,429,130	\$ 248,916,705	\$ 249,585,931
ENDING BALANCE	\$ 660,465	\$ 15,536	\$ 724,679	\$ 108,708

General Fund Summary

GENERAL FUND EXPENDITURES

For FY 2021, General Fund expenditures are divided into four groups: Neighborhood Services, Economic Development and Capital Investment, Shared Services, and Policy Administration. A Deputy or Assistant City Manager leads each of the groups. Neighborhood Services includes the Police Department, Fire Department, Library, Parks and Recreation, and Code Compliance. Economic Development and Capital Investment includes Public Works and Transportation, Economic Development, Planning and Development Services, Aviation, the Esports Stadium Arlington + Expo Center, Water Utilities, and Information Technology. Shared Services includes Asset Management, Human Resources, the Municipal Court, Communications and Legislative Affairs, Housing, and Strategic Initiatives. 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, and Finance.

GENERAL FUND FY 2021 Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
FIRE				
Administration	\$ 4,821,122	\$ 5,239,465	\$ 5,171,211	\$ 4,795,918
Business Services	1,146,701	1,065,674	1,045,615	1,006,096
Operations	37,754,291	39,991,697	39,127,649	37,111,593
Prevention	2,112,922	2,425,887	2,144,447	2,198,671
Medical Services	630,960	580,790	648,455	540,689
Training	843,645	762,328	828,807	729,050
Resource Management	1,764,386	1,669,600	1,566,326	1,976,600
Emergency Management	240,578	314,359	248,620	296,736
Special Events	346,360	363,428	355,597	331,439
Gas Well Response	403,316	629,736	305,826	367,274
TOTAL	\$ 50,064,281	\$ 53,042,964	\$ 51,442,552	\$ 49,354,066
LIBRARY				
Administration	\$ 1,892,914	\$ 2,126,308	\$ 2,027,565	\$ 1,728,843
Operations & Facility Mgmt.	2,599,827	2,627,678	2,461,959	2,520,624
Content & Technical Services	2,367,022	2,435,200	1,803,620	2,130,859
Program Mgmt. & Community Engagement	1,527,200	1,668,480	1,497,100	1,631,205
TOTAL	\$ 8,386,963	\$ 8,857,666	\$ 7,790,245	\$ 8,011,531
CODE COMPLIANCE				
Administration	\$ 886,055	\$ 909,734	\$ 823,162	\$ 919,440
Code Compliance	2,873,108	2,981,436	2,851,998	2,653,265
Animal Services	2,458,454	2,456,235	2,307,248	2,839,800
Multifamily Inspection	348,918	372,575	388,350	362,451
TOTAL	\$ 6,566,535	\$ 6,719,980	\$ 6,370,758	\$ 6,774,956

General Fund Summary

GENERAL FUND FY 2021 Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
POLICE				
Administration	\$ 11,746,422	\$ 12,605,669	\$ 12,552,071	\$ 11,061,308
Jail Operations	5,646,044	5,926,890	5,884,168	5,481,757
Quartermaster	3,312,454	1,677,714	1,566,832	1,136,146
Patrol Operations	49,846,434	53,797,598	51,396,060	48,677,771
Body Worn Camera	745,604	1,011,050	814,711	998,556
Traffic Operations	6,495,731	6,784,374	6,787,746	6,434,760
Special Operations	2,818,618	2,861,323	2,711,466	2,689,348
Special Events	839,933	869,894	862,168	804,499
Criminal Investigations	4,133,444	4,207,510	4,337,615	4,153,216
Special Investigations	4,197,062	5,054,597	5,353,006	5,387,014
Covert	2,669,144	2,937,900	2,753,909	2,742,259
Administrative Support	1,542,198	1,450,657	1,308,176	1,449,627
Records Services	2,021,691	2,216,420	1,878,949	2,045,488
Research & Development	1,978,180	2,035,136	1,761,295	1,985,792
Fiscal Services	1,957,862	1,800,897	1,762,018	1,803,789
Community Services	1,038,825	1,005,458	1,085,305	1,054,694
Youth Support	3,127,234	3,397,105	3,338,575	3,181,628
Victim Services	445,718	529,458	399,028	567,991
Personnel	3,396,393	3,531,421	3,557,555	3,368,398
Technical Services	3,834,333	3,777,277	4,455,454	4,730,384
TOTAL	\$ 111,793,324	\$ 117,478,348	\$ 114,566,107	\$ 109,754,425
PARKS AND RECREATION				
Administration	\$ 2,227,018	\$ 2,459,038	\$ 2,470,608	\$ 2,099,970
Marketing	385,245	401,759	391,455	372,105
Planning	1,118,208	878,584	621,789	409,231
Business Services	824,920	805,377	830,960	800,435
Recreation Program Administration	121,661	113,679	127,285	131,853
The Beacon Operations	-	269,315	159,683	533,243
Field Maintenance	5,128,699	5,745,983	5,396,308	5,644,978
Asset Management	2,199,276	2,323,229	2,055,916	1,729,592
Forestry	1,568,019	1,839,829	1,704,817	1,676,725
North District	1,646,663	1,926,414	1,631,624	1,685,862
South District	1,515,276	1,673,204	1,498,896	1,452,079
TOTAL	\$ 16,734,984	\$ 18,436,411	\$ 16,889,341	\$ 16,536,073

General Fund Summary

GENERAL FUND FY 2021 Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
PUBLIC WORKS AND TRANSPORTATION				
Administration	\$ 1,657,199	\$ 1,461,964	\$ 1,368,801	\$ 1,480,251
Traffic Engineering	1,326,943	1,251,231	1,118,598	1,012,735
School Safety	422,982	511,738	256,572	505,005
Engineering CIP	865,194	907,352	958,480	905,273
Inspections	1,656,188	1,644,476	1,621,781	1,560,996
Survey	287,660	279,094	266,322	265,065
Business Services	668,434	683,649	688,089	640,772
Information Services	313,702	362,145	343,241	308,813
Operations Support	241,141	250,828	242,809	215,471
TOTAL	\$ 7,439,443	\$ 7,352,477	\$ 6,864,692	\$ 6,894,381
ASSET MANAGEMENT				
Administration	\$ 400,501	\$ 621,031	\$ 617,599	\$ 624,873
Construction Management	509,761	483,624	497,836	461,560
Solid Waste Operations	294,999	387,570	313,190	304,573
Custodial	820,710	879,443	855,114	849,466
Facility Repair	3,576,589	3,859,551	3,620,855	3,578,819
TOTAL	\$ 5,602,561	\$ 6,231,219	\$ 5,904,595	\$ 5,819,291
ECONOMIC DEVELOPMENT				
Economic Development	\$ 698,185	\$ 668,152	\$ 537,615	\$ 694,347
Land Bank	627,365	745,255	638,603	622,772
TOTAL	\$ 1,325,550	\$ 1,413,407	\$ 1,176,218	\$ 1,317,119
PLANNING AND DEVELOPMENT SERVICES				
Administration	\$ 1,178,116	\$ 1,122,529	\$ 1,117,551	\$ 1,125,248
Development Services	3,372,803	3,671,778	3,311,286	3,539,826
Environmental Health	645,403	811,654	660,387	699,841
Business Services	933,097	961,605	879,151	880,831
Mosquito Borne Virus Mitigation	46,517	100,000	100,000	100,000
TOTAL	\$ 6,175,936	\$ 6,667,566	\$ 6,068,375	\$ 6,345,746
OFFICE OF STRATEGIC INITIATIVES				
	\$ 2,056,484	\$ 3,619,752	\$ 3,490,925	\$ 3,558,053
AVIATION				
	\$ 1,044,670	\$ 1,120,664	\$ 1,078,007	\$ 1,041,472

General Fund Summary

GENERAL FUND FY 2021 Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
CITY MANAGER'S OFFICE				
City Manager's Office	\$ 1,063,851	\$ 1,120,817	\$ 1,072,701	\$ 1,061,885
Mayor & Council	62,321	60,872	53,514	61,058
Transit Support	8,333	21,204	12,722	21,204
TOTAL	\$ 1,134,506	\$ 1,202,893	\$ 1,138,938	\$ 1,144,147
INTERNAL AUDIT	\$ 702,925	\$ 721,343	\$ 695,931	\$ 660,026
JUDICIARY	\$ 998,516	\$ 1,028,148	\$ 976,887	\$ 971,784
CITY ATTORNEY'S OFFICE				
Administration	\$ 1,353,300	\$ 1,421,689	\$ 1,337,547	\$ 1,334,292
Litigation	1,351,190	1,371,328	1,393,555	1,304,335
Municipal Law	924,943	910,609	871,178	941,126
Citizen Services	852,509	941,714	807,320	877,857
TOTAL	\$ 4,481,942	\$ 4,645,340	\$ 4,409,600	\$ 4,457,610
HUMAN RESOURCES				
Administration	\$ 581,715	\$ 557,786	\$ 589,242	\$ 604,893
Employee Operations	742,610	738,992	709,045	624,520
Employee Services	466,816	459,659	324,650	117,325
Workforce Investment	614,505	645,236	624,097	660,696
Risk Management	1,094,798	1,299,181	1,317,180	1,733,916
Civil Service Ops	499,267	452,498	447,120	437,932
TOTAL	\$ 3,999,713	\$ 4,153,352	\$ 4,011,334	\$ 4,179,282
FINANCE				
Administration	\$ 870,826	\$ 867,666	\$ 864,616	\$ 1,008,680
Accounting	884,912	996,767	928,009	935,198
Purchasing	1,174,722	786,477	743,270	836,264
Treasury	1,978,307	1,977,395	1,888,189	1,956,535
Payroll/Payables	534,206	575,567	577,298	545,379
Office of Management and Budget	753,965	763,302	737,155	684,038
TOTAL	\$ 6,196,938	\$ 5,967,174	\$ 5,738,537	\$ 5,966,094
COMMUNICATION & LEGISLATIVE AFFAIRS				
Office of Communication	\$ 953,757	\$ 985,650	\$ 894,482	\$ 961,027
Action Center	1,068,046	1,061,856	958,127	978,825
Executive and Legislative Support	1,844,405	1,877,088	1,886,111	1,882,534
Intergovernmental Relations	156,951	200,292	180,447	155,292
TOTAL	\$ 4,023,159	\$ 4,124,886	\$ 3,919,167	\$ 3,977,678

General Fund Summary

GENERAL FUND FY 2021 Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
NON-DEPARTMENTAL				
Non-Departmental	\$ 7,275,050	\$ 6,820,599	\$ 7,243,699	\$ 3,129,894
Non-Departmental Projects	958,381	1,284,752	4,700	3,154,752
Non-Departmental METF	-	300,000	-	300,000
ERP Systems	788,145	653,983	653,983	2,920,313
TOTAL	\$ 9,021,576	\$ 9,059,334	\$ 7,902,382	\$ 9,504,959
MUNICIPAL COURT	\$ 3,641,374	\$ 3,586,206	\$ 3,370,310	\$ 3,317,238
HEALTH INSURANCE SAVINGS	\$ -	\$ -	\$ (2,386,131)	\$ -
ITSF CHARGEBACK SAVINGS	\$ -	\$ -	\$ (1,832,017)	\$ -
FLEET FUEL/VEHICLE SAVINGS	\$ -	\$ -	\$ (670,046)	\$ -
TOTAL - GENERAL FUND	\$ 251,391,378	\$ 265,429,130	\$ 248,916,705	\$ 249,585,931

General Fund Summary

GENERAL FUND REVENUES

General Fund revenue classifications range from Taxes (primarily Sales and Property), which comprise 69.3 percent of General Fund revenues, to Miscellaneous Revenues, which comprise less than 1.0 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 2021 is \$0.6225 per \$100 valuation. Of this tax rate, 65.6 percent, or \$0.4085, will be used for General Fund activities. The remaining 34.4 percent, or \$0.2140, will be used for debt service. General Fund property tax revenue for FY 2021 is estimated to be \$107,110,384 from the total tax base of \$29,826,068,819. The General Fund's portion of the sales tax rate is 1 percent. Sales tax revenue for FY 2021 is estimated at \$61,594,299. 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 14.9 percent of the General Fund revenues. The largest of these is the Electric Franchise Fee, at \$12.85 million. Other Franchise Fees include the Telephone, Water, Cable Television, and Gas utilities, and royalties from the Landfill.

Service Charges

Service Charges account for 6.6 percent of General Fund revenues, at \$16,631,856. 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 4.1 percent of General Fund revenue, at \$10,164,450. Municipal Court fines account for 98.8 percent of Fines and Forfeitures, at \$10,044,813. Licenses and Permits account for 2.7 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 childcare permits. Total revenue for this category is \$6,639,022. Leases and Rents are estimated at \$4,798,243, or 1.9 percent of total revenues in the fund. The City's landfill lease, at \$2.4 million, is the largest revenue source in this category. The final revenue category is Miscellaneous at \$1,015,397, or 0.4 percent.

INTERFUND TRANSFERS

Interfund transfers for FY 2021 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 \$5,448,483 for FY 2021. Support for other funds includes amounts paid by the General Fund to the Special Transit Fund (\$1,200,000), Park Performance Fund (\$280,000), and Street Maintenance Fund (\$5,936,244). The transfers also include the receipt of funds for one-time expenditures; these include \$1,671,850 from the ATF and natural gas funds, and \$4,478,996 from prior year ending balance. In the aggregate, the net impact of interfund transfers in FY 2021 is \$2,082,784 transferred into the General Fund.

General Fund Summary

GENERAL FUND FY 2021 Revenues

REVENUE ITEM	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
TAXES:				
Ad Valorem Taxes	\$ 106,405,330	\$ 118,832,717	\$ 116,407,086	\$ 107,110,384
Sales Tax	66,969,349	68,375,846	63,173,640	61,594,299
Major Event Trust Fund Revenue	-	300,000	-	300,000
Criminal Justice Tax	364,876	354,680	294,384	312,118
State Liquor Tax	2,225,460	2,085,563	1,706,734	2,214,707
Bingo Tax	79,863	65,322	79,471	79,693
TOTAL TAXES	\$ 176,044,878	\$ 190,014,128	\$ 181,661,315	\$ 171,611,201
LICENSES AND PERMITS:				
Building Permits	\$ 3,584,549	\$ 3,475,000	\$ 3,200,000	\$ 2,940,000
Electrical Permits	137,302	115,000	119,000	115,000
Plumbing Permits	358,765	300,000	332,000	300,000
Mechanical Permits	162,422	147,763	154,000	147,763
Swimming Pool Permits	108,325	99,100	98,600	99,500
Business Registration	191,894	225,000	198,000	200,000
Certificates of Occupancy	102,638	123,000	106,000	123,000
Boathouse / Pier License	13,759	13,759	13,399	13,399
Small Cell Permits, Inspections, Rentals	303,388	190,000	250,000	225,000
Food Establishment Permits	779,499	728,450	755,000	655,605
Alcoholic Beverage License	129,803	115,000	100,000	100,000
Food Handlers Permit	8,950	10,000	5,500	5,500
Dog and Cat License	55,437	57,423	47,121	50,723
Euthanasia Fees, Other Animal Fees	20,338	17,438	16,273	14,255
Animal Services - Owner Surrender Fees	30,366	29,622	15,275	26,900
Burglar Alarm Permit	729,391	724,034	695,035	673,000
Abandonment Fees	4,300	6,000	6,000	6,000
Child Care License / Permit	61,905	57,800	56,000	57,800
Fire Permits	248,183	216,743	173,799	216,743
Fire Inspection Fees	190,835	322,700	285,827	322,700
Fire OT and Re-inspection Fees	26,079	17,600	14,000	17,600
Fire Operational Permits	128,100	258,141	113,545	258,141
Securing Code Violations	3,255	3,978	1,752	3,243
Irrigation Permits	81,300	54,000	71,000	54,000
Special Event Parking	14,850	16,700	8,750	12,000
Pedicab Revenues	13,560	11,000	-	-
Other Licenses / Permits	597	2,250	1,600	1,150
TOTAL LICENSES AND PERMITS	\$ 7,489,790	\$ 7,337,501	\$ 6,837,476	\$ 6,639,022

General Fund Summary

GENERAL FUND FY 2021 Revenues

REVENUE ITEM	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
SERVICE CHARGES:				
Vital Statistics	\$ 346,006	\$ 315,000	\$ 300,000	\$ 300,000
Rezoning Fees	99,898	114,126	130,000	118,000
Plat Review and Inspection Fees	609,639	775,000	450,000	620,000
Landscape / Tree Preservation Fees	13,680	14,000	7,000	14,000
Building Inspection Fees	107,132	85,000	52,000	78,500
Drilling / Gas Well Inspection Fees	43,500	145,000	101,500	-
Gas Well Reinspection Fee	910,000	902,200	900,000	925,600
Gas Well Supplemental Fee	49,500	12,500	15,000	12,500
Plan Review Fee	1,400,992	1,485,750	1,450,000	1,157,000
Public Works Reimbursements	726,805	650,000	700,000	650,000
Inspection Transfer	1,152,822	1,075,000	1,100,000	1,100,000
Survey Transfer	150,324	146,000	129,000	140,000
Real Estate Transfer	247,483	375,000	375,000	375,000
Construction Management Fees	84,309	198,800	126,304	134,000
Saturday Inspection Fees	23,460	30,000	30,000	30,000
Food Service Application Fees	66,300	85,000	56,000	60,000
Police Admin. Services Revenue	52,268	47,000	38,502	31,341
Jail Support revenues	4,262	3,735	3,747	3,735
Abandoned Vehicle Search Fees	13,520	15,760	10,000	10,000
Police Towing	175,180	161,160	163,040	97,240
PILOT - Water	4,309,930	4,433,583	4,433,583	4,524,780
PILOT - SWUF	-	618,122	618,122	661,371
PILOT - Housing	-	-	-	200,000
Impoundment Fees	45,353	56,192	37,955	43,668
Animal Adoption Fees	122,626	113,023	81,116	103,368
Animal Awareness / Safety Program	2,106	3,500	1,995	2,800
Vet Services	17,269	14,279	12,428	13,969
Multi-Family Annual Inspections	632,536	628,015	616,399	629,108
Extended-Stay Annual Inspections	168,136	160,981	152,932	160,981
Hotel Inspections	-	44,000	-	44,000
Short Term Rental Revenue	9,500	150,000	46,500	49,000
Dangerous Structure Demolition Fees	5,645	12,750	8,050	7,375
Nuisance Abatement	37,542	46,457	26,991	41,524
Multi-Family Re-Inspections	172	3,300	2,550	3,450
Duplex Registration / Re-Inspections	22,033	17,604	16,037	15,850
Food Establishment Re-Inspection	15,000	15,000	10,000	11,250
Swimming Pool Re-Inspections	(2,015)	3,150	2,700	2,753
Water Department Street Cuts	123,420	160,000	160,000	160,000
Fire Initial Inspection	52,175	66,600	49,750	66,600
Park Bond Fund Reimb.	73,243	65,000	70,000	70,000
Transportation Bond Fund Reimb.	105,000	116,000	116,000	116,000
AISD - SRO Program, PD and Fire	1,968,565	1,939,030	2,007,336	2,032,282
Mowing Services	119,631	105,503	81,758	92,985
State Reimbursement - Transportation	71,234	71,234	62,153	62,153
Non-Resident Library Cards	36,778	24,921	24,921	24,921
Miscellaneous revenue, for infrastructure	-	1,284,752	-	1,284,752
Other Service Charges	418,494	350,000	362,837	350,000
TOTAL SERVICE CHARGES	\$ 14,631,453	\$ 17,139,027	\$ 15,139,206	\$ 16,631,856

General Fund Summary

GENERAL FUND FY 2021 Revenues

REVENUE ITEM	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
FRANCHISE FEES:				
Electrical Utility	\$ 12,810,858	\$ 12,427,520	\$ 12,789,813	\$ 12,853,825
Gas Utility	2,339,064	2,510,514	2,561,096	2,465,325
Water Utility	8,775,262	9,339,011	9,390,686	9,616,295
Telephone Utility	4,456,357	3,245,984	2,933,754	2,634,488
Sanitation Franchise	2,081,453	2,121,408	2,179,714	2,179,714
City Waste Royalty	1,608,349	1,597,027	1,681,932	1,697,238
Non-City Waste	2,603,682	2,828,121	2,763,192	2,788,338
Storm Clean-Up Fees	57,882	58,359	58,237	58,237
Methane Royalties	10,609	300,000	316,035	478,200
Brush Royalty	52,217	54,216	56,706	57,222
City Department Waste Rebate	66,272	62,480	72,279	72,279
Taxicab Franchise	3,877	-	-	-
Cable TV Franchise	3,222,099	1,261,274	1,964,562	1,850,525
TOTAL FRANCHISE FEES	\$ 38,087,981	\$ 35,805,914	\$ 36,768,006	\$ 36,751,686
FINES AND FORFEITURES:				
Municipal Court Fines	\$ 3,711,126	\$ 3,501,048	\$ 2,975,891	\$ 3,115,891
Child Safety Fees	39,915	42,970	27,650	42,111
Uniform Traffic Fines	6,870,140	7,094,702	5,799,919	6,495,909
Time Payment Fees	61,623	61,129	64,786	79,468
Issue/Arrest Fees	337,094	317,790	256,398	311,434
Library Fines	132,781	132,930	77,377	119,637
TOTAL FINES AND FORFEITURES	\$ 11,152,679	\$ 11,150,569	\$ 9,202,021	\$ 10,164,450
LEASES AND RENTS:				
Sheraton Ground Lease	\$ 303,941	\$ 302,574	\$ 311,015	\$ 320,345
101 Center Ground Lease	60,000	60,000	60,000	60,000
Terminal Building Lease	99,858	94,377	87,725	68,971
Hangar Rental	215,409	214,324	212,284	214,084
Tie Down Charges	33,770	32,340	32,340	29,260
Land and Ramp Lease	783,407	817,865	825,763	843,332
Ballpark Lease, one-time in FY 2020	750,000	750,000	1,000,000	-
Ballpark Lease, one-time expenditures	1,250,000	-	-	-
Cell Phone Tower Leases	26,502	250,000	250,000	205,900
Landfill Lease	2,689,533	2,236,608	2,352,187	2,373,592
Landfill Lease, Deferred revenue	457,259	457,259	457,259	457,259
Pipeline License Agreements	82,288	75,000	75,000	75,000
Message Board Rentals	34,830	30,000	100,000	50,000
Misc. Leases / Rents (Copier Concession)	101,807	100,500	83,884	100,500
TOTAL LEASES AND RENTS	\$ 6,888,604	\$ 5,420,847	\$ 5,847,457	\$ 4,798,243

General Fund Summary

GENERAL FUND FY 2021 Revenues

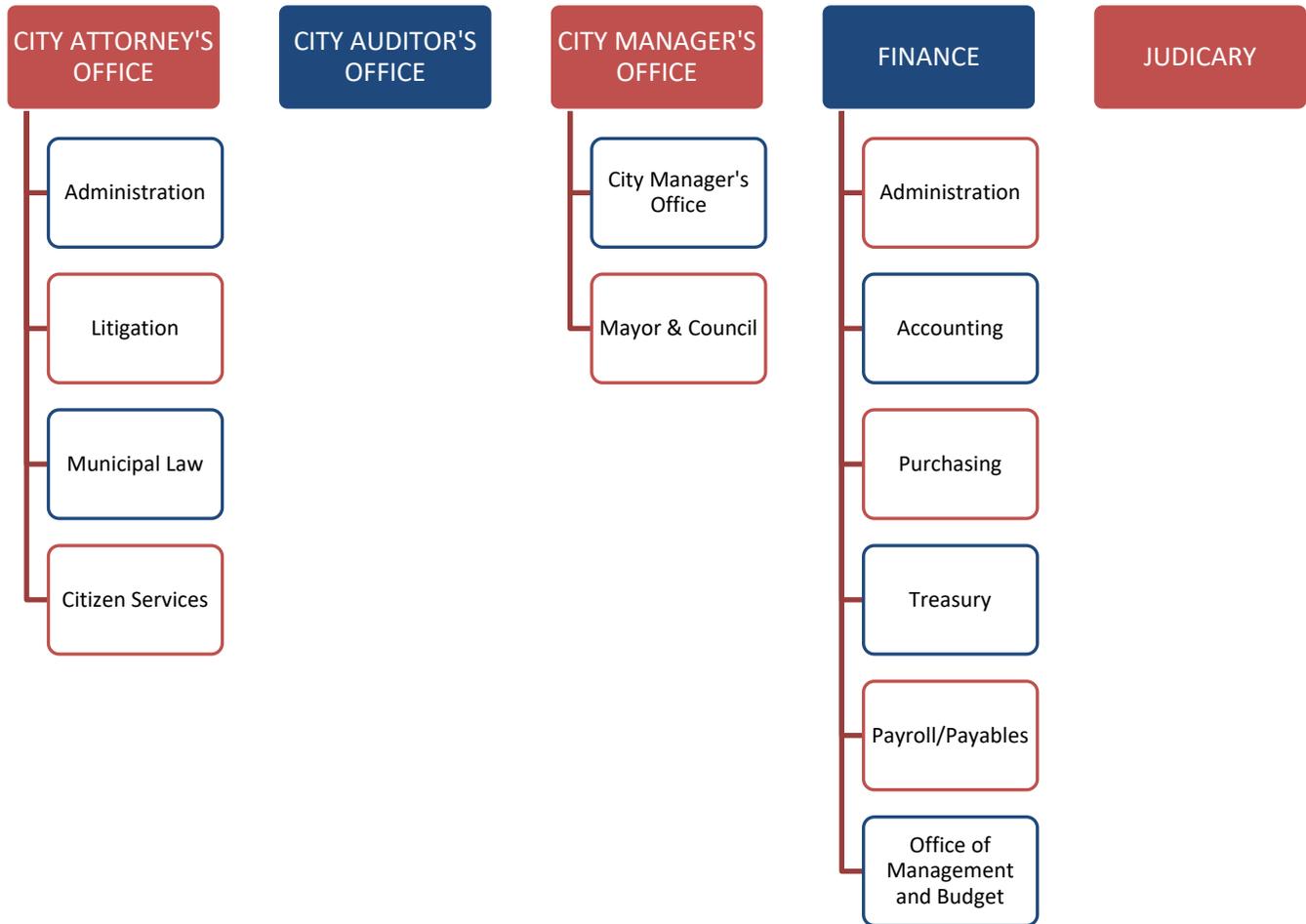
REVENUE ITEM	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
MISCELLANEOUS REVENUE:				
Interest	\$ 1,770,424	\$ 1,648,122	\$ 1,317,332	\$ 747,747
Auction Income	40,460	31,200	15,983	30,500
Risk Management Damages	400,991	220,000	200,000	220,000
Ballpark Settlement Agreement	727,500	727,500	727,500	-
Beverage contract	<u>118,171</u>	<u>18,000</u>	<u>14,972</u>	<u>17,150</u>
TOTAL MISCELLANEOUS REVENUE	\$ 3,057,546	\$ 2,644,822	\$ 2,275,787	\$ 1,015,397
TOTAL - GENERAL FUND REVENUES	\$ 257,352,931	\$ 269,512,808	\$ 257,731,268	\$ 247,611,855

General Fund Summary



Policy Administration

Policy Administration includes the following departments: [City Attorney's Office](#), [City Auditor's Office](#), [City Manager's Office](#), [Finance](#), and [Judiciary](#)



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

- 38 Authorized Positions
- Budget Break Down

Personnel Services	\$4,011,595
Operating Expenses	446,015
Total	\$4,457,610

Budget Highlights

- Department Budget Reductions Totaling: \$229,543
- One-time funding for 2021 Reapportionment Project \$75,000

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Scorecard

City Attorney's Office Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
% of contracts reviewed within five business days	100%	100%	100%	95%
% of Municipal Court cases disposed	82%	82%	55%	60%
Revenue received through collections	\$598,095	\$542,630	\$400,000	\$360,000
% of investigations reviewed within 20 days	87%	100%	95%	95%
% of discrimination/harassment allegations reviewed within 30 days	100%	100%	95%	95%
Average amount paid per lawsuit	\$20,363	\$24,706	\$35,000	\$35,000
Number of liability cases successfully closed	15	17	17	17
% of lawsuits handled in-house	85%	80%	75%	75%
Hearings on abatement of nuisance, dangerous and substandard buildings, sexually oriented businesses	110	81	95	75

General Fund

City Attorney's Office Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 1,353,300	\$ 1,421,689	\$ 1,337,547	\$ 1,334,292
Litigation	1,351,190	1,371,328	1,393,555	1,304,335
Municipal Law	924,943	910,609	871,178	941,126
Citizen Services	852,509	941,714	807,320	877,857
TOTAL	\$ 4,481,942	\$ 4,645,340	\$ 4,409,600	\$ 4,457,610

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	38	38	38	38
Personnel Services	\$ 4,010,800	\$ 4,157,022	\$ 4,027,731	\$ 4,011,595
Operating Expenses	471,142	488,318	381,869	446,015
Capital Outlay	-	-	-	-
TOTAL	\$ 4,481,942	\$ 4,645,340	\$ 4,409,600	\$ 4,457,610

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.



Budget Highlights

- Department Budget Reductions Totaling: \$18,245

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Scorecard

City Auditor's Office Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Recommendations with Management concurrence	100%	100%	100%	100%
Special projects completed	100%	100%	100%	100%

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	5	5	5	5
Personnel Services	\$ 628,810	\$ 645,286	\$ 644,669	\$ 604,070
Operating Expenses	74,115	76,057	51,262	55,956
Capital Outlay	-	-	-	-
TOTAL	\$ 702,925	\$ 721,343	\$ 695,931	\$ 660,026

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 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

City Manager's Office Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
City Manager's Office	\$ 1,063,851	\$ 1,120,817	\$ 1,072,701	\$ 1,061,885
Mayor & Council	62,321	60,872	53,514	61,058
Transit Support	8,333	21,204	12,722	21,204
TOTAL	\$ 1,134,506	\$ 1,202,893	\$ 1,138,938	\$ 1,144,147

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	3	3	3	3
Personnel Services	\$ 975,076	\$ 1,033,853	\$ 1,012,057	\$ 964,793
Operating Expenses	159,430	169,040	126,881	179,354
Capital Outlay	-	-	-	-
TOTAL	\$ 1,134,506	\$ 1,202,893	\$ 1,138,938	\$ 1,144,147

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

- 37 Authorized Positions
- Budget Break Down

Personnel Services	\$3,824,813
Operating Expenses	2,141,281
Total	\$5,966,094

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

Budget Highlights

- Department Budget Reductions Totaling: \$170,980
- New MWBE Program Manager \$112,110
- Increased recurring funding for Tarrant Appraisal District Assessment Services \$39,753
- Increased recurring funding for MWBE Outreach Program \$9,809

Revenue Highlights

- State Liquor Tax \$2,214,707
- Bingo Tax 79,693
- Interest Revenue 747,747
- **Total** **\$3,042,147**

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Finance Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Debt service expenditures to total expenditures of GF plus Debt Service	16%	16.9%	16.1%	<20%
Net tax-supported debt per capita (excluding Pension Obligation Bonds)	\$1,064	\$1,110	\$1,161	\$1,245
Net debt to assessed valuation	1.74%	1.47%	1.55%	<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	Affirm
Compliance with debt policy benchmarks	100%	100%	100%	100%
Actual Revenue % of variance from estimates	0.47%	0.5%	0.6%	0.6%
Maintain Texas Transparency Stars (5 Stars: Traditional Finance, Contracts and Procurement, Public Pensions, Debt Obligation, and ED)	5 Stars	5 Stars	5 Stars	5 Stars
MWBE Participation: Good-faith effort on applicable City procurements to include construction and professional services	19%	15%	25%	25%
Annual percentage of best value awarded contracts	New Measure in FY 2020		25%	25%
Annual procurement cycle from sourcing process to contract execution < 90 days	New Measure in FY 2020		50%	50%

Finance Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 870,826	\$ 867,666	\$ 864,616	\$ 1,008,680
Accounting	884,912	996,767	928,009	935,198
Purchasing	1,174,722	786,477	743,270	836,264
Treasury	1,978,307	1,977,395	1,888,189	1,956,535
Payroll/Payables	534,206	575,567	577,298	545,379
Office of Management and Budget	753,965	763,302	737,155	684,038
TOTAL	\$ 6,196,938	\$ 5,967,174	\$ 5,738,537	\$ 5,966,094

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	36	36	36	37
Personnel Services	\$ 3,953,636	\$ 3,807,047	\$ 3,727,336	\$ 3,824,813
Operating Expenses	2,243,302	2,160,127	2,011,201	2,141,281
Capital Outlay	-	-	-	-
TOTAL	\$ 6,196,938	\$ 5,967,174	\$ 5,738,537	\$ 5,966,094

General Fund

JUDICIARY: Stewart Milner, Presiding 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.



Budget Highlights

- Department Budget Reductions Totaling: \$2,000

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	6	6	6	6
Personnel Services	\$ 922,897	\$ 950,285	\$ 897,163	\$ 888,325
Operating Expenses	75,619	77,863	79,724	83,459
Capital Outlay	-	-	-	-
TOTAL	\$ 998,516	\$ 1,028,148	\$ 976,887	\$ 971,784

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.

Budget Highlights

- One-time funding for ERP Software and Implementation \$2,229,008
- One-time funding for ERP System Maintenance Costs \$37,322
- One-time funding for Infrastructure Maintenance \$1,530,000
- Increased recurring funding for Equity and Diversity Program \$340,000

Non-Departmental Expenditures

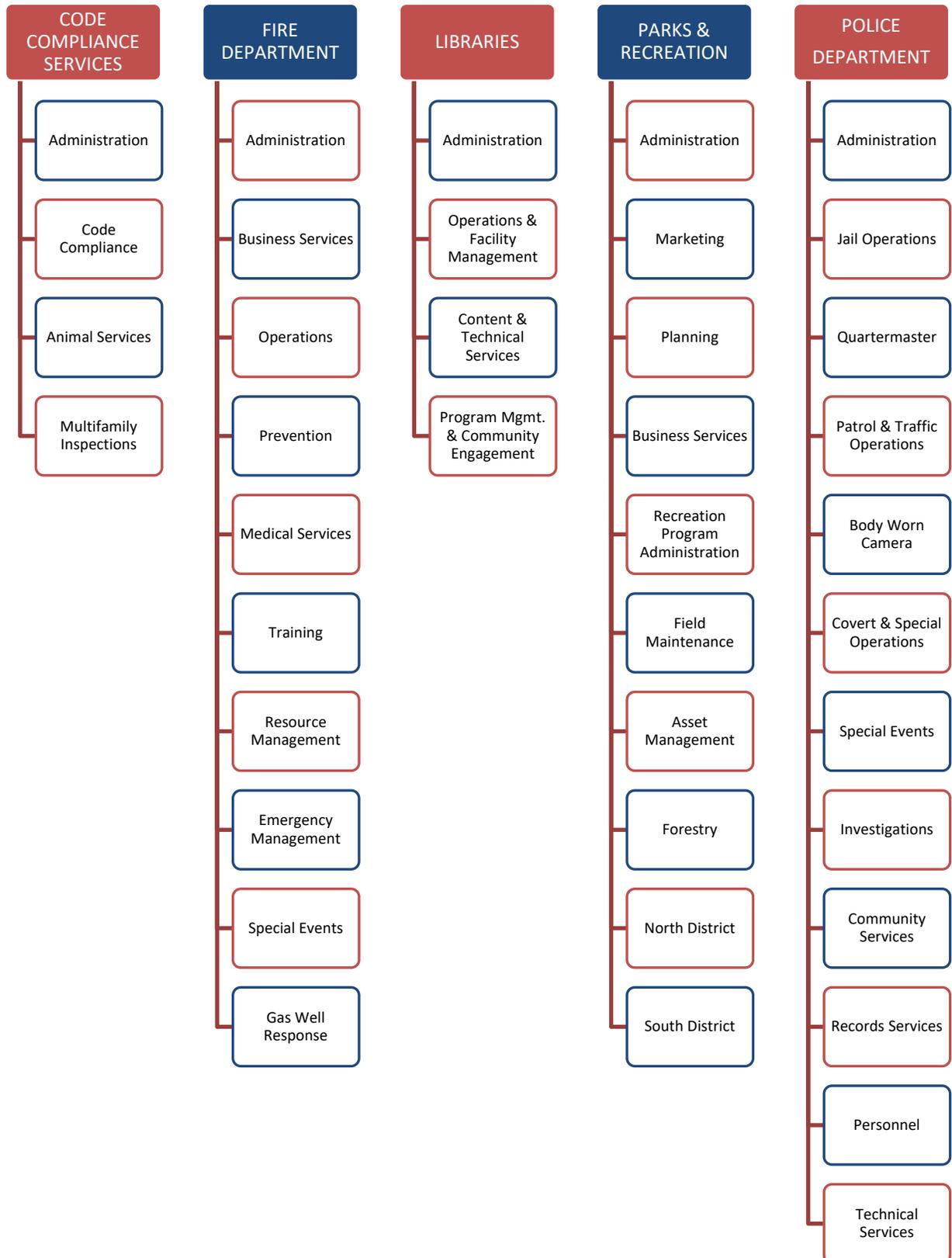
	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Non-Departmental	\$ 7,275,050	\$ 6,820,599	\$ 7,243,699	\$ 3,129,894
Non-Departmental Projects	958,381	1,284,752	4,700	3,154,752
Non-Departmental METF	-	300,000	-	300,000
ERP Systems	788,145	653,983	653,983	2,920,313
TOTAL	\$ 9,021,576	\$ 9,059,334	\$ 7,902,382	\$ 9,504,959

General Fund



Neighborhood Services

The City of Arlington's Neighborhood Services Team consists of the following departments: [Code Compliance Services](#), [Fire](#), [Libraries](#), [Parks & Recreation](#), and [Police](#). The mission of the Neighborhood Services 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.



General Fund

CODE COMPLIANCE SERVICES: Brian Daugherty, 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

- 66 Authorized Positions
- Budget Break Down

Personnel Services	\$4,794,692
Operating Expenses	1,980,264
Total	\$6,774,956

Goals and Objectives

- **Goal:** Foster Healthy and Attractive Neighborhoods
 - **Objective:** Gain Compliance of Property Maintenance, Health, and Animal Codes

Budget Highlights

- Department Budget Reductions Totaling: \$275,913
 - Cut 2 Vacant Field Ops Manager Positions
- One-time funding for Animal Services Generator (ATF Request) \$450,000

Revenue Highlights

- | | |
|-----------------------------------|--------------------|
| • Multi-Family Inspections | \$629,108 |
| • Extended Stay Annual Inspection | 160,981 |
| • Nuisance/Abatement Fees | 41,524 |
| • Mowing Services | 92,985 |
| • Owner Surrender Fee | 26,900 |
| • Swimming Pool Permits | 99,500 |
| • Animal Adoption Fees | 103,368 |
| • Dog & Cat Licenses | 50,723 |
| • Impoundment Fees | 43,668 |
| • Total | \$1,248,757 |

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Scorecard

Code Compliance Services Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Number of Animal Services' volunteer hours	15,376	14,723	8,000	10,000
Number of code inspection activities completed	81,867	87,474	83,000	80,000
Number of graffiti complaints abated (city/owner)	144	104	148	175
Number of animal licenses sold in Arlington	6,020	5,171	3,500	5,311
Live Release Rate	79%	80%	85%	79%
Average number of days from initial code complaint to first action	1	2	1	3
Percent of cases resolved through voluntary compliance	47%	48%	65%	53%
Percent of inspection activities that are proactive	25%	36%	30%	32%
Compliance rate of short-term rentals	New Measure in FY 2020		25%	100%

General Fund

Code Compliance Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 886,055	\$ 909,734	\$ 823,162	\$ 919,440
Code Compliance	2,873,108	2,981,436	2,851,998	2,653,265
Animal Services	2,458,454	2,456,235	2,307,248	2,839,800
Multifamily Inspection	348,918	372,575	388,350	362,451
TOTAL	\$ 6,566,535	\$ 6,719,980	\$ 6,370,758	\$ 6,774,956

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	67	68	68	66
Personnel Services	\$ 5,063,278	\$ 5,181,595	\$ 4,978,038	\$ 4,794,692
Operating Expenses	1,503,257	1,538,385	1,392,720	1,980,264
Capital Outlay	-	-	-	-
TOTAL	\$ 6,566,535	\$ 6,719,980	\$ 6,370,758	\$ 6,774,956

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

- 392 Authorized Positions
 - 372 Sworn Positions
 - 20 Civilian Positions
- Budget Break Down

Personnel Services	\$41,980,968
Operating Expenses	7,373,098
Total	\$49,354,066

Goals and Objectives

- **Goal:** Ensure Availability of Information, Programs, and City Services
 - **Objective:** Implement New Technology
- **Goal:** Plan, Manage, and Maintain Public Assets
 - **Objective:** Maintain City Standards for all Municipal Buildings
- **Goal:** Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment
 - **Objective:** Protect Public Well-being

Budget Highlights

- Department Budget Reductions Totaling: \$937,631
- One-time funding for Fire Bunker Gear \$325,000

Revenue Highlights

- Fire Permits \$216,743
- Inspection & Re-Inspection Fees 340,300
- Operational permits 258,141
- **Total** **\$815,184**

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Fire Department Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Average Total Response Time (Dispatch to First Unit On scene in M:SS Format)	5:44	5:48	5:58	5:20
Fires – Response objective = 320 seconds or (5:20)	5:18	5:22	5:22	5:20
Emergency Medical Service – Response objective = 300 seconds or (5:00)	5:37	5:42	5:49	5:00
Fire Prevention Business Inspections	12,236	12,326	13,796	15,500
Fire Prevention Business Violations Addressed	3,452	3,603	3,708	4,500
AISD Fire Academy Completion Rates	56%	100%	94%	94%
Homeland Security Grant Funding Secured	\$2,683,011	\$2,682,648	\$3,121,092	\$3,100,000
Percent of Firefighters who score in the categories of “Excellent” or “Superior” on annual Health Fitness Assessments	88%	89%	90%	90%
Percent of Outdoor Warning Sirens Successfully Tested	76%	69%	61%	95%
Workload Measures				
Fire Department Incidents (un-audited)	44,352	44,134	43,850	49,322
Fires	1,003	1,333	850	1,000
Emergency Medical Service	20,575	20,845	21,000	22,645
Other Emergency Incidents	22,744	22,092	22,000	25,677
Fire Department RMS Unit Responses (un-audited)	62,285	61,511	61,792	64,942

Fire Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 4,821,122	\$ 5,239,465	\$ 5,171,211	\$ 4,795,918
Business Services	1,146,701	1,065,674	1,045,615	1,006,096
Operations	37,754,291	39,991,697	39,127,649	37,111,593
Prevention	2,112,922	2,425,887	2,144,447	2,198,671
Medical Services	630,960	580,790	648,455	540,689
Training	843,645	762,328	828,807	729,050
Resource Management	1,764,386	1,669,600	1,566,326	1,976,600
Emergency Management	240,578	314,359	248,620	296,736
Special Events	346,360	363,428	355,597	331,439
Gas Well Response	403,316	629,736	305,826	367,274
TOTAL	\$ 50,064,281	\$ 53,042,964	\$ 51,442,552	\$ 49,354,066

General Fund

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	387	392	392	392
Personnel Services	\$ 42,904,295	\$ 45,456,979	\$ 44,156,472	\$ 41,980,968
Operating Expenses	7,159,986	7,585,985	7,286,080	7,373,098
Capital Outlay	-	-	-	-
TOTAL	\$ 50,064,281	\$ 53,042,964	\$ 51,442,552	\$ 49,354,066

General Fund

LIBRARIES: Norma Zuniga, 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	\$5,484,839
Operating Expenses	2,526,692
Total	\$8,011,531

Revenue Highlights

- Overdue Material Fines \$119,637
- Non-Resident Library Cards 24,921
- Copier Concession 100,500
- **Total** **\$245,058**

Goals and Objectives

- **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:** Implement New Technology
- **Goal:** Partner with Local Organizations to Educate and Mentor
 - **Objective:** Strengthen Education and Enrichment Programs
- **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

- Department Budget Reductions Totaling: \$164,296
- Increased recurring funding for Water and Waste Utilities for Library Facilities \$25,723

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Libraries Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Volunteer service hours	19,654	18,390	20,000	18,500
Citizen satisfaction with overall library services	92%	92%	95%	95%
Visits per capita	2.7	2.9	3.5	3.5
Circulation of Digital materials	224,268	238,758	250,000	250,000
Circulation of Physical materials	1,862,700	1,817,747	1,863,388	1,850,000
Circulation per capita	5.61	5.6	5.5	5.5
Library materials per capita	1.33	1.4	1.8	1.8
Grant and gift funds as a percentage of total general fund allocation	21%	10%	12%	6%
Library Customer satisfaction with overall East Arlington Branch library services	88%	96%	85%	85%
Overall Library facility satisfaction rating (excellent)	97%	93%	80%	80%
Staff Training Development Hours	2,336	3,865	2,800	2,400
% of total registered borrowers with account activity in the last 12 months	28%	25%	40%	40%
Circulation through curbside service	New Measure in FY 2021			10,250
Virtual Program Engagement	New Measure in FY 2021			14,400
Recruitment of ELA, ABE, HIS students	New Measure in FY 2021			475
Retention of ELA, ABE, HIS students (students achieve 40 hours of classes)	New Measure in FY 2021			200

Library Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 1,892,914	\$ 2,126,308	\$ 2,027,565	\$ 1,728,843
Operations & Facility Mgmt.	2,599,827	2,627,678	2,461,959	2,520,624
Content & Technical Services	2,367,022	2,435,200	1,803,620	2,130,859
Program Mgmt. & Comm. Engagement	1,527,200	1,668,480	1,497,100	1,631,205
TOTAL	\$ 8,386,963	\$ 8,857,666	\$ 7,790,245	\$ 8,011,531

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	68	68	68	68
Personnel Services	\$ 5,444,278	\$ 5,749,828	\$ 5,185,919	\$ 5,484,839
Operating Expenses	2,942,686	3,107,838	2,604,326	2,526,692
Capital Outlay	-	-	-	-
TOTAL	\$ 8,386,963	\$ 8,857,666	\$ 7,790,245	\$ 8,011,531

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. A Gold Medal winning, and nationally accredited parks and recreation system improves the quality of life for Arlington citizens.

