

City of Arlington
FY 2014 Adopted Budget
Cover page

This budget will raise more revenue from property taxes than last year's budget by an amount of \$2,227,065, which is a 1.96% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$940,257.

Record vote

For: Bennett, Capehart, Cluck, Glaspie, Parker, Rivera,
Shepard, Wilemon, Wolff

Against: None

Present and not voting: None

Absent: None

City of Arlington Property Tax Rates per \$100 of assessed valuation	2012	2013
Property tax rate	\$0.648000	\$0.648000
Effective tax rate	\$0.653844	\$0.643005
Effective maintenance & operations rate	\$0.440177	\$0.435610
Rollback tax rate	\$0.699972	\$0.692899
Debt rate	\$0.224581	\$0.222440

Total amount of City of Arlington debt obligations:
\$42,475,625



FY 2014 Adopted Budget and Business Plan

City Council Priorities 2014

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.



Build a Thriving
Community



Enhance Regional
Mobility



Support Quality
Education



Define An Identifiable
Brand

Sustain Core Services

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

Live Our Values

Teamwork | Responsiveness | Respect | Innovation | Commitment | Integrity

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MANAGER'S MESSAGE

INTRODUCTION

There are good things happening in the City of Arlington.

We are seeing quality residential development with the new Viridian project, which is the first master-planned community in Arlington. Approximately 5,000 new homes and limited commercial development are expected in Viridian over the next several years. We expect to see further quality development around the Tierra Verde Golf Course in the southwest part of town, as interest in that area continues to grow. Industrial occupancies are high, and retail sales are improving. Downtown Arlington is growing as the University of Texas at Arlington expands its student population, and as activities in the Entertainment District bring people to central Arlington to enjoy local restaurants and entertainment.

While we see things moving in the right direction, we have not completely recovered from the economic downturn. The City's recurring revenues are seeing only modest increases. Consequently, we have had to be especially careful with and thoughtful about our resource allocations. This year's budget is built around the basics and maintaining what we have, while demonstrating the significant value of the services we provide to our residents.

Each year, the City Council identifies community priorities that guide us in allocating the City's resources. Understanding that we are not seeing significant increases in revenues and that making meaningful progress on these priorities may take several years, the Council has chosen to continue working on the priorities that they identified for Fiscal Year 2013. Those remain:

- Build a Thriving Community
- Enhance Regional Mobility
- Support Quality Education
- Define an Identifiable Brand

The \$409 million FY 2014 Budget and Business Plan will make strides toward these priorities as well as other key issues facing the City, including:

- 1) **Maintaining Our Assets** - With this budget, we are making a conscious effort to address some of the areas that have previously been deferred. These include additional investments in our fleet, building maintenance, and street repair. Many of the systematic, one-time investments in this budget will allow us to update some of our assets, thus alleviating future pressures on maintenance costs.
- 2) **Code Compliance Enhancement** - While still a relatively young community, Arlington is aging. Some areas are in need of maintenance, repair, and updating. With that in mind, a Code Compliance package is included in this budget that will allow us to be more aggressive in identifying and addressing building safety and aesthetics issues in the community.
- 3) **Street Maintenance** – The City of Arlington has designated a quarter-cent of our sales tax to street maintenance. This budget emphasizes our commitment to maintaining our City's street network. An additional \$4.9 million is appropriated, allowing us to maintain last year's incremental increase in street maintenance at \$24 million.

MANAGER'S MESSAGE

- 4) **Customer Service Enhancements** – This budget includes several service enhancements that will benefit our customers. Both the Municipal Court and One Start Development Services Desk are proposing to improve their service delivery by allowing customers to access additional services via the Internet rather than requiring them to come to City locations. One Start is also creating an express “over-the-counter” service that will expedite some basic residential and commercial permitting.
- 5) **Public Safety Investments** - With the addition of a fourth police sector, the need for additional police oversight has been discussed. This budget includes a pilot project to determine if augmenting the number of sergeants in the Police Department will reduce time spent on calls for service. Additional funding is provided for certain expiring grant positions.
- 6) **Compensation** - Employees are the City’s most valuable resource. According to a regional survey by our Workforce Services Department, the salaries of civilian employees at the City of Arlington are about 1 percent behind the job market. Sworn employees are between 2 and 6 percent behind the market. This budget includes a 1 percent recurring raise for civilians and a 2 percent raise for sworn employees, implemented in January 2014 as well as a 2 percent one-time payment distributed in November. A 13 percent increase in the City’s portion of employee and retiree health coverage is also included in this budget. Funds are budgeted at approximately the same level as last year for our pension system, Texas Municipal Retirement System. This funding is slightly more than our annually required pension contribution. Our current unfunded liability with TMRS is \$116 million. Our current unfunded liability for other post employment benefits is \$148 million. We are making adjustments to our healthcare program to manage these costs in the future.

FY 2014 Budget Development

Expenditures

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

- **Building a Thriving Community**

One of the most significant projects the City is embarking on in FY 2014 is the purchase and implementation of a new radio system. This \$14.5 million project will replace a twenty-eight year old analog system and allow us to communicate with other public safety departments in the region. This upgrade maintains reciprocal back up with the City of Fort Worth that would not otherwise be possible. The system will also replace the radios in other City departments, assisting them with safe, efficient field operations.

An additional \$80,000 is included in this budget to enhance our neighborhood code compliance efforts. Two additional code compliance officers will augment our efforts and focus on residential and commercial inspections. Another \$250,000 in one-time funds will be added to the Dangerous and Substandard Structures program to address the increasing demand of properties requiring attention. This will act as a revolving fund; and as property is purchased and redeveloped, the fund will be recapitalized.

In our continuing effort to keep the city neat and clean, over \$66,000 in new funds have been dedicated to maintaining parks and City-owned property.

Funding is in the budget for both Police and Fire to have academies for new recruits in the coming year, as attrition may dictate.

MANAGER'S MESSAGE

- **Enhance Regional Mobility**

In addition to the increased Street Maintenance Fund, the City is committing \$50,000 for additional marketing of the MAX, the City's regional connectivity pilot program. This project shuttles people between the CentrePort TRE Station and Downtown Arlington each day. The second year of the project was expected to cost \$350,000, but thanks to a grant from the North Central Texas Council of Governments, the City is able to reduce its contribution to \$50,000.

Funding has been allocated in FY 2013 to complete the Thoroughfare Development Plan in FY 2014. This will allow us to make final determinations on the number of lanes needed on certain selected roadways. Additionally, \$25,000 of FY 2013 funds is being leveraged to receive a \$100,000 grant from the Texas Department of Transportation for continued implementation of the City's Hike and Bike Master Plan. In FY 2014, we will also see the initiation of several road projects, including:

- Abram-SH360-Collins: \$5.38M
- Tri-Schools: \$4.60M
- Residential Rebuild \$1.20M

- **Support Quality Education**

Funds have been designated in the adopted budget that support education in Arlington for students from kindergarten through 12th grade. In addition to the \$774,000 that the Library receives annually for materials, \$120,000 for additional youth fiction and non-fiction materials is included to promote success in reading. The Muzzy language and World Book databases are also in this K-12 package and can be accessed on-line on any computer. Brainfuse tutoring is also included, and provides on-line tutoring for grades 6 – 12.

This budget includes \$50,000 for River Legacy Park Foundation for operational expense, allowing them to continue environmental education.

The Library also received funding that will make it easier than ever to check out materials. The second year of the hardware and software for the Radio Frequency Identification (self-service check out) and E-Commerce project is funded in the budget for \$113,000.

- **Define an Identifiable Brand**

As the City continues to refine its brand, an additional \$75,000 is proposed to finalize this project. Working with Experience Arlington, we are continuing to explore marketing options for use with both our residents and visitors.

Through the Convention and Event Services Fund, money has been allocated for gateway signage in the Entertainment District, as well as for additional art in Johnson Creek Linear Sculpture Trail.

The budget includes \$397,500 to reimburse expenses related to the Final Four, coming to ATT Stadium in FY 2014. This is a zero net cost item for the City, as sales tax revenues are expected to increase by a similar amount.

MANAGER'S MESSAGE

Other Core Services

In addition to addressing the priorities, we have also funded some basic, day-to-day initiatives that require resources. This budget focuses significant resources on deferred maintenance and IT operations.

Approximately \$1.2 million in additional funding is being dedicated to making targeted improvements to address needed maintenance in City buildings. For example, in the coming year, various HVAC systems and roofs will be replaced, increasing energy efficiency and reducing maintenance costs. We also propose consolidating the Water Utilities field operations into one location instead of the two current locations.

The fleet budget has been increased over \$1 million to assist in replacing vehicles that are at the end of their service life, including six Chevy Tahoes for the Police Department's second SWAT Team. Another \$1.1 million has been added to fund two pieces of Fire apparatus.

Several information technology investments are included in this budget such as an upgrade to Lawson, our human resources and financial system; an upgrade to Windows 7; and replacing our retiring E-Recruiting system. Other investments are being made in digital storage, uninterrupted power supplies, and servers. Specific funding has been identified to replace servers in the Police Department, as well as \$168,000 to maintain the new Computer Aided Dispatch system purchased in FY 2013.

Revenues

The City of Arlington is continuing to see modest progress in our economic recovery.

Homes sales are increasing and homes on the market are selling more quickly. Unemployment levels are steady, but well below the state and national averages. Foreclosures are on the decline nationally and in Texas. In Arlington, the number of foreclosures has decreased from an average of 89.6 foreclosures per month in calendar year 2012 to an average of 50.3 foreclosures per month through the first six months of 2013. Despite these positive indicators, risks remain as we look at global economic conditions. We must be prudent and conservative, because while there is positive economic news locally, we are still not seeing the growth we saw before the economic recession.

General Fund

After three years of minimal growth or actual decline, FY 2013 was the first year that growth returned to our property tax base. For FY 2014, we expect growth of 2.3 percent in assessed valuation, essentially unchanged from last year's growth of 2.4 percent. Sales tax revenue trends continue to improve, and we anticipate growth in the base trends of approximately 3 percent. In addition, our sales tax budget for FY 2014 includes \$397,500 of one-time revenue anticipated from the City's hosting of the NCAA "Final Four" at AT&T Stadium next spring, the championship weekend in college basketball. The growth in these two revenue sources, coupled with continued strength in our Municipal Court and Landfill revenues, is the primary driver of a \$3.4 million increase (1.7 percent) in budgeted General Fund revenues in FY 2014 over the FY 2013 budget levels.

This budget maintains the current property tax rate of 64.8 cents per \$100 of property value. This is the same rate we have had since 2004. This year, the rate is above the effective tax rate of 64.30 cents. This is the tax rate that would collect the same amount of money that the City collected last year on property that existed in both years. The average homesteaded value in Arlington increased by 1.1 percent over FY 2013 levels, so homeowners will pay slightly more in taxes for City services than last year. The average homeowner

MANAGER'S MESSAGE

will see an increase of about \$0.64 per month, or \$7.66 per year, in property taxes. Franchise fees and other revenues are relatively flat compared to last year.

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

Water and Sewer Fund

This fund covers the operation of our Water Utility.

Due to capital investment increases from the Trinity River Authority (TRA) and the Tarrant Regional Water District (TRWD), there will be increases in both water and sewer rates. We expect this trend to continue in the coming years as TRA rehabilitates their collection system and meets more stringent regulations and TRWD continues to develop additional water supplies for the area. Water Utilities will continue to look for every opportunity to offset these increases and reduce operating costs.

Water Utilities did reduce its controllable expenses by \$462,000, which includes a \$92,000 reduction in principal and interest costs from debt service refunding, to help offset some of the increases incurred by TRA and TRWD. Water Utilities also continues to invest in the City's infrastructure by prioritizing and targeting water, sewer and treatment plant replacements and aligning these replacements with street renewals to minimize costs and reduce impacts to citizens. Water Utilities will also continue to invest in technology where we can achieve efficiencies and reduce costs, such as the Advanced Metering Infrastructure (AMI) project that will replace approximately 9,000 water meters each year over the next 8 years with automated reading meters.

The water utility bill also includes the rate for the collection of garbage. As outlined in their contract, Republic Waste Services, the City's waste hauling contractor, is expected to raise its rates for residential customers by 15 cents a month on October 1.

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

- Property tax goes up by 64¢ per month
- Water and Sewer rate increases \$4.90 per month (average residence uses about 10,000/6,000 gallons of water/sewer a year)
- Garbage rate increases 15¢ per month

The average resident will pay \$68.26 more per year (\$5.69 per month) for City, Water and Sanitation Services.

Convention and Event Services Fund

This fund is for the operation of our Convention Center, Experience Arlington Inc., and various other efforts to increase tourism. The Convention Center's revenues mostly cover its operations. The Hotel Occupancy Tax provides revenues for this fund, which pay for the remaining expenses. This budget includes an additional \$834,000 in recurring expenses for items including the Johnson Creek Linear Park Sculpture Trail, the

MANAGER'S MESSAGE

Arlington Cultural Tourism Council contract, Experience Arlington (CVB), and special event costs. It also includes approximately \$1.4 million in one-time funding for items including Entertainment District Gateway signage, enhancements to the Convention Center sound system, security systems, and fire alarm system, and a hotel feasibility study.

Parks Performance Fund

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

Revenues in the Fund have been performing better than budgeted over the last several years. For FY 2014, this allows a decrease of \$308,737 from the General Fund subsidy.

Storm Water Utility Fund

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

Continuing a practice that we began last year, the fund will appropriate bond principal and interest payments in the amount of \$2,230,400 to repay debt issuances made for the utility. Also, we will continue with a six-year repayment schedule to reimburse General Obligation debt expenses funded by the General Fund before the Utility was established. FY 2014 will be the second year of this \$463,055 annual reimbursement. Additionally, projects expected to be initiated in FY 2014 include:

- Rush Creek Mitigation Improvements: \$1.0M
- Matthews Court Drainage: \$2.0M
- Lynn Creek/Bowman Branch Study: \$0.4M

Street Maintenance Fund

Voters approved spending one-quarter cent of sales tax receipts for the maintenance, rehabilitation and repair of City streets. This budget includes a total of \$4.93 million in additional appropriations in the fund, made available by appropriating available fund balances and increasing the FY 2013 transfer from the General Fund, which will provide additional beginning balance available for appropriation in FY 2014. We are also proposing a \$1 million increase in recurring expenditure funding due to the continuing improvement in our sales tax revenues. In the aggregate, over \$19.4 million will be appropriated for street maintenance in the FY 2014 Adopted Budget.

Debt Service Fund

The City incurs debt for the acquisition and construction of capital projects and must make annual payments to repay bonds previously issued. General Obligation bonds are funded wholly through a designated portion of the City's property tax rate, while Certificates of Obligation incorporate other funding sources as well as ad valorem taxes.

The portion of the 64.8 cent tax rate per \$100 of property value included in this budget for debt service is 20.57 cents.

MANAGER'S MESSAGE

Gas Lease Funds

This fund receives the lease bonuses and royalties received from natural gas drilling operations on City property.

This budget used \$2,050,000 of General Gas Fund money to fund one-time expenditures, which total \$4,050,000 in FY 2014. Highlights among these expenditures include \$1.1 million for fire apparatus, \$480,000 for a pilot program of supervisory sergeants in the Police Department, \$120,000 for expanded K-12 educational materials and programs at City libraries, \$250,000 for abatement costs in our code compliance programs, \$1.3 million for City building maintenance, and \$250,000 for upgrading our financial software to Lawson Version 10.

Budget Planning Process

Preparing the FY 2014 budget required a significant amount of planning. It began in October 2012, when both the City Council and City staff met to identify issues and priorities for the City over the next three to five years. Called the Horizon Project, it allowed us to not just look at our work a year at a time, but to look strategically at the community's future. Ten Horizon issues were identified:

- Housing Supply
- Economic Development / Re-Development
- Regional Mobility
- Quality Neighborhoods
- Organizational Viability
- Natural Resources Management
- Asset Management
- Citizen Relationships
- Strategic Partnerships
- Local Autonomy

Staff will develop and continue to build upon long-term strategies for making accomplishments in these areas; and will refine a funding plan to provide resources to cover the costs for these initiatives.

City Council then met in March and looked at the Horizon Issues, as well as progress on other priorities and determined what they wanted to focus on during FY 2014.

City Council and City staff then began to develop programs and projects to accomplish the priorities. This summer, staff met with the City Manager's Office and reviewed their department's resource requests and proposed business plan items for 2014. Staff was also asked to provide a minimum of a 1 percent budget reduction to give us some headroom to provide salary increases for employees.

MANAGER'S MESSAGE

We used the reductions, reallocations, and additional revenues to ensure that our most critical needs are incorporated in this adopted budget.

Once again, in an effort to make the process as transparent as possible, we have provided in the budget a list of department requests, whether they made their way into the adopted budget or not. We are also including the list of department reductions.

We continue to refine our budget communication efforts with a new app that will allow citizens to review the budget document and corresponding materials. A new budget video will be available at the Budget Town Hall meetings, on the City's cable channel, and on YouTube. The point of all of this is to reach as many residents as possible and get their feedback.

Conclusion

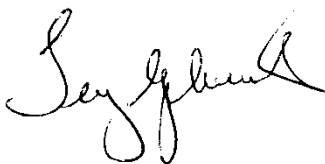
The City of Arlington prepares its annual operating budget using sound fiscal principles and policies. We budget conservatively and ensure that our reserves are funded at appropriate levels, as defined by our financial policies. Specifically, 1 month (or 8.33%) in Working Capital, 3% in Unallocated reserve, with an overall reserve level of 15%. During FY 2013, the reserves were drawn down by \$4.3 million for the initiation of a new recycling program. The total reserve amount adopted in the FY 2014 Budget is \$46.1 million or 22.1% of the City's General Fund budget.

Thanks to fiscally responsible decisions and vigilant monitoring by the City Council and City staff, the City of Arlington achieved its first AAA bond rating on its General Obligation bonds issued in June of this year. This means our bonds received a most favorable reception by investors, which lowered our borrowing costs. Over time, that will allow us to save resources to do more in the future.

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

We respectfully present this budget for consideration by the Mayor and City Council and look forward to finalizing our plan of work to serve Arlington residents in FY 2014.

Sincerely,



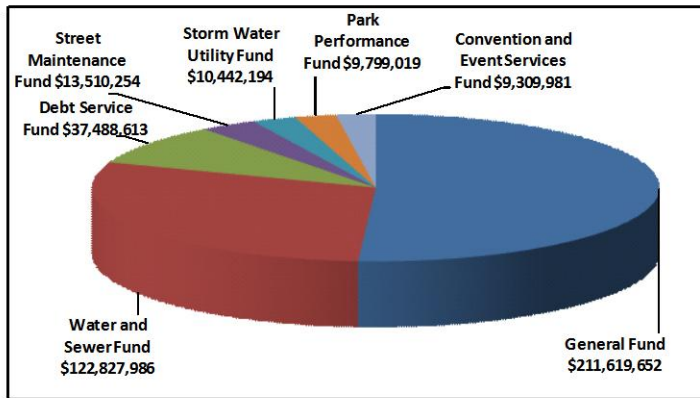
Trey Yelverton
City Manager

BUDGET IN BRIEF

FY 2014 Adopted Operating Budget

The projected revenue total for the City in FY 2014 is \$414,997,698. The following chart shows adopted revenues for each of the City's major operating funds.

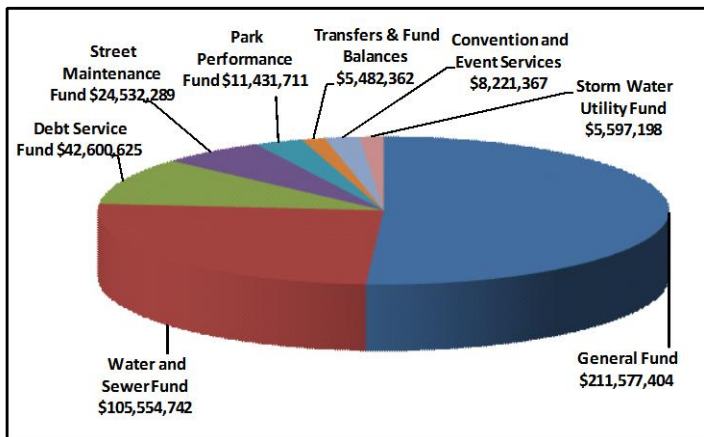
Revenues



	Amount	Percent of Total
General Fund	\$211,619,652	51.0%
Water and Sewer Fund	\$122,827,986	29.6%
Debt Service Fund	\$37,488,613	9.0%
Street Maintenance Fund	\$13,510,254	3.3%
Storm Water Utility Fund	\$10,442,194	2.5%
Park Performance Fund	\$9,799,019	2.4%
Convention and Event Services Fund	\$9,309,981	2.2%
Total FY 2014 Revenues	\$414,997,698	100.0%

Expenditures

The projected expenditure total for FY 2014 is balanced to revenues, at \$414,997,698. The following chart shows adopted expenditure levels for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$211,577,404	51.0%
Water and Sewer Fund	\$105,554,742	25.4%
Debt Service Fund	\$42,600,625	10.3%
Street Maintenance Fund	\$24,532,289	5.9%
Park Performance Fund	\$11,431,711	2.8%
Transfers & Fund Balances	\$5,482,362	1.3%
Convention and Event Services	\$8,221,367	2.0%
Storm Water Utility Fund	\$5,597,198	1.3%
Total FY 2014 Expenditures	\$414,997,698	100.0%

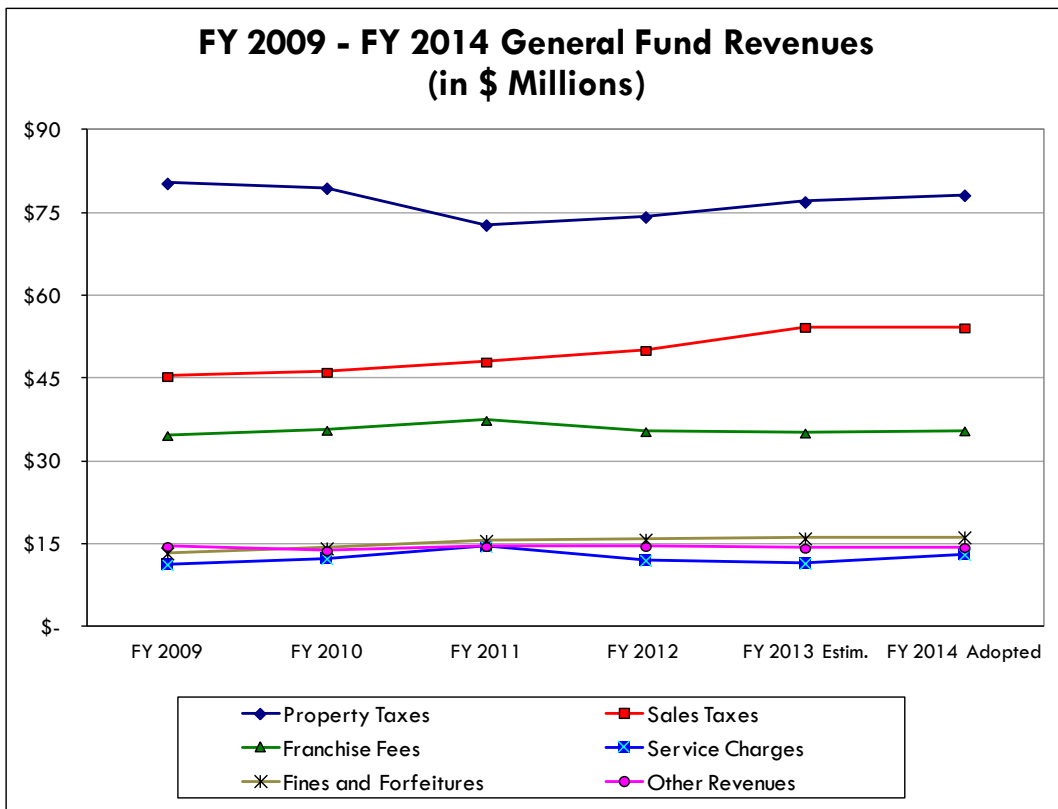
BUDGET IN BRIEF

FY 2014 General Fund Budgeted Revenues

The City's revenue outlook has improved since the moderate economic recovery that began during 2010. Sales tax revenues have shown significant improvement during the past three years, and the revenues received by the Municipal Court and Landfill remain strong. However, the limited increase in property values during the past few years has constrained growth in ad valorem tax revenues. The following table provides a summary of General Fund revenues by major category for FY 2014.

	<u>FY 2012 Actual</u>	<u>FY 2013 Estim.</u>	<u>FY 2014 Adopted</u>
Property Taxes	\$ 74,296,484	\$ 77,019,911	\$ 78,231,117
Sales Taxes	50,098,561	54,288,548	54,185,131
Franchise Fees	35,381,827	35,120,066	35,516,173
Service Charges	12,036,713	11,499,372	13,103,929
Fines and Forfeitures	15,799,471	16,011,577	16,216,644
Other Revenues	<u>14,547,485</u>	<u>14,233,850</u>	<u>14,366,658</u>
Total Revenues	\$ 202,160,541	\$ 208,173,324	\$ 211,619,652

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 picture, as shown below, indicates strengthening sales tax revenues and moderate recovery in property tax revenues after the declines experienced in 2010 and 2011.



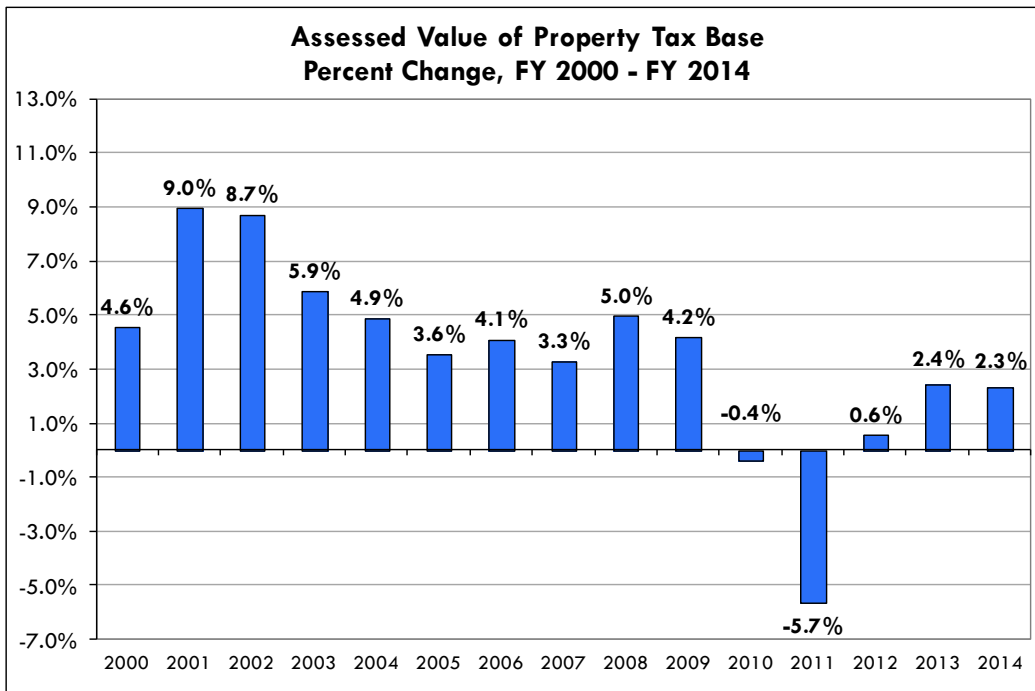
BUDGET IN BRIEF

Property Taxes - \$78.2 Million, 37.0% of General Fund Revenues

The largest single revenue source for the General Fund is the Property Tax. In FY 2014, this revenue represents 37.0% of General Fund revenues, down from 37.1% in FY 2013. The total assessed value of taxable property in the City is \$18.04 billion. The General Fund's portion of the total property tax rate is 44.23 cents per \$100 of assessed value, which represents 68% of the total tax rate. As the chart below demonstrates, the allocation of the property tax rate between Debt Service and the General Fund remains the same as in FY 2013.

	FY 2013	FY 2014	Increase (Decrease)
General Fund Tax Rate	44.23	44.23	-
Debt Service Tax Rate	20.57	20.57	-
Total Property Tax Rate	64.80	64.80	-

The property tax base grew by 2.3%, essentially the same as last year's 2.4% growth. Fiscal years 2010 and 2011 were both negative, and the City has still not yet fully returned to the level of property tax revenue received prior to the recession. General Fund property tax revenues from this growth are anticipated to increase in FY 2014 by approximately \$1.4 million from the FY 2013 budget.



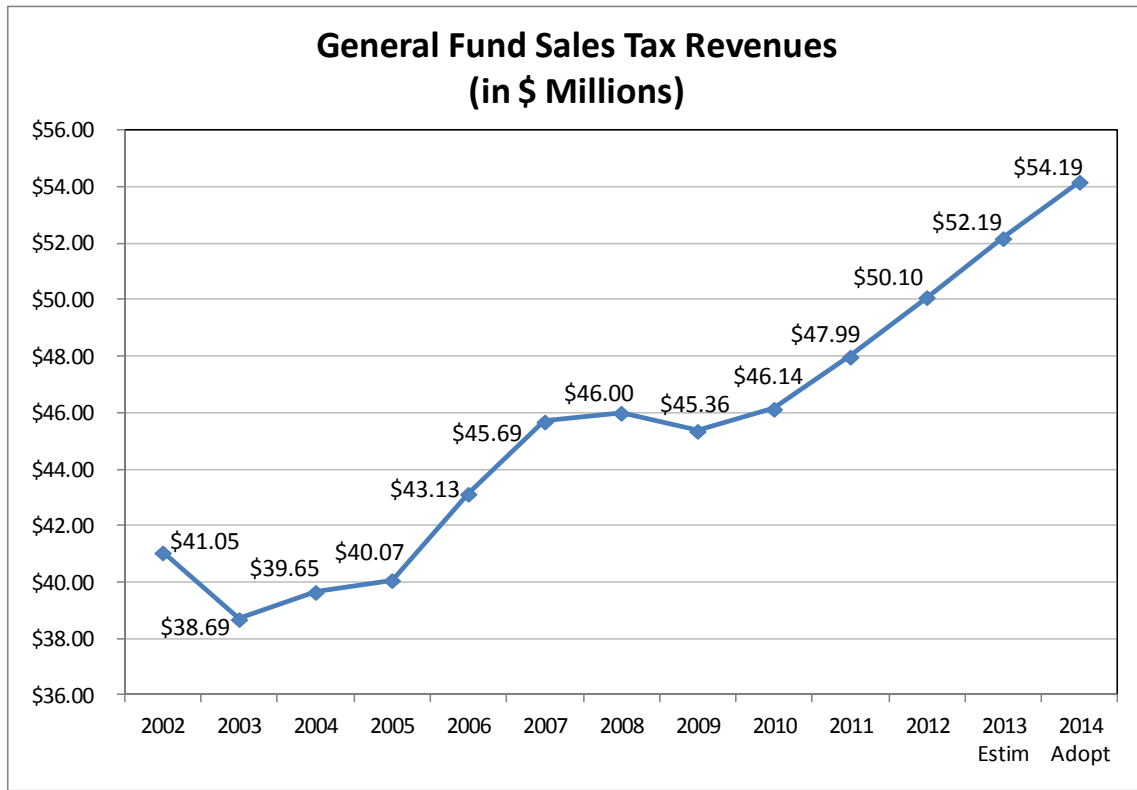
BUDGET IN BRIEF

The 2.3% growth in the property tax base results in a value increase of \$411.4 million from the certified roll received in July of last year, as reflected below.

Certified Roll, July 2012	\$ 17,624,036,440
Increase in property values	<u>411,411,129</u>
Certified Roll, July 2013	\$ 18,035,447,569

Sales Taxes - \$54.2 Million, 25.6% 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 a portion of the debt on the Cowboys Stadium, and one-quarter cent provides funding for street maintenance. General Fund sales tax revenue for FY 2014 is projected at \$54,185,131. These taxes represent 25.6% of General Fund revenue in FY 2014, up from 25.2% in the FY 2013 budget. The following chart illustrates sales tax revenue trends during the past decade. The amount for FY 2013 has been adjusted to exclude the \$2.1M audit payment received in March 2013.



BUDGET IN BRIEF

Other Revenues – \$79.2 Million, 37.4% of General Fund Revenue

Franchise Fees are paid by utilities for the use of City streets, alleys and property in providing utility service to citizens. These revenues represent 16.8% of General Fund revenues in FY 2014, down from 17.1% in the FY 2013 budget. The electric utility pays the most in franchise fees, and is expected to pay \$12.9 million in FY 2014. Other Franchise Fees include telephone, cable television, garbage collection, and water and gas utilities.

Service Charges are collected by the City for the use of facilities or services. These include pool and recreation center fees, various inspections and reviews conducted by City personnel, and transfers from other City funds to reimburse the General Fund for services rendered. In FY 2014, these revenues represent 6.2% of General Fund revenues, up from 5.8% in the FY 2013 budget.

Fines and forfeitures are obtained primarily from fines assessed by the City's Municipal Court. In FY 2014, these revenues represent 7.7% of General Fund revenues, down from 8.0% in the FY 2013 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 2014, these revenues represent 6.8% of General Fund revenues, approximately the same percentage as in FY 2013.

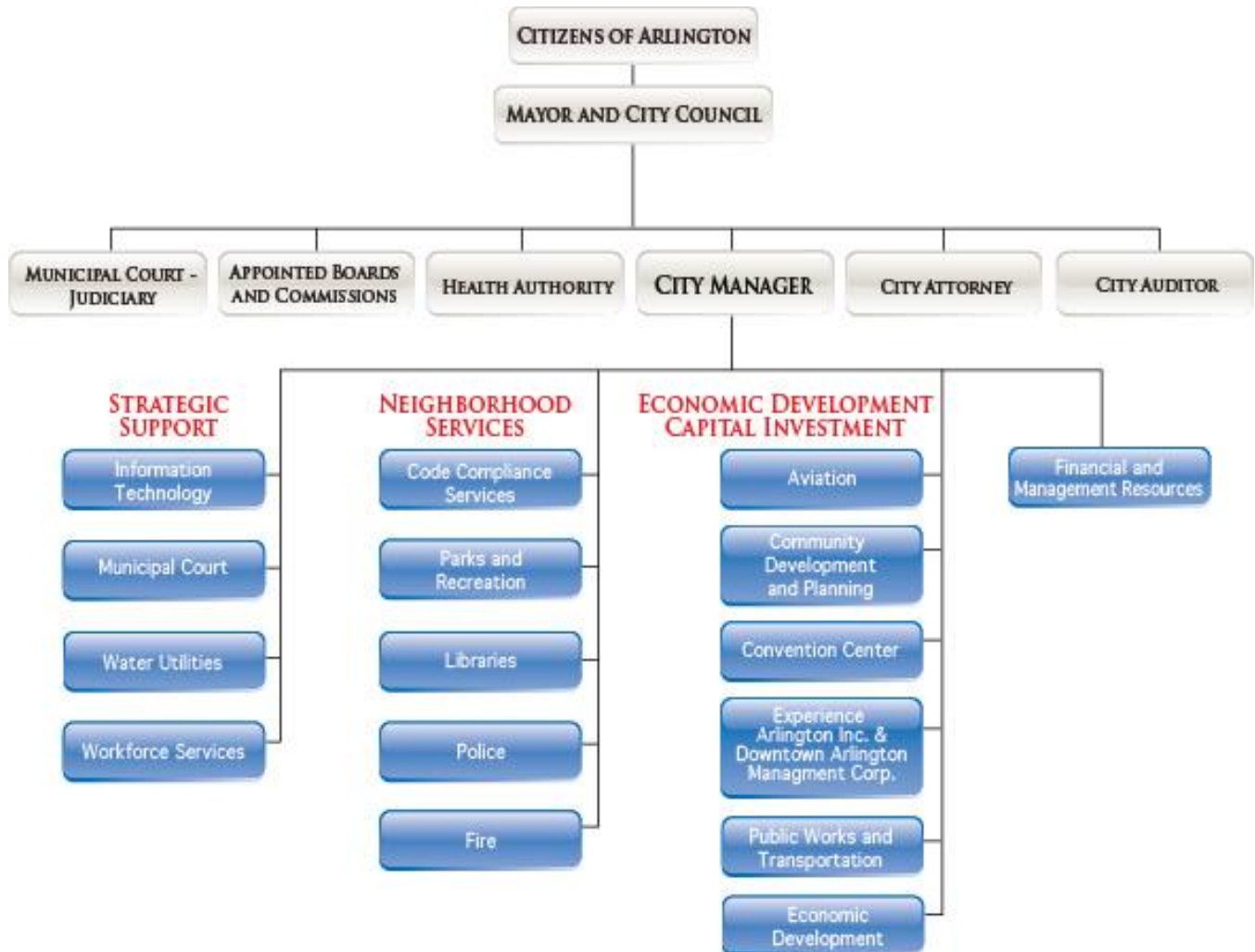
Other Operating Funds

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 2014.

- The **Water Utilities Fund** is proposing available resources (beginning balance, revenues and net interfund transfers) of \$110.1 million and total expenditures of \$105.6 million.
- The **Storm Water Utility Fund** is proposing available resources of \$6.0 million and total expenditures of \$5.6 million.
- The **Convention and Event Services Fund** is proposing available resources of \$8.3 million and total expenditures of \$8.2 million.
- The **Park Performance Fund** is proposing available resources of \$12.4 million and total expenditures of \$11.4 million.
- The **Street Maintenance Fund** is proposing available resources of \$24.8 million and total expenditures of \$24.5 million.
- The **Knowledge Services Fund** (internal service fund) is proposing available resources of \$3.4 million and total expenditures of \$3.2 million.
- The **Fleet Services Fund** (internal service fund) is proposing available resources of \$8.5 million and total expenditures of \$8.1 million.
- The **Information Technology Support Fund** (internal service fund) is proposing available resources of \$7.5 million and total expenditures of \$7.4 million.
- The **Communication Services Fund** (internal service fund) is proposing available resources of \$8.4 million and total expenditures of \$7.9 million.
- The **Debt Service Fund** is proposing available resources of \$46.1 million and total expenditures of \$42.6 million.

BUDGET IN BRIEF

ORGANIZATION CHART



Rev. AUG-12

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. Each Business Plan runs on a fiscal year, beginning October first and ending September 30th of the following year.

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

For fiscal year 2014, the City Council determined to maintain the four priorities adopted in fiscal year 2013:

- Build a Thriving Community
- Enhance Regional Mobility
- Support Quality Education
- Define an Identifiable Brand

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

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

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 core service areas have been developed to represent the day-to-day business operations in departments. The activity measures for core service areas are represented on scorecards in the back of each core service 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.

Evidence of Success

When City Council met in the spring, they discussed areas they wanted to see direct results. Those areas are represented in the following Evidence of Success Scorecard.

BUSINESS PLAN

Source	Goal Categories	Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
FMR	Strong and Improving Financial Indicators	Rating Agency Ratings	Fitch: AA+ Moody: Aa1 S&P: AA+	Fitch: AA+ Moody: Aa1 S&P: AA+	Fitch: AA+ Moody: Aa1 S&P: AAA	
FMR		CAFR w/clean opinion	Yes	Yes	Yes	Yes
FMR		Net debt to assessed valuation	1.87%	1.81%	<2.0%	<2.0%
ED	Business Attraction/Retention	Number of business entities created/retained downtown as a result of OED	4	4	7	3
ED		Number of jobs created/retained downtown as result of OED efforts	215	215	95	150
Police	Public Safety/Low Crime Rate	% of UCR Part 1 crimes cleared	23%	26%	20%	20%
Police		% of probable cause warrants cleared	89%	90%	90%	90%
CQP		Crime rankings score above national rate	26.64	35.15		
CSS		Citizens feel safe in neighborhoods (day)	94%	90%	90%	90%
CSS		Citizens feel safe in business areas (day)	95%	88%	88%	90%
CSS	Citizen Satisfaction Survey Results	Overall Quality of Life rating	82%	74%	74%	80%
CSS		Overall Customer Service rating	75%	69%	78%	80%
CSS		Overall Satisfaction with Direction for city	81%	73%	73%	80%
Economic Indicator	Strong Housing Market Improved Housing Market	Home Sales	3,719	4,247		
Economic Indicator		Months on market	5.8	3.7		
Economic Indicator		Average Home Sales Price	\$146,700	\$151,000		
Economic Indicator		Single Family Residential Permit – Average Value	\$185,299	\$209,791		
Census	Rising Income	Median Household Income	\$52,094	\$51,783		
Economic Indicator		Sales Tax Revenue (in \$ millions)	\$47.47	\$50.52		
Economic Indicator	Rising Employment	Unemployment Rate (Arlington)	6.7	5.6		
UTA/ED	UTA Graduate Retention	Top Arlington employers with UTA graduates	Data Requested from UT-Arlington			
UTA		UTA internships in Arlington	139			
Census	Decreasing Average Population Age	Population Age (Median)				
ISD		High School Ratings (AISD Accountability Ratings)	Academically Acceptable	NA		
ISD		Number of High School Students	17,554	17,400		
ISD		High School Drop Out Rates (Academic Excellence Indicator System)	3.2%	2.9%		

BUSINESS PLAN

Service Delivery

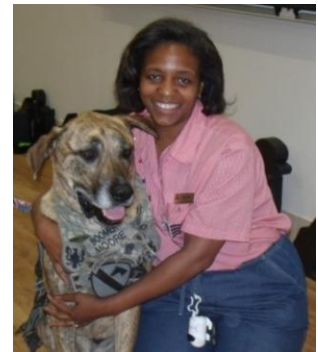
One of the City's primary functions is service delivery. The following information provides a brief narrative of each department by city service team and the primary functions of the departments. Also included are some recent awards received.

Neighborhood Services

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

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

Animal Services encourages responsible pet ownership and provides for the humane care of stray and unwanted animals. Programs offered include animal care operations, pet adoptions, pet licensing, field enforcement services, bite/dangerous animal investigations and a veterinary clinic that provides health services to animals in the shelter's care including sterilization and vaccinations. Furthermore, over 800 low-cost rabies vaccinations and almost 450 pet sterilizations were administered to Arlington pets through partnerships with local organizations over the past year. In an effort to increase adoptions, bi-monthly mobile adoption events were held at PetSmart®, and a grant from PetSmart Charities® in conjunction with the Dallas Society for the Prevention of Cruelty to Animals (SPCA) provided Arlington's sheltered homeless animals a Safety Assessment for Evaluating Rehoming (SAFER) testing to promote greater adoptability. Additionally, a grant award by the Arlington Tomorrow Foundation provided the funding for a new mobile adoption vehicle that will take low-cost pet vaccinations out into neighborhoods, increasing opportunities for homeless adoptable pets to find new homes and providing educational opportunities. Youth animal education programs grew in FY 2013, including almost 2,000 students who attended anti-bullying presentations with Turtle the painting pit bull in addition to other youth programs.



Code Compliance focuses on education to gain compliance with city ordinances pertaining to maintenance, sanitation, rehabilitation, conservation and safety of existing residential and commercial properties. Code Compliance Officers inspect single family residential properties, multi-family properties, commercial properties and public swimming pools, and work closely with property owners until compliance is reached or the case moves to the judicial process. The department also administers the dangerous and substandard structure program and graffiti abatement program. Compliance with City of Arlington codes can reduce vandalism, deter crime, maintain property values, and prevent deterioration of neighborhoods. During FY 2013 officers responded to over 8,000 calls for service, completed over 200,000 inspection activities and over 100 graffiti abatements, and closed more than twenty dangerous and substandard structure cases.

BUSINESS PLAN

The **Fire Department** consists of Fire Operations, Fire Prevention/EOD Services, Medical Operations, Gas Well Response, Fire Training, Public Health, Fire Resource Management, The Office of Emergency Management, 9-1-1/Dispatch, Office of Special Events, Special Operations 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.

In 2013, Dispatch Services implemented a new state-of-the-art Computer Aided Dispatch system successfully, with no lapse or inability to process 9-1-1 calls.



The Arlington Fire Department, Tarrant County College, and the Arlington Independent School District embarked on a two year/college credit program for high school students who desired to pursue a Firefighter/EMTS career. In June 2013 the first class of 16 students graduated from the Fire Academy program. The program prepares students with college credits and potential job opportunities. This initiative has served as a model for future vocational credit career programs.

Medical Operations reported a 46.8% cumulative Utstein cardiac survival save rate for the period of June 1, 2011 through June 30, 2013. The Utstein criteria is a stringent EMS industry standard that includes a cardiac arrest that is witnessed, cardiac etiology, an initial Electrocardiogram of Ventricular tachycardia or Ventricular fibrillation, and the patient was discharged from the hospital or transferred to another facility. The Medical Operations QI Coordinator is part of the Emergency Pediatric Care (EPC) Committee and recently travelled to Peru to present the EPC course to a large group of emergency physicians from across South America.



The Fire Department's Office of Emergency Management (OEM) is responsible for the management of large scale emergencies, including Public Health emergencies. OEM and Fire Medical Operations coordinated a citywide West Nile Virus response campaign. A multi-department team actively worked to address the mosquito larva issue in Arlington. The Fire Department coordinated community messaging to help keep citizens informed and protected while working with other local municipalities to standardize response efforts in the region.

The City of Arlington Office of Emergency Management has obtained a "conditional" award for the Emergency Management Accreditation Program (EMAP). The accreditation is from an independent non-profit organization which has established 64 multi-criteria industry standards reviewed by a technical committee. "Full" accreditation will be awarded once the few remaining components of the standards are met in the near future. We are very pleased and excited about this accreditation, due to the City of Arlington being one of six cities in the country to achieve this prominent recognition.

BUSINESS PLAN

The **Library Department** provides services through a network of seven library facilities located strategically throughout the city, as well as numerous LibraryLiNK locations placed in schools or other service organizations. LibraryLiNK services vary by location, but generally include delivery/check-out of materials or access to digital materials. The newest “link” added in FY 2013 is the TechLiNK, a mobile computer lab containing 12 desktop computers and wireless internet service, capable of travelling throughout the city to offer computer classes, literacy programming and public computing services. Arlington Reads, the Library’s accredited literacy program, continued to expand GED programming, “graduating” over 30 students in FY 2013, as well as launching a new Reading Corps program for Pre-K through 3rd grade students. In addition to literacy programming, the Library offers programs for all ages, often in partnership with community educational and cultural institutions, to enhance quality of life and civic involvement, increase appreciation for the arts, and improve vocational skills for Arlington residents. The Library’s collection of print and audiovisual materials (books, DVDs, audiobooks, music, etc.) is supplemented by a growing array of digital services offered on arlingtonlibrary.org, including online language learning, test preparation, ebooks, e-audiobooks, research databases, resume and career development resources, indexed full-text newspapers and magazines, genealogy resources, as well as homework help support. A large group of enthusiastic community volunteers supplement services offered by library staff.



The **Parks and Recreation Department** (APARD) consists of several divisions, including Park Operations and Planning, Community Programs, Enterprise Programs, and Business Services. The mission of the Arlington Parks and Recreation 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. With over 4,711 acres of parks, recreation facilities, open spaces, natural trails, and playgrounds, there are many opportunities for open play and exercise. APARD received many awards in 2012/2013 including the 2013 Individual Outstanding Service Award for Park Board member Sue Phillips, 2013 Lone Star Recreation Programming Achievement Award Class I for Re-LEAF Arlington, 2013 Planning Excellence Award for the Arlington Skate Park Master Plan, 2012 Lone Star Programming Award for Brand-Aid, and celebrated another year as an official Playful City USA. The Texas Recreation and Parks Society presented the department

with three separate awards in September of 2012 including the Excellence in Maintenance Award for the Tierra Verde Biodiesel Project, Park Design Excellence Award for the River Legacy Park Nature Playground and the Committee’s Choice Award for Brand-Aid. Brand-Aid also received the 2012 DFW Metro Parks and Recreation Directors Innovation in Programming Class I Award. The Arlington Tennis Center received the USTA National Open Championship as well as the USTA National Boys and Girls Zone Team Championship award. ATC’s Manager, Sheryl Osborn, was appointed to the USTA Texas President’s Advisory Council. APARD, in conjunction with Keep Arlington Beautiful (a Silver Star affiliate with Keep Texas Beautiful), utilized over 3,900 volunteers to complete a total of 46,000 volunteer hours for the Arlington community and received over

BUSINESS PLAN

\$10,000 to purchase Arlington's first Mobile Litter Unit, which can be reserved through the newly designed Keep Arlington Beautiful website. APARD's new Marketing team successfully redesigned the NaturallyFun.org website which went live in May of 2013, and in March of 2013 Arlington celebrated the official grand opening of its first skate plaza with the dedication of the Cody Rocamontes Skate Park.

The **Police Department** is comprised of diverse work groups of sworn and professional staff employees who are committed to ensuring the safety of our residents and visitors by providing the highest level of customer service. The department's Focus on the Five: C.R.I.M.E reduction strategic plan encompasses the department's five basic fundamental objectives: Community engagement, Refocus on geographic policing, Intelligence, Multi-Year planning, and Effective enforcement. The intent of the plan is to reduce crime through the effective use of information, robust citizen participation in community policing efforts, and effective enforcement of the law.



The Arlington Police Department has an internationally recognized reputation for innovation and effectiveness in the law enforcement profession. To maintain this tradition of excellence, the department remains unwavering in its efforts to encourage open communication both internally and externally. Advance technology in communications and crime combating efforts remains at the forefront of the department's goals in efforts to promote transparency and community legitimacy. Social media continues to play a vital role in the flow of real-time information to the public. As a testament to the department's efforts, the Police Department



was honored for the second year in a row, with a 2013 Best in Texas Award from the Center for Digital Government for the Most Innovative Use of Social Media for "Inside APD", a weekly YouTube news video designed to educate the community on their police department. In addition, "Inside APD" has proven to be a successful resource tool to provide quick access information to the public related to seasonal safety concerns and recent crime trends. To further solidify the direction of the department, Police Chief Will Johnson received the Police Executive Research Forum's (PERF) 2013 Gary P. Hayes Memorial Award. This award honors up-and-coming law enforcement professionals whose character, record of

leadership, and commitment to better policing embodies the ideals of leading improvements in American policing. Chief Johnson received the award nearly a decade after former Arlington Police Chief Theron Bowman received the award in 2004.

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

The **Aviation Department** operates Arlington Municipal Airport, a full-service general aviation airport owned by the City of Arlington. The facility is designated as a reliever airport, providing corporate, cargo, charter and private aviation an alternative to DFW Airport and Love Field. The Airport has 20 businesses onsite, including Bell Helicopter Textron, Van Bortel Aircraft, Inc. and AgustaWestland, and approximately 260 based aircraft. The new terminal building opened in November 2010, and obtained LEED Gold certification in 2013. Construction projects completed in fiscal year 2013 included a new 4,900 ft. west parallel taxiway, relocation of Taxiway Bravo, and a runway drainage system.



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

the construction of infrastructure, commercial and residential buildings, platting, zoning, gas well drilling, streetscape, certificates of occupancy, food establishments, and child care centers. The Real Estate Services group is responsible for property acquisitions required for roadway and public infrastructure improvement projects and mineral leasing activities associated with City owned properties. The Strategic Planning/Grants Management Division focuses on comprehensive and special plans, transportation planning, neighborhood planning, design standards, and targeted studies to guide sustainable growth in the city as well as administering federal grants including Community Development Block Grants and Emergency Shelter Grants. These grant funds benefit low- and moderate-income citizens in Arlington, support shelter and services for homeless adults and children, and support affordable housing programs. The Arlington



BUSINESS PLAN

Housing Authority, a metropolitan public housing authority (AHA), is the recipient of federal housing grants and is responsible for the management and operation of these grants plus the administration and operation of the city's federal and state housing grants. Housing Authority services include rental housing assistance, housing rehabilitation, weatherization assistance, homebuyer assistance and transitional housing for the homeless.

In fiscal year 2013, the Department obtained its third \$400,000 Brownfields Grant from the US Environmental Protection Agency to conduct citywide assessments. The Arlington Housing Authority celebrated its 38th anniversary of providing housing services to the Arlington community. The AHA also achieved a milestone when it rehabilitated its 2,500th owner occupied home in Arlington in FY 2013. The AHA has rehabilitated an average of 85 homes per year since 2005; program life time average is 60 homes per year. Also, through resources provided by the State of Texas, AHA exhausted its homeless prevention resources and prevented homelessness for 238 households (660 persons). In addition, the US Department of HUD recognized the AHA as a high performing public housing agency for work completed in FY 2012; the AHA has maintained this status for the past 10 years. The Grants Management group in the Department was recognized by HUD for exemplary operations of the HOME Investment Partnerships Program, including Homebuyer Assistance, Non-profit Housing Development, Housing Rehabilitation, and Temporary Rental Assistance. They were also recognized by HUD for exemplary implementation of the Davis Bacon Act, to ensure that federal wage rate requirements are met for over \$8.1 million in federal infrastructure and construction projects. In addition, Grants partnered with the Arlington Independent School District to complete renovations of a vacant facility at 600 New York to serve low income youth and adults with a range of educational services and programs. And, finally, Arlington was selected by the National Community Development Association to host the 2015 national conference.

The **Arlington Convention Center** has divisions consisting of Event Services and Facility Operations, and a contract with the Arlington Convention and Visitors Bureau (ACVB/Experience Arlington). The Center offers 50,000 square feet of exhibit space, a 30,000 square foot Grand Hall for banquets, and 8,500 square feet of meeting space. Food, beverage and audio visual services are available to accommodate small and large groups for conferences, exhibits, trade shows, and meetings. Located in the Entertainment District, the Center is close to the Rangers Ballpark, the Cowboys Stadium, Six Flags and Hurricane Harbor, and is easily accessible from I-30. The Convention Center and the ACVB/Experience Arlington partner to increase tourism and promote many attractions and events throughout the city. The ACVB/ Experience Arlington mission is to build and market a premier destination. Sales efforts focus on increasing the number of bookings that utilize the Arlington Convention Center, continue to grow hotel room demand and occupancy throughout the city, and further develop the successful amateur sports markets. Experience Arlington will also continue efforts to expand special events products through events such as Christkindl Market, Art on the Greene and Arlington Centerstage Music Festival.



BUSINESS PLAN



The **Office of Economic Development** focuses on attracting, expanding and retaining businesses and creates investment opportunities through public and private partnerships. Through these partnerships, the Office implements strategies that stimulate investment and enhance development and redevelopment opportunities within the community, ultimately creating a customer service spirit that attracts new residents, consumer spending, quality investment and job creation. As a testimony to our commitment and dedication to the business community, the Office was ranked third last year as a Top Economic Development Agency by the Dallas Business Journal.

The **Public Works and Transportation Department** has the following divisions: Traffic Engineering, School Safety, Field Operations, Engineering Operations, Construction Inspection, Survey, Construction Management, Facility Services, Fleet Services, Solid Waste Operations, Information Services, Storm Water Management, Warehouse, and Administrative Management. These divisions function together to design and maintain needed street and drainage infrastructure and public buildings, overseeing their construction and enforcing environmental protection throughout Arlington. The Department is responsible for mobility optimization through traffic engineering, technological innovation, and provision of signals, street lights, and regulatory signs and markings. Public Works and Transportation staff also manage the fleet for the City enterprise. The asset and work order management systems and warehousing operation utilize cutting edge technology. In FY 2013, the Public Works and Transportation Department received the APWA Texas Chapter 2013 Field Excellence Award for tornado response in 2012. One of the department's Heavy Equipment Operators was the APWA Texas Chapter Equipment Operator of the Year, celebrating his contributions to the workplace over the course of his career. The Storm Water novella (comic book) and flood safety awareness campaign "The Rescue League Academy: Sink or Swim" received two awards: a NCTCOG 2013 Celebrating Leadership in Development Excellence (CLIDE) Award for Raising Public Awareness and a 2013 Media/Outreach Award from the Association of State Floodplain Managers. Due to the leadership of the Construction Management division throughout design and construction, the City's new Airport Terminal received LEED Gold Certification this year.



Strategic Support

The City of Arlington's Strategic Support City Service Team consists of **Information Technology, Municipal Court, Workforce Services, and Water Utilities**. The mission of the Strategic Support Team is to embrace the City's vision of being a pre-eminent city by dedicating resources to partner with customer departments.

BUSINESS PLAN



The **Information Technology Department** consists of Business Support, Geoprocessing, Information Services, Information Security, Communication Services, Network Services, and Customer Support. The Department is a vital partner with all City departments to provide quality services through the innovative use of technology. They provide network infrastructure stability, assistance with technology requests, manage technology security, and customer service for many varied software and hardware issues. The Information Technology Department strives to provide quality customer service and the annual satisfaction surveys among users indicate a steady increase in overall satisfaction.

The **Municipal Court** handles payment for citations, court appearances for teens and adults, jury service requirements, and management of revenues from fines. The court strives to improve customer service through advanced technology. The court recently added video display boards outside of each courtroom, as well as in the court lobby, which give up to the minute information regarding dockets. The court has also increased online services to include deferred and driving safety options. The analog court recording equipment is also being replaced with a digital system. The Arlington Municipal Court received the Traffic Safety Initiative award in the large court category. Two court employees were also recently elected as officers to the North Texas Court Clerks Association; Katy Tagg was elected Treasurer and Elaine Biles was elected Director at Large.



The **Workforce Services Department** consists of Employee Operations, Employee Services, Organizational Development, and Risk Administration. This Department is an organizational conduit to recruit, develop and retain quality employees and volunteers that are the foundation for building a thriving community. These human assets deliver our core services in alignment with the brand of Arlington. Workforce Services is also charged with minimizing organizational and community risk. The Workforce Services Department receives awards on a regular basis. In previous years this department has received awards for wellness programming and participation in youth programs. Recently, Workforce Services was the recipient of the American Heart Association Fit-Friendly Worksite Gold Achievement, UnitedHealthcare Well-Deserved Leadership Award, and the Carter Bloodcare Gold Member.

BUSINESS PLAN



The **Arlington Water Utilities Department** consists of Administration, Information Services, Customer Services, Meter Maintenance and Reading, Engineering, Field Operations, Operations Support, Water Treatment, Laboratory, Water Resource Services, Financial Services, and Conservation. The Arlington Water Utilities Department takes an active role in ensuring safe, quality drinking water throughout the City, elevated storage tank management and maintenance, water and sewer line maintenance, and water conservation initiatives. Over the past few years the Arlington Water Utilities Department increased conservation effectiveness and awareness through education, low-use fixture exchanges and irrigation audits. Arlington Water Utilities Department is the recipient of many awards such as the AMWA Gold

Award for Exceptional Utility Performance; Best Tasting Surface Water TWUA State Award 2012; Honorable Mention for Reclaimed Water Delivery System Public Awareness Program; North Central Council of Governments Reclaimed Water Project 2012 Regional Cooperation Award; and the 2013 TAWWA/WEAT Workforce Development award.

Financial and Management Resources

The **Financial and Management Resources Department** has divisions in Accounting, Payroll, Accounts Payable, Treasury and Debt, Purchasing, Executive Support, City Secretary's Office, Vital Statistics, Office of Management and Budget, Office of Communications, Action Center, and Knowledge Services. Due to the varying types of work, this department touches everyone in the City through communication efforts, payroll management, purchasing agreements, open records requests, customer service, records management, and implementing projects through continuous interaction with the City Manager's Office and the Office of Mayor and Council. One of the top tasks of this department is to provide fiscal stewardship. The Financial and Management Resources Department has received awards in several divisions. The Office of Management and Budget has received the Distinguished Budget Presentation Award for the past 27 years and last year received the Certificate of Excellence award from the International City/County Management Association Center for Performance Management for the City's performance management efforts. The Accounting Division received the Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 34th time, the Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for the fourth time, and the Purchasing Division received the Achievement for Excellence in Procurement Award for the tenth consecutive year.



Fiscal Year 2014 Business Plan Projects

Build a Thriving Community

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)
BTC 1.1.1	Code Compliance	Increase the total number of properties in compliance by 5% per year	Neighborhood Services (Code Compliance)

Summary:

During FY 2014, Code Compliance Services will continue to utilize GIS density maps for each code/police geographic area. The maps will be utilized for density analysis and the determination of hot spot as identified by both property code and property crime overlays.

Upon identifying at-risk neighborhoods Code Compliance will:

- Perform “windshield” surveys of identified at-risk neighborhoods
- Identify non-compliant properties
- Provide residents with educational brochures and inspection notification timelines
- Perform inspections
- Develop partnerships with faith based and social service providers to enhance programs focused on providing assistance to residents in need

Milestone	Estimated Completion	Actual Completion
Analyze maps and identify at-risk neighborhoods	11/1/2013	
Perform survey of identified at-risk neighborhoods	12/1/2013	
Provide residents with educational brochure and inspection timeline	1/1/2014	
Perform inspections	2/1/2014	

	Project	Performance Measure(s)	City Service Team (Department)
BTC 1.1.2	Residential Inspection and Property Maintenance Improvement Strategy ✓ Process Improvement Item	Project completion	Neighborhood Services (Code Compliance)

Summary:

During FY 2014, Code Compliance Services will develop and propose residential property maintenance improvement strategies, and focus on the adoption of enhanced property maintenance codes. The goal of the project is to increase code compliance in Arlington, and to ultimately reduce vandalism, deter crime, maintain property values, and prevent deterioration of existing neighborhoods.

Milestone	Estimated Completion	Actual Completion
Present proposed re-engineering strategies to Council committee.	10/1/2013	
Present draft ordinance revisions pertaining to property codes.	1/1/2014	

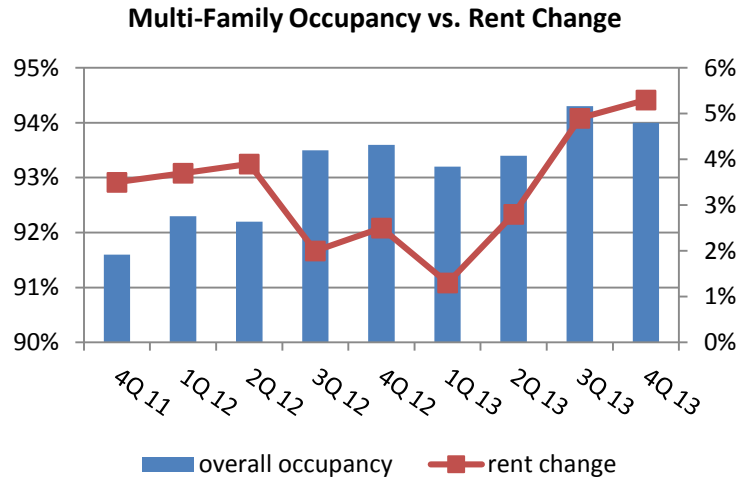
Build a Thriving Community

	Project	Performance Measure(s)	City Service Team (Department)
BTC 1.1.3	Multi-Family Inspection Program ✓ Process Improvement Item	Increase multi-family occupancy rates in Arlington	Neighborhood Services (Code Compliance)

Summary:

To get a better grasp on multi-family code violations, in FY 2013, Code Compliance Services proposed new multi-family and property maintenance strategies to City Council. The strategies included enhanced property maintenance codes, civil administrative adjudication, risk-based inspections, a multi-family licensing program, and the development of an enhanced multi-family crime free initiative, all with the intention of reducing Part I crime and property maintenance offenses.

FY 2014 is the first year of implementation of these strategies. Code Compliance staff will track the implementation steps and the impact of the program on multi-family violations.

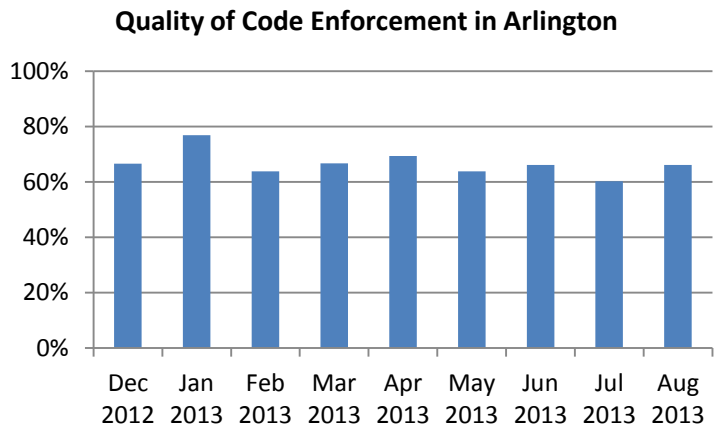


Objective 2: Increase Community Awareness of Property Maintenance, Health, and Animal Codes

	Project	Performance Measure(s)	City Service Team (Department)
BTC 1.2.1	Code Compliance Marketing Campaign	Improve resident rating for quality of code compliance in Arlington	Neighborhood Services (Code Compliance)

Summary:

Utilizing various communication platforms, Code Compliance Services will develop a marketing campaign to increase awareness of City of Arlington codes and ordinances, the compliance process, and how/when to report a violation. The goal of the campaign is to increase the number of code compliant residences in Arlington.



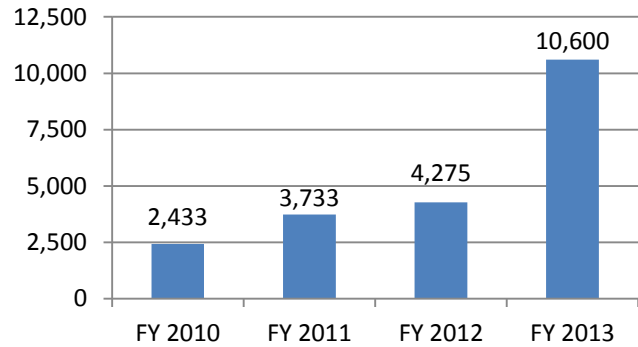
Build a Thriving Community

	Project	Performance Measure(s)	City Service Team (Department)
BTC 1.2.2	Animal Services Education Programs	<ul style="list-style-type: none"> • Increase # of residents educated • Increase # of animals licensed in Arlington 	Neighborhood Services (Code Compliance)

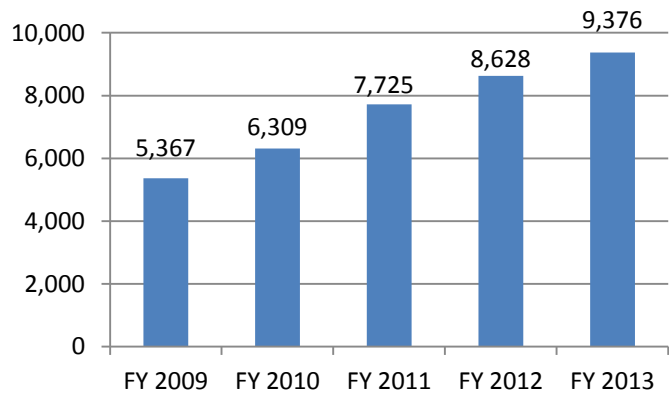
Summary:

The goal of Animal Services is to encourage responsible pet ownership by offering licensing programs, field enforcement services, and educational programs for Arlington residents. The care of stray and unwanted animals and the eradication of rabies from the community's animal population are critical to successful operations. Education programs will increase the awareness of the ordinance requirement for licensing dogs and cats; the importance of spaying, neutering and vaccinating pets; and other aspects of responsible pet ownership. Current programs including PetSmart Mobile Adoption Events, TCAP Low Cost Events (spay/neuter/vaccines) and Community Outreach Events (low cost mobile vaccines) will continue in FY 2014. Staff will also launch a new program in FY 2014, and will go into neighborhoods with a new mobile vaccination unit (purchased with ATF funding) to offer satellite adoptions, city licensing and vaccinations for community pets.

Residents Educated - Animal Services



Pets Licensed in Arlington



Build a Thriving Community

Goal 2: Improve Quality of Life Through Leveraging Partnerships and Encouraging Neighborhood and Community Investment

Objective 1: Increase Advocacy for City-Wide Beautification

Project		Performance Measures	City Service Team (Department)																		
BTC 2.1.1	Cross Departmental Beautification ✓ Process Improvement Item	Project completion	Neighborhood Services (Parks and Code Compliance)																		
<p><u>Summary:</u></p> <p>The beautification of Arlington is essential to its sustainability and desirability as a place to live, learn, work, and play. An effective beautification program, like code compliance, requires the support and commitment of many people and organizations, including multiple departments within the City.</p> <p>The Parks and Recreation Department will work with other relevant departments to develop an educational program and reporting process for generating and managing work orders related to city beautification. In addition, they will evaluate how the effort can be combined and/or coordinated with similar reporting processes.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Identify beautification opportunities</td> <td>Nov. 2013</td> <td></td> </tr> <tr> <td>Identify collaboration and resource requirements</td> <td>Dec. 2013</td> <td></td> </tr> <tr> <td>Identify reporting processes and methods</td> <td>Jan. 2014</td> <td></td> </tr> <tr> <td>Develop program and training</td> <td>Mar. 2014</td> <td></td> </tr> <tr> <td>Initiate program</td> <td>Mar. 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Identify beautification opportunities	Nov. 2013		Identify collaboration and resource requirements	Dec. 2013		Identify reporting processes and methods	Jan. 2014		Develop program and training	Mar. 2014		Initiate program	Mar. 2014	
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Build a Thriving Community

Goal 3: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

Objective 1: Strategically Plan to Achieve the Economic Development Vision for the City

Project		Performance Measure(s)	City Service Team (Department)
BTC 3.1.1	Economic Development Strategy ✓ Process Improvement Item	<ul style="list-style-type: none"> Completed final report Commence implementation 	Economic Development and Capital Investment (ED)

Summary:

A continuation from FY 2013, the Office of Economic Development has recently engaged TIP Strategies to develop an economic development strategy for the City. At the commencement of FY 2014, TIP will be mid-way through the contract period. The subject project will address the final portions of the contract, including the final report, and move into actions needed by Economic Development Staff to begin implementation of the Strategy. The Strategy will ultimately guide the City's economic development efforts for the next five years. Additionally, it is estimated that the gradual implementation of various aspects of the Strategy will continue through the next two to three fiscal years.

Milestone	Estimated Completion	Actual Completion
District Review	10/31/2013	
Industry Snapshot	10/31/2013	
Opportunities Workshop	11/1/2013	
Strategies	11/30/2013	
Implementation Matrix	12/31/2013	
Tools & Resources	12/31/2013	
Internal specific next steps identified	1/31/2014	
Commencement of implementation	2/31/2014	

Project		Performance Measure(s)	City Service Team (Department)
BTC 3.1.2	Further Define the System to Process Economic Development Projects ✓ Process Improvement Item	Process implementation and/or system modification completion	Economic Development and Capital Investment (ED)

Summary:

This project will examine the idea of establishing an informal Development Team within the Economic Development and Capital Investment Service Team. This Development Team (at the Assistant Director and Director levels) will discuss potential economic development projects and identify components where interdepartmental assistance and support may be needed. These early conversations will encourage buy-in on economic development projects and greatly increase lines of communication. As needed, economic development projects will be brought through this group for review and to provide input/feedback, ensuring the project moves through the City system smoothly and without issue.

Additionally, a clear, more comprehensive approach to process economic development incentive agreements containing fee waivers will also be vetted that will allow applicants and staff to more easily recognize when this condition is present.

Milestone	Status
Development Team established	
Systematic issues identified	
Software capability determined	
Administrative processes identified	
Resulting administrative processes implemented	

Build a Thriving Community

Project		Performance Measure(s)	City Service Team (Department)																					
BTC 3.1.3	Formal Marketing and Communications Strategy	Establish and implement a Marketing and Communications Strategy	Economic Development and Capital Investment (ED)																					
<p><u>Summary:</u></p> <p>Through the Office of Communications, Economic Development staff will continue to fine tune the redesign of ED's webpage. The initial phase is complete and will lead to webpage enhancements throughout this next year. Additionally, the ongoing Economic Development Strategy will lead to development of a formal marketing and communications strategy to ensure efforts are targeted in a manner that provides the greatest benefit to the City and its economic development programs.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Utilize initial strategy to begin marketing efforts</td> <td></td> <td></td> </tr> <tr> <td>Research all avenues of marketing possibilities</td> <td></td> <td></td> </tr> <tr> <td>Identify and prioritize targeted mktg./advertising opportunities</td> <td></td> <td></td> </tr> <tr> <td>Create Marketing Plan</td> <td></td> <td></td> </tr> <tr> <td>Commence Implementation of Plan</td> <td></td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Utilize initial strategy to begin marketing efforts			Research all avenues of marketing possibilities			Identify and prioritize targeted mktg./advertising opportunities			Create Marketing Plan			Commence Implementation of Plan					
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Commence Implementation of Plan																								
Project		Performance Measure(s)	City Service Team (Department)																					
BTC 3.1.4	City-Wide Comprehensive Plan	Plan completion	Economic Development and Capital Investment (CDP)																					
<p><u>Summary:</u></p> <p>The City's current Comprehensive Plan was adopted in 1992. From 1997 to 2001, six sector plans were adopted as components of the 1992 Comprehensive Plan, but all six plans noted the need to complete a city-wide overview. The updated Comprehensive Plan will provide that overview with an integrated approach to all aspects of Arlington's development, with an emphasis on developing attractive neighborhoods for all residents; having environmental, economic, and social sustainability; and enhancing land use and transportation coordination.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Appoint Advisory Committee</td> <td>Summer 2013</td> <td>June 2013</td> </tr> <tr> <td>Initial Draft Plan</td> <td>Spring 2014</td> <td></td> </tr> <tr> <td>Public Input</td> <td>Spring 2014</td> <td></td> </tr> <tr> <td>Final Draft Plan</td> <td>Summer 2014</td> <td></td> </tr> <tr> <td>P&Z Approval</td> <td>Summer/Fall 2014</td> <td></td> </tr> <tr> <td>City Council Adoption</td> <td>Fall 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Appoint Advisory Committee	Summer 2013	June 2013	Initial Draft Plan	Spring 2014		Public Input	Spring 2014		Final Draft Plan	Summer 2014		P&Z Approval	Summer/Fall 2014		City Council Adoption	Fall 2014	
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Build a Thriving Community

Objective 2: Foster Development and Redevelopment in Targeted Areas

Project		Performance Measure(s)	City Service Team (Department)
BTC 3.2.1	Development and Redevelopment Projects	Development and redevelopment projects underway	Economic Development and Capital Investment (ED)

Summary:

In an effort to build and sustain Arlington’s tax base, Economic Development staff is currently focused on the Entertainment District, Great Southwest Industrial Park, and Downtown and Lamar-Collins areas, among other areas identified as suitable for redevelopment.

Sapphire Student Housing Project

Originally processed and approved as multi-family, the project has been converted to student housing due to multi-family market conditions. It is estimated that investment values will remain at the original \$41 million, and will sit on the same general footprint (although slightly expanded), and will result in the removal of several aging multi-family developments. Because changes to the project scope are substantial, the zoning request must again be reviewed by the Planning & Zoning Commission and City Council. Additionally, the approved Chapter 380 Grant will also have to be reconsidered under the revised scope.

Division Street Utility Pole Relocation

Part of a multi-phased project to relocate/consolidate all above ground utility poles/lines on Division Street (to Front St.), between West and East Streets. Staff continues coordination with the utility providers to plan the relocation. Once all cost estimates are determined and a plan established, staff will bring the item forward for Council approval.

Arlington Highlands/Center Street Bridge

A priority for the City and its economic development efforts is the construction of the South Center Street bridge over IH-20 and the connection to Bardin Road. This connection will improve mobility, and access to the Arlington Municipal Airport, opening up development opportunities on the west side of the airport, as well as Tarrant County College and the area north of IH-20 between South Collins Street and Matlock Road. TIRZ #4 has the capacity to assist with the funding of this project, subject to approval by the participating taxing jurisdictions and the TIRZ #4 (Arlington Highlands) Board. Economic Development staff must seek approval through each taxing entity to revise the Project & Financing Plan for the TIRZ in order to authorize use of such funds.

Sapphire Milestones	Status
Zoning/Council Approval of revised project scope	
Develop/Execute revised incentive agreement	
Demolition Permit Issued	
Building Permit Issued	
Under Construction	
Project Complete - CO	
Commence agreement performance period	

Division Street Milestones	Estimated Completion	Actual Completion
General Scope of Work Established	Complete	
TIRZ Board Authorization	Complete	
Engineering & Design	8/2013	
Develop & Execute Contract	10/2013	
Council Approval	10/2013	
Under Construction	11/2013	
Project Complete	1/2014	

Center Street Bridge Milestones	Actual Completion
Scope of Request Finalized	
Proposed Amended Project & Financing Plan	
Taxing Jurisdiction(s) Authorization	
Processing Document Finalized	
TIRZ Board Final Authorization	

Build a Thriving Community

A companion to this project that outlines the physical improvement process to the bridge, is found within the Enhance Regional Mobility portion of the current Business Plan, and is entitled South Center Street Bridge

E. Lamar Redevelopment Project

The E. Lamar Redevelopment Project will result in the ultimate redevelopment of four existing apartment complexes in the E. Lamar/Lincoln Drive area, as well as public improvements to Parkway Central Park, and the adjacent right-of-way of East Lamar Blvd. To facilitate this redevelopment, proposed Chapter 380 Agreements will provide fee waivers, grants for redevelopment expense reimbursement, separate public space improvements, as well as annual grants equivalent to 90 percent of real property taxes on each of the new developments after issuance of the certificate of occupancy.

Phase I will be addressed during FY 2014, and will likely extend beyond that time frame. Future phases will be addressed within the fiscal year in which the activity occurs.

E. Lamar Milestones (Ph I)	Status
Execute Master 380 Agreement	
Developer closes on Phase I properties	
Draft Ph I Dev. Grant	
Execute Ph 1 Dev. Grant	
Demolition of properties	
Construction commenced	

Project		Performance Measure(s)	City Service Team (Department)															
BTC 3.2.2	Building Inventory Analysis for Redevelopment in GSW Industrial District	Recommend potential redevelopment areas in the GSW prone for redevelopment	Economic Development and Capital Investment (ED)															
<p><u>Summary:</u></p> <p>A continuation from FY 2013, staff will build upon data collected on the building inventory within the GSW Industrial District. SWOT (strengths, weaknesses, opportunity, trends) analysis will be performed on the various potential redevelopment opportunities. Based on the results of the analysis, staff will make recommendations regarding the feasibility of redevelopment, and determine whether certain policies should be implemented to further facilitate this initiative.</p>		<table border="1" style="width: 100%;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Property List Finalized</td> <td></td> <td></td> </tr> <tr> <td>SWOT Analysis Performed</td> <td></td> <td></td> </tr> <tr> <td>Preliminary Report Generated</td> <td></td> <td></td> </tr> <tr> <td>Staff Recommendations</td> <td></td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Property List Finalized			SWOT Analysis Performed			Preliminary Report Generated			Staff Recommendations		
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Build a Thriving Community

Project		Performance Measure(s)	City Service Team (Department)																
BTC 3.2.3	New York Avenue Streetscape Improvements	Project completion	Economic Development and Capital Investment (CDP)																
<p><u>Summary:</u></p> <p>The community’s vision for New York Avenue is to make it the signature street in East Arlington. The vision aspires to attract new development, create a unique identity for the area, and to make the street a safer, pedestrian friendly environment. Improved roads, sidewalks, and streetscape components are all envisioned as enhancements to the corridor.</p> <p>Public Works & Transportation and Water Utilities will begin a \$3.6 million project for road reclamation and water/sewer renewals on a portion of New York Avenue from Park Row to Arkansas Lane. At this time, the City has a unique opportunity to add the design of the signature streetscape elements as a part of the public works projects, and to begin implementing the community’s vision for New York Avenue.</p> <p>The request includes the additional streetscape elements with the design for the existing roadway/water/sewer project. The streetscape design along the northern half of the corridor (Abram Street to Park Row Drive) is estimated at \$100,000. The streetscape design along the southern half of the corridor (Park Row Drive to Arkansas Lane), where the current roadway/water/sewer project is taking place is estimated at \$75,000. Construction is estimated to begin in January 2015.</p>			<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 20%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Approval of design contract</td> <td>Fall 2013</td> <td></td> </tr> <tr> <td>Consultant 50% completed with design preparation</td> <td>Spring 2014</td> <td></td> </tr> <tr> <td>Consultant 100% completed with design preparation</td> <td>Fall 2014</td> <td></td> </tr> <tr> <td>Approval of construction contract</td> <td>Winter 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Approval of design contract	Fall 2013		Consultant 50% completed with design preparation	Spring 2014		Consultant 100% completed with design preparation	Fall 2014		Approval of construction contract	Winter 2014	
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Approval of construction contract	Winter 2014																		

Build a Thriving Community

Objective 3: Build a Strong and Diverse Business Community

Project		Performance Measure(s)	City Service Team (Department)																
BTC 3.3.1	Recruitment and Retention of Targeted Industry Clusters	Location of new/expanded targeted uses	Economic Development and Capital Investment (ED)																
<p><u>Summary:</u></p> <p>The Office of Economic Development is participating in retention and recruitment efforts related to the City’s five targeted industry clusters. The adopted clusters are 1) advanced materials and manufacturing, 2) health care and life sciences, 3) hospitality and tourism, 4) logistics and trade, and 5) professional business and information services.</p> <p>Staff is currently focused on recruitment efforts of specific corporate prospects, as well as the creation of new industrial space necessary to further recruitment efforts.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Site Selection</td> <td></td> </tr> <tr> <td>Negotiations</td> <td></td> </tr> <tr> <td>Develop/Execute Agreements</td> <td></td> </tr> <tr> <td>Zoning/Council Approval</td> <td></td> </tr> <tr> <td>Building Permit Issued</td> <td></td> </tr> <tr> <td>Under Construction</td> <td></td> </tr> <tr> <td>Project Complete-CO</td> <td></td> </tr> </tbody> </table>		Milestone	Status	Site Selection		Negotiations		Develop/Execute Agreements		Zoning/Council Approval		Building Permit Issued		Under Construction		Project Complete-CO	
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Enhance Regional Mobility

Goal 1: Explore Creative, Alternative Transportation Opportunities

Objective 1: Plan for CentrePort Linkage

	Project	Performance Measure(s)	City Service Team (Department)
ERM 1.1.1	Pilot Service to the Trinity Railway Express (TRE)	<ul style="list-style-type: none"> • % of project complete • Average weekday boardings 	Economic Development and Capital Investment (CDP)

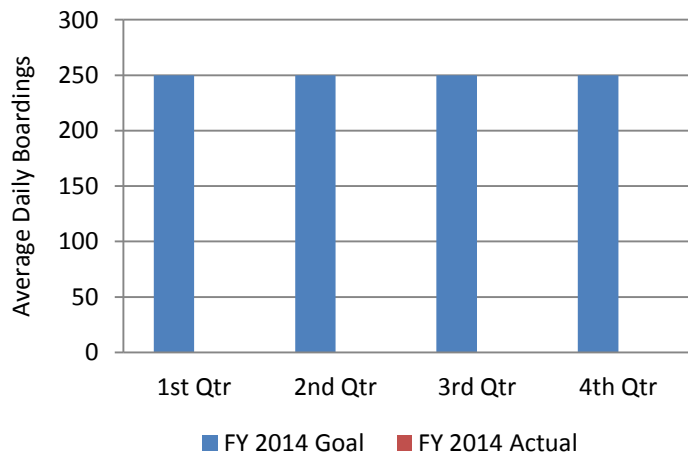
Summary:

This two-year pilot service, scheduled to begin on August 19, 2013, will connect the City of Arlington into the regional transit system for North Central Texas. The service will be jointly run by Dallas Area Rapid Transit (DART) and the Fort Worth Transportation Authority (The T), and will provide a transportation connection between the CentrePort Trinity Railway Express (TRE) rail station and the University of Texas at Arlington and downtown Arlington. The service will use uniquely wrapped buses that will brand the service as one that is specific to Arlington. The buses will run throughout the day, from around 6:30 a.m. to approximately 10:30 p.m. Approximately 20 trips per day will be provided.

The project is being funded through a partnership between the City, UT Arlington and private sector partners. The total project cost is \$700,000 per year. The City Council approved \$350,000 for the first year of service in the FY 2013 budget. UT Arlington has committed to provide \$230,000 per year and the private sector will close the gap with \$120,000 per year.

Milestone	Estimated Completion	Actual Completion
Start Service	Aug. 2013	Aug. 2013
Quarterly Report to Council	Jan. 2014	
Quarterly Report to Council	Apr. 2014	
Quarterly Report to Council	July 2014	
First year report to Council	Oct. 2014	
UTA Ridership Survey	Fall 2014	

Regional Connectivity Pilot Program



Enhance Regional Mobility

Objective 2: Promote Regional Connectivity

	Project	Performance Measure(s)	City Service Team (Department)
ERM 1.2.1	Hike and Bike Plan Implementation	Project completion	Economic Development and Capital Investment (CDP)

Summary:

In 2001, the City was awarded \$207,792 in federal funds to implement on-street bike facilities and signage. A portion of this funding has already been used to add striping and signage on Center and Calender Streets. This project will utilize the remaining funds to implement some of the recommendations included in the Hike and Bike System Master Plan. During FY 2014, bike lanes around UT Arlington and bike routes on Center and Mesquite will be added to provide a connection from River Legacy Park into downtown Arlington and the UT Arlington campus.

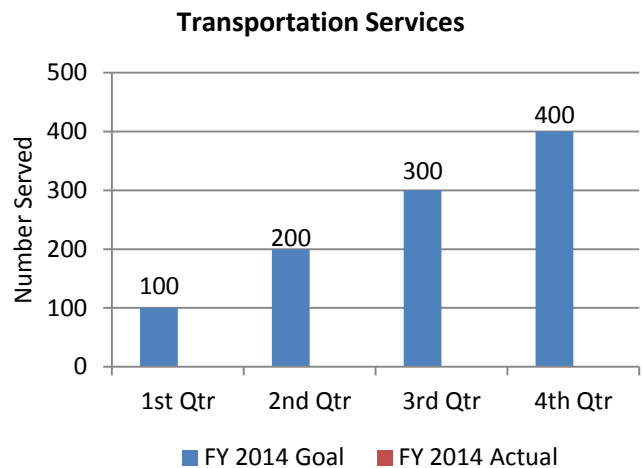
Milestone	Estimated Completion	Actual Completion	YTD % Completed
Contractor begins implementation	Spring 2014		
Contractor completes striping	Spring 2014		

	Project	Performance Measure(s)	City Service Team (Department)
ERM 1.2.2	Transportation Services Supported with Grant Funds	Provide transportation services to 400 unduplicated persons	Economic Development and Capital Investment (CDP)

Summary:

The City of Arlington uses Community Development Block Grant (CDBG) funding to support transportation programs that connect Arlington residents to jobs and services. In FY 2014, \$87,073 will be used for programs such as Ride2Work and the Mission Metroplex Transportation Program.

The Ride2Work program enhances regional mobility by providing qualifying low-income residents, who need job or employment-related transportation, with access to work-related destinations within Arlington, Hurst, Euless and Bedford, as well as TRE stations that connect them to Dallas and Fort Worth. The Mission Metroplex general transportation program provides trips for school, child care, non-emergency medical, and social service appointments to qualifying low-to-moderate income persons.



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	Signal Timing	Travel times on major corridors compared to target	Economic Development and Capital Investment (PWT)
<p><u>Summary:</u></p> <p>One goal of the traffic engineering group is to maintain optimum travel times on major thoroughfares. Travel times are documented quarterly for both directions of travel on Cooper, Collins, Division, and Pioneer Parkway. The graph to the right shows quarterly results for northbound Cooper. Quarterly, staff drives each of these streets, measures the travel times using GPS, and calculates average times. Measurements are taken between 9:00 a.m. and 4:00 p.m. to check "normal" flow. The target for the rate of traffic flow is to be within 10% of the "optimum" time set by the traffic engineers. A deviation of +/- 10% is acceptable, due to variations in congestion levels, traffic incidents, seasonal traffic patterns, and lights changed by emergency vehicles.</p> <p>Goal times for these major corridors are evaluated and set annually.</p>		<p>Goal times will be set in late 2013 and a graph will be added at that time.</p>	
Project		Performance Measure(s)	City Service Team (Department)
ERM 2.1.2	IH-30 and SH-360 Interchange ✓ Policy Agenda Item	Project execution	Economic Development and Capital Investment (PWT)
<p><u>Summary:</u></p> <p>The purpose of this project is to improve traffic safety and reduce traffic congestion at the interchange of Interstate 30 and State Highway 360. Formerly a toll road loop interchange, the new infrastructure will include main lane improvements and direct connection ramps to each facility.</p> <p>This project is split into five construction phases. The first phase is Six Flags Drive over IH-30. This is top priority because of existing maintenance issues on the bridge. The IH-30/SH-360 interchange is the second phase to be addressed. Design is underway on these first two phases. Construction dates are tentative until funding sources are identified, but are tentatively scheduled for 2016.</p> <p>Funding Source: This project is pending authorized funding from the Texas Department of Transportation (TxDOT).</p>		<p>Schedule will be developed upon funding notification.</p>	

Enhance Regional Mobility

Project		Performance Measure(s)	City Service Team (Department)																					
ERM 2.1.3	Thoroughfare Development Plan (TDP) – Finalize Analysis	Complete analysis by end of calendar year 2014	Economic Development and Capital Investment (CDP)																					
<p><u>Summary:</u></p> <p>The city’s current Thoroughfare Development Plan (TDP) was adopted in June 2011, after an extensive year-and-a-half long analysis process. At the time of its adoption, the TDP identified three roadways that were in need of additional analysis. Analysis for one of those roadways, Abram Street (from Cooper to Collins) is currently in progress.</p> <p>A consultant will be engaged to complete the necessary traffic modeling and analysis on the remaining two roadways, the Bowen Road extension (between Sublett and Calender) and Eden Road (from the western city limits to the eastern city limits).</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> <th style="text-align: center;">YTD % Completed</th> </tr> </thead> <tbody> <tr> <td>Select consultant</td> <td>Spring 2014</td> <td></td> <td></td> </tr> <tr> <td>Begin Bowen Road extension and Eden Road analysis</td> <td>Spring 2014</td> <td></td> <td></td> </tr> <tr> <td>Complete Bowen Road extension and Eden Road analysis</td> <td>Winter 2014</td> <td></td> <td></td> </tr> <tr> <td>Revise Thoroughfare Development Plan if necessary</td> <td>Spring 2015</td> <td></td> <td></td> </tr> </tbody> </table>			Milestone	Estimated Completion	Actual Completion	YTD % Completed	Select consultant	Spring 2014			Begin Bowen Road extension and Eden Road analysis	Spring 2014			Complete Bowen Road extension and Eden Road analysis	Winter 2014			Revise Thoroughfare Development Plan if necessary	Spring 2015		
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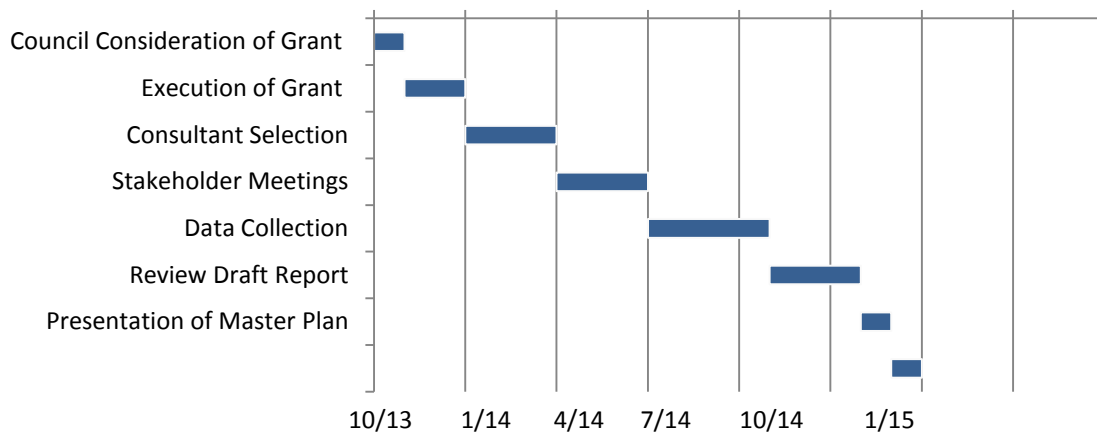
Enhance Regional Mobility

	Project	Performance Measure(s)	City Service Team (Department)
ERM 2.1.4	Develop a New Airport Master Plan ✓ Process Improvement Item	Project completion	Economic Development and Capital Investment (Aviation)

Summary:

The Airport Master Plan is designed to evaluate the airport’s capabilities and role, to forecast future aviation demand, and to plan for the timely development of new or expanded facilities that may be required to meet that demand. The ultimate goal of the master plan is to provide systematic guidelines for the airport’s overall maintenance, development, and operation. The Master Plan must be developed according to the Federal Aviation Administration (FAA) and Texas Department of Transportation (TxDOT) – Aviation Division requirements. Development of the Master Plan will involve participation from a wide variety of stakeholders, business owners, residents, elected officials, airport tenants, etc.

Airport Master Plan



Enhance Regional Mobility

Objective 2: Complete Construction Projects in a Timely Manner

Project		Performance Measure(s)	City Service Team (Department)																
ERM 2.2.1	South Center Street Bridge	Design (and construction, if funded) according to phase schedule	Economic Development and Capital Investment (PWT)																
<p><u>Summary:</u></p> <p>A priority for the City and its economic development efforts is the construction of the South Center Street bridge over IH-20 and the connection to Bardin Road. This connection will improve mobility and access to the Arlington Municipal Airport, opening up development opportunities on the west side of the airport, as well as Tarrant County College and the area north of IH-20 between South Collins Street and Matlock Road. Design of the project is underway and requires extensive coordination with the Texas Department of Transportation. Once design is complete and funding is secured, right-of-way acquisition and construction can proceed.</p> <p>Funding Source: Construction funding is pending</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> <th style="text-align: center;">Comments</th> </tr> </thead> <tbody> <tr> <td>TxDOT Bid Date</td> <td style="text-align: center;">Mar. 2014</td> <td></td> <td>Will refine dates as project progresses. Currently scheduled to bid in March 2014, but contingent on EA and PS&E reviewed concurrently by TxDOT</td> </tr> <tr> <td>Construction</td> <td style="text-align: center;">May 2014</td> <td></td> <td></td> </tr> </tbody> </table>			Milestone	Estimated Completion	Actual Completion	Comments	TxDOT Bid Date	Mar. 2014		Will refine dates as project progresses. Currently scheduled to bid in March 2014, but contingent on EA and PS&E reviewed concurrently by TxDOT	Construction	May 2014					
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Construction	May 2014																		
Project		Performance Measure(s)	City Service Team (Department)																
ERM 2.2.2	East Arlington Street Improvements	Complete construction of two additional streets in the East Arlington target neighborhood	Economic Development and Capital Investment (CDP and PWT)																
<p><u>Summary:</u></p> <p>Community Development Block Grant (CDBG) funding totaling approximately \$2,449,340, is being used to support neighborhood infrastructure improvements for 10 streets in the East Arlington target area. Five streets were completed in FY 2013. Construction of two additional streets, Lackland St. (Park Row Dr. to Daniel Dr.) and Lovers Lane (Collins St. to Wynn Terrace), will be completed in FY 2014.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Select contractor, begin construction</td> <td style="text-align: center;">1/2013</td> <td style="text-align: center;">1/2013</td> </tr> <tr> <td>Construction 25% complete</td> <td style="text-align: center;">1/2014</td> <td></td> </tr> <tr> <td>Construction 50% complete</td> <td style="text-align: center;">4/2014</td> <td></td> </tr> <tr> <td>Construction 100% complete</td> <td style="text-align: center;">7/2014</td> <td></td> </tr> </tbody> </table>			Milestone	Estimated Completion	Actual Completion	Select contractor, begin construction	1/2013	1/2013	Construction 25% complete	1/2014		Construction 50% complete	4/2014		Construction 100% complete	7/2014	
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Construction 100% complete	7/2014																		

Enhance Regional Mobility

	Project	Performance Measure(s)	City Service Team (Department)
ERM 2.2.3	Street Project Updates	% lane miles completed of the amount targeted for FY 2014	Economic Development and Capital Investment (PWT)

Summary:

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:

- Streets with an Overall Condition Index (OCI) below 50 are in failure, and should be addressed first
- Ideal target OCI for the entire street network is 70
- Street maintenance work will be prioritized toward the worst streets first
- Rebuild work will be done on both thoroughfares and residential streets, with the thoroughfares given higher priority when choices between the two must be made
- Prioritization of future bond funding will be focused on rebuilding existing streets

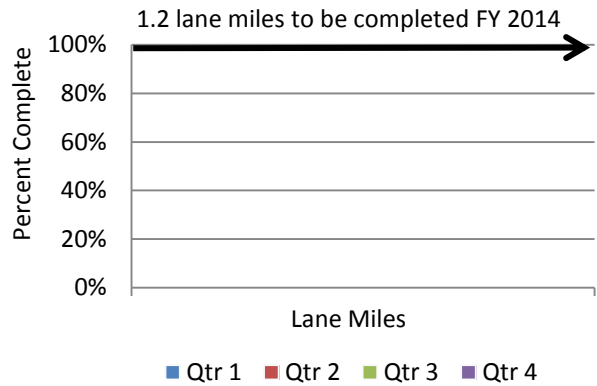
\$40 million is the annual amount needed to address the streets with OCI below 50, creating a more balanced network over the next 8-9 years.

Street Rebuilds

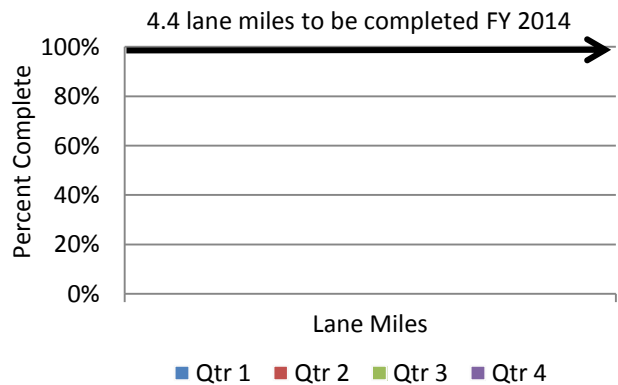
Street rebuilds are typically funded with street bond funds through the annual capital budget. The streets are reconstructed in their current configuration with no added capacity.

- Arterial Rebuilds
Park Row (SH-360 to City Limit)
Center (Arkansas to Timberview)
- Residential Streets
Arbor Lane (Kent Dr to Eden Lane)
Daniel Drive (Park Row Dr to Lovers Lane)
Fleet Circle (from Holiday Dr)
Holiday Drive (Gilbert Cir to City Limits)
Lovers Lane (Daniel Dr to New York Ave)
Pamela Lane (formerly Debbie Lane) SH-360 to Plaza Drive
Hollandale Drive (SH-360 Hardy Place)
Bradford Drive (Kent Drive to Sherry Street)
San Ramon Drive (Park Row Blvd to Dead End)
San Ramon Court (San Ramon Drive to Cul-de-Sac)
San Rafael Drive (Spanish Trail to San Ramon Drive)
Park Springs Court (Park Springs Boulevard to Cul-de-Sac)

Arterial Rebuilds



Residential Street Rebuilds



Enhance Regional Mobility

Shady Meadow Court
Shady View Court

Street Maintenance

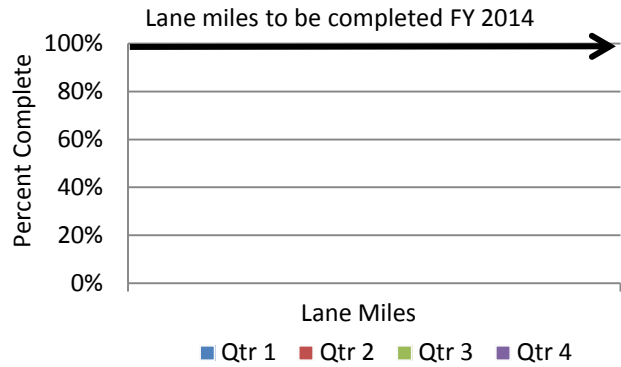
Street reclamation involves pulverizing existing asphalt roadways, reworking the subgrade, and providing a new full depth asphalt pavement. Streets with OCI ratings of less than 50 where the curbs and gutters are still in good shape are ideal candidates for reclamation. Street sales tax funding can be used for reclamation on streets in existence at the time of the sales tax election, which occurs every 4 years; the next election is planned for FY 2014. (Project list pending).

Arterial Projects That Add Capacity

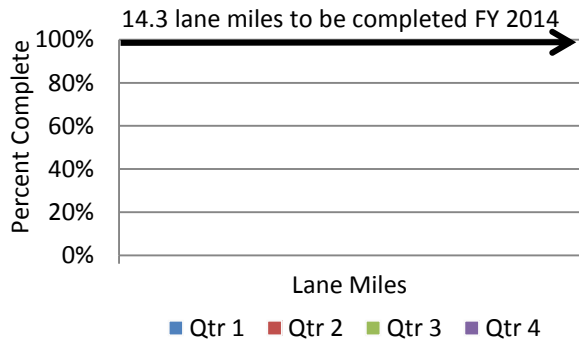
A portion of the annual capital budget provides bond funding for improving roadways and adding capacity in accordance with the Thoroughfare Development Plan.

- Abram (SH-360 to City Limit)
- Bowman Springs (IH-20 to City Limit)
- Lamar (Collins to Ballpark Way)
- Center/IH-20 (Highlander to Bardin Road)
- Abram (Collins to SH-360)

Street Reclamation



Arterial Projects That Add Capacity



Support Quality Education

Goal 1: Partner with Local Organizations to Educate and Mentor

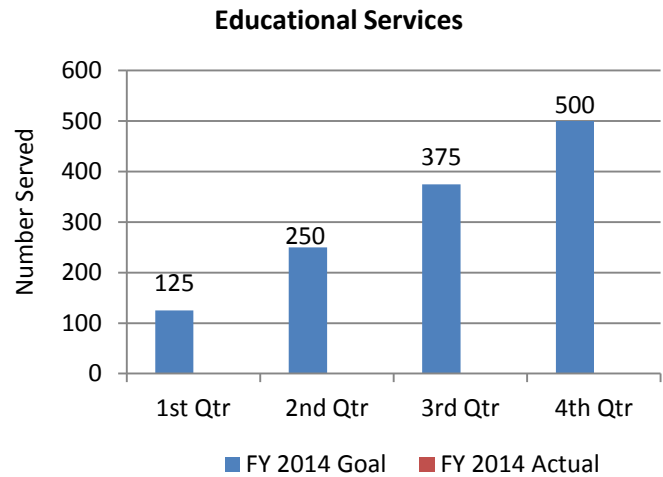
Objective 1: Mentor Youth Through Partnerships

Project		Performance Measure(s)	City Service Team (Department)
SQE 1.1.1	AISD Educational Enrichment Center	Provide educational services to 500 unduplicated youth and adults	Economic Development and Capital Investment (CDP)

Summary:

The City provided \$250,000 of Community Development Block Grant funds to support the Arlington Independent School District (AISD) renovation of a facility at 600 New York in FY 2013. Construction was complete in January of 2013, and operations began in February.

As part of the funding agreement, AISD will submit service reports to the City that include the number of youth and adults receiving English as a Second Language (ESL), GED preparation, high school credit classes, counseling, child care, computer labs, and other support services. The annual goal is to serve 500 students each year for the next five years.



Support Quality Education

Project		Performance Measure(s)	City Service Team (Department)															
SQE 1.1.2	Enhance Student Success through Expanded Youth Technology Center Programming	YTC Program attendance	Neighborhood Services (Library)															
<p><u>Summary:</u></p> <p>In FY 2014, additional grant funding will be used to further focus programming offered through the Library's Youth Technology Centers in order to improve educational outcomes for economically disadvantaged youth. Programs generally target youth from ages 12 to 17, and include writing and science/math related programs that will support STARR objectives, as well as career planning. Specific grant-funded initiatives include:</p> <ul style="list-style-type: none"> • Poetry related programs at select elementary schools in preparation for STAAR testing • Poetry and creative writing programs for middle and high school students • Expansion of robotics and other science related programming • Expansion of the Robotics Club • Homework help programming focusing on math and science topics, supplemented by an online tutoring program <p>Funding Source: Pending National Endowment for the Arts grant and Texas State Library and Archives Commission LSTA grant</p>		<p>YTC Program Participation</p> <table border="1" style="display: none;"> <caption>YTC Program Participation Data</caption> <thead> <tr> <th>Quarter</th> <th>FY 2013</th> <th>FY 2014</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>150</td> <td>0</td> </tr> <tr> <td>2nd Qtr</td> <td>350</td> <td>0</td> </tr> <tr> <td>3rd Qtr</td> <td>280</td> <td>0</td> </tr> <tr> <td>4th Qtr</td> <td>550</td> <td>0</td> </tr> </tbody> </table>		Quarter	FY 2013	FY 2014	1st Qtr	150	0	2nd Qtr	350	0	3rd Qtr	280	0	4th Qtr	550	0
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1st Qtr	150	0																
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Objective 2: Strengthen Education and Enrichment Programs

Project		Performance Measure(s)	City Service Team (Department)															
SQE 1.2.1	Grant Funds for Local Literacy Programs	Provide literacy services to 1,100 unduplicated persons	Economic Development and Capital Investment (CDP) and Neighborhood Services (Library)															
<p><u>Summary:</u></p> <p>Community Development Block Grant (CDBG) funding is utilized to support local literacy programs including Arlington Reads at the Central Library, and literacy programs offered through Water From the Rock, a Community Based Development Organization serving low-income individuals in the Central Arlington target area. CDBG funds allocated to these programs total \$90,459.</p>		<p>Literacy Services</p> <table border="1" style="display: none;"> <caption>Literacy Services Data</caption> <thead> <tr> <th>Quarter</th> <th>FY 2014 Goal</th> <th>FY 2014 Actual</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>275</td> <td>275</td> </tr> <tr> <td>2nd Qtr</td> <td>550</td> <td>550</td> </tr> <tr> <td>3rd Qtr</td> <td>825</td> <td>825</td> </tr> <tr> <td>4th Qtr</td> <td>1,100</td> <td>1,100</td> </tr> </tbody> </table>		Quarter	FY 2014 Goal	FY 2014 Actual	1st Qtr	275	275	2nd Qtr	550	550	3rd Qtr	825	825	4th Qtr	1,100	1,100
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Support Quality Education

Project		Performance Measure(s)	City Service Team (Department)																				
SQE 1.2.2	Increase Student Participation in Recreation Programs	Program plan developed	Neighborhood Services (Parks)																				
<p><u>Summary:</u></p> <p>The objective of this project is for the Parks and Recreation Department to identify new opportunities to attract and register more students from school districts, home schools and private schools. According to the 2010 Census, Arlington’s youth accounts for approximately 21% of the total population. Increasing student participation in recreation programs will enrich both the students and the programs.</p> <p>Under the current programming model, the most likely target for participation and cost recovery success will be the 5-14 years group. Services for teens, from 15-19 years, are a challenge as this group seeks more independent social or intervention activities.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 20%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Research and benchmark program opportunities</td> <td>Nov. 2013</td> <td></td> </tr> <tr> <td>Develop program recommendations</td> <td>Jan. 2014</td> <td></td> </tr> <tr> <td>Identify viable marketing strategies</td> <td>Feb. 2014</td> <td></td> </tr> <tr> <td>Identify initial community partners</td> <td>Mar. 2014</td> <td></td> </tr> <tr> <td>Confirm partners</td> <td>May 2014</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Research and benchmark program opportunities	Nov. 2013		Develop program recommendations	Jan. 2014		Identify viable marketing strategies	Feb. 2014		Identify initial community partners	Mar. 2014		Confirm partners	May 2014	
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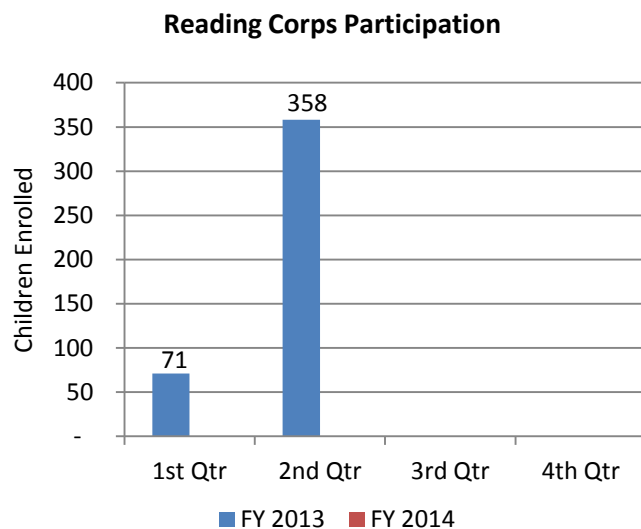
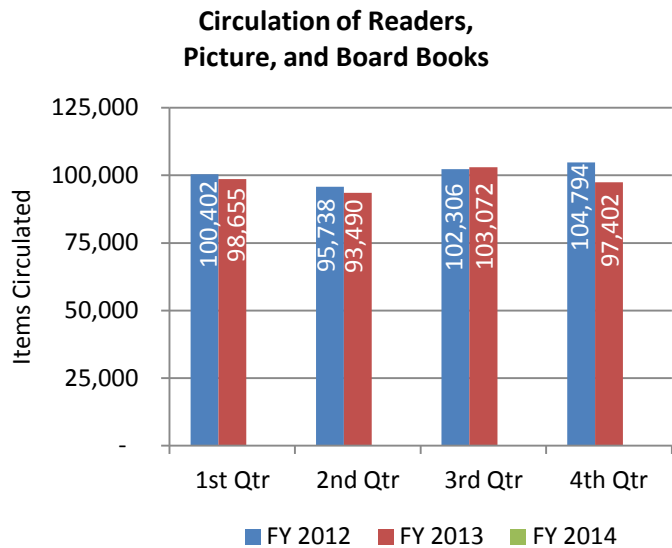
Support Quality Education

Project		Performance Measure(s)	City Service Team (Department)
SQE 1.2.3	Expand Programming Offered through Reading Corps Program	<ul style="list-style-type: none"> Increase circulation of picture books, board books, and readers Reading Corps participation 	Neighborhood Services (Library)

Summary:

Early literacy experiences have been shown to have lasting effects into adulthood. To foster positive early literacy experiences, the Library's Reading Corps initiative will continue to focus on developing reading skills in children pre-K to 3rd grade. In FY 2014, the Reading Corps program will be slightly modified to include 6 community sites, and 6 child care facilities in order to focus more closely on early literacy. Additional methods will also be implemented to take early learning resources into the community, including through the TechLiNK and LibraryLiNK school sites.

