

City of Arlington  
 FY 2017 Adopted Budget  
 Cover page

This budget will raise more total property taxes than last year's budget by \$9,271,786 or 7.55% and of that amount \$1,388,396 is tax revenue to be raised from new property added to the tax roll this year.

Record vote

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

AGAINST: None

PRESENT and not voting: None

ABSENT: R. Rivera

<b>City of Arlington Property Tax Rates per \$100 of assessed valuation</b>	<b>2015</b>	<b>2016</b>
Property tax rate	\$0.648000	\$0.644800
Effective tax rate	\$0.628928	\$0.605738
Effective maintenance & operations rate	\$0.417839	\$0.412021
Rollback tax rate	\$0.668659	\$0.653030
Debt rate	\$0.202000	\$0.190973

Total amount of City of Arlington debt obligations:  
 \$47,108,191



ADOPTED



**BUDGET**  
BUSINESS PLAN

**BUILDING ON SUCCESS**



# ARLINGTON

BUILDING  
ON SUCCESS

# 2017

## City Council PRIORITIES



Invest In Our  
Economy



Champion Great  
Neighborhoods



Enhance  
Regional Mobility



Support Quality  
Education



Put Technology  
To Work



### Pursue Our Vision

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



### Fulfill Our Mission

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



### Sustain Core Services

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



### Live Our Values

- Teamwork
- Responsiveness
- Respect
- Innovation
- Commitment
- Integrity



# Table of Contents

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<b>Manager’s Message</b> .....	<b>iii</b>
<b>Budget In Brief</b> .....	<b>1</b>
<b>Organization Chart</b> .....	<b>7</b>
<b>Business Plan</b> .....	<b>9</b>
<b>Financial Summaries</b> .....	<b>93</b>
<b>General Fund Summary</b> .....	<b>99</b>
<b>Policy Administration</b> .....	<b>109</b>
City Attorney’s Office .....	110
City Manager’s Office .....	112
City Auditor’s Office.....	113
Judiciary .....	114
Finance.....	115
Management Resources.....	117
Non-Departmental .....	119
<b>Neighborhood Services</b> .....	<b>121</b>
Code Compliance Services .....	122
Fire Department .....	124
Library Services.....	127
Parks & Recreation .....	130
Police Department.....	132
<b>Economic Development &amp; Capital Investment</b> .....	<b>135</b>
Aviation.....	136
Community Development & Planning.....	138
Economic Development.....	141
Public Works & Transportation .....	143
<b>Strategic Support</b> .....	<b>147</b>
Information Technology .....	148
Municipal Court.....	149
Human Resources .....	151
<b>Enterprise Funds</b> .....	<b>153</b>
Water & Sewer Fund .....	154

# Table of Contents

---

Storm Water Utility Fund .....	158
<b>Special Revenue Funds .....</b>	<b>161</b>
Convention & Event Services Fund.....	162
Park Performance Fund .....	165
Street Maintenance Fund.....	167
<b>Internal Service Funds .....</b>	<b>169</b>
Knowledge Services Fund .....	170
Fleet Services Fund .....	172
Information Technology Support Fund .....	174
Communication Services Fund .....	177
<b>Debt Service Fund .....</b>	<b>181</b>
<b>Capital Improvement Program.....</b>	<b>183</b>
<b>Other Budget Information.....</b>	<b>197</b>
Approved/Deferred Budget Requests .....	197
Approved Job Studies .....	201
Other Fund Operating Positions.....	202
Multi-Family Inspection Program Cost Recovery .....	210
<b>Appendices.....</b>	<b>211</b>
Authorized Full Time Positions .....	211
Adopted Position Adds & Cuts .....	228
Statement of Financial Principles .....	230
FY 2017 Budget Development Calendar.....	235
Fund Accounting Information.....	238
Fund Structure.....	240
Budget Process .....	241
Facts & Figures.....	243
Tax Information .....	249
Budget Glossary.....	251
Comprehensive Financial Forecast.....	256

## **FY 2016 4<sup>th</sup> Quarter Business Plan Update**

# Manager's Message

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## INTRODUCTION

Headlines about the strengthened economy, lower unemployment rate, and booming housing market were hard to miss in 2016. Traditionally, the Texas economy has been stronger than the national economy, and the Dallas-Fort Worth Metroplex is stronger than the state, and the same held true in 2016. No matter where you look, the metroplex is growing. Tarrant County finally saw growth in assessed valuations that mirrored the growth in neighboring counties. Arlington saw a 9.1% growth in assessed valuation, resulting in a modest Adopted tax rate reduction in FY 2017 – the first time the tax rate has been lowered since 2001.

For several years, the city's needs outweighed available resources and in order to balance the budget, many proposed investments had to go unfunded. While it is not anticipated there will ever be enough new revenue to fund every need, the FY 2016-17 Budget was developed with reinvestment in mind, a reinvestment in our employees, technology, and public safety. In FY 2016, the City Council made employee compensation a priority. FY 2017 marks the 1<sup>st</sup> year of implementation of a three-year plan to bring employee salaries in line with the market, ensuring we are able to hire and retain the most qualified and skilled workers.

In addition to employee compensation, other areas of significant reinvestment are public safety and technology. In FY 2016, the Police Department conducted a pilot project on the implementation of body worn cameras to determine the organizational impact of a program and to garner feedback on the functionality and use of the technology. This budget includes \$2.4 million for the implementation of the body-worn camera program as an investment in our community and Police Department by increasing the legitimacy and transparency around law enforcement services. This funding includes the one-time purchase of the cameras and additional recurring expenses to maintain and manage the technology, as well as funding for 15 sergeants to ensure adequate field supervision of the program.

Arlington is able to reinvest in priority services, while still reducing the tax rate because we provide an elevated level of service at the lowest cost possible. We are continuously looking for new ways to innovate, to save, and to provide the highest value to our residents.

## Privatization and Savings

In an environment of limited resources, local governments of all sizes and metro types are exploring ways to reduce costs and infuse innovation. One method, privatization – the provision of goods or services to the public by private businesses under contract by the public sector – is increasingly looked to as a viable option.

Privatization, sometimes referred to as contracting out, outsourcing, competitive sourcing or public-private partnerships is really an umbrella term referring to a range of policy choices involving some shift in responsibility from the government to the private sector, or some form of partnership to accomplish certain goals or provide certain services. Potential benefits of privatization include cost savings, increased proficiencies, and reduced bureaucracy.

The City of Arlington has been privatizing “traditionally” municipal services for many years now. Services from trash collection, to accounts payable, to the City tax office have all been privatized in some manner. Providing services to our residents in the most efficient manner is a key priority of the City. Continuing to reanalyze those services to determine the cost-benefit of privatization as compared to providing the services internally is an important part of the annual budget process.

In 2016, we took an inventory of our privatized services in order to get a more in depth picture of how we serve our residents. Upon completion of the exercise, it became apparent that the savings realized from strategically privatizing certain services were a benefit not only to the community, but also to our bottom line. Below is an accounting of just a few of those privatized services, the net savings (based on estimated internal costs) and the positions needed should we in source those services.

# Manager's Message

Program/Service Description	Estimated Internal Cost		Privatized Cost	Net Savings	Needed Positions
	General Fund	Other Fund			
Accounts Payable – The City contracts with Cognizant to process payments for all invoices/accounts payable.	\$153,790		\$96,782	\$57,008	3
City Election Services – Contract with Tarrant County for election services including providing all election supplies and voting equipment, training/hiring/paying election workers, and coordinating/paying polling places.	\$210,000		\$60,000- \$140,000	\$70,000- \$150,000	2 + 50 part-time
Claims Administration – The City has outsourced the handling of workers' compensation claims for over 20 years, and most recently the general liability for the last 6 years. Currently our contract is with Cannon Cochran Management Services, Inc. (CCMSI) for claim administration. Third party claims administration provides two dedicated state licensed adjusters for workers' compensation and general liability, an off-site claims assistant, claims supervision, and a Risk Management Information System (RMIS).	\$250,000	\$250,000	\$256,545	\$243,455	4
Department Copiers / Printers – Office copiers / printers contracted to Imagenet Consulting. Managed print services provide reduced supply costs and repair services. Also improved machine performance with scan capabilities.		\$714,000	\$600,000	\$114,000	2
Human Resources – Compensation and Classification Reviews – The City has contracted with HayGroup for over 20 years. The Hay Method has established a set of factors that are consistent across the board to evaluate know-how, accountability, problem solving and working conditions. In addition to utilizing the Hay method to classify jobs, the City utilizes the HayGoup to conduct pay structure analysis by pulling data from the Private Sector. Hay utilizes performs market analysis for positions within the City and provides priority information.	\$325,000		\$90,000	\$235,000	3
<b>Total</b>	<b>\$938,790</b>	<b>\$964,000</b>	<b>\$1,103,29 - \$1,183,327</b>	<b>\$719,463- \$799,463</b>	<b>14 + 50 PT</b>

# Manager's Message

The City was able to realize significant savings and reinvest those dollars in other programs. The FY 2017 budget proposes \$2.2 million in fuel and electricity savings, as well as \$570,000 in savings in APFA and \$356,000 in Worker's Compensation.

This table shows positions added and eliminated from the FY 2017 Adopted Budget.

## FY 2017 ADOPTED POSITION ADDS AND CUTS

### GENERAL FUND

1 Attorney I	CAO
1 Real Estate Representative	CD&P
1 Service Representative	CD&P
-33 all positions moving to IT ISF	IT
2 Landscape Technician	Parks
1 Police Officer	Police
2 Office Assistant	Police
1 Police Technology Specialist	Police
1 Contract Coordinator	Public Works
1 Public Works Inspector	Public Works
1 Public Works Ops Support Mgr	Public Works
-1 Streetlight System Administrator	Public Works

**-22 NET TOTAL**

### COMMUNICATION SERVICES FUND (Dispatch Services)

-2 Applications Specialist II

**-2 NET TOTAL**

### IT INTERNAL SERVICE FUND

33 all positions moving from IT General Fund

2 Applications Specialist II

**35 NET TOTAL**

### PARKS PERFORMANCE FUND

1 Food and Beverage Manager

1 Dining Room Manager

1 Executive Chef

1 Sous Chef

1 Catering Sales Manager

1 Sales Assistant

2 Landscape Technician

1 Senior Landscape Tech

1 Asst Golf Professional

1 Golf Programs Mgr

**11 NET TOTAL**





# Manager's Message

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## COUNCIL PRIORITIES

Each year, the City Council identifies community priorities that guide us in allocating the City's resources. For FY 2017, those priorities are:



The Council stayed the course set during the FY 2015-16 strategic planning process; there were no changes to the Council's adopted priorities for FY 2017.

The \$234.4 million FY 2017 Adopted General Fund Budget and Business Plan will make strides toward these priorities as well as other key issues facing the City, including:

- 1) **Compensation Adjustments** – With this budget, we are making a conscious effort to adjust salaries across the workforce to improve our market position. A 4.2% to 8.4% compensation adjustment will be given to employees depending on their job classification effective January 2017.
- 2) **Street Maintenance** – An additional \$2.7 million is budgeted in FY 2017 for Street Maintenance. This funding is in addition to the quarter cent tax and will be used to enhance and further street condition updates. Over the past several years, Arlington has been steadily working to improve the street condition index for its key thoroughfares and deteriorating residential streets. In 2014, the City passed the most recent sales tax election to fund street condition updates.
- 3) **Public Safety** – Approximately \$4.2 million in additional funding is being dedicated to Public Safety enhancements.
  - Body Worn Camera Purchase (\$525,000)
  - 15 Sergeants (\$1,870,000)
  - 2015 COPS Hiring Grant Cash Match (\$578,313)
  - Fire Heavy Fleet Replacement (\$628,027)
  - Dispatch and CAD Maintenance (\$213,642)
  - Fire Mobile Data Computer Replacement (\$270,000)
  - Records Management System Maintenance (\$143,470)
  - Jail Maintenance (\$100,000)

## FY 2017 BUDGET DEVELOPMENT

The City of Arlington prepares its annual operating budget using sound fiscal principles and policies. We budget conservatively and ensure that our reserves are funded at appropriate levels, as defined by our adopted Financial Policies. Specifically, the requirements are one month (8.33%) of recurring General Fund expenditures in the Working Capital reserve, 3% in the Unallocated reserve, and an overall reserve level of 15 percent. With our additional reserves for landfill and business continuity, our current level of reserves is approximately \$49.1 million, which is \$14.5 million in excess of our required level of \$34.6 million.

# Manager's Message

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## Expenditures

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

## Champion Great Neighborhoods

Creating a sense of place and maintaining a high quality of life are key components of the Champion Great Neighborhoods Council priority. Additional funding for the Arts in the amount of \$125,000 is included in the budget, as well as \$379,664 to develop and maintain new parks and \$193,250 to make upgrades to the filtration system at the Bad Königshofen Family Aquatic Center. The neighborhood matching grant program will also be strengthened by adding an additional \$100,000 in funding.

In FY 2016, Animal Services in-sourced the issuance of pet licenses; \$11,000 is included in this year's budget to fully-fund this change in service for a net revenue increase of \$20,000.

## Enhance Regional Mobility

The MAX transportation service has provided shuttle service between the CentrePort TRE Station and UT Arlington/Downtown since August 2013. The service supports the Council's Enhance Regional Mobility priority by improving access between Arlington and the rest of the North Texas region. It has provided additional transportation options for commuters, UT Arlington students, and visitors. The FY 2017 budget includes an additional \$81,551 to fund the contracted MAX service.

## Invest in Our Economy

The Office of Economic Development plays a vital role in the continued growth of the City's business industry and tax base. To support their progress, the FY 2017 Budget includes \$1.17 million in continued investment in the Innovative Venture Capital Fund.

Strategic planning and targeted growth and redevelopment are also instrumental to the City's success. In FY 2017, the Convention and Event Services Fund will fund outside professional services (\$125,000) to study the City's capacity to partner with a private developer to fund and construct a hotel in the Entertainment District. Also included is \$300,000 for the installation of Gateway Signage to implement the District's wayfinding plan.

The Airport will also receive an additional \$4,680 to extend the Radio Control Tower's hours of operations during special events.

## Put Technology to Work

FY 2017 is a year of reinvestment in technology; managing and maintaining the organization's key software and applications is an unending effort. The Information Technology Department has \$233,253 in funding for temporary contract staffing to manage employee turnover and complete projects; the organization will benefit from increased efficiency and improved responsiveness. FY 2017 Information Technology investments include:

- Microsoft Office Upgrade (\$540,000)
- Software maintenance (\$140,000)
- City Data Management Project (\$200,000)
- Department technology projects (\$345,300):
  - Granicus Software Upgrade
  - Police Mobile Application

# Manager's Message

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- Electronic Recruitment Replacement
- Parks CLASS Scheduling Software – continuation

## Support Quality Education

The Library continues to grow its collection to support the needs of the community and more specifically, its youngest users. Included in the Adopted budget is an additional \$75,000 to develop the collection, e-content specifically.

The Police and Fire Departments will also continue their hometown recruiting programs and AISD firefighter academies in FY 2017. The Police Department budget includes an additional \$79,731, to be reimbursed by AISD, to fund the pilot program started in FY 2016. By providing job-based vocational training, these programs support the community's youth and strengthen future potential candidate pools.

## Other Investments

In addition to addressing the priorities, the FY 2017 Budget also includes additional funding for the day-to-day operations and maintenance of the City.

Funding for other non-public safety related issues includes \$46,200 for year 2 of a 5-year compensation study renewal, \$25,910 for increase in Tarrant County Appraisal District charges, and \$509,185 for the TMRS rate increase.

A \$5.4 million infrastructure package will be included in the capital budget, including \$1.9 million for Fire Apparatus, \$1.8 million for IT Infrastructure and \$1.4 million for building maintenance.

## Revenues

The housing market in the City continues to grow. Home sales are increasing and homes on the market are selling more quickly. Unemployment levels have stayed relatively steady during the past year, remaining well below the state and national averages. The percentage of homes in foreclosure has continued to decline nationally, while remaining steady in Texas. In Arlington, the number of foreclosures has remained fairly consistent, increasing slightly from an average of 30.1 foreclosures per month in fiscal year 2015 to an average of 31.5 foreclosures per month through the first nine months of fiscal year 2016.

## General Fund

After three years of flat or decreasing property tax values, followed by two years of relatively weak growth, FY 2016's growth rate was 4.3%. The July 2016 Certified Roll includes an overall growth rate of 9.1% for FY 2017. We anticipate approximately 4.0% growth in sales tax revenue above our FY 2016 estimate.

This budget decreases the current property tax rate to 64.48 cents per \$100 of property value, which is the first decrease since 2001. For FY 2017, the effective tax rate is 60.57 cents. This is the tax rate that would collect the same amount of money that the City collected last year on property that existed in both years. The average homesteaded taxable value in Arlington has increased by 12.2% over FY 2016 levels, so the average homeowner will pay slightly more in property taxes for City services than last year. The average homeowner will see an increase of about \$6.54 per month, or \$78.54 per year, in property taxes. Franchise fees and other revenues are relatively stable 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, Park Performance Fund, Storm Water Utility Fund, Street Maintenance Fund, the Debt Service

# Manager's Message

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Fund, and the City's Natural Gas Funds. Working together, these funds integrate to support our overall service delivery model.

## **Water and Sewer Fund**

This fund covers the operation of our Water Utilities Department.

Due to capital investment increases from the Trinity River Authority (TRA), there will be increases in both water and sewer rates. We expect this trend to continue in the coming years as TRA rehabilitates its collection system and meets more stringent regulations, and Tarrant Regional Water District (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 has reduced its controllable expenses by \$217,743 in salaries and benefits. Water Utilities also continues to invest in the City's infrastructure by prioritizing and targeting water, sewer and treatment plant replacements and aligning these replacements with street renewals to minimize costs and reduce impact on residents. Water Utilities will also continue to invest in technology where we can achieve efficiencies and reduce costs.

The water utility bill also includes the rate for the collection of garbage and drainage utility fees. As outlined in its contract, Republic Waste Services, the City's waste contractor, is expected to raise its rates for residential customers by \$0.36 a month on October 1<sup>st</sup>.

## **Convention and Event Services Fund**

This fund is for the operation of our Convention Center, the Arlington Convention and Visitors Bureau, and various other efforts to increase tourism. The Convention Center's revenues are projected to cover approximately 80% of its operations. Revenue from Hotel Occupancy Tax (HOT) provides revenue for the remaining expenses. Recent trends in this revenue source exhibit strong growth; the FY 2017 HOT revenue budget is anticipated to be 10.6 percent above the FY 2016 budget level. This budget includes \$900,000 for the Convention and Visitors Bureau, and a total of \$610,163 for the Convention Center for items including landscape improvements, interior signage and lighting updates, and new HVAC software and controls.

## **Park Performance Fund**

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

Recreation program revenues in the fund have been performing better than budgeted over the last several years. However, golf revenues have experienced less growth, and are also affected by inclement weather conditions and competition from other regional courses. The City is currently in the preparation stages of significant upgrades to Chester Ditto Golf Course.

## **Storm Water Utility Fund**

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

In addition to continuing to invest in planned storm water projects, the Storm Water Utility Fund also includes funding in the amount of \$190,030 for two new storm water engineers.

# Manager's Message

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## Street Maintenance Fund

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

## Debt Service Fund

The City incurs debt for the acquisition and construction of capital projects and must make annual payments to repay bonds previously issued. General Obligation bonds are funded wholly through a designated portion of the City's property tax rate, while Certificates of Obligation incorporate other funding sources as well as ad valorem taxes. The portion of the 64.48 cent tax rate per \$100 of property value included in this budget for debt service is 19.10 cents.

## Conclusion

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

- Property tax goes up by \$6.54 per month
- Water and Sewer rate increases \$2.48 per month (average residence uses about 7,000/4,000 gallons of water/sewer a month)
- Garbage rate increases 36¢ per month
- Storm Water rate increases 50¢ per month

The average resident will pay \$118.62 more per year (\$9.89 per month) for City, Water, Sanitation, and Storm Water services.

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

We respectfully present this budget for consideration by the Mayor and City Council and look forward to finalizing our plan of work to serve our City's residents in FY 2017.

Sincerely,



Trey Yelverton

City Manager

# Manager's Message

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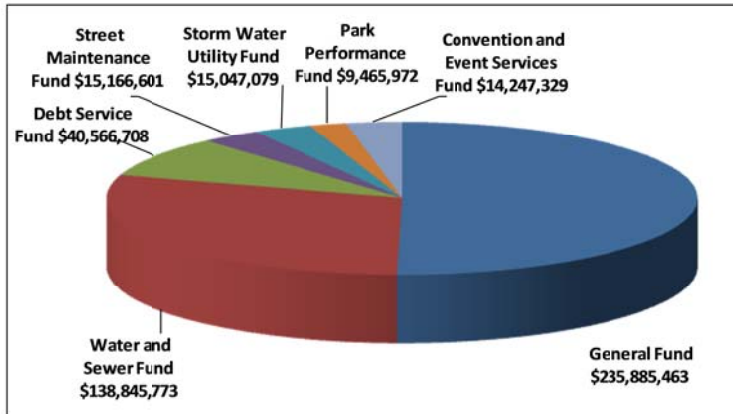


# Budget In Brief

## FY 2017 ADOPTED OPERATING BUDGET

### Revenues

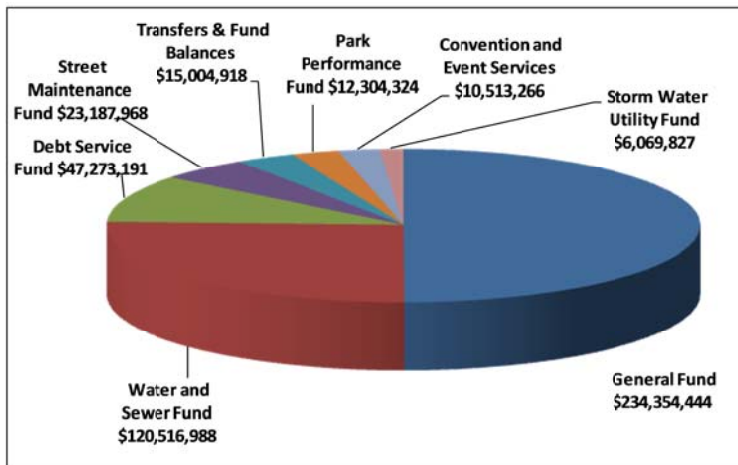
The adopted revenue total for the City in FY 2017 is \$469,224,925. The following chart shows adopted revenues for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$235,885,463	50.3%
Water and Sewer Fund	\$138,845,773	29.6%
Debt Service Fund	\$40,566,708	8.6%
Street Maintenance Fund	\$15,166,601	3.2%
Storm Water Utility Fund	\$15,047,079	3.2%
Park Performance Fund	\$9,465,972	2.0%
Convention and Event Services Fund	\$14,247,329	3.0%
<b>Total FY 2017 Revenues</b>	<b>\$469,224,925</b>	<b>100.0%</b>

### Expenditures

The adopted expenditure total for FY 2017 is balanced to revenues, at \$469,224,925. The following chart shows adopted expenditure levels for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$234,354,444	49.9%
Water and Sewer Fund	\$120,516,988	25.7%
Debt Service Fund	\$47,273,191	10.1%
Street Maintenance Fund	\$23,187,968	4.9%
Transfers & Fund Balances	\$15,004,918	2.6%
Park Performance Fund	\$12,304,324	3.2%
Convention and Event Services	\$10,513,266	2.2%
Storm Water Utility Fund	\$6,069,827	1.3%
<b>Total FY 2017 Expenditures</b>	<b>\$469,224,925</b>	<b>100.0%</b>



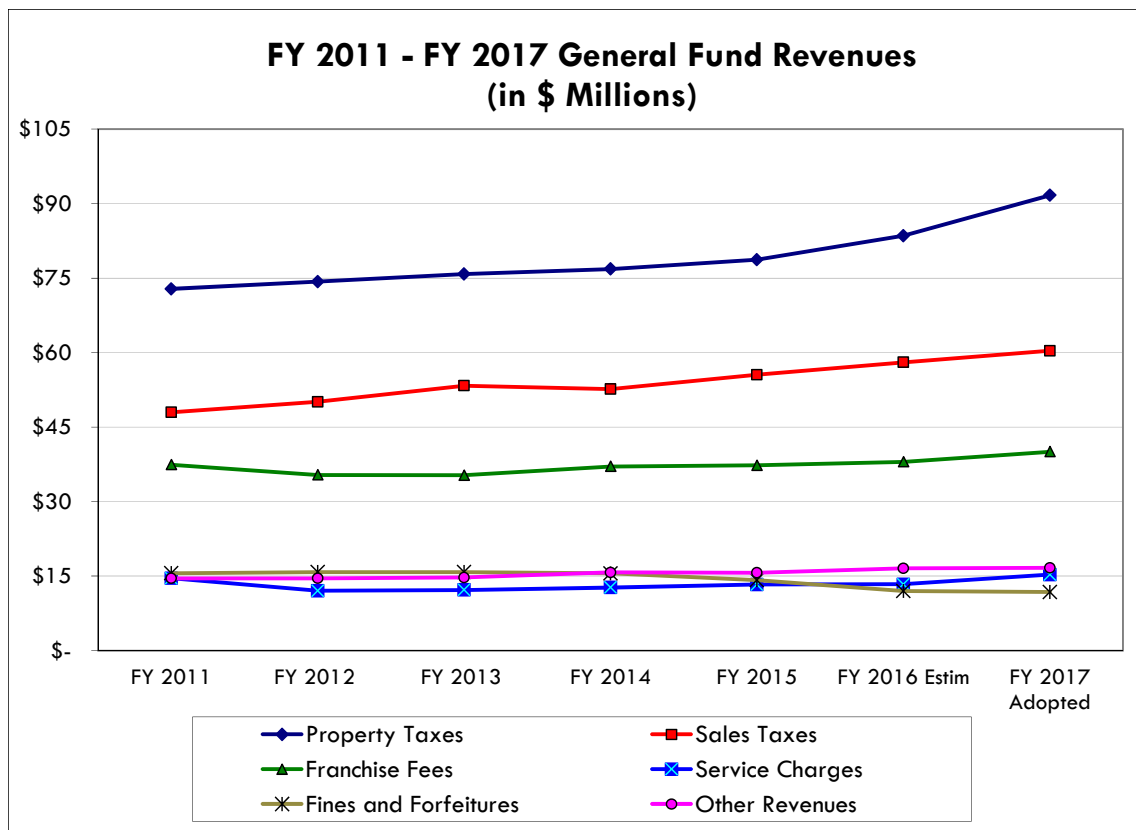
# Budget In Brief

## FY 2017 ADOPTED GENERAL FUND REVENUES

The City's revenue outlook shows steady improvement as the economic recovery continues, particularly in the housing and construction industries. Sales tax revenues have shown steady growth and are budgeted at 4.0% above the FY 2016 estimated amount. Property values have grown significantly above the FY 2016 levels. The following table provides a summary of General Fund revenues by major category for FY 2015 Actuals, FY 2016 Estimates, and FY 2017 Adopted.

	<u>FY 2015</u>	<u>FY 2016 Estim</u>	<u>FY 2017 Adopted</u>
Property Taxes	\$ 78,713,367	\$ 83,548,790	\$ 91,705,262
Sales Taxes	55,543,300	58,049,717	60,371,706
Franchise Fees	37,301,530	38,013,808	40,058,267
Service Charges	13,312,624	13,357,720	15,287,018
Fines and Forfeitures	14,176,945	11,984,636	11,798,609
Other Revenues	15,655,594	16,557,817	16,664,602
<b>Total Revenues</b>	<b>\$ 214,703,360</b>	<b>\$ 221,512,488</b>	<b>\$ 235,885,463</b>

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



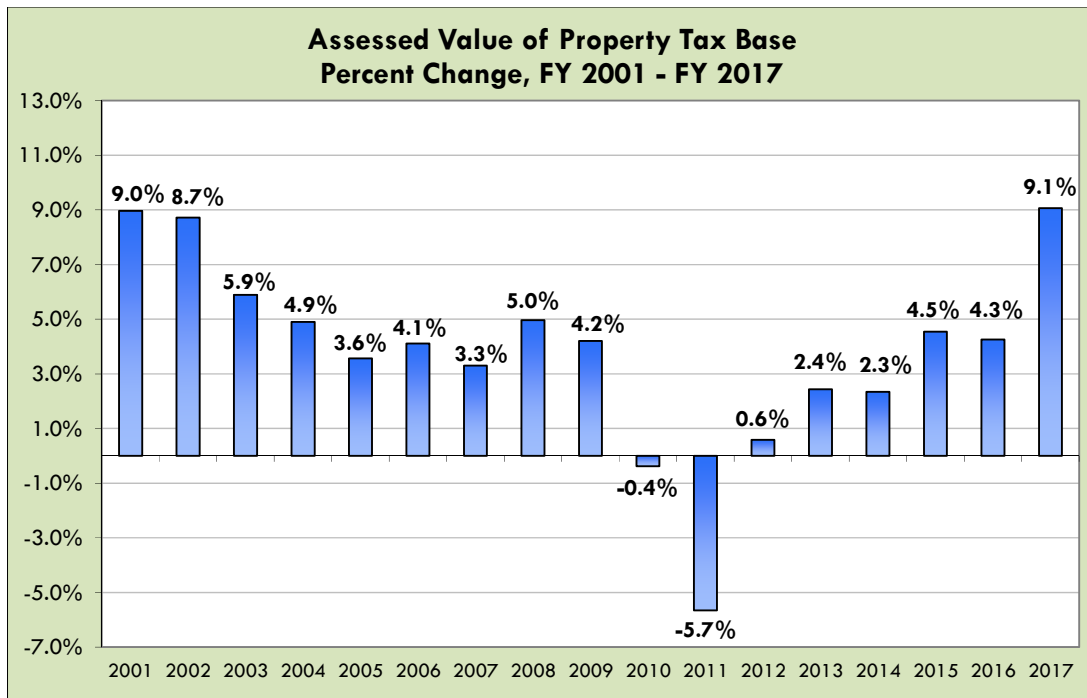
# Budget In Brief

## PROPERTY TAXES \$91.7 MILLION, 38.8% OF GENERAL FUND REVENUES

The largest single revenue source for the General Fund is the Property Tax. In FY 2017, this revenue represents 38.8% of General Fund revenues, up from 37.4% in FY 2016. The total assessed value of taxable property in the City is \$21.32 billion.

Growth in assessed property values this year is sufficiently favorable to allow for a Adopted FY 2017 tax rate of \$0.6448 per \$100 of assessed value, which is 0.32 cents lower than the FY 2016 rate. The General Fund's portion of the new property tax rate is 45.38 cents per \$100 of assessed value, which represents 70.4% of the total tax rate. As the chart below indicates, the allocation of the property tax rate between Debt Service and the General Fund shifts in FY 2017, with the General Fund's portion increasing by 0.78 cents and the Debt Service portion decreasing by 1.10 cents. Overall, the property tax base grew by 9.1%, the highest growth rate in the last seventeen years. This growth is primarily attributable to continued strengthening of the housing sector, with commercial and mineral properties relatively weaker. General Fund property tax revenues from this growth are anticipated to increase in FY 2017 by approximately \$8.16 million from the FY 2016 estimates.

	FY 2016	FY 2017	Increase (Decrease)
General Fund Tax Rate	44.60	45.38	0.78
Debt Service Tax Rate	20.20	19.10	(1.10)
Total Property Tax Rate	64.80	64.48	(0.32)



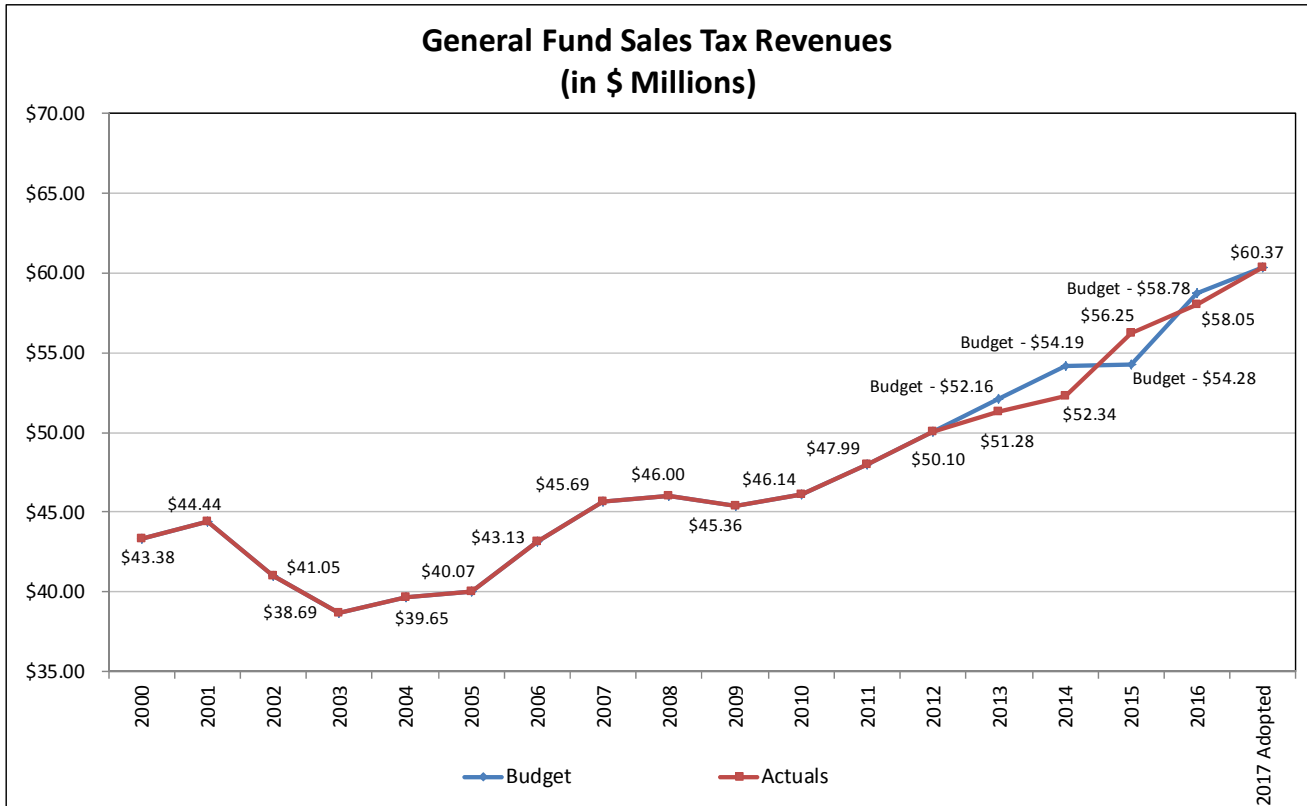
The 9.1% growth in the property tax base results in a value increase of \$1.77 billion from the certified roll received in July of last year, as reflected below

Certified Roll, July 2015	\$ 19,548,821,241
Increase in property values	<u>1,770,617,491</u>
Certified Roll, July 2016	\$ 21,319,438,732

# Budget In Brief

## SALES TAXES \$60.4 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 the City's portion of the debt on AT&T Stadium, and one-quarter cent provides funding for street maintenance. General Fund sales tax revenue for FY 2017 is projected at \$60,371,706. These taxes represent 25.6% of General Fund revenue in FY 2017, down from 26.3% in the FY 2016 budget. The following chart illustrates sales tax revenue trends during the past 16 years. The actual amount for FY 2013 has been adjusted to exclude the \$2.1 million audit payment received in March 2013.



# Budget In Brief

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## **OTHER REVENUES – \$83.8 MILLION, 35.6% OF GENERAL FUND REVENUES**

Franchise Fees are paid by utilities for the use of City streets, alleys and property in providing utility service to citizens. These revenues represent 17.0% of General Fund revenues in FY 2017, the same percentage as in the FY 2016 budget. The electric utility pays the most in franchise fees, and is expected to pay \$13.62 million in FY 2017. 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 2017, these revenues represent 6.5% of General Fund revenues, up from 6.2% in the FY 2016 budget.

Fines and forfeitures are obtained primarily from fines assessed by the City's Municipal Court. In FY 2017, these revenues represent 5.0% of General Fund revenues, down from 6.0% in the FY 2016 budget. The decline in this category is largely attributable to a continuing trend of reductions in the number of citations issued.

Other revenue sources for the General Fund include interest, leases and rents, licenses and permits, and taxes on bingo, liquor, and criminal justice. In FY 2017, these revenues represent 7.1% of General Fund revenues, the same percentage as in the FY 2016 budget.

## **OTHER OPERATING FUNDS**

Although each of the funds below is discussed in more detail in the following sections of the Adopted Budget, this section provides a brief financial summary for each of the City's operating funds in FY 2017.

- The Water Utilities Fund is proposing available resources (beginning balance, revenues, and net interfund transfers) of \$120.7 million and total expenditures of \$120.5 million.
- The Storm Water Utility Fund is proposing available resources of \$6.4 million and total expenditures of \$6.1 million.
- The Convention and Event Services Fund is proposing available resources of \$11.3 million and total expenditures of \$10.5 million.
- The Park Performance Fund is proposing available resources of \$12.4 million and total expenditures of \$12.3 million.
- The Street Maintenance Fund is proposing available resources of \$24.0 million and total expenditures of \$23.2 million.
- The Knowledge Services Fund (internal service fund) is proposing available resources of \$2.7 million and total expenditures of \$2.5 million.
- The Fleet Services Fund (internal service fund) is proposing available resources of \$7.0 million and total expenditures of \$6.9 million.
- The Information Technology Support Fund (internal service fund) is proposing available resources of \$14.3 million and total expenditures of \$14.2 million.
- The Communication Services Fund (internal service fund) is proposing available resources of \$11.2 million and total expenditures of \$10.8 million.
- The Debt Service Fund is proposing available resources of \$49.3 million and total expenditures of \$47.3 million.