At A Glance

- 115 Authorized Positions
- Budget Break Down

Personnel Services	\$7,835,096
Operating Expenses	8,700,977
Total	\$16,536,073

Revenue Highlights

- Park Bond Fund Reimbursements \$70,000

Goals and Objectives

- **Goal:** Expand and Enhance the City's Image
 - **Objective:** Develop a Sense of Place
- **Goal:** Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
 - **Objective:** Foster Development and Redevelopment in Targeted Areas
- **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
- **Goal:** Improve Operational Efficiency
 - **Objective:** Seek New or Alternative Funding Sources
- **Goal:** Plan, Manage, and Maintain Public Assets
 - **Objective:** Maintain City Standards for all Municipal Buildings

Budget Highlights

- Department Budget Reductions Totaling: \$1,815,992
 - Cut 1 Vacant Landscape Technician Position
- Increased recurring funding for Mowing Contracts CPI Increase \$30,795
- Increased recurring funding for Parks Janitorial Contract \$10,000
- Increased recurring funding for Music and Motion Picture Licensing \$16,719
- Increased recurring funding for The Beacon Base Funding \$120,367
- Increased recurring funding for New Park Development O&M \$41,550
- One-time funding for AISD Natatorium Fiber Installation \$10,645

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Parks and Recreation Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Citizen satisfaction with quality of park and recreation programs and classes	84%	87%	85%	85%
Camp Participation	5,620	6,159	3,000	3,500
Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	7,190	14,783	5,000	10,000
Active Fitness and Weight Room Memberships	10,586	10,395	7,000	10,000
Swim Lesson Participation	1,799	2,375	2,000	2,000
Outdoor Pool Admissions	99,697	105,224	81,000	90,000
Volunteer Hours	41,568	43,743	20,000	40,000
Total website sessions (naturallyfun.org)	419,278	364,157	300,000	300,000
Total impressions (APRD main Twitter/FB profiles) in millions	4.11	6.137	8	7

Parks and Recreation Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 2,227,018	\$ 2,459,038	\$ 2,470,608	\$ 2,099,970
Marketing	385,245	401,759	391,455	372,105
Planning	1,118,208	878,584	621,789	409,231
Business Services	824,920	805,377	830,960	800,435
Recreation Program Administration	121,661	113,679	127,285	131,853
The Beacon Operations	-	269,315	159,683	533,243
Field Maintenance	5,128,699	5,745,983	5,396,308	5,644,978
Asset Management	2,199,276	2,323,229	2,055,916	1,729,592
Forestry	1,568,019	1,839,829	1,704,817	1,676,725
North District	1,646,663	1,926,414	1,631,624	1,685,862
South District	1,515,276	1,673,204	1,498,896	1,452,079
TOTAL	\$ 16,734,984	\$ 18,436,411	\$ 16,889,341	\$ 16,536,073

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	109	116	116	115
Personnel Services	\$ 7,665,605	\$ 8,444,958	\$ 7,835,142	\$ 7,835,096
Operating Expenses	9,000,393	9,915,453	9,054,199	8,700,977
Capital Outlay	68,986	76,000	-	-
TOTAL	\$ 16,734,984	\$ 18,436,411	\$ 16,889,341	\$ 16,536,073

General Fund

POLICE DEPARTMENT: Jaime Ayala & Kevin Kolbye, Interim Police Chiefs

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

- 897 Authorized Positions
 - 688 Sworn Positions
 - 209 Civilian Positions
- Budget Break Down

Personnel Services	\$90,554,608
Operating Expenses	19,199,816
Total	\$109,754,425

Revenue Highlights

- AISD – SRO Program 2,032,282
- Burglar Alarm Permits 673,000
- **Total** **\$2,705,282**

Goals and Objectives

- **Goal:** Ensure Availability of Information, Programs, and City Services
 - **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

- Department Budget Reductions Totaling: \$2,034,164
 - Cut 1 Vacant Records Service Assistant Position
- 3 New Property Room and Evidence Technicians \$104,853 (partial-year funding)
- New Violence Prevention Program Coordinator – COPS School Violence Prevention Program \$86,739
- 15 New Officers – 2017 COPS Hiring Grant \$211,392 (partial-year funding)
- One-time funding for Property Room Technicians \$3,049
- Increased recurring funding for Forensic Testing \$250,000
- Increased recurring funding for Jail Lock Maintenance \$8,000

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Police Department Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Citizen satisfaction with police services	73%	69%	75%	75%
Injury Crashes	2,875	2,381	3,006	<3,000
DWI Crashes	449	535	550	<500
Fatality Crashes	26	25	24	<28
CVE Inspections	3,074	2,381	2,114	>1,980
Crimes Against Persons	7,376	7,911	7,518	<8,292
Crimes Against Property	17,179	16,469	15,394	<22,400
Crimes Against Society	4,510	4,961	4,682	<4,740
Workload Measures				
Response time to priority 1 calls (minutes)	9.68	9.41	11.03	<9.3
Committed Time to all calls (minutes)	71.36	70.1	76.99	<70
Arrests (target based on historical estimate)	13,265	14,982	14,064	15,000
Community Engagement				
APD Volunteer Hours	33,577	28,991	27,002	25,000
Domestic Violence Victims Served	9,713	9,888	5,364	5,250
Human Trafficking Victims Served	46	12	32	12
Police Explorer Members	22	23	24	20
New Police Athletic League (PAL) Participants	93	134	120	120
National Night Out Group Participation	223	223	200	200
Nextdoor Participation	60,096	77,312	90,000	45,000
Hometown Recruiting Students Enrolled in AISD	24	20	30	30
Hometown Recruiting Students Enrolled in UTA	9	5	9	9
Hometown Recruiting Students Enrolled in TCC	11	27	11	11
Outreach Hours Dedicated to Domestic Violence	4,091	6,977	4,476	3,600
Community Watch Sector Meetings	New Measure in FY 2021			12
Citizen Graduations for Community Based Policing Outreach Programs	New Measure in FY 2021			60
Citizen on Patrol/COP Mobile Hours	New Measure in FY 2021			1,500
Procedural Justice				
Sustained Complaints (Internal Affairs)	157	158	170	85
Use of Force Incidents	889	1,090	1,056	<1,150
Facebook – Impressions	New Measure in FY 2020		8,243,620	3,141,300
Facebook – Engagements	New Measure in FY 2020		1,136,966	833,400
Facebook – Posts Published	New Measure in FY 2020		756	1,620
Facebook – Performance Views	New Measure in FY 2020		115,754	109,275
Twitter – Organic Impressions	New Measure in FY 2020		9,078,842	2,154,700
Twitter – Total Engagements	New Measure in FY 2020		302,958	213,900
Twitter – Tweets Published	New Measure in FY 2020		744	515
YouTube – Videos Published	New Measure in FY 2020		28	31
Instagram – Pictures Published	New Measure in FY 2020		180	185

General Fund

Police Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 11,746,422	\$ 12,605,669	\$ 12,552,071	\$ 11,061,308
Jail Operations	5,646,044	5,926,890	5,884,168	5,481,757
Quartermaster	3,312,454	1,677,714	1,566,832	1,136,146
Patrol Operations	49,846,434	53,797,598	51,396,060	48,677,771
Body Worn Cameras	745,604	1,011,050	814,711	998,556
Traffic Operations	6,495,731	6,784,374	6,787,746	6,434,760
Special Operations	2,818,618	2,861,323	2,711,466	2,689,348
Special Events	839,933	869,894	862,168	804,499
Criminal Investigations	4,133,444	4,207,510	4,337,615	4,153,216
Special Investigations	4,197,062	5,054,597	5,353,006	5,387,014
Covert	2,669,144	2,937,900	2,753,909	2,742,259
Administrative Support	1,542,198	1,450,657	1,308,176	1,449,627
Records Services	2,021,691	2,216,420	1,878,949	2,045,488
Research & Development	1,978,180	2,035,136	1,761,295	1,985,792
Fiscal Services	1,957,862	1,800,897	1,762,018	1,803,789
Community Services	1,038,825	1,005,458	1,085,305	1,054,694
Youth Support	3,127,234	3,397,105	3,338,575	3,181,628
Victim Services	445,718	529,458	399,028	567,991
Personnel	3,396,393	3,531,421	3,557,555	3,368,398
Technical Services	3,834,333	3,777,277	4,455,454	4,730,384
TOTAL	\$ 111,793,324	\$ 117,478,348	\$ 114,566,107	\$ 109,754,425

Authorized Positions and Expenditures by Category

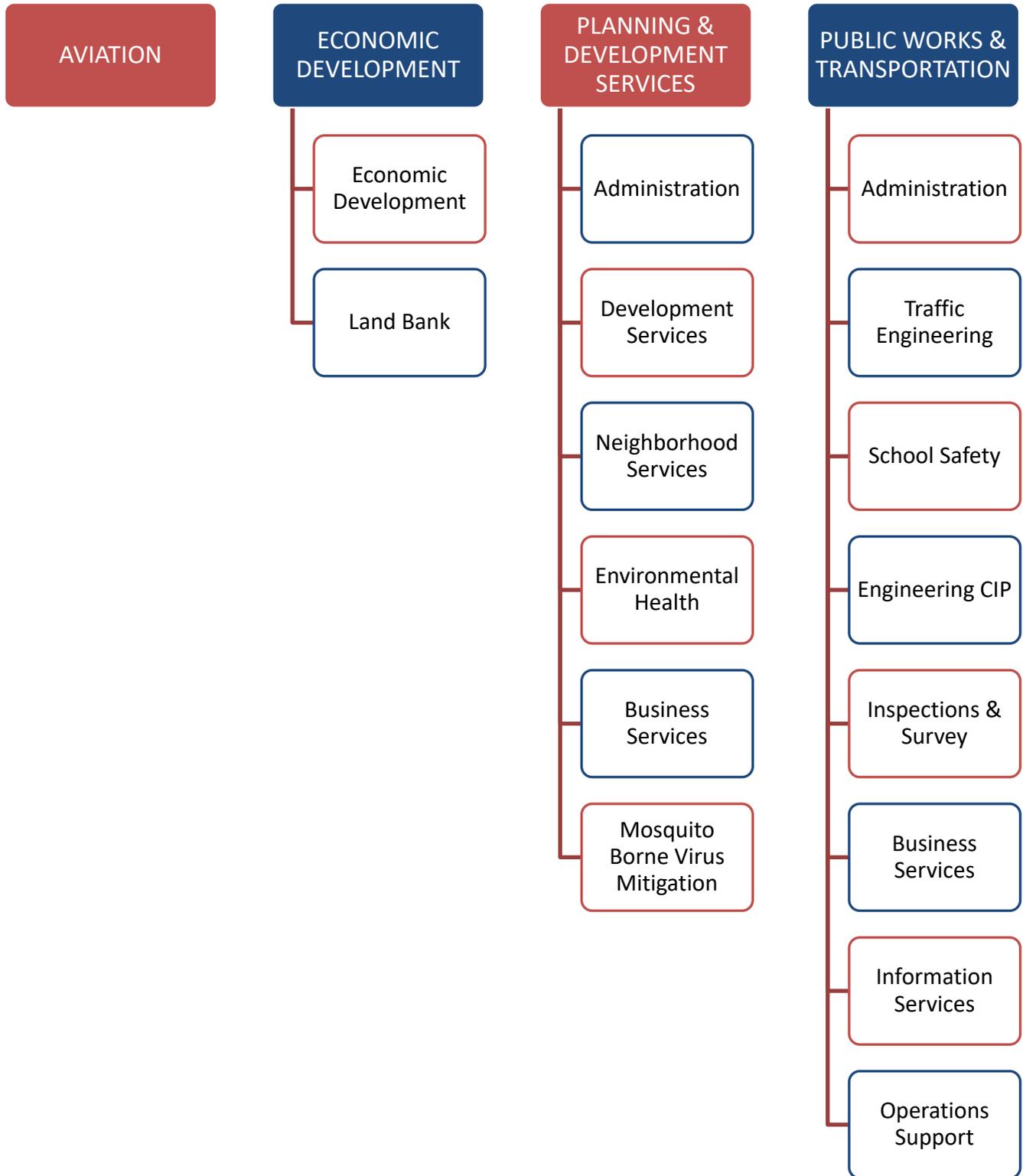
	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	859	879	879	897
Personnel Services	\$ 92,242,588	\$ 96,933,398	\$ 94,908,148	\$ 90,554,608
Operating Expenses	19,550,736	20,544,950	19,657,959	19,199,816
Capital Outlay	-	-	-	-
TOTAL	\$ 111,793,324	\$ 117,478,348	\$ 114,566,107	\$ 109,754,425

General Fund



Economic Development & Capital Investment

The City of Arlington’s Economic Development and Capital Investment City Service Team consists of the following departments: [Aviation, Convention and Event Services](#), [Economic Development](#), [Planning & Development Services](#), [Public Works and Transportation](#), and [the Water Utilities](#) (Convention and Event Services is covered in detail in the “Special Revenue Funds” section. Water Utilities is covered in detail in the “Enterprise Funds” 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.



General Fund

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. The Airport's economic impact to the local economy is estimated to be over \$230 million annually, based on a 2018 Texas Aviation Economic Impact Study. There are 22 businesses and one flight testing facility currently based at the airport. Airport revenues cover operational costs. Income is derived from leasing land for development, providing aircraft hangars and tie-down spaces, and renting office space in the terminal building. 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 600+ acres.

At A Glance

- 9 Authorized Positions
- Budget Break Down

Personnel Services	\$758,443
Operating Expenses	283,029
Total	\$1,041,472

Goals and Objectives

- **Goal:** Ensure Availability of Information, Programs, and City Services
 - **Objective:** Implement New Technology
- **Goal:** Plan, Manage, and Maintain Public Assets
 - **Objective:** Maintain City Standards for all Public Infrastructure
- **Goal:** Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment
 - **Objective:** Protect Public Well-being

Budget Highlights

- Department Budget Reductions Totaling: \$32,730

Revenue Highlights

- Hangar Rentals / Tie-Down Charges \$243,344
- Land and Ramp Leases 843,332
- Terminal Building Leases 68,971
- **Total** **\$1,155,647**

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Aviation Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Operating cost recovery	106.7%	110%	100%	100%
Total aircraft operations	73,547	79,753	78,500	78,000
Hangar occupancy rate	100%	100%	100%	90%

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	9	9	9	9
Personnel Services	\$ 755,557	\$ 810,520	\$ 809,626	\$ 758,443
Operating Expenses	289,113	310,144	268,381	283,029
Capital Outlay	-	-	-	-
TOTAL	\$ 1,044,670	\$ 1,120,664	\$ 1,078,007	\$ 1,041,472

General Fund

ECONOMIC DEVELOPMENT: Bruce Payne, Director

Department Narrative

The Office of Economic Development strives to grow and diversify the economy, maintain a competitive workforce, redevelop existing areas, enhance Arlington's quality of life, and promote cooperation and inclusiveness in community initiatives. The Office is divided into two functional groups, Economic Development and Land Banking. The Economic Development group aims to attract and retain businesses and developments that create job opportunities and add value to the City's tax base. It negotiates and manages agreements between the City and private developments; provides information, assistance, and resources to businesses; and markets the City as a destination for investment. The Land Banking group works to acquire property rights for public projects, administer activities related to the management of the City's mineral interests, and conduct right of way permitting review and inspections. Additionally, Land Banking purchases and manages public land for future economic development projects.

At A Glance

- 10 Authorized Positions
- Budget Break Down

Personnel Services	\$1,000,175
Operating Expenses	316,944
Total	\$1,317,119

Goals and Objectives

- **Goal:** Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
 - **Objective:** Foster Development and Redevelopment in Targeted Areas
 - **Objective:** Build a Strong and Diverse Business Community
- **Goal:** Ensure Availability of Information, Programs, and City Services
 - **Objective:** Provide for the Efficient Access and Appropriate Management of the City's Data

Budget Highlights

- Department Budget Reductions Totaling: \$55,250

Revenue Highlights

- Real Estate Transfer \$375,000
- Small Cell Fees 225,000
- Cell Tower Leases 205,900
- Pipeline License Agreements 75,000
- **Total** **\$880,900**

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Economic Development Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Marketing partnership visits	60	40	40	60
Recruitment leads	95	85	75	95
Leads to prospects	46	20	20	46
On-Site Business Visits	118	80	80	118
Royalties from real estate holdings	\$7,020,775	\$3,500,000	\$4,325,000	\$7,020,775
Recruitment related events attended	20	15	15	20
ROW Permits Issued	New Measure in FY 2021			2,050
ROW Permit Damage Investigations	New Measure in FY 2021			50
ROW Complaints Investigated/Resolved	New Measure in FY 2021			75
Recovery of Damage Claims	New Measure in FY 2021			\$50,000

Economic Development Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Economic Development	\$ 698,185	\$ 668,152	\$ 537,615	\$ 694,347
Land Bank	627,365	745,255	638,603	622,772
TOTAL	\$ 1,325,550	\$ 1,413,407	\$ 1,176,218	\$ 1,317,119

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	10	10	10	10
Personnel Services	\$ 981,558	\$ 1,046,615	\$ 969,769	\$ 1,000,175
Operating Expenses	343,992	366,792	206,449	316,944
Capital Outlay	-	-	-	-
TOTAL	\$ 1,325,550	\$ 1,413,407	\$ 1,176,218	\$ 1,317,119

General Fund

PLANNING & DEVELOPMENT SERVICES: Gincy Thoppil, 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 – Land Development, Building Inspections, and the One Start Development Center. The department also oversees long range planning studies and corridor plans. Planners and engineers in the Land Development division help realize the developer's vision through zoning, platting, and site plan approval. Plans examiners, environmental health specialists, the streetscape inspector and building inspectors ensure the structures are constructed to current codes for the safety of its occupants. The Gas Well team is responsible for the permitting and inspections of gas well drilling and production in the City. The Health Services team also manages the mosquito mitigation program. The One Start Development Center assists homeowners, business owners, and the development community with the permitting process including business registrations and permit issuance.

At A Glance

- 62 Authorized Positions
- Budget Break Down

Personnel Services	\$5,426,239
Operating Expenses	896,007
Capital Outlay	23,500
Total	\$6,345,746

Goals and Objectives

- **Goal:** Foster Healthy and Attractive Neighborhoods
 - **Objective:** Gain Compliance of Property Maintenance, Health, and Animal Codes
- **Goal:** Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment
 - **Objective:** Protect Public Well-being

Budget Highlights

- Department Budget Reductions Totaling: \$82,277
- New Environmental Health Specialist \$70,107
- Decreased recurring funding for Health Services (\$195,547)
- One-time funding for Health Services \$32,399

Revenue Highlights

- Permits \$3,502,763
- Certificates of Occupancy 123,000
- Short Term Rental Revenue 49,000
- Plan Review Fees 1,157,000
- Gas Well Inspections & Fees 938,100
- Plat Reviews & Inspections 620,000
- Business Registration Fees 200,000
- Child Care Licenses & Permits 57,800
- Food Handlers Permits 5,500
- Food Establishment Permits 655,605
- **Total** **\$7,308,768**

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Planning & Development Services Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Turnaround time for commercial construction plans within 12 business days	98%	99%	100%	95%
Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
Improve customer satisfaction by maintaining 90% or higher "Excellent" customer rating	97%	95%	96%	90%
% of monthly routine food establishment inspections completed on time	New Measure in FY 2019	84%	94%	95%
% of non-compliant gas well site components corrected within 2 days following notification to operator	New Measure in FY 2021			100%

Planning and Development Services Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 1,178,116	\$ 1,122,529	\$ 1,117,551	\$ 1,125,248
Development Services	3,372,803	3,671,778	3,311,286	3,539,826
Environmental Health	645,403	811,654	660,387	699,841
Business Services	933,097	961,605	879,151	880,831
Mosquito Borne Virus Mitigation	46,517	100,000	100,000	100,000
TOTAL	\$ 6,175,936	\$ 6,667,566	\$ 6,068,375	\$ 6,345,746

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	58	61	61	62
Personnel Services	\$ 5,156,727	\$ 5,567,224	\$ 5,210,804	\$ 5,426,239
Operating Expenses	996,052	1,075,342	834,821	896,007
Capital Outlay	23,157	25,000	22,750	23,500
TOTAL	\$ 6,175,936	\$ 6,667,566	\$ 6,068,375	\$ 6,345,746

General Fund

PUBLIC WORKS & TRANSPORTATION: Keith Brooks, P.E., 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. To effectively accomplish this work, the department is comprised of the following divisions: Business Services, Construction Services, Engineering Operations, Floodplain Management, Information Services, Operations Support, Stormwater Management, 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, Stormwater Utility Fund, General Fund, and General Obligation Street (Capital) Bond Funds.

At A Glance

- 54 Authorized Positions
- Budget Break Down

Personnel Services	\$5,668,843
Operating Expenses	1,225,538
Total	\$6,894,381

Goals and Objectives

- **Goal:** Plan, Manage, and Maintain Public Transportation Infrastructure
 - **Objective:** Optimize Effectiveness and Efficiency of Existing Transportation System
 - **Objective:** Complete Construction Projects in a Timely Manner
- **Goal:** Ensure Availability of Information, Programs, and City Services
 - **Objective:** Implement New Technology
- **Goal:** Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safer Environment
 - **Objective:** Protect Public Well-Being

Budget Highlights

- Department Budget Reductions Totaling: \$293,490

Revenue Highlights

- | | |
|--------------------------------|--------------------|
| • Inspection Transfer | \$1,100,000 |
| • Engineering Services Charges | 650,000 |
| • Street Cuts | 160,000 |
| • Total | \$1,910,000 |

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Public Works and Transportation Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
General Fund				
Citizen perception that traffic levels in Arlington are acceptable	43%	39%	39%	39%
Citizen perception of excellent or good for traffic flow management in the Entertainment District	41%	37%	37%	37%
Citizen perception of overall satisfaction with the management of traffic flow during peak hours as "excellent" or "good"	43%	39%	39%	39%
Travel time on northbound Cooper from Turner-Warnell to I-30 (goal: 21 min 9 sec)	21:44	21:54	20:51	21:09 (+/- 2 min 7 sec)
Travel time on southbound Cooper from I-30 to Turner-Warnell (goal: 21 min 4 sec)	19:46	21:49	21:17	21:04 (+/- 2 min 6 sec)
Travel time on northbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 38 sec)	19:23	19:42	20:09	19:38 (+/- 1 min 58 sec)
Travel time on southbound Collins from North Green Oaks to South Green Oaks (goal: 19 min 34 sec)	19:06	18:27	18:48	19:34 (+/- 1 min 57 sec)
Travel time on eastbound Division from Bowen to SH-360 (goal: 10 min 24 sec)	10:47	11:36	10:37	10:24 (+/- 1 min 2 sec)
Travel time on westbound Division from SH-360 to Bowen (goal: 10 min 52 sec)	11:04	11:21	8:59	10:52 (+/- 1 min 5 sec)
Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 (goal: 13 min 49 sec)	13:26	13:49	13:35	13:49 (+/- 1 min 23 sec)
Travel time on westbound Pioneer Parkway from SH-360 to Green Oaks (goal 14 min 12 sec)	13:14	13:40	13:44	14:12 (+/- 1 min 25 sec)
% of traffic signals receiving annual preventative maintenance compared to goal of 535	110%	100%	100%	100%

Public Works and Transportation Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 1,657,199	\$ 1,461,964	\$ 1,368,801	\$ 1,480,251
Traffic Engineering	1,326,943	1,251,231	1,118,598	1,012,735
School Safety	422,982	511,738	256,572	505,005
Engineering CIP	865,194	907,352	958,480	905,273
Inspections	1,656,188	1,644,476	1,621,781	1,560,996
Survey	287,660	279,094	266,322	265,065
Business Services	668,434	683,649	688,089	640,772
Information Services	313,702	362,145	343,241	308,813
Operations Support	241,141	250,828	242,809	215,471
TOTAL	\$ 7,439,443	\$ 7,352,477	\$ 6,864,692	\$ 6,894,381

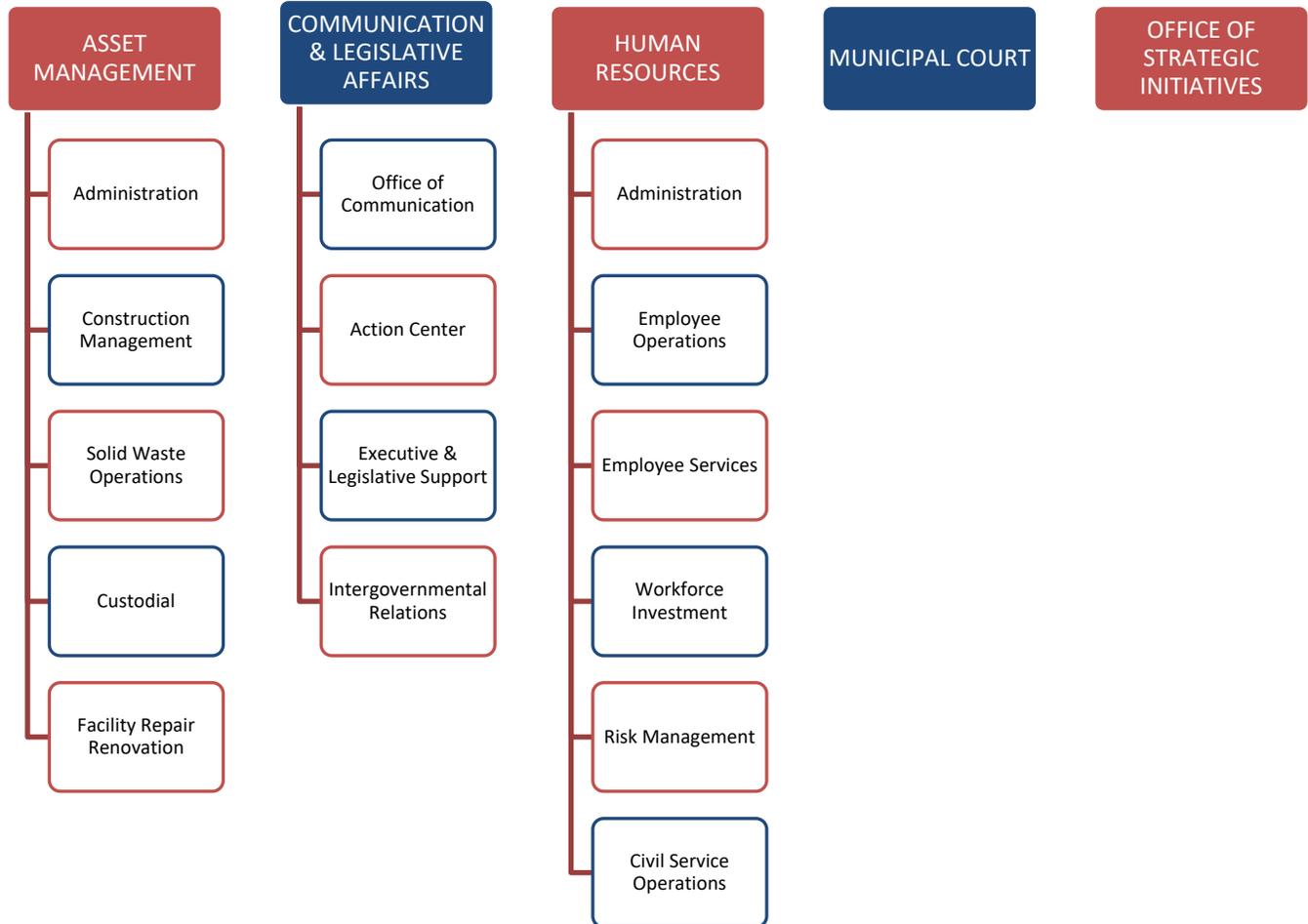
General Fund

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	54	54	54	54
Personnel Services	\$ 6,021,647	\$ 5,951,255	\$ 5,535,003	5,668,843
Operating Expenses	1,417,796	1,401,222	1,329,689	1,225,538
Capital Outlay	-	-	-	-
TOTAL	\$ 7,439,443	\$ 7,352,477	\$ 6,864,692	\$ 6,894,381

Shared Services

The City of Arlington's Shared Services City Service Team consists of the following departments: [Asset Management](#), [Communication & Legislative Affairs](#), [Human Resources](#), [Information Technology](#), [Municipal Court](#), and the [Office of Strategic Initiatives](#) (Information Technology is covered in detail in the "Internal Service 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

ASSET MANAGEMENT: Nora Coronado, Officer

Department Narrative

The Office of Asset Management is responsible for the construction and maintenance of City buildings, administration of the fleet maintenance service contract as well as solid waste collection and recycling contracts. To effectively accomplish this work, the department is comprised of the following divisions: Building Design and Construction, Facility Services, Fleet Management, and Waste Management. In support of the City's mission, the Office of Asset Management ensures that the City's assets are put to the highest and best use and minimize the cost of operations while delivering user-defined service levels. The budget for the Department includes funds from the General Fund and Fleet Services Fund.

At A Glance

- 33 Authorized Positions
- Budget Break Down

Personnel Services	\$2,609,675
Operating Expenses	3,209,616
Total	\$5,819,291

Goals and Objectives

- **Goal:** Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
 - **Objective:** Foster Development and Redevelopment in Targeted Areas
- **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
- **Goal:** Plan, Manage, and Maintain Public Assets
 - **Objective:** Maintain City Standards for all Equipment
 - **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

- Department Budget Reductions Totaling: \$278,062

Revenue Highlights

- Landfill Royalties \$5,020,998
- Landfill Usage Fees 2,373,592
- Sanitation Franchise Fees, Storm Clean-up Fees 2,237,951
- Construction Management Fees 134,000
- **Total** **\$9,766,541**

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Asset Management Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
General Fund				
Overall satisfaction of Construction Management's services "exceeds" or "meets" expectations	75%	92%	90%	90%
Overall satisfaction of facility maintenance and repair services "exceeds" or "meets" expectations	91%	92%	95%	95%
Overall satisfaction of custodial services contractor "exceeds" or "meets" expectations	80%	87%	90%	90%
Major building components operating within their designed life:				
Roofs:				
Asphalt [25 Years of Service Life]	New Measure in FY 2020		88%	95%
Metal [25 Years of Service Life]	New Measure in FY 2020		68%	95%
Built-up [25 Years of Service Life]	New Measure in FY 2020		68%	95%
Modified [25 Years of Service Life]	New Measure in FY 2020		100%	95%
Misc. [25 Years of Service Life]	New Measure in FY 2020		50%	95%
HVAC [15 Years of Service Life]	New Measure in FY 2020		59%	85%
Generators [20 Years of Service Life]	New Measure in FY 2020		74%	95%
Elevators:				
High Usage [15 Years of Service Life]	New Measure in FY 2020		56%	85%
Low Usage [35 Years of Service Life]	New Measure in FY 2020		80%	85%
Boilers [25 Years of Service Life]	New Measure in FY 2020		63%	95%
Water Heaters [15 Years of Service Life]	New Measure in FY 2020		18%	85%
Environmental				
Citizen perception of trash collection services	83%	76%	78%	80%
Citizen perception of residential recycling services	83%	81%	75%	80%
Recycling Collected Curbside (Tons)	23,242	24,126	23,000	Maintain or Increase
Library Recycling Collected (Tons)	180	172	155	Maintain or Increase
Leaf Recycling Program (Tons)	394	291	300	Maintain or Increase
Number of multi-family recycling outreach presentations given	New Measure in FY 2019	9	6	6

Asset Management Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 400,501	\$ 621,031	\$ 617,599	\$ 624,873
Construction Management	509,761	483,624	497,836	461,560
Solid Waste Operations	294,999	387,570	313,190	304,573
Custodial	820,710	879,443	855,114	849,466
Facility Repair	3,576,589	3,859,551	3,620,855	3,578,819
TOTAL	\$ 5,602,561	\$ 6,231,219	\$ 5,904,595	\$ 5,819,291

General Fund

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	32	33	33	33
Personnel Services	\$ 2,445,601	\$ 2,720,020	\$ 2,609,642	\$ 2,609,675
Operating Expenses	3,156,960	3,511,199	3,294,953	3,209,616
Capital Outlay	-	-	-	-
TOTAL	\$ 5,602,561	\$ 6,231,219	\$ 5,904,595	\$ 5,819,291

General Fund

COMMUNICATION & LEGISLATIVE AFFAIRS: Jay Warren, Director

Department Narrative

The Communication and Legislative Affairs Department provides services in a variety of areas including Executive Support, City Secretary's Office, Vital Statistics, Office of Communications, Action Center and Document 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 Communication and Legislative Affairs 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	\$3,181,939
Operating Expenses	795,739
Total	\$3,977,678

Budget Highlights

- Department Budget Reductions Totaling: \$175,402
- Increased recurring funding for Tele-Town Hall Meetings \$20,000

Revenue Highlights

- | | |
|-------------------------------|------------------|
| • Alcoholic Beverage Licenses | \$100,000 |
| • Vital Statistics | 300,000 |
| • Total | \$400,000 |

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Communication & Legislative Affairs Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Action Center first call resolution	98%	97%	98%	97%
% of Action Center calls abandoned	16%	17%	15%	10%
Action Center calls answered	254,557	255,281	260,000	250,000
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%	60%	65%	60%
Increase YouTube views to reach 3,000,000 views per year	3,381,966	3,570,801	3,300,000	3,000,000
Increase Social Media Followers - FaceBook, Instagram and Twitter [reported quarterly]	24.2%	18%	15%	25%
Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 518,623 visits)	(6.3%)	(11%)	50%	20%
Register birth records in the Record Acceptance Queue from the State within one business day	99%	97%	97%	95%
Ask Arlington App Downloads – based on percent of population	0.3%	1%	1%	5%
Ask Arlington App Satisfaction – Number of 5-star ratings	74	1,032	240	500

Communication and Legislative Affairs Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Office of Communication	\$ 953,757	\$ 985,650	\$ 894,482	\$ 961,027
Action Center	1,068,046	1,061,856	958,127	978,825
Executive and Legislative Support	1,844,405	1,877,088	1,886,111	1,882,534
Intergovernmental Relations	156,951	200,292	180,447	155,292
TOTAL	\$ 4,023,159	\$ 4,124,886	\$ 3,919,167	\$ 3,977,678

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	41	41	41	41
Personnel Services	\$ 3,252,250	\$ 3,334,484	\$ 3,172,676	\$ 3,181,939
Operating Expenses	770,909	790,402	746,491	795,739
Capital Outlay	-	-	-	-
TOTAL	\$ 4,023,159	\$ 4,124,886	\$ 3,919,167	\$ 3,977,678

General Fund

HUMAN RESOURCES: Yoko Matsumoto, Director

Department Narrative

The Human Resources Department is responsible for designing and implementing innovative solutions and strategies for the City in the areas of Human Capital management, to include the recruitment/selection/retention of top talent, development of training and development programs, pro-active employee relations and engagement initiatives, and the comprehensive administration of industry-leading benefit and wellness programs, total compensation and risk management. Our partnership with the organization's workforce drives the City's mission, purpose and core values, while building a thriving community and maintaining our vision as a pre-eminent city. The department is comprised of five strategically focused divisions, which include Civil Service, Employee Operations, Employee Services, Organizational Development and Risk Management.

At A Glance

- 26 Authorized Positions
- Budget Break Down

Personnel Services	\$2,557,864
Operating Expenses	1,621,418
Total	\$4,179,282

Goals and Objectives

- **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
 - **Objective:** Support and Promote the Health and Well Being of the COA Community

Budget Highlights

- Department Budget Reductions Totaling: \$49,500
- Increased recurring funding for Property/Casualty Insurance Premiums \$121,615

Revenue Highlights

- Risk Management Subrogation \$220,000

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Human Resources Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Workers' Compensation – Frequency (# claims)	360	332	360	351
Workers' Compensation – Severity (\$/claims)	\$3,344	\$5,700	\$3,056	\$3,508
FTEs eligible for Wellness Rate	52%	50%	60%	60%
Employee Turnover Rate:				
Civilian	8.9%	9.9%	8%	8%
Sworn Fire	2%	3%	2%	2%
Sworn Police	3%	3.4%	3%	3%
City-wide Volunteer Recruitment Expansion	119,855	116,034	116,500	100,000
Percentage of all full-time employees enrolled in the 401k/457 plans	75%	74%	75%	75%

Human Resources Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 581,715	\$ 557,786	\$ 589,242	\$ 604,893
Employee Operations	742,610	738,992	709,045	624,520
Employee Services	466,816	459,659	324,650	117,325
Workforce Investment	614,505	645,236	624,097	660,696
Risk Management	1,094,798	1,299,181	1,317,180	1,733,916
Civil Service Operations	499,267	452,498	447,120	437,932
TOTAL	\$ 3,999,713	\$ 4,153,352	\$ 4,011,334	\$ 4,179,282

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	26	26	26	26
Personnel Services	\$ 2,544,536	\$ 2,642,278	\$ 2,518,098	\$ 2,557,864
Operating Expenses	1,455,177	1,511,074	1,487,334	1,621,418
Capital Outlay	-	-	5,902	-
TOTAL	\$ 3,999,713	\$ 4,153,352	\$ 4,011,334	\$ 4,179,282

General Fund

MUNICIPAL COURT: Jake Medrano, Director

Department Narrative

The Municipal Court has jurisdiction over Class C misdemeanors, city ordinances, and civil violations in Arlington. These violations generally include traffic offenses, parking offense, city code violations, and certain criminal offenses involving family violence assaults, public order crimes, and juvenile matters. Municipal court clerks process the clerical work of the court, administer daily operations, maintain court records and dockets, and process fine payments and bonds. The Arlington Municipal Court departmental units are comprised of the following divisions: Administration, Citation Entry, Dockets, Records, Warrants, Customer Service, Mailroom, and Collections. The Arlington Municipal Court's mission is to provide quality customer service to all who appear in the Court while diligently executing the administrative duties of the Municipal Court as set forth by law.

At A Glance

- 38 Authorized Positions
- Budget Break Down

Personnel Services	\$2,484,615
Operating Expenses	832,623
Total	\$3,317,238

Goals and Objectives

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

Budget Highlights

- Department Budget Reductions Totaling: \$291,390
 - Cut 1 Vacant Deputy Court Clerk II Position
- Increased recurring funding for Municipal Court Attorney E-File \$7,000
- Increased recurring funding for Tyler Content Manager Annual Maintenance (Court Tech Fund) \$10,525
- Increased recurring funding for Courtroom AV Equipment Annual Maintenance (Court Tech Fund) \$7,500

Revenue Highlights

- | | |
|-------------------------|---------------------|
| • Criminal Justice Tax | \$312,118 |
| • Court Fines | 3,115,891 |
| • Child Safety Fees | 42,111 |
| • Uniform Traffic Fines | 6,495,909 |
| • Time Payment Fees | 79,468 |
| • Issue / Arrest Fees | 311,434 |
| • Total | \$10,356,931 |

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

Municipal Court Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Gross Revenue collected	\$16,401,847	\$17,001,555	\$14,593,242	\$15,031,039
Revenue Retained	\$10,775,588	\$11,813,008	\$9,392,363	\$10,216,931
% of revenue retained (less state costs)	66%	69%	64%	68%
% of Warrants Cleared	106%	155%	100%	100%
Municipal Court Clearance Rate	New Measure in FY 2021			100%
Time To Disposition within 30 days	New Measure in FY 2021			50%
Age of Active Pending Caseload	New Measure in FY 2021			50 days
Cost per Disposition	New Measure in FY 2021			\$48.84
Reliability and Integrity of Case Files	New Measure in FY 2021			100%
Management of Legal Financial Obligations-Rate	New Measure in FY 2021			70%
Annual Access and Fairness Survey Index Score	New Measure in FY 2021			75%

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	39	39	39	38
Personnel Services	\$ 2,667,597	\$ 2,627,182	\$ 2,543,400	\$ 2,484,615
Operating Expenses	973,777	959,024	826,910	832,623
Capital Outlay	-	-	-	-
TOTAL	\$ 3,641,374	\$ 3,586,206	\$ 3,370,310	\$ 3,317,238

General Fund

OFFICE OF STRATEGIC INITIATIVES: Alicia Winkelblech, Officer

Department Narrative

The Office of Strategic Initiatives implements pilot programs, uses multi-faceted community engagement, and relies on data-driven approaches to plan for the future of Arlington today. OSI is made up of three divisions – Strategic Planning, Research and Analytics, and Grants Management. The Strategic Planning team is responsible for long-range planning efforts including the comprehensive plan, area and corridor plans, transportation planning, neighborhood engagement, and special projects, such as the Via Rideshare program, autonomous vehicle pilot programs, and the Arlington Urban Design Center. The Research and Analytics Group works towards the efficient and transparent use of data to provide timely and effective analytical support to City programs, services, and citizenry, including growing and maintaining the Open Arlington data portal. The Grants Management team administers federal grants including Community Development Block Grants, HOME Investment Partnerships Program, and the Emergency Solutions Grant, and is also the lead team for the City's Annual Homeownership Fair.