Funding Source: Arlington Tomorrow Foundation grant (2013), Arlington Public Library Foundation



Support Quality Education

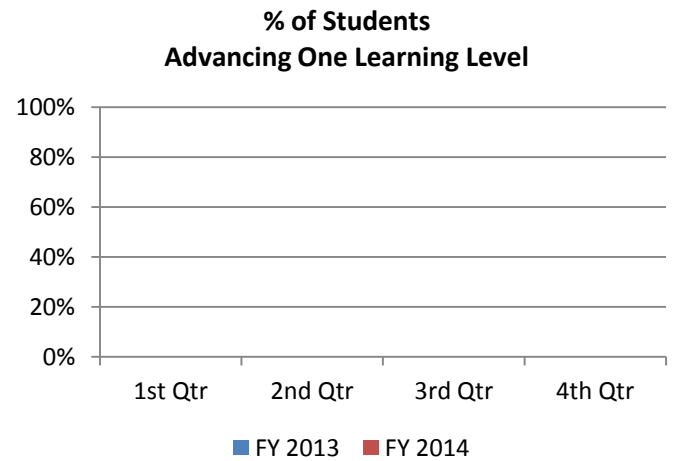
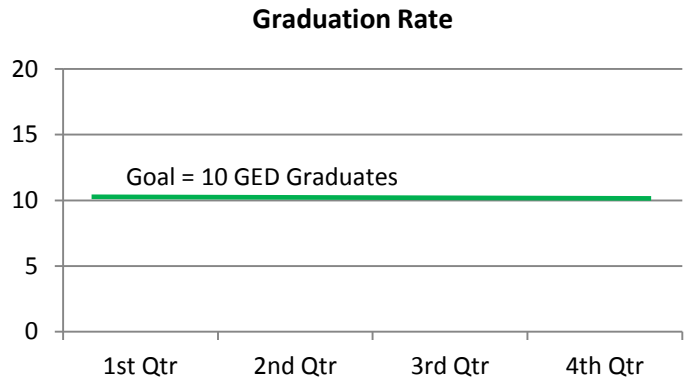
Project		Performance Measure(s)	City Service Team (Department)
SQE 1.2.4	Continue to Expand GED, Adult Basic Literacy (ABE), and ESL Programming	<ul style="list-style-type: none"> Online GED graduation rate of 10 80% of ABE & ESL students will show at least 1 improvement level 	Neighborhood Services (Library)

Summary:

The Library's Adult Literacy programming (GED, Adult Basic Literacy and ESL), in partnership with other area education providers and funders, will expand to include a more formal technology training program in preparation for the new online GED testing scheduled to launch in January 2014. During the transition, an anticipated decrease from the current graduation rate is expected as students prepare to shift from paper to online testing.

To allow for the expansion of the number of sites where adult literacy training is held throughout the community, two full-time AmeriCorps members, through the Tarrant Literacy Coalition, will be assigned to Adult Basic Education and ESL to assist with oversight and support of these initiatives.

Funding Source: (Pending) United Way Grant funding through Tarrant County College



Support Quality Education

Objective 3: Strengthen Internship Programs

Project		Performance Measure(s)	City Service Team (Department)															
SQE 1.3.1	FMR Internship Program	Selection of intern and successful completion of internship	Financial and Management Resources															
<p><u>Summary:</u></p> <p>In order to provide a robust learning opportunity about the diverse challenges and day-to-day operations of city government, FMR will partner with UT-Arlington's School of Urban & Public Affairs to recruit and select students in the Master's Degree in City and Regional Planning program for a year-long internship. Opportunities throughout the internship will include assisting with federal and state legislative affairs; research, writing, and analysis; managing special projects for the City Manager's Office; and resident communication.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Recruit and interview applicants</td> <td style="text-align: center;">8/2013</td> <td></td> </tr> <tr> <td>Select intern</td> <td style="text-align: center;">10/2013</td> <td></td> </tr> <tr> <td>Provide intern with learning opportunities</td> <td style="text-align: center;">Ongoing through 9/2014</td> <td></td> </tr> <tr> <td>Intern evaluation</td> <td style="text-align: center;">9/2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Recruit and interview applicants	8/2013		Select intern	10/2013		Provide intern with learning opportunities	Ongoing through 9/2014		Intern evaluation	9/2014	
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Project		Performance Measure(s)	City Service Team (Department)															
SQE 1.3.2	Parks and Recreation Internship Program	Project completion	Neighborhood Services (Parks)															
<p><u>Summary:</u></p> <p>In the past, the Parks and Recreation Department has utilized high school and college interns in a number of areas including marketing, planning, community programs and golf. In FY 2014, the Department will develop a more structured approach to internships that will advance the education of future professionals while also supporting the department's business units.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Evaluate department opportunities</td> <td style="text-align: center;">Nov. 2013</td> <td></td> </tr> <tr> <td>Identify potential educational partners</td> <td style="text-align: center;">Dec. 2013</td> <td></td> </tr> <tr> <td>Confirm partners</td> <td style="text-align: center;">Feb. 2014</td> <td></td> </tr> <tr> <td>Complete an internship program and schedule</td> <td style="text-align: center;">Mar. 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Evaluate department opportunities	Nov. 2013		Identify potential educational partners	Dec. 2013		Confirm partners	Feb. 2014		Complete an internship program and schedule	Mar. 2014	
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Project		Performance Measure(s)	City Service Team (Department)																					
SQE 1.3.3	Communications Internship Program	Project completion	Financial and Management Resources (OOC)																					
<p><u>Summary:</u></p> <p>In FY 2014, the Office of Communication will launch a new internship program with the objective of strengthening ties with regional universities and assisting in the development of content for the department. Based on a model similar to the Urban Design Center, college students with an interest in communications will work to produce content for the City with equipment and support supplied by the Office of Communication.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Create job description for internship positions</td> <td style="text-align: center;">June 2013</td> <td></td> </tr> <tr> <td>Develop partnership with TCU and UTA</td> <td style="text-align: center;">June 2013</td> <td></td> </tr> <tr> <td>Create application process</td> <td style="text-align: center;">July 2013</td> <td></td> </tr> <tr> <td>Select interns</td> <td style="text-align: center;">Aug. and/or Nov. 2013</td> <td></td> </tr> <tr> <td>Provide interns with learning experience</td> <td style="text-align: center;">Starting Aug. 2013 and/or Jan. 2014</td> <td></td> </tr> <tr> <td>Internship evaluation</td> <td style="text-align: center;">Dec. 2013 and/or May 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Percent Complete	Create job description for internship positions	June 2013		Develop partnership with TCU and UTA	June 2013		Create application process	July 2013		Select interns	Aug. and/or Nov. 2013		Provide interns with learning experience	Starting Aug. 2013 and/or Jan. 2014		Internship evaluation	Dec. 2013 and/or May 2014	
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Support Quality Education

Objective 4: Retain Arlington Graduates and Improve Department Recruitment Pools

	Project	Performance Measure(s)	City Service Team (Department)
SQE 1.4.1	Community Recruiting Program	Project completion	Neighborhood Services (Police)

Summary:

The police department views Arlington’s secondary and higher educational partners as a vital source to strengthen future potential candidate pools, supporting the local economy in the process. Vocational education plays a critical role towards the employability of students by ensuring curriculum is responsive to employer needs, providing early and tailored career guidance, as well as linking potential applicants to a network of internal contacts.

In FY 2014, the police department proposes the creation of a program that will assist AISD and UTA students, interested in a career in law enforcement, by offering dual credit courses for TCLEOSE certification. The department will also expand the role of the PAL (Police Athletic League) Camps and the elementary mentoring program to begin building those relationships at a younger age.

Milestone	Estimated Completion	Status
Design dual credit courses for AISD students	1 st Qtr. FY 2014	
Articulate police department’s role in AISD class instruction	1 st Qtr. FY 2014	
Expand and integrate PAL Camp services	3 rd Qtr. FY 2014	
Develop and implement elementary mentoring program	3 rd Qtr. FY 2014	
Design dual credit courses at UTA for TCLEOSE credit	4 th Qtr. FY 2014	
Implement entry process for PD applicants	1 st Qtr. FY 2015	

Define an Identifiable Brand

Goal 1: Expand and Enhance the City's Image

Objective 1: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)
DIB 1.1.1	Telephone Town Hall Meetings	Project completion	Financial and Management Resources (Mayor and Council)

Summary:

In order to engage a larger segment of the community, and to increase the number of residents that participate in town hall meetings, City Council members have requested to host telephone town hall meetings for each of their districts. The telephone town hall meetings will allow the Council Member to directly reach out to the residents in their districts. The objective of this project is to assist Council Members in holding five telephone town hall meetings.

Milestone	Estimated Completion	Actual Completion
Survey council to see which members want to hold a Town Hall meeting	10/1/2013	
Send out RFQ for TeleTown Hall meetings	10/15/2013	
Start scheduling TeleTown Hall meetings (must end one month before elections in spring 2015)	11/1/2014	

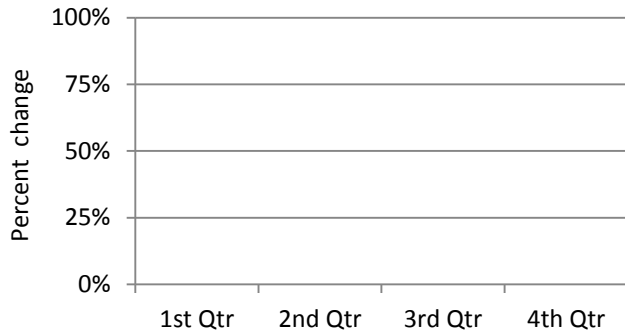
Project		Performance Measure(s)	City Service Team (Department)
DIB 1.1.2	Volunteer Recruitment Expansion	Increase City volunteer hours by 10%	Strategic Support (Workforce Services and Municipal Court) and Neighborhood Services (Library, Parks, Code Compliance, Police, and Fire)

Summary:

Volunteerism and community engagement play a vital role in the success of an organization. In FY 2014, the city will continue to increase volunteer levels to support service delivery and engage residents. Below are the key components of the program:

- Continue volunteer orientation and actively recruit new volunteers
- Train, support, and acknowledge volunteers to encourage long term volunteering
- Create additional activities and leadership opportunities, thereby creating a self sustaining program similar to Animal Shelter and the Police Department
- Maximize awareness of benefits of volunteers to City employees
- Initiate a volunteer growth program that helps distinguish different levels of volunteers

**Volunteer Hours
FY 2014 vs. FY 2013**



Define an Identifiable Brand

Objective 2: Create and Market the City's Brand

	Project	Performance Measure(s)	City Service Team (Department)
DIB 1.2.1	Define and Market the City's Brand	Project completion	Financial and Management Resources (OOC)

Summary:

The Office of Communication will continue to lead the initiative to advance the Council's priority to "Define an Identifiable Brand." Utilizing the results of branding research, the staff will work to develop, and execute a strategy to further refine, articulate, and build recognition of the Arlington brand. These efforts will include a marketing campaign that will target various key audiences such as residents, visitors, business sector, media, and political leaders. The branding initiative is critical to positioning the City in attracting more residents and investment.

Milestone	Estimated Completion	Percent Complete
Consult with City leadership to define project scope and objectives	12/2013	
Create and meet with internal and external focus groups	3/2014	
Test branding ideas	6/2014	
Develop brand	9/2014	
Design marketing campaign	12/2014	
Execute marketing campaign	3/2015	

	Project	Performance Measure(s)	City Service Team (Department)
DIB 1.2.2	City Website Redesign	Project completion	Financial and Management Resources (OOC)

Summary:

The city's current website operates on FrontPage, which does not allow for a lot of content flexibility. In FY 2014, this project will begin the transition of the City homepage, Community Development and Planning, Economic Development, Police, and Fire Department websites to a Content Management System (CMS). The website overhaul will move to a website with a new architecture design and CMS platform.

Milestone	Estimated Completion	Percent Complete
Complete RFQ Process	May 2013	
Meet with three qualified web developers	June 2013	
Select web developer for CDP website	June 2013	
Obtain Council approval on contract	Aug. 2013	
Begin process of designing new website	Aug. 2013	
In-house content migration	Nov. 2013	

Define an Identifiable Brand

Project		Performance Measure(s)	City Service Team (Department)																		
DIB 1.2.3	Broadcast Studio Program	Project Completion	Financial and Management Resources (OOC)																		
<p><u>Summary:</u></p> <p>Currently, there is no dedicated and controlled space for broadcast production. In FY 2014, to correct this, and to create a more efficient production environment, a permanent studio setup is planned. Having a permanent space has several benefits, and will allow the Office of Communication to host interviews and press conferences in addition to producing live or recorded programming.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Target Date</th> <th style="width: 20%;">Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Phase I: Design/Construction of Space</td> <td>7/30/2013</td> <td>20%</td> </tr> <tr> <td>Phase II: Design/Selection of Equipment</td> <td>7/30/2013</td> <td>15%</td> </tr> <tr> <td>Phase III: Purchasing</td> <td>9/30/2013</td> <td></td> </tr> <tr> <td>Phase IV: Installation</td> <td>11/30/2013</td> <td></td> </tr> <tr> <td>Operation</td> <td>12/31/2013</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Percent Complete	Phase I: Design/Construction of Space	7/30/2013	20%	Phase II: Design/Selection of Equipment	7/30/2013	15%	Phase III: Purchasing	9/30/2013		Phase IV: Installation	11/30/2013		Operation	12/31/2013	
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Objective 3: Develop a Sense of Place

Project		Performance Measure(s)	City Service Team (Department)															
DIB 1.3.1	Gateway Monuments on IH-30	Project completion	Neighborhood Services (Parks)															
<p><u>Summary:</u></p> <p>In order to further develop Arlington's identity and to create a sense of place, this project is for the design and construction of city entry monuments that will ultimately be installed on both IH-30 and IH-20. The installation of these gateway signs, in cooperation with the Texas Department of Transportation (TxDOT), will enhance the visibility and image of the city. A TxDOT grant for \$310,000 will provide funding along with \$50,000 of City funding for phase one design and construction. Bidding and construction will be completed in FY 2014.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 20%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Design</td> <td>July 2013</td> <td>Aug. 2013</td> </tr> <tr> <td>Construction documents</td> <td>Sept. 2013</td> <td></td> </tr> <tr> <td>Bidding</td> <td>Jan. 2014</td> <td></td> </tr> <tr> <td>Construction</td> <td>Sept. 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Design	July 2013	Aug. 2013	Construction documents	Sept. 2013		Bidding	Jan. 2014		Construction	Sept. 2014	
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Construction	Sept. 2014																	

Project		Performance Measure(s)	City Service Team (Department)															
DIB 1.3.2	Sculpture Trail	Project completed on time and within budget	Neighborhood Services (Parks)															
<p><u>Summary:</u></p> <p>In 2011, a plan was developed to expand art and culture and memorialize significant Entertainment District events with a sculpture trail. The trail will add to the existing foundation of community art and provide a beautiful and historical attraction. This initiative will capture the excitement of historically significant achievements and special moments, deepen the City's sports brand, stimulate tourism, and strengthen occupancy tax revenue.</p> <p>In FY 2014, a master plan for the project that strategically positions sculpture sites in Richard Greene Linear Park and Robert Cluck Linear Park will be completed. The trail could include aesthetic and support features such as benches, plazas, fountains and decorative lighting.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 20%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Selection of artist</td> <td>Sept. 2013</td> <td></td> </tr> <tr> <td>City Council approval of artwork</td> <td>Oct. 2013</td> <td></td> </tr> <tr> <td>Council approval of Master Plan</td> <td>Nov. 2013</td> <td></td> </tr> <tr> <td>Unveiling of first sculpture</td> <td>Mar. 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Selection of artist	Sept. 2013		City Council approval of artwork	Oct. 2013		Council approval of Master Plan	Nov. 2013		Unveiling of first sculpture	Mar. 2014	
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Unveiling of first sculpture	Mar. 2014																	

Public Safety

Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment

Objective 1: Improve Quality of Life and Place

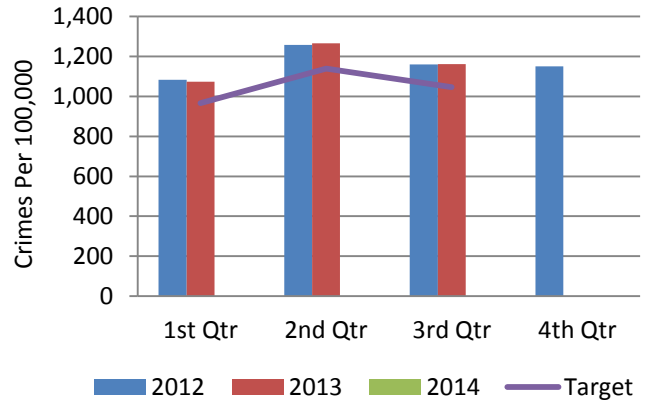
Project		Performance Measure(s)	City Service Team (Department)
CORE PS 1.1.1	Crime Reduction	Reduce Part I UCR Crimes by 10%	Neighborhood Services (Police)

Summary:

The Uniform Crime Reporting (UCR) Program is part of a nationwide, cooperative statistical effort administered by the Federal Bureau of Investigation. While the program's primary objective is to generate criminal statistics for use in law enforcement administration, operation, and management, its data has also become a leading social indicator.

In the past three years, the City of Arlington has reported its lowest Part I Uniform Crime Rate in recent history. The Police Department continues to focus on a multi-year plan to aggressively reduce crime through community engagement, refocusing on geographic policing, intelligence, and effective enforcement.

Crime Rate Reduction Project*



*Numbers are based on a calendar year.

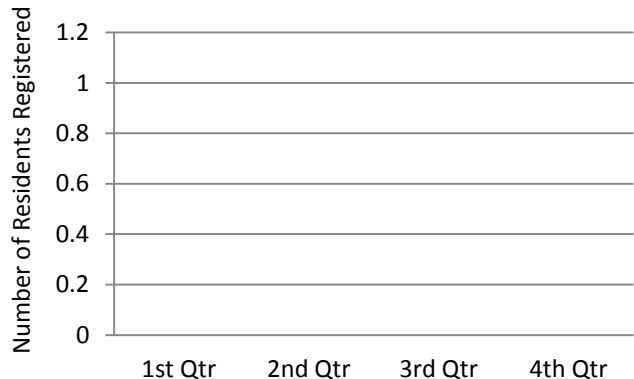
Project		Performance Measure(s)	City Service Team (Department)
CORE PS 1.1.2	Community Engagement	Progression and growth of the Nextdoor program	Neighborhood Services (Police)

Summary:

Crime prevention and community engagement go hand-in-hand. Without the eyes and ears of the city's residents and business owners, law enforcement cannot be as productive in its crime fighting and solving abilities. These partnerships provide a positive interaction with the public, and a nucleus for educating and bringing awareness to community involvement for police partnering programs. Continued communication and interaction are crucial to the sustainability of these groups and volunteers.

In FY 2014, a new neighborhood engagement tool, Nextdoor, will be deployed throughout the city. Nextdoor is a "virtual" community watch network that allows communities to interact and share with their neighbors in order to build stronger neighborhoods, and provide local real-time information. Some areas in North Texas have already been using this program to connect neighbors and assist with community policing efforts.

**Nextdoor Program
FY 2014 Participation**



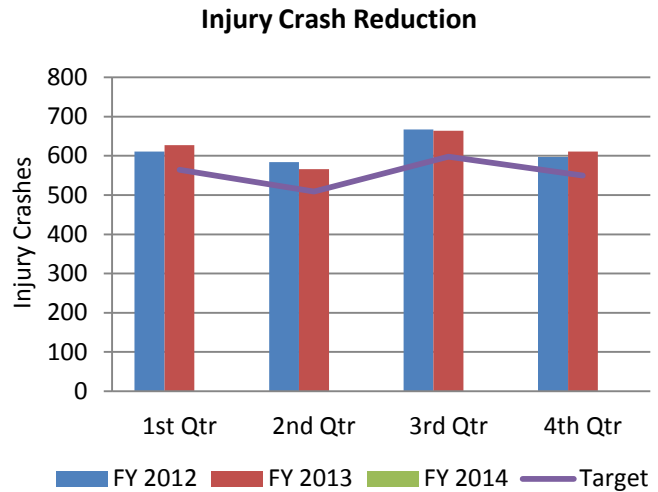
Public Safety

Project		Performance Measure(s)	City Service Team (Department)
CORE PS 1.1.3	Traffic Safety	Reduce Injury Crashes by 10%	Neighborhood Services (Police)

Summary:

With an abundance of visitors to the City of Arlington for entertainment and other related events, traffic safety continues to be an ongoing concern. The department proposes to reduce injury crashes through educational efforts, business partnerships, and stringent enforcement.

Effective enforcement is a key component to the police department's multi-year crime reduction initiative. During the conclusion of FY 2013, and into 2014, the department will expand Driving While Intoxicated (DWI) and DWI/Injury crashes enforcement. The traffic section, covert operations, and the field operations bureau will target intoxicated drivers in high crash areas around the city. The goal is not only to reduce injury crashes and traffic violations, but also reduce crime through high visibility.

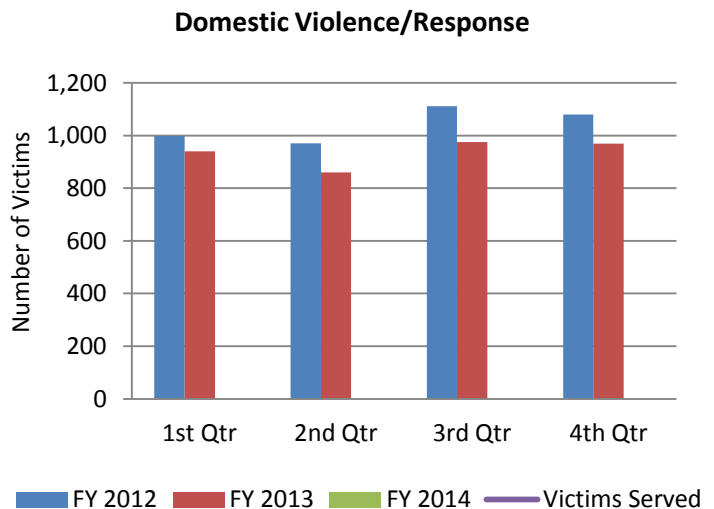


Project		Performance Measure(s)	City Service Team (Department)
CORE PS 1.1.4	Domestic Violence/One Safe Place	Response to domestic violence outcry victims	Neighborhood Services (Police)

Summary:

Domestic violence affects people regardless of gender, age, sexual orientation, race, or religion. On average, three women in the United States lose their lives every day as a result of domestic violence. Children exposed to domestic violence can suffer serious long-term consequences that may include difficulty in school, post-traumatic disorders, alcohol and drug abuse, and criminal behavior.

One Safe Place, located in Fort Worth, serves as a regional advocacy center for victims of domestic violence. The police department's Victim Services unit's counselors support victims during the most crucial hours following an incident, and follow-up to monitor the recovery of the victims. Combined, these services will provide an emergency response and diversion program, connecting victims with agency and church providers. The goal is to significantly reduce domestic violence victims.



Public Safety

Project		Performance Measure(s)	City Service Team (Department)
CORE PS 1.1.5	Tactical Intelligence Unit Pilot Program	Effectiveness of a Tactical Intelligence Unit	Neighborhood Services (Police)

Summary:

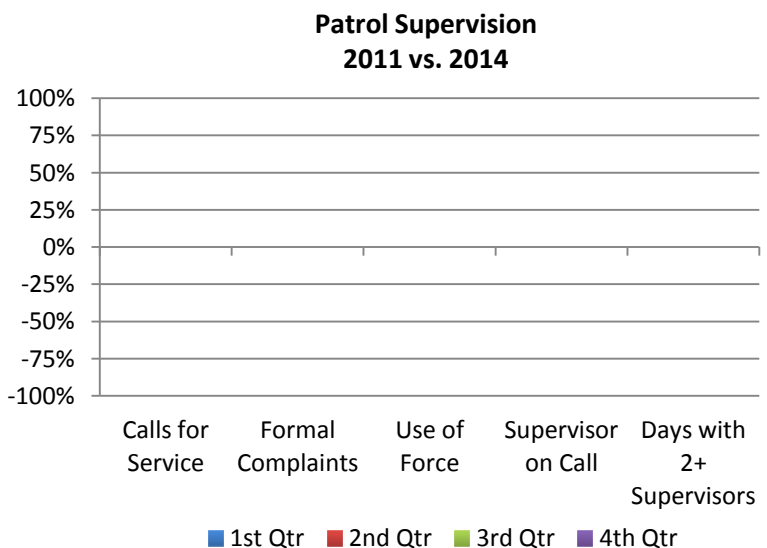
The Arlington Tactical Intelligence Unit (ATIU) is a pilot program that will serve as an information hub within the department, and with other local and federal agencies. During the pilot, six officers will be temporarily assigned to the unit to provide staffing on a 24/7 basis. ATIU will be able to provide real-time information to officers in the field that do not have immediate access to various crime data. The projected outcome of the pilot is to increase field solvability of cases, apprehension of violent suspects, and faster investigation and prosecution of cases.

Statistic	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.
Number of requests for information and assistance				
Number of intelligence products created				
Number of bulletins received and disseminated that originated from other law enforcement agencies				
Number of community contacts/briefings attended				
Number of tips received and assigned				
Number of blue warrants requested and received				
Number of assists to the field that lead to arrest or suspect identification				

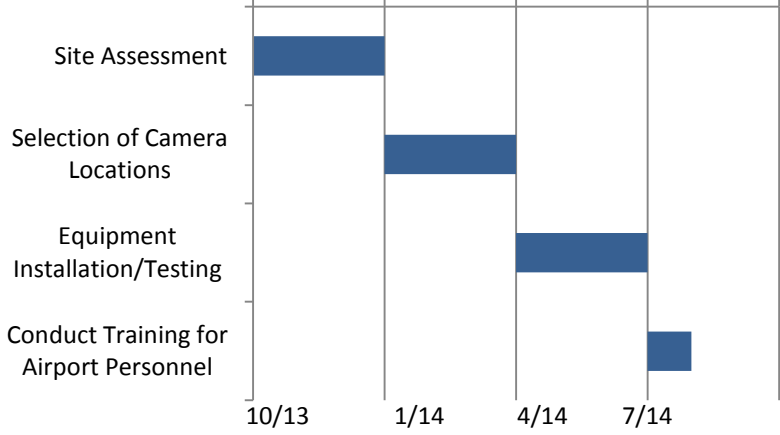
Project		Performance Measure(s)	City Service Team (Department)
CORE PS 1.1.6	Patrol Supervision	Evaluate the impact of lack/increase of supervision	Neighborhood Services (Police)

Summary:

In FY 2014, the police department will conduct a pilot program to evaluate the effect additional supervision has on customer service. In 2009, when the South District Police Service Center was opened, the department realigned geographic districts and beats in accordance with calls for service. The number of beats in Arlington increased from 29 to 32 with no additional staffing provided. To accommodate the additional beats, the North, East, and West districts divided their supervisor staffing from an average of 4 supervisors on shift to 2-3 supervisors on shift. This current staffing model provides no relief factor for training, administrative duties, and discretionary and non-discretionary leave. At the same time, Priority 1 calls, which require a supervisor to respond, have increased by 3.4%.



Public Safety

Project		Performance Measure(s)	City Service Team (Department)																					
CORE PS 1.1.7	Airport Security Camera Installation ✓ Process Improvement Item	Project Completion	Economic Development and Capital Investment (Aviation)																					
<p><u>Summary:</u></p> <p>The Arlington Airport is a large (500+ acres) commercial center with a diverse business base – hangar tenants, service and retail businesses, flight test facilities, pilot training, etc. Its size and diversity makes it a challenge to secure. To help improve security, and operational efficiency, the airport will install security cameras in FY 2014 at each airside entrance, and also at other points within the airport.</p>		<p>Airport Security Camera Project</p>  <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Airport Security Camera Project Milestones</caption> <thead> <tr> <th>Milestone</th> <th>Start Date</th> <th>End Date</th> </tr> </thead> <tbody> <tr> <td>Site Assessment</td> <td>10/13</td> <td>1/14</td> </tr> <tr> <td>Selection of Camera Locations</td> <td>1/14</td> <td>4/14</td> </tr> <tr> <td>Equipment Installation/Testing</td> <td>4/14</td> <td>7/14</td> </tr> <tr> <td>Conduct Training for Airport Personnel</td> <td>7/14</td> <td>8/14</td> </tr> </tbody> </table>		Milestone	Start Date	End Date	Site Assessment	10/13	1/14	Selection of Camera Locations	1/14	4/14	Equipment Installation/Testing	4/14	7/14	Conduct Training for Airport Personnel	7/14	8/14						
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Project		Performance Measure(s)	City Service Team (Department)																					
CORE PS 1.1.8	Parks Watch Program	Project completion	Neighborhood Services (Parks)																					
<p><u>Summary:</u></p> <p>As a way to reduce rates of crime, vandalism, and other activities that have a detrimental impact on park resources and customer satisfaction, the Parks Department would like to determine the feasibility and scope of establishing a parks watch program. In FY 2014, staff will evaluate the potential for a successful program, and provide recommendations to move forward. An effective program will require resident participation and support, and implementation will require partnership between multiple departments, including Parks and Recreation, Police, Code Compliance, and CAO.</p>		<table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr style="background-color: #f2f2f2;"> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Develop a team and program goals and outcomes</td> <td style="text-align: center;">Oct. 2013</td> <td></td> </tr> <tr> <td>Review police calls for service reports</td> <td style="text-align: center;">Nov. 2013</td> <td></td> </tr> <tr> <td>Benchmark similar programs</td> <td style="text-align: center;">Feb. 2014</td> <td></td> </tr> <tr> <td>Identify potential partners and sponsors</td> <td style="text-align: center;">Mar. 2014</td> <td></td> </tr> <tr> <td>Confirm community participation</td> <td style="text-align: center;">May 2014</td> <td></td> </tr> <tr> <td>Complete program guidelines</td> <td style="text-align: center;">June 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Develop a team and program goals and outcomes	Oct. 2013		Review police calls for service reports	Nov. 2013		Benchmark similar programs	Feb. 2014		Identify potential partners and sponsors	Mar. 2014		Confirm community participation	May 2014		Complete program guidelines	June 2014	
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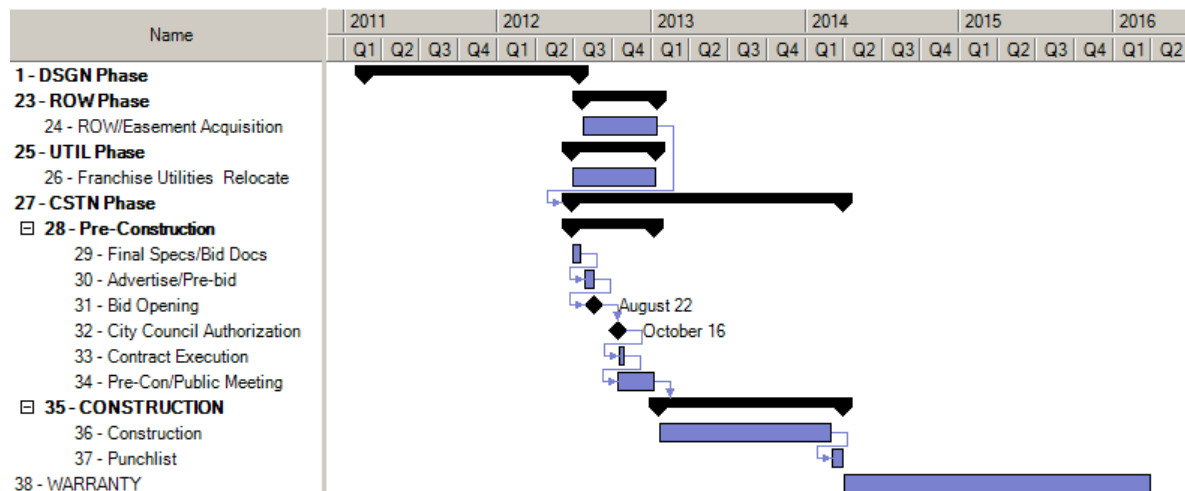
Public Safety

Goal 2: Identify and Mitigate Existing Storm Water Induced Problem Areas

Objective 1: Mitigate Known Flooding Risks

	Project	Performance Measure(s)	City Service Team (Department)
CORE PS 2.1.1	Willow Bend/Thousand Oaks Drainage Improvements	Construction according to schedule	Economic Development and Capital Investment (PWT)
<p>Summary:</p> <p>Homes are flooding due to inadequate drainage systems and bar ditches in the Willow Bend/Thousand Oaks area. This project consists of adding, extending, and enlarging various storm drains throughout the subdivision, grading bar ditches, and installing new driveway culverts where necessary. This project will alleviate flooding of 22 homes in the area. The project also includes water and sewer renewals, and pavement reclamation throughout the subdivision. Construction started January 22, 2013, and will continue through April 2014.</p> <p>By alleviating flood risk for homeowners, this project will enhance the City's score in the Community Rating System (CRS). The CRS is a federal program that provides flood insurance policy discounts based on community score for homeowners in communities that participate in the program.</p> <p>Proposed Total Multi-Year Budget: \$6,268,351</p> <ul style="list-style-type: none"> Storm Water Utility Fee, Storm Water Bond Funds, Water Renewal Fund, Sanitary Sewer Renewal Fund, Street Maintenance Funds 			

Willow Bend/Thousand Oaks Drainage Improvements



Public Safety

	Project	Performance Measure(s)	City Service Team (Department)
CORE PS 2.1.2	McKinney Street Drainage Improvements	Construction according to schedule	Economic Development and Capital Investment (PWT)

Summary:

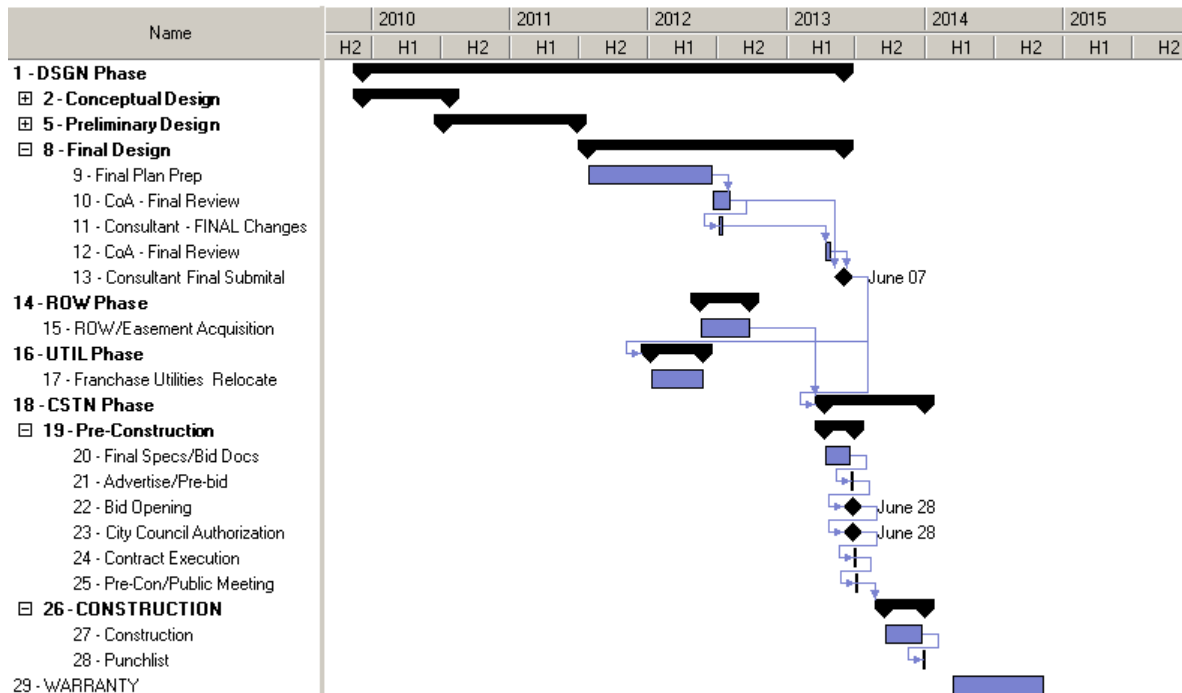
Homes are flooding due to blockages in the creek just east of McKinney Street, and due to inadequate drainage infrastructure along McKinney Street from Sanford to Randol Mill and at the intersection of Sanford and Davis. The Project consists of storm water detention, underground storm drain installation, and water and sanitary sewer renewals. The storm water detention facility that will be constructed on the Masonic Home property south of Sanford, and the storm drain line that will parallel the creek will reduce creek flows as well as flooding from inadequate storm drain infrastructure without increasing flow or water surface elevations downstream of Randol Mill. The storm drain improvements along Sanford and Davis will reduce the storm water runoff that flows north and west and floods various homes.

By alleviating flood risk for homeowners, this project will enhance the City's score in the Community Rating System (CRS). The CRS is a federal program that provides flood insurance policy discounts based on community score for homeowners in communities that participate in the program.

Proposed Total Multi-Year Budget: Approximately \$4.5 million

- Storm Water Utility Fund, Water Renewal Fund, Sanitary Sewer Renewal Fund

McKinney Street Drainage Improvements



Public Safety

Objective 2: Assess the Conditions and Needs of the Watershed to Develop a Plan for Preventative and Remedial Projects

	Project	Performance Measure(s)	City Service Team (Department)
CORE PS 2.2.1	Watershed Studies Completion and Map Revisions ✓ Policy Agenda Item	Completion according to schedule	Economic Development and Capital Investment (PWT)

Summary:

Comprehensive watershed studies are important in order to evaluate current and future flood risk and identify problem areas that will guide the storm water program. These watershed studies:

- 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 (Rush Creek only); and
- Update the Flood Insurance Rate Maps based on the new information.

This data benefits the citizens of Arlington by informing them of the flood risk for their homes so that they can take protective action. It also identifies flood protection projects to be incorporated into the Storm Water Capital Improvement Plan. Arlington's nine major watersheds have been grouped into six major study areas. The Storm Water Division plans to include watershed studies in its budget each year until all of the major watersheds in the City have been studied, with the final study to be completed in 2016.

This project will identify and map flood risk for property owners which enhances the City's score in the Community Rating System (CRS). The CRS is a federal program that provides flood insurance policy discounts based on community score for homeowners in communities that participate in the program.

Proposed Total Multi-Year Budget:

- Cottonwood/Fish: \$414,000 Storm Water Fund (FY10 - 12)
- Rush: \$2,801,000 Storm Water Fund (FY 2012)
- Johnson Creek: \$557,700 Storm Water Fund (FY 2013)
- Trinity Tributaries/Lower Village: \$800,000 Storm Water Fund (FY 2014)

Schedule shown below

Watershed Studies and Map Revisions	Status	Schedule											
		Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sept 2014
Johnson Creek Watershed Study													
<i>Channel Stability Assessment</i>	Proposed												
<i>Project Alternatives Analysis</i>	Proposed												
<i>Final Report and FEMA Physical Map Revision</i>	Proposed												
Trinity Tributaries and Lower Village Creek Watershed Study	Schedule Pending												

Public Safety Scorecard

Dept	Goal Categories	Key Measures	2011 Actual	2012 Actual	2013 YE Actual	2014 Annual Target	
CDP	Inspections	% of initial health inspections with a Satisfactory Score	98%	98%	98%	95%	
Code		Number of code inspection activities completed	110,229	102,733	283,351	400,000	
Code	Animal Issues	Number of animal licenses sold in Arlington	7,725	8,628	9,376	9,470	
Code		Number of animals adopted	2,051	3,797	3,687	3,871	
Fire	Dispatch & Response	Police E and P1 Calls Dispatched within 2 Minutes or Less	81.56%	81.63%	82.08%		
Fire		Average Police E and P1 Dispatch Time (in Minutes)	1.94	1.93	2.59	2	
Fire		Fire P1 and P2 Calls Dispatched within 25 Seconds or Less ⁽²⁾	85.74%	84.23%	71.53%		
Fire		Average Fire P1 and P2 Calls Dispatch Time (in Seconds) ⁽²⁾	17.26	23.75	24.66	25	
Fire		Average Total Response Time (Dispatch to First Unit on scene in M:SS Format) (Implementation of new NFPA 1710 Standards in FY 2013)	5:13	5:18	5:20	5:00	
Fire		Fires Response objective = 320 seconds ⁽¹⁾	5:19	5:22	5:22	5:20	
Fire		Emergency Medical Service Response objective = 300 seconds	5:03	5:06	5:20	5:00	
Fire		Other Emergency Incidents Response objective = 320 seconds ⁽¹⁾	5:28	5:34	5:37	5:20	
Police		Response time to priority 1 calls (minutes)	10.37	10.21	10	10	
Police		Total police responses	202,881	202,694			
Police		Citizen satisfaction with police services [Annual Rating]	75%	75%	88%	88%	
Code		Prevention	% of valid violations reported by Code Rangers	75%	77%	79%	85%
Fire			Outdoor Warning Siren Tests Conducted	11	6	11	12
Fire	Fire Prevention Business Inspections		23,175	14,955	15,199	13,000	
Fire	Fire Prevention Business Violations Addressed		5,314	7,353	6,375		
PWT	% storm drainage inlets inspected (current total number of inlets = 13,098)		20%	60%	134%	100%	
PWT	% concrete channels inspected-(total linear feet = 174,376)		25%	87%	108%	100%	
Police	Crime & Compliance	% of UCR Part I crimes cleared (All actuals and targets based on calendar year)	23%	26%	20%	20%	
Police		Municipal Court Warrants Clearance Rate	79%	93%	90%	90%	
Police		DWI arrests per 1,000 population	3.6	3.9			
Police		Violent crimes per 100,000 population (All actuals and targets based on calendar year)	513	522	522	433	
Police		Property crimes per 100,000 population (All actuals and targets based on calendar year)	4,708	4,130	4,130	3,428	
Court		Cases filed	155,000	140,832	125,322	125,000	
Court		% of cases completed	102%	93%	106%	96%	
Court		Warrants issued	120,000	85,011	77,405	80,000	

Public Safety Scorecard

Dept	Goal Categories	Key Measures	2011 Actual	2012 Actual	2013 YE Actual	2014 Annual Target
Court		% Warrants Cleared	106,570	79,447	76,229	76,000
CDP		% of gas well drill sites in compliance [reported quarterly]			40%	100%
Fire	Workload	9-1-1 Dispatch Center Calls For Service (Calls from 9-1-1 Phone Switch)	436,314	432,806	419,463	
Fire		Dispatcher processed requests for service from PD (Dispatcher Workload Measure)	370,795	373,890	350,127	
Fire		Emergency Calls			2,734	
Fire		Priority 1 Calls			114,093	
Fire		Priority 2 Calls			53,171	
Fire		Priority 3 Calls			180,129	
Fire		Officer Initiated			136,956	
Fire		Ambulance Dispatched Calls for Service ⁽²⁾	39,253	41,923	47,186	
Fire		Fire Dispatched Calls for Service	32,287	35,702	37,043	
Fire		Fires	2,504	2,382	3,291	
Fire		Emergency Medical Service	26,857	28,315	29,661	
Fire		Other	5,926	5,005	4,091	
Fire		Animal Services After-Hours Dispatched Calls for Service	758	756	757	
Fire		Fire Department Incidents (un-audited)	34,445	34,594	35,572	
Fire		Fires ⁽¹⁾	1,222	1,046	976	
Fire		Emergency Medical Service	16,135	16,434	17,928	
Fire		Other Emergency Incidents ⁽¹⁾	17,088	17,114	16,668	
Fire	Fire Department Unit Responses (un-audited) ⁽⁷⁾	46,602	47,431	48,787		

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	Parks and Recreation Program Diversity	Research completed	Neighborhood Services (Parks)																				
<p><u>Summary:</u></p> <p>As the population of Arlington becomes more ethnically diverse, it is imperative services are adjusted to meet the needs of the changing community. In FY 2014, this project will research, and assess existing programs and events throughout the community, and identify opportunities for program diversification. The Parks and Recreation Department will partner with Libraries to conduct this assessment, a marketing exercise, followed by the development of recommendations for production, timing and execution.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 20%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Develop an inventory of community events</td> <td>Oct. 2013</td> <td></td> </tr> <tr> <td>Identify program gaps and opportunities</td> <td>Nov. 2013</td> <td></td> </tr> <tr> <td>Identify community and partnership interest</td> <td>Jan. 2014</td> <td></td> </tr> <tr> <td>Develop diversification recommendations</td> <td>Mar. 2014</td> <td></td> </tr> <tr> <td>Develop program plan</td> <td>Apr. 2014</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Develop an inventory of community events	Oct. 2013		Identify program gaps and opportunities	Nov. 2013		Identify community and partnership interest	Jan. 2014		Develop diversification recommendations	Mar. 2014		Develop program plan	Apr. 2014	
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Project		Performance Measure(s)	City Service Team (Department)																				
CORE CRE 1.1.2	Senior Adult Programming ✓ Process Improvement Item	Program plan completed	Neighborhood Services (Parks)																				
<p><u>Summary:</u></p> <p>The Parks and Recreation Department recognizes a growing need to develop new and relevant programs that will attract senior adults aged 55 and older. The department's current model focuses on the more traditional, albeit declining, customer base that appears to desire facility exclusivity and generally passive programming. It has been found that senior adults coming up from the baby boom generation desire a broader scope of programming (primarily day-time programming).</p> <p>In 2009, an Indoor Facility Assessment was completed, and it recommended expansion of adult programming at the Cliff Nelson and Dottie Lynn recreation centers. While there are spatial constraints and other limitations, opportunities exist to fill day-time space during the school year. This project will research options and costs for expanding programs and services for senior adults. Consideration will be given to program space and funding to design, execute, support and manage these services.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 20%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Research and benchmark</td> <td>Nov. 2013</td> <td></td> </tr> <tr> <td>Identify program options and space requirements</td> <td>Dec. 2013</td> <td></td> </tr> <tr> <td>Complete a customer interest survey</td> <td>Feb. 2014</td> <td></td> </tr> <tr> <td>Develop a program plan and identity marketing, staff and financial resources</td> <td>Apr. 2014</td> <td></td> </tr> <tr> <td>Roll out new or expanded programs and events</td> <td>Oct. 2014</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Research and benchmark	Nov. 2013		Identify program options and space requirements	Dec. 2013		Complete a customer interest survey	Feb. 2014		Develop a program plan and identity marketing, staff and financial resources	Apr. 2014		Roll out new or expanded programs and events	Oct. 2014	
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Culture/Recreation/Education

Project	Performance Measure(s)	City Service Team (Department)
CORE CRE 1.1.3 ✓ Process Improvement Item	<ul style="list-style-type: none"> • Project Completion • Information Live Chat reference sessions 	Neighborhood Services (Library)

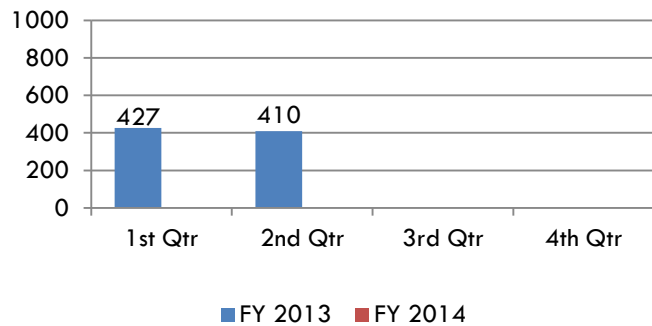
Summary:

Many residents are unaware of the expertise that librarians have in providing research assistance, especially in terms of locating quality electronic information, and in providing educational resources. To increase awareness, and to better promote the services available, the following objectives will be met throughout the fiscal year. For each service specific groups of users will be targeted:

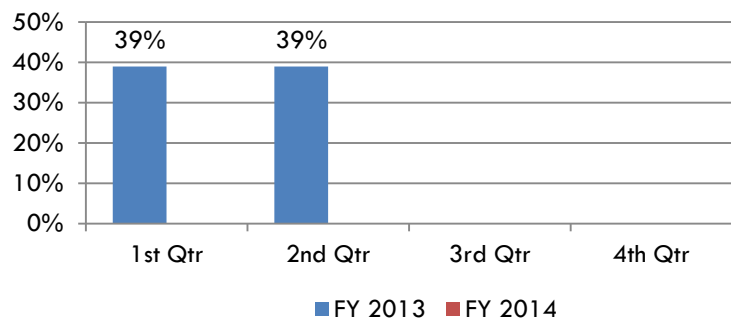
- Reference by Appointment: Make an appointment with a trained reference librarian for help in locating information or designing research method
- Information Live Chat Reference: Get the answer to basic questions through the use of our chat reference service
- Information Live Telephone Reference: For patrons who prefer to talk rather than type this service provides a “live” person who can provide information about library account and materials
- Increase the number of email addresses in the Library’s patron information database in order to make the communication process with library users more efficient

Milestone	Estimated Completion	Percent Complete
Work with Library staff to put in place an effective structure for staff training in order to ensure quality service and correct information	3/30/2014	50%
Design and implement public information campaign to ensure awareness of services offered	6/1/2014	75%
Design and implement evaluation techniques in order to ensure quality service and information	9/30/2014	100%

**Live Chat Reference Sessions
FY 2013 vs. FY 2014**



**Percent of Total Registered Borrows with Email
FY 2013 vs. FY 2014**



Culture/Recreation/Education

Goal 2: Provide Quality Facilities and Open Spaces

Objective 1: Enhance Parks and Open Spaces to Better Serve Our Residents

Project		Performance Measure(s)	City Service Team (Department)																							
CORE CRE 2.1.1	Parks, Recreation, and Open Space Plan Update	Plan completion	Neighborhood Services (Parks)																							
<p><u>Summary:</u></p> <p>In FY 2013, the Parks and Recreation Department began the process to complete revisions to the 2004 Parks, Recreation and Open Space Plan to include new census data, resident input, graphics, system recommendations, and capital priorities. The plan will also include an inventory of non-City park and recreation assets. The update will be completed in FY 2014.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Community input and data collection</td> <td>June 2013</td> <td>June 2013</td> </tr> <tr> <td>Capital needs prioritization</td> <td>July 2013</td> <td>July 2013</td> </tr> <tr> <td>Develop policies and guidelines</td> <td>Nov. 2013</td> <td></td> </tr> <tr> <td>Final draft complete</td> <td>Jan. 2014</td> <td></td> </tr> <tr> <td>Park Board endorsement</td> <td>Feb. 2014</td> <td></td> </tr> <tr> <td>City Council adoption</td> <td>Mar. 2014</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Community input and data collection	June 2013	June 2013	Capital needs prioritization	July 2013	July 2013	Develop policies and guidelines	Nov. 2013		Final draft complete	Jan. 2014		Park Board endorsement	Feb. 2014		City Council adoption	Mar. 2014	
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Project		Performance Measure(s)	City Service Team (Department)																							
CORE CRE 2.1.2	Golf Improvement Program	Project completion	Neighborhood Services (Parks)																							
<p><u>Summary:</u></p> <p>In Fiscal Year 2013, the Parks and Recreation Department developed a proposal and business plan to improve golf course operations. This FY 2014 project is the implementation of those recommendations, including the evaluation and reclassification of various positions to improve advancement opportunities and competitive advantage when filling vacancies. Restructuring will include efficiency, and oversight improvements to maintenance and pro shop operations. In addition, the plan identifies funding for a Tournament Coordinator that will focus on sales and services for tournaments, outings, leagues and receptions.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Position studies</td> <td>Nov. 2013</td> <td></td> </tr> <tr> <td>Positions advertised</td> <td>Dec. 2013</td> <td></td> </tr> <tr> <td>Positions filled</td> <td>Apr. 2014</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Position studies	Nov. 2013		Positions advertised	Dec. 2013		Positions filled	Apr. 2014										
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Culture/Recreation/Education

	Project	Performance Measure(s)	City Service Team (Department)
CORE CRE 2.1.3	Park Development Projects (New Parks or Additions)	Project completed on time and within budget	Neighborhood Services (Parks)

Summary:

Expanding Arlington’s park system brings value to the quality of life of its residents. Below are the park development projects the Parks Department is starting and/or completing in FY 2014:

Rush Creek Mitigation Plan – complete construction of trails, parking, landscaping and signage. This project will also include playground and trail renovations at Clarence Foster Park.

City Skate Park – complete phase one construction of the City skate park in Vandergriff Park.

Bowman Branch Trail – complete construction of a 12' wide concrete trail, pedestrian bridge and traffic signal lights to connect DP Morris Elementary School west of Matlock with Misenhimer Park and Webb Community Park. This project also includes parking lot expansion at Misenhimer Park.

High Oak Park – complete construction of a trail loop, fencing, signage, and erosion control.

MLK Sports Center Phase II – complete design and begin construction of two little league fields, a restroom building, and additional parking. Construction is dependent on available funding for operations and maintenance.

Martha Walker Park – complete a park master plan and construction documents for phase one improvements.

Village/Rush Creek Feasibility Study – complete a feasibility assessment for construction of a hike/bike trail link between Village Creek Historical Area and Rush Creek Linear Park and Veterans Park.

Skate Spot – complete design and construction of a skate spot in south Arlington.

Milestone	Estimated Start	Actual Start	Estimated Completion	Actual Completion
Rush Creek	Dec. 2013		July 2014	
Vandergriff Skate Park		Aug. 2013	Mar. 2014	
Bowman Branch		Mar. 2013	Jan. 2014	
High Oak	Feb. 2014		Aug. 2014	
MLK Phase II		Feb. 2013	Mar. 2014	
Martha Walker	Jan. 2014		July 2014	
Village/Rush Creek	Mar. 2014		Dec. 2014	
South Skate Spot	May 2014		Jan. 2015	

Culture/Recreation/Education

Project		Performance Measure(s)	City Service Team (Department)																																
CORE CRE 2.1.4	Park Improvement Projects (Renovation or Reconstruction)	Project completed on time and within budget	Neighborhood Services (Parks)																																
<p><u>Summary:</u></p> <p>Arlington has a mature and expansive parks system that requires constant maintenance, and sometimes renovation or reconstruction to be able to maintain it at a high standard. Below are the renovation or reconstruction projects the Parks Department will undertake in FY 2014:</p> <p>Vandergriff Park Phase II – complete construction of a perimeter walking trail, pavilion, landscaping and two youth softball fields.</p> <p>Richard Simpson Park Improvements – complete a master plan and construction documents for phase one improvements.</p> <p>Ditto Golf Course Master Plan – complete a conceptual redevelopment plan and financial analysis for the course.</p> <p>Aquatics ADA Renovations – complete phase one renovations to Allen Bolden Pool, Bad Königshofen Family Aquatic Center and Hugh Smith Indoor pool in compliance with current ADA Standards.</p> <p>Julia Burgen Park – complete design and construction documents for the removal of street and utility infrastructure in the Johnson Creek buyout area.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Milestone</th> <th style="width: 15%;">Estimated Start</th> <th style="width: 15%;">Actual Start</th> <th style="width: 15%;">Estimated Completion</th> <th style="width: 15%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Vandergriff Park</td> <td>Jan. 2014</td> <td></td> <td>Sept. 2014</td> <td></td> </tr> <tr> <td>Richard Simpson Park</td> <td></td> <td>Feb. 2013</td> <td>Dec. 2014</td> <td></td> </tr> <tr> <td>Ditto Golf Course</td> <td></td> <td>Sept. 2013</td> <td>Apr. 2014</td> <td></td> </tr> <tr> <td>Aquatics ADA</td> <td></td> <td>June 2013</td> <td>Aug. 2014</td> <td></td> </tr> <tr> <td>Julia Burgen Park</td> <td>Feb. 2014</td> <td></td> <td>Sept. 2014</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Start	Actual Start	Estimated Completion	Actual Completion	Vandergriff Park	Jan. 2014		Sept. 2014		Richard Simpson Park		Feb. 2013	Dec. 2014		Ditto Golf Course		Sept. 2013	Apr. 2014		Aquatics ADA		June 2013	Aug. 2014		Julia Burgen Park	Feb. 2014		Sept. 2014	
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Culture/Recreation/Education

Objective 2: Enhance Facilities to Improve Service Delivery

Project		Performance Measure(s)	City Service Team (Department)
CORE CRE 2.2.1	East Arlington Branch Interior Redesign	Project completion	Neighborhood Services (Library)

Summary:

In FY 2014, Library staff will analyze the layout of the current service points at the East Arlington Branch to determine optimum usage and accessibility in order to realign customer service points, as well as self-service print, and check-out stations. Objectives of the project are:

- Examine reconfiguration options for the layout of the main customer service desk
- Remove the children’s service desk to open up that area for development into an enhanced children’s activity area
- Identify furniture for replacement or refurbishment where possible
- Develop new furniture floor plans incorporating the placement of new furniture
- Work with the Arlington Public Library Foundation to locate funding to facilitate the changes planned

Funding Source: Arlington Public Library Foundation and pending grant funding

Milestone	Estimated Completion	Percent Complete
Set project goals through information gained in FY 13 analysis	10/31/2013	10%
Finalize a plan for the placement of existing furniture and fixtures or removal of furnishings based on analysis	12/31/2013	50%
Obtain cost figures; develop budget for purchase of new furniture or refurbishment of existing furniture and seek funding	1/31/2014	60%
Obtain funding and implement changes	9/30/2014	100%

Project		Performance Measure(s)	City Service Team (Department)
CORE CRE 2.2.2	Hugh Smith Recreation Center/East Branch Library Study	Study completed	Neighborhood Services (Parks and Library)

Summary:

The Hugh Smith Recreation Center is an aging facility (opened in 1963) with many infrastructure, operational, and public use shortcomings; including ADA accessibility, building code deficiencies, and inadequate or poorly configured program space. Renovation is not a viable option considering the facility’s age and configuration.

In FY 2013, the city hired a consultant to assess the existing facility, and identify the programmatic requirements for a new facility. Consideration will be given to site alternatives, including the possibility of co-locating the East Arlington Branch Library with a new recreation facility.

Milestone	Estimated Completion	Actual Completion
Conduct building and program assessments	July 2013	
Seek community and stakeholder input	July 2013	
Develop draft program recommendations	Sept. 2013	
Community feedback on draft recommendations	Nov. 2013	
Park and Library Board review of recommendations	Feb. 2014	
City Council review of recommendations	Mar. 2014	

Culture/Recreation/Education

Goal 3: Strengthen and Leverage Partnerships to Increase Local Government Service Capacity

Objective 1: Expand the Existing Shared Resources and Reciprocal Borrowing Arrangements With Other Area Libraries

Project		Performance Measure(s)	City Service Team (Department)																
CORE CRE 3.1.1	Shared Computer Services and Reciprocal Borrowing Initiatives	Project completion – website live	Neighborhood Services (Library)																
<p>Summary:</p> <p>In FY 2014, the Library Department will expand the work done in FY 2013, and collaborate with the Grand Prairie, Kennedale and Mansfield library systems to develop and implement a new regional resource-sharing project that will allow all four libraries to share digital resources. The project will incorporate the creation, branding, and implementation of a “virtual branch,” which will enable the libraries to better select, fund, market, and offer access to digital resources. Services provided to students in the school districts (both public and private), and other education providers serviced by the library systems will be the focus of the collaboration.</p> <p>Funding Source: Pending Library Services and Technology Act Library Cooperation grant</p>			<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 20%;">Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Analyze current usage of databases, electronic learning services and downloadable collections to determine future purchases.</td> <td style="text-align: center;">10/31/2013</td> <td></td> </tr> <tr> <td>Procure professional services for design of website and collaborate on site design and organization of information.</td> <td style="text-align: center;">12/31/2013</td> <td></td> </tr> <tr> <td>Implementation and usability testing</td> <td style="text-align: center;">5/31/ 2014</td> <td></td> </tr> <tr> <td>Collect and analyze usage data.</td> <td style="text-align: center;">9/30/2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Percent Complete	Analyze current usage of databases, electronic learning services and downloadable collections to determine future purchases.	10/31/2013		Procure professional services for design of website and collaborate on site design and organization of information.	12/31/2013		Implementation and usability testing	5/31/ 2014		Collect and analyze usage data.	9/30/2014	
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Collect and analyze usage data.	9/30/2014																		

Culture/Recreation/Education Scorecard

Dept	Goal Categories	Key Measures	2011 Actual	2012 Actual	2013 YE Actual	2014 Annual Target
General	Satisfaction Ratings	Overall citizen satisfaction rating for neighborhood in terms of quality of life [annual rating]	78.8%	68%	73%	70%
Library		Citizen satisfaction with overall library services	94%	95%	95%	95%
Parks		Citizen satisfaction with quality of park and recreation programs and classes [annual rating]	88%	91%	89%	90%
Parks		Quality of programs and services	98%	97%	100%	100%
Parks		Quality of facilities	98%	96%	100%	100%
Library	Program Participation	Library program participation increases	75,965	98,524	87,453	78,750
Library		% of Arlington youth (children and teens) with library card - this include AISD IDs [reported quarterly]	52.96%	89%	95%	95%
Library		% of Arlington students participating in Summer Reading Club [SRC reported in the 4th Qtr]	6%	6%	25%	25%
Police		Increase Public Safety Athletic League participation (summer classes)	120	102	120	120
Library	Utilizing Technology	Public computing sessions in libraries	333,813	314,451	252,954	350,000
Library		Wi-Fi sessions utilized in libraries		642,857	664,254	685,000
Library		Public computers per capita (1/1,500 residents)	75%	100%	100%	100%
Library	Traffic and Circulation	LibraryLiNK circulation	1,552	3,847	5,358	10,000
Library		Visits per capita [reported quarterly]	4	4	5	5
Library		Circulation of digital materials as a percentage of total circulation	3%	6%	10%	10%
Library		Library web site visits	1,541,549	1,340,282	1,118,507	1,500,000
Library		Library materials per capita [reported quarterly]	1.64	1.68	2.00	2.00
Library		Circulation per capita [reported quarterly]	6.50	3.86	7.50	7.50
Library		Registered borrowers as a % of service area population	44%	54%	50%	50%
Parks		Recreation Facilities	Camp Participation	5,402	6,740	6,725
Parks	Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)		6,551	7,142	8,060	7,800
Parks	Adult Facility Memberships		3,326	2,981	3,036	3,350
Parks	Youth Facility Memberships		6,206	6,483	4,985	4,170
Parks	Senior Facility Memberships		1,706	1,731	1,696	1,810
Parks	Active Fitness and Weight Room Memberships		15,784	15,017	14,568	15,250
Parks	Swim Lesson Participation		2,110	2,586	2,999	2,700
Parks	Outdoor Pool Admissions		134,057	127,519	121,952	129,000
Parks	Participation in programs and classes		39,152	42,907	47,350	41,160
Parks	Rounds of golf played		138,209	142,790	151,219	140,457
Library	Customer Service	Program Participation for business owners and nonprofit organizations served	24	310	241	350
Library		Increase Literacy contact hours		9%	10%	12%

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 1: Identify, Target, and Track Vendor Participation in Contracting Efforts

Project		Performance Measure(s)	City Service Team (Department)
CORE FED 1.1.1	Minority/Women-owned Business Enterprise (M/WBE) Program ✓ Policy Agenda Item	Project completion	Financial and Management Resources (Purchasing)

Summary:

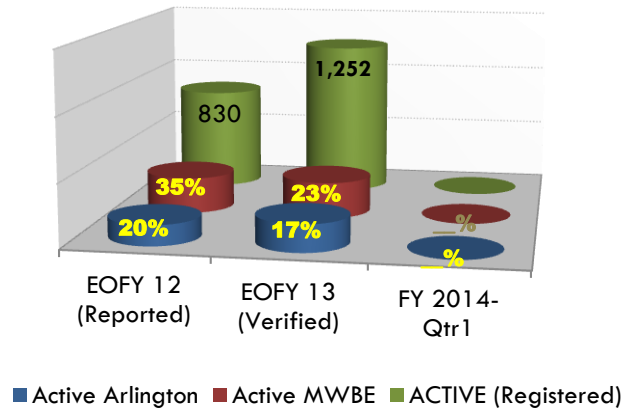
The City of Arlington is interested in outreach to both underutilized businesses, as well as local Arlington firms to increase awareness of opportunities to bid and contract for work with the city. A historically underutilized business is defined as an entity where at least 51% of business owners are economically disadvantaged persons of a qualifying group. Businesses meeting the criteria are referred to as M/WBEs.

In FY 2013, the M/WBE Coordinator was hired and began implementing the outreach initiative milestones. Phased deliverables for the initiative will be completed by the coordinator, and many will become ongoing tasks and tracked in future years.

The Supplier Portal is the internal tracking module provided by the City's financial system. To assess the health of outreach, M/WBE and Arlington (local) vendor registrations are tracked against overall registration numbers.

Milestone	Estimated Completion	Percent Complete
Phase I: Goods/Services Procedures Alignment	7/30/2013	100%
Phase II: Construction-Engineering Procures Alignment	9/30/2013	100%
Phase III: Finalize Reporting Requirements and Structure	11/5/2013	100%
Creation of M/WBE Initiative Policy	8/31/2013	100%
Council Adoption of M/WBE Initiative Policy	12/31/2013	
Council Approval of Procurement Policy relative to required updates and M/WBE initiative.	2/15/2014	

Supplier Portal Registration Demographics



Financial/Economic Development

Goal 2: Seek New or Alternative Funding Sources

Objective 1: Organize to Improve Cost Recovery and Enhance Funding

Project		Performance Measure(s)	City Service Team (Department)
CORE FED 2.1.1	Improve Collections of Past Due Receivables City-Wide ✓ Process Improvement Item	Improved collection rates – overall 1%	Financial and Management Resources (Accounting)

Summary:

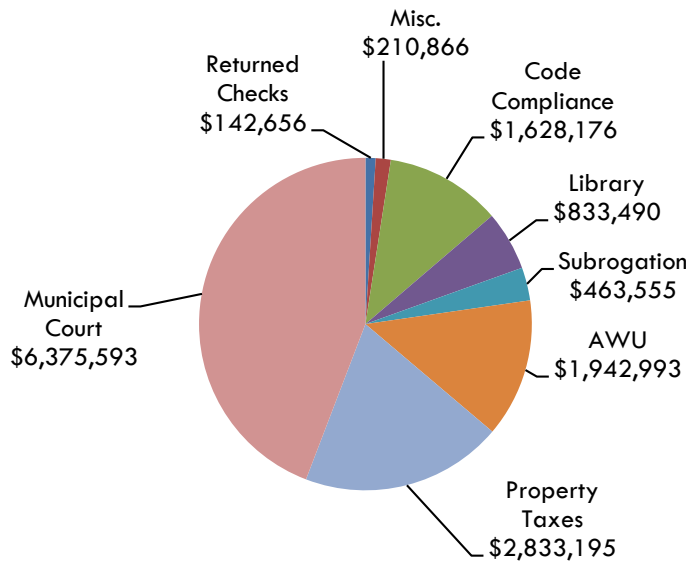
The City currently manages bad debt and uncollectable accounts in the department responsible for the revenue. This has led to a patchwork approach that silos information and fails to address collections as a city-wide source of revenue.

Collection rates for City receivables are not easily determined because the processes and policies for collections and bad debt vary widely by department and function.

In FY 2014, the goal of this program is to create a comprehensive policy and process that fit the needs of all of the departments with aging receivables in order to maximize collections.

Milestone	Target Date	Percent Complete
Analysis of current processes	6/30/2013	100%
Consideration of alternatives; research reciprocal agreements and collection options; poll other cities for process improvement options	10/31/2013	50%
Management buy-in; discussion of potential pitfalls and opportunities	5/31/2014	
Realignment of A/R collection plans by department heads	6/30/2014	
RFP for collection services	8/15/2014	
Implementation of new collections processes	10/1/2014	

Outstanding A/R City-wide



Financial/Economic Development

Project		Performance Measure(s)	City Service Team (Department)																																					
CORE FED 2.1.2	Plan and Conduct Street Sales Tax Election	Implement according to schedule	Economic Development and Capital Investment (PWT)																																					
<p><u>Summary:</u></p> <p>The City’s in-house street maintenance program and contracted crack seal, micro seal, mill/overlay, reclamation, heater repaver, and concrete contracts are funded through a designated portion (quarter cent) of local sales tax. Sales tax can only be used for specific street maintenance activities and only for streets in existence at the time of the sales tax election, which occurs every four years. As funding permits, street maintenance crews fill potholes as they are reported or discovered, patch street failures, repair concrete curbs and gutters, and perform crack seal.</p> <p>The next Street Sales Tax Election will be held in May 2014.</p>		<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 30%;">Milestone</th> <th style="width: 15%;">Schedule</th> <th style="width: 10%;">Actual</th> <th style="width: 10%;">Approved</th> <th style="width: 35%;">Comments</th> </tr> </thead> <tbody> <tr> <td>Propose projects to CMO</td> <td>Oct. 2013</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Propose projects to CMO Policy Committee</td> <td>Nov. 2013</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Obtain Council Approval</td> <td>Dec. 2013</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Declare Election Date by ordinance</td> <td>Dec. 2013</td> <td></td> <td></td> <td></td> </tr> <tr> <td>1st and 2nd reading</td> <td>Feb. 2014</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Hold Election</td> <td>May 2014</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Milestone	Schedule	Actual	Approved	Comments	Propose projects to CMO	Oct. 2013				Propose projects to CMO Policy Committee	Nov. 2013				Obtain Council Approval	Dec. 2013				Declare Election Date by ordinance	Dec. 2013				1st and 2nd reading	Feb. 2014				Hold Election	May 2014			
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Financial/Economic Development Scorecard

Dept	Goal Categories	Key Measures	2011 Actual	2012 Actual	2013 YE Actual	2014 Annual Target
Aviation	Cost Recovery	Operating cost recovery	82%	82%	88%	82%
Parks		Cost recovery of Parks Performance Fund	79%	74%	84%	76%
Parks		Cost recovery of Golf Performance Fund	99%	113%	116%	100%
Court	Revenue	Revenue collected	\$14,039,193	\$13,712,475	\$13,993,297	\$14,211,409
Court		% of Gross revenue retained - less state costs	67%	66%	67%	66%
Aviation		Total aircraft operations	77,911	70,554	71,117	75,000
Aviation		Hangar occupancy rate	84%	88%	95%	90%
ED	Debt Evaluation	Number of jobs created relative to incentive agreements			500	500
FMR		Debt service expenditures to total expenditures of GF plus Debt Service	17.29%	16.6%	<20%	<20%
FMR		Net tax-supported debt per capita	\$887	\$849	<\$1,060	<\$1,060
FMR		Net debt to assessed valuation	1.87%	1.83%	<2%	<2%
FMR	Recognized Achievement	State Comptroller's Transparency Designation	Gold Designation	Gold Designation	Gold Designation	Gold Designation
FMR		CAFR with "clean opinion", GFOA Certificate for Excellence, Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes
FMR		Rating agencies ratings on City debt	Affirm	Affirm	Affirm & Upgrade	Affirm
FMR		Compliance with financial policy benchmarks	100%	100%	100%	100%
FMR	Procurement Efficiency	Number of Received Protests against Total Number of Bids during the reporting period	New Measure in FY 2014			<10%
FMR		Number of Sustained Protests against Total Number of Bids during the reporting period	New Measure in FY 2014			<1%
FMR	Budgetary Issues	Actual % of variance from estimates at year's end	1.62%	0.04%	1.5%	1.5%
Library		Grant and gift funds as a percentage of total general fund allocation	5%	2.8%	5%	5%
WFS		Workers' Compensation - Frequency (# claims)	494	344	371	387
WFS		Workers' Compensation - Severity (\$/claims)	\$4,120	\$4,118	\$10,473	\$3,690
Water		Reduce employee injuries	New Measure in FY 2014			≤ 2 injuries per 1,000 hours
CDP	Customer Service	Turnaround time for residential and commercial construction plans within 5 business days (process improvement)	New Measure in FY 2014			100%
CDP		Turnaround time for commercial construction plans within 12 business days	93%	95%	93%	100%
CDP		Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
CC		Event (Client) Satisfaction Rating (Overall)	4.62	4.65	4.8	4.8

Financial/Economic Development Scorecard

Dept	Goal Categories	Key Measures	2011 Actual	2012 Actual	2013 YE Actual	2014 Annual Target
CC	Convention and Tourism Sales	Square Foot Occupancy Percentage	61%	61%	65%	65%
CC		New Events Held During Year Booked by Center	17	17	36	35
CC		Return Events Held During Year Booked by Center	106	106	104	100
ACVB		Convention Services - Groups Served	165	154	130	165
ACVB		Booked Room Nights - Group Tour	4,790	4,227	5,000	4,500
ACVB		Booked Room Nights - E-commerce	18,804	12,499	16,500	3,125
ACVB		Booked Room Nights - Tourism	57,972	59,328	54,000	59,000
ACVB		Booked Room Nights - Center	21,011	19,125	29,400	27,500
ACVB		Booked Room Nights - Hotel	21,011	31,381	19,600	25,500
ACVB		Confirmed Bookings - Center	New Measure in FY 2014			75
ACVB		Confirmed Bookings - Hotel	67	75	54	55
ACVB	Attract Quality Business	PR - Media Value	\$10,404,262	\$5,706,333	\$4,500,000	\$5,000,000
ACVB		Unique Web Visitors	636,199	460,588	700,000	530,000
ED	Economic Impact	TIRZ performance			100% of 2012 Aggressive Forecast	85% of 2013 Aggressive Forecast
			83%	70%		
ACVB	Economic Impact	Percentage of CC Gross Revenue	36.5%	22%	33.3%	40%
CC		Cost Recovery	83%	83%	90%	90%
ED	Increased Activity and Tourism Downtown	Number of new housing units proposed	128	335	128	128
ED		Number of business entities created/retained downtown as result of OED	6	4	3	3
ED		Number of jobs created/retained in Downtown as result of OED efforts	130	87	150	45
ED	New Business and Retention	Retention visits	24	30	24	24
ED		Total number of jobs created/retained as result of efforts by the OED	650	2,278	650	650
ED		Total number of business entities created/retained as a result of efforts by the OED	10	19	10	10
ED		% of companies retained through assistance of OED	95%	100%	100%	100%
ED		Prospective new business leads from targeted and existing businesses	10	13	10	10

Financial/Economic Development Scorecard

Dept	Goal Categories	Key Measures	2011 Actual	2012 Actual	2013 YE Actual	2014 Annual Target
CDP	Grant Funding	Utilize available federal funding to provide safe decent housing for eligible households (AHA)	99%	100%	99%	95%
CDP		Achieve the goals established by the 2012 Action Plan by ensuring CDBG, HOME, and ESG funding is expended for their intended purpose during the program year (7/1/12-6/30/13). A minimum of 95% of available funding is expected to be utilized during the program year.	146%	129%	100%	100%
CDP		Achieve HOME goals in PY2013 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities. The City must commit 748,239.96 by July 31, 2014.	111%	121%	100%	100%

Infrastructure

Goal 1: Plan, Manage, and Maintain Public Assets

Objective 1: Maintain City Standards for all Infrastructure

Project		Performance Measure(s)	City Service Team (Department)
CORE INF 1.1.1	Asset Management System Implementation	Project completion	Neighborhood Services (Parks)

Summary:

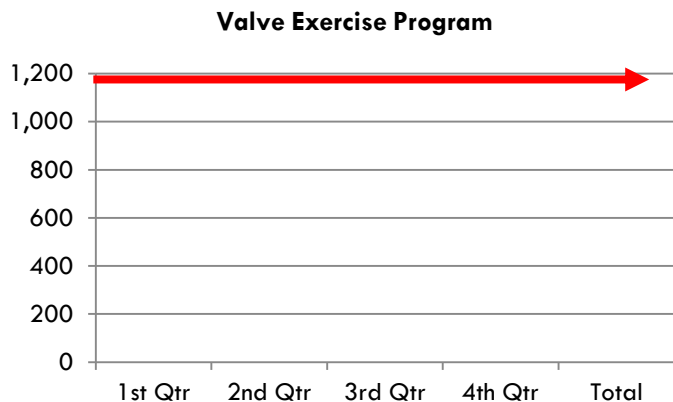
The City of Arlington has numerous assets spread over a wide geographic area. This project, which began in FY 2013 and is expected to be completed in FY 2014, will implement the Cartêgraph Operations Management System (OMS), a hosted solution, to migrate and consolidate the current work order management and infrastructure assessment tools utilized by the Parks department. The client-based Cartêgraph system is currently being utilized by Parks Forestry and Beautification and the Public Works and Transportation and Water Utilities departments. Following the deployment of this solution, Parks will be able to manage the overall condition of all assets in the parks system, and utilize the database to complete work orders in the field. As part of an Enterprise Licensing Agreement, other city departments will be able to share resources related to system administration, application administration, and software licensing.

Milestone	Estimated Completion	Actual Completion
Configure new asset systems	Nov. 2013	
Investigate mobile technology	Nov. 2013	
Train departmental users	Dec. 2013	
System go-live – Phase I (partial implementation)	Dec. 2013	
Implement mobile technology	Jan. 2014	
Phase II (expanded implementation)	Mar. 2014	

Project		Performance Measure(s)	City Service Team (Department)
CORE INF 1.1.2	Valve Exercise Program	Perform valve exercise functions on an average of 100 valves per week, or 1,200 per quarter.	Strategic Support (Water)

Summary:

The City of Arlington has in excess of 20,000 controlling valves within the water distribution system. These valves are vital components of the distribution system. To ensure service interruptions are minimized, staff will work to exercise valves on water mains by performing valve exercise functions on an average of 100 valves per week, or 1,200 per quarter. The proactive maintenance of these valves includes locating, operating to ensure functionality, and marking for future reference.



Infrastructure

Project		Performance Measure(s)	City Service Team (Department)																										
CORE INF 1.1.3	Village Creek 27-Inch Sanitary Sewer Interceptor	Project completion	Strategic Support (Water)																										
<p><u>Summary:</u></p> <p>To continue meeting the needs of a growing wastewater collection system, this project, which started construction in FY 2013, consists of upsizing and relocating approximately 3,600 linear feet of existing 12-inch and 18-inch sanitary sewer line to a 27-inch line. The project limits are from Northwest Green Oaks Boulevard to Park Hill Drive. The project also includes renewal of approximately 1,970 linear feet of 8-inch sanitary sewer line and 2,570 linear feet of water line. After completion of the water and sanitary sewer lines, all streets within the project limits will be repaved by street reclamation.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 30%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Council Approval of Construction</td> <td>May 2013</td> <td></td> </tr> <tr> <td>Preconstruction Meeting</td> <td>June 2013</td> <td></td> </tr> <tr> <td>Construction Information Public Meeting</td> <td>June 2013</td> <td></td> </tr> <tr> <td>Construction Start</td> <td>July 2013</td> <td></td> </tr> <tr> <td>Construction End</td> <td>July 2014</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Council Approval of Construction	May 2013		Preconstruction Meeting	June 2013		Construction Information Public Meeting	June 2013		Construction Start	July 2013		Construction End	July 2014							
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Project		Performance Measure(s)	City Service Team (Department)																										
CORE INF 1.1.4	Pierce-Burch Raw Water Pump Station Main Medium Voltage Electrical Switchgear Improvements	Project completion	Strategic Support (Water)																										
<p><u>Summary:</u></p> <p>The Raw Water Pump Station at Lake Arlington is the only raw water supply source for the Pierce-Burch Water Treatment Plant. Built and installed prior to 1982, the electrical switchgear, the power source for the entire pump station, and its enclosure are in very poor condition. Furthermore, the switchgear is not functioning properly to protect personnel and equipment.</p> <p>The project scope includes the design and construction of the medium voltage electrical switchgear, and its environmentally controlled building. The scope will be divided in two phases. The first phase will develop the procurement criteria and specifications for pre-purchasing of the electrical equipment. This electrical equipment typically has a long lead time from ordering to delivery. The second phase will develop the bid documents for constructing the building and the equipment installation. The goal is to have the switchgear improvements installed during the Winter and Spring of 2014, with the completion of the project before Summer 2014, when high pumping demands occur.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 30%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Pre-purchase switchgear – Final design for equipment</td> <td>6/11/2013</td> <td></td> </tr> <tr> <td>Pre-purchase switchgear – Council Agenda</td> <td>7/15/2013</td> <td></td> </tr> <tr> <td>Pre-purchase switchgear – Council Approval</td> <td>8/6/2013</td> <td></td> </tr> <tr> <td>Building & Construction – Final Design</td> <td>7/13/2013</td> <td></td> </tr> <tr> <td>Building & Construction – Council Agenda</td> <td>8/19/2013</td> <td></td> </tr> <tr> <td>Building & Construction – Council Approval</td> <td>9/12/2013</td> <td></td> </tr> <tr> <td>Substantial Completion</td> <td>4/22/2014</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Pre-purchase switchgear – Final design for equipment	6/11/2013		Pre-purchase switchgear – Council Agenda	7/15/2013		Pre-purchase switchgear – Council Approval	8/6/2013		Building & Construction – Final Design	7/13/2013		Building & Construction – Council Agenda	8/19/2013		Building & Construction – Council Approval	9/12/2013		Substantial Completion	4/22/2014	
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Infrastructure

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 1.1.5	Unified Storm Water Ordinance and Design Criteria Manual ✓ Policy Agenda Item	Project time table	Economic Development and Capital Investment (PWT)

Summary:

Storm Water Engineering staff is currently coordinating with the Water Utilities Department, the PWT Engineering Operations Division, and the Community Development and Planning, One-Start Division to update the Design Criteria Manual and create a new Unified Storm Water Ordinance. The Design Criteria Manual will be updated to incorporate new policies across the divisions, and complement the Lake Arlington Master Plan with adoption of applicable portions of the iSWM design criteria. A Unified Storm Water Ordinance will also be created that consolidates all of the related ordinances and covers Storm Water Quality, Floodplain Management, Site Runoff & Infrastructure Construction, Watershed Planning, and other storm water related regulations.

This project will update the City's Design Criteria and Storm Water requirements to establish performance standards. Once completed, these standards will enhance the City's score in the Community Rating System (CRS), which provides flood insurance policy discounts based on community score for homeowners who carry policies in identified special flood hazard areas.

See Schedule Below

Unified Storm Water Ordinance and Design Criteria Manual	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014
Scope & Stakeholder Involvement Evaluation												
Council Consideration/Contract Execution												
Detailed Review of Existing Documents/Benchmarking												
10% Draft and Advisory Committee Meeting												
Design Criteria Manual - Initial Development and 60% Draft and Advisory Committee Meeting												
Unified Stormwater Ordinance - Initial Development and 60% Draft and Advisory Committee Meeting												
Design Criteria Manual - Final Draft												
Unified Stormwater Ordinance - Final Draft												
95% Advisory Committee Meeting and Council Adoption												

Schedule Pending

- stakeholder meeting
- occurred later than expected
- on schedule/projected schedule
- revised from original schedule

Infrastructure

Objective 2: Maintain City Standards for all Equipment

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 1.2.1	Reduce % of Fleet Beyond Service Life	% Beyond Service Life	Economic Development and Capital Investment (PWT)

Summary:

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:

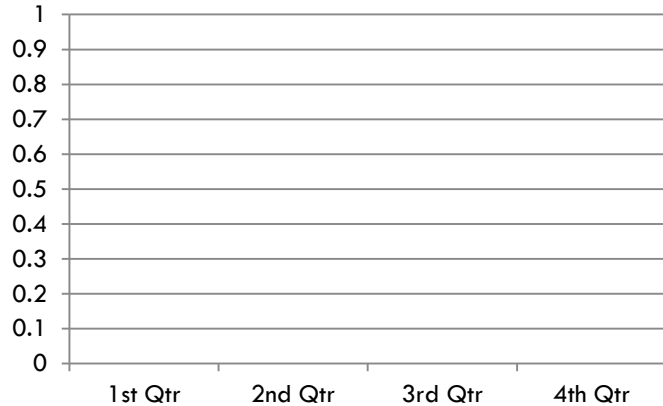
- Repairs Due to Accidents, Damage, Abuse
- Adding or Removing Accessories such as light bars
- Mechanical Failure for Vehicles Beyond Service Life

Contracted Service Life - Summary

Years	Miles	Vehicle
6	115,000	Marked Police Vehicle
8	80,000	Sedan, Compact & Midsize
10	90,000	SUV, Light Truck, Van
11	90,000	Truck, 3/4 Ton-1 Ton
8	90,000	4x4 Truck, 3/4 Ton-1 Ton
9-15	100,000-120,000	Mid-sized Truck (ex. Bucket Truck, Dump Truck)
10-15	120,000	Fire Engine, Quint
10-15	4,000-6,000	Equipment (ex. Backhoe, Loader, Gradall)

% of Number of Vehicles in Fleet That are Beyond Service Life

Target = x% reduction per year



Infrastructure

Project		Performance Measure(s)	City Service Team (Department)																																													
CORE INF 1.2.2	Fire Alarm System Upgrade ✓ Process Improvement Item	Project completion	Economic Development and Capital Investment (Convention Center)																																													
<p><u>Summary:</u></p> <p>The Convention Center currently has two outdated fire alarm systems operating in the Grand Hall and Exhibit Hall areas. To enhance the safety of the visitors to the Convention Center, this project involves the replacement of both of the current systems with a single centralized unit. The new unit will improve public notification, and mitigate system communication conflict occurring with the outdated equipment.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Milestone</th> <th style="width: 20%;">Estimated Start Date</th> <th style="width: 40%;">Status</th> </tr> </thead> <tbody> <tr> <td>Develop Scope of Work</td> <td>10/1/2013</td> <td></td> </tr> <tr> <td>Bid Project</td> <td>11/1/2013</td> <td></td> </tr> <tr> <td>Planning with Vendor</td> <td>11/30/2013</td> <td></td> </tr> <tr> <td>Installation</td> <td>12/15/2013</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Start Date	Status	Develop Scope of Work	10/1/2013		Bid Project	11/1/2013		Planning with Vendor	11/30/2013		Installation	12/15/2013																															
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CORE INF 1.2.3	Radio Replacement	Project completion	Neighborhood Services (Fire and Police) and Strategic Support (IT)																																													
<p><u>Summary:</u></p> <p>The City of Arlington utilizes a Motorola 800MHz simulcast trunked radio system to facilitate communications with the mobile workforce in Fire, Police, Water, Parks, Community Services, Public Works, and the Arlington Airport. This system was installed in 1985, and underwent a small upgrade in 2003 in preparation for FCC mandated rebanding. Many of the main components of the radio system have been discontinued by the manufacturer for eight or more years. Any type of equipment failure could result in the system being completely out of service.</p> <p>Many of the Arlington's partners, such as Fort Worth, Mansfield, and Irving, are moving to P25 radio systems in the near term. Without considerable enhancements, Arlington's legacy system does not have the ability to communicate with a P25 system. Once each of these agencies implements their new systems, seamless communications with them will cease. To allow for continuity of operations, both internally, and with other jurisdictions, this project is for the purchase and installation of updated radio system.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Milestone</th> <th style="width: 20%;">Estimated Start Date</th> <th style="width: 40%;">Status</th> </tr> </thead> <tbody> <tr> <td>Project Kickoff</td> <td>Oct. 2013</td> <td></td> </tr> <tr> <td>Contract Design Review</td> <td>Oct. 2013</td> <td></td> </tr> <tr> <td>Manufacturing the Infrastructure Installation</td> <td>Nov. 2013</td> <td></td> </tr> <tr> <td>Begin Subscriber Shipments</td> <td>Dec. 2013</td> <td></td> </tr> <tr> <td>Equipment Staging at Vendors Facility</td> <td>Apr. 2014</td> <td></td> </tr> <tr> <td>Equipment Delivered to Customer</td> <td>Apr. 2014</td> <td></td> </tr> <tr> <td>Infrastructure Installation Begins</td> <td>Apr. 2014</td> <td></td> </tr> <tr> <td>System Install Complete</td> <td>Oct. 2014</td> <td></td> </tr> <tr> <td>Functional Acceptance Testing</td> <td>Oct. 2014</td> <td></td> </tr> <tr> <td>System Cutover</td> <td>Dec. 2014</td> <td></td> </tr> <tr> <td>Coverage Criteria and Testing Complete</td> <td>Feb. 2015</td> <td></td> </tr> <tr> <td>Punch Resolution</td> <td>Mar. 2015</td> <td></td> </tr> <tr> <td>Finalize Documentation</td> <td>May 2015</td> <td></td> </tr> <tr> <td>Final Acceptance</td> <td>May 2015</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Start Date	Status	Project Kickoff	Oct. 2013		Contract Design Review	Oct. 2013		Manufacturing the Infrastructure Installation	Nov. 2013		Begin Subscriber Shipments	Dec. 2013		Equipment Staging at Vendors Facility	Apr. 2014		Equipment Delivered to Customer	Apr. 2014		Infrastructure Installation Begins	Apr. 2014		System Install Complete	Oct. 2014		Functional Acceptance Testing	Oct. 2014		System Cutover	Dec. 2014		Coverage Criteria and Testing Complete	Feb. 2015		Punch Resolution	Mar. 2015		Finalize Documentation	May 2015		Final Acceptance	May 2015	
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Infrastructure

Objective 3: Perform Repairs in a Prompt and Efficient Manner

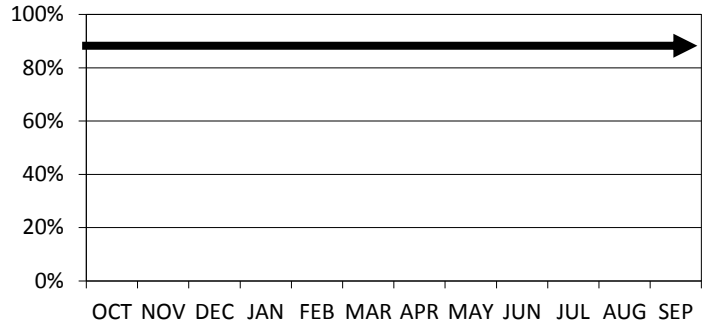
	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 1.3.1	City Fleet Maintenance	% of fleet in commission at all times	Economic Development and Capital Investment (PWT)

Summary:

The Fleet Maintenance program's primary mission is to have vehicles and equipment available in a safe and dependable operational condition. Meeting this mission requires a well formulated, and well managed maintenance and repair operation, with a focus on prompt, efficient repairs.

FY 2014 Citywide Fleet Fleet In-Commission Rate

Target = 85% min



	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 1.3.2	Roof Repair	Project completion	Economic Development and Capital Investment (Convention Center)

Summary:

The Arlington Convention Center plays an important role in the city's economic vitality. A well-run, well-maintained convention facility can lead to the growth of hotel/motel and sales tax revenue. This project allows for the repair of leaks that are currently occurring between the outside brick façade and roof joints in the Grand Hall area. The project will be completed in FY 2014.

Milestone	Estimated Start Date	Status
Develop Scope of Work	10/1/2013	
Bid Project	11/1/2013	
Planning with Vendor	11/30/2013	
Installation	12/15/2013	
Complete/Evaluate	1/15/2014	

Infrastructure

Project		Performance Measure(s)	City Service Team (Department)																																			
CORE INF 1.3.3	Station 5 Rebuild	Project completion	Neighborhood Services (Fire) and Economic Development and Capital Investment (PWT)																																			
<p><u>Summary:</u></p> <p>To handle the growing needs of the community, and surrounding business districts, the Arlington Fire Department has partnered with the Public Works and Transportation Department to re-design the existing Fire Station #5 located at 2921 E. Randol Mill Rd.</p> <p>The Fire Department will leverage funding from the 2008 Bond Fund for the project. The rebuilt Station #5 will also be registered as a Leadership in Energy and Environmental Design (LEED) facility. Construction is scheduled to be completed by the fourth quarter of Fiscal 2014.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Estimated Start Date</th> <th style="width: 20%;">Status</th> </tr> </thead> <tbody> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Jan. 2013</td> <td>Complete</td> </tr> <tr> <td>Architect/Engineer RFQ</td> <td>Apr. 2013</td> <td>Complete</td> </tr> <tr> <td>Architect/Engineer Selection Process</td> <td>May 2013</td> <td>Complete</td> </tr> <tr> <td>Construction Management at Risk Process</td> <td>May 2013</td> <td>Complete</td> </tr> <tr> <td>Design Development</td> <td>June 2013</td> <td>In Progress</td> </tr> <tr> <td>Permit Process</td> <td>Oct. 2013</td> <td></td> </tr> <tr> <td>Vacate Station</td> <td>Dec. 2013</td> <td></td> </tr> <tr> <td>Demolition Phase</td> <td>Jan. 2014</td> <td></td> </tr> <tr> <td>Construction Phase</td> <td>Feb. 2014</td> <td></td> </tr> <tr> <td>Move In - approximate time line</td> <td>Sept. 2014</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Start Date	Status	Initial Project Schedule/Development Phase	Jan. 2013	Complete	Architect/Engineer RFQ	Apr. 2013	Complete	Architect/Engineer Selection Process	May 2013	Complete	Construction Management at Risk Process	May 2013	Complete	Design Development	June 2013	In Progress	Permit Process	Oct. 2013		Vacate Station	Dec. 2013		Demolition Phase	Jan. 2014		Construction Phase	Feb. 2014		Move In - approximate time line	Sept. 2014	
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Infrastructure

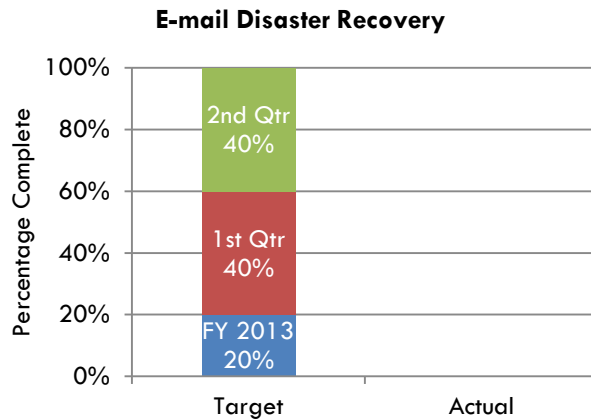
Goal 2: Ensure Availability of Information, Programs, and City Services

Objective 1: Provide for the Efficient Access and Appropriate Management of the City's Data

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.1.1	E-mail Disaster Recovery	Functional failover e-mail system	Strategic Support (IT)

Summary:

E-mail has become a critical communication tool for city operations and resident interaction. This project will upgrade the current e-mail system and install redundantly at the city's Disaster Recovery (DR) Data Center to allow for continuation of e-mail communication in the event the primary data center is taken offline. Originally scheduled for completion in FY 2013, this project was delayed due to the loss of Information Technology (IT) resources specializing in e-mail system management, and the inability to fill those vacant positions. IT will continue to recruit the skills required, or if unsuccessful, supplement with contract resources to complete the project by the end of the 2nd Quarter of FY 2014.



	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.1.2	Courtroom Analog to Digital Recording System Conversion	Increased staff efficiency	Strategic Support (Municipal Court)

Summary:

This project, which started in FY 2013, would allow the Municipal Court to move forward with updating to a digital recording system; currently all courtrooms have audio cassette recording equipment. The new technology will make archiving, duplicating, playback, and destruction of recordings more efficient, secure, and cost effective. This will also give judges, prosecutors, and designated court staff the ability to retrieve data from their offices as well as the courtrooms. It will also give the Court the ability to provide recordings to certified transcriptionists by e-mail or CD.

The Court has already completed the RFP, scoring and demo process. The project is expected to be completed early FY 2014.

Estimated cost for this project is \$90K and will come from the court technology fund.

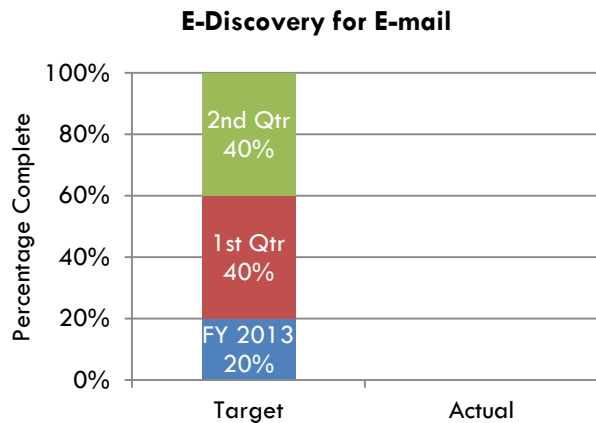
Milestone	Estimated Completion	Status
Score response to RFP		Complete
Demos		Complete
Selection and contract	July 2013	90%
Project Completed	Apr. 2014	

Infrastructure

Project		Performance Measure(s)	City Service Team (Department)
CORE INF 2.1.3	E-Discovery for E-mail ✓ Process Improvement Item	Deployment of a system with the ability to search and secure e-mail as required for e-discovery	Strategic Support (IT), Legal, and Financial and Management Resources (City Secretary)

Summary:

One component of a larger Enterprise Content Management (ECM) program is compliance with the legal mandate to have an e-Discovery program to comprehensively search our system for electronic files that might be needed in a litigation matter, or in response to an open records request. The first step in this process will be the implementation of an e-mail search tool, which will involve the process of comprehensively locating e-mail records on an organization-wide basis. The new software will work with our existing e-mail and archive systems.



Project		Performance Measure(s)	City Service Team (Department)
CORE INF 2.1.4	New Boards and Commissions Database	Project completion	Financial and Management Resources (Mayor and Council) and Strategic Support (IT)

Summary:

The boards and commissions database, which is utilized to track appointees' contact information and their terms of service, has reached the limit of its existence within the Access software. Staff is inhibited in adding more information to the database due to software limitations. Additionally, the Access product is no longer supported by the IT department. A new solution will be investigated during FY 2014, so that a recommendation for a new system can be made in time for FY 2015 budget preparation.

Milestone	Estimated Completion	Percent Complete
Survey cities to see what B&C software they use	10/1/2013	
Visit local cities to see their B&C database in action	1/1/2014	
Know what is needed in software we purchase and seek bids	4/1/2014	
Purchase new database software	11/1/2014	
Import or input all data from current B&C database to new system	2/1/2015	
New software ready to use	3/1/2015	

Infrastructure

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.1.5	Incodel Version 9 Upgrade ✓ Process Improvement Item	Increased staff efficiency	Strategic Support (Municipal Court)

Summary:

The Court is currently on Version 8 of Tyler Technology’s Incodel case management software. The Court would like to move forward with upgrading to Version 9. Keeping current with the Incodel software provides efficiency and new options for employees and defendants.

With the recent changing of criminal parking to civil, upgrading to Version 9 will allow the court to send cases to a collection agency. Currently in Version 8 Court is only able to send cases in warrant to collections.

IT will assign a Business Analyst and a Project Manager to the Court for this project. The Court and IT will conduct thorough testing before actual implementation.

Milestone	Estimated Completion	Actual Completion
Assignment of IT team	1 st Qtr. 2014	
Conversion	End of 1 st Qtr. 2014	
Testing	2 nd Qtr. 2014	
Implementation	End of 2 nd Qtr. 2014	

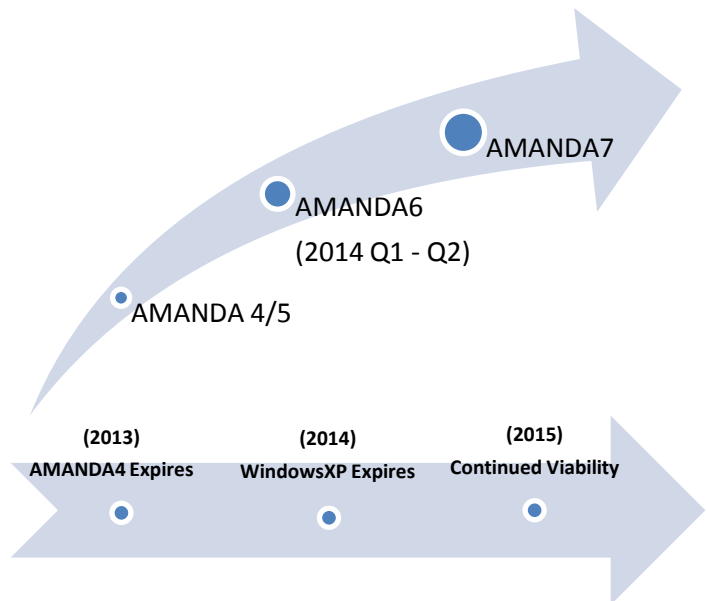
	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.1.6	AMANDA Upgrade Project	Increase life Expectancy of the AMANDA Application	Strategic Support (IT)

Summary:

The purpose of this project is to upgrade all systems using the AMANDA Software to the AMANDA 6 (thin-client) version. Currently the City is using a mixture of the thick-client and thin-client versions of AMANDA (versions 4 & 5). Without this upgrade, the AMANDA Software application will cease to function properly.

In addition to an upgrade of the AMANDA Software version, this project will also perform a technology refresh of the AMANDA Application. This includes an enhancement of the AMANDA application servers and database servers to newer, higher performance equipment and software.

The 1st Go-Live of the AMANDA 6 Application will be first quarter of FY 2014, with the final Go-Live by the second quarter of FY 2014. This includes installation and operation on the enhanced technology.



Infrastructure

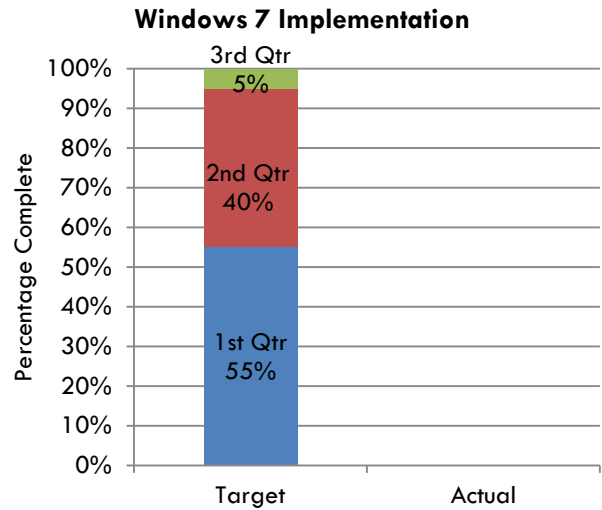
	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.1.7	Windows 7 Upgrade	Complete Upgrade by May 1, 2014	Strategic Support (IT)

Summary:

The City’s personal computers are running Microsoft’s XP operating system. Microsoft has announced that they will stop supporting XP in April 2014, requiring the operating system on all of the City’s computers to be upgraded to Windows 7.

Information Technology (IT) has identified approximately 250 city-owned computers that are not capable of operating Windows 7, and several more that will require hardware upgrades to work properly in Windows 7. Additionally, some current applications are not capable of functioning without modification on Windows 7 PCs. Those applications cannot be upgraded prior to April 2014, and will require temporary solutions (Tiburon RMS, Amanda, Firehouse, AutoCITE, Magic).

This project is to utilize contract staff, in FY 2014, to assist in upgrading applications, developing Windows 7 security standards, deploying new equipment, obtaining temporary solutions where required, and to purchase the required replacement hardware.



Infrastructure

Objective 2: Increase Responsiveness

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.2.1	Action Center and Water Customer Service	<ul style="list-style-type: none"> • Improve overall customer service • Department efficiencies by reducing abandonment rate 1% to 3%. 	Financial and Management Resources (Action Center) and Strategic Support (Water)

Summary:

To enhance operational efficiencies, the Action Center and Water Customer Service are scheduled to complete initial cross training of one Action Center Agent and one Water Utilities Customer Service representative by the close of FY 2013. The cross trained agents will then take part in pilot call presentation/answering program in FY 2014.

At the end of the pilot, the departments will then review key performance indicators (KPIs) of participating staff and Call Centers. Results from this review will determine the next phase in joint call center collaboration efforts.

Milestone	In Progress	Complete
Staff Selection		
Cross Training		
Implementation		

Pilot Date	Number of Staff	Calls Presented	Calls Answered	Abandon Rate Avg

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.2.2	Action Center Virtual Agent		Financial and Management Resources (Action Center)

Summary:

This project will entail coordination with Workforce Services (WFS) to implement telework procedures and guidelines for call center staff working from home, as well as with Information Technology (IT) to review current in-house and available technologies that are able to support full-time telework capabilities. Allowing Action Center Agents to work from home reduces infrastructures costs for the City by avoiding construction of a new or expanded call center and provides a benefit for employees who do not have to incur the expenses of commuting.

Once a program has been approved by both WFS and IT, the Action Center will select candidate(s) to pilot a work at home project. Selected candidate(s) will be scheduled to work from home full-time two days per week. The projected first phase pilot will last approximately 90 days. At the end of the pilot, call center management with Senior FMR management will review data to determine next steps.

Milestone	In Progress	Complete
Telework Guidelines		
Candidate Selection		
Candidate Training		
Pilot		

Infrastructure

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.2.3	Walk-Up Plan Review ✓ Process Improvement Item	Reduce plan review turnaround time to less than 5 business days	Economic Development and Capital Investment (CDP)

Summary:

During FY 2013, the Development Services Division of the Community Development and Planning Department (CDP) began issuing over-the-counter permits for fences, portable buildings, roof replacements, and the installation and/or relocation of nine or less fire sprinkler heads. This was part of an effort to enhance customer service to the development and contracting community. To continue improving service delivery, CDP is creating and implementing a Walk-Up Plan Review process. This process will expedite plan review for remodel/alteration/repair permits for residential and commercial projects that do not involve a change of use, health review, or exterior alteration.