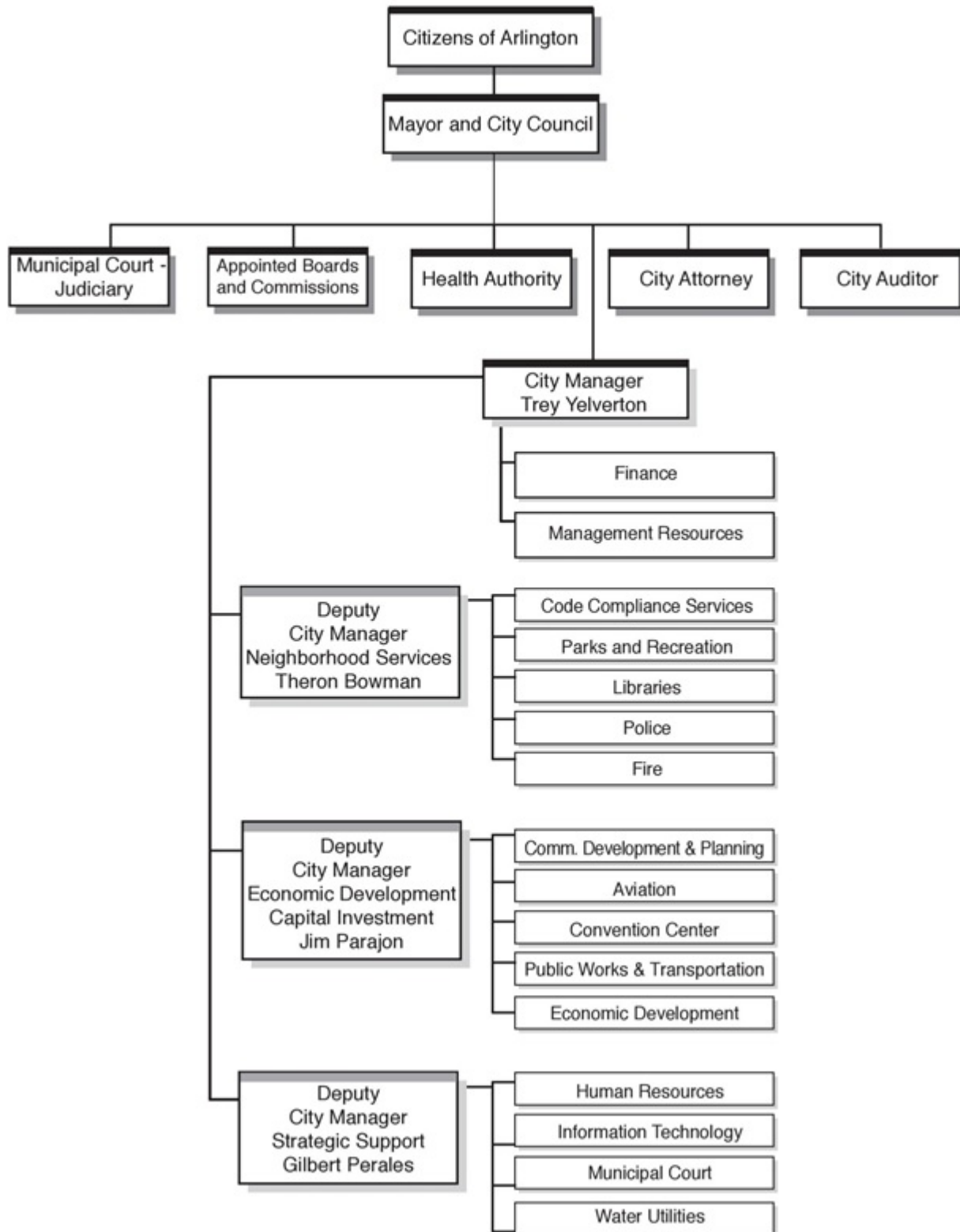
# Budget In Brief

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# Organization Chart

## City of Arlington Organization Chart



# Organization Chart

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# Business Plan

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

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

For FY 2017, those priorities are:

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

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

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

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

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

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



# Business Plan

## SERVICE DELIVERY

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

## NEIGHBORHOOD SERVICES

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

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



Animal Services' award winning team encourages responsible pet ownership and provides for the humane care of stray and unwanted animals. Programs offered include animal care operations, pet adoptions, pet licensing, field enforcement services, bite/dangerous animal investigations and a veterinary clinic that provides health services to animals in the shelter's care including sterilization and vaccinations. Furthermore, more than 3,000 low-cost rabies vaccinations and sterilizations were administered to Arlington pets through partnerships with local organizations over the past year and almost 10,000 citizens were educated through community outreach programs. In an effort to reduce the feral cat population in Arlington, the Trap-Neuter-Return (TNR)

program was fully implemented. In October 2015 a part-time position was created to manage the program. Additionally, a \$41,100 grant awarded by PetSmart Charities provided the funds to alter, vaccinate for rabies, ear-tip and return an estimated 750 cats to their community location. During FY 2016 Chris Huff, the Animal Services Manager, was presented with the FFA 2015-2016 Honorary Chapter Degree as a special award for her service and outstanding contributions to the FFA. In addition, Arlington Animal Services received the There's No Place Like Home award from Best Friends Animal Society for adopting more animals than any other municipal shelter during the organization's nation-wide promotions over the past year. The Animal Services Manager will attend the Best Friends National Conference in July 2016 to accept the award on behalf of the City of Arlington Animal Services Center.

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. In the past year officers completed almost 80,000 single family/commercial inspection activities, abated 170 graffiti complaints, and closed forty dangerous and substandard structure cases. Education to promote compliance with city codes prompted Code Compliance Services to introduce a Rapid Reference Guide that actively supports the City Council's priority to Put Technology to Work. The new comprehensive website provides information and interactive maps containing everything from apartment inspection scores with code officer contact information, to reported sightings of urban wildlife. With a simple click, a viewer may learn about code ordinances and compliance, to what to do when encountering orphaned wildlife. The goal through this technological enhancement is to improve the City's efficiency and improve residents' quality of life.

# Business Plan

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



The Arlington Fire Department, Tarrant County College, and the Arlington Independent School District (AISD) collaborate to provide a two year/college credit program for high school students who wish to pursue a Firefighter/EMT career. The program allows students to graduate with a certifiable status in Basic Fire Suppression from the Texas Commission on Fire Protection (TCFP) and a National Registry EMT certification, with college credits and potential job opportunities. This initiative has served as a model for future AISD vocational credit career programs. For the 2016-17 school year, AISD will provide funding support for a dedicated Fire Academy Officer to coordinate the program. To date, 51 students have completed the Fire Academy and eight alumni have been hired by the Fire Department.



In FY 2016, the Arlington Fire Department was challenged to respond to a wide range of community service demands beyond typical structure fires and emergency medical services. The department's special events team was recognized for helping ensure the safety of NFL Seattle Seahawks receiver Ricardo Lockette after he suffered a serious neck injury during a game against the Dallas Cowboys at AT&T Stadium. Additionally, the special events team hosted a wide range of events, including concerts by Beyoncé, Taylor Swift, Kenny Chesney, Justin Timberlake; and other major events such as WrestleMania 32 and the Cotton Bowl. The National Run Survey by Firehouse Magazine ranked the Arlington Fire Department 72<sup>nd</sup> in total calls among over 400 North American fire departments. The

department's Explosive Ordnance Disposal (EOD) unit provided assistance to federal authorities when President Obama and former President Bush attended a Dallas memorial service honoring the five peace officers killed by a sniper in July. Several firefighters received lifesaving awards at a regional conference ceremony and the department was recognized with the Outstanding Achievement Award from the US Conference of Mayors for our Community Paramedic Program. The department christened a new rescue boat, "Tillie," in honor of Mission Arlington's Tillie Bergen for use at Lake Arlington, equipped Station #17 in the Viridian development so they could effectively respond to wilderness/water rescue incidents, received delivery of three pumper engines, completed "Active Shooter" training with the Arlington Police Department, and replaced Fire Station #5 (built in 1964) with a new, state-of-the-art facility in the Great Southwest district.

**The Library Department's** mission is to open doors to a world of ideas, information, and imagination, thereby enhancing the economic, social, and cultural vitality of our diverse community. The Library strives to meet these goals through collaboration, innovation, passion, and hard work. Library services are provided through a network of seven library facilities located strategically throughout the city, as well as numerous LibraryLiNK locations placed in schools or other service organizations. LibraryLiNK services vary by location but generally include materials delivery, check-out of materials, and access to digital materials. The TechLiNK, a mobile computer lab containing 12 desktop computers and wireless internet service, travels throughout the city to offer computer classes, literacy programming, and public computing services.

# Business Plan



The new LiteracyLiNK van was added as a second community outreach vehicle in FY 2016. The LiteracyLiNK services support and enhance the Library's vision to expand partnerships to other organizations that build early literacy skills in young children, especially those organizations with the goal of minimizing the effect of growing up in poverty. Library staff offered programming, books, early literacy kits, and other materials to childcare centers, schools, and other community locations to continue to strengthen Arlington neighborhoods.

The Library's collection of print and audiovisual materials (books, DVDs, audiobooks, music, etc.) is supplemented by a growing array of digital services, including online language learning, test preparation, ebooks, e-audiobooks, research databases, resume and career development resources, indexed full-text newspapers and magazines, and local history and genealogy resources.

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



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

In FY 2016, the City began construction on a new George W. Hawkes Downtown Library and started the design phase for the new East Arlington joint-use Parks & Recreation Center and Library project. The Library Department and the citizens of Arlington will experience significant changes in library services and programming opportunities offered in the next three years as both of these projects near completion and open their doors.



The [City of Arlington Parks and Recreation Department](#) (APRD) is dedicated to its mission of providing quality facilities and services that are responsive to a diverse community and sustained with a focus on partnerships, innovation and environmental leadership. APRD oversees a diverse range of programs, projects and services with one thing in common: people. We work with the community to create and operate beautiful, accessible public spaces and facilities for all to enjoy. We also produce programs and events that enrich the lives of community members - culturally, socially, and physically.

# Business Plan



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

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

**NATIONAL HONORS:** APRD was honored for the ninth time as a “Playful City USA Community” from Kaboom! Inc., in 2016. In 2014 and again in 2016, Arlington Parks and Recreation was

named a Gold Medal Finalist by the National Recreation and Parks Association (NRPA), while the Arbor Day Foundation selected Arlington for its Tree City USA award (17-time honoree).

**STATE HONORS:** The APRD marketing team won three TAMU awards at the Texas Association of Municipal Information Officers (TAMIO) conference in 2015, including honors for Special Publications (Naturally Fun magazine), Most Creative for Least Dollars (Eco-Man video) and Internal Communications (marketing plan). The Texas Recreation and Park Society (TRAPS), awarded Arlington the Texas Gold Medal Award in 2015, along with awards for Best Website, Media Excellence, Maintenance Achievement and Promotional and Marketing Excellence. Finally, the Texas Municipal League awarded the Entertainment District Sculpture Trail the City Spirit Award in 2016.

**REGIONAL HONORS:** The department received the TRAPS North Region Communications Award for effective and innovative use of social media in 2015.

**The Police Department (APD)** is committed to providing excellent service to the citizens of Arlington through a community-based policing philosophy by partnering with neighborhoods and businesses. Public safety is the core mission of the department. The organization’s vision, “Service Before Self, Honor Above All,” is grounded in five strategic foundations: Procedural Justice, Organizational Diversity, Training and Employee Development, Excellence in Execution, and Community Engagement.



Officers carry out their normal duties in a variety of positions with this strategic framework in mind. Relationships matter and are the central focal point in policing the community through a geographic-policing model that places officers and detectives in defined physical beats throughout the city. Through a shared responsibility system, staff is held accountable for their defined geographic boundaries in ensuring safety and addressing quality of life issues.



The department has capitalized on youth initiatives which seek to build a healthier community by incorporating approaches that place young people on the path to success. Through Hometown Recruiting, mentoring programs, and Coach 5-0, officers can be seen interacting with teens in a positive manner and providing essential life skills while building trust and rapport. This is just a snapshot of youth programs available in Arlington.

Technology and communication play pivotal roles in furthering the department’s mission. APD continues to be on the cutting edge when it comes to sharing information through social media and video products

# Business Plan

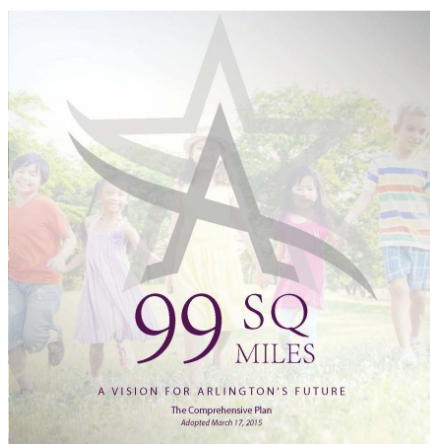
that engage citizens. Transparency and information sharing are critical as the department builds legitimacy and partners with all segments of the community. APD hosted several summits and forums including topics on procedural justice, racial reconciliation, and community hate/bias awareness dialogue sessions.

The department was selected as a participating site in the President’s “Advancing 21<sup>st</sup> Century Policing Initiative.” The department is tasked with providing hands-on assessments and technical assistance for agencies as police organizations across the country continue implementation efforts on the findings of the task force report. Arlington was one of only 15 jurisdictions out of 18,000 law enforcement organizations selected across the nation to lead these efforts.

## 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 runway 16/34 is 6,080 ft. long by 100 ft. wide, with an east and west parallel taxiway. Air Traffic Control is provided through the FAA’s Federal Contract Tower program. The Airport has approximately 250 based aircraft and 20 businesses onsite, including Bell Helicopter Textron, Van Bortel Aircraft, Inc. and AgustaWestland. The Airport terminal building (LEED Gold certified) houses Airport Operations and eight businesses. Seventy-six T-hangars, one commercial hangar, and 52 tie-downs are also owned and leased by the Airport.



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

food establishments, and child care centers. The Strategic Planning Division focuses on a wide range of planning activities including comprehensive and special plans, transportation planning, neighborhood planning, design standards, research and analytics, and targeted studies to guide sustainable growth in the city. The Strategic Planning Division also administers federal grants including



# Business Plan

Community Development Block Grants, HOME Investment Partnerships Program, and the Emergency Solutions Grant. These grant funds benefit low- and moderate-income citizens in Arlington by supporting neighborhood infrastructure, assisting first-time homebuyers, providing shelter and services for adults and children experiencing homelessness, and working with non-profits to construct new, energy-efficient affordable housing. The Real Estate Services group is responsible for property acquisitions required for roadway and public infrastructure improvement projects and mineral leasing activities associated with City owned properties. The Arlington Housing Authority (AHA) is responsible for the management and operation of federal and state grants. AHA services include rental housing assistance, housing rehabilitation, weatherization assistance, homebuyer assistance, and transitional housing for the homeless.



In 2016, the Grants Management group received the Audrey Nelson Award for Community Development celebrating the development of affordable single family homes in the Neighborhood Revitalization Strategy Area. Presented by NCDCA, this award recognized the work of the City and partners, Development Corporation of Tarrant County (DCTC), Wells Fargo, History Maker Homes and others for developing 9 new single family homes that utilized technologies such as solar panels and energy efficient appliances to create affordable housing opportunities that are also affordable to maintain.

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



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



The [Office of Economic Development](#) 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 contributing to a collaborative spirit that attracts new residents, consumer spending, quality investment and job creation.

# Business Plan

The Economic Development Strategy, implemented in fiscal years 2015 and 2016, continues to guide the Office's recruitment, retention, marketing and outreach efforts. FY 2017 will bring continued focus on the target industry segments that represent prime opportunities for Arlington – aerospace, automotive, professional and business services, medical devices, and industrial machinery/manufacturing. Through targeted recruitment and retention efforts, enhanced marketing, international growth initiatives, and a continued focus on transformative redevelopment, the Office will position its economic development program to best capitalize on the city's strengths and opportunities.

In FY 2016, the City achieved many economic development successes resulting in significant capital investment and recognition to Arlington. The Entertainment District was in the spotlight with the announcements of Texas Live!, a \$200 million entertainment complex including a 300-room hotel, and the public-private partnership with the Texas Rangers to develop a new state-of-the-art ballpark. Businesses from across the globe chose Arlington as a prime destination to operate and expand their footprint in the US market. Marine Harvest of Norway, the world's leading seafood company and largest producer of farmed salmon, and Wuxi Jinmao of China, an export and manufacturing business specializing in fabric, garment, and pet products, represent just two examples of international investment in Arlington. The Great Southwest Industrial District (GSW) remained a location of interest for businesses and became increasingly popular for development and redevelopment projects. For instance, Southwest Restaurant Equipment, Inc., began construction of a 55,000 square foot mixed use facility in GSW. Other new developments in GSW are expected to move forward in FY 2017.

The City received a number of accolades in FY 2016 related to its economic development efforts. The Dallas Business Journal, named Arlington as the 2<sup>nd</sup> ranked "Top Economic Development Agency" in the region for the second year in a row. The City of Arlington received a Certificate of Achievement for Economic Excellence, "recognizing a commitment to Professional Economic Development by City Administration, Elected and Appointed Officials, and exemplary professional standards demonstrated by Economic Development Staff," from the Texas Economic Development Council. Additionally, a number of projects were recognized as Best Real Estate Deals by the Dallas Business Journal. General Motors' \$1.4 billion expansion project won the Community Impact category, and Arlington Commons won the Suburban Multifamily category.

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, City-owned Landfill Operations, Trash and Recycling Collection, Environmental Education, Information Services, Stormwater Management, Warehouse, and Business Services. These divisions function together to design, build, and maintain street infrastructure, drainage infrastructure and public buildings and other assets. The Department is responsible for mobility optimization through traffic engineering and technological innovation, and provision of signals, street lights, and regulatory signs and markings. Public Works and Transportation staff manage and maintain fleet, fuel, and facilities for the City enterprise. These tasks are accomplished through asset and work order management systems, which utilize cutting edge technology. In FY 2016, the Department let approximately \$92 million in new street, stormwater, and facility construction projects. Additionally, the Street Maintenance Sales Tax generated approximately \$14 million.



# Business Plan



**Tri-schools Project Roundabout**

The Tri-schools project, part of the 2008 bond program, included street, sidewalk, drainage, water and sanitary sewer improvements to Calender, Ledbetter and Russell roads near Carol Holt Elementary School, Cross Timbers Intermediate School and T.A Howard Middle School. The project added landscaped traffic roundabouts at the intersections of Calender Road and Russell Road and Calender Road and West Harris Road. The Tri-schools project also included improvements on Curry Road between Winthrop Drive and Blake Drive to improve a limited sight distance issue. Drainage, sanitary sewer improvements, and street restoration were included on Blue Forest Road between Ledbetter Road and Harris Road. Finally,

sanitary sewer improvements and pavement restorations were included on Truver Lane at Green Mere Drive. The Tri-schools Street Improvement Project is an example of the Arlington City Council's commitment to enhancing regional mobility.

The Royce Drive/Chimney Court Drainage Improvements Project mitigated flooding of six homes in the area related to undersized storm drain. The existing concrete channel behind the homes on Firewood Drive between Chimney Court and Smokerise Court was in poor condition and was scheduled for rebuild. The City constructed a storm drain on Royce Drive, reconstructed and enlarged the existing drainage channel with block walls, and renewed approximately 1,915 linear feet of 8-inch and 10-inch sanitary sewer line. After completion of the drainage and sanitary sewer improvements, Royce Drive and Napier Drive were rebuilt to concrete streets with curb and gutter. The project



was designed by Kimley-Horn and Associates and was constructed by Humphrey and Morton Construction Company, Inc. The project started in August 2014 and was completed in September 2015. Funding for this project included the Stormwater Utility Fee and Water and Sanitary Sewer Renewal funds. The Texas Public Works Association named the City of Arlington's Royce Drive/Chimney Court Drainage Improvements Project as its Project of the Year.

## STRATEGIC SUPPORT

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



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

customer service to all departments within the City of Arlington organization.



# Business Plan

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



The **Human Resources Department** consists of Employee Operations, Employee Services, Workforce Investment, and Risk Management. This Department is an organizational conduit to recruit, develop and retain quality employees and volunteers that are the foundation for building a thriving community. These human assets deliver our core services in alignment with Arlington values. Human Resources is also charged with minimizing organizational and community risk. In previous years, this department has received awards for wellness programming, volunteer coordination, training and staff development, and drug and alcohol programs. Recently, Human Resources was recognized for the redesign of both the wellness and pharmaceutical programs.



The Arlington **Water Utilities Department** ensures safe, high-quality drinking water throughout the city. The Five divisions that make up the department are Customer Care and Business Services, Engineering Support Services, Operation Services, Water Treatment Services, and Financial Services. Key tasks include water storage tank management, water and sewer line construction and maintenance, and water conservation initiatives. The department has increased the effectiveness of its conservation efforts in recent years through public awareness education; full time, proactive leak detection; accelerated replacement of water pipes; and optimization of water usage during the treatment process. Arlington is a water industry leader in its use of technologies such as pre-chlorinated pipe

bursting to replace aging water mains and multi-sensor robots that examine large-diameter pipes for defects. The Water Utilities Department has received several awards, including the Best Tasting Surface Water TWUA State Award 2014 and 2015, AMWA Gold Award for Exceptional Utility Performance, and the 2013 TAWWA/WEAT Workforce Development Award. In fiscal year 2016, the department received a \$300,000 federal grant for its WaterSMART program that includes leak detection, smart metering and customer conservation education. The Department also embarked on a \$14 million, multi-phase upgrade of its water treatment plants and entered into an agreement that will allow Arlington to sell drinking water to the City of Dalworthington Gardens. Recently, the Texas Water Development Board also awarded the Water Utilities Department a \$359,700 Green Grant.

## FINANCE AND MANAGEMENT RESOURCES

The **Finance Department** provides support and information to assist the City Manager and the Mayor and City Council in management decision-making. The department facilitates the development and tracking of the City's business plan and performance-based budget and acts as a strategic partner with departments to provide financial expertise and guidance with City-wide impact. The department is also responsible for preparing the City's Comprehensive Annual Financial Report, processing payments to City vendors, preparing City payroll, procuring goods and services, monitoring consolidated tax collection efforts, and directing the City's cash and debt portfolio management activities. Divisions in the department include Administration, Accounting, Purchasing, Treasury Management, Payroll/Payables, and the Office of Management and Budget. The Office of Management and Budget has received the Distinguished Budget Presentation Award for the past 30 years. The Accounting Division received the Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 37<sup>th</sup> time and

# Business Plan

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the State Controller's Traditional Finance Transparency Star, and the Purchasing Division received the Achievement for Excellence in Procurement Award for the thirteenth consecutive year.

The **Management Resources Department** has divisions in Executive Support, City Secretary's Office, Vital Statistics, Office of Communications, Action Center, Intergovernmental Relations and Knowledge Services. Due to the varying types of work, Management Resources collaborates with various City departments through communication efforts, open records requests, customer service, intergovernmental relations, City Council agenda management, legal postings, revenue enhancement, records management and managing special projects. The department also directly serves the City Manager's Office and the Office of Mayor and Council. The Management Resources Department not only facilitates work across departments to enhance cooperation within the organization, but also takes the lead in connecting City government to Arlington's residents through City Council meetings, on-line and social media, answering calls from residents on a variety of topics and telling the story of the work that the organization does. The City's Intergovernmental Relations Division is primarily responsible for developing state and federal legislative agendas, monitoring legislation and activities, and managing the City's state and federal lobbyists. The department also manages resources such as printers and copiers throughout the organization with the goal of improving work efficiencies and effectiveness.



# Business Plan

## Champion Great Neighborhoods

### Goal 1: Foster Healthy and Attractive Neighborhoods

#### Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes

Project		Performance Measure(s)	City Service Team (Department)
CGN 1.1.1	Code Compliance – East District Strategic Plan	Inspection activities are proactive vs. reactive in nature	Neighborhood Services (Code Compliance Services)

**Summary:**

Code Compliance plans to improve the quality of neighborhoods in the East District by proactively inspecting for nuisance violations, which detract from a neighborhood's appearance. This inspection activity will be cross-referenced with active calls and proactively addressed. Additionally, a Spanish Code Ranger Program and First Offender Program will be implemented.

Milestones	Estimated Completion	Percent Completed
Benchmarking for the number of nuisance vehicles in the East District	9/30/2017	
Cross-reference Violations with active calls	9/30/2017	
Enforcement (Nuisance Vehicles)	9/30/2017	
Enforcement (Proactive)	9/30/2017	
Implementation of Spanish Code Ranger Program and First Offender Program	9/30/2017	

## Champion Great Neighborhoods

### Goal 1: Foster Healthy and Attractive Neighborhoods

#### Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes

Project		Performance Measure(s)	City Service Team (Department)
CGN 1.1.2	Code Compliance Improvement Plan – East District	Percent of inspection activities that are proactive	Neighborhood Services (Code Compliance Services)

**Summary:**

Code Compliance plans to increase voluntary compliance by 10% in the East District by focusing on properties with multiple violations.

Milestones	Estimated Completion	Percent Completed
Voluntary Compliance	9/30/2017	
Compliance for Properties with Multiple Violations	9/30/2017	

# Business Plan

## Champion Great Neighborhoods

### Goal 1: Foster Healthy and Attractive Neighborhoods

#### Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes

Project		Performance Measure(s)	City Service Team (Department)																		
CGN 1.1.3	Multi-Family Town Hall Meetings	Project Completion	Neighborhood Services (Code Compliance Services)																		
<p><u>Summary:</u></p> <p>Multi-family town hall meetings will consist of an informal discussion between City of Arlington representatives and apartment community residents. The series of five meetings will be held at different apartment communities in each council district over fiscal year 2017. This will assist Code Compliance Services by opening up better lines of communication, allowing for a better understanding of emerging issues and for tenants to voice concerns and preferences for their community.</p>		<table border="1"> <thead> <tr> <th>Council District</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>9/30/2017</td> <td></td> </tr> <tr> <td>2</td> <td>9/30/2017</td> <td></td> </tr> <tr> <td>3</td> <td>9/30/2017</td> <td></td> </tr> <tr> <td>4</td> <td>9/30/2017</td> <td></td> </tr> <tr> <td>5</td> <td>9/30/2017</td> <td></td> </tr> </tbody> </table>		Council District	Estimated Completion	Actual Completion	1	9/30/2017		2	9/30/2017		3	9/30/2017		4	9/30/2017		5	9/30/2017	
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2	9/30/2017																				
3	9/30/2017																				
4	9/30/2017																				
5	9/30/2017																				

## Champion Great Neighborhoods

### Goal 1: Foster Healthy and Attractive Neighborhoods

#### Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes

Project		Performance Measure(s)	City Service Team (Department)												
CGN 1.1.4	Code Compliance – Animal	Citizen Perception of Stray Animals as Neighborhood Problems	Neighborhood Services (Code Compliance Services)												
<p><u>Summary:</u></p> <p>During FY 2017, Code Compliance Services will identify and mitigate aggressive, stray and nuisance animal issues within the high risk target area of zip code 76010. Other aspects of the project include mobile site vaccinations, mobile site TNR spay/neuter, inspection sweeps of problem streets in the target zip code, and education.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Analyze hot spot maps and perform benchmarking in order to develop plan of action</td> <td>10/1/2016</td> <td></td> </tr> <tr> <td>Implement mitigation and education strategies addressing nuisance animal issues</td> <td>3/1/2017</td> <td></td> </tr> <tr> <td>Perform analysis of mitigation and educational efforts in order to determine next steps</td> <td>6/1/2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Analyze hot spot maps and perform benchmarking in order to develop plan of action	10/1/2016		Implement mitigation and education strategies addressing nuisance animal issues	3/1/2017		Perform analysis of mitigation and educational efforts in order to determine next steps	6/1/2017	
Milestone	Estimated Completion	Actual Completion													
Analyze hot spot maps and perform benchmarking in order to develop plan of action	10/1/2016														
Implement mitigation and education strategies addressing nuisance animal issues	3/1/2017														
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# Business Plan

## Champion Great Neighborhoods

### Goal 1: Foster Healthy and Attractive Neighborhoods

#### Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes

Project		Performance Measure(s)	City Service Team (Department)												
CGN 1.1.5	Animal Licensing	Number of animal licenses sold in Arlington	Neighborhood Services (Code Compliance Services)												
<p><u>Summary:</u></p> <p>During FY 2016, Code Compliance Services did not renew an animal licensing contract with PetData, a third party vendor. This decision was based upon proposed fee increases by the vendor and the ability by City management to create additional resource capacity, in order to manage the animal licensing program in-house. The department plans to focus on increasing the number of animal licenses sold in FY 2017.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Analyze the current status of city license purchase locations and ways to increase the purchase of pet licenses</td> <td>10/1/2016</td> <td></td> </tr> <tr> <td>Contact local vet clinics and add additional verbiage to the city website</td> <td>12/1/2016</td> <td></td> </tr> <tr> <td>Distribute licenses at public and facility locations</td> <td>1/01/2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Analyze the current status of city license purchase locations and ways to increase the purchase of pet licenses	10/1/2016		Contact local vet clinics and add additional verbiage to the city website	12/1/2016		Distribute licenses at public and facility locations	1/01/2017	
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## Champion Great Neighborhoods

### Goal 2: Expand and Enhance the City's Image

#### Objective 1: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)															
CGN 2.1.1	City-wide Volunteer Recruitment Expansion	Volunteer Service Hours	Strategic Support (HR and Court), Neighborhood Services (Library, Parks, Police, and Fire), Economic Development and Capital Investment (CDP), and Management Resources															
<p><u>Summary:</u></p> <p>Volunteerism and community engagement play a vital role in the success of an organization. In FY 2017, the City will continue to increase volunteer levels to support service delivery and engage residents.</p> <p>Below are the key components of the program:</p> <ul style="list-style-type: none"> <li>Continue volunteer orientation and actively recruit new volunteers</li> <li>Train, support, and acknowledge volunteers to encourage long term volunteering</li> <li>Create additional activities and leadership opportunities, thereby creating a self-sustaining program similar to Animal Shelter and the Police Department</li> <li>Maximize awareness of the benefits of volunteers to City employees</li> <li>Initiate a volunteer growth program that helps distinguish different levels of volunteers</li> </ul>		<p style="text-align: center;"><b>Volunteer Hours</b></p> <table border="1"> <caption>Volunteer Hours Data</caption> <thead> <tr> <th>Quarter</th> <th>FY 2016</th> <th>FY 2017</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>28,000</td> <td>29,000</td> </tr> <tr> <td>2nd Qtr</td> <td>29,000</td> <td>42,000</td> </tr> <tr> <td>3rd Qtr</td> <td>42,000</td> <td>34,000</td> </tr> <tr> <td>4th Qtr</td> <td>34,000</td> <td>34,000</td> </tr> </tbody> </table>		Quarter	FY 2016	FY 2017	1st Qtr	28,000	29,000	2nd Qtr	29,000	42,000	3rd Qtr	42,000	34,000	4th Qtr	34,000	34,000
Quarter	FY 2016	FY 2017																
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2nd Qtr	29,000	42,000																
3rd Qtr	42,000	34,000																
4th Qtr	34,000	34,000																

# Business Plan

## Champion Great Neighborhoods

### Goal 2: Expand and Enhance the City's Image

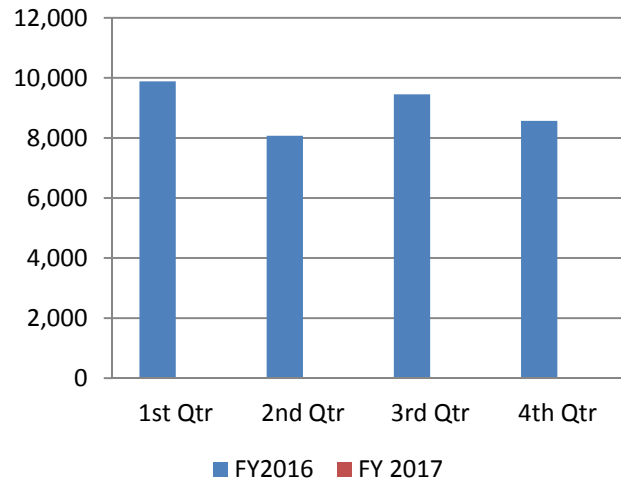
#### Objective 1: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)
CGN 2.1.2	Community Engagement	<ul style="list-style-type: none"> <li>APD Volunteer Hours</li> <li>Nextdoor Participation</li> <li>ACAPP/Citizen Police Academy Graduates</li> </ul>	Neighborhood Services (Police)

Summary:

The Police Department's main goal is protection of the Arlington community. This goal can only be achieved with the help of the city's residents and business owners. Local volunteer groups work closely with the department to achieve this goal. These groups include Community Watch Groups, Citizen Patrol groups, Citizen Police Academy graduates, COPS mobile members, and Arlington Clergy and Police Partnership graduates. The department also relies on local business alliances, apartment managers, and youth mentoring programs to serve as crime deterrents. These partnerships provide positive interactions between the public and the department and provide the public with information on police partnering programs within their community. Continued communication and interaction with the community are crucial to the continuation of these groups.

**Volunteer Hours**



## Champion Great Neighborhoods

### Goal 2: Expand and Enhance the City's Image

#### Objective 1: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)
CGN 2.1.3	Neighborhood Matching Grant Program	Citizen perception that Arlington provides an exceptional quality of life	Economic Development and Capital Investment (CDP)

Summary:

The goal of the Neighborhood Matching Grant Program is to provide financial support for resident and community-based programs and activities that foster civic pride, enhance and beautify neighborhoods, and improve neighborhood vitality and participation. The program benefits the City of Arlington by making neighborhoods more attractive, raising the level of community pride, increasing civic participation by residents, and encouraging collaboration and formal organization of and among neighbors, neighborhoods, and city government.

Milestone	Estimated Completion	Actual Completion
Issue Call for Projects	Jan. 2017	
Council Approval of Grants	Apr. 2017	
Substantial Completion of Grant Projects	Oct. 2017	

# Business Plan

## Champion Great Neighborhoods

### Goal 2: Expand and Enhance the City's Image

#### Objective 2: Create Awareness Around the City's Brand

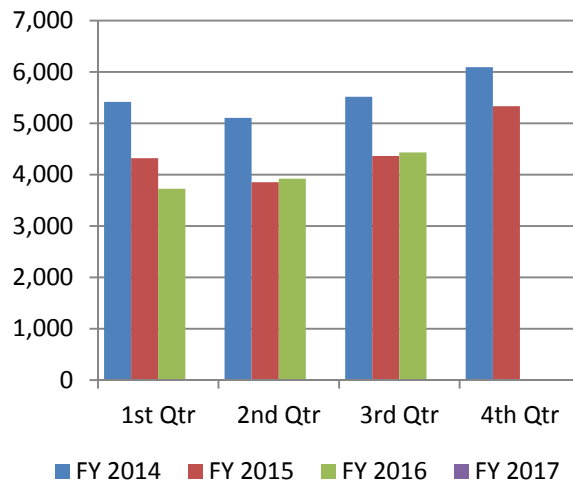
Project		Performance Measure(s)	City Service Team (Department)
CGN 2.2.1	Integrated Marketing Communications Plan	Increase new library card sign ups by 5%	Neighborhood Services (Library)

**Summary:**

In FY 2017, the Library will increase the community's awareness of library programs and services by implementing the integrated marketing communications plan developed in FY 2016. The plan takes into consideration traditional and non-traditional communication channels with a particular emphasis on social media.

Milestone	Target Completion	% Complete
Build library service awareness through a library card sign up campaign	Sept. 2017	
Release feature story focused on library services monthly	Sept. 2017	
Continually provide updates to ensure public awareness of the Capital Campaign and the building projects	Sept. 2017	
Increase the amount of library related communication presented through MyArlingtonTX.com	Sept. 2017	

**New Library Card Sign Ups  
FY 2014 - FY 2017**



# Business Plan

## Champion Great Neighborhoods

### Goal 2: Expand and Enhance the City's Image

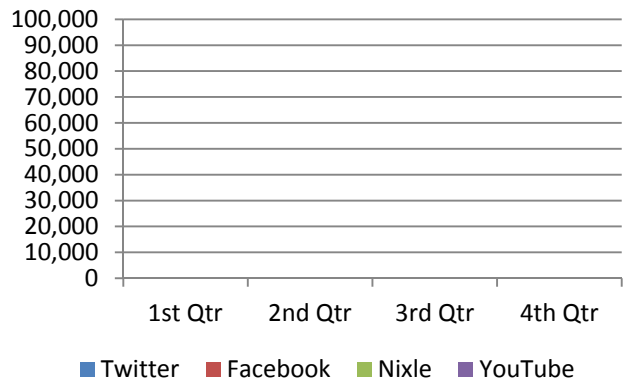
#### Objective 2: Create Awareness Around the City's Brand

Project		Performance Measure(s)	City Service Team (Department)
CGN 2.2.2	APD Social Media Impact	<ul style="list-style-type: none"> <li>APD Facebook Likes</li> <li>APD Twitter Followers</li> <li>APD Youtube Channel Views</li> <li>Number of Procedural Justice Stories for the Public</li> </ul>	Neighborhood Services (Police)

**Summary:**

The Police Department's primary function is to serve and protect the city's visitors and residents from criminal activity and harm. It is also the responsibility of the department to engage the community through all forms of media to effectively tell our story and maintain the integrity of a respectable, positive, polished branded image. Message creation is an integral and critical element of the department's strategic communication plan. In 2011, the Arlington Police Department launched social media platforms on Facebook, Twitter, YouTube, and Nixle. Since that time, followers continue to rise allowing the department to be able to tell the organization's storyboard along the way to keep citizens connected.