At A Glance

- 9 Authorized Positions
- Budget Break Down

Personnel Services	\$860,916
Operating Expenses	2,697,137
Total	\$3,558,053

Goals and Objectives

- **Goal:** Expand and Enhance the City's Image
 - **Objective:** Promote Community Engagement
 - **Objective:** Develop a Sense of Place
- **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:** Partner with Local Organizations to Educate and Mentor
 - **Objective:** Retain Arlington Graduates and Improve Department Recruitment Pools

Budget Highlights

- Department Budget Reductions Totaling: \$14,500
- One-time funding for South 360 Corridor Study \$200,000
- Increased recurring funding for Arlington Urban Design Center \$12,480

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

General Fund

Scorecard

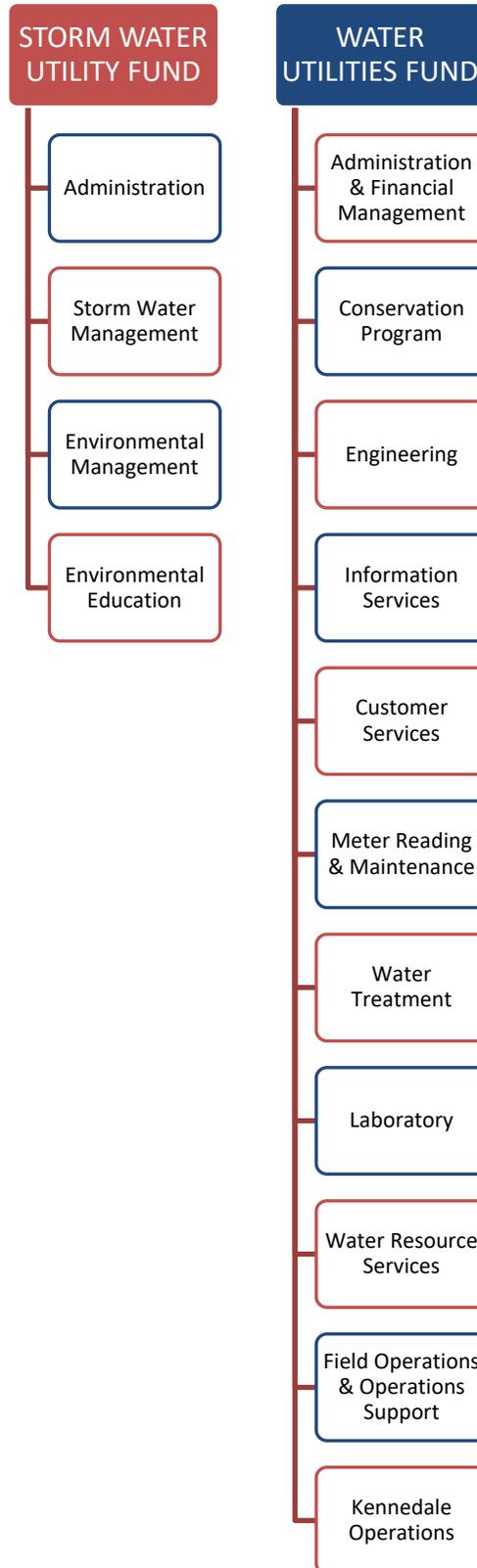
Office of Strategic Initiatives Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
First time homebuyers assisted with down payment and closing costs	7	6	14	14
Achieve CDBG goals in PY 2020 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2021	100%	100%	100%	100%
Achieve HOME goals in PY 2020 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2021	100%	100%	100%	100%
Via On-Demand Rideshare Ridership	New Measure in FY 2019	233,717	195,000	195,000
Number of Impressions on Nextdoor by Neighborhood Engagement Program	New Measure in FY 2019	292,315	200,000	200,000
Number of neighborhood grants awarded	New Measure in FY 2019	14	10	10
Amount of neighborhood grants awarded	New Measure in FY 2019	\$150,000	\$100,000	\$100,000
Number of Arlington Urban Design Center Projects Completed	New Measure in FY 2019	40	24	24
Datasets or Interactive Web Maps Published	New Measure in FY 2020		5	5
Open Data Portal Users	New Measure in FY 2020		2,400	2,400

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	9	9	9	9
Personnel Services	\$ 515,363	\$ 907,125	\$ 868,555	\$ 860,916
Operating Expenses	1,541,121	2,712,627	2,622,370	2,697,137
Capital Outlay	-	-	-	-
TOTAL	\$ 2,056,484	\$ 3,619,752	\$ 3,490,925	\$ 3,558,053

Enterprise Funds

The City of Arlington's enterprise funds consists of the following funds: [Storm Water Utility Fund](#) and [Water Utilities 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

STORM WATER UTILITY: Keith Brooks, P.E., Director

Department Narrative

The Stormwater Division is responsible for the City's stormwater conveyance systems and protection of the surface water quality in the City of Arlington. 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

- 37 Authorized Positions
- Budget Break Down

Personnel Services	\$3,037,493
Operating Expenses	6,778,903
Capital Outlay	447,000
Total	\$10,263,396

Goals and Objectives

- **Goal:** Mitigate Flood Risks and Protect Stormwater Infrastructure
 - **Objective:** Plan and Implement Stormwater Projects
 - **Objective:** Complete Watershed Studies for Each Watershed within the City
 - **Objective:** Enhance Awareness of Stormwater Risk

Budget Highlights

- 2 New Environmental Supervisors \$134,396 (partial-year funding)
- New Environmental Specialist \$50,529 (partial-year funding)
- New Stormwater Project Engineer \$84,339 (partial-year funding)
- New Stormwater Engineering Technician \$53,794 (partial-year funding)
- Increased recurring funding for Payment in Lieu of Taxes \$43,249
- Increased recurring funding for Debt Service \$1,090,528

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Scorecard

Storm Water Utility Fund Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Percent of City maintained drainage inlets inspected compared to goal of 10,804	99%	92%	100%	100%
Percent of 360 concrete channels inspected	121%	97%	100%	100%

Enterprise Funds

Storm Water Utility Fund Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 4,800,204	\$ 5,816,316	\$ 5,742,970	\$ 7,101,423
Storm Water Management	1,862,133	2,054,818	1,963,535	1,917,393
Environmental Management	854,448	948,966	893,902	1,112,660
Environmental Education	130,222	137,428	128,766	131,920
TOTAL	\$ 7,647,007	\$ 8,957,528	\$ 8,729,172	\$ 10,263,396

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	31	32	32	37
Personnel Services	\$ 2,407,329	\$ 2,819,890	\$ 2,657,689	\$ 3,037,493
Operating Expenses	4,876,640	5,712,384	5,646,023	6,778,903
Capital Outlay	363,038	425,254	425,460	447,000
TOTAL	\$ 7,647,007	\$ 8,957,528	\$ 8,729,172	\$ 10,263,396

Enterprise Funds

STORM WATER UTILITY FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 733,022	\$ 260,652	\$ 761,567	\$ 432,569
REVENUES:				
Storm Water Fee Revenue - Commercial	\$ 8,424,942	\$ 8,727,600	\$ 9,192,000	\$ 9,454,900
Storm Water Fee Revenue - Residential	9,507,434	9,974,400	10,269,000	10,493,900
Interest Revenue	364,773	294,784	276,954	132,653
TOTAL REVENUES	\$ 18,297,149	\$ 18,996,784	\$ 19,737,954	\$ 20,081,453
INTERFUND TRANSFERS:				
To General Fund - Indirect Costs	\$ (564,838)	\$ (578,959)	\$ (578,959)	\$ (578,959)
To General Fund for engineering reviews	(88,699)	(88,699)	(88,699)	(88,699)
To Debt Service Fund - TMRS Reimbursement	-	-	-	(140,683)
To Pay-Go Capital Projects	(9,850,000)	(9,125,000)	(10,500,000)	(8,800,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)
TOTAL INTERFUND TRANSFERS	\$ (10,673,659)	\$ (9,962,780)	\$ (11,337,780)	\$ (9,778,463)
TOTAL AVAILABLE FUNDS	\$ 8,356,512	\$ 9,294,656	\$ 9,161,741	\$ 10,735,559
EXPENDITURES:				
Administration	\$ 4,800,204	\$ 5,816,316	\$ 5,742,970	\$ 7,101,423
Storm Water Management	1,862,133	2,054,818	1,963,535	1,917,393
Environmental Management	854,448	948,966	893,902	1,112,660
Environmental Education	130,222	137,428	128,766	131,920
TOTAL EXPENDITURES	\$ 7,647,007	\$ 8,957,528	\$ 8,729,172	\$ 10,263,396
ENDING BALANCE	\$ 709,505	\$ 337,128	\$ 432,569	\$ 472,163

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.

Enterprise Funds

WATER UTILITIES: Craig Cummings, 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

- 205 Authorized Positions
- Budget Break Down

Personnel Services	\$16,219,262
Operating Expenses	127,510,389
Capital Outlay	565,000
Total	\$144,294,651

Goals and Objectives

- **Goal:** Ensure Availability of Information, Programs, and City Services
 - **Objective:** Implement New Technology
- **Goal:** Improve Operational Efficiency
 - **Objective:** Organize to Improve Operational Efficiency
- **Goal:** Support and Expand Programs to Reduce Environmental Impacts
 - **Objective:** Mitigate Operating Costs and Impact on Environment

Budget Highlights

- Decreased Recurring Funding for Debt Service (\$3,489,191)
- Increased recurring funding for Wastewater Treatment \$1,991,120
- Increased recurring funding for PILOT \$91,197
- Increased recurring funding for Franchise Fee \$277,284
- Increased recurring funding for Lead and Copper Analysis \$2,000
- Increased recurring funding for Contractual Services \$20,000
- Increased recurring funding for Armored Car Services and Banking Costs \$5,000

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Enterprise Funds

Scorecard

Water Utilities Fund Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Clean a minimum of 20% of sewer lines size 6" – 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	16.4%	25%	50%	20%
Linear footage of water and sewer lines designed by the City Engineering staff	81,209	65,166	28,000	30,000
Radio Transmitter installations	8,463	10,394	5,000	4,500
High hazard backflow assemblies with certified testing completed	100%	100%	100%	100%
Avoid any TCEQ, OSHA, SDWA and NPDES violations	100%	100%	100%	100%
Achieve an employee workplace injury of ≤2 injuries per 1,000 hours	0.010	0.010	0.006	≤2
Maintain metered ratio rolling average above 88%	88.94%	91%	88%	>88%
Achieve ≤8 Sanitary Sewer Overflows per 100 miles of sewer main	New Measure in FY 2019	6.86	≤8	≤8
Water line breaks per 100 miles of pipe	New Measure in FY 2021			5.8
Interrupt time per customer (hours per customer)	New Measure in FY 2021			<4

Water Utilities Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 101,540,263	\$ 117,147,339	\$ 107,871,949	\$ 116,044,831
Financial Services	256,246	329,439	317,902	317,929
Conservation Program	68,259	92,000	51,080	92,000
Engineering Operations	1,098,652	1,130,532	975,612	820,727
Information Services	1,075,693	1,167,257	1,190,054	1,118,609
Customer Services	1,828,302	2,291,221	1,967,400	2,075,575
Engineering Support	-	-	-	1,786,321
Meter Maintenance	1,390,393	1,468,551	1,359,902	1,381,163
Meter Reading	492,131	489,940	491,682	431,432
Water Treatment PB	3,039,561	2,894,749	3,847,335	2,859,749
Water Treatment JK	2,441,827	3,250,490	1,736,575	2,463,205
Treatment Maintenance	2,338,022	2,633,313	2,275,472	955,940
Laboratory	870,285	971,333	909,473	760,226
Water Resource Services	686,726	812,205	704,717	3,078,072
Field Operations South	7,580,809	8,083,405	7,858,471	7,899,949
Operations Support Office	2,135,867	2,580,619	2,491,969	1,089,131
Kennedale Operations	691,665	1,053,277	1,757,221	1,119,792
TOTAL	\$ 127,534,701	\$ 146,395,670	\$ 135,806,814	\$ 144,294,651

Enterprise Funds

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	205	205	205	205
Personnel Services	\$ 15,031,057	\$ 17,253,984	\$ 16,109,482	\$ 16,219,262
Operating Expenses	112,011,436	128,576,686	119,602,388	127,510,389
Capital Outlay	492,208	565,000	94,944	565,000
TOTAL	\$ 127,534,701	\$ 146,395,670	\$ 135,806,814	\$ 144,294,651

Enterprise Funds

WATER UTILITIES FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ -	\$ -	\$ 110,092	\$ -
REVENUES:				
Water Sales	\$ 73,888,012	\$ 79,635,942	\$ 78,576,508	\$ 79,635,942
Sewer Charges	68,559,723	73,057,808	71,225,917	73,057,808
Hauler Fees	24,680	40,000	33,244	40,000
Garbage / Drainage Billing Fee	398,333	392,000	399,121	392,000
Sewer Charges - Other	406,655	425,000	425,000	425,000
Sewer Surcharges	213,365	150,000	181,872	150,000
Class Rate Sewer Surcharge	994,971	950,000	817,276	950,000
Sewer Tap Installation Fees	62,478	-	100,000	-
Water Sales - Other	155,362	90,000	60,750	55,000
Water Taps	513,785	390,000	504,969	390,000
Laboratory Fees	164,184	165,000	143,543	150,000
Concrete Sales	3,245	-	743	-
Other Revenue	760,515	300,000	896,873	300,000
Water Convenience Fee	238,297	320,000	-	-
Water Activation Fee	53,393	-	386,183	320,000
Reclaimed Water Sales	171,585	190,000	115,000	100,000
Backflow Assembly and Tester Regis.	188,087	180,000	198,975	180,000
Wholesale Water Sales to DWG	167,236	77,791	172,175	77,791
Non-rate Revenue DWG	68,845	41,656	78,859	41,656
Wholesale Water Sales to Bethesda	171,399	279,000	320,054	279,000
Non-rate Revenue Bethesda	93,698	149,400	175,101	149,400
Kennedale O&M	700,312	1,050,000	1,050,000	1,119,792
Wholesale Water Sales to Kennedale	-	56,575	-	68,163
Non-rate Revenue Kennedale	-	30,295	-	36,500
GIS Services	12,805	6,500	7,500	3,000
Plat Review & Inspection Fees	281,501	120,000	222,219	120,000
Special Services Charges	2,218,914	2,100,000	2,100,000	2,100,000
Impact / Sewer	492,351	315,000	410,882	315,000
Impact / Water	1,148,697	645,000	948,741	645,000
TRA Reimbursement	492,606	3,482,803	3,482,803	5,806,930
Cell Tower Lease	-	-	60,310	60,000
Gas Royalties - Water Utilities	21,260	10,000	13,387	10,000
Subrogation Receipts	272,379	-	160,000	-
Interest Income	2,757,401	1,641,912	1,267,564	738,860
TOTAL REVENUES	\$ 155,696,074	\$ 166,291,682	\$ 164,535,569	\$ 167,716,842

(continued on next page)

Enterprise Funds

WATER UTILITIES FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
TRANSFERS:				
General Fund - Indirect Cost	\$ (4,280,951)	\$ (4,387,975)	\$ (4,387,975)	\$ (4,387,975)
From Storm Water Fund - Indirect Cost	170,122	170,122	170,122	170,122
To Debt Service Fund - TMRS Reimbursement	-	-	-	(904,051)
Debt Service Reserve	(5,474,549)	(1,174,401)	(2,333,994)	(781,718)
Operating Reserve	(1,012,413)	-	-	(320,427)
Rate Stabilization Fund	(377,838)	720,461	720,461	720,461
Renewal / Rehabilitation Fund	(16,600,000)	(15,500,000)	(22,700,000)	(17,500,000)
Renewal / Rehabilitation Reimbursement	(162,543)	(221,351)	(253,960)	(227,556)
Convention Event Services Reimbursement	-	820,000	-	-
TOTAL TRANSFERS	\$ (27,738,172)	\$ (19,573,144)	\$ (28,785,346)	\$ (23,231,143)
TOTAL AVAILABLE FUNDS	\$ 127,957,902	\$ 146,718,538	\$ 135,860,315	\$ 144,485,699
EXPENDITURES:				
Salaries and Benefits	\$ 15,001,078	\$ 16,962,446	\$ 15,456,589	\$ 15,849,209
O&M Expenditures	13,892,499	14,730,412	13,801,850	14,805,675
Trinity River Authority	36,779,853	40,037,535	40,037,535	42,028,655
Tarrant Regional Water District	19,780,966	25,982,633	21,953,941	25,982,663
Bond Principal	18,345,632	24,622,353	21,105,000	22,365,000
Bond Interest	7,429,082	8,434,452	7,705,409	7,447,557
Bond Handling Fees	185,124	128,293	60,000	105,000
Bond Issuance Costs	2,343,610	671,675	105,000	450,025
Kennedale Operations	691,665	1,053,277	1,757,221	1,119,792
Franchise Fees	8,775,262	9,339,011	9,390,686	9,616,295
PILOT	4,309,930	4,433,583	4,433,583	4,524,780
TOTAL EXPENDITURES	\$ 127,534,701	\$ 146,395,670	\$ 135,806,814	\$ 144,294,651
ENDING BALANCE	\$ 423,201	\$ 322,868	\$ 53,500	\$ 191,048

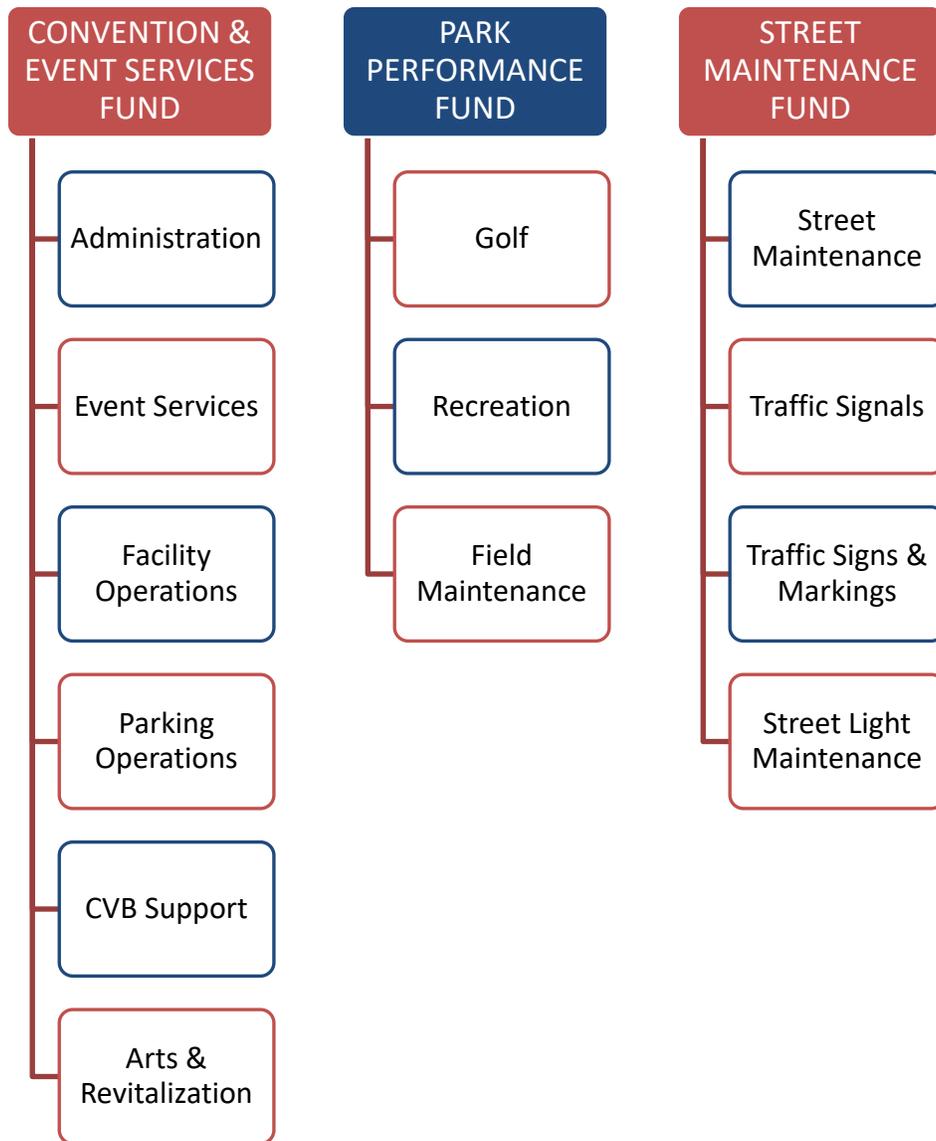
The two largest revenue sources for the Water Utilities Department are the Water Sales and Sewer Charges, \$79,635,942 and \$73,057,808 respectively, comprising 91% of the total revenue generated by the department. Water Sales are revenues generated by customers of the Water Utilities Department for 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



Special Revenue Funds

The City of Arlington's special revenue funds consists of the following funds: [Convention & Event Services Fund](#), [Park 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 Expo Center drives economic development and enhances the quality of life in the community by providing facilities, equipment, and support services to the organizers of expositions, trade shows, consumer shows, esports events, and local events and celebrations. These activities generate 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 in a manner that sets us apart from our competitors and enhances the City's reputation for excellence.

At A Glance

- 30 Authorized Positions
- Budget Break Down

Personnel Services	\$1,969,289
Operating Expenses	6,675,309
Total	\$8,644,598

Budget Highlights

- Department Budget Reductions Totaling: \$1,029,824
- Cut Vacant Parking Supervisor Position (\$58,709)
- Increased recurring funding for Parking Operations \$13,158

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Scorecard

Convention and Event Services Fund Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Cost Recovery	81%	51%	45%	75%
Event (Client) Satisfaction Rating (Overall)	4.73	4.7	4.5	4.8
Square Foot Occupancy Percentage	51%	50%	40%	52%
New Events Held during year (booked by Center)	22	13	5	12
Return Events Held during year (booked by Center)	72	76	33	55

Special Revenue Funds

Convention and Event Services Fund Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Convention Center	\$ 4,148,384	\$ 3,854,323	\$ 2,915,988	\$ 3,064,309
Convention & Visitors Bureau	6,170,000	6,150,000	5,400,000	5,400,000
Arts & Revitalization	575,501	250,289	150,289	100,289
Downtown Revitalization	50,000	50,000	-	50,000
Fielder Museum	30,000	30,000	30,000	30,000
TOTAL	\$ 10,973,885	\$ 10,334,612	\$ 8,496,277	\$ 8,644,598

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	31	31	31	30
Personnel Services	\$ 2,503,858	\$ 2,357,998	\$ 2,193,181	\$ 1,969,289
Operating Expenses	8,310,749	7,826,614	6,303,096	6,675,309
Capital Outlay	159,279	150,000	-	-
TOTAL	\$ 10,973,885	\$ 10,334,612	\$ 8,496,277	\$ 8,644,598

Special Revenue Funds

CONVENTION AND EVENT SERVICES FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 1,383,034	\$ 549,322	\$ 770,015	\$ 14,296
REVENUES:				
Occupancy Tax	\$ 9,794,763	\$ 10,290,727	\$ 6,048,904	\$ 6,885,516
Cowboys Stadium Rent/Naming Rights	2,500,000	2,500,000	2,500,000	2,500,000
Convention Center Revenues:				
Esports Lease	\$ -	\$ 1,250,000	\$ 250,000	\$ 1,250,000
Audio-Visual	115,080	80,000	47,920	80,000
Catering	322,911	210,000	42,000	120,000
Communication Services	23,481	25,000	9,000	20,000
Concessionaire Reimbursement	17,788	19,000	9,170	10,000
Concessions - Food	47,718	47,000	2,300	26,000
Concessions - Liquor	19,710	20,000	500	18,000
Esports Parking Revenue	-	-	5,614	-
Event Labor & Expense	8,120	7,335	4,100	5,135
Interest Income	2,264	-	-	-
Miscellaneous	8,530	6,030	2,087	2,000
Parking	202,343	180,000	80,200	150,000
Parking - Special Event	561,130	425,000	92,954	300,000
Rental - Grand Hall	201,171	310,000	22,736	310,000
Rental - Equipment	31,384	33,250	17,750	26,600
Rental - Exhibit Hall	589,401	375,000	268,800	375,000
Rental - Kitchen	250	250	250	250
Security Revenue	16,679	4,102	23,016	8,024
Utility Services	135,764	136,000	62,000	108,000
Total Convention Center Revenues	\$ 2,327,100	\$ 3,127,967	\$ 940,397	\$ 2,809,009
TOTAL REVENUES	\$ 14,621,863	\$ 15,918,694	\$ 9,489,301	\$ 12,194,525
INTERFUND TRANSFERS:				
From General Gas Funds for ATF Corpus	\$ 2,846,838	\$ 2,933,209	\$ 2,933,209	\$ 3,022,200
To ATF Corpus Reimbursement	(2,846,838)	(2,933,209)	(2,933,209)	(3,022,220)
To ATF, granting & interest	(1,304,833)	(1,218,462)	(1,218,462)	(1,129,471)
To Communication Services ISF	(1,750,281)	(1,750,281)	(1,655,281)	(1,750,281)
To ITSF	(255,000)	-	-	-
To Water for Capital Reimbursement	-	(820,000)	-	-
To Innovation Venture Capital	-	(1,000,000)	(1,000,000)	-
(To) From Hotel Attraction Support	-	125,000	125,000	-
(To) From Maintenance Reserve	-	-	200,000	-
To Debt Service Fund - TMRS Reimbursement	-	-	-	(113,707)
To General Fund	(632,366)	(900,000)	1,800,000	-
To General Fund - Indirect Costs	(469,804)	(481,549)	-	(481,549)
TOTAL INTERFUND TRANSFERS	\$ (4,412,284)	\$ (6,045,292)	\$ (1,748,743)	\$ (3,475,028)
TOTAL AVAILABLE FUNDS	\$ 11,592,613	\$ 10,422,724	\$ 8,510,573	\$ 8,733,793

(continued on next page)

Special Revenue Funds

CONVENTION AND EVENT SERVICES FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
EXPENDITURES:				
Administration	\$ 828,988	\$ 1,150,894	\$ 747,859	\$ 743,508
Event Services	468,036	464,409	454,542	436,497
Facility Operations	1,907,937	1,931,735	1,634,416	1,800,184
Parking Operations	166,229	127,285	79,171	84,120
ACC Departmental Projects	777,195	180,000	-	-
Convention & Visitors Bureau	6,170,000	6,150,000	5,400,000	5,400,000
Arts & Revitalization	575,501	250,289	150,289	100,289
Downtown Revitalization	50,000	50,000	-	50,000
Fielder Museum	30,000	30,000	30,000	30,000
TOTAL EXPENDITURES	\$ 10,973,885	\$ 10,334,612	\$ 8,496,277	\$ 8,644,598
ENDING BALANCE	\$ 618,728	\$ 88,112	\$ 14,296	\$ 89,195

Special Revenue Funds

PARK PERFORMANCE FUND: Lemuel Randolph, Director

Department Narrative

The Park Performance Fund provides for the City's recreation and rental programs. Park Performance Fund divisions include: Athletics, Aquatics, Recreation Centers, Rental and Lake Services, Golf, and Tennis. 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

Each year the goal of cost recovery is more difficult to attain. Socioeconomic changes, competition in the marketplace and increasing labor rates pose the greatest challenges.

At A Glance

- 91 Authorized Positions
- Budget Break Down

Personnel Services	\$10,428,938
Operating Expenses	5,432,524
Capital Outlay	202,520
Total	\$16,063,982

Budget Highlights

- 3 New Landscape Technicians \$122,063
- Decreased Recurring funding for Part-time Salaries (\$122,063)
- Increased recurring funding for TRGC Food and Beverage Operations \$583,023
- Increased recurring funding for AISD Natatorium Staffing and Budget Funding \$112,681
- Increased recurring funding for EARL Staffing and Maintenance Plan \$80,581
- Increased recurring funding for The Beacon \$957,078

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Scorecard

Park Performance Fund Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Cost recovery of Parks Performance Fund	78%	75%	70%	78%
Cost recovery of Golf Performance Fund	81%	86%	87%	100%
Quality of programs and services	96%	94%	96%	95%
Quality of facilities	96%	91%	95%	95%
Participation in programs and classes	37,721	150,617	70,000	100,000
% of online registrations	20.7%	15.1%	15%	20%
Rounds of golf played	84,806	61,285	97,850	123,000
Number of unplayable golf days (Mon-Thurs)	44	55	40	30
Number of unplayable golf days (Fri-Sun/Holidays)	40	44	30	25

Special Revenue Funds

Park Performance Fund Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Golf	\$ 5,406,128	\$ 7,105,734	\$ 5,906,791	\$ 7,592,605
Recreation	6,194,523	6,949,185	5,474,558	7,913,021
Field Maintenance	504,284	565,961	379,281	558,356
TOTAL	\$ 12,104,935	\$ 14,620,879	\$ 11,760,630	\$ 16,063,982

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	86	88	88	91
Personnel Services	\$ 7,855,887	\$ 9,488,690	\$ 7,743,427	\$ 10,428,938
Operating Expenses	4,081,377	4,929,669	3,913,393	5,432,524
Capital Outlay	167,671	202,520	103,810	202,520
TOTAL	\$ 12,104,935	\$ 14,620,879	\$ 11,760,630	\$ 16,063,982

Special Revenue Funds

PARK PERFORMANCE FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 12,305	\$ 155,956	\$ 189,416	\$ 162,273
REVENUES:				
Golf	\$ 4,637,870	\$ 6,908,401	\$ 5,167,590	\$ 7,620,101
Recreation	4,876,945	4,929,425	2,560,970	6,232,243
Field Maintenance	632,885	702,000	515,337	702,000
Interest Revenue	96,121	-	-	-
TOTAL REVENUES	\$ 10,243,820	\$ 12,539,826	\$ 8,243,897	\$ 14,554,344
INTERFUND TRANSFERS:				
Transfer from Parks Gas	\$ 1,800,000	\$ -	\$ -	\$ -
Transfer from General Fund, operating support	-	1,150,000	-	-
Transfer from General Fund, social equity support	-	140,000	140,000	280,000
Transfer from Park Fee Fund 4003	-	-	2,830,000	800,000
Transfer from Golf Surcharge Fund 4004	432,318	681,788	519,590	550,878
TOTAL INTERFUND TRANSFERS	\$ 2,232,318	\$ 1,971,788	\$ 3,489,590	\$ 1,630,878
TOTAL AVAILABLE FUNDS	\$ 12,488,443	\$ 14,667,570	\$ 11,922,903	\$ 16,347,495
EXPENDITURES:				
Golf	\$ 5,406,128	\$ 7,105,734	\$ 5,906,791	\$ 7,592,605
Recreation	6,194,523	6,949,185	5,474,558	7,913,021
Field Maintenance	504,284	565,961	379,281	558,356
TOTAL EXPENDITURES	\$ 12,104,935	\$ 14,620,879	\$ 11,760,630	\$ 16,063,982
ENDING BALANCE	\$ 383,508	\$ 46,691	\$ 162,273	\$ 283,513

Special Revenue Funds

STREET MAINTENANCE FUND: Keith Brooks, P.E., Director

Department Narrative

The Field Operations Division is responsible for the maintenance of street and traffic infrastructure within the City of Arlington. The goal is to keep all assets free of hazards and operating as designed for the safety of the public. Street and Traffic Divisions are funded within the Street Maintenance Fund. The Street Maintenance quarter cent Sales Tax provides funding for all major street maintenance programs. Programs associated with Street Maintenance include:

- Street Resurfacing and preventative maintenance programs
- Concrete repair of pavement, sidewalks, curb and gutter
- Emergency Operations in response to severe weather, snow, or ice
- Multiple other activities to assist the public.

The Traffic Division is also supported with capital bond funds for construction of new signals. Maintenance programs performed by this group include the following:

- Maintenance of signals for rebuilds and new construction, controllers, wiring, loops, mast arms, and cameras.
- Streetlight maintenance to include replacing bulbs, repair wiring, and replacing poles knocked down by vehicular traffic.
- Sign maintenance program to maintain Texas Manual on Uniform Traffic Control Devices (TMUTCD) sign inventory standards and replacement of damaged poles and signs.
- Street markings maintenance program to ensure compliance with TMUTCD specifications.

At A Glance

Goals and Objectives

- **Goal:** Plan, Manage, and Maintain Public Transportation Infrastructure
 - **Objective:** Optimize Effectiveness and Efficiency of Existing Transportation System
 - **Objective:** Complete Construction Projects in a Timely Manner
- **Goal:** Ensure Availability of Information, Programs, and City Services
 - **Objective:** Implement New Technology

Budget Highlights

- Department Budget Reductions Totaling: \$465,498
- One-time funding for Maintenance of Streets \$6,000,000
- One-time funding for LED Streetlight Conversion \$616,000

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Special Revenue Funds

Scorecard

Street Maintenance Fund Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Citizen perception of overall condition of streets/roads as "excellent" or "good"	43%	40%	40%	40%
Lane Miles with Overall Condition Index (OCI) <50 (FY 2013: approx. 320 lane miles)	277	300	324	324
% of residential street lane miles that have been swept compared to annual goal of 1,604	121%	99%	100%	100%
% of signs replaced that do not meet minimum standards compared to annual goal of 3,000	80%	112%	100%	100%
Requests for pothole repair completed within 3 working days of request	90%	91%	95%	95%
Citizens called within two business days of request	64%	97%	97%	95%
% of AWU concrete repair requests completed within 5 business days	75%	91%	97%	90%
Excavate and repair 60,000 square yards of failed concrete panels annually	46,549	70,399	60,000	40,000

Street Maintenance Fund Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Sales Tax supported division	\$ 17,251,923	\$ 19,381,848	\$ 17,452,230	\$ 20,613,705
General Fund supported division	1,848,654	1,416,528	1,233,071	1,416,527
Traffic Signals - GF supported	1,647,944	1,612,040	1,528,600	1,514,570
Traffic Signs & Markings - GF supported	1,028,637	1,077,013	945,243	785,686
Street Light Maintenance - GF supported	1,650,021	2,438,141	2,381,817	2,219,461
TOTAL	\$ 23,427,179	\$ 25,925,570	\$ 23,540,962	\$ 26,549,949

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	92	92	92	92
Personnel Services	\$ 5,301,910	\$ 5,867,332	\$ 5,551,421	\$ 5,637,368
Operating Expenses	17,628,271	19,508,238	17,974,641	20,362,581
Capital Outlay	496,998	550,000	14,900	550,000
TOTAL	\$ 23,427,179	\$ 25,925,570	\$ 23,540,962	\$ 26,549,949

Special Revenue Funds

STREET MAINTENANCE FUND FY 2021 Operating Position

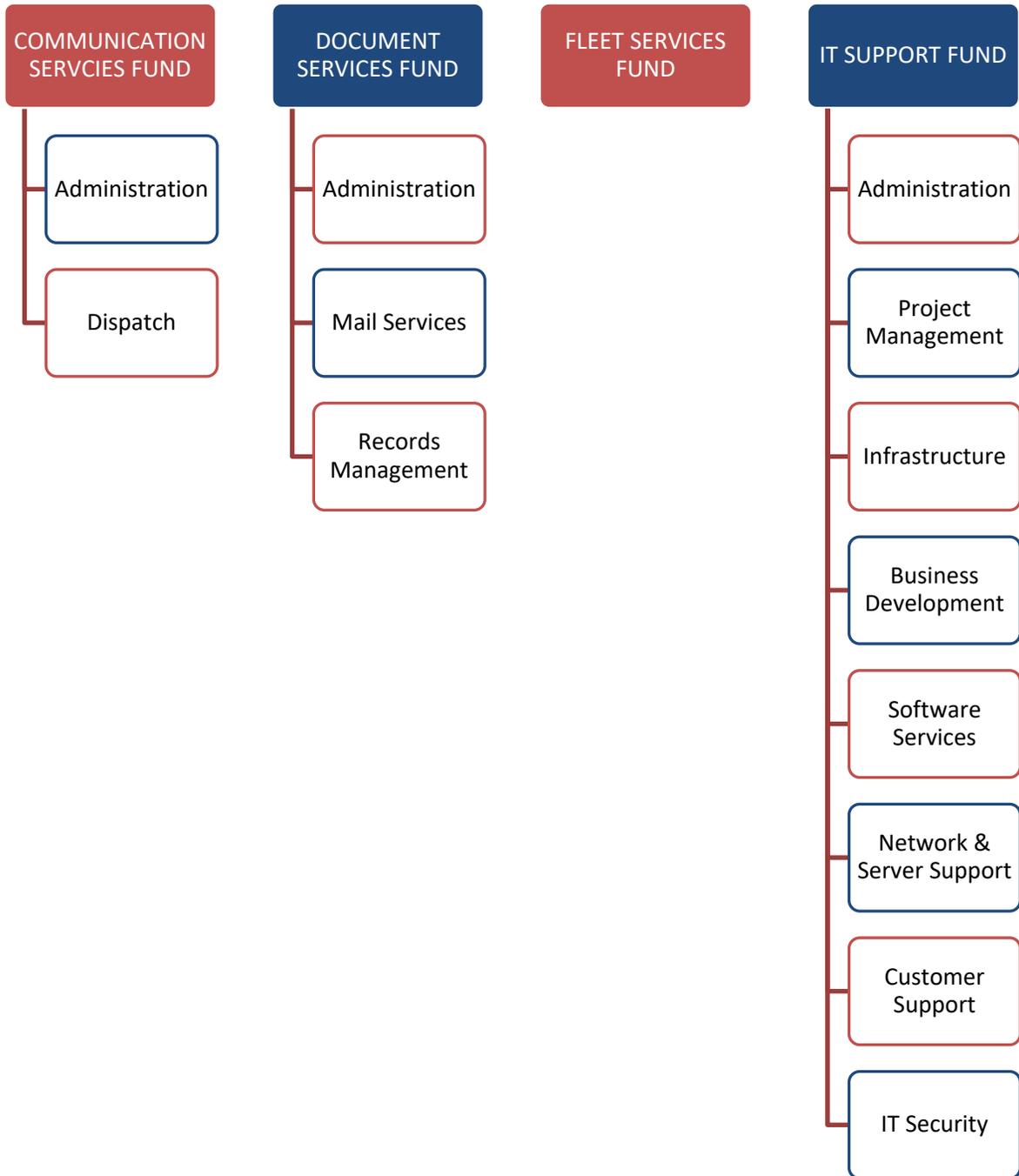
	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 2,550,811	\$ 2,322,304	\$ 3,382,071	\$ 6,066,443
REVENUES:				
Sales Tax Revenue	\$ 17,232,205	\$ 17,375,896	\$ 15,793,410	\$ 15,398,575
Interest Revenue	349,550	290,654	238,538	130,794
TOTAL REVENUES	\$ 17,581,755	\$ 17,666,550	\$ 16,031,948	\$ 15,529,369
INTERFUND TRANSFERS:				
Reallocation of reserves for encumbrances	\$ -	\$ -	\$ 4,104,654	\$ -
To Debt Service Fund - TMRS Reimbursement	-	-	-	(182,473)
From General Fund	2,166,527	1,416,527	1,233,071	1,416,527
From General Fund for Traffic	4,326,602	5,127,194	4,855,661	4,519,717
TOTAL INTERFUND TRANSFERS	\$ 6,493,129	\$ 6,543,721	\$ 10,193,386	\$ 5,753,771
TOTAL AVAILABLE FUNDS	\$ 26,625,695	\$ 26,532,575	\$ 29,607,405	\$ 27,349,582
EXPENDITURES:				
Sales Tax supported division	\$ 17,251,923	\$ 19,381,848	\$ 17,452,230	\$ 20,613,705
General Fund supported division	1,848,654	1,416,528	1,233,071	1,416,527
Traffic Signals - GF supported	1,647,944	1,612,040	1,528,600	1,514,570
Traffic Signs & Markings - GF supported	1,028,637	1,077,013	945,243	785,686
Street Light Maintenance - GF supported	1,650,021	2,438,141	2,381,817	2,219,461
TOTAL EXPENDITURES	\$ 23,427,179	\$ 25,925,570	\$ 23,540,962	\$ 26,549,949
ENDING BALANCE	\$ 3,198,516	\$ 607,005	\$ 6,066,443	\$ 799,633

Special Revenue Funds



Internal Service Funds

The City of Arlington's internal service funds consist of the following: [Communication Services Fund](#), [Document Services Fund](#), [Fleet Services Fund](#), and the [IT Support Fund](#).



Internal Service Funds

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 | \$7,578,145 |
| Operating Expenses | 3,099,625 |
| Total | \$10,677,770 |

Budget Highlights

- Department Budget Reductions Totaling: \$10,000
- One-time funding for CAD Maintenance \$38,423
- Increased recurring funding CAD Maintenance \$21,985
- Increased recurring funding for Motorola Radio System Maintenance \$19,100
- Increased recurring funding for Vendor Provided Database Administration Services \$48,000
- Increased recurring funding for CAD Updates \$40,000

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Internal Service Funds

Scorecard

Communication Services Fund Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
Fire P1 and P2 Calls Dispatched within 25 Seconds (average)	17.90	14.95	18.00	25.00
Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2.61	1.98	1.87	2.00
9-1-1 calls answered within 10 seconds	89.36%	92.26%	93%	90%
Police E and P1 (emergency) calls dispatched within 120 seconds	79.65%	81.76%	82%	80%
Workload Measures				
9-1-1 Dispatch Center Calls for Service (Calls from 9-1-1 Phone Switch)	377,656	378,305	400,000	430,000
Police Calls for Service Handled and Processed by PD Dispatch	336,954	334,612	315,000	325,000
Emergency Calls	1,131	1,299	1,000	1,750
Priority 1 Calls	78,102	76,492	76,000	90,000
Priority 2 Calls	57,377	53,736	56,000	52,000
Priority 3 Calls	200,344	203,085	182,000	180,000
Officer Initiated (not included in total)	59,705	61,015	65,000	110,000
Ambulance Dispatched Calls for Service	55,366	57,536	55,000	47,500
Fire Dispatched Calls for Service	46,707	46,457	46,500	40,600
Fires	3,794	3,493	3,300	3,800
Emergency Medical Service	36,560	36,992	37,000	32,500
Other	6,353	5,972	5,200	4,300
Dispatched Animal Services After-Hours Calls for Service	668	1,340	1,000	750

Communication Services Fund

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 1,570,722	\$ 1,735,137	\$ 1,677,585	\$ 1,743,376
Dispatch	8,951,421	9,281,566	10,128,961	8,934,394
TOTAL	\$ 10,522,143	\$ 11,016,703	\$ 11,806,546	\$ 10,677,770

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	111	111	111	111
Personnel Services	\$ 7,786,604	\$ 8,152,589	\$ 7,673,061	\$ 7,578,145
Operating Expenses	2,735,539	2,864,114	4,133,485	3,099,625
Capital Outlay	-	-	-	-
TOTAL	\$ 10,522,143	\$ 11,016,703	\$ 11,806,546	\$ 10,677,770

Internal Service Funds

COMMUNICATION SERVICES FUND FY 2021 Operating Position

	Adopted FY 2021
BEGINNING BALANCE	\$ 36,116
REVENUES:	
Communication Services chargeback	\$ 8,381,430
Intergovernmental Revenue - Tarrant County	315,099
Other Revenue - UTA	45,887
Other Revenue - Pantego	24,709
Other Revenue - PSAP	<u>160,114</u>
TOTAL REVENUES	\$ 8,927,239
INTERFUND TRANSFERS:	
(To) From Convention & Event Services	<u>\$ 1,750,281</u>
TOTAL INTERFUND TRANSFERS	\$ 1,750,281
TOTAL AVAILABLE FUNDS	\$ 10,713,636
EXPENDITURES:	
Administration	\$ 1,743,376
Dispatch	<u>8,934,394</u>
TOTAL EXPENDITURES	\$ 10,677,770
ENDING BALANCE	\$ 35,866

Internal Service Funds

DOCUMENT SERVICES: Jay Warren, Director

Department Narrative

The Document Services Fund, part of the Communication and Legislative Affairs 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 Document Services include Administration, Mail Services, Managed Print Services and Records Management.