Milestone	Estimated Completion	Actual Completion	YTD % Completed
Develop Permit Criteria	July 2013		75%
Create Plan Review Checklist	July 2013		75%
Facility Space Modifications	Fall 2013		50%
AMANDA Folder Modification	Winter 2013		
Implement Process	Feb. 2014		
Project Assessment	July 2014		

Objective 3: Implement New Technology and Increase Convenience for the Public

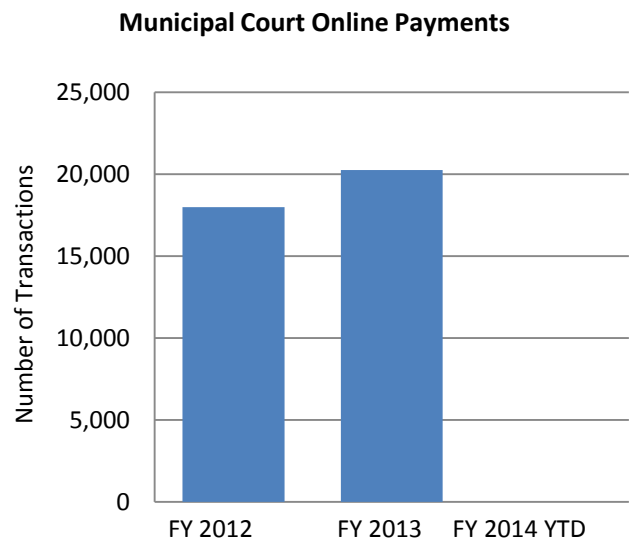
	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.3.1	Online Web Payment Options ✓ Process Improvement Item	Increase payment services online	Strategic Support (Municipal Court)

Summary:

The Court provides online payment options for warrants, payment plans, and payments in full. In FY 2013, in an effort to reduce personal appearances at the court and increase customer service, the Court expanded those options to include deferred and driving safety services. A QR code was also introduced and added in the court lobby, as well as on two mailing notices. It is the intention of the Court to also add the QR code to citations.

In FY 2014, the Court will also be introducing an online record search option for defendants and attorneys. This will allow a person who may have lost their citation or court notice, the option of looking up their information and not having to call to find out the citation status.

Expected implementation for online record search is the 1st quarter. In order to not waste current stock, expected implementation for adding the QR code to citations is the end of 4th Quarter 2014 once a new order is placed.



Infrastructure

Project		Performance Measure(s)	City Service Team (Department)												
CORE INF 2.3.2	Action Center Self Service Smart Phone/Tablet App.	Reduction in specific code compliance call type volume	Financial and Management Resources (Action Center)												
<p><u>Summary:</u></p> <p>In FY 2014, the Action Center will create a new avenue for residents to report code compliance issues/concerns without the assistance of Action Center staff. This will be achieved by utilizing available technologies to create a smart phone/tablet. The new app will provide for greater customer convenience while also allowing the Action Center agents to focus their time on calls that are more complicated in nature.</p>		<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Milestone</th> <th style="width: 33%;">In Progress</th> <th style="width: 33%;">Complete</th> </tr> </thead> <tbody> <tr> <td>On site review</td> <td></td> <td></td> </tr> <tr> <td>Vendor(s) Demonstration</td> <td></td> <td></td> </tr> <tr> <td>Recomendation</td> <td></td> <td></td> </tr> </tbody> </table>		Milestone	In Progress	Complete	On site review			Vendor(s) Demonstration			Recomendation		
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Infrastructure

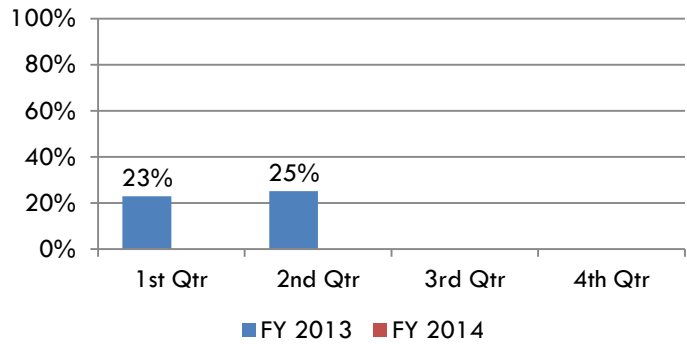
Project		Performance Measure(s)	City Service Team (Department)
CORE INF 2.3.3	Upgrade RFID Equipment/Expand E-Commerce Self Service Options ✓ Process Improvement Item	<ul style="list-style-type: none"> E-commerce transactions as a % of total financial transaction Self-check transactions as a % of total check-out transactions 	Neighborhood Services (Library)

Summary:

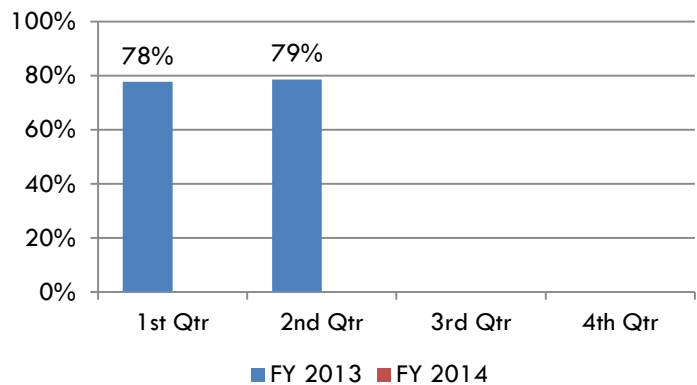
As technologies continue to advance, the Library needs to advance with them in order to provide a higher level of customer convenience and operational efficiency. The objective of this project is to increase public access of self service opportunities and to upgrade existing RFID equipment to accommodate new software, hardware, reporting, and management options to:

- Improve patron satisfaction with self service options by offering the ability to pay fines/fees directly at a self check unit in addition to the existing options to pay at a staff service desks and over the internet
- Upgrade existing RFID hardware to allow for new scanning/display options and to allow for software system upgrades as required.
- Implement additional software-based management and reporting options for RFID-based equipment
- Begin the transition to a single payment interface for reporting purposes, leading to a reduction in processing costs and increased record keeping/reporting efficiencies

**E-commerce Transactions as a percent of total transactions
FY 2013 vs. FY 2014**



**Self Check as a Percent of Total Circulation Transactions
FY 2013 vs. FY 2014**



Infrastructure

Project		Performance Measure(s)	City Service Team (Department)																		
CORE INF 2.3.4	Knowledge Services Line of Business ✓ Process Improvement Item	<ul style="list-style-type: none"> Cost savings Revenue increase with additional service support 	Financial and Management Resources (Records)																		
<p><u>Summary:</u></p> <p>In FY 2014, the records department will provide confidential paper shredding services for all city departments. This process will save the City money by providing this service at a cheaper price than the outside vendors can provide. Locked secure collection receptacles will be provided to gather paper documents accumulated in each department. Pickup and delivery services provided on a monthly schedule for seamless ease of use participation. This fee based shredding program is expected to reduce department costs 50% from the existing outside shredding services.</p>		<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 40%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 20%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Survey departments for participation</td> <td>Aug. 2013</td> <td></td> </tr> <tr> <td>Develop pricing and delivery schedules</td> <td>Sept. 2013</td> <td></td> </tr> <tr> <td>Purchase collection receptacles</td> <td>Oct. 2013</td> <td></td> </tr> <tr> <td>Program start</td> <td>Nov. 2013</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Survey departments for participation	Aug. 2013		Develop pricing and delivery schedules	Sept. 2013		Purchase collection receptacles	Oct. 2013		Program start	Nov. 2013				
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Project		Performance Measure(s)	City Service Team (Department)																		
CORE INF 2.3.5	Managed Wi-Fi ✓ Process Improvement Item	Project completion	Economic Development and Capital Investment (Convention Center)																		
<p><u>Summary:</u></p> <p>As the demand for internet services continues to grow, the Arlington Convention Center needs to evaluate new technologies to attract clients and attendees. The Convention Center currently manages the wireless internet system available to facility clients and attendees, but the demand has outpaced the capabilities. Implementing a vendor-managed system will enable automatic invoicing, balance user load, and increase speed of wireless internet service to end users. This new system will enhance customer service and operational efficiency.</p>		<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 40%;">Project Phases</th> <th style="width: 20%;">Estimated Start Date</th> <th style="width: 20%;">Status</th> </tr> </thead> <tbody> <tr> <td>Develop Scope of Work</td> <td>10/1/2013</td> <td></td> </tr> <tr> <td>Bid Project</td> <td>11/1/2013</td> <td></td> </tr> <tr> <td>Planning with Vendor</td> <td>11/30/2013</td> <td></td> </tr> <tr> <td>Installation</td> <td>12/15/2013</td> <td></td> </tr> <tr> <td>Complete/Evaluate</td> <td>1/15/2014</td> <td></td> </tr> </tbody> </table>		Project Phases	Estimated Start Date	Status	Develop Scope of Work	10/1/2013		Bid Project	11/1/2013		Planning with Vendor	11/30/2013		Installation	12/15/2013		Complete/Evaluate	1/15/2014	
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Infrastructure

Goal 3: Improve Operational Efficiency

Objective 1: Utilize Industry Best Practices

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 3.1.1	Review Accreditation Opportunities	Project completion	Neighborhood Services (Parks)

Summary:

The Commission for Accreditation of Park and Recreation Agencies (CAPRA), in cooperation with the National Recreation and Park Association (NRPA), recognizes park and recreation agencies for excellence in operations and service. CAPRA accreditation provides a valuable measure of an agency's overall quality of operation, management, and service to the community, and is a credible and efficient means of assuring continual process improvement. To date, approximately 100 agencies have achieved accreditation across the country.

In FY 2014, Parks will evaluate the work load and resource requirements to be able achieve accreditation. A review of the accreditation requirements will be conducted to determine the standards that are already being practiced, as well as initiatives that will need to be implemented in order to meet accreditation standards. If it is determined that the city is interested in moving forward, a self assessment will begin. The self assessment document will be utilized by the department to serve as evidence of compliance of required standards in order to receive accreditation.

In order to achieve accreditation, all documentation would have to be completed by the spring of 2015, with potential confirmation occurring at the NRPA Annual Congress in September 2015.

Milestone	Estimated Completion	Actual Completion
Conduct a self assessment of Arlington PARD against CAPRA standards	Nov. 2013	
Identify gaps, resource requirements	Dec. 2013	
Develop an implementation schedule for FY 2014 and FY 2015	Feb. 2014	

Infrastructure

Objective 2: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	City Service Team (Department)																					
CORE INF 3.2.1	Alarms Office Efficiency Review ✓ Process Improvement Item	Efficiency of Alarm Office	Neighborhood Services (Police)																					
<p><u>Summary:</u></p> <p>The police department’s Alarms office serves as a distribution and collection unit for residential and commercial alarm permits. Per city ordinance, residents and commercial businesses with an installed security alarm, whether monitored or not, must obtain and renew an alarm permit annually through the police department. The fee for a permit is \$50; residents 65 or older are exempt. Alarm permits generate revenue of over \$1,000,000 annually.</p> <p>The Alarms office is authorized two employees, one full-time and one part-time, solely dedicated to the permit process. Improved efficiency standards being reviewed include office and workload staffing, electronic monitoring and issuance of permit applications, and an online billing process.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Start Date</th> <th style="text-align: center;">Status</th> </tr> </thead> <tbody> <tr> <td>Assess third-party outsourcing of billing and notifications</td> <td style="text-align: center;">1st Qtr. FY 2014</td> <td></td> </tr> <tr> <td>Assess online payment management systems</td> <td style="text-align: center;">1st Qtr. FY 2014</td> <td></td> </tr> <tr> <td>Streamline billing process, new account creation, and data exchange from alarm companies</td> <td style="text-align: center;">1st Qtr. FY 2014</td> <td></td> </tr> <tr> <td>Review Alarm office staffing and workload model</td> <td style="text-align: center;">2nd Qtr. FY 2014</td> <td></td> </tr> <tr> <td>Conduct cost/benefit analysis</td> <td style="text-align: center;">3rd Qtr. FY 2014</td> <td></td> </tr> <tr> <td>Recommendations to management</td> <td style="text-align: center;">3rd Qtr. FY 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Start Date	Status	Assess third-party outsourcing of billing and notifications	1 st Qtr. FY 2014		Assess online payment management systems	1 st Qtr. FY 2014		Streamline billing process, new account creation, and data exchange from alarm companies	1 st Qtr. FY 2014		Review Alarm office staffing and workload model	2 nd Qtr. FY 2014		Conduct cost/benefit analysis	3 rd Qtr. FY 2014		Recommendations to management	3 rd Qtr. FY 2014	
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Project		Performance Measure(s)	City Service Team (Department)																					
CORE INF 3.2.2	Jail Operations Efficiency Review ✓ Process Improvement Item	Efficiency of Jail Operations	Neighborhood Services (Police)																					
<p><u>Summary:</u></p> <p>Jail operations serve a critical role in the apprehension of suspects serving as a holding facility until arraignment, adjudication or transfer to another agency holding facility. The jail temporarily houses an average of over 19,000 adult inmates annually.</p> <p>The adopted FY 2013 operating budget for the jail is \$3.4 million. Through an evaluation of current practices and review process streamlining, the police department strives to reduce the operations budget of the jail while also improving productivity and efficiency.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Start Date</th> <th style="text-align: center;">Status</th> </tr> </thead> <tbody> <tr> <td>Review staffing and workload model</td> <td style="text-align: center;">4th Qtr. FY 2013</td> <td style="text-align: center;">Complete</td> </tr> <tr> <td>Streamline hiring process</td> <td style="text-align: center;">4th Qtr. FY 2013</td> <td style="text-align: center;">Complete</td> </tr> <tr> <td>Reclassification of bond clerk positions</td> <td style="text-align: center;">1st Qtr. FY 2014</td> <td></td> </tr> <tr> <td>Assess third-party providers for outsourcing operational options</td> <td style="text-align: center;">3rd Qtr. FY 2014</td> <td></td> </tr> <tr> <td>Conduct cost/benefit analysis</td> <td style="text-align: center;">3rd Qtr. FY 2014</td> <td></td> </tr> <tr> <td>Recommendations to management</td> <td style="text-align: center;">3rd Qtr. FY 2014</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Start Date	Status	Review staffing and workload model	4 th Qtr. FY 2013	Complete	Streamline hiring process	4 th Qtr. FY 2013	Complete	Reclassification of bond clerk positions	1 st Qtr. FY 2014		Assess third-party providers for outsourcing operational options	3 rd Qtr. FY 2014		Conduct cost/benefit analysis	3 rd Qtr. FY 2014		Recommendations to management	3 rd Qtr. FY 2014	
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Infrastructure

Goal 4: Develop Leading Practices in the Recruitment, Retention, and Development of Outstanding Employees

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 INF 4.1.1	Evaluate Self-Insured Health Plan	Complete milestones	Strategic Support (Workforce Services)

Summary:

With employee and retiree healthcare being one of the fastest growing expenses organizations are facing, a task force was created in FY 2013 to evaluate the current health plan and make recommendations for future plans. In FY 2014, Workforce Services will continue to evaluate the health plan and determine future health plan needs in order to contain and mitigate spending trends. Recommendations will be completed for implementation in the 2015 plan year.

Milestone	Target Date	Percent Complete
Continue evaluation of the Self Insured Health Plan	12/31/2013	
Part- Time Employee eligibility analysis	3/30/2014	
Employee Health Center analysis	9/30/2014	
Begin to implement recommendations for the 2015 plan year	9/30/2014	

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 4.1.2	Seasonal Labor Pay Plan	Labor plan completed	Neighborhood Services (Parks)

Summary:

The Parks and Recreation Department relies a great deal on its seasonal and part-time workforce, which ranges from 300-500 employees, depending on the time of year. These employees are essential to daily delivery of services such as lifeguarding, customer service, sports officiating, class and fitness instruction, day camp supervision and many others. In FY 2014, a seasonal labor plan will be prepared that identifies all job titles along with appropriate job descriptions, and current and proposed pay rates based on benchmarks with other cities and retail market research.

This objective will also identify part-time and seasonal jobs that may be subject to new health plan coverage requirements of the Affordable Health Care Act. Identification of funding requirement and sources will be addressed.

Milestone	Estimated Completion	Actual Completion
Determine service delivery needs and cost estimates based on current and proposed staffing models	Dec. 2013	
Identify positions eligible for health plan coverage	Dec. 2013	
Document current and proposed pay rates following market research and cost recovery considerations	Mar. 2014	
Complete Labor Plan	Apr. 2014	

Infrastructure

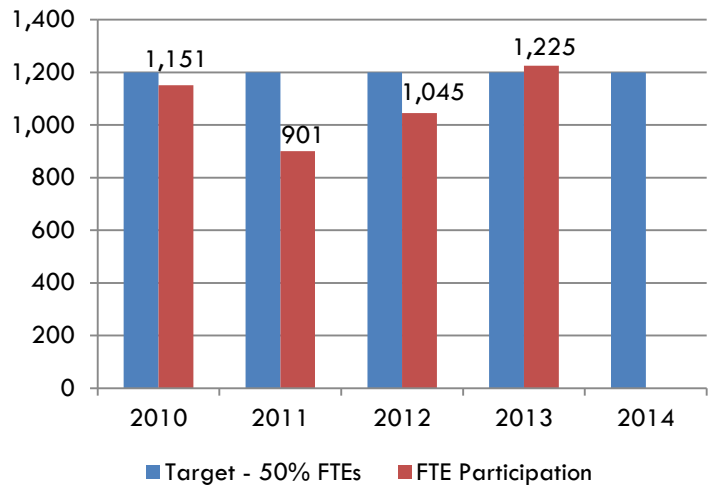
Objective 2: Support and Promote the Health and Well Being of the COA Community

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 4.2.1	2014 Health and Wellness Program	<ul style="list-style-type: none"> • % of participation of FTEs=50% • % participating FTEs turn in booklets=75% 	Strategic Support (Workforce Services)

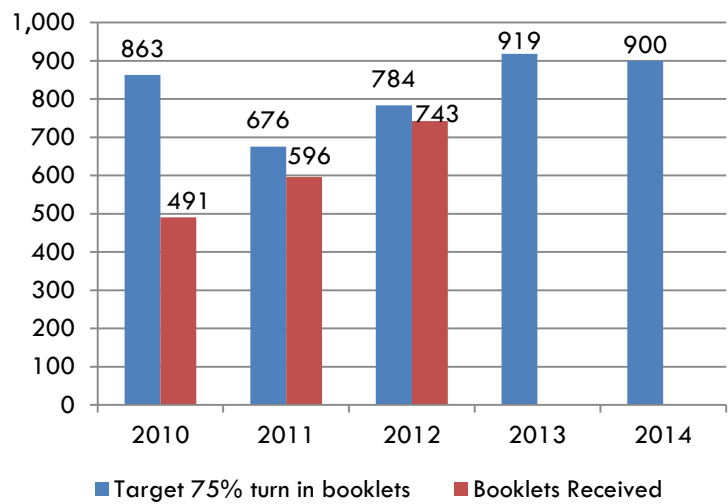
Summary:

Healthy employees are shown to have a higher engagement level and overall lower health expenses. The City's Health and Wellness program was created to combat higher healthcare costs by incentivizing a healthy lifestyle. Each year, the program is evaluated by an employee committee for effectiveness, and possibly modified to continue to attract a higher number of enrollees.

2014 Health and Wellness Participation



2014 Health and Wellness Booklets Received



Infrastructure

Goal 5: Support and Expand Programs to Reduce Environmental Impacts

Objective 1: Mitigate Operating Costs and Impact on Environment through Conservation and Recycling Efforts

Project		Performance Measure(s)	City Service Team (Department)
CORE INF 5.1.1	Advanced Metering Infrastructure (AMI)	Project completion	Strategic Support (Water)

Summary:

In FY 2013, after conducting thorough research and implementing a pilot program, the Water Utility proposed the installation Meter Interface Units (MIU) on 8,000 compatible meters during the normal course of renewal projects and budgeted replacements. This project begins the implementation of that proposal.

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.

Milestone	Estimated Completion	Actual Completion
Council Presentation	June 2013	
Order Meter Interface Units (MIUs) for Compatible Meters	Aug. 2013	
Begin MIU Installation and Programming	Aug. 2013	
Complete MIU Installations for Meters Installed in FY 2013	Mar. 2014	

Project		Performance Measure(s)	City Service Team (Department)
CORE INF 5.1.2	Automated Recycling	Increase curbside recycling diversion rate (Target: by 4%)	Economic Development and Capital Investment (PWT)

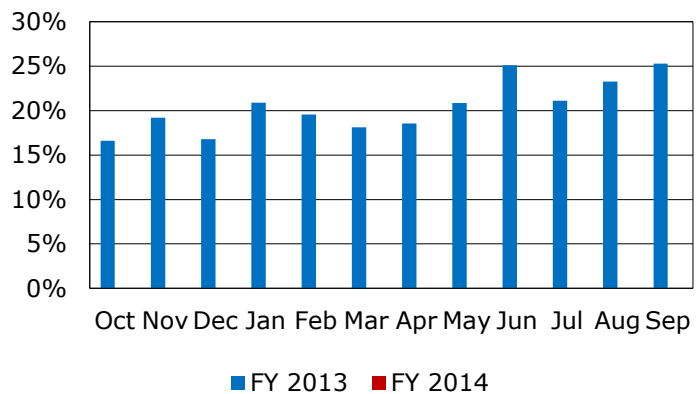
Summary:

The City of Arlington has provided curbside recycling for nearly 20 years. In the past, residents were provided with 22-gallon recycling bins to place curbside once a week, and recycling was collected manually by the city's contract hauling vendor. In June of 2013, the city's hauling vendor switched from manual to automated collection, and residents were provided with 65-gallon wheeled carts. It is anticipated that participation in recycling, as well as collection volume, will increase due to the convenience of the new carts.

Curbside diversion rate measures the percentage of all residential garbage collected curbside that was diverted from the landfill and recycled instead. The expected increase in FY 2014 is 4 percent.

FY 2014 Curbside Recycling Diversion Rate

Curbside Recycling Tonnage as a % of all residential waste collected curbside in Arlington
Target = 4% increase



Infrastructure

Project		Performance Measure(s)	City Service Team (Department)
CORE INF 5.1.3	Creation of Water Conservation Specialist with Leak Detection Emphasis Staff Position ✓ Process Improvement Item	Develop and Implement Proactive Leak Detection Program that will Survey 5,000 Linear Feet/Month	Strategic Support (Water)

Summary:

The city averages 1.8 billion gallons of treated water each year that is unaccounted-for and unbilled. The reclassification of an existing Meter Reading position to a Water Conservation Specialist position, with a system leak detection emphasis, allows Water Utilities to be proactive in identifying distribution system water leaks. The development and implementation of the proactive leak detection program will allow the utility to make water line repairs before they become major issues and save the city money and water.

Milestone	Estimated Completion	Actual Completion
Work with Workforce Services to develop the job description	Dec. 2013	
Finalize Leak Detection Program Plan	Feb. 2014	
Hire Water Conservation Specialist	Mar. 2014	
Purchase leak detection equipment and acquire vehicle	Apr. 2014	
Train specialist in use of leak detection equipment	May 2014	
Implement leak detection program and begin surveying 5,000 linear feet of pipe per month	June 2014	

Project		Performance Measure(s)	City Service Team (Department)
CORE INF 5.1.4	Water Well Assessments	Project completion	Neighborhood Services (Parks)

Summary:

As one of the Water Utilities' largest customers, the Parks and Recreation Department spends over \$1 million each year on treated water. Most of this consumption is associated with turf and landscape irrigation. The cost of water at the Harold Patterson Sports Center alone is over \$276,000 at the current cost structure. In FY 2014, the Department will evaluate the costs, and benefits of reducing potable water consumption through the use of water wells, similar to the well constructed at Ditto Golf Course. The assessment will include construction and operating cost estimates, financing alternatives and payback implications.

Milestone	Estimated Completion	Actual Completion
Establish program goals	Oct. 2013	
Cost estimation and financing alternatives	Nov. 2013	
Phase 1 design	Mar. 2014	
Construction	Sept. 2014	
Establish program goals	Oct. 2013	

Infrastructure Scorecard

Dept	Goal Categories	Key Measures	2011 Actual	2012 Actual	2013 YE Actual	2014 Annual Target
IT	Satisfaction Ratings	Work orders completed that meet or exceed Service Level Agreements	89.54%	88.19%	95%	95%
IT		Overall rating for IT customer satisfaction survey	Excellent	Excellent	Good	Good
PWT		% of customers satisfied or very satisfied with Construction Mgmt Services [surveyed mid-year]	100%	100%	90%	90%
PWT		% of customers satisfied or very satisfied with facility maintenance and repair [surveyed mid-year]	94%	94%	90%	90%
PWT		Citizen perception of trash collection services [annual survey]	90.3%	84%	85%	90%
PWT		Citizen perception of residential recycling services [annual survey]	89%	79%	81%	90%
PWT		Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	52.5%	53%	60%	70%
Library	Customer Service	Library self-serve transactions	2,529,082	2,765,073	2,781,990	2,800,000
Water		Percentage of billed amount collected	98%	99.53%	99.41%	95%
Water		Bad Debt Ratio	New Measure in FY 2014			≤0.40%
FMR		Action Center first call resolution		90%	96%	95% resolved w/o transfer
FMR		% of Action Center calls abandoned	15%	17%	12.3%	5-8%
FMR		Action Center calls answered	198,877	190,229	203,222	220,000
PWT		Maintain fleet availability rate	95%	98%	95%	95%
Code	Volunteers	Number of Animal Services' volunteer hours	5,361	11,619	13,829	14,520
Library		Volunteer service hours	13,504	28,992	16,880	18,568
Parks		Volunteer Hours	25,420	47,143	41,373	48,000
IT	System Availability	E-mail system availability	100.00%	100.00%	99%	99%
IT		File server availability	99.99%	99.87%	99%	99%
IT		Website availability (including Arlingtontx.gov and Arlingtonpd.org)	99.94%	99.80%	99%	99%
IT		GIS system availability	99.99%	99.62%	99%	99%
IT		Network uptime	NA	NA	99%	99%
PWT	Traffic Flow Management	Travel time on Northbound Cooper from Turner-Warnell to I-30	-4.4%	-0.9%		target set early fall
PWT		In-House Signal Rebuilds and New Signal Construction	10 (100% of target)	12 (150% of target)	8 (114% of target)	100% of 2 new and 6 rebuilt
PWT		Preventive maintenance performed on all traffic signals once per year (343 signalized intersections)	New Measure in FY 2014			100% of 343 intersections
PWT		Sign inspection to achieve an 11 year inspection cycle	New Measure in FY 2013		264%	100% of 4,000 signs annually

Infrastructure Scorecard

Dept	Goal Categories	Key Measures	2011 Actual	2012 Actual	2013 YE Actual	2014 Annual Target
PWT	Street Construction and Maintenance	Citizen perception of road condition as "good" or "mostly good" [annual survey]	50.3%	50%	80%	80%
PWT		Lane Miles with Overall Condition Index (OCI) <50 (FY 2013 current: approx. 320 lane miles)	New Measure in FY 2014			Target: steady reduction over FY2014-FY2022
PWT		% of linear miles of streets that have been swept, compared to annual target	New Measure in FY 2014			100%
Water	Water & Sewer Efficiency	Clean a minimum of 35% of sewer lines size 6" - 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	11.7%	10.39%	10.25%	35%
Water		Average filter runs will be at a minimum of 36 hours for the 2014 budget year	New Measure in FY 2014			Water Conservation
Water		Water line breaks per 100 miles of pipe - average of ≤ 5 per 100 miles of pipe	9.05	7.77	4.49	≤5 per 100 miles
Water		Radio Transmitter installations	New Measure in FY 2014			9,000
Water		Linear footage of water and sewer lines designed by the City Engineering staff	36,912	10,725	30,993	27,000
Water		Employee training hours	New Measure in FY 2014			10 hours per employee
Water		Institute process adjustments which will reduce chemical dosages and create \$30K of savings without adversely impacting water quality	New Measure in FY 2014			Cost Savings
Water		Maintain annual unaccounted for water percent below 12%	New Measure in FY 2014			<12%
Water		Develop and implement a plan to optimize the operation of the water treatment plant facilities by 11/1/13	New Measure in FY 2014			Cost Reduction
Water		Develop and implement a maintenance program which will assure all equipment works efficiently	New Measure in FY 2014			Zero failures
Water		Permitted Industrial Pretreatment Inspection completed as a check of ongoing compliance with Industrial Pretreatment Discharge Permits	New Measure in FY 2014			43 Surveys
Water		Customer Service surveys completed as a check of ongoing compliance with backflow ordinances	New Measure in FY 2014			500 surveys
Water		High hazard backflow assemblies with certified testing completed	New Measure in FY 2014			100%
Water		Avoid any TCEQ, OSHA, SDWA and NPDES violations	New Measure in FY 2014			100%

Budget and Business Plan Comparison

Budget and Business Plan Summary Updated 8/6/13

Approved Budget Issues: IN Business Plan

Dept	Item	Fund
CDP	Development Services Improvement	GF
CDP	New York Avenue Streetscape Improvements	GF
CDP	Regional Connectivity Pilot Program	GF
Code	Code Compliance Package (DSS)	GF
FMR	Branding Initiative	GF
FMR	Telephone Town Halls	GF
Library	Library RFID & E-commerce Project Year 2	GF
Library	Support K-12 education	GF
Parks	Park Development Package	GF
Police	Patrol Sergeants	GF
Aviation	Airport Security Camera Installation	Other Funds
CES	Arts Funding - Richard Greene Linear Sculpture Trail	Other Funds
CES	Fire Alarm System Upgrade	Other Funds
CES	Managed Wireless Internet	Other Funds
CES	Roof Repair - Grand Hall	Other Funds
Court	Incode Hardware Replacement	Other Funds
Fire, IT	Radio Replacement	Other Funds
Fleet	G4S Vehicle Maintenance Contract Adjustment	Other Funds
Fleet	Maintain 34% Out-of-Life-Cycle Vehicles	Other Funds
IT	Windows 7 Upgrade	Other Funds
Parks	Golf Improvement Program	Other Funds
SMF	Recurring Street Maintenance	Other Funds
Water	Cartegraph Asset Management System	Other Funds

Approved Budget Issues: NOT In Business Plan

Dept	Item	Fund
Aviation	ATCT Equipment Certification and Maintenance	GF
Aviation	Aviation Supplies/Computer Hardware	GF
CAO	Case Management System	GF
Code	Code Package - 2 Code Compliance Officers	GF
Fire	Heavy Fleet Replacement	GF
FMR	Add 4 PTE to Action Center Staff	GF
FMR	Sr. Budget Analyst	GF
FMR	Tarrant County - Tax Collection	GF
IT	Lawson v10 upgrade consulting services	GF
Library	Replace Library Safes	GF
Non-Dept	Funding for NCAA "Final Four"	GF
Non-Dept	Retiree Health Insurance Cost Increase	GF
Parks	City-Owned Property Maintenance	GF
Parks	Increase in Cell Tower Revenue for Parks Capital Maintenance	GF
Parks	River Legacy Foundation Support	GF
Police	Grant Positions (4)	GF
Police	Jail Support	GF
Police	Drug Testing	GF

Approved Budget Issues: NOT In Business Plan (cont.)		
Dept	Item	Fund
Police	Server Replacement	GF
PWT	Infrastructure Maintenance (Boilers, HVAC, Roofs, etc.)	GF
WFS	E-Recruiting	GF
CES	Air Wall Maintenance Service Agreement	Other Funds
CES	Credit Card Fee Adjustment to Base Increase	Other Funds
CES	Entertainment Arlington - Arts Contract	Other Funds
CES	Entertainment District Gateway Signage	Other Funds
CES	Experience Arlington (CVB)	Other Funds
CES	Hotel Feasibility Study	Other Funds
CES	Reservation System Delphi Software Upgrade	Other Funds
CES	Security System Upgrade	Other Funds
CES	Sound System Upgrade Grand Hall	Other Funds
CES	Special Events Related Costs	Other Funds
CES	Travel/Training - Non Metroplex / Metroplex / Membership	Other Funds
Court	Deputy Court Clerk II reclass to Court Administrative Aide	Other Funds
Court	Increase Court Notify Funding	Other Funds
Dispatch	Computer Aided Dispatch (CAD) Maintenance	Other Funds
Dispatch	Dispatch Center Staffing Study	Other Funds
Fleet	Tank Level Monitoring - SSC	Other Funds
IT	Enterprise Software Licensing and Maintenance Increase	Other Funds
IT	Hardware Licensing and Maintenance Increases	Other Funds
IT	Server, Storage and UPS Replacement	Other Funds
IT	Staff Augmentation for IT Infrastructure	Other Funds
IT	Transfers from GF to ISF	Other Funds
KS	Canon Print Center Supplies	Other Funds
KS	Postage and Paper increase	Other Funds
SMF	Intelligent Transportation System Software Maintenance	Other Funds
SMF	One-time funds for GF supported Street Maint. Projects	Other Funds
SMF	One-time funds for Street Maintenance	Other Funds
SMF	One-time Increase in Street Maintenance	Other Funds
Storm Water	Environmental Engineer Reclass to Storm Water Permit Coord.	Other Funds
Water	AutoCad Designer	Other Funds
Water	PT to FT Office Support Office Assistant	Other Funds
Water	Tarrant Regional Water District Rate Increase	Other Funds
Water	Trinity River Authority Rate Increase	Other Funds
Water	Vehicle Replacement - Water	Other Funds
Dispatch	Dispatch Center Staffing Study	Other Funds

Deferred Budget Issues: NOT in Business Plan		
Dept	Item	Fund
Aviation	Aviation Travel and Training	GF
Aviation	Convert Part-time Maintenance Technician Position to Full-time Position	GF
CAO	Contract Labor for Attorneys and Support	GF
CAO	Law Library Funding Increase	GF
CAO	Senior Attorney	GF
CDP	Community Development and Planning Reorganization	GF
CDP	Design and Easement Preparation for Sidewalks Along Division (Cooper to Collins)	GF

Deferred Budget Issues: NOT in Business Plan (cont.)		
Dept	Item	Fund
CDP	Downtown Wayfinding Signs Phase II	GF
CDP	Interactive Web-based Development Code	GF
CDP	Research and Analytics Staffing and Support	GF
CDP	West Nile Virus Program	GF
Code	Code Compliance Technology Improvements	GF
Code	Commercial Inspection Program	GF
Code	Dangerous and Substandard Structure Program	GF
Code	Increase in Animal Services Staffing	GF
Code	Third Party Pool Inspections	GF
Dispatch	Dispatch Staffing Overtime	GF
Dispatch	Internet Broadband for Public Safety	GF
Dispatch	Poly Webb Tower Rental	GF
Dispatch	Public Safety Technician	GF
ED	Additional Memberships and increased costs	GF
ED	Additional sponsorships, subscription cost increases, and marketing contract	GF
ED	Additional Travel/Training In Metroplex	GF
ED	Additional Travel/Training out of Metroplex	GF
ED	Economic Development Fund	GF
ED	Increased Advertising	GF
Fire	Annual Promotional Processes	GF
Fire	Extrication Tool Replacement	GF
Fire	Fire Station Staffing for Extended Leave	GF
Fire	Grant-Funded Equipment Replacement	GF
Fire	Non-Target Fleet Maintenance	GF
Fire	SCBA (Air Pack) and Bottle Replacement	GF
Fire	Smoke Generator System Maintenance	GF
Fire	Texas Firefighter Certification Fees	GF
FMR	Bank RFP	GF
FMR	Increase Budget Amount For Language Pay	GF
FMR	Increase General Services Charges Budget	GF
FMR	New Agenda Management Program	GF
IT	IT Security - Security Monitoring and Log Management - CLA Priority	GF
IT	IT Security - Security Program - CLA Audit Priority #1	GF
Library	Altiris Licenses for Library public computers	GF
Library	Collection Development - eContent	GF
Library	Collection HQ	GF
Library	Library Internship Program	GF
Library	Library Technical Training	GF
Library	TechLiNK operations cost	GF
Parks	Highway Rights-of-Way Mowing Maintenance	GF
Parks	Project Manager I Position Request	GF
Parks	Replenish the Asset Replacement Fund	GF
Police	Adjustments to Base	GF
Police	Grant Positions (6)	GF
Police	Jail Maintenance	GF
Police	January Academy Class	GF
Police	Patrol Rifles	GF
Police	SWAT Tahoes	GF
PWT	ADA Toilet Upgrades – City Hall	GF

Deferred Budget Issues: NOT in Business Plan (cont.)		
Dept	Item	Fund
PWT	Facility Maintenance Contract Manager	GF
PWT	Field Mobile GPS Solutions	GF
PWT	Fleet Vehicle Lifts	GF
PWT	Janitorial Cleaning Contract	GF
PWT	Purchased Computers to Lease Program	GF
WFS	City Liability Insurance	GF
WFS	Classification and Compensation Study	GF
KS	Records Warehouse Lease	Other Fund
SMF	Hardened Ethernet Switches	Other Fund
SMF	PWT Field Operations Equity Adjustments	Other Fund

Declined Budget Issues: NOT in Business Plan		
Dept	Item	Fund
CDP	Housing Market Analysis	GF
Code	MOT Parking Meter Pilot Program	GF
Court	Asst. Director Municipal Court	GF
Fire	AISD Fire Academy Resource Officer	GF
Fire	Copier/Printer Lease Charges	GF
Fire	Fire Resource Administrative Aide	GF
Fire	SAFER Act Firefighter Funding	GF
Fire	Special Events Planner	GF
IT	IT Business Analyst Ongoing Training	GF
IT	Professional Services - Business Analyst	GF
IT	Professional Services for Project Management and Administration	GF
Library	Community Profiles software	GF
Library	Ebsco Discovery Service for the online catalog	GF
Parks	Illegal Dumping Clean-up	GF
Police	Crime Lab Design	GF
Police	Overtime	GF
Police	Training Funds	GF
Police	Vehicle Up-Fitting	GF
PWT	APWA Reaccreditation	GF
PWT	City Hall Mechanical Screen	GF
PWT	Construction Technician	GF
PWT	Gas Well Extraction	GF
PWT	PWT Department Communications Equipment	GF
PWT	S.E. Library Parking Lot Replacement	GF
PWT	Traffic Engineer Reclass to ITS Coordinator	GF
PWT	ADA Coordinator	GF
IT	Professional Services for PC Support Augmentation	Other Fund
IT	IT Customer Service Division Realignment and Classification	Other Fund
IT	IT Help Desk Vendor	Other Fund
IT	IT Security - Asset Management Inventory Improvement - CLA Audit Priority #2	Other Fund
IT	Microsoft Office Upgrade	Other Fund
IT	Planned Enterprise IT Hardware Replacement	Other Fund
IT	Professional Services for Infrastructure Support and Maintenance	Other Fund
IT	Technical Training - Microsoft Server, Exchange and Fiber Management	Other Fund
SMF	Accessible Pedestrian Signals	Other Fund

Declined Budget Issues: NOT in Business Plan (cont.)		
Dept	Item	Fund
SMF	Backup Power Supply for Traffic Signals	Other Fund
SMF	Countdown Pedestrian Signals	Other Fund
SMF	Sign Fabricator Reclassification	Other Fund
SMF	Vehicle Presence Detection System	Other Fund
Storm water	In-house Street Sweeping	Other Fund

Business Plan: NO Funding Requested		
Dept	Item	
Aviation	Develop a New Airport Master Plan	
CDP	AISD Educational Enrichment Center	
CDP	City-Wide Comprehensive Plan	
CDP	Hike and Bike Implementation	
CDP	Thoroughfare Development Plan	
CDP	Transportation Local Grant Match	
CDP, Library	Grant Funds for Local Literacy Programs	
CDP, PWT	East Arlington Street Improvements	
Code	Animal Services Education Programs	
Code	Code Compliance Marketing Campaign	
Code	Multi-Family Inspection Program	
Code	Residential Inspection and Property Maintenance Improvement Strategy	
Court	Courtroom Analog to digital Recording System Conversion	
Court	Online Web Payment Options	
ED	Building Inventory Analysis for Redevelopment in GSW Industrial District	
ED	Development and Redevelopment Projects	
ED	Economic Development Strategy	
ED	Formal Marketing and Communications Strategy	
ED	Further Define the System to Process Economic Development Projects	
ED	Recruitment and Retention of Targeted Industry Clusters	
Fire, PWT	Station 5 Rebuild	
FMR	Action Center Self Service Smart Phone/Tablet App	
FMR	Action Center Virtual Agent	
FMR	Broadcast Studio Program	
FMR	City Website Redesign	
FMR	Communications Internship Program	
FMR	FMR Internship Program	
FMR	Improve Collections of Past Due Receivables City-Wide	
FMR	Knowledge Services Line of Business	
FMR	Minority/Women-owned Business Enterprises (M/WBE) Program	
FMR, IT	New Boards and Commissions Database	
IT	AMANDA Upgrade	
IT	E-mail Disaster Recovery	
IT, FMR	E-Discovery for E-mail	
Library	Continue to Expand GED, Adult Basic Literacy (ABE), and ESL Programming	
Library	East Arlington Branch Interior Redesign	
Library	Expand Programming Offered Through Reading Corps Program	
Library	Shared Computer Services and Reciprocal Borrowing Initiatives	
Library	Strengthen and Promote Library Research and Reference Services	

Business Plan: NO Funding Requested (cont.)	
Dept	Item
Parks	Gateway Monuments on IH-30
Parks	Increase Student Participation in Recreation Programs
Parks	Park Improvement Projects (Renovation or Reconstruction)
Parks	Parks and Recreation Internship Program
Parks	Parks and Recreation Program Diversity
Parks	Parks Watch Program
Parks	Parks, Recreation, and Open Space Plan Update
Parks	Review Accreditation Opportunities
Parks	Seasonal Labor Pay Plan
Parks	Senior Adult Programming
Parks	Water Well Assessments
Parks, Code	Cross Departmental Beautification
Parks, Library	Hugh Smith Recreation Center/East Branch Library Study
Police	Alarms Office Efficiency Review
Police	Community Engagement
Police	Community Recruiting Program
Police	Crime Reduction
Police	Domestic Violence/One Safe Place
Police	Jail Operations Efficiency Review
Police	Tactical Intelligence Unit Pilot Program
Police	Traffic Safety
PWT	Automated Recycling
PWT	IH-30 and SH-360 Interchange
PWT	McKinney Street Drainage Improvements
PWT	Plan and Conduct Street Sales Tax Election
PWT	Signal Timing
PWT	South Center Street Bridge
PWT	Unified Storm Wwater Ordinance and Design Criteria Manual
PWT	Watershed Studies Completion and Map Revisions
PWT	Willow Bend/Thousand Oaks Drainage Improvements
Water	Action Center and Water Customer Service
Water	Advanced Metering Infrastructure
Water	Creation of Water Conservation Specialist/Leak Detection Position
Water	Pierce-Burch Water Pump Station Switchgear Improvements
Water	Valve Exercise Program
Water	Village Creek 27-inch Sanitary Sewer Interceptor
WFS	2014 Health and Wellness Program
WFS	Evaluate Self-Insured Health Plan
WFS	Volunteer Recruitment Expansion

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 2014 OPERATING POSITIONS

Funding Source / Use	General Fund	Water and Sewer Fund	Convention and Event Svcs. Fund
Beginning Balance	\$ -	\$ 3,162,321	\$ 678,465
Total Revenues	\$ 211,619,652	\$ 122,827,986	\$ 9,309,981
Total Interfund Transfers	\$ (39,330)	\$ (15,862,467)	\$ (1,680,664)
Total Available Funds	\$ 211,580,322	\$ 110,127,840	\$ 8,307,782
Total Expenditures	<u>\$ 211,577,404</u>	<u>\$ 105,554,742</u>	<u>\$ 8,221,367</u>
Ending Balance	\$ 2,918	\$ 4,573,098	\$ 86,415

FINANCIAL SUMMARIES

FY 2014 OPERATING POSITIONS

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ 1,317,475	\$ 530,162	\$ 4,084,870	\$ 4,474,935	\$ 14,248,228
\$ 9,799,019	\$ 10,442,194	\$ 13,510,254	\$ 37,488,613	\$ 414,997,698
\$ 1,282,211	\$ (4,993,636)	\$ 7,194,728	\$ 4,175,044	\$ (9,924,114)
\$ 12,398,705	\$ 5,978,720	\$ 24,789,852	\$ 46,138,592	\$ 419,321,812
<u>\$ 11,431,711</u>	<u>\$ 5,597,198</u>	<u>\$ 24,532,289</u>	<u>\$ 42,600,625</u>	<u>\$ 409,515,336</u>
\$ 966,994	\$ 381,522	\$ 257,563	\$ 3,537,967	\$ 9,806,476

FINANCIAL SUMMARIES

FY 2014 REVENUES AND EXPENDITURES

Revenues by Type	General Fund	Water and Sewer Fund	Convention and Event Svcs. Fund
Property Taxes	\$ 78,231,117	\$ -	\$ -
Sales Taxes	54,185,131	-	-
Hotel Occupancy and Other Taxes	1,690,527	-	6,750,000
Water Sales and Wastewater Charges	-	117,498,432	-
Franchise Fees	35,516,173	-	-
Licenses and Permits	5,310,496	-	-
Leases and Rents	5,878,024	-	-
Fines and Forfeitures	16,216,644	-	-
Service Charges and Recreational Programs	13,103,929	4,866,554	2,559,981
Interest and Miscellaneous Revenues	<u>1,487,611</u>	<u>463,000</u>	<u>-</u>
Total FY 2014 Revenues	\$ 211,619,652	\$ 122,827,986	\$ 9,309,981

Expenditures by Classification

Salaries and Benefits	\$ 165,800,916	\$ 15,096,060	\$ 2,166,969
Supplies, Maintenance, and Training	44,529,933	89,758,682	5,404,398
Capital Outlays	<u>1,246,555</u>	<u>700,000</u>	<u>650,000</u>
Total FY 2014 Expenditures	\$ 211,577,404	\$ 105,554,742	\$ 8,221,367

FINANCIAL SUMMARIES

FY 2014 REVENUES AND EXPENDITURES

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ -	\$ -	\$ -	\$ 37,406,150	\$ 115,637,267
-	-	13,446,908	-	67,632,039
-	-	-	-	8,440,527
-	-	-	-	117,498,432
-	-	-	-	35,516,173
-	-	-	-	5,310,496
-	-	-	-	5,878,024
-	-	-	-	16,216,644
9,799,019	10,400,000	-	-	40,729,483
-	42,194	63,346	82,463	2,138,614
\$ 9,799,019	\$ 10,442,194	\$ 13,510,254	\$ 37,488,613	\$ 414,997,698

\$ 7,004,189	\$ 2,000,036	\$ 5,361,907	\$ -	\$ 197,430,077
4,288,222	3,597,162	19,170,382	42,600,625	209,349,404
139,300	-	-	-	2,735,855
\$ 11,431,711	\$ 5,597,198	\$ 24,532,289	\$ 42,600,625	\$ 409,515,336

FINANCIAL SUMMARIES

2014 Reserves

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

SELECTED FINANCIAL RESERVES FY 2014 OPERATING POSITION

	UNALLOCATED	WORKING CAPITAL	BUSINESS CONTINUITY	LANDFILL LEASE	OTHER POST EMPLOYMENT BENEFITS
Balance on October 1, 2012	\$ 6,378,000	\$ 16,745,233	\$ 5,155,000	\$ 21,487,000	\$ 1,717,904
Appropriated Amounts	-	-	-	-	-
Transfers In / (Out)	(230,813)	330,285	(1,092,925)	(4,335,674)	-
Balance on September 30, 2013	\$ 6,147,187	\$ 17,075,518	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriated Amounts	-	-	-	-	-
Transfers In / (Out)	-	-	-	-	-
Balance on September 30, 2014	\$ 6,147,187	\$ 17,075,518	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904

Note: An additional \$99,472 was moved from the Business Continuity Reserve at FY 2013 year's end in order to fully fund the Working Capital Reserve at the level required by the City's Financial Principles. A total of \$230,813 was also moved from the Unallocated Reserve to the Working Capital Reserve.

Unallocated Reserve

This reserve constitutes the City's fund for emergencies and unanticipated expenses. The balance in this reserve at the beginning of FY 2014 is estimated to be \$6,147,187.

Working Capital Reserve

The purpose of the Working Capital Reserve is to set aside one month of net General Fund expenditures.

Business Continuity Reserve

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

Landfill Lease Reserve

Funding was provided from the lease of the Landfill in March of 2005. A total of \$4.3 million was approved for the purchase of recycling containers in FY 2013. The balance of this reserve, coupled with the Unallocated and Working Capital Reserves, is equivalent to approximately 20 percent of General Fund recurring expenditures; therefore, additional contributions will not be needed for several years.

Other Post Employment Benefits Reserve

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

GENERAL FUND SUMMARY

As the primary operating fund of the City, the General Fund is used to account for resources associated with core government services. These services include Police, Fire, Community Services, 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 2014, General Fund revenues and transfers are budgeted at \$211,580,322 and expenditures are budgeted at \$211,577,404.

GENERAL FUND SUMMARY

General Fund FY 2014 Operating Position

Funding Source / Use	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Revenues				
Taxes	\$ 126,144,729	\$ 130,689,399	\$ 133,046,194	\$ 134,106,775
Franchise Fees	35,381,827	35,270,670	35,120,066	35,516,173
Services Charges	12,069,319	11,940,527	11,499,372	13,103,929
Fines & Forfeitures	15,799,471	16,460,491	16,011,577	16,216,644
Licences & Permits	5,263,088	5,049,879	5,195,738	5,310,496
Leases & Rents	5,846,816	5,791,257	5,827,025	5,878,024
Miscellaneous	1,655,291	1,661,563	1,473,352	1,487,611
Total Revenues	\$ 202,160,541	\$ 206,863,787	\$ 208,173,324	\$ 211,619,652
Interfund Transfers				
Indirect Costs	\$ 4,145,633	\$ 4,245,727	\$ 4,245,727	\$ 4,342,793
Support for Other Funds	(11,960,630)	(10,118,767)	(11,044,351)	(9,740,183)
(To) From Business Continuity Reserve	(864,893)	993,453	993,453	-
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)
From SWUF for capital reimbursement	-	463,055	463,055	463,055
Use of Ending Balance	2,718,275	-	-	1,427,000
From Natural Gas Funds	650,000	3,212,595	3,212,595	2,050,000
(To) From Landfill Reserve	(563,535)	4,335,674	4,335,674	-
One-Time Funds	8,030,478	-	-	1,930,000
Total Interfund Transfers	\$ 1,643,333	\$ 2,619,742	\$ 1,694,158	\$ (39,330)
Total Available Funds	\$ 203,803,874	\$ 209,483,529	\$ 209,867,482	\$ 211,580,322
Expenditures				
Neighborhood Services	\$ 152,030,669	\$ 154,884,602	\$ 154,759,526	\$ 160,067,715
Economic Dev. & Capital Investment	18,928,858	23,039,030	22,642,645	17,866,455
Strategic Support	27,207,671	25,259,719	24,851,732	27,213,028
Policy Administration	5,636,676	6,274,872	6,184,489	6,430,209
Total Expenditures	\$ 203,803,874	\$ 209,458,223	\$ 208,438,392	\$ 211,577,404
Ending Balance	\$ -	\$ 25,306	\$ 1,429,090	\$ 2,918

GENERAL FUND SUMMARY

General Fund Revenues

General Fund revenue classifications range from Taxes (primarily Sales and Property), which comprise 63.0 percent of General Fund revenues, to Miscellaneous, which comprise 0.7 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 2014 is \$0.6480 per \$100 valuation. Of this tax rate, 68.3 percent, or \$0.4423, will be used for General Fund activities. The remaining 31.7 percent, or \$0.2057, will be used for debt service. General Fund property tax revenue for FY 2014 is estimated to be \$78,231,117 from the total tax base of \$18,035,447,569. The General Fund's portion of the sales tax rate is 1 percent. Sales tax revenue for FY 2014 is estimated at \$54,185,131. This is slightly lower (0.2%) than the FY 2013 estimate, due to the large audit payment received by the City during FY 2013. 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 16.8 percent of General Fund revenues. The largest of these is the Electric Franchise Fee, at \$12,948,246. Other Franchise Fees include the Telephone, Water, Cable Television, Gas utilities, and royalties from the Landfill.

Service Charges

Service Charges account for 6.2 percent of General Fund revenues, at \$13,103,929. 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 7.7 percent of General Fund revenue, at \$16,216,644. Municipal Court fines account for 84.8 percent of Fines and Forfeitures, at \$13,756,644. Licenses and Permits account for 2.5 percent of General Fund revenue, and include development-related permits such as building, mechanical, electrical and plumbing permits, and certificates of occupancy. Also included in this category are health and safety items such as fire and child care permits. Total revenue for this category is \$5,310,496. Leases and Rents are estimated at \$5,878,024, or 2.8 percent of General Fund revenue. The annual lease of the Rangers Ballpark in Arlington for \$2,000,000 and the leasing of the City's landfill at \$2.13 million are the two largest revenues sources. The final revenue category is Miscellaneous at \$1,487,611, or 0.7 percent.

GENERAL FUND SUMMARY

Interfund Transfers

Interfund transfers for FY 2014 include three 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 \$4,342,793 for FY 2014. Support for other funds includes amounts paid by the General Fund to the Special Transit Fund (\$995,744), Park Performance Fund (\$1,539,456), Arlington Public Finance Authority (APFA) (\$511,995), Street Maintenance Fund (\$2,166,527), and Street Maintenance Fund for Traffic (\$5,038,456). In FY 2014 one-time funds are budgeted at \$5,407,000, of which \$1,427,000 is anticipated FY13 ending balance.

General Fund Expenditures

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

POLICY ADMINISTRATION

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

CITY ATTORNEY'S
OFFICE

CITY MANAGER'S
OFFICE

CITY AUDITOR'S
OFFICE AND
JUDICIARY

POLICY ADMINISTRATION

City Attorney's Office

JAY DOEGEY, CITY ATTORNEY

The City Attorney's Office provides legal counsel and advice to the Mayor, members of the City Council, and all departments of the City. 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.

Scorecard

City Attorney's Office Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
% of contracts reviewed within five business days	99%	99%	95%	95%
% of Municipal Court cases disposed	47%	56%	48%	48%
Revenue received through collections	\$1,031,871	\$808,263	\$400,000	\$400,000
% of investigations reviewed within 20 days	100%	100%	80%	80%
% of discrimination/harassment allegations reviewed within 30 days	100%	100%	70%	70%
Average amount paid per lawsuit		\$78,244	\$15,000	\$15,000
Number of liability cases successfully closed	24	18	10	10
% of lawsuits handled in-house	77%	83%	70%	70%
Hearings on abatement of nuisance, dangerous and substandard buildings, sexually oriented businesses	106	85	70	70

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	38	38	38	38
Personnel Services	\$ 3,337,288	\$ 3,507,815	\$ 3,494,670	\$ 3,591,702
Operating Expenses	323,449	339,977	323,207	344,544
Capital Outlay	-	-	-	-
TOTAL	\$ 3,660,737	\$ 3,847,792	\$ 3,817,877	\$ 3,936,246

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

POLICY ADMINISTRATION

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

Department Budget Detail

City Attorney's Office Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2012	FY 2013	FY 2013	FY 2014
Administration	\$ 925,930	\$ 985,525	\$ 1,026,672	\$ 1,014,474
Litigation	715,068	743,824	718,493	730,299
Municipal Law	745,962	743,882	755,418	802,096
Citizen Services	<u>1,273,777</u>	<u>1,374,561</u>	<u>1,317,294</u>	<u>1,389,377</u>
TOTAL	\$ 3,660,737	\$ 3,847,792	\$ 3,817,877	\$ 3,936,246

POLICY ADMINISTRATION

City Manager's Office

TREY YELVERTON, CITY MANAGER

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 and Capital Investment, and Strategic Support. Each group is headed by a Deputy City Manager.

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	3	3	3	3
Personnel Services	\$ 513,296	\$ 831,647	\$ 816,394	\$ 881,126
Operating Expenses	86,586	140,288	137,884	175,391
Capital Outlay	-	-	-	-
TOTAL	\$ 599,882	\$ 971,935	\$ 954,278	\$ 1,056,517

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

Department Budget Detail

City Manager's Office Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
City Manager's Office	\$ 521,642	\$ 881,632	\$ 867,020	\$ 964,164
Mayor & Council	59,194	63,671	65,882	65,721
Transit Support	19,046	26,632	21,375	26,632
TOTAL	\$ 599,882	\$ 971,935	\$ 954,278	\$ 1,056,517

POLICY ADMINISTRATION

City Auditor's Office

PATRICE RANDLE, CITY AUDITOR

The City Auditor is an officer appointed by the City Council. The City Auditor's Office is responsible for conducting financial, compliance, contract/vendor, information systems and tax audits. The City Auditor's Office also plays a critical role in performance audits, and occasionally performs special audits as requested or as considered necessary.

Scorecard

City Auditor's Office Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Recommendations implemented	75%	65%	85%	85%
Special projects completed	100%	100%	100%	100%

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	5	5	5	5
Personnel Services	\$ 475,113	\$ 478,702	\$ 483,474	\$ 500,042
Operating Expenses	30,317	30,546	29,766	30,851
Capital Outlay	-	-	-	-
TOTAL	\$ 505,430	\$ 509,248	\$ 513,239	\$ 530,893

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

POLICY ADMINISTRATION

Judiciary

STEWART MILNER, CHIEF JUDGE

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.

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	6	6	6	6
Personnel Services	\$ 843,148	\$ 916,042	\$ 870,710	\$ 873,500
Operating Expenses	27,479	29,855	28,385	33,053
Capital Outlay	-	-	-	-
TOTAL	\$ 870,627	\$ 945,897	\$ 899,095	\$ 906,553

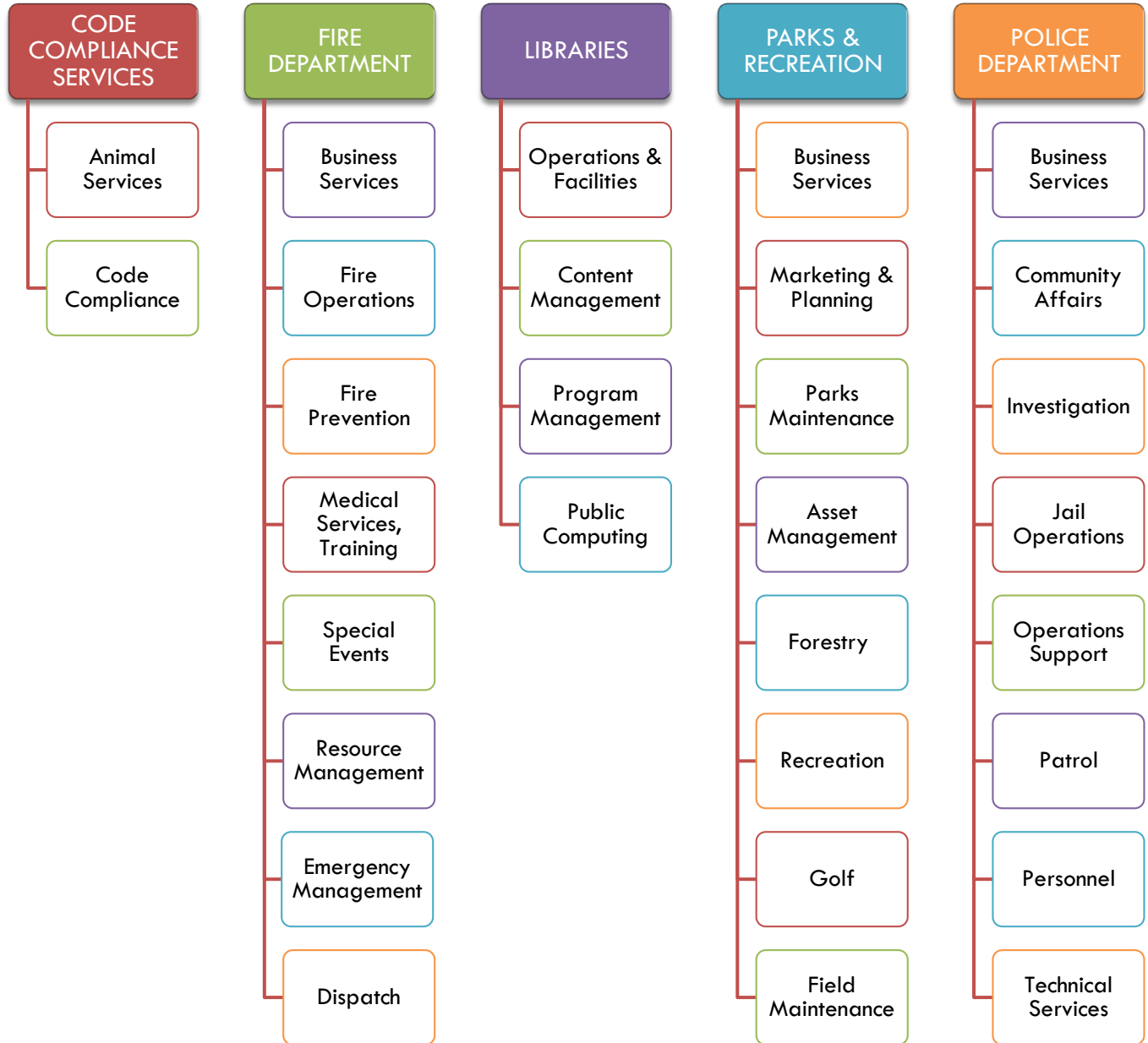
The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

NEIGHBORHOOD SERVICES

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



NEIGHBORHOOD SERVICES

Code Compliance Services

MIKE BASS, ASSISTANT DIRECTOR

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 will:

- Engage communities and promote responsible home ownership
- Protect and invest in the visions of the neighborhoods
- Encourage responsible pet ownership and provide for the humane care of stray and unwanted animals

Programs include Administration, Animal Services, and Code Compliance.

Goals and Objectives

Goal 1: Foster healthy and attractive neighborhoods

Objective: Gain compliance of property maintenance, health and, animal codes

Objective: Increase community awareness of property maintenance, health, and animal codes

Goal 2: Expand and enhance the city's image

Objective: Promote community engagement

Scorecard

Code Compliance Services Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Number of Animal Services' volunteer hours	5,361	11,619	13,829	14,520
Number of code inspection activities completed	110,229	102,733	283,351	400,000
Number of animal licenses sold in Arlington	7,725	8,628	9,376	9,470
Number of animals adopted	2,051	3,797	3,687	3,871
% of valid violations reported by Code Rangers	75%	77%	79%	85%

NEIGHBORHOOD SERVICES

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	60	60	60	62
Personnel Services	\$ 3,862,993	\$ 3,829,415	\$ 3,964,816	\$ 4,014,783
Operating Expenses	1,309,629	1,298,245	1,199,254	1,615,479
Capital Outlay	-	-	-	-
TOTAL	\$ 5,172,622	\$ 5,127,660	\$ 5,164,070	\$ 5,630,262

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Code Package - 2 Code Compliance Officers	\$ -	\$ 80,000
Code Package (Dangerous & Substandard Structure Program)	250,000	-
Totals:	\$ 250,000	\$ 80,000

The following resources were eliminated from the FY 2014 budget:

Description	
Eliminate Credit Card Fee Budget	\$ 594
Language Pay Reduction	600
Additional Salary Savings	45,040
Totals:	\$ 46,234

NEIGHBORHOOD SERVICES

Department Budget Detail

Code Compliance Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration	\$ 706,031	\$ 645,449	\$ 656,770	\$ 718,921
Code Enforcement	2,638,250	2,183,656	2,240,432	2,563,683
Animal Services	1,828,341	1,969,047	1,925,167	2,006,385
Multifamily Inspection	-	329,508	341,702	341,273
TOTAL	\$ 5,172,622	\$ 5,127,660	\$ 5,164,070	\$ 5,630,262

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Multi-family Annual Inspection	\$ 520,000
Extended Stay Annual Inspection	165,000
Weed and Grass Abatement Fees	60,000
Swimming pool permits	65,000
Animal Adoption Fees	220,000
Dog and cat licenses	50,000
Impoundment Fees	60,000
Total:	\$ 1,140,000

NEIGHBORHOOD SERVICES

Fire Department

DON CROWSON, FIRE CHIEF

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 rescues; gas well response; explosive ordnance 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 needs and expectations by providing high quality emergency response, life safety and community support services.

Goals and Objectives

- Goal 1: Utilize targeted initiatives and industry best practices and policies to foster a safe environment
 - Objective: Improve quality of life and place
- Goal 2: Plan, manage, and maintain public assets
 - Objective: Maintain city standards for all equipment
 - Objective: Perform repairs in a prompt and efficient manner

NEIGHBORHOOD SERVICES

Scorecard

Fire Department Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Police E and P1 Calls Dispatched within 2 Minutes or Less	81.56%	81.63%	82.08%	
Average Police E and P1 Dispatch Time (in Minutes)	1.94	1.93	2.59	2.00
Fire P1 and P2 Calls Dispatched within 25 Seconds or Less	85.74%	84.23%	71.53%	
Average Fire P1 and P2 Calls Dispatch Time (in Seconds)	17.26	23.75	24.66	25.00
Average Total Response Time (Dispatch to First Unit on scene in M:SS Format) (Implementation of new NFPA 1710 Requirements in FY 2013)	5:13	5:18	5:20	5:00
Fires - Response objective = 5:20 ⁽¹⁾	5:19	5:22	5:22	5:20
Emergency Medical Service - Response objective = 5:00	5:03	5:06	5:10	5:00
Other Emergency Incidents - Response objective = 5:20 ⁽¹⁾	5:28	5:34	5:37	5:20
Outdoor Warning Siren Tests Conducted	11	6	11	12
Fire Prevention Business Inspections	23,175	14,955	15,199	13,000
Fire Prevention Business Violations Addressed	5,314	7,353	6,375	
Workload Measures				
9-1-1 Dispatch Center (Calls For Service from the 9-1-1 Switch)	436,314	432,806	419,463	
Dispatcher processed requests for service from PD (Dispatcher Workload Measure)	370,795	373,890	350,127	
Ambulance Dispatched Calls for Service	39,253	41,923	47,186	
Fire Dispatched Calls for Service	32,287	35,702	37,043	
Fires	2,504	2,382	3,291	
Emergency Medical Service	26,857	28,315	29,661	
Other	5,926	5,005	4,091	
Animal Services After-Hours Dispatched Calls for Service	758	756	757	
Fire Department Incidents (un-audited)	34,445	34,594	35,572	
Fires ⁽¹⁾	1,222	1,046	976	
Emergency Medical Service	16,135	16,434	17,928	
Other Emergency Incidents ⁽¹⁾	17,088	17,114	16,668	
Fire Department Unit Responses (un-audited) ⁽⁷⁾	46,602	47,431	48,787	

NEIGHBORHOOD SERVICES

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	329	335	335	335
Personnel Services	\$ 33,861,834	\$ 34,846,035	\$ 34,808,729	\$ 36,046,022
Operating Expenses	6,230,464	6,411,554	6,497,650	6,092,662
Capital Outlay	1,410,446	1,451,441	1,375,000	1,100,000
TOTAL	\$ 41,502,744	\$ 42,709,030	\$ 42,681,379	\$ 43,238,684

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Heavy Fleet Replacement	1,100,000	
Totals:	\$ 1,100,000	\$ -

The following resources were eliminated from the FY 2014 budget:

Description	
Transfer EMT contracted training to Liquidated Damages Fund	\$ 12,000
Transfer contract labor (academy trainees) to Liquidated Damages Fund	99,747
Overtime	25,000
Equipment, Clothing, Tools, and Supplies	110,700
Building Maintenance	30,000
Equipment Maintenance	20,000
Non-Metroplex Training/Travel	55,000
Totals:	\$ 352,447

NEIGHBORHOOD SERVICES

Department Budget Detail

Fire Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration	\$ 3,533,567	\$ 3,641,965	\$ 3,696,958	\$ 3,833,437
Business Services	660,680	684,557	715,867	678,693
Operations	32,903,659	33,288,202	33,296,761	34,239,203
Prevention	1,339,363	1,336,954	1,371,430	1,406,480
Medical Services	406,166	386,712	437,685	383,935
Training	621,535	562,616	626,241	575,355
Resource Management	1,190,434	1,478,825	1,539,919	1,093,251
Emergency Management	200,668	270,333	251,826	284,838
Special Events	293,531	277,866	303,168	290,762
Gas Well Response	353,141	781,000	441,524	452,730
TOTAL	\$ 41,502,744	\$ 42,709,030	\$ 42,681,379	\$ 43,238,684

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Fire permits	\$ 150,000
Gas Well Operational Permit Fee	449,750
Inspection and re-inspection fees	250,000
Operational permits	175,000
Applicant fees	60,000
Total:	\$ 1,084,750

NEIGHBORHOOD SERVICES

Library Services

CARY SIEGFRIED, DIRECTOR

The Library Services Department is responsible for providing library services, technology and collections for the citizens of Arlington, including materials for all ages, in a variety of languages and formats.

The following four strategic directions guide services and collections offered:

- LIVE: support a better quality of life for our citizens
- LEARN: build and nurture literacy and a lifelong love of learning
- CONNECT: to one another, to our neighborhoods, to the online world
- GROW: guide and encourage our children as they develop into successful adults

Principal library services include delivery/check-out of materials, access to digital materials, early literacy programming for infants through preschoolers, educational enrichment classes for K-12 students and public computing in all library facilities, as well as through the TechLiNK, a mobile computer lab. In addition, the Library offers reference and research expertise, digital services such as information databases, language learning and test preparation, information literacy classes for adults and children, multicultural activities and festivals and special interest seminars for adults. The Library's award-winning Arlington Reads literacy program offers educational resources for adults and families including ESL, Adult Basic Education, GED, Conversation Circles, literacy programming for expectant and new parents, as well as Reading Corps for children from pre-kindergarten through third grade.

Goals and Objectives

- Goal 1: Partner with local organizations to educate and mentor
Objective: Mentor youth through partnerships
Objective: Strengthen education and enrichment programs
- Goal 2: 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
Objective: Increase availability of resources by bringing services to residents with limited access
- Goal 3: Partner with local organizations to educate and mentor
Objective: Mentor youth through partnerships
Objective: Strengthen education and enrichment programs

NEIGHBORHOOD SERVICES

Scorecard

Library Services Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Volunteer service hours	13,504	28,992	16,880	18,568
Library self-serve transactions	2,529,082	2,765,073	2,781,990	2,800,000
Citizen satisfaction with overall library services	94%	95%	95%	95%
Library program participation increases	75,965	98,524	87,453	78,750
% of Arlington youth (children and teens) with library card	52.96%	89.00%	95%	95%
% of Arlington students participating in Summer Reading Club (SRC reported in the 4th Qtr)	6%	6%	25%	25%
Public computing sessions in libraries	333,813	314,451	252,954	350,000
Wi-Fi sessions utilized in libraries (new item, prior numbers not available)		642,857	664,254	685,000
Public computers per capita	75%	100%	100%	100%
LibraryLiNK circulation	1,552	3,847	5,358	10,000
Visits per capita	4	4	5	5
Circulation of digital materials as a percentage of total circulation	3%	6%	10%	10%
Library web site visits	1,541,549	1,340,282	1,118,507	1,500,000
Library materials per capita	1.64	1.68	2.00	2.00
Circulation per capita	6.50	3.86	7.50	7.50
Registered borrowers as a % of service area population	44%	54%	50%	50%
Number of business owners and nonprofit organizations served (program attendance)	24	310	241	350
Increase Literacy contact hours		9.0%	10%	12%
Grant and gift funds as a percentage of total general fund allocation	5.0%	2.8%	5%	5%

NEIGHBORHOOD SERVICES

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	68	68	68	68
Personnel Services	\$ 5,610,627	\$ 4,932,154	\$ 4,853,508	\$ 4,969,133
Operating Expenses	2,451,027	2,154,632	2,174,953	2,277,718
Capital Outlay	45,502	40,000	39,342	-
TOTAL	\$ 8,107,155	\$ 7,126,786	\$ 7,067,803	\$ 7,246,851

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Library RFID & E-commerce Project Year 2	\$ 113,007	\$ -
Support K-12	120,000	-
Totals:	\$ 233,007	\$ -

The following resources were eliminated from the FY 2014 budget:

Description	
Additional Salary Savings	\$ 72,797
Totals:	\$ 72,797

NEIGHBORHOOD SERVICES

Department Budget Detail

Library Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2012	FY 2013	FY 2013	FY 2014
Administration	\$ 990,442	\$ 991,124	\$ 1,008,538	\$ 1,076,478
Operations & Facility Mgmt.	3,158,229	2,352,564	2,379,958	2,264,328
Content Mgmt. & Virtual Experience	1,825,366	1,693,700	1,700,249	2,312,420
Info. Svcs. & Public Computing	516,718	566,100	496,639	-
Program Mgmt. & Community Engage	1,471,347	1,523,298	1,482,420	1,593,625
Authorized Challenge Grant in FY 2	<u>145,053</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 8,107,155	\$ 7,126,786	\$ 7,067,803	\$ 7,246,851

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Overdue material fines	\$ 290,000
Total:	\$ 290,000

NEIGHBORHOOD SERVICES

Parks and Recreation

PETE JAMIESON, DIRECTOR

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. General Fund resources are managed and deployed in accordance with the following strategic focus areas:

- Building a Thriving Community
- Enhance and Preserve Neighborhoods
- Maintenance of Infrastructure

Goals and Objectives

- Goal 1: Improve quality of life through leveraging partnerships and encouraging neighborhood and community investment
Objective: Increase advocacy for city-wide beautification
- Goal 2: Provide quality facilities and open spaces
Objective: Enhance parks and open spaces to better serve our residents
- Goal 3: Improve operational efficiency
Objective: Utilize industry best practices

Scorecard

Parks and Recreation Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Citizen satisfaction with quality of park and recreation programs and classes [annual rating]	88%	91%	89%	90%
Camp Participation	5,402	6,740	6,725	6,360
Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	6,551	7,142	8,060	7,800
Adult Facility Memberships	3,326	2,981	3,036	3,350
Youth Facility Memberships	6,206	6,483	4,985	4,170
Senior Facility Memberships	1,706	1,731	1,696	1,810
Active Fitness and Weight Room Memberships	15,784	15,017	14,568	15,250
Swim Lesson Participation	2,110	2,586	2,999	2,700
Outdoor Pool Admissions	134,057	127,519	121,952	129,000
Volunteer Hours	25,420	47,143	41,373	48,000

NEIGHBORHOOD SERVICES

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	101	101	101	102
Personnel Services	\$ 6,777,104	\$ 6,650,097	\$ 6,522,446	\$ 6,920,535
Operating Expenses	7,275,062	7,138,723	7,265,793	7,214,657
Capital Outlay	254,775	250,000	250,000	50,000
TOTAL	\$ 14,306,941	\$ 14,038,821	\$ 14,038,239	\$ 14,185,192

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
River Legacy Foundation Support	\$ 50,000	\$ -
Increase Cell Tower Revenue	\$ 8,500	-
City-Owned Property Maintenance	16,706	-
Park Development Package (1 Landscape Technician)	40,907	-
Totals:	\$ 116,113	\$ -

The following resources were eliminated from the FY 2014 budget:

Description	
Park security and custodial contract reductions	\$ 55,000
Business Services Unit reduction (overtime and equipment)	9,083
Marketing Unit reduction (memberships and advertising)	10,000
Performance Fund Subsidy	269,470
Totals:	\$ 343,553

NEIGHBORHOOD SERVICES

Department Budget Detail

Parks and Recreation Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration	\$ 1,309,020	\$ 1,289,853	\$ 1,327,009	\$ 1,410,620
Marketing	234,495	395,049	396,671	372,969
Planning	1,370,156	1,065,568	1,081,286	886,420
Business Services	746,766	780,137	683,155	739,707
Recreation Program Administration	111,025	103,989	104,858	107,408
Field Maintenance	4,139,425	4,135,243	4,227,382	4,168,188
Asset Management	1,845,002	1,786,722	1,733,170	1,848,266
Forestry	1,325,604	1,210,575	1,191,105	1,221,244
North District	1,642,402	1,661,474	1,725,834	1,801,023
South District	1,583,046	1,610,211	1,567,769	1,629,347
TOTAL	\$ 14,306,941	\$ 14,038,821	\$ 14,038,239	\$ 14,185,192

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Park bond fund reimbursements	\$ 70,000
Total:	\$ 70,000

NEIGHBORHOOD SERVICES

Police Department

WILL JOHNSON, POLICE CHIEF

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.

Goals and Objectives

- Goal 1: Utilize targeted initiatives and industry best practices and policies to foster a safe environment
Objective: Improve quality of life and place
- Goal 2: Expand and enhance the city's image
Objective: Promote community engagement
- Goal 3: Partner with local organizations to educate and mentor
Objective: Retain Arlington graduates and improve department recruitment pools

Scorecard

Police Department Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Response time to priority 1 calls (minutes)	10.37	10.21	10	10
Total police responses	202,881	202,694	203,000	
Citizen satisfaction with police services (Annual Rating)	75%		88%	88%
% of UCR Part I crimes cleared	23%	26%	20%	20%
Municipal Court Warrants Clearance Rate	73%	93%	90%	90%
DWI arrests per 1,000 population	3.6	3.9	3.8	
Violent crimes per 100,000 population (All actuals and targets based on calendar year)	513	522	522	433
Property crimes per 100,000 population (All actuals and targets based on calendar year)	4,708	4,130	4,130	3,428
Increase Public Safety Athletic League participation (summer classes)	120	102	120	120

NEIGHBORHOOD SERVICES

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	789	829	829	837
Personnel Services	\$ 69,850,494	\$ 72,327,395	\$ 71,793,784	\$ 75,615,243
Operating Expenses	13,090,713	13,554,910	14,014,251	14,054,928
Capital Outlay	-	-	-	96,555
TOTAL	\$ 82,941,207	\$ 85,882,305	\$ 85,808,035	\$ 89,766,726

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Employee Drug Testing	\$ -	\$ 59,324
Expiring grant positions (4)	-	308,632
Jail Support	-	47,931
Computer Server Replacement	33,000	-
Patrol Sergeant pilot program (4 positions)	483,996	-
Totals:	\$ 516,996	\$ 415,887

The following resources were eliminated from the FY 2014 budget:

Description	
Additional Salary Savings	\$ 748,160
Totals:	\$ 748,160

NEIGHBORHOOD SERVICES

Department Budget Detail

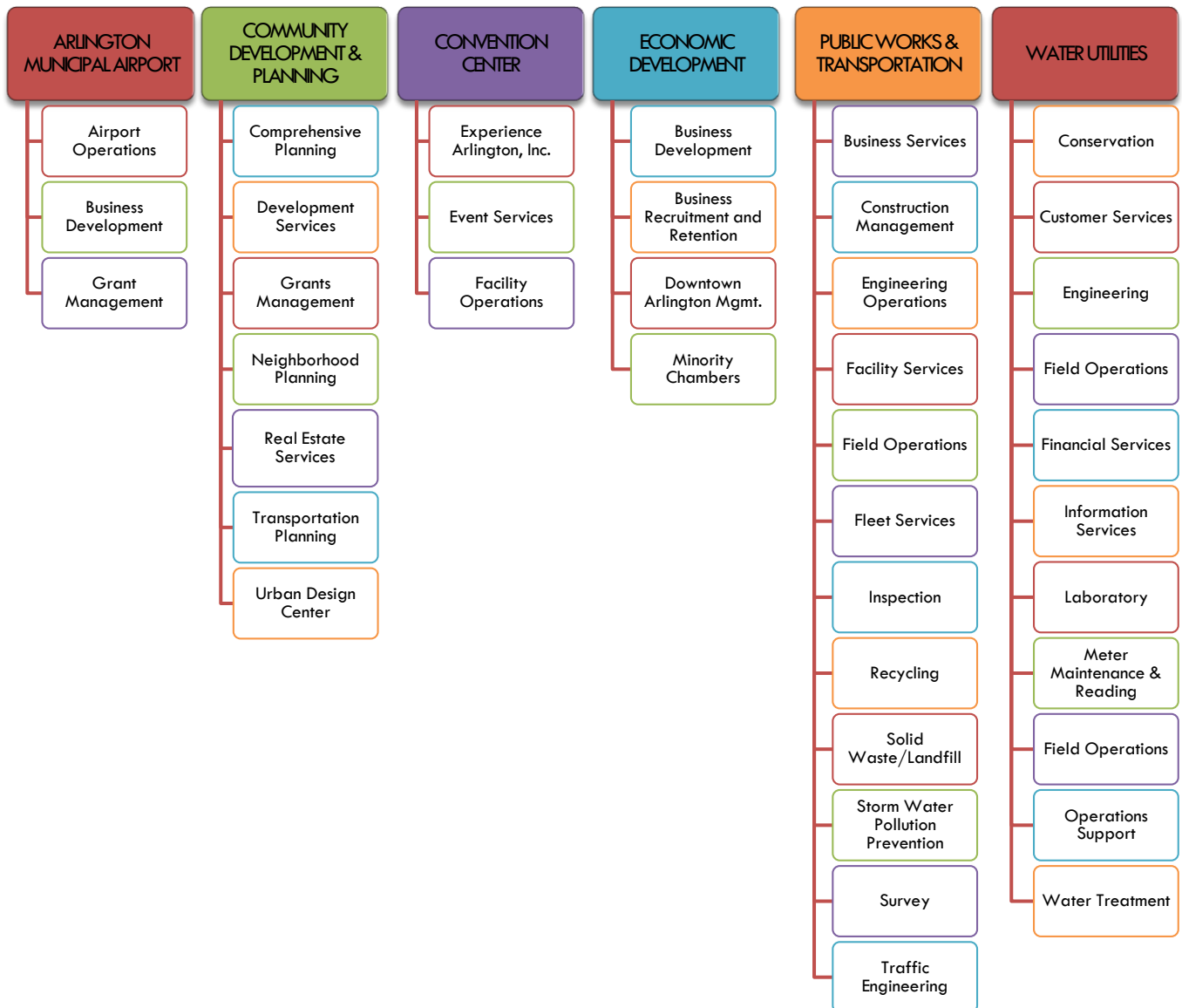
Police Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration	\$ 8,093,260	\$ 7,971,464	\$ 7,991,772	\$ 8,267,031
Jail Operations	3,570,201	3,408,036	3,539,086	3,577,867
Field Operations	763,039	894,645	912,348	911,790
Patrol Operations	39,183,266	42,204,356	42,158,768	43,641,831
Operations Support	7,407,875	7,627,775	7,830,402	8,194,609
Investigations	8,901,505	8,382,008	8,447,142	9,077,772
Business Services	5,550,050	5,767,001	5,450,137	5,668,602
Community Affairs	3,606,665	3,784,532	3,695,994	3,881,955
Personnel	2,201,695	2,222,198	2,209,028	2,236,702
Technical Services	3,663,651	3,620,290	3,573,358	4,308,567
TOTAL	\$ 82,941,207	\$ 85,882,305	\$ 85,808,035	\$ 89,766,726

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Administrative services and police towing	\$ 258,000
AISD - SRO program	1,191,190
Burglar alarm permits	1,040,000
Red light camera revenue	2,170,000
Total:	\$ 4,659,190

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

The City of Arlington’s Economic Development and Capital Investment City Service Team consists of the following departments: **Aviation, Community Development and Planning, Convention Center, Economic Development, Public Works and Transportation, and 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. In addition, the team works to ensure that all development and construction activities for capital programs in the city meet the current and future needs of the community.



ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Aviation

KAREN VANWINKLE, MANAGER

The FAA classifies Arlington Municipal Airport as a Reliever Airport, which makes the airport eligible for improvements to accommodate larger jets for business aviation and cargo. Currently, there are 20 businesses and two flight testing facilities based at the airport. Construction was recently completed on a 4,900 ft. west parallel taxiway which will enable development to occur on an additional 100 acres within the airport. Approximately 40,000 visitors arrive at the airport each year, adding vitality to the local economy. The airport generates the majority of its revenue from leasing activities, including land leases, aircraft hangars, tie-downs, and office space in the terminal. Direct airport revenues cover much of the operational costs. The Aviation 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, and airport security for the airport's 500+ acres.

Goals and Objectives

- Goal 1: Utilize targeted initiatives and industry best practices and policies to foster a safe environment
Objective: Improve quality of life and place
- Goal 2: Plan, manage, and maintain public transportation infrastructure
Objective: Optimize effectiveness and efficiency of existing transportation systems

Scorecard

Aviation Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Operating cost recovery	82%	82%	88%	82%
Total aircraft operations	77,911	70,554	71,117	75,000
Hangar occupancy rate	84%	88%	95%	90%

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	8	8	8	8
Personnel Services	\$ 543,267	\$ 602,139	\$ 590,530	\$ 613,411
Operating Expenses	198,723	220,258	229,484	227,013
Capital Outlay	-	-	-	-
TOTAL	\$ 741,990	\$ 822,397	\$ 820,015	\$ 840,424

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Control Tower Equipment Certification and Maintenance	\$ -	\$ 3,174
Aviation Supplies/Computer Hardware	-	5,250
Totals:	\$ -	\$ 8,424

Department Budget Detail

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Hangar rentals / tie-down charges	\$ 309,446
Land and ramp leases	353,296
Terminal building leases	72,105
Total:	\$ 734,847

Community Development and Planning

JIM PARAJON, DIRECTOR

The Community Development and Planning Department strives to make Arlington a premier City by engaging in visionary planning, building vibrant neighborhoods, and serving our residents, businesses, and visitors. This is accomplished by guiding the development/redevelopment activities to ensure adequacy of infrastructure, proper governance of land uses, and sound construction of buildings and structures. The department is centered on three key areas – Development Services, Strategic Planning/Grants Management, and Arlington Housing Authority. Development Services includes the One Start Development Center and Real Estate Services. The “One Start” reviews applications, issues permits, and performs inspections for the construction of infrastructure, commercial and residential buildings, platting, zoning, gas well drilling, streetscape, certificates of occupancy, food establishments, and child care centers. The Real Estate Services group is responsible for property acquisitions required for roadway and public infrastructure improvement projects and mineral leasing activities associated with City owned properties. The Strategic Planning/Grants Management Division focuses on comprehensive and special plans, transportation planning, neighborhood planning, design standards, and targeted studies to guide sustainable growth in the city as well as administering federal grants including Community Development Block Grants and Emergency Shelter Grants. These grant funds benefit low- and moderate-income citizens in Arlington, support shelter and services for homeless adults and children, and support affordable housing programs. The Arlington Housing Authority, a metropolitan public housing authority, is the recipient of federal housing grants and is responsible for the management and operation of these grants plus the administration and operation of the city’s federal and state housing grants. Housing Authority services include rental housing assistance, housing rehabilitation, weatherization assistance, homebuyer assistance and transitional housing for the homeless.

Goals and Objectives

- Goal 1: Plan, manage, and maintain public transportation infrastructure
 - Objective: Optimize effectiveness and efficiency of existing transportation system
- Goal 2: Enhance economic impact through development and redevelopment efforts, partnerships, and investment opportunities
 - Objective: Foster development and redevelopment in targeted areas
 - Objective: Strategically plan to achieve the economic development vision for the City
- Goal 3: Explore creative, alternative transportation opportunities
 - Objective: Plan for Centreport linkage
 - Objective: Promote regional connectivity

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Scorecard

Community Development and Planning Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Turnaround time for residential and commercial construction plans within 5 business days (process improvement)	New Measure for FY 2014			100%
Turnaround time for commercial construction plans within 12 business days	93%	95%	93%	100%
Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
% of initial health inspections with a Satisfactory Score	98%	98%	98%	95%
% of gas well drill sites in compliance			40%	100%
Number of neighborhood groups registered in the Neighborhood Network	128	134	146	147
Number of strategic plans/studies completed	4	0	2	2
Improve customer satisfaction by maintaining 85% or higher customer rating	90%	93%	93%	85%
First time homebuyers assisted with down payment and closing costs	50	38	34	31
Substandard owner occupied homes rehabilitated to meet local codes	78	83	86	72
Utilize available federal funding to provide safe decent housing for eligible households (AHA)	99%	100%	99%	95%
Manage sub-recipient use of awarded HOME, CDBG, and ESG funding to meet the goals identified in the 2013 Action Plan (Program year is 7/1/13-6/30/14)	97%	94%	89%	95%

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	71	71	71	71
Personnel Services	\$ 5,015,698	\$ 5,537,221	\$ 5,236,735	\$ 5,571,918
Operating Expenses	1,565,728	1,728,529	1,894,193	1,305,761
Capital Outlay	-	-	-	-
TOTAL	\$ 6,581,426	\$ 7,265,750	\$ 7,130,928	\$ 6,877,679

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Regional Connectivity Pilot Program	\$ 50,000	\$ -
Development Services Improvements	41,640	-
Totals:	\$ 91,640	\$ -

The following resources were eliminated from the FY 2014 budget:

Description		
Transfer funding for Urban Design Center to donations account	\$	23,000
Eliminate funding for traffic modeling updates	\$	24,500
Eliminate General Fund Salary Allocation		15,016
Additional Salary Savings		64,623
Totals:	\$	127,139

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Department Budget Detail

Community Development and Planning Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration	\$ 870,167	\$ 910,657	\$ 958,201	\$ 952,880
Strategic Planning	2,044,136	2,637,101	2,474,291	2,178,679
Development Services	2,760,126	2,760,509	2,658,819	2,763,436
Neighborhood Initiatives	3,658	17,304	15,607	17,304
Environmental Health	597,392	478,069	561,965	515,224
Real Estate Services	305,947	462,110	462,045	450,156
TOTAL	\$ 6,581,426	\$ 7,265,750	\$ 7,130,928	\$ 6,877,679

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Building, plumbing, mechanical, electrical inspections	\$ 2,152,346
Certificates of occupancy	133,450
Plan Review Fees	647,926
Gas well inspections and fees	748,000
Plat reviews and inspections	85,000
Business registration fees	210,940
Child care licenses and permits	58,250
Food Handlers Permits	103,120
Food establishment permits	672,390
Total:	\$ 4,811,422

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Economic Development

BRUCE PAYNE, MANAGER

The general goals of the Office of Economic Development are to grow and diversify the economy, maintain a competitive workforce, focus on redeveloping existing areas, enhance Arlington's quality of life, and promote cooperation and inclusiveness in community initiatives. The Office's primary function is to attract, facilitate, and retain businesses and new development that result in added value to the city's tax base and the creation of jobs within identified industry clusters. These industry clusters include advanced materials and manufacturing; health care and life sciences; hospitality and tourism; logistics and trade; and professional, business, and information services. The Office will also work to enhance the city's provision of services to achieve a more sustainable revenue balance, and provide resources and support for entrepreneurs and small businesses.

Goals and Objectives

Goal 1: Enhance economic impact through development and redevelopment efforts, partnerships, and investment opportunities

Objective: Strategically plan to achieve the economic development vision for the city

Objective: Foster development and redevelopment in targeted areas

Objective: Build a strong and diverse business community

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Scorecard

Economic Development Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Number of jobs created relative to incentive agreements	500	1,185	500	500
TIRZ performance	83%	70%	100% of 2012 Aggressive Forecast	85% of 2013 Aggressive Forecast
Number of new housing units proposed in Downtown	128	335	128	128
Number of Downtown business entities created/retained downtown as result of OED	6	4	3	3
Number of jobs created/retained Downtown as result of OED efforts	130	87	150	45
Retention visits	24	30	24	24
Total number of jobs created/retained as result of efforts by the OED	650	2,278	650	650
Total number of business entities created/retained as a result of efforts by the OED	10	19	10	10
% of companies retained through assistance of OED	95%	100%	100%	100%
Prospective new business leads from targeted and existing businesses	10	13	10	10

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	3	3	3	3
Personnel Services	\$ 230,119	\$ 317,336	\$ 319,781	\$ 328,073
Operating Expenses	125,629	173,244	173,243	84,164
Capital Outlay	-	-	-	-
TOTAL	\$ 355,748	\$ 490,580	\$ 493,024	\$ 412,237

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

Public Works and Transportation **KEITH MELTON, DIRECTOR**

The Department of Public Works and Transportation is responsible for the design, construction, maintenance and operation of streets, sidewalks, traffic signals, streetlights, and the storm water collection system. It is also responsible for fleet and landfill contracts, solid waste collection contract, and construction and maintenance of City buildings. The mission of the department is “To provide and maintain quality infrastructure, improve mobility and promote a sustainable environment and enhanced quality of life.” Operating units in the department include Traffic Engineering, School Safety, Field Operations, Engineering Operations, Construction Inspection, Survey, Construction Management, Facility Services, Fleet Services, Solid Waste Operations, Information Services, Storm Water Management, Warehouse, and Administrative Management. The budget for the Department includes funds from the Street Maintenance Fund, the Fleet Services Fund, the Storm Water Utility Fund, and the General Fund.

Goals and Objectives

Goal 1: Plan, manage, and maintain public transportation infrastructure

Objective: Optimize effectiveness and efficiency of existing transportation systems

Objective: Complete construction projects in a timely manner

Goal 2: Plan, Manage, and Maintain Public Assets

Objective: Perform repairs in a prompt and efficient manner

Objective: Maintain city standards for all infrastructure

Objective: Maintain city standards for all equipment

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Scorecard

Public Works and Transportation Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
General Fund				
% of customers satisfied or very satisfied with Construction Mgmt Services	100%	100%	90%	90%
% of customers satisfied or very satisfied with facility maintenance and repair	94%	94%	88%	90%
Citizen perception of excellent or good for traffic flow management in the Entertainment District (annual survey)	52.5%	53%	53%	70%
Preventive maintenance performed on all traffic signals once per year (343 signalized intersections) Note that this is not done 25% per quarter; more work will be done some quarters than others, as it is fit into other priorities	New Measure in FY 2014			100% of 343 intersections annually
Environmental				
Citizen perception of trash collection services (annual survey)	90.3%	84%	85%	90%
Citizen perception of residential recycling services (annual survey)	89%	79%	81%	90%

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	86	86	86	85
Personnel Services	\$ 5,443,998	\$ 7,420,737	\$ 7,156,905	\$ 7,398,004
Operating Expenses	5,164,364	7,039,566	7,041,774	2,338,108
Capital Outlay	-	-	-	-
TOTAL	\$ 10,608,362	\$ 14,460,303	\$ 14,198,679	\$ 9,736,112

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014. While budgeted expenditures in FY 2014 are nearly \$4.5 million less than in FY 2013, this reflects appropriation of one-time funding for departmental projects in 2013.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Infrastructure Maintenance (Boilers, HVAC, Roofs, etc.)	\$ 1,284,752	-
Totals:	\$ 1,284,752	\$ -

The following resources were eliminated from the FY 2014 budget:

Description		
Additional Salary Savings	\$	46,600
Eliminate Inspection Supervisor position		78,593
Transfer Crud Cruiser expenses to Stormwater Utility Fund		18,835
Longevity Pay (resulting from attrition)		20,883
Non-target Vehicle Maintenance		15,000
Office Supplies		4,600
Totals:	\$	184,511

ECONOMIC DEVELOPMENT & CAPITAL INVESTMENT

Department Budget Detail

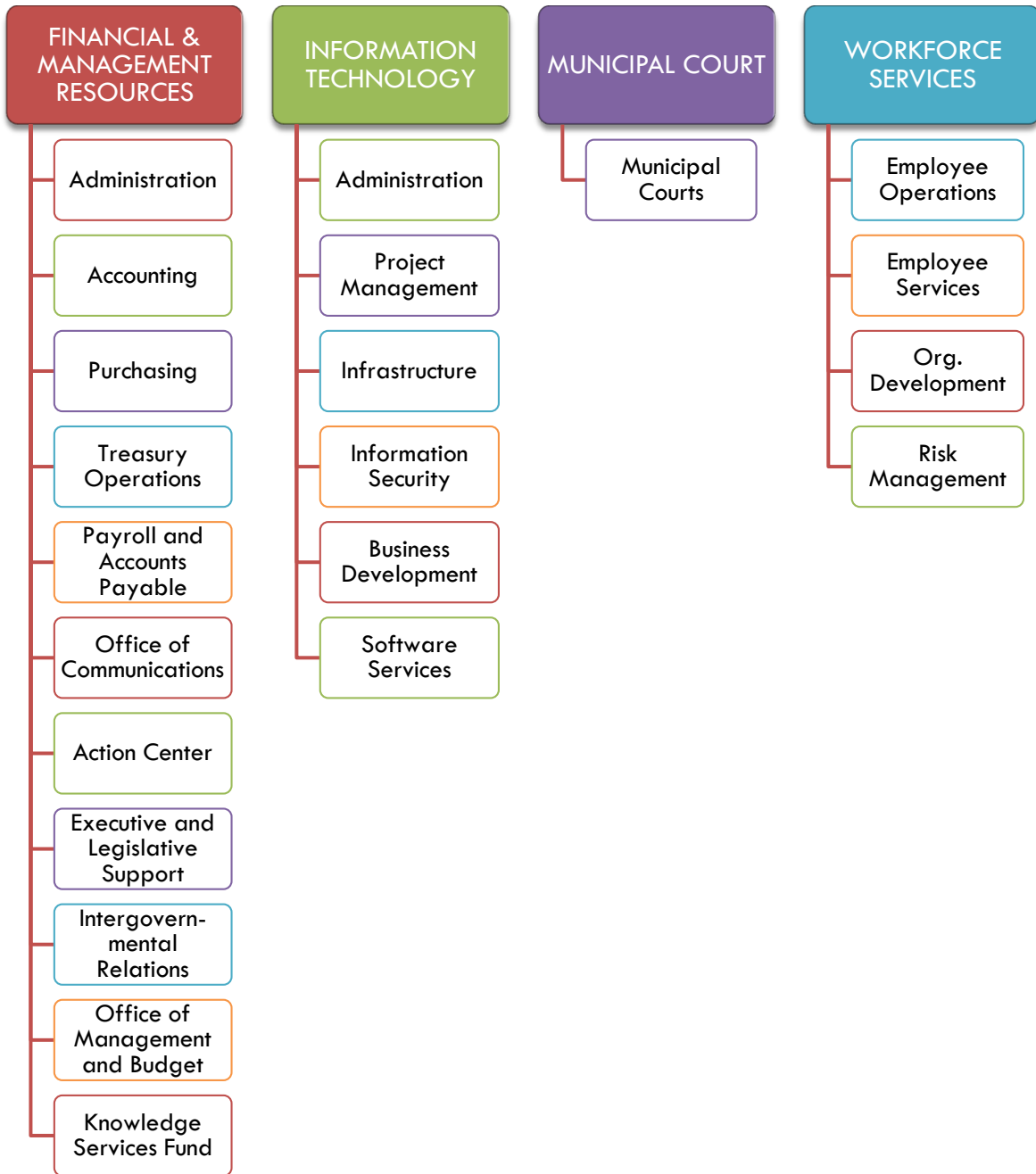
Public Works and Transportation Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2012	FY 2013	FY 2013	FY 2014
Administration	\$ 1,999,258	\$ 1,042,005	\$ 1,080,842	\$ 1,053,954
Construction Management	485,486	497,514	500,273	497,140
Traffic Engineering	910,677	972,339	830,406	974,242
School Safety	470,139	517,201	475,907	471,918
Engineering CIP	696,383	753,886	685,645	774,026
Inspections	1,394,634	1,509,378	1,437,935	1,454,607
Survey	235,111	232,538	233,265	243,817
Business Services	465,031	486,667	497,471	479,525
Custodial	605,677	593,893	614,808	597,052
Facility Repair	2,305,192	2,591,278	2,601,561	2,260,738
Information Services	277,377	367,201	346,370	374,192
Operations Support	229,993	238,967	223,953	244,881
Solid Waste Operations	533,404	4,657,436	4,670,243	310,020
TOTAL	\$ 10,608,362	\$ 14,460,303	\$ 14,198,679	\$ 9,736,112

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Landfill royalties	\$ 3,000,000
Sanitation franchise fees, storm clean-up fees	1,535,000
Bond fund reimbursements	1,836,668
Construction management fees	25,000
Street cuts	115,000
Total:	\$ 6,511,668

STRATEGIC SUPPORT

The City of Arlington's Strategic Support City Service Team consists of the following departments: **Financial and Management Resources, Information Technology, Municipal Court, and Workforce Services**. 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.



STRATEGIC SUPPORT

Financial and Management Resources **APRIL NIXON, DIRECTOR**

The Financial and Management Resources 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, focuses on information content development and distribution, knowledge management, and acts as a strategic partner with departments to implement special initiatives 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, the Office of Communication, which conveys the City's position on issues and works with the media, the Action Center, which provides first-call resolution on non-emergency related concerns, Executive and Legislative Support, which includes the City Secretary's Office, Intergovernmental Relations, and the Office of Management and Budget, which is responsible for developing and monitoring the annual budget and reporting on the City's financial activities, and administrative support for the Mayor, Council and City Manager's offices.

Goals and Objectives

- Goal 1: Continue responsible fiduciary emphasis for the organization and council
 - Objective: Identify, target and track vendor participation in contracting efforts
- Goal 2: Expand and enhance the city's image
 - Objective: Create and market City's brand
 - Objective: Promote Community Engagement
- Goal 3: Ensure availability of information, programs, and city services
 - Objective: Implement new technology and increase convenience for the public
 - Objective: Increase responsiveness

STRATEGIC SUPPORT

Scorecard

Financial and Management Resources Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Debt service expenditures to total expenditures of GF plus Debt Service	17.29%	16.6%	<20%	<20%
Net tax-supported debt per capita	\$887	\$849	<\$1,060	<\$1,060
Net debt to assessed valuation	1.87%	1.83%	<2%	<2%
State Comptroller's Transparency Designation	Gold Designation	Gold Designation	Gold Designation	Gold Designation
CAFR with "clean opinion", GFOA Certificate for Excellence, Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes
Rating agencies ratings on City debt	Affirm	Affirm	Affirm & Upgrade	Affirm
Compliance with financial policy benchmarks	100%	100%	100%	100%
Number of Received Protests against Total Number of Bids during the reporting period	New Measure for FY 2014			<10%
Number of Sustained Protests against Total Number of Bids during the reporting period	New Measure for FY 2014			<1%
Actual % of variance from estimates	1.62%	0.04%	1.5%	1.5%
Action Center first call resolution		90%	96%	95% resolved w/o transfer
% of Action Center calls abandoned	15%	17%	12.3%	5-8%
Action Center calls answered	198,877	190,229	203,222	205,000
% of priority bills with positive outcome for the City	75%		75%	75%
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	65%	70%	85%	85%

STRATEGIC SUPPORT

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	70	70	70	71
Personnel Services	\$ 11,269,539	\$ 10,322,819	\$ 10,596,771	\$ 10,992,292
Operating Expenses	5,231,519	4,792,035	4,268,539	6,042,872
Capital Outlay	92,893	85,089	70,654	-
TOTAL	\$ 16,593,951	\$ 15,199,943	\$ 14,935,965	\$ 17,035,164

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Tarrant County - Tax Collection	\$ -	\$ 100,960
Retiree Health Insurance	-	401,329
Branding Initiative	75,000	-
NCAA Final Four (net zero impact)	397,500	-
Add 4 PTE to Action Center Staff	59,605	-
Telephone Town Halls	10,000	-
Totals:	\$ 542,105	\$ 502,289

STRATEGIC SUPPORT

The following resources were eliminated from the FY 2014 budget:

Description	
GovMax customization	\$ 5,000
Reduced General Services expenses	45,000
Bank Fee savings	38,000
Additional Salary savings	<u>74,547</u>
Totals:	\$ 162,547

Department Budget Detail

Financial and Management Resources Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2012	FY 2013	FY 2013	FY 2014
FMR Administration	\$ 1,249,709	\$ 1,094,998	\$ 1,121,249	\$ 1,144,983
Accounting	571,273	663,175	677,355	677,227
Purchasing	353,393	462,237	409,583	440,478
Treasury	1,337,115	1,497,584	1,429,102	1,550,819
Payroll/Payables	441,924	456,565	451,136	460,593
Office of Communication	874,985	927,627	914,508	921,574
Action Center	473,253	508,918	505,963	586,438
Executive and Legislative Support	1,438,454	1,375,551	1,286,104	1,404,899
Intergovernmental Relations	280,482	181,651	170,031	181,651
Office of Management and Budget	710,783	709,755	660,211	836,934
Non-Departmental	<u>8,862,580</u>	<u>7,321,882</u>	<u>7,310,722</u>	<u>8,829,568</u>
TOTAL	\$ 16,593,951	\$ 15,199,943	\$ 14,935,965	\$ 17,035,164

STRATEGIC SUPPORT

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Alcoholic beverage licenses	\$ 80,000
Vital statistics	215,879
State liquor tax	1,135,762
Bingo tax	100,000
Interest revenue	294,660
Total:	<u>\$ 1,826,301</u>

STRATEGIC SUPPORT

Information Technology DENNIS JOHN, DIRECTOR

The Information Technology (IT) activities in the City are budgeted in two separate funds. The General Fund divisions and internal service fund divisions.

The general funded divisions are responsible for:

- Administration
- Asset Management
- Business Analysis
- Project Management
- Security
- Software Services

Goals and Objectives

Goal 1: Ensure availability of information, programs and city services

Objective: Provide for the efficient access and appropriate management of the City's data

Goal 2: Plan, manage, and maintain public assets

Objective: Maintain city standards for all equipment

Scorecard

Information Technology Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
E-mail system availability	100%	100%	99%	99%
File server availability	99.99%	99.87%	99%	99%
Website availability	99.94%	99.80%	99%	99%
GIS system availability	99.99%	99.62%	99%	99%
Court system availability	99%	99%	99%	99%
EnQuesta (Water)system availability	99%	100%	99%	99%
SQL enterprise data availability	99%	100%	99%	99%
Tiburon CAD (Public Safety) system availability	99%		99%	99%
Arlingtontx.gov and Arlingtonpd.org website availability			99%	99%
Network uptime			99%	99%
Work orders completed that meet or exceed Service Level Agreements	89.54%	88.19%	95%	95%
Overall rating for IT customer satisfaction survey	Excellent	Excellent	Good	Good

STRATEGIC SUPPORT

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	34	32	32	32
Personnel Services	\$ 3,961,918	\$ 3,250,637	\$ 3,210,363	\$ 3,306,239
Operating Expenses	1,398,798	1,147,673	1,183,388	983,102
Capital Outlay	-	-	-	-
TOTAL	\$ 5,360,716	\$ 4,398,310	\$ 4,393,752	\$ 4,289,341

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Lawson v10 upgrade consulting services	\$ 250,000	\$ -
Totals:	\$ 250,000	\$ -

The following resources were eliminated from the FY 2014 budget:

Description	
Additional Salary Savings	\$ 36,655
Totals:	\$ 36,655

STRATEGIC SUPPORT

Department Budget Detail

Information Technology Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2012	FY 2013	FY 2013	FY 2014
Administration	\$ 943,074	\$ 587,405	\$ 598,689	\$ 607,884
Project Management	69,912	1,058,151	1,053,396	751,412
Infrastructure	1,139,232	265,816	271,830	171,217
Geographical Information Services	227,136	-	-	-
Information Security	472,128	57,968	71,675	57,968
Business Development	758,950	320,017	270,897	388,450
Software Services	<u>1,750,284</u>	<u>2,108,953</u>	<u>2,127,265</u>	<u>2,312,410</u>
TOTAL	\$ 5,360,716	\$ 4,398,310	\$ 4,393,752	\$ 4,289,341

STRATEGIC SUPPORT

Municipal Court

DAVID PRECIADO, DIRECTOR

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

Goals and Objectives

Goal 1: Ensure availability of information, programs, and city services

Objective: Implement new technology and increase convenience for the public

Objective: Provide for the efficient access and appropriate management of the city’s data

Goal 2: Expand and enhance the City’s image

Objective: Promote community engagement

Scorecard

Municipal Court Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Revenue collected	\$14,039,193	\$13,712,475	\$13,993,297	\$14,211,409
% of Gross revenue retained (less state costs)	67%	66%	67%	66%
Cases filed	141,079	140,832	125,322	125,000
% of cases completed	102%	93%	106%	96%
Warrants issued	120,000	85,011	77,405	80,000
Warrants Cleared	106,570	79,447	76,229	76,000

STRATEGIC SUPPORT

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	41	42	42	41
Personnel Services	\$ 2,161,138	\$ 2,370,316	\$ 2,270,923	\$ 2,412,630
Operating Expenses	522,258	572,808	580,760	609,408
Capital Outlay	-	-	-	-
TOTAL	\$ 2,683,396	\$ 2,943,124	\$ 2,851,683	\$ 3,022,038

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Incode Hardware Replacement (Funded from Court Tech Fund)	\$ 106,315	\$ -
Deputy Court Clerk II reclass to Court Administrative Aide (Funded from Court Tech Fund)	-	13,378
Increase Court Notify Funding (Funded from Court Tech Fund)	-	31,000
Totals:	\$ 106,315	\$ 44,378

The following resources were eliminated from the FY 2014 budget:

Description	
Eliminate Deputy Court Clerk II	\$ 37,823
Additional Salary Savings	27,096
Totals:	\$ 64,919

STRATEGIC SUPPORT

Department Budget Detail

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Criminal justice tax	\$ 454,765
Court fines	4,146,889
Child safety fines	46,898
Uniform traffic fines	9,056,930
Time payment fees	92,374
Issue / arrest fees	413,553
Total:	\$ 14,211,409

STRATEGIC SUPPORT

Workforce Services

CINDY BEZAURY, DIRECTOR

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

Goals and Objectives

- Goal 1: Develop leading practices in the recruitment, retention, and development of 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
- Goal 2: Expand and enhance the City's image
Objective: Promote community engagement

Scorecard

Workforce Services Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Workers' Compensation - Frequency (# claims)	494	344	371	387
Workers' Compensation - Severity (\$/claims)	\$4,120	\$4,118	\$10,473	\$3,690
Number of new full time employees who enroll in 401K	New Measure for FY 2014			50%

STRATEGIC SUPPORT

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	19	19	19	19
Personnel Services	\$ 1,623,487	\$ 1,717,458	\$ 1,667,513	\$ 1,766,263
Operating Expenses	946,121	1,000,884	1,002,820	1,100,222
Capital Outlay	-	-	-	-
TOTAL	\$ 2,569,608	\$ 2,718,342	\$ 2,670,333	\$ 2,866,485

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
E-Recruiting system	\$ 109,000	\$ -
Totals:	\$ 109,000	\$ -

The following resources were eliminated from the FY 2014 budget:

Description	
Additional salary savings	\$ 14,138
Employee gift cards	43,695
Reduce General Services expenses	1,826
Reduce attendance at job fairs; marketing	2,108
Consulting and legal fees	10,000
Pre-employment processes	11,000
Totals:	\$ 82,767

STRATEGIC SUPPORT

Department Budget Detail

Workforce Services Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2012	FY 2013	FY 2013	FY 2014
Administration	\$ 430,123	\$ 383,891	\$ 383,176	\$ 416,912
Employee Operations	611,059	623,598	623,685	775,381
Employee Services	509,800	555,896	505,851	471,278
Organizational Development	657,535	658,034	628,973	649,615
Risk Management	361,091	496,923	528,648	553,299
TOTAL	\$ 2,569,608	\$ 2,718,342	\$ 2,670,333	\$ 2,866,485

The table below shows major revenues collected as a result of department activities. This is not a complete list of revenues.