**Social Media Impact  
(Number of Followers)**





# Business Plan

## Champion Great Neighborhoods Scorecard

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	
General	Citizen Survey	Overall citizen satisfaction rating for neighborhood in terms of quality of life	69%	75%	76%	80%	
General		Would recommend Arlington as a place to live	74%	76%	78%	80%	
General		Citizen perception that Arlington is a great place to raise children	67%	65%	64%	70%	
General		Citizen perception that Arlington is a beautiful place to live	57%	60%	57%	70%	
General		Citizen perception that Arlington provides an exceptional quality of life	59%	62%	62%	70%	
CDP		Citizen perception that Arlington has a variety of housing options	78%	83%	81%	85%	
Code		Citizen perception of stray animals as neighborhood problem	New Measure in FY 2017				23%
CDP	Housing	Maximize use of federal funding allocated to assist qualified persons to reside in safe, decent housing	100%	99%	98%	99%	
CDP		First time homebuyers assisted with down payment and closing costs	27	25	17	20	
CDP		Substandard owner occupied homes rehabilitated to meet local codes	65	78	72	70	
CDP		Achieve CDBG goals in PY 2016 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2017	215%	416%	100%	100%	
CDP		Achieve HOME goals in PY 2016 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2017	141%	166%	100%	100%	
Code		Average home sales price in Arlington		\$172,989	\$183,000	\$184,000	
Code	Code Compliance	Number of code inspection activities completed	74,608	86,211	79,755	84,000	
Code		Number of graffiti complaints abated (city/owner)	334	240	160	228	
Code		Number of animal licenses sold in Arlington	9,299	8,874	7,695	8,838	
Code		Live Release Rate	80%	77%	75%	75%	
Code		Number of animal bites investigated	463	481	574	644	
Code		Number of aggressive animal calls for service	1,045	1,066	1,896	1,164	
Code		Number of animals deemed "Dangerous Animals"	5	11	6	8	
Code		Average number of days from initial code complaint to first action	New Measure in FY 2015	1.9	2.07	2	
Code		Percent of cases resolved through voluntary compliance	New Measure in FY 2017				50%

# Business Plan

## Champion Great Neighborhoods Scorecard (cont.)

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Code	Code Compliance	Percent of cases closed per month	New Measure in FY 2017			93%
Code		Percent of nuisance vehicle/parking in the yard violations resolved	New Measure in FY 2017			80%
Code		Percent of inspection activities that are proactive	New Measure in FY 2017			30%
Code	Community Engagement	Number of Animal Services' volunteer hours	14,268	13,867	14,363	14,140
Library		Volunteer service hours	30,861	31,091	31,914	31,700
Parks		Volunteer Hours	37,004	44,025	41,035	45,000
Police		APD Volunteer Hours	34,562	33,015	36,025	38,000
Police		Community Watch Groups	224	231	220	230
Police		Citizen on Patrol (COP) Member	136	129	56	60
Police		Citizen Police Academy Graduates	38	42	75	60
Police		Hispanic Citizen Police Academy Graduates	32	51	70	50
Police		National Night Out Group Participation	147	191	191	200
Police		Arlington Clergy and Police Partnerships (ACAPP) Members	47	117	38	45
Police		COP Mobile Members	51	201	64	67
Police		Nextdoor Participation	10,498	20,635	31,428	33,000

# Business Plan

## Enhance Regional Mobility

### Goal 1: Explore Creative, Alternative Transportation Opportunities

#### Objective 1: Promote Regional Connectivity

Project		Performance Measure(s)	City Service Team (Department)
ERM 1.1.1	MAX Bus Service	Monthly Ridership	Economic Development and Capital Investment (CDP)

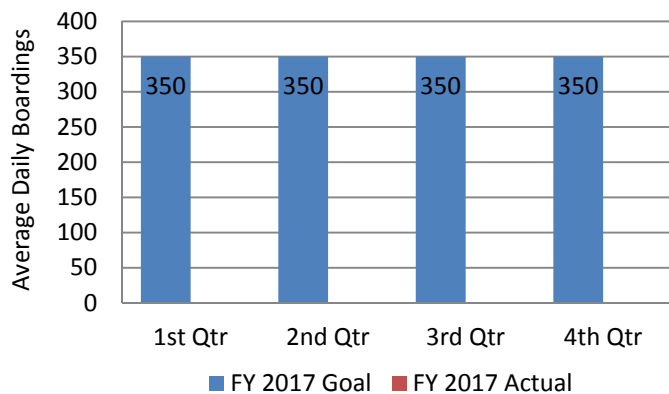
**Summary:**

The MAX bus service provides shuttle service between the Centre Port TRE Station and UT Arlington/Downtown Arlington. Started in August 2013, the service will run as a pilot project through August 2015. The MAX service supports the Council's "Enhancing Regional Mobility" priority by improving access between Arlington and the rest of the North Texas region. It has provided additional transportation options for commuters, UT Arlington students, faculty, staff, and visitors. Feedback from riders has been primarily positive, with regular requests for expanded service to more locations and the addition of Saturday service. Ridership has steadily grown over the life of the project from approximately 250 trips per day to upwards of 400 trips per day at the busiest times of the year.

In October of 2014, City Council directed staff to develop a strategy to continue the service on a contracted basis beyond the pilot project timeframe. This annual funding set-aside would be used for anticipated costs associated with continuing the MAX bus service. Any significant changes in service could impact estimated costs.

Milestone	Estimated Completion	Actual Completion
1 <sup>st</sup> Quarter Report to Council	Jan. 2017	
2 <sup>nd</sup> Quarter Report to Council	Apr. 2017	
3 <sup>rd</sup> Quarter Report to Council	June 2017	
4 <sup>th</sup> Quarter Report to Council	Sept. 2017	

**MAX Ridership**



# Business Plan

## Enhance Regional Mobility

### Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure

#### Objective 1: Optimize Effectiveness and Efficiency of Existing Transportation System

City Service Team (Department)	Performance Measure(s)	City Service Team (Department)
ERM 2.1.1	Street Condition Update <ul style="list-style-type: none"> <li>Citizen perception of road condition as "good" or "mostly good"</li> <li>Lane Miles with Overall Condition Index (OCI) &lt;50</li> </ul>	Economic Development and Capital Investment (PWT)

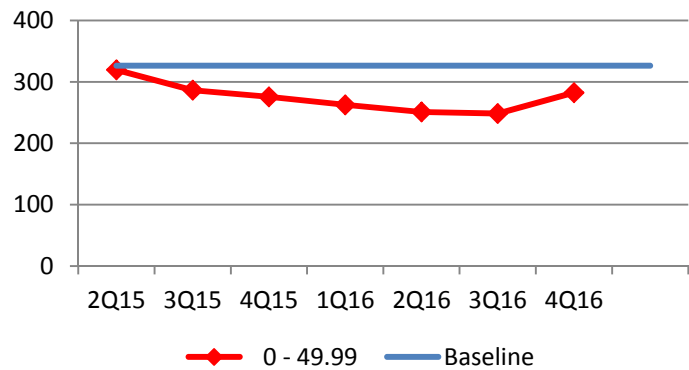
**Summary:**

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, referred to as red streets, are in failure, and should be addressed first
- Street maintenance work will be prioritized toward the worst streets first
- Rebuild work will be done on both thoroughfares and residential streets, with the thoroughfares given higher priority when choices between the two must be made

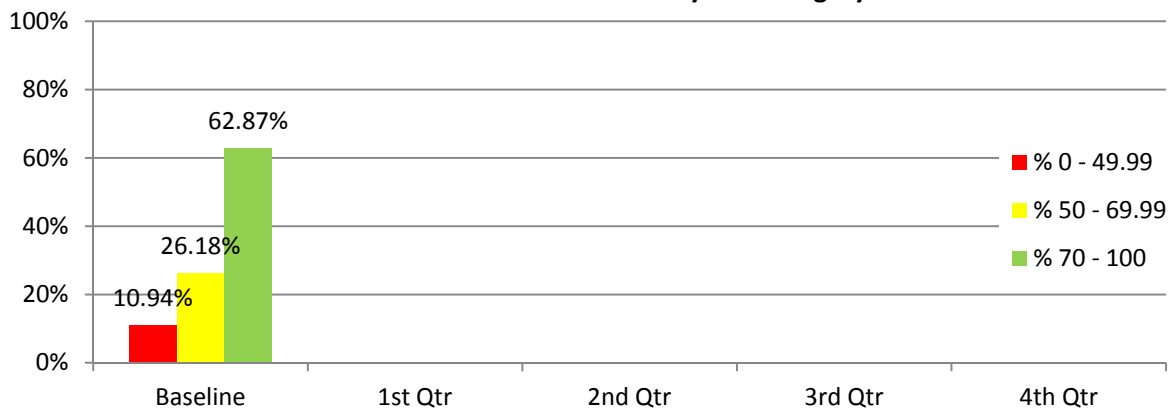
With the passage of the 2014 Bond Election and the refocus of maintenance on the red streets, the target is to reduce the lane miles of red streets to reach a more balanced network over the next 8-9 years.

**Overall Condition Index Progress**



**Balance Overall Street Network**

**Distribution of Total Lane Miles by OCI Category**



# Business Plan

## Enhance Regional Mobility

### Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure

#### Objective 1: Optimize Effectiveness and Efficiency of Existing Transportation System

Project		Performance Measure(s)	City Service Team (Department)																		
ERM 2.1.2	IH-30 and SH-360 Interchange	Overall satisfaction with the management of traffic flow during peak hours	Economic Development and Capital Investment (PWT)																		
<p><u>Summary:</u></p> <p>The purpose of this project is to improve traffic safety and reduce traffic congestion at the interchange of Interstate 30 and State Highway 360. Formerly a toll road loop interchange, the new infrastructure will include main lane improvements and direct connection ramps to each facility.</p> <p>This project is split into five construction phases. Package A is reconstructing the Six Flags Drive Bridge over IH-30 and will be bid as a joint project with the IH-30/SH-360 Interchange Project (Package B). Package C is the Great Southwest Industrial District railroad bridge crossing just south of Randol Mill Road. Package D includes the Randol Mill Road interchange improvements and Package E includes improvements from Abram Street to IH-20.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Package A Construction</td> <td>Spring 2020</td> <td></td> </tr> <tr> <td>Package B Construction</td> <td>Spring 2020</td> <td></td> </tr> <tr> <td>Package C Construction</td> <td></td> <td></td> </tr> <tr> <td>Package D Construction</td> <td></td> <td></td> </tr> <tr> <td>Package E Construction</td> <td></td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Package A Construction	Spring 2020		Package B Construction	Spring 2020		Package C Construction			Package D Construction			Package E Construction		
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Package B Construction	Spring 2020																				
Package C Construction																					
Package D Construction																					
Package E Construction																					

## Enhance Regional Mobility

### Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure

#### 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	Overall satisfaction with the management of traffic flow during peak hours	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.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Right of Way Preparation/Clearing and Demolition</td> <td>Nov. 2014</td> <td>Nov. 2014</td> </tr> <tr> <td>Drill shafts</td> <td>Mar. 2015</td> <td>May 2015</td> </tr> <tr> <td>Set beams</td> <td>July 2016</td> <td>June 2016</td> </tr> <tr> <td>Construct bridge deck, roadway, retaining walls</td> <td>Sept. 2016</td> <td>Oct. 2016</td> </tr> <tr> <td>Install curbs, sidewalks, final railings and signs</td> <td>Feb. 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Right of Way Preparation/Clearing and Demolition	Nov. 2014	Nov. 2014	Drill shafts	Mar. 2015	May 2015	Set beams	July 2016	June 2016	Construct bridge deck, roadway, retaining walls	Sept. 2016	Oct. 2016	Install curbs, sidewalks, final railings and signs	Feb. 2017	
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# Business Plan

## Enhance Regional Mobility

### Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure

#### Objective 2: Complete Construction Projects in a Timely Manner

Project	Performance Measure(s)	City Service Team (Department)
ERM 2.2.2 Street Rebuild Projects	<ul style="list-style-type: none"> <li>Citizen perception of road condition as "good" or "mostly good"</li> <li>Lane Miles with Overall Condition Index (OCI) &lt;50</li> </ul>	Economic Development and Capital Investment (PWT)

Summary:

Capital street projects are funded with Street Bonds, and are funded through inclusion in the annual capital budget.

Construction of the projects listed below is expected to begin during this fiscal year. The projects shown, to the right, track the progress that is expected within 2016.

Project	Estimated Bid Dates	Actual Bid Dates
2014 Residential Rebuilds, Phase II	Dec. 2016	
2014 Residential Rebuilds, Phase III	Dec. 2016	
2014 Residential Rebuilds, Phase IV	Dec. 2016	
2015 Residential Rebuilds, Phase I	Oct. 2016	
2015 Residential Rebuilds, Phase II	Oct. 2016	
SH360/New York Connection	Nov. 2016	
New York Ave (Abram to Arkansas)	June 2016	
IH-20/Bowen Road U-Turn	April 2017	
2016 Residential Rebuild, Phase I	Mar, 2017	
2016 Residential Rebuild, Phase II	Mar. 2017	
Abram Street (Cooper to Collins)	Sept. 2017	
Timberlake Drive (Pioneer Pkwy to Park Row Drive)	June 2017	

Street Capital projects to be Advertised for Bid	Month Bid	Actual Cost	Lane Miles
2014 Residential Rebuilds, Phase II			5.3
2014 Residential Rebuilds, Phase III			2.44
2014 Residential Rebuilds, Phase IV			2.39
2015 Residential Rebuilds, Phase I			3.60
2015 Residential Rebuilds, Phase II			3.97
SH360/New York Connection			0.75
New York Ave (Abram to Arkansas)			7.04
IH-20/Bowen Road U-Turn			0.00
2016 Residential Rebuild, Phase I			2.12
2016 Residential Rebuild, Phase II			2.57
Abram Street (Cooper to Collins)			3.30
Timberlake Drive (Pioneer Pkwy to Park Row Drive)			1.17

# Business Plan

## Enhance Regional Mobility Scorecard

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	
PWT	Citizen Survey	Citizen perception of road condition as "good" or "mostly good"	46%	47%	40%	80%	
PWT		Citizen perception that traffic levels in Arlington are acceptable	52%	49%	40%	50%	
PWT		Citizen perception of excellent or good for traffic flow management in the Entertainment District	54%	49%	40%	70%	
PWT		Overall satisfaction with the management of traffic flow during peak hours	50%	48%	42%	52%	
PWT	Traffic Management	Travel time on northbound Cooper from Turner-Warnell to I-30 (goal: 21 min 9 sec)	-1.32%	-5.14%	1%	within 10% of goal	
PWT		Travel time on southbound Cooper from I-30 to Turner-Warnell (goal: 21 min 4 sec)	-1.38%	-2.73%	-7%	within 10% of goal	
PWT		Travel time on northbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 38 sec)	0.23%	-1.36%	4%	within 10% of goal	
PWT		Travel time on southbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 34 sec)	1.94%	-2.56%	8%	within 10% of goal	
PWT		Travel time on eastbound Division from Bowen to SH-360 (goal: 10 min 24 sec)	0.36%	3.33%	1%	within 10% of goal	
PWT		Travel time on westbound Division from SH-360 to Bowen (goal: 10 min 52 sec)	-1.99%	2.57%	1%	within 10% of goal	
PWT		Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 (goal: 13 min 49 sec)	3.08%	0.6%	-2%	within 10% of goal	
PWT		Travel time on westbound Pioneer Parkway from SH-360 to Green Oaks (goal 14 min 12 sec)	-4.55%	-6.69%	-5%	within 10% of goal	
PWT		In-House Signal Rebuilds and New Signal Construction	63%	38%	88%	100%	
PWT		Lane Miles with Overall Condition Index (OCI) <50 (FY 2013: approx. 320 lane miles)	320	276	282	Maintain or decrease	
PWT		Preventive maintenance performed on all traffic signals once per year (343 signalized intersections)	95%	100%	105%	100%	
PWT		Replace 3,000 signs that do not meet minimum standards	New Measure in FY 2016			108%	100%

# Business Plan

## Invest in Our Economy

### Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

#### Objective 1: Foster Development and Redevelopment in Targeted Areas

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.1.1	Development and Redevelopment Projects	Capital Investment generated through OED development and redevelopment efforts	Economic Development and Capital Investment (ED)

**Summary:**

In an effort to build and sustain Arlington's tax base, Economic Development staff will remain focused on developing Arlington's remaining greenfield sites with the highest and best uses. Additionally, redevelopment efforts will continue within the Entertainment District, Great Southwest Industrial Park, and Downtown and Lamar-Collins areas, among other areas identified as suitable for redevelopment. Per the Economic Development Strategy, redevelopment projects will be supported and prioritized when considered as transformational and having high community impact, both being primary economic development goals for the City. These projects must be game changers, introducing new product into an unproven area, have the ability to stimulate future change, and must be a desired use.

**101 Center**

A redevelopment project located on the site of the City's current Central Library, in the heart of Downtown. Commenced in FY 2014, a Master Development Agreement was executed outlining the City's commitment to the project to bring 200+ residential units, ground floor retail, and a shared parking garage.

**Arlington Commons/East Lamar Redevelopment**

The Arlington Commons Project will result in the ultimate redevelopment of four existing apartment complexes in the E. Lamar/Lincoln Drive area, as well as public improvements to Parkway Central Park, and the adjacent right-of-way of East Lamar Blvd. To facilitate this redevelopment, the City has executed a Master Development Agreement and Chapter 380 Grant Agreements, providing fee waivers, grants for redevelopment expense reimbursement, separate public space improvements, as well as annual grants equivalent to 90 percent of real property taxes on each of the new developments after issuance of the certificate of occupancy. Amendments to these agreements in Fall 2014 altered the real property grants, converting the first ten years into tax abatements, with the remaining timeframe to continue as annual grants. This revision was done to facilitate Tarrant County participation through real property tax abatement as well.

101 Center	Status	Date
Lease Agreement Drafted	100%	Jan. 2015
City Incentive Agreements Drafted	100%	Jan. 2015
TIRZ #1 Agreements Drafted	100%	Jan. 2015
TIRZ #1 Action on Incentive Agreements	100%	Feb. 2015
City Council Action on Lease and related Incentive Agreements	100%	Mar. 2015
Agreements Executed	100%	Mar. 2015
Demolition Permit Issued	100%	Apr. 2015
Building Permit Issued	100%	Nov. 2015
Construction Commenced	100%	Dec. 2015
Certificate of Occupancy Issued		

Arlington Commons (Ph. IA)	Status	Date
Demolition Permit Issued	100%	Summer 2014
Demolition	100%	Spring 2015
Building Permit Issued	100%	Mar. 2016
Construction Commenced	100%	Apr. 2016
Certificate of Occupancy Issued		



# Business Plan

## Urban Union

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

## Exeter – Arlington Commerce Center Buildings D & E

Exeter is continues to develop Arlington Commerce Center with the addition to two industrial buildings to the project located at 2300 E. Bardin Rd. and 1600 E Bardin Rd. The construction of Building D will result in approximately 263,000 SF; Building E will be approximately 1,000,000 SF. To offset the substantial land development costs associated with the construction, the City provided a Chapter 380 Agreement to rebate of 65% of the added taxable value of the improvements for a maximum of seven years. The incentive is capped at \$650,000.

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

Exeter – Buildings D & E	Status	Date
City Incentive Agreements Drafted		
Council Action on Incentive Agreements		
Agreements Executed		
Building Permit Issued (D)		
Under Construction (D)		
Certificate of Occupancy Issued (D)		
Building Permit Issued (E)		
Under Construction (E)		
Certificate of Occupancy Issued (E)		

# Business Plan

## Invest in Our Economy

### Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

#### Objective 1: Foster Development and Redevelopment in Targeted Areas

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.1.2	Downtown Library Phase III: Construction	Citizen Satisfaction with overall Library Services	Neighborhood Services (Library)

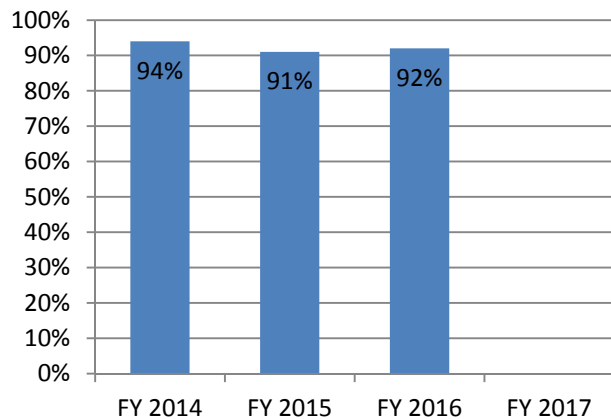
**Summary:**

Working collaboratively with other city departments, as well as with architectural and construction management professionals, to complete the construction of the new downtown Library complex. The third phase of this project also includes:

- Planning the process of relocating existing services and collections throughout the Library system.
- Completing the selection and bid specifications for furniture and equipment.
- Planning an integrated marketing communication strategy to inform the public of the new facility.

Milestone	Target Completion	% Complete
Finalize specifications furniture and equipment	Sept. 2017	
Develop a comprehensive plan to reassign existing Library furnishings, equipment, and work groups	Sept. 2017	
Review existing usage policies, guidelines and fee structures to address new services and resources	Sept. 2017	
Complete Capital Campaign	Sept. 2017	

**Library Services Overall Rating  
Citizen Satisfaction Survey  
FY 2014 through FY 2017**



# Business Plan

## Invest in Our Economy

### Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

#### Objective 1: Foster Development and Redevelopment in Targeted Areas

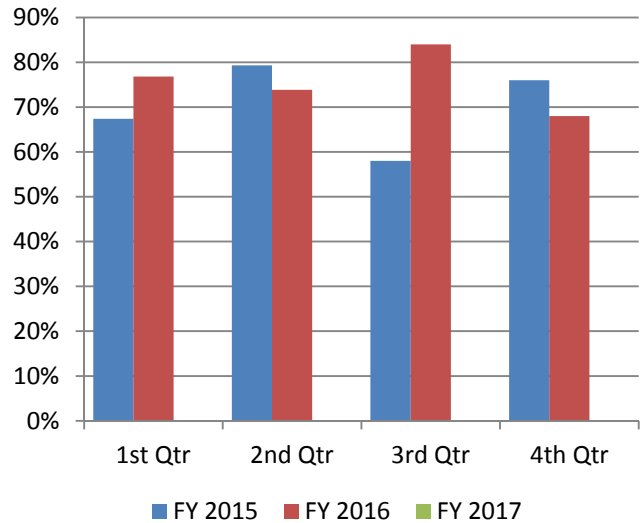
Project		Performance Measure(s)	City Service Team (Department)
IOE 1.1.3	Hugh Smith Recreation Center/East Branch Library Phase II	Citizen satisfaction with overall Library Services	Neighborhood Services (Library)

**Summary:**

Working collaboratively with other city departments, as well as with architectural and construction management professionals, to envision a new building for offering library services and programming in East Arlington. The first phase of this project will complete the design process for the new facility and will form the basis for a new program of service in East Arlington.

Concurrently staff will analyze the existing programs and services offered in relationship to current utilization to help assess areas for improvement in service delivery and to increase community awareness of library resources available.

**Customer Service Survey Responses Rating Overall Service Quality Excellent East Arlington Branch Library**



# Business Plan

## Invest in Our Economy

### Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

#### Objective 1: Foster Development and Redevelopment in Targeted Areas

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.1.4	Redevelopment of Ditto Golf Course	<ul style="list-style-type: none"> <li>• Citizen satisfaction with overall quality of parks and recreation programs and classes</li> <li>• Cost recovery of Golf Performance Fund</li> <li>• Rounds of golf played</li> <li>• Average rounds of golf played on playable days</li> </ul>	Neighborhood Services (Parks) and Economic Development and Capital Investment (PWT)

Summary:

The redevelopment of Ditto Golf Course is one of many redevelopment efforts in North Arlington. A golf course master plan recently approved by City Council, will include complete renovation of the golf course, new clubhouse and maintenance building, expanded driving range and a practice facility. The golf course improvements will provide a high quality playing experience at an affordable price point for Arlington residents while providing another destination for visitors to the Entertainment District.

Milestone	Estimated Completion	Actual Completion
Construction drawings completed – golf course	June 2016	July 2016
Construction drawings completed – clubhouse and maintenance building	Aug. 2016	
Bid Project	Oct. 2016	
Council Approval	Nov. 2016	
Construction begins	Oct. 2016	
Construction completion and grow-in process begin	Oct. 2017	
Grand opening	Oct. 2017	

# Business Plan

## Invest in Our Economy

### Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

#### Objective 2: Build a Strong and Diverse Business Community

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.2.1	Recruitment of Targeted Industry Businesses	Recruitment Leads (Targeted Industries)	Economic Development and Capital Investment (ED)

**Summary:**

The Office of Economic Development is participating in recruitment efforts related to the City's identified targeted industry clusters. The adopted clusters are 1) Aerospace, 2) Automotive Products, 3) Business and Professional Services, 4) Medical Devices, and 5) Industrial Machinery and Manufacturing.

As outlined in the Economic Development Strategy, the Office works to generate leads and recruit companies within these industry clusters, which will assist in reaching one of the City's primary economic development goals – competitive positioning, allowing the City to capture a larger share of high-wage, high-impact growth.

As recruitment leads are generated and projects arise, they will be identified and tracked under their respective clusters. Staff will continue to develop knowledge of the business climate that may lead to a compelling case for industry prospects to locate in Arlington.

**D.R. Horton, Inc. Headquarters**

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

Targeted Industry	Aerospace	Automotive Products	Business & Professional Services	Medical Devices	Industrial Machinery & Manufacturing
1 <sup>st</sup> Qtr. Leads					
2 <sup>nd</sup> Qtr. Leads					
3 <sup>rd</sup> Qtr. Leads					
4 <sup>th</sup> Qtr. Leads					

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

# Business Plan

## Invest in Our Economy

### Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

#### Objective 2: Build a Strong and Diverse Business Community

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.2.2	General Business Recruitment and Retention	<ul style="list-style-type: none"> <li>Capital Investment generated through OED recruitment and retention efforts</li> <li>Recruitment Leads</li> <li>Leads Generated through retention efforts</li> <li>90% of on-site retention visits completed</li> </ul>	Economic Development and Capital Investment (ED)

#### Summary:

In addition to targeted industry recruitment, the Office of Economic Development continues to operate its general business recruitment and retention efforts. Through these efforts, leads are generated that can result in relocation, renovation and expansion projects that positively impact the City, bringing capital investments and employment to Arlington. These projects will continue to be supported through the Office of Economic Development.

Recruitment and retention projects approved in FY 2016 are underway, and their progress will continue to be tracked and reported through completion. In addition, a number of new recruitment and expansion projects are on the horizon for the FY 2017 year, and as these develop, their progress will be tracked and reported.

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

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

#### **General Motors (Automotive)**

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

Business Recruitment	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.
Leads Generated				

Retention & Expansion	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.
Leads Generated				
Visits Completed				

#### Resulting Projects:

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

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

# Business Plan

## Southwest Restaurant Equipment, Inc. (SWR)

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

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

## Invest in Our Economy

### Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

#### Objective 2: Build a Strong and Diverse Business Community

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.2.3	Economic Development Business Incubator	Number of jobs created/retained through OED recruitment and retention efforts	Economic Development and Capital Investment (ED)

#### Summary:

In conjunction with Community Development & Planning, Economic Development, Water Utilities, and UT Arlington, the City will work to develop a Business Incubator. The collaboration of these key institutions to address this pressing need should both enhance the financial stability and the prominence of these institutions and benefit the private sector organizations in the Community.

A Business Plan has been developed and is currently under review by City management and the university. The Business Plan is based on the analysis of various incubator facilities throughout the country as well as dialogue with incubator directors.

Business Incubator Development	Status
Analysis of Incubator Facilities	Complete
Dialogue with Incubator Directors	Ongoing
Development of Business Plan	Complete
Approval of Business Plan	Underway
Implementation of Business Plan	

# Business Plan

## Invest in Our Economy

### Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

#### Objective 2: Build a Strong and Diverse Business Community

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.2.4	Targeted Marketing Campaign	<ul style="list-style-type: none"> <li>Recruitment Leads</li> <li>Recruitment Leads (Targeted Industries)</li> </ul>	Economic Development and Capital Investment (ED)

**Summary:**

Based on the Economic Development Strategy, the City continues to focus its marketing efforts on targeted industries, aiming at these businesses through their trade associations, related publications, and attendance and sponsorship of trade shows/expos. Additionally, enhanced general marketing efforts will promote the city at the regional, state, and international levels, through participation and increased involvement in key marketing and corporate real estate groups.

In keeping with the City's brand, advertisements will be designed with a consistent theme for placement in a variety of print and electronic publications. An assortment of materials will be produced in keeping with this theme, including updates to the ED marketing video and the development of a video/photo catalogue of Arlington businesses, Entertainment District and other targeted areas of the City.

The Office's webpage is an effective marketing tool for the City and will continue to be updated to reflect the service/incentives provided by the City as well as highlighting Arlington businesses making significant investments in the economy.

Site Selection	Status
Ad placements secured	
Business Climate Issue – Nov. 2016	
Design Phase	
Ad submitted/approved	
Publication received/distributed	
Governor's Cup Issue – Mar. 2017	
Design Phase	
Ad submitted/approved	
Publication received/distributed	
North American Auto Issue – May 2017	
Design Phase	
Ad submitted/approved	
Publication received/distributed	
Texas Issue – Sept. 2017	
Design Phase	
Ad submitted/approved	
Publication received/distributed	
Business Climate Issue – Nov. 2017	
Design Phase	
Ad submitted/approved	
Publication received/distributed	

Texas Wide Open for Business (May 2017 – May 2018)	Status
Ad placement secured	
Design Phase (print/online)	
Ad submitted/approved	
Publication received/distributed	

Area Development – Texas Today	Status
Ad placement secured	
Design Phase (print/online)	
Ad submitted/approved	
Publication received/distributed	



# Business Plan

Dallas-Fort Worth Real Estate Review	Status
Ad placements secured	
Fall 2016 Issue	
Design Phase	
Ad submitted/approved	
Publication received/distributed	
Winter 2017 Issue	
Design Phase	
Ad submitted/approved	
Publication received/distributed	
Annual ED Guide (Jan/Feb)	
Design Phase	
Ad submitted/approved	
Publication received/distributed	
Spring 2017 Issue	
Design Phase	
Ad submitted/approved	
Publication received/distributed	
Summer 2017 Issue	
Design Phase	
Ad submitted/approved	
Publication received/distributed	

## Invest in Our Economy

### Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

#### Objective 2: Build a Strong and Diverse Business Community

Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.5 Expansion of Foreign Direct Investment Promotion	<ul style="list-style-type: none"> <li>Recruitment Leads</li> <li>Capital Investment generated through OED recruitment and retention efforts</li> </ul>	Economic Development and Capital Investment (ED)

Summary:

Economic Development Staff continues to conduct research, gain industry intelligence, and forge relationships with international industry decision makers, as well as site selectors in the targeted international markets.

More specifically, staff will expand its foreign direct investment efforts by attending trainings, conferences and expos known to result in the generation of viable leads. Staff will also work to establish partnerships with affiliate organizations and local brokers to assist in the promotion of Arlington as a prime location for global investment.

Staff's progress in the expansion of its international efforts will be tracked and reported, and any resulting relocation or recruitment projects will be identified.

As the expansion of foreign direct investment promotion progresses and lead generation/projects are identified, details will also be tracked here.

Select USA Investment Summit Dates Exhibiting/Attending/Both	Status
Arrangements Approved and Secured	
Number of Leads Generated	

# Business Plan

Invest in Our Economy Scorecard						
Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
ED	Citizen Survey	Citizen perception that Arlington is a great place to operate a business	52%	54%	57%	60%
ED		Citizen perception that Arlington is a great place to work	55%	58%	58%	60%
CDP	Foster Development	Turnaround time for commercial construction plans within 12 business days	97%	97%	92%	100%
CDP		Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
CDP		Improve customer satisfaction by maintaining 90% or higher customer rating	93%	95%	95%	90%
CDP		Number of strategic plans/studies completed	3	3	3	7
ED		Capital Investment generated through OED redevelopment/development efforts	New Measure in FY 2015	\$90,000,000	\$248,500,000	\$65,000,000
ED	Business Retention & Expansion	90% of proposed on-site retention visits conducted (20 visits planned)	28	32	48	50
ED		Leads generated through retention efforts	New Measure in FY 2015	22	11	25
ED		Recruitment Leads (Targeted Industries)	New Measure in FY 2015	18	20	20
ED		Recruitment Leads	New Measure in FY 2015	81	90	95
ED		Number of businesses recruited/retained/expanded through OED efforts	New Measure in FY 2015	5	12	15
ED		Number of Jobs recruited/retained/added through OED efforts	New Measure in FY 2015	4,792	1,165	2,000
ED		Capital Investment generated through OED recruitment and retention efforts	New Measure in FY 2015	\$1.52 billion	\$32,050,000	\$50,000,000

# Business Plan

## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

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

Project		Performance Measure(s)	City Service Team (Department)
PTW 1.1.1	City Data Strategic Plan	Number of strategic plans/studies completed	Economic Development and Capital Investment (CDP)

Summary:

In FY 2016, a project was authorized for the City to engage a consultant to develop a Data Strategic Plan. The intent of the Strategic Plan is to optimize city-wide data, specifically to define current data inventories, platforms, connections, and business processes. The project elements necessary for this first phase, of a multi-phase project, can be categorized into 3 sub-sections: data infrastructure, visualization and modeling.

These three components build upon one another and are all three necessary to build the foundation for future phases of implementation. It should be noted that these components are the result of preliminary recommendations and may change slightly over the course of the project.

- Data Infrastructure  
Enterprise Architecture  
Enterprise Data Warehouse  
ETL Tool  
Analytic Dashboard, Reporting – Platform  
Analytic Dashboard, Reporting – Development
- Visualization  
Geospatial Data Integration and Visualization
- Modeling  
Predictive Analytics
- Staffing Considerations  
Organizational Change: Enterprise GIS  
Organizational Change: Enterprise/Center of Excellence Data.