At A Glance

- 8 Authorized Positions
- Budget Break Down

Personnel Services	\$495,281
Operating Expenses	1,951,203
Total	\$2,446,484

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Document Services Fund Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 1,320,972	\$ 1,242,405	\$ 1,199,364	\$ 1,240,475
Mail Services	921,986	1,034,708	923,227	1,072,022
Records Management	135,434	142,454	136,930	133,987
TOTAL	\$ 2,378,392	\$ 2,419,567	\$ 2,259,521	\$ 2,446,484

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	8	8	8	8
Personnel Services	\$ 462,806	\$ 470,818	\$ 409,097	\$ 495,281
Operating Expenses	1,915,586	1,948,749	1,850,424	1,951,203
Capital Outlay	-	-	-	-
TOTAL	\$ 2,378,392	\$ 2,419,567	\$ 2,259,521	\$ 2,446,484

Internal Service Funds

DOCUMENT SERVICES FUND FY 2021 Operating Position

	Adopted FY 2021
BEGINNING BALANCE	\$ 48,479
REVENUES:	
Space Rental for Print Shop	\$ 2,556
Managed Print Services - ImageNet	650,000
Sales - Mail Services	1,036,000
Sales - Information Resource Center	520,000
Sales - Records Management	141,000
Parking Meter Revenue	<u>16,000</u>
TOTAL REVENUES	\$ 2,365,556
INTERFUND TRANSFERS:	
To Debt Service Fund - Pension Obligation Bonds	\$ (26,595)
Support of Proprietary Fund	<u>100,000</u>
TOTAL INTERFUND TRANSFERS	\$ 73,405
TOTAL AVAILABLE FUNDS	\$ 2,487,440
EXPENDITURES:	
Administration	\$ 1,240,475
Mail Services	1,072,022
Records Management	<u>133,987</u>
TOTAL EXPENDITURES	\$ 2,446,484
ENDING BALANCE	\$ 40,956

Internal Service Funds

FLEET SERVICES FUND: Nora Coronado, Officer

Department Narrative

As part of the Office of Asset Management, 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	\$99,019
Operating Expenses	4,945,551
Capital Outlay	3,374,823
Total	\$8,419,393

Goals and Objectives

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

Budget Highlights

- One-time funding for Out-of-Life Fleet Replacements
\$1,559,000
- Increased recurring funding for Out-of-Life Fleet Replacements
\$630,000
- Increased recurring funding for Fleet Maintenance Contract
\$83,765
- Increased recurring funding for AssetWorks and Network Fleet
\$58,085

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Scorecard

Fleet Services Fund Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
% of City-wide Fleet beyond service life	21%	18%	15%	15%
Percentage of customers satisfied or very satisfied with fleet services	62%	78%	85%	80%
Turnaround Time Standards:				
Target Vehicles/Turnaround in 24 Hours	New Measure in FY 2021			80%
Target Vehicles/Turnaround in 48 Hours	New Measure in FY 2021			85%

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	1	1	1	1
Personnel Services	\$ 117,708	\$ 101,517	\$ 9,559	\$ 99,019
Operating Expenses	5,625,624	4,851,800	4,673,874	4,945,551
Capital Outlay	1,319,182	1,137,724	657,636	3,374,823
TOTAL	\$ 7,062,514	\$ 6,091,041	\$ 5,341,069	\$ 8,419,393

Internal Service Funds

FLEET SERVICES FUND FY 2021 Operating Position

	Adopted FY 2021
BEGINNING BALANCE	\$ 270,857
REVENUES:	
Fuel	\$ 1,600,000
Maintenance & Operation	4,509,318
Miscellaneous (subro, auctions)	<u>225,000</u>
TOTAL REVENUES	\$ 6,334,318
INTERFUND TRANSFERS:	
From General Fund for vehicle replacements (one time)	<u>\$ 2,189,000</u>
TOTAL INTERFUND TRANSFERS	\$ 2,189,000
TOTAL AVAILABLE FUNDS	\$ 8,794,175
EXPENDITURES:	
Fleet Services	\$ 3,444,570
Fuel	1,600,000
Vehicles	<u>3,374,823</u>
TOTAL EXPENDITURES	\$ 8,419,393
ENDING BALANCE	\$ 374,782

Internal Service Funds

INFORMATION TECHNOLOGY: Enrique Martinez, Chief Technology Officer

Department Narrative

The Information Technology Department is dedicated to being a trusted partner with our City departments in delivering exceptional services for our customers. This will be achieved by maintaining a customer-centric focus, investing in value driven projects, establishing a continuous improvement support model, promoting workforce development, providing support and ensuring continual functional utilization of technology systems, and services to meet our City Council Priorities.

At A Glance

- 58 Authorized Positions
- Budget Break Down

Personnel Services	\$6,880,906
Operating Expenses	7,352,880
Total	\$14,233,786

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

Budget Highlights

- Department Budget Reductions Totaling: \$514,026
- Increased recurring funding for Software Maintenance and License Cost Increases \$110,435

City-wide Budget Impacts

FY 2021 expenditures are impacted by city-wide savings in employee insurance as well as funding pension UAAL costs in the Debt Service Fund.

Internal Service Funds

Scorecard

Information Technology Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2021 Target
File server availability	99.98%	99.99%	99%	99%
GIS system availability	99.75%	99.9%	99%	99%
Website availability	99.78%	99.9%	99%	99%
Network uptime	99.92%	99.72%	99%	99%
Amanda availability	99.62%	99.9%	99%	99%
Kronos availability	99.79%	99.9%	99%	99%
Email Phishing/Snag Rate	5.3%	2.46%	2%	2%
Helpdesk abandon rate	7.8%	8%	8%	8%

Information Technology Fund Expenditures

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Administration	\$ 516,825	\$ 485,083	\$ 331,164	\$ 462,819
Project Management	855,472	2,509,644	1,382,764	888,094
Infrastructure	95,197	-	-	-
Business Development	667,074	656,094	676,714	609,792
Software Services	2,678,731	3,820,992	3,845,886	3,694,549
Network Support	1,937,917	2,024,977	1,907,130	1,769,391
Server Support	3,065,157	2,792,286	2,255,983	2,554,693
Customer Support	3,228,440	3,474,174	3,277,166	3,243,116
IT Security	639,155	803,733	813,235	796,332
IT Projects	1,372,147	495,960	310,960	215,000
TOTAL	\$ 15,056,115	\$ 17,062,943	\$ 14,801,003	\$ 14,233,786

Authorized Positions and Expenditures by Category

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Authorized Positions	58	58	58	58
Personnel Services	\$ 6,507,351	\$ 7,374,715	\$ 7,265,307	\$ 6,880,906
Operating Expenses	8,548,764	9,688,228	7,535,696	7,352,880
Capital Outlay	-	-	-	-
TOTAL	\$ 15,056,115	\$ 17,062,943	\$ 14,801,003	\$ 14,233,786

Internal Service Funds

INFORMATION TECHNOLOGY SUPPORT FUND FY 2021 Operating Position

	Adopted FY 2021
BEGINNING BALANCE	\$ 232,079
TOTAL REVENUES	\$ 14,133,786
TOTAL AVAILABLE FUNDS	\$ 14,365,865
EXPENDITURES:	
Administration	\$ 462,819
Project Management	888,094
Business Development	609,792
Software Services	3,694,549
Network Support	1,769,391
Server Support	2,554,693
Customer Support	3,243,116
IT Security	796,332
IT Projects	215,000
TOTAL EXPENDITURES	<u>\$ 14,233,786</u>
ENDING BALANCE	\$ 132,079

Internal Service Funds



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 in FY 2021 is 21.40¢ per \$100 valuation. Total revenues in FY 2021 are budgeted at \$61,580,830.

DEBT SERVICE FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 2,366,783	\$ 2,025,286	\$ 3,566,517	\$ 3,113,354
REVENUES:				
Ad Valorem Taxes	\$ 48,149,675	\$ 50,219,975	\$ 49,668,057	\$ 60,977,493
Premium on Bond Issuance	420,000	350,000	350,000	350,000
Interest and Miscellaneous Revenue	<u>587,367</u>	<u>562,972</u>	<u>431,715</u>	<u>253,337</u>
TOTAL REVENUES	\$ 49,157,041	\$ 51,132,947	\$ 50,449,772	\$ 61,580,830
INTERFUND TRANSFERS:				
TIRZ 5	\$ 2,555,524	\$ -	\$ -	\$ -
From Grant Funds - TMRS Reimbursement	-	-	-	168,815
From Operating Funds - TMRS Reimbursement	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,367,509</u>
TOTAL INTERFUND TRANSFERS	\$ 2,555,524	\$ -	\$ -	\$ 1,536,324
TOTAL AVAILABLE FUNDS	\$ 54,079,349	\$ 53,158,233	\$ 54,016,289	\$ 66,230,508
EXPENDITURES:				
Principal / Interest Payments	\$ 50,556,545	\$ 50,127,935	\$ 50,127,935	\$ 62,154,672
Issuance Fees	531,712	727,000	727,000	613,000
Agent Fees	<u>38,357</u>	<u>48,000</u>	<u>48,000</u>	<u>48,000</u>
TOTAL EXPENDITURES	\$ 51,126,614	\$ 50,902,935	\$ 50,902,935	\$ 62,815,672
ENDING BALANCE	\$ 2,952,735	\$ 2,255,298	\$ 3,113,354	\$ 3,414,836

Debt Service Fund

Description of Debt	Outstanding	FY2021	FY2021	FY2021
	Balance	Principal	Interest	Total
Combination Tax and Revenue Certificates of Obligation, Series 2011	975,000	90,000	37,969	127,969
Permanent Improvement and Refunding Bonds Series 2011A	9,790,000	890,000	379,363	1,269,363
Permanent Improvement Refunding Bonds Series 2011B	565,000	565,000	16,244	581,244
Permanent Improvement and Refunding Bonds, Series 2012A	18,775,000	1,565,000	598,444	2,163,444
Permanent Improvement Refunding Bonds, Series 2012B	4,635,000	1,175,000	162,450	1,337,450
Permanent Improvement Bonds, Series 2013A	12,740,000	980,000	460,600	1,440,600
Permanent Improvement Refunding Bonds, Series 2013B	1,065,000	365,000	31,950	396,950
Permanent Improvement Bonds, Series 2014	10,140,000	725,000	385,663	1,110,663
Combination Tax and Revenue Certificates of Obligation, Series 2014	20,270,000	1,450,000	771,050	2,221,050
Permanent Improvement Bonds, Series 2015A	24,000,000	1,600,000	890,000	2,490,000
Permanent Improvement Refunding Bonds, Series 2015B	9,820,000	2,110,000	315,700	2,425,700
Permanent Improvement Refunding Bonds, Series 2016	40,475,000	3,505,000	1,691,700	5,196,700
Permanent Improvement Bonds, Series 2016A	27,540,000	1,725,000	826,200	2,551,200
Combination Tax and Revenue Certificates of Obligation, Series 2016B	12,795,000	800,000	405,850	1,205,850
Combination Tax and Revenue Certificates of Obligation, Series 2016C	8,490,000	1,415,000	169,800	1,584,800
Permanent Improvement Bonds, Series 2017	49,665,000	2,925,000	1,807,750	4,732,750
Combination Tax and Revenue Certificates of Obligation, Series 2017	4,270,000	610,000	111,325	721,325
Permanent Improvement Refunding Bonds, Series 2017A	18,240,000	2,630,000	806,650	3,436,650
Combination Tax and Revenue Certificates of Obligation, Series 2018	4,040,000	505,000	122,463	627,463
Permanent Improvement Refunding Bonds, Series 2018	48,780,000	2,710,000	1,883,450	4,593,450
Combination Tax and Revenue Certificates of Obligation, Series 2019	4,830,000	540,000	182,350	722,350
Permanent Improvement Refunding Bonds, Series 2019	53,075,000	2,795,000	2,151,250	4,946,250
Combination Tax and Revenue Certificates of Obligation, Series 2020	9,205,000	1,000,000	344,836	1,344,836
Permanent Improvement Refunding Bonds, Series 2020	8,720,000	2,175,000	392,965	2,567,965
Permanent Improvement Bonds, Series 2020A	39,625,000	0	1,581,611	1,581,611
General Obligation Pension Bonds Taxable, Series 2020	174,810,000	9,280,000	1,497,042	10,777,042
Total	617,335,000	44,130,000	18,024,673	62,154,673

Paying Agent Fees 48,000

Total **62,202,673**

Description of Debt	Outstanding	FY2021	FY2021	FY2021
	Balance	Principal	Interest	Total
Venue Special Tax Revenue Bonds Series 2017	108,170,000	3,160,000	5,215,050	8,375,050
Venue Special Tax Revenue Bonds Series 2018A	266,080,000	-	12,594,000	12,594,000
Venue Special Tax Revenue Bonds Series 2018B	23,000,000	350,000	904,856	1,254,856
Venue Special Tax Revenue Bonds Series 2018C	171,095,000	-	8,554,750	8,554,750
Total	568,345,000	3,510,000	27,268,656	30,778,656

Paying Agent Fees 17,460

Total **30,796,116**

Description of Debt	Outstanding	FY2021	FY2021	FY2021
	Balance	Principal	Interest	Total
WWS Revenue TWDB Clean Bonds, Series 2010	6,940,000	695,000	91,225	786,225
WWS Revenue Bonds, Series 2012	9,965,000	835,000	308,665	1,143,665
WWS Revenue Bonds, Series 2013A	5,785,000	445,000	214,156	659,156
WWS Revenue & Refunding Bonds, Series 2013B	2,285,000	775,000	68,550	843,550
WWS Revenue TWDB Bonds, Series 2014	2,380,000	170,000	31,739	201,739
WWS Revenue Bonds, Series 2014A	9,310,000	665,000	320,863	985,863
WWS Revenue & Refunding Bonds, Series 2014B	3,415,000	875,000	128,300	1,003,300
WWS Revenue Bonds, Series 2015A	13,665,000	915,000	482,850	1,397,850
WWS Revenue & Refunding Bonds, Series 2015B	8,285,000	1,200,000	307,850	1,507,850
WWS Revenue TWDB Bonds, Series 2016	1,660,000	105,000	4,866	109,866
WWS Revenue Bonds, Series 2016A	31,350,000	1,960,000	999,350	2,959,350
WWS Revenue TWDB Bonds, Series 2017	4,010,000	255,000	29,700	284,700
WWS Revenue Bonds, Series 2017A	34,240,000	2,015,000	1,253,875	3,268,875
WWS Revenue TWDB Bonds, Series 2017B	10,235,000	605,000	102,651	707,651
WWS Revenue TWDB Bonds, Series 2018	4,160,000	245,000	32,257	277,257
WWS Revenue Bonds, Series 2018A	29,460,000	1,640,000	1,219,575	2,859,575
WWS Revenue Bonds, Series 2019A	24,840,000	1,310,000	980,900	2,290,900
WWS Revenue & Refunding Bonds, Series 2019B	13,985,000	1,740,000	507,250	2,247,250
WWS Revenue TWDB Bonds, Series 2019C	4,215,000	225,000	6,776	231,776
WWS Revenue TWDB Bonds, Series 2019D	75,525,000	3,975,000	87,450	4,062,450
WWS Revenue & Refunding Bonds Taxable, Series 2020A	5,185,000	1,215,000	198,710	1,413,710
Total	300,895,000	21,865,000	7,377,557	29,242,557

Paying Agent Fees 59,000

Total **29,301,557**

Description of Debt	Outstanding	FY2021	FY2021	FY2021
	Balance	Principal	Interest	Total
Municipal Drainage Utility System Revenue Bonds, Series 2011	1,280,000	1,280,000	51,200	1,331,200
Municipal Drainage Utility System Revenue Bonds, Series 2017	7,645,000	450,000	240,638	690,638
Municipal Drainage Utility System Revenue Bonds, Series 2018	4,965,000	280,000	188,094	468,094
Municipal Drainage Utility System Revenue Bonds, Series 2019	6,435,000	340,000	250,850	590,850
Municipal Drainage Utility System Revenue Bonds, Series 2020A	9,845,000	495,000	347,887	842,887
Municipal Drainage Utility System Revenue Refunding Bonds, Taxable Series 2020B	13,540,000	230,000	183,068	413,068
Total	43,710,000	3,075,000	1,261,737	4,336,737

Paying Agent Fees 4,000

Total **4,340,737**

Capital Improvement Program

Process for Capital Improvements



Capital Improvement Program

Identification of Needs

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 CBC recently meet in May 2018, for the City's next bond election. The 2018 Bond election was voted on and approved by the voters in in November 2018.

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 May 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 held a bond election on November 2018, which gave authorization to sell \$189.5 million in general obligation bonds. The City currently has \$224.5 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 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 in October 2019 to discuss a priority project list for the

Capital Improvement Program

use of the remaining City's 2014 Bonds and the 2018 New Bond 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 2020 for \$20.2 million, utilizing authorization from bond elections held in the most recent Bond Election in 2018.

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 2021 tax rate of \$0.6225 per \$100 in assessed valuation, \$0.2140 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) so 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

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 2021 tax rate of \$0.6225 is divided between an operating levy (\$0.4085) and a debt service levy (\$0.2140). 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 2021, the City is currently budgeting for approximately a \$2.4 million in transfers from capital funds for service charges.

In addition to general obligation bonds and certificates of obligation, the City utilizes 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 Improvement Program

FY 2021 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 2021 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 2022

Capital Improvement Program

FISCAL YEARS 2020-2024 CAPITAL BUDGET							
Bond				Preliminary		Preliminary	Preliminary
Yr.	Department	Project	Adopted 2020	2021	Preliminary 2022	2023	2024
N/A	Fire	Aircraft Rescue & Firefighting (ARFF Unit)	\$750,000	\$0	\$0	\$0	\$0
N/A	Fire	Fire Heavy Fleet Replacement	\$655,000	\$0	\$0	\$0	\$0
N/A	Fire	Dispatch Services CAD Data Storage	\$800,000	\$0	\$0	\$0	\$0
2014	Fire	Fire Training Remodel	\$1,000,000	\$0	\$0	\$0	\$0
2014	Fire	Fire Station #1 Rebuild	\$7,880,000	\$0	\$0	\$0	\$0
2018	Fire	Fire Station #8 Rebuild	\$0	\$0	\$850,000	\$8,650,000	\$0
2018	Fire	Fire Station #6 Rebuild	\$0	\$0	\$0	\$0	\$800,000
FIRE TOTAL			\$11,085,000	\$0	\$850,000	\$8,650,000	\$800,000
2018	Police	Police Evidence Storage Facility	\$0	\$1,500,000	\$4,500,000	\$0	\$0
POLICE TOTAL			\$0	\$1,500,000	\$4,500,000	\$0	\$0
N/A	Airport	Airport Hangar	\$0	\$700,000	\$6,300,000	\$0	\$0
N/A	Airport	Airport Runway	\$0	\$150,000	\$200,000	\$0	\$0
N/A	Airport	Airport Drainage	\$100,000	\$150,000	\$200,000	\$0	\$0
AIRPORT TOTAL			\$100,000	\$1,000,000	\$6,700,000	\$0	\$0
2014	Parks & Recreation	Park Land Acquisition	\$0	\$0	\$1,000,000	\$0	\$0
2017	Parks & Recreation	Active Adult Center	\$0	\$40,500,000	\$0	\$0	\$0
2018	Parks & Recreation	Richard Simpson Park Improvements - Phase II	\$0	\$350,000	\$3,700,000	\$0	\$0
2018	Parks & Recreation	River Legacy Park Trail Replacement	\$1,250,000	\$200,000	\$1,150,000	\$0	\$0
2018	Parks & Recreation	Johnson Creek Trail (Meadowbrook to Julia Bur	\$0	\$0	\$195,000	\$1,105,000	\$2,200,000
2018	Parks & Recreation	High Oak Park Improvements - Phase II	\$0	\$0	\$0	\$0	\$515,000
2018	Parks & Recreation	Youth Athletic Complex Acquisition	\$0	\$0	\$1,000,000	\$0	\$2,000,000
2018	Parks & Recreation	River Legacy Park Trail Development	\$200,000	\$2,300,000	\$0	\$0	\$0
N/A	Parks & Recreation	Texas Rangers Golf Course	\$450,000	\$0	\$0	\$0	\$0
N/A	Parks & Recreation	Indoor Sports Center	\$25,000,000	\$0	\$0	\$0	\$0
PARKS AND RECREATION TOTAL			\$26,900,000	\$43,350,000	\$7,045,000	\$1,105,000	\$4,715,000
2014	Public Works & Trans.	Signal/ITS Annual Program	\$1,267,500	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Irrigation Repair Program	\$65,000	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Residential Rebuild Program	\$3,282,500	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Sidewalk Program	\$1,075,000	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Materials Testing Program	\$375,000	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Pleasant Ridge (I-20 to Enchanted Bay)	\$3,936,000	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Turner Warnell (Matlock to Cooper)	\$12,367,000	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Poly Webb (Pleasant Ridge to Shorewood)	\$2,884,000	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Avenue E (SH 360 to Great Southwest)	\$7,411,000	\$0	\$0	\$0	\$0
2014	Public Works & Trans.	Pleasant Ridge (Plumwood to Enchanted Bay)	\$1,200,000	\$0	\$0	\$0	\$0
2018	Public Works & Trans.	Sublett Road (City Limit to Joplin)	\$1,285,000	\$10,500,000	\$0	\$0	\$0
2018	Public Works & Trans.	Debbie Lane (City Limits to SH-360)	\$2,500,000	\$335,000	\$19,250,000	\$0	\$0
2018	Public Works & Trans.	Mansfield Webb Road (Silo to Collins)	\$0	\$1,650,000	\$1,470,000	\$11,550,000	\$0
2018	Public Works & Trans.	Mitchell Street (Collins to Perrin)	\$0	\$750,000	\$0	\$450,000	\$5,235,000
2018	Public Works & Trans.	Matlock Road (Green Oaks to Sublett)	\$0	\$0	\$0	\$1,000,000	\$7,020,000
2018	Public Works & Trans.	Downtown Pedestrian Crossing	\$0	\$0	\$0	\$700,000	\$6,300,000
2018	Public Works & Trans.	City Facility Improvements Program	\$0	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000
2018	Public Works & Trans.	Sidewalk Annual Program	\$0	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000
2018	Public Works & Trans.	Construction Materials Testing Annual Program	\$0	\$437,000	\$437,000	\$437,000	\$437,000
2018	Public Works & Trans.	Grant Matching Funds Annual Program	\$0	\$375,000	\$375,000	\$375,000	\$375,000
2018	Public Works & Trans.	Irrigation Annual Program	\$0	\$68,000	\$68,000	\$68,000	\$68,000
2018	Public Works & Trans.	Signal/ITS Program	\$0	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
2018	Public Works & Trans.	Residential Rebuild Program	\$0	\$6,455,000	\$2,300,000	\$9,300,000	\$7,015,000
2018	Public Works & Trans.	Intersection Improvements (9 locations)	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
PUBLIC WORKS TOTAL			\$37,648,000	\$27,820,000	\$31,150,000	\$31,130,000	\$33,700,000
N/A		Storm Water Infrastructure	\$3,200,000	\$0	\$0	\$0	\$0
N/A		Radio Lease	\$4,915,000	\$0	\$0	\$0	\$0
Total			\$8,115,000	\$0	\$0	\$0	\$0
GRAND TOTAL			\$83,848,000	\$73,670,000	\$50,245,000	\$40,885,000	\$39,215,000

Capital Improvement Program

FISCAL YEARS 2020-2024 STORM WATER UTILITY CAPITAL BUDGET						
Department	Project	Adopted 2020	Preliminary 2021	Preliminary 2022	Preliminary 2023	Preliminary 2024
Stormwater Utility	Annual Localized Drainage Projects	\$300,000	\$480,000	\$715,000	\$3,265,000	\$1,115,000
Stormwater Utility	Harvest Hills & Briar Meadow Drainage Improvements	\$0	\$7,000,000	\$0	\$250,000	\$0
Stormwater Utility	Tributary CC2(360 to Susan) Conceptual Study	\$300,000	\$0	\$3,000,000	\$0	\$0
Stormwater Utility	2019 Misc Drainage (Collins)	\$0	\$500,000	\$0	\$0	\$0
Stormwater Utility	Matthews Court Drainage Improvements	\$3,000,000	\$0	\$0	\$0	\$0
Stormwater Utility	JC-9 (Cooper to Collins)	\$350,000	\$0	\$250,000	\$0	\$2,500,000
Stormwater Utility	California Lane Drainage Improvements	\$750,000	\$6,500,000	\$3,350,000	\$2,200,000	\$3,500,000
Floodplain Management						
Stormwater Utility	Flood Mitigation Buyouts	\$2,600,000	\$0	\$0	\$0	\$0
Maintenance						
Stormwater Utility	Annual Bridge, Channel and Infrastructure Maintenance	\$150,000	\$500,000	\$100,000	\$200,000	\$300,000
Stormwater Utility	Annual Maintenance Contract (Misc Concrete)	\$150,000	\$150,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	2017 Misc. Erosion (Trail Lake and Green Acres)	\$900,000	\$0	\$0	\$0	\$0
Stormwater Utility	2019 Ditch Maintenance	\$600,000	\$500,000	\$0	\$0	\$0
Stormwater Utility	2019 Infrastructure Erosion	\$1,250,000	\$500,000	\$0	\$0	\$0
Stormwater Utility	2017 Misc Drainage (Ivycrest and Silkcrest)	\$350,000	\$0	\$0	\$0	\$0
Stormwater Utility	2019 Misc Drainage (Thames, Powder Horn and Maywood)	\$315,000	\$0	\$0	\$0	\$0
Stormwater Utility	Lower Johnson Creek Dredging	\$5,900,000	\$0	\$0	\$0	\$0
Stormwater Utility	Stormwater Infrastructure Evaluations	\$250,000	\$250,000	\$0	\$0	\$0
Annual Contracts or Programs						
Stormwater Utility	Construction Materials Testing	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	Irrigation	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Stormwater Utility	Development Review (Flood Study and Detention Analysis)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Stormwater Utility	Stormwater CIP Services	\$100,000	\$0	\$0	\$0	\$0
Stormwater Utility	Stormwater Review Consulting	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Stormwater Utility	Watershed Model Maintenance	\$20,000	\$0	\$0	\$0	\$0
Stormwater Utility	Flood Monitoring System	\$75,000	\$30,000	\$20,000	\$20,000	\$20,000
Stormwater Utility	Internal Charges	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Erosion Protection/Repair Projects						
Stormwater Utility	Kee Branch Trib 1 (Green Oaks to Oak Springs) Erosion	\$2,500,000	\$0	\$0	\$0	\$0
Stormwater Utility	VC(A)-1 Drainage and Erosion Improvements	\$200,000	\$500,000	\$0	\$1,500,000	\$0
GRAND TOTAL		\$20,525,000	\$17,375,000	\$8,000,000	\$8,000,000	\$8,000,000

Capital Improvement Program

FISCAL YEARS 2020 WATER UTILITY CAPITAL BUDGET						
Department	Project	Adopted FY20	Preliminary 2021	Preliminary 2022	Preliminary 2023	Preliminary 2024
Water Utilities	Technology and Equipment	\$40,000	\$325,000	\$75,000	\$800,000	\$30,000
Water Utilities	Meter Infrastructure	\$1,680,000	\$2,900,000	\$2,920,000	\$2,920,000	\$2,920,000
Water Utilities	Water Operations	\$1,310,000	\$1,660,000	\$2,110,000	\$2,410,000	\$2,110,000
Water Utilities	Elevated Storage Tank	\$50,000	\$130,000	\$50,000	\$0	\$0
Water Utilities	Water and Sewer Main	\$8,630,000	\$9,975,000	\$10,275,000	\$4,290,000	\$17,380,000
Water Utilities	Water Treatment	\$37,800,000	\$16,830,000	\$3,260,000	\$3,520,000	\$6,050,000
Water Utilities	Avenue E (SH 360 to Great Southwest)	\$2,500,000	\$0	\$0	\$0	\$0
Water Utilities	Center (Bardin to Green Oaks)	\$350,000	\$0	\$0	\$0	\$0
Water Utilities	Debbie Lane (City Limit to SH360)	\$0	\$0	\$450,000	\$0	\$0
Water Utilities	Joint Drainage Projects w/Public Works	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Water Utilities	Mansfield Webb (Silo to Collins)	\$0	\$0	\$0	\$250,000	\$0
Water Utilities	Matlock (Green Oaks to Sublett)	\$0	\$0	\$0	\$80,000	\$500,000
Water Utilities	Matthews Ct Drainage	\$1,300,000	\$0	\$0	\$0	\$0
Water Utilities	Mitchell (Collins to Perrin)	\$0	\$0	\$0	\$0	\$2,000,000
Water Utilities	Poly Webb (Pleasant Ridge to Shorewood)	\$1,200,000	\$0	\$0	\$0	\$0
Water Utilities	Residential Rebuilds	\$2,000,000	\$2,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Water Utilities	Rush Creek at Indian Trail Erosion	\$400,000	\$0	\$0	\$0	\$0
Water Utilities	Sublett (City Limits to Joplin)	\$0	\$300,000	\$0	\$0	\$0
Water Utilities	Turner Warnell (Matlock to Cooper)	\$100,000	\$0	\$0	\$0	\$0
GRAND TOTAL		\$57,360,000	\$35,120,000	\$23,140,000	\$18,270,000	\$34,990,000

Capital Improvement Program

Certificates of Obligation Five Year History								
Fiscal				Final Cost or			Completion	
Year	Department	Project	Amount	Cost to Date	Status	Start Date	Date	
2016	Parks	CW Ditto Golf Course Renovations	\$14,200,000	\$23,472,479	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	\$16,800,000	\$26,072,479				
2017	Fire	Fire Apparatus	\$1,725,000	\$1,723,855	Completed	Mar-18	May-18	
2017	IT	IT Infrastructure	\$1,800,000	\$1,763,248	Completed	Aug-18	N/A	
		2017 Sub-Total	\$3,525,000	\$3,487,103				
2018	Public Works & Trans.	Facility Maintenance	\$3,200,000	\$2,115,696	Completed	Feb-18	N/A	
2018	IT	IT Infrastructure	\$1,975,000	\$544,809	Completed	Aug-18	N/A	
		2018 Sub-Total	\$5,175,000	\$2,660,504				
2019	Fire	Fire Heavy Fleet Replacement	\$2,692,336	\$0	In-progress	N/A	N/A	
2019	Parks	Tiera Verde HVAC	\$750,000	\$85,363	In-progress	N/A	N/A	
2019	Parks	Playground Replacement	\$1,140,000	\$653,773	In-progress	N/A	N/A	
2019	Parks	River Legacy Parking Lot Renovations	\$350,000	\$0	In-progress	N/A	N/A	
2019	Public Works & Trans.	Facility Maintenance	\$1,000,000	\$223,441	In-progress	N/A	N/A	
		2019 Sub-Total	\$13,042,336	\$5,321,009				
2020	Fire	Aircraft Rescue & Firefighting (ARFF Unit)	\$750,000	\$0	In-progress	N/A		
2020	Fire	Fire Heavy Fleet Replacement	\$655,000	\$0	In-progress	N/A		
2020	Fire	Dispatch Services CAD Data Storage	\$800,000	\$0	In-progress	N/A		
2020	N/A	Storm Water Infrastructure	\$3,200,000	\$0	In-progress	N/A		
2020	N/A	Radio Lease	\$4,915,000	\$0	In-progress	N/A		
		2020 Sub-Total	\$10,320,000	\$0				
Grand Total			\$48,862,336	\$37,541,095				

Capital Improvement Program

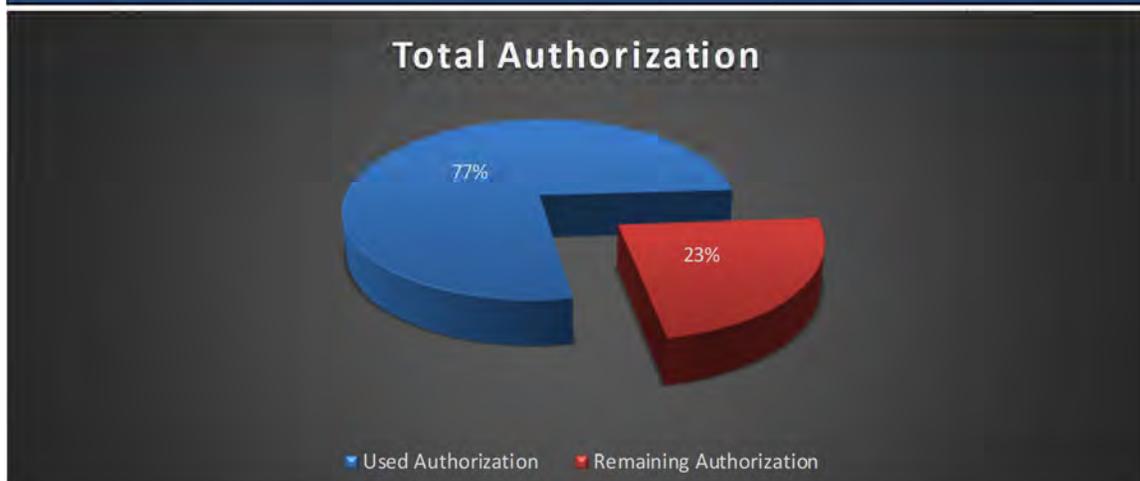
Bond Election History by Bond Election		
1993 Library Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Purchase of Library Books	\$2,900,000
Proposition 2	Renovation of Libraries	\$1,445,000
Proposition 3	Construction of Libraries	\$4,420,000
Proposition 4	Mobile Library Facilities	\$570,000
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
TOTAL		\$20,970,000
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
TOTAL		\$128,825,000
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
November 2017 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Parks and Recreation	\$45,000,000
November 2018 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Parks and Recreation	\$19,165,000
Proposition 2	Streets and Traffic	\$137,835,000
Proposition 3	Facilities	\$8,000,000
Proposition 4	Fire & Police	\$24,500,000
TOTAL		\$189,500,000
Bond Elections Combined Total		\$976,690,000

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
2018	Proposition 4	Fire	\$18,500,000
TOTAL			\$53,040,000
Library			
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			\$12,750,000
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
2017	Proposition 1	Parks and Recreation	\$45,000,000
2018	Proposition 2	Parks and Recreation	\$19,165,000
TOTAL			\$196,500,000
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
2018	Proposition 4	Police Facilities	\$6,000,000
TOTAL			\$24,785,000
City Facilities			
2018	Proposition 4	City Facilities	\$8,000,000
TOTAL			\$8,000,000
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 1	Street and Transportation Improvements	\$83,635,000
2008	Proposition 2	Streets and Traffic	\$103,735,000
2014	Proposition 2	Streets and Transportation	\$160,130,000
2014	Proposition 2	Streets and Transportation	\$137,835,000
TOTAL			\$669,615,000
Bond Elections Combined Total			\$967,355,000

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	\$15,500,000	\$0	100.00%
2008	Street, Traffic	\$103,735,000	\$103,735,000	\$0	100.00%
2014	Fire	\$9,780,000	\$9,780,000	\$0	100.00%
2014	Library	\$6,090,000	\$6,090,000	\$0	100.00%
2014	Parks and Recreation	\$60,000,000	\$59,000,000	\$1,000,000	98.33%
2014	Street, Traffic	\$160,130,000	\$160,130,000	\$0	100.00%
2017	Active Adult Center	\$45,000,000	\$4,500,000	\$40,500,000	10.00%
2018	Fire & Police	\$24,500,000	\$0	\$24,500,000	0.00%
2018	City Facilities	\$8,000,000	\$0	\$8,000,000	0.00%
2018	Parks and Recreation	\$19,165,000	\$1,450,000	\$17,715,000	7.57%
2018	Streets and Transportatio	\$137,835,000	\$5,035,000	\$132,800,000	3.65%
TOTAL		\$967,355,000	\$742,840,000	\$224,515,000	76.79%



Capital Improvement Program



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.