Department Revenue Highlights	
Risk management subrogation	\$ 125,000
Total:	\$ 125,000

STRATEGIC SUPPORT

ENTERPRISE FUNDS

Water and Sewer Fund

WALTER “BUZZ” PISHKUR, DIRECTOR

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 Business Services (Financial Services, Water Resource Services, Customer Services, Meter Maintenance, and Meter Reading), Operations (Field Operations and Operations Support), and Treatment (Water Treatment and Laboratory). The three divisions are supported by in-house Administration, Engineering, and Information Services staff.

Goals and Objectives

Goal 1: Plan, manage, and maintain public assets

Objective: Maintain city standards for all infrastructure

Goal 2: Support and expand programs to reduce environmental impacts

Objective: Mitigate operating costs and impact on environment through conservation and recycling efforts

ENTERPRISE FUNDS

Scorecard

Water and Sewer Fund Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Clean a minimum of 35% of sewer lines size 6" - 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	11.73%	10.39%	10.25%	35%
Linear footage of water and sewer lines designed by the City Engineering staff	24,835	10,725	30,993	27,000 LF
Water line breaks per 100 miles of pipe	6	7.8	4.49	≤ 5 per 100 miles
Average filter runs will be at a minimum of 36 hours for the 2014 budget year	New Measures in FY 2014			Water Conservation
Radio Transmitter installations				9,000
Employee training hours				10 hours per employee
Institute process adjustments which will reduce chemical dosages and create \$30K of savings without adversely impacting water quality				Cost Savings
Maintain annual unaccounted for water percent below 12%				<12%
Develop and implement a plan to optimize the operation of the water treatment plant facilities by 11/1/13				Cost Reduction
Develop and implement a maintenance program which will assure all equipment works efficiently				Zero failures
Permitted Industrial Pretreatment Inspection completed as a check of ongoing compliance with Industrial Pretreatment Discharge Permits				43 Surveys
Customer Service surveys completed as a check of ongoing compliance with backflow ordinances				500 surveys
High hazard backflow assemblies with certified testing completed				100%
Avoid any TCEQ, OSHA, SDWA and NPDES violations				100%
Reduce employee injuries				≤ 2 injuries per 1000 hours
Bad Debt Ratio				≤0.40%

ENTERPRISE FUNDS

WATER UTILITIES FUND FY 2014 Operating Position

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
BEGINNING BALANCE	\$ 4,359,000	\$ 1,725,680	\$ 4,388,000	\$ 3,162,321
TOTAL REVENUES	\$116,602,914	\$ 117,533,501	\$ 117,353,080	\$ 121,233,783
INTERFUND TRANSFERS:				
General Fund - Indirect Cost To Health Insurance Fund	\$ (3,313,328)	\$ (3,314,163)	\$ (3,314,163)	\$ (3,387,482)
APFA Fund - Indirect Cost	(63,811)	(63,811)	(63,811)	(63,811)
Storm Water - Indirect Cost	170,122	170,122	170,122	170,122
Debt Service, Municipal Office Tower	(72,248)	(70,054)	(70,054)	(67,811)
Operating Reserve	(425,931)	-	-	(707,688)
Rate Stabilization Fund	(1,563,285)	(600,000)	(2,013,514)	1,594,203
Renewal / Rehabilitation Fund	(18,248,512)	(13,000,000)	(16,695,478)	(13,500,000)
Conservation Fund	205,283	230,106	231,919	-
Lab Equipment Reserve	126,500	126,500	126,500	-
Fleet Reserve	350,000	-	-	100,000
TOTAL INTERFUND TRANSFERS	\$ (22,835,210)	\$ (16,521,300)	\$ (21,628,479)	\$ (15,862,467)
TOTAL AVAILABLE FUNDS	\$ 98,126,704	\$ 102,737,881	\$ 100,112,601	\$ 108,533,637
TOTAL EXPENDITURES	\$ 96,578,936	\$ 101,652,817	\$ 96,950,280	\$ 105,554,742
ENDING BALANCE	\$ 1,547,768	\$ 1,085,064	\$ 3,162,321	\$ 2,978,895

The two largest revenue sources for the Water Utilities Department are the Water Sales and Sewer Charges, \$64,044,088 and \$52,920,344 respectively, comprising 95% of the total revenue generated by the department. Water Sales are revenues generated by customers of the Water Utilities Department for purchase of water and the various fees associated with the transactions. Sewer Charges are based upon the amount and strength of the wastewater a customer discharges to the sewer system. Water Utilities also generates \$2,000,000 from Special Service Charges, which are charges associated with late fees, lock off fees, and tampering fees. The largest revenue in the "Other Charges/Fees" category is the Garbage/Drainage Billing Fee for \$372,000. The Garbage/Drainage Billing Fee is the recuperation of costs connected with the billing of water and sewer fees and is paid in a customer's monthly garbage bill.

ENTERPRISE FUNDS

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	222	222	222	223
Personnel Services	\$ 13,844,202	\$ 14,571,522	\$ 14,292,277	\$ 15,096,060
Operating Expenses	81,791,149	86,088,137	81,702,978	89,758,682
Capital Outlay	943,586	993,158	955,025	700,000
TOTAL	\$ 96,578,936	\$ 101,652,817	\$ 96,950,280	\$ 105,554,742

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Tarrant Regional Water District Rate Increase	\$ -	\$ 1,544,961
Trinity River Authority Rate Increase	-	2,843,314
Vehicle Replacement - Water	-	700,000
Office Assistant (part time to full time)		3,479
AutoCad Designer	-	74,033
Department Trainer Reclassification	-	22,335
Leak Detection Specialist Reclassification		19,713
Maint. Services Manager Reclassification		23,142
Project Engineer Reclassification		19,644
Cartegraph Asset Management System	-	175,000
Totals:	\$ -	\$ 5,425,621

The following resources were eliminated from the FY 2014 budget:

Description	
Eliminate Sr. Meter Reader position	\$ 37,753
Totals:	\$ 37,753

ENTERPRISE FUNDS

Department Budget Detail

Water Utilities Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2012	FY 2013	FY 2013	FY 2014
Administration	\$ 69,017,206	\$ 73,356,414	\$ 69,462,657	\$ 77,655,679
Financial Services	211,209	217,026	227,826	225,044
Conservation Program	205,283	230,610	218,728	256,247
Engineering	918,427	963,795	917,123	984,236
Information Services	1,731,672	1,911,505	1,949,063	2,210,815
Customer Services	2,848,738	3,025,352	3,026,798	2,944,021
Meter Maintenance	2,020,255	2,095,596	1,945,034	2,178,031
Meter Reading	572,405	593,087	544,612	524,765
Water Treatment	7,208,569	7,505,485	6,768,765	7,153,907
Treatment Maintenance	1,880,274	1,987,311	2,069,345	2,205,364
Laboratory	896,927	962,508	881,482	872,792
Water Resource Services	464,246	453,310	459,284	492,387
Field Operations South	2,411,836	4,269,526	4,357,824	3,820,357
I/I Operations	2,806,445	-	591	-
Field Operations North	2,060,000	2,639,741	2,711,332	2,671,205
Operations Support Office	909,115	1,019,882	972,611	910,557
Operations Support Warehouse	416,329	421,669	437,205	449,335
TOTAL	\$ 96,578,936	\$ 101,652,817	\$ 96,950,280	\$ 105,554,742

ENTERPRISE FUNDS

Storm Water Utility Fund KEITH MELTON, DIRECTOR

The Storm Water Utility Fund is responsible for the City's storm water drainage systems and has the goal of reducing the existing potential for storm water damage to public health, safety, life, property, and the environment. This is achieved by protecting and enhancing the quality, quantity, and availability of surface and groundwater resources, preserving and enhancing existing aquatic and riparian environments and encouraging restoration of degraded areas; controlling sediment and erosion in and from drainage ways, developments, and construction sites; establishing comprehensive basin plans within each watershed that quantify, plan for, and manage storm water flows within and among the jurisdictions in those watersheds; and promoting equitable, acceptable, and legal measures for storm water management. Revenue for this fund is generated through the Storm Water Management Fee charged through the city's water utility billing and revenue bond sales.

Goals and Objectives

Goal 1: Identify and mitigate storm water induced problem areas

Objective: Assess the conditions and needs of the watershed to develop a plan for preventative and remedial projects

Objective: Mitigate known flooding risks

Scorecard

Storm Water Utility Fund Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
% of linear miles of streets that have been swept, compared to annual target	New Measure in FY 2014			100%

ENTERPRISE FUNDS

STORM WATER UTILITY FUND FY 2014 Operating Position

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
BEGINNING BALANCE	\$ 497,284	\$ 600,310	\$ 497,284	\$ 530,162
TOTAL REVENUES	\$ 10,701,285	\$ 10,350,383	\$ 10,439,124	\$ 10,442,194
INTERFUND TRANSFERS:				
To General Fund - Indirect Costs	\$ (337,557)	\$ (349,960)	\$ (349,960)	\$ (360,459)
To General Fund for capital reimbursement	-	(463,055)	(463,055)	(463,055)
Pay-Go Capital Projects	(7,209,904)	(4,035,019)	(3,285,019)	(4,000,000)
For Lamar / Collins Overlay	-	-	(750,000)	-
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)
TOTAL INTERFUND TRANSFERS	\$ (7,717,583)	\$ (5,018,156)	\$ (5,018,156)	\$ (4,993,636)
TOTAL AVAILABLE FUNDS	\$ 3,480,986	\$ 5,932,537	\$ 5,918,252	\$ 5,978,720
TOTAL EXPENDITURES	\$ 2,983,702	\$ 5,559,457	\$ 5,388,090	\$ 5,597,198
ENDING BALANCE	\$ 497,284	\$ 373,080	\$ 530,162	\$ 381,522

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 Utilities 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 these types of surface areas include asphalt or concrete pavement, parking lots, driveways, sidewalks and buildings.

ENTERPRISE FUNDS

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	27	27	27	27
Personnel Services	\$ 1,037,845	\$ 1,933,790	\$ 1,682,191	\$ 2,000,036
Operating Expenses	1,945,857	3,625,667	3,705,899	3,597,162
Capital Outlay	-	-	-	-
TOTAL	\$ 2,983,702	\$ 5,559,457	\$ 5,388,090	\$ 5,597,198

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Environmental Engineer Reclass to Stormwater Permit Coordinator (net zero impact)	\$ -	\$ -
Totals:	\$ -	\$ -

Department Budget Detail

Storm Water Utility Fund Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration	\$ 1,012,090	\$ 3,513,132	\$ 3,435,263	\$ 3,501,830
Storm Water Management	1,529,025	1,449,425	1,514,859	1,494,184
Environmental Management	332,621	474,794	318,677	475,427
Environmental Education	109,966	122,106	119,291	125,757
TOTAL	\$ 2,983,702	\$ 5,559,457	\$ 5,388,090	\$ 5,597,198

SPECIAL REVENUE FUNDS

Convention and Event Services Fund

MARK WISNESS, DIRECTOR

The Arlington Convention Center drives economic development and enhances the quality of life in the community by providing excellent facilities, equipment, and support services to conventions, trade shows, consumer shows, events, and local celebrations. By hosting these events, the Center generates millions of dollars in fiscal return 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 provide outstanding service to the clients and users of the Center, to stimulate their desire to return, and to enhance the City's reputation for excellence.

Goals and Objectives

Goal 1: Enhance economic impact through development and redevelopment efforts, partnerships and investment opportunities

Objective: Foster development and redevelopment in targeted areas

Scorecard

Convention and Event Services Fund Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Event (Client) Satisfaction Rating (Overall)	4.66	4.62	4.8	4.8
Square Foot Occupancy Percentage	65%	61%	65%	65%
New Events Held during year (booked by Center)	38	17	36	35
Return Events Held during year (booked by Center)	94	106	104	100
Cost Recovery	95%	83%	90%	90%

SPECIAL REVENUE FUNDS

CONVENTION AND EVENT SERVICES FUND FY 2014 Operating Position

	Actual FY 2012	Adopted FY 2013	3rd Quarter Estimate	Adopted FY 2014
BEGINNING BALANCE	\$ 2,034,514	\$ 1,430,629	\$ 1,957,146	\$ 678,465
TOTAL REVENUES	\$ 9,470,903	\$ 8,515,266	\$ 9,128,912	\$ 9,309,981
INTERFUND TRANSFERS:				
Debt Service - Grand Hall	\$ (1,267,353)	\$ (1,274,301)	\$ (1,274,301)	\$ (1,281,187)
Conv & Visitors Bureau Debt Service	(92,250)	(87,937)	(87,937)	(83,625)
(To) From Capital Maintenance Reserve	(630,050)	(150,000)	-	129,000
FY 2008 Debt Repayment Reserve	-	-	(1,730,000)	-
(To) From Hotel Feasibility Fund	-	150,000	-	150,000
To General Fund - Indirect Costs	(494,748)	(581,604)	(581,604)	(594,852)
TOTAL INTERFUND TRANSFERS	\$ (2,484,401)	\$ (1,943,842)	\$ (3,673,842)	\$ (1,680,664)
TOTAL AVAILABLE FUNDS	\$ 9,021,016	\$ 8,002,053	\$ 7,412,216	\$ 8,307,782
TOTAL EXPENDITURES	\$ 6,588,428	\$ 6,753,709	\$ 6,733,751	\$ 8,221,367
ENDING BALANCE	\$ 2,432,588	\$ 1,248,344	\$ 678,465	\$ 86,415

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	31	31	31	31
Personnel Services	\$ 2,029,008	\$ 2,079,909	\$ 2,039,112	\$ 2,166,969
Operating Expenses	4,559,420	4,673,799	4,694,639	5,404,398
Capital Outlay	-	-	-	650,000
TOTAL	\$ 6,588,428	\$ 6,753,708	\$ 6,733,751	\$ 8,221,367

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

SPECIAL REVENUE FUNDS

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Arts Funding - Johnson Creek Linear Sculpture Trail	\$ -	\$ 150,000
Air Wall Maintenance Service Agreement	-	14,000
Special Events-Related Costs	-	20,000
Credit Card Fee Adjustment to Base Increase	-	6,000
Arlington Cultural Tourism Council	-	25,000
Travel/Training - Non Metroplex / Metroplex / Membership	-	7,010
Managed Wireless Internet	75,000	10,000
Reservation System Delphi Software Upgrade	47,500	2,500
Experience Arlington (CVB)	246,000	600,000
Entertainment District Gateway Signage	500,000	-
Sound System Upgrade Grand Hall	30,000	-
Security System Upgrade	24,000	-
Roof Repair - Grand Hall (roof fund balance)	150,000	-
Fire Alarm System Upgrade (roof fund balance)	175,000	-
Hotel Feasibility Study (hotel feasibility funds)	150,000	-
Totals:	\$ 1,397,500	\$ 834,510

Department Budget Detail

Convention and Event Services Fund Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Convention Center	\$ 3,018,356	\$ 3,248,709	\$ 3,228,751	\$ 3,395,078
Convention & Visitors Bureau	3,393,600	3,325,000	3,325,000	3,871,000
Arts Funding	96,472	100,000	100,000	875,289
Downtown Revitalization	50,000	50,000	50,000	50,000
Fielder Museum	30,000	30,000	30,000	30,000
TOTAL	\$ 6,588,428	\$ 6,753,709	\$ 6,733,751	\$ 8,221,367

SPECIAL REVENUE FUNDS

Park Performance Fund

PETE JAMIESON, DIRECTOR

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

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

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

Goals and Objectives

Goal 1: Provide quality facilities and open spaces

Objective: Enhance facilities to improve service delivery

Objective: Enhance parks and open spaces to better serve our residents

Goal 2: 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

Scorecard

Park Performance Fund Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Cost recovery of Parks Performance Fund	79%	74%	84%	76%
Cost recovery of Golf Performance Fund	99%	113%	116%	100%
Quality of programs and services	98%	97%	100%	100%
Quality of facilities	98%	96%	100%	100%
Participation in programs and classes	39,152	42,907	47,350	41,160
Rounds of golf played	138,209	142,790	51,219	140,457

SPECIAL REVENUE FUNDS

PARK PERFORMANCE FUND

FY 2014 Operating Position

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
BEGINNING BALANCE	\$ 1,481,178	\$ 1,105,775	\$ 823,302	\$ 1,317,475
TOTAL REVENUES	\$ 9,760,429	\$ 9,250,996	\$ 9,818,407	\$ 9,799,019
INTERFUND TRANSFERS				
Debt Service - Tierra Verde	\$ (522,080)	\$ (522,403)	\$ (522,403)	\$ (521,685)
Debt Service - Elzie Odom Rec	(256,070)	(256,985)	(256,985)	(257,345)
One-time funds	163,636	-	-	-
To Innov/Venture Cap, '08 Debt Repayment	(783,710)	-	-	-
FY 2013 Budget Amendment	(817,000)	817,000	817,000	-
Transfer from General Fund	2,065,685	1,848,193	1,848,193	1,539,456
From Golf Surcharge Fund	555,105	522,080	520,072	521,785
TOTAL INTERFUND TRANSFERS	\$ 405,566	\$ 2,407,885	\$ 2,405,877	\$ 1,282,211
TOTAL AVAILABLE FUNDS	\$ 11,647,173	\$ 12,764,656	\$ 13,047,586	\$ 12,398,705
TOTAL EXPENDITURES	\$ 10,723,869	\$ 11,998,275	\$ 11,730,111	\$ 11,431,711
ENDING BALANCE	\$ 923,304	\$ 766,381	\$ 1,317,475	\$ 966,994

SPECIAL REVENUE FUNDS

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	69	69	69	69
Personnel Services	\$ 6,111,803	\$ 6,740,050	\$ 6,374,828	\$ 7,004,189
Operating Expenses	4,179,024	4,301,925	4,282,000	4,288,222
Capital Outlay	433,042	956,300	1,073,282	139,300
TOTAL	\$ 10,723,869	\$ 11,998,275	\$ 11,730,111	\$ 11,431,711

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Golf Program business services enhancements	\$ -	\$ 49,775
Field Enhancement	-	55,277
Totals:	\$ -	\$ 105,052

The following resources were eliminated from the FY 2014 budget:

Description	
Performance Fund Subsidy	\$ 39,267
Totals:	\$ 39,267

SPECIAL REVENUE FUNDS

Department Budget Detail

Park Performance Fund Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2012	FY 2013	FY 2013	FY 2014
Golf	\$ 4,916,059	\$ 4,841,450	\$ 4,680,031	\$ 4,924,239
Recreation	5,414,023	6,671,971	6,460,915	6,051,355
Field Maintenance	<u>393,787</u>	<u>484,854</u>	<u>589,165</u>	<u>456,117</u>
TOTAL	\$ 10,723,869	\$ 11,998,275	\$ 11,730,111	\$ 11,431,711

SPECIAL REVENUE FUNDS

Street Maintenance Fund

KEITH MELTON, DIRECTOR

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

Goals and Objectives

Goal 1: Plan, manage, and maintain public transportation infrastructure

Objective: Optimize effectiveness and efficiency of existing transportation systems

Objective: Complete construction projects in a timely manner

SPECIAL REVENUE FUNDS

Scorecard

Street Maintenance Fund Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Citizen perceptions of road condition as "good" or "mostly good" [annual survey]	50.3%	50%	51%	80%
Lane Miles with Overall Condition Index (OCI) <50 (FY 2013 current: approx. 320 lane miles)	New Measure in FY 2014			Target: Steady reduction over FY2014-2022
In-House Signal Rebuilds and New Signal Construction	10 (100% of target)	12 (150% of target)	8 (114% of target)	100% of 2 new and 6 rebuilt
Sign Inspection to achieve an 11 year inspection cycle	New Measure in FY 2013		264%	100% of 4,000 signs annually
% storm drainage inlets inspected (total number of inlets = 13,098)	20%	60%	134%	100%
% concrete channels inspected (total linear feet = 174,376)	25%	87%	108%	100%

STREET MAINTENANCE FUND FY 2014 Operating Position

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
BEGINNING BALANCE	\$ 4,044,632	\$ 4,366,807	\$ 7,309,650	\$ 4,084,870
TOTAL REVENUES	\$ 12,866,330	\$ 13,155,531	\$ 13,632,012	\$ 13,510,254
INTERFUND TRANSFERS:				
From General Fund	\$ 2,240,721	\$ 2,166,527	\$ 2,266,527	\$ 2,166,527
From Gas Funds	-	817,839	817,839	-
From General Fund for Traffic	<u>5,021,400</u>	<u>4,908,303</u>	<u>4,993,887</u>	<u>5,028,201</u>
TOTAL INTERFUND TRANSFERS	\$ 7,262,121	\$ 7,892,669	\$ 8,078,253	\$ 7,194,728
TOTAL AVAILABLE FUNDS	\$ 24,173,083	\$ 25,415,007	\$ 29,019,915	\$ 24,789,852
TOTAL EXPENDITURES	\$ 19,066,294	\$ 24,959,491	\$ 24,935,045	\$ 24,532,289
ENDING BALANCE	\$ 5,106,789	\$ 455,516	\$ 4,084,870	\$ 257,563

SPECIAL REVENUE FUNDS

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	93	93	93	93
Personnel Services	\$ 3,897,348	\$ 5,101,979	\$ 4,946,648	\$ 5,361,907
Operating Expenses	15,168,946	19,857,512	19,988,397	19,170,382
Capital Outlay	-	-	-	-
TOTAL	\$ 19,066,294	\$ 24,959,491	\$ 24,935,045	\$ 24,532,289

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Intelligent Transportation System Software Maintenance	\$ -	\$ 10,255
Recurring Street Maintenance (Sales Tax)	-	1,000,000
One-time funds for GF supported Street Maint. Projects	100,000	-
One-time allocation of fund balance for Street Maintenance	817,839	-
One-time funds for Street Maintenance	3,000,000	-
Totals:	\$ 3,917,839	\$ 1,010,255

SPECIAL REVENUE FUNDS

Department Budget Detail

Street Maintenance Fund Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2012	FY 2013	FY 2013	FY 2014
Sales Tax supported division	\$ 11,803,419	\$ 17,899,250	\$ 17,882,225	\$ 17,220,266
General Fund supported division	2,131,881	2,151,940	2,058,932	2,283,822
Traffic Signals - GF supported	1,575,724	1,586,819	1,733,673	1,652,524
Traffic Signs & Markings	1,006,828	953,841	867,332	964,984
Street Light Maintenance	<u>2,548,442</u>	<u>2,367,641</u>	<u>2,392,882</u>	<u>2,410,693</u>
TOTAL	\$ 19,066,294	\$ 24,959,491	\$ 24,935,045	\$ 24,532,289

SPECIAL REVENUE FUNDS

INTERNAL SERVICE FUNDS

Knowledge Services Fund

APRIL NIXON, DIRECTOR

The Knowledge Services Fund, part of the Financial and Management Resources Department, provides City departments with printing services, engineering document duplication services, mail and courier services, records management and storage support, and xerographic services. A significant portion of the fund's revenues are derived from charges to departments for these services. In addition, FY 2013 marks the first full year of a consolidation of the City of Arlington's print shop with the University of Texas at Arlington. Divisions in Knowledge Services include Administration, Mail Services, the Information Resource Center, and Records Management.

Goals and Objectives

Goal 1: Ensure availability of information, programs, and city services

Objective: Implement new technology and increase convenience for the public

Objective: Provide for the efficient access and appropriate management of the City's data

INTERNAL SERVICE FUNDS

KNOWLEDGE SERVICES FUND FY 2014 Operating Position

	Adopted FY 2014
BEGINNING BALANCE	\$ 411,012
REVENUES:	
Space Rental for Print Shop	54,636
Managed Print Services - ImageNet	650,000
UTA Administrative Fee	27,120
UTA Print Shop Usage	549,943
Sales - Mail Services	1,160,173
Sales - Information Resource Center	599,943
Sales - Records Management	<u>140,000</u>
TOTAL REVENUES	\$ 3,181,815
INTERFUND TRANSFERS:	
(To) From Operating Reserve	<u>(232,500)</u>
TOTAL INTERFUND TRANSFERS	\$ (232,500)
TOTAL AVAILABLE FUNDS	\$ 3,360,327
EXPENDITURES:	
Administration	\$ 2,007,577
Mail Services	1,027,006
Records Management	<u>143,372</u>
TOTAL EXPENDITURES	\$ 3,177,955
ENDING BALANCE	\$ 182,372

INTERNAL SERVICE FUNDS

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	9	9	9	8
Personnel Services	\$ 372,275	\$ 389,136	\$ 338,403	\$ 363,588
Operating Expenses	2,738,201	2,862,222	2,790,118	2,814,367
Capital Outlay	-	-	-	-
TOTAL	\$ 3,110,476	\$ 3,251,358	\$ 3,128,521	\$ 3,177,955

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

Department Budget Detail

Knowledge Services Fund Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration	\$ 1,822,163	\$ 2,143,416	\$ 1,982,356	\$ 2,007,577
Mail Services	1,057,433	969,033	1,005,988	1,027,006
Information Resource Center	57,006	-	-	-
Records Management	173,874	138,909	140,177	143,372
TOTAL	\$ 3,110,476	\$ 3,251,358	\$ 3,128,521	\$ 3,177,955

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Postage and Paper increase	\$ -	\$ 50,000
Canon Print Center Supplies	-	50,000
Totals:	\$ -	\$ 100,000

INTERNAL SERVICE FUNDS

Fleet Services Fund

KEITH MELTON, DIRECTOR

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

Goals and Objectives

Goal 1: Plan, manage, and maintain public assets

Objective: Perform repairs in a prompt and efficient manner

Objective: Maintain city standards for all equipment

FLEET SERVICES FUND FY 2014 Operating Position

	Adopted FY 2014
BEGINNING BALANCE	1,315,839
REVENUES:	
Fuel	\$ 2,834,312
Maintenance & Operation	4,223,636
Miscellaneous (subro, auctions)	<u>100,000</u>
TOTAL REVENUES	\$ 7,157,948
TOTAL INTERFUND TRANSFERS	\$ -
TOTAL AVAILABLE FUNDS	\$ 8,473,787
TOTAL EXPENDITURES	\$ <u>8,071,042</u>
ENDING BALANCE	\$ 402,745

INTERNAL SERVICE FUNDS

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	1	1	1	1
Personnel Services	\$ 107,901	\$ 110,776	111,339	\$ 105,115
Operating Expenses	5,612,087	5,761,594	5,762,231	5,864,594
Capital Outlay	1,842,905	1,892,000	1,887,400	2,101,333
TOTAL	\$ 7,562,893	\$ 7,764,370	\$ 7,760,971	\$ 8,071,042

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
G4S Vehicle Maintenance Contract Adjustment	\$ -	\$ 85,000
Tank Level Monitoring - SSC	18,000	-
Maintain 34% Out-of-Life-Cycle Vehicles	1,019,333	-
Totals:	\$ 1,037,333	\$ 85,000

INTERNAL SERVICE FUNDS

Information Technology Support Fund

DENNIS JOHN, DIRECTOR

The Information Technology (IT) activities in the City are budgeted in two separate funds. The General Fund divisions and internal service fund divisions.

The internal service funded divisions are responsible for:

- Desktop Support
- Enterprise Software
- Help Desk
- Wireless & Internet
- Network
- Servers & Storage
- Telephony

Information Technology is dedicated to being a vital partner with City departments in providing quality services through the innovative use of technology. This will be accomplished by:

- Communicating our resource capacity to ITEC Governance board
- Working with departments to obtain realistic project expectations
- Building productive relationships within and beyond the Information Technology Department
- Developing our resources into stronger technical teams
- Providing enterprise systems and solutions to meet the City's goals
- Maintaining hardware and software standards for the City of Arlington
- Maintaining technology policies for the organization

Goals and Objectives

Goal 1: Ensure availability of information, programs and city services

Objective: Provide for the efficient access and appropriate management of the City's data

INTERNAL SERVICE FUNDS

INFORMATION TECHNOLOGY FUND FY 2014 Operating Position

	Adopted FY 2014
BEGINNING BALANCE	\$ 968,072
TOTAL REVENUES	6,511,254
INTERFUND TRANSFERS:	
One-time funding	<u>70,000</u>
TOTAL INTERFUND TRANSFERS	\$ 70,000
TOTAL AVAILABLE FUNDS	\$ 7,549,326
EXPENDITURES:	
Network Support	\$ 2,156,046
Server Support	2,881,790
Customer Support	<u>2,381,104</u>
TOTAL EXPENDITURES	\$ 7,418,940
ENDING BALANCE	\$ 130,386

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	21	23	23	23
Personnel Services	\$ 1,859,831	\$ 2,016,410	\$ 1,818,561	\$ 2,035,657
Operating Expenses	4,146,284	4,495,359	4,686,516	5,383,283
Capital Outlay	-	-	-	-
TOTAL	<u>\$ 6,006,115</u>	<u>\$ 6,511,769</u>	<u>\$ 6,505,077</u>	<u>\$ 7,418,940</u>

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

INTERNAL SERVICE FUNDS

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Hardware Licensing and Maintenance Increases	\$ -	\$ 32,147
Enterprise Software Licensing and Maintenance	-	176,629
Transfers expenses from GF to ISF (net zero cost)	-	120,959
Server, Storage and UPS Replacement	241,508	-
Windows 7 Upgrade	450,000	-
Staff Augmentation for IT Infrastructure	244,737	-
Totals:	\$ 936,245	\$ 329,735

The following resources were eliminated from the FY 2014 budget:

Description	
Special Services	\$ 12,560
Travel/Training - Metroplex	\$ 15,000
Totals:	\$ 27,560

Department Budget Detail

Information Technology Fund Expenditures				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Network Support	\$ 1,693,503	\$ 1,787,660	\$ 1,765,943	\$ 2,156,046
Server Support	2,475,844	2,779,816	2,797,405	2,881,790
Customer Support	<u>1,836,768</u>	<u>1,944,293</u>	<u>1,941,730</u>	<u>2,381,104</u>
TOTAL	\$ 6,006,115	\$ 6,511,769	\$ 6,505,077	\$ 7,418,940

INTERNAL SERVICE FUNDS

Communication Services Fund

DON CROWSON, FIRE CHIEF

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.

Goals and Objectives

Goal 1: Utilize targeted initiatives and industry best practices and policies to foster a safe environment

Objective: Improve quality of life and place

Scorecard

Communication Services Fund Key Measures	2011 YE Actual	2012 YE Actual	2013 YE Actual	2014 Target
Answer 9-1-1 calls in 6 seconds or less	91.23%	91.12%	89.83%	87%
Average dispatch time of 25 seconds or less on Fire Priority 1 and 2 calls	17.26	23.75	24.66	25.00
Average dispatch time of 2 minutes or less on Police Priority 1 and E calls	1.94	1.93	2.59	2.00

COMMUNICATION SERVICES FY 2014 Operating Position

	Adopted FY 2014
BEGINNING BALANCE	\$ 591,085
TOTAL REVENUES	\$ 7,816,473
TOTAL AVAILABLE FUNDS	\$ 8,407,558
EXPENDITURES	
Administration	\$ 1,065,745
Dispatch	6,825,726
TOTAL EXPENDITURES	\$ 7,891,471
ENDING BALANCE	\$ 516,087

INTERNAL SERVICE FUNDS

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Authorized Positions	106	106	106	106
Personnel Services	\$ 6,225,177	\$ 6,195,393	\$ 6,228,622	\$ 6,307,060
Operating Expenses	1,290,824	1,284,648	1,251,419	1,584,411
Capital Outlay	-			
TOTAL	\$ 7,516,001	\$ 7,480,041	\$ 7,480,041	\$ 7,891,471

The Summary of Resources table shows a comparison of actual, estimated and adopted expenditures and full-time positions.

Budget Highlights

FY 2014 expenditures are impacted by an increase in the City's contribution to employee health coverage, a one-time payment to employees in the amount of 2% of their annual salaries, and a compensation adjustment of 1% for civilians and 2% for sworn employees, effective in January 2014.

The following resources were eliminated from the FY 2014 budget:

Description	
Additional salary savings	\$ 62,638
Totals:	\$ 62,638

Department Budget Detail

Communication Services Fund				
	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Administration	\$ 1,038,108	\$ 1,053,876	\$ 1,052,732	\$ 1,065,745
Dispatch	6,477,893	6,426,165	6,427,310	6,825,726
TOTAL	\$ 7,516,001	\$ 7,480,041	\$ 7,480,041	\$ 7,891,471

DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of resources for the payment of principal and interest on the City's general long-term debt not being financed by proprietary funds. The fund's primary source of revenue is ad valorem taxes. The debt service tax rate is 20.57¢ per \$100 valuation. Total FY 2014 revenues are estimated at \$37,488,613.

DEBT SERVICE FUND FY 2014 Operating Position

	Actual FY 2012	Adopted FY 2013	Estimated FY 2013	Adopted FY 2014
BEGINNING BALANCE	\$ 5,825,898	\$ 4,550,108	\$ 4,868,650	\$ 4,474,935
REVENUES:				
Ad Valorem Taxes	\$ 35,968,085	\$ 36,580,091	\$ 36,670,458	\$ 37,406,150
Interest	<u>110,409</u>	<u>123,044</u>	<u>76,462</u>	<u>82,463</u>
TOTAL REVENUES	\$ 36,078,494	\$ 36,703,135	\$ 36,746,920	\$ 37,488,613
INTERFUND TRANSFERS:				
Park Performance Fund	\$ 778,158	\$ 779,388	\$ 779,388	\$ 779,030
Convention and Event Svcs. Fund	1,359,603	1,362,238	1,362,238	1,364,812
TIRZ 5	490,025	916,057	725,042	892,541
TIRZ 4	933,850	917,350	917,350	895,850
Airport	425,000	175,000	175,000	175,000
Water and Sewer Fund - MOT	<u>72,248</u>	<u>70,054</u>	<u>70,054</u>	<u>67,811</u>
TOTAL INTERFUND TRANSFERS	\$ 4,058,884	\$ 4,220,087	\$ 4,029,072	\$ 4,175,044
TOTAL AVAILABLE FUNDS	\$ 45,963,276	\$ 45,473,330	\$ 45,644,642	\$ 46,138,592
EXPENDITURES:				
Principal / Interest Payments	\$ 40,318,607	\$ 41,144,417	\$ 40,998,467	\$ 42,475,625
Principal / Interest, Commercial Paper	1,021,978	-	-	-
Issuance Fees	-	94,850	141,090	94,850
Agent Fees	<u>27,562</u>	<u>30,150</u>	<u>30,150</u>	<u>30,150</u>
TOTAL EXPENDITURES	\$ 41,368,147	\$ 41,269,417	\$ 41,169,707	\$ 42,600,625
ENDING BALANCE	\$ 4,595,129	\$ 4,203,913	\$ 4,474,935	\$ 3,537,967

DEBT SERVICE FUND

Schedule of Tax Bond Indebtedness Principal and Interest Requirements FY 2014

Title	Outstanding Balance	Principal	Interest	TOTAL
Public Improvement Bonds, Series 2004	1,210,000	1,210,000	48,400	1,258,400
Combination Tax and Revenue Certificates of Obligation, Series 2005	570,000	285,000	20,520	305,520
Permanent Improvement Refunding Bonds, Series 2005	47,770,000	8,545,000	2,361,063	10,906,063
Combination Tax and Revenue Certificates of Obligation, Series 2006	5,330,000	410,000	237,185	647,185
Combination Tax and Revenue Certificates of Obligation, Series 2007	4,060,000	505,000	169,519	674,519
Permanent Improvement Bonds, Series 2007	12,655,000	905,000	551,375	1,456,375
Combination Tax and Revenue Certificates of Obligation, Series 2008A	4,425,000	295,000	184,375	479,375
Combination Tax and Tax Increment Reinvestment Zone Certificates of Obligation, Series 2008B	33,000,000	1,045,000	1,532,431	2,577,431
Permanent Improvement Bonds, Series 2008	29,905,000	1,995,000	1,246,469	3,241,469
Combination Tax and Revenue Certificates of Obligation, Series 2009A	2,960,000	990,000	49,350	1,039,350
Permanent Improvement Bonds, Series 2009	26,890,000	630,000	954,595	1,584,595
Combination Tax and Revenue Certificates of Obligation, Series 2009B	885,000	300,000	18,290	318,290
Combination Tax and Revenue Certificates of Obligation, Series 2010	3,280,000	820,000	75,850	895,850
Permanent Improvement Bonds, Series 2010	25,375,000	2,375,000	1,139,806	3,514,806
Permanent Improvement Refunding Bonds, Series 2010A	19,640,000	1,280,000	774,850	2,054,850
Permanent Improvement and Refunding Bonds, Series 2011A	16,020,000	890,000	530,663	1,420,663
Permanent Improvement Refunding Bonds, Series 2011B	8,620,000	2,480,000	186,431	2,666,431
Combination Tax and Revenue Certificates of Obligation, Series 2011	1,600,000	85,000	53,169	138,169
Permanent Improvement and Refunding Bonds, Series 2012A	29,750,000	1,570,000	888,494	2,458,494
Permanent Improvement Refunding Bonds, Series 2012B	12,115,000	65,000	398,350	463,350
Permanent Improvement and Refunding Bonds, Series 2013A	19,635,000	985,000	732,341	1,717,341
Permanent Improvement Refunding Bonds, Series 2013B	6,345,000	2,510,000	147,100	2,657,100
TOTAL	312,040,000	30,175,000	12,300,625	42,475,625
Paying Agent Fees				30,150
				42,505,775

DEBT SERVICE FUND

Schedule of Stadium Bond Indebtedness Principal and Interest Requirements FY 2014

	Outstanding Balance 10/1/13	Principal	Interest	Total
Cowboy Stadium Bonds Series 2005A	\$ 39,740,000	\$ 5,910,000	\$ 1,934,375	\$ 7,844,375
Cowboy Stadium Bonds Series 2005C	12,195,000	1,800,000	600,743	2,400,743
Stadium Special Tax Revenue Bonds Series 2008	112,185,000	-	6,046,250	6,046,250
Stadium Special Tax Revenues Bonds Series 2009	62,820,000	-	3,019,563	3,019,563
TOTAL	\$ 226,940,000	\$ 7,710,000	\$ 11,600,931	\$ 19,310,931

DEBT SERVICE FUND

CAPITAL IMPROVEMENT PROGRAM



CAPITAL IMPROVEMENT PROGRAM

Needs Identification

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

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

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

The Citizen's Bond Committee brings Arlington residents directly into the capital improvement process by facilitating a face-to-face meeting between City staff and citizens. Citizens are selected for the committee by the City Council through an application process. Once selected, the Committee is given comprehensive information regarding City priorities on capital improvements, as well as recommendations from staff. City staff then takes input on needs identification and even offers tours to capital improvement sites. The last CBC meeting was in 2007, before the City's last bond election.

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

Citizen Bond Election

After stakeholder input is gathered, a comprehensive list of capital improvement projects is identified. As necessary, in February or November of a given year, a bond election is held to allow the general public to vote on the City's ability to sell general obligation bonds to fund this list of projects. The result of the election is a specific dollar amount in general obligation bonds and certificates of obligation that the City is authorized to sell. The City will then use this authorization to sell bonds each year, within the constraints of the City's financial policies, until the authorization has been exhausted. The City last held a bond election on November 4, 2008, which gave authorization sell \$140.825 million in general obligation bonds/certificates of obligation. The City currently has \$128 million in remaining authorization. A complete list of FY2013 bond-funded projects can be found in this document.

Capital Improvement Plan

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

CAPITAL IMPROVEMENT PROGRAM

Capital Budget

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

Arlington's Capital Budget cycle spans from October to March, when the Capital Budget is adopted. This process begins with the City's Capital Budget Executive Committee. The Committee last met on October 5, 2012 to discuss a priority project list for the use of the City's remaining 1999, 2003, 2005, and 2008 bond election authorization. In developing the capital budget, the Capital Budget Executive Committee considered a variety of factors on the decision-making process, including:

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

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

Bond Sales

A bond sale occurs annually, the amount of which dictates the appropriation approval of the Capital Budget. In this action, the City sells bonds on the open market and incurs debt to finance the cost of building the capital projects as identified on the Capital Budget. Voter-approved general obligation bonds and non-voter-approved certificates of obligation serve as the primary sources of funding for general capital projects. These include capital initiatives such as parks construction and improvements, land acquisition, public works projects, building construction for public safety, and airport improvements, among others. The City's ability to sell bonds depends on the remaining authorization from bond elections, the City's tax rate and property values that support the bonds, and the ability for the City to meet its stated debt management ratio targets, found in the financial policies section of this document. The City most recently sold bonds to fund capital projects in June of 2013 for \$20 million, utilizing authorization from bond elections held in 2003 and 2008.

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 FY13 tax rate of \$0.6480 per \$100 in assessed valuation, \$0.2057 will be used to retire general obligation bonds and certificates of obligation.

CAPITAL IMPROVEMENT PROGRAM

Debt Retired

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

Capital 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. The City's total FY13 tax rate of \$0.6480 is divided between an operating levy (\$0.4330) and a debt service levy (\$0.2057). In order for the City to increase the operating levy and keep the overall tax rate the same, the debt service levy would have to decrease. This translates to fewer dollars available for debt service, and fewer dollars available for capital improvements. In addition, both the capital and operating funds are profoundly impacted by an increase or decrease in housing values. Additionally, it is imperative to remember that most capital projects will increase the City's operating budget expenditures as well, since the short-term maintenance and operations of new capital is budgeted in the City's operating funds.

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

Conversely, capital funds will annually make payments to operating funds for service charges. These service charges occur when departments provide services that are paid for out of operating funds, such as building inspections or surveys, in conjunction with ongoing capital projects. For fiscal year 2014, the City is currently budgeting for approximately a \$1.6 million impact to the General Fund from capital funds for service charges.

CAPITAL IMPROVEMENT PROGRAM

FY13 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 FY13 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 FY14

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2012-2013 CAPITAL BUDGET						
<u>Bond Yr</u>	<u>Department</u>	<u>Project</u>	<u>Adopted 2013</u>	<u>Preliminary 2014</u>	<u>Preliminary 2015</u>	<u>O&M</u>
2008	Fire	Fire Station # 5 Rebuild	\$2,810,000	\$0	\$0	\$10,000
2008	Fire	Fire Station # 11 Remodel	\$0	\$0	\$1,155,000	\$0
2008	Fire	Fire Station # 12 Remodel	\$0	\$1,155,000	\$0	\$0
FIRE TOTAL			\$2,810,000	\$1,155,000	\$1,155,000	\$10,000
2008	Library	East Arlington Branch Library Expansion	\$0	\$0	\$500,000	\$0
LIBRARY TOTAL			\$0	\$0	\$500,000	\$0
2008	Parks & Recreation	MLK Sports Center Phase II	\$1,220,000	\$0	\$0	\$0
2008	Parks & Recreation	Julia Burgen Park	\$1,000,000	\$0	\$0	\$0
2008	Parks & Recreation	Neighborhood Park Land Acquisition	\$750,000	\$750,000	\$750,000	\$0
2005	Parks & Recreation	Rush Creek Floodplain Acquisition	\$300,000	\$0	\$0	\$0
2008	Parks & Recreation	Bob Cooke Park Improvements	\$100,000	\$400,000	\$0	\$26,700
2008	Parks & Recreation	Bob McFarland Park Playground	\$100,000	\$0	\$0	\$0
2008	Parks & Recreation	CW Ditto Golf Course Renovations	\$100,000	\$1,300,000	\$0	\$0
2008	Parks & Recreation	Hugh Smith Recreation Center Design Study	\$100,000	\$0	\$0	\$0
2008	Parks & Recreation	Dottie Lynn Recreation Center	\$50,000	\$250,000	\$0	\$0
2008	Parks & Recreation	Veterans Park Improvements	\$50,000	\$200,000	\$0	\$59,000
2008	Parks & Recreation	Linear Park Pocket Parks	\$0	\$300,000	\$0	\$0
2008	Parks & Recreation	Rush Creek Trail Development	\$0	\$0	\$700,000	\$0
2008	Parks & Recreation	Webb Community Park Phase IV	\$0	\$0	\$1,000,000	\$0
PARKS AND RECREATION TOTAL			\$3,770,000	\$3,200,000	\$2,450,000	\$85,700
2008	Public Works & Trans.	Abram (SH360 to Collins)	\$5,380,000	\$0	\$0	\$0
99 & 03	Public Works & Trans.	Tri-Schools Streets	\$2,870,000	\$4,600,000	\$0	\$0
2008	Public Works & Trans.	2012 Residential Rebuild (Construction)	\$2,500,000	\$0	\$0	\$0
2008	Public Works & Trans.	2013 Residential Rebuild (Design and Construction)	\$1,355,000	\$1,200,000	\$0	\$0
2008	Public Works & Trans.	Testing Contract	\$350,000	\$350,000	\$380,000	\$0
2008	Public Works & Trans.	Sidewalk Program	\$330,000	\$0	\$0	\$0
2008	Public Works & Trans.	Irrigation Contract	\$75,000	\$70,000	\$70,000	\$0
2008	Public Works & Trans.	2014 Residential Rebuild (Design and Construction)	\$0	\$300,000	\$3,305,000	\$0
2008	Public Works & Trans.	Abram (Collins to Cooper)	\$0	\$0	\$4,390,000	\$0
2008	Public Works & Trans.	Arterial Rebuild Design	\$0	\$0	\$650,000	\$0
2008	Public Works & Trans.	Center (Arkansas to Timberview)	\$0	\$0	\$3,465,000	\$0
2008	Public Works & Trans.	Developer Participation	\$0	\$0	\$555,000	\$0
2008	Public Works & Trans.	Great Southwest Parkway	\$0	\$0	\$8,315,000	\$0
n/a	Public Works & Trans.	Street Rehab and Renewal	\$0	\$0	\$11,190,000	\$0
2008	Public Works & Trans.	Stadium Drive	\$0	\$11,305,000	\$0	\$0
PUBLIC WORKS-STREETS TOTAL			\$12,860,000	\$17,825,000	\$32,320,000	\$0
2008	Public Works-Traffic	New Traffic Signals	\$340,000	\$0	\$0	\$0
2008	Public Works-Traffic	Traffic Signal Rebuilds	\$220,000	\$0	\$0	\$0
2008	Public Works-Traffic	CMAQ	\$0	\$0	\$250,000	\$0
2008	Public Works-Traffic	Streetlight Program (Signals)	\$0	\$700,000	\$0	\$0
PUBLIC WORKS-TRAFFIC TOTAL			\$560,000	\$700,000	\$250,000	\$0
GRAND TOTAL			\$20,000,000	\$22,880,000	\$36,675,000	\$95,700

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2012-2013 STORM WATER UTILITY CAPITAL BUDGET					
<u>Department</u>	<u>Project</u>	<u>Revenue Source</u>	<u>Adopted 2013</u>	<u>Preliminary 2014</u>	<u>Preliminary 2015</u>
	Royce Dr. - Chimney Court Drainage	Stormwater Fees	\$2,200,000	\$0	\$0
	Westview Terrace Streambank Stabilization	Stormwater Fees	\$830,000	\$0	\$0
	Southcrest, Sparkford, Litte Creek Court Drainage	Stormwater Fees	\$800,000	\$0	\$0
	Watershed Study	Stormwater Fees	\$800,000	\$0	\$0
	McKinney Street Drainage Improvements	Stormwater Fees	\$780,000	\$0	\$0
	Arbrook-Melear Drainage Improvements	Stormwater Fees	\$600,000	\$0	\$0
	Townlake, Southcrest, Autumn Glen Drainage	Stormwater Fees	\$600,000	\$0	\$0
	Rush Creek Mitigation Area Improvements	Stormwater Fees	\$363,000	\$0	\$0
	Construction)	Stormwater Fees	\$225,000	\$1,000,000	\$0
	Flood Loss Property Acquisition	Stormwater Fees	\$150,000	\$150,000	\$150,000
	Participation with Other Departments (Drainage)	Stormwater Fees	\$150,000	\$1,150,000	\$150,000
	Construction)	Stormwater Fees	\$100,000	\$0	\$550,000
	Testing Contract	Stormwater Fees	\$100,000	\$100,000	\$100,000
	Construction	Stormwater Fees	\$100,000	\$0	\$1,000,000
Storm Water	Irrigation Contract	Stormwater Fees	\$25,000	\$25,000	\$25,000
Utility	Design	Stormwater Fees	\$0	\$0	\$100,000
	Bonnieville, Greenbrook Drainage Design	Stormwater Fees	\$0	\$0	\$250,000
	Center (Arkansas to Timberview)	Stormwater Fees	\$0	\$0	\$150,000
	Construction)	Stormwater Fees	\$0	\$150,000	\$600,000
	Danbury Drainage Improvements	Stormwater Fees	\$0	\$130,000	\$250,000
	Flood Forecasting	Stormwater Fees	\$0	\$25,000	\$25,000
	Construction)	Stormwater Fees	\$0	\$300,000	\$2,300,000
	Construction)	Stormwater Fees	\$0	\$50,000	\$200,000
	Lynn Creek & Bowman Branch Watershed Study	Stormwater Fees	\$0	\$400,000	\$0
	Matthews Ct. Drainage	Stormwater Fees	\$0	\$2,000,000	\$0
	Misc Channel Improvements	Stormwater Fees	\$0	\$1,000,000	\$0
	North Fish Creek Detention Facilities (Allen-SH360)	Stormwater Fees	\$0	\$0	\$600,000
	Pleasant Forest, N. Meadow Way Circle	Stormwater Fees	\$0	\$0	\$50,000
	Upper Village Creek Watershed Study	Stormwater Fees	\$0	\$0	\$200,000
	Construction)	Stormwater Fees	\$0	\$150,000	\$300,000
		GRAND TOTAL	\$7,823,000	\$6,630,000	\$7,000,000

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2012-2013 WATER UTILITY CAPITAL BUDGET					
<u>Department</u>	<u>Project</u>	<u>Revenue Source</u>	<u>Adopted 2013</u>	<u>Preliminary 2014</u>	<u>Preliminary 2015</u>
	2012 Residential Rebuild	Water Revenue	\$1,200,000	\$0	\$0
	2013 Misc Water & Sanitary Sewer	Water Revenue	\$1,500,000	\$0	\$0
	2013 Residential Rebuild	Water Revenue	\$0	\$100,000	\$1,000,000
	2014 Residential Rebuild	Water Revenue	\$0	\$100,000	\$1,000,000
	2015 Misc. Water and Sanitary Sewer	Water Revenue	\$0	\$0	\$1,500,000
	Abram (Collins to Cooper)	Water Revenue	\$0	\$0	\$2,000,000
	Abram (SH360 to Collins)	Water Revenue	\$2,000,000	\$0	\$0
	Advanced Metering Infrastructure Phase II	Water Revenue	\$1,000,000	\$1,000,000	\$0
	Arbrook-Melear Drainage Improvements	Water Revenue	\$240,000	\$0	\$0
	Basin 15 SS Improvements	Water Revenue	\$0	\$4,000,000	\$0
	Botts, Stafford, Delia Ct., Drainage	Water Revenue	\$75,000	\$0	\$400,000
	Center (Arkansas to Timberview)	Water Revenue	\$0	\$0	\$750,000
	Charles F. Anderson Jr. Pump Station Rehab	Water Revenue	\$5,000,000	\$0	\$0
	Construction Inspection of Water and Sewer	Water Revenue	\$600,000	\$600,000	\$600,000
	Construction Printing and Advertising	Water Revenue	\$20,000	\$20,000	\$20,000
	Construction Testing Contract	Water Revenue	\$300,000	\$300,000	\$300,000
	Cottonwood Creek SS	Water Revenue	\$0	\$0	\$300,000
	Country Club, Forest Edge, Matthews Ct Drainage	Water Revenue	\$90,000	\$650,000	\$0
	Renewal	Water Revenue	\$270,000	\$2,700,000	\$0
	Design Criteria Manual-Unified Stormwater Ordinance	Water Revenue	\$200,000	\$0	\$0
	Developer Participation	Water Revenue	\$0	\$250,000	\$250,000
	EST Rehabilitation - Golden West	Water Revenue	\$120,000	\$950,000	\$0
	EST Rehabilitation - Grace Howell	Water Revenue	\$0	\$0	\$120,000
	EST Rehabilitation - Matlock	Water Revenue	\$0	\$120,000	\$950,000
	EST Rehabilitation - Southwest	Water Revenue	\$920,000	\$0	\$0
	Great Southwest Parkway	Water Revenue	\$0	\$0	\$2,000,000
	I-20 20-inch WL (Center to Sherry)	Water Revenue	\$0	\$0	\$250,000
	IRV Upgrade	Water Revenue	\$0	\$300,000	\$0
	JK WTP Basin 1 and 2 Sludge Drag Replacement	Water Revenue	\$0	\$1,700,000	\$0
	JK WTP Filter Optimization	Water Revenue	\$270,000	\$380,000	\$0
	Johnson Creek SS (Center to Collins)	Water Revenue	\$0	\$200,000	\$1,400,000
	Kee Branch Sanitary Sewer	Water Revenue	\$0	\$0	\$450,000
	Kee Branch WL Improvements	Water Revenue	\$0	\$0	\$200,000
	LAB Bacteria Sampling Stations	Water Revenue	\$25,000	\$25,000	\$0
	LAB Remodel for ICP-MS	Water Revenue	\$0	\$100,000	\$0
	Laguna Vista Drainage Improvements	Water Revenue	\$75,000	\$400,000	\$0
	Lawson Mobile Supply Chain Management System	Water Revenue	\$110,000	\$0	\$0
	Lynn Creek SS	Water Revenue	\$0	\$0	\$300,000
	McKinney Street Drainage Improvements	Water Revenue	\$1,100,000	\$0	\$0
	Meadow, Arkansas, Inwood 20-inch WL	Water Revenue	\$0	\$175,000	\$1,300,000
	Misc Channel Improvements	Water Revenue	\$80,000	\$0	\$250,000
	New York (Arkansas to Park Row) W&S Renewal	Water Revenue	\$240,000	\$2,000,000	\$0

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2012-2013 WATER UTILITY CAPITAL BUDGET					
<u>Department</u>	<u>Project</u>	<u>Revenue Source</u>	<u>Adopted</u>	<u>Preliminary</u>	<u>Preliminary</u>
	NSC Asbestos Abatement	Water Revenue	\$200,000	\$0	\$0
	NSC Backup Generator	Water Revenue	\$121,000	\$0	\$0
	NSC Carpet and Flooring	Water Revenue	\$12,200	\$0	\$0
	NSC Coverings for Raw Material	Water Revenue	\$127,000	\$0	\$0
	NSC External Fencing	Water Revenue	\$12,700	\$0	\$0
	NSC Foundation Inspection and Repair	Water Revenue	\$100,000	\$0	\$0
	NSC Internal Paint	Water Revenue	\$12,500	\$0	\$0
	Participation with Other Departments (Drainage)	Water Revenue	\$0	\$250,000	\$1,000,000
	PB WTP Admin Building Remodel	Water Revenue	\$700,000	\$0	\$0
	PB WTP Control Room Improvements and Safety	Water Revenue	\$0	\$300,000	\$0
	PB WTP Effluent Channel Valve	Water Revenue	\$0	\$50,000	\$0
	PB WTP Facility Plan	Water Revenue	\$0	\$500,000	\$0
	PB WTP North Plant Improvements	Water Revenue	\$0	\$0	\$600,000
Water Utilities	PB WTP O&M Manual	Water Revenue	\$250,000	\$0	\$0
	PB WTP Pipe Gallery Improvements	Water Revenue	\$0	\$2,320,000	\$0
	PB WTP Sedimentation Basins 1 to 6 Improvements	Water Revenue	\$0	\$330,000	\$710,000
	PB WTP South Clear Wells Improvements	Water Revenue	\$295,000	\$0	\$0
	Risk Management Plan Update	Water Revenue	\$20,000	\$20,000	\$20,000
	Royce Drive - Chimney Court Drainage	Water Revenue	\$350,000	\$0	\$0
	Rush Creek Mitigation Area Improvements	Water Revenue	\$140,000	\$0	\$0
	Rush Creek Sanitary Sewer Phase I	Water Revenue	\$600,000	\$0	\$0
	SCADA iFIX and Historian Servers	Water Revenue	\$0	\$20,000	\$0
	SH-360 16-Inch WL	Water Revenue	\$0	\$0	\$80,000
	SH-360 20-Inch WL	Water Revenue	\$0	\$180,000	\$1,500,000
	Sherry (Pioneer to Stonegate)	Water Revenue	\$0	\$0	\$180,000
	Sherry 12-inch WL (I-20 to Creek Crossing)	Water Revenue	\$0	\$0	\$90,000
	Southcrest, Sparkford, Little Creek Ct., Drainage	Water Revenue	\$375,000	\$0	\$0
	Southridge Sanitary Sewer	Water Revenue	\$150,000	\$550,000	\$0
	SSC Backup Generator	Water Revenue	\$121,000	\$0	\$0
	SSC Carpet	Water Revenue	\$14,300	\$0	\$0
	SSC Customer Service Egress	Water Revenue	\$7,500	\$0	\$0
	SSC External Fencing	Water Revenue	\$27,000	\$0	\$0
	SSC Fire Alarm System	Water Revenue	\$25,000	\$0	\$0
	SSC Flooring	Water Revenue	\$29,000	\$0	\$0
	SSC Suspended Ceiling Structures	Water Revenue	\$6,500	\$0	\$0
	SSC Vehicle Wash System	Water Revenue	\$15,500	\$0	\$0
	Stadium Drive	Water Revenue	\$0	\$1,500,000	\$0
	Surveying Contract	Water Revenue	\$24,000	\$24,000	\$24,000
	Treatment Plant Renewals	Water Revenue	\$500,000	\$650,000	\$750,000
	Trinity Branch Sewer Renewal	Water Revenue	\$100,000	\$1,900,000	\$0
	Tri-Schools Streets	Water Revenue	\$0	\$3,000,000	\$0
	US 287 16-inch WL	Water Revenue	\$1,180,000	\$0	\$0
	Vehicle Mobile Data Computers	Water Revenue	\$68,000	\$0	\$0
	Village Creek 27-inch Sewer	Water Revenue	\$720,000	\$0	\$0

CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR 2012-2013 WATER UTILITY CAPITAL BUDGET					
<u>Department</u>	<u>Project</u>	<u>Revenue Source</u>	<u>Adopted</u>	<u>Preliminary</u>	<u>Preliminary</u>
	Village Creek Sewer Flow Meter	Water Revenue	\$250,000	\$0	\$0
	Water and Sanitary Sewer Renewals	Water Revenue	\$0	\$600,000	\$6,600,000
	Western Plains and Spring Lake W&S Renewal	Water Revenue	\$220,000	\$2,000,000	\$0
	Westview Terrace Streambank Stabilization	Water Revenue	\$600,000	\$0	\$0
	WRS Acquisition of Riparian Corridor Trust Dev	Water Revenue	\$0	\$0	\$50,000
	WRS Annual Debris Removal	Water Revenue	\$50,000	\$50,000	\$50,000
	WRS Floating Wetlands	Water Revenue	\$0	\$0	\$100,000
	WRS L A Litter Recovery	Water Revenue	\$0	\$250,000	\$0
	WRS Lake Arlington Dredging	Water Revenue	\$0	\$400,000	\$0
	WRS Reverse Litter Campaign	Water Revenue	\$50,000	\$50,000	\$50,000
	WRS Wastewater Treatment Plant Feasibility Study	Water Revenue	\$0	\$0	\$75,000
	WRS Watershed Protection Plan	Water Revenue	\$350,000	\$0	\$0
	WT Asset Management Phase 2	Water Revenue	\$0	\$450,000	\$0
	WT Asset Management Phase 3	Water Revenue	\$0	\$0	\$450,000
	WT Chemical Bulk Tanks and Scrubbers Rehab	Water Revenue	\$150,000	\$1,100,000	\$1,750,000
	WT Elevated Tank Pump Stations	Water Revenue	\$0	\$500,000	\$0
	WT Filter Media Replacement Program	Water Revenue	\$400,000	\$0	\$900,000
	WT Lake Arlington Dam Lighting	Water Revenue	\$0	\$0	\$540,000
	WT Ozone Building Improvements	Water Revenue	\$0	\$300,000	\$750,000
	WT Raw Water Line	Water Revenue	\$0	\$0	\$600,000
	WT Raw Water Pump Station Electrical Rehab	Water Revenue	\$2,200,000	\$0	\$0
	WT SCADA Program Update	Water Revenue	\$200,000	\$0	\$900,000
	WT Security Improvements	Water Revenue	\$0	\$500,000	\$500,000
	WT Surveillance Study Upgrades	Water Revenue	\$430,000	\$0	\$0
	WW Lift Station Rehab	Water Revenue	\$200,000	\$600,000	\$0
		GRAND TOTAL	\$26,838,200	\$34,464,000	\$33,609,000

CAPITAL IMPROVEMENT PROGRAM

Certificates of Obligation

Five Year History							
<u>Fiscal</u>	<u>Department</u>	<u>Project</u>	<u>Amount</u>	<u>Final Cost or</u>	<u>Status</u>	<u>Start Date</u>	<u>Completion</u>
<u>Year</u>				<u>Cost to Date</u>			<u>Date</u>
2009	Airport	Terminal Building (Construction)	\$4,080,000	\$3,788,698	Complete	Aug-06	Jan-11
2009	Information Technology	Phone Switch	\$1,700,000	\$1,694,132	Complete	Aug-06	Sep-11
2009	Public Works	TAC	\$3,079,231	\$3,079,231	Complete	Oct-08	Dec-08
2009	Public Works	City Hall Remodel (1st Floor)	\$2,800,000	\$0	Delayed	Oct-06	N/A
		2009 Sub-Total	\$11,659,231	\$8,562,061			
2010	Information Technology	Fiber Optic	\$500,000	\$500,000	Complete	Apr-07	Dec-11
		2010 Sub-Total	\$500,000	\$500,000			
2011	Airport	Airport Parking/ Terminal	\$1,735,000	\$1,000,000	Complete	Dec-09	Dec-12
		2011 Sub-Total	\$1,735,000	\$1,000,000			
2012	Police	Records Management System	\$2,000,000	\$347,457	Complete	May-09	Dec-12
		2012 Sub-Total	\$2,000,000	\$347,457			
2013	Aiport	Taxiway Design and Construction	\$700,000	\$599,582	In-Progress	Oct-11	N/A
		2013 Sub-Total	\$700,000	\$599,582			
		Grand Total	\$16,594,231	\$11,009,100			

CAPITAL IMPROVEMENT PROGRAM

Bond Election History by Bond Election		
February 2003 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Animal Shelter	\$2,665,000
Proposition 2	Fire Station Facilities	\$4,935,000
Proposition 3	Library Equipment	\$2,435,000
Proposition 4	Police Facilities	\$10,935,000
Proposition 5	Storm Drainage and Erosion	\$1,900,000
TOTAL		\$22,870,000
November 2003 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Street and Transportation Improvements	\$83,635,000
Proposition 2	Traffic Flow and Air Quality	\$400,000
TOTAL		\$84,035,000
2005 Parks Bond Election		
	Purpose	Voter Authorized Amount
All Propositions	Parks Acquisition, Development, Renovations	\$13,600,000
TOTAL		\$13,600,000
November 2008 Bond Election		
	Purpose	Voter Authorized Amount
Proposition 1	Parks and Recreation	\$15,500,000
Proposition 2	Streets and Traffic	\$103,735,000
Proposition 3	Libraries	\$500,000
Proposition 4	Fire	\$9,090,000
Proposition 5	Drainage	\$12,000,000
TOTAL		\$140,825,000
Bond Elections Combined Total		\$520,090,000

CAPITAL IMPROVEMENT PROGRAM

Bond Election History By Department			
Community Services			
2003	Proposition 1	Animal shelter	\$2,665,000
TOTAL			\$2,665,000
Fire Department			
1994	Proposition 1	Fire Department	\$3,130,000
1999	Proposition 3	Fire Department	\$7,605,000
2003	Proposition 2	Fire Station Facilities	\$4,935,000
2008	Proposition 4	Fire	\$9,090,000
TOTAL			\$24,760,000
Library			
1993	All Propositions	Libraries	\$9,335,000
1999	Proposition 4	Libraries	\$3,725,000
2003	Proposition 3	Library Equipment	\$2,435,000
2008	Proposition 3	Libraries	\$500,000
TOTAL			\$15,995,000
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
TOTAL			\$72,335,000
Police Department			
1994	Proposition 4	Police Department	\$3,600,000
1999	Proposition 2	Police Department	\$4,250,000
2003	Proposition 4	Police Facilities	\$10,935,000
TOTAL			\$18,785,000
Public Works and Transportation Department			
1994	Proposition 4	Streets, Drainage, Traffic	\$98,360,000
1999	Proposition 1	Streets and Traffic Mobility	\$85,520,000
2003	Proposition 2	Traffic Flow and Air Quality	\$400,000
2003	Proposition 5	Storm Drainage and Erosion	\$1,900,000
2003	Proposition 1	Street and Transportation Improvements	\$83,635,000
2008	Proposition 5	Storm Drainage	\$12,000,000
2008	Proposition 2	Streets and Traffic	\$103,735,000
TOTAL			\$385,550,000
Bond Elections Combined Total			\$520,090,000

CAPITAL IMPROVEMENT PROGRAM

Remaining Bond Issuance Authorization by Bond Election					
<u>Bond Year</u>	<u>Proposition/ Department</u>	<u>Total Authorization</u>	<u>Used Authorization</u>	<u>Remaining Authorization</u>	<u>Percent Complete</u>
1993	Library	\$9,335,000	\$8,765,000	\$570,000	93.89%
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	\$0	\$400,000	0.00%
2003	Erosion Control	\$1,900,000	\$0	\$1,900,000	0.00%
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	\$82,525,000	\$2,870,000	96.57%
2005	Parks	\$13,600,000	\$13,600,000	\$0	100.00%
2008	Library	\$500,000	\$0	\$500,000	0.00%
2008	Fire	\$9,090,000	\$3,970,000	\$5,120,000	43.67%
2008	Drainage	\$12,000,000	\$0	\$12,000,000	0.00%
2008	Parks	\$15,500,000	\$6,380,000	\$9,415,000	39.26%
2008	Street, Traffic	\$103,735,000	\$52,755,000	\$51,255,000	50.59%
TOTAL		\$520,090,000	\$438,390,000	\$84,030,000	83.84%



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) - 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) - 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.

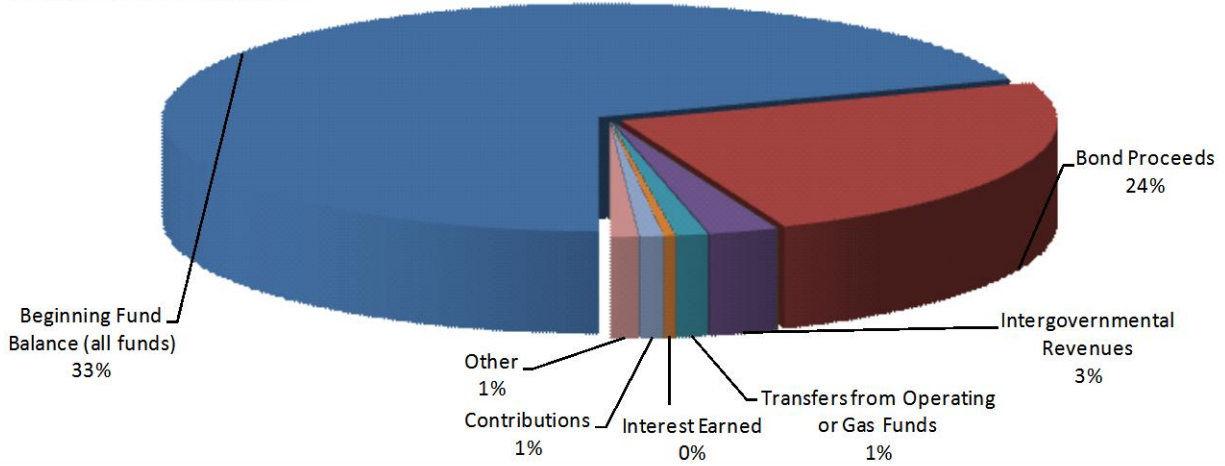
STREETS CAPITAL PROJECT FUNDS (4035, 4036, 4037) -Street Capital Projects Fund accounts for the purchase of rights of way and land, construction of streets and related facilities, and to account for various other projects related to street construction. Funds are provided primarily through bond sales,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

CAPITAL IMPROVEMENT PROGRAM

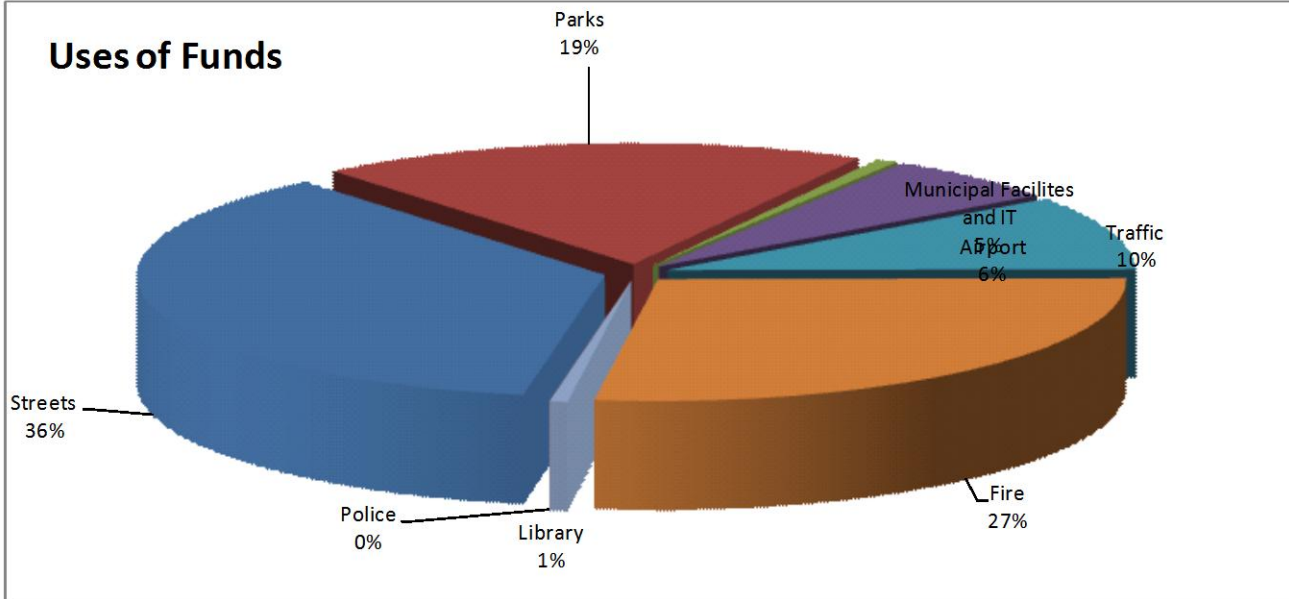
All Capital Project Funds FY 2013 OPERATING POSITIONS

<u>Sources</u>		<u>Uses</u>	
Beginning Fund Balance (all funds)	78,569,013	Streets	3,853,925
Bond Proceeds	27,477,250	Parks	2,035,062
Commercial Paper	0	Municipal Facilities and IT	78,500
Intergovernmental Revenues	2,891,318	Airport	667,372
Transfers from Operating or Gas Funds	1,339,518	Traffic	1,051,869
Interest Earned	476,576	Fire	2,910,100
Contributions	991,820	Library	64,815
Other	1,189,351	Police	0
Total	\$112,934,846	Total	\$10,661,643

Sources of Funds



Uses of Funds



CAPITAL IMPROVEMENT PROGRAM

How to Read the Project Report

- 1 Title-**
Department responsible for managing the capital improvement project, Service Team, and Project Name
- 2 Basic Project Info-**
Financial tracking project number, key dates, bond election when first authorized, and project management information
- 3 Map-**
Shows the location in the city of the capital improvement project
- 4 Funding-**
Lists all sources of approved funding for the capital improvement project by the capital budget year in which the funding was approved.
Funding Source Categories
 - (GO's) General Obligation Bonds (includes interest earned)
 - (CO's) Certificate of Obligations (included interest earned)
 - Grants
 - Federal (ARRA, UASI, etc.)
 - State (TxDOT, Parks and Wildlife, etc.)
 - Tarrant County,
 - Local (NCTCOG, Arlington Tomorrow Foundation, etc.)
 - Donations (Private donations, Friends of the Library, etc.)
 - Gas Revenue
 - Other (e.g. Insurance Proceeds, Land Sell revenue, etc.)
 - Transfers from other Funds (e.g. General Fund, Water Utilities Fund, Street Maintenance Fund, etc.)
 - Fees (Park fees, Storm Water Fees, etc.)
- 5 Project Budget and Expenditures**
The budget number is the total budget comprised of all funding sources at the time of the report. The budget can increase over time as additional approved funding is added. The budget can also decrease as the project comes to a close. If there is residual budget from a project, the residual can be transferred to another capital improvement project within the same scope. The expenditure number is the total amount spent on this project as of the date of the report.
- 6 Ongoing Costs-**
These numbers are the average costs to maintain the capital improvement over its lifetime. For this field, it is calculated over a 30 year life time. The costs are listed at \$0.00 until the project is completed.
- 7 Comments-**
Any additional information that is helpful to the reader.

CAPITAL IMPROVEMENT PROGRAM

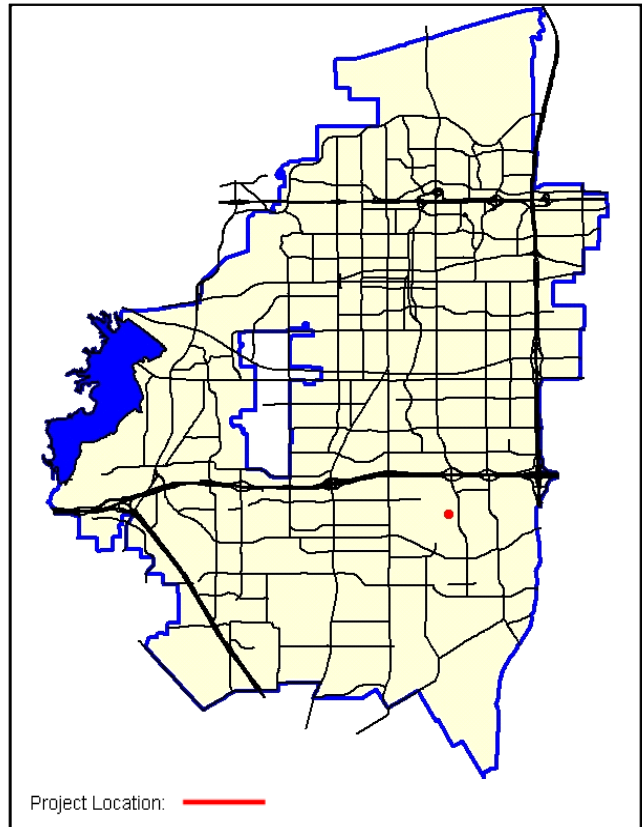
Arlington Municipal Airport CIP Project Report

Capital Investment

Project: Taxiway and Apron Improvements

Status Updated: 07/30/13

Description	
Construction and rehabilitation of apron and taxiways in accordance with the Airport Master Plan.	
Project Number:	
Project Number:	n/a
Project Number:	n/a
Project Number:	n/a
Project Number:	n/a
Construction Start	*
Project Completion	
Current Phase	
Bond Election	N/A
Project Contract Information	
Project Manager	Karen VanWinkle
Phone Number	817-459-5559
Email Address	karen.vanwinkle@arlingtontx.gov
Design Firm	
General Contractor	



Project Funding				
Funding Source	FY2011	FY2012	FY2013	FY2014
Certificates of Obligation*	\$700,000.00	(\$599,582.00)	\$0.00	\$0.00



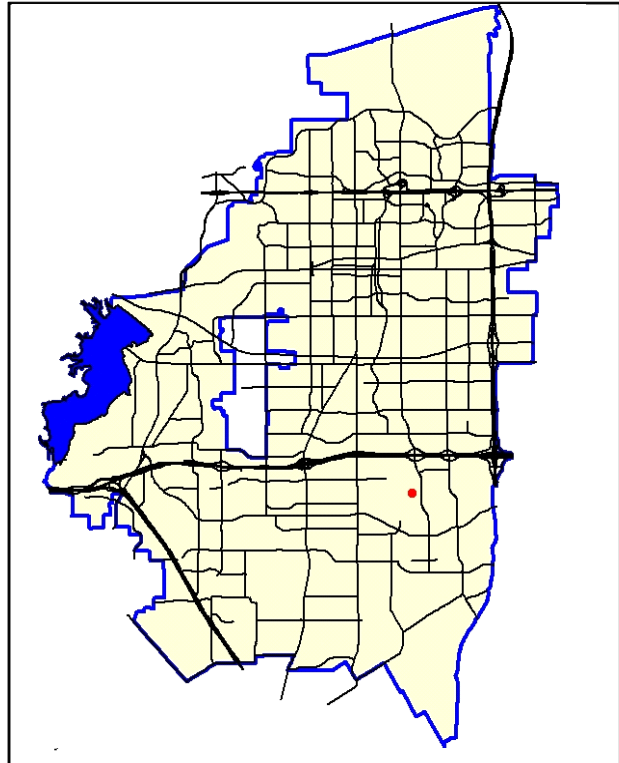
Project Budget & Expenditures		
Current Budget:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual n/a	Life n/a
Comments		
*TxDOT Aviation incorporated the Rehabilitation of Taxiway Bravo and grading/drainage improvements at Taxiway Delta into the West Taxiway Project. Funding was transferred to that project.		

CAPITAL IMPROVEMENT PROGRAM

Arlington Municipal Airport CIP Project Report

Capital Investment
 Project: West Parallel Taxiway Design and Construction
 Status Updated: 07/30/2013

Description	
Design and Construction of the West Parallel Taxiway	
Relocation of Taxiway Bravo*	
Grading/drainage improvements at Taxiway Delta*	
Runway/taxiway signage replacement	
Construction of an electrical vault	
Relocation of Automated Surface Observing Systems (ASOS)	
Runway repairs and joint seal rehabilitation	
Apron/East Taxiway Re-striping	
*Originally included in the Apron & Taxiway	
Project Number:	
Project Number:	n/a
Construction Start	September, 2010
Project Completion	March, 2013
Current Phase	Pre-construction
Bond Election	
Project Contract Information	
Project Manager	Karen VanWinkle
Phone Number	817-459-5559
Email Address	karen.vanwinkle@arlingtontx.gov
Design Firm	
General Contractor	



Project Funding				
Funding Source	FY2011	FY2012	FY2013	FY2014
Certificates of Obligation*	\$1,000,000.00	\$599,582.00	\$0.00	\$0.00
TxDOT Aviation Design Grant		\$223,000.00	\$0.00	\$0.00
TxDOT Aviation Grant Amd 1		\$47,000.00	\$0.00	\$0.00
TxDOT Aviation Grant Amd 2		\$13,000.00	\$0.00	\$0.00
Airport Improvement Funds		\$101,166.00	\$0.00	\$0.00
TxDOT Aviation Const Grant		\$6,696,117.00	\$0.00	\$0.00



Project Budget & Expenditures		
Current Budget:	\$8,679,865.00	
Expended to Date:	\$8,549,865.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual n/a	Life n/a
Comments		
TxDOT Aviation provided for a significant acceleration of the project, funding construction of the entire taxiway, plus additional improvements. Construction was completed in November, 2012 three years ahead of schedule. *Funding transferred from Apron & Taxiway Improvement Project		

CAPITAL IMPROVEMENT PROGRAM

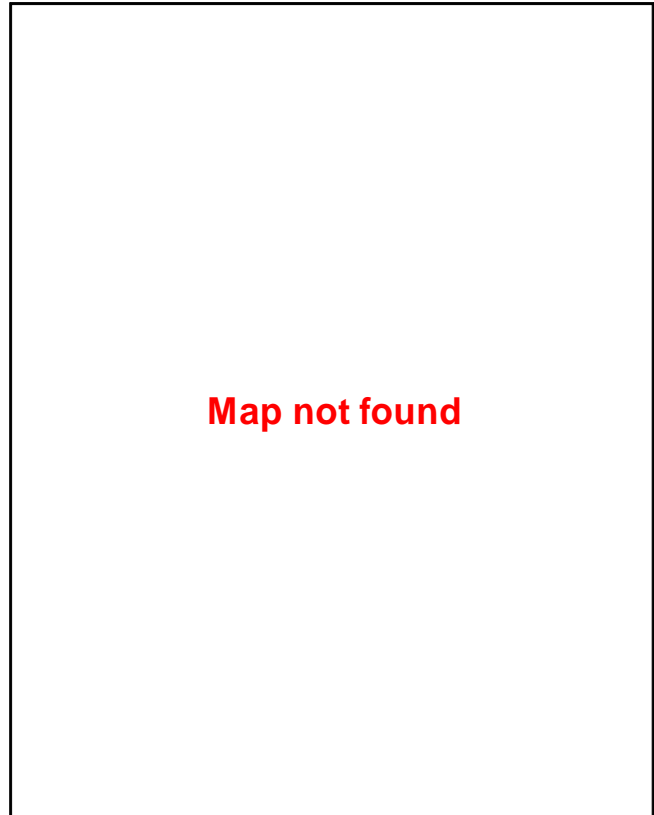
Green Sheet Report

CM - Construction Management

Project: 501 W. Sanford - Storefront Replacement

Status Updated: 07/30/2013

Project Scope	
Replace existing entry storefront doors at the west entry to the building.	
Project Number:	CMCD13005
Construction Start	Aug-13
Construction End	Sep-13
Current Phase	Bidding
Bond Election	
Project Contract Information	
Project Manager	Jerry James
Phone Number	817-459-6588
Email Address	Jerry.James@Arlingtontx.gov
Design Firm	Construction Management / P
General Contractor	TBD



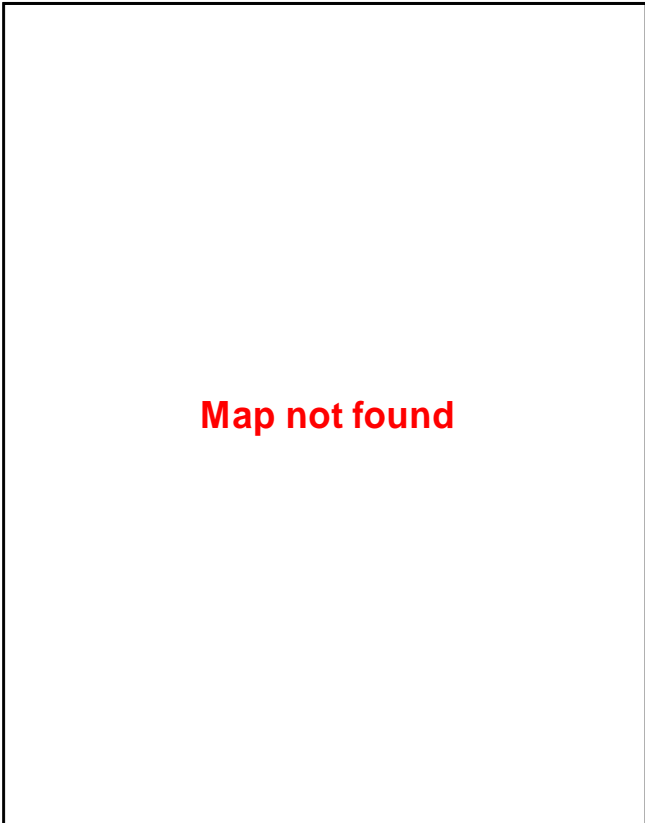
Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
This project is out to Bid. A pre-bid conference will be held on 7/30/13. Bids are due by 8/9/13.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 CM - Construction Management
 Project: 501 W. Sanford Office Remodel
 Status Updated: 07/30/2013

Project Scope	
Remodel of office space for new ATF offices.	
Project Number:	CMCD13001
Construction Start	Jul-13
Construction End	Aug-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Julita Untung
Phone Number	817-459-6580
Email Address	Julita.Untung@Arlingtontx.gov
Design Firm	Construction Management / P
General Contractor	Turner and Jacobs Constructio



Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Turner-Jacobs Construction has completed all items except carpet. Carpet will be installed on August 8, 2013.		

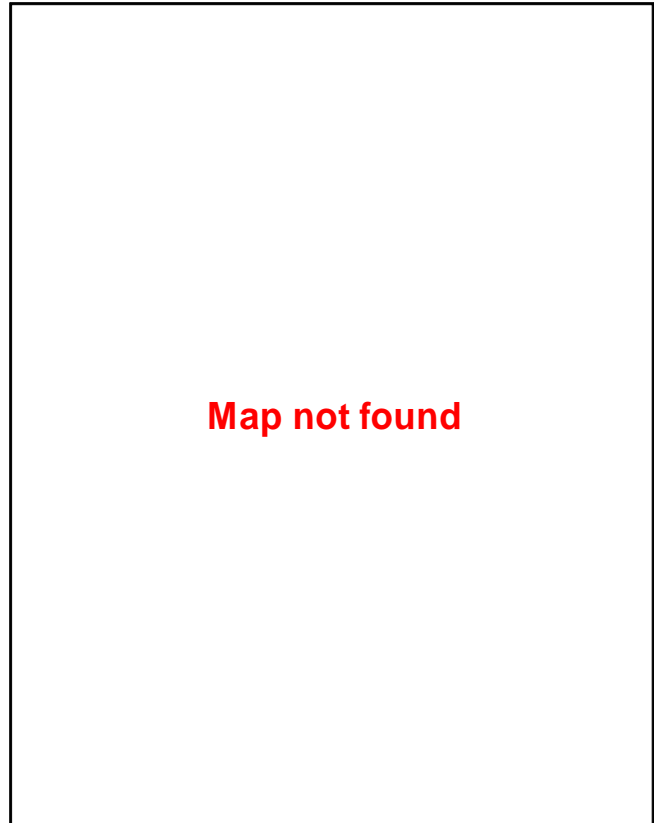
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

CM - Construction Management
 Project: 710 W. Main Street demolition

Status Updated: 07/30/2013

Project Scope	
Demolish three structures at 710 W. Main Street. This property will be restored to provide positive drainage after structures are removed. The property will be added to other sites for land banking between Main Street and Abram St west of Cooper Street.	
Project Number:	CMCD13004
Construction Start	Oct-13
Construction End	Nov-13
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	817-459-6135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	
General Contractor	



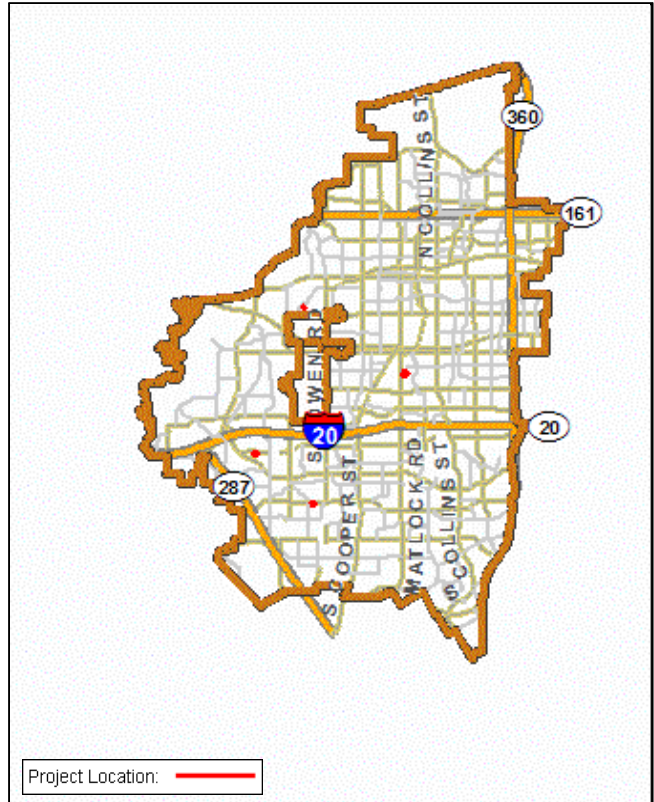
Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Responses to Asbestos Consultant RFQ were received on 7-1-13 and were reviewed on 7-2-13. A proposal will be reviewed in July from the selected vendor.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
CM - Construction Management
Project: ADA Improvements
 Status Updated: 07/30/2013

Project Scope	
ADA improvements to Allen Bolden, Bad Koenigshofen and Hugh Smith pools. Also ADA renovation to the bathrooms at Dottie Lynn and Cliff Nelson Recreation Center and ADA Improvements to 717 W. Main Street.	
Project Number:	CMPK13001
Construction Start	Jan-14
Construction End	Aug-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	817-459-6135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	Bennett, Benner, Pettit Archit
General Contractor	Henneberger



Approved Project Funding (Thousands)			
Funding Source	2013		
Other	\$452		

Project Budget & Expenditures		
Current Budget:	\$452,000.00	
Committed Expenses:	\$37,751.00	
Expended to Date:	\$5,726.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Bennett, Benner and Pettit Architects and Henneberger Contractors (Construction Manager) have visited all three pool sites. Design work will begin on 7-29-13. A construction contract with Hutcherson Construction will go to Council on August 6th for ADA Restroom modifications at Cliff Nelson and Dottie Lynn Recreation Centers. A contract has been issued for architectural services with VLK Architects for 717 W. Main Street - ADA modifications.		

CAPITAL IMPROVEMENT PROGRAM

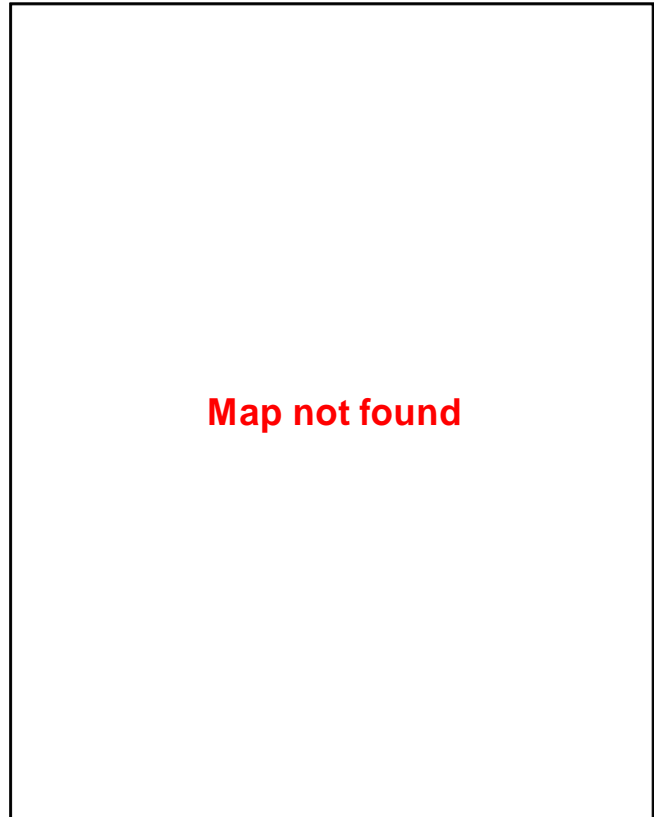
Green Sheet Report

CM - Construction Management

Project: Demolition of 2005 & 2009 Wynn Terrace Residences

Status Updated: 07/30/2013

Project Scope	
Demolition of two existing residences.	
Project Number:	CMCD13003
Construction Start	Jul-13
Construction End	Jul-13
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	817-459-6135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	Terracon
General Contractor	TBD



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures	
Current Budget:	\$60,000.00
Committed Expenses:	\$14,074.60
Expended to Date:	\$49.60

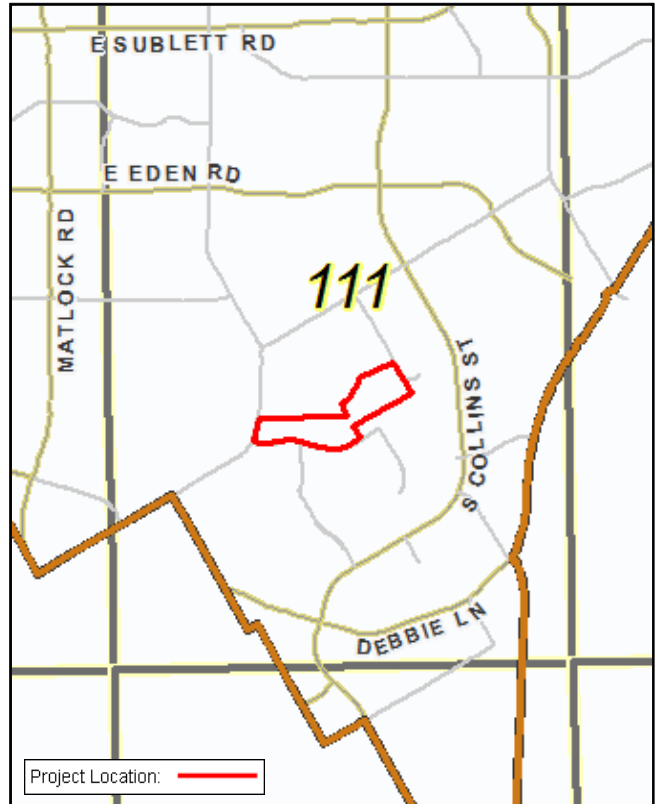
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Terracon was selected in April to do an asbestos survey and prepare abatement documents. Atmos Gas disconnected gas lines on 6-24-13. Terracon took samples of potential asbestos containing materials on 6-27 & 28. Abatement and demolition will be completed in late July or early August.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 CM - Construction Management
 Project: Don Misenheimer Park Improvements
 Status Updated: 07/30/2013

Project Scope	
Renovate the existing underground pump system to an above ground pump system with a connecting men and women's restroom facility.	
Project Number:	PKPL12009
Construction Start	Aug-13
Construction End	Jan-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	817-459-6135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2013		
Gas Revenue	\$240		

Project Budget & Expenditures	
Current Budget:	\$240,000.00
Committed Expenses:	\$0.00
Expended to Date:	\$0.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Construction Management is working on a RFQ for design consultants. The RFQ will be issued in August.

CAPITAL IMPROVEMENT PROGRAM

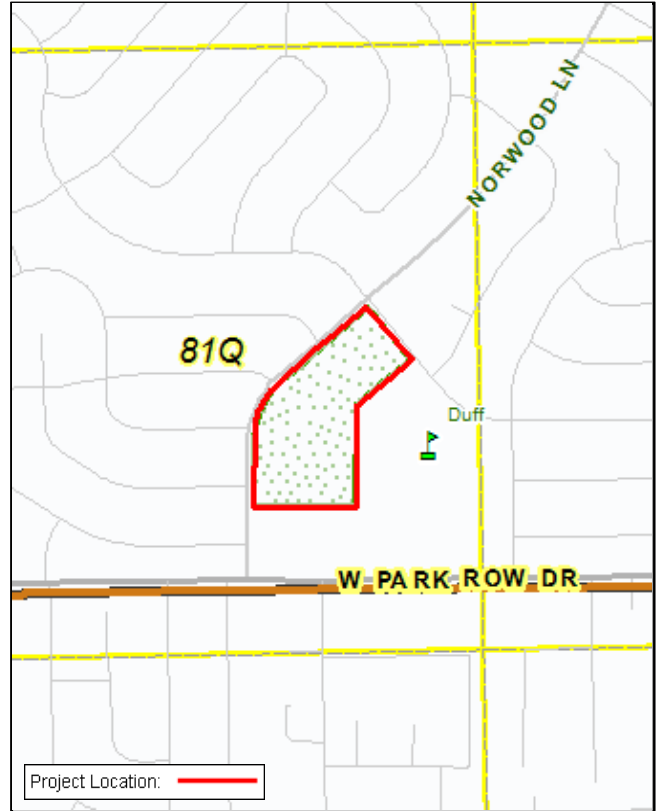
Green Sheet Report

CM - Construction Management

Project: Dottie Lynn Recreation Center Improvements

Status Updated: 07/30/2013

Project Scope	
Addition of storage space, weight room expansion and parking lot expansion.	
Project Number:	CMPK13002
Construction Start	
Construction End	
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	817-459-6135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2013			
General Obligation Bonds	\$50			

Project Budget & Expenditures	
Current Budget:	\$50,000.00
Committed Expenses:	\$0.00
Expended to Date:	\$0.00

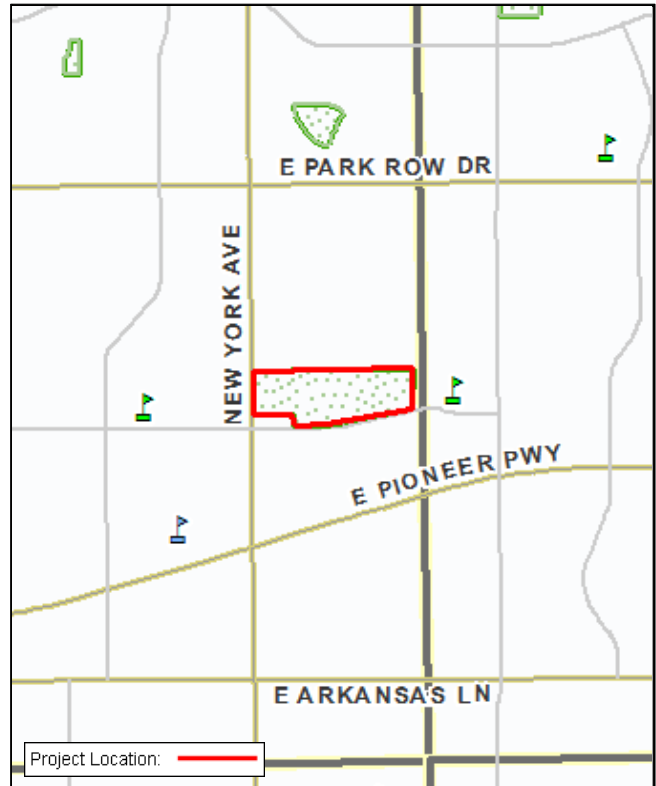
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Staff is preparing an RFQ to solicit an architect for the project. The RFQ will include a master plan and phase one renovations.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 CM - Construction Management
 Project: Facility Improvements
 Status Updated: 07/30/2013

Project Scope	
Replacement of the existing HVAC system at the Senior Recreation Center - New York.	
Project Number:	PKPL13002
Construction Start	Jul-13
Construction End	Oct-13
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Jerry James
Phone Number	817-459-6588
Email Address	Jerry.James@Arlingtontx.gov
Design Firm	VLK Architects and HPM Eng
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2011	2012	2013	
Gas Revenue	\$520		\$300	
Transfers from other Funds		\$51	\$2	

Project Budget & Expenditures	
Current Budget:	\$873,405.00
Committed Expenses:	\$573,405.00
Expended to Date:	\$573,405.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

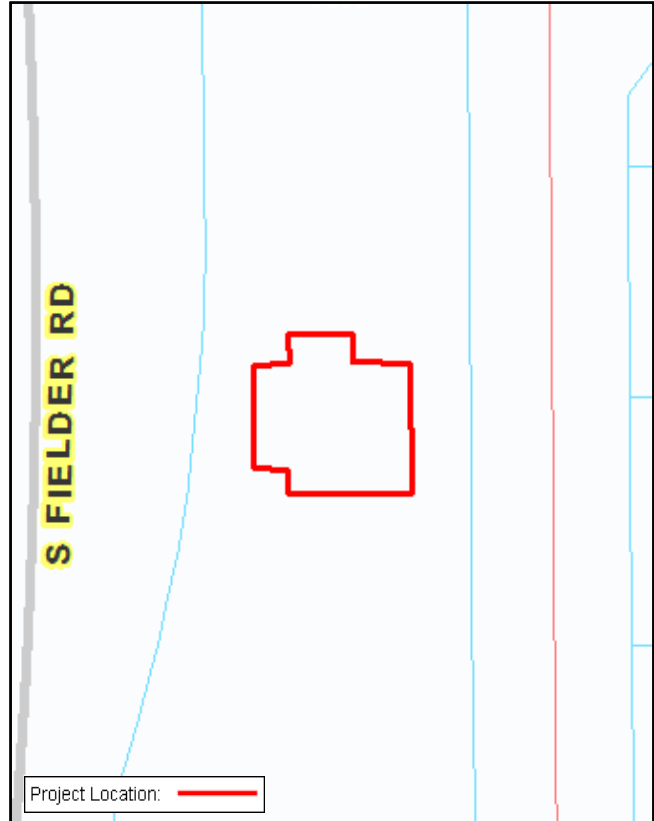
Current Activity

VLK Architects and HPM Engineers have stopped work on the design portion of this project. Parks has requested estimated construction costs for 2-3 options for the HVAC replacement. VLK and HPM will work on estimates in July and make recommendations in August.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
CM - Construction Management
Project: Fielder House
 Status Updated: 07/30/2013

Project Scope	
Renovations to the existing 1914 Fielder House Museum for its 100 year anniversary by 2014	
Project Number:	CMPW12004
Construction Start	Oct-13
Construction End	Mar-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	817-459-6135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	Komatsu Architecture
General Contractor	TBD



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures	
Current Budget:	\$280,000.00
Committed Expenses:	\$29,750.00
Expended to Date:	\$8,937.50

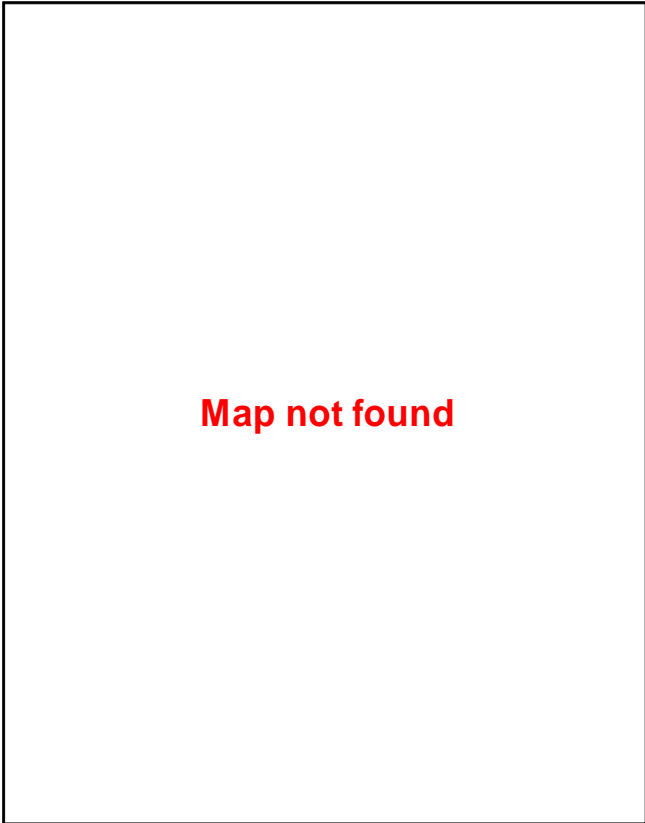
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Komatsu Architecture is approximately 75% complete with design drawings. Design work is scheduled to be complete in August.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 CM - Construction Management
 Project: Fire Station 5 rebuild
 Status Updated: 07/30/2013

Project Scope	
Demolish existing Fire Station 5 and prepare site for new construction. The new Fire Station 5 will be re-built in the same location.	
Project Number:	CMFD13001
Construction Start	Apr-14
Construction End	Nov-14
Current Phase	Planning
Bond Election	
Project Contract Information	
Project Manager	Julita Untung
Phone Number	817-459-6580
Email Address	Julita.Untung@Arlingtontx.gov
Design Firm	RGPA Architects - going to C
General Contractor	Steele & Freeman (CM at Ris



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures	
Current Budget:	\$3,400,000.00
Committed Expenses:	-\$112,160.60
Expended to Date:	-\$112,160.60

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
RGPA Architects; Steele & Freeman (Construction Manager at Risk) and Delta T (Commissioning Agent) will go to Council for approval on August 20, 2013.