Milestone	Estimated Completion	Actual Completion

# Business Plan

## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

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

Project		Performance Measure(s)	City Service Team (Department)																											
PTW 1.1.2	Lawson Version 10 Upgrade	Project Completion	Strategic Support (IT and HR), and Finance																											
<p><u>Summary:</u></p> <p>Lawson is the enterprise resource planning system that is used by City staff to record financial transactions, perform financial reporting, human resources administration, payroll processing, purchasing, strategic sourcing and other critical business processes.</p> <p>The current version of Lawson applications will be end-of-life May 31st, 2016. In FY 2016 the City began the process of upgrading the current version.</p> <p>The Lawson version 10 Upgrade project will upgrade the Lawson environment and Lawson applications to supported versions to avoid the risk of system failures that increase over time due to operating on non-current software versions. The project is set for completion by the end of the second quarter of FY 2017.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Delivery Date</th> <th>Actual Delivery Date</th> </tr> </thead> <tbody> <tr> <td>Work with Ciber, HR and Finance to develop the v10 upgrade project plan</td> <td>May 2016</td> <td>June 2016</td> </tr> <tr> <td>Begin Executive Stakeholder Meetings</td> <td>July 2016</td> <td>Aug. 2016</td> </tr> <tr> <td>Ciber provisions, installs and unit tests base Lawson v10 applications</td> <td>July 2016</td> <td>Sept. 2016</td> </tr> <tr> <td>Ciber and City work together to identify, migrate, upgrade and test existing programs, workflows and interfaces</td> <td>Oct. 2016</td> <td></td> </tr> <tr> <td>City performs system integration and user acceptance testing</td> <td>Jan. 2017</td> <td></td> </tr> <tr> <td>City conducts upgrade training for staff and end-users</td> <td>Jan. 2017</td> <td></td> </tr> <tr> <td>Migration, upgrade and go-live</td> <td>Feb. 2017</td> <td></td> </tr> <tr> <td>Project close</td> <td>Mar. 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Delivery Date	Actual Delivery Date	Work with Ciber, HR and Finance to develop the v10 upgrade project plan	May 2016	June 2016	Begin Executive Stakeholder Meetings	July 2016	Aug. 2016	Ciber provisions, installs and unit tests base Lawson v10 applications	July 2016	Sept. 2016	Ciber and City work together to identify, migrate, upgrade and test existing programs, workflows and interfaces	Oct. 2016		City performs system integration and user acceptance testing	Jan. 2017		City conducts upgrade training for staff and end-users	Jan. 2017		Migration, upgrade and go-live	Feb. 2017		Project close	Mar. 2017	
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# Business Plan

## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

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

Project		Performance Measure(s)	City Service Team (Department)												
PTW 1.1.3	Records Management System (RMS) Implementation	Project Completion	Neighborhood Services (Police)												
<p><u>Summary:</u></p> <p>Public Safety records management is vital to the continued public confidence in the legitimacy of the police department. The records management system serves as the sole source for official federal, state, and local statistical reporting. It is also a key tool for crime analysis and case management for criminal investigation. The software also allows for management of jail operations and property and evidence inventory.</p> <p>On December 2, 2014, the City Council authorized a \$3.4 million, five-year contract for the purchase, installation, hardware, software licensing and maintenance of the new records management system. The department undertook an extensive RFP process that assessed the functional requirements, experience, quality assurance, support and overall costs of each program that was submitted. The new system was installed and departmental personnel were trained on the system in Fiscal Year 2016. The full implementation of the system is expected to occur during this fiscal year.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>System Cutover</td> <td>Oct. 2016</td> <td></td> </tr> <tr> <td>Quality Assurance Testing</td> <td>Feb. 2017</td> <td></td> </tr> <tr> <td>Final Acceptance</td> <td>Mar. 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion Date	Status	System Cutover	Oct. 2016		Quality Assurance Testing	Feb. 2017		Final Acceptance	Mar. 2017	
Milestone	Estimated Completion Date	Status													
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Quality Assurance Testing	Feb. 2017														
Final Acceptance	Mar. 2017														

# Business Plan

## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

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

Project		Performance Measure(s)	City Service Team (Department)												
PTW 1.1.4	Official Crime Reporting Transition	Project Completion	Neighborhood Services (Police)												
<p><u>Summary:</u></p> <p>The Police Department currently submits Summary Reporting System (SRS) monthly to the Texas Department of Public Safety (DPS) which reports annually to the Federal Bureau of Investigations (FBI) on Uniform Crime Reporting (UCR). Summary reporting captures 8 specific offenses called Part 1 offenses.</p> <p>Texas House Bill 11, enacted September 1, 2015, will move the State of Texas to the National Incident-Based Reporting System (NIBRS) as the standard reporting method to the National Uniform Crime System no later than September 1, 2019. The department is currently transitioning to a new Records Management System that is NIBRS compliant and intends to transition to the NIBRS format beginning in 2017. NIBRS captures 46 specific crimes within 22 offense categories called Group A offenses. The more detailed reporting of crime incidents allows for greater specificity in reporting.</p> <p>The FBI currently receives the majority of the UCR data via summary reporting and continues to report crime statistics in the traditional format. Data that is submitted via NIBRS is converted back to summary based data so our "report card to the public" format and comparisons to previous years will not change.</p> <p>An education component to the transition will be implemented over this next year both internally and to stakeholders outside the organization.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Department to receive National Incident-Based Reporting System (NIBRS) training from DPS</td> <td></td> </tr> <tr> <td>DPS certification of NIBRS data</td> <td></td> </tr> <tr> <td>End summary reporting using UCR and begin NIBRS reporting</td> <td></td> </tr> <tr> <td>Organizational education on NIBRS reporting</td> <td></td> </tr> <tr> <td>Community stakeholder education on NIBRS reporting</td> <td></td> </tr> </tbody> </table>		Milestone	Status	Department to receive National Incident-Based Reporting System (NIBRS) training from DPS		DPS certification of NIBRS data		End summary reporting using UCR and begin NIBRS reporting		Organizational education on NIBRS reporting		Community stakeholder education on NIBRS reporting	
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# Business Plan

## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

### Objective 2: Implement New Technology and Increase Convenience for the Customer

Project		Performance Measure(s)	City Service Team (Department)																								
PTW 1.2.1	Body Worn Camera Program Implementation	Project Completion	Neighborhood Services (Police)																								
<p><u>Summary:</u></p> <p>During Fiscal Year 2016, a pilot project was conducted to evaluate the organizational impact of body worn camera usage. User surveys conducted both internally and externally provided feedback on the experience. At the direction of council, body worn cameras were included in the Fiscal Year 2017 budget.</p> <p>The cost of the project for acquisition, network infrastructure, federally mandated supervision, and technical and legal support is estimated to be at \$2.9 million the initial year. Estimated costs for subsequent years will be \$2.2 million for maintenance and personnel. The department received a State grant to help defray the cost of the initial equipment.</p> <p>Texas Senate Bill 158 governs law enforcement agencies on body worn camera programs. The new law mandates law enforcement agencies adopt a comprehensive body worn camera policy and training program. This law also sets record retention requirements for the videos produced by officers wearing the body cameras.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Date of Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Permission to issue RFP from Council</td> <td>Dec. 2016</td> <td></td> </tr> <tr> <td>Development of RFP</td> <td>Late 2016</td> <td></td> </tr> <tr> <td>Vendor response for RFP</td> <td>Early 2017</td> <td></td> </tr> <tr> <td>RFP Evaluation</td> <td>Early 2017</td> <td></td> </tr> <tr> <td>Contract Execution</td> <td>Mid 2017</td> <td></td> </tr> <tr> <td>Testing and Training</td> <td>Mid 2017</td> <td></td> </tr> <tr> <td>Phased Deployment</td> <td>Late 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Date of Completion	Status	Permission to issue RFP from Council	Dec. 2016		Development of RFP	Late 2016		Vendor response for RFP	Early 2017		RFP Evaluation	Early 2017		Contract Execution	Mid 2017		Testing and Training	Mid 2017		Phased Deployment	Late 2017	
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# Business Plan

## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

#### Objective 2: Implement New Technology and Increase Convenience for the Customer

Project		Performance Measure(s)	City Service Team (Department)															
PTW 1.2.2	Electronic Warrant Payment Program	Gross revenue collected	Strategic Support (Municipal Court)															
<p><u>Summary:</u></p> <p>This program allows participating cities to electronically accept warrant payments and other fees on behalf of other participants. This reduces costs and liability associated with prisoner transfer/detention. It also eliminates the administrative burden of exchanging and processing checks between cities. This program is provided at no cost to the City. The program provides benefit not only to the jurisdiction, but also the user who has the added convenience of paying warrants and fees without having to be put into custody and transferred to another jurisdiction. This program continues to be expanded to other cities throughout the state.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Number of cities participating – 5</td> <td></td> <td>Sept. 2013</td> </tr> <tr> <td>Number of new cities participating – 7</td> <td></td> <td>Sept. 2014</td> </tr> <tr> <td>Number of new cities participating – 13</td> <td></td> <td>Sept. 2016</td> </tr> <tr> <td>Number of new cities participating – 12</td> <td>Sept. 2016</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Number of cities participating – 5		Sept. 2013	Number of new cities participating – 7		Sept. 2014	Number of new cities participating – 13		Sept. 2016	Number of new cities participating – 12	Sept. 2016	
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## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

#### Objective 2: Implement New Technology and Increase Convenience for the Customer

Project		Performance Measure(s)	City Service Team (Department)																																							
PTW 1.2.3	Action Center/Customer Communication Enhancement (App)		Management Resource (Action Center)																																							
<p><u>Summary:</u></p> <p>Post launch of the smart device app. Track the number of service request entered through the app. Attempt to capture if the number of service request decline, rise or stay status quo.</p> <p>Track and determine if a reduction of overall call volume occurs with the launch of the smart device app.</p>		<p><b>Citizen Action Request Web Entries vs. Mobile App Entries</b></p> <table border="1"> <caption>Citizen Action Request Web Entries vs. Mobile App Entries</caption> <thead> <tr> <th>Month</th> <th>Citizen Action Request Form Average Entries</th> <th>Mobile App</th> </tr> </thead> <tbody> <tr><td>Oct.</td><td>~100</td><td>~100</td></tr> <tr><td>Nov.</td><td>~100</td><td>~100</td></tr> <tr><td>Dec.</td><td>~100</td><td>~100</td></tr> <tr><td>Jan.</td><td>~100</td><td>~100</td></tr> <tr><td>Feb.</td><td>~100</td><td>~100</td></tr> <tr><td>Mar.</td><td>~100</td><td>~100</td></tr> <tr><td>Apr.</td><td>~100</td><td>~100</td></tr> <tr><td>May</td><td>~100</td><td>~100</td></tr> <tr><td>June</td><td>~100</td><td>~100</td></tr> <tr><td>July</td><td>~100</td><td>~100</td></tr> <tr><td>Aug.</td><td>~100</td><td>~1000</td></tr> <tr><td>Sept.</td><td>~100</td><td>~1000</td></tr> </tbody> </table>		Month	Citizen Action Request Form Average Entries	Mobile App	Oct.	~100	~100	Nov.	~100	~100	Dec.	~100	~100	Jan.	~100	~100	Feb.	~100	~100	Mar.	~100	~100	Apr.	~100	~100	May	~100	~100	June	~100	~100	July	~100	~100	Aug.	~100	~1000	Sept.	~100	~1000
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# Business Plan

## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

### Objective 2: Implement New Technology and Increase Convenience for the Customer

Project		Performance Measure(s)	City Service Team (Department)																											
PTW 1.2.4	Recreation Management Software	<ul style="list-style-type: none"> <li>Citizen satisfaction with quality of programs and services</li> <li>Percent of online registration</li> </ul>	Strategic Support (IT) and Neighborhood Services (Parks)																											
<p><u>Summary:</u></p> <p>In May 2016, a contract was finalized for the implementation of ActiveNet, a cloud-based, recreation management software. The implementation of this software will provide an improved customer experience in online registration, better tracking of programs and revenue, a reduction of IT resources and equipment and compliance with Payment Card Industry (PCI) standards.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Delivery Date</th> <th>Actual Delivery Date</th> </tr> </thead> <tbody> <tr> <td>Sign Contract</td> <td>May 2016</td> <td>May 2016</td> </tr> <tr> <td>Kick off meeting and identification of project team</td> <td>June 2016</td> <td>June 2016</td> </tr> <tr> <td>Creation of facilities, memberships, classes, point of sale (POS) items and rental packages.</td> <td>Oct. 2016</td> <td></td> </tr> <tr> <td>Train administrators – Train the Trainer method</td> <td>Oct. 2016</td> <td></td> </tr> <tr> <td>Train Staff</td> <td>Dec. 2016</td> <td></td> </tr> <tr> <td>Product and User Acceptance testing</td> <td>Dec. 2016</td> <td></td> </tr> <tr> <td>Live migration of data</td> <td>Dec. 2016</td> <td></td> </tr> <tr> <td>Go live</td> <td>Jan. 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Delivery Date	Actual Delivery Date	Sign Contract	May 2016	May 2016	Kick off meeting and identification of project team	June 2016	June 2016	Creation of facilities, memberships, classes, point of sale (POS) items and rental packages.	Oct. 2016		Train administrators – Train the Trainer method	Oct. 2016		Train Staff	Dec. 2016		Product and User Acceptance testing	Dec. 2016		Live migration of data	Dec. 2016		Go live	Jan. 2017	
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# Business Plan

## Put Technology to Work Scorecard

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
IT	System Availability	E-mail system availability	100%	99.75%	99.9%	99.9%
IT		File server availability	99.91%	99.92%	99.89%	99.9%
IT		GIS system availability	98.92%	96.39%	99.96%	99.9%
IT		Network uptime	100%	99.99%	100%	99.9%
IT		Website availability (including Arlingtontx.gov and Arlingtonpd.org)		100%	99.91%	99.9%
Library	Technology	Library web site visits	1,421,649	1,365,606	1,082,735	1,300,000
Library		Self-service payments as a % of total transactions	46%	57%	64%	70%
Library		Self-service checkout as a % of total circulation	73%	75%	87%	80%
Library		Wi-Fi sessions utilized in libraries	New Measure in FY 2016		227,975	128,600
MR		Implement a new print center solution for the expiring contract with the Canon Print Center	New Measure in FY 2016		98%	100%
Parks		% of online registrations	3.7%	3.5%	4.3%	10%
Parks		Total website sessions (naturallyfun.org)	410,395	442,822	453,920	575,000
Library	Social Media	Increase average reach per post on Facebook and Twitter	New Measure in FY 2017			500
MR		Increase YouTube views to reach 100,000 views per year	92,907	311,137	481,549	100,000
MR		Increase Social Media Followers – FaceBook and Twitter	237%	9%	31.3%	50%
MR		Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 1,063,045 visits)	New Measure in FY 2015	-1%	8.86%	25%
Parks		Total impressions (APRD main Twitter/FB profiles) in millions	8.5	13	10.82	15
Police		APD Facebook Likes	38,398	59,553	87,425	90,000
Police		APD Twitter Followers	23,567	43,280	77,400	75,000
Police		APD YouTube Channel Views	500,458	1,911,188	2,161,632	2,100,000
Police	Social Media Reach – Impression Demographics	New Measure in FY 2016			38,778,650	75 million

# Business Plan

## Support Quality Education

### Goal 1: Partner with Local Organizations to Educate and Mentor

#### Objective 1: Strengthen Education and Enrichment Programs

Project		Performance Measure(s)	City Service Team (Department)
SQE 1.1.1	Family Place Library Services	<ul style="list-style-type: none"> <li>Family Place Program Satisfaction Index</li> <li>Circulation of Read It Again Kits and Picture and Board Books</li> </ul>	Neighborhood Services (Library)

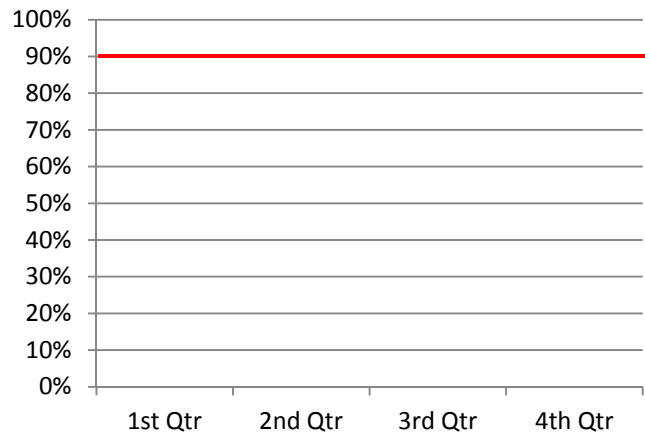
**Summary:**

In FY 2016, Family Place Library resources were acquired through a TSLAC grant and placed at the Southeast Branch Library. Now that the resources are in place, Family Place workshops will begin in FY 2017. The Family Place curriculum offers a five-week series of workshops with a stronger emphasis on teaching parents/caregiver techniques that nurture child development and early learning during the first critical years.

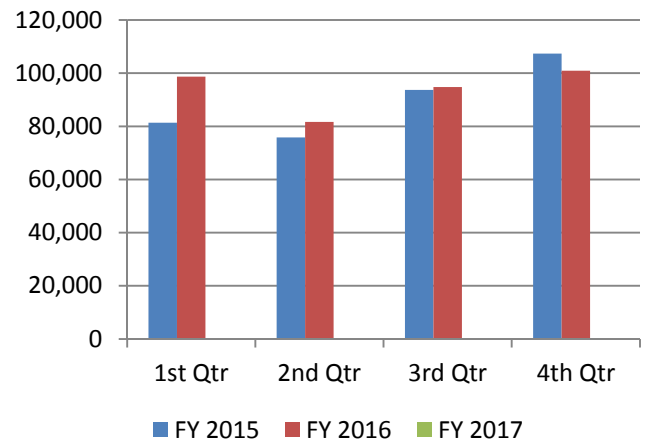
Parents and caregivers will engage in play activities with their child during the workshops to encourage learning through play. In addition, these workshops will also feature local professionals who serve as resources for parents, and teach strategies for healthy child development and early literacy.

It is anticipated circulation of picture and board books will increase as parent/caregivers learn ways to incorporate these materials into a child's learning goals. In addition, the Read It Again kits (RIA), which consist of themed educational toys and games, DVDs, CDs, puppets, and books to enhance a child's enjoyment of learning, will be promoted.

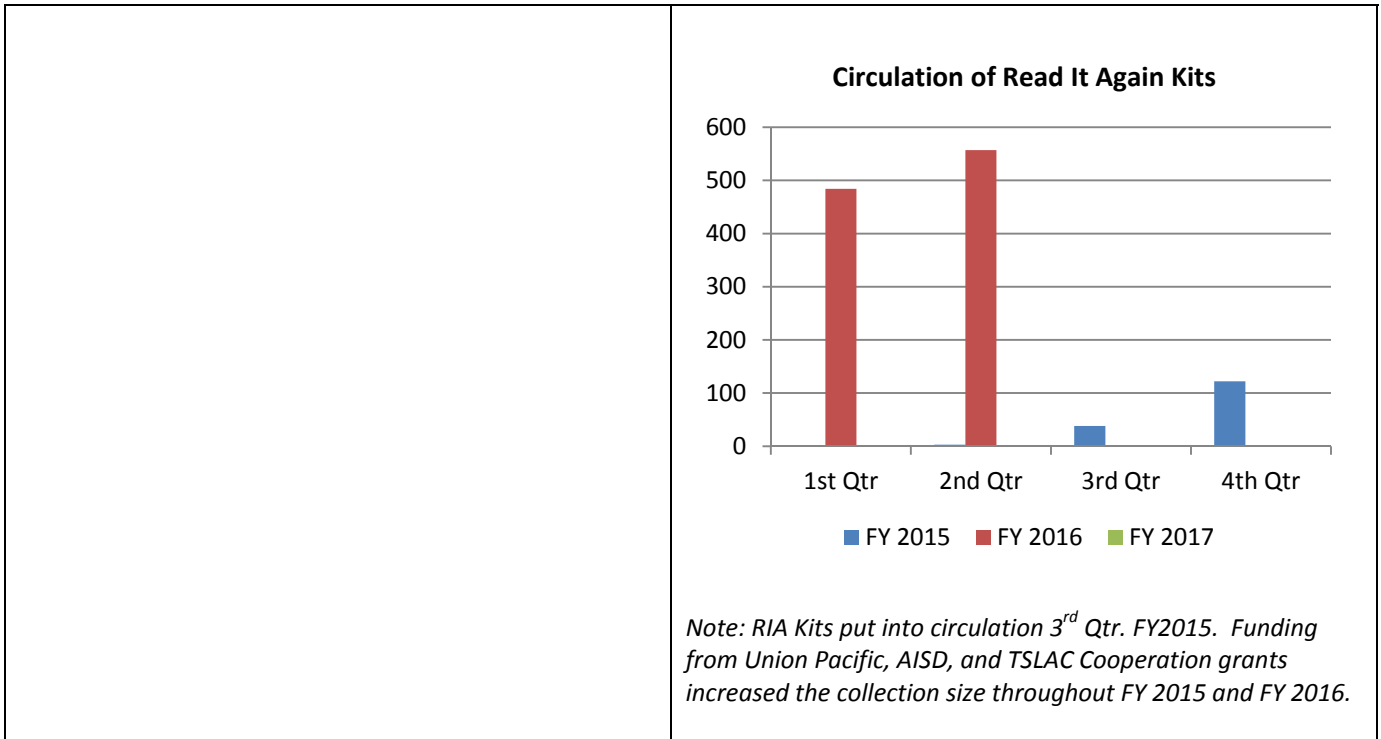
**Percentage of Participants Surveyed Report Workshop is Valuable**



**Circulation of Picture & Board Books**



# Business Plan



# Business Plan

## Support Quality Education

### Goal 1: Partner with Local Organizations to Educate and Mentor

#### Objective 1: Strengthen Education and Enrichment Programs

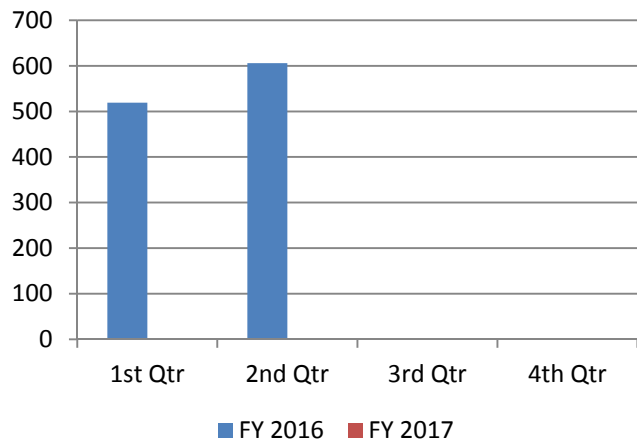
Project		Performance Measure(s)	City Service Team (Department)
SQE 1.1.2	Workforce Skills and Small Business programs and resources	<ul style="list-style-type: none"> <li>Increase in CAP, PC, and Small Business program attendance</li> <li>Percentage of participants surveyed self-report learning something new as a result of attending programs</li> </ul>	Neighborhood Services (Library)

**Summary:**

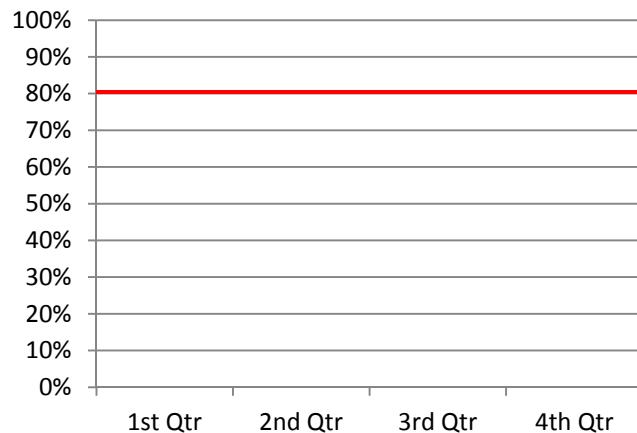
The Library Department will provide a pathway of programs and resources for teens and adults that contribute to the academic and economic vitality of Arlington by supporting college exploration, career and workforce skills development and small business. In FY 2017 program focuses in this area include:

- Provide Career Advancement Program (CAP) workshops to reach a variety of job seekers. This workshop series focuses on investigation of opportunities, research to find the right job, and preparation of a professional application portfolio.
- Increase awareness of computer training classes and other electronic resources that support and enhance workforce skills development.
- Increase awareness of the workshops and variety of resources available to help small business owners make informed choices and to help make their business venture successful. In addition, the Library will expand and grow the Small Business Owner Network program to allow Arlington small owners a venue to learn and network.

**Program Attendance FY 2016 vs. FY 2017**



**Percentage of Participants Surveyed Report Learning Something New**



# Business Plan

## Support Quality Education

### Goal 1: Partner with Local Organizations to Educate and Mentor

#### Objective 1: Strengthen Education and Enrichment Programs

Project		Performance Measure(s)	City Service Team (Department)
SQE 1.1.3	Youth Investment Programs	Volunteer and participation hours	Neighborhood Services (Police)

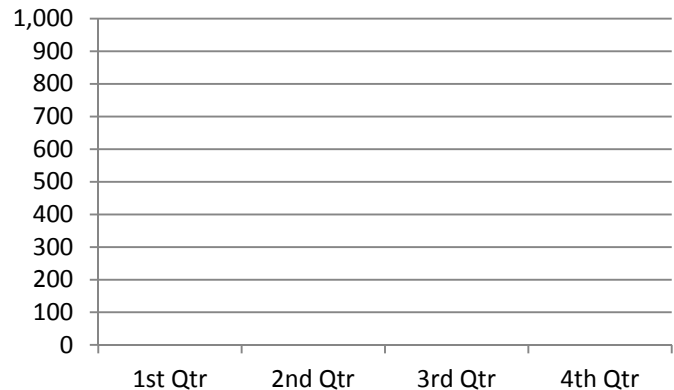
**Summary:**

In the last several years, the national media has highlighted stories showing the lack of trust between the community, especially the youth, and their police departments. Nationally, President Barack Obama has initiated a mentoring program, My Brother's Keeper, and established a commission to study community policing, President's Task Force on 21<sup>st</sup> Century Policing. The department is one of 15 cities participating in the 21<sup>st</sup> Century Policing program to serve as a model of community policing for other police departments. The department is focused on youth engagement and has increased programs to directly engage the youth of the City.

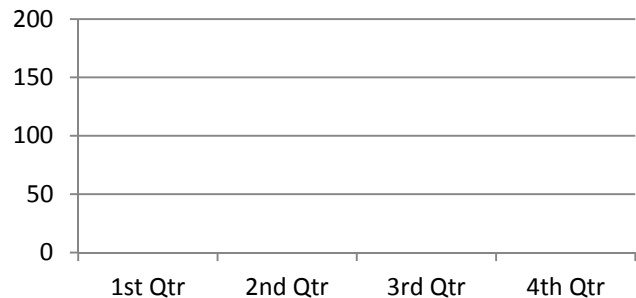
The following are the programs in the department dedicated to increasing youth engagement:

- Police Explorer: Program aimed at giving teens exposure to law enforcement careers through competition headed up by local law enforcement officers.
- Police Activities League (PAL): Youth crime prevention program that uses recreational activities to create trust and understanding between youth and police officers.
- Coach 5-0 Program: In partnership with AISD, officers assist in coaching athletics and attend the students' games.
- Mentoring Arlington Youth (MAY) Program: Mentoring program for middle school boys and girls.
- The Rec: Created out of a community need for high school students to have a safe place to go before and after high school.
- Hometown Recruiting Program: Based in AISD high schools, this program relies on volunteers from the department to assist in real training scenarios for future APD officers.
- AISD Elementary School Mentoring: Officers read to and mentor students. The mentorships continue throughout the year and monitor the progress of their students.

**Officer Participation Hours in Youth Investment Programs**



**Officer Mentors in Youth Investment Programs**



# Business Plan

## Support Quality Education

### Goal 1: Partner with Local Organizations to Educate and Mentor

#### Objective 2: Retain Arlington Graduates and Improve Department Recruitment Pools

Project		Performance Measure(s)	City Service Team (Department)
SQE 1.2.1	Intern recruitment and placement expansion	Intern placement	Strategic Support (HR, Court, IT, and Water), Neighborhood Services (Library, Parks, and Police), Economic Development and Capital Investment (Public Works and CDP), City Attorney's Office, and Management Resources
<p><u>Summary:</u></p> <p>In July of 2015, the City started an Internship program modeled after the successful Volunteer program. The Internship program utilizes the relationships built with local schools to source future talent for the City. This is done through partnering relationships with the schools, staff, and students.</p> <p>The FY 2017 Internship project will continue to forge new relationships with current and new school systems. This will allow the City to grow our qualified applicant pool, and will allow the intern to find what best matches their career plans. The City will track the progress of this program through the following:</p> <ul style="list-style-type: none"> <li>• Number of Interns per Quarter</li> <li>• Number of Interns per Department</li> <li>• Participating Schools</li> <li>• Number of Interns Hired</li> </ul>			<p style="text-align: center;"><b>Intern Totals</b></p>

# Business Plan

## Support Quality Education

### Goal 1: Partner with Local Organizations to Educate and Mentor

#### Objective 2: Retain Arlington Graduates and Improve Department Recruitment Pools

Project		Performance Measure(s)	City Service Team (Department)
SQE 1.2.2	Hometown Recruiting Program	Hometown Recruiting Students Enrolled in AISD, UTA, and TCC	Neighborhood Services (Police)

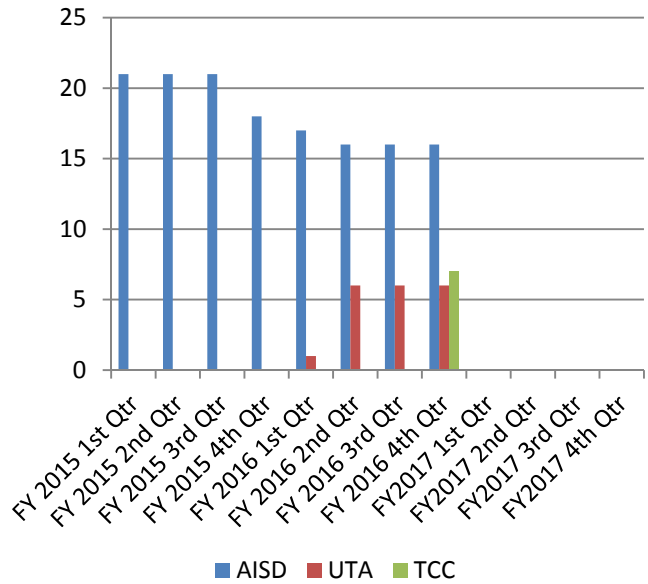
**Summary:**

The Police Department views Arlington’s secondary and higher educational partners as a vital source of candidate pools for future officers. In Fiscal Year 2015, the Police Department, in partnership with the Arlington Independent School District (AISD) and the University Texas at Arlington (UTA), began the inaugural class of the Hometown Recruiting Program. This program is focused on vocational education and real-world experiences with the department. This program also offered AISD students the ability to earn college credit towards a bachelor’s degree in criminal justice through dual credit courses.

Open only to high school seniors, the program is yearlong Capstone class on policing and is taught by an APD officer. During the year, students have the opportunity to participate in training with APD officers on a variety of scenarios, including training with APD’s specialized units.

Success of the program will be monitored as student’s move through degree programs at UTA and Tarrant County College, culminating with a fast track hiring process with the Arlington Police Department.

**Hometown Recruiting Program Participants**





# Business Plan

## Support Quality Education Scorecard

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	
Library	Satisfaction Ratings	Citizen satisfaction with overall library services	94%	91%	92%	95%	
Library		Library Customer satisfaction with overall East Arlington Branch library services	New Measure in FY 2015	70%	75%	78%	
Library		Customer Service Survey Overall Rating of Excellent	New Measure in FY 2016		81%	89%	
Library		Overall Library facility satisfaction rating (excellent/good)	New Measure in FY 2017				82%
Library		Overall Program satisfaction index	New Measure in FY 2017				92%
Library		Early Learning Program satisfaction index	New Measure in FY 2017				90%
Library		STEAM Program satisfaction index	New Measure in FY 2017				90%
Library		Family Place Libraries satisfaction index	New Measure in FY 2017				200
Library		Workforce and Small Business Development Program satisfaction index	New Measure in FY 2017				90%
Library		Library Usage	Registered borrowers as a % of service area population	53%	50%	49%	55%
Library	New Library Card holders		22,132	17,871	17,489	18,363	
Library	Visits per capita		3.83	3.6	3.4	4.5	
Library	% of children (birth to 12th grade) participating in Summer Reading Club		9%	10.3%	13%	12%	
Library	Early Learning program attendance		31,348	29,771	39,840	41,832	
Library	STEAM program attendance		7,085	5,339	9,234	9,696	
Library	Library materials per capita		1.71	1.71	1.72	2.1	
Library	Library Materials	Circulation per capita	5.77	5.91	5.44	6	
Library		Circulation of Digital materials	165,143	206,816	246,103	246,103	
Library		Circulation of Picture & Board Books	New Measure in FY 2015	417,477	404,184	414,289	
Library		Circulation of Read it Again Kits	New Measure in FY 2015	163	2,326	2,500	
Library		Increase Library resources provided for People with Disabilities	New Measure in FY 2017				5%
Fire		AISD Fire Academy Completion Rates	72%	80%	86%	80%	
Library	Mentoring	Workforce and Small Business Development program attendance	New Measure in FY 2017				1,670
Library		GED Sections Passed	New Measure in FY 2017				20
Library		ESL & ABE Goals achieved	New Measure in FY 2017				1,775
Police		Police Explorer Members	14	17	24	20	
Police		New Police Athletic League (PAL) Participants	74	144	143	145	
Police		Hometown Recruiting Students Enrolled in AISD	New Measure in FY 2015	18	16	20	
Police		Hometown Recruiting Students Enrolled in UTA	New Measure in FY 2016			6	12

# Business Plan

## Culture/Recreation/Education

### Goal 1: Provide Activities, Educational Opportunities, and Services that Meet the Needs of the Community

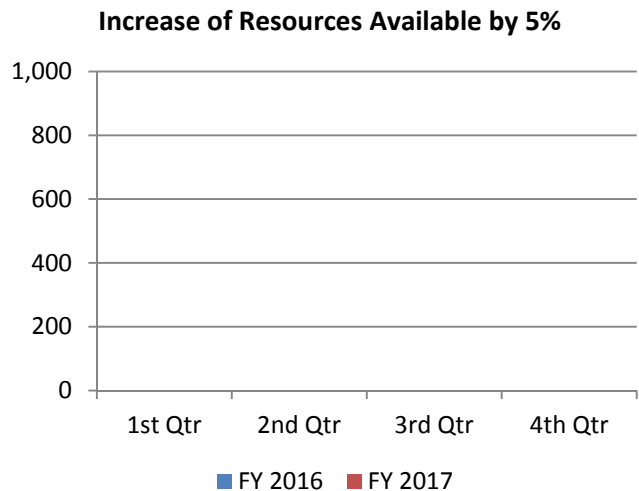
#### Objective 1: Develop and Implement Programming Based on the Needs of the Community

Project		Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.1	Library Service for People with Disabilities	Increase Library resources provided for People with Disabilities	Neighborhood Services (Library)

**Summary:**

In FY 2016 the Library Department completed an inventory of resources available to facilitate access library materials and services by people with disabilities. In FY 2017, this information will be utilized to update service delivery, library collections, and methods communication to increase the community's awareness and usage of library resource and services for people with disabilities. Staff will seek out additional opportunities to network with local resource providers to help connect people with disabilities, their families, and caregivers to library services and resources.

Milestone	Target Completion	% Complete
Update internal training and information resources for staff	Dec. 2016	
Update traditional and non-tradition communication channels customers and service providers	Dec. 2016	
Develop and offer informational programming	Mar. 2017	
Explore and expand volunteer opportunities	Sept. 2017	



# Business Plan

## Culture/Recreation/Education Scorecard

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	
Parks	Citizen Survey	Citizen satisfaction with quality of park and recreation programs and classes	88%	87%	85%	90%	
Parks		Quality of programs and services	99%	96%	92%	100%	
Parks		Quality of facilities	98%	94%	98%	100%	
Parks	Program Participation	Adult Facility Memberships	2,596	2,316	2,243	3,100	
Parks		Youth Facility Memberships	4,376	4,445	4,243	4,200	
Parks		Senior Facility Memberships	1,647	1,560	1,459	1,575	
Parks		Active Fitness and Weight Room Memberships	14,867	13,949	16,218	14,250	
Parks		Participation in programs and classes	42,692	53,395	57,405	46,000	
Parks		Camp Participation	7,255	11,222	12,291	7,100	
Parks		Swim Lesson Participation	2,876	4,522	4,617	3,000	
Parks		Outdoor Pool Admissions	118,292	141,058	130,686	130,000	
Parks		Rounds of golf played	128,171	126,139	125,928	107,280	
Parks		Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	8,047	15,617	20,383	15,000	
Parks		Number of unplayable golf days (Mon-Thurs)	New Measure in FY 2016			39.5	<130
Parks		Number of unplayable golf days (Fri-Sun/Holidays)	New Measure in FY 2016			30	<75

# Business Plan

## Financial/Economic Development

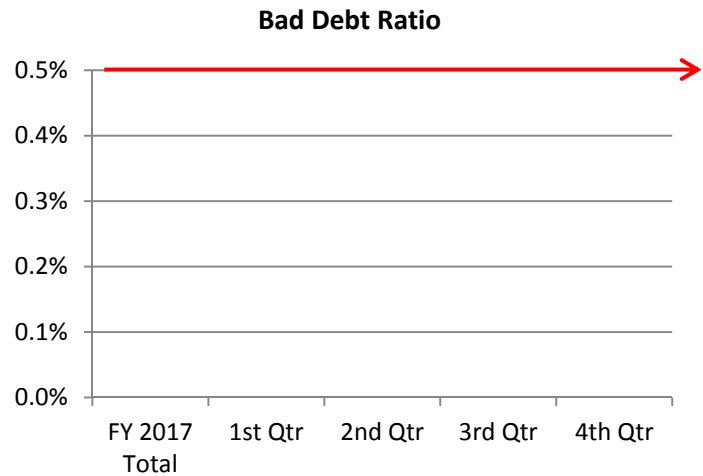
### Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

#### Objective 1: Comply with all Financial Regulations and Policies

Project		Performance Measure(s)	City Service Team (Department)
Core FED 1.1.1	Bad Debt Ratio	Maintain Bad Debt Ratio at or below 0.5%	Strategic Support (Water)

**Summary:**

The City of Arlington Water Utilities will maintain its bad debt ratio at or below 0.5%. Arlington Water Utilities will seek ways to increase recovery of bad debt by studying opportunities to reduce the amount in which a utility bill is outstanding after account termination.



## Financial/Economic Development

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

#### Objective 1: Comply with all Financial Regulations and Policies

Project		Performance Measure(s)	City Service Team (Department)
Core FED 1.1.2	Implement GASB Statement 74	<ul style="list-style-type: none"> <li>GFOA Certificate of Excellence</li> <li>CAFR with clean opinion</li> </ul>	Finance (Accounting)

**Summary:**

GASB Statements 74 and 75 provide guidance on other postemployment benefits (OPEB) for both OPEB plans and participating employers. The guidance in these two new standards closely parallels GASB 67/68. Statement 74 replaces Statement 43 and 57, includes requirements for defined contribution OPEB plans that replace requirements for those OPEB plans in Statement 25, 43, and 50. Statement 75 replaces requirements of Statements 45 and 57.