STREET 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



Other Budget Information

Approved Budget Proposals							
Dept.	Budget Proposal	Description	FY 2021 Amount	Offset	Recurring	One-time	FTE
CAO	FY21-CAO-NP02	Consulting/Legal Svcs. 2021 Reapportionment Project	75,000			75,000	
CL&A	FY21-CLA-NP03	Tele-Town Hall Meetings	20,000		20,000		
Code	FY21-CODE-NP01	Animal Services Generator (ATF Request)	450,000			450,000	
Court	FY21-CRT-NP01	Tyler Content Manager Annual Maintenance (Court Tech Fund)	10,525		10,525		
Court	FY21-CRT-NP02	Courtroom AV Equipment Annual Maintenance (Court Tech Fund)	7,500		7,500		
Court	FY21-CRT-NP03	Municipal Court Attorney E-File	7,000	7,000			
Finance	FY21-FIN-CS01	Tarrant Appraisal District Assessment Services	39,753		39,753		
Finance	FY21-FIN-NP01	MWBE Outreach Program	9,809		9,809		
Finance	FY21-FIN-NP02	MWBE Program Manager	112,110		112,110		1
Fire	FY21-FIR-NP04	Fire Bunker Gear	325,000			325,000	
HR	FY21-HR-CS01	Property/Casualty Insurance Premium Increase	121,615		121,615		
Library	FY21-LIB-CS01	Water and Waste Utilities for Library Facilities	25,723		25,723		
Non-Dept.	FY21-NDP-CS01	ERP System Maintenance Costs	37,322			37,322	
Non-Dept.	FY21-NDP-NP01	ERP Software and Implementation	2,229,008			2,229,008	
Non-Dept.	FY21-NDP-NP02	One-Time Infrastructure Funding	1,530,000			1,530,000	
Non-Dept.	FY21-NDP-NP03	Equity and Diversity Program	340,000		340,000		
OSI	FY21-OSI-NP01	Arlington Urban Design Center	12,480		12,480		
OSI	FY21-OSI-NP02	South 360 Corridor Study	200,000			200,000	
Parks - GF	FY21-PRK-CS01	Mowing Contracts CPI Increase	30,795		30,795		
Parks - GF	FY21-PRK-CS02	Janitorial Contract	10,000		10,000		
Parks - GF	FY21-PRK-CS03	Music and Motion Picture Licensing	16,719		16,719		
Parks - GF	FY21-PRK-CS04	AISD Natatorium Fiber Installation	10,645			10,645	
Parks - GF	FY21-PRK-CS05	The Beacon Base Funding	120,367		120,367		
Parks - GF	FY21-PRK-NP01	Operations O&M	41,550		41,550		
Parks - GF	FY21-PRK-NP09	Social Equity	140,000		140,000		
PDS	FY21-PDS-CS01	Health Services Third-Party Absorption	105,707	195,547	(122,239)	32,399	1
Police	FY21-POL-CS01	Forensic Testing Budget Increase	250,000		250,000		
Police	FY21-POL-NP02A	Property Room and Evidence Technicians	107,902		104,853	3,049	3
Police	FY21-POL-NP03	COPS School Violence Prevention Program	86,739		86,739		1
Police	FY21-POL-NP16	2017 COPS Hiring Grant	429,995	218,603	211,392		15
Police	FY21-POL-NP17	Jail Lock Maintenance	8,000		8,000		
General Fund Total			6,911,264	421,150	1,597,691	4,892,423	21

Approved Budget Proposals							
Dept.	Budget Proposal	Description	FY 2021 Amount	Offset	Recurring	One-time	FTE
Dispatch	FY21-DIS-CS01	CAD Maintenance	60,408		21,985	38,423	
Dispatch	FY21-DIS-CS02	Motorola Radio System Maintenance	19,100		19,100		
Dispatch	FY21-DIS-NP01	Vendor Provided Database Administration Services	48,000		48,000		
Dispatch	FY21-DIS-NP02	CAD Updates	40,000		40,000		
Communication Services Total			167,508	-	129,085	38,423	-
Fleet	FY21-FLT-CS01	Citywide Fleet Maintenance Contract	83,765		83,765		
Fleet	FY21-FLT-CS02	Out-of-Life Fleet Replacements	2,189,000		630,000	1,559,000	
Fleet	FY21-FLT-CS04	AssetWorks and Network Fleet	58,085		58,085		
Fleet Total			2,330,850	-	771,850	1,559,000	-
IT	FY21-IT-CS02	Software Maintenance and Licenses Cost Increase	110,435		110,435		
Information Technology Total			110,435	-	110,435	-	-
CES	FY21-CES-NP02	Reduce Budget for Parking Operations	13,158	58,709	(45,551)		(1)
Convention Event Services Total			13,158	58,709	(45,551)	-	(1)
PPF	FY21-GLF-CS01	Texas Rangers Golf Club Maintenance Positions	122,063	122,063			3
PPF	FY21-GLF-CS03	TRGC Food and Beverage Operations	583,023	583,023			
PPF	FY21-REC-CS01	AISD Natatorium Staffing and Budget Funding	112,681	112,681			
PPF	FY21-REC-CS02	EARL Staffing and Maintenance Plan	80,581	67,600	12,981		
PPF	FY21-REC-CS03	The Beacon	957,078	918,263	38,815		
Parks Performance Fund Total			1,855,426	1,803,630	51,796	-	3

Other Budget Information

Approved Budget Proposals							
Dept.	Budget Proposal	Description	FY 2021 Amount	Offset	Recurring	One-time	FTE
SMF	FY21-SMF-CS02	Increase Budget for Street Maintenance	6,000,000	6,000,000			
SMF	FY21-SMF-NP06	LED Streetlight Conversion (City Install)	616,000			616,000	
Street Maintenance Fund Total			6,616,000	6,000,000	-	616,000	-
SWUF	FY21-SW-CS01	SWUF PILOT	43,249		43,249		
SWUF	FY21-SW-CS02	Debt Service	1,090,528		1,090,528		
SWUF	FY21-SW-NP01	Environmental Supervisors	134,396		134,396		2
SWUF	FY21-SW-NP02	Environmental Specialist - Stormwater Best Management Practices (BMP)	50,529		50,529		1
SWUF	FY21-SW-NP03	Stormwater Project Engineer	84,339		84,339		1
SWUF	FY21-SW-NP04	Stormwater Engineering Technician	53,794		53,794		1
Storm Water Utility Fund Total			1,456,835	-	1,456,835	-	5
Water	FY21-WTR-CS01	TRA	1,991,120		1,991,120		
Water	FY21-WTR-CS02	PILOT	91,197		91,197		
Water	FY21-WTR-CS03	Franchise Fee	277,284		277,284		
Water	FY21-WTR-CS04	Debt Services	(3,489,191)		(3,489,191)		
Water	FY21-WTR-CS05	Lead and Copper Analysis	2,000		2,000		
Water	FY21-WTR-CS06	Increase in contractual services	20,000		20,000		
Water	FY21-WTR-CS07	Armored car contract/banking costs	5,000		5,000		
Water Utilities Fund Total			(1,102,590)	-	(1,102,590)	-	-
City-Wide Total			18,033,886	6,601,922	4,651,118	6,780,846	28

Other Budget Information

Declined Budget Proposals							
Dept.	Budget Proposal	Description	FY 2021 Amount	Offset	Recurring	One-time	FTE
AM	FY21-AM-CS01	Maintenance of Buildings	40,866		40,866		
AM	FY21-AM-CS02	Utilities - 200 N. Cooper Street	9,700		9,700		
AM	FY21-AM-CS03	Leaf Program - Solid Waste and Recycling	10,000		10,000		
AM	FY21-AM-CS04	Solid Waste and Recycling General Services	6,000		6,000		
AM	FY21-AM-NP01	Reclassification / Equity Adjustment for Facility Services	31,063		31,063		
AM	FY21-AM-NP02	Facility Services - New Staff	221,954		221,954		4
AM	FY21-AM-NP03	Part-Time Architect Technician	33,718		33,718		
AM	FY21-AM-NP04	Maintenance of Buildings - Service Contract for Ott Cribbs Public Safety Center	15,000		15,000		
AM	FY21-AM-NP05	Maintenance of Buildings - Service Contract - Security Access Gates	30,000		30,000		
AM	FY21-AM-NP06	Cartograph Services	20,000		20,000		
Audit	FY21-AUD-NP01	Restore the Staff Auditor position to an Internal Auditor position	7,500		7,500		
Audit	FY21-AUD-NP02	Convert an Internal Auditor Position to a Senior Internal Auditor	5,500		5,500		
CAO	FY21-CAO-NP01	Open Records Attorney I - Police Department	86,739		86,739		1
CAO	FY21-CAO-NP03	PD Legal Advisor (Paralegal) - Litigation & Employment	64,021		64,021		1
CAO	FY21-CAO-NP04	Funding Equity Adjustments	65,692		65,692		
CAO	FY21-CAO-NP05	Senior Attorney - Economic Development	112,110		112,110		1
CAO	FY21-CAO-NP06	Attorney II - Litigation	98,539		98,539		1
CL&A	FY21-CLA-NP01	Additional Action Center Staff	149,000		149,000		3
CL&A	FY21-CLA-NP02	Citibot Community Engagement Program	53,500		53,500		
Code	FY21-CODE-NP02	Code Compliance Services 6th Floor Remodel	100,000			100,000	
Code	FY21-CODE-NP03	Animal Services Access Control System	73,959			73,959	
ED	FY21-ED-NP01	Right-of-Way Inspector	89,402		52,402	37,000	1
Fire	FY21-FIR-CS01	Heavy Fleet Apparatus	2,586,513			2,586,513	
Fire	FY21-FIR-CS02	FEMA Staffing Grant	(892,741)		(892,741)		
Fire	FY21-FIR-NP01	Squad 3	590,218		590,218		6
Fire	FY21-FIR-NP02	Fire Prevention Internal Affairs	131,991		122,531	9,460	1
Fire	FY21-FIR-NP03	Battalion 3	393,671		393,671		3
HR	FY21-HR-CS02	Educational Assistance	80,000		80,000		
HR	FY21-HR-CS03	Arbitration Expenses	40,000		40,000		
Library	FY21-LIB-NP01	People Counter Upgrade for all Library locations	55,000			55,000	
Library	FY21-LIB-NP02	Repair and Renovate the Northeast Branch Library Public Restrooms	40,000			40,000	
Non-Dept.	FY21-NDP-CS02	UTA Parking Garage	460,000		460,000		
Parks - GF	FY21-PRK-NP02	Maintenance Equipment Replacement	483,283		483,283		
Parks - GF	FY21-PRK-NP03	Centralized Irrigation System Expansion	66,000		66,000		
Parks - GF	FY21-PRK-NP04	Parking Lot Renovations	1,059,500		772,500	287,000	
Parks - GF	FY21-PRK-NP05	Playground Replacement Program	1,410,000			1,410,000	
Parks - GF	FY21-PRK-NP06	Reclassification Marketing Aide PT to FT	53,354	42,438	10,916		1
Parks - GF	FY21-PRK-NP07	Erosion Control	330,000		330,000		
Parks - GF	FY21-PRK-NP08	Urban Forestry Renewal Program	50,000		50,000		
Parks - GF	FY21-PRK-NP10	Pond Dredging	875,000		875,000		
PDS	FY21-PDS-CS02	Administrative Aide II	53,354		53,354		1
Police	FY21-POL-CS02	Department Psychological Services	25,320		25,320		
Police	FY21-POL-CS03	Departmental Overtime	259,050		259,050		
Police	FY21-POL-CS04	Motor Cycle Use Allotment	18,714		18,714		
Police	FY21-POL-CS05	Employee and Volunteer Support	25,000		25,000		
Police	FY21-POL-CS06	National Night Out	35,000		35,000		
Police	FY21-POL-CS07	Blood Draw Kits	10,000		10,000		
Police	FY21-POL-NP01	2020 COPS Hiring Grant	1,424,390		1,424,390		
Police	FY21-POL-NP02B	Property Room and Evidence Technicians	161,872		158,823	3,049	3
Police	FY21-POL-NP04	Victim Services Counselor Positions	462,491		462,491		6
Police	FY21-POL-NP05	Police Recruit Employment and Training	107,932		92,699	15,233	1
Police	FY21-POL-NP06	Staffing Increase for Homeland Security Unit	185,185		185,185		2
Police	FY21-POL-NP07	Staffing Increase for Entertainment and Tourism District	566,812		503,726	63,086	5
Police	FY21-POL-NP08	Study - 3rd Floor Ott Cribbs Remodel	40,000			40,000	
Police	FY21-POL-NP09	sUas (unmanned aircraft) Staff	566,812		503,726	63,086	5
Police	FY21-POL-NP10	Convert PT Office Asst to FT for Training Center	48,522	18,403	28,488	1,631	1
Police	FY21-POL-NP11	Position Study of Victim Services Supervisor	7,755		7,755		
Police	FY21-POL-NP12	Position Study of Police Service Assistants	28,027		28,027		
Police	FY21-POL-NP13	Crime Scene Search Unit (CSSU) Quality Manager	89,884		87,667	2,217	1
Police	FY21-POL-NP14	UASI Sustainment	173,478		173,478		2
Police	FY21-POL-NP15	Accreditation and Policy Unit Expansion	91,419		87,572	3,847	1
Police	FY21-POL-NP18	One Safe Place	100,000		100,000		
Police	FY21-POL-NP19	Training Center Building Utilization Review	50,000			50,000	
PWK - GF	FY21-PWK-CS01	Crossing Guard Salary Increase	31,675		31,675		
General Fund Total			13,698,744	60,841	8,796,822	4,841,081	51

Other Budget Information

Declined Budget Proposals							
Dept.	Budget Proposal	Description	FY 2021 Amount	Offset	Recurring	One-time	FTE
Fleet	FY21-FLT-CS03	Citywide Fuel	353,840		353,840		
Fleet	FY21-FLT-NP01	Shop Tools and Equipment	60,500			60,500	
		Fleet Total	414,340	-	353,840	60,500	-
IT	FY21-IT-CS01	FY21 - IT Infrastructure Hardware Replacement	451,663			451,663	
IT	FY21-IT-NP01	IT Security Analyst Position	109,865	109,865			1
IT	FY21-IT-NP02	Information Technology Department Reorganization	-				
IT	FY21-IT-NP03	Reclassification of GIS Web Developer Position	-				
IT	FY21-IT-NP04	IT Locate Services	150,000		150,000		
IT	FY21-IT-NP05	Reclass IT Software Services Mgr	-				
IT	FY21-IT-PRO01	Enterprise IT Project - Citizen Reporting Tool Replacement	175,000		85,000	90,000	
IT	FY21-IT-PRO02	Enterprise IT Project - Police Personnel Training System Replacement	75,000		75,000		
IT	FY21-IT-PRO03	Enterprise IT Project - Upgrade City Tower Lobby Signage	75,000		15,000	60,000	
IT	FY21-IT-PRO04	Contract Resources ERP Staffing Back-fill	707,200			707,200	
IT	FY21-IT-PRO05	IT Project Fund	400,000		400,000		
		Information Technology Total	2,143,728	109,865	725,000	1,308,863	1
PPF	FY21-GLF-CS02	Tierra Verde Golf Club Improvements	622,000			622,000	
		Parks Performance Fund Total	622,000	-	-	622,000	-
CES	FY21-CES-NP01	Lobby and Hallway Renovations	150,000			150,000	
		Convention Event Services Total	150,000	-	-	150,000	-
SMF	FY21-SMF-CS01	Field Tech Reclassifications	161,154		161,154		
SMF	FY21-SMF-NP01	Smart Streetlighting System	360,000		360,000		
SMF	FY21-SMF-NP02	Entertainment District Reversible Lane Signs	78,200		78,200		
SMF	FY21-SMF-NP03	Real-time Data Collection and Signal Performance Evaluation System	59,250		59,250		
SMF	FY21-SMF-NP04	Connected Vehicle DSRC/C-V2X	200,000		200,000		
SMF	FY21-SMF-NP05	Traffic Signal Controller Upgrade	88,000		88,000		
SMF	FY21-SMF-NP07	School Flasher System Upgrade	80,000		80,000		
		Street Maintenance Fund Total	1,026,604	-	1,026,604	-	-
Water	FY21-WTR-NP01	Action Center	1,520,569	573,946	946,623		4
Water	FY21-WTR-NP02	SSL In House repairs	952,811	772,000	(299,189)	480,000	8
Water	FY21-WTR-NP04	Easement Maintenance	25,000		25,000		
		Water Utilities Fund Total	2,498,380	1,345,946	672,434	480,000	12
		City-Wide Total	20,553,796	1,516,652	11,574,700	7,462,444	64

Other Budget Information

Department Budget Reductions							
Dept.	Acctg Unit	Account	Description	FTE		FY 2021 Impact	FY 2021
				Frozen	Cut		
AM	370101	60000	Office Supplies			1,000	Yes
AM	370101	66001	Travel/Training-Non Metroplex			1,500	Yes
AM	370101	66002	Travel/Training-Metroplex			220	Yes
AM	370102	66001	Travel/Training-Non Metroplex			4,400	Yes
AM	370103	67004	Fleet Rental Charges			4,811	Yes
AM	370103	66001	Travel/Training-Non Metroplex			5,275	Yes
AM	370103	66002	Travel/Training-Metroplex			150	Yes
AM	370104	61002	Special Services			21,956	Yes
AM	370105		Operations	2		104,928	Yes
AM	370105	60000	Office Supplies			500	Yes
AM	370105	60006	Minor Tools			2,000	Yes
AM	370105	61000	Rental			1,000	Yes
AM	370105	63101	Maint of Buildings (one-time)			54,547	Yes
AM	370105	63109	Maint of HVAC			45,890	Yes
AM	370105	63116	Maint of Plumbing			15,775	Yes
AM	370105	63117	Maint of Carp/Locks			12,255	Yes
AM	370105	66002	Travel/Training			1,855	Yes
			Asset Management Total	2	-	278,062	
Audit	200101	60014	Other Supplies			700	Yes
Audit	200101	61002	Special Services - Remaining Peer Review Funds; Fraud, Waste & Abuse Hotline			4,500	No
Audit	200101	66001	Travel/Training Non-Metro			16,025	Yes
Audit	200101	66002	Travel/Training Metro			920	Yes
Audit	200101	66003	Membership			600	Yes
			Internal Audit Total	-	-	18,245	
Aviation	350402	60003	Clothing Supplies			1,000	Yes
Aviation	350402	60014	Other Supplies			1,500	Yes
Aviation	350402	60016	Software/Computer Hardware			1,850	Yes
Aviation	350402	60017	Office Furniture			2,000	Yes
Aviation	350402	63102	Maint. Of Computer Equip.			5,000	Yes
Aviation	350402	63101	Maint. Of Buildings			2,000	Yes
Aviation	350402	63123	Maint. Of Radios			1,000	Yes
Aviation	350402	63125	Maintenance of Runways and Aprons			6,000	Yes
Aviation	350402	63110	Maintenance of Instruments and Apparatus			2,500	Yes
Aviation	350402	66001	Travel and Training Non-Metro			6,180	Yes
Aviation	350402	66002	Travel and Training Metro			3,700	Yes
			Aviation Total	-	-	32,730	
CAO	130104		Attorney II at 90%	1		98,539	Yes
CAO	130101		Secretary - Retiring May 2020	1		58,822	Yes
CAO	130101	60000	Supplies			1,037	Yes
CAO	130101	60015	Library Books			2,000	Yes
CAO	130101	60016	Supplies/Computer Hardware			788	Yes
CAO	130101	60017	Office Furniture/Equipment			930	Yes
CAO	130101	61002	Special Services			492	Yes
CAO	130101	61003	Legal Services			11,074	Yes
CAO	130101	61029	Court Cost & Jury Fees			648	Yes
CAO	130101	63115	Maint of Office Equipment			1,075	Yes
CAO	130101	66001	Travel/Training-Non-Metroplex			27,408	Yes
CAO	130101	66002	Travel/Training-Metroplex			12,790	Yes
CAO	130101	66003	Membership			1,640	Yes
CAO	130101	67000	General Services			12,300	Yes
			City Attorney's Office Total	2	-	229,543	

Other Budget Information

Department Budget Reductions							
Dept.	Acctg Unit	Account	Description	FTE		FY 2021 Impact	FY 2021
				Frozen	Cut		
CLA	150501	61043	McGuire Woods Consulting Contract			45,000	Yes
CLA	150401		CSO Administrative Aide II (vacant after 3/7)	1		60,476	Yes
CLA	150301		Action Center Agent (vacant before 3/7)	1		49,658	Yes
CLA	150301	50005	Part-time Action Center Agent (vacant before 3/7)			20,268	Yes
CLA	150201		OOC Digital Media Editor			102,711	No
CLA	150201		OOC Videographer			73,271	No
			Communication and Legislative Affairs Total	2	-	175,402	
Code	410301		Field Operations Manager - CDENF		1	103,731	Yes
Code	410301		Field Operations Manager - CDENF		1	87,607	Yes
Code	410301	61034	DSS demolitions			30,000	Yes
Code	410101	66001	GIS training			2,050	Yes
Code	410101	66002	Code Summit training			150	Yes
Code	410301	67000	General Services - Code			4,000	Yes
Code	410401	67000	General Services - Animal			2,000	Yes
Code	410301	61035	Securing of properties			15,000	Yes
Code	410301	61037	Nuisance abatements			18,749	No
Code	410301	63200	WAG abatements			5,300	No
Code	410301	65000	Bad debt			5,000	Yes
Code	410401	60007	Janitorial & cleaning supplies			12,000	Yes
Code	410401	66001	TX Unites Conference			1,500	Yes
Code	410301	61002	STR monitoring service			25,000	No
Code	410301	61043	DSS appraisals			5,000	Yes
Code	410401	50021	Contract Labor - Vet/Vet Tech Relief			7,875	Yes
			Code Compliance Total	-	2	275,913	
Court	900401		Deputy Court Clerk II	1	1	91,280	Yes
Court	900401	50005	PT & Hourly			18,000	Yes
Court	900401	50006	Overtime			6,000	Yes
Court	900401	60000	Office Supplies			1,000	Yes
Court	900401	61012	Credit Card Fees			125,000	Yes
Court	900401	66003	Membership			110	Yes
Court	900401	63142	Maintenance and Repair			50,000	Yes
			Municipal Court Total	1	1	291,390	
ED	120101	65101	Advertising			20,000	Yes
ED	120101	66001	Travel/Training Non-Metroplex			25,000	Yes
ED	120101	66002	Travel/Training Metroplex			5,000	Yes
ED	120102	61003	Legal services			3,250	Yes
ED	120102	66002	Travel/Training Metroplex			2,000	Yes
			Economic Development Total	-	-	55,250	

Other Budget Information

Department Budget Reductions							
Dept.	Acctg Unit	Account	Description	FTE		FY 2021 Impact	FY 2021
				Frozen	Cut		
Finance	140301		Purchasing position vacant	1		77,082	Yes
Finance	140201		Accounting position vacant			113,335	No
Finance	140701	61043	Suspend Citizen Satisfaction Survey in FY21			21,000	Yes
Finance	140101	66001	Travel Training Frozen			3,200	Yes
Finance	140101	66002	Travel Training Frozen			150	Yes
Finance	140201	66001	Travel Training Frozen			2,535	Yes
Finance	140201	66002	Travel Training Frozen			3,149	Yes
Finance	140301	66001	Travel Training Frozen			5,570	Yes
Finance	140301	66002	Travel Training Frozen			300	Yes
Finance	140401	66001	Travel Training Frozen			13,863	Yes
Finance	140401	66002	Travel Training Frozen			3,820	Yes
Finance	140501	66001	Travel Training Frozen			1,835	Yes
Finance	140501	66002	Travel Training Frozen			500	Yes
Finance	140701	66001	Travel Training Frozen			7,675	Yes
Finance	140701	67000	General Services Charges			15,301	Yes
Finance	140401	61043	Treasury Professional Services			30,000	No
Finance	140101	61043	Financial Consulting Services			15,000	Yes
Finance	140401		Bank Fees			28,000	No
			Finance Total	1	-	170,980	
Fire	220102		Admin Secretary A6	1		49,658	Yes
Fire	220201 220202 220203		Attrition - 9 firefighters throughout the year (spread proportionately between 3 shifts)			805,347	Yes
Fire	220801	60000				1,000	Yes
Fire	220801	60003				20,000	Yes
Fire	220801	60006				10,000	Yes
Fire	220201	60006				15,500	Yes
Fire	220601	60003				24,000	Yes
Fire	220801	66001				12,126	Yes
			Fire Department Total	1	-	937,631	
HR	170201	61043	Transfer TPA fees from GF to Risk Mgmt Fund			157,838	No
HR	170101	66001	Reduce Non-Metro Travel			7,500	Yes
HR	170101	66002	Reduce Metro Travel			4,000	Yes
HR	170101	66003	Reduce Memberships			4,000	Yes
HR	170102	50021	Reduce Contract Labor			20,000	Yes
HR	170201	61043	Reduce Property Appraisals			10,000	Yes
HR	170102	65101	Reduce Job Fair and Advertisement			4,000	Yes
HR	170104	61043	Terminate Gallup Agreement			100,000	No
			Human Resources Total	-	-	49,500	
Judges	160101	66001	Travel/Training - reduce by unused amount			1,000	Yes
Judges	160101	60000	Office Supplies - reduce			1,000	Yes
			Judiciary Total	-	-	2,000	
Library			4 day unpaid holiday close			771,305	No
Library	960301	60010	reduction in all ed/rec			2,463	Yes
Library	960501	60010	reduction in all ed/rec			2,527	Yes
Library	960301	60015	print library materials			75,000	Yes
Library	960301	60015	data bases library materials			45,932	Yes
Library	960301	60015	physical magazine library materials			29,266	Yes
Library	960201	60017	public svcs furniture (all)			4,000	Yes
Library	960101	60021	food/bev (all)			1,500	Yes
Library	960501	60021	food/bev (all)			100	Yes
Library	960301	63111	Maint of Library books			1,000	Yes
Library	960101	63114	Maint Motor vehicle			1,008	Yes
Library	960301	65101	Advertising			1,500	Yes
			Libraries Total	-	-	164,296	

Other Budget Information

Department Budget Reductions							
Dept.	Acctg Unit	Account	Description	FTE		FY 2021 Impact	FY 2021
				Frozen	Cut		
OSI	490101	60000	Office Supplies			500	Yes
OSI	490101	60002	Supplies Computer Software			2,000	Yes
OSI	490101	66001	Travel/Training			2,000	Yes
OSI	490101		CDBG funding for eligible activities			94,228	No
OSI	490101	50005	Intern			10,000	Yes
			Office of Strategic Initiatives Total	-	-	14,500	
PRKS	502704	50006	Suspend Light Up Arlington			33,500	No
PRKS	501601	61002	Reduction in River Legacy Science Center Subsidy			50,000	No
PRKS	501601	66001	Defer NRPA Conference Attendance			4,484	Yes
PRKS	501801	61002	Park Capital Maintenance			316,740	Yes
PRKS	502704	68200	Defer Capital Equipment Replacement - AM			50,000	Yes
PRKS	502705	68200	Defer Capital Equipment Replacement - FAB			26,000	Yes
PRKS	501801	63138	Aquatics Capital Maintenance			102,364	Yes
PRKS	502710		Landscape Technician Vacancy - North District	1		40,874	Yes
PRKS	502712		Landscape Technician Vacancy - South District	3		123,714	Yes
PRKS	501801		Parks Planning Manager Vacancy	1		112,110	Yes
PRKS	502710		Lead Landscape Technician - ND Vacancy	1		52,503	Yes
PRKS	502710		Irrigation Technician - ND Vacancy	1		52,503	Yes
PRKS	502702		Landscape Technician Vacancy - FM	2	1	123,490	Yes
PRKS	501903		Beacon Staff Reductions (2 Program Coordinators)	2		140,510	Yes
PRKS	502705	50005	Part-time Staffing Vacancies - FAB			44,922	Yes
PRKS	502710	50005	Part-time Staffing Vacancies - ND			62,128	Yes
PRKS	502712	50005	Part-time Staffing Vacancies - SD			24,500	Yes
PRKS	502710	50006	Overtime Suspension - ND			45,500	Yes
PRKS	502712	50006	Overtime Suspension - SD			33,514	Yes
PRKS	502704	50006	Overtime Suspension - AM			13,974	Yes
PRKS	502705	50006	Overtime Suspension - FAB			15,000	Yes
PRKS	502710	60011	Suspend Turf and Plant Nutrition			18,000	Yes
PRKS	502710	61002	Defer Parking Lot Striping			12,000	Yes
PRKS	502710	63117	Defer Park Furnishings Replacement			10,000	Yes
PRKS	502710	63133	Defer Pavement and Fence Repairs			25,000	Yes
PRKS	502712	60011	Suspend Turf and Plant Nutrition			14,000	Yes
PRKS	502712	61002	Defer Parking Lot Striping			12,000	Yes
PRKS	502712	63117	Defer Park Furnishings Replacement			25,000	Yes
PRKS	502712	63133	Defer Pavement and Fence Repairs			25,000	Yes
PRKS	502705	60014	Defer Replacement of Maintenance Supplies			10,000	Yes
PRKS	502705	61000	Suspend Equipment Rental			11,500	Yes
PRKS	502705	63136	Defer Tree Plantings - 100 or One Mile			20,000	Yes
PRKS	502705	63140	Defer Electrical Projects			6,250	Yes
PRKS	502705	60011	Defer Tree Plantings - 100 or One Mile			30,000	Yes
PRKS	502705	63133	Defer Pavement and Fence Repairs			10,000	Yes
PRKS	502702	63133	Reduce Walks, Drives, Fences			25,000	Yes
PRKS	502702	60011	Reduce Botanical			25,000	Yes
PRKS	502702	63117	Reduce Maint of Other Structures			10,000	Yes
PRKS	502702	63101	Reduce Maint of Buildings			5,000	Yes
PRKS	502702	61002	Reduce Special Services			10,000	Yes
PRKS	502704	50021	Suspend Security Contractor and PSA Services			22,612	Yes
PRKS	502704	60000	Reduced Office Supplies			8,000	Yes
PRKS	502704	60003	Defer Operation Staff Uniform Replacement			15,000	Yes
PRKS	502704	60022	Defer Small Equipment Replacement			6,000	Yes
PRKS	502704	63101	Defer Building Maintenance and Repair			20,000	Yes
PRKS	502704	63140	Defer Electrical Projects			20,000	Yes
PRKS	502704	60007	Reduce Janitorial Supplies			5,000	Yes
PRKS	502704	60014	Defer Replacement of Maintenance Supplies			5,000	Yes
PRKS	501601	60003	Admin Clothing			800	Yes

Other Budget Information

Department Budget Reductions							
Dept.	Acctg Unit	Account	Description	FTE		FY 2021 Impact	FY 2021
				Frozen	Cut		
PRKS	501601	60021	Cost of Food & Beverage			800	Yes
PRKS	501601	67000	General Services Charges			2,000	Yes
PRKS	501901	60021	Cost of Food & Beverage			1,200	Yes
PRKS	501901	67000	General Services Charges			1,000	Yes
PRKS	501701	50005	Salaries: Part-time and Hourly			20,000	Yes
Parks, General Fund Total				11	1	1,815,992	
PDS	460501	61002	Corner Stone Staffing			25,000	No
PDS	460501	61043	Bureau Veritas			115,000	No
PDS	460701	61002	Corner Stone Staffing			20,000	Yes
PDS	460301	50005	Short Term Rental PT			36,942	Yes
PDS	460701	50005	Map and Addressing Technician PT			20,335	Yes
PDS	460301	66002	Travel/Training - Metro			5,000	Yes
Planning and Development Services Total				-	-	82,277	
Police			Delay 1st FY21 Academy until Feb			589,017	No
Police	810902		Hold 3 Rec Srvs Asst positions open through FY21	2	1	140,713	Yes
Police	810401 810501 810601 811301		Attrition - Oct-Jun (19 PP) for 5-YR Officers (spread proportionately between 4 patrol AUs)			1,055,907	Yes
Police	810803	61000	Rental - Covert car rental/self insurance savings			30,000	Yes
Police	810301	50006	Reduce Patrol OT			15,000	Yes
Police	810401	50006	Reduce Patrol OT			15,000	Yes
Police	811501	50006	Reduce Patrol OT			15,000	Yes
Police	811601	50006	Reduce Patrol OT			15,000	Yes
Police	810702	50006	Reduce Patrol OT			15,000	Yes
Police	811301	50006	Reduce Patrol OT			15,000	Yes
Police	810902	50006	Reduce Patrol OT			10,000	Yes
Police	810901		Hold open Adm Srv Mgr for FY21	1		86,739	Yes
Police	810201		Hold 3 Detention Officer positions open through FY2	3		153,078	Yes
Police	810401 810501 810601 811301		Hold 12 sworn vacancies through FY21 (Jul-Sept) (spread proportionately between 4 patrol AUs)			295,400	Yes
Police	810301	60003	Reduce clothing budget for FY21			15,000	Yes
Police	810301	60003	Reduce non-cap purchases for FY21			25,000	Yes
Police	810201	61004	Reduce for FY21			47,328	Yes
Police	811101	66001	Training/Conferences canceled due to Covid19			75,000	Yes
Police	811101	66002	Training/Conferences canceled due to Covid19			10,000	Yes
Police Department Total				6	1	2,034,164	
PWKS	350101	63114	Maint Of Motor Vehicles			6,000	Yes
PWKS	350101	66002	Travel/Training-Metroplex			2,000	Yes
PWKS	350203	60003	Clothing Supplies			1,200	Yes
PWKS	350203	60014	Other Supplies			10,000	Yes
PWKS	350203	63142	Maint Of Software - Smart City Pilots			150,000	Yes
PWKS	350203	66002	Travel/Training-Metroplex			4,000	Yes
PWKS	350206	60014	Other Supplies			600	Yes
PWKS	350206	66002	Travel/Training-Metroplex			3,800	Yes
PWKS	350302		Benefits : Skl/Vac Sellback			1,000	No
PWKS	350302	60003	Clothing Supplies			400	Yes
PWKS	350302	63142	Maint Of Software			3,950	Yes
PWKS	350302	66002	Travel/Training-Metroplex			1,000	Yes
PWKS	350304	50006	Salaries: Overtime			8,000	Yes
PWKS	350304	55001	Salaries: Overtime benefits			1,499	Yes
PWKS	350304	60003	Clothing Supplies			9,600	Yes
PWKS	350304	60014	Other Supplies			3,088	Yes

Other Budget Information

Department Budget Reductions							
Dept.	Acctg Unit	Account	Description	FTE		FY 2021 Impact	FY 2021
				Frozen	Cut		
PWKS	350304	63142	Maint Of Software			5,700	Yes
PWKS	350304	66002	Travel/Training-Metroplex			6,000	Yes
PWKS	350305	50006	Salaries: Overtime			500	Yes
PWKS	350305	55001	Salaries: Overtime benefits			94	Yes
PWKS	350305	60003	Clothing Supplies			1,150	Yes
PWKS	350305	60014	Other Supplies			2,000	Yes
PWKS	350305	66002	Travel/Training-Metroplex			1,200	Yes
PWKS	350404	60021	Cost Of Food & Beverage			1,200	Yes
PWKS	350404	60000	Office Supplies			2,700	Yes
PWKS	350404	66002	Travel/Training-Metroplex			2,000	Yes
PWKS	350410	60016	Supplies/Computer Hardware			10,000	Yes
PWKS	350410	61002	Special Services			10,000	Yes
PWKS	350410	63142	Maint Of Software			13,224	Yes
PWKS	350410	66002	Travel/Training-Metroplex			1,500	Yes
PWKS	350411	50005	Salaries: Part-time And Hourly			24,000	Yes
PWKS	350411	55001	Salaries: Part-time And Hourly benefits			4,498	Yes
PWKS	350411	50006	Salaries: Overtime			1,000	Yes
PWKS	350411	55001	Salaries: Overtime benefits			187	Yes
PWKS	350411	60003	Clothing Supplies			600	Yes
PWKS	350411	60000	Office Supplies			800	Yes
			Public Works, General Fund Total	-	-	293,490	
SMF-GF	720102	50006	Salaries: Overtime			10,000	Yes
SMF-GF	720102	55001	Salaries: Overtime Benefits			1,874	Yes
SMF-GF	720102		Benefits : Skl/Vac Sellback			2,100	No
SMF-GF	720102	60021	Cost Of Food & Beverage			2,000	Yes
SMF-GF	720102	63114	Maint Of Motor Vehicles			5,000	Yes
SMF-GF	720102	63132	Maint Of Streets (Sidewalk Contract)			60,000	Yes
SMF-GF	720102	66002	Travel/Training-Metroplex			2,000	Yes
			Public Works, SMF - General Fund Total	-	-	80,874	
Traffic	720104	50006	Salaries: Overtime			5,000	Yes
Traffic	720104	55001	Salaries: Overtime benefits			937	Yes
Traffic	720105	50006	Salaries: Overtime			5,000	Yes
Traffic	720106	55001	Salaries: Overtime benefits			937	Yes
Traffic	720105		Sr Field Tech (transfer to Sales Tax)			62,026	Yes
Traffic	720105		Sr Field Tech (transfer to Sales Tax)			54,283	Yes
Traffic	720105		Field Tech (transfer to Sales Tax)			44,832	Yes
Traffic	720105		Field Tech (transfer to Sales Tax)			43,972	Yes
Traffic	720106	50006	Salaries: Overtime			5,000	Yes
Traffic	720107	55001	Salaries: Overtime benefits			937	Yes
Traffic	720104	63129	Maint Of Signal Lights			15,000	Yes
Traffic	720105	60021	Cost Of Food & Beverage			1,000	Yes
Traffic	720105	63114	Maint Of Motor Vehicles			6,000	Yes
Traffic	720105	60012	Traffic Control Supplies			15,000	Yes
Traffic	720106	61002	Special Services - Pole Painting			100,000	Yes
Traffic	720106	63119	Maint Of Parking & Street Lights			15,000	Yes
Traffic	720106		Electric Service			30,000	No
Traffic	720104	66002	Travel/Training-Metroplex			3,000	Yes
Traffic	720105	66002	Travel/Training-Metroplex			4,000	Yes
Traffic	720106	66002	Travel/Training-Metroplex			2,700	Yes
			Public Works, SMF - Traffic Total	-	-	384,624	

Other Budget Information

Department Budget Reductions								
Dept.	Acctg Unit	Account	Description	FTE		FY 2021 Impact	FY 2021	
				Frozen	Cut			
IT	930101	60000	Office Supplies			2,421	Yes	
IT	930201	60000	Office Supplies			1,879	Yes	
IT	930701	60000	Office Supplies			1,969	Yes	
IT	930101	66001	Travel/Training-Non-Metroplex			5,751	Yes	
IT	930201	66001	Travel/Training-Non-Metroplex			11,244	Yes	
IT	930701	66001	Travel/Training-Non-Metroplex			7,000	Yes	
IT	980201	66001	Travel/Training-Non-Metroplex			2,200	Yes	
IT	980202	66001	Travel/Training-Non-Metroplex			2,600	Yes	
IT	930101	66002	Travel/Training-Metroplex			915	Yes	
IT	930201	66002	Travel/Training-Metroplex			7,307	Yes	
IT	930601	66002	Travel/Training-Metroplex			3,200	Yes	
IT	930701	66002	Travel/Training-Metroplex			3,289	Yes	
IT	980201	66002	Travel/Training-Metroplex			13,300	Yes	
IT	980202	66002	Travel/Training-Metroplex			14,483	Yes	
IT	980203	66002	Travel/Training-Metroplex			5,000	Yes	
IT	930101	66003	Membership			1,873	Yes	
IT	930201	66003	Membership			2,750	Yes	
IT	930701	66003	Membership			832	Yes	
IT	980203	63142	Beyond Trust PAM Renewal			13,552	Yes	
IT	980203	60016	Support Supplies and Test Equipment			35,000	Yes	
IT	980201	60002	Supplies/Computer Software			25,000	Yes	
IT	980201	60016	Supplies/Computer Hardware			26,461	Yes	
IT	980201	63115	Maintenance of Network			9,500	Yes	
IT	980202	63142	Maint of Software			200,000	Yes	
IT	980203	63142	Software License Count Reduction			116,500	Yes	
			Information Technology Total	-	-	514,026		
Dispatch		60003	Clothing Supplies			10,000	Yes	
			Communication Services Total	-	-	10,000		
			General Fund Impact* Departments Total	26	5	7,910,889		
			*Includes: SMF-GF, SMF-Traffic, IT and Dispatch					
CES	970105	61002	Reduce CVB Funding			750,000	Yes	
CES	970103		Event Services Worker	1		42,217	Yes	
CES	970104	68002	Parks Sculpture Trail			150,000	Yes	
CES	970101		Business Operations Administrator	1		87,607	Yes	
			Convention Event Services Total	2	-	1,029,824		
			City-Wide Total	28	5	8,940,713		

Other Budget Information

CARES Funding Allocation

Grant	Description	Amount
Office of Justice Program	APD Coronavirus Emergency Supplemental Funding	\$ 479,605
Housing & Urban Development	Community Development Block Grant	2,004,017
Housing & Urban Development	Emergency Shelter Grant	991,890
Texas Dept. of Housing & Community Affairs	Homeless Housing & Services Program	9,786
Federal Transportation Administration	Handitran and VIA	10,955,694
CARES Tarrant County		
Medical expenses		\$ 3,557,493
Public health		5,377,183
Public health and safety employees		4,042,524
Compliance with COVID-19 guidance		6,336,832
Economic support		1,924,149
Expenses to ensure grant eligibility		<u>1,719</u>
CARES Tarrant County Total		\$ 21,239,900
Federal Aviation Administration	Support for Arlington Airport	<u>69,000</u>
Total		\$ 35,749,892

Other Budget Information

ALL FUNDS SUMMARY FY 2021 Operating Position

Revenues by Type	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Property Taxes	\$ 154,555,005	\$ 169,052,692	\$ 166,075,143	\$ 168,087,877
Sales Taxes	84,201,554	85,751,741	78,967,050	76,992,874
Hotel Occupancy and Other Taxes	12,464,962	13,096,292	8,129,493	9,792,034
Water Sales and Wastewater Charges	142,447,734	152,693,750	149,802,425	152,693,750
Franchise Fees	38,087,981	35,805,914	36,768,006	36,751,686
Licenses and Permits	7,489,790	7,337,501	6,837,476	6,639,022
Leases and Rents	6,888,604	5,420,847	5,847,457	4,798,243
Fines and Forfeitures	11,152,679	11,150,569	9,202,021	10,164,450
Service Charges and Recreational Programs	55,529,566	63,464,840	57,250,080	68,228,241
Interest and Miscellaneous Revenues	<u>10,132,758</u>	<u>8,285,144</u>	<u>7,340,558</u>	<u>5,121,041</u>
Total Revenues	\$ 522,950,633	\$ 552,059,290	\$ 526,219,709	\$ 539,269,218
Expenditures by Classification				
Salaries and Benefits	\$ 226,401,489	\$ 240,925,748	\$ 231,490,540	\$ 224,400,053
Supplies, Maintenance, and Training	254,974,008	278,583,500	260,883,384	292,030,105
Capital Outlays	<u>2,830,205</u>	<u>3,057,075</u>	<u>667,766</u>	<u>1,788,020</u>
Total Expenditures	\$ 484,205,702	\$ 522,566,323	\$ 493,041,690	\$ 518,218,179

Other Budget Information

GENERAL FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
GENERAL FUND REVENUES	\$ 257,352,931	\$ 269,512,808	\$ 257,731,268	\$ 247,611,855
INTERFUND TRANSFERS:				
Water and Sewer Fund Indirect Cost	\$ 4,280,951	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975
Conv. & Event Svcs. Fund Indirect Cost	469,804	481,549	-	481,549
Storm Water Indirect Cost	564,838	578,959	578,959	578,959
From IMF Hail Damage claim balance	1,000,000	-	-	-
To IT for one-time projects	(711,152)	(1,459,960)	(1,020,960)	-
To Fleet Services for vehicles	-	-	-	(2,189,000)
From SWUF for engineering reviews	88,699	88,699	88,699	88,699
From Convention & Event Services	632,366	900,000	(1,800,000)	-
General Fund ending balance, prior fiscal years	713,198	461,959	-	-
General Fund ending balance, FY 2020	-	-	(4,478,996)	4,478,996
To Working Capital and Unallocated Reserves	(623,602)	(1,406,772)	-	-
From ATF Fund	-	600,000	600,000	450,000
From General Gas Fund for one-time costs	1,081,285	372,821	372,821	-
From Parks Gas Fund for TRGC debt reimbursement	-	1,237,850	1,237,850	1,221,850
To Park Performance Fund, operating support	-	(1,150,000)	-	-
To Park Performance Fund, social equity support	-	(140,000)	(140,000)	(280,000)
Reimburse Gas Pipeline Expenses	-	-	1,100,000	-
To Special Transportation Fund (Handitran)	(1,079,179)	(1,000,000)	(1,200,000)	(1,200,000)
To Street Maintenance Fund for Traffic	(4,326,602)	(5,127,194)	(4,855,661)	(4,519,717)
To Street Maintenance Fund	(2,166,527)	(1,416,527)	(1,233,071)	(1,416,527)
To Innovation/Venture Capital Fund, Ballpark lease/settlement	(2,727,500)	(1,477,500)	(1,727,500)	-
To Innovation/Venture Capital Fund, projects	(771,677)	-	-	-
To Infrastructure Maintenance Reserve Fund	(200,000)	-	-	-
To Parks Non-Arbitrage Capital for TRGC	(450,000)	-	-	-
Fire Academy (FY 2019 Budget Amendment)	469,000	-	-	-
TOTAL INTERFUND TRANSFERS	\$ (5,301,088)	\$ (4,068,141)	\$ (8,089,884)	\$ 2,082,784
TOTAL AVAILABLE FUNDS	\$ 252,051,843	\$ 265,444,666	\$ 249,641,384	\$ 249,694,639
GENERAL FUND EXPENDITURES	\$ 251,391,378	\$ 265,429,130	\$ 248,916,705	\$ 249,585,931
ENDING BALANCE	\$ 660,465	\$ 15,536	\$ 724,679	\$ 108,708

Other Budget Information

WATER UTILITIES FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ -	\$ -	\$ 110,092	\$ -
REVENUES:				
Water Sales	\$ 73,888,012	\$ 79,635,942	\$ 78,576,508	\$ 79,635,942
Sewer Charges	68,559,723	73,057,808	71,225,917	73,057,808
Hauler Fees	24,680	40,000	33,244	40,000
Garbage / Drainage Billing Fee	398,333	392,000	399,121	392,000
Sewer Charges - Other	406,655	425,000	425,000	425,000
Sewer Surcharges	213,365	150,000	181,872	150,000
Class Rate Sewer Surcharge	994,971	950,000	817,276	950,000
Sewer Tap Installation Fees	62,478	-	100,000	-
Water Sales - Other	155,362	90,000	60,750	55,000
Water Taps	513,785	390,000	504,969	390,000
Laboratory Fees	164,184	165,000	143,543	150,000
Concrete Sales	3,245	-	743	-
Other Revenue	760,515	300,000	896,873	300,000
Water Convenience Fee	238,297	320,000	-	-
Water Activation Fee	53,393	-	386,183	320,000
Reclaimed Water Sales	171,585	190,000	115,000	100,000
Backflow Assembly and Tester Regis.	188,087	180,000	198,975	180,000
Wholesale Water Sales to DWG	167,236	77,791	172,175	77,791
Non-rate Revenue DWG	68,845	41,656	78,859	41,656
Wholesale Water Sales to Bethesda	171,399	279,000	320,054	279,000
Non-rate Revenue Bethesda	93,698	149,400	175,101	149,400
Kennedale O&M	700,312	1,050,000	1,050,000	1,119,792
Wholesale Water Sales to Kennedale	-	56,575	-	68,163
Non-rate Revenue Kennedale	-	30,295	-	36,500
GIS Services	12,805	6,500	7,500	3,000
Plat Review & Inspection Fees	281,501	120,000	222,219	120,000
Special Services Charges	2,218,914	2,100,000	2,100,000	2,100,000
Impact / Sewer	492,351	315,000	410,882	315,000
Impact / Water	1,148,697	645,000	948,741	645,000
TRA Reimbursement	492,606	3,482,803	3,482,803	5,806,930
Cell Tower Lease	-	-	60,310	60,000
Gas Royalties - Water Utilities	21,260	10,000	13,387	10,000
Subrogation Receipts	272,379	-	160,000	-
Interest Income	2,757,401	1,641,912	1,267,564	738,860
TOTAL REVENUES	\$ 155,696,074	\$ 166,291,682	\$ 164,535,569	\$ 167,716,842