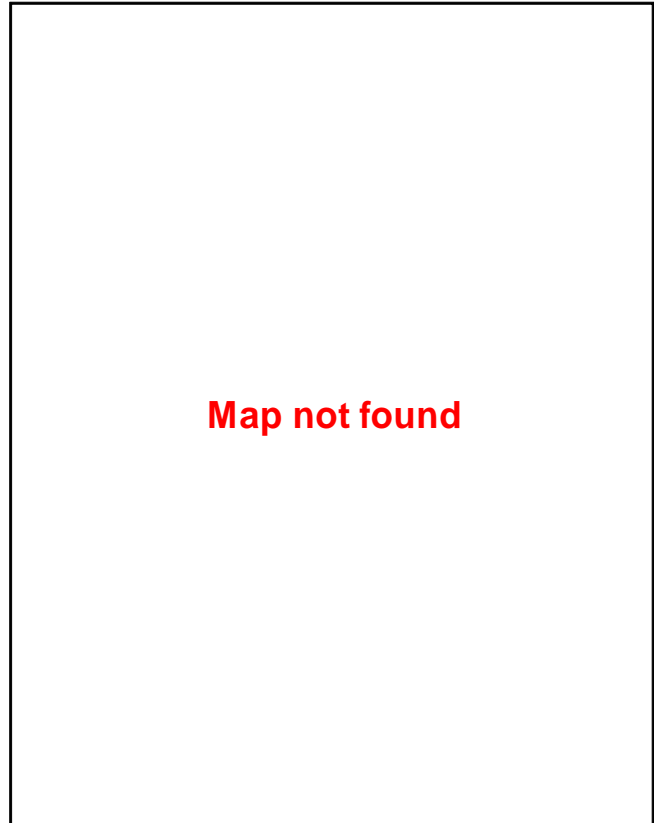
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

CM - Construction Management
 Project: Fire Training - Shower remodel

Status Updated: 07/30/2013

Project Scope	
Remodel existing shower and dressing area to create 10 individual showers instead of group shower areas.	
Project Number:	CMFD13002
Construction Start	Jul-13
Construction End	Sep-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Julita Untung
Phone Number	817-459-6580
Email Address	Julita.Untung@Arlingtontx.gov
Design Firm	Construction Management / P
General Contractor	McLenCo Construction



Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures	
Current Budget:	\$360,000.00
Committed Expenses:	\$340,820.84
Expended to Date:	\$12,518.84

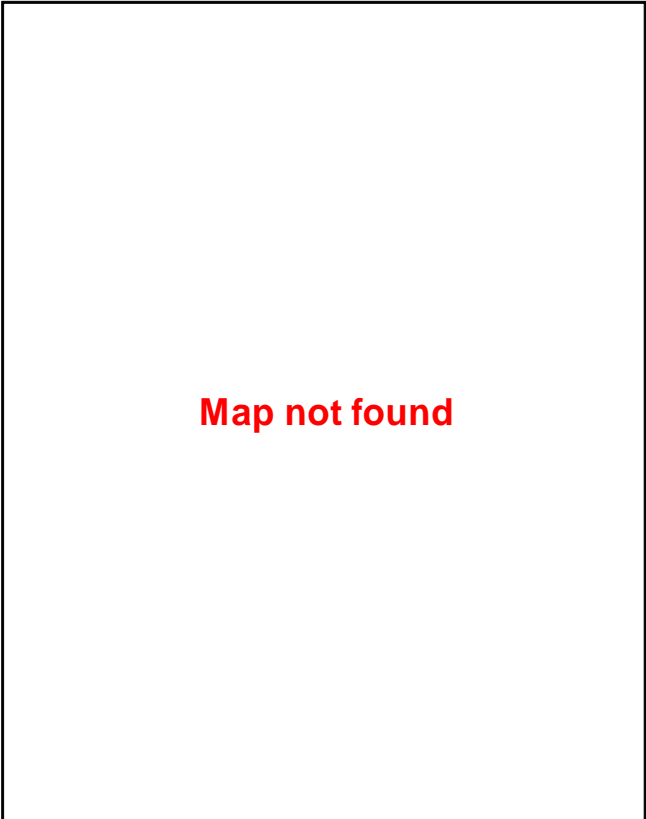
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Construction started on July 10th. This project is currently on schedule.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 CM - Construction Management
 Project: Handitran Office Remodel
 Status Updated: 07/30/2013

Project Scope	
Remodel of existing office space and restroom space.	
Project Number:	CMPW13001
Construction Start	Oct-13
Construction End	Dec-13
Current Phase	Bidding
Bond Election	
Project Contract Information	
Project Manager	Jerry James
Phone Number	817-459-6588
Email Address	Jerry.James@Arlingtontx.gov
Design Firm	VLK Architects
General Contractor	TBD



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures	
Current Budget:	\$70,000.00
Committed Expenses:	\$19,533.00
Expended to Date:	\$7,690.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
VLK Architects has completed design drawings and building permit has been approved. This project is out to bid. Bids will be received on August 1, 2013. A recommendation for the contractor will go to Council the first meeting in October.

CAPITAL IMPROVEMENT PROGRAM

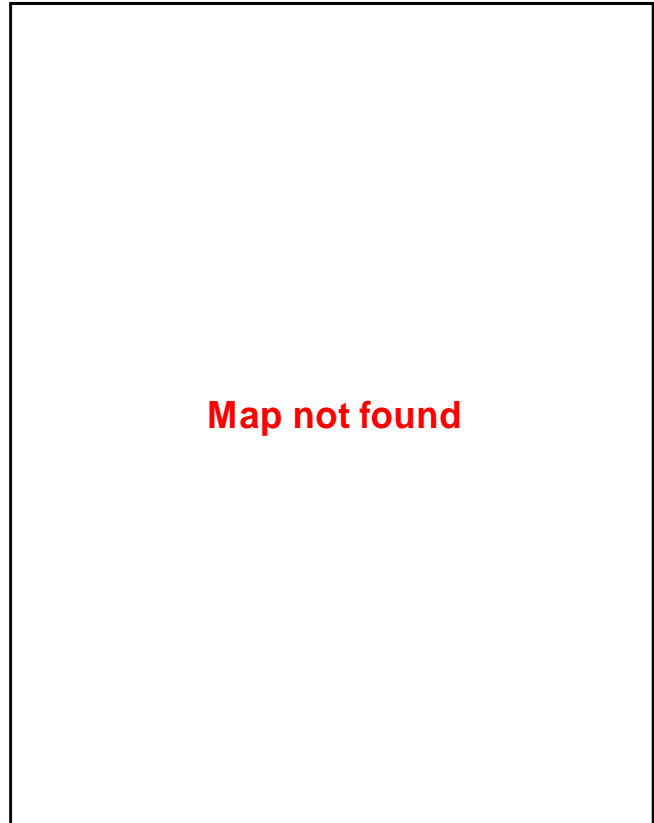
Green Sheet Report

CM - Construction Management

Project: Lake Arlington Cart Barn and Tierra Verde Pavilion

Status Updated: 07/30/2013

Project Scope	
Construct a new cart barn at LAGC and event pavilion at TV.	
Project Number:	CMPK13003
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	817-459-6135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	Rees Associates, Inc.
General Contractor	



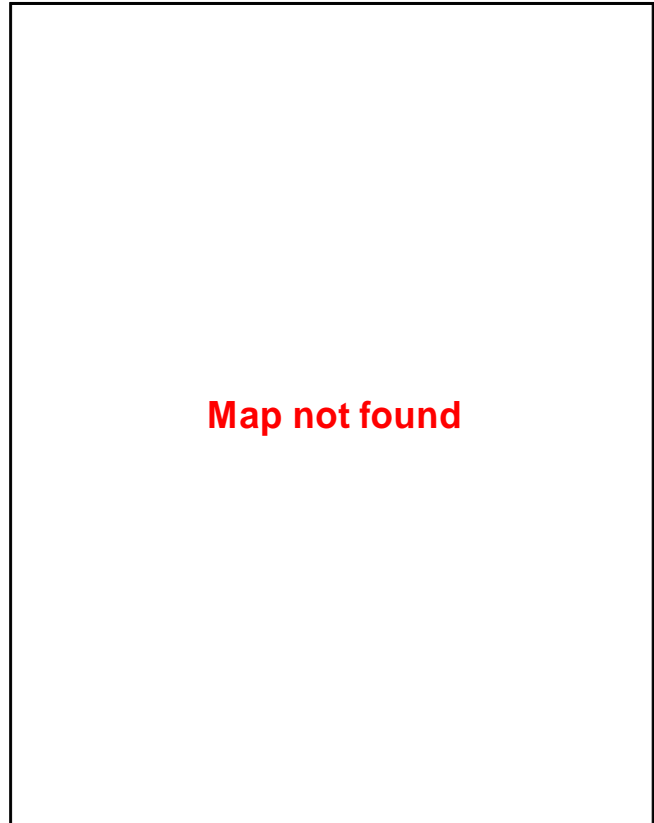
Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The scope of the cart barn at LAGC has changed from an addition to a new facility. The change in scope is to raise the finish floor out of the floodplain. Public Works is doing a topographic survey to determine the new finish floor elevation. The survey begins the week of 7-29-13.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 CM - Construction Management
 Project: North Hangar Entrance Gate
 Status Updated: 07/30/2013

Project Scope	
This project is for the addition of new vertical swing gates to provide access to the north Hangar buildings.	
Project Number:	CMAV13001
Construction Start	Jul-13
Construction End	Jul-13
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	817-459-6135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures	
Current Budget:	\$0.00
Committed Expenses:	\$0.00
Expended to Date:	\$0.00

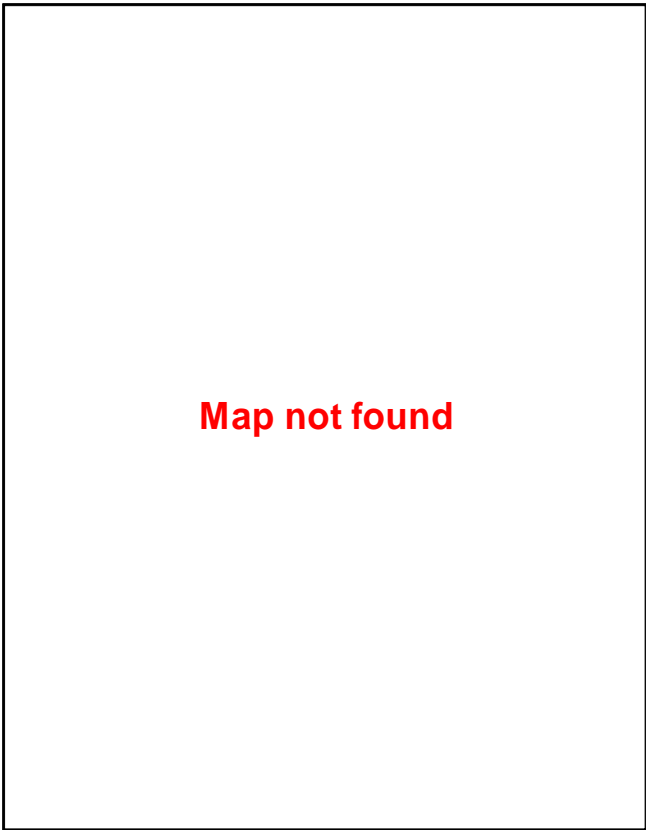
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
The project is just getting started as Construction Management will seek consultants for the design of the gate and for structural support.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 CM - Construction Management
 Project: OCPSC Data Room
 Status Updated: 07/30/2013

Project Scope	
Replacement of UPS and HVAC system for the Data Room for the IT Dept. Replace the existing Halon fire suppression system with a new FM 200 system	
Project Number:	CMIT13001
Construction Start	Mar-13
Construction End	Aug-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	8174596135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	Austin Ribbon and Computer
General Contractor	Austin Ribbon and Computer



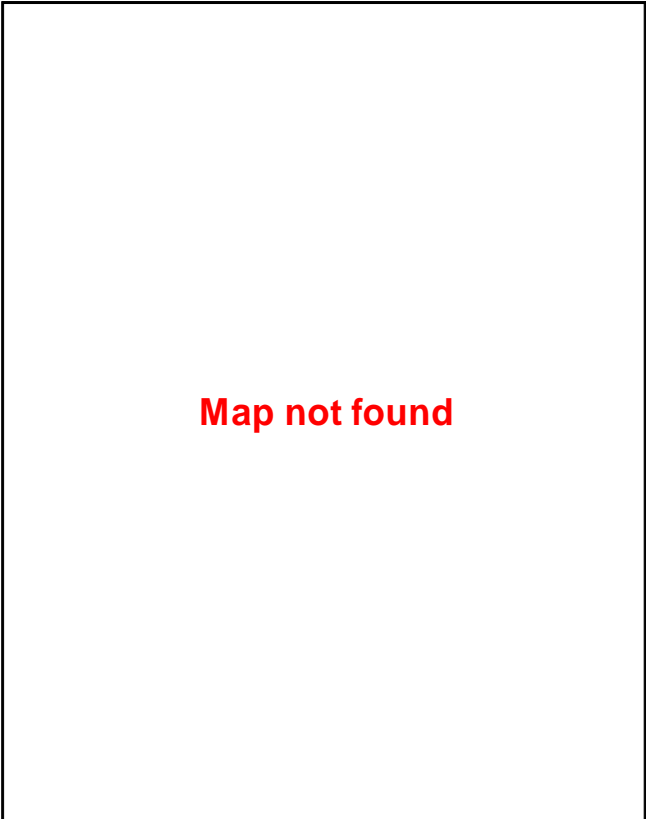
Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
All work has been completed. A punch list was conducted on July 23, 2013. The contractor has been given until August 9, 2013 to complete the punch list items.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 CM - Construction Management
 Project: OCPSC Site Security
 Status Updated: 07/30/2013

Project Scope	
Replace perimeter fencing and replace entry gates with a more secure gate system.	
Project Number:	CMPD13001
Construction Start	Aug-13
Construction End	Jan-14
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Brian Hennington
Phone Number	817-459-6135
Email Address	Brian.Hennington@Arlingtontx.gov
Design Firm	Construction Management / P
General Contractor	I.S. Construction (will be recor



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Bids were received on May 23. I.S. Construction was the lowest qualified bidder. The I.S. Construction contract will be on the August 6th Council Agenda.		

CAPITAL IMPROVEMENT PROGRAM

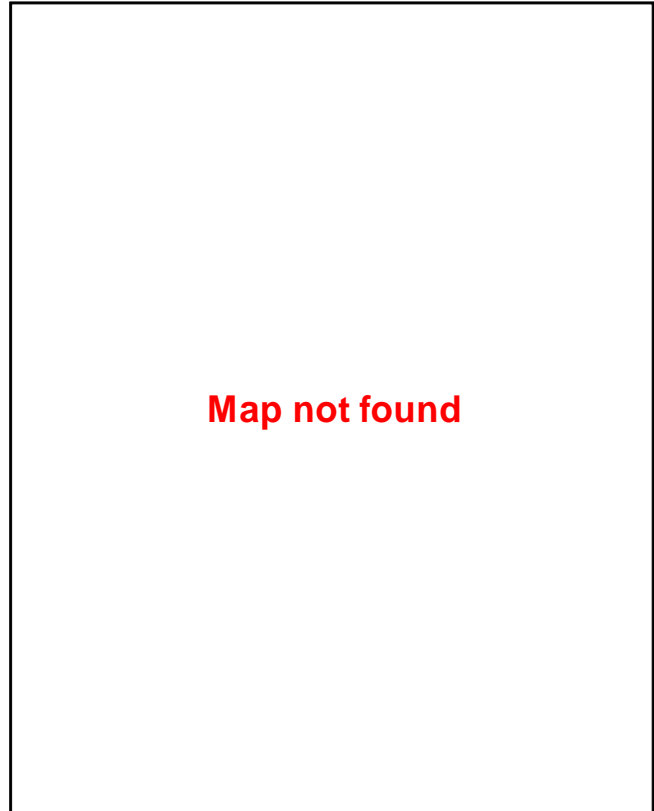
Green Sheet Report

CM - Construction Management

Project: Office of Communication remodel

Status Updated: 07/30/2013

Project Scope	
Remodel the existing space to add offices; a back drop for camera interviews; divide the central conference room into a small conference room and provide a glass wall at the east conference room.	
Project Number:	CMFM13001
Construction Start	Apr-13
Construction End	Apr-13
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Jerry James
Phone Number	817-459-6588
Email Address	Jerry.James@Arlingtontx.gov
Design Firm	Construction Management / P
General Contractor	TBD



Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Drawings are being prepared by Construction Management and will be issued for bidding and permits by August 1st. Construction will start in late September.		

CAPITAL IMPROVEMENT PROGRAM

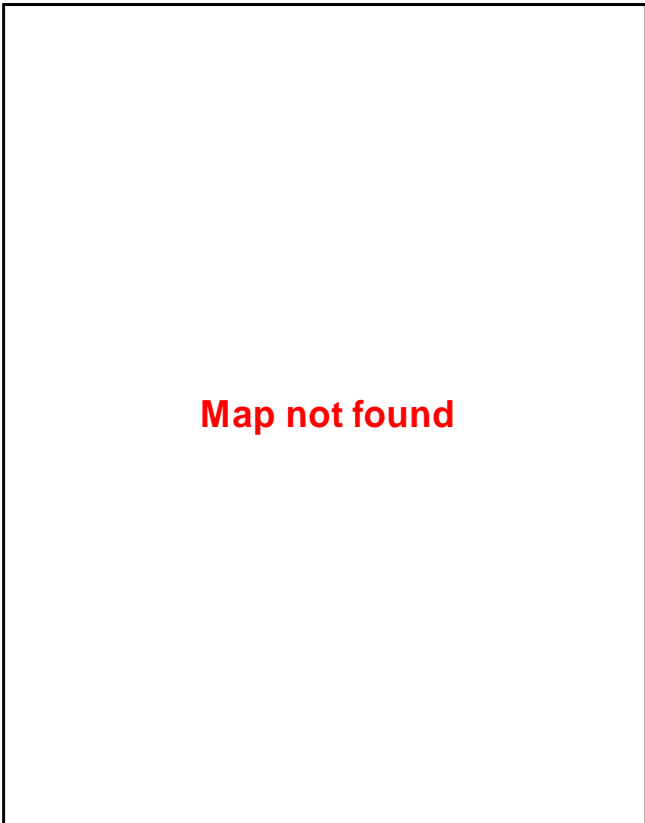
Green Sheet Report

CM - Construction Management

Project: PB WTP Admin. Building Remodel

Status Updated: 07/30/2013

Project Scope	
Remodel existing 1st and 2nd floor toilets to meet TAS. Remodel second floor lab areas to office space. Add a second emergency exit from the second floor. Add accessible parking and an accessible route to the front of the building.	
Project Number:	CMWU12001
Construction Start	Mar-13
Construction End	Jul-13
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Jerry James
Phone Number	817-459-6588
Email Address	Jerry.James@Arlingtontx.gov
Design Firm	City of Arlington / Construction
General Contractor	TBD



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures		
Current Budget:	\$46,968.00	
Committed Expenses:	\$44,338.40	
Expended to Date:	\$34,874.40	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Construction Management has revised the architectural plans for this project to address changes requested by the Water Department. A meeting with the mechanical, electrical engineer will take place on August 1st to discuss revisions with the engineer.		

CAPITAL IMPROVEMENT PROGRAM

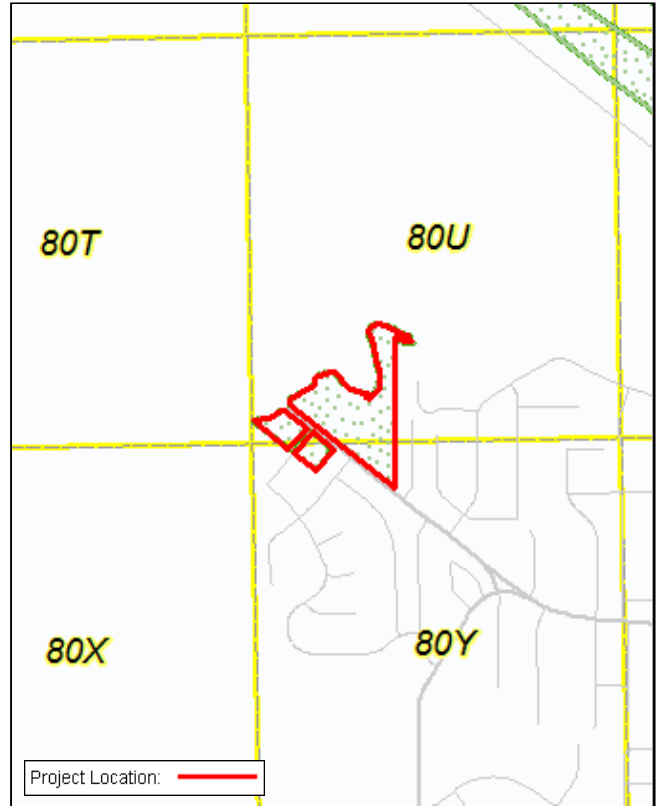
Green Sheet Report

CM - Construction Management

Project: Richard Simpson Park Lake House Rebuild

Status Updated: 07/30/2013

Project Scope	
Development of a new park master plan and reconstruction of the lake room.	
Project Number:	CMPK11003
Construction Start	Jan-15
Construction End	Nov-15
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Julita Untung
Phone Number	817-459-6580
Email Address	Julita.Untung@Arlingtontx.gov
Design Firm	Elements of Architecture
General Contractor	



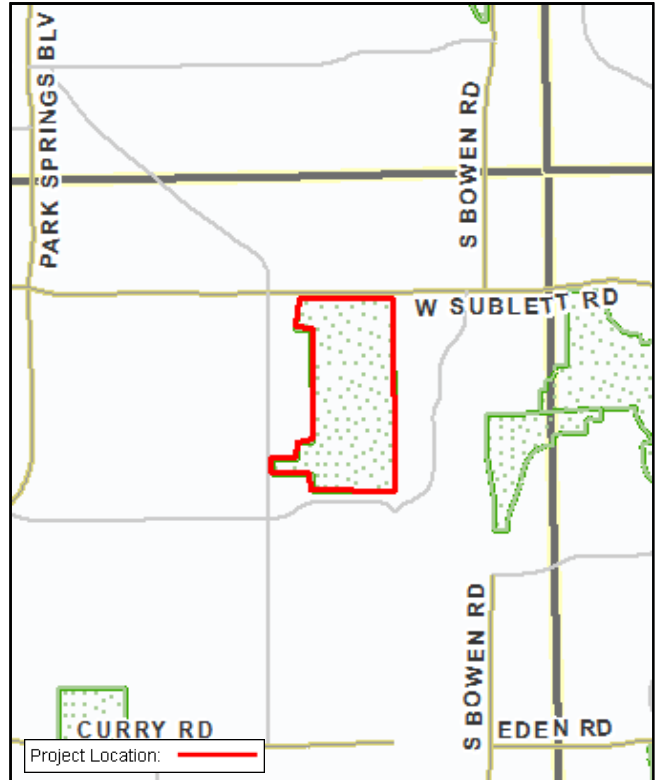
Approved Project Funding (Thousands)			
Funding Source	2011	2012	
General Obligation Bonds	\$150	\$850	

Project Budget & Expenditures		
Current Budget:	\$1,000,000.00	
Committed Expenses:	\$65,643.80	
Expended to Date:	\$64,187.11	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
A design contract with Elements of Architecture of Fort Worth went to Council for consideration three times and was removed from the Council agenda on 3-5-13. The Parks Department is looking at a revised master plan to address the Yacht Club's current location.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 CM - Construction Management
 Project: Shade Structure Projects
 Status Updated: 07/30/2013

Project Scope	
Shade Structures for Bad Koenigshofen Pool, Randol Mill, and Allen Bolden	
Project Number:	CMPK12002
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Jerry James
Phone Number	817-459-6588
Email Address	Jerry.James@Arlingtonx.gov
Design Firm	
General Contractor	USA Shade



Approved Project Funding (Thousands)				
Funding Source	2012			
Gas Revenue	\$139			
Transfers from other Funds	\$69			

Project Budget & Expenditures	
Current Budget:	\$208,006.72
Committed Expenses:	\$207,638.29
Expended to Date:	\$207,638.29

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

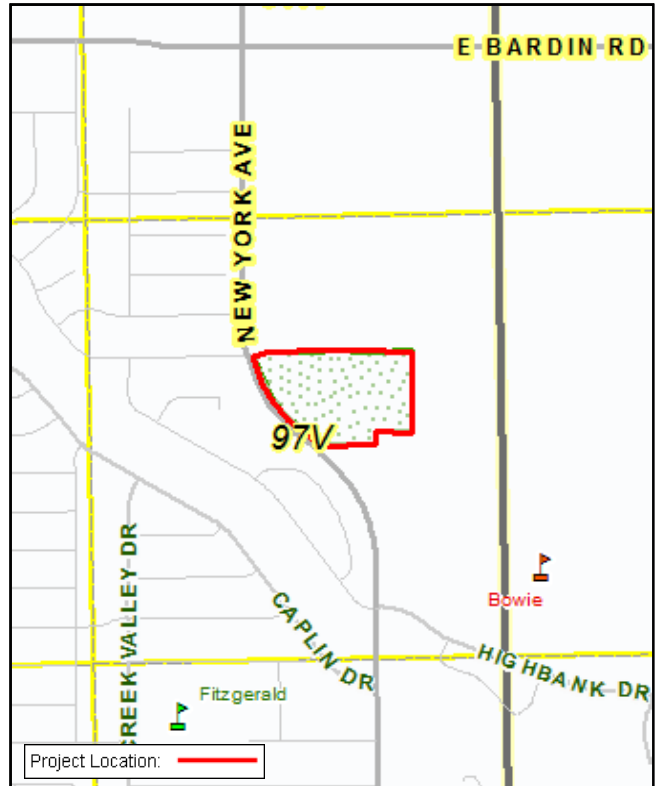
Current Activity

We are currently working on placing new shade structures to cover selected pool decks and lifeguard stations at three aquatic facilities. BK Pool, Randol Mill Pool, and Allen Bolden Pool. We will also be replacing a few existing shade canopies at these same facilities.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Blackland Prairie
 Status Updated: 07/30/2013

Project Scope	
Develop a master plan for Blackland Prairie Park.	
Project Number:	PKPL12008
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Kurt Beilharz
Phone Number	817-459-5478
Email Address	Kurt.Beilharz@Arlingtontx.gov
Design Firm	DFL Group LLC
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2009	2012		
Fees	\$37			
Grants - Local		\$13		

Project Budget & Expenditures	
Current Budget:	\$50,240.50
Committed Expenses:	\$47,240.50
Expended to Date:	\$37,240.50

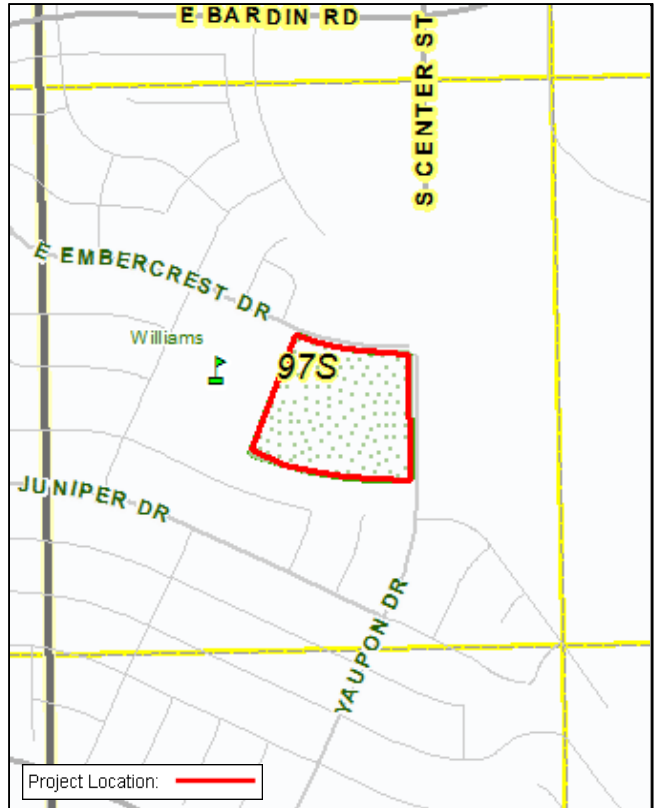
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
7/22/13 - A revised draft of the master plan has been delivered and is under review by staff. A public meeting will be scheduled in September.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Bob McFarland Playground Expansion
 Status Updated: 07/30/2013

Project Scope	
Expansion and renovation of the existing playground.	
Project Number:	PKPL14002
Construction Start	
Construction End	
Current Phase	Planning
Bond Election	2008
Project Contract Information	
Project Manager	
Phone Number	
Email Address	
Design Firm	
General Contractor	



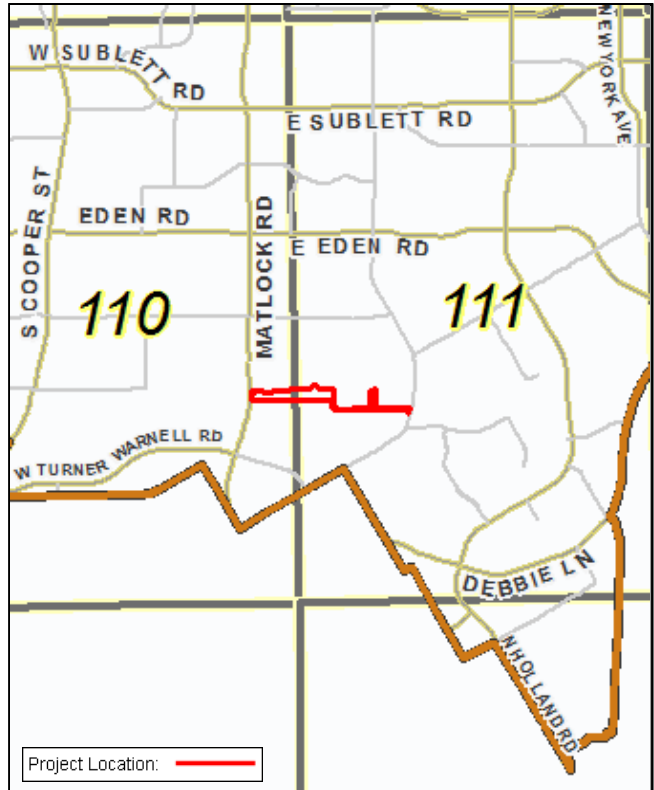
Approved Project Funding (Thousands)				
Funding Source	2013			
General Obligation Bonds	\$100			

Project Budget & Expenditures		
Current Budget:	\$100,000.00	
Committed Expenses:	\$0.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Project has not begun.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Bowman Branch Floodplain
 Status Updated: 07/30/2013

Project Scope	
Acquisition of property for linear park along Bowman Branch	
Project Number:	PKPL08003
Construction Start	
Construction End	
Current Phase	Acquisition / ROW
Bond Election	2005
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2006	2007	2008	
General Obligation Bonds	\$100	\$20	\$180	
Transfers from other Funds	\$1			

Project Budget & Expenditures	
Current Budget:	\$300,630.27
Committed Expenses:	\$13,463.40
Expended to Date:	\$13,463.40

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

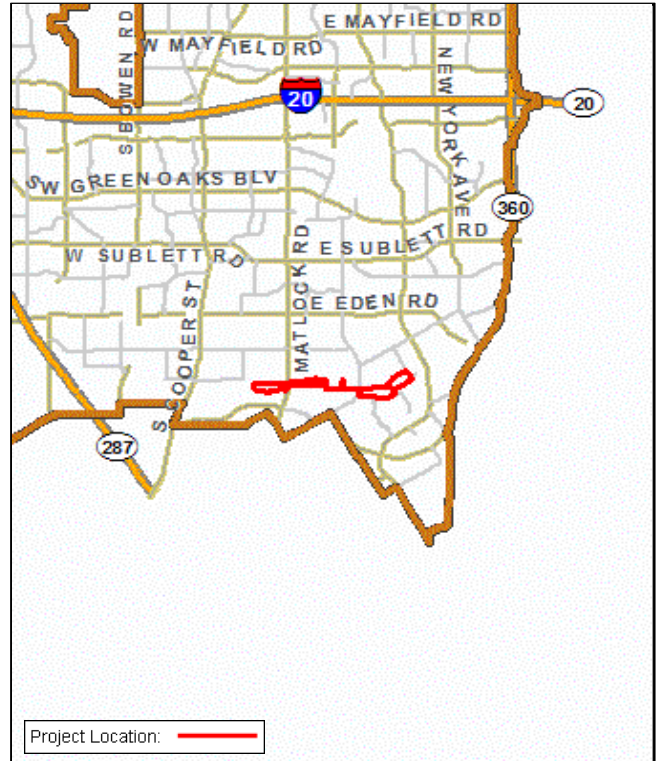
Current Activity
Actively seeking properties to acquire

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report PK - Parks and Recreation Project: Bowman Branch Trail Connection

Status Updated: 07/30/2013

Project Scope	
Construction of a new 12' wide, concrete hike & bike trail with a pedestrian bridge over Bowman Branch, and new traffic signal lights at two major street intersections. Also included is parking lot expansion at Don Misenhimer Park. The project will run from DP Morris Elementary School on the west end, down into Webb Community Park on the east end. The City of Arlington was awarded a \$1.1 million S.T.E.P. grant from TXDOT in July of 2010 for the project.	
Project Number:	PKPL11002
Construction Start	Dec-12
Construction End	Dec-13
Current Phase	Construction
Bond Election	2005
Project Contract Information	
Project Manager	Kurt Beilharz
Phone Number	817-459-5478
Email Address	Kurt.Beilharz@Arlingtontx.gov
Design Firm	Schrickel, Rollins and Associ
General Contractor	2L Construction of Boyd Texa



Approved Project Funding (Thousands)				
Funding Source	2009	2013		
Fees		\$214		
General Obligation Bonds	\$1,143			
Grants - State		\$1,184		
Transfers from other Funds		\$10		

Project Budget & Expenditures		
Current Budget:	\$2,551,168.00	
Committed Expenses:	\$853,631.34	
Expended to Date:	-\$96,837.21	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
7/22/13 - Traffic signal installation is underway and bridge construction will begin the first week of August. The project is on track to be complete by late December 2013.		

CAPITAL IMPROVEMENT PROGRAM

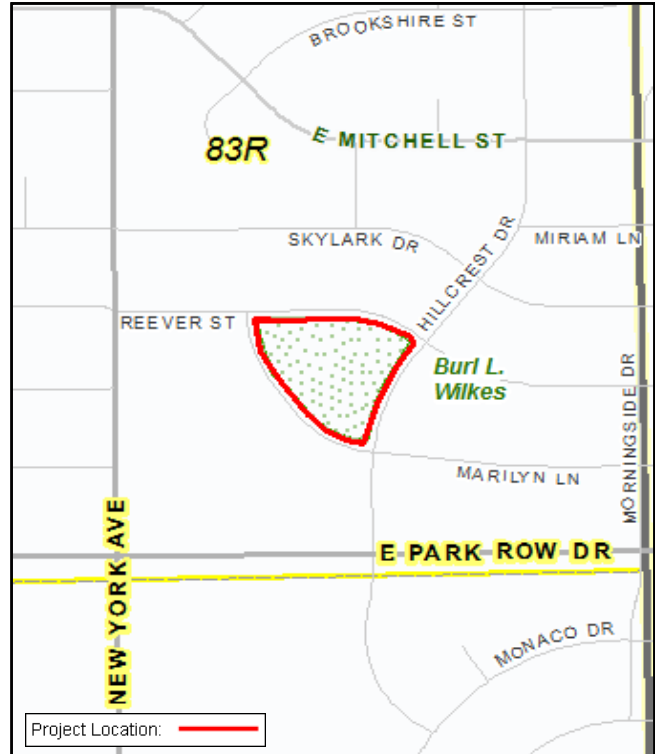
Green Sheet Report

PK - Parks and Recreation

Project: Burl Wilkes Neighborhood Park Improvements

Status Updated: 07/30/2013

Project Scope	
Project involves the installation of a walking trail, landscaping and irrigation, pavilion, new park entry sign and small skate feature.	
Project Number:	PKPL11007
Construction Start	Apr-13
Construction End	Aug-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	Jason.Landrem@Arlingtontx.gov
Design Firm	Kimley Horn and Associates,
General Contractor	Raydon, Inc.



Approved Project Funding (Thousands)				
Funding Source	2012	2013		
Fees		\$100		
Grants - Federal	\$142			
Grants - Local	\$25			
Transfers from other Funds	\$113			

Project Budget & Expenditures	
Current Budget:	\$380,101.44
Committed Expenses:	\$333,104.62
Expended to Date:	\$191,583.26

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

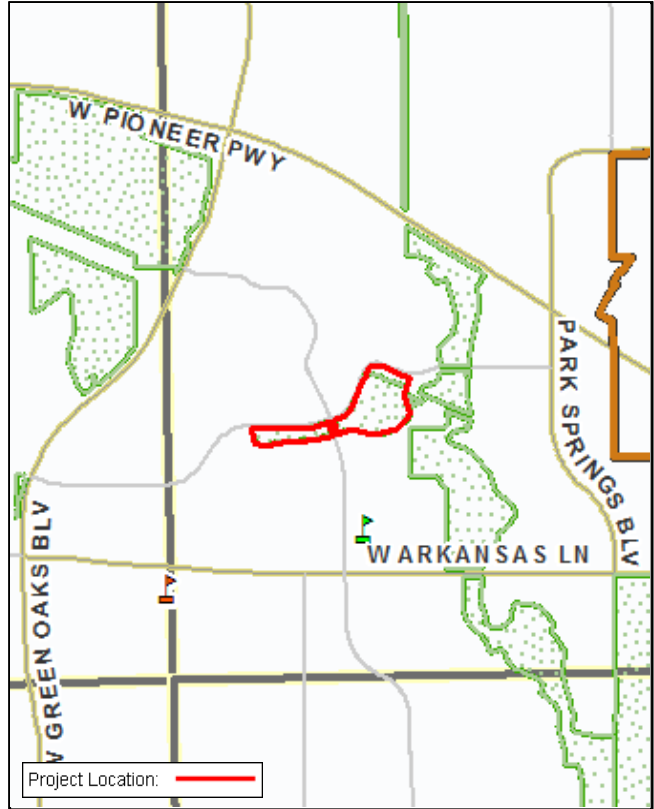
Current Activity

The project bid in December 2012 and went to City Council on January 8, 2013. Construction started on April 12, 2013. Project is under construction and is ahead of schedule. The project is 85% complete and is scheduled to be finished in August 2013.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Clarence Foster Park Renovations
 Status Updated: 07/30/2013

Project Scope	
Project involves renovation of the playground, trail and fitness stations. The existing asphalt trail will be replaced with an 8' wide concrete trail. A parking lot will also be added as part of the Rush Creek Mitigation Area project.	
Project Number:	PKPL12003
Construction Start	Sep-13
Construction End	Jun-14
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Kurt Beilharz
Phone Number	817-459-5478
Email Address	Kurt.Beilharz@Arlingtontx.gov
Design Firm	Schrickel Rollins Associates
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2012			
General Obligation Bonds	\$250			

Project Budget & Expenditures	
Current Budget:	\$250,000.00
Committed Expenses:	\$3,969.50
Expended to Date:	\$3,965.25

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

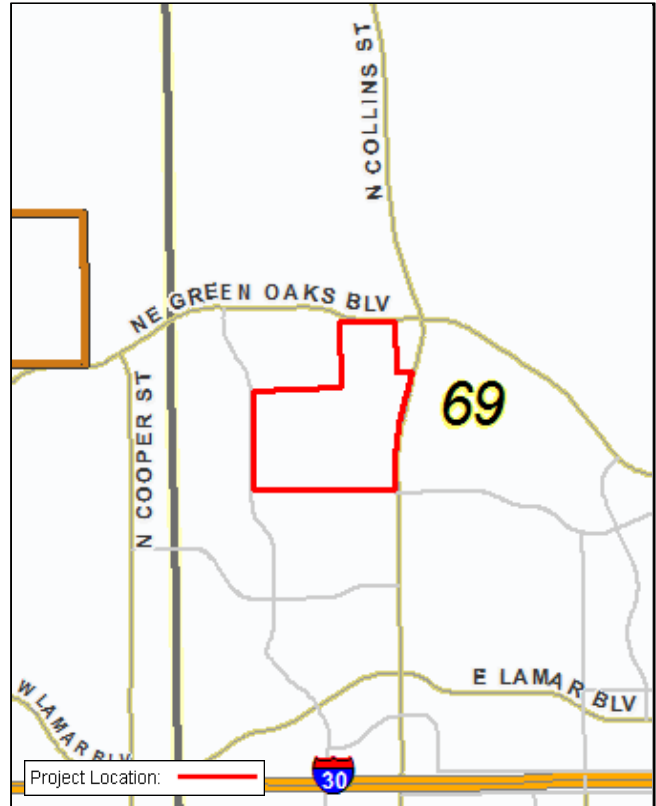
Current Activity

7/22/13 - Project design has been completed and plans have been submitted to One Start for a site plan review. Staff is working to resolve ROW issues at two properties in order to complete the plat process. The project is scheduled to be out to bid in fall 2013.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Ditto Golf Course Renovation
 Status Updated: 07/30/2013

Project Scope	
Development of a renovation plan for Ditto Golf Course.	
Project Number:	PKPL12001
Construction Start	
Construction End	
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	Jason.Landrem@Arlingtontx.gov
Design Firm	
General Contractor	



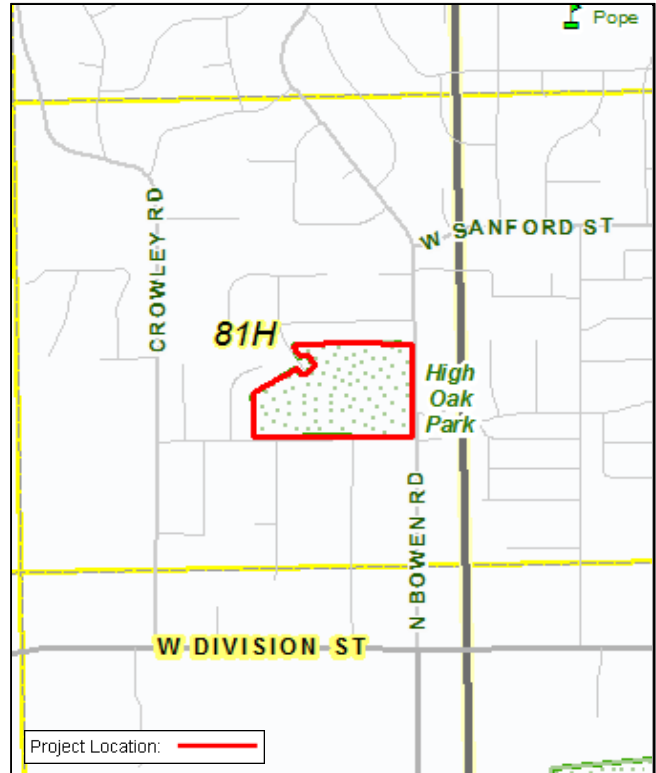
Approved Project Funding (Thousands)				
Funding Source	2012	2013		
General Obligation Bonds	\$100	\$100		

Project Budget & Expenditures		
Current Budget:	\$200,000.00	
Committed Expenses:	\$79,051.00	
Expended to Date:	\$51.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
A RFQ for the plan was posted on February 1, 2013 and proposals were received February 20, 2013. The evaluation of proposals and interviews are complete. Colligan Golf Design was the consultant selected for the project. City Council passed the planning and design contract on June 18, 2013. Project is about to kick off and design meetings will be starting in July.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: High Oak Park
 Status Updated: 07/30/2013

Project Scope	
Development of a master plan, site cleanup, grading, and installation of trails.	
Project Number:	PKPL12004
Construction Start	Dec-13
Construction End	Mar-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Briana Morrison
Phone Number	817-459-6196
Email Address	Briana.Morrison@Arlingtontx.gov
Design Firm	
General Contractor	



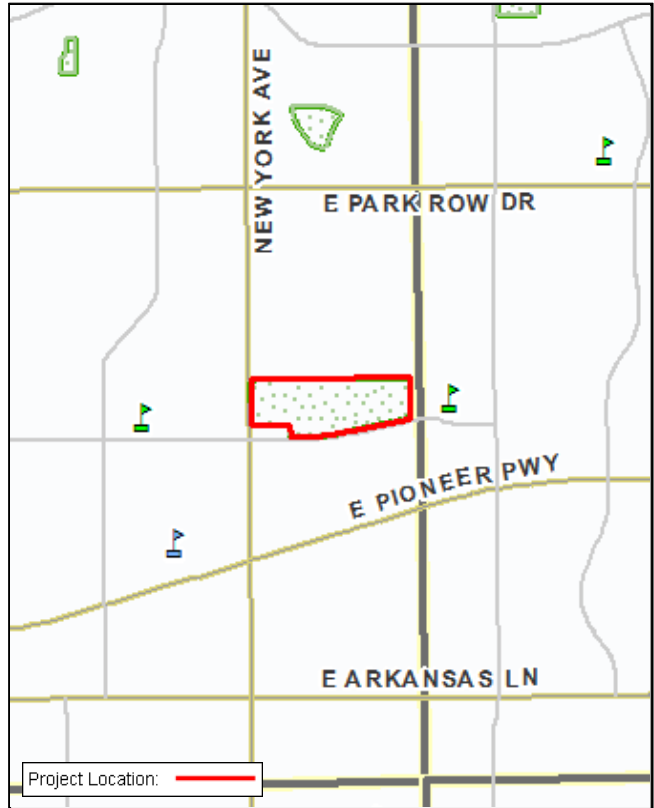
Approved Project Funding (Thousands)				
Funding Source	2012			
Gas Revenue	\$300			
Grants - Local	\$40			
Transfers from other Funds	\$15			

Project Budget & Expenditures		
Current Budget:	\$354,999.90	
Committed Expenses:	\$82,142.65	
Expended to Date:	\$46,142.65	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
DFL Group, LLC has initiated a survey of the property and will develop base maps and a conceptual design in August 2013. The consultant is also working on re-platting the property.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Hugh Smith Rec Center Master Plan
 Status Updated: 07/30/2013

Project Scope	
Development of building program and cost estimates for renovation or replacement of the Hugh Smith Recreation Center and indoor pool. The study will also include options for co-locating next to the East Library in a new facility.	
Project Number:	PKPL10012
Construction Start	Jul-13
Construction End	Jul-13
Current Phase	Design
Bond Election	2005
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2007		
General Obligation Bonds	\$30		

Project Budget & Expenditures	
Current Budget:	\$130,000.00
Committed Expenses:	\$120,032.04
Expended to Date:	\$32.04

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

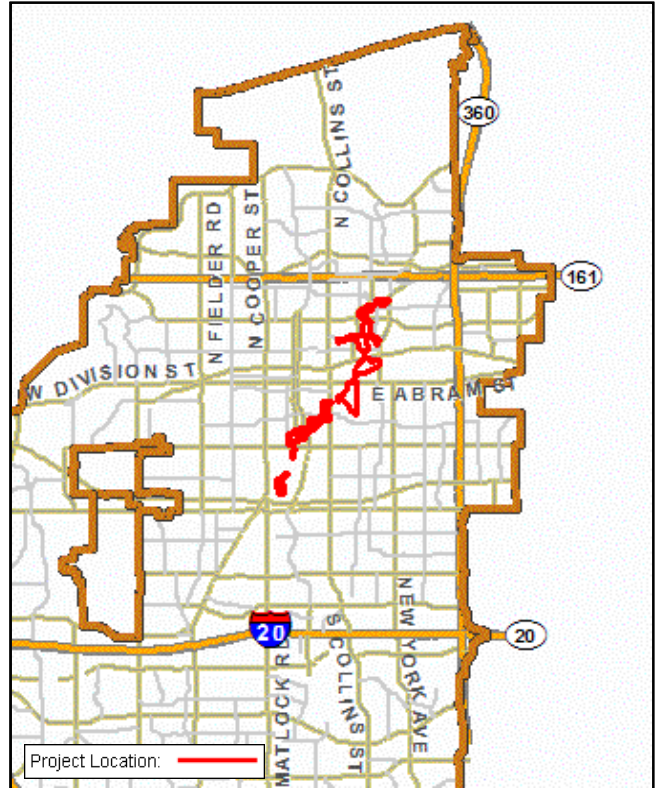
Current Activity

Dewberry Architects was selected as the consultant for this study. A contract has been approved by City Council and a kick-off meeting was held on June 17. A site assessment review began on June 28th. The next meeting to review preliminary findings is July 17th.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Johnson Creek Linear Park
 Status Updated: 07/30/2013

Project Scope	
Project Number:	PKPL10004
Construction Start	
Construction End	
Current Phase	Planning
Bond Election	
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2006	2012		
Donations	\$2			
Grants - Local		\$7		

Project Budget & Expenditures	
Current Budget:	\$9,266.19
Committed Expenses:	\$7,726.04
Expended to Date:	\$7,726.04

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity	

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Johnson Creek Phase II
 Status Updated: 07/30/2013

Project Scope	
Work with CORPS of Engineers to complete a schematic plan and an Environmental Assessment for the creek corridor.	
Project Number:	PKPL10006
Construction Start	Jul-16
Construction End	Jun-17
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	Applied Ecological Services
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2002	2006	2007	2008
Donations			\$400	
Fees		\$1,300		
Grants - Federal	\$1,500			
Other		\$3	\$1,946	\$0
Transfers from other Funds				\$96

Approved Project Funding (Thousands)				
Funding Source	2009	2010		
Grants - Tarrant County	\$284			
Other	\$1,556	\$0		
Transfers from other Funds	\$732	\$398		

Project Budget & Expenditures	
Current Budget:	\$5,609,343.00
Committed Expenses:	\$4,581,524.95
Expended to Date:	\$3,283,887.09

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

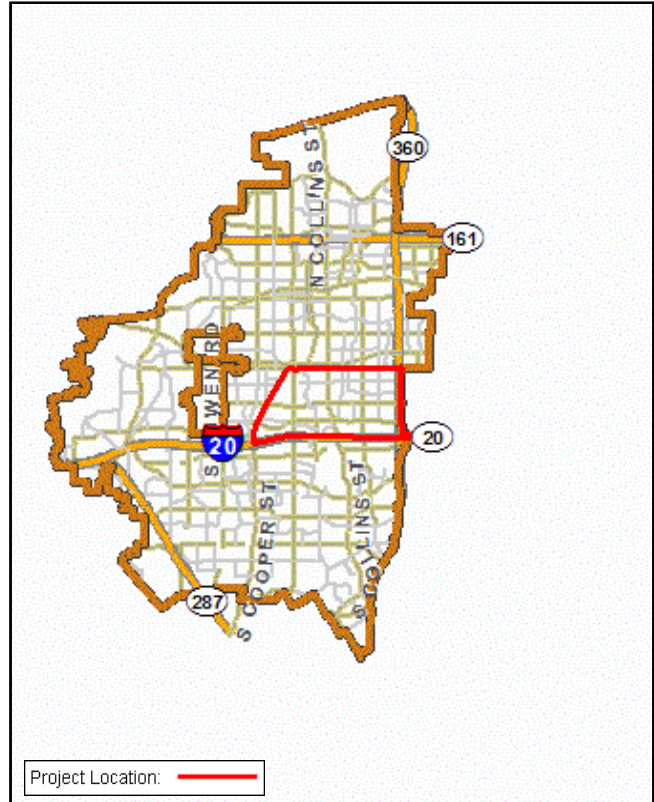
Current Activity

Feasibility Agreement has been submitted by U.S. Army Corps of Engineers. It is currently under review by the COA Legal Department. If approved, work could resume on the project sometime Fall of 2013.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Johnson Station Acquisition
 Status Updated: 07/30/2013

Project Scope	
Funding for parkland acquisition in the Johnson Station Subarea (east Arlington, between Arkansas and I-20).	
Project Number:	PKPL10001
Construction Start	
Construction End	
Current Phase	Acquisition / ROW
Bond Election	
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	
General Contractor	



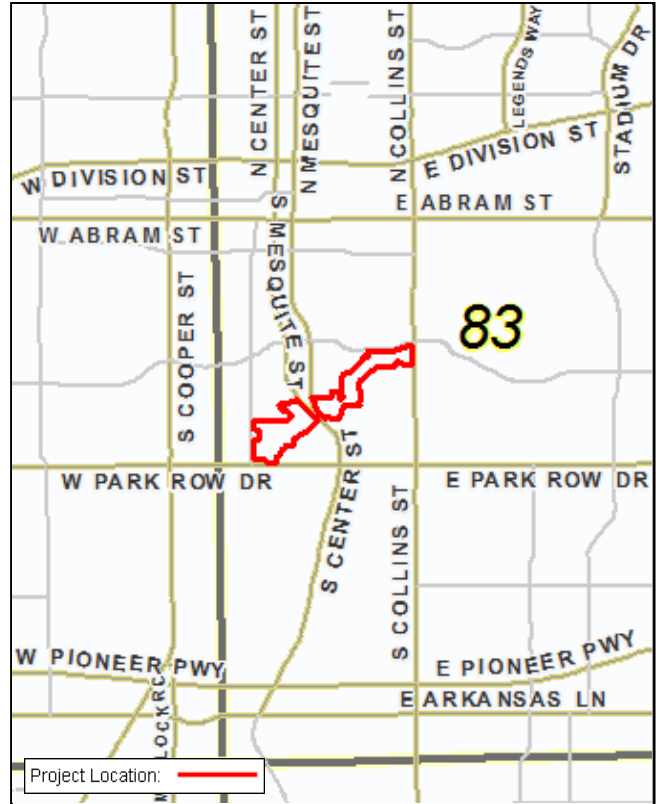
Approved Project Funding (Thousands)			
Funding Source	2010		
Fees	\$400		

Project Budget & Expenditures		
Current Budget:	\$400,000.00	
Committed Expenses:	\$0.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Staff is actively seeking properties to acquire.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Julia Burgen Linear Park
 Status Updated: 07/30/2013

Project Scope	
Removal of the street and utility infrastructure that previously served homes removed from the 25-year flood plain of Johnson Creek. Improvements include demolition, grading and turf establishment of the area between Park Row and Collins Street.	
Project Number:	PKPL13007
Construction Start	
Construction End	
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2013			
General Obligation Bonds	\$1,000			

Project Budget & Expenditures	
Current Budget:	\$1,000,000.00
Committed Expenses:	\$0.00
Expended to Date:	\$0.00

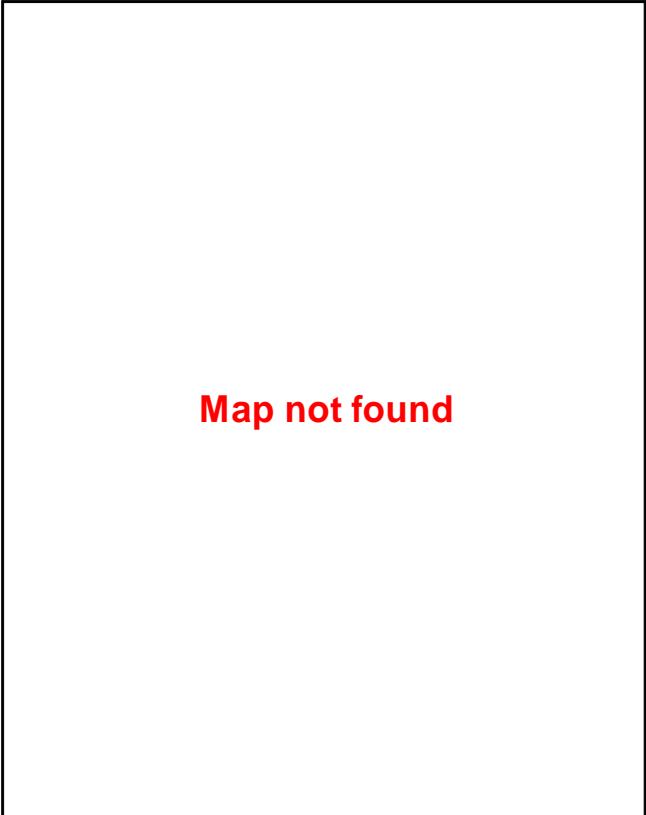
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
The first public meeting was held on June 13, 2013. Staff is working on hiring a consultant to assist with construction documents for the proposed improvements.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Linear Park Pocket Parks
 Status Updated: 07/30/2013

Project Scope	
Provide neighborhood amenities along linear parks. Proposed improvements would include play equipment and picnic areas.	
Project Number:	PKPL15001
Construction Start	
Construction End	
Current Phase	Planning
Bond Election	
Project Contract Information	
Project Manager	
Phone Number	
Email Address	
Design Firm	
General Contractor	



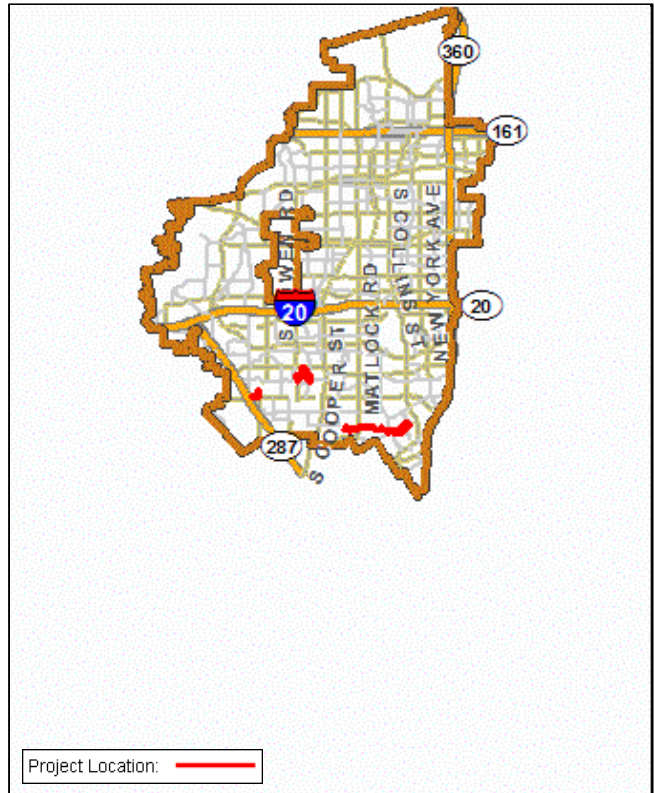
Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Linear Trail Development
 Status Updated: 07/30/2013

Project Scope	
Construction of trail along Sublett Creek, Rush Creek and Bowman Branch.	
Project Number:	PKPL09004
Construction Start	Nov-10
Construction End	Oct-11
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Kurt Beilharz
Phone Number	817-459-5478
Email Address	Kurt.Beilharz@Arlingtontx.gov
Design Firm	Schrickel Rollins Associates
General Contractor	2L Construction of Boyd, Texas



Approved Project Funding (Thousands)				
Funding Source	2009	2011		
Fees	\$392			
Transfers from other Funds		\$47		

Project Budget & Expenditures	
Current Budget:	\$470,804.00
Committed Expenses:	\$451,438.60
Expended to Date:	\$432,438.60

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

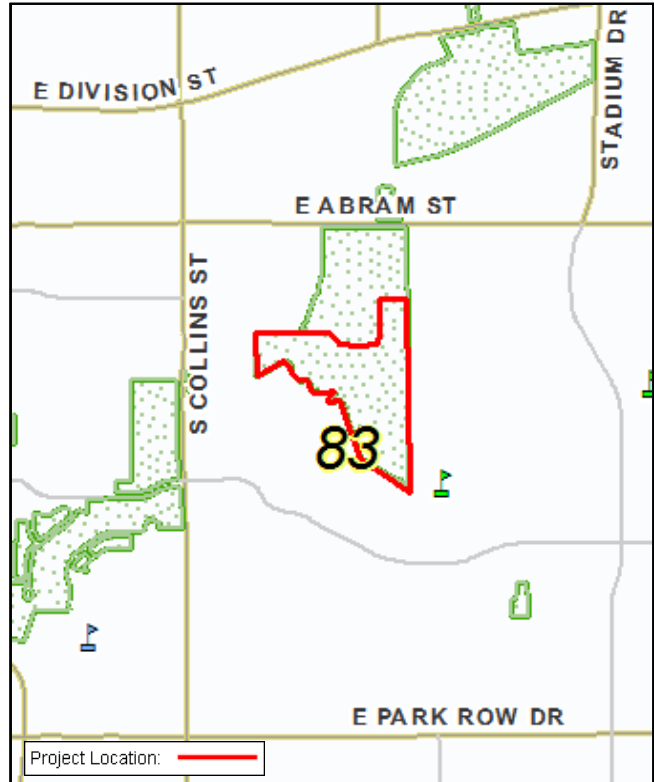
Current Activity

7/22/13 - Traffic signal installation is underway and bridge construction will begin the first week of August. The project is on track to be complete by late December 2013.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Meadowbrook Golf Water Well
 Status Updated: 07/30/2013

Project Scope	
Installation of a water well and pond at Meadowbrook Golf Course.	
Project Number:	PKPL12010
Construction Start	Oct-13
Construction End	Jan-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	Hamilton Duffy P.C.
General Contractor	



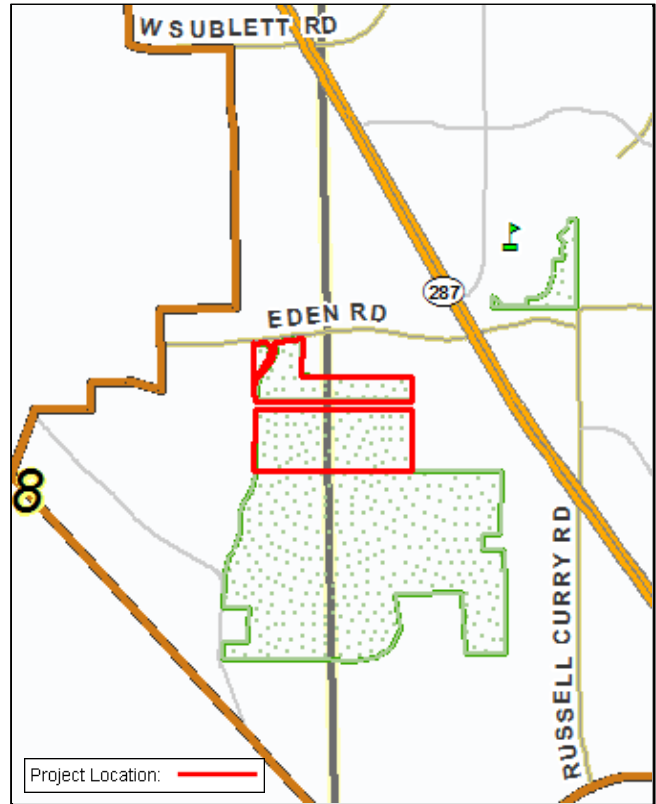
Approved Project Funding (Thousands)				
Funding Source	2013			
Gas Revenue	\$125			
Grants - Local	\$75			

Project Budget & Expenditures		
Current Budget:	\$200,000.00	
Committed Expenses:	\$9,040.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
An Engineering contract has been executed with Hamilton Duffy for the design of the pond, well pump and irrigation pump/system. Design is underway, but construction of the well has been placed on hold pending FY2014 Budget discussions.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: MLK Jr Sports Center Phase II
 Status Updated: 07/30/2013

Project Scope	
Design and construction documents for phase II of Martin Luther King Sports Center. Improvements include a restroom/concession building, additional parking, 2 T-ball fields and a batting cage.	
Project Number:	PKPL12002
Construction Start	Dec-13
Construction End	Aug-14
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Kurt Beilharz
Phone Number	817-459-5478
Email Address	Kurt.Beilharz@Arlingtontx.gov
Design Firm	Schrickel Rollins and Associa
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2012	2013	
General Obligation Bonds	\$180	\$1,220	

Project Budget & Expenditures	
Current Budget:	\$1,400,000.00
Committed Expenses:	\$171,128.85
Expended to Date:	\$44,628.60

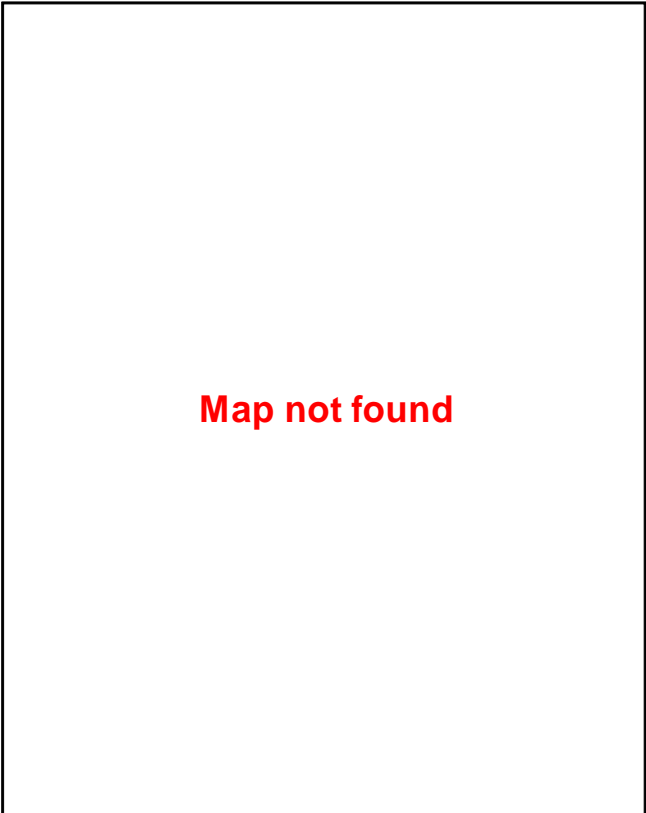
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
7/22/13- No change in status. Design development is underway. A 75% plan set is expected to be delivered in late July.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Neighborhood Park Acquisition
 Status Updated: 07/30/2013

Project Scope	
Acquisition of neighborhood park land in southwest (\$750,000), southeast (\$750,000) and Johnson Station (\$750,000). Exact locations are undetermined at this time.	
Project Number:	PKPL13008
Construction Start	
Construction End	
Current Phase	Planning
Bond Election	
Project Contract Information	
Project Manager	
Phone Number	
Email Address	
Design Firm	
General Contractor	



Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures	
Current Budget:	\$750,000.00
Committed Expenses:	\$0.00
Expended to Date:	\$0.00

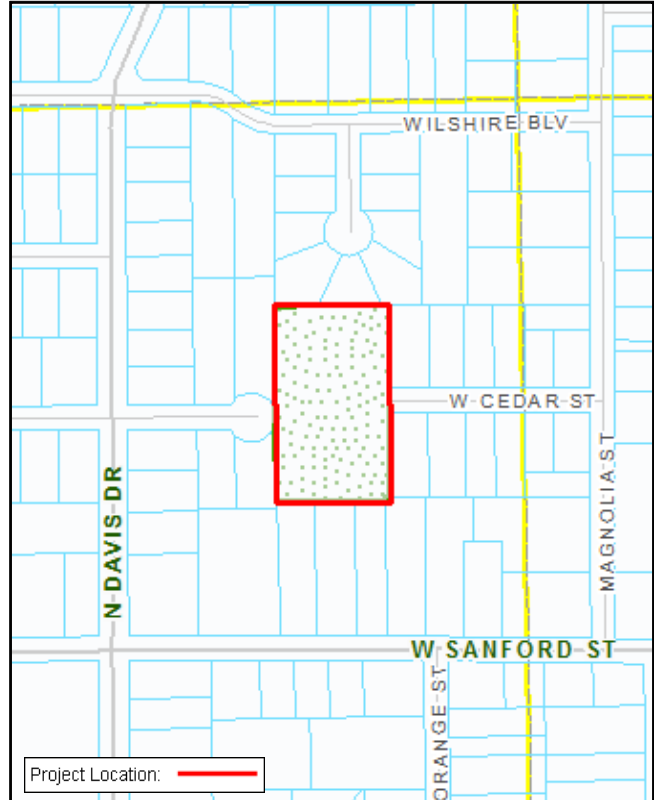
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Pirie Park Improvements
 Status Updated: 07/30/2013

Project Scope	
Design and construction of a walking trail, drainage improvements, a new monument sign, fitness equipment stations, and updated playground equipment.	
Project Number:	PKPL12011
Construction Start	May-13
Construction End	Aug-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Briana Morrison
Phone Number	817-459-6196
Email Address	Briana.Morrison@Arlingtontx.gov
Design Firm	Oliver Windham, Landscape A
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2013			
Transfers from other Funds	\$50			

Project Budget & Expenditures	
Current Budget:	\$141,500.00
Committed Expenses:	\$136,532.60
Expended to Date:	\$63,319.87

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Construction is currently ahead of schedule by several weeks. The looped sidewalk has been poured as well as the ADA curb ramp and playground ramp. Fitness equipment and benches are being installed on Friday 6/28. An 18" retaining wall will be necessary at the sidewalk entrance from the W. Cedar St. cul-de-sac. Final grading and laying of sod will happen within the next two weeks. The contractor is waiting on revised cast stone shop drawings before beginning the monument sign construction.

CAPITAL IMPROVEMENT PROGRAM

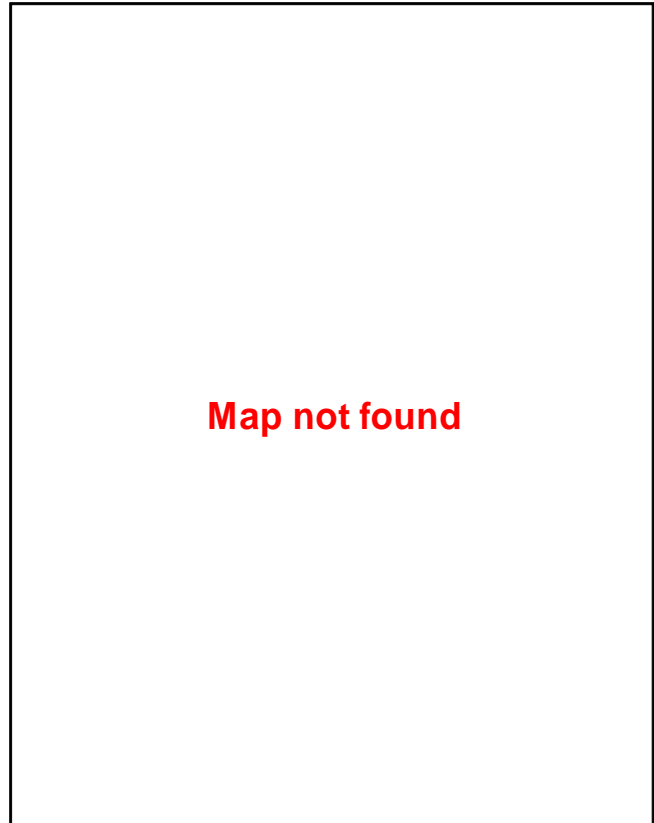
Green Sheet Report

PK - Parks and Recreation

Project: Richard Greene Sculpture Trail & Gateway Monuments

Status Updated: 07/30/2013

Project Scope	
Develop a master plan for the Richard Green Linear Park sculpture trail and gateway signage along I-30. The project also includes developing phase one construction documents for both projects.	
Project Number:	PKPL13006
Construction Start	Mar-13
Construction End	Apr-13
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	Schrickel Rollins Associates
General Contractor	



Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures	
Current Budget:	\$0.00
Committed Expenses:	\$0.00
Expended to Date:	\$0.00

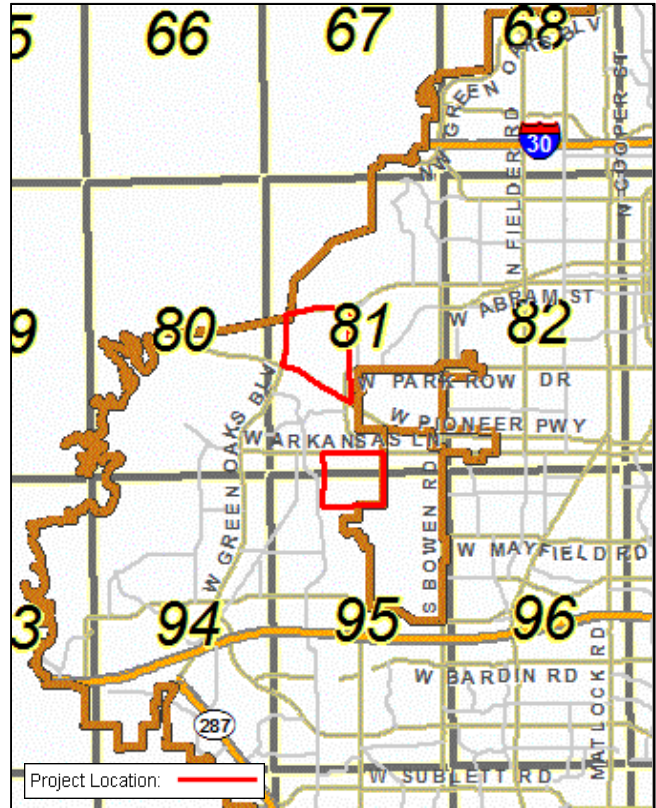
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Negotiating contract with consultant.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Rush Creek Linear Park
 Status Updated: 07/30/2013

Project Scope	
Land acquisition and development of linear park amenities along Rush Creek. Opportunities exist for trail linkages between Kelley and Veterans Park, as well as, between Village Creek Historical Area and Pioneer Parkway.	
Project Number:	PKPL14001
Construction Start	
Construction End	
Current Phase	Planning
Bond Election	2008
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2013		
General Obligation Bonds	\$300		

Project Budget & Expenditures	
Current Budget:	\$300,000.00
Committed Expenses:	\$0.00
Expended to Date:	\$0.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Staff is seeking land acquisition opportunities along the Rush Creek corridor.

CAPITAL IMPROVEMENT PROGRAM

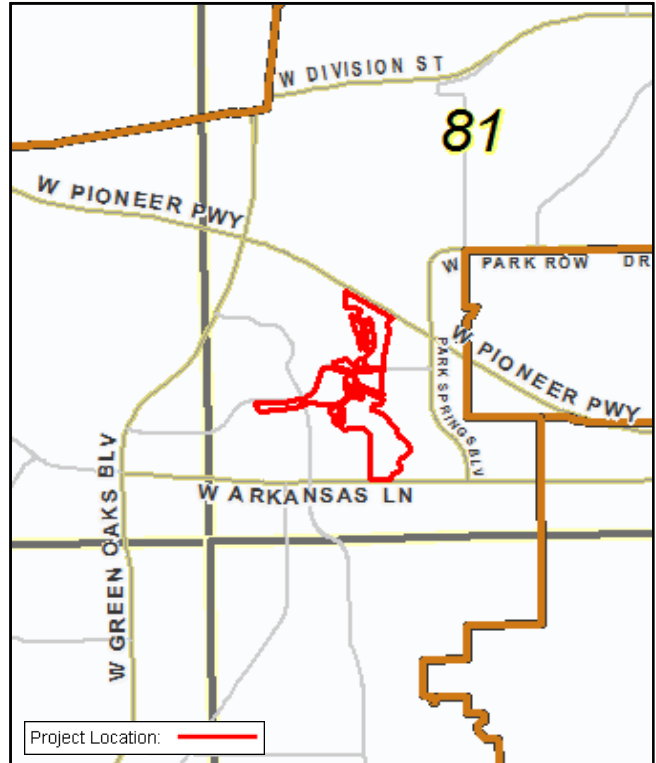
Green Sheet Report

PK - Parks and Recreation

Project: Rush Creek Mitigation Area Improvements

Status Updated: 07/30/2013

Project Scope	
This project consists of platting, master planning, design, construction documents and phase one construction for the Rush Creek buyout area.	
Project Number:	PKPL11008
Construction Start	Sep-13
Construction End	Jun-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Kurt Beilharz
Phone Number	817-459-5478
Email Address	Kurt.Beilharz@Arlingtontx.gov
Design Firm	Schrickel Rollins Associates
General Contractor	



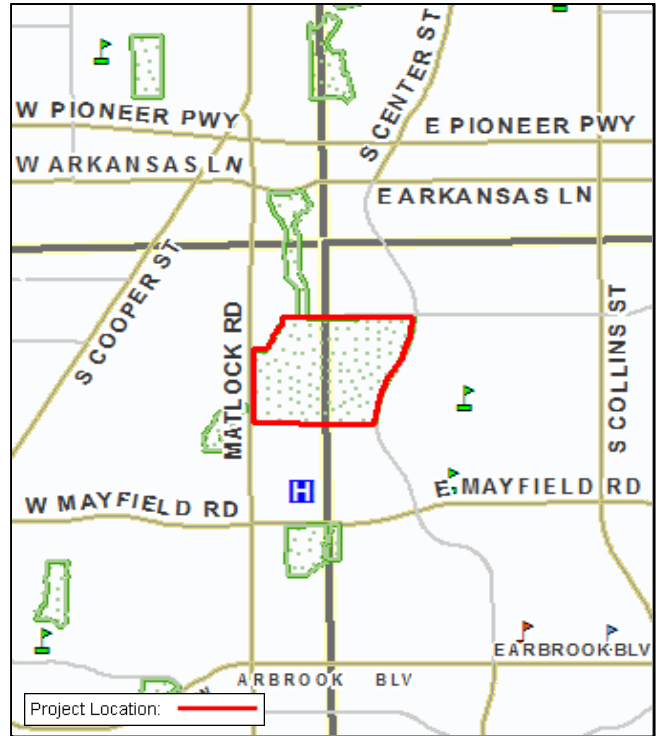
Approved Project Funding (Thousands)				
Funding Source	2011	2012	2013	
Fees	\$33		\$363	
Gas Revenue			\$720	
Other	\$41			
Transfers from other Funds		\$1		

Project Budget & Expenditures		
Current Budget:	\$1,202,056.00	
Committed Expenses:	\$204,125.28	
Expended to Date:	\$169,597.28	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
7/22/13 - Project design has been completed and plans have been submitted to One Start for a site plan review. Staff is working to resolve ROW issues at two properties in order to complete the plat process. The project is scheduled to be out to bid in fall 2013.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Skatepark
 Status Updated: 07/30/2013

Project Scope	
Master plan for a city-wide skatepark in Vandergriff Park. Funding is available for design and construction of the first phase.	
Project Number:	PKPL10014
Construction Start	Sep-13
Construction End	Feb-14
Current Phase	Construction
Bond Election	2008
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	Jason.Landrem@Arlingtontx.gov
Design Firm	Newline Skateparks
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2010	2011	2012	
Donations			\$25	
Fees		\$150		
Gas Revenue		\$75		
General Obligation Bonds			\$500	
Grants - Local		\$25		
Transfers from other Funds	\$100			

Project Budget & Expenditures	
Current Budget:	\$1,265,045.00
Committed Expenses:	\$324,488.54
Expended to Date:	\$313,984.04

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

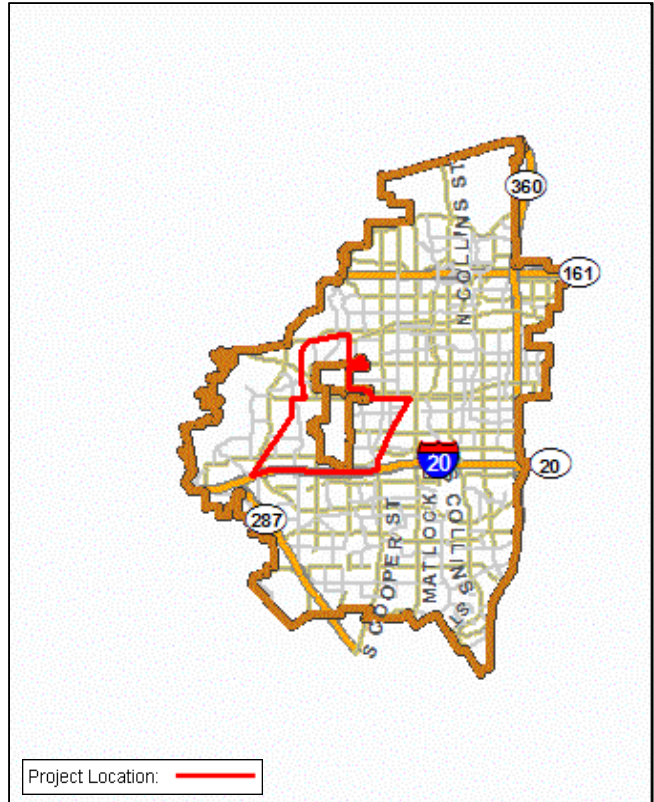
Current Activity

On August 13, 2012 Park Board approved the Concept Master Plan for the Vandergriff Skatepark. Project was put out for bid on May 3rd. Seven bids were opened on May 23, 2013. A best value evaluation of the seven firms was completed and Northstar Construction Company was selected. Contracts are currently being executed and construction is scheduled to begin in August 2013.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Tri-City Acquisition
 Status Updated: 07/30/2013

Project Scope	
Funding for parkland acquisition in the Six Flags Park Fee Subarea	
Project Number:	PKPL10007
Construction Start	
Construction End	
Current Phase	Acquisition / ROW
Bond Election	
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	
General Contractor	



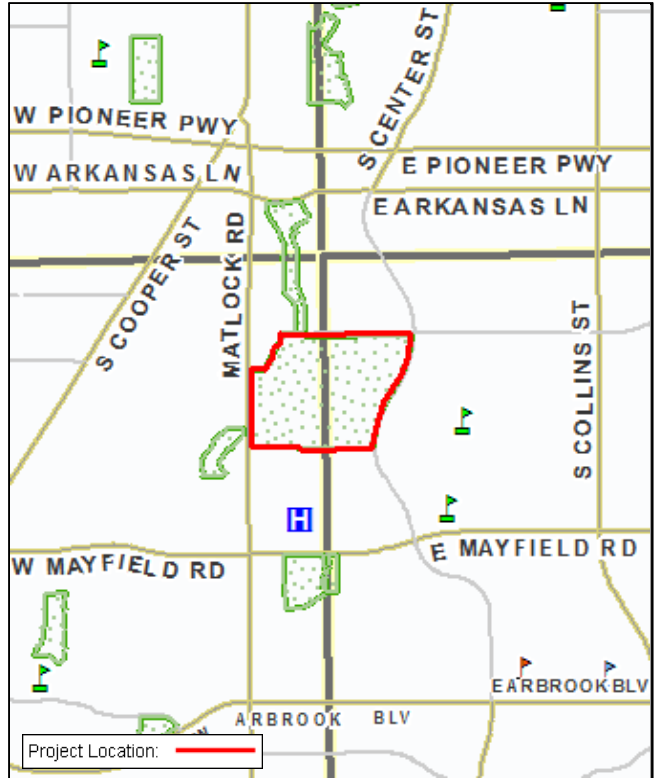
Approved Project Funding (Thousands)			
Funding Source	2010		
Fees	\$250		

Project Budget & Expenditures		
Current Budget:	\$250,000.00	
Committed Expenses:	\$68,763.01	
Expended to Date:	\$68,763.01	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Staff is actively seeking properties to acquire.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Vandergriff Park - Phase II
 Status Updated: 07/30/2013

Project Scope	
Construction of a looped trail, pavilion, landscaping, two baseball fields and expansion of the existing playground with a shade structure.	
Project Number:	PKPL11003
Construction Start	Oct-13
Construction End	May-14
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	Jason.Landrem@Arlingtontx.gov
Design Firm	Schrickel Rollins Associates
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2011	2012		
Gas Revenue		\$75		
General Obligation Bonds	\$230	\$1,270		
Grants - Local		\$175		

Project Budget & Expenditures	
Current Budget:	\$1,750,000.00
Committed Expenses:	\$184,307.46
Expended to Date:	\$148,192.78

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

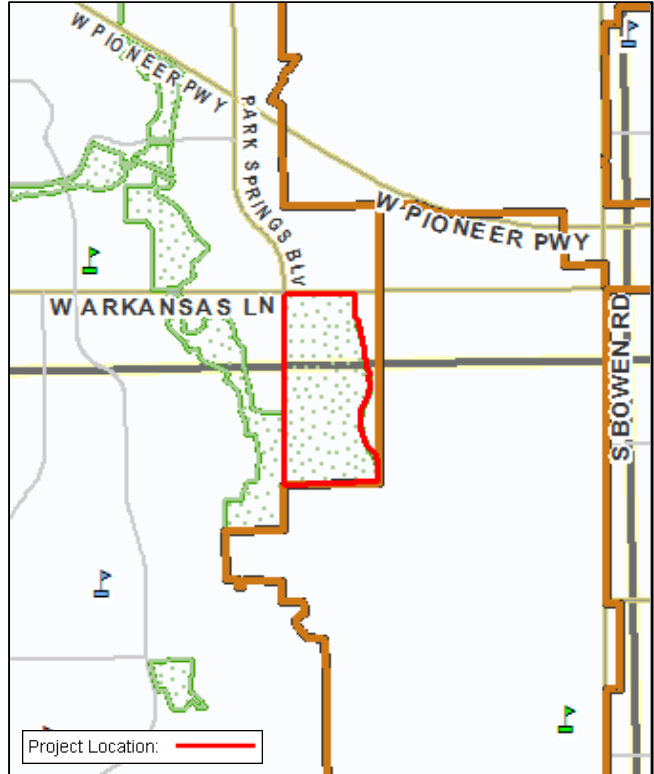
Current Activity

City Council approved a design contract with Schrickel, Rollins and Assoc. in February 2012. A public input meeting was held on March 8, 2012. Construction documents are nearing 100%. Project is behind schedule and is currently scheduled to bid August 2013. Construction is estimated to start October 2013

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
PK - Parks and Recreation
Project: Veterans Park Improvements
 Status Updated: 07/30/2013

Project Scope	
Expansion of the existing north parking lot, and irrigation for the sports practice fields.	
Project Number:	PKPL11004
Construction Start	
Construction End	
Current Phase	Planning
Bond Election	2008
Project Contract Information	
Project Manager	Kurt Beilharz
Phone Number	817-459-5478
Email Address	Kurt.Beilharz@Arlingtontx.gov
Design Firm	
General Contractor	



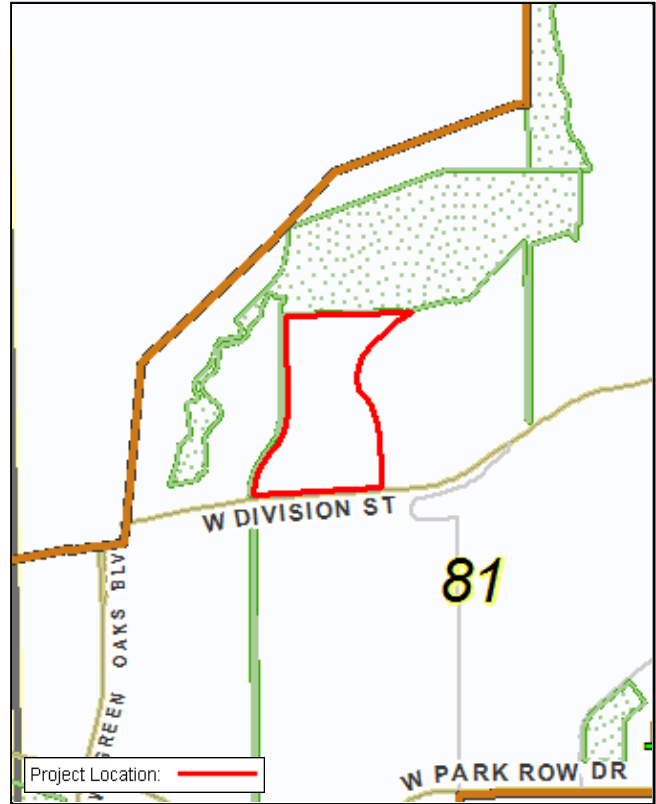
Approved Project Funding (Thousands)				
Funding Source	2013			
General Obligation Bonds	\$50			
Other	\$10			
Transfers from other Funds	\$20			

Project Budget & Expenditures		
Current Budget:	\$80,000.00	
Committed Expenses:	\$0.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Work on this project has not begun.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Village Rush Creek
 Status Updated: 07/30/2013

Project Scope	
Acquisition of land for the Rush and Village Creek Linear Park system.	
Project Number:	PKPL05003
Construction Start	
Construction End	
Current Phase	Acquisition / ROW
Bond Election	1997
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	DeOnna.Garner@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2005	2007	
General Obligation Bonds	\$145	\$534	

Project Budget & Expenditures	
Current Budget:	\$678,851.80
Committed Expenses:	\$55,896.78
Expended to Date:	\$55,896.78

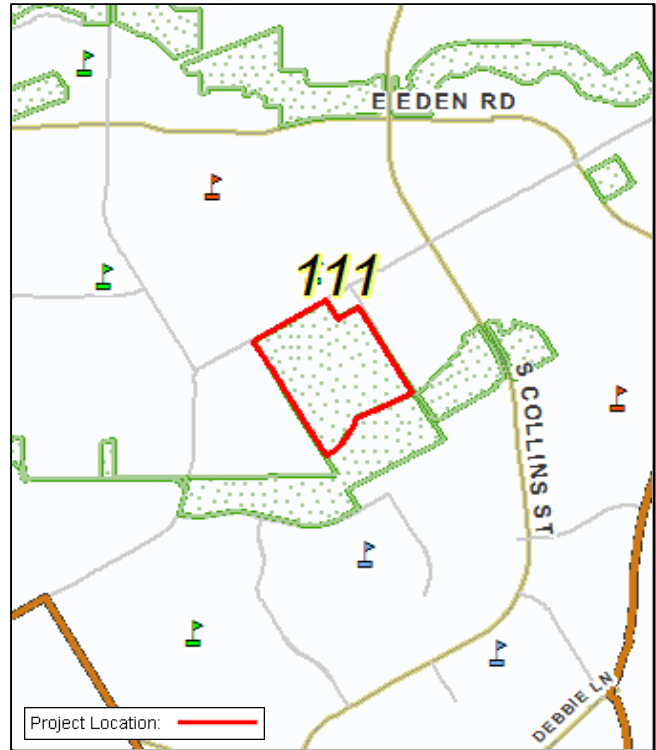
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Staff is actively seeking properties to acquire.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report
 PK - Parks and Recreation
 Project: Webb Community Park Phase IV
 Status Updated: 07/30/2013

Project Scope	
Proposed amenities include a walking trail, basketball courts, baseball fields, a playground, parking and landscaping.	
Project Number:	CMPK10001
Construction Start	
Construction End	
Current Phase	Planning
Bond Election	2005
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	Jason.Landrem@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2007	2008	2009	
Fees	\$1,245			
Gas Revenue			\$93	
General Obligation Bonds	\$600			
Other		\$75		
Transfers from other Funds			\$235	

Project Budget & Expenditures		
Current Budget:	\$2,248,246.33	
Committed Expenses:	\$1,986,827.68	
Expended to Date:	\$1,983,027.68	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Work on this project has not begun.		

CAPITAL IMPROVEMENT PROGRAM

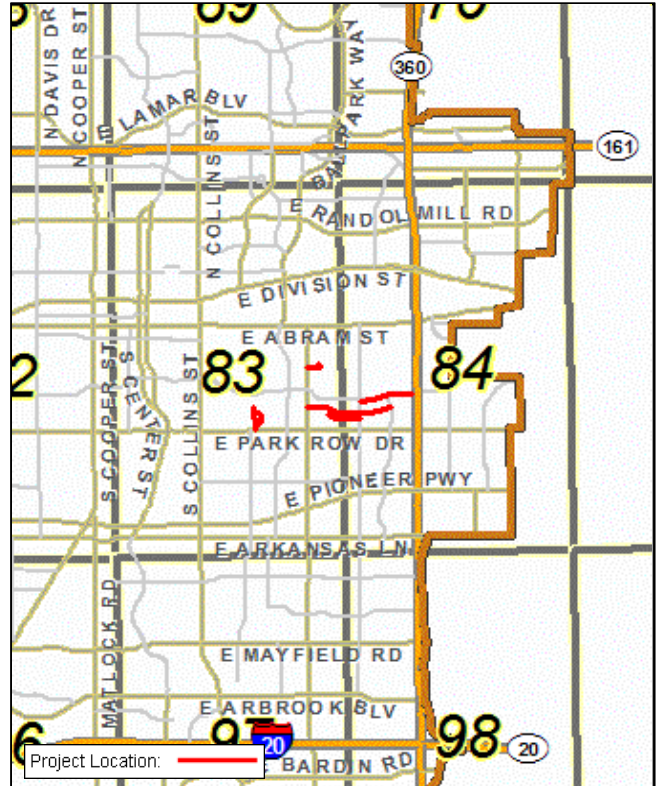
Green Sheet Report

PW - Public Works and Transportation

Project: 2010 Residential Rebuild

Status Updated: 07/30/2013

Project Scope	
Rebuild various residential roadways to concrete streets with water and sewer renewals. The list of streets is as follows: Melrose Street (New York Ave. to Leacrest St.), Mitchell Street (Sherry St. to SH 360), Moore Terrace (Perrin St. to Perrin St.), Perrin St. (Park Row Dr. to Raines St.), Reever Street (Hillcrest Drive to Sherry St.), Skylark Drive (New York Ave. to Carter Dr.). Ponding locations are: 1418 Ardmore Drive, 3801 Denise Ct., 8118 Silver Spur Dr.	
Project Number:	PWST10019
Construction Start	Aug-11
Construction End	Sep-13
Current Phase	Construction
Bond Election	2008
Project Contract Information	
Project Manager	Andrea Ruales
Phone Number	8174596550
Email Address	Andrea.Ruales@Arlingtontx.gov
Design Firm	Elder Engineering
General Contractor	Stabile & Winn, Inc.



Approved Project Funding (Thousands)				
Funding Source	2010	2011		
General Obligation Bonds	\$3,825			
Revenue Bonds		\$807		

Project Budget & Expenditures	
Current Budget:	\$5,825,048.60
Committed Expenses:	\$5,024,448.78
Expended to Date:	\$4,267,653.64

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
	\$15,563.00	\$466,898.00

Current Activity

All ponding rehabilitation improvements are complete. Moore Terrace, Perrin St, Melrose Street and Reever Street are complete. Paving, driveways and sidewalks in progress on Skylark Drive and Mitchell Street. The project is scheduled for completion in August 2013.

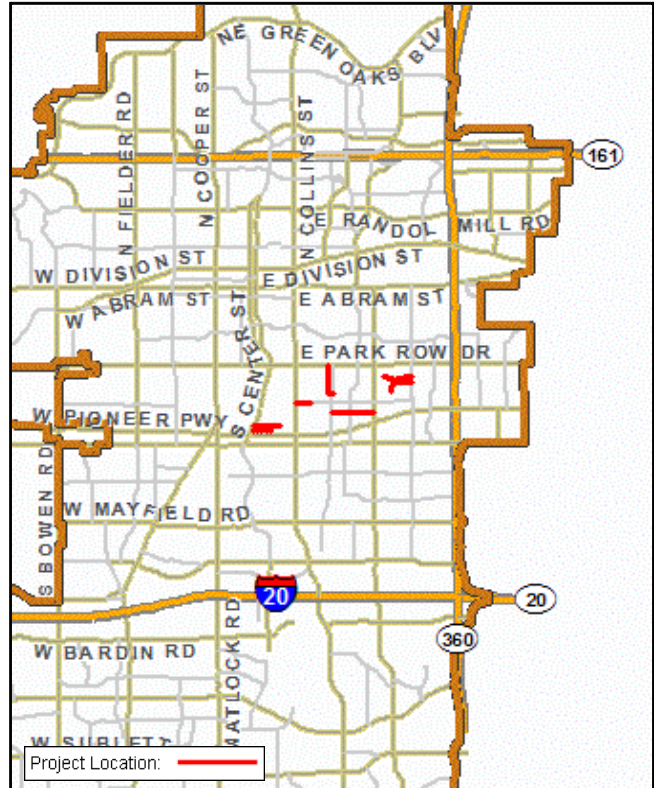
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: 2011 CDBG Residential Rebuild

Status Updated: 07/30/2013

Project Scope	
Rebuild existing residential streets to concrete streets with water and sewer renewals. Locations are: Southmoor Dr (Center St to Southridge Dr), Jeannette Ct, Elaine Ct, LeJuan Ct, Laura Ln, Lackland Street (Park Row Dr to Daniel Dr), Lovers Ln (Collins St to Wynn Ter), Glynn Oaks Dr (Daniel Dr to New York Ave), Kimberly Dr (Mignon Dr to Sherry St), Barton Dr (Kent Dr to Sherry St), Sanitary Sewer Line Renewal in the easement between Center St and Jeanette Ct	
Project Number:	PWST11056
Construction Start	Sep-12
Construction End	Nov-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Bob Watson
Phone Number	817-459-6582
Email Address	Bob.Watson@Arlingtontx.gov
Design Firm	Teague Nall and Perkins
General Contractor	RKM Utility Services



Approved Project Funding (Thousands)				
Funding Source	2010	2011		
Grants - Federal	\$275			
Revenue Bonds		\$138		

Project Budget & Expenditures	
Current Budget:	\$3,125,307.30
Committed Expenses:	\$3,084,331.43
Expended to Date:	\$1,870,418.82

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

The project includes five groups of streets. The design work for all groups concluded in May 2012. Construction of each group shall take place as funds become available. Construction is underway for groups 1 and 4 at this time. Group 1 includes Southmoor Dr and the following cul-de-sacs; Jeannette Ct, Elaine Ct., LeJuan Ct., and Laura Ln. Group 4 includes Glynn Oaks Dr. All water and sewer is complete. Paving activities in the Southmoor area concluded in June. Paving is underway along Glen Oaks. Project scheduled to be substantially complete in November 2013. Bidding process for groups 2 and 3 began in July. Group 2 includes Lovers Ln. Group 3 includes Lackland St.

CAPITAL IMPROVEMENT PROGRAM

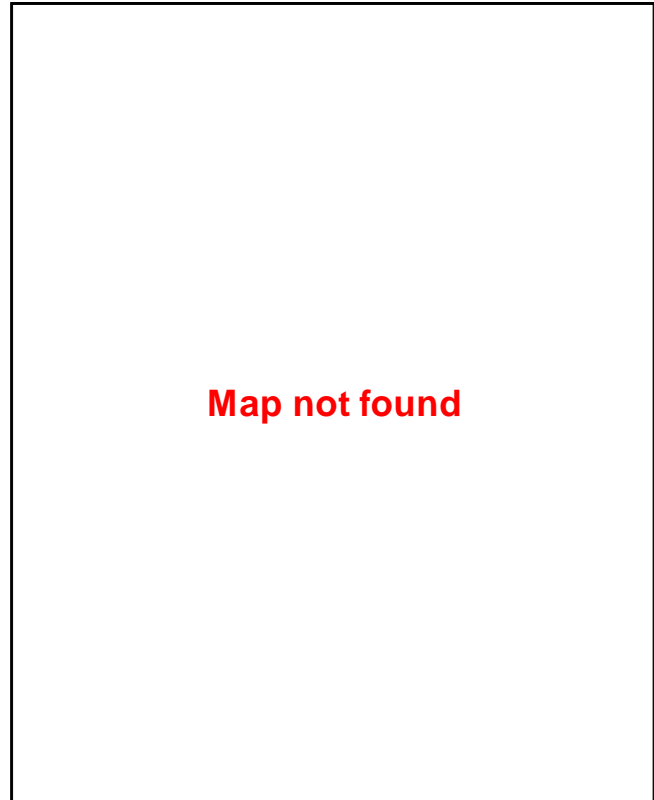
Green Sheet Report

PW - Public Works and Transportation

Project: 2011 Mill & Overlay Program

Status Updated: 07/30/2013

Project Scope	
The milling and overlay portion of the project will remove approximately two inches of the road surface and repave the road with hot mix asphaltic concrete. Asphalt reclamation involves pulverizing existing asphalt and road base and blending with portland cement to build a new road base at a depth no less than twelve inches thick, followed by repaving the road with hot mix asphaltic concrete.	
Project Number:	PWSM11056
Construction Start	May-11
Construction End	Sep-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Bill Bateman
Phone Number	817-459-5435
Email Address	Bill.Bateman@Arlingtontx.gov
Design Firm	N/A
General Contractor	APAC Contractors, Inc.



Approved Project Funding (Thousands)				
Funding Source	2011	2012	2013	
Other	\$3,500	\$2,901	\$1,721	

Project Budget & Expenditures	
Current Budget:	\$8,121,576.21
Committed Expenses:	\$8,121,576.21
Expended to Date:	\$7,321,576.21

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
As of 7/01/13: New York Ave. (Mayfield Rd. to Arkansas Ln.), Bowman Springs Rd. (IH20 to Shorewood Dr.); Millwood Neighborhood, and Russell Curry Rd. (287 to Turner Warnell Rd.); Fort Hunt Neighborhood; Silo Rd. (Cravens Park Dr. to Sublett Rd.); Cravens Park Rd. (Silo Rd. to Matlock Rd.); Redstone Dr. (Park Springs Blvd. to Calendar Rd.); Frenchwood Neighborhood; First St. (Center St. to Mesquite St.); Sandalwood Dr. (Pennridge Ln. to Embercrest Dr.); Road to Six Flags St. (Ballpark Way to Six Flags Dr.), Bell St. ; Wood St.; Dan Gould Dr.; and Renee Dr. - 100% complete. Sandalwood neighborhood - 80% complete. During the month of July, work will continue in the Sandalwood

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation

Project: 2011 Misc Drainage Improvements (Arkansas, Miguel)

Status Updated: 07/30/2013

Project Scope	
Arkansas: Corrugated metal pipe is crushed from Medlin to the outfall west of Cooper. Replace with RCP. Miguel: There is no place for drainage to go at the end of the alley west of Miguel. Extend a storm drain from the alley to the existing storm drain in Miguel.	
Project Number:	PWDR11020
Construction Start	Jun-12
Construction End	Jul-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Mandy Clark
Phone Number	817-459-6592
Email Address	Mandy.Clark@Arlingtontx.gov
Design Firm	O'Donald Engineering
General Contractor	RKM Utility Services, Inc.



Approved Project Funding (Thousands)				
Funding Source	2011	2012	2013	
Fees		\$800		
Other			\$99	
Revenue Bonds	\$73			

Project Budget & Expenditures	
Current Budget:	\$1,391,122.78
Committed Expenses:	\$1,349,879.56
Expended to Date:	\$1,207,904.22

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Construction on the Arkansas Lane portion will be complete in July. Miguel Ln. location is complete.

CAPITAL IMPROVEMENT PROGRAM

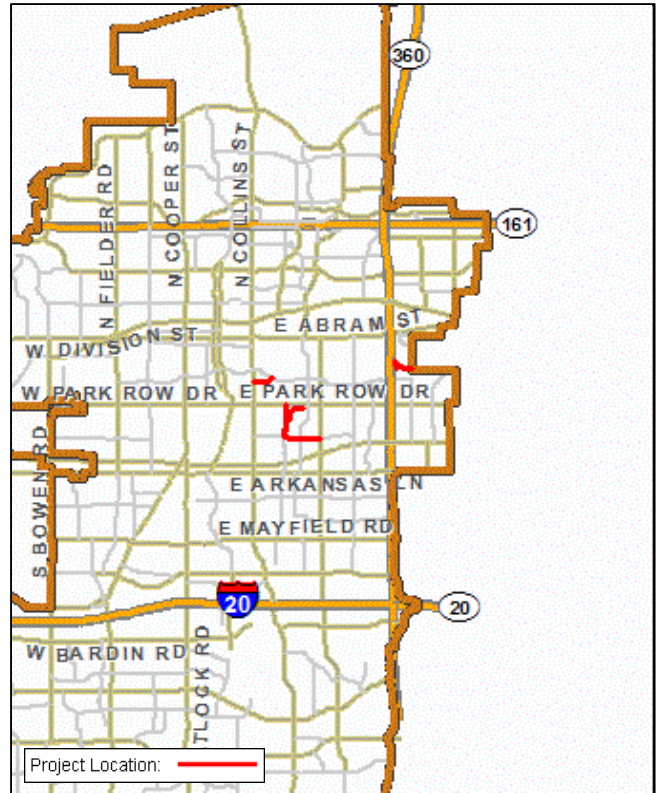
Green Sheet Report

PW - Public Works and Transportation

Project: 2011 Residential Rebuilds

Status Updated: 07/30/2013

Project Scope	
Rebuild residential streets that have deteriorated beyond routine maintenance. The list of streets is as follows: Arbor Lane (Kent Dr to Eden Ln), Daniel Drive (Park Row Dr to Lovers Ln), Fleet Circle (from Holiday Dr), Holiday Drive (Gilbert Cir to City Limits), Lovers Lane (Daniel Dr to New York Ave), Valley View Drive (Collins St to Mitchell St). Ponding locations are 3402 Green Hill Drive, 8126 Abbey Glen Court, 910 Aleta Street.	
Project Number:	PWST11047
Construction Start	Aug-12
Construction End	Mar-14
Current Phase	Construction
Bond Election	2008
Project Contract Information	
Project Manager	Andrea Ruales
Phone Number	817-459-6550
Email Address	Andrea.Ruales@Arlingtontx.gov
Design Firm	Elder Engineering, Inc.
General Contractor	Tiseo Paving Co.



Approved Project Funding (Thousands)				
Funding Source	2011	2012		
General Obligation Bonds	\$260	\$2,500		
Revenue Bonds	\$60	\$150		

Project Budget & Expenditures	
Current Budget:	\$5,262,959.17
Committed Expenses:	\$5,126,434.96
Expended to Date:	\$2,178,843.92

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Construction started in November 2012 and the contractor is currently working on Holiday Drive, Arbor Lane and Lovers Ln. Completion is scheduled for March 2014.

CAPITAL IMPROVEMENT PROGRAM

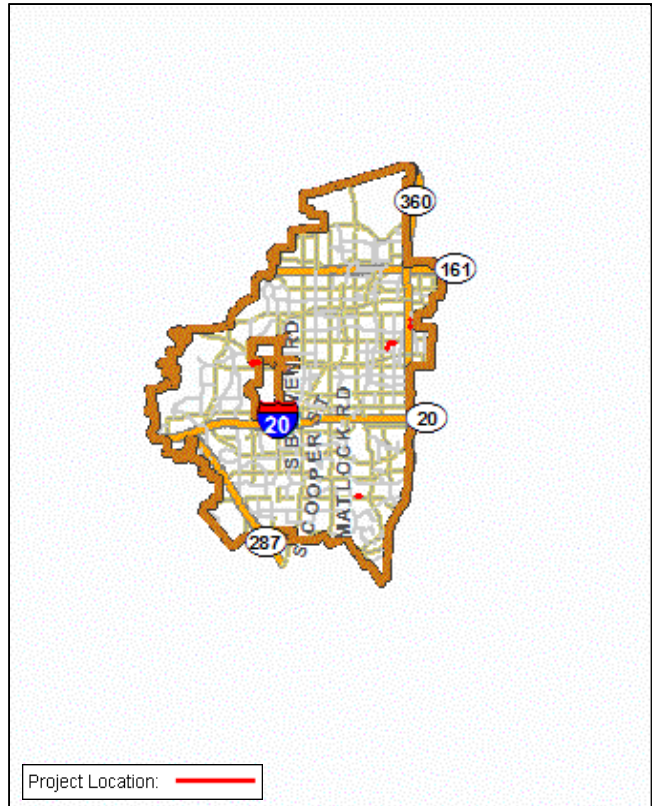
Green Sheet Report

PW - Public Works and Transportation

Project: 2012 Residential Rebuild

Status Updated: 07/30/2013

Project Scope	
Rebuild the following residential streets: Bradford Drive (Sherry Street to Kent Drive), Debbie Lane (SH360 to Plaza Street), Hollandale Circle (SH360 to Hardy Place), Park Springs Court (Park Springs Boulevard to Cul-de-Sac), San Rafael Drive (Spanish Trail to San Ramon Drive) & San Ramon Drive (Park Springs Boulevard to Dead End) including Sanitary Sewer Line Renewal within the Easements Between 3901 and 3903 San Ramon Drive, Between 3804 and 3808 San Ramon Drive, Between 2205 and 2207 Park Springs Court, Between 2227 and 2229 Park Springs Court	
Project Number:	PWST12015
Construction Start	Aug-13
Construction End	Mar-15
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Steve Schell
Phone Number	817-459-6577
Email Address	Steve.Schell@Arlingtontx.gov
Design Firm	Elder Engineering
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2012	2013		
General Obligation Bonds	\$200	\$2,500		

Project Budget & Expenditures	
Current Budget:	\$2,782,863.00
Committed Expenses:	\$228,913.00
Expended to Date:	\$143,029.39

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Currently wrapping-up the final construction plans. Project scheduled to bid in September 2013.