Milestone	Estimated Completion	Actual Completion
Read/analyze GASB Statements	3/31/2017	
Identify reporting, disclosure, and RSI requirements	6/30/2017	
Draft changes need for CAFR	7/31/2017	
Timeline/plan for GASB 75	7/31/2017	
External auditor review of proposed CAFR updates	9/30/2017	

# Business Plan

## Financial/Economic Development

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

#### Objective 1: Comply with all Financial Regulations and Policies

Project		Performance Measure(s)	City Service Team (Department)																		
Core FED 1.1.3	Implement GASB Statement 77	<ul style="list-style-type: none"> <li>GFOA Certificate of Excellence</li> <li>CAFR with clean opinion</li> </ul>	Finance (Accounting)																		
<p><u>Summary:</u></p> <p>GASB Statement 77 Tax Abatement requires governments that enter into tax abatement agreements to disclose:</p> <ol style="list-style-type: none"> <li>Descriptive information (ex: tax being abated, authority under which tax abatements are provided, eligibility criteria, the mechanism by which taxes are abated, provisions for recapturing abated taxes, and the types of commitments made by tax abatement recipients.</li> <li>Gross dollar amount of taxes abated during the period</li> <li>Commitments made by a government, other than to abate taxes, as part of a tax abatement agreement</li> </ol>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Read/analyze GASB Statement</td> <td>12/31/2016</td> <td></td> </tr> <tr> <td>Identify data needed for disclosure requirements</td> <td>12/31/2016</td> <td></td> </tr> <tr> <td>Compile data needed for disclosure</td> <td>5/31/2017</td> <td></td> </tr> <tr> <td>Draft changes need for CAFR</td> <td>8/31/2017</td> <td></td> </tr> <tr> <td>External auditor review of proposed CAFR updates</td> <td>9/30/2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Read/analyze GASB Statement	12/31/2016		Identify data needed for disclosure requirements	12/31/2016		Compile data needed for disclosure	5/31/2017		Draft changes need for CAFR	8/31/2017		External auditor review of proposed CAFR updates	9/30/2017	
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## Financial/Economic Development

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

#### Objective 1: Comply with all Financial Regulations and Policies

Project		Performance Measure(s)	City Service Team (Department)												
Core FED 1.1.4	Implement GASB Statement 80	<ul style="list-style-type: none"> <li>GFOA Certificate of Excellence</li> <li>CAFR with clean opinion</li> </ul>	Finance (Accounting)												
<p><u>Summary:</u></p> <p>This statement amends the blending requirements for the financial statement presentation of component units of all state and local governments. The additional criterion requires blending of a component unit incorporated as a not-for-profit corporation in which the primary government is the sole corporate member. The additional criteria do not apply to component units included in the financial reporting entity pursuant to the provisions of Statement No. 39.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Read/analyze GASB Statement</td> <td>3/31/2017</td> <td></td> </tr> <tr> <td>Review component units and determine if applicable</td> <td>4/30/2017</td> <td></td> </tr> <tr> <td>If applicable, identify required changes and draft for CAFR</td> <td>6/30/2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Read/analyze GASB Statement	3/31/2017		Review component units and determine if applicable	4/30/2017		If applicable, identify required changes and draft for CAFR	6/30/2017	
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# Business Plan

## Financial/Economic Development

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

#### Objective 1: Comply with all Financial Regulations and Policies

Project		Performance Measure(s)	City Service Team (Department)															
Core FED 1.1.5	Transparency Stars Program	Earn star for each of the four areas	Finance (Accounting, Purchasing, Treasury)															
<p><u>Summary:</u></p> <p>The Texas Comptroller of Public Accounts started a new program in 2016 which recognizes local governments for going above and beyond in their transparency efforts. The program recognizes entities that accomplish the following:</p> <ol style="list-style-type: none"> <li>1. Open their books to not only in traditional finances, but also in the areas of: contracts and procurement, economic development, public pensions and debt obligations.</li> <li>2. Provide clear and meaningful financial information not only by posting financial documents, but also through summaries, visualizations, downloadable data and other relevant information.</li> </ol>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Research/Compile Data</td> <td>Dec. 2016</td> <td></td> </tr> <tr> <td>Organize/Post Data to Website</td> <td>Mar. 2017</td> <td></td> </tr> <tr> <td>Apply for Stars</td> <td>Mar. 2017</td> <td></td> </tr> <tr> <td>Earn all Stars</td> <td>May 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Research/Compile Data	Dec. 2016		Organize/Post Data to Website	Mar. 2017		Apply for Stars	Mar. 2017		Earn all Stars	May 2017	
Milestone	Estimated Completion	Actual Completion																
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Earn all Stars	May 2017																	

## 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	Audit Services RFP	Project Completion	Finance (Accounting)															
<p><u>Summary:</u></p> <p>In FY 2017, the city will request proposals for external auditing services. Grant Thornton's last contract renewal ended with the FY 2016 audit.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Prepare RFP</td> <td>Jan. 2017</td> <td></td> </tr> <tr> <td>Post RFP</td> <td>Mar. 2017</td> <td></td> </tr> <tr> <td>Award Contract</td> <td>May 2017</td> <td></td> </tr> <tr> <td>Transition Services</td> <td>June 2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Prepare RFP	Jan. 2017		Post RFP	Mar. 2017		Award Contract	May 2017		Transition Services	June 2017	
Milestone	Estimated Completion	Actual Completion																
Prepare RFP	Jan. 2017																	
Post RFP	Mar. 2017																	
Award Contract	May 2017																	
Transition Services	June 2017																	

# Business Plan

## Financial/Economic Development

### Goal 2: Seek New or Alternative Funding Sources

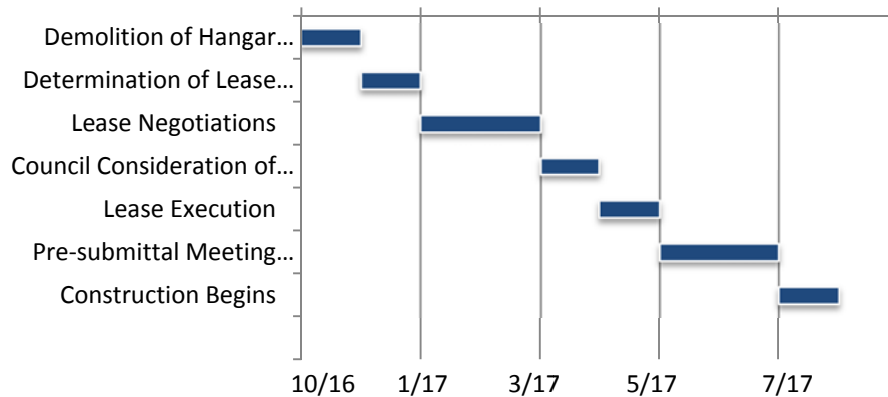
#### Objective 1: Organize to Improve Cost Recovery and Enhance Funding

Project		Performance Measure(s)	City Service Team (Department)
Core FED 2.1.2	Hangar Area Redevelopment	Aviation Cost Recovery	Economic Development and Capital Investment (Aviation)

**Summary:**

Two of the City's T-hangars are scheduled for demolition due to the condition of the buildings, resulting in a loss of rental revenue. The Airport Development Plan calls for this area to be converted to uses such as Executive Hangars, Aircraft Maintenance, etc. The Airport's goal is to have a developer identified, the T-hangars removed and construction underway during FY 2017 in order to minimize the loss of revenue.

#### Hangar Area Redevelopment



# Business Plan

## Financial/Economic Development

### Goal 3: Improve Operational Efficiency

#### Objective 1: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	City Service Team (Department)																																								
Core FED 3.1.1	Alternative Work Schedule Implementation	<ul style="list-style-type: none"> <li>Citizen satisfaction with police services</li> <li>Response Time to Priority 1 calls</li> </ul>	Neighborhood Services (Police)																																								
<p><u>Summary:</u></p> <p>In January 2016, patrol officers assigned to the West and South districts were placed in an Alternative Work Schedule pilot project. Officers moved from a traditional eight hour shift, five days a week to a ten hour shift, four days a week. In comparison, patrol officers assigned to the North and East districts remained in the traditional work schedule. The intent of the alternative work schedule pilot program is to provide a benefit to the employee while creating a budgetary savings in overtime costs and improving response and citizen satisfaction.</p>		<p style="text-align: center;"><b>Percent change from FY 2016 to FY 2017 for Participating Districts</b></p> <table border="1"> <thead> <tr> <th>Metric</th> <th>1<sup>st</sup> Qtr</th> <th>2<sup>nd</sup> Qtr</th> <th>3<sup>rd</sup> Qtr</th> <th>4<sup>th</sup> Qtr</th> </tr> </thead> <tbody> <tr><td>Response Time</td><td></td><td></td><td></td><td></td></tr> <tr><td>Committed Time</td><td></td><td></td><td></td><td></td></tr> <tr><td>Crime Rate</td><td></td><td></td><td></td><td></td></tr> <tr><td>Overtime</td><td></td><td></td><td></td><td></td></tr> <tr><td>Self-Initiated Activity</td><td></td><td></td><td></td><td></td></tr> <tr><td>Complaints</td><td></td><td></td><td></td><td></td></tr> <tr><td>Community Engagement</td><td></td><td></td><td></td><td></td></tr> </tbody> </table>		Metric	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	Response Time					Committed Time					Crime Rate					Overtime					Self-Initiated Activity					Complaints					Community Engagement				
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## Financial/Economic Development

### Goal 3: Improve Operational Efficiency

#### Objective 1: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	City Service Team (Department)												
Core FED 3.1.2	Internal Engineering Services for Water Utilities	Design 40,000 Linear Feet in FY 2017	Strategic Support (Water)												
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities has historically outsourced design phase services to private professional engineering firms. It has been determined that utilizing internal engineering staff for design of specific projects would result in a lower design cost per foot of water and/or sanitary sewer lines. In FY 2014, Water Utilities began performing design utilizing internal engineering staff. The projects proposed for the internal design team consist of small diameter water and sanitary renewal projects.</p>		<p style="text-align: center;"><b>Linear Feet Designed</b></p> <table border="1"> <caption>Linear Feet Designed Data</caption> <thead> <tr> <th>Category</th> <th>Linear Feet</th> </tr> </thead> <tbody> <tr> <td>FY 2017 Total</td> <td>40,000</td> </tr> <tr> <td>1st Qtr</td> <td></td> </tr> <tr> <td>2nd Qtr</td> <td></td> </tr> <tr> <td>3rd Qtr</td> <td></td> </tr> <tr> <td>4th Qtr</td> <td></td> </tr> </tbody> </table>		Category	Linear Feet	FY 2017 Total	40,000	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr	
Category	Linear Feet														
FY 2017 Total	40,000														
1st Qtr															
2nd Qtr															
3rd Qtr															
4th Qtr															



# Business Plan

## Financial/Economic Development

### Goal 3: Improve Operational Efficiency

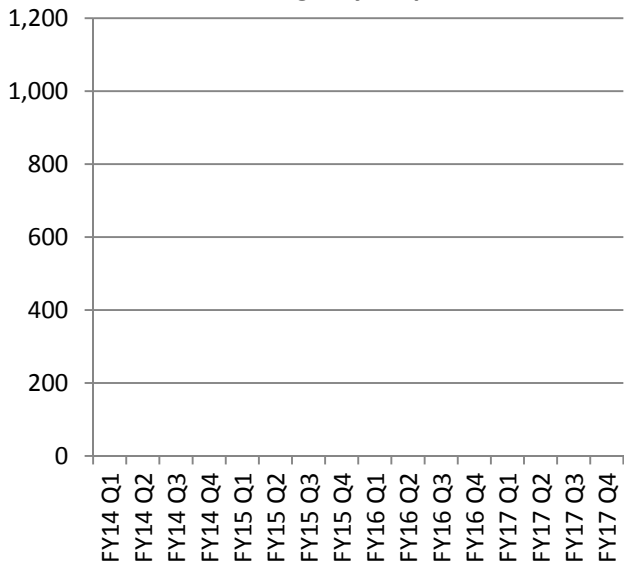
#### Objective 1: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	City Service Team (Department)
Core FED 3.1.3	Open Records Requests/Intergovernmental Agency Requests	<ul style="list-style-type: none"> <li>Number of Open Records Requests</li> <li>Number of Intergovernmental agency requests</li> </ul>	Neighborhood Services (Police)

Summary:

The Records Services Unit serves as the repository for the official records that document the activity of the Police Department. The Texas Public Information Act is a state law that gives any person the right to submit a written request asking for any document related to official city business. The department handles both ORR (Open Record Requests) from the public and IRR (Inter-Agency Record Requests) from other law enforcement agencies or segments of the criminal justice system. The department must provide the documents for inspection or release within 10 business days unless there is a request submitted to the Attorney General to rule the material is excepted from disclosure. The department continues to look for ways to expedite information for citizens when possible, in an attempt to provide information publicly without waiting for a specific request.

**Number of Open Records Requests and Intergency Requests**



# Business Plan

## Financial/Economic Development

### Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing 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 FED 4.1.1	Job Description Review – including Health and Physical Evaluations (HPEs) and Identification of Safety-Sensitive Positions	Project Completion	Strategic Support (Human Resources)

**Summary:**

As the city prepares for a new e-recruiting system, job descriptions will be reviewed so that the information going into the system is updated and accurate. This will require HR working with the Departments to review job descriptions for requirements including HPEs, driver's license, safety sensitive (DOT or City), credit review, and drug and alcohol testing. Then, Concentra will work with the Departments to update HPEs.

Milestone	Estimated Completion	Actual Completion
City-wide communication of plan	Oct. 2015	100%
Compensation Specialist and HR Consultants will work with Departments to review job descriptions	Mar. 2016	50%
Concentra and Departments to update HPEs	Aug. 2016	
Update employment and pre-employment processes	Sept. 2016	

## Financial/Economic Development

### Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing 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 FED 4.1.2	Compensation Study – for Special Services Utilized for Consulting and Legal Advice	Project Completion	Strategic Support (Human Resources)

**Summary:**

As a continuation from FY 2016, the comprehensive Compensation/Classification system study will be utilized to engage a consultant in a market analysis and classification review of all positions spread over a three-year period, with 1/3 of positions reviewed each year. The consultant will review point factors and grades, assist with job descriptions update, and make recommendations for adjustments consistent with market challenges in recruiting and retaining key occupations.

Milestone	Estimated Completion	Actual Completion
Project Plan	1 <sup>st</sup> Qtr. FY 2016	100%
Contract Data Collection	2 <sup>nd</sup> Qtr. FY 2016	100%
Job Description Validation	3 <sup>rd</sup> Qtr. FY 2016	50%
Budget Recommendations	4 <sup>th</sup> Qtr. FY 2016	

# Business Plan

## Financial/Economic Development

### Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees

#### Objective 1: Foster and Maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive

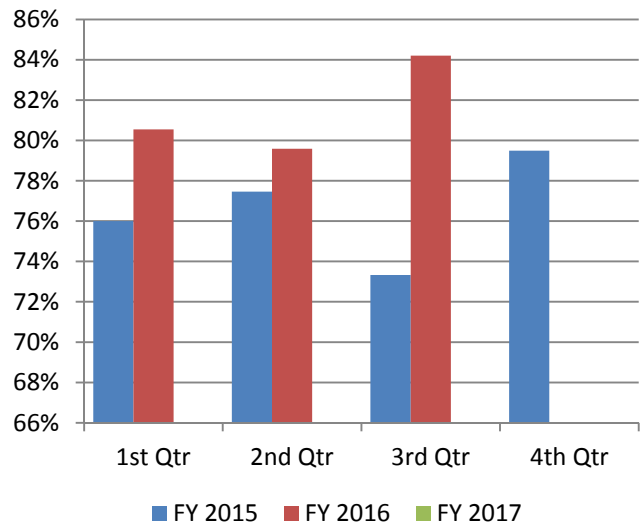
Project	Performance Measure(s)	City Service Team (Department)
Core FED 4.1.3 Staff Learning Management System	Customer Satisfaction rating	Neighborhood Services (Library)

**Summary:**

Strengthening the library’s organizational capacity through a culture of learning with an emphasis on customer service and technology. In addition to face-to-face training opportunities, the library department will implement an online training platform for conducting and monitoring customer service and technology-related training. The goals are to ensure that all customers receive a consistent level of service based on uniform procedures. The training will also ensure that service expectations are well defined and consistently communicated to all staff.

Milestone	Target Completion	% Complete
Explore internal and external systems to deliver and track training	Dec. 2016	
Implement structure	Mar. 2017	
Pilot system	June 2017	
Analyze data tracking aspect to ensure results	Sept. 2017	
Conduct a staff survey to gain feedback	Sept. 2017	

**Customer Service Survey Responses Rating Overall Service Quality Excellent FY 2015 - FY 2017**



# Business Plan

## Financial/Economic Development

### Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees

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

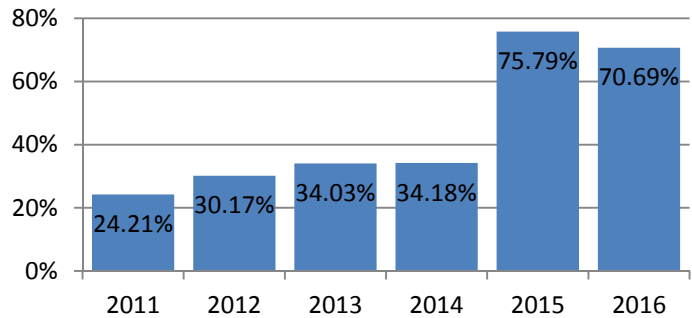
Project		Performance Measure(s)	City Service Team (Department)
Core FED 4.2.1	2017 Health and Wellness Program	% of FTEs eligible for Wellness payout/premium increase	Strategic Support (Human Resources)

**Summary:**

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

In 2015, the Wellness for Life program changed to reflect a payout plus a premium differential for those who successfully complete the requirements.

**FTEs Eligible for Wellness Payout**



**Average Monthly Medical Claims for Engaged vs. Not Engaged**

Year	Engaged*	Not Engaged
2012	\$228	\$361
2013	\$193	\$349
2014	\$249	\$333
2015	\$277	\$341
2016		

\*Engaged is an employee who participated in the City Wellness Program and earned a payout.

# Business Plan

## Financial/Economic Development Scorecard

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Aviation	Cost Recovery	Operating cost recovery	95%	94%	90%	85%
CC		Cost Recovery	74%	75%	82%	90%
Parks		Cost recovery of Parks Performance Fund	81%	80%	79%	80%
Parks		Cost recovery of Golf Performance Fund	109%	108%	107%	90%
Aviation	Budgetary Issues	Total aircraft operations	74,388	85,115	90,020	85,000
Aviation		Hangar occupancy rate	96%	94%	80%	95%
Court		Gross Revenue collected	\$20,299,932	\$19,776,696	\$18,746,413	\$19,343,000
Court		Revenue Retained	\$13,556,861	\$13,156,378	\$12,420,771	\$12,573,000
Court		% of revenue retained (less state costs)	67%	67%	66%	65%
Finance		Debt service expenditures to total expenditures of GF plus Debt Service	16.96%	17.45%	17.41%	20%
Finance		Net tax-supported debt per capita	\$889	\$884	\$956	\$1,060
Finance		Net debt to assessed valuation	1.8%	1.71%	1.81%	2%
Finance		Actual Revenue % of variance from estimates	0.49%	0.22%	0.28%	0.6%
Fire		Homeland Security Grant Funding Secured	\$2,493,338	\$2,791,860	\$2,833,896	\$2,756,196
Library		Grant and gift funds as a percentage of total general fund allocation	6%	6.5%	12%	7%
Finance		CAFR with "clean opinion"	Yes	Yes	Yes	Yes
Finance		GFOA Certificate for Excellence – Accounting	Yes	Yes	Yes	Yes
Finance		GFOA Certificate for Excellence – Budget	Yes	Yes	Yes	Yes
Finance		Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes
Finance		Rating agencies ratings on City debt	Affirm	Affirm & Upgrade	Affirm	Affirm
Finance	Compliance with debt policy benchmarks	100%	100%	100%	100%	
Finance	Percent of Received Protests against Total Number of Bids during the reporting period	1.7%	<1%	<1%	<1%	
Finance	Percent of Sustained Protests against Total Number of Bids during the reporting period	0%	0%	0%	<1%	
Finance	Receive Texas Transparency Stars (5 Stars: Traditional Finance, Contracts & Procurement, Public Pensions, Debt Obligation, and Economic Development)	New Measure in FY 2016			Traditional Finance Star	Remaining 4 Stars
MR	% of priority bills with positive outcome for the City		75%	100%	75%	
MR	Legal deadlines met for City Council agenda posting	100%	100%	100%	100%	
MR	Register birth records in the Record Acceptance Queue from the State within one business day	New Measure in FY 2015			91%	98%
Water	Bad Debt Ratio	0.436%	0.322%	0.322%	<0.5%	

# Business Plan

## Financial/Economic Development Scorecard (cont.)

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
HR	Benefits	Workers' Compensation – Frequency (# claims)	388	355	362	372
HR		Workers' Compensation – Severity (\$/claims)	\$3,426	\$2,344	\$3,028	\$4,019
HR		FTEs eligible for Wellness Payout	34.03%	75.79%	71%	75%
HR		Percentage of all full time employees enrolled in the 401k/457 plans	69%	71%	73%	75%
Fire		Percent of Firefighters who score in the categories of “Excellent” or “Superior” on annual Health Fitness Assessments	92%	92%	91%	90%
Library		Staff Training badges earned	New Measure in FY 2017			40
Water		Employee training hours (10 hours per employee)	29.17%	95%	100%	100%
Water		Achieve an employee workplace injury of ≤ 2 injuries per 1,000 hours	0.085	0.022	0.011	<2
ACVB	Convention and Tourism Sales	Convention Services – Groups Served	354	418	325	250
ACVB		Booked Room Nights – Center	23,959	25,212	25,324	27,000
ACVB		Booked Room Nights – Hotel	33,722	56,031	68,132	44,000
ACVB		Confirmed Bookings – Hotel	75	87	95	85
ACVB		Marketing/PR – Media Value	\$5,941,255	\$5,466,990	\$10,444,615	\$5,000,000
ACVB		Unique Web Visitors	444,181	551,598	584,837	213,539
ACVB		Confirmed Bookings – Center	36	35	44	40
ACVB		Percentage of Center Gross Revenue	34%	45%	47%	50%
ACVB		Total Lead Volume	New Measure in FY 2015	361	410	330
ACVB		Conversion Percentage	New Measure in FY 2015	30%	29%	39%
ACVB		Total Partners	New Measure in FY 2015	191	193	193
ACVB		Booked Room Nights – Tourism	New Measure in FY 2016		2,394	3,000
ACVB		Hotel Leads – Tourism	New Measure in FY 2016		60	120
ACVB		Attraction Leads (itineraries) – Tourism	New Measure in FY 2016		59	150
ACVB		Attraction Definite Group Tour Participation – Tourism	New Measure in FY 2016		776	3,000
CC		Event (Client) Satisfaction Rating (Overall)	4.7	4.7	4.67	4.75
CC	Square Foot Occupancy Percentage	47%	51%	54%	65%	
CC	New Events Held During Year (Booked by Center)	32	28	33	27	
CC	Return Events Held During Year (Booked by Center)	75	93	89	100	

# Business Plan

Infrastructure															
Goal 1: Plan, Manage, and Maintain Public Assets															
Objective 1: Maintain City Standards for all Public Infrastructure															
Project		Performance Measure(s)	City Service Team (Department)												
Core INF 1.1.1	Replace High Breakage Frequency Water Mains	Replace 20,000 linear feet of high breakage frequency water main	Strategic Support (Water)												
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities has historically repaired an average of 460 water main breaks each year. The goal to replace 20,000 linear feet of high breakage frequency water mains will result in reduced maintenance cost, decreased water loss due to water breaks and improve customer service by reducing water outages.</p>		<p style="text-align: center;"><b>Linear Feet Replaced</b></p> <table border="1"> <caption>Linear Feet Replaced Data</caption> <thead> <tr> <th>Category</th> <th>Linear Feet Replaced</th> </tr> </thead> <tbody> <tr> <td>FY 2017 Total</td> <td>20,000</td> </tr> <tr> <td>1st Qtr</td> <td>0</td> </tr> <tr> <td>2nd Qtr</td> <td>0</td> </tr> <tr> <td>3rd Qtr</td> <td>0</td> </tr> <tr> <td>4th Qtr</td> <td>0</td> </tr> </tbody> </table>		Category	Linear Feet Replaced	FY 2017 Total	20,000	1st Qtr	0	2nd Qtr	0	3rd Qtr	0	4th Qtr	0
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# Business Plan

## Infrastructure

### Goal 1: Plan, Manage, and Maintain Public Assets

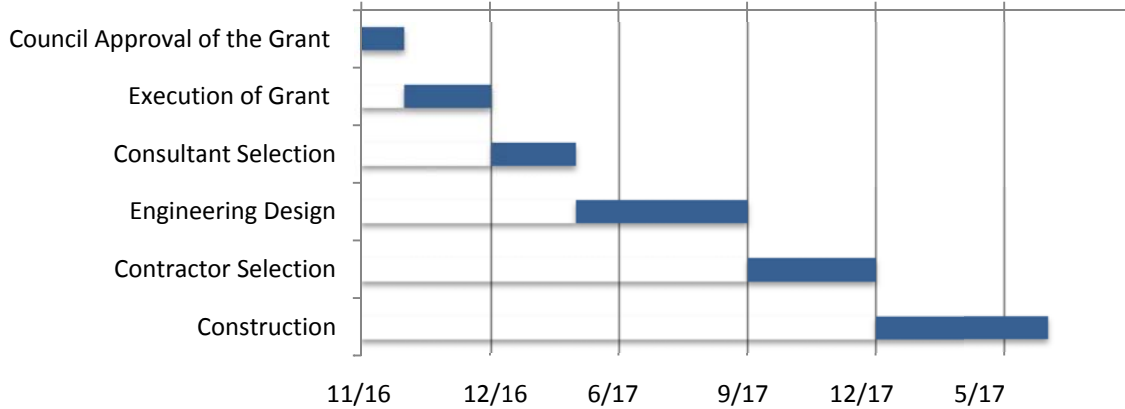
#### Objective 1: Maintain City Standards for all Public Infrastructure

Project		Performance Measure(s)	City Service Team (Department)
Core INF 1.1.2	Taxilane Reconstruction on the South Ramp	Total Aircraft Operations	Economic Development and Capital Investment (Aviation)

**Summary:**

Reconstruct a portion of the aircraft parking apron to provide public taxilanes adjacent to the area under development for the ATP Flight School and Fixed Base Operator facilities. The taxilanes are necessary to insure access is maintained from the T-hangar area to the self-serve fuel pumps, and that Trinity River Authority has proper ingress/egress from their hangar.

#### South Taxilane Construction





# Business Plan

## Infrastructure

### Goal 1: Plan, Manage, and Maintain Public Assets

#### Objective 2: Maintain City Standards for all Equipment

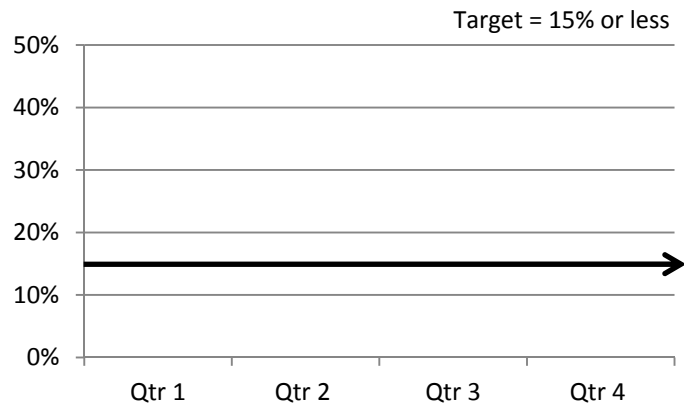
Project		Performance Measure(s)	City Service Team (Department)
Core INF 1.2.1	Reduce % of Fleet Beyond Service Life	% of Fleet Beyond Service Life	Economic Development and Capital Investment (PWT)

**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

#### % of Motorized Vehicles in Fleet That are 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)

# Business Plan

## Infrastructure

### Goal 1: Plan, Manage, and Maintain Public Assets

#### Objective 3: Maintain City Standards for all Municipal Buildings

Project		Performance Measure(s)	City Service Team (Department)																														
Core INF 1.3.1	Station 12 Remodel	Average Total Response Time	Neighborhood Services (Fire) and Economic Development and Capital Investment (PWT)																														
<p><u>Summary:</u></p> <p>Fire Station 12 was constructed in 1986 and no longer meets the Fire Department's operational needs. The current facility will be modified sufficiently to accommodate additional crews and equipment for service demand increases. In addition, this facility is located adjacent to the Arlington Municipal Airport and will be used to provide enhanced public safety during Special Events. Based on projected increased costs and the increased service mission for Station 12, partial funds for this project have been reallocated for the remodel of Station 12 from the remainder of the funds initially allocated for the remodel of Station 11 (FY 2015) now to be used to remodel Station 12.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Initial Project schedule/development phase</td> <td>June 2015</td> <td>In progress</td> </tr> <tr> <td>Determine and obtain approval for project delivery method</td> <td>Mar. 2016</td> <td>Completed</td> </tr> <tr> <td>Obtain approval for design consultant</td> <td>Apr. 2016</td> <td>Completed</td> </tr> <tr> <td>Design</td> <td>Aug. 2016</td> <td>Completed</td> </tr> <tr> <td>Permit review process</td> <td>Sept. 2016</td> <td>In progress</td> </tr> <tr> <td>Council approval</td> <td>Nov. 2016</td> <td>Nov. 2016</td> </tr> <tr> <td>Vacate station</td> <td>Jan. 2017</td> <td>Jan. 2017</td> </tr> <tr> <td>Construction phase</td> <td>Aug. 2017</td> <td>Aug. 2017</td> </tr> <tr> <td>Move in (approximate time line)</td> <td>Sept. 2017</td> <td>Sept. 2017</td> </tr> </tbody> </table>		Milestone	Target Date	Status	Initial Project schedule/development phase	June 2015	In progress	Determine and obtain approval for project delivery method	Mar. 2016	Completed	Obtain approval for design consultant	Apr. 2016	Completed	Design	Aug. 2016	Completed	Permit review process	Sept. 2016	In progress	Council approval	Nov. 2016	Nov. 2016	Vacate station	Jan. 2017	Jan. 2017	Construction phase	Aug. 2017	Aug. 2017	Move in (approximate time line)	Sept. 2017	Sept. 2017
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# Business Plan

## Infrastructure

### Goal 1: Plan, Manage, and Maintain Public Assets

#### Objective 3: Maintain City Standards for all Municipal Buildings

Project		Performance Measure(s)	City Service Team (Department)
Core INF 1.3.2	Fire Station 17	Average Total Response Time	Neighborhood Services (Fire)

**Summary:**

The Fire Department, in joint collaboration with Construction Management Services, oversees the construction project committee. The committee is composed of the City’s representatives from Fire, Information Technology, Public Works Construction Management and Facility Services and representatives from Viridian (JCKPL, LLC) and Brown Reynolds Watford Architects, Inc.

The primary goal of this stakeholder committee is to design and construct a new permanent fire station in the Viridian neighborhood that conforms to the Viridian Agreement of 2009 between the City of Arlington, HC LOBF Arlington LLC, Tax Increment Reinvestment Zone No. Six Board of Directors and the Viridian Municipal Management District.

The Agreement requires, “Within 120 days after the City issues the 700<sup>th</sup> building permit...the Owner will award...a contract for the fire station.” Additionally, the Agreement expects the Owner to construct the fire station in general conformance with the construction details shown in an exhibit of a previous City-owned fire station construction project. The fire station will also conform to Viridian architectural standards in the Viridian Pattern Book.

Viridian is served by an engine crew housed in a temporary Fire Station #17 at 4016 N. Collins Street. In early FY 2015, development reached the benchmark necessary for the construction of a permanent station. The new station will be designed to house a structural firefighting engine company, an urban/wildland interface fire truck, an off-road rescue vehicle and water rescue craft.

Milestone	Estimated Start Date	Status
FY 2015 Planning Meeting	Oct. 2014	Complete
Design Development	Summer 2016	Pending
Council Approval	TBD	
Permit Process	Oct. 2016	
Vacate Station	Dec. 2016	
Construction Phase	Jan. 2017	
Move-In	Dec. 2017	

# Business Plan

## Infrastructure

### Goal 1: Plan, Manage, and Maintain Public Assets

#### Objective 3: Maintain City Standards for all Municipal Buildings

Project		Performance Measure(s)	City Service Team (Department)															
Core INF 1.3.3	HVAC Software and New Controls	<ul style="list-style-type: none"> <li>• Cost Recovery</li> <li>• Event Satisfaction Rating</li> </ul>	Economic Development and Capital Investment (Convention Center)															
<p><u>Summary:</u></p> <p>An upgrade to a new HVAC control system and associated computer is needed, along with all electronic and control units for each valve. The current system is not compatible with Windows 7 and the software and parts have been discontinued by the manufacturer. The current computer was purchased, not leased, and is not part of the City domain.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Start Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Develop Scope of Work</td> <td>11/1/2016</td> <td></td> </tr> <tr> <td>Bid Project</td> <td>12/1/2016</td> <td></td> </tr> <tr> <td>Project Walk-Thru</td> <td>1/31/2017</td> <td></td> </tr> <tr> <td>Final Report</td> <td>4/30/2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Start Date	Status	Develop Scope of Work	11/1/2016		Bid Project	12/1/2016		Project Walk-Thru	1/31/2017		Final Report	4/30/2017	
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## Infrastructure

### Goal 1: Plan, Manage, and Maintain Public Assets

#### Objective 3: Maintain City Standards for all Municipal Buildings

Project		Performance Measure(s)	City Service Team (Department)															
Core INF 1.3.4	Interior Signage Software Upgrade	Event Satisfaction Rating	Economic Development and Capital Investment (Convention Center)															
<p><u>Summary:</u></p> <p>The Convention Center's current interior signage system is a basic system that is hard to configure. This project would allow for the purchase a software package that has more functionality for data, graphics, and video. That would give Convention Center the ability to sell ad time to local companies for added revenue. The goal is to find software that can communicate directly with the Event Software (Delphi), so the event information can update automatically. The project would also include the purchase of new computers/data distributors to communicate with the screens.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Start Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Develop Scope of Work</td> <td>11/1/2016</td> <td></td> </tr> <tr> <td>Bid Project</td> <td>1/15/2017</td> <td></td> </tr> <tr> <td>Project Walk-Thru</td> <td>2/15/2017</td> <td></td> </tr> <tr> <td>Final Report</td> <td>4/15/2017</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Start Date	Status	Develop Scope of Work	11/1/2016		Bid Project	1/15/2017		Project Walk-Thru	2/15/2017		Final Report	4/15/2017	
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# Business Plan

## Infrastructure

### Goal 2: Support and Expand Programs to Reduce Environmental Impacts

#### Objective 1: Mitigate Operating Costs and Impact on Environment

Project		Performance Measure(s)	City Service Team (Department)
Core INF 2.1.1	Advanced Metering Infrastructure	Maintain annual unaccounted for water percent below 12%	Strategic Support (Water)

**Summary:**

The City of Arlington Water Utilities will install 9,000 meters and MIU's in 2017 through an ongoing meter replacement program and water line renewals.

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
Wrap up FY 2016 Installs	Sept. 2016	Sept. 2016
Begin MUI/Meter Installs	Oct. 2016	
Council Approval of Meter Replacement funding	Feb. 2017	
Council Approval of Annual Meter Supply Contract	Sept. 2017	
Complete MIU/Meter Installation for FY 2017	Sept. 2017	

## Infrastructure

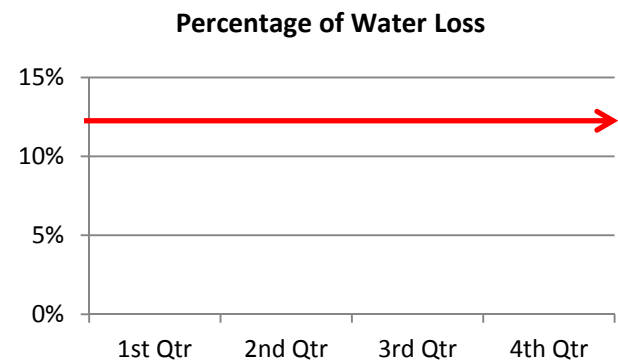
### Goal 2: Support and Expand Programs to Reduce Environmental Impacts

#### Objective 1: Mitigate Operating Costs and Impact on Environment

Project		Performance Measure(s)	City Service Team (Department)
Core INF 2.1.2	Water Conservation Program	Maintain annual unaccounted for water percent below 12%	Strategic Support (Water)

**Summary:**

The City of Arlington Water Utilities will maintain an unaccounted for water loss of less than 12%. In FY 2017, Arlington Water Utilities will proactively evaluate 25,000 linear feet of water line for leaks to catch them in the early stages before significant water loss occurs. Arlington Water Utilities will also evaluate and make recommendations to purchase additional leak detection technologies to accomplish this goal.