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Other Budget Information

WATER UTILITIES FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
TRANSFERS:				
General Fund - Indirect Cost	\$ (4,280,951)	\$ (4,387,975)	\$ (4,387,975)	\$ (4,387,975)
From Storm Water Fund - Indirect Cost	170,122	170,122	170,122	170,122
To Debt Service Fund - TMRS Reimbursement	-	-	-	(904,051)
Debt Service Reserve	(5,474,549)	(1,174,401)	(2,333,994)	(781,718)
Operating Reserve	(1,012,413)	-	-	(320,427)
Rate Stabilization Fund	(377,838)	720,461	720,461	720,461
Renewal / Rehabilitation Fund	(16,600,000)	(15,500,000)	(22,700,000)	(17,500,000)
Renewal / Rehabilitation Reimbursement	(162,543)	(221,351)	(253,960)	(227,556)
Convention Event Services Reimbursement	-	820,000	-	-
TOTAL TRANSFERS	\$ (27,738,172)	\$ (19,573,144)	\$ (28,785,346)	\$ (23,231,143)
TOTAL AVAILABLE FUNDS	\$ 127,957,902	\$ 146,718,538	\$ 135,860,315	\$ 144,485,699
EXPENDITURES:				
Salaries and Benefits	\$ 15,001,078	\$ 16,962,446	\$ 15,456,589	\$ 15,849,209
O&M Expenditures	13,892,499	14,730,412	13,801,850	14,805,675
Trinity River Authority	36,779,853	40,037,535	40,037,535	42,028,655
Tarrant Regional Water District	19,780,966	25,982,633	21,953,941	25,982,663
Bond Principal	18,345,632	24,622,353	21,105,000	22,365,000
Bond Interest	7,429,082	8,434,452	7,705,409	7,447,557
Bond Handling Fees	185,124	128,293	60,000	105,000
Bond Issuance Costs	2,343,610	671,675	105,000	450,025
Kennedale Operations	691,665	1,053,277	1,757,221	1,119,792
Franchise Fees	8,775,262	9,339,011	9,390,686	9,616,295
PILOT	4,309,930	4,433,583	4,433,583	4,524,780
TOTAL EXPENDITURES	\$ 127,534,701	\$ 146,395,670	\$ 135,806,814	\$ 144,294,651
ENDING BALANCE	\$ 423,201	\$ 322,868	\$ 53,500	\$ 191,048

Other Budget Information

CONVENTION AND EVENT SERVICES FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 1,383,034	\$ 549,322	\$ 770,015	\$ 14,296
REVENUES:				
Occupancy Tax	\$ 9,794,763	\$ 10,290,727	\$ 6,048,904	\$ 6,885,516
Cowboys Stadium Rent/Naming Rights	2,500,000	2,500,000	2,500,000	2,500,000
Convention Center Revenues:				
Esports Lease	\$ -	\$ 1,250,000	\$ 250,000	\$ 1,250,000
Audio-Visual	115,080	80,000	47,920	80,000
Catering	322,911	210,000	42,000	120,000
Communication Services	23,481	25,000	9,000	20,000
Concessionaire Reimbursement	17,788	19,000	9,170	10,000
Concessions - Food	47,718	47,000	2,300	26,000
Concessions - Liquor	19,710	20,000	500	18,000
Esports Parking Revenue	-	-	5,614	-
Event Labor & Expense	8,120	7,335	4,100	5,135
Interest Income	2,264	-	-	-
Miscellaneous	8,530	6,030	2,087	2,000
Parking	202,343	180,000	80,200	150,000
Parking - Special Event	561,130	425,000	92,954	300,000
Rental - Grand Hall	201,171	310,000	22,736	310,000
Rental - Equipment	31,384	33,250	17,750	26,600
Rental - Exhibit Hall	589,401	375,000	268,800	375,000
Rental - Kitchen	250	250	250	250
Security Revenue	16,679	4,102	23,016	8,024
Utility Services	135,764	136,000	62,000	108,000
Total Convention Center Revenues	\$ 2,327,100	\$ 3,127,967	\$ 940,397	\$ 2,809,009
TOTAL REVENUES	\$ 14,621,863	\$ 15,918,694	\$ 9,489,301	\$ 12,194,525
INTERFUND TRANSFERS:				
From General Gas Funds for ATF Corpus	\$ 2,846,838	\$ 2,933,209	\$ 2,933,209	\$ 3,022,200
To ATF Corpus Reimbursement	(2,846,838)	(2,933,209)	(2,933,209)	(3,022,220)
To ATF, granting & interest	(1,304,833)	(1,218,462)	(1,218,462)	(1,129,471)
To Communication Services ISF	(1,750,281)	(1,750,281)	(1,655,281)	(1,750,281)
To ITSF	(255,000)	-	-	-
To Water for Capital Reimbursement	-	(820,000)	-	-
To Innovation Venture Capital	-	(1,000,000)	(1,000,000)	-
(To) From Hotel Attraction Support	-	125,000	125,000	-
(To) From Maintenance Reserve	-	-	200,000	-
To Debt Service Fund - TMRS Reimbursement	-	-	-	(113,707)
To General Fund	(632,366)	(900,000)	1,800,000	-
To General Fund - Indirect Costs	(469,804)	(481,549)	-	(481,549)
TOTAL INTERFUND TRANSFERS	\$ (4,412,284)	\$ (6,045,292)	\$ (1,748,743)	\$ (3,475,028)
TOTAL AVAILABLE FUNDS	\$ 11,592,613	\$ 10,422,724	\$ 8,510,573	\$ 8,733,793

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Other Budget Information

CONVENTION AND EVENT SERVICES FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
EXPENDITURES:				
Administration	\$ 828,988	\$ 1,150,894	\$ 747,859	\$ 743,508
Event Services	468,036	464,409	454,542	436,497
Facility Operations	1,907,937	1,931,735	1,634,416	1,800,184
Parking Operations	166,229	127,285	79,171	84,120
ACC Departmental Projects	777,195	180,000	-	-
Convention & Visitors Bureau	6,170,000	6,150,000	5,400,000	5,400,000
Arts & Revitalization	575,501	250,289	150,289	100,289
Downtown Revitalization	50,000	50,000	-	50,000
Fielder Museum	30,000	30,000	30,000	30,000
TOTAL EXPENDITURES	\$ 10,973,885	\$ 10,334,612	\$ 8,496,277	\$ 8,644,598
ENDING BALANCE	\$ 618,728	\$ 88,112	\$ 14,296	\$ 89,195

Other Budget Information

PARK PERFORMANCE FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 12,305	\$ 155,956	\$ 189,416	\$ 162,273
REVENUES:				
Golf	\$ 4,637,870	\$ 6,908,401	\$ 5,167,590	\$ 7,620,101
Recreation	4,876,945	4,929,425	2,560,970	6,232,243
Field Maintenance	632,885	702,000	515,337	702,000
Interest Revenue	96,121	-	-	-
TOTAL REVENUES	\$ 10,243,820	\$ 12,539,826	\$ 8,243,897	\$ 14,554,344
INTERFUND TRANSFERS:				
Transfer from Parks Gas	\$ 1,800,000	\$ -	\$ -	\$ -
Transfer from General Fund, operating support	-	1,150,000	-	-
Transfer from General Fund, social equity support	-	140,000	140,000	280,000
Transfer from Park Fee Fund 4003	-	-	2,830,000	800,000
Transfer from Golf Surcharge Fund 4004	432,318	681,788	519,590	550,878
TOTAL INTERFUND TRANSFERS	\$ 2,232,318	\$ 1,971,788	\$ 3,489,590	\$ 1,630,878
TOTAL AVAILABLE FUNDS	\$ 12,488,443	\$ 14,667,570	\$ 11,922,903	\$ 16,347,495
EXPENDITURES:				
Golf	\$ 5,406,128	\$ 7,105,734	\$ 5,906,791	\$ 7,592,605
Recreation	6,194,523	6,949,185	5,474,558	7,913,021
Field Maintenance	504,284	565,961	379,281	558,356
TOTAL EXPENDITURES	\$ 12,104,935	\$ 14,620,879	\$ 11,760,630	\$ 16,063,982
ENDING BALANCE	\$ 383,508	\$ 46,691	\$ 162,273	\$ 283,513

Other Budget Information

STREET MAINTENANCE FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 2,550,811	\$ 2,322,304	\$ 3,382,071	\$ 6,066,443
REVENUES:				
Sales Tax Revenue	\$ 17,232,205	\$ 17,375,896	\$ 15,793,410	\$ 15,398,575
Interest Revenue	<u>349,550</u>	<u>290,654</u>	<u>238,538</u>	<u>130,794</u>
TOTAL REVENUES	\$ 17,581,755	\$ 17,666,550	\$ 16,031,948	\$ 15,529,369
INTERFUND TRANSFERS:				
Reallocation of reserves for encumbrances	\$ -	\$ -	\$ 4,104,654	\$ -
To Debt Service Fund - TMRS Reimbursement	-	-	-	(182,473)
From General Fund	2,166,527	1,416,527	1,233,071	1,416,527
From General Fund for Traffic	<u>4,326,602</u>	<u>5,127,194</u>	<u>4,855,661</u>	<u>4,519,717</u>
TOTAL INTERFUND TRANSFERS	\$ 6,493,129	\$ 6,543,721	\$ 10,193,386	\$ 5,753,771
TOTAL AVAILABLE FUNDS	\$ 26,625,695	\$ 26,532,575	\$ 29,607,405	\$ 27,349,582
EXPENDITURES:				
Sales Tax supported division	\$ 17,251,923	\$ 19,381,848	\$ 17,452,230	\$ 20,613,705
General Fund supported division	1,848,654	1,416,528	1,233,071	1,416,527
Traffic Signals - GF supported	1,647,944	1,612,040	1,528,600	1,514,570
Traffic Signs & Markings - GF supported	1,028,637	1,077,013	945,243	785,686
Street Light Maintenance - GF supported	<u>1,650,021</u>	<u>2,438,141</u>	<u>2,381,817</u>	<u>2,219,461</u>
TOTAL EXPENDITURES	\$ 23,427,179	\$ 25,925,570	\$ 23,540,962	\$ 26,549,949
ENDING BALANCE	\$ 3,198,516	\$ 607,005	\$ 6,066,443	\$ 799,633

Other Budget Information

STORM WATER UTILITY FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 733,022	\$ 260,652	\$ 761,567	\$ 432,569
REVENUES:				
Storm Water Fee Revenue - Commercial	\$ 8,424,942	\$ 8,727,600	\$ 9,192,000	\$ 9,454,900
Storm Water Fee Revenue - Residential	9,507,434	9,974,400	10,269,000	10,493,900
Interest Revenue	364,773	294,784	276,954	132,653
TOTAL REVENUES	\$ 18,297,149	\$ 18,996,784	\$ 19,737,954	\$ 20,081,453
INTERFUND TRANSFERS:				
To General Fund - Indirect Costs	\$ (564,838)	\$ (578,959)	\$ (578,959)	\$ (578,959)
To General Fund for engineering reviews	(88,699)	(88,699)	(88,699)	(88,699)
To Debt Service Fund - TMRS Reimbursement	-	-	-	(140,683)
To Pay-Go Capital Projects	(9,850,000)	(9,125,000)	(10,500,000)	(8,800,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)
TOTAL INTERFUND TRANSFERS	\$ (10,673,659)	\$ (9,962,780)	\$ (11,337,780)	\$ (9,778,463)
TOTAL AVAILABLE FUNDS	\$ 8,356,512	\$ 9,294,656	\$ 9,161,741	\$ 10,735,559
EXPENDITURES:				
Administration	\$ 4,800,204	\$ 5,816,316	\$ 5,742,970	\$ 7,101,423
Storm Water Management	1,862,133	2,054,818	1,963,535	1,917,393
Environmental Management	854,448	948,966	893,902	1,112,660
Environmental Education	130,222	137,428	128,766	131,920
TOTAL EXPENDITURES	\$ 7,647,007	\$ 8,957,528	\$ 8,729,172	\$ 10,263,396
ENDING BALANCE	\$ 709,505	\$ 337,128	\$ 432,569	\$ 472,163

Other Budget Information

DEBT SERVICE FUND FY 2021 Operating Position

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
BEGINNING BALANCE	\$ 2,366,783	\$ 2,025,286	\$ 3,566,517	\$ 3,113,354
REVENUES:				
Ad Valorem Taxes	\$ 48,149,675	\$ 50,219,975	\$ 49,668,057	\$ 60,977,493
Premium on Bond Issuance	420,000	350,000	350,000	350,000
Interest and Miscellaneous Revenue	587,367	562,972	431,715	253,337
TOTAL REVENUES	\$ 49,157,041	\$ 51,132,947	\$ 50,449,772	\$ 61,580,830
INTERFUND TRANSFERS:				
TIRZ 5	\$ 2,555,524	\$ -	\$ -	\$ -
From Grant Funds - TMRS Reimbursement	-	-	-	168,815
From Operating Funds - TMRS Reimbursement	-	-	-	1,367,509
TOTAL INTERFUND TRANSFERS	\$ 2,555,524	\$ -	\$ -	\$ 1,536,324
TOTAL AVAILABLE FUNDS	\$ 54,079,349	\$ 53,158,233	\$ 54,016,289	\$ 66,230,508
EXPENDITURES:				
Principal / Interest Payments	\$ 50,556,545	\$ 50,127,935	\$ 50,127,935	\$ 62,154,672
Issuance Fees	531,712	727,000	727,000	613,000
Agent Fees	38,357	48,000	48,000	48,000
TOTAL EXPENDITURES	\$ 51,126,614	\$ 50,902,935	\$ 50,902,935	\$ 62,815,672
ENDING BALANCE	\$ 2,952,735	\$ 2,255,298	\$ 3,113,354	\$ 3,414,836

Other Budget Information

Asset Forfeiture Fund FY 2021 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:	\$ 318,121
Expenditures:	
Salaries:	
DEA Tactical Diversion Squad Task Force	\$ 92,512
Equipment, Supplies and Rentals:	204,500
Travel and Training:	<u>21,109</u>
Total Expenditures:	\$ 318,121
Anticipated Ending Balance:	\$ -

Other Budget Information

Ambulance Services Liquidated Damages Fund FY 2021 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.

The beginning balance in the account is estimated at \$1,684,123. Revenue is projected at \$947,000; expenses are projected at \$2,625,496.

Beginning Balance on October 1, 2020:	\$ 1,684,123
Revenues:	
System Use Fees (per contract)	347,000
Liquidated Damages (estimate)	<u>600,000</u>
Total Revenues	\$ 947,000
Total Available Funds	\$ 2,631,123
Expenditures:	
POD Acquisition Contingency	\$ 1,000,000
POD Operational Support	700,000
Radio Lease Payment - Communications	300,000
EMS Training	35,000
EMS QI Coordinator	99,554
EMS Training Coordinator	101,704
Contract Epidemiologist	70,000
Equipment	60,000
Firehouse RMS Web-Based Software Annual Contract	32,945
Target Solutions	43,294
Tarrant County College EMS Academy	25,000
ESO Medic Software and Equipment Support	100,000
Health Authority Annual Contract	36,000
Travel/Training/Memberships	<u>22,000</u>
Total Expenditures	\$ 2,625,496
Ending Balance	\$ 5,627

Other Budget Information

Innovation / Venture Capital Fund FY 2021 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 include Gas Well revenues, Parks Performance funds, General Fund Property Tax revenues, Arlington Tomorrow Foundation, Convention Center revenues, entrepreneurial water sales, and funds recaptured from terminated agreements.

From FY 2009 through FY 2020, expenditures totaling \$83.5m, including \$50m for Texas Live!, have been made in support of various Chapter 380 agreements. Among these are major development/redevelopment projects including, Texas Live!, D.R. Horton headquarters relocation, Arlington Commons multi-family housing redevelopment project, and Arlington Logistics Center – the industrial redevelopment of the former Six Flags mall to house automotive manufacturing suppliers to serve the General Motors Assembly Plant. Additionally, IVCF expenditures continue to fund projects that spur economic development in the City such as, Summit Racing, Williams Sonoma, Vought, GM Financial, L-3 Technologies, Fielder Plaza Shopping Center, and the AISD Natatorium. Upcoming projects include Rent the Runway, UPS, and Six Flags Corporate Headquarters.

Beginning Balance:	\$ 6,962,231
Revenues:	
Interest	\$ 69,622
From Tarrant County - 1/2 of TIRZ 7 Consultant Contract	24,570
Total Revenues	\$ 94,192
Interfund Transfers:	
Parks Gas Fund to support East Lamar development	3,391,953
General Fund transfer - Ballpark Lease Settlement	727,500
General Fund transfer - Property Tax Rebates	969,200
Total Interfund Transfers	\$ 5,088,653
Obligations:	
East Lamar development	\$ 3,541,527
Vought Ch 380 Agrmt	90,000
L-3	121,000
Williams Sonoma Ch 380 Agrmt	69,100
Summit Racing	160,000
GM Financial	37,000
General Motors - Arlington Logistics Center	96,100
UPS	426,000
Rent the Runway	55,000
CSI Calendaring	5,000
Southwest Restaurant Equipment - Public Improvements	164,313
Fielder Plaza Shopping Center	400,000
AISD Natatorium	400,000
Six Flags Ch.380 Agrmt - Reimbursement for Project Costs	6,000,000
Six Flags Ch. 380 Agrmt - Annual Grant	200,000
TIRZ 7 Creation, Project & Finance Plan Funding	49,140
Total Expenditures:	\$ 11,814,180
Ending Balance:	\$ 330,896
Future Obligations (FY 2022 - FY 2037):	\$ 9,120,312

Other Budget Information

General Gas Fund FY 2021 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). The ATF has reached its capped corpus amount of \$100 million; therefore, 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.

In 2016, a total of \$50 million from the ATF corpus was transferred to the Innovation/Venture Capital Fund to support the development of "Texas Live" adjacent to the new Ballpark for the Texas Rangers. The ATF corpus will be recapitalized to the \$100 million level through future contributions from the gas funds.

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	\$ 1,844,451
Less: Encumbrances	(2,675)
Transfer of royalties from Water Utilites Fund	<u>718,070</u>
 Total available resources	 \$ 2,559,846
Less:	
Reserved for increase/decrease in investment value	\$ 13,597
Designated for Neighborhood Grants	53,805
Designated for Land Banking	7,544
Remaining reserve for Lamar/Collins Overlay	300,000
Reserved for CES Fund for ATF corpus reimbursement, FY 2021	1,950,658
Transfer to General Fund for one-time costs in FY 2021	-
Reserved for Arlington Home Improvement Incentive Program	84,242
Reserved for Arlington Small Business Challenge	<u>150,000</u>
 Total commitments, reserves and transfers	 \$ 2,559,846
 Remaining available resources	 \$ -

Other Budget Information

Parks Gas Fund FY 2021 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:	\$ 6,893,968
Less: Commitments, reserves and transfers:	
Reserved for increase/decrease in investment value	\$ 20,163
Remaining reserve for Lamar/Collins Overlay	3,700,000
Reserved for Texas Rangers Golf Club debt in 2021	1,221,850
Reserved for Texas Rangers Golf Club debt in 2022	796,730
Reserved for future PPF operating support	563,272
Additional reserve for Arlington Commons	591,953
Deferred revenue, lease bonuses	-
Total commitments, reserves and transfers	\$ 6,893,968
Remaining available balance	\$ -

Other Budget Information

Airport Gas Fund FY 2021 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:	\$ 2,887,468
Less:	
Reserved for increase/decrease in investment value	\$ 6,496
Airfield maintenance	85,000
Ramp grant matching funds	50,000
ATCT equipment replacement	90,000
Designated for Debt Service	-
Total commitments and reserves	\$ 231,496
Anticipated remaining balance	\$ 2,655,972

Other Budget Information

Court Technology Fund FY 2021 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.

Projected beginning balance, available cash:	\$ 276,447
Revenues:	
Court Technology fees	\$ 202,200
Civil Technology fees	7,000
Total Revenues	<u>\$ 209,200</u>
Total available resources	\$ 485,647
Expenditures:	
Maintenance of Incode Software	\$ 97,352
Maintenance of Incode Notify	50,000
Tyler Content Manager	10,525
BIS Digital Recording System Maintenance	18,942
Digital Resources - courtroom equipment maintenance	7,500
Novisign - docket signage	3,800
Incode training	1,950
Total Expenditures	<u>\$ 190,069</u>
Remaining available balance	\$ 295,578

Other Budget Information

Selected Reserves

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.

Self Insurance Fund: 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.

<u>Fund</u>	<u>Reserve</u>
Group Health	\$ 1,308,382
Worker's Compensation	\$ 201,538
Self Insurance Fund	\$ 9,290,236
Water Operating Reserve	\$ 19,203,867
Water Rate Stabilization	\$ 6,845,146
Water Lab Equipment	\$ 337,000
Debt Service Reserve	\$ 3,339,982

Other Budget Information

Multi-Family Inspection Program Cost Recovery

Direct Salaries/Benefits/Non-Personnel

Total Multi-Family Salaries/Benefits	374,120.00
Mult-Family Non-Personnel Costs per Year	68,776.20
Direct Multi-Family Expenses	442,896.20

Indirect Salaries/Benefits/Non-Personnel

Administrative Aide - FMR (85%)	56,764.38
DSS Officers (50%)	75,698.50
DSS Administrative Aide (50%)	29,842.00
Field Operations Manager (50%)	60,147.00
Field Operations Manager/DSS (50%)	60,221.00
Neighborhood Services Analyst (30%)	34,136.70
Sr. Management Analyst (30%)	29,385.60
Code Compliance Services Administrator (50%)	79,534.13
Non-Personnel Costs per Year	43,637.74
Indirect Multi-Family Expenses	469,367.05

Multi-Family Revenue (FY20 Budgeted)

Multi-Family Inspection Revenue	629,108
Multi-Family Reinspection Revenue	3,450
Extended Stay Inspection Revenue	160,981
Extended Stay Reinspection Revenue	300
Total annual program revenue	793,839.00

Cost Recovery

Expenses	912,263.25
Revenue	793,839.00
	87.02%

Other Budget Information

Information Required for Texas Local Government Code Chapter 140.0045 Itemization of certain expenditures required in certain political subdivision budgets

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Adopted
State & Federal Legislative Lobbying	\$158,812	\$173,750	\$151,750
Legal Advertising	\$39,600	\$39,600	\$39,600

Appendices

FY 2021 ADOPTED FULL TIME POSITIONS

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
ASSET MANAGEMENT				
Administrative Aide I	1	1	1	1
Administrative Analyst I	1	1	1	1
Apprentice Electrician	1	1	1	1
Building Maintenance Worker	1	1	1	1
Building Systems Specialist	1	1	1	1
BSS Master Plumber	1	2	2	2
Building System Mechanic	4	4	4	4
Building Systems Supervisor	1	1	1	1
Carpenter	4	4	4	4
Carpentry Supervisor	1	1	1	1
Construction Specialist	3	3	3	3
Construction Services Manager	1	1	1	1
Contract Coordinator	1	1	1	1
Custodial Services Administrator	1	1	1	1
Electrician	3	3	3	3
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
Master Electrician	1	1	1	1
Sr Asset Officer	1	1	1	1
ASSET MANAGEMENT TOTAL	32	33	33	33
AVIATION				
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
AVIATION TOTAL	9	9	9	9
CITY ATTORNEY'S OFFICE				
Administrative Aide II	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Assistant City Attorney	3	3	3	3
Attorney I / II / Sr Attorney	16	16	16	16
City Attorney	1	1	1	1
Deputy City Attorney	3	3	3	3
Paralegal	5	5	5	5

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Secretary	5	5	5	5
Sr Management Analyst	1	1	1	1
Sr Office Assistant	2	2	2	2
CITY ATTORNEY'S OFFICE TOTAL	38	38	38	38
CITY MANAGER'S OFFICE				
Assistant City Manager	1	1	0	0
City Manager	1	1	1	1
Deputy City Manager	1	1	2	2
CITY MANAGER'S OFFICE TOTAL	3	3	3	3
CODE COMPLIANCE SERVICES				
Administrative Aide I	2	2	2	2
Animal Services Administrative Coordinator	2	2	2	2
Animal Services Manager	1	1	1	1
Animal Technician	3	3	3	3
Code Compliance Administrator	1	1	1	1
Code Compliance Officer I/II/Sr Code Compliance Officer	36	37	37	37
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	4
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
Veterinarian	1	1	1	1
Veterinary Tech	1	1	1	1
CODE COMPLIANCE SERVICES TOTAL	67	68	68	66
COMMUNICATION AND LEGISLATIVE AFFAIRS				
Action Center Agent	14	14	14	14
Action Center Manager	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Aide II	3	3	3	3
Administrative Services Coordinator I	3	3	3	3
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

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Director Communication and Legislative Affairs	1	1	1	1
Executive Assistant to City Manager	1	1	1	1
Executive Assistant to Mayor and Council	1	1	1	1
Managing Editor	1	1	1	1
Sr Management Analyst	1	1	1	1
Vital Records Coordinator	1	1	1	1
Web Designer	1	1	1	1
COMMUNICATION AND LEGISLATIVE AFFAIRS	41	41	41	41
ECONOMIC DEVELOPMENT				
Administrative Aide II	1	1	1	1
Economic Development Coordinator	1	1	1	1
Economic Development Manager	1	1	1	1
Economic Development Specialist	2	2	2	2
Public Works Inspector	1	1	1	1
Real Estate Manager	1	1	1	1
Real Estate Representative	3	3	3	3
ECONOMIC DEVELOPMENT TOTAL	10	10	10	10
FINANCE				
Accounting Supervisor	1	1	1	1
Administrative Aide II	3	3	3	3
Budget Administrator	1	1	1	1
Budget Manager	1	1	1	1
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
ERP Project Manager	1	1	1	1
Financial Accountant	1	1	1	1
Financial System Administrator	1	1	1	1
MWBE Coordinator	1	1	1	1
MWBE Program Manager	0	0	0	1
Payroll Assistant	1	1	1	1
Payroll Supervisor	1	1	1	1
Purchasing Agent	4	4	4	4
Purchasing Manager	1	1	1	1
Sr Budget Analyst	3	3	3	3
Sr Financial Accountant	4	4	4	4
Sr Public Finance Analyst	1	1	1	1
Staff Accountant	3	3	3	3

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Treasurer	1	1	1	1
Treasury Analyst	1	1	1	1
FINANCE TOTAL	36	36	36	37
FIRE				
Sworn:				
Fire Chief Director Emergency Management	1	1	1	1
Assistant Fire Chief	2	2	2	2
Deputy Fire Chief	9	9	9	9
Deputy Fire Chief Fire Marshal	1	1	1	1
Fire Battalion Chief	3	3	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	76	76	76
Fire Prevention Specialist	4	4	4	4
Firefighter / Firefighter Trainee	187	187	187	187
Fire Prevention Inspector / Fire Prevention Trainee	8	10	10	10
Civilian:				
Administrative Aide II	2	2	2	2
Administrative Analyst I	1	1	1	1
Administrative Coordinator	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 Administrator	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
Sworn Total	367	372	372	372
Civilian Total	20	20	20	20
FIRE GRAND TOTAL	387	392	392	392

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
HUMAN RESOURCES				
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	0	0
Human Resources Assistant	4	4	4	4
Human Resources Civil Service Coordinator	1	1	1	1
Human Resources Consultant	4	4	4	4
Human Resources Information Specialist	2	2	2	2
Human Resources Manager	3	3	3	3
Leave Program Administrator	1	1	1	1
Organizational Development Specialist	2	2	2	2
Paralegal	1	1	1	1
Risk Manager	1	1	1	1
Risk Specialist	1	1	1	1
Safety Specialist	0	0	1	1
Sr Attorney	1	1	1	1
HUMAN RESOURCES TOTAL	26	26	26	26
INTERNAL AUDIT				
Assistant City Auditor	1	1	1	1
City Auditor	1	1	1	1
Internal Auditor	1	1	1	1
IT Auditor	1	1	1	1
Staff Auditor	1	1	1	1
INTERNAL AUDIT TOTAL	5	5	5	5
JUDICIARY				
Court Administrative Aide	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
JUDICIARY TOTAL	6	6	6	6
LIBRARIES				
Administrative Support Coordinator	1	1	1	1
Cataloging and Acquisition Assistant	1	1	1	1
Cataloging Assistant	2	2	2	2
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

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
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	2	2	2	2
Library Services Manager	4	4	4	4
Library Technology Services Mgr	1	1	1	1
Literacy Coordinator	2	2	2	2
OFM Administrator	1	1	1	1
PMCE Administrator	1	1	1	1
Public Services Coordinator	8	8	8	8
User Support Specialist	1	1	1	1
LIBRARIES TOTAL	68	68	68	68
MUNICIPAL COURT				
Court Administrative Coordinator	1	1	1	1
Court Supervisor	2	2	2	2
Court System Administrator	1	1	1	1
Deputy Court Clerk 1 Certified	8	8	9	9
Deputy Court Clerk II / III	21	21	20	19
Municipal Court Clerk Coordinator	4	4	4	4
Municipal Court Services Administrator	1	1	1	1
Staff Accountant	1	1	1	1
MUNICIPAL COURT TOTAL	39	39	39	38
PARKS AND RECREATION				
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 Analyst	1	1	1	1
Assistant Director Parks	3	3	3	3
Athletic Field Maintenance Supervisor	2	2	2	2
Athletics Sports Coordinator	0	1	1	1
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
Customer Service Representative	0	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

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Fitness Program Coordinator	0	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	45	46	46	45
Lead Irrigation Tech	1	1	1	1
Lead Landscape Technician	16	16	16	16
Marketing and Enterprise Development Manager	1	1	1	1
Marketing Enterprise Development Coordinator	1	1	1	1
Master Electrician	1	1	1	1
Mechanic Parks	1	1	1	1
Operations Systems Administrator	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	1	1	1	1
Recreation Facility Manager	0	1	1	1
Recreation Program Coordinator	0	2	2	2
Service Representative	2	2	2	2
Urban Forestry Land Manager	1	1	1	1
PARKS AND RECREATION TOTAL	109	116	116	115
PLANNING AND DEVELOPMENT SERVICES				
Administrative Assistant	3	3	3	3
Administrative Support Supervisor	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Assistant Building Official	1	1	1	1
Assistant Director of Planning	1	1	1	1
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	7	7	7	7
Development Coordinator	1	1	1	1
Development Services Supervisor	1	1	1	1
Director of Planning and Development Services	1	1	1	1

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Engineering Operations Manager	1	1	1	1
Engineering Technician	1	1	1	1
Environmental Health Specialist	3	3	3	4
Field Inspections Supervisor	1	1	1	1
Gas Well Coordinator	1	1	1	1
Gas Well Specialist	1	1	1	1
Graduate Engineer	1	1	1	1
Health Services Analyst	1	1	1	1
Health Services Manager	1	1	1	1
Permit Technician	0	0	1	1
Planner	1	1	1	1
Planning Manager	1	1	1	1
Planning Technician	1	1	1	1
Plans Examiner	5	5	4	4
Plans Examiner Supervisor	1	1	1	1
Principal Planner	1	1	1	1
Project Engineer	1	2	2	2
Service Representative	3	3	3	3
Sr Account Clerk	3	3	3	3
Sr Environmental Health Specialist	0	1	1	1
Sr Inspector	2	2	2	2
Sr Management Analyst	1	1	1	1
Sr Planner	2	3	3	3
Sr Plans Examiner	3	3	3	3
Streetscape Inspector	1	1	1	1
PLANNING AND DEVELOPMENT SERVICES	58	61	61	62
POLICE				
Sworn:				
Police Chief	1	1	1	1
Assistant Police Chief	2	2	2	2
Deputy Police Chief	8	8	8	8
Police Lieutenant	25	25	25	25
Police Sergeant	92	104	104	104
Police Officer / Recruit	524	532	532	547
Association Liaison Officer/Sergeant	1	1	1	1
Civilian:				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Analyst	1	1	1	1
Administrative Services Manager	1	1	1	1
Application Developer	2	2	2	2
Assistant To Police Chief	1	1	1	1

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Budget Analyst	1	1	1	1
Business Resource Manager	1	1	1	1
Chief Administrative Officer	1	1	1	1
Community Services Assistant	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	40	40	40	40
Detention Supervisor	3	3	3	3
Evidence Property Control Specialist	7	7	7	10
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	7	7	7	7
Lead Detention Officer	3	3	3	3
Office Assistant	22	22	22	22
Office Coordinator	4	4	4	4
Operations Analyst	1	1	1	1
Payroll Coordinator Police	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	12	12	12	12
Police Technology Specialist	2	2	2	2
Records Management Systems Specialist	1	1	1	1
Records Services Assistant	30	30	30	29
Records Services Coordinator	6	6	6	6
Records Services Supervisor	1	1	1	1
Research and Development Manager	1	1	1	1
School Violence Prevention Program Coordinator	0	0	0	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

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Victim Services Supervisor	1	1	1	1
Warrant Clerk	3	3	3	3
Youth Family Specialist	1	1	1	1
Sworn Total	653	673	673	688
Civilian Total	206	206	206	209
POLICE GRAND TOTAL	859	879	879	897
PUBLIC WORKS AND TRANSPORTATION				
Administrative Aide I	1	1	1	1
Asset Specialist	2	2	2	2
Asset System Administrator	1	1	1	1
Asset System Analyst	1	1	1	1
Assistant Director Public Works	2	2	2	2
Budget Administrator	0	0	1	1
Business Services Manager	1	1	1	1
City Surveyor	1	1	1	1
Civil Engineer	3	3	4	4
Construction Services Manager	1	1	1	1
Contract Administrator	1	1	1	1
Contract Coordinator	1	1	1	1
Director Public Works & Transportation	1	1	1	1
Engineering Coordinator	1	1	1	1
Engineering Technician	2	2	2	2
Graduate Engineer	1	1	0	0
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
Office Assistant	1	1	1	1
Operations Analyst II	1	1	1	1
Project Engineer	2	2	2	2
Public Works Inspector	14	14	14	14
Public Works Operations Support Manager	1	1	1	1
Signal Specialist	2	2	2	2
Sr Engineer	2	2	2	2
Sr Management Analyst	1	1	0	0
Survey Instrument Technician	1	1	1	1
Survey Party Assistant	1	1	1	1
Traffic Engineer	1	1	1	1
Traffic Technician	2	2	2	2
PUBLIC WORKS AND TRANSPORTATION TOTAL	54	54	54	54

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
STRATEGIC INITIATIVES				
GIS Technician I	1	1	1	1
Operations Analyst II	1	1	1	1
Planner	1	1	1	1
Planning Manager	2	2	2	2
Planning Technician	1	1	1	1
Principal Planner	1	1	1	1
Sr Planner	1	1	1	1
Sr Strategic Initiatives Officer	1	1	1	1
STRATEGIC INITIATIVES TOTAL	9	9	9	9
SUBTOTAL GENERAL FUND	1856	1893	1893	1909
COMMUNICATION SERVICES FUND				
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
Telecommunicator	88	88	88	88
COMMUNICATION SERVICES FUND TOTAL	111	111	111	111
CONVENTION EVENT SERVICES				
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 Operations Administrator	1	1	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 Systems Administrator	1	1	1	1
Facility Systems Specialist	4	4	4	4
Operations Crew Leader	2	2	2	2
Parking Lot Supervisor	1	1	1	0
Resource Administrator	1	1	1	1
CONVENTION EVENT SERVICES TOTAL	31	31	31	30
DOCUMENT SERVICES FUND				
Asset Specialist	1	1	1	1
Document Services Supervisor	1	1	1	1
Mail Clerk I	2	2	2	2
Mail Clerk II	1	1	1	1

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Records Center Technician	2	2	2	2
Reprographic Specialist	1	1	1	1
DOCUMENT SERVICES FUND TOTAL	8	8	8	8
EPAB				
EMS Clinical Coordinator	1	1	1	1
EMS Coordinator	1	1	1	1
EPAB TOTAL	2	2	2	2
FLEET SERVICES FUND				
Fleet Manager	1	1	1	1
FLEET SERVICES FUND TOTAL	1	1	1	1
INFORMATION TECHNOLOGY SUPPORT FUND				
Administrative Aide II	1	1	1	1
Applications Specialist I	3	3	3	3
Applications Specialist II	6	6	7	7
Business Analyst II	4	4	4	4
Chief Information Officer	1	1	1	1
Customer Support Specialist	7	7	7	7
Data Base Administrator	2	2	2	2
Desktop Deployment Administrator	1	1	1	1
GIS Applications Developer	1	1	1	1
IT Asset Specialist	1	1	1	1
IT Budget Supervisor	1	1	1	1
IT GIS Supervisor	1	1	1	1
IT Governance Supervisor	1	1	1	1
IT Manager	4	4	4	4
IT Project Manager	2	2	2	2
IT Reporting Specialist	1	1	1	1
IT Supervisor	5	5	4	4
Network Administrator	3	3	3	3
Network Engineer	3	3	3	3
Systems Engineer	6	6	6	6
Web Administrator	2	2	2	2
Web Developer	2	2	2	2
INFORMATION TECHNOLOGY SUPPORT FUND TOTAL	58	58	58	58
PARKS PERFORMANCE FUND				
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	2	2	2	2
Assistant Restaurant Manager	1	1	1	1
Assistant Tennis Professional	2	2	2	2

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
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
Banquet Sous Chef	1	1	1	1
Catering Sales Assistant	1	1	1	1
Catering Sales Coordinator	1	1	1	1
Clubhouse Attendant	4	4	4	4
Customer Service Representative	4	4	4	4
Dining Room Lead	1	1	0	0
Executive Chef	1	1	1	1
First Assistant Golf Professional	3	3	3	3
Food and Beverage Manager	1	1	1	1
Golf Chief Mechanic	0	0	1	1
Golf Course Superintendent 27	1	1	1	1
Golf Operations Administrator	1	1	1	1
Golf Programs Manager	1	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
Landscape Technician / Sr Landscape Technician	19	19	19	22
Lead Indoor Lifeguard	0	1	1	1
Lead Landscape Technician	1	1	1	1
Line Cook	1	1	1	1
Mechanic Parks	3	3	2	2
Park Landscape Supervisor	2	2	2	2
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	2	2
Service Representative	1	1	1	1
Service Unit Assistant	0	1	1	1
Sports Program Coordinator	1	1	1	1
Superintendent Golf Course Maintenance	1	1	1	1
Tennis Pro Shop Attendant	1	1	1	1
Tennis Services Manager	1	1	1	1
Tournament and Event Coordinator	1	1	1	1
PARKS PERFORMANCE FUND TOTAL	86	88	88	91

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
STORM WATER UTILITY FUND				
Assistant Director	1	1	1	1
Asset System Analyst	1	1	1	1
Civil Engineer	1	1	2	2
Concrete Specialist	1	1	1	1
Crew Leader	2	2	2	2
Engineering Technician	0	1	1	2
Environmental Education Specialist	1	1	1	1
Environmental Specialist	5	5	5	6
Environmental Supervisor	0	0	0	2
Field Technician	2	2	1	1
Graduate Engineer	4	4	3	3
Heavy Equipment Operator III	5	5	5	5
Project Engineer	0	0	0	1
Public Works Operations Supervisor	1	1	1	1
Sr Engineer	2	2	2	2
Sr Field Technician	2	2	3	3
Storm Water Fund Administrator	1	1	1	1
Storm Water Specialist	1	1	1	1
Storm Water Permit Supervisor	1	1	1	1
STORM WATER UTILITY FUND TOTAL	31	32	32	37
STREET MAINTENANCE FUND				
Administrative Aide I	2	2	2	2
Asset System Analyst	1	1	1	1
Crew Leader	12	12	12	12
Field Tech	13	13	16	16
Heavy Equipment Operator III	6	6	6	6
Markings Specialist	2	2	2	2
Public Works Operations Manager	2	2	2	2
Public Works Operations Supervisor	5	5	5	5
Sign Specialist	5	5	5	5
Signal Specialist I	4	4	5	5
Signal Specialist II	7	7	6	6
Sr Field Technician	27	27	24	24
Streetlight Specialist	6	6	6	6
STREET MAINTENANCE FUND TOTAL	92	92	92	92
WATER UTILITIES FUND				
Administrative Secretary	3	3	3	3
Apprentice Service Worker	1	1	2	2
Asset Information Specialist	1	1	1	1
Assistant Director Water Utilities	3	3	3	3
CAD Technician	1	1	1	1

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Capital Projects Coordinator	1	1	1	1
Chief Maintenance Technician	0	0	1	1
Chief Treatment Technician	2	2	1	1
Civil Engineer Water	4	4	4	4
Communications Coordinator	1	1	1	1
Customer Assistant	3	3	4	4
Customer Care Business Services Manager	1	1	1	1
Customer Information System Analyst	1	1	1	1
Customer Services Specialist	0	0	2	2
Customer Services Supervisor	1	1	1	1
Deputy City Manager	1	1	1	1
Director Utilities	1	1	1	1
Electrical Systems Supervisor	1	1	1	1
Electrical Technician / Electrical Technician Trainee	3	3	3	3
Engineering Information Specialist	1	1	1	1
Field Operations Sector Manager	2	2	3	3
Financial Administrator	1	1	1	1
GIS Applications Administrator	1	1	1	1
GIS Applications Programmer	1	1	1	1
GIS Researcher	1	1	0	0
GIS Supervisor	1	1	1	1
GIS Technician II / III	2	2	3	3
Graduate Engineer	2	2	2	2
Heavy Equipment Operator II	1	1	1	1
Information Services Project Coordinator	1	1	1	1
Inventory Coordinator	2	2	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
Lead Utility Technician	20	20	19	19
Mechanical Technician / Mechanical Technician Trainee	6	6	6	6
Meter Service Worker	13	13	13	13
Meter Services Crew Chief	3	3	3	3
Meter Services Leader	5	5	5	5
Meter Services Supervisor	2	2	2	2
Office Assistant	1	1	1	1
Office Coordinator	1	1	1	1
Operations Support Manager	1	1	1	1
Sample Collector	1	1	1	1
SCADA Analyst	1	1	1	1
Sr Account Clerk	1	1	1	1

Appendices

	Actual FY 2019	Budgeted FY 2020	Estimated FY 2020	Adopted FY 2021
Sr Engineer	3	3	3	3
Sr Management Analyst	1	1	1	1
Sr Meter Reader	5	5	4	4
Sr Programmer Analyst	2	2	2	2
Sr Utility Customer Service Representative	3	3	2	2
Sr Utility Technician	7	7	7	7
Treatment Technician / Treatment Technician Trainee	13	13	13	13
Utilities Account Analyst	1	1	1	1
Utilities Administrative Coordinator	1	1	0	0
Utilities Customer Service Representative	6	6	6	6
Utilities Environmental Analyst	3	3	3	3
Utility Support Specialist	1	1	1	1
Utility Technician Apprentice	12	12	12	12
Warehouse Inventory Clerk	2	2	2	2
Water Conservation Specialist	1	1	1	1
Water Resource Services Manager	1	1	1	1
Water Resource Technician	3	3	3	3
Water Sewer Crew Chief	19	19	19	19
Water Sewer Leader Meter Reading	1	1	1	1
Water Treatment Facilities Assistant Manager	2	2	2	2
Water Treatment Facilities Manager	2	2	1	1
Water Treatment Maintenance Coordinator	1	1	1	1
Water Treatment Maintenance Manager	1	1	1	1
Water Utilities Field Operations Supervisor	4	4	4	4
Water Utilities Training Administrator	1	1	1	1
Water Wastewater Model Engineer	1	1	1	1
WATER UTILITIES FUND TOTAL	205	205	205	205
GRANT FUNDS				
Arlington Tomorrow Foundation	1	1	1	1
Code Compliance Services	3	3	2	2
Fire	5	5	5	5
Handitran	28	28	28	28
Housing	56	56	33	34
Judiciary	7	7	7	7
Police	44	44	29	29
Public Works and Transportation	1	1	0	0
Strategic Initiatives	9	9	10	10
GRANT FUNDS TOTAL	154	154	115	116
SUBTOTAL OTHER FUNDS	779	782	743	751
TOTAL ALL FUNDS	2635	2675	2636	2660

Appendices

FY 2021 ADOPTED POSITION ADDS AND CUTS

GENERAL FUND

-2 Field Operations Manager	Code Compliance
1 MWBE Program Manager	Finance
-1 Deputy Court Clerk II	Municipal Court
-1 Landscape Technician	Parks
1 Environmental Health Specialist	Planning
15 Police Officer	Police
3 Evidence Property Control Specialist	Police
-1 Records Services Assistant	Police
1 School Violence Prevention Program Coordinator	Police

16 NET TOTAL

CONVENTION EVENT SERVICES

-1 Parking Lot Supervisor

-1 NET TOTAL

PARK PERFORMANCE FUND

3 Landscape Technician

3 NET TOTAL

STORMWATER UTILITY FUND

1 Engineering Technician
1 Environmental Specialist
2 Environmental Supervisor
1 Project Engineer

5 NET TOTAL

23 NET TOTAL POSITION CHANGES

Appendices

FINANCIAL POLICIES

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.