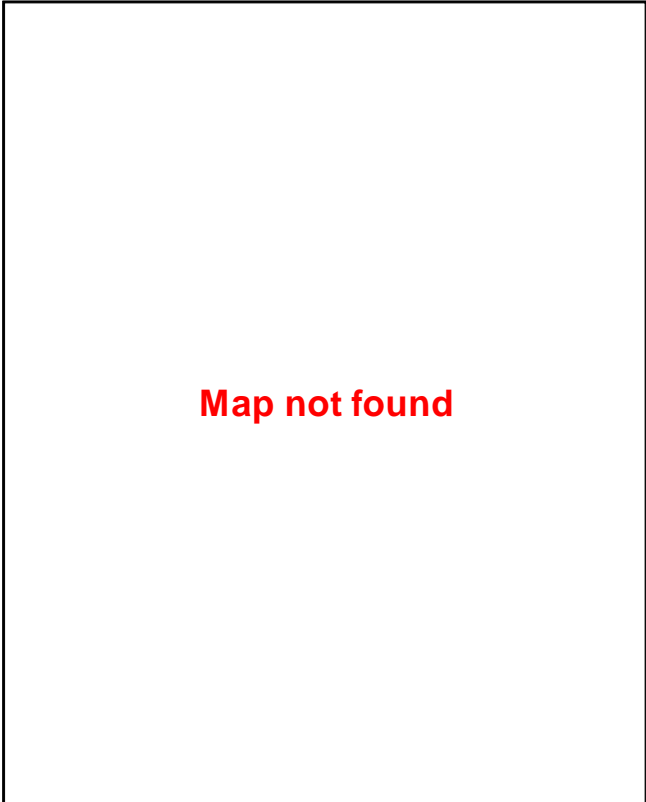
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: 2013 Heater Re-Paver Program

Status Updated: 07/30/2013

Project Scope	
Heating and recycling the existing pavement followed by the application of a recycling agent to renew the asphalt. The recycled material is heated and placed down almost immediately to build a new 2-inch road surface.	
Project Number:	PWSM13004
Construction Start	Jun-13
Construction End	May-14
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Bill Bateman
Phone Number	817-459-5435
Email Address	Bill.Bateman@Arlingtontx.gov
Design Firm	N/A
General Contractor	Cutler Repaving, Inc.



Approved Project Funding (Thousands)				
Funding Source	2013			
Other	\$124			

Project Budget & Expenditures		
Current Budget:	\$123,766.00	
Committed Expenses:	\$123,766.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Working with contractor to schedule construction start date.		

CAPITAL IMPROVEMENT PROGRAM

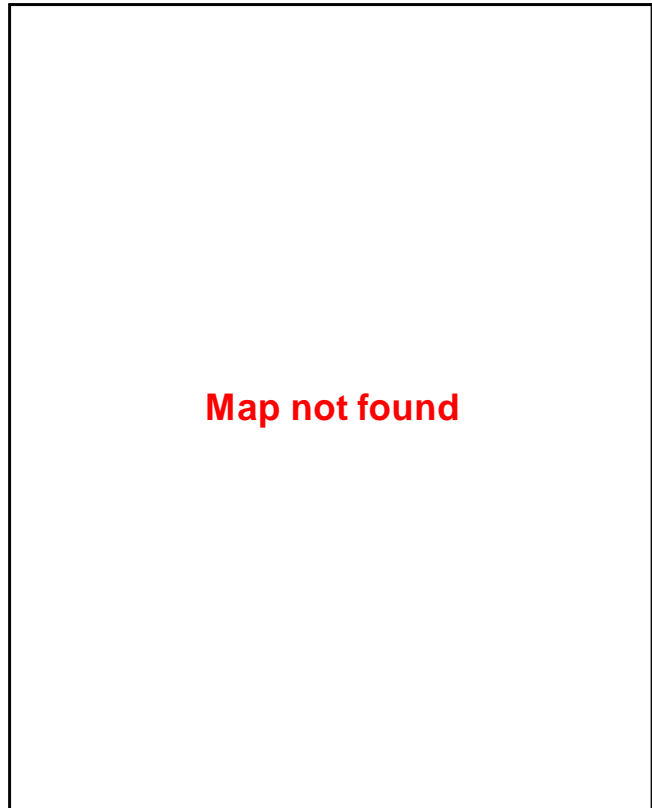
Green Sheet Report

PW - Public Works and Transportation

Project: 2013 Misc Concrete Street Maintenance & Handicap Ramp Program

Status Updated: 07/30/2013

Project Scope	
Concrete street maintenance services throughout the city as well as curb, gutter and handicap ramp replacement in advance of the street reclamation project.	
Project Number:	PWSM13002
Construction Start	Jul-13
Construction End	Jul-14
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Bill Bateman
Phone Number	817-459-5435
Email Address	Bill.Bateman@Arlingtontx.gov
Design Firm	N/A
General Contractor	Estrada Concrete Company, L



Approved Project Funding (Thousands)				
Funding Source	2013			
Other	\$1,931			

Project Budget & Expenditures		
Current Budget:	\$1,931,001.00	
Committed Expenses:	\$1,931,001.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Construction began on Center St. 7/08/13.		

CAPITAL IMPROVEMENT PROGRAM

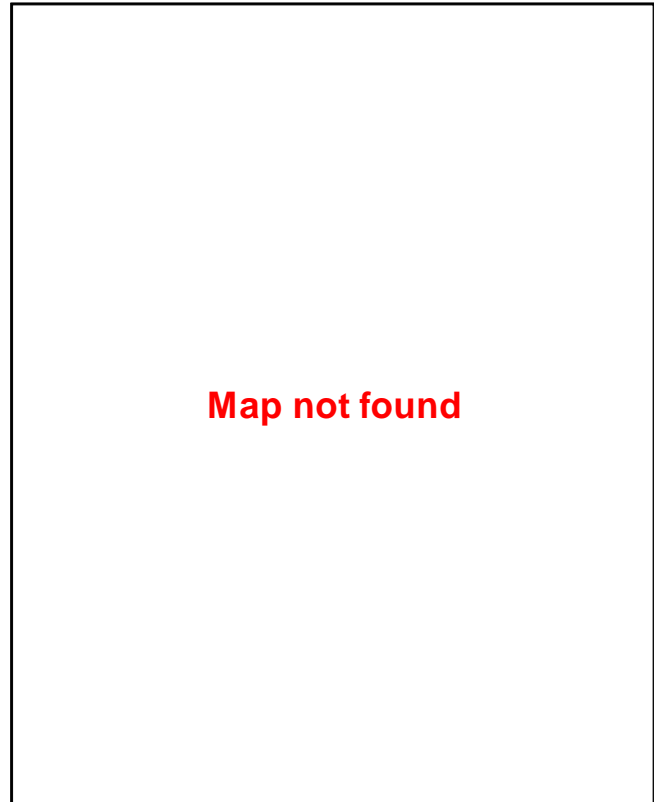
Green Sheet Report

PW - Public Works and Transportation

Project: 2013 Sidewalk Program

Status Updated: 07/30/2013

Project Scope	
Remove access barriers for all requests to date including all items in Frame Settlement. Various locations throughout the city. Replacement sidewalk, ramps, and median noses will be installed.	
Project Number:	PWSW13001
Construction Start	Dec-12
Construction End	Dec-12
Current Phase	Construction
Bond Election	2008
Project Contract Information	
Project Manager	Daniel Burnham
Phone Number	817-459-6597
Email Address	Daniel.Burnham@Arlingtontx.gov
Design Firm	
General Contractor	TBD



Approved Project Funding (Thousands)				
Funding Source	2013			
General Obligation Bonds	\$330			

Project Budget & Expenditures		
Current Budget:	\$346,500.00	
Committed Expenses:	\$11,500.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Project advertised July 27 & 28. Pre-Bid scheduled for August 6, 2013. Bid opening scheduled on August 20, 2013. Anticipate sending construction contract to City Council for approval on September 17, 2013.		

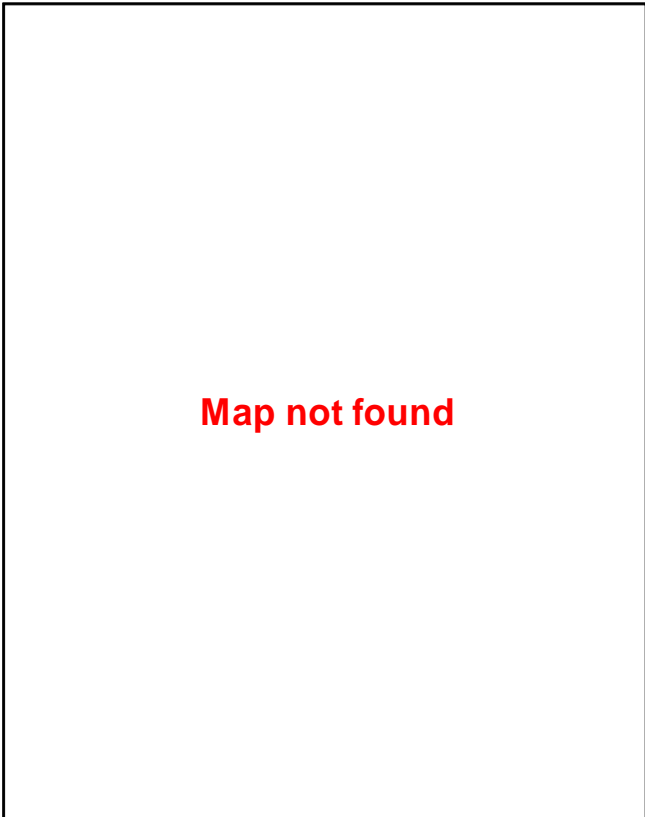
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: 2013 Street Reclamation Program

Status Updated: 07/30/2013

Project Scope	
Pulverizing existing asphalt and base materials and blending with cement and lime to build a new road base, followed by a four inch asphalt base course and a new two inch asphalt surface.	
Project Number:	PWSM13003
Construction Start	Oct-13
Construction End	Sep-14
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Bill Bateman
Phone Number	817-459-5435
Email Address	Bill.Bateman@Arlingtontx.gov
Design Firm	N/A
General Contractor	TBD



Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Currently in the bid process. Bid opening scheduled for 8/20/13.		

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Abram Street (Cooper to Collins)

Status Updated: 07/30/2013

Project Scope	
The project involves rebuilding Abram Street between Collins and Cooper and includes renewal of water, sanitary sewer and storm sewer facilities.	
Project Number:	PWST10009
Construction Start	Jan-16
Construction End	Mar-19
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Bob Watson
Phone Number	817-459-6582
Email Address	Bob.Watson@Arlingtontx.gov
Design Firm	Gresham Smith and Partners
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2010		
General Obligation Bonds	\$515		

Project Budget & Expenditures	
Current Budget:	\$515,000.00
Committed Expenses:	\$63,142.51
Expended to Date:	\$62,565.21

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Completed Phase 1 of the project, which included a traffic analysis of various options. The analysis was presented to City Council on May 21. The contract for Phase 2 of the project is scheduled for City Council agenda on August 6, 2013. Phase 2 includes public meetings to present the traffic analysis for the various options, surveying and developing the conceptual plans.

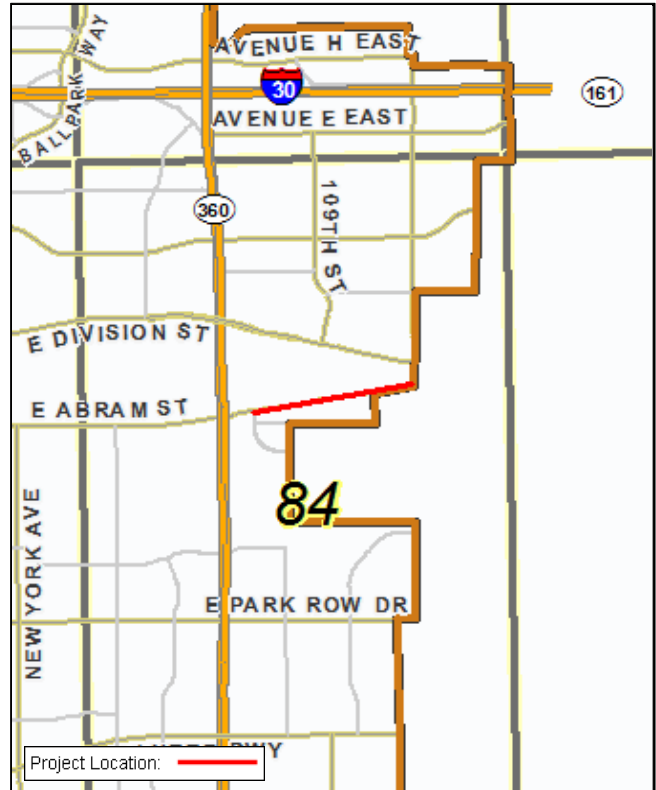
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Abram Street (SH360 to City Limits)

Status Updated: 07/30/2013

Project Scope	
Street Rebuild and widening from 4 lanes to 6 lanes, including storm drainage and water and sewer renewals, sidewalks, streetlights, landscaping and striping.	
Project Number:	PWST09016
Construction Start	Aug-13
Construction End	Jun-15
Current Phase	Acquisition / ROW
Bond Election	2008
Project Contract Information	
Project Manager	Steve Schell
Phone Number	817-459-6577
Email Address	Steve.Schell@Arlingtontx.gov
Design Firm	Schrickel, Rollins and Associates
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2009	2010	2011	2012
General Obligation Bonds	\$450	\$2,145	\$1,145	\$2,235
Revenue Bonds		\$150		

Project Budget & Expenditures	
Current Budget:	\$6,219,467.00
Committed Expenses:	\$2,052,283.07
Expended to Date:	\$1,928,358.67

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
 ROW acquisition phase is in progress. Plan to wrap-up right of way phase in August 2013 and then proceed with franchise utility relocations. Construction start scheduled for September 2013.

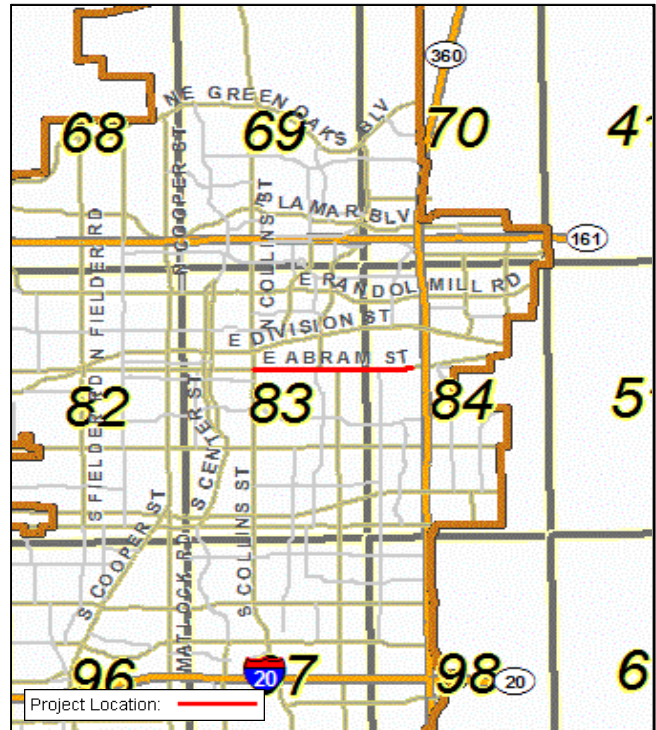
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Abram Street - Collins Street to SH360

Status Updated: 07/30/2013

Project Scope	
Reconstruction of Abram Street (Collins Street to SH360). The street section will be designed as a 4-lane divided arterial concrete section and will include an enhanced bridge over Johnson Creek, median & parkway landscaping / irrigation, sidewalks (with enhanced landscape nodes), streetlights, traffic signals, and renewal of water and sanitary sewer facilities.	
Project Number:	PWST07002
Construction Start	Feb-14
Construction End	Apr-17
Current Phase	Design
Bond Election	2003,2008
Project Contract Information	
Project Manager	Stu Bauman
Phone Number	817-459-6577
Email Address	Stu.Bauman@Arlingtontx.gov
Design Firm	Wier & Associates
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2007	2009	2010	2011
General Obligation Bonds	\$1,000	\$3,800		
Revenue Bonds			\$60	\$29

Approved Project Funding (Thousands)				
Funding Source	2012	2013		
General Obligation Bonds	\$5,695	\$5,380		

Project Budget & Expenditures	
Current Budget:	\$16,993,100.00
Committed Expenses:	\$4,418,674.31
Expended to Date:	\$4,105,751.96

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Design final with minor changes to access points as ROW is being acquired. CLOMR was sent to FEMA in January. 404 Nationwide 14 permit received from US Corps of Engineers. Parks is taking care of modification of 408 permit for federally protected mitigation area. There will be extensive utility relocations after all acquisitions are complete including two ATT major ductbanks. Met with ONCOR, ATT, & designers in end of January to discuss duct at Johnson Creek and poles. They cannot finish their designs until ROW acquisitions and driveway locations and orientations are complete. Bid package preparation currently scheduled to start late 2013. Construction start mid-

CAPITAL IMPROVEMENT PROGRAM

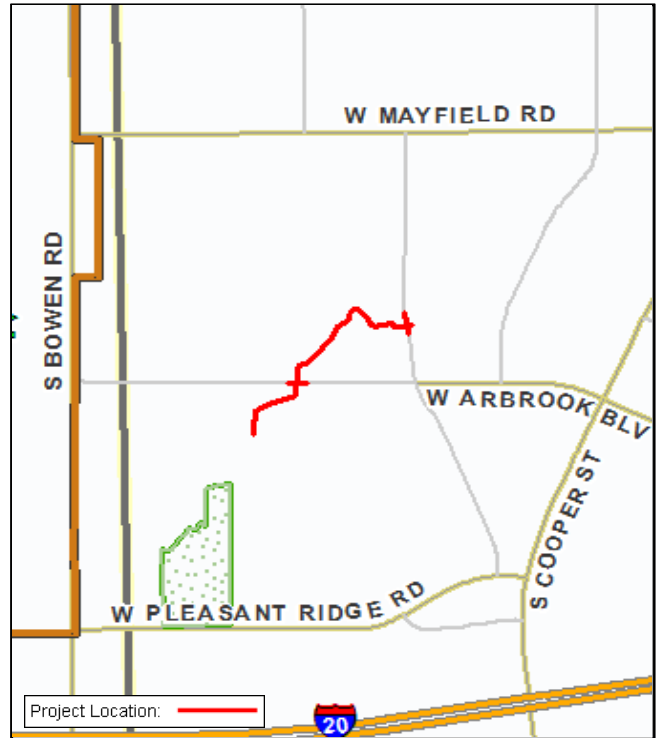
Green Sheet Report

PW - Public Works and Transportation

Project: Arbrook - Melear Drainage

Status Updated: 07/30/2013

Project Scope	
This project consists of channel improvements to allow the 100 yr storm to be contained within the banks of the channel. It includes gabion stabilized banks and new culverts at Arbrook and Melear. The project also includes water and sanitary sewer renewals.	
Project Number:	PWST90001
Construction Start	Sep-13
Construction End	Oct-14
Current Phase	Design
Bond Election	2003, 1999
Project Contract Information	
Project Manager	Daniel Burnham
Phone Number	817-459-6597
Email Address	Daniel.Burnham@Arlingtontx.gov
Design Firm	Jerry Parche' Consulting Engin
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2005	2007	2010	2011
General Obligation Bonds	\$175	\$280		\$1,900
Revenue Bonds			\$98	

Approved Project Funding (Thousands)				
Funding Source	2013			
Fees	\$600			

Project Budget & Expenditures	
Current Budget:	\$3,690,275.00
Committed Expenses:	\$1,033,561.95
Expended to Date:	\$963,656.94

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Primary channel easement acquisition and Corps of Engineers Permit complete. During the easement acquisition for the additional channel, one homeowner requested changes to the easement and channel, which are currently in progress. Estimate bidding in October and construction starting in December 2013.

CAPITAL IMPROVEMENT PROGRAM

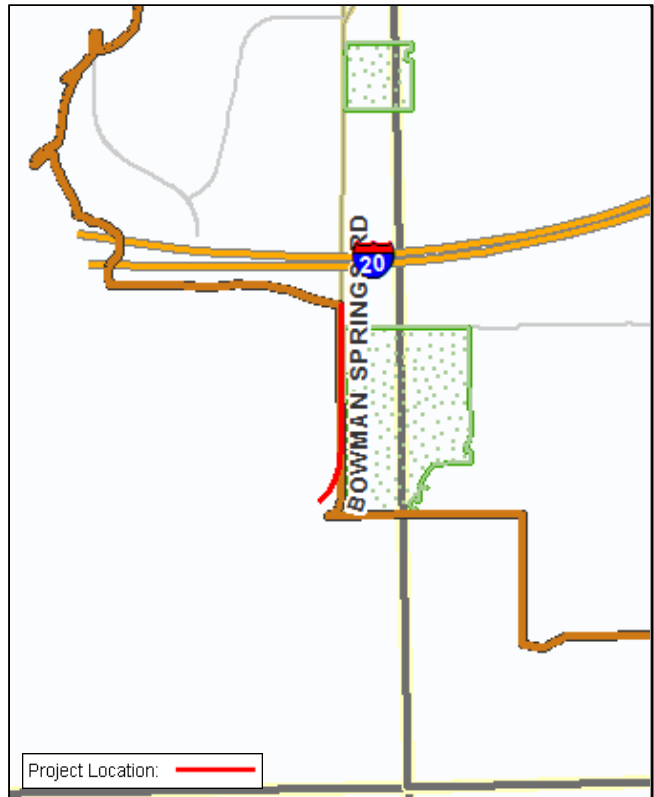
Green Sheet Report

PW - Public Works and Transportation

Project: Bowman Springs - IH20 to City Limits (Pennsylvania)

Status Updated: 07/30/2013

Project Scope	
Widen county type road to 5-lane concrete street and connect to City of Kennedale and TxDOT projects.	
Project Number:	PWST09013
Construction Start	Apr-13
Construction End	May-14
Current Phase	Construction
Bond Election	2008
Project Contract Information	
Project Manager	Stu Bauman
Phone Number	817-459-6577
Email Address	Stu.Bauman@Arlingtontx.gov
Design Firm	Teague, Nall, and Perkins
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2009	2010	2011	
General Obligation Bonds	\$175	\$380	\$2,295	

Project Budget & Expenditures		
Current Budget:	\$3,106,500.00	
Committed Expenses:	\$374,316.43	
Expended to Date:	\$357,936.42	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Bids were opened 6/25/13. Staff Report prepared to go to City Council on 8/06/13 for recommendation to award construction contract with McMahon Contracting in the amount of \$2,132,028.70. Preconstruction meeting will be the week of August 19th. Construction Briefing meeting is scheduled for August 27th and will be held at the West Police Station Community Meeting Room. Approximate construction start is early September 2013.		

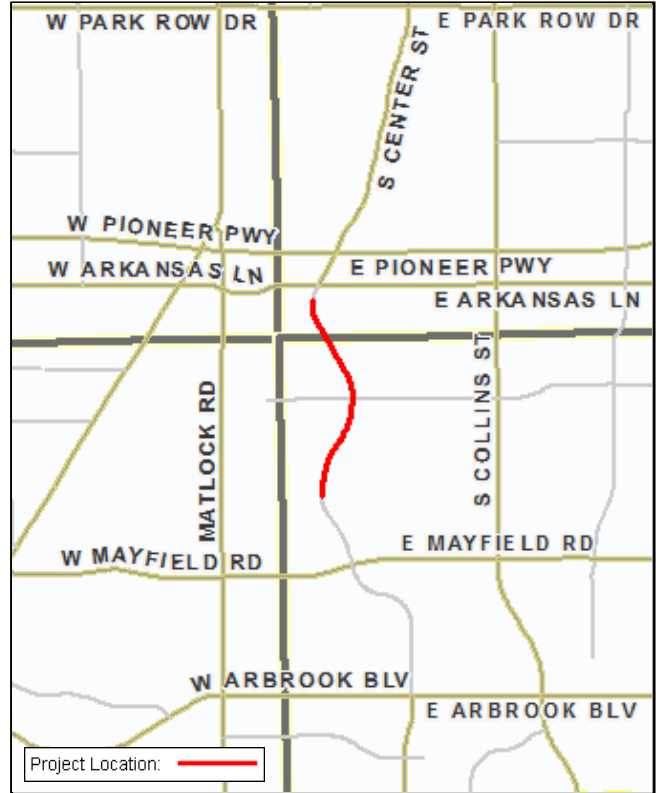
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Center Street - Arkansas to Timberview

Status Updated: 07/30/2013

Project Scope	
Reconstruction of Center Street from just south of Arkansas through the Timberview intersection. The section from Timberview to Nottingham Gate that was to be resurfaced with mill & overlay has changed to be full width concrete rebuild. The project also includes water and sanitary sewer renewals.	
Project Number:	PWST10021
Construction Start	May-14
Construction End	Sep-15
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Stu Bauman
Phone Number	817-459-6577
Email Address	Stu.Bauman@Arlingtontx.gov
Design Firm	HNTB, Inc.
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2010	2011		
General Obligation Bonds	\$390			
Revenue Bonds	\$100	\$25		

Project Budget & Expenditures	
Current Budget:	\$422,482.00
Committed Expenses:	\$366,101.95
Expended to Date:	\$275,296.91

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Received submittal of preliminary plans 2/1/2013 for review. Sent substantial review comment letter to consultant in April and anticipate another round of plan reviews before final plans. Received 26 ROW parcel exhibits (corner clips) in July and will give to the Real Estate Department to start acquisitions in August 2013. Funding for construction is currently scheduled for 2014.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation

Project: Center Street At IH20 Bridge

Status Updated: 07/30/2013

Project Scope	
Design a six lane divided concrete roadway with bridge over IH20 from Highlander Blvd to Bardin Rd	
Project Number:	PWST07003
Construction Start	Feb-14
Construction End	Dec-15
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Bob Watson
Phone Number	817-459-6582
Email Address	Bob.Watson@Arlingtontx.gov
Design Firm	AECOM Transportation
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2007		
Other	\$750		

Project Budget & Expenditures	
Current Budget:	\$1,341,627.00
Committed Expenses:	\$1,087,938.76
Expended to Date:	\$970,595.60

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
A Notice Affording the Opportunity for a Public Hearing is being sent to adjacent property owner and published in newspapers through July. Final environmental approval is contingent on affording the opportunity for public comment. ROW will begin upon final approval of the EA, scheduled to be complete in September 2013. A Staff report seeking funding to relocate Oncor utilities is scheduled for the August 20, 2013 council agenda. Anticipate bidding project in Spring 2014.

CAPITAL IMPROVEMENT PROGRAM

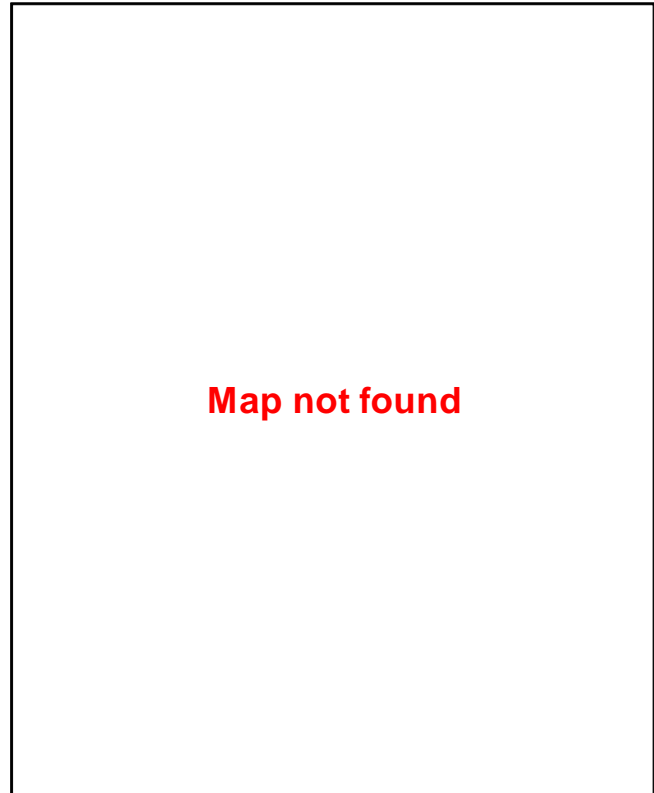
Green Sheet Report

PW - Public Works and Transportation

Project: CMAQ 2008 BE

Status Updated: 07/30/2013

Project Scope	
Funds will be used for local match on grant funded transportation projects such as signal timing on main corridors throughout the City to mitigate congestion. This CMAQ grant project will re-time traffic signals to achieve synchronization on various arterial corridors throughout the city. A total 226 signals will be re-timed. Estimated cost is \$877,242 (Federal \$657,138; State \$76,169; and, City \$143,935.	
Project Number:	PWTE10007
Construction Start	
Construction End	
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Paul Iwuchukwu
Phone Number	817-459-6376
Email Address	Paul.Iwuchukwu@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2010		
General Obligation Bonds	\$250		

Project Budget & Expenditures		
Current Budget:	\$250,000.00	
Committed Expenses:	\$0.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Statement of Qualifications were received from five consultants. It is anticipated that selection of consultant(s) will be concluded in the 4th Qtr of FY2013 and the project will begin in the fall of 2013. The project is anticipated to take two to three years to complete.		

CAPITAL IMPROVEMENT PROGRAM

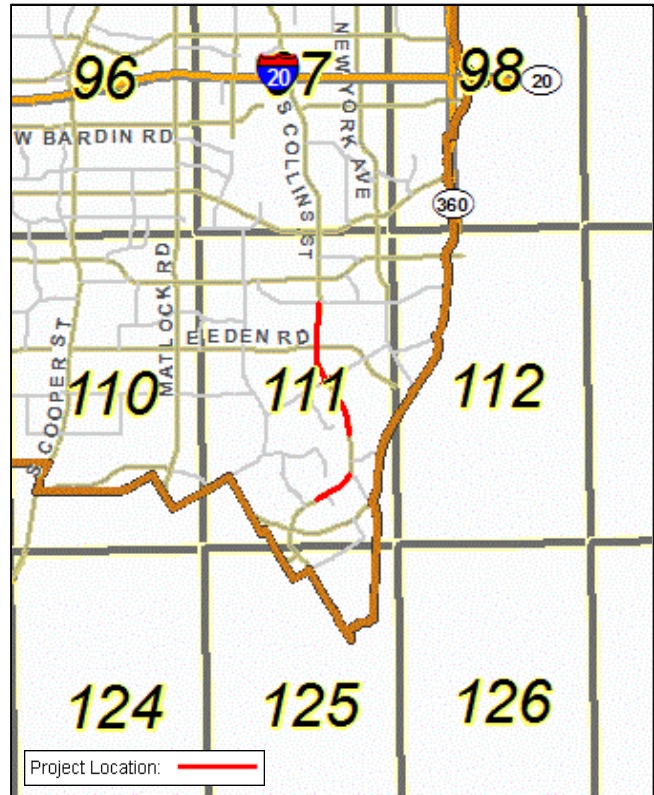
Green Sheet Report

PW - Public Works and Transportation

Project: Collins Street (Southeast Parkway to City Limits)

Status Updated: 07/30/2013

Project Scope	
This project will extend South Collins by constructing one half of a future six lane boulevard section that includes two bridges over major creeks.	
Project Number:	PWST99002
Construction Start	Jan-11
Construction End	Sep-13
Current Phase	Construction
Bond Election	1999,2003
Project Contract Information	
Project Manager	Andrea Ruales
Phone Number	817-459-6550
Email Address	Andrea.Ruales@Arlingtontx.gov
Design Firm	Half Associates and MMA
General Contractor	Lacy Construction



Approved Project Funding (Thousands)				
Funding Source	2003	2007	2008	2011
General Obligation Bonds	\$370	\$400	\$6,830	
Revenue Bonds			\$764	\$636

Project Budget & Expenditures		
Current Budget:	\$13,038,959.80	
Committed Expenses:	\$11,426,305.29	
Expended to Date:	\$10,701,545.95	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Streetlight work is still underway. Construction is estimated to be complete in August 2013.		

CAPITAL IMPROVEMENT PROGRAM

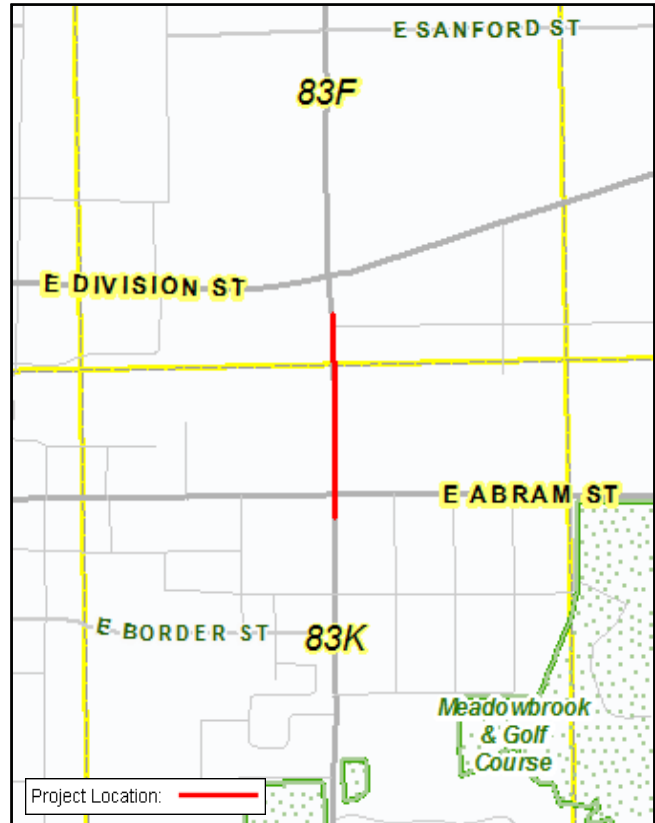
Green Sheet Report

PW - Public Works and Transportation

Project: Collins Street Quiet Zone

Status Updated: 07/30/2013

Project Scope	
Implement Quiet Zone on Collins Street at the Union Pacific Railroad crossing to minimize train noise during crossings.	
Project Number:	PWST12002
Construction Start	Sep-12
Construction End	Mar-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Stu Bauman
Phone Number	817-459-6577
Email Address	Stu.Bauman@Arlingtontx.gov
Design Firm	Elder Engineering, Campbell T
General Contractor	McClendon Construction Co.,



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures	
Current Budget:	\$335,000.00
Committed Expenses:	\$325,722.65
Expended to Date:	\$261,260.01

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Construction of street improvements is complete. UPRR will begin installation of the railroad crossing arms (gates) as soon as a project they are working on in Grand Prairie is complete. The installation was originally scheduled for 6/4/13 to be completed 6/18/13. Preparation of the notice of intent to establish a quiet zone is complete and was submitted by 6/13/13. Design of the advance preemption by UP is in progress. A LPAFA will be issued by TxDOT when all costs associated with the project are determined upon design completion.

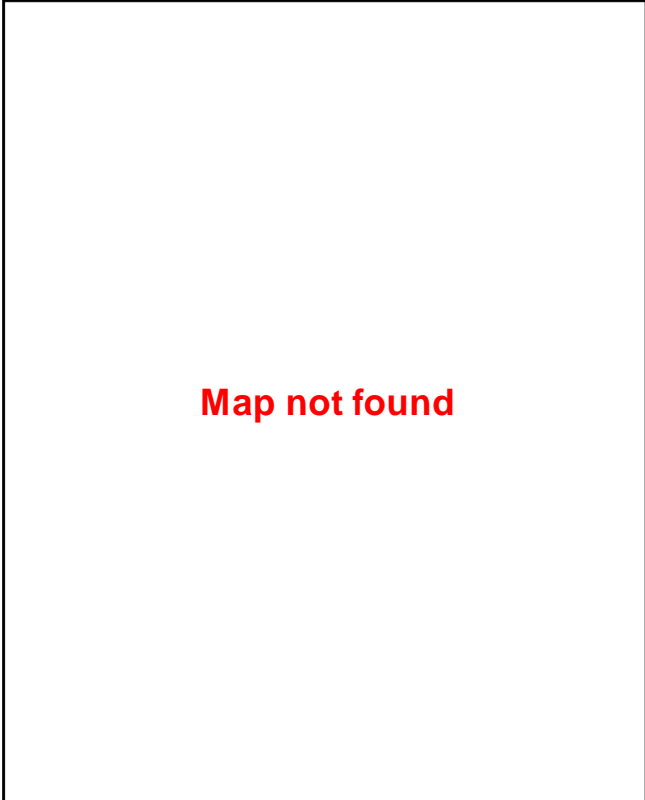
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Computerized Signal ITS System

Status Updated: 07/30/2013

Project Scope	
Funds are used to upgrade or replace portions of the signal system citywide including Intelligent Transportation System (ITS) devices. The current project will construct four Dynamic Message Signs (DMS) in the Entertainment District to display messages for inbound patrons to the venues.	
Project Number:	PWTE10014
Construction Start	Nov-12
Construction End	Nov-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Paul Iwuchukwu
Phone Number	817-459-6376
Email Address	Paul.Iwuchukwu@Arlingtontx.gov
Design Firm	City of Arlington
General Contractor	Florida Traffic Control Devices



Approved Project Funding (Thousands)				
Funding Source	2009	2010		
General Obligation Bonds	\$560	\$560		

Project Budget & Expenditures		
Current Budget:	\$1,568,019.22	
Committed Expenses:	\$1,386,091.25	
Expended to Date:	\$18,290.62	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The construction contract for the DMS signs was awarded to Florida Traffic Control Devices, Inc., of Pearland, Texas, for \$594,086.23 on 03/05/13. Construction began on 5/1/13 and will last approximately six months. Drill shaft installation at three of the four locations is complete. The four overhead signs have been received from the sign manufacturer, Daktronics. as of 7/8/13. The project is on schedule.		

CAPITAL IMPROVEMENT PROGRAM

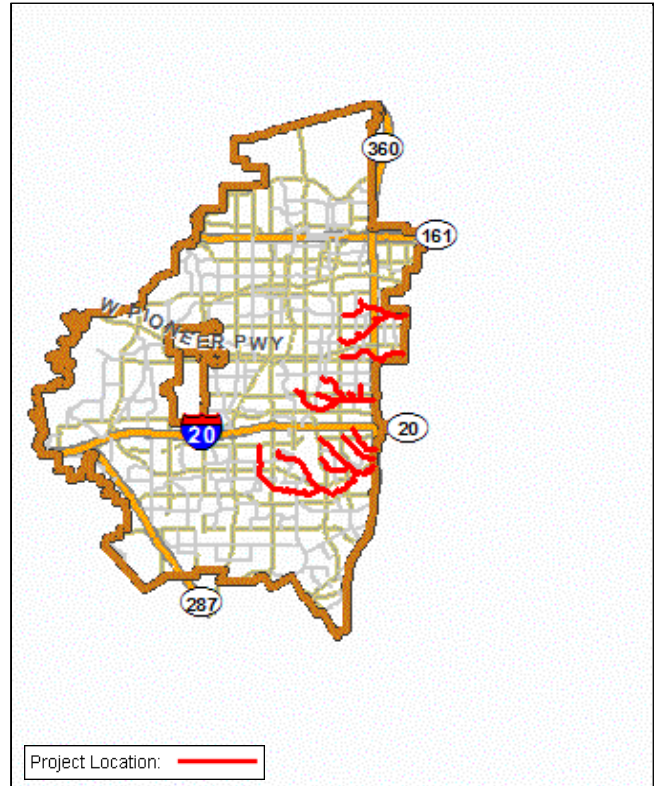
Green Sheet Report

PW - Public Works and Transportation

Project: Cottonwood & Fish Creek Flood Protection Plan

Status Updated: 07/30/2013

Project Scope	
This project includes the study of the North and South Cottonwood Creek watersheds as well as North and South Fish Creek watersheds. The purpose of this effort is to evaluate these watersheds on a comprehensive basis to determine current levels of flood protection and develop alternatives for future flood protection.	
Project Number:	PWDR10011
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	Espey Consultants
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2010	2012		
Fees	\$151	\$70		
Grants - State	\$151			

Project Budget & Expenditures	
Current Budget:	\$262,859.00
Committed Expenses:	\$262,859.00
Expended to Date:	\$262,859.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
FEMA physical map revisions were submitted in March 2013. FEMA comments were addressed and the map revisions were resubmitted in May 2013. FEMA is now processing the map revisions through the RISKMAP program.

CAPITAL IMPROVEMENT PROGRAM

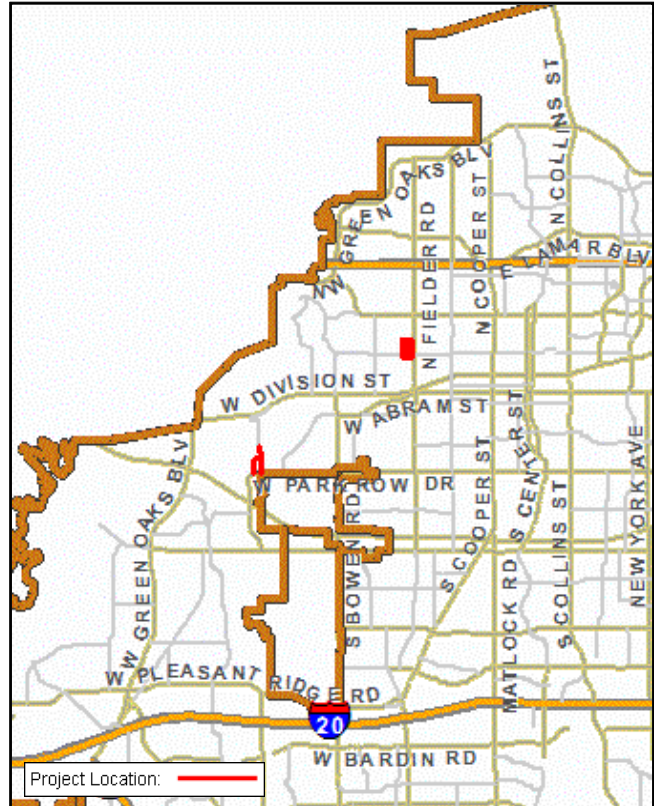
Green Sheet Report

PW - Public Works and Transportation

Project: Country Club Road & Matthews Court Drainage Improvements

Status Updated: 07/30/2013

Project Scope	
Country Club: There are three homes flooding and many yards flooding due to inadequate drainage systems and lack of overflow. Matthews Ct: There are 4 houses flooding and multiple yards flooding from inadequate drainage systems on the commercial properties to the east along Fielder Road.	
Project Number:	PWDR12001
Construction Start	Feb-14
Construction End	Feb-15
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Mandy Clark
Phone Number	817-459-6592
Email Address	Mandy.Clark@Arlingtontx.gov
Design Firm	Pacheco Koch
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2012		
Fees	\$150		

Project Budget & Expenditures	
Current Budget:	\$60,000.00
Committed Expenses:	\$55,116.33
Expended to Date:	\$52,156.58

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

This contract is for drainage analysis and conceptual alternatives. Alternatives for the Country Club Road location are currently being evaluated by staff. Various options for Matthews Ct. are being considered. The City is conducting additional flooding surveys on the Matthews Court project to determine the extent of existing, downstream flooding conditions prior to making a final decision on a design contract.

CAPITAL IMPROVEMENT PROGRAM

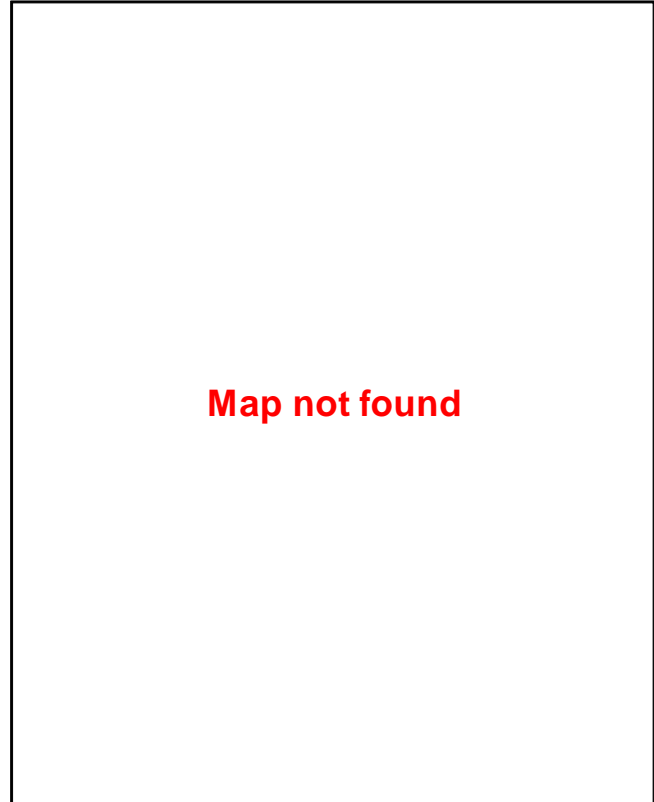
Green Sheet Report

PW - Public Works and Transportation

Project: Design Criteria Manual Update and Unified Stormwater Ordinance

Status Updated: 07/30/2013

Project Scope	
The project scope consists of updating the current Design Criteria Manual by providing technical and formatting recommendations, and reviewing the City of Arlington ordinances for overlapping and inconsistent requirements. The scope also includes creating a Unified Stormwater Ordinance by providing recommendations for unifying the ordinances and ensuring state and federal requirements are incorporated.	
Project Number:	WUWR12009
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Mandy Clark
Phone Number	817-459-6592
Email Address	Mandy.Clark@Arlingtontx.gov
Design Firm	Half Associates
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2012			
Fees	\$455			

Project Budget & Expenditures		
Current Budget:	\$649,899.00	
Committed Expenses:	\$647,900.00	
Expended to Date:	\$38,321.31	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Internal (staff) topical surveys are complete. External advisory committee survey is complete. Individual department focus meetings are complete. A list of topics is being finalized for benchmarking other city design standards and storm water rules.		

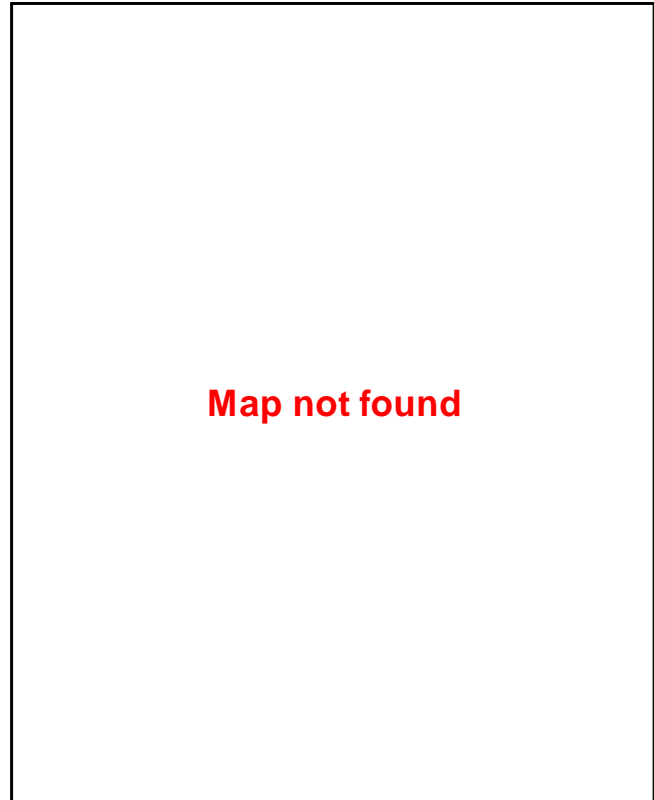
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Downtown Wayfinding Signage

Status Updated: 07/30/2013

Project Scope	
Construction of 17 Wayfinding Signs for venues located in the Downtown Area.	
Project Number:	PWTE12020
Construction Start	Feb-13
Construction End	Aug-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Edward Ofori-Abebresse
Phone Number	817-459-6377
Email Address	Edward.Ofori@Arlingtontx.gov
Design Firm	
General Contractor	Starlite Sign, L.P.



Approved Project Funding (Thousands)				
Funding Source	2012			
Other	\$100			

Project Budget & Expenditures		
Current Budget:	\$92,030.00	
Committed Expenses:	\$92,030.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Project began on February 4, 2013. All signs have been constructed, however, 5 of them require replacement to meet standards. Project completion is estimated mid-August, 2013.		

CAPITAL IMPROVEMENT PROGRAM

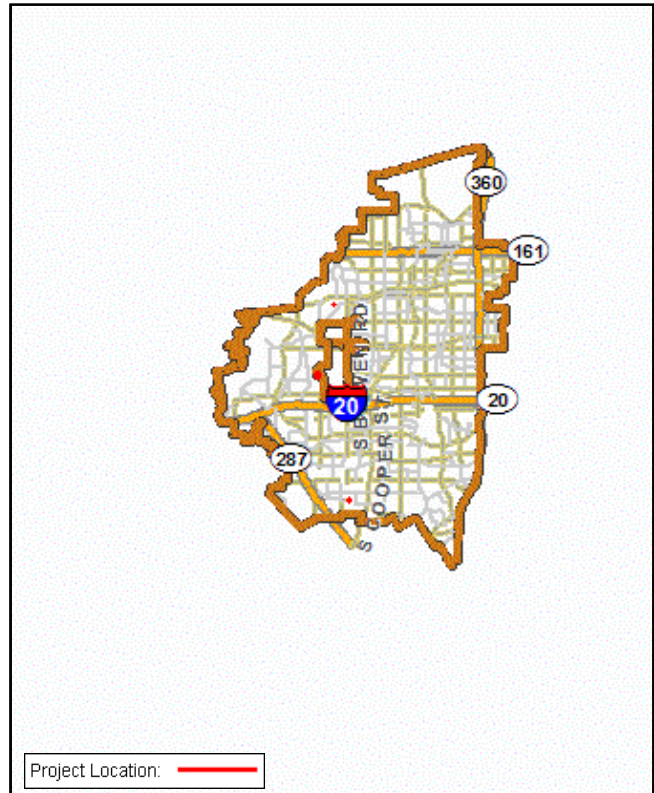
Green Sheet Report

PW - Public Works and Transportation

Project: FEMA Repetitive Loss Grant (Flood Loss Property Acquisition)

Status Updated: 07/30/2013

Project Scope	
Purchase of homes classified as Severe Repetitive Loss or Repetitive Loss Structures by FEMA. We will pursue grants for the purchases and provide matching funds as required by the grants.	
Project Number:	PWDR11047
Construction Start	
Construction End	
Current Phase	Acquisition / ROW
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2013		
Fees	\$150		

Project Budget & Expenditures		
Current Budget:	\$1,442,183.28	
Committed Expenses:	\$1,263,087.18	
Expended to Date:	\$1,257,684.83	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Two of the four homes have been purchased and demolished. An additional home was purchased in March 2013 and will be demolished in August when the contractor is available. Site restoration will occur after all four homes have been purchased and demolished.		

CAPITAL IMPROVEMENT PROGRAM

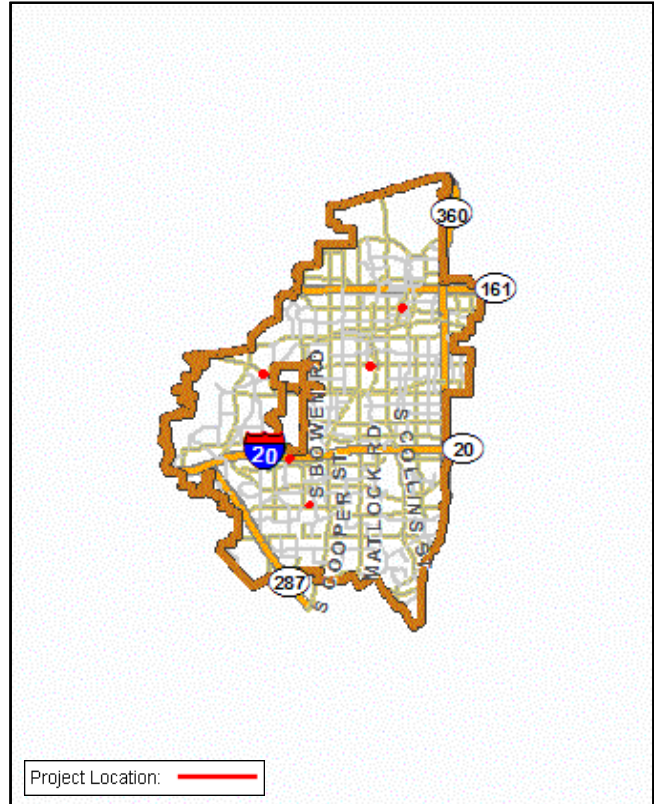
Green Sheet Report

PW - Public Works and Transportation

Project: Flood Forecasting

Status Updated: 07/30/2013

Project Scope	
Rain and stream monitoring stations will be installed to provide flood information for reporting and modeling purposes. The stations are tied together and linked to software that will model storm paths through the system. This will be a phased program with stations added each year until an appropriate density is achieved.	
Project Number:	PWDR11044
Construction Start	May-13
Construction End	Aug-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Mandy Clark
Phone Number	817-459-6592
Email Address	Mandy.Clark@Arlingtontx.gov
Design Firm	
General Contractor	High Sierra Electronics



Approved Project Funding (Thousands)				
Funding Source	2012			
Revenue Bonds	\$75			

Project Budget & Expenditures		
Current Budget:	\$60,000.00	
Committed Expenses:	\$55,887.00	
Expended to Date:	\$34,078.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Installation began on July 9 and will take approximately one month. 4 of the 6 sites are ready for installation. The other 2 are in TXDOT right-of-way and have been submitted for permit. Awaiting response. If TXDOT approval is not granted, alternate City right-of-way locations have been identified. We have also agreed to provide in-kind services to UTA for supplemental gauges that they will be installing at our gauge locations for efforts related to the regional CASA flood forecasting project.		

CAPITAL IMPROVEMENT PROGRAM

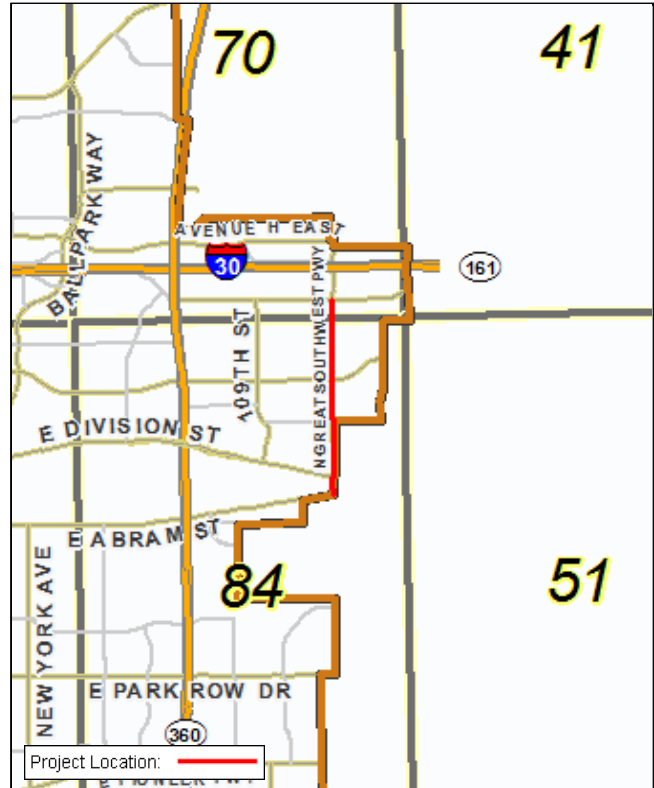
Green Sheet Report

PW - Public Works and Transportation

Project: Great Southwest Parkway (Avenue E to Abram Street)

Status Updated: 07/30/2013

Project Scope	
Rebuild Great Southwest Parkway from Avenue E to Abram Street. This project will include water renewals, sanitary sewer renewals, pavement markings, traffic signs, streetlights, and landscaping.	
Project Number:	PWST10006
Construction Start	Jun-15
Construction End	May-17
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Daniel Burnham
Phone Number	817-459-6597
Email Address	Daniel.Burnham@Arlingtontx.gov
Design Firm	Dannenbaum
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2010	2011		
General Obligation Bonds	\$835			
Revenue Bonds		\$200		

Project Budget & Expenditures	
Current Budget:	\$900,600.00
Committed Expenses:	\$402,523.04
Expended to Date:	\$222,421.12

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Revised and complete conceptual plans have been submitted by consultant. Prior to proceeding with preliminary construction plans, City is in the process of scheduling a public meeting with adjacent property owners to discuss conceptual plans. Construction currently scheduled for 2015.

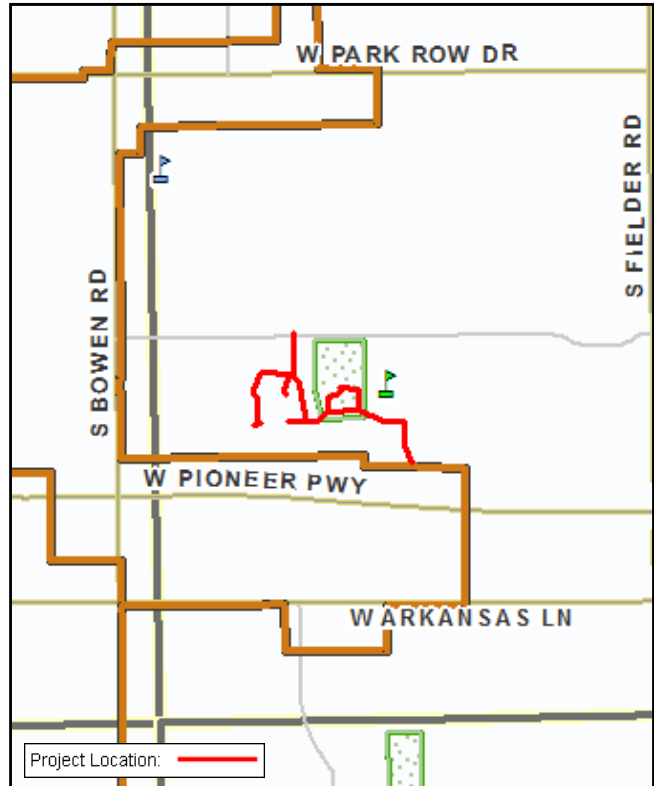
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Green Meadows Drainage Improvements

Status Updated: 07/30/2013

Project Scope	
Drainage improvements in channel and streets, water and sanitary sewer renewals.	
Project Number:	PWDR03002
Construction Start	Aug-12
Construction End	Feb-14
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	Freese and Nichols
General Contractor	Humphrey and Morton Constr



Approved Project Funding (Thousands)				
Funding Source	2009	2010	2012	
Fees		\$797	\$4,000	
Revenue Bonds	\$30			

Project Budget & Expenditures	
Current Budget:	\$5,559,768.40
Committed Expenses:	\$5,419,807.05
Expended to Date:	\$2,301,170.15

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Water and sanitary sewer installation, storm drain installation and Tucker bridge construction are complete. Channel construction is underway. There have been repeated delays due to franchise utility conflicts.

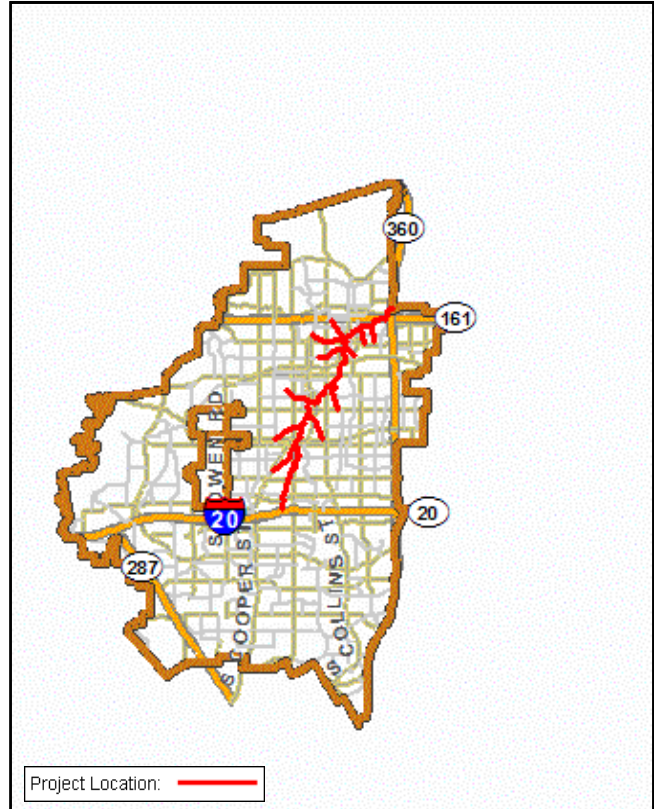
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Johnson Creek Watershed Study

Status Updated: 07/30/2013

Project Scope	
Complete watershed study of Johnson Creek. Includes hydrology, hydraulics, remapping, problem area identification, project identification and streambank stability analysis.	
Project Number:	PWDR13004
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Jonathan Rosenbaum
Phone Number	817-459-6555
Email Address	Jonathan.Rosenbaum@Arlingtontx.gov
Design Firm	Jacobs
General Contractor	



Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures	
Current Budget:	\$559,700.00
Committed Expenses:	\$557,700.00
Expended to Date:	\$0.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

A contract with Jacobs was approved by Council on May 7. Jacobs was selected for this study in order to coordinate with Grand Prairie's Johnson Creek Watershed Study. Jacobs is currently working on the hydrology portion of the study.

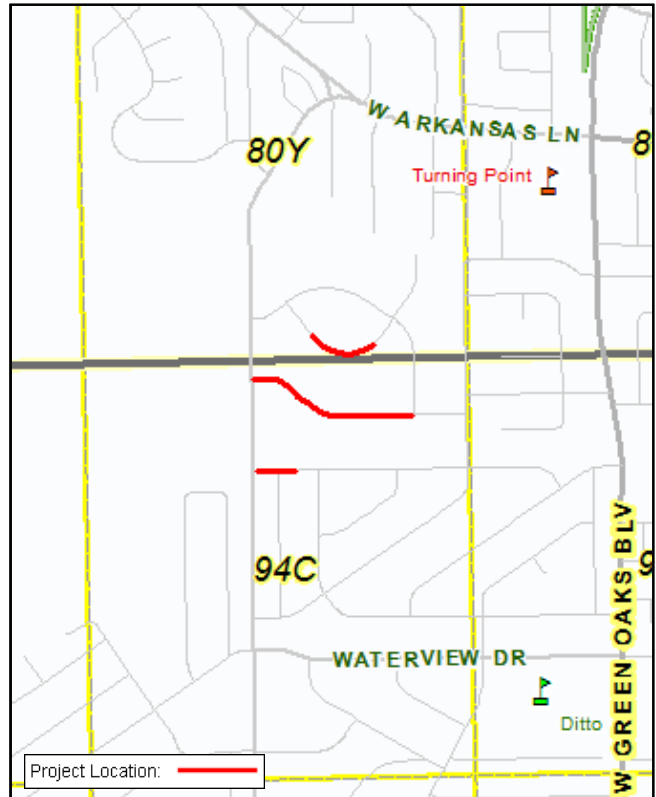
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Laguna Vista Drainage Improvements

Status Updated: 07/30/2013

Project Scope	
This project is located in the Klinger Rd./Earle St. area in west Arlington near the lake. Seven homes in the area have reported flooding due to inadequate ditches and infrastructure.	
Project Number:	PWDR13002
Construction Start	Aug-14
Construction End	Jul-15
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2013			
Fees	\$225			

Project Budget & Expenditures		
Current Budget:	\$225,000.00	
Committed Expenses:	\$0.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
A design contract with Teague, Nall and Perkins was approved by Council on June 18, 2013. A conceptual study kick-off meeting was held on July 2, 2013.		

CAPITAL IMPROVEMENT PROGRAM

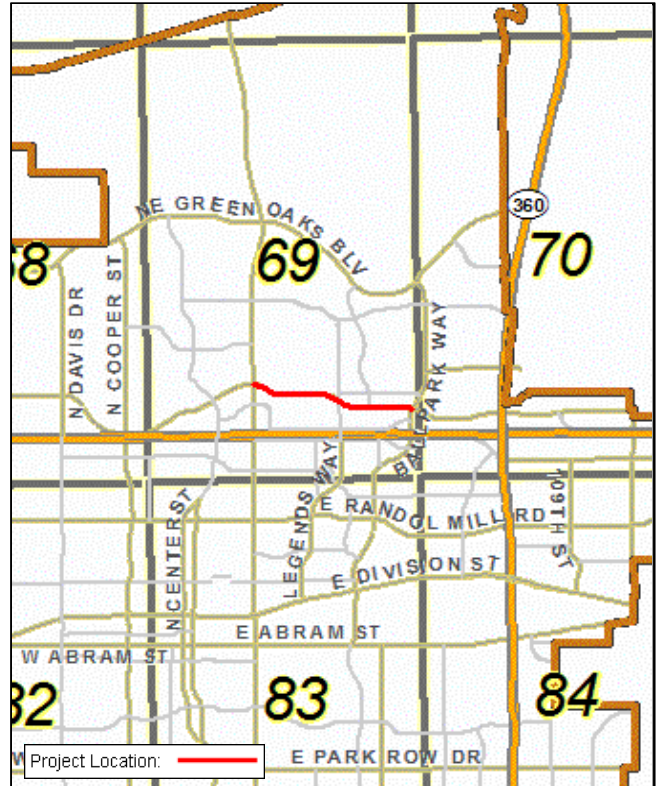
Green Sheet Report

PW - Public Works and Transportation

Project: Lamar Boulevard (Collins Street to Ballpark Way)

Status Updated: 07/30/2013

Project Scope	
This project involves rebuilding Lamar Boulevard and adding 5th and 6th lanes, renewing water, sanitary sewer, and some storm drain lines, installing new signal at Collins and new streetlights.	
Project Number:	PWST09002
Construction Start	Apr-13
Construction End	Oct-14
Current Phase	Construction
Bond Election	2008
Project Contract Information	
Project Manager	Daniel Burnham
Phone Number	817-459-6597
Email Address	Daniel.Burnham@Arlingtontx.gov
Design Firm	Half Associates, Inc. 3889
General Contractor	Tiseo Paving Company



Approved Project Funding (Thousands)				
Funding Source	2009	2010	2011	2012
General Obligation Bonds	\$695	\$460	\$2,300	\$2,235
Revenue Bonds	\$150	\$76		

Project Budget & Expenditures	
Current Budget:	\$11,429,369.86
Committed Expenses:	\$1,838,514.00
Expended to Date:	\$1,834,164.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Bids were opened on May 22. Construction contract accepted by City Council on the June 18th. Contractor will be charged days starting on July 29, 2013. Contractor will begin work as soon as their SWPPP is approved. Contractor submitted SWPPP to city for review on July 29, 2013. SWPPP currently under review by city staff.

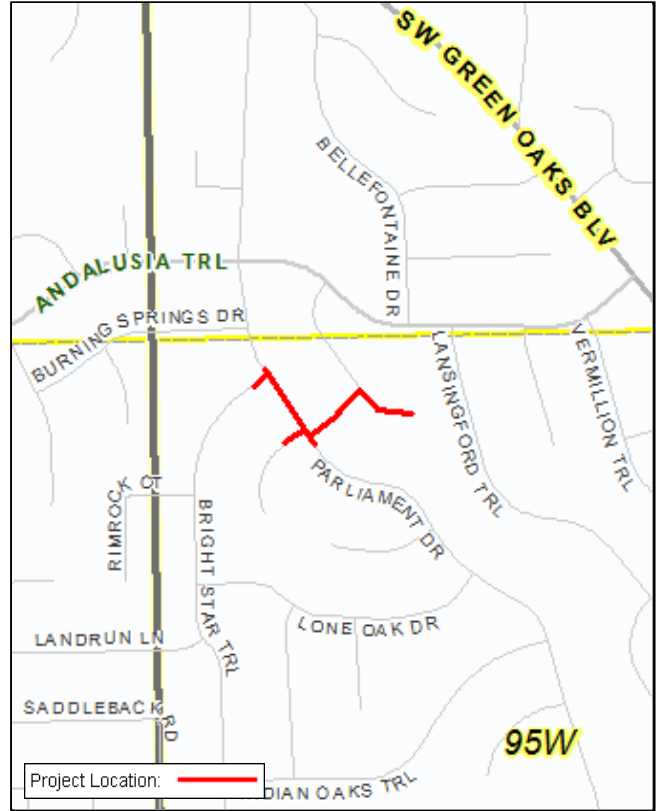
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Little Creek Ct Drainage Improvements

Status Updated: 07/30/2013

Project Scope	
Runoff runs down Aurora Ct. and Brightstar Trail to Parliament in two T intersections. There is limited drainage infrastructure and runoff is flowing over the curb and flooding homes from the rear on Little Creek Ct. Installation of drainage system from Parliament to Little Creek Ct. to Creek will alleviate the flooding.	
Project Number:	PWDR12002
Construction Start	Feb-14
Construction End	Jan-15
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	Dunaway Associates
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2012	2013	
Fees	\$150	\$800	

Project Budget & Expenditures	
Current Budget:	\$955,000.00
Committed Expenses:	\$54,000.00
Expended to Date:	\$54,000.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

A contract for final design of improvements on Parliament Dr. and Little Creek Ct. was approved by Council on May 7. Final design will take approximately 6 months and construction is planned to start Spring 2014. Conceptual design was submitted on July 1 and is currently under review.

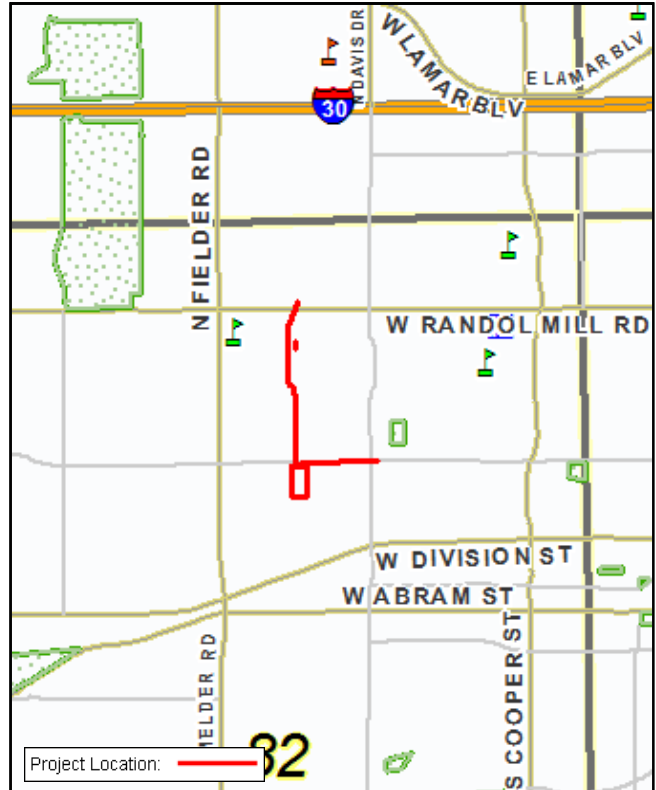
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation Project: McKinney Street Drainage Improvements

Status Updated: 07/30/2013

Project Scope	
Homes along McKinney St. and Ross Trail flood due to inadequate capacity and poor condition of earthen channel. Drainage improvements to include a detention facility located on the Masonic Home property; improvements to the drainage channel located east of McKinney Street and west of Ross Trail/Ridgewood Terrace; storm drain pipe and inlets along McKinney Street and intersecting streets; drainage system in Sanford Dr. from McKinney St. to east of Davis.	
Project Number:	PWDR10012
Construction Start	Jun-13
Construction End	Aug-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	Schrickel, Rollins & Associates
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2010	2011	2012	2013
Fees	\$300		\$1,500	\$780
Revenue Bonds		\$2,750		

Project Budget & Expenditures	
Current Budget:	\$4,884,160.00
Committed Expenses:	\$575,962.68
Expended to Date:	\$440,348.18

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

The project bid date is August 6, 2013. Construction is scheduled to begin in October 2013. All ROW has been acquired.

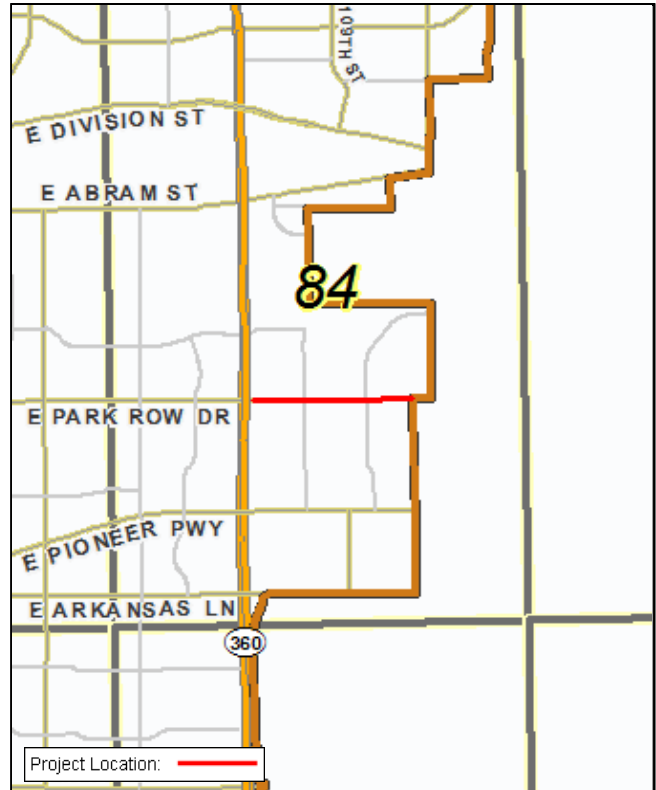
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Park Row - SH360 to City Limits

Status Updated: 07/30/2013

Project Scope	
Arterial rebuild of Park Row Drive from SH360 to City Limits	
Project Number:	PWST09003
Construction Start	Jun-12
Construction End	Feb-14
Current Phase	Construction
Bond Election	2008
Project Contract Information	
Project Manager	Stu Bauman
Phone Number	817-459-6577
Email Address	Stu.Bauman@Arlingtontx.gov
Design Firm	Freese & Nichols, Inc.
General Contractor	McMahon Contracting L.P.



Approved Project Funding (Thousands)				
Funding Source	2009	2010	2011	
General Obligation Bonds	\$545	\$4,580		
Revenue Bonds	\$130	\$94	\$1,010	

Project Budget & Expenditures	
Current Budget:	\$6,233,584.14
Committed Expenses:	\$4,798,061.28
Expended to Date:	\$2,690,023.76

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Traffic switch moved traffic to new westbound lanes the last week of June 2013. Current work includes removal of eastbound paving, some sanitary sewer and storm sewer, and subgrade preparation. Construction is scheduled to be complete in February 2014.

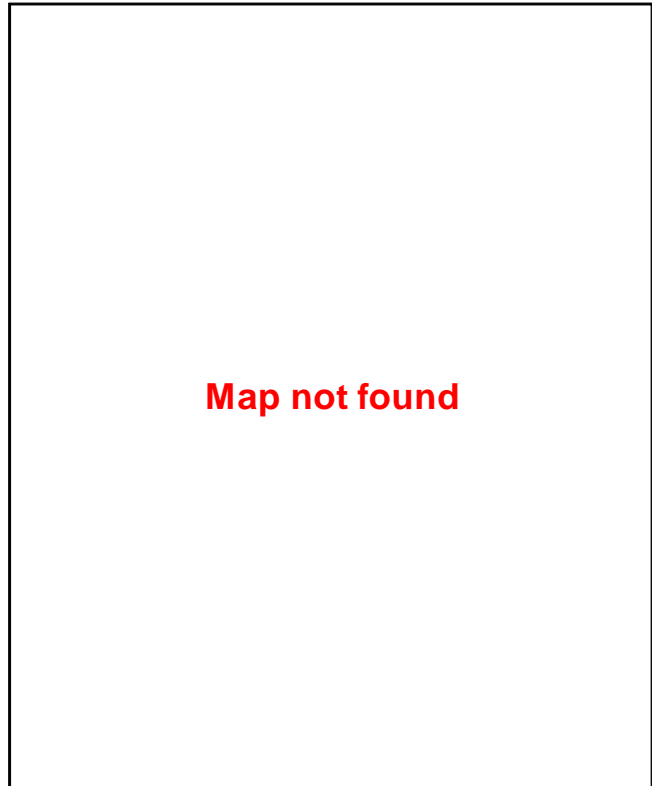
CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

PW - Public Works and Transportation
 Project: Railroad Reliability Partnership

Status Updated: 07/30/2013

Project Scope	
This is a grant-funded program to improve safety at various at-grade railroad crossings in the city in readiness for a quiet zone. The crossings include Bowen Road, Davis, Center, Mesquite and Collins Street. Bowen, Davis, Center and Mesquite are complete. The current project will install an automated wayside horn system at the Avenue E East crossing to improve safety and reduce train noise. In addition, this funding will provide for UPRR installation of the new gates and lights for the Collins Street Quiet Zone.	
Project Number:	PWTE10023
Construction Start	Sep-12
Construction End	Aug-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Paul Iwuchukwu
Phone Number	817-459-6376
Email Address	Paul.Iwuchukwu@Arlingtontx.gov
Design Firm	
General Contractor	Railroad Controls Limited



Approved Project Funding (Thousands)				
Funding Source	2004			
Grants - State	\$2,054			
Transfers from other Funds	\$1,559			

Project Budget & Expenditures	
Current Budget:	\$3,477,945.50
Committed Expenses:	\$3,338,875.34
Expended to Date:	\$2,797,137.13

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Construction of the wayside horn by Railroad Controls Limited of Benbrook, Texas, began 11/12/12 and is complete. Testing and inspection occurred 2/6/13 and the horn functioned as expected. The wayside horn will not be turned on until the matter raised by the Federal Road Administration regarding whether RCL's wayside horn can be used for establishing quiet zones is resolved in favor of RCL. No payment has been made to the company. UPRR began installation of the new gates and flashing lights at the Collins Street crossing on June 4 in anticipation of the quiet zone.

CAPITAL IMPROVEMENT PROGRAM

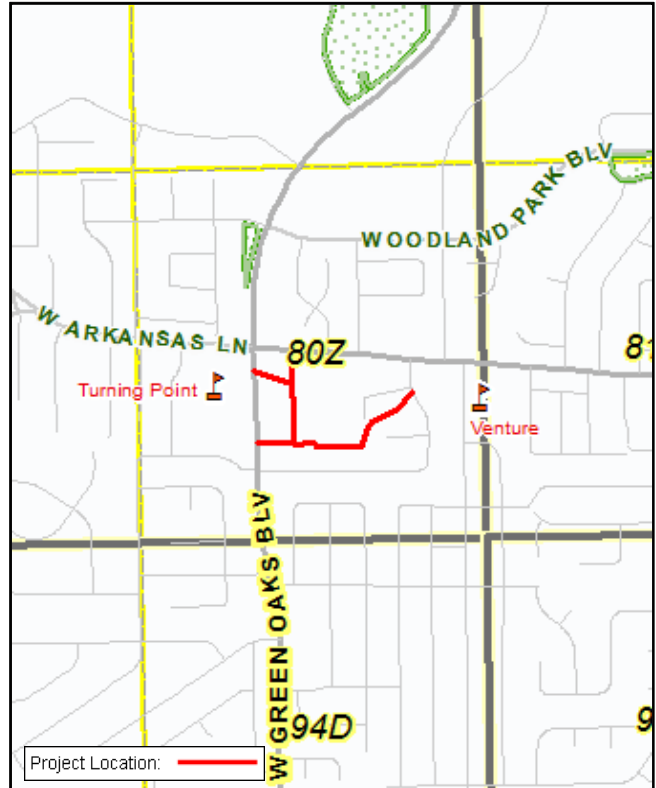
Green Sheet Report

PW - Public Works and Transportation

Project: Royce Drive and Chimney Court Drainage Improvements

Status Updated: 07/30/2013

Project Scope	
Upstream development and property improvements have rendered the creek and drainage system inadequate. Install drainage system under Royce Drive, upsize the drainage system and make channel improvements.	
Project Number:	PWDR11018
Construction Start	Sep-13
Construction End	Sep-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	Kimley-Horn
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2011	2013		
Fees		\$2,200		
Revenue Bonds	\$300			

Project Budget & Expenditures	
Current Budget:	\$2,550,505.00
Committed Expenses:	\$349,038.17
Expended to Date:	\$275,711.02

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Neighborhood meeting was held on 06/06/13 to coordinate proposed improvements and construction with residents. Final design has been submitted to the City and is under review. Construction planned for Winter of 2013/2014 pending easement acquisition.

CAPITAL IMPROVEMENT PROGRAM

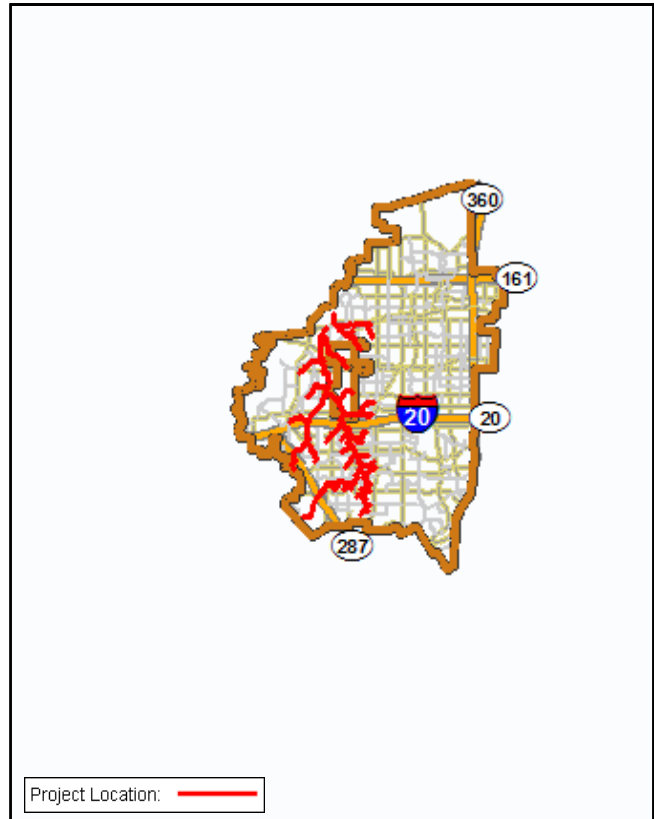
Green Sheet Report

PW - Public Works and Transportation

Project: Rush Creek Watershed Study

Status Updated: 07/30/2013

Project Scope	
Comprehensive study of the Rush Creek Watershed to develop accurate floodway/floodplain limits, provide a detailed stream assessment and identify problem areas for project candidates. CDM-Smith is the project managing consultant and Half Associates is the hydrology consultant. Michael Baker, AECOM and Dewberry are providing hydraulic and stream stability analysis.	
Project Number:	PWDR11015
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	CDM-Smith
General Contractor	



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures	
Current Budget:	\$2,806,500.00
Committed Expenses:	\$2,804,430.25
Expended to Date:	\$2,757,598.38

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Final report preparation and FEMA submittal are ongoing. New maps will be available by July 2013 and will be submitted to FEMA at that time. A public meeting will be held during FEMA's review of the study. There have been some delays due to hydraulic model finalization and editing the final report for consistency between consultants.

CAPITAL IMPROVEMENT PROGRAM

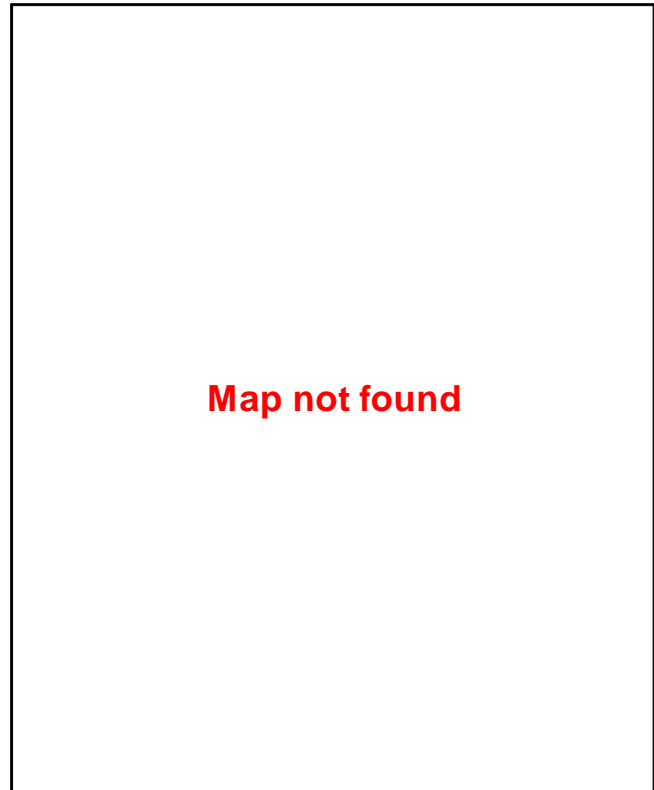
Green Sheet Report

PW - Public Works and Transportation

Project: Signal Program 2008 BE

Status Updated: 07/30/2013

Project Scope	
Funding for signal modifications, rebuilds, and new signal installations performed in-house.	
Project Number:	PWTE11052
Construction Start	May-13
Construction End	May-14
Current Phase	Construction
Bond Election	2008
Project Contract Information	
Project Manager	Caryl DeVries
Phone Number	817-459-5401
Email Address	Caryl.DeVries@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2011	2012	2013	
General Obligation Bonds	\$560	\$560	\$560	
Other		\$346		

Project Budget & Expenditures		
Current Budget:	\$2,362,119.26	
Committed Expenses:	\$1,695,768.66	
Expended to Date:	\$1,695,768.66	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Construct new signal locations: Sublett/Twin Maple, Collins/Mansfield Webb, Kelly Perkins/Pleasant Ridge, and Debbie Lane/Tobasco. Rebuilds due to street widening: Park Row/Susan, Park Row/Timberlake, and Matlock/Mayfield. All construction performed by in-house crews. This project is also the holding account for Viridian funds to construct new signals.		

CAPITAL IMPROVEMENT PROGRAM

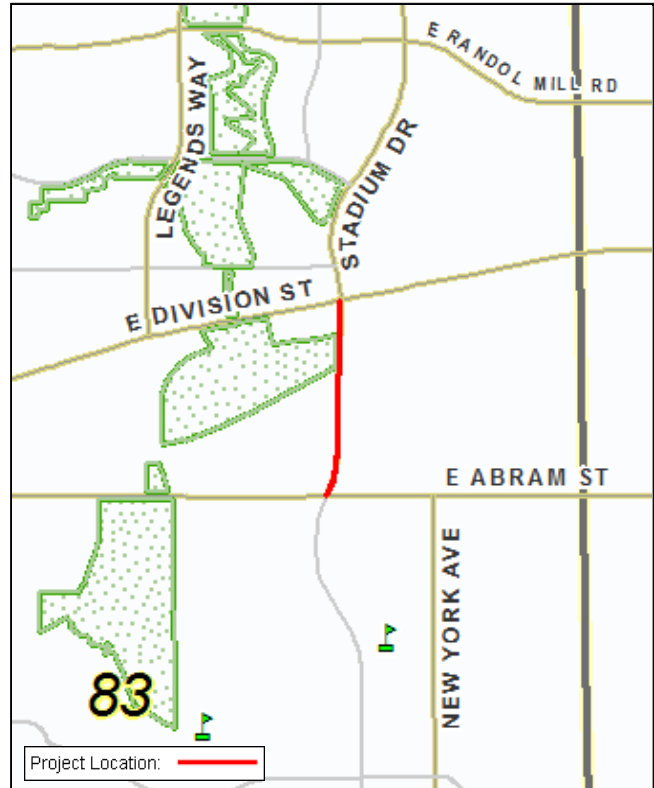
Green Sheet Report

PW - Public Works and Transportation

Project: Stadium Drive (Division Street to Abram Street)

Status Updated: 07/30/2013

Project Scope	
Rebuild and widening of Stadium Drive to include a grade separated underpass at the Union Pacific Railroad. In addition, water and sewer renewals, streetlights, markings, and landscaping will be included.	
Project Number:	PWST09001
Construction Start	Jun-14
Construction End	Sep-16
Current Phase	Design
Bond Election	2008
Project Contract Information	
Project Manager	Bob Watson
Phone Number	817-459-6582
Email Address	Bob.Watson@Arlingtontx.gov
Design Firm	Graham Associates
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2009	2011	2012	
General Obligation Bonds	\$1,535	\$1,000	\$1,155	
Revenue Bonds	\$150			

Project Budget & Expenditures	
Current Budget:	\$4,657,491.93
Committed Expenses:	\$2,415,783.33
Expended to Date:	\$1,974,640.50

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

On March 19, 2013, Council authorized Modification No. 2 to the Engineering Services Contract. Mod No.2 will redesign Stadium Drive with an at grade crossing at the UPRR facility in lieu of a grade separated crossing. Preliminary plans for the new at grade alignment are due to the City in July. Working to complete design in 2013.

CAPITAL IMPROVEMENT PROGRAM

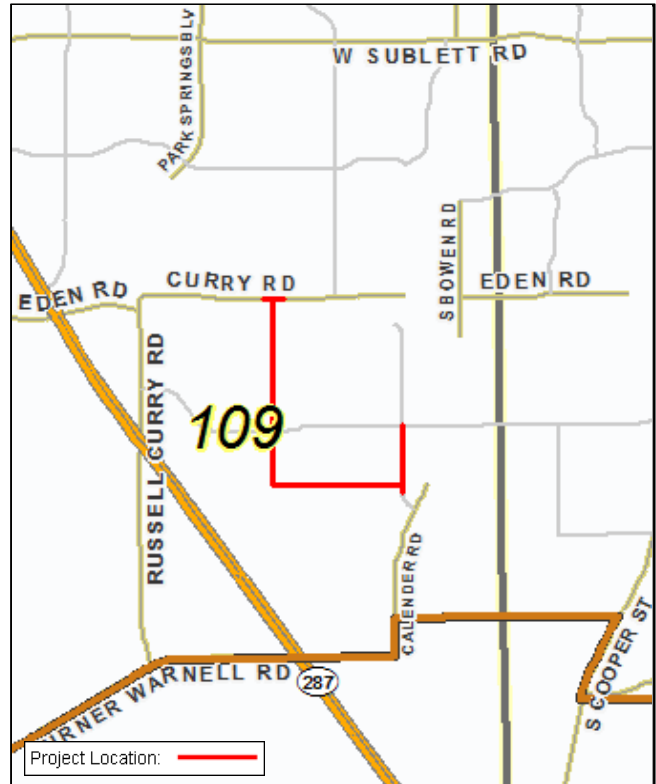
Green Sheet Report

PW - Public Works and Transportation

Project: Tri-School Streets (Calender Road, Russell Road, Ledbetter Road and Eden Road)

Status Updated: 07/30/2013

Project Scope	
Street rebuild of Calender Road, Russell Road, Ledbetter Road & Eden Road including storm drainage, water and sewer renewals, bike lanes, sidewalks and striping.	
Project Number:	PWST10010
Construction Start	Jun-14
Construction End	Apr-16
Current Phase	Design
Bond Election	1999,2003,2008
Project Contract Information	
Project Manager	Steve Schell
Phone Number	817-459-6577
Email Address	Steve.Schell@Arlingtontx.gov
Design Firm	Freese & Nichols, Inc.
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2010	2011	2012	2013
General Obligation Bonds	\$905		\$610	\$2,870
Revenue Bonds		\$120		

Project Budget & Expenditures		
Current Budget:	\$4,891,139.00	
Committed Expenses:	\$1,400,435.70	
Expended to Date:	\$954,356.02	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The preliminary design plans have been reviewed and are currently being revised. The right of way acquisition phase has been initiated. Construction is estimated to begin in July 2014.		

CAPITAL IMPROVEMENT PROGRAM

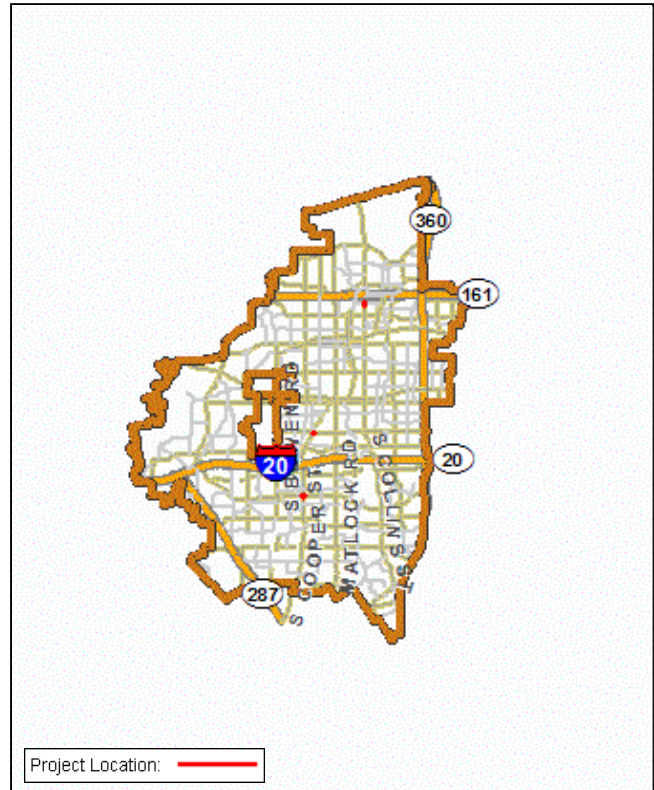
Green Sheet Report

PW - Public Works and Transportation

Project: TxDOT Intersections

Status Updated: 07/30/2013

Project Scope	
Add additional turn lanes to three TxDOT intersections (N Collins @ Road to Six Flags, Mayfield Road @ S Cooper St, and Green Oaks Blvd @ S Cooper St); includes water renewal.	
Project Number:	PWST09009
Construction Start	Jan-13
Construction End	Dec-13
Current Phase	Construction
Bond Election	2008
Project Contract Information	
Project Manager	Bob Watson
Phone Number	817-459-6582
Email Address	Bob.Watson@Arlingtontx.gov
Design Firm	Dannenbaum Engineering
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2009	2010	2011	
General Obligation Bonds	\$140	\$270	\$760	
Revenue Bonds	\$45		\$90	

Project Budget & Expenditures	
Current Budget:	\$2,654,868.74
Committed Expenses:	\$2,593,730.65
Expended to Date:	\$779,473.32

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Construction is underway at Road to Six Flags (RTSF) and Collins. All through lanes along Collins Street are open to traffic. Work on sidewalk and retaining walls is scheduled to be complete in August. Water utility construction began in July at the intersection of Mayfield at Cooper and at S. Green Oaks at Cooper. A conflict with AT&T fiber is delaying the start of roadway excavation at Mayfield and Cooper. AT&T's contractor is working to complete the relocation in August. The entire project is scheduled to be substantially complete in November.

CAPITAL IMPROVEMENT PROGRAM

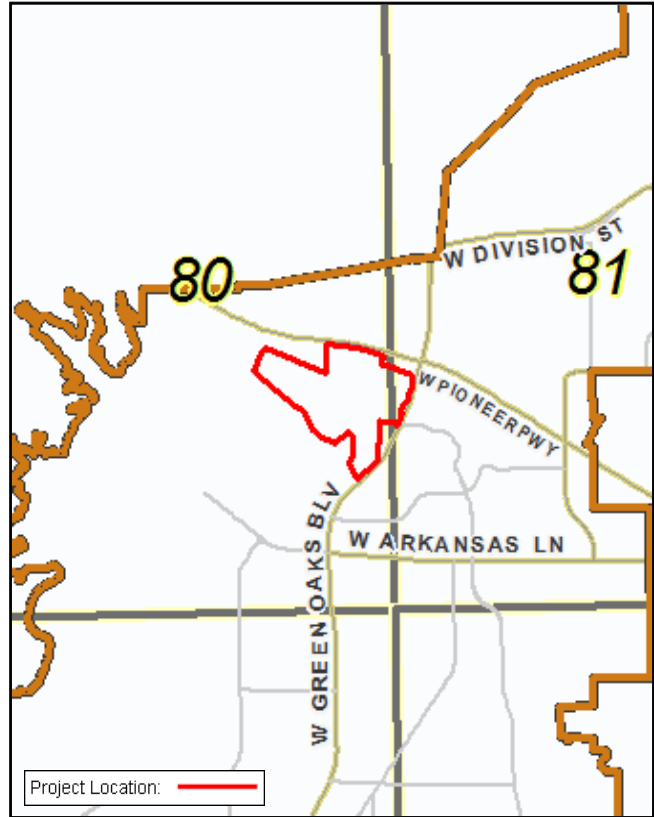
Green Sheet Report

PW - Public Works and Transportation

Project: Village Creek Erosion Repair

Status Updated: 07/30/2013

Project Scope	
Design and construction of erosion control and bridge repairs along Village Creek at Lake Arlington Golf Course.	
Project Number:	PKPW13001
Construction Start	May-14
Construction End	Feb-15
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Mandy Clark
Phone Number	817-459-6592
Email Address	Mandy.Clark@Arlingtontx.gov
Design Firm	Freese and Nichols
General Contractor	



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures	
Current Budget:	\$282,829.00
Committed Expenses:	\$281,829.00
Expended to Date:	\$63,083.57

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Survey and soil borings are complete. Geomorphologist has completed initial site investigation. Geotechnical and structural engineering reports are complete. Structural report results showed no immediate structural concerns. Conceptual design underway.

CAPITAL IMPROVEMENT PROGRAM

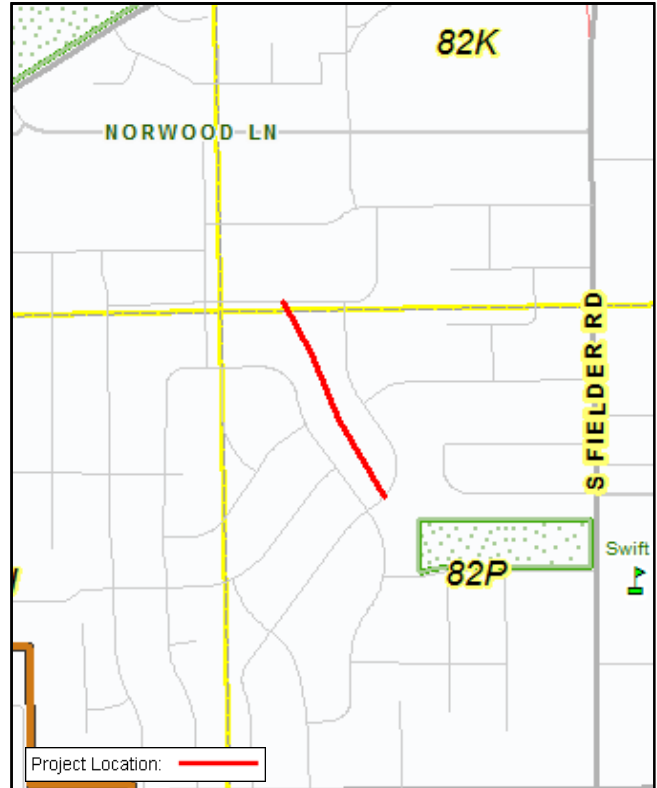
Green Sheet Report

PW - Public Works and Transportation

Project: Westview Terrace Sanitary Sewer Renewal and Channel Stabilization

Status Updated: 07/30/2013

Project Scope	
There is an exposed 8" sanitary sewer line in the centerline of the creek. This project will lower the sanitary sewer line and stabilize the creek channel so that further erosion does not occur.	
Project Number:	PWDR12003
Construction Start	Nov-13
Construction End	Sep-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	Walter P. Moore
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2011	2013		
Fees		\$830		
Revenue Bonds	\$49			

Project Budget & Expenditures	
Current Budget:	\$959,770.00
Committed Expenses:	\$124,065.75
Expended to Date:	\$46,366.44

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Final design has been submitted and is under review. The project has an approved Nationwide Permit from the US Army Corps of Engineers. Easement document preparation is currently underway. Construction planned for early 2014.

CAPITAL IMPROVEMENT PROGRAM

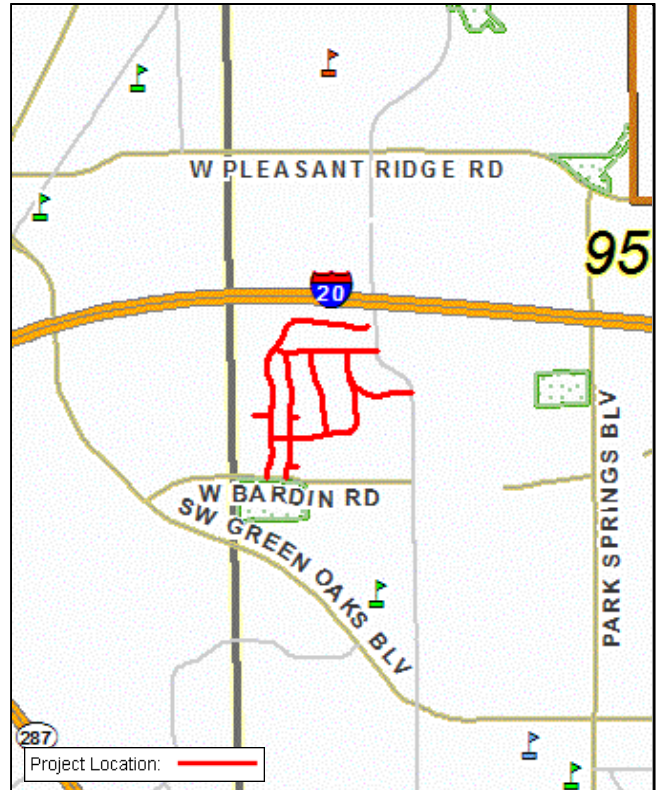
Green Sheet Report

PW - Public Works and Transportation

Project: Willow Bend and Thousand Oaks Drainage Improvements

Status Updated: 07/30/2013

Project Scope	
Lack of storm drain in this subdivision causes flooding. Plans include enlarging and extending existing storm drain system, regrading bar ditches along some streets, pavement reclamation and water and sewer renewals.	
Project Number:	PWDR11014
Construction Start	Jul-12
Construction End	Apr-14
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Mandy Clark
Phone Number	817-459-6592
Email Address	Mandy.Clark@Arlingtontx.gov
Design Firm	Hayden Consultants
General Contractor	Jackson Construction



Approved Project Funding (Thousands)				
Funding Source	2011	2012	2013	
Other			\$1,420	
Revenue Bonds	\$300	\$750		

Project Budget & Expenditures	
Current Budget:	\$7,479,803.00
Committed Expenses:	\$6,614,020.18
Expended to Date:	\$1,114,068.19

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Sanitary sewer installation is approximately 50% complete. Limited access related to deep sanitary sewer installation is causing slow initial progress. The installation is now in an area where it is shallower, so progress will become faster shortly.

CAPITAL IMPROVEMENT PROGRAM

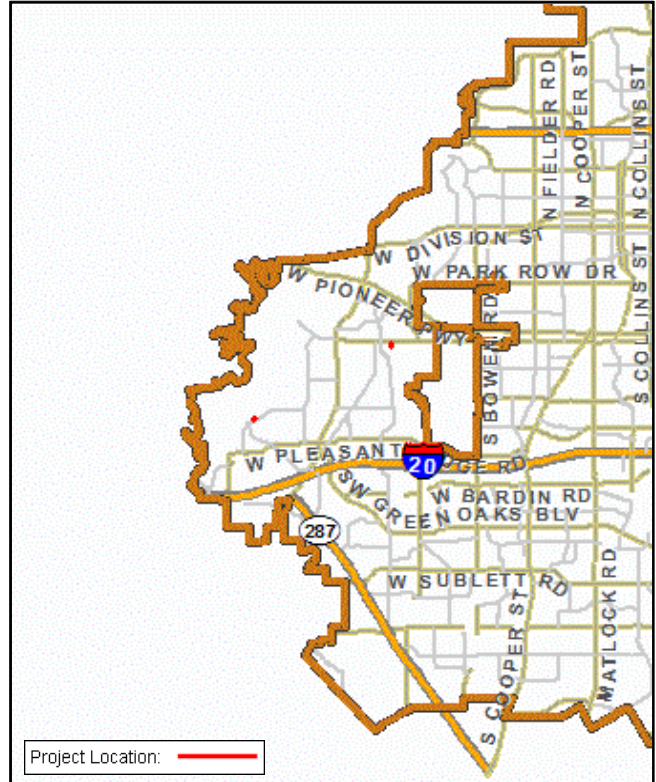
Green Sheet Report

PW - Public Works and Transportation

Project: Woodside, Shorewood, Autumn Glen Drainage Improvements

Status Updated: 07/30/2013

Project Scope	
Southcrest: Channel improvements just south of Arkansas Lane. Townlake: Paving improvements to alleviate flooding. Autumn Glen: Storm drain improvements in Old Pleasant Ridge Rd and easement to alleviate flooding on Autumn Glen Ct.	
Project Number:	PWDR10013
Construction Start	Jul-13
Construction End	Nov-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Audra Valamides
Phone Number	817-459-6590
Email Address	Audra.Valamides@Arlingtontx.gov
Design Firm	Wier and Associates / OD En
General Contractor	Woody Contractors, Inc.



Approved Project Funding (Thousands)				
Funding Source	2010	2013		
Fees	\$89	\$600		
Revenue Bonds	\$26			

Project Budget & Expenditures		
Current Budget:	\$651,819.72	
Committed Expenses:	\$158,184.90	
Expended to Date:	\$143,938.72	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Construction contract was approved by Council on 06/18/2013. Construction to start mid August.		

CAPITAL IMPROVEMENT PROGRAM

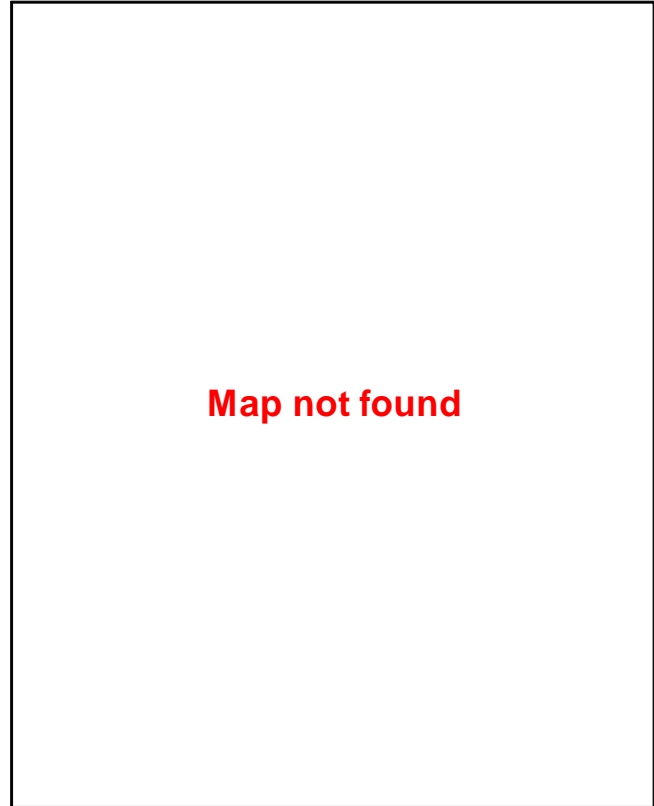
Green Sheet Report

WU - Water Utilities

Project: 2011 Misc Water and Sanitary Sewer

Status Updated: 07/30/2013

Project Scope	
This contract allows the Arlington Water Utilities department to react to unforeseeable time sensitive water and sanitary sewer line replacements, repairs, and adjustments throughout the City.	
Project Number:	WUCR11016
Construction Start	Jun-11
Construction End	Jul-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	Dean.Yanagi@Arlingtontx.gov
Design Firm	N/A
General Contractor	Barson Utilities, Inc.