# Business Plan

Infrastructure															
Goal 2: Support and Expand Programs to Reduce Environmental Impacts															
Objective 1: Mitigate Operating Costs and Impact on Environment															
Project		Performance Measure(s)	City Service Team (Department)												
Core INF 2.1.3	Wastewater Collection Initiatives	Clean 20% of sewer lines 6" through 15" annually	Strategic Support (Water)												
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities entered into the Sanitary Sewer Overflow (SSO) Voluntary Initiative established by the Texas Commission on Environmental Quality (TCEQ) in 2005. In order to participate, the City of Arlington agreed to evaluate its sanitary sewer system and develop an action plan that includes a schedule of dates detailing when corrective or preventative maintenance will occur. Arlington Water Utilities has also established a goal of cleaning 20% of sewer lines 6" through 15" annually.</p>		<p style="text-align: center;"><b>FY 2017</b> <b>6" - 15" Sewer Lines Cleaned</b> <b>(Linear Feet vs. Total Footage)</b></p> <table border="1"> <caption>Data for FY 2017 6" - 15" Sewer Lines Cleaned</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Total Footage</td> <td>20%</td> </tr> <tr> <td>1st Qtr</td> <td>20%</td> </tr> <tr> <td>2nd Qtr</td> <td>20%</td> </tr> <tr> <td>3rd Qtr</td> <td>20%</td> </tr> <tr> <td>4th Qtr</td> <td>20%</td> </tr> </tbody> </table>		Category	Percentage	Total Footage	20%	1st Qtr	20%	2nd Qtr	20%	3rd Qtr	20%	4th Qtr	20%
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4th Qtr	20%														

# Business Plan

## Infrastructure Scorecard

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
PWT	Satisfaction Ratings	Citizen perception of trash collection services	81%	86%	85%	90%
PWT		Citizen perception of residential recycling services	83%	84%	84%	90%
PWT		% of customers satisfied or very satisfied with Construction Mgmt. Services	100%	100%	100%	90%
PWT		% of customers satisfied or very satisfied with facility maintenance and repair	94%	92%	88%	90%
MR	Customer Service	Action Center first call resolution	98%	97%	96%	95%
MR		% of Action Center calls abandoned	5.5%	11%	13%	5%
MR		Action Center calls answered	199,982	276,986	264,311	210,000
MR		Percentage of citizens who agree they receive the info they need when calling a City facility	66%	64%	62%	75%
MR		Knowledge Services partnering with the Library to provide courier services to branch locations	New Measure in FY 2015	25%	95%	100%
PWT	Fleet	Maintain fleet availability rate	98%	97%	97%	95%
PWT		% of Fleet Beyond Service Life	New Measure in FY 2016		18%	<15%
PWT	Solid Waste	Recycling Collected Curbside (Tons)	New Measure in FY 2017			Maintain or Increase
PWT		Library Recycling Collected (Tons)	New Measure in FY 2017			Maintain or Increase
PWT	Infrastructure Maintenance	% of linear miles of streets that have been swept, compared to annual target	91%	89%	96%	100%
PWT		Major building components operating within their designed life:	New Measure in FY 2015			
PWT		HVAC	New Measure in FY 2015	46%	52%	90%
PWT		Boilers	New Measure in FY 2015	64%	64%	90%
PWT		Generators	New Measure in FY 2015	87%	89%	90%
PWT		Elevators	New Measure in FY 2015	69%	88%	90%
PWT		Roofs	New Measure in FY 2015	69%	63%	90%

# Business Plan

## Infrastructure Scorecard (cont.)

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Water	Infrastructure Maintenance	Clean a minimum of 20% of sewer lines size 6" – 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	27.69%	20.9%	20.2%	20%
Water		Radio Transmitter installations	8,049	9,825	9,845	9,000
Water		Linear footage of water and sewer lines designed by the City Engineering staff	36,766	34,767	56,110	40,000
Water		Maintain annual unaccounted for water percent below 12%	11.42%	11.93%	11.13%	<12%
Water		Permitted Industrial Pretreatment Inspection completed	82	124	72	53
Water		High hazard backflow assemblies with certified testing completed	97%	100%	100%	100%
Water		Avoid any TCEQ, OSHA, SDWA and NPDES violations	100%	100%	100%	100%
Water		Replace 20,000 linear feet of high breakage frequency water main	New Measure in FY 2015		27,941	27,190



# Business Plan

## Public Safety

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

#### Objective 1: Improve Quality of Life and Place

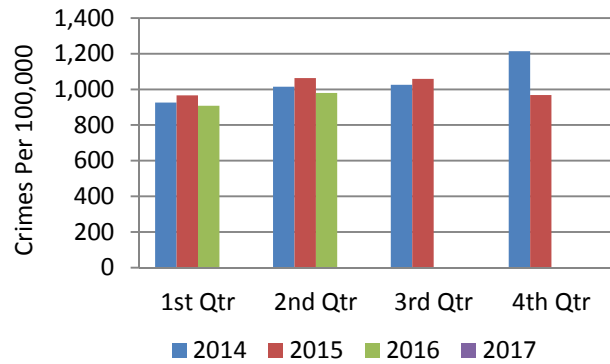
Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.1.1	Crime Reduction	<ul style="list-style-type: none"> <li>Violent Crime Index</li> <li>Property Crime Index</li> </ul>	Neighborhood Services (Police)

**Summary:**

The City of Arlington has experienced a reduction in crime for the past six years. Sustaining this reduction in crime continues to be at the forefront of the mission for the Police Department. Geographic accountability, technology, intelligence, and community engagement all play a vital role when implementing a sustainable and conducive crime reduction strategy.

In the coming months, the Police Department will begin reporting data as part of the National Incident-Based Reporting System (NIBRS). This system captures more detailed information for each single crime occurrence rather than the traditional Uniform Crime Report (UCR), which is based on a hierarchy summary reporting system. NIBRS data identifies with precision when and where a crime takes place, what type of crime occurred, and the characteristics of its victims and perpetrators. While the UCR data will be used for historical and overall crime statistics, NIBRS data will provide us with more defined, granular detail of the crime in our city. This will help the department's overall crime reduction goal by giving crime analysts more data and allowing for more targeted, proactive policing.

**Crime Rate Reduction Project\***



\*Numbers are based on a calendar year.

# Business Plan

## Public Safety

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

#### Objective 1: Improve Quality of Life and Place

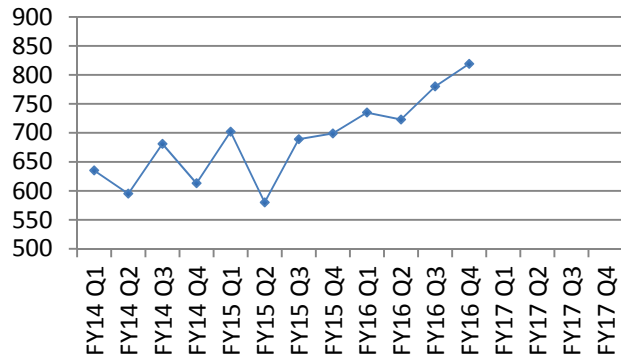
Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.1.2	Traffic Safety	<ul style="list-style-type: none"> <li>Injury Crashes</li> <li>DWI Crashes</li> </ul>	Neighborhood Services (Police)

**Summary:**

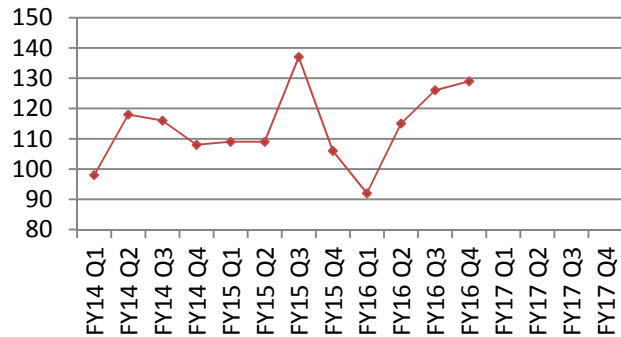
Every year, millions of people travel the roadways throughout the city. Reaching their destination safely is of the utmost concern. In 2015, over 12,000 crashes occurred within Arlington city limits, an increase of 7 from 2014. In 2016, the City saw an increase of 11 percent in overall vehicle crashes.

Due to this increase, the department will be using a new, multi-faced approach that will overlay crash information with crime information. This approach is called the Through Data-Driven Approaches to Crime and Traffic Safety (DDACTS). The goal with using this new software is to decrease the number of vehicle crashes in the City. Effective enforcement and education efforts will be complementing factors to the data. Grants through the Texas Department of Public Safety and United States Department of Transportation will assist with laying a foundation for these efforts.

**Injury Crashes**



**DWI Crashes**



# Business Plan

## Public Safety

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

#### Objective 1: Improve Quality of Life and Place

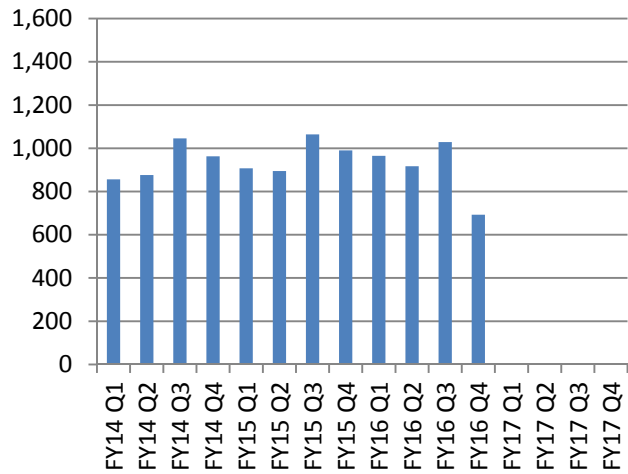
Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.1.3	Domestic Violence Response	<ul style="list-style-type: none"> <li>Domestic Violence Reports</li> <li>Domestic Violence Victims Served</li> <li>Outreach Hours Dedicated to Domestic Violence</li> </ul>	Neighborhood Services (Police)

**Summary:**

Domestic violence affects people regardless of gender, age, sexual orientation, race or religion. 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. In addition, domestic violence can have a substantial effect on family members, friends, co-workers, witnesses, and the community at large.

Department investigators work quickly to expedite the most serious of cases and those with repeat occurrences. While investigators work the criminal aspect of the case, the Victim Services Unit responds to victims who are directly and indirectly affected by this heinous act. By providing counseling, crisis intervention, referral and assistance with the criminal justice system, the goal of the unit is simple – to help the victims and stop the cycle of abuse.

**Domestic Violence Reports**



# Business Plan

## Public Safety

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

#### Objective 2: Protect Public Health

Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.2.1	Mosquito Surveillance	Set a surveillance trap within a quarter mile of a confirmed human West Nile Virus case within the next trap setting cycle	Economic Development and Capital Investment (CDP)

Summary:

The Center of Disease Control (CDC) is currently discussing the growing threat of the Zika virus in the U.S., which can cause severe birth defects. The CDC is researching vaccines, ways to control the mosquitoes that spread Zika, and developing better tests to detect Zika. The CDC will soon publish guidelines for cities to follow.

The City of Arlington's Integrated Mosquito Management Program (IMMP) is designed to reduce the threat of mosquito borne illness within our community. As with any IMMP, preventing adult mosquitos from entering into the community is the primary focus; however, targeted ground spraying of adult mosquitos is also a critical element of disease control.

Trapping is the surveillance method used to quantify human risk by determining localized vector presence and abundance, as well as to identify the presence of West Nile Virus (WNV) within the mosquito population. Each week, 15 traps are set, collected and prepared for analysis performed by Tarrant County Public Health Labs. When a trap results in a positive WNV carrying mosquito, targeted ground spraying/adulticide is conducted within a half-mile area surrounding the location of the trap. This process involves immediate coordination with several COA Departments related to notification to the effected neighborhoods and third party contractors who facilitate the spray mission. In 2015, there were a total of 47 positive traps necessitating targeted ground spray responses.

Target	Target Measure	Actual
Respond to complaints within one business day	90%	
Set a surveillance trap within a quarter mile of a confirmed human West Nile Virus case within the next trap setting cycle upon notification from Health Authority	100%	

# Business Plan

## Public Safety

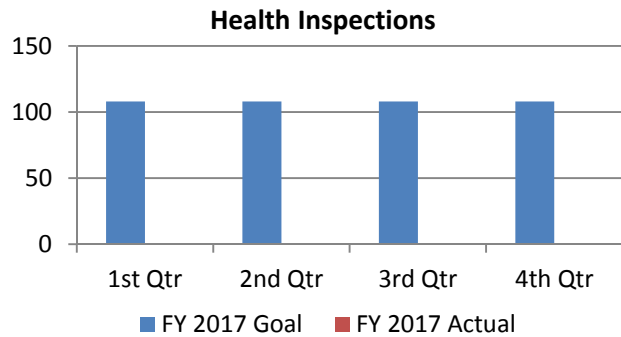
### Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment

#### Objective 2: Protect Public Health

Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.2.2	Health Ordinance Updates	% of initial health inspections with a satisfactory score	Economic Development and Capital Investment (CDP)

**Summary:**

In 2015, stricter food safety requirements were mandated as the Texas Department of State Health Services responded to an increase in highly publicized regional and national foodborne illness outbreaks and aligned closer to the FDA's Model Food Code the Texas Food Establishment Rules. These changes affect current inspection grading methods and inspection frequency obligations. Currently there are a total of 2,082 food service permits; approximately 10% high risk, 47% moderate risk and 43% low risk. In 2015, 356 of the high and moderate risk establishments were shifted to twice a year inspections due to a history of serious health and sanitation violations or the establishment serves a highly susceptible population. Under the new mandates, an additional 432 permits would now be required to receive a second inspection each year. Under the current City-contractor hybrid model, City staff and Cornerstone temporary staff will continue to conduct all high risk facility inspections, achieve a minimum of 5% audit inspection rate, issue permits, handle all complaints and foodborne illness investigations and perform follow up inspections on all establishments with a failing score. The additional funding would facilitate the increased number of inspections conducted to ensure compliance with the State minimums.



**Target:** Shift remaining high and medium risk food establishments into the biannual inspection frequency in a quarterly phasing process, adding approximately 108 inspections each quarter

# Business Plan

## Public Safety

### Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure

#### Objective 1: Plan and implement stormwater projects to mitigate or minimize flood risks

Project		Performance Measure(s)	City Service Team (Department)
Core PS 2.1.1	Stormwater Projects		Economic Development and Capital Investment (PWT)

**Summary:**

Stormwater Projects are funded through the Stormwater Utility Fee and are included in the annual capital budget.

#### FY 2016 Construction Project Status

Project	Start Date	Scheduled Completion	Actual Completion
Laguna Vista Drainage Improvements			
Meadow Park Estates Drainage Improvements			
2015 Misc. Drainage Improvements (Landover Hills, Ticino Valley, Del Rio)			
Annual Bridge Repair (Treasure Island & Center)			

#### FY 2017 Construction Projects Projection

Project	# of Flooders	Estimated Bid Dates	Actual Bid Dates
Greencove Drainage Improvements	4	Apr. 2017	
Mayfield/Danbury Drainage Improvements	2	Mar. 2017	
North Fork Cottonwood Creek Channel Repair	Maintenance	Oct. 2017	
Rush Creek @ Bowen Erosion and Scour Repair	Maintenance	Nov. 2017	

# Business Plan

## Public Safety

### Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure

#### Objective 2: Complete watershed studies for each watershed within the City and identify problem areas and potential solutions

Project		Performance Measure(s)	City Service Team (Department)																				
Core PS 2.2.1	Watershed Studies		Economic Development and Capital Investment (PWT)																				
<p><u>Summary:</u></p> <p>Comprehensive watershed studies are important in order to evaluate current and future flood risk and identify problem areas that will guide the stormwater program. These watershed studies:</p> <ul style="list-style-type: none"> <li>• Update the hydrology for current developed conditions</li> <li>• Update the hydraulic models based on the new flows and current creek conditions</li> <li>• Identify and prioritize problem areas and generate conceptual solutions for these areas</li> <li>• Assess the stream bank conditions for erosion</li> <li>• Update the Flood Insurance Rate Maps based on the new information</li> </ul> <p>This data benefits the citizens of Arlington by informing them of the flood risk for their homes so that they can take protective action. It also identifies flood protection projects to be incorporated into the Stormwater Capital Improvement Plan. Arlington's nine major watersheds have been grouped into six major study areas. The Stormwater Division plans to include watershed studies in its budget each year until all of the major watersheds in the City have been studied</p> <p>This project will identify and map flood risk for property owners which enhances the City's score in the Community Rating System (CRS). The CRS is a federal program that provides flood insurance policy discounts based on community score for homeowners in communities that participate in the program.</p>			<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td colspan="3" style="text-align: center;"><b>Trinity Tributaries/Lower Village Creek</b></td> </tr> <tr> <td>Stream Geomorphology Analysis</td> <td>Oct. 2016</td> <td></td> </tr> <tr> <td>Floodplain Mapping</td> <td>Dec. 2016</td> <td></td> </tr> <tr> <td>Capital Project Identification</td> <td>Dec. 2016</td> <td></td> </tr> <tr> <td>FEMA Submittal</td> <td>Mar. 2017</td> <td></td> </tr> </tbody> </table>			Milestone	Estimated Completion	Actual Completion	<b>Trinity Tributaries/Lower Village Creek</b>			Stream Geomorphology Analysis	Oct. 2016		Floodplain Mapping	Dec. 2016		Capital Project Identification	Dec. 2016		FEMA Submittal	Mar. 2017	
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# Business Plan

## Public Safety

### Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure

#### Objective 2: Complete watershed studies for each watershed within the City and identify problem areas and potential solutions.

Project		Performance Measure(s)	City Service Team (Department)																																			
Core PS 2.2.2	Stormwater Education Outreach		Economic Development and Capital Investment (PWT)																																			
<b>Summary:</b>																																						
<p>Comprehensive public education and outreach efforts for stormwater management are important to increase the citizens' understanding of city services and the impacts of stormwater runoff. Public education and outreach efforts include:</p> <ul style="list-style-type: none"> <li>• Flood Safety Awareness Campaigns</li> <li>• Illegal Stream Dumping Ordinance Education</li> <li>• Flood Insurance Education</li> <li>• Flood Services provided by the City</li> <li>• Turn Around Don't Drown Campaigns</li> <li>• Stormwater Pollution Prevention Education</li> <li>• Community Event and School Outreach programs</li> <li>• Stormwater Management Website</li> </ul> <p>Public outreach also enhances the City's score in the Community Rating System (CRS). The CRS is a federal program that provides flood insurance policy discounts based on community score for homeowners in communities that participate in the program.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Repetitive Loss Area Mailout</td> <td>Oct. 2016</td> <td></td> </tr> <tr> <td>Flood Safety Awareness Month</td> <td>Oct. 2016</td> <td></td> </tr> <tr> <td>Flood Insurance/Flood Services Utility Mailout</td> <td>Nov. 2016</td> <td></td> </tr> <tr> <td>Turn Around Don't Drown Campaign</td> <td>Mar. 2017</td> <td></td> </tr> <tr> <td>Operations Training for Good Housekeeping Program</td> <td>Mar. 2017</td> <td></td> </tr> <tr> <td>Illegal Stream Dumping Utility Mailout</td> <td>Apr. 2017</td> <td></td> </tr> <tr> <td>Attend 10 Elementary School Presentations for stormwater pollution and flood safety</td> <td>May 2017</td> <td></td> </tr> <tr> <td>Placement of 350 "No Dumping" storm drain inlet decals</td> <td>May 2017</td> <td></td> </tr> <tr> <td>City owned facility site assessment inspections</td> <td>May 2017</td> <td></td> </tr> <tr> <td>Attend 10 Community Events to provide Stormwater Education Materials</td> <td>Sept. 2017</td> <td></td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Repetitive Loss Area Mailout	Oct. 2016		Flood Safety Awareness Month	Oct. 2016		Flood Insurance/Flood Services Utility Mailout	Nov. 2016		Turn Around Don't Drown Campaign	Mar. 2017		Operations Training for Good Housekeeping Program	Mar. 2017		Illegal Stream Dumping Utility Mailout	Apr. 2017		Attend 10 Elementary School Presentations for stormwater pollution and flood safety	May 2017		Placement of 350 "No Dumping" storm drain inlet decals	May 2017		City owned facility site assessment inspections	May 2017		Attend 10 Community Events to provide Stormwater Education Materials	Sept. 2017	
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# Business Plan

## Public Safety Scorecard

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Fire	Dispatch and Response	Average Total Response Time (Dispatch to First Unit Onscene in M:SS Format) (Implementation of new NFPA 1710 Requirements in FY 2013)	5:31	5:32	5:37	5:20
Fire		Fires – Response objective = 320 seconds or (5:20)	5:16	5:27	5:22	5:20
Fire		Emergency Medical Service – Response objective = 300 seconds or (5:00)	5:13	5:13	5:29	5:00
Fire		Fire P1 and P2 (emergency) calls dispatched within 25 seconds (average)	26.19	21.16	20.65	25.00
Fire		Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2.02	2.20	2.13	2.00
Fire		Annual Growth Rate in Unit Responses	6.5%	5.7%	3.4%	3.5%
Fire		9-1-1 calls answered within 10 seconds	New Measure in FY 2015	86%	87.63%	90%
Fire		Police E and P1 (emergency) calls dispatched within 120 seconds	New Measure in FY 2015	90%	81.17%	80%
Police		Response time to priority 1 calls (minutes)	9.01	9.38	9.32	10
Police		Citizen satisfaction with police services	76%	74%	78%	90%
CDP	Prevention	% of initial health inspections with a Satisfactory Score	98%	96%	95%	95%
Fire		Percent of Outdoor Warning Sirens Successfully Tested	New Measure in FY 2015	96%	88%	95%
Fire		Fire Prevention Business Inspections	15,652	15,165	15,793	15,500
Fire		Fire Prevention Business Violations Addressed	4,947	4,970	4,144	4,700
PWT		% storm drainage inlets inspected (current total number of inlets = 13,098; City of Arlington owned = 9,705)	106%	101%	100%	100%
PWT		% concrete channels inspected (total linear feet = 174,376; City of Arlington owned = 166,730)	100%	102%	100%	100%
CDP	Crime and Compliance	% of gas well operation components in compliance	99%	99%	99%	99%
Court		% of cases completed	94%	100%	156%	100%
Court		% of Warrants Cleared	New Measure in FY 2016		105%	100%
Court		% of Payments Collected after 31 day phone call	New Measure in FY 2016		25%	30%
Court		% of Payments collected after 30 Day Post card	New Measure in FY 2016		58%	60%
Court		% of Citations Keyed Without Error	New Measure in FY 2016		97%	99%
Court		% of Cashier Errors in Case Management	New Measure in FY 2016		1%	1%
Court		% of Citations entered within 5 days	New Measure in FY 2016		99%	99%
Police		% of UCR Part I crimes cleared (not to be used for official reporting purposes)	28%	29%	24%	25%

# Business Plan

## Public Safety Scorecard (cont.)

Dept.	Goal Category	Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target	
Police	Crime and Compliance	Committed Time to all calls (minutes)	87.83	86.47	88	80	
Police		Arrests (target based on historical estimate)	17,046	15,186	14,317	15,000	
Police		DWI Crashes	441	461	462	400	
Police		Domestic Violence Reports	3,741	3,856	3,604	3,800	
Police		Domestic Violence Victims Served	4,181	5,580	6,288	5,700	
Police		Human Trafficking Victims Served	16	20	17	10	
Police		Injury Crashes	2,524	2,670	3,057	2,500	
Police		Violent Crimes Index (not to be used for official reporting purposes)	1,808	2,040	1,900	1,927	
Police		Property Crimes Index (not to be used for official reporting purposes)	13,196	13,744	11,489	12,864	
Police		Sustained Complaints (Internal Affairs)	104	93	70	85	
Police		Use of Force Incidents	907	866	699	800	
Police		Number of Procedural Justice Stories for the public	New Measure in FY 2016			549	180
Police		Outreach Hours Dedicated to Domestic Violence	New Measure in FY 2016			2,763	2,500
Police		Outreach Presentations Dedicated to Human Trafficking	New Measure in FY 2016			13	10
Fire		Workload Measures	9-1-1 Dispatch Center Calls For Service (calls from 9-1-1 phone switch)	427,837	427,050	411,075	430,000
Fire	Police Calls for Service Handled and Processed by PD Dispatch		323,999	328,599	344,222	325,000	
Fire	Emergency Calls		1,453	1,160	1,385	1,750	
Fire	Priority 1 Calls		90,759	93,524	88,486	90,000	
Fire	Priority 2 Calls		51,519	60,549	61,677	52,000	
Fire	Priority 3 Calls		180,268	173,366	192,672	180,000	
Fire	Officer Initiated (not included in total)		68,873	162,623	182,433	110,000	
Fire	Ambulance Dispatched Calls for Service		45,879	48,217	52,311	47,500	
Fire	Fire Dispatched Calls for Service		38,564	41,011	44,405	40,600	
Fire	Fires		3,647	3,388	3,570	3,800	
Fire	Emergency Medical Service		30,744	31,645	35,059	32,500	
Fire	Other		4,176	5,259	5,775	4,300	
Fire	Dispatched Animal Services After-Hours Calls for Service		635	659	661	750	
Fire	Fire Department Incidents (un-audited)		38,542	40,496	42,325	39,935	
Fire	Fires		1,004	836	811	985	
Fire	Emergency Medical Service		18,925	19,209	20,109	19,500	
Fire	Other Emergency Incidents		18,613	20,451	21,405	19,450	
Fire	Fire Department RMS Unit Responses (un-audited)		51,975	54,915	57,167	55,373	
Police	Total patrol responses (target based on historical estimate)		175,214	176,915	183,086	178,000	

# Business Plan

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# Financial Summaries

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

# Financial Summaries

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## FY 2017 OPERATING POSITIONS

<b>Funding Source / Use</b>	<b>General Fund</b>	<b>Water and Sewer Fund</b>	<b>Convention and Event Services Fund</b>
Beginning Balance	\$ -	\$ 798,910	\$ 2,445,705
Total Revenues	\$ 235,885,463	\$ 138,845,773	\$ 14,247,329
Total Interfund Transfers	\$ (1,525,055)	\$ (18,935,106)	\$ (5,374,134)
Total Available Funds	\$ 234,360,408	\$ 120,709,578	\$ 11,318,900
Total Expenditures	<u>\$ 234,354,444</u>	<u>\$ 120,516,988</u>	<u>\$ 10,513,266</u>
Ending Balance	\$ 5,964	\$ 192,590	\$ 805,634

# Financial Summaries

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## FY 2017 OPERATING POSITIONS

<b>Park Performance Fund</b>	<b>Storm Water Utility Fund</b>	<b>Street Maintenance Fund</b>	<b>Debt Service Fund</b>	<b>Totals</b>
\$ 272,418	\$ 345,764	\$ 1,892,864	\$ 2,360,570	\$ 8,116,231
\$ 9,465,972	\$ 15,047,079	\$ 15,166,601	\$ 40,566,708	\$ 469,224,925
\$ 2,625,901	\$ (8,969,717)	\$ 6,931,730	\$ 6,384,137	\$ (18,862,243)
\$ 12,364,291	\$ 6,423,126	\$ 23,991,195	\$ 49,311,415	\$ 458,478,914
<u>\$ 12,304,324</u>	<u>\$ 6,069,827</u>	<u>\$ 23,187,968</u>	<u>\$ 47,273,191</u>	<u>\$ 454,220,006</u>
\$ 59,968	\$ 353,299	\$ 803,227	\$ 2,038,224	\$ 4,258,907

# Financial Summaries

## FY 2017 REVENUES AND EXPENDITURES

Revenues by Type	General Fund	Water and Sewer Fund	Convention and Event Services Fund
Property Taxes	\$ 91,705,262	\$ -	\$ -
Sales Taxes	60,371,706	-	-
Hotel Occupancy and Other Taxes	2,688,812	-	8,933,520
Water Sales and Wastewater Charges	-	133,158,965	-
Franchise Fees	40,058,267	-	-
Licenses and Permits	6,267,715	-	-
Leases and Rents	6,184,766	-	-
Fines and Forfeitures	11,798,609	-	-
Service Charges and Recreational Programs	15,287,018	4,980,075	2,813,809
Interest and Miscellaneous Revenues	<u>1,523,309</u>	<u>706,733</u>	<u>2,500,000</u>
<b>Total FY 2017 Revenues</b>	<b>\$ 235,885,463</b>	<b>\$ 138,845,773</b>	<b>\$ 14,247,329</b>

### Expenditures by Classification

Salaries and Benefits	\$ 179,186,034	\$ 15,617,561	\$ 2,258,867
Supplies, Maintenance, and Training	53,583,383	104,199,426	7,804,399
Capital Outlays	<u>1,585,027</u>	<u>700,000</u>	<u>450,000</u>
<b>Total FY 2017 Expenditures</b>	<b>\$ 234,354,444</b>	<b>\$ 120,516,988</b>	<b>\$ 10,513,266</b>

# Financial Summaries

## FY 2017 REVENUES AND EXPENDITURES

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ -	\$ -	\$ -	\$ 40,329,106	\$ 132,034,368
-	-	15,092,926	-	75,464,632
-	-	-	-	11,622,332
-	-	-	-	133,158,965
-	-	-	-	40,058,267
-	-	-	-	6,267,715
-	-	-	-	6,184,766
-	-	-	-	11,798,609
9,465,972	14,952,300	-	-	47,499,174
-	94,779	73,675	237,602	5,136,098
\$ 9,465,972	\$ 15,047,079	\$ 15,166,601	\$ 40,566,708	\$ 469,224,925

\$ 7,597,844	\$ 2,382,025	\$ 5,692,336	\$ -	\$ 212,734,668
4,318,960	3,491,801	17,495,632	47,273,191	238,166,793
387,520	196,000	-	-	3,318,547
\$ 12,304,324	\$ 6,069,827	\$ 23,187,968	\$ 47,273,191	\$ 454,220,007



# Financial Summaries

## FY 2017 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 2017 OPERATING POSITION

	UNALLOCATED	WORKING CAPITAL	BUSINESS CONTINUITY	LANDFILL LEASE	OTHER POST EMPLOYMENT BENEFITS
Balance on October 1, 2015	\$ 6,538,179	\$ 18,161,609	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriated Amounts	-	-	-	-	-
Transfers In / (Out)	<u>380,024</u>	<u>1,055,621</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance on September 30, 2016	\$ 6,918,203	\$ 19,217,230	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriated Amounts	-	-	-	-	-
Transfers In / (Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance on September 30, 2017	\$ 6,918,203	\$ 19,217,230	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904

### Unallocated Reserve

This reserve is the City's fund for emergencies and unanticipated expenses. The balance in this reserve at the beginning of FY 2017 is \$6,918,203, which represents 3 percent of General Fund recurring expenditures.

### Working Capital Reserve

The purpose of the Working Capital Reserve is to set aside one month of net General Fund expenditures, and will be \$19,217,230 at the beginning of FY 2017.

### Business Continuity Reserve

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

### Landfill Lease Reserve

Funding was provided from the lease of the Landfill in March of 2005. The balance of this reserve, coupled with the Unallocated, Working Capital, and Business Continuity Reserves, is equivalent to approximately 20.5 percent of General Fund recurring expenditures.

### Other Post-Employment Benefits Reserve

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

# General Fund Summary

As the primary operating fund of the City, the General Fund is used to account for resources associated with core government services. These services include Police, Fire, Code Compliance, Park Operations that are not self-supporting, Libraries, Public Works, and other traditional government activities. Property taxes, sales taxes and franchise fees are the primary revenue sources for the General Fund. In FY 2017, General Fund revenues and transfers are budgeted at \$234,360,408 and expenditures are budgeted at \$234,354,444.

## GENERAL FUND FY 2017 Operating Position

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>GENERAL FUND REVENUES</b>	\$ 214,703,360	\$ 223,530,616	\$ 221,512,488	\$ 235,885,463
<b>INTERFUND TRANSFERS:</b>				
Water and Sewer Fund Indirect Cost	3,547,879	\$ 3,861,304	\$ 3,861,304	\$ 4,118,690
Conv. & Event Svcs. Fund Indirect Cost	594,852	691,824	691,824	709,038
Storm Water Indirect Cost	365,866	384,387	384,387	397,841
IMF Energy Projects (for Opterra)	-	195,075	195,075	57,895
One-time General Gas Funds	-	4,030,868	4,030,868	-
To IT ISF for one-time projects	-	(1,948,056)	(1,948,056)	(655,500)
From Workers Compensation Fund	-	-	-	1,000,000
From Infrastructure Maintenance Reserve (energy)	-	-	-	459,789
From Convention & Event Services Fund (Debt Payback)	-	-	-	1,730,000
To PPF for BK Pool	-	-	-	(185,000)
TIRZ 4 Reimbursement	-	750,000	750,000	-
Parks and Airport Gas support for APFA	-	215,000	215,000	-
From SWUF for capital reimbursement	463,055	463,055	463,055	463,055
From SWUF for engineering reviews	88,699	88,699	88,699	88,699
To APFA Fund	(570,452)	(1,011,995)	(500,000)	-
(To) from General Gas Fund (one time)	827,725	-	-	-
(To) from General Gas Fund	109,430	-	-	-
(To) from Airport Gas Fund	1,323,597	-	-	-
To Park Performance Fund	(1,539,456)	(1,497,153)	(1,497,153)	(2,161,632)
General Fund ending balance	-	909,000	909,000	500,000
To Working Capital and Unallocated Reserves	(849,287)	-	(1,435,645)	-
Additional support for Health Insurance Fund	-	(650,000)	(650,000)	-
Credits from Prior Year	954,044	-	-	-
To Special Transportation Fund	(901,148)	(1,199,945)	(1,199,945)	(1,116,199)
To Street Maintenance Fund for Traffic	(4,979,822)	(4,722,827)	(4,674,804)	(4,765,203)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	-	(2,166,527)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (2,731,545)	\$ (1,607,291)	\$ (316,391)	\$ (1,525,055)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 211,971,815	\$ 221,923,325	\$ 221,196,097	\$ 234,360,408
<b>GENERAL FUND EXPENDITURES</b>	\$ 211,397,543	\$ 221,894,956	\$ 220,937,501	\$ 234,354,444
<b>ENDING BALANCE</b>	\$ 574,272	\$ 28,369	\$ 258,596	\$ 5,964

# General Fund Summary

## GENERAL FUND EXPENDITURES

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

### GENERAL FUND FY 2017 Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>FIRE</b>				
Administration	\$ 4,167,270	\$ 4,333,708	\$ 4,276,475	\$ 5,364,441
Business Services	811,155	875,235	912,866	923,438
Operations	33,517,391	35,966,957	36,088,665	35,489,602
Prevention	1,532,623	1,666,858	1,659,301	1,751,145
Medical Services	529,862	506,286	547,654	519,946
Training	684,726	655,461	689,017	683,814
Resource Management	1,495,816	1,613,887	1,560,587	1,593,635
Emergency Management	234,760	282,753	240,660	300,603
Special Events	312,093	312,767	319,665	317,169
Gas Well Response	275,657	426,704	344,212	457,353
<b>TOTAL</b>	<b>\$ 43,561,354</b>	<b>\$ 46,640,614</b>	<b>\$ 46,639,102</b>	<b>\$ 47,401,146</b>
<b>LIBRARY</b>				
Administration	\$ 1,353,625	\$ 1,140,468	\$ 1,191,033	\$ 2,153,006
Operations & Facility Mgmt.	2,306,572	2,307,843	2,316,398	2,313,865
Content Mgmt. & Virtual Experience	2,186,668	2,280,886	2,276,871	2,266,507
Program Mgmt. & Community Engagement	1,483,295	1,546,413	1,491,286	1,639,215
<b>TOTAL</b>	<b>\$ 7,330,159</b>	<b>\$ 7,275,610</b>	<b>\$ 7,275,587</b>	<b>\$ 8,372,593</b>
<b>CODE COMPLIANCE</b>				
Administration	\$ 792,640	\$ 728,325	\$ 747,300	\$ 912,741
Code Compliance	2,329,217	2,453,932	2,478,687	2,567,084
Animal Services	2,140,065	2,241,909	2,137,718	2,299,326
Multifamily Inspection	347,534	351,770	368,680	373,544
<b>TOTAL</b>	<b>\$ 5,609,457</b>	<b>\$ 5,775,935</b>	<b>\$ 5,732,386</b>	<b>\$ 6,152,695</b>

# General Fund Summary

## GENERAL FUND FY 2017 Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>POLICE</b>				
Administration	\$ 9,097,888	\$ 9,584,786	\$ 9,706,223	\$ 12,024,159
Jail Operations	4,793,384	4,926,307	4,975,862	4,922,261
Field Operations	871,781	866,143	913,508	842,773
Patrol Operations	44,450,584	45,846,309	44,725,048	48,573,005
Body Camera Funds	-	-	-	1,190,315
Operations Support	5,540,970	5,612,876	5,614,887	5,669,206
Special Operations	1,704,937	1,942,590	1,900,290	1,992,380
Special Events	685,944	759,177	740,396	774,229
Criminal Investigations	3,426,815	3,528,316	3,541,242	3,675,616
Special Investigations	3,269,884	3,365,306	3,403,993	3,574,875
Covert	2,190,276	2,417,970	2,384,609	2,499,715
Business Services	845,309	764,638	808,517	856,568
Information Resources	2,189,061	2,105,314	2,139,597	2,413,005
Research & Development	377,105	568,521	571,823	1,760,275
Fiscal Services	1,855,038	1,651,547	1,888,412	1,869,096
Community Support	823,402	902,402	857,816	887,834
Youth Support	2,106,058	2,125,495	2,295,486	2,443,304
Victim Services	516,370	547,320	539,911	580,867
Personnel	2,166,793	2,315,868	2,362,524	2,690,050
Technical Services	3,593,106	3,276,221	3,539,807	3,514,817
<b>TOTAL</b>	<b>\$ 90,504,705</b>	<b>\$ 93,107,107</b>	<b>\$ 92,909,951</b>	<b>\$ 102,754,350</b>
<b>PARKS AND RECREATION</b>				
Administration	\$ 1,370,336	\$ 1,266,283	\$ 1,343,923	\$ 2,103,522
Marketing	344,903	360,184	358,561	371,827
Planning	809,996	788,113	825,185	824,331
Business Services	663,602	675,373	705,328	718,150
Recreation Program Administration	115,206	111,079	86,961	105,808
Field Maintenance	4,262,695	4,410,434	4,502,898	4,656,216
Asset Management	1,892,672	1,945,165	1,942,363	1,897,464
Forestry	1,217,004	1,558,024	1,481,272	1,642,746
North District	1,874,981	1,933,939	1,861,271	2,114,905
South District	1,689,411	1,787,863	1,725,726	1,989,260
<b>TOTAL</b>	<b>\$ 14,240,806</b>	<b>\$ 14,836,457</b>	<b>\$ 14,833,489</b>	<b>\$ 16,424,229</b>
<b>PUBLIC WORKS AND TRANSPORTATION</b>				
Administration	\$ 1,009,469	\$ 1,092,211	\$ 1,043,108	\$ 1,544,094
Construction Management	495,463	516,448	497,820	531,652
Traffic Engineering	868,429	955,271	873,429	924,770
School Safety	456,637	457,729	468,090	458,348
Solid Waste Operations	318,453	397,940	450,872	296,002
Engineering CIP	761,374	795,964	723,207	809,658
Inspections	1,438,233	1,478,415	1,498,505	1,574,265
Survey	243,929	248,381	254,954	259,115
Business Services	479,822	481,702	533,535	596,776
Custodial	600,002	630,434	614,106	597,268
Facility Repair	2,220,878	3,357,230	3,454,651	3,965,503
Information Services	338,744	374,324	366,399	393,412
Operations Support	226,185	226,073	188,245	330,199
<b>TOTAL</b>	<b>\$ 9,457,619</b>	<b>\$ 11,012,122</b>	<b>\$ 10,966,921</b>	<b>\$ 12,281,062</b>