Appendices

FINANCIAL POLICIES (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% (1/12th) 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.

Appendices

FINANCIAL POLICIES (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

FINANCIAL POLICIES (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 \$1,245 excluding Pension Obligation Bonds.
- 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 2018 Actual	FY 2019 Actual	FY 2020 Estimate	Target
Net Debt to assessed valuation	1.74%	1.47%	1.55%	<2%
Debt Service expenditures to total expenditures of General Fund Plus Debt Service	16%	16.9%	16.1%	<20%
Net tax-supported debt per capita (excluding Pension Obligation Bonds)	\$1,064	\$1,110	\$1,161	\$1,245

Appendices

FINANCIAL POLICIES (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

FY 2021 BUDGET DEVELOPMENT CALENDAR

Mon., Jan. 6	Financial Forecast/ FY 2021 Preliminary Budget materials distributed FY 2020 1 st Quarter Business Plan materials distributed
Fri., Jan. 10	FY 2020 1 st Quarter BAR materials distributed
Fri., Jan. 24	FY 2020 1 st Quarter BAR revenue and expenditure estimates due 1 st Quarter Business Plan responses due
Fri., Jan. 31	Financial Forecast materials due back from departments
Thurs., Feb. 13	Department Head Quarterly Meeting
Tues., Feb. 18	Adopt FY 2020 Capital Budget and Reimbursement Resolution
Tues., Feb. 18 – Fri., Feb. 28	Financial Forecast review meetings with CMO/Departments
March	Financial Forecast to CMO
Wed., Apr. 1	2 nd Quarter Business Plan materials distributed
Thurs., Apr. 16	2 nd Quarter BAR materials distributed
Thurs., Apr. 30	2 nd Quarter Business Plan responses due
Fri., May 1	Budget Kickoff (Team Virtual Meeting 11:00 am) Departments begin building base budget in GovMax Departments begin building FY 2021 Business Plan w/goals & objectives
Thurs., May 7	2 nd Quarter BAR revenue & expenditure estimates due
Thur., May 14	Department Head Quarterly Meeting
Tues., May 19	FY 2021 Base Budget Submissions due (expenditures & revenues) FY 2021 Business Plan projects due from Departments

Appendices

FY 2021 BUDGET DEVELOPMENT CALENDAR (CONTINUED)

Fri., May 22	TAD Preliminary Property Tax Roll available
Wed., June 17	CMO Budget Discussion Meeting
Late June	3 rd Quarter Business Plan materials distributed
Tues., July 7	City Council Planning Session 2 nd Quarter BAR & Financial Forecast presented
Thurs., July 9	3 rd Quarter BAR materials distributed – One-week turnaround for budget book
Tues., July 14	3 rd Quarter Business Plan responses due
Fri., July 17	3 rd Quarter BAR revenue & expenditure estimates due
Fri., July 24	Certified Property Tax Roll available
Tues., Aug. 4	FY 2021 Proposed Budget presentation to City Council & City Secretary Proposed Water/Sewer Fees to Council
Tues., Aug. 11	Council Budget Retreat Resolution on Tax Rate/Resolution calling Public Hearings
Mon., Aug. 24	September Certified Property Tax Roll available
Thurs., Aug. 20	Town Hall Meeting
Tues., Sept. 1	Town Hall Meeting
Tues., Sept. 8	Public Hearing on the Budget Adopt the FY 2021 Budget & Tax Rate – 1 st Reading
Tues., Sept. 15	Adopt the FY 2021 Budget & Tax Rate – 2 nd Reading Tax Rate to Tarrant County

Appendices

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.

Appendices

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 on 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.

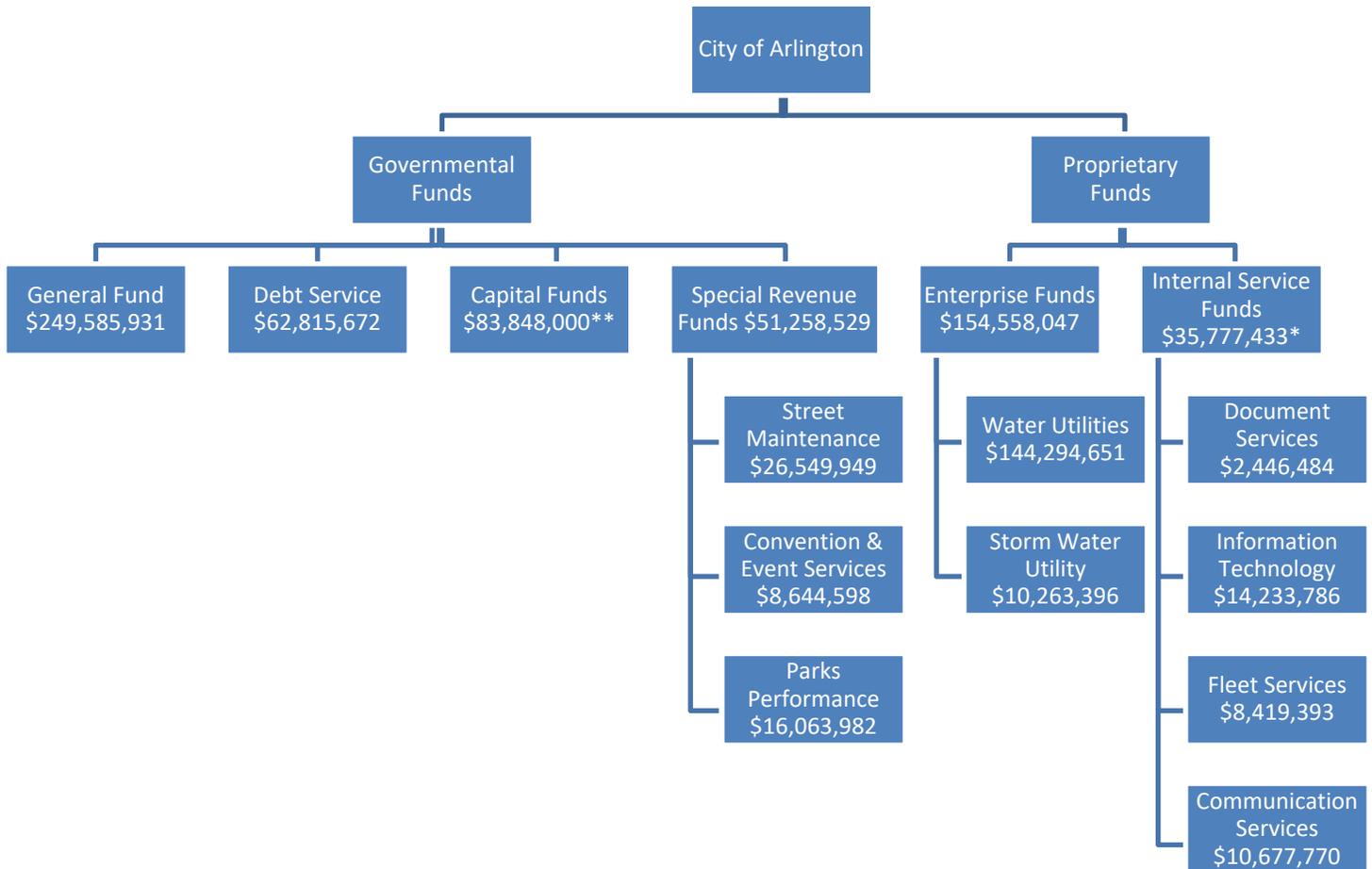
Appendices

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*



Appendices

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 late April/early May 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.

Preliminary Council Review: The City Manager briefed the City Council on the FY 2021 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.

Third Quarter Budget Analysis Report: After budget submittal, departments submitted third quarter revenue and expenditure estimates. The OMB prepared a second quarter BAR analyzing variances for the City Manager's Office.

City Manager's Review: The City Manager met with the Deputy City Managers and the OMB. The City Manager reviewed BPs 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.

Tax Rate: State law requires the calculation of "no-new-revenue" and "voter-approval" tax rates. The "no-new-revenue" 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 (excludes new property). The "voter-approval" rate is a rate that represents a 3.5 percent increase in the operations/maintenance portion of the total tax rate. A public election must be held if the "voter-approval" rate is exceeded. These rates were provided to Council.

Appendices

BUDGET PROCESS (CONTINUED)

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

CITY OF ARLINGTON FACTS & FIGURES

City Government

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

Physiographic

Land Area	99.5 square miles
Extraterritorial Jurisdiction	6.7 acres
Public Parkland	4,718 acres
City Parks	1,458 acres
Community Parks	884 acres
Linear Parks	1,763 acres
Neighborhood Parks	424 acres
Natural Areas	181 acres
Longitude Range	W97° 14'-W97° 03'
Latitude Range	N32° 35'-N32° 48'
Elevation Range	462'-687'
Lake Arlington	
Pool Elevation	550'
Surface Area	2,250 acres
Average Annual Rainfall	38.36"
Average Annual Temperature	66.1°F
Average January Temperature	46.5°F
Average July Temperature	86°F

Appendices

CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

Demographics (American Community Survey, US Census Bureau)

Population

1980	160,113
1990	261,721
2000	332,969
2010	365,438
2018 est.	392,462

Population Growth Rate

2010-2018	7.39%
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Population Rank of Arlington (2018 est.)

Texas Cities	7th
U.S. Cities	48th

Population by Race & Ethnicity (2018 est.)

White	61.55%
African-American	22.48%
Asian	6.90%
Native Hawaiian/Other Pacific Islander	0.02%
American Indian and Alaska Native	0.45%
<u>Other & Two or More Races</u>	<u>8.60%</u>
Total	100.0%

(Of Hispanic Origin 29.2%)

Median Age

1990	29.1 years
2010	32.1 years
2018 est.	33.3 years

Age Distribution (2018 est.)

Under 18	26.0%
18 to 44	39.9%
45 to 64	23.9%
65+	10.2%

Median Household Income

1990	\$35,048
2012	\$53,341
2018 est.	\$58,502

Average Household Size

2.67

Appendices

CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

Housing (Planning & Development Services Annual Development Profile, 2018)

Single-Family Units	102,797	
Multi-Family Units	45,259	
Other	93	
Building Permit Activity	# Permit	\$ Value
New Single Family	656	\$158,724,959
New Multifamily	11	\$92,627,746
New Commercial	167	\$234,252,077
Other (Additions, fences, etc.)	6,849	\$436,137,670
Total	7,683	\$921,742,453

Education

AISD 2018-19 Enrollment

Elementary	33,299
Junior High	8,682
High School	17,802
Total	59,783

UTA Fall 2019 Enrollment

Undergraduate	28,627
Graduate	14,236
Total	42,863

Highest Education Level Attained (Over age 25)

No H.S. Diploma	15.2%
High School/GED	23.5%
Some College	24.2%
Associate Degree	7.7%
Bachelor's Degree	19.7%
Graduate/Professional Degree	9.8%

Appendices

CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

Economic

Taxable Value	2020 (FY 2021)
Personal Property	\$3,318,080,708
Real Estate	\$27,186,228,892
Mineral Lease	\$109,964,741
Agriculture	\$329,761
Decrease for Pending ARB and Incomplete Accts	(\$2,629,070,424)
Sub-Total	\$27,985,533,678
ARB Estimate	\$1,183,180,373
Incomplete Estimate	\$657,354,769
Total Estimate	\$29,826,068,820
Tax Rate	\$0.006225
Tax Levy	
Personal Property	\$20,655,052
Real Property	\$169,920,858
Pending ARB accounts / Incomplete Accts	(\$16,365,963)
Sub-Total	\$174,209,947
ARB Estimate	\$7,365,298
Incomplete Estimate	\$4,092,033
Total Tax Levy	\$185,667,278
City Estimate of Litigation Loss	(\$9,129,850)
Sub-Total	\$176,537,428
Change in value for Eco Development	(\$9,349,552)
Collection of Delinquent Taxes and Penalties & Interest	\$900,000
Total Budgeted Revenue	\$168,087,876

Appendices

CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

Economic (Continued)

Tax Rate per \$100 Valuation

City	\$0.6225
AISD	\$1.3871
County	\$0.234
Tarrant County College District	\$0.13017
Hospital District	\$0.224429
Total	\$2.598199

*Top Ten Taxpayers

Valuation

General Motors Corp.	\$410,763,943
Oncor Electric Delivery LLC	\$212,021,342
Arlington Highlands LP	\$150,931,704
Parks at Arlington LP	\$150,000,000
Hart Arlington Tx LLC	\$128,546,406
Forest Ridge LP/Manchester/Valencia LLC	\$105,900,000
Six Flags Fund LTD	\$102,690,846
Bedrock Holdings II LLC	\$97,680,000
Pioneer DC LLC	\$87,259,875
Columbia Medical Center LP	\$84,549,662

Budgeted FY 2021

City Sales Tax (General Fund)	\$61,594,299
Property Tax (General Fund and Debt Service Fund)	\$168,087,877

Municipal Bond Rating

	Moody's	S&P	Fitch
General Obligation	Aa1	AAA	AAA
Water/Sewer	Aa1	AAA	AAA
Drainage	Aa1	AAA	AAA

Appendices

CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

Employment

Civilian Labor Force – 213,323 (Texas Workforce Commission – June 2020)

2019 Annual Average Unemployment Rate – 3.4% (Texas Workforce Commission)

Top 10 Employers	# of employees
Arlington ISD	8,200
University of Texas at Arlington	5,300
General Motors Co.	4,484
Texas Health Resources	4,063
Six Flags Over Texas	3,800
The Parks Mall	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 2021

Estimated Total Valuation	\$29,826,068,820
Tax Rate	\$0.6225
Total Tax Levy	\$186,412,930
Total Projected Revenue	\$168,087,877
General Fund Tax Revenue	\$107,110,384
Interest and Sinking Fund Tax Revenue	\$60,977,493

Distribution of Tax Rate

Fund	Rate	Percent
General Fund	\$0.4085	65.6%
Interest and Sinking Fund	<u>\$0.2140</u>	<u>34.4%</u>
Total	\$0.6225	100.0%

Appendices

TAX INFORMATION

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

Fiscal Year		Assessed Valuation	Tax Rate Per \$100		Levy
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
2019	\$	25,753,273,388	\$0.6348	\$	160,700,426
2020	\$	29,073,063,356	\$0.6240	\$	181,415,915
2021	\$	29,826,068,820	\$0.6225	\$	186,412,930

Appendices

TAX INFORMATION (CONTINUED)

City of Arlington Ad Valorem Tax Rate General Fund and Debt Service Fund Twenty-Year History

Fiscal Year	General Fund		Debt Service Fund		Total Rate	Percent Variance
	Rate	Percent	Rate	Percent		
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%)
2019	\$0.4428	69.8%	\$0.1920	30.2%	\$0.6348	(0.8%)
2020	\$0.4467	71.6%	\$0.1773	28.4%	\$0.6240	(1.7%)
2021	\$0.4085	65.6%	\$0.2140	34.4%	\$0.6225	(0.2%)

Appendices

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 2021 is \$29.83 billion. This is an increase of 2.6% percent from the assessed value of \$29.07 billion for FY 2020.

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 2021 tax rate is 62.25¢ 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 40.85¢ and 21.40¢ 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.

Appendices

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

Appendices

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 2021, 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.

Appendices

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.

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

Appendices

BUDGET GLOSSARY (CONTINUED)

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 2021 tax rate for the City of Arlington is 62.25¢.

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 2021 – FY 2025

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 2021 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.

Current Economic Challenges and Revenue Projections

The nation is facing considerable economic uncertainty due to the ongoing Covid-19 pandemic. Projecting revenue is an inexact science in the best of times, requiring a variety of methodologies and analyses applied to historical trends while factoring in the potential impacts of new City programs and changes in the statutory or regulatory environment. These traditional approaches are more effective in producing reliable revenue estimates in times of relative economic stability; much less so in times of great instability, particularly when change is both dramatic and sudden. It is important to note that the revenue projections contained in this forecast present our best estimates for going forward in FY 2021 and beyond. However, the duration and severity of the current economic downturn is extremely difficult to predict at this point, since the health crisis that has driven the economic decline has not yet been resolved.

Process

The Comprehensive Financial Forecast effort kicks off annually in January and all City departments were charged with reviewing the revenues they are responsible for and considering three scenarios. For each of the major operating funds, departments prepared revenue projections for the period FY 2021 through FY 2025 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.

Although departments spent the most time developing their most-likely scenarios, the dramatic changes in economic climate which arose after department forecast submissions suggest that projections closer to the worst-case scenarios are more likely to occur, particularly in FY 2021 and perhaps extending into FY 2022. Additionally, scheduling challenges which arose as a result of social distancing efforts pushed the presentation of the Financial Forecast to Council into July. As a result, all FY 2021 revenue

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projections in this forecast were developed after the outbreak of Covid-19 and are considered at the time of presentation to be FY 2021 Proposed Budget revenues. Revenues in the forecast were developed using FY 2021 base revenues with “most-likely” percent increases applied in the out-years.

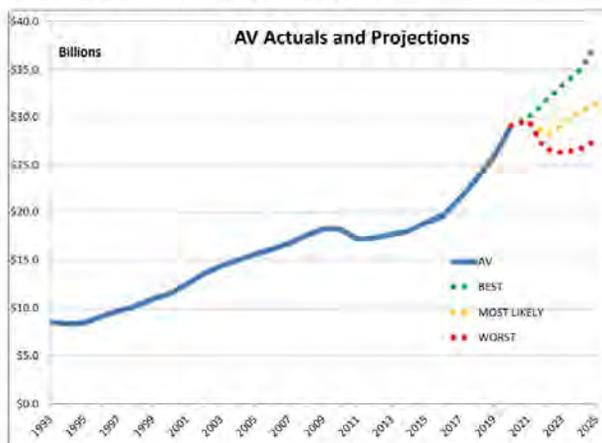
As has been the Financial Forecast practice in the past, departments considered two different types of future expenditure needs.

1. **Current services expenditures** 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, and the costs of programs or services covered by grants that are expiring.
2. **New program expenditures** are the costs of new or expanded services. New programs would include adding personnel, anticipated costs of opening and operating new facilities, and anticipated new technology.

General Fund Revenues

Within the General Fund, 86 percent of all FY 2020 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 the Water Utility and Stormwater Utility PILOT (Payment in Lieu of Taxes), AISD payments to the City for the SRO (School Resource Officer) program, and the payments received for the City’s landfill lease, 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 the 2008-2009 recession as its benchmark mixed with the last time the federal government was shut down. Revenue declines in M&O from \$118M in 2020 down to a low of \$96M in 2022. It will take several more years of growth beyond 2025 before AV returns to 2020 levels. Over the 5-year time horizon \$136M debt is issued.

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The best-case repeats the five-year period from 1998-2002 in which the City experienced its best rate of growth from 1993-2020. Revenues increase 25% in 2025 vs. 2020 in M&O. Taxable value will reach \$37B by 2025. Over the 5-year time horizon \$319M in debt is issued.

The most-likely case assumes a steady growth pattern in values similar to what the City experienced from 2005-2009. Revenues vary in M&O by (\$14M) [due to issuing of debt for Senior Rec Center in FY21] to \$6M per year, with an accumulated growth for five years of \$2M. Over the 5-year time horizon \$229M in debt is issued. After issuance in 2020, the City has \$225M remaining in voter-approved bond authorization.

Increase in Property Values	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Best Case	2.78%	5.83%	5.47%	4.62%	7.80%
Worst Case	2.00%	-9.87%	-1.44%	1.34%	3.40%
Most Likely	2.00%	-5.00%	3.40%	4.50%	3.50%

The amount of debt issued was increased or decreased to attempt in maximizing the amount of debt possible in order to facilitate the greatest amount of capital projects. 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 strong increases over the last few years, but there were signs of slowing growth even before the sharp economic decline that has occurred since February. The FY 2021 projection for sales tax revenue shows a 10% decline in FY 2021 from FY 2019 actuals (which is 11.9% lower than the FY 2020 budget), then 3.1% annual increases in FY 2022 through FY 2025. Over the five-year period, this

projection would result in FY 2025 revenues that are essentially equal to the FY 2020 budgeted amount. The graph above shows the results of all three growth scenarios over the five-year forecast period.

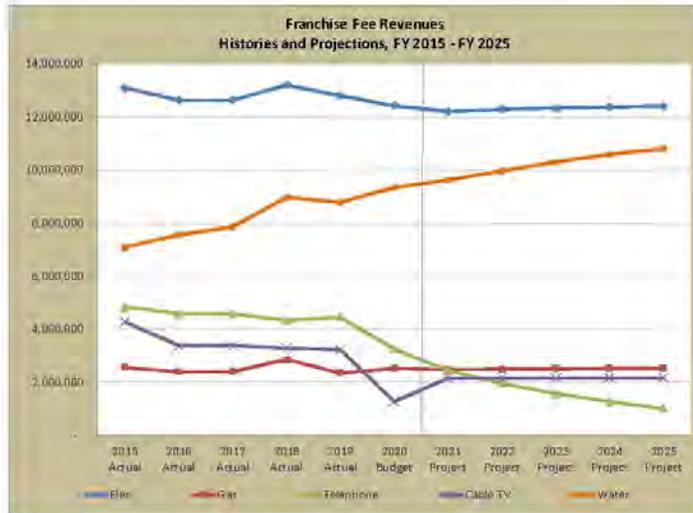


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In the aggregate, the FY 2021 projection for **franchise fee revenues** shows an increase of 0.3 percent from the FY 2020 budgeted level, then essentially flat for the remaining years of the forecast. This results in FY 2025 revenues that are virtually unchanged from FY 2021.

Franchise fee revenues for electricity, gas, and water usage are largely determined by weather conditions during the winter and summer months; these fees can vary significantly in any given year if we experience extreme cold or extreme heat and drought. Franchise fees are also affected by the continuing evolution of new business models in the telephone and cable television industries. The growth of subscriber services like Hulu+ Live TV and Sling that are not subject to franchise fees will result in declining revenues in these areas; however, the decline anticipated from recent legislation that limits cable and telephone access line fees has not been as steep as originally projected.



The proposed scenario for **Municipal Court revenues** includes a 10.2% decline in FY 2021 from the FY 2020 budget. Daily operations at the Court have been particularly affected by the Covid-19 pandemic, as health concerns forced the Court to close for several weeks during the spring; normal activity has still not been fully restored. The Court’s revenues are projected to improve somewhat in FY 2022 through FY 2025, rising by 2.0% in 2022 and 2023, then by 2.2% in 2024 and 2.8% in 2025. These projections would essentially bring the Court’s revenues back to their FY 2019 levels by FY 2025.

The current-year graph to the right shows the two largest revenue sources at the Court. The effects of Covid-19 are readily apparent from the graph, beginning with the



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reduced impact of the spring warrant initiative during February and March, and continuing into the summer. In the aggregate, Court revenues are projected to be \$1.9 million under budget for the year, a decline of 17% from FY 2019 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:

	FY 2020 Budget	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Best Case Revenues	269,512,808	275,679,450	284,730,417	296,613,698	307,296,776	324,784,620
Worst Case Revenues	269,512,808	252,140,902	231,196,406	232,432,568	236,911,789	243,184,280
Proposed & Most Likely Revenues	269,512,808	255,836,878	244,430,448	251,675,700	280,573,056	288,398,178
Change from prior year		(13,675,930)	(11,406,430)	7,245,252	8,897,355	7,825,122
Percent change from prior year		-5.1%	-4.5%	3.0%	3.5%	3.0%

The impact of Covid-19 is evident throughout these projections, particularly in FY 2021 and 2022. General Fund revenues are anticipated to decline in those years, reflecting the continuing challenges for the City's property and sales tax revenues. Beginning in FY 2023, moderate growth is projected to return; however, General Fund revenues in FY 2025 are still not expected to have returned to their budgeted FY 2020 levels.

The baseline General Fund operating position on the next page assumes projected FY 2021 revenues submitted by departments in May 2020 and includes no new programs or additional funding in FY 2021. One-time funds used in FY 2020 are removed from the forecasted years. Additionally, a complete list of all General Fund revenues under the proposed/most-likely scenario follows.

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Comprehensive Financial Forecast General Fund BASELINE, FY 2021 - FY 2025

	FY 2020 Budget	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
GENERAL FUND REVENUES - Proposed FY21, most likely FY22 - FY25	\$ 269,512,808	\$ 255,836,878	\$ 244,430,448	\$ 251,675,700	\$ 260,573,056	\$ 268,398,178
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975	\$ 4,475,734	\$ 4,565,249	\$ 4,656,554
Conv. & Event Svcs. Fund Indirect Cost	481,549	-	-	491,180	501,004	511,024
Storm Water Indirect Cost	578,959	578,959	578,959	590,538	602,349	614,396
To IT for one-time projects	(1,459,960)	-	-	-	-	-
From SWUIF for engineering reviews	88,699	88,699	88,699	88,699	88,699	88,699
From Convention & Event Services	900,000	-	-	-	-	-
FY 2018 General Fund ending balance	461,959	-	-	-	-	-
To Working Capital and Unallocated Reserves	(1,406,772)	-	-	-	-	-
From ATF Fund	600,000	-	-	-	-	-
From General Gas Fund for one-time costs	372,821	-	-	-	-	-
From Parks Gas Fund for TRGC debt reimbursement	1,237,850	-	-	-	-	-
To Park Performance Fund, operating support	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)
To Park Performance Fund, social equity support	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)
To Special Transportation Fund	(1,000,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)
To Street Maintenance Fund for Traffic	(5,127,194)	(4,587,771)	(4,587,771)	(4,587,771)	(4,587,771)	(4,587,771)
To Street Maintenance Fund	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)
To Innovation/Venture Capital Fund, Ballpark lease/settlement	(1,477,500)	-	-	-	-	-
TOTAL INTERFUND TRANSFERS	\$ (4,088,141)	\$ (2,513,665)	\$ (2,513,665)	\$ (1,923,147)	\$ (1,811,998)	\$ (1,698,626)
TOTAL AVAILABLE FUNDS	\$ 265,444,666	\$ 253,323,213	\$ 241,916,783	\$ 249,752,554	\$ 258,761,058	\$ 266,699,552
GENERAL FUND EXPENDITURES	\$ 265,429,130	\$ 264,825,395	\$ 255,811,168	\$ 255,811,168	\$ 255,811,168	\$ 255,811,168
Impact of expiring COPS Grant (officers moving to GF)		\$ 243,614	\$ 673,363			
Departmental Voluntary Cuts		\$ (9,257,841)				
ENDING BALANCE	\$ 15,536	\$ (2,487,955)	\$ (13,894,385)	\$ (6,058,614)	\$ 2,949,890	\$ 10,888,381

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General Fund Revenues - FY 21 Proposed & Most Likely Scenario

Description	FY 2020 Budget	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Sales Taxes, General Fund	68,375,846	60,272,414	62,140,859	64,067,225	66,053,308	68,100,862
PILOT - Water	4,433,583	4,524,780	4,628,850	4,735,313	4,844,226	4,955,643
PILOT - SWUF	618,122	681,371	676,583	692,144	708,063	724,349
State Liquor Tax	2,085,563	2,064,707	2,136,972	2,211,786	2,289,178	2,368,299
Bingo Tax	65,322	79,693	79,693	79,693	79,693	79,693
Electric Franchise Fees	12,427,520	12,203,825	12,301,456	12,336,360	12,375,375	12,412,501
Gas Franchise Fees	2,510,514	2,465,325	2,485,048	2,492,503	2,499,860	2,507,480
Telephone Franchise Fees	3,245,984	2,434,488	1,947,590	1,558,072	1,246,458	997,166
Water Franchise Fees	9,339,011	9,616,295	9,952,805	10,301,216	10,589,650	10,801,443
Cable TV Franchise Fees	1,261,274	2,150,525	2,150,525	2,150,525	2,150,525	2,150,525
Taxicab Franchise Fees	-	-	-	-	-	-
Major Event Trust Fund Revs.	300,000	300,000	300,000	300,000	300,000	300,000
Other Licenses and Permits	2,250	2,250	2,250	2,250	2,250	2,250
Sheraton Ground Lease	302,574	320,345	328,674	337,219	345,987	354,983
Ballpark Lease (one-time \$1m in FY 2020)	750,000	-	-	-	-	-
Landfill Deferred Revenue	457,259	457,259	457,259	457,259	457,259	457,259
Ground Lease - 101 Center	60,000	60,000	60,000	60,000	60,000	60,000
Auction Revenues	31,200	30,500	31,720	32,989	34,308	35,681
Miscellaneous Revenue	350,000	350,000	360,500	371,315	382,454	393,928
Infrastructure Revenues	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752
Beverage Contract Revenues	18,000	17,150	17,150	17,150	17,150	17,150
Ballpark Settlement	727,500	-	-	-	-	-
Prop Taxes, General Fund	118,832,717	117,424,549	103,130,681	108,042,137	114,435,003	119,478,501
Interest, General Fund	1,648,122	747,747	672,972	672,972	706,621	812,614
Garbage Franchise Fees	2,121,408	2,241,364	2,353,432	2,471,104	2,594,659	2,724,392
Storm Event Clean-Up Fees	58,350	58,165	58,165	58,165	58,165	58,165
Construction Management Fees	196,800	134,000	263,110	63,577	63,577	63,577
Landfill Usage Fees	2,236,608	2,359,440	2,359,440	2,359,440	2,359,440	2,359,440
City Waste Royalty	1,597,027	1,673,868	1,673,868	1,673,868	1,673,868	1,673,868
Non-City Waste Royalty	2,828,121	2,778,926	2,778,926	2,778,926	2,778,926	2,778,926
Brush Waste Royalty	54,216	56,735	56,735	56,735	56,735	56,735
City Dept Waste Rebate	62,480	72,791	72,791	72,791	72,791	72,791
Methane Gas Royalty	300,000	478,200	478,200	478,200	478,200	478,200
Terminal Building Leases	94,377	88,971	75,709	85,561	96,320	87,104
Hangar Rental	214,324	214,084	216,403	217,282	217,282	265,808
Tie Down Charge	32,340	29,260	29,700	32,340	32,340	33,660
Land/Ramp Lease	817,865	843,332	873,526	888,187	891,373	884,300
Multi-Family Inspections	628,015	629,108	635,422	640,090	640,494	640,494
Extended Stay Annual Inspections	160,981	160,981	160,981	160,981	160,981	160,981

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General Fund Revenues - FY 21 Proposed & Most Likely Scenario

Description	FY 2020 Budget	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Animal Awareness/Safety Program	3,500	2,800	2,800	2,800	2,800	2,800
Adoption Fees	113,023	103,368	103,368	103,368	103,368	103,368
Weed and Grass Fees	105,503	92,985	92,985	92,985	92,985	92,985
Dangerous Structure Demolition	12,750	7,375	7,375	7,375	7,375	7,375
Nuisance Abatement Fees	46,457	41,524	41,524	41,524	41,524	41,524
Multi-Family Reinspection Fees	3,300	3,450	3,450	3,450	3,450	3,450
Extended Stay Reinspection Fees	300	300	300	300	300	300
Duplex Registrations	16,854	17,154	17,154	17,154	17,154	17,154
Duplex Reinspections	450	450	450	450	450	450
Swimming Pool Reinspections	3,150	2,753	2,753	2,753	2,753	2,753
Vet Services	14,279	13,969	13,969	13,969	13,969	13,969
Animal Services - Owner Surrender Fees	29,622	26,900	26,900	26,900	26,900	26,900
Impoundment Fees	56,192	43,688	43,688	43,688	43,688	43,688
Swimming Pool Permits	99,100	99,500	99,500	99,500	99,500	99,500
Securing Code Violations	3,978	3,243	3,243	3,243	3,243	3,243
Dog and Cat Licenses	57,423	50,723	50,723	50,723	50,723	50,723
Euthanasia Fees	11,588	8,748	8,748	8,748	8,748	8,748
Deceased Animal Pick-Up	2,300	2,170	2,170	2,170	2,170	2,170
Dangerous Animal Fee	3,550	3,337	3,337	3,337	3,337	3,337
Alcoholic Beverage Licenses	115,000	115,000	116,725	118,476	120,263	122,057
Vital Statistics	315,000	315,000	326,025	335,806	344,201	352,806
Real Estate Transfer	375,000	375,000	375,000	375,000	375,000	375,000
Small Cell Perm, Insp, Rental Fee	190,000	225,000	236,250	248,063	260,466	273,489
Cell Tower Lease	250,000	205,900	236,785	272,303	313,148	360,120
Pipeline License Agreements	75,000	75,000	77,250	79,568	81,955	84,413
Fire Initial Inspections	66,600	66,600	66,600	66,600	66,600	66,600
Fire Permit Fees	216,743	216,743	221,078	225,499	230,009	234,610
Overtime and Reinspection Fees	17,600	17,600	17,600	17,600	17,600	17,600
Fire Inspection Fees	322,700	322,700	322,700	322,700	322,700	322,700
Fire Operational Permits	258,141	258,141	271,048	284,600	298,830	313,772
Risk Management - Damages	220,000	220,000	220,000	220,000	220,000	220,000
Library Cards for Non-Residents	24,921	24,921	25,669	26,439	27,232	28,049
Library Fines	132,930	119,637	120,833	122,042	123,262	124,495
Copier Concessions	100,500	100,500	103,515	106,620	109,819	113,114
Criminal Justice Fees	354,680	312,118	316,800	321,552	327,983	334,542
Municipal Court Fines	3,501,048	2,975,891	3,035,409	3,096,117	3,158,039	3,236,990
Child Safety Fees	42,970	42,111	42,322	42,533	42,746	42,960
Uniform Traffic Fines	7,094,702	6,495,909	6,625,827	6,758,344	6,893,511	7,065,848
Turn Payment Fees	61,129	79,468	87,812	100,984	126,230	170,410
Issue / Arrest Fees	317,790	311,434	312,991	314,558	317,702	320,879

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General Fund Revenues - FY 21 Proposed & Most Likely Scenario

Description	FY 2020 Budget	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected
Park Bond Fund	65,000	70,000	70,000	70,000	70,000	70,000
Building Inspection Fees	85,000	78,500	78,539	78,579	78,622	78,661
Plat Review and Inspection Fees	775,000	620,000	545,600	491,040	441,936	397,742
Rezoning Fees	114,126	118,000	117,410	116,823	116,239	115,658
Food Service App / Change of Owner	85,000	60,000	60,000	60,000	60,000	60,000
Food Service Estab. Reinspections	15,000	11,250	11,250	11,250	11,250	11,250
Short Term Rental Inspections, Permits	150,000	46,250	53,161	58,477	63,793	69,108
Landscape / Tree Preservation Fees	14,000	14,000	14,000	14,000	14,000	14,000
Building Permits	3,475,000	2,940,000	3,326,345	3,343,143	3,240,208	3,151,491
Electrical Permits	115,000	115,000	115,000	115,000	115,000	115,000
Plumbing Permits	300,000	300,000	306,000	312,120	318,362	324,730
Mechanical Permits	147,763	147,763	147,763	147,763	147,763	147,763
Business Registration	225,000	200,000	200,000	200,000	200,000	200,000
Certificates of Occupancy	123,000	123,000	123,000	123,000	123,000	123,000
Boathouse / Pier Licenses	13,759	13,759	13,759	13,759	13,759	13,759
Plan Review Fees	1,485,750	1,157,000	1,226,258	1,232,046	1,170,444	1,135,330
Gas Well Inspection Fees	145,000	-	-	-	-	-
Gas Well Annual Reinspections	902,200	894,400	899,425	901,937	929,760	929,760
Gas Well Supplemental Fee	12,500	12,500	12,500	12,500	12,500	12,500
Food Establishment Permits	728,450	655,605	655,605	655,605	655,605	655,605
Food Handlers Permits	10,000	5,500	5,500	5,500	5,500	5,500
Child Care Licenses and Permits	57,800	57,800	57,800	57,800	57,800	57,800
Hotel Inspection Fees	44,000	44,000	42,712	41,649	41,562	39,735
Irrigation Permits	54,000	54,000	54,054	54,108	54,162	54,216
Special Event Parking Permits and Renewals	16,700	12,000	12,000	12,000	12,000	12,000
Police Admin	47,000	37,000	37,000	37,000	37,000	37,000
Abandoned Vehicle Search Fees	15,780	15,000	15,000	15,000	15,000	15,000
Police Towing Fees	161,160	161,160	161,160	161,160	161,160	161,160
Burglar Alarm Permits	724,034	661,938	608,983	566,354	532,373	505,754
Contrib from AISD / SRO Program	1,939,030	2,228,159	2,228,159	2,228,159	2,228,159	2,228,159
Jail Support Revenues	3,735	3,750	3,750	3,750	3,750	3,750
Engineering Services Bond Projects	650,000	650,000	650,000	650,000	650,000	650,000
Water Dept Street Cuts	160,000	160,000	160,000	160,000	160,000	160,000
Inspection Transfer	1,075,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Survey Transfer	146,000	140,000	140,000	140,000	140,000	140,000
Transportation Bond - Operating	116,000	116,000	116,000	116,000	116,000	116,000
Saturday Inspection Fees	30,000	30,000	30,000	30,000	30,000	30,000
Abandonment Fees	6,000	6,000	6,000	6,000	6,000	6,000
Pedicab Revenues	11,000	-	-	-	-	-
State Reimburse - Traffic Signals	71,234	71,234	71,234	71,234	71,234	71,234
Sign Rentals	30,000	40,000	40,000	40,000	40,000	40,000
Proposed & Most Likely Total Revenues	269,512,808	255,836,878	244,430,448	251,675,700	260,573,056	268,398,178

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General Fund Expenditures

The cost of employee health insurance and compensation adjustments will affect all 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. In the General Fund and internal service funds directly supported by the General Fund, these costs are budgeted at \$22.9M in FY 2020. 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 2020	Projected FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Cumulative Costs
Employee Insurance	22,884,952	23,917,660	25,017,872	26,168,694	27,372,454	28,631,587	
Increase from prior year		1,032,708	1,101,132	1,151,784	1,204,767	1,260,186	5,750,577
Percent Increase from prior year		4.6%	4.6%	4.6%	4.6%	4.6%	

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 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 2019 being the final year of the plan. The FY 2020 adopted budget included a 2% across-the-board compensation increase, however that raise was suspended as a result of the current economic climate. The forecast assumes a 2% raise will be implemented in FY 2022 and the out-years will include similar cost-of-living increases.

	Projected FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Cumulative Costs
Compensation Increases	-	3,529,727	3,600,322	3,672,328	3,745,775	14,548,151
Cumulative Compensation Increases		3,529,727	7,130,049	10,802,377	14,548,151	

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 and compensation increases.

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

General Fund with Health Insurance and Compensation	Comprehensive Financial Forecast General Fund, FY 2021 - FY 2025					
	FY 2020 Budget	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
GENERAL FUND REVENUES - Proposed FY21, most likely FY22 - FY25	\$ 269,512,808	\$ 255,836,878	\$ 244,430,448	\$ 251,675,700	\$ 260,573,056	\$ 268,398,178
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975	\$ 4,475,734	\$ 4,565,249	\$ 4,656,554
Conv. & Event Svcs. Fund Indirect Cost	481,549	-	-	491,180	501,004	511,024
Storm Water Indirect Cost	578,959	578,959	578,959	590,538	602,349	614,396
To ff for one-time projects	(1,459,960)	-	-	-	-	-
From SWUF for engineering reviews	88,699	88,699	88,699	88,699	88,699	88,699
From Convention & Event Services	900,000	-	-	-	-	-
FY 2018 General Fund ending balance	461,959	-	-	-	-	-
To Working Capital and Unallocated Reserves	(1,406,772)	-	-	-	-	-
From ATF Fund	600,000	-	-	-	-	-
From General Gas Fund for one-time costs	372,821	-	-	-	-	-
From Parks Gas Fund for TRGC debt reimbursement	1,237,850	-	-	-	-	-
To Park Performance Fund, operating support	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)
To Park Performance Fund, social equity support	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)
To Special Transportation Fund	(1,000,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)
To Street Maintenance Fund for Traffic	(5,127,194)	(4,587,771)	(4,587,771)	(4,587,771)	(4,587,771)	(4,587,771)
To Street Maintenance Fund	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)
To Innovation/Venture Capital Fund, Ballpark lease/settlement	(1,477,500)	-	-	-	-	-
TOTAL INTERFUND TRANSFERS	\$ (4,068,141)	\$ (7,513,665)	\$ (2,513,665)	\$ (1,923,147)	\$ (1,811,998)	\$ (1,698,626)
TOTAL AVAILABLE FUNDS	\$ 265,444,666	\$ 253,323,213	\$ 241,916,783	\$ 249,752,554	\$ 258,761,058	\$ 266,699,552
GENERAL FUND EXPENDITURES (inc grant & cuts)	\$ 265,429,130	\$ 255,811,168	\$ 255,811,168	\$ 255,811,168	\$ 255,811,168	\$ 255,811,168
ENDING BALANCE	\$ 15,536	\$ (2,487,955)	\$ (13,894,385)	\$ (6,058,614)	\$ 2,949,890	\$ 10,888,384
Health Insurance Increases*		\$ 1,032,708	\$ 2,133,840	\$ 3,285,625	\$ 4,490,391	\$ 5,750,577
Compensation Increases (2% annually starting in FY 2022)		-	3,529,727	7,130,048	10,802,376	14,548,150
		\$ 1,032,708	\$ 5,663,567	\$ 10,415,673	\$ 15,292,767	\$ 20,298,727
ENDING BALANCE with Health Insurance and Compensation		\$ (3,520,663)	\$ (19,557,952)	\$ (16,474,287)	\$ (12,342,877)	\$ (9,410,343)

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

Proposed Expenditures by Department

The expenditure side of the Comprehensive Financial Forecast presents challenges similar to the revenue side. Due to the current health crisis, the City's operating environment has changed considerably since departments prepared their original five-year outlook of expenditure needs back in January and February. As in the past, all departments were tasked with developing expenditure proposals that would address the Council's 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 of continuing to provide existing programs, services, and staffing. Expenditure increases in current services 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 asked to develop expenditure projections for future proposed new programs, services, and equipment. These include such items as:

- Program expansion,
- Additional personnel,
- Costs of opening and operating new facilities,
- Anticipated new technologies, etc.