Approved Project Funding (Thousands)				
Funding Source	2011			
Other	\$2,428			

Project Budget & Expenditures		
Current Budget:	\$2,428,420.50	
Committed Expenses:	\$2,425,092.87	
Expended to Date:	\$1,101,061.54	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The scope of work will be performed on an as-needed basis, since the contract allows Arlington Water Utilities department to react to unforeseeable time sensitive water and sanitary sewer line replacements, repairs, and adjustments throughout the City. This contract will expire on 6/28/13.		

CAPITAL IMPROVEMENT PROGRAM

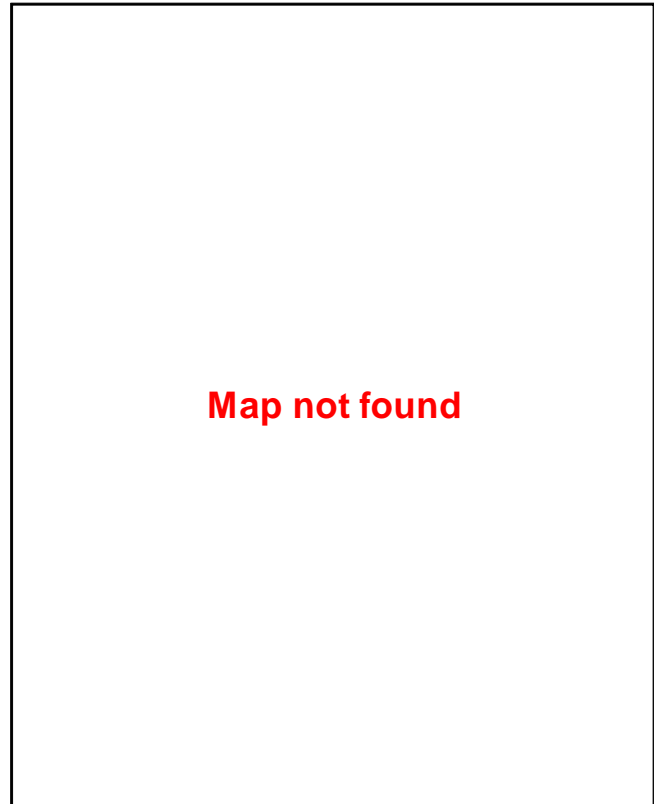
Green Sheet Report

WU - Water Utilities

Project: 2013 Misc Water and Sanitary Sewer

Status Updated: 07/30/2013

Project Scope	
This contract allows the Arlington Water Utilities department to react to unforeseeable time sensitive water and sanitary sewer line replacements, repairs, and adjustments throughout the City.	
Project Number:	WUCR13001
Construction Start	
Construction End	
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	Dean.Yanagi@Arlingtontx.gov
Design Firm	N/A
General Contractor	Gra-Tex Utilities



Approved Project Funding (Thousands)				
Funding Source	2013			
Other	\$1,390			

Project Budget & Expenditures		
Current Budget:	\$1,389,501.00	
Committed Expenses:	\$0.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The scope of work will be performed on an as-needed basis, since the contract allows Arlington Water Utilities department to react to unforeseeable time sensitive water and sanitary sewer line replacements, repairs, and adjustments throughout the City.		

CAPITAL IMPROVEMENT PROGRAM

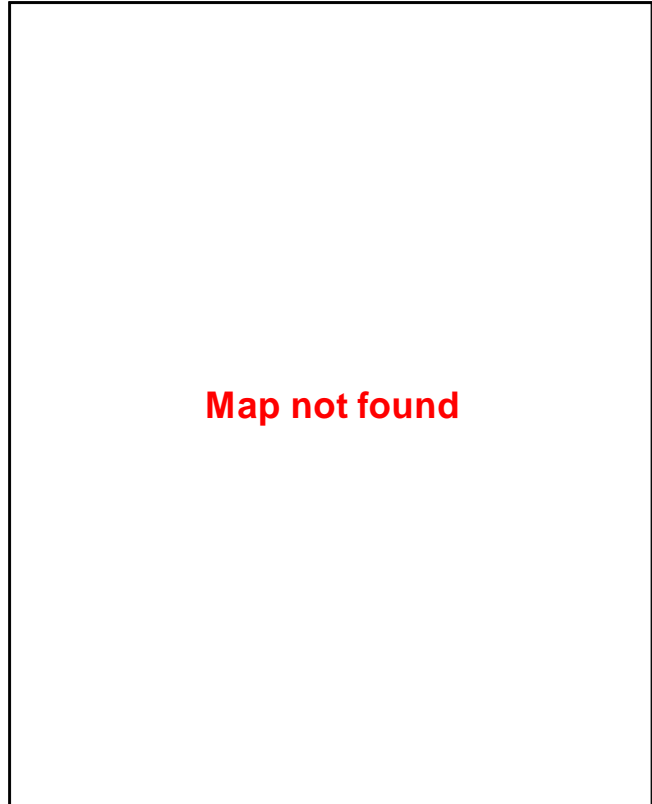
Green Sheet Report

WU - Water Utilities

Project: 2013 TRMT Renewals

Status Updated: 07/30/2013

Project Scope	
Includes replacement of various equipment/instruments at both water treatment plants (PB and JK). Equipment/instruments such as turbidity meters, chlorine gas meters, ammonia gas meters, rapid Mix pH meter, alum mixer replacement, ozone residual monitors, etc.	
Project Number:	WUTR12017
Construction Start	Jul-12
Construction End	Sep-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Mohammad Bayan
Phone Number	817-459-6644
Email Address	mohammad.bayan@arlingtontx.gov
Design Firm	Not Applicable
General Contractor	Not Applicable



Approved Project Funding (Thousands)				
Funding Source	2012			
Other	\$500			

Project Budget & Expenditures		
Current Budget:	\$390,000.00	
Committed Expenses:	\$89,219.14	
Expended to Date:	\$89,219.14	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Purchased Turbidity Meters were Installed by Pierce-Burch Water Treatment Plant operational staff.		

CAPITAL IMPROVEMENT PROGRAM

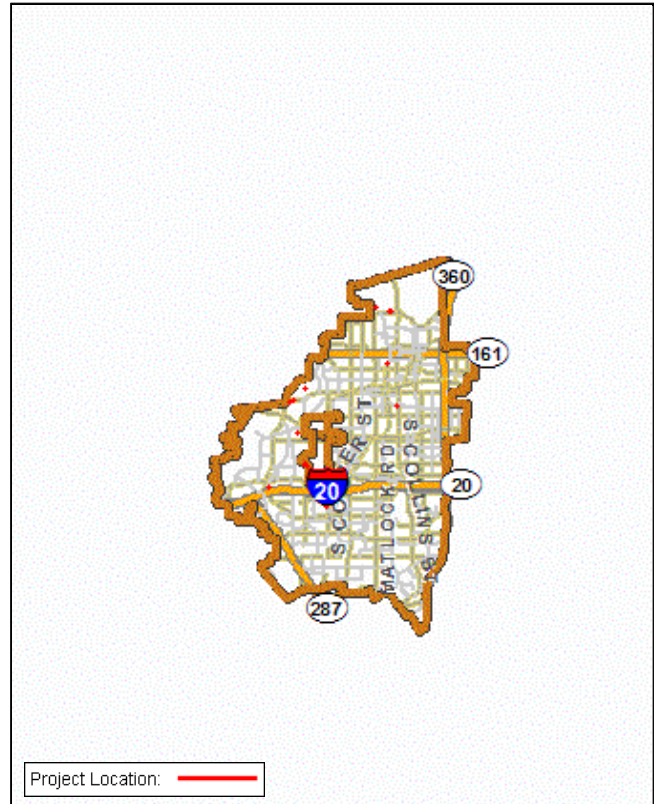
Green Sheet Report

WU - Water Utilities

Project: Aerial Crossing SS Rehab 2010

Status Updated: 07/30/2013

Project Scope	
This project consists of the rehabilitation and protection of twelve (12) existing sanitary sewer mains currently exposed to the potential of damage from flooding. These twelve (12) have been identified as having the highest risk for failure and in need of repair.	
Project Number:	WUSR10001
Construction Start	Jan-14
Construction End	Aug-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	Lori.Du@Arlingtontx.gov
Design Firm	Half Associates, Inc.
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2010	2011		
Other	\$350	\$150		

Project Budget & Expenditures	
Current Budget:	\$498,560.00
Committed Expenses:	\$496,140.77
Expended to Date:	\$377,284.80

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Categorical Exclusion reports were resubmitted to Texas Water Board in February 2013 and the City is waiting on the review comments. Construction start is scheduled for January 2014.

CAPITAL IMPROVEMENT PROGRAM

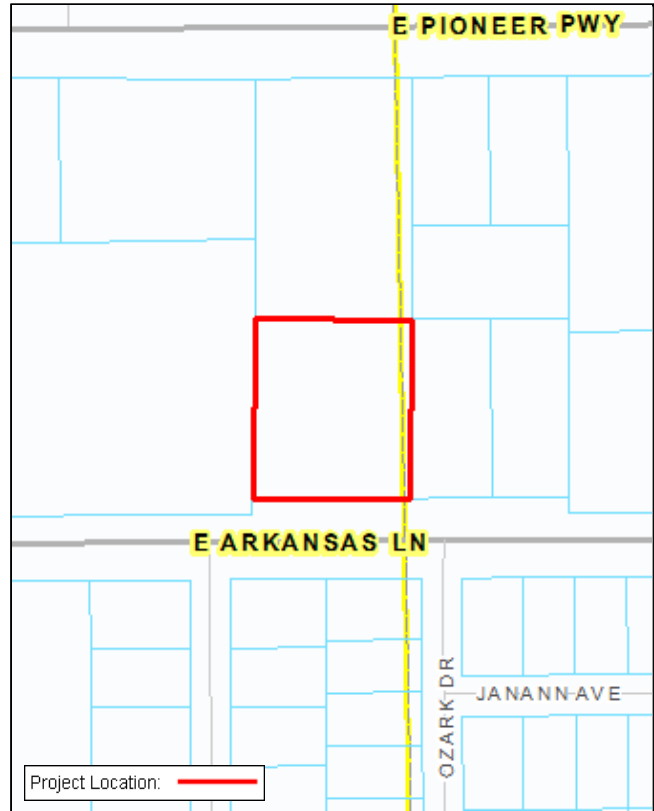
Green Sheet Report

WU - Water Utilities

Project: Arkansas Transfer Pump Station

Status Updated: 07/30/2013

Project Scope	
The project scope includes the design of a minimum 7 million gallon per day pump station and a 24-inch suction and discharge water line at the existing Arkansas Lane Elevated Storage Tank Site. It also includes hydraulic modeling to develop system curves that will confirm pump capacity and optimum efficiency. This booster pump station will allow additional transfer capacity from the Lower Pressure Plane to the Upper Pressure Plane.	
Project Number:	WUTR10009
Construction Start	Aug-12
Construction End	Jul-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	Dean.Yanagi@Arlingtontx.gov
Design Firm	Freese & Nichols
General Contractor	Pepper-Lawson Waterworks



Approved Project Funding (Thousands)				
Funding Source	2011	2012		
Revenue Bonds	\$1,133	\$1,650		

Project Budget & Expenditures	
Current Budget:	\$2,475,475.00
Committed Expenses:	\$2,459,121.60
Expended to Date:	\$2,080,663.58

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
The Contractor is currently working on the final electrical connections.

CAPITAL IMPROVEMENT PROGRAM

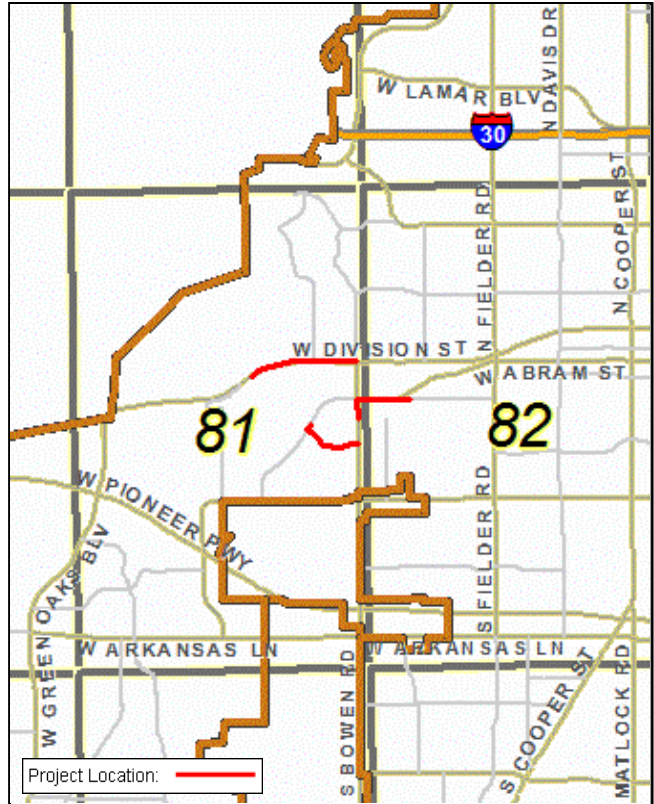
Green Sheet Report

WU - Water Utilities

Project: Basin 15 Sanitary Sewer Improvements

Status Updated: 07/30/2013

Project Scope	
The project scope includes 6,000 linear feet of 15-inch and 18-inch sanitary sewer long Bowen Road and Abram Street and 5,100 linear feet of 8-inch and 12-inch water lines within the project limits. It also includes routing and alignment selections for 6,500 linear feet of sanitary sewer along W. Division Street from Bowen Road to Wheatland Drive.	
Project Number:	WUSS12008
Construction Start	Mar-14
Construction End	Nov-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	Lori.Du@Arlingtontx.gov
Design Firm	Kimley-Horn
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2012		
Revenue Bonds	\$640		

Project Budget & Expenditures	
Current Budget:	\$480,000.00
Committed Expenses:	\$460,600.00
Expended to Date:	\$132,979.11

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
60% plans will be submitted in early August.

CAPITAL IMPROVEMENT PROGRAM

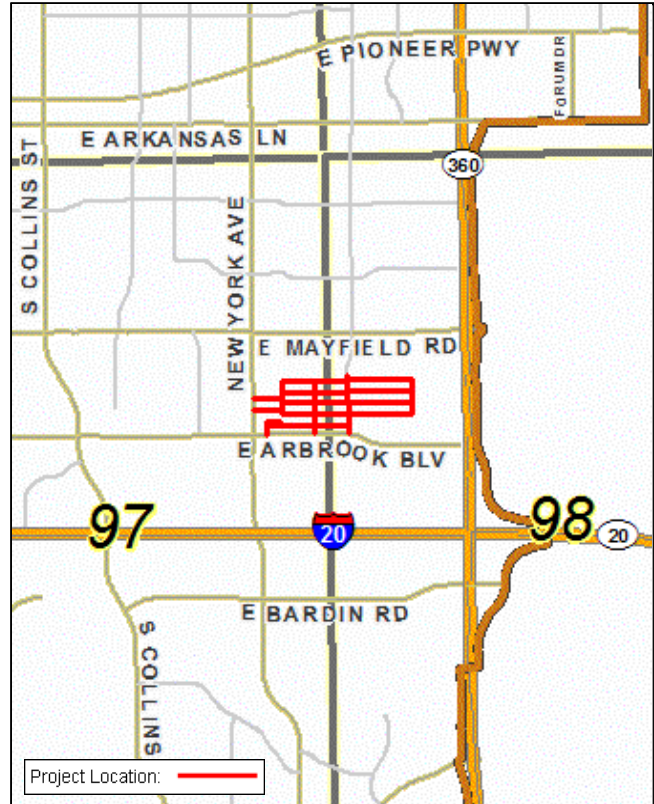
Green Sheet Report

WU - Water Utilities

Project: Brandyridge, Britannia Gardens and Arbrook Heights W&S Renewal

Status Updated: 07/30/2013

Project Scope	
The project consists of 23,000 linear feet of water line renewal and 8,800 linear feet of sanitary sewer line renewal. After completion of the water and sanitary sewer line renewals, all streets within the project limits will be repaved by street reclamation.	
Project Number:	WUCR11008
Construction Start	Dec-12
Construction End	Mar-14
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Jessie Allen
Phone Number	817-459-6610
Email Address	Jessie.Allen@arlingtontx.gov
Design Firm	Jerry Parche' Consulting Engin
General Contractor	SYB Construction Company



Approved Project Funding (Thousands)				
Funding Source	2011	2012	2013	
Other	\$590	\$4,479	\$915	

Project Budget & Expenditures		
Current Budget:	\$7,837,877.95	
Committed Expenses:	\$5,983,314.43	
Expended to Date:	\$1,766,567.55	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The project was awarded by Council on September 18, 2012 to SYB Construction. The notice to proceed date was December 17, 2012. The construction is anticipated to be completed by March 2014. Phase III is under construction. The water line on Foxcroft Lane and the sanitary sewer on Knoll Crest are under construction.		

CAPITAL IMPROVEMENT PROGRAM

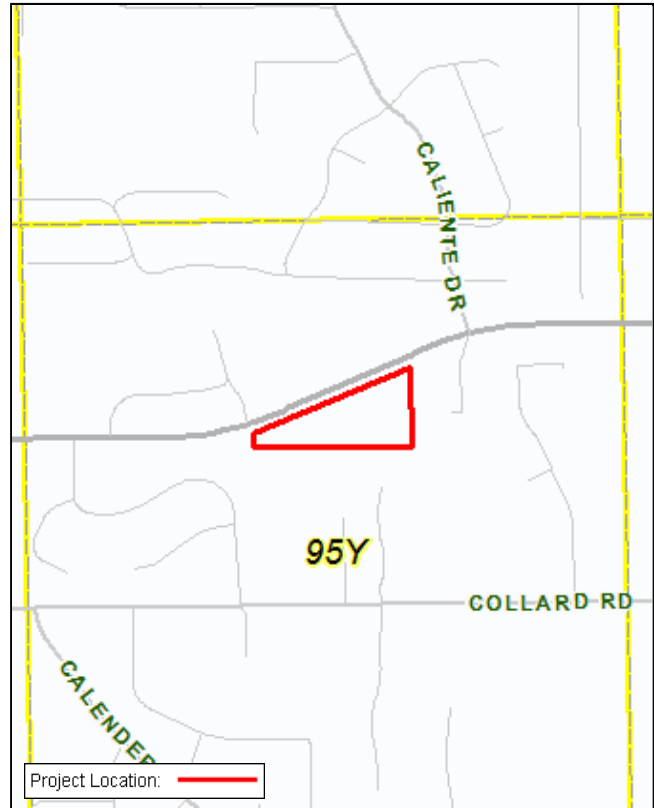
Green Sheet Report

WU - Water Utilities

Project: Charles F. Anderson Jr. Pump Station Rehab

Status Updated: 07/30/2013

Project Scope	
The scope of work includes the design to replace existing pumps, electrical components and instrumentation, and HVAC based on the pump evaluation, studies of the electrical model, power reliability and safety factors such as short circuiting, electrical load flow, motor starting, protective device coordination, and Arc Flash.	
Project Number:	WUTR09001
Construction Start	May-13
Construction End	Nov-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	Dean.Yanagi@Arlingtontx.gov
Design Firm	CDM Smith
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2009	2010	2011	
Revenue Bonds	\$450	\$300	\$901	

Project Budget & Expenditures	
Current Budget:	\$1,009,956.31
Committed Expenses:	\$1,009,956.31
Expended to Date:	\$680,770.45

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

The bid opening for this project was canceled. This project has been pushed back and is currently being evaluated to prioritize any improvements.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

WU - Water Utilities

Project: Copeland 18-inch SS Interceptor

Status Updated: 07/30/2013

Project Scope	
<p>This project consists of designing approximately 1,700 linear feet of an 18-inch sanitary sewer line which includes the renewal of an existing sanitary sewer aerial crossing at Johnson Creek. The project is located along Copeland Road from SH360 to the West side of Johnson Creek. This project will provide additional sanitary sewer capacity for future growth in the surrounding area.</p>	
Project Number:	WUSS10004
Construction Start	Apr-13
Construction End	Aug-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Mia Dia
Phone Number	817-459-6646
Email Address	Mia.Dia@Arlingtontx.gov
Design Firm	Lockwood, Andrews & Newna
General Contractor	Venus Construction



Approved Project Funding (Thousands)				
Funding Source	2010	2011	2012	
Revenue Bonds	\$80	\$28	\$765	

Project Budget & Expenditures		
Current Budget:	\$872,701.29	
Committed Expenses:	\$872,701.29	
Expended to Date:	\$529,214.29	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
<p>The construction began on April 15, 2013. Currently the Contractor has completed the work on the water line and is installing the sanitary sewer line. An issue did arise during construction since the Concrete compressions tests failed for the aerial crossing and the Contractor is to determine a solution at no additional cost to the City.</p>		

CAPITAL IMPROVEMENT PROGRAM

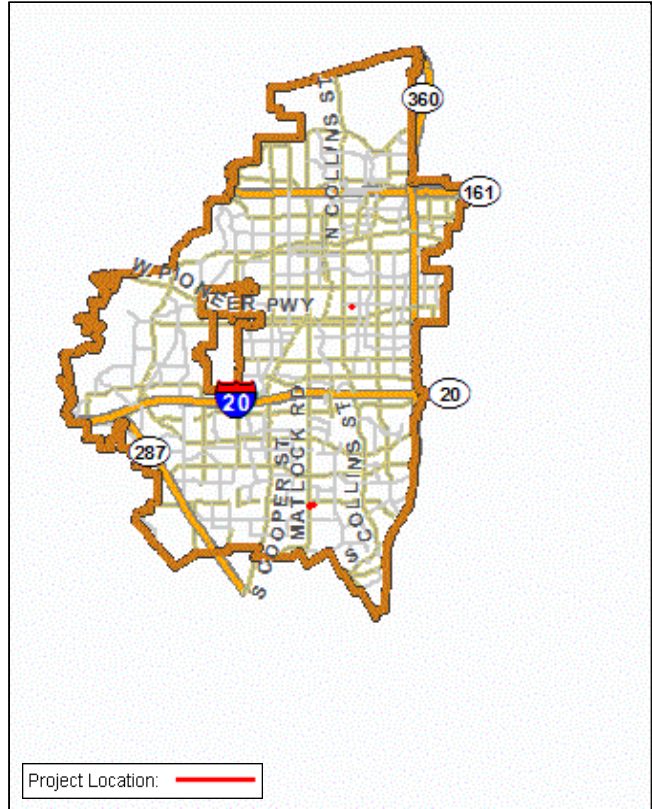
Green Sheet Report

WU - Water Utilities

Project: EST Rehabilitation - Southeast

Status Updated: 07/30/2013

Project Scope	
The proposed scope of services includes the design of miscellaneous upgrades such as, but not limited to, interior bowl preparation and paint, wet riser preparation and paint, exterior tank preparation and paint, exterior columns, stay rods, and riser preparation and paint, paint four (4) City of Arlington logos and mockup panels, site restoration and haul off spoils, minor structural and safety upgrades, and disinfection of tank per ANSI/AWWA C65-02 1.	
Project Number:	WUTR12001
Construction Start	Nov-12
Construction End	Aug-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Mia Dia
Phone Number	817-459-6646
Email Address	Mia.Dia@Arlingtontx.gov
Design Firm	Deltatek Engineering
General Contractor	N.G. Painting, L.P.



Approved Project Funding (Thousands)				
Funding Source	2012			
Other	\$1,033			

Project Budget & Expenditures	
Current Budget:	\$1,036,800.00
Committed Expenses:	\$1,033,500.00
Expended to Date:	\$892,850.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

The construction project is substantially complete. The contractor needs to finalize the butterfly valve actuators programming, and there are site items that contractor will need to work on punch list items such as sodding, an clean up.

CAPITAL IMPROVEMENT PROGRAM

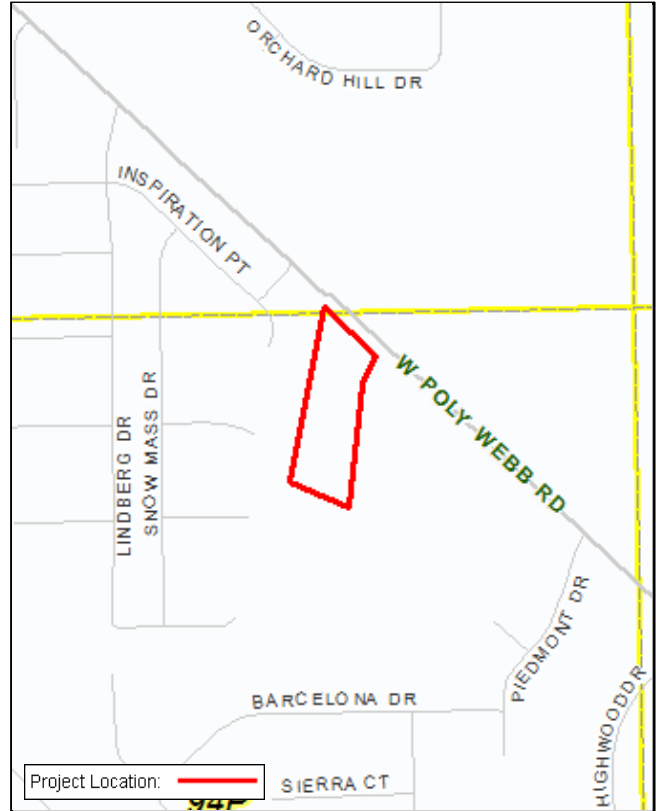
Green Sheet Report

WU - Water Utilities

Project: EST Rehabilitation - Southwest

Status Updated: 07/30/2013

Project Scope	
The proposed scope of services includes the design of miscellaneous upgrades such as, but not limited to the preparation of all exterior surfaces and repainting of the exterior of the tank including new Arlington logos, preparation of all interior surfaces and repainting of the interior of the tank, repair and replacement of corroded structural steel as necessary, repainting of all piping and valves, and miscellaneous modifications to comply with TCEQ regulations.	
Project Number:	WUTR13002
Construction Start	Oct-13
Construction End	Mar-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	Dean.Yanagi@Arlingtontx.gov
Design Firm	Deltatek
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2012			
Other	\$73			

Project Budget & Expenditures		
Current Budget:	\$73,175.00	
Committed Expenses:	\$73,175.00	
Expended to Date:	\$41,520.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Preliminary design plans were submitted and is currently being reviewed.		

CAPITAL IMPROVEMENT PROGRAM

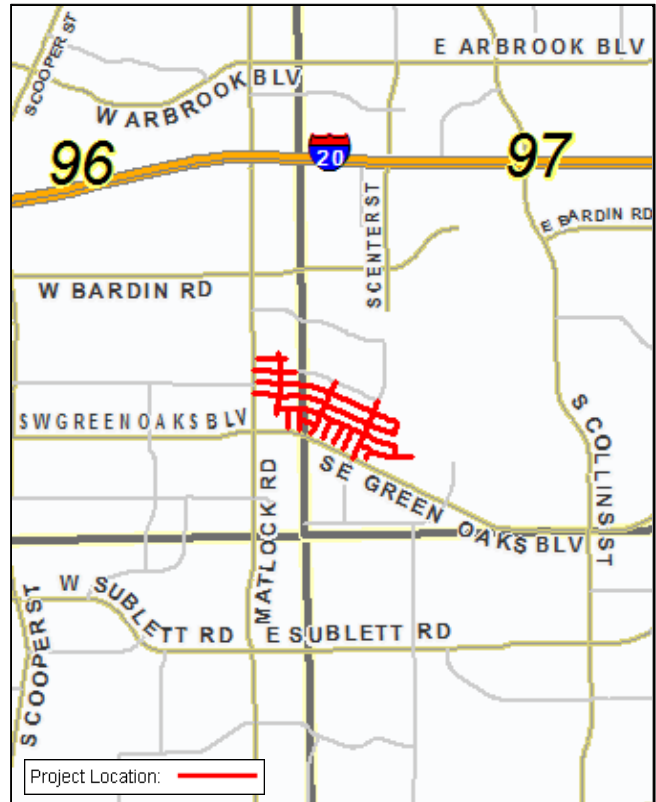
Green Sheet Report

WU - Water Utilities

Project: Fairfield W&S Renewal

Status Updated: 07/30/2013

Project Scope	
<p>This project consists of designing approximately 26,350 linear feet of 6-inch to 12-inch water line. This project also has 5,325 feet of 6" sanitary sewer being replaced with 8" sanitary sewer line in problematic areas. Upon completion, the Public Works Department will be funding the asphalt street reclamation. The project is located to the northeast for Matlock Road and SE Green Oaks Boulevard in Fairfield Addition.</p>	
Project Number:	WUCR10002
Construction Start	Jan-13
Construction End	Feb-14
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Jessie Allen
Phone Number	817-459-6610
Email Address	Jessie.Allen@arlingtontx.gov
Design Firm	Transystems Corporation Con
General Contractor	SYB Construction Company



Approved Project Funding (Thousands)				
Funding Source	2006	2009	2011	2012
Other	\$144	\$10	\$201	\$5,345

Project Budget & Expenditures	
Current Budget:	\$7,808,002.50
Committed Expenses:	\$5,682,621.73
Expended to Date:	\$2,275,849.82

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
<p>The project was awarded by Council on September 18, 2012 to SYB Construction Company. The notice to proceed date is January 2, 2013. The construction is anticipated to be completed by February 2014. The sanitary sewer construction was completed in April 2013. Water services on Myrtle are currently under construction. The water lines on Juniper, Smoke Tree, Lemon, and Kalmia are being tested. Horizontal directional drilling is underway on Night Shade.</p>

CAPITAL IMPROVEMENT PROGRAM

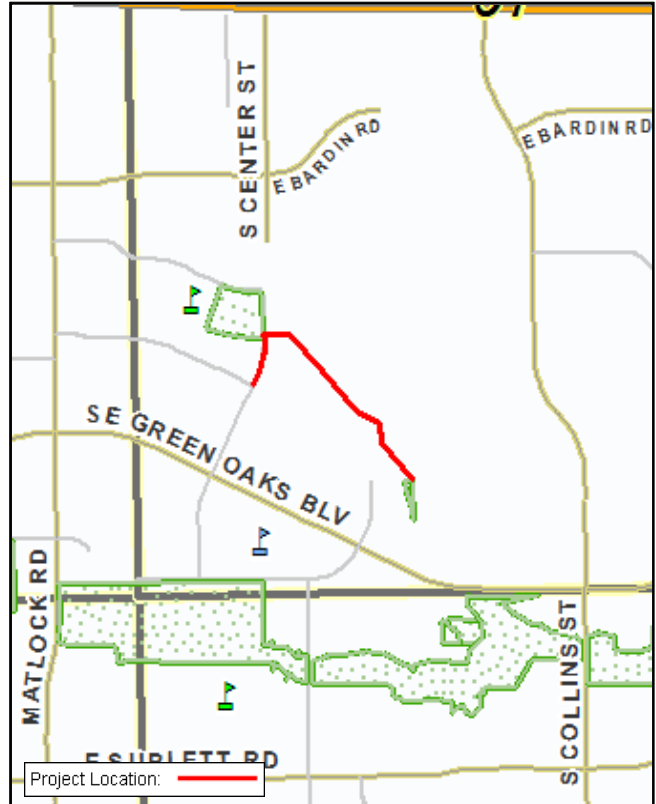
Green Sheet Report

WU - Water Utilities

Project: Fish Creek 21-inch SS Interceptor

Status Updated: 07/30/2013

Project Scope	
Includes the installation of approximately 3,700 linear feet of 21-inch and 800 linear feet of 18-inch sanitary sewer line. The 21-inch and 18-inch sanitary sewer line will replace a 12-inch and 15-inch sanitary sewer line located on the west side of Arlington Municipal Airport along the future South Center Street right of way from Yaupon Drive to Engleside Drive.	
Project Number:	WUSS11005
Construction Start	Mar-13
Construction End	Sep-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Jessie Allen
Phone Number	817-459-6610
Email Address	Jessie.Allen@arlingtontx.gov
Design Firm	Kimley-Horn and Associates
General Contractor	Gra-Tex Utilities, Inc.



Approved Project Funding (Thousands)			
Funding Source	2010	2012	
Revenue Bonds	\$100	\$1,400	

Project Budget & Expenditures	
Current Budget:	\$1,248,310.40
Committed Expenses:	\$1,244,217.78
Expended to Date:	\$602,998.51

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Gra-Tex Utilities, Inc. began construction on March 25, 2013. Construction is anticipated to be completed in September 2013. Line C and the 21-inch sanitary sewer parallel to the concrete channel (east of Yaupon Drive) are currently under construction.

CAPITAL IMPROVEMENT PROGRAM

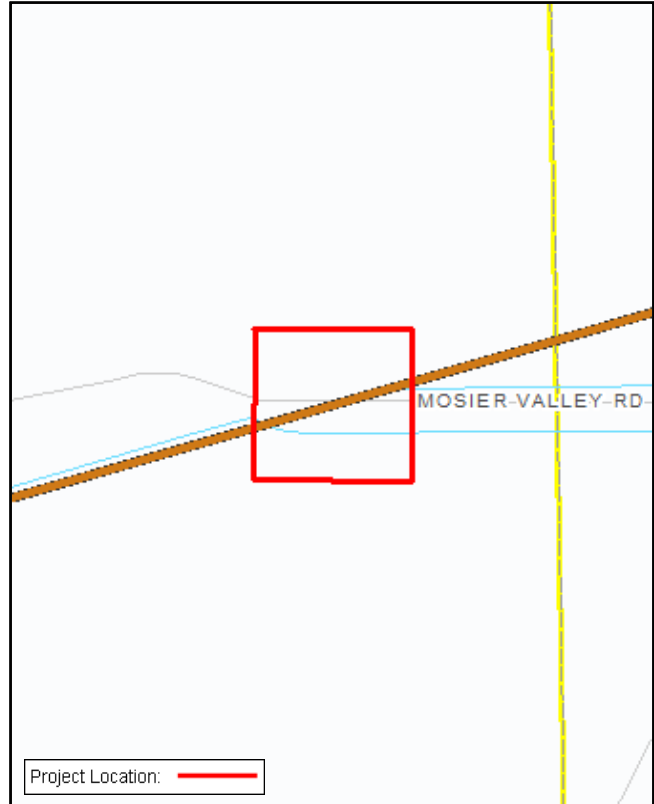
Green Sheet Report

WU - Water Utilities

Project: Fort Worth Interconnect

Status Updated: 07/30/2013

Project Scope	
This project includes the design of approximately 1,400 linear feet of 16-inch water line, a flow meter, and an interconnect between Arlington and Fort Worth water lines. An evaluation between two sites for the meter station including a SCADA line of sight study will be performed to determine the final location.	
Project Number:	WUWA12008
Construction Start	Sep-13
Construction End	Mar-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	Dean.Yanagi@Arlingtontx.gov
Design Firm	Freese & Nichols
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2012			
Revenue Bonds	\$280			

Project Budget & Expenditures		
Current Budget:	\$83,700.00	
Committed Expenses:	\$83,700.00	
Expended to Date:	\$7,961.93	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The project is currently under design. An evaluation on two site locations are currently being looked at.		

CAPITAL IMPROVEMENT PROGRAM

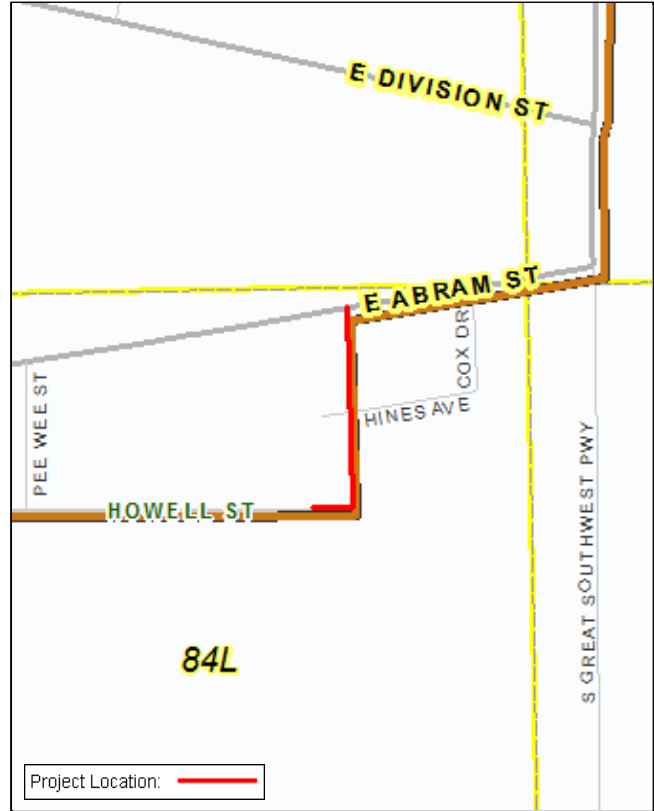
Green Sheet Report

WU - Water Utilities

Project: Howell Street Water Line

Status Updated: 07/30/2013

Project Scope	
Approximately 1,000 linear feet of 8-inch water line in a proposed easement from Howell Street to E. Abram Street.	
Project Number:	WUWR11003
Construction Start	Aug-13
Construction End	Oct-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Jessie Allen
Phone Number	817-459-6610
Email Address	Jessie.Allen@arlingtontx.gov
Design Firm	Burgess & Niple
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2012			
Other	\$270			

Project Budget & Expenditures	
Current Budget:	\$163,360.00
Committed Expenses:	\$41,246.17
Expended to Date:	\$38,756.17

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

The bid opening was on July 23, 2013. The apparent low bidder is A&M Construction and Utilities, Inc. The anticipated council date is 8-20-13. The anticipated notice to proceed date is September 9, 2013.

CAPITAL IMPROVEMENT PROGRAM

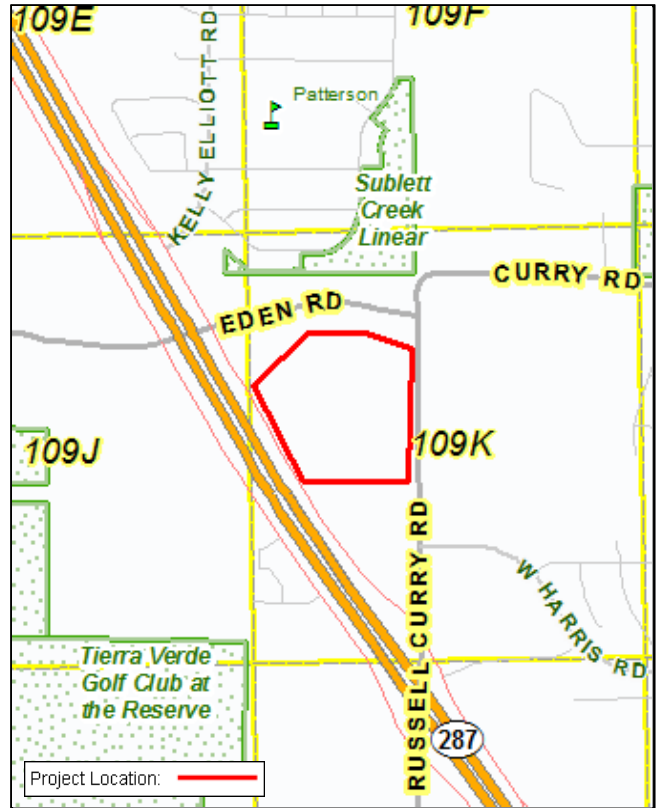
Green Sheet Report

WU - Water Utilities

Project: JK WTP High Service Pumps 1 to 6 Electrical Improvements

Status Updated: 07/30/2013

Project Scope	
Electrical improvements to JK WTP High Service Pumps #1, #2, and #3.	
Project Number:	WUTR11023
Construction Start	Sep-12
Construction End	Dec-12
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Gary Alford
Phone Number	(817) 575-8941
Email Address	gary.alford@arlingtontx.gov
Design Firm	Gupta & Associates
General Contractor	Texsun Electrical Contractors



Approved Project Funding (Thousands)			
Funding Source	2012		
Other	\$170		

Project Budget & Expenditures		
Current Budget:	\$170,072.40	
Committed Expenses:	\$162,177.40	
Expended to Date:	\$148,853.40	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
7/29/2013: All reports have been received. The project is complete. Confirmation has been received that we have received and paid the final invoice no other invoices will be sent.		

CAPITAL IMPROVEMENT PROGRAM

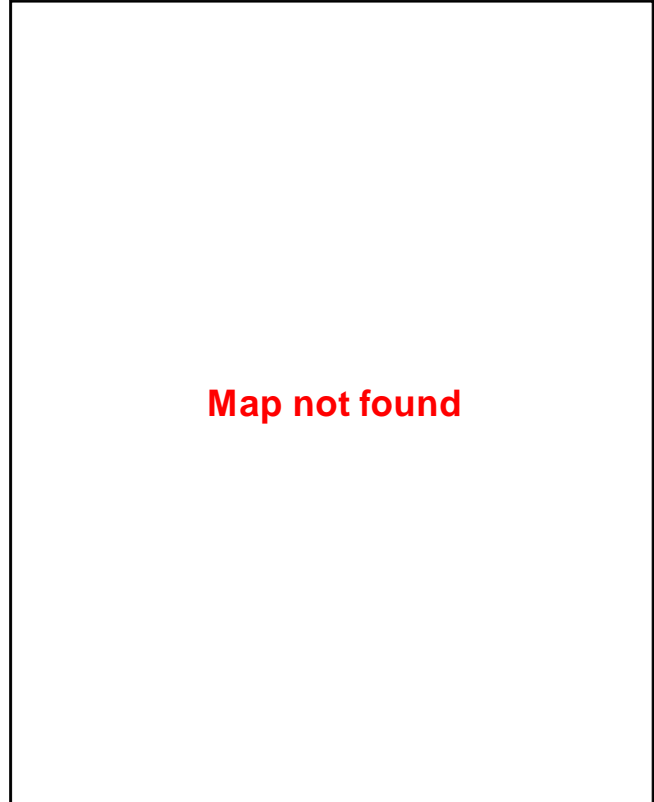
Green Sheet Report

WU - Water Utilities

Project: Kee Branch Water Line Improvements

Status Updated: 07/30/2013

Project Scope	
Project Number:	WUWA12012
Construction Start	
Construction End	
Current Phase	Planning
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	Lori.Du@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)				
Funding Source				

Project Budget & Expenditures	
Current Budget:	\$0.00
Committed Expenses:	\$0.00
Expended to Date:	\$0.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity	

CAPITAL IMPROVEMENT PROGRAM

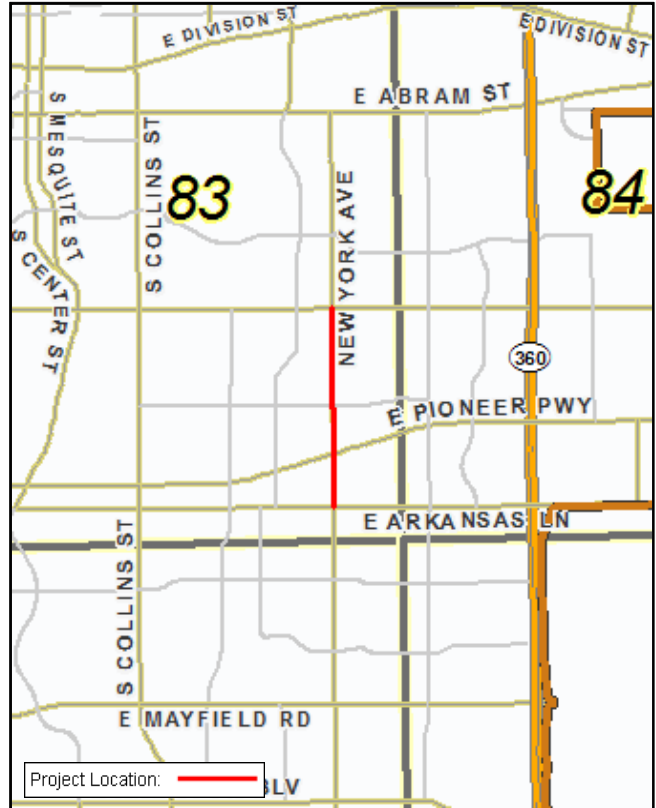
Green Sheet Report

WU - Water Utilities

Project: New York (Arkansas to Park Row) W&S Renewal

Status Updated: 07/30/2013

Project Scope	
This project scope includes the New York Avenue street reclamation, water and sewer renewals from Park Row to Arkansas.	
Project Number:	WUCR12001
Construction Start	Jul-14
Construction End	Jul-15
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Mia Dia
Phone Number	817-459-6646
Email Address	Mia.Dia@Arlingtontx.gov
Design Firm	Teague, Nall and Perkins (per
General Contractor	



Approved Project Funding (Thousands)			
Funding Source			

Project Budget & Expenditures		
Current Budget:		
Committed Expenses:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Community Development and Planning department is determining funding sources for the additional scope which includes sidewalks, trees, landscaping and lights, for design. This project will be lead by the Public Works department if the additional scope is added to the original water and sewer project.		

CAPITAL IMPROVEMENT PROGRAM

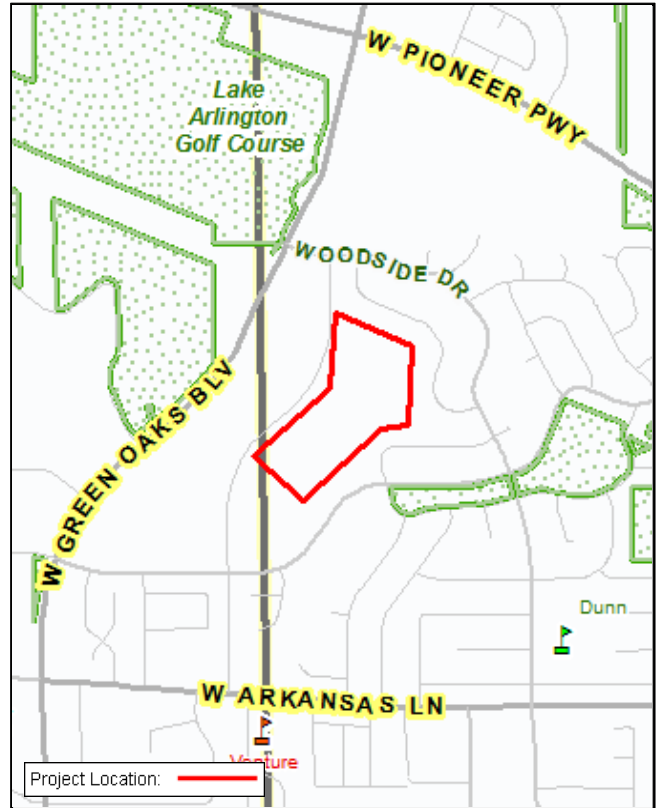
Green Sheet Report

WU - Water Utilities

Project: PB WTP Asset Management Phase I

Status Updated: 07/30/2013

Project Scope	
Phase I: development of data inventory for management of assets at Pierce-Burch WTP.	
Project Number:	WUTR12007
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Sally Mills
Phone Number	517-575-8972
Email Address	sally.mills@arlingontx.gov
Design Firm	Freese and Nichols, Inc.
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2012		
Other	\$421		

Project Budget & Expenditures		
Current Budget:	\$376,995.00	
Committed Expenses:	\$376,995.00	
Expended to Date:	\$265,843.42	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
05/06/2013: Continue efforts with geo data base; finalize RBA for pipelines and facilities; identify utilities to send preventative maintenance survey; review assigned condition and criticality scores for yard piping and facilities; obtain potholing contractor information and FNI quote for additional services.		

CAPITAL IMPROVEMENT PROGRAM

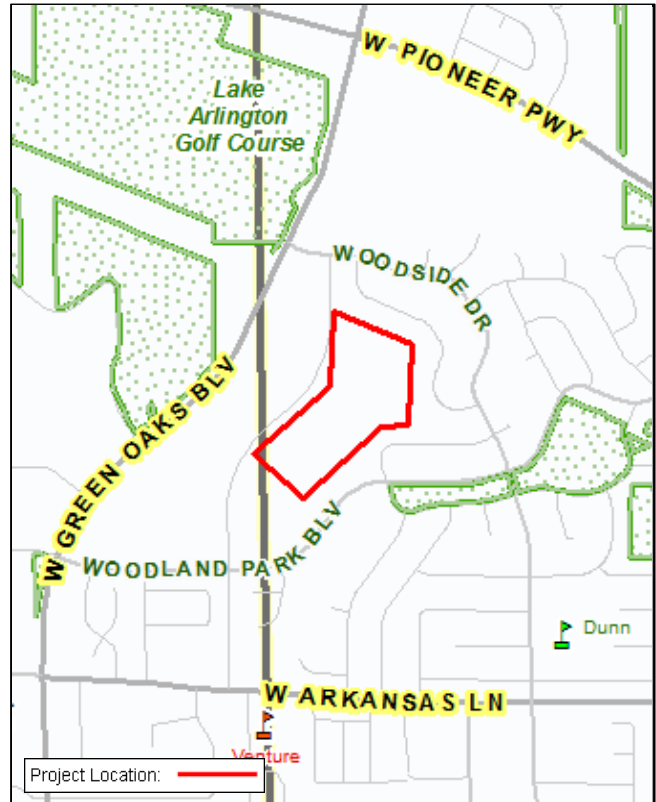
Green Sheet Report

WU - Water Utilities

Project: PB WTP Enhanced Biofiltration Study

Status Updated: 07/30/2013

Project Scope	
Determination of baseline performance and enhanced biofiltration performance on a full scale pilot project with the analysis of filter performance with current biofiltration practices as well as utilizing process enhancements (addition of bionutrients/chemicals) which were identified in the recent Tailored Collaboration Project.	
Project Number:	WUTR11013
Construction Start	Mar-13
Construction End	Apr-17
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Bill Gase
Phone Number	817-575-8940
Email Address	bill.gase@arlingtontx.gov
Design Firm	Carollo Engineers
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2011		
Other	\$180		

Project Budget & Expenditures		
Current Budget:	\$180,000.00	
Committed Expenses:	\$127,287.86	
Expended to Date:	\$118,337.86	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
7/19/13 - received draft report and in process of reviewing draft.		

CAPITAL IMPROVEMENT PROGRAM

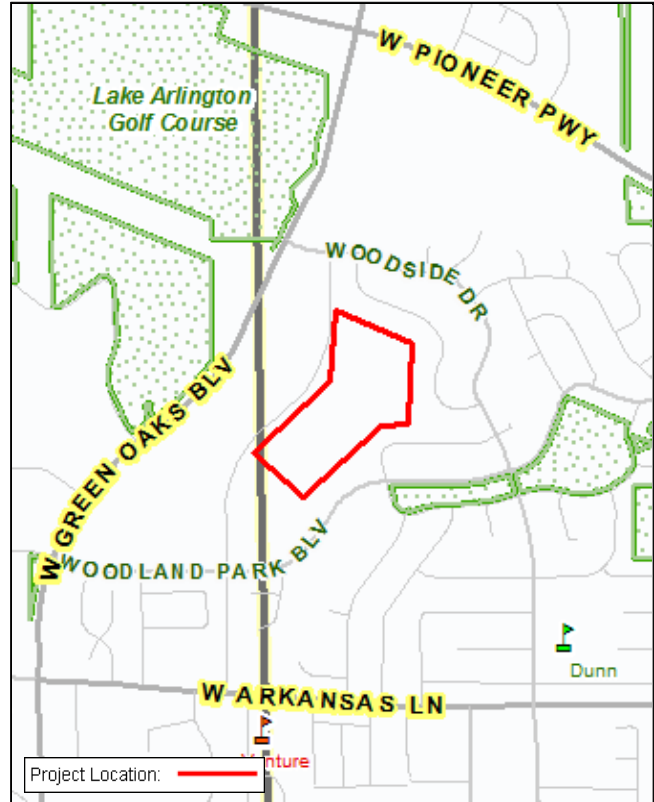
Green Sheet Report

WU - Water Utilities

Project: PB WTP HSPS Emergency Electrical Improvements

Status Updated: 07/30/2013

Project Scope	
Emergency repairs of the electrical switchgear of the HSPS at the PB-WTP. The repairs include demolition and removal of old switchgear and installation of newly refurbished switchgear including complete integration with existing valve controls, pump controls and SCADA system.	
Project Number:	WUTR13003
Construction Start	
Construction End	
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Mohammad Bayan
Phone Number	817-459-6644
Email Address	mohammad.bayan@arlingtontx.gov
Design Firm	Freese & Nichols
General Contractor	Brandon and Clark, Inc.



Approved Project Funding (Thousands)			
Funding Source	2013		
Other	\$398		

Project Budget & Expenditures	
Current Budget:	\$398,000.00
Committed Expenses:	\$398,000.00
Expended to Date:	\$349,280.65

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
Completed all construction and control and SCADA integration for all the pumps except for the SWW pump. Still working on addressing punch list including the SWW pump and the City's inspector items. Received draft O&M manual for review and approval.

CAPITAL IMPROVEMENT PROGRAM

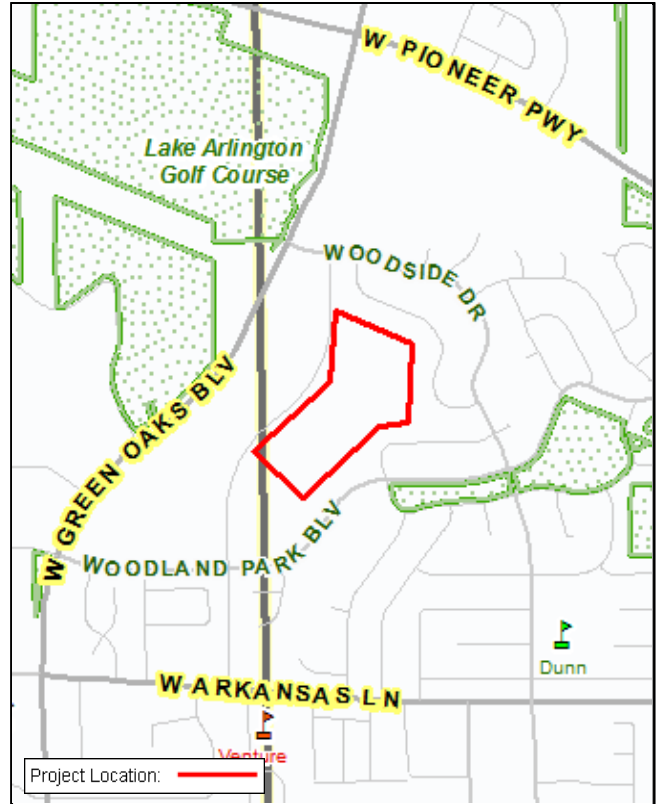
Green Sheet Report

WU - Water Utilities

Project: PB WTP Pipe Gallery Improvements

Status Updated: 07/30/2013

Project Scope	
This project includes: rehabilitation of existing 36" steel pipe, replacement of 210 feet of existing 24" steel pipe and 340 feet of existing 20" steel pipe (backwash pipe), 20 new 16" plug valves, 20 new 20" butterfly valves, 1 new 24" butterfly valve, 20 new 30" butterfly valves (filter backwash waste), 20 new 8" butterfly valves (air scour), instrumentation, lighting, electrical improvements, miscellaneous piping/fittings, painting, and rehabilitation of existing effluent concrete channel.	
Project Number:	WUTR12012
Construction Start	Apr-13
Construction End	May-14
Current Phase	Planning
Bond Election	
Project Contract Information	
Project Manager	Mohammad Bayan
Phone Number	817-459-6644
Email Address	mohammad.bayan@arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2012		
Revenue Bonds	\$260		

Project Budget & Expenditures	
Current Budget:	\$9,583.28
Committed Expenses:	\$9,553.00
Expended to Date:	\$9,553.00

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity
04-05-2013: This project has been canceled. The project scope items will be included in the newly created PB WTP Upgrade and Rehabilitation project.

CAPITAL IMPROVEMENT PROGRAM

Green Sheet Report

WU - Water Utilities

Project: PB WTP Raw Water Pump Station Electrical Switchgear Improvements

Status Updated: 07/30/2013

Project Scope	
Design and Construction: 1. Reconstruct the stand alone building containing the high service main breakers controlling the pumps and pumping apparatus with new breakers and controls.2. Rewire pump circuits to place each control unit on an independent circuit that is not subject to failure by master circuits relying on functionality of one pump.	
Project Number:	WUTR13007
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Mohammad Bayan
Phone Number	817-459-6644
Email Address	mohammad.bayan@arlingtontx.gov
Design Firm	Freese & Nichols
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2013		
Other	\$245		

Project Budget & Expenditures		
Current Budget:	\$244,820.00	
Committed Expenses:	\$244,820.00	
Expended to Date:	\$30,143.43	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Plans have been issued for bidding. A pre-bid conference was held on 7/22/ 2013. The equipment package will be taken to Council for approval on September 3, 2013.		

CAPITAL IMPROVEMENT PROGRAM

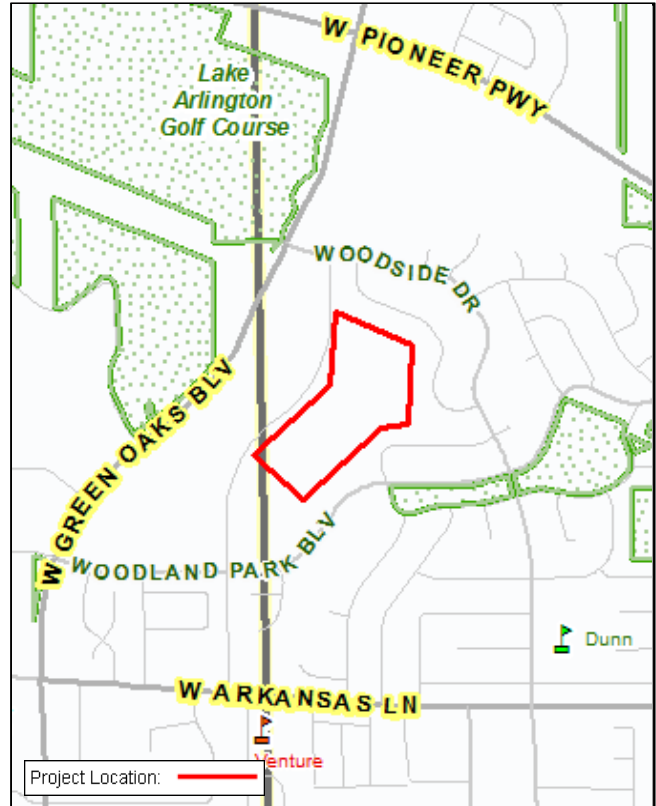
Green Sheet Report

WU - Water Utilities

Project: PB WTP South Clear Wells Improvements

Status Updated: 07/30/2013

Project Scope	
The scope includes evaluating current stormwater conveyance capacity and provide plans for: construction of new overflow structures in the 2 MG and 4 MG clearwells; construction of additional overflow outlet in the 6 MG clearwell; construction of drainage improvements to direct overflows to existing offsite conveyance facilities; repair of interior and exterior structural wall cracks and miscellaneous concrete repairs; bringing the six manways and their respective ladders to meet the TCEQ code.	
Project Number:	WUTR12018
Construction Start	Mar-14
Construction End	Aug-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Mia Dia
Phone Number	817-459-6646
Email Address	Mia.Dia@Arlingtontx.gov
Design Firm	Freese and Nichols
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2012		
Other	\$108		

Project Budget & Expenditures		
Current Budget:	\$108,100.00	
Committed Expenses:	\$108,100.00	
Expended to Date:	\$56,500.46	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The City provided the 75% submittal comments to the Consultant on July 18, 2013. The 100% submittal for City review is due in August. Anticipated project bidding date to be in October 2013.		

CAPITAL IMPROVEMENT PROGRAM

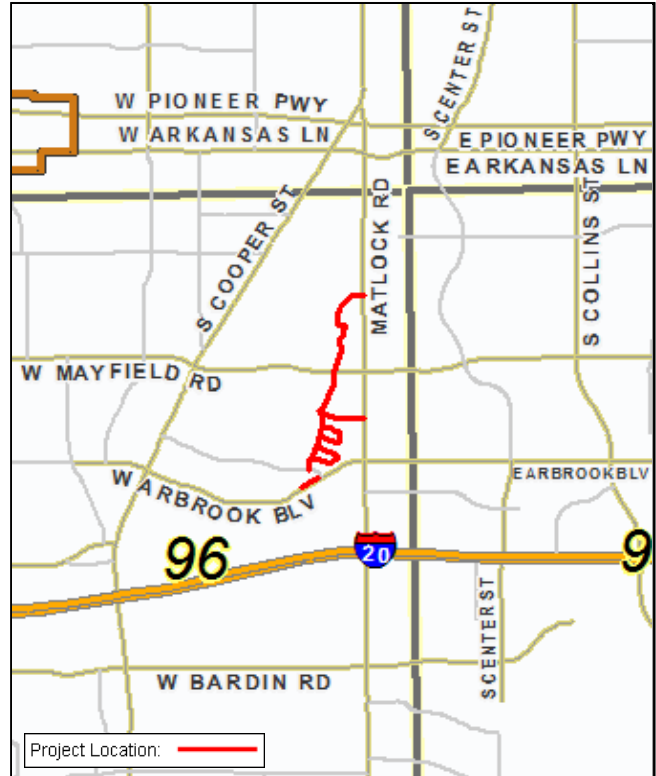
Green Sheet Report

WU - Water Utilities

Project: Rolling Meadows Phase 3 W&S Renewal

Status Updated: 07/30/2013

Project Scope	
This project consists of designing approximately 8,800 linear feet of aging and undersized sanitary sewer line. Approximately 3,800 linear feet would be replacing clay pipe with 8-inch PVC, 900 linear feet would replace an existing 12-inch line with 18-inch PVC, and the remaining 4,100 linear feet would replace an undersized interceptor with 21-inch and 24-inch PVC pipe along Johnson Creek.	
Project Number:	WUCR10011
Construction Start	Oct-12
Construction End	Sep-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	John Morgan
Phone Number	817-459-6609
Email Address	John.Dmorgan@Arlingtontx.gov
Design Firm	Graham Associates, Inc.
General Contractor	SYB Construction Company



Approved Project Funding (Thousands)				
Funding Source	2012			
General Obligation Bonds	\$70			
Other	\$1,099			
Revenue Bonds	\$2,100			

Project Budget & Expenditures		
Current Budget:	\$3,302,828.30	
Committed Expenses:	\$3,296,331.71	
Expended to Date:	\$2,335,739.88	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The project was awarded by council to SYB Construction Company on June 26, 2012 and the contractor was given notice to proceed October 1, 2012. The contractor has completed the 24" sewer main, the 21" sewer main in Swafford, 18" sewer in Arbrook, and 8" sewer mains in the residential area. The water mains have been installed and are in service. Installation of concrete curb & gutter, and sidewalks is complete. Asphalt street reclamation is in progress. The construction is anticipated to be completed by September 2013.		

CAPITAL IMPROVEMENT PROGRAM

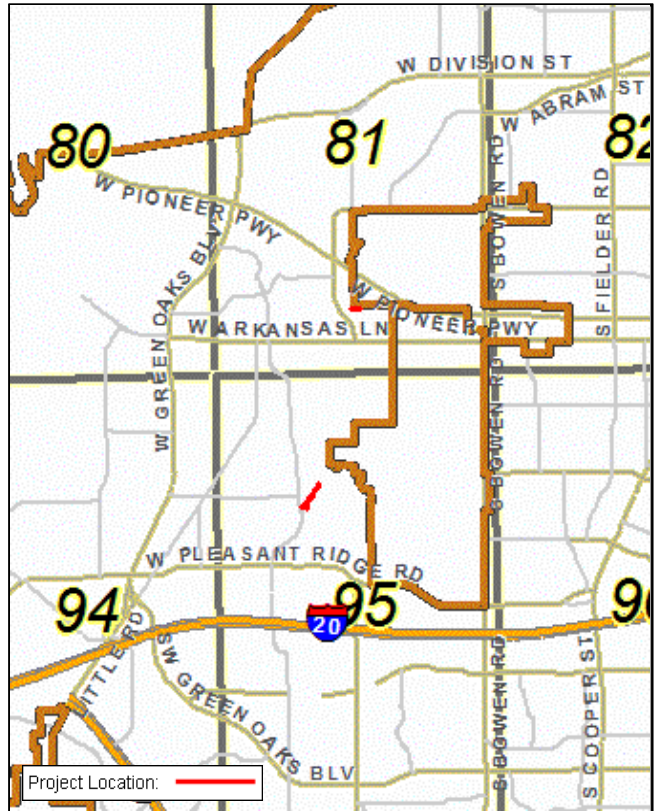
Green Sheet Report

WU - Water Utilities

Project: Rush Creek Sanitary Sewer Phase 1

Status Updated: 07/30/2013

Project Scope	
This project consists of designing approximately 1,300 linear feet of 30-inch sanitary sewer line along Kee Branch Creek which is a tributary to Rush Creek. The scope also includes 215 cubic yards of gabion erosion protection over the existing Village Creek 27-inch water supply line.	
Project Number:	WUSR12015
Construction Start	Aug-13
Construction End	Nov-13
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	John Morgan
Phone Number	817-459-6609
Email Address	John.Dmorgan@Arlingtontx.gov
Design Firm	Gary Burton Engineering Inc.
General Contractor	CPS Civil, LLC



Approved Project Funding (Thousands)				
Funding Source	2012	2013		
Other	\$85	\$823		

Project Budget & Expenditures	
Current Budget:	\$907,699.00
Committed Expenses:	\$84,020.81
Expended to Date:	\$77,409.81

Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life

Current Activity

Council approved the project scope and fee on May 15, 2012. Easements were obtained and the contractor bids were opened on May 28, 2013. The recommended contractor award presented to council on June 18, 2013. Project Contracts have been signed and the contractor has been issued a Notice to Proceed for August 5, 2013

CAPITAL IMPROVEMENT PROGRAM

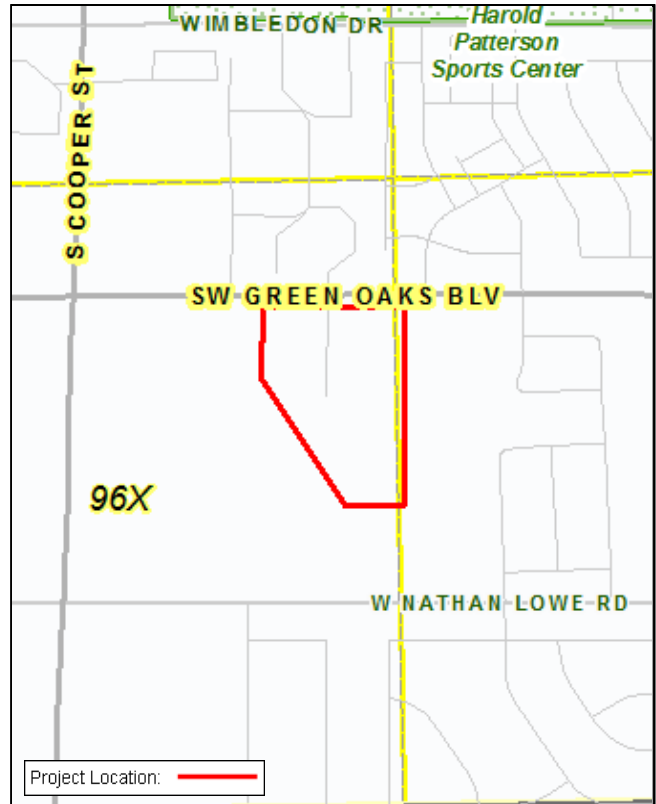
Green Sheet Report

WU - Water Utilities

Project: SSC and NSC Improvements

Status Updated: 07/30/2013

Project Scope	
The project scope includes the following improvements at the South Service Center: Backup Generator, Carpet, Customer Service Egress, External Fencing, Fire Alarm System, Flooring, Suspended Ceiling Structures and Vehicle Wash System	
Project Number:	WUWR13007
Construction Start	
Construction End	
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Craig Gantt
Phone Number	817-459-5917
Email Address	Craig.Gantt@Arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2013		
Other	\$831		

Project Budget & Expenditures		
Current Budget:	\$831,200.00	
Committed Expenses:	\$16,500.00	
Expended to Date:	\$16,500.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		

CAPITAL IMPROVEMENT PROGRAM

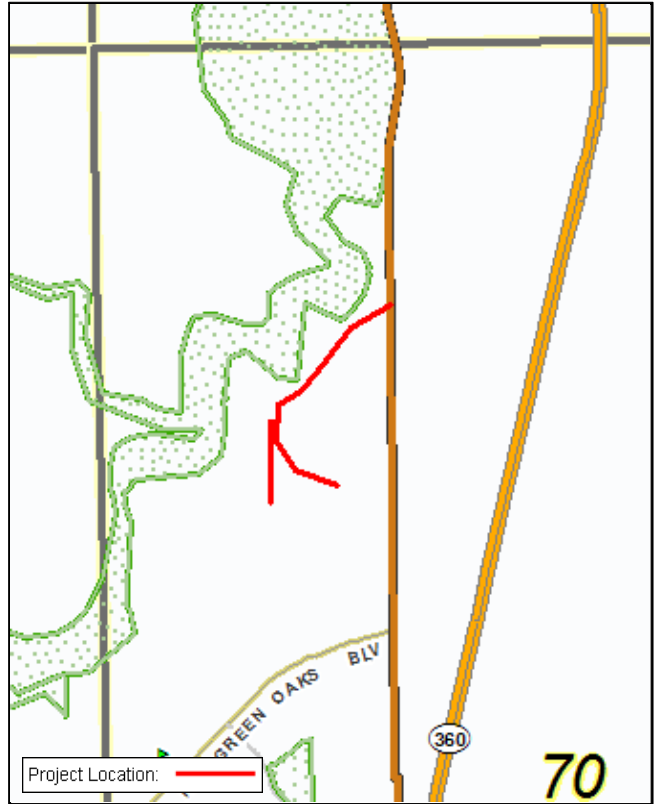
Green Sheet Report

WU - Water Utilities

Project: Trinity Branch Sanitary Sewer Renewal

Status Updated: 07/30/2013

Project Scope	
The project scope includes the design of approximately 4,200 linear feet of 24-inch sanitary sewer line along a tributary creek of the Trinity River. This creek is located in the northeast part of Arlington just north of Northeast Green Oaks Boulevard and west of State Highway 360.	
Project Number:	WUSR12017
Construction Start	Oct-14
Construction End	Apr-15
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	Dean.Yanagi@Arlingtontx.gov
Design Firm	Kimley-Horn and Associates,
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2011		
Other	\$160		

Project Budget & Expenditures		
Current Budget:	\$160,160.00	
Committed Expenses:	\$160,160.00	
Expended to Date:	\$20,634.73	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The project is currently under design.		

CAPITAL IMPROVEMENT PROGRAM

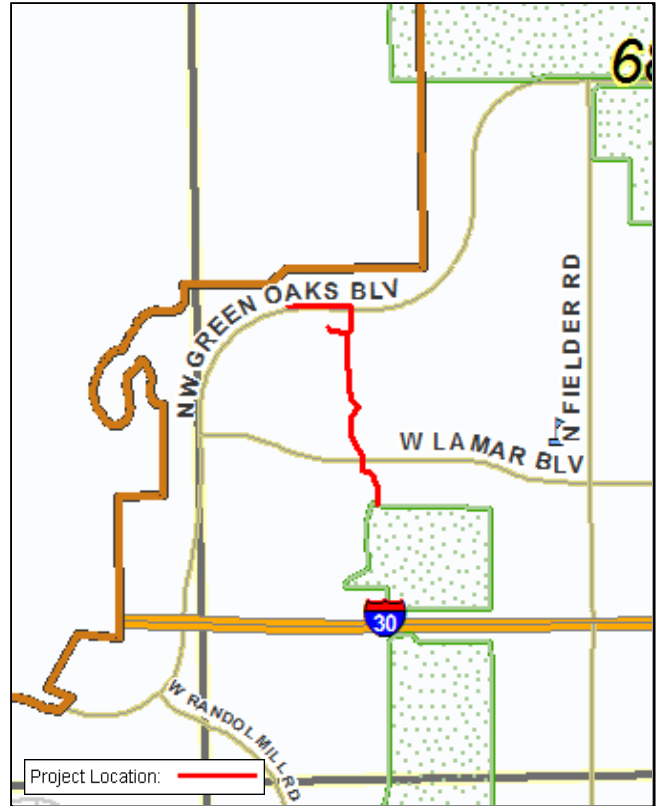
Green Sheet Report

WU - Water Utilities

Project: Village Creek 27-inch SS Interceptor

Status Updated: 07/30/2013

Project Scope	
This project consists of designing approximately 3,850 linear feet of 27-inch sanitary sewer line from Northwest Green Oaks Boulevard to Park Hill Drive. The project also includes the renewal of approximately 1,260 linear feet of 6-inch water line and 2,100 linear feet of 8-inch sanitary sewer line. After completion of the water and sanitary sewer lines, all streets within the project limits will be repaved by street reclamation.	
Project Number:	WUSS11006
Construction Start	Aug-13
Construction End	Aug-14
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Mia Dia
Phone Number	817-459-6646
Email Address	Mia.Dia@Arlingtontx.gov
Design Firm	Half and Associates
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2010		
Revenue Bonds	\$150		

Project Budget & Expenditures		
Current Budget:	\$1,124,770.88	
Committed Expenses:	\$455,713.68	
Expended to Date:	\$454,098.47	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
The pre-construction meeting is scheduled on July 30, 2013. A public meeting will be scheduled in August and Construction is anticipated to begin in September.		

CAPITAL IMPROVEMENT PROGRAM

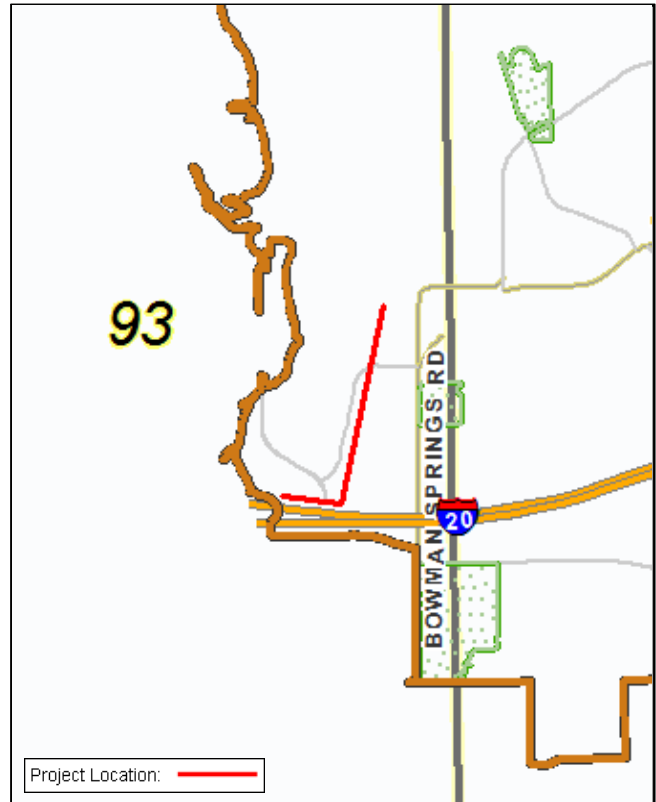
Green Sheet Report

WU - Water Utilities

Project: Village Creek Sanitary Sewer Flow Meter

Status Updated: 07/30/2013

Project Scope	
Install a sewer flow meter capable of recording peak flow and the data provided by the City of Kennedale can be compared and analyzed.	
Project Number:	WUSR12008
Construction Start	Mar-14
Construction End	Jun-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	Lori.Du@Arlingtontx.gov
Design Firm	Schrickel, Rollins and Associates
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2012		
Other	\$276		

Project Budget & Expenditures		
Current Budget:	\$204,400.00	
Committed Expenses:	\$176,200.00	
Expended to Date:	\$90,938.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Approximately 4,500 linear feet of the existing sewer line downstream and upstream of the flow meter have been cleaned and inspected to determine the condition of the pipe. The city has been requesting more information from City of Kennedale to determine if the current flow data is accurate.		

CAPITAL IMPROVEMENT PROGRAM

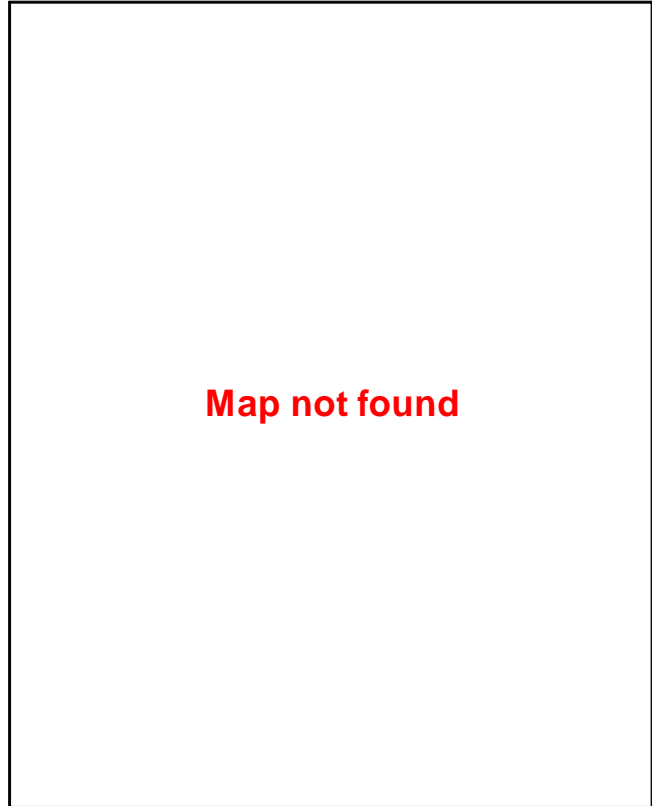
Green Sheet Report

WU - Water Utilities

Project: Water Distribution Study and Master Plan

Status Updated: 07/30/2013

Project Scope	
The water master plan provides a systematic, comprehensive and cost effective action plan for improving the distribution system to meet current and future water supply demands. Changes in water usage due to water conservation efforts, accelerated development in the far north, and redevelopment within the UTA and downtown area of the city necessitate the need for a comprehensive update of the Capital Improvement Plan. This master plan update also includes a thorough evaluation to determine the most efficient path for expanding treatment facilities to	
Project Number:	WUWR12011
Construction Start	
Construction End	
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Robert Stanley
Phone Number	817-459-6824
Email Address	Robert.Stanley@arlingtontx.gov
Design Firm	Freese and Nichols
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2012			
Other	\$1,000			

Project Budget & Expenditures		
Current Budget:	\$824,650.00	
Committed Expenses:	\$799,650.00	
Expended to Date:	\$232,847.16	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
Preparing projection year model scenarios. Finalizing system evaluation criteria. Preparing for second distribution system workshop. PB WTP hydraulic capacity testing scheduled to be performed week of August 12th.		

CAPITAL IMPROVEMENT PROGRAM

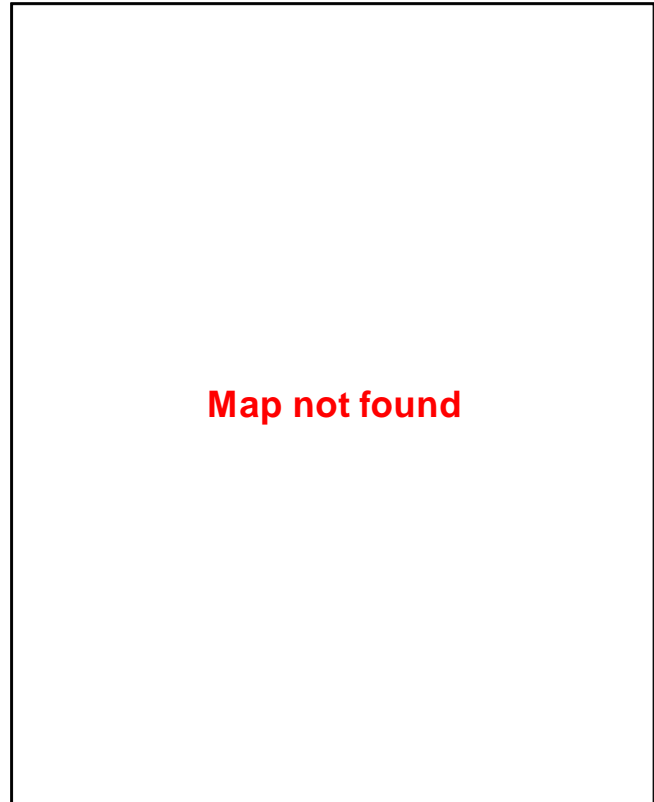
Green Sheet Report

WU - Water Utilities

Project: WT LIMS Replacement

Status Updated: 07/30/2013

Project Scope	
LIMS is an electronic database used by Laboratory Services to track samples and store analytical data and generate reports. ASPEN, the current LIMS system, has been discontinued and is no longer supported. The LIMS database is essential for monitoring water quality and fro tracking data and generating water and wastewater reports in compliance with state, federal, and NELAC requirements.	
Project Number:	WUTR12006
Construction Start	Jul-13
Construction End	Jul-17
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Bill Gase
Phone Number	817-575-8940
Email Address	bill.gase@arlingtontx.gov
Design Firm	Promium LLC
General Contractor	Promium LLC



Approved Project Funding (Thousands)				
Funding Source	2012			
Other	\$115			

Project Budget & Expenditures		
Current Budget:	\$115,000.00	
Committed Expenses:	\$113,066.95	
Expended to Date:	\$113,066.95	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
6/3/13 - Archived Data has been transferred from ASPEN into ELEMENT. The final invoice from Promium has been paid.		

CAPITAL IMPROVEMENT PROGRAM

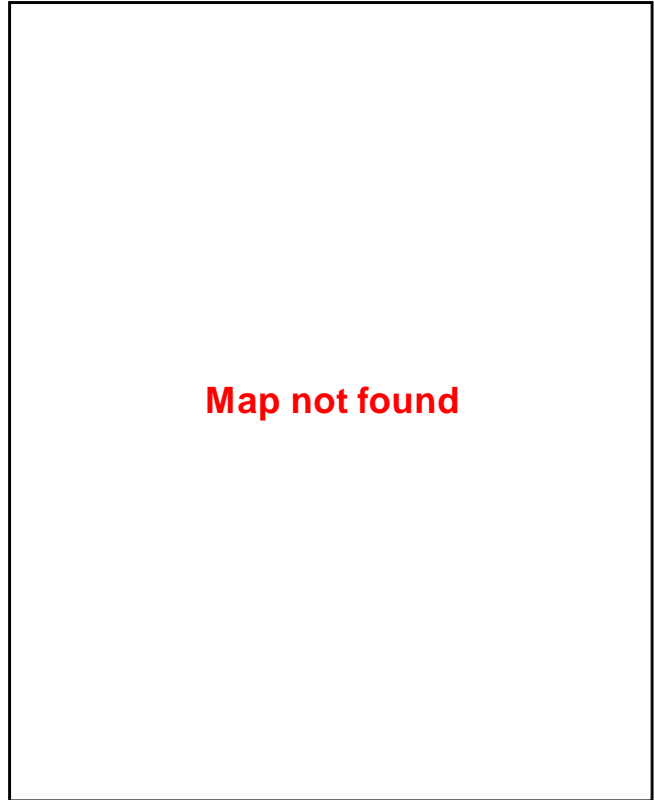
Green Sheet Report

WU - Water Utilities

Project: WT Security Improvements

Status Updated: 07/30/2013

Project Scope	
This project includes: Liquid Oxygen Tank containment structure for PB and JK WTPs.	
Project Number:	WUTR12009
Construction Start	Dec-13
Construction End	Jan-14
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	Dean.Yanagi@Arlingtontx.gov
Design Firm	Carollo Engineers
General Contractor	



Approved Project Funding (Thousands)				
Funding Source	2012			
Revenue Bonds	\$530			

Project Budget & Expenditures		
Current Budget:	\$70,930.00	
Committed Expenses:	\$0.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
3/6/13 - Design Kickoff Meeting held on 1/29/13. Consultant is currently working on design plans.		

CAPITAL IMPROVEMENT PROGRAM

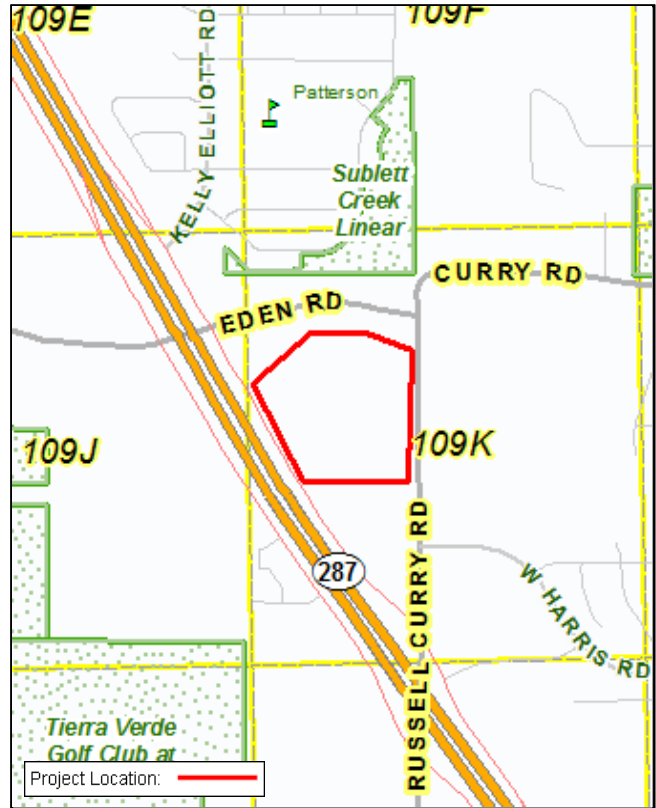
Green Sheet Report

WU - Water Utilities

Project: WT WPP - UPP Transfer Valve

Status Updated: 07/30/2013

Project Scope	
Modify the flow control strategy for Transfer Valve (JK-WHS-VL20) at the John F. Kubala Water Treatment Plant. Currently the valve only has discrete control (full open/full closed) and the Magmeter (JK-FW-FT04) only reads in one direction. The project would consist of coordination, PLC programming and HMI configuration for bi-directional flow metering, valve control and valve position feedback.	
Project Number:	WUTR13001
Construction Start	
Construction End	
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Mohammad Bayan
Phone Number	817-459-6644
Email Address	mohammad.bayan@arlingtontx.gov
Design Firm	
General Contractor	



Approved Project Funding (Thousands)			
Funding Source	2012		
Other	\$75		

Project Budget & Expenditures		
Current Budget:	\$75,000.00	
Committed Expenses:	\$0.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Current Activity		
05-13-2013: In the process of negotiating two professional contracts each under \$25K, one for engineering services and the other for SCADA and control items with Consultants Carollo Engineers and Carollo Systems.		

CAPITAL IMPROVEMENT PROGRAM

OTHER BUDGET INFORMATION

Approved Budget Requests

Dept.	Budget Issue # & Description	() = # of Positions			Non-Recurring Expenses	
		Recurring	Offsetting	Net Impact		
Approved Budget Issues - General Fund						
Aviation	846 ATCT Equipment Certification and Maintenance	3,174		3,174		
Aviation	849 Aviation Supplies/Computer Hardware	5,250		5,250		
Code	Code Package - 2 Code Compliance Officers	80,000	(2)	80,000		
FMR	986 Tarrant County - Tax Collection	100,960		100,960		
Parks	1083 River Legacy Foundation Support	50,000		50,000		
Parks	1053 City-Owned Property Maintenance	16,706		16,706		
Parks	1056 Park Development Package (\$161,542)	40,907		40,907		
Parks	1050 Increase in Cell Tower Revenue for Parks Capital Maintenance	8,500	8,500	0		
Police	919 Jail Support	47,931	47,931	0		
Police	917 Grant Positions (4)	308,632	(4)	308,632		
Police	1092 Drug Testing	59,324		59,324		
NonDept.	880 Retiree Health Insurance Cost Increase	401,329		401,329		
CAO	Case Management System				current year	
Code	Code Compliance Package (DSS)				250,000	
Fire	928 Heavy Fleet Replacement				1,100,000	
FMR	1064 Branding Initiative				75,000	
FMR	972 Add 4 PTE to Action Center Staff				59,605	
FMR	Telephone Town Halls				10,000	
IT	895 Lawson v10 upgrade consulting services				250,000	
Library	958 Library RFID & E-commerce Project Year 2				113,007	
Library	997 Support K-12 education				120,000	
Library	956 Security Cameras for Library Youth Areas				current year	
Library	1073 Replace Library Safes				current year	
NonDept.	1087 Funding for NCAA "Final Four" - (\$0.00 budget impact)		397,500		397,500	
Planning	865 Thoroughfare Development Plan				current year	
Planning	867 Regional Connectivity Pilot Program				50,000	
Planning	868 Transportation Local Grant Match				current year	
Planning	875 Development Services Improvement				41,640	
Police	1068 Server Replacement				33,000	
Police	916 Patrol Sergeants (483,996)		(4)		483,996	
Public Works	Infrastructure Maintenance (Boilers, HVAC, Roofs, etc.)				1,284,752	
WFS	862 E-Recruiting				109,000	
General Fund Total		\$ 1,122,713	(10)	\$ 453,931	\$ 1,066,282	\$ 4,377,500

OTHER BUDGET INFORMATION

Approved Budget Requests

() = # of Positions

Dept.	Budget Issue # & Description	Recurring Expenses			Non-Recurring Expenses
		Recurring	Offsetting	Net Impact	
Approved Budget Issues - Other Funds					
Convention	826 Arts Funding - Richard Greene Linear Sculpture Trail	150,000		150,000	
Convention	828 Air Wall Maintenance Service Agreement	14,000		14,000	
Convention	836 Special Events-Related Costs	20,000		20,000	
Convention	838 Credit Card Fee Adjustment to Base Increase	6,000		6,000	
Convention	841 Entertainment Arlington - Arts Contract	25,000		25,000	
Convention	842 Travel/Training - Non Metroplex / Metroplex / Membership	7,010		7,010	
Convention	829 Managed Wireless Internet	10,000		10,000	75,000
Convention	827 Reservation System Delphi Software Upgrade	2,500		2,500	47,500
Convention	1100 Experience Arlington (CVB)	600,000		600,000	246,000
Convention	824 Entertainment District Gateway Signage				500,000
Convention	831 Sound System Upgrade Grand Hall				30,000
Convention	832 Security System Upgrade				24,000
Convention	830 Roof Repair - Grand Hall (roof fund balance)				150,000
Convention	825 Fire Alarm System Upgrade (roof fund balance)				175,000
Convention	833 Hotel Feasibility Study (hotel feasibility funds)				150,000
Convention Center Total		\$ 834,510	\$ -	\$ 834,510	\$ 1,397,500
Dispatch	911 Computer Aided Dispatch (CAD) Maintenance	168,000			
Dispatch	946 Dispatch Center Staffing Study				100,000
Dispatch Total		\$ 168,000	\$ -	\$ -	\$ 100,000
Fleet	909 G4S Vehicle Maintenance Contract Adjustment	85,000		85,000	
Fleet	910 Tank Level Monitoring - SSC				18,000
Fleet	1094 Maintain 34% Out-of-Life-Cycle Vehicles				1,019,333
Fleet Total		\$ 85,000	\$ -	\$ 85,000	\$ 1,037,333
Street Maint.	989 Intelligent Transportation System Software Maintenance	10,255		10,255	
Street Maint.	1101 Recurring Street Maintenance (Sales Tax)	1,000,000	1,000,000	0	
Street Maint.	1102 One-time funds for GF supported Street Maint. Projects (720102)				100,000
Street Maint.	1093 One-time Increase in Street Maintenance (fund balance)				817,839
Street Maint.	1086 One-time funds for Street Maintenance				3,000,000
Street Maintenance Total		\$ 1,010,255	\$ 1,000,000	\$ 10,255	\$ 3,917,839
Water	834 Tarrant Regional Water District Rate Increase	1,544,961		1,544,961	
Water	839 Trinity River Authority Rate Increase	2,843,314		2,843,314	
Water	843 Vehicle Replacement - Water	700,000		700,000	
Water	900 PT to FT Office Support Office Assistant	44,438	(1) 40,959	3,479	
Water	982 AutoCad Designer	74,033	(1)	74,033	
Water	994 Cartegraph Asset Management System	175,000		175,000	
Water Total		\$ 5,381,746	(2) \$ 40,959	\$ 5,340,787	\$ -
IT	856 Hardware Licensing and Maintenance Increases	32,147	32,147	0	
IT	857 Enterprise Software Licensing and Maintenance Increase	176,629	176,629	0	
IT	852, 904, 905 Transfers from GF to ISF	120,959	120,959	0	
IT	853 Server, Storage and UPS Replacement				241,508
IT	Windows 7 Upgrade				450,000
IT	948 Staff Augmentation for IT Infrastructure				244,737
Information Tech Total		\$ 329,735	\$ 329,735	\$ 0	\$ 936,245

OTHER BUDGET INFORMATION

Approved Budget Requests

		() = # of Positions			
		Recurring Expenses			Non-Recurring
Dept.	Budget Issue # & Description	Recurring	Offsetting	Net Impact	Expenses
Approved Budget Issues - Other Funds					
Knowledge Svc	1063 Postage and Paper increase - also increase revenues by	50,000	50,000	0	
Knowledge Svc	1065 Canon Print Center Supplies - also increase revenues by	50,000	50,000	0	
	Knowledge Services Total	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>
Storm Water	1003 Environmental Engineer Reclass to Stormwater Permit Coord.	0	0	0	0
	Storm Water Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	
Court Tech Fund	845 Incode Hardware Replacement	\$ -	\$ -	0	\$ 106,315
Court Tech Fund	881 Deputy Court Clerk II reclass to Court Administrative Aide	13,378	-	13,378	
Court Tech Fund	884 Increase Court Notify Funding	31,000	-	31,000	
	Court Technology Fund Total	<u>\$ 44,378</u>	<u>\$ -</u>	<u>\$ 44,378</u>	<u>\$ 106,315</u>
Park Perf. Fund	1074 Golf Business Unit Improvement Plan	\$ 49,775	\$ -	\$ -	\$ -
Park Perf. Fund	1079 Field Enhancement Program Coordinator	\$ 55,277	\$ -	\$ -	\$ -
	Park Performance Total	<u>\$ 105,052</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

OTHER BUDGET INFORMATION

Deferred Budget Requests

Department	Budget Issue # & Description	Recurring Expenses			Non-Recurring
		Recurring	Offsetting	Net Impact	Expenses
Aviation	1091 Convert Part-time Maintenance Technician Position to Full-time Position	8,409			
Aviation	847 Aviation Travel and Training	2,654			
CAO	981 Senior Attorney	93,574			
CAO	975 Contract Labor for Attorneys and Support	15,000			
CAO	984 Law Library Funding Increase	4,050			
Dispatch	913 Internet Broadband for Public Safety	106,800			
Dispatch	914 Public Safety Technician	89,365			
Dispatch	942 Dispatch Staffing Overtime	200,000			
Dispatch	979 Poly Webb Tower Rental	60,000			
ED	1010 Additional Travel/Training In Metroplex	950			
ED	1011 Additional Travel/Training out of Metroplex	39,250			
ED	1015 Additional Memberships and increased costs	5,720			
ED	1016 Increased Advertising	42,615			
ED	1017 Additional sponsorships, subscription cost increases, and	36,960			
Code	1047 Third Party Pool Inspections	69,337			
Code	894 Commercial Inspection Program (Partially funded)	154,885			
Code	897 Code Compliance Technology Improvements	78,388			
Code	898 Increase in Animal Services Staffing	31,650			
Fire	929 Texas Firefighter Certification Fees	16,500			
Fire	931 Fire Station Staffing for Extended Leave	750,000			
Fire	933 Extrication Tool Replacement	35,000			
Fire	934 Non-Target Fleet Maintenance	37,736			
Fire	937 Smoke Generator System Maintenance	9,300			
Fire	941 Grant-Funded Equipment Replacement	128,225			
FMR	878 Increase Budget Amount For Language Pay	700			
FMR	879 Increase General Services Charges Budget	1,466			
FMR	1070 New Agenda Management Program	30,000			
IT	945 IT Security - Security Program - CLA Audit Priority #1	400,000			
IT	947 IT Security - Security Monitoring and Log Management - CLA Priority	225,000			
Library	954 Altiris Licenses for Library public computers	10,000			
Library	1058 TechLiNK operations cost	18,811			
Library	959 Library Technical Training	3,500			
Parks	1055 Project Manager I Position Request - (\$0.00 budget impact)	0			
Parks	1060 Highway Rights-of-Way Mowing Maintenance	51,000			
Planning	874 Research and Analytics Staffing and Support	24,163			
Planning	876 West Nile Virus Program	81,700			
Planning	966 Community Development and Planning Reorganization	13,381			
Police	915 January Academy Class	536,603			
Police	919 Adjustments to Base	466,662			
Police	924 Jail Maintenance	50,000			
Police	925 Patrol Rifles	103,467			
Police	Grant Positions (6)	415,776			
Public Works	1020 Facility Maintenance Contract Manager	88,309			
Public Works	1025 Janitorial Cleaning Contract	18,000			
Public Works	901 Fleet Vehicle Lifts	146,000			
WFS	861 Classification and Compensation Study	75,223			
WFS	887 City Liability Insurance	40,900			

OTHER BUDGET INFORMATION

Deferred Budget Requests

Department	Budget Issue # & Description	Recurring Expenses			Non-Recurring
		Recurring	Offsetting	Net Impact	Expenses
ED	1088 Economic Development Fund				1,000,000
Fire	930 Annual Promotional Processes				31,000
Fire	932 SCBA (Air Pack) and Bottle Replacement				1,400,000
FMR	988 Bank RFP				50,000
Library	1067 Library Internship Program				8,253
Library	999 Collection Development - eContent				100,000
Library	1004 Collection HQ				26,500
Parks	1072 Replenish the Asset Replacement Fund				100,000
Planning	869 Downtown Wayfinding Signs Phase II				70,000
Planning	870 Interactive Web-Based Development Code				40,000
Planning	873 Design and Easement Preparation for Sidewalks along Division (Cooper to Collins)				425,000
Police	923 SWAT Tahoes (funded in fleet vehicle package)				258,858
Public Works	998 ADA Toilet Upgrades – City Hall (funded in Infrastructure)				80,000
Public Works	1021 Field Mobile GPS Solutions				28,000
Public Works	1020 Facility Maintenance Contract Manager				24000
Public Works	1027 Purchased Computers to Lease Program				48500
WFS	861 Classification and Compensation Study				36,432
	Total	\$ 4,776,129	\$ -	\$ -	\$ 2,659,111
Fleet	901 Fleet Vehicle Lifts	146,000			
	Total	\$ 146,000	\$ -	\$ -	\$ -
Street Maint	951 PWT Field Operations Equity Adjustments	45,293			
	987 Hardened Ethernet Switches				104,400
	Total	\$ 45,293	\$ -	\$ -	\$ 104,400
Knowledge Svcs.	1066 Records Warehouse Lease	2,000			
	Total	\$ 2,000	\$ -	\$ -	\$ -

OTHER BUDGET INFORMATION

Declined Budget Requests

Department	Budget Issue # & Description	Recurring Expenses			Non-Recurring Expenses
		Recurring	Offsetting	Net Impact	
Declined Budget Issues - General Fund					
Court	886 Asst. Director Municipal Court	115,731			
Court	888 New Credit Card Transaction Fee	100,000			
Fire	927 SAFER Act Firefighter Funding	81,601			
Fire	935 Copier/Printer Lease Charges	48,500			
Fire	938 Fire Resource Administrative Aide	53,100			
Fire	939 AISD Fire Academy Resource Officer	112,828			
Fire	940 Special Events Planner	68,568			
IT	955 IT Business Analyst	125,000			
IT	957 IT Business Analyst Ongoing Training	6,900			
IT	960 Professional Services - Business Analyst	125,000			
IT	962 IT Customer Service Division Realignment and Classification	125,000			
IT	967 IT Security - Asset Management Inventory Improvement - CLA Audit Priority #2	175,000			
IT	969 IT Help Desk Vendor	400,000			
IT	971 Microsoft Office Upgrade	375,000			
Library	996 Ebsco Discovery Service for the online catalog	14,500			
Police	918 Overtime	104,960			
Public Works	907 ADA Coordinator	92,866			
Public Works	1009 Construction Technician	59,097			
Public Works	1024 Gas Well Extraction	50,000			
Public Works	1030 Traffic Engineer Reclass to ITS Coordinator	0			
Code	899 MOT Parking Meter Pilot Program				29,440
IT	850 Professional Services for Project Management and Administration				540,000
IT	854 Professional Services for Infrastructure Support and Maintenance				80,000
IT	859 Technical Training - Microsoft Server, Exchange and Fiber Management				9,250
IT	952 Planned Enterprise IT Hardware Replacement				800,000
IT	968 Professional Services for PC Support Augmentation				200,000
Library	1001 Community Profiles software				6,300
Planning	871 HOUSING MARKET ANALYSIS				60,000
Police	922 Vehicle Up-Fitting				70,000
Police	926 Crime Lab Design				60,000
Police	921 Training Funds				42,380
Public Works	1000 APWA Reaccreditation				25,000
Public Works	1002 City Hall Mechanical Screen				100,000
Public Works	1013 PWT Department Communications Equipment - CPI				264,000
Public Works	1029 S.E. Library Parking Lot Replacement				420,000
	Total	2,233,651	\$ -	\$ -	2,706,370
Declined Budget Issues - Other Funds					
Street Maint.	976 Accessible Pedestrian Signals	104,000			
	983 Backup Power Supply for Traffic Signals	38,800			
	985 Countdown Pedestrian Signals	16,600			
	990 Sign Fabricator Reclassification	8,378			
	992 Vehicle Presence Detection System	48,000			
	Total	\$ 215,778	\$ -	\$ -	\$ -
Storm Water	1006: In house Street Sweeping	43,020			
	Total	\$ 43,020	\$ -	\$ -	\$ -
PPF	1077 Performance Fund Cash Reserve				750,000
	Total	\$ -	\$ -	\$ -	\$ 750,000

OTHER BUDGET INFORMATION

Requested Position Reclassifications

Fund	Dept	Budget Issue # & Description	Requested	Approved
GF	Aviation	963 Reclass Airport Operations Supervisor to Airport Resources Supervisor	6,000	No
GF	CAO	978 Position Trade for Sr. Management Analyst	0	Yes
GF	Code	891 Reclassification of Code Compliance Svcs Positions	67,947	No
GF	Court	881 Deputy Court Clerk II reclass to Court Administrative Aide (Court Tech Funded)	0	Yes
ITISF	IT	962 IT Customer Service Division Realignment and Classification	125,000	No
GF	Library	1054 Library Division Restructuring - (\$0.00 budget impact)	0	Yes
GF	Parks	1061 Asset Management	0	Yes
GF	Parks	1081 Fiscal Services Manager Reclassification (downgrade)	0	Yes
GF	Planning	966 COMMUNITY DEVELOPMENT AND PLANNING REORGANIZATION	0	Yes
GF	Planning	874 Research & Analytics Staffing & Support	0	Yes
GF	Police	920 Position Reclass - (6) Jail Court Assistants, Police Technology Specialist, Victim Services Supervisor	42,857	No
GF	Public Works	1026 Office Assistant Reclass	10,195	No
Totals (GF Impact if approved)			245,999	

Fund	Dept	Budget Issue # & Description	Requested	Approved
SMF	SMF	951 PWT Field Operations Equity Adjustments	45,293	No
SMF	SMF	990 Sign Fabricator Reclassification	8,378	No
Golf	Parks	1074 Golf Business Unit Improvement Plan	0	Yes
Water	Water	1005 Maintenance Service Manager Reclassification	0	Yes
Water	Water	1028 Project Engineer Reclassification	0	Yes
Water	Water	991 Departmental Trainer Reclassification	0	Yes
Water	Water	993 Water Conservation Specialist Reclassification	0	Yes
SWUF	Public Works	1003 Environmental Engineer Reclass to Stormwater Permit Coord.(downgrade)	0	Yes
Totals (Impact across non-GF funds if approved)			53,671	

OTHER BUDGET INFORMATION

Master List of Budget Reductions FY 2014

	Reductions Adopted	Reductions Not Taken	Total Target Reductions
<u>Code Compliance</u>			
Overtime		7,054	7,054
Code FOM Uniforms		1,200	1,200
GAT Program		46,969	46,969
Credit Card Fee Budget	594		594
Training/Memberships		5,838	5,838
Eliminate 2 CCO1 Positions		82,150	82,150
Language Pay	600		600
Non-Metro Training		3,360	3,360
Illegal Dumping Fund		54,000	54,000
Additional salary savings	45,040		45,040
Code Compliance Totals	46,234	200,571	246,805
<u>Communication Services</u>			
Initial 911 Staffing Reduction		42,000	42,000
Additional Staff Reductions		21,000	21,000
Additional salary savings	62,638		62,638
Communication Services Totals	62,638	63,000	125,638
<u>Community Development and Planning</u>			
Special Services-- Strategic Planning	47,500		47,500
Special Services--Development		51,096	51,096
Special Services--Real Estate		66,634	66,634
Eliminate General Fund Salary Allocation	15,016		15,016
Additional salary savings	64,623		64,623
CD&P Totals	127,139	117,730	244,869

OTHER BUDGET INFORMATION

Reductions Adopted	Reductions Not Taken	Total Target Reductions
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Fire

Transfer EMS Admin pos to Liq. Damages	91,000	91,000
Transfer EMT Certif. costs to Liq. Damages	13,610	13,610
Transfer contract training to Liq. Damages	12,000	12,000
Transfer EMT labor costs to Liq. Damages	70,000	70,000
Eliminate Support for Paramedic Certifications	166,800	166,800
Overtime	25,000	25,000
Transfer contract labor to Liq. Damages	99,747	99,747
Equipment, Tools, and Supplies	110,700	110,700
Building Maintenance	30,000	30,000
Equipment Maintenance	20,000	20,000
Non-Metroplex Training/Travel	55,000	55,000
Fire Totals	352,447	693,857

FMR

GovMax customization	5,000	5,000
General Services (OMB)	5,000	5,000
Bank Fees	38,000	38,000
Executive and Legislative Support (ELS)	30,000	30,000
General Services (OOC)	10,000	10,000
General Services (ELS)	30,000	30,000
Additional salary savings	74,547	74,547
FMR Totals	162,547	192,547

Information Technology - General Fund

Training Funding	75,410	75,410
Renewal of Service Subscriptions	70,809	70,809
Additional salary savings	36,655	36,655
IT General Fund Totals	36,655	182,874

Information Technology - Support Fund

Malicious E-mail Filtering	27,885	27,885
PC lease reduction	82,356	82,356
Special Services	12,560	12,560
Travel/Training - Metroplex	15,000	15,000
IT Support Fund Totals	27,560	137,801

OTHER BUDGET INFORMATION

Reductions Adopted	Reductions Not Taken	Total Target Reductions
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Library

Additional salary savings	72,797		72,797
Branch Library Hours		119,305	119,305
Programming (Woodland West Branch)		44,578	44,578
Library Totals	72,797	163,883	236,680

Municipal Court

Pink Card Reminder Notifications		10,252	10,252
Deputy Clerk II Position--Cashier		32,710	32,710
Deputy Clerk II Position--Scheduling		32,710	32,710
Deputy Clerk II Position--Mail Room		32,710	32,710
Credit Card Fees		97,500	97,500
Deputy Court Clerk position elimination	37,823		
Additional salary savings	27,096		27,096
Municipal Court Totals	64,919	205,882	232,978

Parks - General Fund

Contractual Maintenance Services	55,000	20,000	75,000
Capital Maintenance		225,007	225,007
Mowing		90,000	90,000
Business Services	9,083		9,083
Marketing	10,000		10,000
Performance Fund Subsidy	269,470		19,470
Parks - General Fund Totals	343,553	335,007	428,560

Parks - Performance Fund

Subsidy from General Fund	39,267		39,267
PPF Totals	39,267	-	39,267

Police

Vice		330,752	330,752
Auto Theft		314,242	314,242
Foot Patrol		165,376	165,376
Additional salary savings	748,160		748,160
Police Totals	748,160	810,370	1,558,530

OTHER BUDGET INFORMATION

	Reductions Adopted	Reductions Not Taken	Total Target Reductions
<u>Public Works - General Fund</u>			
Additional salary savings	46,600		46,600
Crossing Guard Program - Summer		32,490	32,490
Facility maintenance		187,000	187,000
PT Construction Management Inspector		16,054	16,054
Inspection Supervisor position elimination	78,593		
Crud Cruiser cost transfer to Storm water	18,835		18,835
Longevity Pay (attrition)	20,883		20,883
Non-target Vehicle Maintenance	15,000		15,000
Office Supplies	4,600		4,600
PW&T General Fund Totals	184,511	235,544	341,462
<u>Workforce Services</u>			
Additional salary savings	14,138		14,138
Ethics Point		4,900	4,900
Employee Service Awards	43,695		43,695
Reduce attendance at job fairs; marketing	1,826		1,826
3rd Party Arbitrations		19,000	19,000
Marketing and Promotions	2,108		2,108
Consulting and Legal Fees	10,000		10,000
Pre-employment Processes	11,000		11,000
Workforce Services Totals	82,767	23,900	106,667
General Fund Totals	2,284,367	2,673,516	4,591,467
Other Fund Totals (with GF impact)	66,827	110,241	177,068
Totals (GF & GF impact)	2,351,194	2,783,757	4,768,535
<u>Water Utilities</u>			
Senior Meter Reader	37,753		
Water Utilities Totals	37,753		

OTHER BUDGET INFORMATION

Asset Forfeiture Fund FY 2014 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 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 main goals of the state asset forfeiture program 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:	\$ 432,261
Expenditures:	
Salaries:	
IRS Criminal Investigations Task Force Detective	\$ 106,747
Equipment & Supplies:	52,710
Grant Cash Matches:	
TxDOT Comprehensive STEP Grant	172,804
Travel and Training:	<u>100,000</u>
Total Expenditures:	\$ 432,261
Ending Balance:	\$ -

OTHER BUDGET INFORMATION

Ambulance Services Liquidated Damages Fund FY 2014 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 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, and 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.