# General Fund Summary

## GENERAL FUND FY 2017 Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>ECONOMIC DEVELOPMENT</b>	\$ 591,045	\$ 658,584	\$ 643,891	\$ 712,278
<b>COMMUNITY DEVELOPMENT AND PLANNING</b>				
Administration	\$ 1,212,404	\$ 1,114,095	\$ 1,082,819	\$ 1,342,424
Strategic Planning	1,328,422	1,544,012	1,571,395	1,088,704
Development Services	3,147,555	3,137,319	3,167,153	2,974,976
Neighborhood Initiatives	6,335	5,964	5,163	5,964
Environmental Health	478,626	548,038	646,690	577,123
Real Estate Services	435,752	417,780	415,365	521,432
Business Services	-	-	-	888,086
<b>TOTAL</b>	<b>\$ 6,609,093</b>	<b>\$ 6,767,209</b>	<b>\$ 6,888,585</b>	<b>\$ 7,398,709</b>
<b>AVIATION</b>	\$ 854,346	\$ 937,830	\$ 876,309	\$ 987,168
<b>CITY MANAGER'S OFFICE</b>				
City Manager's Office	\$ 850,515	\$ 1,002,918	\$ 999,194	\$ 1,079,789
Mayor & Council	53,108	66,972	55,871	59,299
Transit Support	19,367	26,632	21,128	26,632
<b>TOTAL</b>	<b>\$ 922,990</b>	<b>\$ 1,096,522</b>	<b>\$ 1,076,193</b>	<b>\$ 1,165,720</b>
<b>INTERNAL AUDIT</b>	\$ 536,270	\$ 572,571	\$ 570,516	\$ 640,374
<b>JUDICIARY</b>	\$ 897,976	\$ 943,515	\$ 943,462	\$ 1,017,709
<b>CITY ATTORNEY'S OFFICE</b>				
Administration	\$ 967,963	\$ 1,118,746	\$ 1,078,072	\$ 1,267,000
Litigation	943,311	1,067,431	1,026,692	1,263,529
Municipal Law	727,858	848,822	796,342	826,484
Citizen Services	945,805	882,090	874,018	934,425
<b>TOTAL</b>	<b>\$ 3,584,938</b>	<b>\$ 3,917,088</b>	<b>\$ 3,775,124</b>	<b>\$ 4,291,438</b>
<b>HUMAN RESOURCES</b>				
Administration	\$ 382,448	\$ 371,809	\$ 359,738	\$ 416,056
Employee Operations	588,405	634,459	632,460	675,157
Employee Services	440,238	500,878	534,277	479,349
Workforce Investment	656,898	698,682	660,484	656,416
Risk Management	697,466	786,157	777,939	884,695
<b>TOTAL</b>	<b>\$ 2,765,455</b>	<b>\$ 2,991,982</b>	<b>\$ 2,964,898</b>	<b>\$ 3,111,673</b>

# General Fund Summary

## GENERAL FUND FY 2017 Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>FINANCE</b>				
Administration	\$ 1,030,500	\$ 838,055	\$ 743,046	\$ 870,703
Accounting	715,217	733,095	722,548	776,108
Purchasing	503,631	486,023	521,684	602,001
Treasury	1,623,602	1,743,666	1,725,135	1,765,201
Payroll/Payables	408,065	417,149	442,333	441,156
Office of Management and Budget	705,995	809,420	746,013	843,426
<b>TOTAL</b>	<b>\$ 4,987,010</b>	<b>\$ 5,027,410</b>	<b>\$ 4,900,758</b>	<b>\$ 5,298,595</b>
<b>MANAGEMENT RESOURCES</b>				
Office of Communication	\$ 904,032	\$ 849,939	\$ 859,309	\$ 848,196
Action Center	469,418	953,153	931,985	987,430
Executive and Legislative Support	1,579,243	1,593,610	1,594,746	1,807,925
Intergovernmental Relations	162,144	173,993	167,801	178,427
<b>TOTAL</b>	<b>\$ 3,114,837</b>	<b>\$ 3,570,695</b>	<b>\$ 3,553,841</b>	<b>\$ 3,821,978</b>
<b>NON-DEPARTMENTAL</b>				
Non-Departmental	\$ 7,610,904	\$ 7,291,968	\$ 6,960,060	\$ 7,190,769
Non-Departmental Projects	642,376	\$ 1,284,752	\$ 1,596,000	1,284,752
Non-Departmental METF	-	300,000	-	300,000
<b>TOTAL</b>	<b>\$ 8,253,280</b>	<b>\$ 8,876,720</b>	<b>\$ 8,556,060</b>	<b>\$ 8,775,521</b>
<b>INFORMATION TECHNOLOGY</b>				
Administration	\$ 755,192	\$ 664,291	\$ 688,479	\$ -
Project Management	968,748	1,053,590	1,286,548	-
Infrastructure	134,807	177,161	50,358	-
Business Development	423,773	530,792	511,796	-
Software Services	2,032,650	2,155,773	2,042,271	-
	<b>\$ 4,315,170</b>	<b>\$ 4,581,607</b>	<b>\$ 4,579,453</b>	<b>\$ -</b>
<b>MUNICIPAL COURT</b>				
	\$ 2,961,108	\$ 3,305,378	\$ 3,250,974	\$ 3,747,207
<b>Storm Related Expenses</b>	299,926	-	-	-
<b>TOTAL - GENERAL FUND</b>	<b>\$ 211,397,543</b>	<b>\$ 221,894,956</b>	<b>\$ 220,937,501</b>	<b>\$ 234,354,444</b>

# General Fund Summary

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## GENERAL FUND REVENUES

General Fund revenue classifications range from Taxes (primarily Sales and Property), which comprise 64.4 percent of General Fund revenues, to Miscellaneous Revenues, which comprise 0.6 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 2017 is \$0.6448 per \$100 valuation. Of this tax rate, 70.4 percent, or \$0.4538, will be used for General Fund activities. The remaining 29.6 percent, or \$0.1910, will be used for debt service. General Fund property tax revenue for FY 2017 is estimated to be \$91,705,262 from the total tax base of \$21,319,438,732. The General Fund's portion of the sales tax rate is 1 percent. Sales tax revenue for FY 2017 is estimated at \$60,371,706. 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 17.0 percent of the General Fund revenues. The largest of these is the Electric Franchise Fee, at \$13.62 million. Other Franchise Fees include the Telephone, Water, Cable Television, and Gas utilities, and royalties from the Landfill.

### Service Charges

Service Charges account for 6.5 percent of General Fund revenues, at \$15,287,018. 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 5.0 percent of General Fund revenue, at \$11,798,609. Municipal Court fines account for 98.9 percent of Fines and Forfeitures, at \$11,672,009. Licenses and Permits account for 2.7 percent of General Fund revenue, and include development-related permits such as building, mechanical, electrical and plumbing permits, and certificates of occupancy. Also included in this category are health and safety items such as fire and child care permits. Total revenue for this category is \$6,267,715. Leases and Rents are estimated at \$6,184,766, or 2.6 percent of total revenues in the fund. The City's landfill lease, at \$2.2 million, is the largest revenue source in this category. The final revenue category is Miscellaneous at \$1,523,309, or 0.6 percent.

## INTERFUND TRANSFERS

Interfund transfers for FY 2017 include three broad categories. The first of these is indirect costs, which are payments by non-General Fund departments for services received from the General Fund. These services include payroll, information technology, accounting, and building use. Indirect costs total \$5,225,568 for FY 2017. Support for other funds includes amounts paid by the General Fund to the Special Transit Fund (\$1,116,199), Park Performance Fund (\$2,161,632), and Street Maintenance Fund (\$6,931,730). In FY 2017, one-time funds used for expenditures in the General Fund total \$3,747,684.

# General Fund Summary

## GENERAL FUND FY 2017 Revenues

Revenue Item	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>TAXES</b>				
Ad Valorem Taxes	\$ 78,713,367	\$ 83,548,790	\$ 83,548,790	\$ 91,705,262
Sales Tax	55,543,300	58,781,658	58,049,717	60,371,706
Major Event Trust Fund Revenue	-	300,000	-	300,000
Criminal Justice Tax	421,154	429,915	387,416	381,448
State Liquor Tax	1,816,602	1,988,226	1,854,278	1,927,364
Bingo Tax	84,728	80,000	80,569	80,000
<b>TOTAL TAXES</b>	<b>\$ 136,579,151</b>	<b>\$ 145,128,589</b>	<b>\$ 143,920,770</b>	<b>\$ 154,765,780</b>
<b>LICENSES AND PERMITS</b>				
Building Permits	\$ 1,817,981	\$ 1,982,430	\$ 3,021,000	\$ 2,500,000
Electrical Permits	89,490	85,000	78,050	80,000
Plumbing Permits	281,683	260,000	270,000	275,000
Mechanical Permits	116,877	125,000	133,844	125,000
Swimming Pool Permits	92,150	96,000	93,450	96,000
Business Registration	204,697	207,900	225,251	210,000
Certificates of Occupancy	136,004	135,000	135,000	135,000
Boathouse / Pier License	28,078	14,000	13,758	14,000
Food Establishment Permits	717,320	696,465	696,465	698,450
Alcoholic Beverage License	117,870	120,000	120,000	123,600
Food Handlers Permit	91,465	72,397	47,150	7,525
Dog and Cat License	50,723	51,576	61,000	82,164
Euthanasia Fees, Other Animal Fees	19,951	16,676	14,886	15,326
Animal Services - Owner Surrender Fees	31,586	31,380	28,743	30,000
Burglar Alarm Permit	917,514	1,040,000	1,012,226	1,040,000
Abandonment Fees	3,500	2,000	5,000	4,000
Child Care License / Permit	62,285	62,689	56,980	57,000
Fire Permits	167,527	169,000	200,000	160,550
Fire Inspection Fees	241,115	270,000	240,000	272,700
Fire OT and Re-inspection Fees	18,501	20,000	17,500	17,600
Fire Operational Permits	183,655	200,000	200,000	204,000
Fire Applicant Fees	34,600	60,000	-	34,600
Securing Code Violations	2,700	2,658	2,309	4,850
Irrigation Permits	44,470	43,000	43,000	43,000
Special Event Parking	14,600	14,000	14,050	14,050
Parking Meter Revenue	12,332	16,585	14,684	13,000
Pedicab Revenues	6,970	7,800	13,950	7,800
Other Licenses / Permits	5,063	2,500	4,167	2,500
<b>TOTAL LICENSES / PERMITS</b>	<b>\$ 5,510,707</b>	<b>\$ 5,804,056</b>	<b>\$ 6,762,463</b>	<b>\$ 6,267,715</b>



# General Fund Summary

## GENERAL FUND FY 2017 Revenues

Revenue Item	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>SERVICE CHARGES</b>				
Vital Statistics	\$ 262,763	\$ 235,000	\$ 263,000	\$ 263,000
Zoning Board of Adjustment	-	-		
Rezoning Fees	84,219	85,000	133,000	85,000
Plat Review / Inspection	378,744	127,000	650,000	200,000
Landscape / Tree Preservation Fees	12,050	10,000	11,450	12,000
Building Inspection Fees	81,701	70,000	86,578	80,454
Drilling / Gas Well Inspection Fees	370,000	261,000	116,000	145,000
Gas Well Reinspection Fee	696,000	676,000	522,000	1,110,200
Gas Well Supplemental Fee	15,839	3,500	16,000	12,500
Gas Well Operational Permit Fee	-	-		
Plan Review Fee	938,080	861,000	1,236,000	1,080,000
Public Works Reimbursements	624,651	575,000	580,000	727,797
Inspection Transfer	1,061,673	1,005,000	1,050,000	1,070,743
Survey Transfer	165,075	140,000	145,000	140,000
Real Estate Transfer	291,634	289,000	200,000	220,000
Construction Management Fees	99,922	50,000	50,000	50,000
Saturday Inspection Fees	34,660	30,000	30,000	30,000
Food Service Application Fees	50,250	52,550	50,200	50,400
Police Admin. Services Revenue	89,769	75,000	72,845	75,000
Jail Support revenues	23,004	51,500	47,320	16,000
Abandoned Vehicle Search Fees	8,820	8,000	8,610	8,000
Police Towing	139,100	150,000	156,140	150,000
Water Data Service Charge	415,277	415,277	415,277	415,277
PILOT - Water	3,908,159	3,998,011	3,998,011	4,099,099
Impoundment Fees	59,907	61,838	65,898	61,838
Animal Adoption Fees	140,850	165,000	141,000	155,000
Animal Awareness / Safety Program	3,815	5,820	2,915	3,850
Vet Services	13,969	13,791	13,270	13,791
Multi-Family Annual Inspections	700,000	630,000	634,250	630,000
Extended-Stay Annual Inspections	215,000	180,480	154,150	180,000
Dangerous Structure Demolition Fees	11,000	8,068	10,720	10,730
Nuisance Abatement	66,590	34,815	47,880	42,000
Multi-Family Re-Inspections	2,096	7,638	3,525	7,500
Duplex Registration / Re-Inspections	25,424	23,719	16,490	16,375
Food Establishment Re-Inspection	4,050	1,500	6,000	2,900
Swimming Pool Re-Inspections	3,384	4,229	750	750
Street Cuts	147,040	130,000	135,000	130,000
Fire Initial Inspection	67,550	66,600	66,600	66,600
Park Bond Fund Reimb.	33,379	50,000	50,000	50,000
Transportation Bond Fund Reimb.	95,000	95,000	95,000	95,000
AISD - SRO Program, PD and Fire	1,341,046	1,284,534	1,448,458	1,449,178
Mowing Services	97,200	58,883	92,000	95,000
State Reimbursement - Transport.	65,416	71,232	71,232	71,232
Non-Resident Library Cards	37,803	40,052	35,563	40,052
Miscellaneous revenue, for infrastructure	-	1,284,752	-	1,284,752
Other Service Charges	430,715	400,000	429,588	840,000
<b>TOTAL SERVICE CHARGES</b>	<b>\$ 13,312,624</b>	<b>\$ 13,785,789</b>	<b>\$ 13,357,720</b>	<b>\$ 15,287,018</b>

# General Fund Summary

## GENERAL FUND FY 2017 Revenues

Revenue Item	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>FRANCHISE FEES</b>				
Electrical Utility	\$ 13,089,260	\$ 13,279,258	\$ 12,810,356	\$ 13,621,416
Gas Utility	2,549,059	2,852,651	2,032,451	2,693,181
Water Utility	7,076,512	7,414,388	7,608,697	8,191,456
Telephone Utility	4,838,535	4,566,455	4,966,533	4,963,206
Sanitation Franchise	1,660,312	1,660,000	1,760,000	1,784,833
City Waste Royalty	1,376,817	1,310,000	1,485,000	1,466,846
Non-City Waste	2,183,950	2,107,000	2,638,125	2,538,772
Storm Clean-Up Fees	56,871	56,700	57,000	57,000
Methane Royalties	26,367	25,000	4,890	25,000
Brush Royalty	44,585	74,000	52,000	60,000
City Department Waste Rebate	59,354	54,500	56,000	56,000
Miscellaneous Landfill Revenue	-	-	260,000	50,000
Taxicab Franchise	68,328	70,000	11,838	-
Cable TV Franchise	4,271,580	4,587,547	4,270,918	4,550,555
<b>TOTAL FRANCHISE FEES</b>	<b>\$ 37,301,530</b>	<b>\$ 38,057,499</b>	<b>\$ 38,013,808</b>	<b>\$ 40,058,267</b>
<b>FINES AND FORFEITURES</b>				
Municipal Court	\$ 12,733,103	\$ 13,155,085	\$ 11,854,636	\$ 11,672,009
Red light camera revenues	1,244,385	-	-	-
Library Fines	199,457	238,322	130,000	126,600
<b>TOTAL FINES/FORFEITURES</b>	<b>\$ 14,176,945</b>	<b>\$ 13,393,407</b>	<b>\$ 11,984,636</b>	<b>\$ 11,798,609</b>
<b>LEASES AND RENTS</b>				
Sheraton Ground Lease	\$ 286,419	\$ 289,915	\$ 287,208	\$ 292,091
Terminal Building Lease	100,485	101,612	100,612	99,953
Hangar Rental	297,149	287,160	230,792	206,760
Tie Down Charges	31,200	27,540	27,540	30,600
Land and Ramp Lease	383,425	383,161	383,161	574,065
Ballpark Lease	2,000,000	2,000,000	2,000,000	1,650,000
Ballpark Lease, one-time expenditures	-	-	-	350,000
Cell Phone Tower Leases	190,326	140,000	194,800	200,000
Landfill Lease	2,282,941	2,209,000	2,163,000	2,160,000
Landfill Lease, Deferred revenue	457,259	457,259	457,259	457,259
Pipeline License Agreements	52,047	45,000	55,000	40,000
Message Board Rentals	38,171	50,000	50,000	50,000
Misc. Leases / Rents (Copier Concession)	109,882	72,586	74,038	74,038
<b>TOTAL LEASES/RENTS</b>	<b>\$ 6,229,304</b>	<b>\$ 6,063,233</b>	<b>\$ 6,023,410</b>	<b>\$ 6,184,766</b>

# General Fund Summary

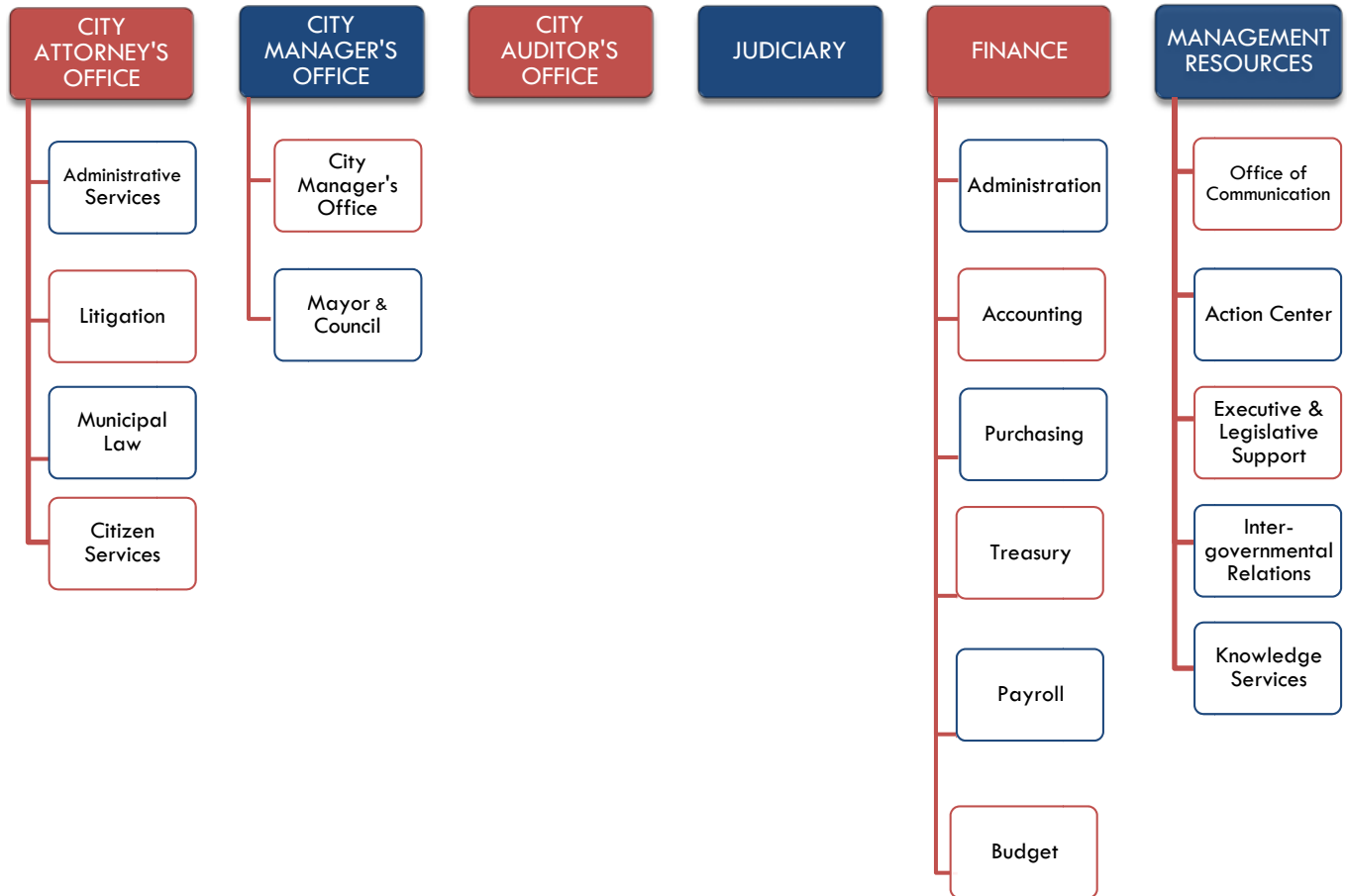
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## GENERAL FUND FY 2017 Revenues

Revenue Item	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
MISCELLANEOUS REVENUE				
Interest	\$ 308,739	\$ 299,892	\$ 456,399	\$ 492,809
Auction Income	58,876	29,000	20,817	25,000
Risk Management Damages	165,234	191,900	191,900	228,000
Ballpark Settlement Agreement	1,000,000	727,500	727,500	727,500
Beverage contract	<u>60,250</u>	<u>49,751</u>	<u>53,065</u>	<u>50,000</u>
TOTAL MISCELLANEOUS	\$ 1,593,099	\$ 1,298,043	\$ 1,449,681	\$ 1,523,309
TOTAL - GENERAL FUND REVENUES	\$ 214,703,360	\$ 223,530,616	\$ 221,512,488	\$ 235,885,463

# Policy Administration

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



# General Fund

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

### Department Narrative

The City Attorney's Office provides legal counsel and advice to the Mayor and 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



### At A Glance

- 39 Authorized Positions
- Budget Break Down
  - Personnel Services \$3,854,860
  - Operating Expense 436,578
  - Total \$4,291,438

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

City Attorney's Office Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
% of contracts reviewed within five business days	100%	100%	95%	95%
% of Municipal Court cases disposed	75%	72%	55%	55%
Revenue received through collections	\$677,803	\$591,490	\$475,000	\$475,000
% 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	\$6,635	\$5,708	\$15,000	\$15,000
Number of liability cases successfully closed	20	18	15	15
% of lawsuits handled in-house	57%	81%	70%	70%
Hearings on abatement of nuisance, dangerous and substandard buildings, sexually oriented businesses	115	103	80	80

# General Fund

## City Attorney's Office Expenditures

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Administration	\$ 967,963	\$ 1,118,746	\$ 1,078,072	\$ 1,267,000
Litigation	943,311	1,067,431	1,026,692	1,263,529
Municipal Law	727,858	848,822	796,342	826,484
Citizen Services	945,805	882,090	874,018	934,425
<b>TOTAL</b>	<b>\$ 3,584,938</b>	<b>\$ 3,917,088</b>	<b>\$ 3,775,124</b>	<b>\$ 4,291,438</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	38	38	38	39
Personnel Services	\$ 862,275	\$ 3,571,143	\$ 3,481,208	\$ 3,854,860
Operating Expenses	83,531	345,945	293,916	436,578
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 945,805</b>	<b>\$ 3,917,088</b>	<b>\$ 3,775,124</b>	<b>\$ 4,291,438</b>

# General Fund

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

### Department Narrative

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



### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### City Manager's Office Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
City Manager's Office	\$ 850,515	\$ 1,002,918	\$ 999,194	\$ 1,079,789
Mayor & Council	53,108	66,972	55,871	59,299
Transit Support	19,367	26,632	21,128	26,632
<b>TOTAL</b>	<b>\$ 922,990</b>	<b>\$ 1,096,522</b>	<b>\$ 1,076,193</b>	<b>\$ 1,165,720</b>

### Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	3	3	3	3
Personnel Services	\$ 16,386	\$ 927,712	\$ 926,471	\$ 938,754
Operating Expenses	22,805	168,810	149,722	226,966
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 19,367</b>	<b>\$ 1,096,522</b>	<b>\$ 1,076,193</b>	<b>\$ 1,165,720</b>

# General Fund

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

### Department Narrative

The City Auditor is an officer appointed by the City Council. The City Auditor's Office is responsible for conducting 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.



### Department Budget Highlights

- Increased recurring funding for Information Systems Auditor Training \$2,000
- Increased recurring funding to reclassify Internal Auditor to Senior Auditor \$12,300
- Increased recurring funding for Audit Management System Maintenance \$15,000
- One-time funding for Peer Review \$4,500

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

City Auditor's Office Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Recommendations with Management concurrence	98%	95%	95%	95%
Special projects completed	100%	100%	100%	100%

### Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	5	5	5	5
Personnel Services	\$ -	\$ 534,109	\$ 532,545	\$ 564,747
Operating Expenses	-	38,462	37,971	75,627
Capital Outlay	-	-	-	-
<b>TOTAL</b>	\$ -	\$ 572,571	\$ 570,516	\$ 640,374



# General Fund

## JUDICIARY: Stewart Milner, Chief Judge

### Department Narrative

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



### City-wide Budget Impacts

- FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	7	7	7	7
Personnel Services	\$ -	\$ 908,337	\$ 909,038	\$ 943,540
Operating Expenses	-	35,178	34,425	74,169
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 943,515</b>	<b>\$ 943,462</b>	<b>\$ 1,017,709</b>

# General Fund

## FINANCE: Mike Finley, Chief Financial Officer

### Department Narrative

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

### At A Glance

- 35 Authorized Positions
- Budget Break Down
  - Personnel Services \$3,242,682
  - Operating Expense 2,055,913
  - Total \$5,298,595

### Goals and Objectives

- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Provide for the Efficient Access and Appropriate Management of the City's Data
- Goal: Continue Responsible Fiduciary Emphasis for the Organization and Council
  - Objective: Comply with all Financial Regulations and Policies
- Goal: Seek New or Alternative Funding Sources
  - Objective: Organize to Improve Cost Recovery and Enhance Funding

### Department Budget Highlights

- Increased recurring funding for Tarrant County Contract Adjustment \$4,039
- Increased recurring funding for TAD Contract Adjustment \$25,910

### Department Revenue Highlights

- State Liquor Tax \$1,927,364
- Bingo Tax 80,000
- Interest Revenue 492,809
- Total \$2,500,173

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# General Fund

## Scorecard

Finance Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Debt service expenditures to total expenditures of GF plus Debt Service	16.96%	17.45%	17.41%	20%
Net tax-supported debt per capita	\$889	\$884	\$956	\$1,060
Net debt to assessed valuation	1.8%	1.71%	1.81%	2%
CAFR with "clean opinion"	Yes	Yes	Yes	Yes
GFOA Certificate for Excellence – Accounting	Yes	Yes	Yes	Yes
GFOA Certificate for Excellence – Budget	Yes	Yes	Yes	Yes
Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes
Rating agencies ratings on City debt	Affirm	Affirm & Upgrade	Affirm	Affirm
Compliance with debt policy benchmarks	100%	100%	100%	100%
Actual Revenue % of variance from estimates	0.49%	0.22%	0.28%	0.6%
Percent of received protests against total number of bids during the reporting period	1.7%	<1%	<1%	<1%
Percent of sustained protests against total number of bids during the reporting period	0%	0%	0%	<1%
Receive Texas Transparency Stars (5 Stars: Traditional Finance, Contracts and Procurement, Public Pensions, Debt Obligation, and Economic Development)	New Measure in FY 2016		Traditional Finance Star	Remaining 4 Stars

## Finance Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Administration	\$ 1,030,500	\$ 838,055	\$ 743,046	\$ 870,703
Accounting	715,217	733,095	722,548	776,108
Purchasing	503,631	486,023	521,684	602,001
Treasury	1,623,602	1,743,666	1,725,135	1,765,201
Payroll/Payables	408,065	417,149	442,333	441,156
Office of Management and Budget	705,995	809,420	746,013	843,426
<b>TOTAL</b>	<b>\$ 4,987,010</b>	<b>\$ 5,027,410</b>	<b>\$ 4,900,758</b>	<b>\$ 5,298,595</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	36	35	35	35
Personnel Services	\$ 430,078	\$ 3,062,601	\$ 3,068,438	\$ 3,242,682
Operating Expenses	275,916	1,964,809	1,832,321	2,055,913
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 705,995</b>	<b>\$ 5,027,410</b>	<b>\$ 4,900,758</b>	<b>\$ 5,298,595</b>

# General Fund

## MANAGEMENT RESOURCES: JENNIFER WICHMANN, DIRECTOR

### Department Narrative

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

### At A Glance

- 41 Authorized Positions
- Budget Break Down
  - Personnel Services \$3,161,897
  - Operating Expense 660,081
  - Total \$3,821,978

### Goals and Objectives

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

### Department Revenue Highlights

- Alcoholic Beverage Licenses \$123,600
- Vital Statistics 263,000
- Total \$386,600

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# General Fund

## Scorecard

Management Resources Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Action Center first call resolution	98%	97%	96%	95%
% of Action Center calls abandoned	5.5%	11%	13%	5%
Action Center calls answered	199,982	276,986	264,311	210,000
Legal deadlines met for City Council agenda posting	100%	100%	100%	100%
Percentage of citizens who agree they receive the info they need when calling a City facility	66%	64%	62%	75%
% of priority bills with positive outcome for the City	NA	75%	100%	75%
Increase YouTube views to reach 100,000 views per year	92,907	311,137	481,549	100,000
Increase Social Media Followers – FaceBook and Twitter [reported quarterly]	237%	9%	31.3%	50%
Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 1,063,045 visits)	NA	-1%	8.86%	25%
Register birth records in the Record Acceptance Queue from the State within one business day	New Measure in FY 2015	91%	98%	95%
Knowledge Services partnering with the Library to provide courier services to branch locations	New Measure in FY 2015	25%	95%	100%
Implement a new print center solution for the expiring contract with the Canon Print Center	New Measure in FY 2016		98%	100%

## Management Resources Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Office of Communication	\$ 904,032	\$ 849,939	\$ 859,309	\$ 848,196
Action Center	469,418	953,153	931,985	987,430
Executive and Legislative Support	1,579,243	1,593,610	1,594,746	1,807,925
Intergovernmental Relations	162,144	173,993	167,801	178,427
<b>TOTAL</b>	<b>\$ 3,114,837</b>	<b>\$ 3,570,695</b>	<b>\$ 3,553,841</b>	<b>\$ 3,821,978</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	33	41	41	41
Personnel Services	\$ 136,213	\$ 2,999,652	\$ 2,988,776	\$ 3,161,897
Operating Expenses	25,931	571,043	565,065	660,081
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 162,144</b>	<b>\$ 3,570,695</b>	<b>\$ 3,553,841</b>	<b>\$ 3,821,978</b>

# General Fund

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

## Department Narrative

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



### Non-Departmental

		<b>Actual FY 2015</b>		<b>Budgeted FY 2016</b>		<b>Estimated FY 2016</b>		<b>Adopted FY 2017</b>
Non-Departmental	\$	7,610,904	\$	7,297,968	\$	6,960,060	\$	7,190,769
Non-Departmental Projects		642,376		1,284,752		1,596,000		1,284,752
Non-Departmental METF		-		300,000		-		300,000
<b>TOTAL</b>	\$	<b>8,253,280</b>	\$	<b>8,882,720</b>	\$	<b>8,556,060</b>	\$	<b>8,775,521</b>

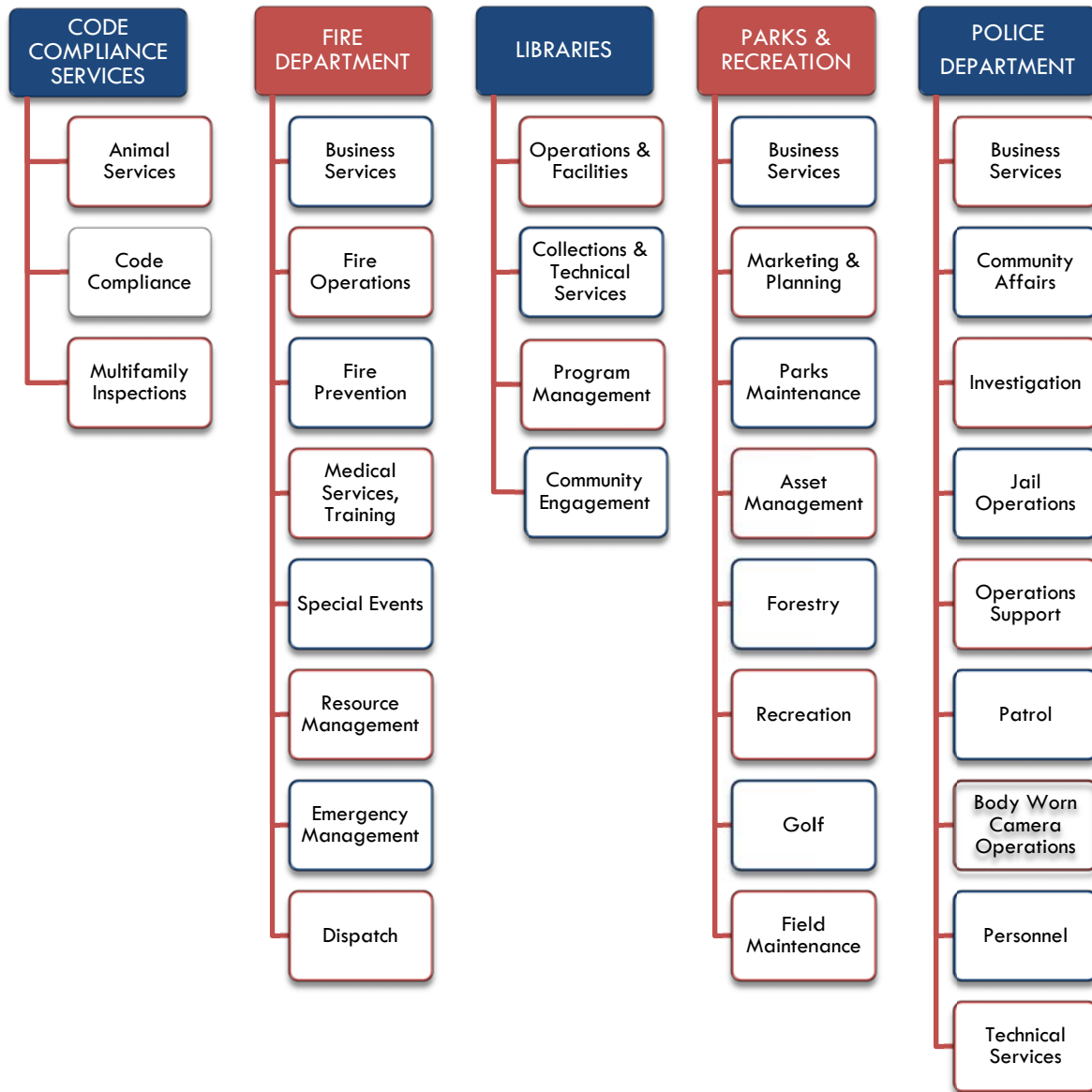
# General Fund

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# Neighborhood Services

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





# General Fund

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

### Department Narrative

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

### At A Glance

- 64 Authorized Positions
- Budget Break Down
  - Personnel Services \$4,607,208
  - Operating Expenses 1,545,487
  - Total \$6,152,695

### Goals and Objectives

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

### Budget Highlights

- Increased recurring funding for DSS Title Searches & Appraisals \$18,825
- Increased recurring funding for In House Pet Licensing \$11,000

### Revenue Highlights

- |                                   |               |
|-----------------------------------|---------------|
| • Multi-Family Inspections        | \$630,000     |
| • Extended Stay Annual Inspection | 180,000       |
| • Nuisance/Abatement Fees         | 42,000        |
| • Owner Release Fee               | 30,000        |
| • Swimming Pool Permits           | 96,000        |
| • Animal Adoption Fees            | 155,000       |
| • Dog & Cat Licenses              | 82,164        |
| • <u>Impoundment Fees</u>         | <u>61,838</u> |
| • Total -                         | \$1,277,002   |

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# General Fund

## Scorecard

Code Compliance Services Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Number of Animal Services' volunteer hours	14,268	14,221	14,363	14,140
Number of code inspection activities completed	74,608	86,211	79,755	84,000
Number of graffiti complaints abated (city/owner)	334	240	160	228
Number of animal licenses sold in Arlington	9,299	8,874	7,695	8,838
Live Release Rate	80%	77%	75%	75%
Number of animal bites investigated	463	481	574	644
Number of aggressive animal calls for service	1,045	1,066	1,896	1,164
Number of animals deemed "Dangerous Animals"	5	11	6	8
Average home sales price in Arlington		\$172,989	\$183,000	\$184,000
Average number of days from initial code complaint to first action	New Measure in FY 2015	1.9	2.07	2
Citizen perception of stray animals as neighborhood problem	New Measure in FY 2017			23%
Percent of cases resolved through voluntary compliance	New Measure in FY 2017			50%
Percent of cases closed per month	New Measure in FY 2017			93%
Percent of nuisance vehicle/parking in the yard violations resolved	New Measure in FY 2017			80%
Percent of inspection activities that are proactive	New Measure in FY 2017			30%

## Code Compliance Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Administration	\$ 792,640	\$ 728,325	\$ 747,300	\$ 912,741
Code Compliance	2,329,217	2,453,932	2,478,687	2,567,084
Animal Services	2,140,065	2,241,909	2,137,718	2,299,326
Multifamily Inspection	347,534	351,770	368,680	373,544
<b>TOTAL</b>	<b>\$ 5,609,457</b>	<b>\$ 5,775,935</b>	<b>\$ 5,732,386</b>	<b>\$ 6,152,695</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	64	64	64	64
Personnel Services	\$ 4,239,633	\$ 4,365,461	\$ 4,427,807	\$ 4,607,208
Operating Expenses	1,369,823	1,410,478	1,304,579	1,545,487
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,609,457</b>	<b>\$ 5,775,939</b>	<b>\$ 5,732,386</b>	<b>\$ 6,152,695</b>

# General Fund

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

### **Department Narrative**

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

### **At A Glance**

- 357 Authorized Positions
- 323 Sworn Positions
- 34 Civilian Positions
- Budget Break Down
  - Personnel Services \$39,216,063
  - Operating Expenses 7,557,056
  - Capital Outlay 628,027
  - Total \$47,401,146

### **Goals and Objectives**

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

### **Budget Highlights**

- One-time funding for Heavy Fleet Replacement \$628,027

### **Revenue Highlights**

- |                                   |               |
|-----------------------------------|---------------|
| • Fire Permits                    | \$160,550     |
| • Inspection & Re-Inspection Fees | 290,300       |
| • Operational permits             | 204,000       |
| • <u>Applicant Fees</u>           | <u>34,600</u> |
| • Total                           | \$689,450     |

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

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# General Fund

## Scorecard

Fire Department Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Average Total Response Time (Dispatch to First Unit Onscene in M:SS Format) (Implementation of new NFPA 1710 Requirements in FY 2013)	5:31	5:32	5:37	5:20
Fires – Response objective = 320 seconds or (5:20)	5:16	5:27	5:22	5:20
Emergency Medical Service – Response objective = 300 seconds or (5:00)	5:13	5:13	5:29	5:00
Fire Prevention Business Inspections	15,652	15,165	15,793	15,500
Fire Prevention Business Violations Addressed	4,947	4,970	4,144	4,700
AISD Fire Academy Completion Rates	72%	80%	86%	80%
Homeland Security Grant Funding Secured	\$2,493,338	\$2,791,860	\$2,833,896	\$2,756,196
Annual Growth Rate in Unit Responses	6.5%	5.7%	3.4%	3.5%
Percent of Firefighters who score in the categories of “Excellent” or “Superior” on annual Health Fitness Assessments	92%	92%	91%	90%
Percent of Outdoor Warning Sirens Successfully Tested	New Measure in FY 2015	96%	88%	95%
<b>Workload Measures</b>				
Fire Department Incidents (un-audited)	38,542	40,496	42,325	39,935
Fires	1,004	836	811	985
Emergency Medical Service	18,925	19,209	20,109	19,500
Other Emergency Incidents	18,613	54,915	21,405	19,450
Fire Department RMS Unit Responses (un-audited)	51,975	54,915	57,167	55,373

## Fire Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Administration	\$ 4,167,270	\$ 4,333,708	\$ 4,276,475	\$ 5,364,441
Business Services	811,155	875,235	912,866	923,438
Operations	33,517,391	35,966,957	36,088,665	35,489,602
Prevention	1,532,623	1,666,858	1,659,301	1,751,145
Medical Services	529,862	506,286	547,654	519,946
Training	684,726	655,461	689,017	683,814
Resource Management	1,495,816	1,613,887	1,560,587	1,593,635
Emergency Management	234,760	282,753	240,660	300,603
Special Events	312,093	312,767	319,665	317,169
Gas Well Response	275,657	426,704	344,212	457,353
<b>TOTAL</b>	<b>\$ 43,561,354</b>	<b>\$ 46,640,614</b>	<b>\$ 46,639,102</b>	<b>\$ 47,401,146</b>

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	339	357	357	357
Personnel Services	\$ 35,161,092	\$ 37,646,555	\$ 37,854,310	\$ 39,216,063
Operating Expenses	6,319,941	6,766,684	6,558,813	7,557,056
Capital Outlay	2,080,321	2,227,375	2,225,979	628,027
<b>TOTAL</b>	<b>\$ 43,561,354</b>	<b>\$ 46,640,614</b>	<b>\$ 46,639,102</b>	<b>\$ 47,401,146</b>

# General Fund

## LIBRARY SERVICES: Yoko Matsumoto, Director

### Department Narrative

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. Principal services include delivery/check-out of materials, access to digital materials, early literacy programming for infants through preschoolers, education enrichment classes for K-12 students and public computing in all library facilities, as well as through TechLiNK, a mobile computer lab. Additionally, 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 program offers numerous educational programs for adults, families, and children.