The following tables include a complete list of forecasted expenditure requests by department. However, due to the spending constraints imposed by the General Fund's projected revenue outlook, we anticipate that only those expenditures mandated by the City's existing contractual obligations, legal requirements, and unavoidable operating cost increases will be included in the FY 2021 Proposed Budget as presented to Council in August.

Dept	Request Title	FY 2021 Impact	FY 2022 Impact	FY 2023 Impact	FY 2024 Impact	FY 2025 Impact
AM	Maintenance of Buildings	40,866	85,819	195,266	189,656	249,490
AM	Utilities - 2001 N - Cooper Street	9,700	9,700	9,700	9,700	9,700
AM	Luxaf Program - Solid Waste and Recycling	10,000	11,000	12,000	13,000	14,000
AM	Solid Waste and Recycling General Services	6,000	6,000	6,000	6,000	6,000
AM	Reclassification / Equity Adjustment for Facility Services	31,063	31,063	31,063	31,063	31,063
AM	Facility Services - New Staff	237,368	378,249	481,982	481,982	481,982
AM	Post-Tense Archibed (Tie-Invoice)	33,719	33,719	33,719	33,719	33,719
AM	Maintenance of Buildings - Service Contract for Ott Cripps Public Safety Center Jail Locks	15,000	15,750	16,538	15,191	19,100
AM	Maintenance of Buildings - Service Contract - Security Access Gates	30,000	30,900	31,827	32,782	33,765
AM	Cardiograph Services	20,000	20,000	22,000	24,200	26,620
Audit	Restore the Staff Auditor position to an Internal Auditor position	7,500	7,500	7,500	7,500	7,500
Audit	Convert an Internal Auditor Position to a Senior Internal Auditor	5,500	5,500	5,500	5,500	5,500
Audit	Peer Review	-	-	5,000	-	-
Audit	Migration to TeamMate	-	-	30,000	-	-
Aviation	Aviation PI Seasonal Budget	-	4,120	4,120	4,120	4,120
CAO	Open Records Attorney I - Police Department	82,629	80,829	80,829	80,829	80,829
CAO	Consulting/Legal Svcs - 2021 Reaggregation Project	75,000	-	-	-	-
CAO	PD Legal Advisor (Paralegal) - Litigation & Employment	68,451	60,061	60,061	60,061	60,061
CAO	Funding Equity Adjustments	65,692	65,692	65,692	65,692	65,692
CAO	Senior Attorney - Economic Development	119,638	104,000	104,000	104,000	104,000
CAO	Attorney II - Litigation	105,166	91,606	91,606	91,606	91,606
CL&A	Additional Action Center Staff	159,524	140,914	140,914	140,914	140,914
CL&A	CityBot Community Engagement Program	53,500	57,245	61,252	65,540	69,317
CL&A	Tell-Town Hall Meetings	20,000	20,000	20,000	20,000	20,000

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Comprehensive Financial Forecast FY 2021 – FY 2025

Dept.	Request Title	FY 2021 Impact	FY 2022 Impact	FY 2023 Impact	FY 2024 Impact	FY 2025 Impact
Code	Animal Services Generator	450,000	-	-	-	-
Code	Code Compliance Services 6th Floor Remodel	100,000	-	-	-	-
Code	Animal Services Access Control System	73,959	-	-	-	-
Code	Code Compliance Services Part-Time Administrative Staff	-	78,674	78,674	78,674	78,674
Code	Animal Care Coordinator	-	55,701	55,201	55,201	55,201
Code	Animal Enrichment Specialist	-	-	51,015	50,515	50,515
Code	Animal Services Receiving Remodel	-	-	-	60,000	-
Court	Tyler Content Manager Annual Maintenance	10,525	11,051	11,604	12,184	12,783
Court	Courtroom AV Equipment Annual Maintenance	7,500	9,000	10,500	11,550	12,474
Court	Municipal Court Attorney E-File	-	-	-	-	-
ED	Right-of-Way Inspector	49,500	49,500	49,500	49,500	49,500
Finance	Tarrant Appraisal District Assessment Services	51,753	53,306	54,905	56,552	58,248
Finance	Tarrant County Property Tax Billing and Collection	18,895	19,840	16,665	13,999	11,586
Finance	MWBE Outreach Program	9,809	9,809	9,809	9,809	9,809
Finance	MWBE Program Compliance Coordinator	-	72,009	72,009	72,009	72,009
Finance	Public Finance Administrator (Compliance)	-	91,606	91,606	91,606	91,606
Finance	Hotel Occupancy Tax Audit	-	42,000	42,000	42,000	42,000
Fire	Heavy Fleet Apparatus	2,586,513	-	-	-	-
Fire	FEMA Staffing for Adequate Fire and Emergency	(892,741)	(892,741)	(416,612)	-	-
Fire	Squad 3	626,239	551,150	551,150	551,150	527,700
Fire	Fire Prevention Internal Affairs	140,010	113,747	113,747	113,747	113,747
Fire	Battalion 3	419,697	364,661	364,661	364,661	364,661
HR	Property/Casualty Insurance Premium Increase	171,615	187,709	236,169	258,207	263,380
HR	Educational Assistance	80,000	80,000	80,000	80,000	80,000
HR	Arbitration Expenses	40,000	40,000	40,000	40,000	40,000
Library	Water and Waste Utilities for Library Facilities	25,725	25,725	25,725	25,725	25,725
Library	People Counter Upgrade for all Library locations	85,000	-	-	-	-
Library	Repair and Renovate the Northeast Branch Library Public Restrooms	40,000	-	-	-	-
Non-Dept	ERP System Maintenance Costs	37,327	-	-	-	-
Non-Dept	UTA Parking Garage	460,000	460,000	460,000	460,000	460,000
Non-Dept	ERP Software and Implementation	3,000,000	500,000	500,000	500,000	500,000
OSI	Via On-Demand Rideshare	1,607,675	3,057,675	3,957,675	5,057,675	5,057,675
OSI	Arlington Urban Design Center	12,480	49,920	28,000	28,000	28,000
OSI	Neighborhood Program: Position and Funding Transition	-	(20,000)	(20,000)	(20,000)	(20,000)
OSI	South 360 Corridor Study	-	300,000	-	-	-
OSI	Thoroughfare Development Plan Update	-	150,000	-	-	-
OSI	Hike and Bike Plan Update	-	100,000	-	-	-
OSI	Comprehensive Plan Update	-	-	-	-	260,000
Parks - GF	Mowing Contracts CFI Increase	30,795	31,411	32,039	32,680	33,334
Parks - GF	Janitorial Contract	10,000	10,000	61,863	61,863	61,863
Parks - GF	Music and Motion Picture Licensing	16,719	16,719	16,719	16,719	16,719
Parks - GF	AISD Natatorium Fiber Installation	10,645	-	-	-	-
Parks - GF	The Beacon Case Funding	120,367	145,367	145,367	145,367	145,367
Parks - GF	Operations O&M	41,550	220,300	39,000	48,050	94,700
Parks - GF	Maintenance Equipment Replacement	483,283	483,283	483,283	483,283	483,283
Parks - GF	Centralized Irrigation System Expansion	86,000	86,000	-	-	-
Parks - GF	Parkland Lot Renovations	1,039,500	825,000	1,125,000	841,500	1,040,000
Parks - GF	Playground Replacement Program	1,410,000	-	1,050,000	460,000	1,450,000
Parks - GF	Reiss/Steinmann Marketing Aide PT to FT	14,861	7,901	7,901	7,901	7,901
Parks - GF	Erosion Control	330,000	1,050,000	1,600,000	800,000	-
Parks - GF	Urban Forestry Renewal Program	50,000	50,000	50,000	50,000	50,000
Parks - GF	Social Equity	140,000	140,000	140,000	140,000	-
Parks - GF	Flood Dredging	875,000	1,325,000	770,000	3,025,000	1,010,000
Parks - GF	EARL Staffing and Maintenance Plan	-	-	25,000	25,000	25,000
Parks - GF	Active Adult Center Phase Funding	-	297,376	627,647	652,657	613,362
Parks - GF	Gateway Monument Sign #4	-	-	863,000	863,000	863,000
PDS	Health Services Third-Party Absorption	(85,050)	(128,664)	(128,664)	(128,664)	(128,664)
PDS	Administrative Aide II	57,099	50,839	50,339	50,339	50,339
PDS	International Accreditation Services Building Certification	-	31,800	8,000	8,000	24,000

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Comprehensive Financial Forecast FY 2021 – FY 2025

Dept.	Request Title	FY 2021 Impact	FY 2022 Impact	FY 2023 Impact	FY 2024 Impact	FY 2025 Impact
Police	Forensic Testing Budget Increase	250,000	250,000	250,000	250,000	250,000
Police	Department Psychological Services	25,320	25,320	25,320	25,320	25,320
Police	Departmental Overtime	259,050	259,050	259,050	259,050	259,050
Police	Motor Cycle Use Allotment	18,714	18,714	18,714	18,714	18,714
Police	Employee and Volunteer Support	25,000	25,000	25,000	25,000	25,000
Police	National Night Out	35,000	35,000	35,000	35,000	35,000
Police	Blood Draw Kits	10,000	10,000	10,000	10,000	10,000
Police	2020 COPS Hiring Grant	1,424,390	1,354,619	1,393,108	2,018,108	2,018,108
Police	Property Room and Evidence Technicians	345,711	300,232	300,232	300,232	300,232
Police	COPS School Violence Prevention Program	92,629	80,829	80,829	80,829	80,829
Police	Victim Services Counselor Positions	494,106	432,056	432,056	432,056	432,056
Police	Police Recruit Employment and Training	113,775	86,852	86,852	86,852	86,852
Police	Staffing Increase for Homeland Security Unit	196,870	173,491	173,491	173,491	173,490
Police	Staffing Increase for Entertainment and Tourism District	597,757	456,131	456,131	456,131	456,131
Police	Study - 3rd Floor Ott Cribbs Remodel	40,000	-	-	-	-
Police	4Uas (unmanned aircraft) Staff	597,757	456,131	456,131	456,131	456,131
Police	Convert PT Office Asst to FT for Training Center	33,430	26,059	26,059	26,059	26,059
Police	Position Study of Victim Services Supervisor	7,755	7,755	7,755	7,755	7,755
Police	Position Study of Police Services Assistants	26,027	26,027	26,027	26,027	26,027
Police	Crime Scene Search Unit (CSSU) Quality Manager	95,773	81,757	81,757	81,757	81,757
Police	UASI Sustainment	165,257	161,658	161,658	161,658	161,658
Police	Accreditation and Policy Unit Expansion	97,263	81,725	81,725	81,725	81,725
Police	2017 COPS Hiring Grant	243,614	673,383	673,383	673,383	673,383
Police	Jail Lock Maintenance	8,000	8,000	8,000	8,000	8,000
Police	One Safe Place	100,000	100,000	100,000	100,000	100,000
Police	Training Center Building Utilization Review	50,000	-	-	-	-
Police	Ott Cribbs Expansion	-	250,000	-	-	-
Police	California Lane Garage Expansion	-	510,000	10,000	10,000	10,000
Police	Investigative Sergeants	-	389,347	335,130	335,130	335,130
Police	Drug Enforcement Agency (DEA) Task Force Officer	-	93,268	86,262	86,262	86,262
Police	Geographic (GD) Detectives	-	408,339	347,410	347,410	347,410
Police	Required Taser Upgrade (2025)	-	-	-	-	950,000
PWK - GF	Crossing Guard Salary Increase	31,675	31,675	31,675	31,675	31,675
PWK - GF	Connected/Autonomous Vehicles (CAV) and Smart City Pilot Projects	-	1,000,000	-	-	-
Dispatch	CAD Maintenance	80,408	21,985	23,084	24,238	25,450
Dispatch	Motorola Radio System Maintenance	19,100	19,500	19,900	20,500	20,000
Dispatch	Vendor Provided Database Administration Services	45,000	50,400	52,920	55,566	58,344
Dispatch	CAD Updates	40,000	40,000	40,000	40,000	40,000
Dispatch	Radio Tower Lease	-	14,219	15,863	16,322	16,786
Dispatch	Office Furniture Replacement	-	25,000	-	-	-
Dispatch	Dispatch Console Furniture Replacement	-	-	700,000	-	-
Dispatch	Dispatch Chair Replacement	-	-	80,000	-	-
Dispatch	CAD System Replacement	-	-	-	1,000,000	-
Fleet	Citywide Fleet Maintenance Contract	83,795	227,584	318,157	411,458	507,577
Fleet	Out-of-Life Fleet Replacements	1,559,000	1,559,000	1,559,000	1,559,000	1,559,000
Fleet	Citywide Fuel	363,840	394,117	414,558	435,304	456,058
Fleet	Asset Works and Network Fleet	58,025	60,563	75,465	84,912	94,626
Fleet	Shop Tools and Equipment	60,000	-	-	-	-
IT	FY21 - IT Infrastructure Hardware Replacement	451,663	-	-	-	-
IT	Software Maintenance and Licenses Cost Increase	110,435	110,435	110,435	110,435	110,435
IT	IT Security Analyst Position	111,390	101,993	101,993	101,993	101,993
IT	Application Specialist II Position	110,503	96,188	96,188	96,188	96,188
IT	PC Support Position	102,174	86,876	86,876	86,876	86,876
IT	GIS Application Developer Position	96,675	86,876	86,876	86,876	86,876
IT	Information Technology Department Reorganization	60,000	60,000	60,000	60,000	60,000
IT	Reclassification of GIS Web Developer Position	10,000	10,000	10,000	10,000	10,000
IT	IT Office Services	150,000	150,000	150,000	150,000	150,000
IT	IT Fourth Floor Expansion/Remodel	80,000	-	-	-	-
IT	FC Lease Expansion	145,000	145,000	145,000	145,000	145,000
IT	Aerial Imagery Acquisition	16,000	16,000	16,000	16,000	16,000
IT	IT Software Services Remodel	35,000	-	-	-	-
IT	Police Department Dashboard Solution (FY20 delayed project)	390,000	390,000	390,000	390,000	390,000
IT	Police Department Citizen-facing Digital Media Evidence Portal Solution (FY20 delayed project)	292,000	85,000	85,000	85,000	85,000
IT	Police Department Request and Issue Management Solution (FY20 delayed project)	105,000	55,000	55,000	55,000	55,000
IT	Police Department Asset Management Solution (FY20 delayed project)	300,000	150,000	150,000	150,000	150,000
IT	Enterprise IT Project - Citizen Reporting Tool	175,000	85,000	89,250	93,713	90,389
IT	Enterprise IT Project - Police Personnel Training System	75,000	78,750	82,688	86,522	91,163
IT	Enterprise IT Project - Upgrade City Tower Lobby Signage	75,000	15,000	15,750	16,538	17,365
IT	Contract Resources ERP-Staffing Backfill	707,200	-	-	-	-
IT	IT Project Fund	400,000	400,000	400,000	400,000	400,000
IT	FY22 - IT Infrastructure Hardware Replacement	-	376,663	-	-	-
IT	Disaster Recovery Site Planning	-	180,000	-	-	-
IT	Laserfiche Storage and Professional Services	-	50,000	-	-	-
IT	FY23 - IT Infrastructure Hardware Replacement	-	-	661,663	-	-
IT	Microsoft Enterprise Agreement Renewal	-	-	250,000	-	-
IT	AMANDA Assessment	-	-	170,000	-	-
IT	GIS Upgrade	-	-	45,000	-	-
IT	Incode Assessment	-	-	50,000	-	-
IT	Kronas Upgrade	-	-	60,000	-	-
IT	FY24 - IT Infrastructure Hardware Replacement	-	-	-	376,663	-
IT	FY25 - IT Infrastructure Hardware Replacement	-	-	-	-	676,663

*General Fund Total (Including Dispatch, Fleet, & IT) 26,712,386 24,281,163 27,766,410 32,962,399 28,393,311

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

Other Funds

Non-General Fund 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 align expenditures with revenues.

As a result of multiple capital construction projects over the term of the forecast, the Park 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.

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

Comprehensive Financial Forecast Water Utilities Fund, FY 2021 - FY 2025



	FY 2020 Budget	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
BEGINNING BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES - Proposed FY21, most likely FY22 - FY25	\$ 166,291,682	\$ 166,776,589	\$ 168,088,506	\$ 171,762,537	\$ 175,794,897	\$ 179,958,704
INTERFUND TRANSFERS:						
General Fund - Indirect Cost	\$ (4,387,975)	\$ (4,387,975)	\$ (4,387,975)	\$ (4,475,734)	\$ (4,565,249)	\$ (4,656,554)
From Storm Water - Indirect Cost	170,122	170,122	170,122	170,122	170,122	170,122
Debt Service Reserve	(1,174,401)	(781,718)	(273,601)	(281,809)	(805,170)	(829,325)
Operating Reserve	-	(525,799)	(365,118)	(539,293)	(475,182)	(369,726)
Rate Stabilization Fund	720,461	720,461	888,140	418,750	542,554	543,700
Renewal / Rehabilitation Fund	(15,500,000)	(11,000,000)	(11,000,000)	(11,000,000)	(12,000,000)	(12,500,000)
Renewal / Rehabilitation Reimbursement	(221,351)	(252,919)	(252,919)	(252,919)	(252,919)	(252,919)
Convention Center Reimbursement	820,000	684,647	684,647	684,647	684,647	684,647
TOTAL INTERFUND TRANSFERS	\$ (19,573,144)	\$ (15,373,181)	\$ (14,536,704)	\$ (15,276,236)	\$ (16,701,198)	\$ (17,210,055)
TOTAL AVAILABLE FUNDS	\$ 146,718,538	\$ 151,403,408	\$ 153,551,802	\$ 156,486,301	\$ 159,093,700	\$ 162,748,649
WATER FUND EXPENDITURES	\$ 146,395,666	\$ 147,105,452	\$ 147,105,452	\$ 147,105,452	\$ 147,105,452	\$ 147,105,452
ENDING BALANCE	\$ 322,872	\$ 4,297,956	\$ 6,416,350	\$ 9,380,849	\$ 11,988,248	\$ 15,643,197
Health insurance increases (4.6% annually)		\$ 89,047	\$ 182,191	\$ 279,619	\$ 381,529	\$ 488,127
Compensation increases (2% annually starting in FY 2022)		\$ -	\$ 272,286	\$ 550,019	\$ 833,305	\$ 1,122,258
ENDING BALANCE with Health Insurance and Comp.	\$ 322,872	\$ 4,208,908	\$ 5,991,872	\$ 8,551,211	\$ 10,773,413	\$ 14,032,812
Current Services						
FY21-WTR-CS01 TRA		1,991,120	3,376,996	4,473,401	5,108,162	5,765,117
FY21-WTR-CS02 PILOT		91,197	391,335	692,969	806,974	1,025,312
FY21-WTR-CS04 Lead and Copper Analysis		2,000	4,000	6,000	8,000	10,000
FY21-WTR-CS05 Increase in contractual services		20,000	26,600	33,600	41,000	48,900
FY21-WTR-CS06 Armored car contract/banking costs		5,000	6,500	7,500	8,700	10,000
FY22-WTR-CS01 TRWD - Raw Water Purchases		-	887,633	1,581,704	2,611,472	3,514,493
FY22-WTR-CS02 Franchise Fee		-	32,148	270,218	497,507	738,947
FY24-WTR-CS01 Debt Service		-	-	-	291,653	1,504,978
TOTAL - CURRENT SERVICES		\$ 2,109,317	\$ 4,725,212	\$ 7,065,392	\$ 9,373,468	\$ 12,617,747
ENDING BALANCE with Current Services		\$ 2,099,591	\$ 1,266,660	\$ 1,485,819	\$ 1,399,945	\$ 1,415,065
New Programs						
FY21-WTR-NP01 Action Center		1,535,882	1,508,058	1,508,058	1,508,058	1,508,058
FY21-WTR-NP02 551 in House repairs		211,830	(324,740)	(324,740)	(324,740)	(324,740)
FY21-WTR-NP03 Easement Maintenance		25,000	25,000	25,000	25,000	25,000
TOTAL - NEW PROGRAMS		\$ 1,772,712	\$ 1,208,318	\$ 1,208,318	\$ 1,208,318	\$ 1,208,318
ENDING BALANCE with Current Services & New Programs		\$ 326,879	\$ 58,342	\$ 277,501	\$ 191,677	\$ 206,747

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

Comprehensive Financial Forecast Convention and Event Services Fund, FY 2021 - FY 2025



	FY 2020 Budget	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
BEGINNING BALANCE	\$ 549,322	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES - Proposed FY21, most likely FY22 - FY25						
Hotel Occupancy Tax	\$ 10,290,727	\$ 6,885,516	\$ 8,262,619	\$ 10,290,266	\$ 10,701,877	\$ 11,129,952
Cowboy Stadium Rent/Naming Rights	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Esports Stadium Rent/Naming Rights	1,250,000	-	1,250,000	1,250,000	1,250,000	1,250,000
Convention Center Operating Revenues	1,877,957	1,309,009	1,309,009	1,309,009	-	-
TOTAL REVENUES	\$ 15,918,694	\$ 10,694,525	\$ 13,321,628	\$ 15,349,274	\$ 14,451,877	\$ 14,879,952
INTERFUND TRANSFERS:						
From General Gas Funds for ATF Corpus	\$ 2,933,209	\$ 3,022,200	\$ 3,113,892	\$ 3,208,364	\$ 3,305,704	\$ 3,405,996
To ATF Corpus Reimbursement	(2,933,209)	(3,022,200)	(3,113,892)	(3,208,364)	(3,305,704)	(3,405,996)
To ATF, granting & Interest	(1,218,462)	(1,129,471)	(1,037,780)	(943,307)	(845,967)	(745,675)
To Communication Services ISF	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)
To Water for Capital Reimbursement	(820,000)	-	-	(820,000)	(820,000)	(820,000)
To Innovation Venture Capital	(1,000,000)	-	-	-	-	-
(To) From Hotel Attraction Support	125,000	-	-	-	-	-
To General Fund	(900,000)	-	-	-	-	-
To General Fund - Indirect Costs	(481,549)	-	-	(491,180)	(501,004)	(511,024)
TOTAL INTERFUND TRANSFERS	\$ (6,045,292)	\$ (2,879,752)	\$ (2,788,061)	\$ (4,004,768)	\$ (3,917,252)	\$ (3,826,980)
TOTAL AVAILABLE FUNDS	\$ 10,422,724	\$ 7,814,773	\$ 10,533,567	\$ 11,344,506	\$ 10,534,625	\$ 11,052,972
CES FUND EXPENDITURES	\$ 10,334,612	\$ 10,040,147	\$ 10,040,147	\$ 10,040,147	\$ 6,365,823	\$ 6,365,823
ENDING BALANCE	\$ 88,112	\$ (2,225,375)	\$ 493,420	\$ 1,304,359	\$ 4,168,802	\$ 4,687,149
Health Insurance Increases (4.6% annually)		\$ 13,466	\$ 27,551	\$ 42,284	\$ 57,695	\$ 73,814
Compensation Increases (2% annually starting in FY 2022)		\$ -	\$ 31,750	\$ 64,136	\$ -	\$ -
ENDING BALANCE with Health Insurance and Comp.		\$ (2,238,840)	\$ 434,118	\$ 1,197,940	\$ 4,111,107	\$ 4,613,335

New Programs

FY21-CES-NP01 Lobby and Hallway Renovations	-	150,000	-	-	-	-
FY21-CES-NP02 Parking operations outsourcing	(49,548)	-	-	-	-	-
FY22-CES-NP01 Roof Replacement - Stadium	-	500,000	-	-	-	-
FY22-CES-NP02 Painting - Outside Metal	-	46,640	-	-	-	-
FY22-CES-NP03 Kitchen Equipment	-	265,100	-	-	-	-
FY22-CES-NP04 Event Tables - All Areas	-	57,600	-	-	-	-
FY22-CES-NP05 Exhibit Hall Lighting Upgrade	-	150,000	-	-	-	-
FY23-CES-NP01 Stage Sections - All Areas	-	-	220,600	-	-	-
FY23-CES-NP02 Elevator Replacement	-	-	300,000	-	-	-
TOTAL - NEW PROGRAMS	\$ (49,548)	\$ 1,169,340	\$ 520,600	\$ -	\$ -	\$ -

ENDING BALANCE with New Programs	\$ (2,189,292)	\$ (735,222)	\$ 677,340	\$ 4,111,107	\$ 4,613,335
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Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

Comprehensive Financial Forecast Park Performance Fund, FY 2021 - FY 2025



	FY 2020 Budget	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
BEGINNING BALANCE	\$ 155,956	\$ 46,691	\$ 46,691	\$ 46,691	\$ 46,691	\$ 46,691
REVENUES - Proposed FY21, most likely FY22 - FY25						
Golf Revenues	6,908,401	6,914,401	7,361,390	7,861,150	7,936,750	7,943,850
Recreation Revenues	4,929,425	5,133,588	5,908,837	6,931,017	7,072,614	7,160,629
Field Maintenance	702,000	702,000	700,000	700,000	700,000	700,000
TOTAL REVENUES	\$ 12,539,826	\$ 12,749,989	\$ 13,970,227	\$ 15,492,167	\$ 15,709,364	\$ 15,804,479
INTERFUND TRANSFERS:						
Transfer from General Fund, operating support	\$ 1,150,000	\$ 1,150,000	\$ 1,150,000	\$ 1,150,000	\$ 1,150,000	\$ 1,150,000
Transfer from General Fund, social equity support	140,000	280,000	420,000	560,000	700,000	700,000
Transfer from Park Fee Fund 4003	-	-	-	-	-	-
From Golf Surcharge Fund	681,788	550,878	550,878	550,878	550,878	550,878
TOTAL INTERFUND TRANSFERS	\$ 1,971,788	\$ 1,980,878	\$ 2,120,878	\$ 2,260,878	\$ 2,400,878	\$ 2,400,878
TOTAL AVAILABLE FUNDS	\$ 14,667,570	\$ 14,777,558	\$ 16,137,796	\$ 17,799,736	\$ 18,156,933	\$ 18,252,048
PARK PERFORMANCE FUND EXPENDITURES:						
Golf Expenditures	\$ 7,105,736	\$ 7,054,876	\$ 7,054,876	\$ 7,054,876	\$ 7,054,876	\$ 7,054,876
Recreation Expenditures	6,949,183	7,355,483	7,355,483	7,355,483	7,355,483	7,355,483
Field Maintenance Expenditures	565,960	568,514	568,514	568,514	568,514	568,514
TOTAL EXPENDITURES	\$ 14,620,879	\$ 14,978,873	\$ 14,978,873	\$ 14,978,873	\$ 14,978,873	\$ 14,978,873
ENDING BALANCE	\$ 46,691	\$ (201,315)	\$ 1,158,923	\$ 2,820,863	\$ 3,178,060	\$ 3,273,175
Health Insurance Increases (4.6% annually)		\$ 38,225	\$ 78,209	\$ 120,032	\$ 163,778	\$ 209,538
Compensation Increases (2% annually starting in FY 2022)		\$ -	\$ 193,590	\$ 391,052	\$ 592,464	\$ 797,903
ENDING BALANCE with Health Insurance and Comp.		\$ (239,540)	\$ 887,124	\$ 2,309,779	\$ 2,421,818	\$ 2,265,734

Current Services

FY21-REC-CS01 AISD Natatorium Staffing & Budget Funding (net cost)	(1,637)	113,001	113,334	113,680	114,040
FY21-REC-CS02 EARL Staffing and Maintenance Plan (net cost)	12,981	12,981	12,981	12,981	12,981
FY21-REC-CS03 The Beacon (net cost)	38,815	38,815	38,815	38,815	38,815
FY21-GLF-CS01 TRGC Maintenance Positions	8,149	8,149	8,149	8,149	8,149
FY21-GLF-CS02 Tierra Verde Golf Club Improvements	622,000	-	-	-	-
FY21-GLF-CS03 TRGC Food and Beverage Operations (net cost)	(325,658)	(325,658)	(325,658)	(325,658)	(325,658)
FY22-REC-CS01 ATC Improvements	-	295,000	-	-	-
FY22-GLF-CS01 Lake Arlington Golf Course Improvements	-	750,000	-	-	-
TOTAL - CURRENT SERVICES	\$ 354,650	\$ 892,288	\$ (152,379)	\$ (152,033)	\$ (151,673)

ENDING BALANCE with Current Services \$ (594,190) \$ (5,164) \$ 2,462,158 \$ 2,573,851 \$ 2,417,407

New Programs

FY22-REC-NP01 Active Adult Staffing and Budget Funding		345,181	1,345,725	1,345,725	1,345,725
FY23-REC-NP01 ATC Restrooms and Concession Area			1,200,000		
TOTAL - NEW PROGRAMS	\$	\$ 345,181	\$ 2,545,725	\$ 1,345,725	\$ 1,345,725

ENDING BALANCE with Current Services & New Programs \$ (594,190) \$ (350,345) \$ (83,567) \$ 1,228,126 \$ 1,071,682

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

Comprehensive Financial Forecast Street Maintenance Fund, FY 2021 - FY 2025



	FY 2020 Budget	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
BEGINNING BALANCE	\$ 2,322,304	\$ 942,640	\$ 942,640	\$ 942,640	\$ 942,640	\$ 942,640
REVENUES - Proposed FY21, most likely FY22 - FY25	\$ 17,666,550	\$ 15,198,898	\$ 15,644,210	\$ 16,125,801	\$ 16,622,322	\$ 17,134,236
INTERFUND TRANSFERS:						
From General Fund	\$ 1,416,527	\$ 1,416,527	\$ 1,416,527	\$ 1,416,527	\$ 1,416,527	\$ 1,416,527
From General Fund for Traffic	5,127,194	4,587,771	4,587,771	4,587,771	4,587,771	4,587,771
TOTAL INTERFUND TRANSFERS	\$ 6,543,721	\$ 6,004,298	\$ 6,004,298	\$ 6,004,298	\$ 6,004,298	\$ 6,004,298
TOTAL AVAILABLE FUNDS	\$ 26,532,575	\$ 22,145,836	\$ 22,591,148	\$ 23,072,739	\$ 23,569,260	\$ 24,081,174
STREET MAINT. FUND EXPENDITURES	\$ 25,925,570	\$ 20,437,579	\$ 20,437,579	\$ 20,437,579	\$ 20,437,579	\$ 20,437,579
ENDING BALANCE	\$ 607,005	\$ 1,708,257	\$ 2,153,569	\$ 2,635,160	\$ 3,131,681	\$ 3,643,595
Health Insurance Increases (4.6% annually)		\$ 39,963	\$ 81,764	\$ 125,488	\$ 171,223	\$ 219,062
Compensation Increases (2% annually starting in FY 2022)		\$ -	\$ 239,941	\$ 363,007	\$ 488,534	\$ 616,571
ENDING BALANCE with Health Insurance and Comp.		\$ 1,668,294	\$ 1,831,863	\$ 2,146,666	\$ 2,471,925	\$ 2,807,962
Current Services						
FY21-SMF-CS01 Field Tech Reclassifications		161,154	161,154	161,154	161,154	161,154
TOTAL - CURRENT SERVICES		\$ 161,154	\$ 161,154	\$ 161,154	\$ 161,154	\$ 161,154
ENDING BALANCE with Current Services		\$ 1,507,140	\$ 1,670,709	\$ 1,985,512	\$ 2,310,771	\$ 2,646,808
New Programs						
FY21-SMF-NP01 Smart Streetlighting System		360,000	360,000	360,000	360,000	360,000
FY21-SMF-NP02 Entertainment District Reversible Lane Signs		78,200	78,200	78,200	78,200	78,200
FY21-SMF-NP03 Real-Time Data Collection & Signal Performance		59,250	59,250	59,250	59,250	59,250
FY21-SMF-NP04 Connected Vehicle DSRC/C-V2X		200,000	200,000	200,000	200,000	200,000
FY21-SMF-NP05 Traffic Signal Controller Upgrade		88,000	88,000	88,000	88,000	88,000
FY21-SMF-NP06 LED Streetlight Conversion		616,000	616,000	616,000	616,000	616,000
FY21-SMF-NP07 School Flasher System Upgrade		80,000	80,000	80,000	80,000	80,000
FY24-SMF-NP08 Contracted Street Maintenance		-	-	-	500,000	750,000
TOTAL - NEW PROGRAMS		\$ 1,481,450	\$ 1,481,450	\$ 1,481,450	\$ 1,981,450	\$ 2,231,450
ENDING BALANCE with Current Services & New Programs		\$ 25,690	\$ 189,259	\$ 304,062	\$ 329,321	\$ 415,358

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

Comprehensive Financial Forecast Storm Water Utility Fund, FY 2021 - FY 2025



	FY 2020 Budget	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
BEGINNING BALANCE	\$ 260,652	\$ 337,129	\$ 337,129	\$ 337,129	\$ 337,129	\$ 337,129
REVENUES - Proposed FY21, most likely FY22 - FY25	\$ 18,996,784	\$ 19,948,800	\$ 20,048,544	\$ 20,148,787	\$ 20,249,531	\$ 20,350,778
INTERFUND TRANSFERS:						
To General Fund - Indirect Costs	\$ (578,959)	\$ (578,959)	\$ (578,959)	\$ (590,538)	\$ (602,349)	\$ (614,396)
To General Fund for engineering reviews	(88,699)	(88,699)	(88,699)	(88,699)	(88,699)	(88,699)
To Pay-Go Capital Projects	(9,125,000)	(9,125,000)	(9,125,000)	(9,125,000)	(9,125,000)	(9,125,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)
TOTAL INTERFUND TRANSFERS	\$ (9,962,780)	\$ (9,962,780)	\$ (9,962,780)	\$ (9,974,359)	\$ (9,986,170)	\$ (9,998,217)
TOTAL AVAILABLE FUNDS	\$ 9,294,656	\$ 10,323,149	\$ 10,422,893	\$ 10,511,557	\$ 10,600,490	\$ 10,689,690
STORM WATER FUND EXPENDITURES	\$ 8,957,527	\$ 8,978,147	\$ 8,978,147	\$ 8,978,147	\$ 8,978,147	\$ 8,978,147
ENDING BALANCE	\$ 337,129	\$ 1,345,002	\$ 1,444,746	\$ 1,533,410	\$ 1,622,343	\$ 1,711,543
Health Insurance Increases (4.6% annually)		\$ 13,900	\$ 28,440	\$ 43,648	\$ 59,556	\$ 76,195
Compensation Increases (2% annually starting in FY 2022)		\$ -	\$ 116,829	\$ 176,764	\$ 237,897	\$ 300,252
ENDING BALANCE with Health Insurance and Comp.		\$ 1,331,102	\$ 1,299,477	\$ 1,312,998	\$ 1,324,890	\$ 1,335,096
Current Services						
FY21-SW-CS01 SWUJF Payment in lieu of taxes		43,249	44,979	46,778	48,649	50,595
TOTAL - CURRENT SERVICES		\$ 43,249	\$ 44,979	\$ 46,778	\$ 48,649	\$ 50,595
ENDING BALANCE with Current Services		\$ 1,287,853	\$ 1,254,498	\$ 1,266,220	\$ 1,276,241	\$ 1,284,500
New Programs						
FY21-SW-NP01 Environmental Supervisors		184,384	184,384	184,384	184,384	184,384
FY21-SW-NP02 Environmental Specialist		68,634	68,634	68,634	68,634	68,634
FY21-SW-NP03 Stormwater Project Engineer		116,388	116,388	116,388	116,388	116,388
FY21-SW-NP04 Stormwater Engineering Technician		73,272	73,272	73,272	73,272	73,272
TOTAL - NEW PROGRAMS		\$ 442,678	\$ 442,678	\$ 442,678	\$ 442,678	\$ 442,678
ENDING BALANCE with Current Services & New Programs		\$ 845,175	\$ 811,820	\$ 823,542	\$ 833,563	\$ 841,822

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

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 proposed FY 2021 revenue levels and the most-likely revenue scenario for FY 2022 through FY 2025.

Comprehensive Financial Forecast Debt Service Fund, FY 2021 - FY 2025



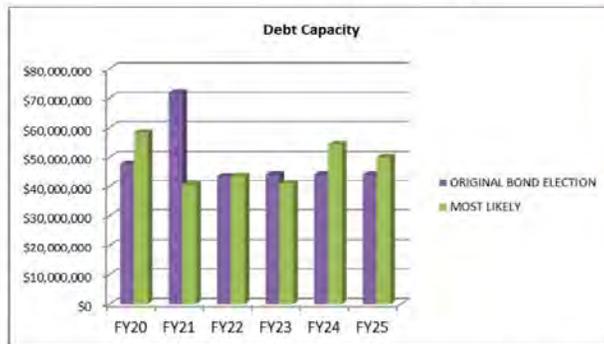
	FY 2020 Budget	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
BEGINNING BALANCE	\$ 2,025,286	\$ 2,255,298	\$ 1,997,281	\$ 2,272,209	\$ 2,408,317	\$ 2,508,945
DEBT SERVICE FUND REVENUES - Most Likely:						
Ad Valorem Taxes	\$ 50,219,975	\$ 49,726,883	\$ 55,644,713	\$ 56,144,174	\$ 57,156,307	\$ 58,131,427
Premium	350,000	350,000	350,000	350,000	350,000	350,000
Interest	562,972	281,486	274,449	274,449	274,449	274,449
TOTAL REVENUES	\$ 51,132,947	\$ 50,358,369	\$ 56,269,162	\$ 56,768,623	\$ 57,780,756	\$ 58,755,876
TOTAL AVAILABLE FUNDS	\$ 53,158,233	\$ 52,613,667	\$ 58,266,442	\$ 59,040,832	\$ 60,189,074	\$ 61,264,821
DEBT SERVICE EXPENDITURES:						
Principal / Interest	\$ 50,127,935	\$ 49,796,019	\$ 54,958,205	\$ 55,803,564	\$ 56,436,355	\$ 57,536,930
Issuance Fees	727,000	767,367	981,528	772,951	1,186,274	1,075,145
Agent Fees	48,000	53,000	54,500	56,000	57,500	59,000
TOTAL EXPENDITURES	\$ 50,902,935	\$ 50,616,386	\$ 55,994,233	\$ 56,632,515	\$ 57,680,129	\$ 58,671,075
ENDING BALANCE	\$ 2,255,298	\$ 1,997,281	\$ 2,272,209	\$ 2,408,317	\$ 2,508,945	\$ 2,593,746
DEBT ISSUED	\$ 58,298,000	\$ 40,500,000	\$ 43,545,000	\$ 40,885,000	\$ 54,215,000	\$ 50,000,000

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

Future Capital Considerations

The City of Arlington successfully passed bond project packages on the ballot in November 2018. The 2018 5-year bond program is \$189.5M. Major requests approved on the ballot list include \$138M for streets and \$24.5M for public safety facilities.



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 \$7.5M to \$15M annually for qualifying capital projects depending on the option selected and the growth rate of current sales tax revenue.

Assets

The City has capital assets currently valued at \$3.4B and some of these components will be addressed outside of the capital bond program. The City-wide fleet inventory is currently operated with 20% of the vehicles beyond their 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 in order to reduce non-target repair expenditures.

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. Additional funding will be needed to address the backlog of building component replacements.

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

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:** \$7,974,314 in FY 2020. This reserve is maintained at 3.0 percent of recurring General Fund expenditures (net of one-time costs).
- **Working Capital Reserve:** \$22,150,864 in FY 2020. This reserve is maintained at one month's worth (8.33 percent) of recurring General Fund expenditures.
- **Business Continuity Reserve:** \$4,062,075 at the outset of FY 2020. 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. Use of the reserve is restricted to one-time expenditures or to cover costs necessitated by unforeseen circumstances.
- **Landfill Lease Reserve:** \$17,151,326 in FY 2020. 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 2020. This reserve was established in 2004 to set aside resources to support post-employment benefits other than pensions.

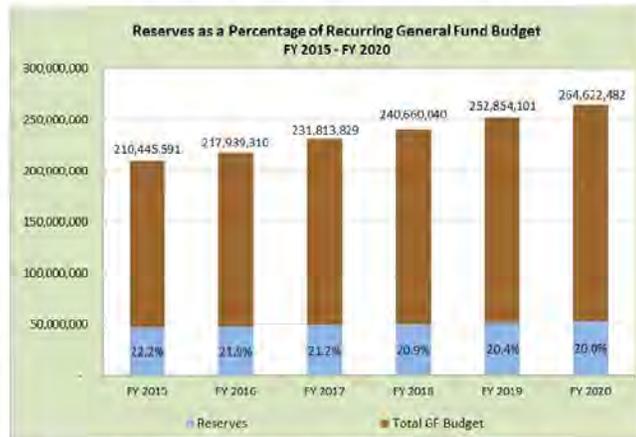


In the aggregate, the reserves described above total \$53,056,483 at the beginning of FY 2020. This amount is 20.0 percent of recurring General Fund expenditures budgeted for the year. Our Financial Principles stipulate that the City maintain reserves equal to 15 percent of General Fund expenditures. The amount necessary for this reserve level would be \$39,693,372. Therefore, the reserves outlined above currently have a total of \$13,363,111 in excess of the required amount (as shown in the graph above), which is available to support one-time expenditures should the City Council wish to do so.

Appendices

Comprehensive Financial Forecast FY 2021 – FY 2025

It is important to note that the City continues to fund the Working Capital Reserve (one month, or 8.33 percent, of General Fund recurring expenditures) and the Unallocated Reserve (3.0 percent of General Fund recurring expenditures) at their respective specified levels each year. In the aggregate, these two reserves total 11.33 percent of General Fund expenditures. The need to fully fund these reserves presents challenges during the annual budget development process, which requires setting aside an additional amount equal to 11.33 percent of all new, recurring spending included in the budget to fund the reserves. In the past, funding for these reserves has been available from year-end balances from the prior fiscal year. However, as we continue to tighten our expenditure budgets, this process gradually reduces the likelihood that sufficient year-end balances will be available to fully fund our reserve requirements at the level specified in the City's Financial Principles. The effects of this approach are illustrated in the accompanying chart.



In addition to the reserves outlined above, the City also has funding available in the natural gas funds. In mid-June 2020, there is \$1.79 million in cash in the General Gas Fund; however, all available resources in this fund are reserved for specific purposes. The Airport Gas Fund shows \$2.85 million in available fund balance, 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 set aside for the Texas Rangers Golf Club.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Arlington
Texas**

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director