Additionally the Liquidated Damages account funds the salary and benefits costs for two occupied EMS Coordinator positions, transferred to the fund in FY10. The Fire Department's intent is to eventually return these positions to the General Fund Budget since projected revenue is insufficient to maintain funding for the EMS Coordinators long-term. The beginning balance in the account is estimated at \$560,000. Revenue is projected at \$240,000; expenses are projected at \$279,000. The Fire Department projects expenditures will exceed available funds after Fiscal Year 2016.

Beginning Balance:	\$ 714,405
Revenues:	
System Use Fees (per contract)	60,000
Liquidated Damages (estimate)	156,575
Total Revenues	\$ 216,575
Total Available Funds	\$ 930,980
Expenditures:	
EMS QI Coordinator	\$ 76,500
EMS Training Coordinator	79,200
Equipment	60,000
Firehouse RMS Software Upgrade	60,000
iPads for Special Event Firehouse Medic	20,000
iPad data and IT charges for Firehouse Medic	7,500
Health Authority Contract	24,000
Ambulance Industry Consultant	18,000
Contract labor (academy trainees)	99,747
Travel/Training	36,000
Total Expenditures	\$ 480,947
Ending Balance	\$ 450,033

OTHER BUDGET INFORMATION

General Gas Fund FY 2014 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). These funds receive 10 percent of lease bonuses and 50 percent of royalties, with the remaining 90 percent of lease bonuses and 50 percent of royalties going to the ATF. The policies and procedures concerning expenditures by, and transfers to and from, the General Gas Fund 3095 are outlined below.

The General Gas Fund receives revenues that are not specifically designated for the Parks or Airport Gas Funds. Within this fund, a total of four accounting units have been established for expenditures, 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	\$ 5,227,059
Less:	
Reserved for encumbrances	\$ -
Reserved for increase / decrease in investment value	(10,565)
Designated for Neighborhood Grants	(218,145)
Designated for Land Banking	(333,186)
Use of funds for one-time expenditures in FY 2014	(2,050,000)
Designated for Lamar Collins Overlay	(2,409,000)
Arlington Home Improvement Incentive Program	(94,000)
Deferred revenue, lease bonuses	<u>(59,211)</u>
Total commitments and reserves	\$ (5,174,107)
Remaining available resources	\$ 52,952

OTHER BUDGET INFORMATION

Parks Gas Fund FY 2014 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). These funds receive 10 percent of lease bonuses and 50 percent of royalties, with the remaining 90 percent of lease bonuses and 50 percent of royalties going to the ATF. 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 has been established to account for one-time expenditures from the fund. 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 operation 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 transfers of this type must be made in writing to the Assistant Director of Financial and Management Resources for OMB, and may not proceed without his/her written approval.

Beginning Balance, available cash:	\$ 3,566,305
Less:	
Reserved for increase / decrease in investment value	\$ (6,280)
Use of funds for Lamar/Collins Overlay	(1,250,000)
Deferred revenue, lease bonuses	(62,986)
Total commitments and reserves	\$ (1,319,266)
Available resources	\$ 2,247,039
Anticipated expenditures	
Capital Maintenance Program	\$ 200,000
Elzie Odom Athletic Center HVAC	300,000
River Legacy Parks Roadway/Parking Lot Renovation	600,000
Lake Arlington Golf Course Erosion	700,000
Total Expenditures	\$ 1,800,000
Ending Balance	\$ 447,039

OTHER BUDGET INFORMATION

Airport Gas Fund FY 2014 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). These funds receive 10 percent of lease bonuses and 50 percent of royalties, with the remaining 90 percent of lease bonuses and 50 percent of royalties going to the ATF. The policies and procedures concerning expenditures by, and transfers to and from, the Airport Gas Fund 3097 are outlined below.

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

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

Beginning Balance, available cash:	\$ 1,414,895
Less:	
Reserved for encumbrances	
Reserved for increase / decrease in investment value	(1,445)
Remaining FY 2013 Expenditures	(212,139)
Designated for FY 2013 & FY 2014 Debt Service	(350,000)
Total commitments and reserves	\$ (563,584)
Available resources	\$ 851,311
Anticipated expenditures	
Replace beacon motor and rebuild gear box, replace lamps	\$ 2,000
Air Traffic Control Tower Equipment	28,683
Security Cameras	53,000
Replace roll gate & install controlled access pedestrian gates	62,000
Paint/Refurbish Hangar Row 4	25,000
Total Expenditures	\$ 170,683
Ending Balance	\$ 680,628

OTHER BUDGET INFORMATION

Multi-Family Inspection Program Cost Recovery

Direct Salaries/Benefits/Non-Personnel

Total Multi-Family Salaries/Benefits	283,487.00
Mult-Family Non-Personnel Costs per Year	63,586.00
Direct Multi-Family Expenses	347,073.00

Indirect Salaries/Benefits

DSS Officers (50%)	52,438.50
Administrative Aide (85%)	42,641.28
Field Operations Manager (50%)	49,805.00
Neighborhood Services Analyst (5%)	4,417.00
Sr. Management Analyst (30%)	32,421.00
Asst. Director Code Compliance (50%)	74,005.00
Indirect Multi-Family Expenses	255,727.78

Multi-Family Revenue

Multi-Family Inspection Revenue	371,406
Multi-Family Reinspection Revenue	8,386
Extended Stay Inspection Revenue	105,419
Extended Stay Reinspection Revenue	660
Total annual program revenue	485,871.00

Cost Recovery

Expenses	602,800.78
Revenue	485,871.00
	80.60%

OTHER BUDGET INFORMATION

Selected Reserves

Funds Estimated as of 10/1/2013 Unless Otherwise Noted

The City of Arlington maintains a number of reserves in funds outside of the General Fund, intended to mitigate any unusual expenditure or revenue experiences. These reserves are generally for specific purposes.

Self Insurance Funds

Group Health: Provides City employees and retirees with Health Insurance.

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

Arlington Property Finance Authority (APFA): Provide 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 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	\$3,597,570
Worker's Compensation	\$5,206,143
APFA	\$2,656,063
Water Operating Reserve	\$14,422,129
Water Fleet Reserve	\$689,936
Water Rate Stabilization	\$5,082,641
Water Lab Equipment	\$363,500
Debt Service Reserve (9/30/13)	\$3,537,967
Convention Center Maintenance Reserve (9/30/13)	\$ 947,000

APPENDICES

FY 2014 AUTHORIZED FULL-TIME POSITIONS

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
AVIATION				
Airport Maintenance Technician	4	4	4	4
Airport Manager	1	1	1	1
Airport Operations Supervisor	1	1	1	1
Assistant Airport Manager	1	1	1	1
Office Coordinator	1	1	1	1
AVIATION TOTAL	8	8	8	8
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
Assistant To the City Attorney	1	1	1	0
Attorney I / II / Sr Attorney	18	18	18	18
City Attorney	1	1	1	1
Office Assistant	2	2	2	2
Paralegal	6	6	6	6
Secretary	5	5	5	5
Sr Management Analyst	0	0	0	1
CITY ATTORNEY'S OFFICE TOTAL	38	38	38	38
CITY MANAGER'S OFFICE				
City Manager	1	1	1	1
Deputy City Manager	2	2	2	2
CITY MANAGER'S OFFICE TOTAL	3	3	3	3
CODE COMPLIANCE SERVICES				
Administrative Aide I	1	1	1	1
Animal Services Administrative Coordinator	2	2	2	2
Animal Services Manager	1	1	1	1
Assistant Director Code Enforcement	1	1	1	1
Code Compliance Officer I/II/Sr Code Compliance Officer	37	37	37	39
Community Services Agent	2	2	2	2
Community Services Educator	1	1	0	0
Community Services Supervisor	6	6	6	6
Community Services Technician	1	1	1	1
Field Operations Manager	4	4	5	5
Neighborhood Services Analyst	1	1	1	1
Sr Management Analyst	1	1	1	1
Veterinarian	1	1	1	1
Veterinary Tech	1	1	1	1
CODE COMPLIANCE SERVICES TOTAL	60	60	60	62

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
COMMUNITY DEVELOPMENT AND PLANNING				
Administrative Aide II	2	2	2	2
Administrative Assistant	3	3	3	2
Administrative Services Coordinator 1	0	0	0	1
Administrative Services Coordinator II	1	1	1	1
Assistant Director of Planning	2	2	2	2
Assistant Utility Engineer	1	1	1	1
Building Official	1	1	1	1
Civil Engineer	3	3	3	3
Combination Inspector	5	5	5	5
Communications Specialist	1	1	1	1
Community Services Supervisor	1	1	1	1
Development Operations Manager	1	1	1	1
Development Services Supervisor	1	1	1	1
Director of Community Development and Planning	1	1	1	1
Engineering Operations Manager	1	1	1	1
Engineering Technician	1	1	1	1
Environmental Health Specialist	2	2	2	2
Field Inspections Supervisor	1	1	1	1
Field Operations Manager	1	1	1	1
Fire Plans Compliance Specialist	1	1	1	1
Gas Well Coordinator	2	2	2	2
Gas Well Specialist	1	1	1	1
GIS Technician I	1	1	1	1
Graduate Planner	2	2	2	2
Map Records Technician	1	1	1	1
Office Manager	1	1	1	1
Operations Analyst II	1	1	1	2
Planning Manager	3	3	3	3
Planning Project Manager I	5	5	5	5
Planning Project Manager II	2	2	2	2
Planning Technician	2	2	2	1
Plans Examiner	3	3	3	3
Plans Examiner Supervisor	1	1	1	1
Project Engineer	1	1	1	1
Real Estate Manager	1	1	1	1
Real Estate Representative	2	2	2	2
Service Representative	3	3	3	3
Sr Account Clerk	2	2	2	2
Sr Clerk	1	1	1	1
Sr Inspector	2	2	2	2
Sr Management Analyst	1	1	1	1
Sr Plans Examiner	2	2	2	2
Streetscape Inspector	1	1	1	1
COMMUNITY DEVELOPMENT AND PLANNING TOTAL	71	71	71	71

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
ECONOMIC DEVELOPMENT				
Economic Development Manager	1	1	1	1
Economic Development Specialist	2	2	2	2
ECONOMIC DEVELOPMENT TOTAL	3	3	3	3
FINANCIAL AND MANAGEMENT RESOURCES				
Accounting Aide	2	2	1	1
Action Center Agent	7	7	7	7
Action Center Manager	1	1	1	1
Action Center Supervisor	1	1	1	1
Administrative Aide I	4	4	5	5
Administrative Aide II	1	1	2	2
Administrative Services Coordinator I	3	3	3	3
Administrative Services Coordinator II	1	1	1	1
Assistant Director	3	3	3	3
Broadcast Specialist	1	1	1	1
Budget Administrator	3	1	2	2
Budget Analyst	0	0	2	2
Budget Officer	1	1	1	1
Buyer	2	2	2	2
Cash Debt Administrator	1	1	1	1
City Secretary	1	1	1	1
Communication Coordinator	3	3	2	2
Controller	1	1	1	1
Council Assistant	1	1	1	1
Council Coordinator	2	2	2	2
Deputy City Secretary	1	1	1	1
Design Communication Coordinator	1	1	1	1
Digital Media Editor	1	1	1	1
Director Financial and Management Resources/CFO	1	1	1	1
Executive Assistant to Mayor and Council	1	1	1	1
Financial Accountant	1	1	1	1
Financial System Administrator	1	1	1	1
Intermediate Account Clerk	1	1	1	1
Managing Editor	0	0	1	1
Marketing Communication Manager	1	1	1	1
M/WBE Coordinator	0	1	1	1
Payroll Assistant	1	1	1	1
Payroll Supervisor	1	1	1	1
Position Control Coordinator	1	1	1	1
Project Coordinator	1	1	1	1
Purchasing Agent	1	1	1	1
Purchasing Manager	1	1	1	1
Sr Budget Analyst	2	3	0	1
Sr Financial Accountant	4	4	4	4

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Sr Performance Analyst	1	1	1	1
Sr Public Finance Analyst	1	1	1	1
Sr Purchasing Agent	1	1	1	1
Staff Accountant	2	2	2	2
Treasurer	1	1	1	1
Treasury Analyst	1	1	1	1
Vital Records Agent	1	1	0	0
Vital Records Coordinator	1	1	1	1
Web Designer	1	1	1	1
FINANCIAL AND MANAGEMENT RESOURCES TOTAL	70	70	70	71
FIRE DEPARTMENT				
Sworn:				
Fire Chief Director Emergency Management	1	1	1	1
Assistant Fire Chief	3	3	3	3
Fire Battalion Chief	13	13	13	13
Fire Captain	19	19	19	19
Fire Lieutenant	55	55	55	55
Fire Apparatus Operator	67	67	67	67
Firefighter / Firefighter Trainee	137	143	143	143
Civilian:				
Administrative Aide II	3	3	3	3
Administrative Analyst I	1	1	1	1
Administrative Secretary	2	2	2	2
Administrative Services Manager	1	1	1	1
Assistant Fire Marshall	1	1	1	1
Deputy Fire Marshall	2	2	2	2
Emergency Management Administrator	1	1	1	1
Emergency Management Coordinator	1	1	1	1
EMS Coordinator	1	1	1	1
Fire Investigator Bomb Technician	2	2	2	2
Fire Prevention Inspector	3	3	2	2
Fire Prevention Specialist	3	3	3	3
Lead Fire Prevention Inspector	3	3	4	4
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	295	301	301	301
Civilian Total	34	34	34	34
FIRE GRAND TOTAL	329	335	335	335

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
INFORMATION TECHNOLOGY				
Administrative Aide II	1	1	1	1
Applications Specialist I	4	3	3	3
Applications Specialist II	3	3	3	3
Business Analyst II	0	3	3	3
Business Process Analyst	1	1	1	1
Chief Information Officer	1	1	1	1
Data Base Administrator	2	2	2	2
GIS Applications Developer	1	1	1	1
IT Asset Coordinator	1	1	1	1
IT Asset Specialist	1	1	1	1
IT GIS Supervisor	1	1	1	1
IT Manager	4	3	3	3
IT Project Manager	0	0	2	2
IT Reporting Specialist	1	1	1	1
IT Security Administrator	1	1	1	1
Operations Analyst II	1	1	1	1
Program Supervisor	4	4	2	2
Project Coordinator	1	0	0	0
Sr Computer Operator	2	0	0	0
Sr Systems Programmer	1	1	1	1
Web Administrator	1	1	1	1
Web Developer	2	2	2	2
INFORMATION TECHNOLOGY TOTAL	34	32	32	32
INTERNAL AUDIT				
Assistant City Auditor	1	1	1	1
City Auditor	1	1	1	1
Internal Auditor	2	2	2	2
Staff Auditor	1	1	1	1
INTERNAL AUDIT TOTAL	5	5	5	5
JUDICIARY				
Court Administrative Aide	1	1	1	1
Juvenile Case Coordinator	1	1	1	1
Municipal Court Judge	4	4	3	3
Presiding Municipal Court Judge	0	0	1	1
JUDICIARY TOTAL	6	6	6	6
LIBRARIES				
Administrative Support Coordinator	1	1	1	1
Cataloging Assistant	3	3	3	3
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

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
ISPC Administrator	1	1	1	0
Librarian	16	16	15	15
Library Business Administrator	1	1	1	1
Library Clerk II	3	3	3	3
Library Development Coordinator	1	1	1	1
Library Network Administrator	1	1	1	1
Library Program Specialist	8	7	6	6
Library Services Manager	4	4	5	5
Library Technology Svcs Mgr	0	0	0	1
Literacy Coordinator	0	0	1	1
OFM Administrator	1	1	1	1
PMCE Administrator	1	1	1	1
Public Services Coordinator	8	8	8	8
Technology Training Specialist	0	1	1	1
User Support Specialist	1	1	1	1
Virtual Services Supervisor	1	1	1	1
LIBRARIES TOTAL	68	68	68	68
MUNICIPAL COURT				
Court Administrative Aide	0	1	1	1
Court Cashier Supervisor	1	1	1	1
Court Customer Service Supervisor	1	1	1	1
Court Support Services Supervisor	1	1	1	1
Court System Administrator	1	1	1	1
Deputy Court Clerk 1 Certified	2	2	2	3
Deputy Court Clerk II / III / IV	31	31	31	30
Deputy Court Clerk II Certified	2	2	2	1
Director Municipal Court Services	1	1	1	1
Staff Accountant	1	1	1	1
MUNICIPAL COURT TOTAL	41	42	42	41
PARKS AND RECREATION				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Aide II	1	0	0	0
Administrative Coordinator	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Apprentice Electrician	1	1	1	1
Assistant Director Parks	3	3	3	3
Athletic Field Maintenance Supervisor	2	2	2	2
Business Services Manager	1	1	1	1
Carpenter Parks	1	1	1	1
Center Programs Manager	1	1	1	1
Contract Inspector	2	2	2	2
Director Parks and Recreation	1	1	1	1
Electronic Media Specialist	1	1	1	1

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Facilities Operations Manager	1	1	1	1
Facility Maintenance Supervisor	1	1	1	1
Forester	1	1	1	1
Inventory Coordinator	1	1	1	1
Irrigation Technician	3	3	3	3
Landscape Technician / Sr Landscape Technician	42	41	41	42
Lead Landscape Technician	14	15	15	15
Maintenance Superintendent	1	1	1	1
Marketing and Enterprise Development Manager	1	1	1	1
Marketing Enterprise Development Coordinator	1	1	1	1
Mechanic Parks	1	1	1	1
Office Assistant	1	1	1	1
Park District Supervisor	2	2	2	2
Park Landscape Supervisor	1	1	1	1
Park Operations Administrator	1	1	1	1
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
Service Representative	1	2	2	2
Urban Forestry Land Manager	1	1	1	1
PARKS AND RECREATION TOTAL	101	101	101	102
POLICE DEPARTMENT				
Sworn:				
Police Chief	1	1	1	1
Assistant Police Chief	3	3	3	3
Deputy Police Chief	7	7	7	7
Police Lieutenant	23	23	23	23
Police Sergeant	83	83	83	87
Police Officer / Recruit	482	513	513	516
Association Liaison Officer	1	1	1	1
Civilian:				
Accounting Aide	1	1	1	1
Administrative Aide I	2	2	2	2
Administrative Analyst	1	1	1	1
Administrative Services Manager	1	1	1	1
Alarm Administrator	1	1	1	1
Application Developer	2	2	2	2
Assistant To Police Chief	1	1	1	1
Community Services Assistant	1	1	1	1

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Community Support Manager	1	1	1	1
Crime Analysis Supervisor	1	1	1	1
Crime and Intelligence Analyst	3	6	6	6
Crime Scene Investigator 1 / 2 / 3	10	11	11	11
Data Base Administrator	1	1	1	1
Detention Officer	34	34	34	34
Detention Supervisor	3	3	3	3
Evidence Property Control Specialist	7	7	7	7
Fingerprint Technician	1	1	1	1
Fiscal Coordinator	1	1	1	1
Fiscal Services Manager	1	1	1	1
Fleet Specialist	2	2	2	2
Grants Coordinator	1	1	1	1
Information Resource Manager	1	1	1	1
Intermediate Account Clerk	1	1	1	1
Investigative Aide	4	4	4	4
Jail Court Assistant	6	6	6	6
Lead Detention Officer	3	3	3	3
Office Assistant	21	21	21	22
Office Coordinator	3	3	3	3
Operations Analyst	1	1	1	1
Operations Research Analyst	1	1	1	1
Payroll Coordinator Police	1	1	1	1
Police Management Services Director	1	1	1	1
Police Media Relations Coordinator	1	2	2	2
Police Program Coordinator	1	1	1	1
Police Report Supervisor	1	1	1	1
Police Reports Operator	20	20	20	20
Police Reports Team Leader	3	3	3	3
Police Resource Management Supervisor	1	1	1	1
Police Service Assistant	6	8	8	8
Police Service Specialist	8	8	8	8
Police Technology Specialist	0	1	1	1
Records Assistant	7	7	7	7
Records Coordinator	1	1	1	1
Records Management Systems Specialist	1	1	1	1
Records Team Lead	2	2	2	2
Research and Development Manager	1	1	1	1
Sr Clerk	4	4	4	4
Sr Data Entry Operator	2	2	2	2
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	3	3	3

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Victim Services Supervisor	1	1	1	1
Warrant Clerk	4	4	4	4
Youth Family Specialist	1	1	1	1
Sworn Total	600	631	631	638
Civilian Total	189	198	198	199
POLICE GRAND TOTAL	789	829	829	837
PUBLIC WORKS AND TRANSPORTATION				
Accounts Analyst	1	1	1	1
Administrative Aide I	2	2	2	2
Administrative Analyst I	1	1	1	1
Administrative Support Specialist	1	1	1	1
Apprentice Electrician	1	1	1	1
Asset System Administrator	1	1	1	1
Assistant Director Public Works	3	3	3	3
Building Maintenance Worker	1	1	1	1
Building System Mechanic	3	3	3	3
Building Systems Specialist	2	2	2	2
Building Systems Supervisor	1	1	1	1
Carpenter	4	4	4	4
Carpentry Supervisor	1	1	1	1
City Surveyor	1	1	1	1
City Traffic Engineer	1	1	1	1
Civil Engineer	4	4	4	4
Construction Services Manager	2	2	2	2
Construction Specialist	3	3	3	3
Contract Administrator	1	1	1	1
Custodial Services Administrator	1	1	1	1
Director Public Works & Transportation	1	1	1	1
Electrician	3	3	3	3
Engineering Coordinator	1	1	1	1
Engineering Operations Manager	1	1	1	1
Engineering Technician	2	2	2	2
Environmental Programs Coordinator	1	1	1	1
Environmental Services Administrator	1	1	1	1
Facility Services Manager	1	1	1	1
Finish Carpenter	1	1	1	1
Fleet Coordinator	1	1	1	1
Information Systems Coordinator	1	1	1	1
Inspections Supervisor	3	3	3	2
Inventory Coordinator	1	1	1	1
ITS Coordinator 1	1	1	1	1
Master Electrician	1	1	1	1
Master Plumber	1	1	1	1
Office Assistant	2	2	2	2
Operations Analyst II	1	1	1	1

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Project Engineer	2	2	2	2
Public Works Administrative Manager	1	1	1	1
Public Works Inspector	13	13	13	13
ROW Permit Inspector	1	1	1	1
Signal Specialist	2	2	2	2
Streetlight System Administrator	1	1	1	1
Survey Instrument Technician	1	1	1	1
Survey Party Assistant	1	1	1	1
Traffic Engineer	2	2	2	2
Traffic Technician	2	2	2	2
Warehouse Inventory Clerk	1	1	1	1
PUBLIC WORKS AND TRANSPORTATION TOTAL	86	86	86	85
WORKFORCE SERVICES				
Benefits Specialist	2	2	2	2
Compensation and Funds Specialist	1	1	1	1
Director Workforce Services	1	1	1	1
Employee Relations Specialist	1	1	1	1
Organizational Development Specialist	2	2	2	2
Risk Specialist	1	1	1	1
Workforce Services Assistant	3	3	3	3
Workforce Services Manager	3	3	3	3
Workforce Services Consultant	4	4	4	4
Workforce Services Information Specialist	1	1	1	1
WORKFORCE SERVICES TOTAL	19	19	19	19
SUBTOTAL GENERAL FUND	1731	1776	1776	1786
COMMUNICATION SERVICES FUND				
Apprentice Telecommunicator / Telecommunicator	87	87	88	88
Communication Services Administrator	1	1	1	1
Communications Training Assistant	1	1	1	1
Communications Manager	3	3	3	3
Communications Supervisor	13	13	13	13
Service Unit Assistant	1	1	0	0
COMMUNICATION SERVICES FUND TOTAL	106	106	106	106
CONVENTION CENTER				
Accountant I	1	1	1	1
Assistant Director Convention Center	1	1	1	1
Building Operations Superintendent	1	1	1	1
Booking Coordinator	1	1	1	1
Business Analyst	1	1	1	1
Business Manager	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

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Event Services Worker	6	6	6	6
Facility Crew Chief	1	1	1	1
Facility Systems Administrator	1	1	1	1
Facility Systems Specialist	4	4	4	4
Operations Crew Leader	2	2	2	2
Sr Clerk	1	1	1	1
CONVENTION CENTER TOTAL	31	31	31	31
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 - INTERNAL SERVICE FUND				
Customer Support Specialist	7	7	7	7
IT Supervisor	3	3	3	3
Network Administrator	4	5	5	5
Network Designer	1	1	1	1
Sr Computer Operator	0	1	1	1
Systems Engineer	6	6	6	6
INFORMATION TECHNOLOGY - INTERNAL SERVICE FUND TOTAL	21	23	23	23
KNOWLEDGE SERVICES FUND				
Administrative Secretary	1	1	1	0
Knowledge Services Supervisor	0	1	1	1
Mail and Office Services Coordinator	1	1	1	1
Mail Clerk I	2	2	2	2
Mail Clerk II	1	1	1	1
Marketing Communication Manager	1	0	0	0
Records Center Technician	2	2	2	2
Reprographic Equipment Operator	1	1	1	1
KNOWLEDGE SERVICES FUND TOTAL	9	9	9	8
PARKS PERFORMANCE FUND				
Administrative Aide I	2	2	2	2
Apprentice Mechanic	1	1	1	1
Aquatics Maintenance Technician I & II	2	2	2	2
Aquatics Manager	1	1	1	1
Aquatics Program Coordinator	1	1	1	1
Assistant Facility Coordinator Tennis	1	1	1	1
Assistant Restaurant Manager	1	1	1	1
Athletic Programs Manager	1	1	1	1
Athletics Facility Manager	1	1	1	1
Athletics Sports Coordinator	1	1	1	1
Athletics Sports Manager	1	1	1	1

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Clubhouse Attendant	6	6	6	6
Customer Service Representative	1	1	1	1
Golf Facility Manager	1	1	1	0
Golf Operations Administrator	1	1	1	1
Golf Services Manager	1	1	1	1
Greens Superintendent 18 Hole	2	2	2	2
Head Golf Pro 18 Hole	3	3	3	3
Landscape Technician / Sr Landscape Technician	16	16	16	16
Lead Landscape Technician	2	2	2	2
Mechanic Parks	3	3	3	3
Park Facility Coordinator	1	1	1	1
Park Landscape Supervisor	1	1	1	1
Recreation Program Coordinator	4	4	4	4
Recreation Facility Manager	5	5	5	5
Rental and Lake Services Coordinator	2	2	2	2
Rental and Lake Services Manager	1	1	1	1
Restaurant Manager	1	1	1	1
Service Representative	1	1	1	1
Sr Citizens Activities Supervisor	1	1	1	1
Superintendent Golf Course Maintenance	1	1	1	1
Tennis Facility Manager	1	1	1	1
Tennis Pro Shop Attendant	1	1	1	1
Tournament and Event Coordinator	0	0	0	1
PARKS PERFORMANCE FUND TOTAL	69	69	69	69
STORM WATER UTILITY FUND				
Asset System Analyst	1	1	1	1
Civil Engineer	3	3	3	3
Concrete Specialist	1	1	1	1
Crew Leader	2	2	2	2
Engineering Operations Manager	1	1	1	1
Environmental Compliance Officer	3	3	3	3
Environmental Compliance Supervisor	1	1	1	1
Environmental Education Specialist	1	1	1	1
Environmental Engineer	1	1	1	1
Field Technician	2	2	2	2
Heavy Equipment Operator II	3	3	3	3
Heavy Equipment Operator III	2	2	2	2
Public Works Operations Supervisor	1	1	1	1
Sr Field Technician	2	2	2	2
Storm Water Executive Manager	1	1	1	1
Storm Water Fund Administrator	1	1	1	1
Storm Water Specialist	1	1	1	1
STORM WATER UTILITY FUND TOTAL	27	27	27	27

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
STREET MAINTENANCE FUND				
Administrative Aide I	2	2	2	2
Asset System Analyst	1	1	1	1
Crew Leader	13	13	13	13
Field Tech	19	19	14	14
Heavy Equipment Operator II	2	2	2	2
Heavy Equipment Operator III	4	4	4	4
Markings Specialist	2	2	2	2
Public Works Operations Manager	2	2	2	2
Public Works Operations Supervisor	4	4	4	4
Sign Fabricator	1	1	1	0
Sign Specialist	4	4	4	4
Signal Specialist I	5	5	5	5
Signal Specialist II	8	8	8	8
Sr Field Technician	20	20	25	26
Streetlight Specialist	6	6	6	6
STREET MAINTENANCE FUND TOTAL	93	93	93	93
WATER UTILITIES FUND				
Administrative Aide I	1	1	1	1
Administrative Aide II	1	1	1	1
Administrative Secretary	2	2	2	2
Apprentice Service Worker	2	2	2	2
Assistant Director Water Utilities	3	3	3	3
Chief Electrical Technician	1	1	1	1
Chief Mechanical Technician	2	2	2	2
Chief Treatment Technician	4	4	4	4
Civil Engineer Water	5	5	5	5
Conservation Program Coordinator	1	1	1	1
Customer Assistant	4	4	4	4
Customer Information System Analyst	1	1	1	1
Customer Services Manager	1	1	1	1
Customer Service Supervisor	2	2	2	2
Customer Services Trainer	1	1	1	1
Deputy City Manager	1	1	1	1
Director Utilities	1	1	1	1
Electrical Technician / Electrical Technician Trainee	2	2	2	2
Engineering Information Specialist	1	1	1	1
Financial Administrator	1	1	1	1
GIS Applications Administrator	1	1	1	1
GIS Applications Programmer	1	1	1	1
GIS Researcher	1	1	1	1
GIS Supervisor	1	1	1	1
GIS Technician I /II / III	4	4	4	5
Heavy Equipment Operator II	2	2	2	2

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Information Services Project Coordinator	1	1	1	1
Laboratory Services Manager	1	1	1	1
Laboratory Analyst	3	3	3	3
Laboratory Specialist	2	2	2	2
Laboratory Technician	3	3	3	3
Maintenance Services Administrator	1	1	1	1
Mechanical Technician / Mechanical Technician Trainee	7	7	7	7
Meter Service Worker	12	12	12	12
Meter Services Crew Chief	1	1	1	1
Meter Services Leader	5	5	5	5
Meter Services Manager	1	1	1	1
Meter Services Supervisor	2	2	2	2
Meter Services Trainer	1	1	1	1
Network Administrator	1	0	0	0
Office Assistant	2	2	2	3
Office Coordinator	1	1	1	1
Operations Support Manager	1	1	1	1
Operations Support Supervisor	1	1	1	1
Operations Services Administrator	1	1	1	1
Project Engineer	1	1	1	1
SCADA Technician	1	1	1	1
Secretary	1	1	1	1
Sr Account Clerk	2	2	2	2
Sr Computer Operator	0	1	1	1
Sr Meter Reader	11	11	11	10
Sr Programmer Analyst	1	1	1	1
Sr Utilities Warehouse	2	2	2	2
Sr Utility Customer Service Representative	2	2	2	2
Treatment Technician / Treatment Technician Trainee	12	12	12	12
Utilities Account Analyst	1	1	1	1
Utilities Administrative Coordinator	1	1	1	1
Utilities Customer Service Representative	14	14	14	14
Utilities Dispatcher	5	5	5	5
Utilities Engineer	1	1	1	1
Utilities Environmental Analyst	3	3	3	3
Utilities Information Services Manager	1	1	1	1
Utilities Programmer Analyst	1	1	1	1
Utilities Service Specialist	6	6	6	4
Utilities Warehouse	1	1	1	1
Utility Support Specialist	1	1	1	1
Utility Technician SB1 / 2 / 3 / 4	32	32	32	31
Water Field Operations Manager	2	2	2	2
Water Resource Services Manager	1	1	1	1
Water Resource Technician	2	2	2	2

APPENDICES

	Actual FY 2012	Budgeted FY 2013	Estimated FY 2013	Adopted FY 2014
Water Sewer Crew Chief	17	17	17	20
Water Sewer Leader Meter Reading	1	1	1	1
Water Treatment Manager	2	2	2	2
Water Utilities Field Operations Supervisor	2	2	2	2
Water Wastewater Model Engineer	1	1	1	1
WATER UTILITIES FUND TOTAL	222	222	222	223
GRANT FUNDS				
Code Compliance Services	2	2	2	2
Community Development and Planning	58	58	58	58
Financial and Management Resources	1	1	1	1
Fire	9	9	9	9
Handitran	24	24	24	24
Judiciary	1	1	1	1
Library	1	1	0	0
Municipal Court	1	0	0	0
Police	20	16	14	10
Public Works and Transportation	2	2	1	1
Workforce Services	0	1	0	0
GRANT FUNDS TOTAL	119	115	110	106
SUBTOTAL OTHER FUNDS	700	698	693	689
TOTAL ALL FUNDS	2431	2474	2469	2475

APPENDICES

APPENDICES

CITY OF ARLINGTON STATEMENT OF FINANCIAL PRINCIPLES

Accounting, Budgeting, and Financial Planning

1. The City will establish accounting practices that conform to generally accepted accounting principles as set forth by the Governmental Accounting Standards Board.
2. 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.
3. 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.
4. 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.
5. The City shall prepare an Annual Operating Budget and submit it for City Council approval prior to September 30.
6. The Annual Operating Budget shall be prepared such that current revenues plus net operating transfers will be sufficient to support current expenditures.
7. Expenditures from all operating funds shall not exceed the budgeted appropriations (as amended) for these funds.
8. An adequate level of maintenance and replacement will be funded each year to ensure that all capital facilities and equipment are properly maintained.
9. 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.
10. 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.
11. The City shall submit the Annual Operating Budget to the GFOA for the purpose of earning the Distinguished Budget Presentation Award.

APPENDICES

CITY OF ARLINGTON

STATEMENT OF FINANCIAL PRINCIPLES (continued)

Investments

1. 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

1. 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

1. 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

1. 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

1. 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.
2. The City's General Fund unreserved ending balance may only be used for one-time purchases such as capital equipment.
3. The total General Fund balance shall be maintained at a minimum of 15% of annual General Fund expenditures.
4. The fund balance in the debt service fund shall be maintained at a minimum level of 4.0% of annual debt service expenditures.

APPENDICES

CITY OF ARLINGTON

STATEMENT OF FINANCIAL PRINCIPLES (continued)

Debt Management

1. 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.
2. Debt will not be used to fund current expenditures.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.

APPENDICES

CITY OF ARLINGTON

STATEMENT OF FINANCIAL PRINCIPLES (continued)

10. 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.
11. The selection of an underwriter or group of underwriters for a negotiated sale shall be based on the following factors:
 - a. Participation in the City's competitive sales;
 - b. Submission of unique or creative proposals;
 - c. Qualifications of firm;
 - d. Size and geographic distribution of their sales staff.
12. 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.
13. 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.
14. 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.
15. 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.
16. 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.

APPENDICES

CITY OF ARLINGTON

STATEMENT OF FINANCIAL PRINCIPLES (continued)

Debt Management – Ratio Targets

1. 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 2.0%. This excludes debt of overlapping jurisdictions. The City shall structure its bond issuance to achieve and maintain a debt-to-assessed-value of 2.0% or less.
2. The ratio of debt service expenditures to total expenditures (General Fund operating expenditures and debt service combined) shall not exceed 20%.
3. The ratio of outstanding net tax-supported debt to population shall not exceed \$1,060.
4. The Finance Department shall prepare an analysis of the impact of proposed 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 Management –Certificates of Obligation

1. 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.
2. The average maturity of non-voter approved debt shall not exceed the average life of the capital items financed.
3. 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 2014 Business Plan and Operating Budget Development Calendar

Fri., Jan. 25	Financial Forecast materials due back from departments
Mon., Jan. 28	BAR and Business Plan update materials (including Project Profile Sheets and Scorecards) distributed to department contacts
Mon., Feb. 11 – Wed. Feb. 20	Financial Forecast reviews CMO/Departments
Tues., Feb. 19	BAR revenue & expenditure estimates due, Business Plan updates due (including Project Profile Sheets and Scorecards)
February	Adopt Capital Budget and Reimbursement Resolution
Tues., March 26	City Council Planning Session
Mon., April 22 nd	2 nd QTR BAR and Business Plan update materials (including Project Profile Sheets and Scorecards) distributed to department contacts
Wed., May 1	Budget Kickoff (Council Chambers, 2 pm) Departments build base budget in GovMax Departments begin building FY 2014 Business Plan w/goals & objectives
Early May	GovMax training, dates TBD
Fri., May 10	2 nd Quarter BAR revenue & expenditure estimates due, Business Plan updates due (including Project Profile Sheets and Scorecards)
Fri., May 24	Base Budget Submissions due (expenditures & revenues) Budget Issues due
Fri., May 31	FY 2014 Business Plan projects due from Departments Chargebacks due from Internal Service Funds
Fri., June 7	Police Department CMO Budget Review
Tues., June 18	Bond Sale for General Obligation and Water Revenue Bonds
Wed., June 17 - Fri., June 28	CMO Departmental Budget Reviews
Tues., June 25	2 nd Quarter BAR/Budget & Business Plan Update to Council
Fri., July 5	CMO priorities from Dept. Budget Reviews due
Mon., July 8	OMB Presents Preliminary Budget to CMO

APPENDICES

FY 2014 Business Plan and Operating Budget Development Calendar

Wed. July 10 - Wed., July 17	3 rd Quarter BAR
Thurs., July 25	Certified Property Tax Roll available
Mon., July 29	City Manager's final decisions
Tues., Aug. 6	FY 2014 Proposed Budget presentation to City Council Proposed Water/Sewer Fees to Council
Tues., Aug 13	Council Budget Retreat Resolution on Tax Rate/Resolution calling Public Hearings
Late Aug.	Citizen Town Hall Meetings (including 1 st Public Hearing on Tax Rate if needed)
Tues., Sept. 3	2 nd Public Hearing on Tax Rate (if needed)
Thurs., Sept. 12	Special Meeting to Adopt the FY 2014 Budget, Tax Rate, & Water/Sewer Rates – First Reading
Fri., Sept. 13	Tax Rate to Tarrant County
Tues., Sept. 17	Adopt the FY 2014 Budget, Tax Rate, & Water/Sewer Rates – Second Reading Updated tax rate to Tarrant County (if needed)

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 Storm Water 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.

APPENDICES

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.

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

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

Basis of Budgeting

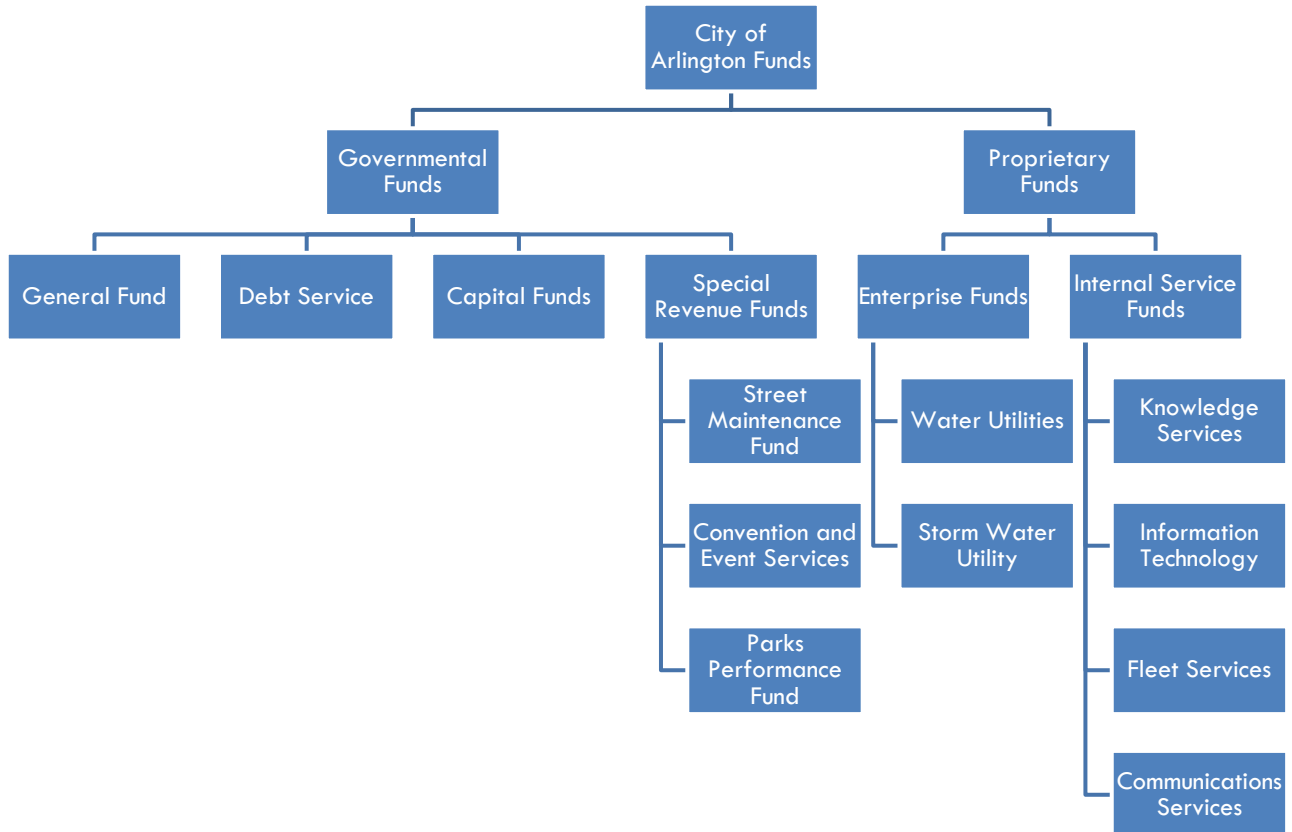
The City Council adopts an annual legal budget which covers the General Fund, Debt Service Fund, Enterprise Funds, Internal Service Funds, and certain Special Revenue Funds (Park Performance, Street Maintenance, and Convention and Event Services). All appropriations lapse at fiscal year-end. The budgets for the General Fund, Debt Service Fund and Special Revenue Funds are prepared on the modified accrual basis except for encumbrances, which are treated as budgeted expenditures.

The budgets for the Enterprise Funds are prepared on the modified accrual basis and include encumbrances, debt principal retirements and capital outlays as expenditures. Additionally, the Enterprise Funds do not include depreciation as a budgetary expense. Budgetary level of control is exercised at the departmental level. The City Manager, or his designee, is authorized to transfer budgeted amounts within and among departments; however, any revisions that alter total appropriations of the fund must be approved by the City Council.

APPENDICES

Fund Structure

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



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

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

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

Preliminary Council Review: The City Manager briefed the City Council on the FY 2014 Preliminary Budget, including revenue and expenditure estimates.

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

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

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

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

Public Hearings: During August, A Town Hall meeting was 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.

APPENDICES

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

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

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

APPENDICES

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	None
Public Parkland	4,576 acres
City Parks	1,394 acres
Community Parks	882 acres
Linear Parks	1,830 acres
Neighborhood Parks	382 acres
Natural Areas	115 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	39.6"
Average Annual Temperature	69.3°F
Average January Temperature	49.1°F
Average July Temperature	84.5°F

APPENDICES

CITY OF ARLINGTON Facts & Figures (continued)

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

Population

1980	160,113
1990	261,721
2000	332,969
2010	365,438
2012 (est.)	375,600

Average Annual Population Growth Rate

2000 - 2010	0.97%
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Population Rank of Arlington

Texas Cities	7th
U.S. Cities	50th

Population by Race & Ethnicity

White	63.2%
African-American	18.9%
Asian	7.4%
Pacific Islander	0.1%
Native American	0.5%
Other	14.6%
<u>Total</u>	<u>100.0%</u>
Of Hispanic Origin	27.8%

Median Age

1990	29.1 years
2010	32.1 years

Age Distribution

Under 18	28.0%
18 to 44	41.3%
45 to 64	22.9%
65+	7.8%

Median Household Income

1990	\$35,048
2011	\$52,689

Average Household Size

2.73

APPENDICES

CITY OF ARLINGTON Facts & Figures (continued)

Housing (Community Development and Planning Quarterly Growth Profiles, 2012)

Single-Family Units	100,334
Multi-Family Units	44,916
Other	93

Building Permit Activity	# Permits	\$ Value
New Single Family	456	\$ 86,369,183
New Multifamily	0	\$ 0
New Commercial	111	\$ 62,114,920
Other (Additions, fences, etc.)	<u>5,577</u>	<u>\$ 189,605,749</u>
Total		\$ 338,089,852

Education

AISD Enrollment (AISD Communications Office, as of 5/28/2013)

Elementary	38,206
Junior High	9,206
High School	<u>16,797</u>
Total	64,209

UTA Enrollment (UTA Office of Public Affairs, Fall 2012)

Undergraduate	25,796
Graduate	<u>7,471</u>
Total	33,267

Highest Education Level Attained (Over age 25 - ACS, US Census, 2010)

No H.S. Diploma	15.9%
High School/GED	23.5%
Some College	24.7%
Associate Degree	7.0%
Bachelor's Degree	20.3%
Graduate/Professional Degree	8.6%

APPENDICES

CITY OF ARLINGTON Facts & Figures (continued)

Economic

2013 Taxable Value

Personal Property	\$ 2,363,101,145
Real Estate	\$15,497,632,512
Mineral Lease	\$ 308,900,920
Agriculture	\$ 530,248
Suggested Decrease for pending ARB accounts and <u>incomplete accounts</u>	\$ (134,717,256)
Total	\$18,035,447,569

2013 Tax Levy

Personal Property	\$ 15,312,895
Real Property	\$ 102,429,773
Pending ARB accounts / <u>Incomplete Accounts</u>	\$ (872,968)
Total	\$ 116,869,700

Tax Rate per \$100 Valuation

City	\$0.6480
AISD	\$1.3010
County	\$0.2640
Tarrant County College District	\$0.1495
<u>Tarrant County Hospital District</u>	<u>\$0.2279</u>
Total	\$2.213

*Top Ten Taxpayers

	Valuation
General Motors LLC	\$ 205,667,494
Parks at Arlington LP	\$ 165,545,717
Arlington Highlands LP	\$ 165,448,090
Oncor Electric Delivery	\$ 149,551,844
Chesapeake	\$ 127,925,180
Six Flags Fund LTD	\$ 84,252,537
Wal-Mart	\$ 65,898,878
DFW Midstream Services LLC	\$ 65,838,553
Lincoln Square Dunhill LP	\$ 63,490,196
Carrizo Oil & Gas	\$ 61,712,350

*Tarrant Appraisal District (10/1/2013)

APPENDICES

CITY OF ARLINGTON Facts & Figures (continued)

Economic (continued)

		(Budgeted)	
City Sales Tax (General Fund)		FY 2014	\$ 54,185,131
Property Tax (General Fund and Debt Service Fund)		FY 2014	\$ 115,637,117
Municipal Bond Rating			
	Moody's	S&P	Fitch
General Obligation	Aa1	AAA	AA+
Water/Sewer	Aa2	AAA	AAA
Drainage	Aa2	AAA	

Tourism

Economic Impact of Tourism in Arlington (Arlington Convention and Visitors Bureau)

8.4% increase in Visitor spending from 2008 (\$547 million) to 2010 (\$593 million)

7.8% increase in total economic impact of visitor spending from 2008 to 2010

9.5% increase in tourism-supported employment from 2008 to 2010

8.8% of all private employment (10,500 jobs) supported by tourism spending in 2010

Total economic impact of tourism spending in 2010: \$444 million

APPENDICES

CITY OF ARLINGTON Facts & Figures (continued)

Employment

Civilian Labor Force (Texas Workforce Commission – July 2013)

Arlington 211,411

Annual Average Unemployment Rate (Texas Workforce Commission – (1/2012- 12/2012))

Arlington 6.4%

2012 Top 10 Employers

of employees

Arlington Independent School District	8,000
University of Texas at Arlington	5,300
Six Flags Over Texas	3,800
The Parks at Arlington	3,500
General Motors	2,900
City of Arlington	2,462
J.P. Morgan-Chase	1,965
Texas Rangers	1,881
Americredit	1,591
Arlington Memorial Hospital	1400

APPENDICES

Ad Valorem Tax Structure Fiscal Year 2014

Estimated Total Valuation	\$ 18,035,447,569
Tax Rate	\$ 0.6480
Total Tax Levy	\$ 116,869,700
Total Projected Revenue	\$ 115,637,267
General Fund Tax Revenue	\$ 78,231,117
Interest and Sinking Fund Tax Revenue	\$ 37,406,150

Distribution of Tax Rate

Fund	Rate	Percent
General Fund	\$0.4423	68.3%
Interest and Sinking Fund	<u>\$0.2057</u>	<u>31.7%</u>
Total	\$0.6480	100.0%

APPENDICES

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

Fiscal Year	Assessed Valuation	Tax Rate Per \$100	Levy
2005	\$ 15,470,320,256	\$0.6480	\$ 100,247,675
2006	\$ 16,105,819,783	\$0.6480	\$ 104,365,712
2007	\$ 16,640,883,811	\$0.6480	\$ 107,832,927
2008	\$ 17,466,794,066	\$0.6480	\$ 113,184,826
2009	\$ 18,201,437,747	\$0.6480	\$ 117,945,317
2010	\$ 18,132,322,248	\$0.6480	\$ 117,497,448
2011	\$ 17,106,393,548	\$0.6480	\$ 110,849,430
2012	\$ 17,205,712,008	\$0.6480	\$ 111,493,014
2013	\$ 17,624,036,440	\$0.6480	\$ 114,203,756
2014	\$ 18,035,447,569	\$0.6480	\$ 116,869,700

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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		
1995	\$0.2519	39.3%	\$0.3898	60.7%	\$0.6417	0.0%
1996	\$0.2685	42.0%	\$0.3715	58.0%	\$0.6400	-0.3%
1997	\$0.2986	46.7%	\$0.3414	53.3%	\$0.6400	0.0%
1998	\$0.3103	48.6%	\$0.3277	51.4%	\$0.6380	-0.3%
1999	\$0.3200	50.2%	\$0.3180	49.8%	\$0.6380	0.0%
2000	\$0.3200	50.2%	\$0.3180	49.8%	\$0.6380	0.0%
2001	\$0.3276	51.7%	\$0.3064	48.3%	\$0.6340	-0.6%
2002	\$0.3429	54.1%	\$0.2911	45.9%	\$0.6340	0.0%
2003	\$0.3620	57.1%	\$0.2720	42.9%	\$0.6340	0.0%
2004	\$0.3879	59.9%	\$0.2601	40.1%	\$0.6480	2.2%
2005	\$0.4023	62.1%	\$0.2457	37.9%	\$0.6480	0.0%
2006	\$0.4244	65.5%	\$0.2236	34.5%	\$0.6480	0.0%
2007	\$0.4468	69.0%	\$0.2012	31.0%	\$0.6480	0.0%
2008	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2009	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2010	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2011	\$0.4330	66.8%	\$0.2150	33.2%	\$0.6480	0.0%
2012	\$0.4393	67.8%	\$0.2087	32.2%	\$0.6480	0.0%
2013	\$0.4423	68.3%	\$0.2057	31.7%	\$0.6480	0.0%
2014	\$0.4423	68.3%	\$0.2057	31.7%	\$0.6480	0.0%

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Budget Glossary

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

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

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

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

Arbitrage: The simultaneous purchase and sale of a financial instrument or other asset in order to profit from a difference in the price.

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 2014 is \$18.0 billion. This is an increase of 2.3% percent from the assessed value of \$17.6 billion for FY 2013.

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 2013 tax rate is 64.80¢ per \$100 of valuation. The tax rate is then bifurcated in to two smaller groups, the general fund portion and the debt service portion, which are 44.23¢ and 20.57¢ 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.

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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.

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 \$25,000.

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.

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Deficit: A situation where expenditures exceed revenues

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: This term refers to 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.

GovMax: Web-based budgeting software program used by the City for the creation of the annual budget.

Homestead Exemption: A deduction from the total taxable assessed value of owner-occupied property. For FY 2014, the exemption in Arlington is 20%, with an additional \$60,000 for the elderly and disabled.

Impact Fees: A charge to developers for the cost of off-site capital improvements needed to serve a new development.

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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.

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

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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.

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.

Salary Savings: The reduced expenditures for salaries that result when a position remains unfilled for part of a year or when a more senior employee is replaced by a newer employee at a lower salary.

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 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 2014 tax rate for the City of Arlington is 64.80¢.

TIRZ: Tax Increment Reinvestment Zone

TMRS: Texas Municipal Retirement System

Turnover Savings: See Salary Savings

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.

Working Capital Reserve: a reserve in which funds equal to one month of net General Fund expenditures are set aside to ensure that the City has adequate resources to pay its liabilities.

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Comprehensive Financial Forecast FY 2014 - FY 2018

Revenues

Revenue Overview and Methodology

The City's revenue outlook determines the resources that are available to provide services to our citizens in the future. For each of the City's major operating funds, departments prepared revenue projections for the period FY 2014 through FY 2018 under three different assumptions:

1. A "best case" scenario that applies the most optimistic economic assumptions
2. A "worst case" scenario using the most pessimistic, or conservative, economic assumptions
3. A point between those two that is considered "most likely" to happen

The following discussion includes a review of all three projection scenarios for the General Fund, and also summarizes the "most likely" revenue scenario for the other operating funds.

The General Fund

Within the General Fund, 86 percent of all FY 2013 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 PILOT, AISD payments for the School Resource Officer program, the red light camera enforcement program, and the payments received from the Texas Rangers for the Ballpark lease and related land settlement, the total exceeds 90 percent of all General Fund revenues. It becomes clear that projections in these areas, particularly for taxes, franchise fees and Court revenues, are the critical revenue components for determining the resources that will be available to the General Fund in the coming years.

The "most likely" scenario for General Fund **ad valorem revenues** shows an increase of 1.6 percent in FY 2014 from the FY 2013 budgeted level, then annual increases thereafter as follows: 3.6 percent in FY 2015, 4.4 percent in FY 2016, 4.8 percent in FY 2017, and 3.9 percent in FY 2018. Over the five-year period, this would result in a 19.7 percent increase from the FY 2013 budget. The "worst case" scenario would result in a 12.9 percent decrease over the five-year period, and the "best case" scenario would result in a 37.6 percent increase over the next five years.

The "most likely" scenario for General Fund **sales tax revenues** shows an increase of 3.7 percent in FY 2014 from the current FY 2013 estimate of \$50,509,234, then annual increases thereafter as follows: 3.3 percent in FY 2015, 2.9 percent in FY 2016, 2.3 percent in FY 2017, and 1.6 percent in FY 2018. Over the five-year period, this would result in a 14.6 percent increase from the FY 2013 estimate. The "worst case" scenario would result in a 7.3 percent decrease over the five-year period, and the "best case" scenario would result in a 19.9 percent increase over the period.

The "most likely" scenario for **franchise fee revenues** shows a decrease of 0.2 percent in FY 2014 from the FY 2013 budgeted level, then annual increases thereafter as follows: 0.4 percent in FY 2015, and 0.5 percent each year in FY 2016 through FY 2018. Over the five-year period, this would result in a 1.7 percent increase from the FY 2013 budget. The "worst case" scenario would result in a 14.9 percent decrease over the five-year period, and the "best case" scenario would result in an 8.3 percent increase over the period. Franchise fee revenues for electricity, gas, and water usage are largely determined by weather conditions during the winter and summer months, and could vary significantly in any given year if we experience extreme cold or extreme heat and drought.

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The “most likely” scenario for **Municipal Court revenues** shows a 0.5 percent increase for each year of the forecast, resulting in a 2.5 percent increase over the five-year period. The “worst case” scenario would result in flat revenues over the period, and the “best case” scenario would result in a 5.1 percent increase over the next five years. Barring any changes in the level of fines as stipulated in state law and set by the Court Judiciary, it is not anticipated that these revenues will vary significantly throughout the forecast period.

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

	Budgeted FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018
"Best Case"	206,863,787	212,613,647	222,772,945	231,602,534	243,811,850	255,727,156
"Worst Case"	206,863,787	183,609,000	175,319,259	175,519,567	178,271,864	180,728,274
"Most Likely"	206,863,787	207,617,217	213,021,317	219,114,165	225,337,289	230,296,511
Increase from prior year		753,431	5,404,100	6,092,847	6,223,124	4,959,222
Percent increase from prior year		0.4%	2.6%	2.9%	2.8%	2.2%

If we assume the “most likely” scenario, revenues would increase by \$5.1 million (2.5%) in FY 2014; by \$6.3 million (3.0%) in FY 2015; by \$5.8 million (2.7%) in FY 2016; by \$5.0 million (2.2%) in FY 2017; and by \$3.8 million (1.6%) in FY 2018.

Water Utilities Fund

By far the largest sources of revenue in the Water Utilities Fund are water sales and sewer charges, accounting for approximately \$111.4 million (94.8%) of the fund’s \$117.5 million revenue budget in FY 2013. As with certain franchise fee revenues in the General Fund, the sale of water is primarily affected by heat and drought conditions during the summer months. The “most likely” projection scenario for the fund’s revenues is as follows:

	Budgeted FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018
	117,533,501	126,503,885	127,538,005	130,081,542	134,142,511	138,030,581
Increase from prior year		8,970,384	1,034,120	2,543,537	4,060,969	3,888,070
Percent increase from prior year		7.6%	0.8%	2.0%	3.1%	2.9%

Convention and Event Services Fund

Hotel occupancy taxes account for \$5.86 million (68.9%) of the fund’s \$8.52 million revenue budget in FY 2013. Other major sources of revenue in the fund include catering services, rental of the Convention Center’s exhibit halls and meeting rooms, and parking for special events. The “most likely” projection scenario for the fund’s revenues is as follows:

	Budgeted FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018
	8,515,266	9,464,221	9,950,470	10,536,124	10,951,500	11,381,087
Increase from prior year		948,955	486,249	585,654	415,376	429,587
Percent increase from prior year		11.1%	5.1%	5.9%	3.9%	3.9%

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Park Performance Fund

The Park Performance Fund's activities include aquatic and athletic programs, recreation center activities, rental revenues for facilities and equipment, fees at the Arlington Tennis Center, and revenues from the City's four golf courses. The "most likely" projection scenario for the fund's revenues is as follows:

	Budgeted FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018
	9,250,996	9,421,483	9,523,164	9,600,850	9,640,456	9,676,698
Increase from prior year		170,487	101,681	77,686	39,606	36,242
Percent increase from prior year		1.8%	1.1%	0.8%	0.4%	0.4%

Street Maintenance Fund

The 1/4-cent sales tax provides \$13.0 million of the fund's \$13.2 million in budgeted revenues in FY 2013. The fund also receives approximately \$7.1 million in support through transfers from the General Fund and, in FY 2013, will receive a one-time transfer of \$817,839 from the General Gas Fund. The "most likely" projection scenario for the fund's revenues is as follows:

	Budgeted FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018
	13,155,531	13,192,281	13,668,282	14,148,316	14,512,332	14,740,157
Increase from prior year		36,750	476,000	480,035	364,016	227,825
Percent increase from prior year		0.3%	3.6%	3.5%	2.6%	1.6%

Storm Water Utility Fund

The Storm Water Utility Fund receives revenues from commercial and residential storm water fees charged to businesses and residents for maintenance of the City's storm water drainage system. The "most likely" projection scenario for the fund's revenues is as follows:

	Budgeted FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018
	10,350,383	10,271,195	10,306,793	10,377,988	10,413,585	10,413,585
Increase from prior year		(79,188)	35,598	71,195	35,598	-
Percent increase from prior year		-0.8%	0.3%	0.7%	0.3%	0.0%

Debt Service Fund

Ad valorem tax revenues and interest make up the fund's \$36.7 million revenue budget in FY 2013. The fund will also receive \$4.2 million in transfers from other funds in FY 2013 to cover costs associated with the City's debt repayment obligations. The "most likely" projection scenario for the fund's revenues is as follows:

	Budgeted FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018
	36,703,135	37,721,465	39,095,172	40,704,601	42,765,774	44,419,243
Increase from prior year		1,018,330	1,373,707	1,609,429	2,061,173	1,653,469
Percent increase from prior year		2.8%	3.6%	4.1%	5.1%	3.9%

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Expenditures

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

Health Insurance Costs

Costs for employee health insurance are projected to increase significantly over the forecast period. In the General Fund, these costs are budgeted at \$15.2 million in FY 2013. Based on information provided by the Workforce Services 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 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018	Cumulative Costs
Employee Insurance	15,231,853	17,211,994	19,621,673	22,564,924	25,949,663	29,842,112	
Increase from prior year		1,980,141	2,409,679	2,943,251	3,384,739	3,892,449	14,610,259
Percent increase from prior year		13.0%	14.0%	15.0%	15.0%	15.0%	

Employee Compensation Costs

In FY 2013, each percentage-point increase in employee compensation costs approximately \$1.29 million in the General Fund, including support for those costs in the internal service funds (Communication Services, Fleet, Information Technology, and Knowledge Services). The costs of providing an employee compensation package at the 1%, 2%, 3%, and 4% level are shown below for each year of the forecast period.

	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017	Projected FY 2018	Cumulative Costs
1% compensation package	1,287,117	1,299,988	1,312,988	1,326,118	1,339,379	6,565,590
2% compensation package	2,574,234	2,625,719	2,678,233	2,731,798	2,786,434	13,396,417
3% compensation package	3,861,351	3,977,192	4,096,507	4,219,402	4,345,985	20,500,437
4% compensation package	5,148,468	5,354,407	5,568,583	5,791,326	6,022,979	27,885,763

Proposed Expenditures by Horizon Issue

To develop the expenditure side of the Comprehensive Financial Forecast, City departments were asked to prepare five years of future budget requests. Departments were tasked with developing proposals that would address the important issues and challenges that were identified during the City Council Horizon Project Workshop conducted in the fall of 2012. Within the context of addressing these Horizon Issues, departments put together two different types of future expenditure projections: Current Services and New Programs. Current services expenditures were defined as the future cost associated with continuing to provide existing programs, services and staffing. Expenditure increases in current services would include such items as:

- contractually agreed upon CPI increases,
- maintenance and replacement of existing equipment,
- expenses resulting from operating and maintaining voter approved capital projects,
- absorbing the cost of services, programs or personnel tied to expiring grant funds.

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

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

Asset Management

The Horizon Workshop identified **Asset Management** as a key future concern for the City. A focus on asset management will accelerate the need for infrastructure improvements and keeping pace with technology advances. Departments' Current Services needs for Asset Management are summarized below:

General Fund - Current Services Horizon Issue: Asset Management

FY14 Program Cost	FY15 Program Cost	FY16 Program Cost	FY17 Program Cost	FY18 Program Cost
\$ 2,626,734	\$ 3,864,025	\$ 3,642,281	\$ 3,987,598	\$ 3,045,038

The above includes the following highlights:

- Funding for the heavy equipment fleet in Fire. This equipment is not included in the annual vehicle replacement funding budgeted in the Fleet Division. Fire apparatus has historically been funded with one-time funds when available.
- Replacement of public safety equipment such as DVRs in Police vehicles, handheld citation devices, tasers, and radar equipment.
- Updates of technology tools such as internet service, software maintenance on existing packages, and hardware replacement of items such as servers.
- Ongoing maintenance at the Animal Services Center and City Jail.

New program proposals that focus on Asset Management are summarized in the proposal below:

General Fund - New Programs Horizon Issue: Asset Management

FY14 Program Cost	FY15 Program Cost	FY16 Program Cost	FY17 Program Cost	FY18 Program Cost
2,406,363	2,679,663	1,869,682	2,279,762	4,102,104

The above includes the following highlights:

- New positions in Information Technology that would be responsible for software research, compliance and procurement.
- New computer applications that would create efficiencies in computer hardware and software inventory management are also included.
- "Cloud" electronic file sharing would allow the City to move away from investing in expensive computer hardware and servers currently used for data storage and allow for secure access to city information over the internet.

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- Additional technology tools and services to enhance the security of the City's network.

Organizational Viability

Organizational viability, or the capacity of an organization to adapt and thrive over the long-term, was another key Horizon Issue identified by Council and Senior Management over the course of the Horizon Workshop. A viable organization focuses on identifying and providing for the ongoing costs of conducting business, improving the effectiveness and efficiency of delivering services to citizens, and mitigating the effects of financial uncertainty. Departments' current services needs for Organizational Viability are summarized below:

General Fund - Current Services Horizon Issue: Organizational Viability

FY14 Program Cost	FY15 Program Cost	FY16 Program Cost	FY17 Program Cost	FY18 Program Cost
\$ 2,817,678	\$ 1,945,928	\$ 2,245,889	\$ 2,589,828	\$ 2,514,146

The summary above includes the following highlights:

- Replacement of Self-Contained Breathing Apparatus (SCBA) equipment used by the Fire Department in fire rescue operations
- Maintenance of the Computer-Aided Dispatch (CAD) system in Communication Services
- Upgraded computer file servers for the Municipal Court
- Increases for existing contracts with the Tarrant Appraisal District and Tarrant County for property tax assessment and collection
- Increases for utility costs

New program proposals that focus on Organizational Viability are summarized in the proposal below:

General Fund - New Programs Horizon Issue: Organizational Viability

FY14 Program Cost	FY15 Program Cost	FY16 Program Cost	FY17 Program Cost	FY18 Program Cost
\$ 4,286,147	\$ 4,153,154	\$ 4,593,603	\$ 5,009,779	\$ 5,075,193

The summary above includes the following highlights:

- Operating and maintenance expenses to operate new parks
- Expanded staffing for the City Attorney's Office
- Expanded staffing to cover extended medical leave in the Fire Department
- Funding for a call center and first-level support in Information Technology
- Expanding the digital-based collection materials at City libraries

Quality Neighborhoods

Having **Quality Neighborhoods** was identified as important Horizon Issue by the City Council. In order to develop Quality Neighborhoods, efforts should be made to raise the standard of living for Arlington

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residents. Public safety and code enforcement needs to be enhanced, including addressing the perception of crime in the City and developing higher standards for development and code enforcement. There also needs to be more focus on beautification of the City such as improving “curb appeal”, putting more investment and incentives into urban beautification, and increasing or improving neighborhood amenities such as parks and transit options. Through these efforts, Arlington will become more attractive to future residents and citizen satisfaction will increase. Department current services needs for Quality Neighborhoods are summarized below:

General Fund - Current Services
Horizon Issue: Quality Neighborhoods

FY14 Program Cost	FY15 Program Cost	FY16 Program Cost	FY17 Program Cost	FY18 Program Cost
\$ 2,347,792	\$ 2,392,302	\$ 2,758,378	\$ 2,796,032	\$ 2,772,693

The above includes the following highlights:

- Restoring the January Police Academy class that was previously eliminated through a Challenge Grant reduction
- Reinstating the minimum duty standard of averaging two supervisors per patrol shift
- Expanding assignment of beat detectives to an additional six existing City beats currently unassigned

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

General Fund - New Programs
Horizon Issue: Quality Neighborhoods

FY14 Program Cost	FY15 Program Cost	FY16 Program Cost	FY17 Program Cost	FY18 Program Cost
\$ 9,588,788	\$ 7,490,065	\$ 8,529,343	\$ 7,274,791	\$ 7,146,280

The above includes the following highlights:

- Upgrades to older playground equipment with more modern and safe play areas Citywide
- Establish a Tactical Intelligence Unit (ATI) as a 24-hour operation
- Increase funding for the Dangerous and Substandard Structure (DSS) program

Citizen Relationships

Good relationships with its citizens are an integral part of a well-functioning city. Being involved with their government helps citizens feel empowered and increases the likelihood they will take on a more active role in the democratic process. In order to develop positive Citizen Relationships, there needs to be good connectivity with residents. This can be accomplished through communication with the public about the role of government in which the capacity, limitations and expectations are clearly articulated. In addition, developing a collective view of Arlington, inclusive of all residents, helps to engage the public in the delivery of “non-core” services such as parks, libraries, animal services, arts and culture. Department current services needs for Citizen Relationships are summarized below:

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General Fund - Current Services Horizon Issue: Citizen Relationships

FY14	FY15	FY16	FY17	FY18
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

The above includes the following highlight:

- Maintaining the webpage for the City of Arlington

New program proposals that focus on Citizen Relationships are summarized in the proposal below:

General Fund - New Programs Horizon Issue: Citizen Relationships

FY14	FY15	FY16	FY17	FY18
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 955,914	\$ 1,190,914	\$ 1,545,914	\$ 1,479,460	\$ 1,409,710

The above includes the following highlights:

- Action Center 3-1-1 system implementation to improve accessibility of information to residents
- Hire consultant to develop Americans with Disabilities Act (ADA) Accessibility Improvement Plan for parks and recreation facilities
- COA Web 3.0 redevelopment of the City's website to improve usability for residents

Natural Resources Management

Among the specific issues identified as a future concern, the condition and preservation of natural resources was chosen as a Horizon Issue. Concerns included lack of resources such as land and water, water and air quality issues, and water conservation issues.

A summary of new program proposals for Natural Resources Management is shown below:

General Fund - New Programs Horizon Issue: Natural Resources

FY14	FY15	FY16	FY17	FY18
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 3,766,155	\$ 1,603,980	\$ 323,305	\$ 341,218	\$ (44,520)

The above includes the following highlights:

- A multi-year program to dredge ponds in high-profile parks where sediment has deposited and lowered water quality and aesthetics. The program includes ponds at Randol Mill Park, Richard Greene/Caelum Moor, the Lakes of Matlock and Veterans Park.
- A computerized irrigation system that will allow for centrally managing water scheduling at city properties. This technology will allow assessment of flow rates, volume of water used, soil

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type, weather, and other factors and permit instant adjustments to increase efficiency and conservation.

- Funding to drill a water well at Harold Patterson Sports Complex. This project is part of a long-term strategy by the Parks Department to address water conservation and increase cost recovery. The proposed project is expected to pay for itself in less than seven years by reducing potable water consumption by over 40,000,000 gallons.

Strategic Partnerships

The City of Arlington has a long-standing commitment to collaborating with local partners. The Horizon Workshop reiterated the importance of solidifying partnerships with other governments, interested citizens, and organizations with common strategic interests.

A summary of new program proposals for Strategic Partnerships is shown below:

General Fund - New Programs Horizon Issue: Strategic Partnerships

FY14 Program Cost	FY15 Program Cost	FY16 Program Cost	FY17 Program Cost	FY18 Program Cost
428,228	228,228	228,228	228,228	228,228

The above includes the following highlights:

- A proposed new position in the Fire Department that would plan, organize, coordinate, and oversee the Arlington Independent School District (AISD) Fire Academy program. This program is a partnership between the Fire Department, AISD, and Tarrant County College.
- Funding for materials that support grades K-12 in partnership with AISD.
- Request for funding of a strategic planning process to address the collaborative project known as “Our Community, Our Kids”.

Economic Development/Redevelopment

As part of the Economic Development/Redevelopment Horizon Issue, the City will be working to develop high potential neighborhoods and diversify and increase the tax base. Other key items include addressing changing population demographics, integrating urban living into the City’s environment, and exploring the opportunities in urban development vs. suburban mentality. Department current services needs for Economic Development/Redevelopment are summarized below:

General Fund - Current Services Horizon Issue: Economic Development/Redevelopment

FY14 Program Cost	FY15 Program Cost	FY16 Program Cost	FY17 Program Cost	FY18 Program Cost
\$ -	\$ 100,000	\$ 250,000	\$ -	\$ -

The above includes the following highlight:

- Ensuring funding for November elections for local liquor sales option and bond election

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New program proposals that focus on Economic Development/Redevelopment are summarized in the proposal below:

General Fund - New Programs
Horizon Issue: Economic Development/Redevelopment

FY14	FY15	FY16	FY17	FY18
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 1,170,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,300,000

The above includes the following highlights:

- Create an Economic Development Fund in order to participate in the assembly of land (land banking) and foster new development where opportunities are presented
- Update Comprehensive Plan Sector Plans in order to address specific needs, concerns, and goals of the communities by area

Housing Supply

The City Council identified Arlington’s Housing Supply as a future focus issue. Increasing residential capacity and inventory, enhancing housing opportunities for active seniors and young professionals, improving housing choices, and upgrading rental standards are all strategies within this issue.

General Fund - New Programs
Horizon Issue: Housing Supply

FY14	FY15	FY16	FY17	FY18
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 200,000	\$ -	\$ -	\$ -	\$ -

One new program promoting the housing supply was proposed. The request proposed a comprehensive housing study to determine what currently exists, what is needed, and how to address any gaps.

Local Autonomy

Council and City management have both identified local autonomy issues as a future focus issue. Protecting home rule authority against harmful legislation, increasing the City’s involvement in the legislative process, and maintaining vigilance against unfunded mandates would be the focus of program proposals in this area.

General Fund - New Programs
Horizon Issue: Local Autonomy

FY14	FY15	FY16	FY17	FY18
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
140,000	330,000	350,000	352,000	354,000

One new program promoting local autonomy was proposed. The request proposed a new full-time position in the Financial and Management Resources Department and additional funding for lobbying efforts would allow Arlington to have an enhanced presence at and relationship with governments at federal, state, and local levels.

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General Fund Baseline

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030

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General Fund with Compensation Package and Health Insurance

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Compensation package at 1%		1,287,117	2,587,105	3,900,093	5,226,211	6,565,590
Health insurance increases		1,980,141	4,389,820	7,333,071	10,717,810	14,610,259
ENDING BALANCE		\$ (1,707,522)	\$ (13,089)	\$ 1,823,519	\$ 3,335,787	\$ 3,063,180

Note: This projection includes a 1% compensation package in each year, and health insurance increases of 13% in 2014, 14% in 2015, and 15% each year in 2016 through 2018.

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Housing Supply

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Housing Supply - New Programs		200,000	-	-	-	-
ENDING BALANCE with Housing Supply		\$ 1,359,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030

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Economic Development/ Redevelopment

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Econ Development/Redevelopment - Current Services		-	100,000	250,000	-	-
ENDING BALANCE with Econ Devel/Redevel. - Current Services	\$	1,559,736	6,863,836	12,806,684	19,279,808	24,239,030
Econ Development/Redevelopment - New Programs		1,170,000	1,100,000	1,100,000	1,100,000	1,300,000
ENDING BALANCE with Econ Devel/Redevel. - New Programs	\$	389,736	5,763,836	11,706,684	18,179,808	22,939,030

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Regional Mobility

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Regional Mobility - New Programs		402,144	537,600	362,600	362,600	362,600
ENDING BALANCE with Regional Mobility		\$ 1,157,592	\$ 6,426,236	\$ 12,694,084	\$ 18,917,208	\$ 23,876,430

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Quality Neighborhoods

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Quality Neighborhoods - Current Services		2,347,792	2,392,302	2,758,378	2,796,032	2,772,693
ENDING BALANCE with Quality Neighborhoods - Current Services	\$ (788,056)	\$ 4,571,534	\$ 10,298,306	\$ 16,483,776	\$ 21,466,337	\$ 21,466,337
Quality Neighborhoods - New Programs		9,588,788	7,490,065	8,529,343	7,274,791	7,146,280
ENDING BALANCE with Quality Neighborhoods - New Programs	\$ (10,376,844)	\$ (2,918,531)	\$ 1,768,963	\$ 9,208,985	\$ 14,320,057	\$ 14,320,057

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Organizational Viability

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Organizational Viability - Current Services		2,817,678	1,945,928	2,245,889	2,589,828	2,514,146
ENDING BALANCE with Org. Viability - Current Services		\$ (1,257,942)	\$ 5,017,909	\$ 10,810,795	\$ 16,689,980	\$ 21,724,883
Organizational Viability - New Programs		4,286,147	4,153,154	4,593,603	5,009,779	5,075,193
ENDING BALANCE with Org. Viability - New Programs		\$ (5,544,089)	\$ 864,755	\$ 6,217,192	\$ 11,680,201	\$ 16,649,691

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Natural Resources Management

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Natural Resources Management - New Programs		3,766,155	1,603,980	323,305	341,218	(44,520)
ENDING BALANCE with Natural Resources Management		\$ (2,206,419)	\$ 5,359,856	\$ 12,733,379	\$ 18,938,590	\$ 24,283,550

APPENDICES



Asset Management

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Asset Management - Current Services		2,626,734	3,864,025	3,642,281	3,987,598	3,045,038
ENDING BALANCE with Asset Mgmt. - Current Services		\$ (1,066,998)	\$ 3,099,811	\$ 9,414,403	\$ 15,292,210	\$ 21,193,992
Asset Management - New Programs		765,000	1,558,500	1,051,665	1,334,835	1,170,210
ENDING BALANCE with Asset Mgmt. - New Programs		\$ (1,831,998)	\$ 1,541,311	\$ 8,362,738	\$ 13,957,375	\$ 20,023,782

APPENDICES



Citizen Relationships

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Citizen Relationships - Current Services		5,000	5,000	5,000	5,000	5,000
ENDING BALANCE with Citizen Relations - Current Services		\$ 1,554,736	\$ 6,958,836	\$ 13,051,684	\$ 19,274,808	\$ 24,234,030
Citizen Relationships - New Programs		955,914	1,190,914	1,545,914	1,479,460	1,409,710
ENDING BALANCE with Citizen Relations - New Programs		\$ 598,822	\$ 5,767,922	\$ 11,505,770	\$ 17,795,348	\$ 22,824,320

APPENDICES



Strategic Partnerships

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Strategic Partnerships - New Programs		428,228	228,228	228,228	228,228	228,228
ENDING BALANCE with Strategic Partnerships		\$ 1,131,508	\$ 6,735,608	\$ 12,828,456	\$ 19,051,580	\$ 24,010,802

APPENDICES



Local Autonomy

Comprehensive Financial Forecast General Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND REVENUES - Most Likely	\$ 206,863,787	\$ 207,617,217	\$ 213,021,317	\$ 219,114,165	\$ 225,337,289	\$ 230,296,511
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163	\$ 3,314,163
Conv. & Event Svcs. Fund Indirect Cost	581,604	581,604	581,604	581,604	581,604	581,604
Storm Water Indirect Cost	349,960	349,960	349,960	349,960	349,960	349,960
From Natural Gas Funds	3,212,595	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055	463,055	463,055
To APFA Fund	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)	(511,995)
(To) From Business Continuity Reserve	993,453	-	-	-	-	-
To Park Performance Fund	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)	(1,848,193)
To Special Transportation Fund	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)	(1,195,744)
To Street Maintenance Fund for Traffic	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)	(4,908,303)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
TOTAL INTERFUND TRANSFERS	\$ (1,715,932)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)	\$ (5,921,980)
TOTAL AVAILABLE FUNDS	\$ 205,147,855	\$ 201,695,237	\$ 207,099,337	\$ 213,192,185	\$ 219,415,309	\$ 224,374,531
GENERAL FUND EXPENDITURES	\$ 205,122,549	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501	\$ 200,135,501
ENDING BALANCE	\$ 25,306	\$ 1,559,736	\$ 6,963,836	\$ 13,056,684	\$ 19,279,808	\$ 24,239,030
Local Autonomy - New Programs		140,000	330,000	350,000	352,000	354,000
ENDING BALANCE with Local Autonomy		\$ 1,419,736	\$ 6,633,836	\$ 12,706,684	\$ 18,927,808	\$ 23,885,030

APPENDICES



Water Utilities Fund

Comprehensive Financial Forecast Water Utilities Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BEGINNING BALANCE	\$ 1,725,680	\$ 1,085,066	\$ 1,085,066	\$ 1,085,066	\$ 1,085,066	\$ 1,085,066
WATER FUND REVENUES - Most Likely	\$ 117,533,501	\$ 126,503,885	\$ 127,538,005	\$ 130,081,542	\$ 134,142,511	\$ 138,030,581
INTERFUND TRANSFERS:						
General Fund - Indirect Cost	\$ (3,314,163)	\$ (3,314,163)	\$ (3,314,163)	\$ (3,314,163)	\$ (3,314,163)	\$ (3,314,163)
APFA Fund - Indirect Cost	(63,811)	(63,811)	(63,811)	(63,811)	(63,811)	(63,811)
Storm Water - Indirect Cost	170,122	170,122	170,122	170,122	170,122	170,122
Debt Service, City Tower	(70,054)	(67,811)	(65,544)	(63,229)	(60,889)	(58,500)
Rate Stabilization Fund	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
Renewal / Rehabilitation Fund	(13,000,000)	(13,000,000)	(13,000,000)	(13,000,000)	(13,000,000)	(13,000,000)
Conservation Fund	230,106	230,106	230,106	230,106	230,106	230,106
Lab Equipment Reserve	126,500	126,500	126,500	126,500	126,500	126,500
TOTAL INTERFUND TRANSFERS	\$ (16,521,300)	\$ (16,519,057)	\$ (16,516,790)	\$ (16,514,475)	\$ (16,512,135)	\$ (16,509,746)
TOTAL AVAILABLE FUNDS	\$ 102,737,881	\$ 111,069,894	\$ 112,106,281	\$ 114,652,133	\$ 118,715,442	\$ 122,605,901
WATER FUND EXPENDITURES	\$ 101,652,815	\$ 101,052,815	\$ 101,052,815	\$ 101,052,815	\$ 101,052,815	\$ 101,052,815
ENDING BALANCE	\$ 1,085,066	\$ 10,017,079	\$ 11,053,466	\$ 13,599,318	\$ 17,662,627	\$ 21,553,086
Compensation package at 1%		131,505	264,326	398,475	533,965	670,810
Health insurance increases		184,727	395,317	637,494	915,999	1,236,278
ENDING BALANCE		\$ 9,700,846	\$ 10,393,823	\$ 12,563,349	\$ 16,212,664	\$ 19,645,998

Current Services

Maintenance	696,620	756,872	842,984	865,881	888,826
Supplies and Materials	15,268	30,842	54,669	79,212	104,490
Miscellaneous Operating Expenditures	15,000	30,750	47,288	64,652	82,884
Fixed Assets	5,000	73,500	15,000	15,000	15,000
Franchise Fee	370,141	414,170	529,795	749,382	974,890
Bond Principal and Interest	4,482,797	5,106,898	6,397,840	6,397,840	6,397,840
Renewal and Rehabilitation	500,000	1,000,000	1,500,000	2,000,000	2,500,000
Capital Improvement	755,000	2,540,000	3,040,000	3,540,000	4,040,000
Raw Water Purchase	1,912,100	3,632,565	6,431,451	8,540,826	11,484,569
Wastewater Treatment	3,290,470	4,981,150	6,672,003	8,644,290	10,334,970
Chemical Supplies	96,713	233,571	377,272	528,158	686,589
Electricity	(118,726)	37,706	201,960	374,427	555,517
Special Services - Credit Card Fees	8,765	17,705	26,824	36,125	45,613

Total - Current Services \$ 12,029,148 \$ 18,855,729 \$ 26,137,086 \$ 31,835,793 \$ 38,111,188

ENDING BALANCE with Current Services \$ (2,328,302) \$ (8,461,906) \$ (13,573,737) \$ (15,623,129) \$ (18,465,190)

New Programs

Conservation Specialist	-	64,869	64,869	64,869	64,869
Meter Service Technician Reclassification	-	13,800	13,800	13,800	13,800
Irrigation Evaluation Program	-	20,000	20,000	20,000	20,000

Total - New Programs \$ - \$ 98,669 \$ 98,669 \$ 98,669 \$ 98,669

ENDING BALANCE with Current Services + New Programs \$ (2,328,302) \$ (8,560,575) \$ (13,672,406) \$ (15,721,798) \$ (18,563,859)

APPENDICES



Convention and Event Services Fund

Comprehensive Financial Forecast Convention and Event Services Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BEGINNING BALANCE	\$ 1,430,629	\$ 1,248,161	\$ 1,248,161	\$ 1,248,161	\$ 1,248,161	\$ 1,248,161
CES FUND REVENUES - Most Likely	\$ 8,515,266	\$ 9,464,221	\$ 9,950,470	\$ 10,536,124	\$ 10,951,500	\$ 11,381,087
INTERFUND TRANSFERS:						
To Debt Service Fund	\$ (1,362,238)	\$ (1,364,812)	\$ (1,364,149)	\$ (1,287,589)	\$ (1,219,851)	\$ (1,156,399)
(To) From Capital Maintenance Reserve	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
(To) From Hotel Feasibility Fund	150,000	-	-	-	-	-
To General Fund - Indirect Costs	(581,604)	(581,604)	(581,604)	(581,604)	(581,604)	(581,604)
TOTAL INTERFUND TRANSFERS	\$ (1,943,842)	\$ (2,096,416)	\$ (2,095,753)	\$ (2,019,193)	\$ (1,951,455)	\$ (1,888,003)
TOTAL AVAILABLE FUNDS	\$ 8,002,053	\$ 8,615,966	\$ 9,102,878	\$ 9,765,092	\$ 10,248,206	\$ 10,741,245
CES FUND EXPENDITURES	\$ 6,753,892	\$ 6,543,892	\$ 6,543,892	\$ 6,543,892	\$ 6,543,892	\$ 6,543,892
ENDING BALANCE	\$ 1,248,161	\$ 2,072,074	\$ 2,558,986	\$ 3,221,200	\$ 3,704,314	\$ 4,197,353
Compensation package at 1%		18,655	37,497	56,526	75,747	95,159
Health insurance increases		27,873	59,649	96,191	138,215	186,541
ENDING BALANCE		\$ 2,025,546	\$ 2,461,840	\$ 3,068,482	\$ 3,490,352	\$ 3,915,652

Current Services

Administrative Expenditures	3,923	7,964	12,126	16,413	20,829
Event Services	580	1,177	1,792	2,426	3,079
Operations	19,665	39,920	60,783	82,272	104,405
ACVB Funding	-	100,000	200,000	300,000	400,000
Arts Funding	-	25,000	50,000	75,000	100,000

Total - Current Services \$ 24,168 \$ 174,061 \$ 324,701 \$ 476,111 \$ 628,313

ENDING BALANCE with Current Services \$ 2,001,378 \$ 2,287,779 \$ 2,743,781 \$ 3,014,241 \$ 3,287,339

New Programs

Table and Chair Replacement	10,000	10,000	10,000	10,000	10,000
Fire Alarm Control System	175,000	-	-	-	-
Air Wall Repairs	25,000	-	-	-	-
Business Office Equipment Replacement	30,000	-	-	-	-
Technical Sales/Service Position	50,000	50,000	50,000	50,000	50,000
Grand Hall Roof Repair	250,000	-	-	-	-
Concrete Repair	-	15,000	-	-	-
Parking Lot Improvements	-	40,000	-	-	-
Managed WiFi	-	85,000	-	-	-
North and South Entry Store Front Doors	-	120,000	-	-	-
Restroom Floor Retile	-	-	25,000	-	-
Meeting Room/Hallway Remodel	-	-	150,000	-	-
Meeting Room Audio System Replacement	-	-	40,000	-	-
Concession Stand Remodel	-	-	-	500,000	-
High Extension Forklift	-	-	-	30,500	-
Bldg. Light Controls/Exhibit Hall Light Replacement	-	-	-	250,000	-
Commercial Dishwasher	-	-	-	170,000	-
Cooling Tower	-	-	-	-	300,000
Chillers	-	-	-	-	700,000
Boiler	-	-	-	-	150,000
Elevator	-	-	-	-	90,000
Delphi Software	35,000	-	-	-	40,000
Travel Training Membership - Non Metroplex	15,000	15,000	15,000	15,000	15,000

Total - New Programs \$ 590,000 \$ 335,000 \$ 290,000 \$ 1,025,500 \$ 1,355,000

ENDING BALANCE with Current Services + New Programs \$ 1,411,378 \$ 1,952,779 \$ 2,453,781 \$ 1,988,741 \$ 1,932,339

APPENDICES



Park Performance Fund

Comprehensive Financial Forecast Park Performance Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BEGINNING BALANCE	\$ 1,105,775	\$ 766,379	\$ 766,379	\$ 766,379	\$ 766,379	\$ 766,379
PARK PERF. FUND REVENUES - Most Likely	\$ 9,250,996	\$ 9,421,483	\$ 9,523,164	\$ 9,600,850	\$ 9,640,456	\$ 9,676,698
INTERFUND TRANSFERS:						
To Debt Service Fund	\$ (779,388)	\$ (779,030)	\$ (776,735)	\$ (777,633)	\$ (701,560)	\$ (273,000)
Transfer from General Fund	1,848,193	1,848,193	1,848,193	1,848,193	1,848,193	1,848,193
From Golf Surcharge Fund	522,080	522,080	522,080	522,080	522,080	522,080
TOTAL INTERFUND TRANSFERS	\$ 1,590,885	\$ 1,591,243	\$ 1,593,538	\$ 1,592,640	\$ 1,668,713	\$ 2,097,273
TOTAL AVAILABLE FUNDS	\$ 11,947,656	\$ 11,779,105	\$ 11,883,081	\$ 11,959,869	\$ 12,075,548	\$ 12,540,350
PARK PERF. FUND EXPENDITURES	\$ 11,181,277	\$ 11,181,277	\$ 11,181,277	\$ 11,181,277	\$ 11,181,277	\$ 11,181,277
ENDING BALANCE	\$ 766,379	\$ 597,828	\$ 701,804	\$ 778,592	\$ 894,271	\$ 1,359,073
Compensation package at 1%		62,963	126,555	190,783	255,654	321,173
Health insurance increases		57,692	123,461	199,095	286,074	386,100
ENDING BALANCE		\$ 477,173	\$ 451,788	\$ 388,714	\$ 352,543	\$ 651,800

Current Services

Aquatics - Facility Infrastructure	86,000	313,000	139,000	320,000	191,000
Fitness Equipment for all Locations	37,500	49,500	59,000	111,000	22,000
Sports Court Floor Refinishing	12,000	13,500	11,000	6,000	12,000
Health Insurance Benefits for part-time employees	180,000	183,600	187,272	191,017	194,837
Water Rates - Golf	8,207	8,453	8,707	8,968	9,237
Fertilizer and Nutrient Supply Contracts	5,776	5,950	6,128	6,312	6,501

Total - Current Services \$ 329,483 \$ 574,003 \$ 411,107 \$ 643,297 \$ 435,575

ENDING BALANCE with Current Services \$ 147,690 \$ (122,215) \$ (22,393) \$ (290,754) \$ 216,225

New Programs

Software	2,000	35,000	20,000	20,000	20,000
Camera Security Systems	44,000	44,000	44,000	44,000	4,000

Total - New Programs \$ 46,000 \$ 79,000 \$ 64,000 \$ 64,000 \$ 24,000

ENDING BALANCE with Current Services + New Programs \$ 101,690 \$ (201,215) \$ (86,393) \$ (354,754) \$ 192,225

APPENDICES



Street Maintenance Fund

Comprehensive Financial Forecast Street Maintenance Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BEGINNING BALANCE	\$ 4,366,807	\$ 455,516	\$ 455,516	\$ 455,516	\$ 455,516	\$ 455,516
STREET MAINT. FUND REVENUES - Most Likely	\$ 13,155,531	\$ 13,192,281	\$ 13,668,282	\$ 14,148,316	\$ 14,512,332	\$ 14,740,157
INTERFUND TRANSFERS:						
From General Fund	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527
From Gas Funds	817,839	-	-	-	-	-
From General Fund for Traffic	4,908,303	4,908,303	4,908,303	4,908,303	4,908,303	4,908,303
TOTAL INTERFUND TRANSFERS	\$ 7,892,669	\$ 7,074,830	\$ 7,074,830	\$ 7,074,830	\$ 7,074,830	\$ 7,074,830
TOTAL AVAILABLE FUNDS	\$ 25,415,007	\$ 20,722,628	\$ 21,198,628	\$ 21,678,663	\$ 22,042,679	\$ 22,270,503
STREET MAINT. FUND EXPENDITURES	\$ 24,959,491	\$ 19,341,652	\$ 19,341,652	\$ 19,341,652	\$ 19,341,652	\$ 19,341,652
ENDING BALANCE	\$ 455,516	\$ 1,380,976	\$ 1,856,976	\$ 2,337,011	\$ 2,701,027	\$ 2,928,851
Compensation package at 1%		45,010	90,469	136,384	182,757	229,594
Health insurance increases		78,133	167,204	269,636	387,432	522,898
ENDING BALANCE		\$ 1,257,834	\$ 1,599,303	\$ 1,930,992	\$ 2,130,837	\$ 2,176,359

Current Services

Chemical Supplies	1,500	3,000	4,000	5,500	7,000
Magnesium Chloride	1,000	2,050	3,200	4,300	5,500
Tree Removal and Pruning	2,000	4,200	6,600	9,300	12,200

Total - Current Services \$ 4,500 \$ 9,250 \$ 13,800 \$ 19,100 \$ 24,700

ENDING BALANCE with Current Services \$ 1,253,334 \$ 1,590,053 \$ 1,917,192 \$ 2,111,737 \$ 2,151,659

New Programs

Equity Adjustment for Field Operations	184,307	184,307	184,307	184,307	184,307
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Total - New Programs \$ 184,307 \$ 184,307 \$ 184,307 \$ 184,307 \$ 184,307

ENDING BALANCE with Current Services + New Programs \$ 1,069,027 \$ 1,405,746 \$ 1,732,885 \$ 1,927,430 \$ 1,967,352

APPENDICES



Storm Water Utility Fund

Comprehensive Financial Forecast Storm Water Utility Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BEGINNING BALANCE	\$ 600,310	\$ 373,080	\$ 373,080	\$ 373,080	\$ 373,080	\$ 373,080
STORM WATER FUND REVENUES - Most Likely	\$ 10,350,383	\$ 10,271,195	\$ 10,306,793	\$ 10,377,988	\$ 10,413,585	\$ 10,413,585
INTERFUND TRANSFERS:						
To General Fund - Indirect Costs	\$ (349,960)	\$ (349,960)	\$ (349,960)	\$ (349,960)	\$ (349,960)	\$ (349,960)
To General Fund for capital reimbursement	(463,055)	(463,055)	(463,055)	(463,055)	(463,055)	(463,055)
Pay-Go Capital Projects	(4,035,019)	(4,035,019)	(4,035,019)	(4,035,019)	(4,035,019)	(4,035,019)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)
TOTAL INTERFUND TRANSFERS	\$ (5,018,156)	\$ (5,018,156)	\$ (5,018,156)	\$ (5,018,156)	\$ (5,018,156)	\$ (5,018,156)
TOTAL AVAILABLE FUNDS	\$ 5,932,537	\$ 5,626,119	\$ 5,661,717	\$ 5,732,912	\$ 5,768,509	\$ 5,768,509
STORM WATER FUND EXPENDITURES	\$ 5,559,457	\$ 5,559,457	\$ 5,559,457	\$ 5,559,457	\$ 5,559,457	\$ 5,559,457
ENDING BALANCE	\$ 373,080	\$ 66,662	\$ 102,260	\$ 173,455	\$ 209,052	\$ 209,052
Compensation package at 1%		17,618	35,412	53,384	71,536	89,869
Health insurance increases		22,359	47,847	77,159	110,868	149,634
ENDING BALANCE		\$ 26,685	\$ 19,000	\$ 42,911	\$ 26,648	\$ (30,451)

Current Services

NCTCOG Regional Stormwater Monitoring Program	4,100	-	-	-	-
Street Sweeping	4,963	9,963	15,463	20,963	26,463
Household Hazardous Waste Program	1,200	12,700	24,450	36,200	49,200
Total - Current Services	\$ 10,263	\$ 22,663	\$ 39,913	\$ 57,163	\$ 75,663
ENDING BALANCE with Current Services (No New Programs)	\$ 16,422	\$ (3,663)	\$ 2,998	\$ (30,515)	\$ (106,114)

APPENDICES

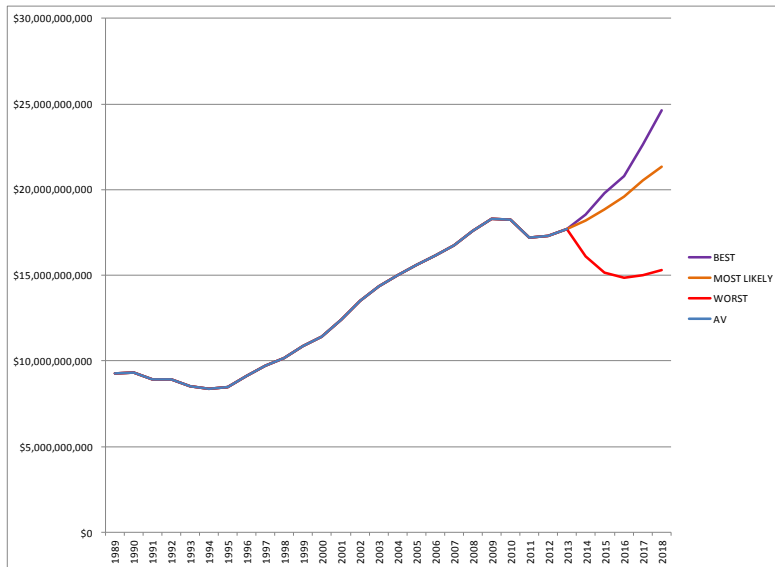
Assessed Valuation (AV)

In creating the three possible scenarios for AV, we evaluated historical trends.

The Worst Case scenario utilizes a combination of this most current recession as its benchmark mixed with the last time the federal government shutdown due to political infighting.

The Most Likely Case assumes a steady growth pattern in values as the City experienced from 2005-2009.

The Best Case repeats the five year period from 1998-2002 in which the City experienced its best rate of growth from 1989-2012.



	WORST	MOST LIKELY	BEST
2014	-8.8%	3.0%	4.9%
2015	-5.9%	3.5%	6.7%
2016	-1.9%	3.8%	5.0%
2017	0.8%	5.0%	8.9%
2018	2.1%	3.9%	8.7%

In all three scenarios we attempted to keep the tax split at .2057 I&S / .4423 M&O. The amount of debt issued was increased or decreased to accommodate this tax rate split while maximizing the amount of debt possible in order to facilitate the greatest amount of capital projects. Unfortunately, this was not possible in the Worst Case in which the I&S rate had to be increased from 2014-2017.

Worst Case – Revenue declines in M&O from \$76mil in 2013 down to a low of \$59mil in 2015, and then turns back around to \$67mil by 2018. It will take several more years of growth beyond 2018 before AV returns to 2013 levels, and even longer to cross the high the City reached in 2009. Over the 5 year time horizon \$83mil in debt is issued, with no debt being issued in 2014-2016.

Most Likely Case – Revenues gradually increase in M&O by \$1.7mil to \$4.1mil per year, with an accumulated growth for five years of \$15.6mil. By 2015, AV will break the previous high for the City from 2009, and will then continue to grow. Over the 5 year time horizon \$233mil in debt is issued.

APPENDICES

Best Case – Revenues increase 39% in 2018 vs. 2013 in M&O. AV will reaching \$24.6billion by 2018. Over the 5 year time horizon \$335mil in debt is issued. After issuance in 2013, the City has \$75mil remaining in voter approved bond authorization. There will be enough debt capacity to complete the 2008 election in 2014.

Debt Management

The City has three debt ratios in its Fiscal Policy:

1. 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 2.0%. This excludes debt of overlapping jurisdictions. The City shall structure its bond issuance to achieve and maintain a debt-to-assessed-value of 2.0% or less.
2. The ratio of debt service expenditures to total expenditures (general fund operating expenditures and debt service combined) shall not exceed 20%.
3. The ratio of outstanding net tax-supported debt to population shall not exceed \$1060.

In evaluating the three scenarios, the City is able to meet all of the stated debt ratios in the Worst Case and Most Likely.

In the Best Case scenario the City will breach both the debt per capita and the debt-to-assessed valuation.

The amount of debt per capita will exceed the \$1060 in 2016.

The amount of debt-to-assessed valuation will exceed 2% in 2018.

Either the ratios will need to be amended or the amount of debt will have to be reduced. If the debt issuance is reduced, then the tax rate split will reduce the I&S and increase the M&O; thus placing more funds into the General Fund.

APPENDICES

Future Capital Considerations

Total City Assets - \$3.3 Billion

Major Building Component Replacement - \$15.5 Million

Citywide Fleet Replacement* - \$23 Million

Street Replacement - \$40 Million

Public Safety Radio System Replacement - \$14 Million

Parks CIP - \$3 - 5Million

*With the exception of Fleet, these replacements will be addressed through the capital budget.

APPENDICES



Debt Service Fund

Comprehensive Financial Forecast Debt Service Fund, FY 2014 - FY 2018

	FY 2013 Budget	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BEGINNING BALANCE	\$ 4,550,108	\$ 4,203,914	\$ 4,203,914	\$ 4,203,914	\$ 4,203,914	\$ 4,203,914
Ad Valorem Taxes	\$ 36,580,091	\$ 37,598,421	\$ 38,910,606	\$ 40,396,991	\$ 42,396,642	\$ 44,050,111
Interest	<u>123,044</u>	<u>123,044</u>	<u>123,044</u>	<u>123,044</u>	<u>123,044</u>	<u>123,044</u>
DEBT SERVICE FUND REVENUES - Most Likely	\$ 36,703,135	\$ 37,721,465	\$ 39,033,650	\$ 40,520,035	\$ 42,519,686	\$ 44,173,155
INTERFUND TRANSFERS:						
Park Performance Fund	\$ 779,388	\$ 779,030	\$ 776,735	\$ 777,633	\$ 701,560	\$ 273,000
Convention and Event Svcs. Fund	1,362,238	1,364,812	1,364,149	1,287,589	1,219,851	1,156,399
Tax Increment Reinvestment Zone 5	916,057	1,123,588	1,370,703	1,650,623	2,044,544	2,425,295
Tax Increment Reinvestment Zone 4	917,350	895,850	879,450	863,050	842,550	-
Airport	175,000	175,000	175,000	175,000	175,000	175,000
Water and Sewer Fund - City Tower Debt	<u>70,054</u>	<u>67,811</u>	<u>65,544</u>	<u>63,229</u>	<u>60,889</u>	<u>58,500</u>
TOTAL INTERFUND TRANSFERS	\$ 4,220,087	\$ 4,406,091	\$ 4,631,581	\$ 4,817,124	\$ 5,044,394	\$ 4,088,194
TOTAL AVAILABLE FUNDS	\$ 45,473,330	\$ 46,331,471	\$ 47,869,145	\$ 49,541,074	\$ 51,767,995	\$ 52,465,264
Principal and Interest	\$ 41,144,416	\$ 42,661,483	\$ 44,057,704	\$ 45,583,648	\$ 47,002,474	\$ 46,404,084
Fees	<u>125,000</u>	<u>130,150</u>	<u>130,150</u>	<u>130,150</u>	<u>130,150</u>	<u>130,150</u>
DEBT SERVICE FUND EXPENDITURES	\$ 41,269,416	\$ 42,791,633	\$ 44,187,854	\$ 45,713,798	\$ 47,132,624	\$ 46,534,234
ENDING BALANCE	\$ 4,203,914	\$ 3,539,838	\$ 3,681,291	\$ 3,827,275	\$ 4,635,371	\$ 5,931,029
Growth in revenues		\$ 1,018,330	\$ 1,312,185	\$ 1,486,385	\$ 1,999,651	\$ 1,653,469
Change in Interfund Transfers		186,004	225,489	185,543	227,270	(956,200)
Debt retirement		<u>312,732</u>	<u>1,375,614</u>	<u>2,767,304</u>	<u>2,968,795</u>	<u>4,924,179</u>
Available for debt service		\$ 1,517,067	\$ 2,913,288	\$ 4,439,232	\$ 5,195,716	\$ 5,621,448
Ending balance used	\$ (346,194)	\$ (664,076)	\$ (522,623)	\$ (376,639)	\$ 431,457	\$ 1,727,115
Debt Issued	\$ 20,000,000	\$ 36,345,000	\$ 43,210,000	\$ 52,000,000	\$ 51,000,000	\$ 50,000,000

APPENDICES

Comprehensive Financial Forecast

Summary of Reserves and Available Funding

Reserves

In accordance with the City's Financial Principles, several cash reserves are maintained in order to mitigate the impact of a significant economic downturn on our ability to maintain service levels to our citizens. These reserves are an important consideration by bond rating agencies in determining the City's overall credit-worthiness. The reserves include:

- Unallocated Reserve: \$6,378,000 in FY 2013. This reserve is maintained at 3% of recurring General Fund expenditures (net of one-time costs).
- Working Capital Reserve: \$16,745,233 in FY 2013. This reserve is maintained at one month's worth (8.33%) of recurring General Fund expenditures.
- Business Continuity Reserve: Budgeted to be \$4,161,547 at the end of FY 2013. 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 specific minimum funding level; however, its use is restricted to one-time expenditures or to cover costs necessitated by unforeseen circumstances.
- Landfill Lease Reserve: \$21,487,000 in FY 2013. This payment was received from Republic Waste Services when the City leased the Landfill in 2005.
- Other Post-Employment Benefits Reserve: \$1,717,904 in FY 2013. This reserve was established in 2004 to set aside resources for funding post-employment benefits, other than pensions, as required by Government Accounting Standards Board Statement #45.

In the aggregate, the reserves described above total \$50,489,684 at the end of FY 2013. This amount is 25.1 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 \$30,047,634. Therefore, the reserves outlined above currently have a total of \$20,442,050 in excess of the required amount, which would be available to support one-time expenditures should the City Council wish to do so.

Other Available Funding Sources

In addition to the reserves, the City also has funding available in the natural gas funds. These funds receive 10 percent of all lease bonus payments and 50 percent of all royalty payments from gas well operations within the City. At present, there is \$3.86 million available in the General Gas Fund, \$2.99 million available in the Parks Gas Fund, which may be spent only to support costs associated with park improvements, and \$904,000 available in the Airport Gas Fund, which may be spent only on improvements at the City's airport.

Arlington Tomorrow Foundation

The Arlington Tomorrow Foundation receives 90 percent of all lease bonus payments and 50 percent of all royalty payments from gas well operations within the City. The Foundation's balance sheet for February 2013 shows total assets of \$97,343,428, with net restricted assets (total assets net of liabilities) of \$96,342,500. The corpus of the Foundation is \$86,588,214, and \$5,275,388 has been assigned for future initiatives.

APPENDICES