### At A Glance

- 68 Authorized Positions
- Budget Break Down
  - Personnel Services \$5,173,249
  - Operating Expenses 3,199,344
  - Total \$8,372,593

### Goals and Objectives

- Goal: Expand and Enhance the City's Image
  - Objective: Create Awareness Around the City's Brand
- Goal: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities.
  - Objective: Foster Development and Redevelopment in Targeted Areas
- Goal: Partner with Local Organizations to Educate and Mentor
  - Objective: Strengthen Education and Enrichment Programs
- Goal: Provide Activities, Educational Opportunities, and Services that Meet the Needs of the Community
  - Objective: Develop and Implement Programming Based on the Needs of the Community.
- Goal: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees
  - Objective: Foster and Maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive

### Budget Highlights

- One-time funding for E-Content \$75,000

### Revenue Highlights

• Overdue Material Fines	\$126,600
• Non-Resident Library Cards	40,052
• <u>Copier Concession</u>	<u>74,038</u>
• Total	\$240,690

### Strategic Directions for Collections

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

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# General Fund

## Scorecard

Library Services Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Volunteer service hours	30,861	31,091	31,914	31,700
Citizen satisfaction with overall library services	94%	91%	92%	95%
% of children (birth to 12th grade) participating in Summer Reading Club	9%	10.3%	13%	12%
Early Learning program attendance	31,348	29,771	39,840	41,832
STEAM program attendance	7,085	5,339	9,234	9,696
Visits per capita	3.83	3.6	3.4	4.5
Circulation per capita	5.77	5.91	5.44	6
Circulation of Digital materials	165,143	206,816	246,103	246,103
Library web site visits	1,421,649	1,365,606	1,082,735	1,300,000
Library materials per capita	1.71	1.71	1.72	2.1
Registered borrowers as a % of service area population	53%	50%	49%	55%
Self-service payments as a % of total transactions	46%	57%	64%	70%
Self-service checkout as a % of total circulation	73%	75%	87%	80%
Grant and gift funds as a percentage of total General Fund allocation	6%	6.5%	12%	7%
New Library card holders	22,132	17,871	17,489	18,363
Circulation of picture & board books	New Measure in FY 2015	417,477	404,184	414,289
Circulation of Read it Again Kits	New Measure in FY 2015	163	2,326	2,500
Library Customer satisfaction with overall East Arlington Branch library services	New Measure in FY 2015	70%	75%	78%
Wi-Fi sessions utilized in libraries	New Measure in FY 2016		227,975	128,600
Customer Service Survey overall rating of excellent	New Measure in FY 2016		81%	89%
Overall Library facility satisfaction rating (excellent/good)	New Measure in FY 2017			82%
Overall Program satisfaction index	New Measure in FY 2017			92%
Early Learning Program satisfaction index	New Measure in FY 2017			90%
STEAM Program satisfaction index	New Measure in FY 2017			90%
Workforce and Small Business Development Program satisfaction index	New Measure in FY 2017			90%
Workforce and Small Business Development program attendance	New Measure in FY 2017			1,670
Family Place Libraries satisfaction index	New Measure in FY 2017			200
GED sections passed	New Measure in FY 2017			20
ESL & ABE goals achieved	New Measure in FY 2017			1,775
Increase Library resources provided for People with Disabilities	New Measure in FY 2017			5%
Staff training badges earned	New Measure in FY 2017			40
Increase average reach per post on Facebook and Twitter	New Measure in FY 2017			500

# General Fund

## Library Expenditures

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Administration	\$ 1,353,625	\$ 1,140,468	\$ 1,191,033	\$ 2,153,006
Operations & Facility Mgmt.	2,306,572	2,307,843	2,316,398	2,313,865
Content Mgmt. & Virtual Exper.	2,186,668	2,280,886	2,276,871	2,266,507
Prog. Mgmt. & Comm. Engagement	1,483,295	1,546,413	1,491,286	1,639,215
<b>TOTAL</b>	<b>\$ 7,330,159</b>	<b>\$ 7,275,610</b>	<b>\$ 7,275,587</b>	<b>\$ 8,372,593</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	68	68	68	68
Personnel Services	\$ 4,946,718	\$ 4,909,906	\$ 4,881,004	\$ 5,173,249
Operating Expenses	2,383,442	2,365,704	2,394,583	3,199,344
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 7,330,159</b>	<b>\$ 7,275,610</b>	<b>\$ 7,275,587</b>	<b>\$ 8,372,593</b>



# General Fund

## PARKS AND RECREATION: Lemuel Randolph, Director

### Department Narrative

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

### At A Glance

- 108 Authorized Positions
- Budget Break Down
  - Personnel Services \$7,507,277
  - Operating Expenses 8,784,952
  - Capital Outlay 132,000
  - Total \$16,424,229

### Goals and Objectives

- Goal: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
  - Objective: Foster Development and Redevelopment in Targeted Areas.
- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Implement New Technology and Increase Convenience for the Customer

### Budget Highlights

- Increased recurring funding for Assistant Director \$126,399
- Increased recurring funding for Mowing CPI \$37,324
- Increased recurring funding for New Parks Development O&M \$323,664
- One-time funding for New Parks Development O&M \$56,000

### Revenue Highlights

- Park Bond Fund Reimbursements \$50,000

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

Parks and Recreation Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Citizen satisfaction with quality of park and recreation programs and classes	88%	87%	85%	90%
Citizen perception that Arlington is a beautiful place to live	57%	60%	57%	70%
Camp Participation	7,255	11,222	12,291	7,100
Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	8,047	15,617	20,383	15,000
Adult Facility Memberships	2,596	2,316	2,243	3,100
Youth Facility Memberships	4,376	4,445	4,243	4,200
Senior Facility Memberships	1,647	1,560	1,459	1,575
Active Fitness and Weight Room Memberships	14,867	13,949	16,218	14,250
Swim Lesson Participation	2,876	4,522	4,617	3,000
Outdoor Pool Admissions	118,292	141,058	130,686	130,000
Volunteer Hours	37,004	44,025	41,035	45,000
Total website sessions (naturallyfun.org)	410,395	442,822	453,920	575,000
Total impressions (APRD main Twitter/FB profiles) in millions	8.5	13	10.82	15

# General Fund

## Parks and Recreation Expenditures

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Administration	\$ 1,370,336	\$ 1,266,283	\$ 1,343,923	\$ 2,103,522
Marketing	344,903	360,184	358,561	371,827
Planning	809,996	788,113	825,185	824,331
Business Services	663,602	675,373	705,328	718,150
Recreation Program Administration	115,206	111,079	86,961	105,808
Field Maintenance	4,262,695	4,410,434	4,502,898	4,656,216
Asset Management	1,892,672	1,945,165	1,942,363	1,897,464
Forestry	1,217,004	1,558,024	1,481,272	1,642,746
North District	1,874,981	1,933,939	1,861,271	2,114,905
South District	1,689,411	1,787,863	1,725,726	1,989,260
<b>TOTAL</b>	<b>\$ 14,240,806</b>	<b>\$ 14,836,457</b>	<b>\$ 14,833,489</b>	<b>\$ 16,424,229</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	104	106	106	108
Personnel Services	\$ 791,198	\$ 6,948,326	\$ 6,998,425	\$ 7,507,277
Operating Expenses	889,559	7,812,130	7,755,450	8,784,952
Capital Outlay	8,654	76,000	79,614	132,000
<b>TOTAL</b>	<b>\$ 1,689,411</b>	<b>\$ 14,836,457</b>	<b>\$ 14,833,489</b>	<b>\$ 16,424,229</b>

# General Fund

## POLICE DEPARTMENT: Will Johnson, Police Chief

### Department Narrative

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

### At A Glance

- 839 Total Authorized Positions
- 640 Sworn Positions
- 199 Civilian Positions
- Budget Break Down
  - Personnel Services \$84,615,888
  - Operating Expenses 17,313,461
  - Capital Outlay 825,000
  - Total \$102,754,349

### Goals and Objectives

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

### Budget Highlights

- Increased recurring funding for AISD Hometown Recruiting \$79,731
- Increased recurring funding for New World Maintenance \$143,470
- Increased recurring funding for 2015 COPS Hiring Grant \$578,313
- Increased recurring funding for Body Cameras \$2,200,000
- One-time funding for Body Cameras \$197,878
- One-time funding for Jail Maintenance \$100,000
- One-time funding for Tasers \$221,624
- One-time funding for Patrol Carbines \$278,376

### Revenue Highlights

- Administrative Services and Police Towing \$233,000
- AISD – SRO Program 1,449,178
- Burglar Alarm Permits 1,040,000
- Total \$2,722,178

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# General Fund

## Scorecard

Police Department Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Citizen satisfaction with police services	76%	74%	78%	90%
Violent Crimes Index (not to be used for official reporting purposes)	1,808	2,040	1,900	1,927
Property Crimes Index (not to be used for official reporting purposes)	13,196	13,744	11,489	12,864
% of UCR Part I crimes cleared (not to be used for official reporting purposes)	28%	29%	24%	25%
Injury Crashes	2,524	2,670	3,057	2,500
DWI Crashes	441	450	462	400
Domestic Violence Reports	3,741	3,800	3,604	3,800
<b>Workload Measures</b>				
Response time to priority 1 calls (minutes)	9.01	9.38	9.32	10
Committed Time to all calls (minutes)	87.83	86.47	88	80
Total patrol responses (historical estimate)	175,214	176,915	183,086	178,000
Arrests (target based on historical estimate)	17,046	15,186	14,317	15,000
<b>Community Engagement</b>				
APD Volunteer Hours	34,562	33,015	36,025	38,000
Community Watch Groups	224	231	220	230
Domestic Violence Victims Served	4,181	5,580	6,288	5,700
Human Trafficking Victims Served	16	20	17	10
Citizen on Patrol (COP) Members	136	129	56	60
Citizen Police Academy Graduates	38	42	75	60
Hispanic Citizen Police Academy Graduates	32	51	70	50
Police Explorer Members	14	17	24	20
New Police Athletic League (PAL) Participants	74	144	143	145
National Night Out Group Participation	147	191	191	200
Arlington Clergy and Police Partnerships (ACAPP) Members	47	117	38	45
COP Mobile Members	51	201	64	67
Nextdoor Participation	10,498	20,635	31,428	33,000
Hometown Recruiting Students Enrolled in AISD	New Measure in FY 2015	18	16	20
Hometown Recruiting Students Enrolled in UTA	New Measure in FY 2016		6	12
Outreach Hours Dedicated to Domestic Violence	New Measure in FY 2016		2,763	2,500
Outreach Presentations Dedicated to Human Trafficking	New Measure in FY 2016		13	10
<b>Procedural Justice</b>				
Sustained Complaints (Internal Affairs)	104	93	70	85
Use of Force Incidents	907	866	699	800
APD Facebook Likes	38,398	59,553	87,425	90,000
APD Twitter Followers	23,567	43,280	77,400	75,000
APD YouTube Channel Views	500,458	1,911,188	2,161,632	2,100,000
Social Media Reach – Impression Demographics	New Measure in FY 2016		38,778,650	75 million
Number of Procedural Justice Stories for the public	New Measure in FY 2016		549	180

# General Fund

## Police Expenditures

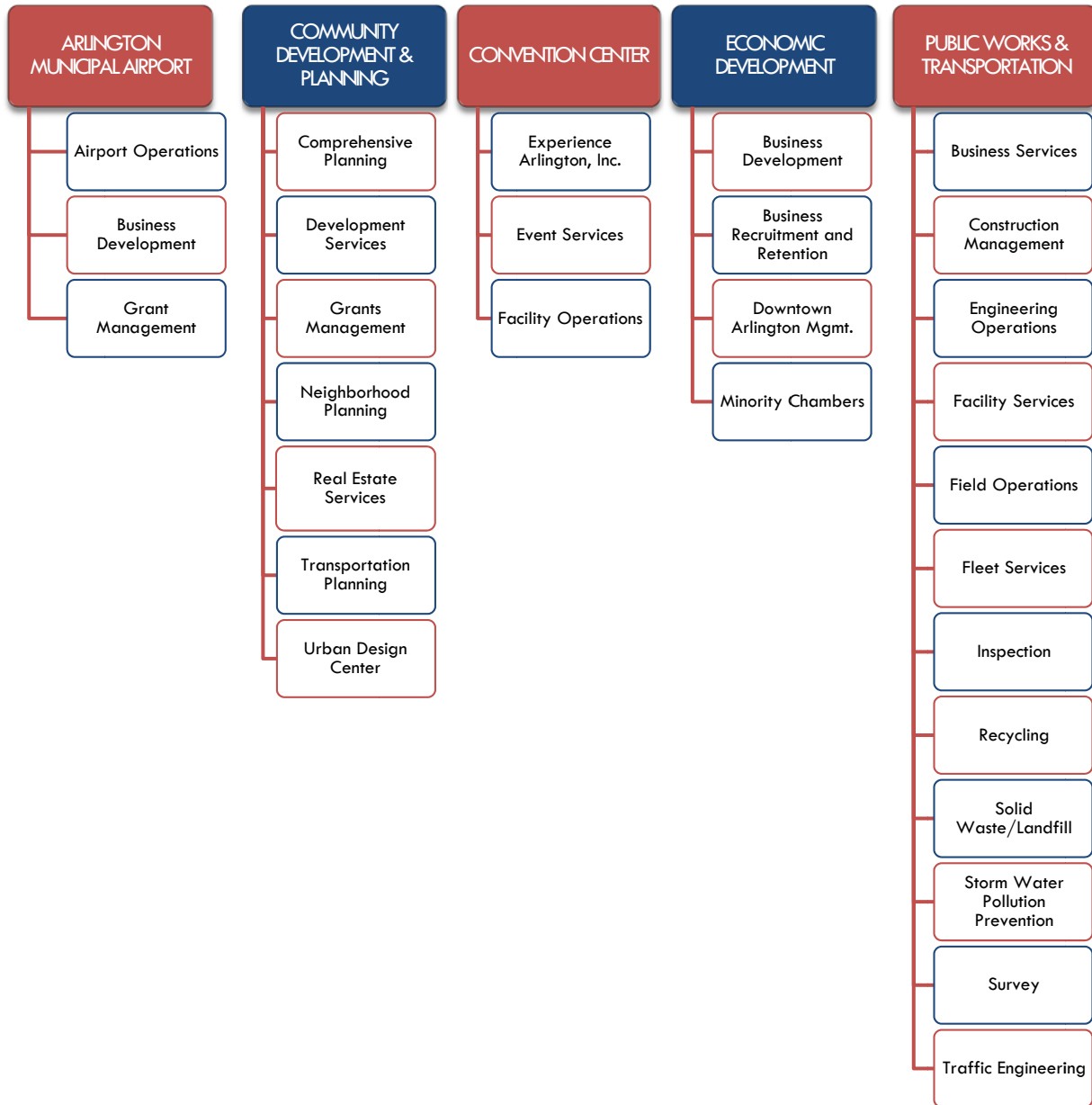
	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Administration	\$ 9,097,888	\$ 9,584,786	\$ 9,706,223	\$ 12,024,159
Jail Operations	4,793,384	4,926,307	4,975,862	4,922,261
Field Operations	871,781	866,143	913,508	842,773
Patrol Operations	44,450,584	45,846,309	44,725,048	48,573,005
Body Worn Camera Operations	-	-	-	1,190,315
Operations Support	5,540,970	5,612,876	5,614,887	5,669,206
Special Operations	1,704,937	1,942,590	1,900,290	1,992,380
Special Events	685,944	759,177	740,396	774,229
Criminal Investigations	3,426,815	3,528,316	3,541,242	3,675,616
Special Investigations	3,269,884	3,365,306	3,403,993	3,574,875
Covert	2,190,276	2,417,970	2,384,609	2,499,715
Business Services	845,309	764,638	808,517	856,568
Information Resources	2,189,061	2,105,314	2,139,597	2,413,005
Research & Development	377,105	568,521	571,823	1,760,275
Fiscal Services	1,855,038	1,651,547	1,888,412	1,869,096
Community Affairs	823,402	902,402	857,816	887,834
Youth Support	2,106,058	2,125,495	2,295,486	2,443,304
Victim Services	516,370	547,320	539,911	580,867
Personnel	2,166,793	2,315,868	2,362,524	2,690,050
Technical Services	3,593,106	3,276,221	3,539,807	3,514,817
<b>TOTAL</b>	<b>\$ 90,504,705</b>	<b>\$ 93,107,107</b>	<b>\$ 92,909,951</b>	<b>\$ 102,754,350</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	838	835	835	839
Personnel Services	\$ 3,021,240	\$ 78,288,515	\$ 77,760,819	\$ 84,615,888
Operating Expenses	571,866	14,818,592	15,149,132	17,313,461
Capital Outlay	-	-	-	825,000
<b>TOTAL</b>	<b>\$ 3,593,106</b>	<b>\$ 93,107,107</b>	<b>\$ 92,909,951</b>	<b>\$ 102,754,349</b>

# Economic Development & Capital Investment

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



# General Fund

## AVIATION: Karen Vanwinkle, Manager

### Department Narrative

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.

### At A Glance

- 9 Authorized Positions
- Budget Break Down
  - Personnel Services \$682,539
  - Operating Expenses 304,629
  - Total \$987,168

### Goals and Objectives

- Goal: Seek New or Alternative Funding Sources
  - Objective: Organize to Improve Cost Recovery and Enhance Funding
- Goal: Plan, Manage, and Maintain Public Assets
  - Objective: Maintain City Standards for all Public Infrastructure

### Budget Highlights

- Increased recurring funding for Operating Expenses \$8,530
- Increased recurring funding for Position Realignment \$4,608

### Revenue Highlights

- Hangar Rentals / Tie-Down Charges \$237,360
- Land and Ramp Leases 574,065
- Terminal Building Leases 99,953
- Total \$911,378

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

Aviation Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Operating cost recovery	95%	94%	90%	80%
Total aircraft operations	74,388	85,115	90,020	85,000
Hangar occupancy rate	96%	94%	80%	95%

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	9	9	9	9
Personnel Services	\$ -	\$ 659,506	\$ 605,283	\$ 682,539
Operating Expenses	-	278,323	271,026	304,629
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 937,829</b>	<b>\$ 876,309</b>	<b>\$ 987,168</b>



# General Fund

## COMMUNITY DEVELOPMENT & PLANNING: John Dugan, Director

### Department Narrative

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

### At A Glance

- 70 Authorized Positions
- Budget Break Down
  - Personnel Services \$5,857,317
  - Operating Expenses 1,541,392
  - Total \$7,398,709

### Goals and Objectives

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

### Budget Highlights

- Increased recurring funding for MAX Bus Service \$81,551
- Trading 1 vacant Assistant Director position for 2 (Net Zero Impact)

### Revenue Highlights

- Building, Plumbing, Mechanical, Electrical Inspections \$2,980,000
- Certificates of Occupancy 135,000
- Plan Review Fees 1,080,000
- Gas Well Inspections & Fees 1,267,700
- Plat Reviews & Inspections 200,000
- Business Registration Fees 210,000
- Child Care Licenses & Permits 57,000
- Food Handlers Permits 7,525
- Food Establishment Permits 698,450
- Total \$6,635,675

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# General Fund

## Scorecard

Community Development and Planning Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Citizen perception that Arlington has a variety of housing options	78%	83%	81%	85%
Turnaround time for commercial construction plans within 12 business days	97%	97%	92%	100%
Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
% of initial health inspections with a Satisfactory Score	98%	96%	95%	95%
Number of strategic plans/studies completed	3	3	3	7
% of gas well operation components in compliance	99%	99%	99%	99%
Improve customer satisfaction by maintaining 90% or higher customer rating	93%	95%	95%	90%
First time homebuyers assisted with down payment and closing costs	27	25	17	20
Substandard owner occupied homes rehabilitated to meet local codes	65	78	72	70
Maximize use of federal funding allocated to assist qualified persons to reside in safe, decent housing	100%	99%	98%	99%
Achieve CDBG goals in PY 2016 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2017	215%	416%	100%	100%
Achieve HOME goals in PY 2016 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2017	141%	166%	100%	100%

## Community Development and Planning Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Administration	\$ 1,212,404	\$ 1,114,095	\$ 1,082,819	\$ 1,342,424
Strategic Planning	1,328,422	1,544,012	1,571,395	1,088,704
Development Services	3,147,555	3,137,319	3,167,153	2,974,976
Neighborhood Initiatives	6,335	5,964	5,163	5,964
Environmental Health	478,626	548,038	646,690	577,123
Real Estate Services	435,752	417,780	415,365	521,432
Business Services	-	-	-	888,086
<b>TOTAL</b>	<b>\$ 6,609,093</b>	<b>\$ 6,767,209</b>	<b>\$ 6,888,585</b>	<b>\$ 7,398,709</b>

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	70	68	68	70
Personnel Services	\$ -	\$ 5,347,924	\$ 5,105,971	\$ 5,857,317
Operating Expenses	-	1,419,285	1,782,613	1,541,392
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 6,767,209</b>	<b>\$ 6,888,585</b>	<b>\$ 7,398,709</b>

# General Fund

## ECONOMIC DEVELOPMENT: Bruce Payne, Manager

### Department Narrative

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

### At A Glance

- 4 Authorized Positions
- Budget Break Down
  - Personnel Services \$446,145
  - Operating Expenses 266,133
  - Total \$712,278

### Goals and Objectives

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

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# General Fund

## Scorecard

Economic Development Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Citizen perception that Arlington is a great place to operate a business	52%	54%	57%	60%
Citizen perception that Arlington is a great place to work	55%	58%	58%	60%
90% of Adopted on-site retention visits conducted (50 visits planned)	28	32	48	50
Capital Investment generated through OED redevelopment/development efforts	New Measure in FY 2015	\$90,000,000	\$248,500,000	\$65,000,000
Leads generated through retention efforts	New Measure in FY 2015	22	11	25
Recruitment leads (Targeted Industries)	New Measure in FY 2015	18	20	20
Recruitment leads	New Measure in FY 2015	81	90	95
Number of businesses recruited/retained/expanded through OED efforts	New Measure in FY 2015	5	12	15
Number of Jobs recruited/retained/added through OED efforts	New Measure in FY 2015	4,792	1,165	2,000
Capital Investment generated through OED recruitment and retention efforts	New Measure in FY 2015	\$1.52 billion	\$32,050,000	\$50,000,000

## Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	4	4	4	4
Personnel Services	\$ -	\$ 400,503	\$ 424,136	\$ 446,145
Operating Expenses	-	258,082	219,755	266,133
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 658,585</b>	<b>\$ 643,891</b>	<b>\$ 712,278</b>

# General Fund

## PUBLIC WORKS & TRANSPORTATION: Mindy Carmichael, Director

### Department Narrative

The Department of Public Works and Transportation is responsible for the design, construction, maintenance and operation of streets, sidewalks, traffic signals, streetlights, and the stormwater collection system. It is also responsible for fleet and landfill contracts, solid waste collection and recycling contracts, 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, Environmental Education, Information Services, Stormwater Management, Warehouse, and Administrative Management. The budget for the Department includes funds from the Street Maintenance Fund, the Fleet Services Fund, the Stormwater Utility Fund, the General Fund, and General Obligation Street (Capital) Bond Funds.

### At A Glance

- 87 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$7,780,416
  - Operating Expenses 4,500,646
  - Total \$12,281,062

### Goals and Objectives

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

### Budget Highlights

- Increased recurring funding for Public Works Inspector \$19,390
- Increased recurring funding for Bank of America Lease Payment \$114,422
- One-time funding for Animal Services HVAC \$400,00
- One-time funding for Bank of America Lease Payment \$57,895
- One-time funding for APWA Re-Accreditation \$20,000
- New Contract Coordinator (Net Zero Impact)
- New ROW Agent (Net Zero Impact)

### Revenue Highlights

- |  |                |
|--|----------------|
| • Landfill Royalties                             | \$4,121,618    |
| • Sanitation Franchise Fees, Storm Clean-up Fees | 1,841,833      |
| • Bond Fund Reimbursements                       | 2,253,540      |
| • Construction Management Fees                   | 50,000         |
| • <u>Street Cuts</u>                             | <u>130,000</u> |
| • Total  | \$8,396,991    |

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# General Fund

## Scorecard

Public Works and Transportation Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
<b>General Fund</b>				
Citizen perception of road condition as "good" or "mostly good"	46%	47%	40%	80%
Citizen perception that traffic levels in Arlington are acceptable	52%	49%	40%	50%
Citizen perception of excellent or good for traffic flow management in the Entertainment District	54%	49%	40%	70%
Overall satisfaction with the management of traffic flow during peak hours	50%	48%	42%	52%
% of customers satisfied or very satisfied with Construction Mgmt. Services	100%	100%	100%	90%
% of customers satisfied or very satisfied with facility maintenance and repair	94%	92%	88%	90%
Travel time on northbound Cooper from Turner-Warnell to I-30 (goal: 21 min 9 sec)	-1.32%	-5.14%	1%	within 10% of goal
Travel time on southbound Cooper from I-30 to Turner-Warnell (goal: 21 min 4 sec)	-1.38%	-2.73%	-7%	within 10% of goal
Travel time on northbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 38 sec)	0.23%	-1.36%	4%	within 10% of goal
Travel time on southbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 34 sec)	1.94%	-2.56%	8%	within 10% of goal
Travel time on eastbound Division from Bowen to SH-360 (goal: 10 min 24 sec)	0.36%	3.33%	1%	within 10% of goal
Travel time on westbound Division from SH-360 to Bowen (goal: 10 min 52 sec)	-1.99%	2.57%	1%	within 10% of goal
Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 (goal: 13 min 49 sec)	3.08%	0.6%	-2%	within 10% of goal
Travel time on westbound Pioneer Parkway from SH-360 to Green Oaks (goal 14 min 12 sec)	-4.55%	-6.69%	-5%	within 10% of goal
Preventive maintenance performed on all traffic signals once per year (343 signalized intersections)	95%	100%	105%	100%
Major building components operating within their designed life:	New Measure in FY 2015			
HVAC	New Measure in FY 2015	46%	52%	90%
Boilers	New Measure in FY 2015	64%	64%	90%
Generators	New Measure in FY 2015	87%	89%	90%
Elevators	New Measure in FY 2015	69%	88%	90%
Roofs	New Measure in FY 2015	60%	63%	90%

# General Fund

Environmental				
Citizen perception of trash collection services	81%	86%	85%	
Citizen perception of residential recycling services	83%	84%	84%	
Recycling collected curbside (tons)	New Measure in FY 2017			maintain or increase
Library recycling collected (tons)	New Measure in FY 2017			maintain or increase

## Public Works and Transportation Expenditures

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Administration	\$ 1,009,469	\$ 1,092,211	\$ 1,043,108	\$ 1,544,094
Construction Management	495,463	516,448	497,820	531,652
Traffic Engineering	868,429	955,271	873,429	924,770
School Safety	456,637	457,729	468,090	458,348
Solid Waste Operations	318,453	397,940	450,872	296,002
Engineering CIP	761,374	795,964	723,207	809,658
Inspections	1,438,233	1,478,415	1,498,505	1,574,265
Survey	243,929	248,381	254,954	259,115
Business Services	479,822	481,702	533,535	596,776
Custodial	600,002	630,434	614,106	597,268
Facility Repair	2,220,878	3,357,230	3,454,651	3,965,503
Information Services	338,744	374,324	366,399	393,412
Operations Support	226,185	226,073	188,245	330,199
<b>TOTAL</b>	<b>\$ 9,457,619</b>	<b>\$ 11,012,122</b>	<b>\$ 10,966,921</b>	<b>\$ 12,281,062</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	85	85	85	87
Personnel Services	\$ 151,177	\$ 7,360,261	\$ 7,175,239	\$ 7,780,416
Operating Expenses	75,008	3,651,861	3,791,682	4,500,646
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 226,185</b>	<b>\$ 11,012,122</b>	<b>\$ 10,966,921</b>	<b>\$ 12,281,062</b>



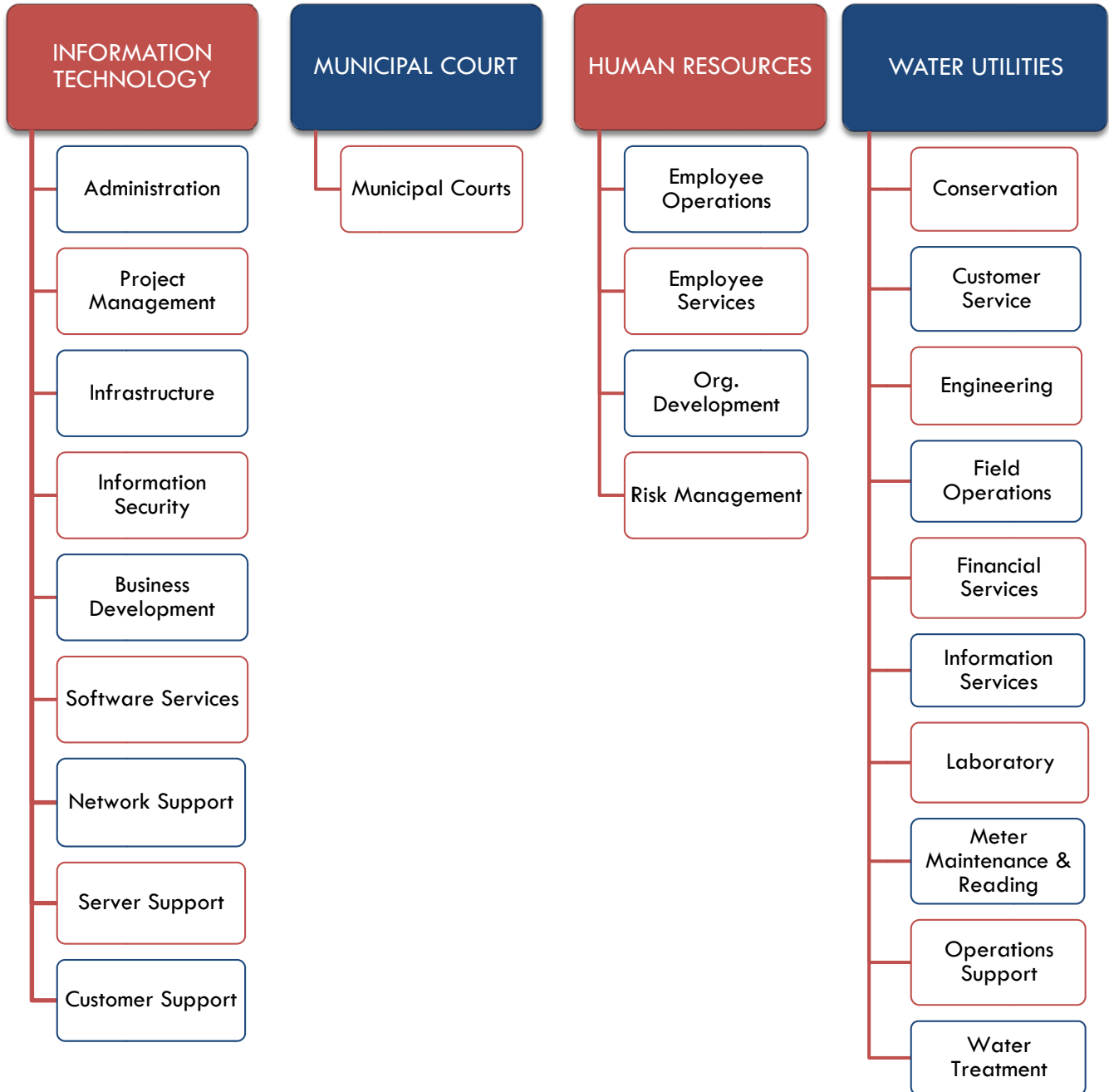
# General Fund

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# Strategic Support

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



# General Fund

## INFORMATION TECHNOLOGY: Dennis John, Chief Information Officer

### Department Narrative

The Information Technology Department is responsible for:

- Administration
- Business Analysis
- Project Management
- Software Services
- Infrastructure

### At A Glance

- 0 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$ 0
  - Operating Expenses \$ 0
  - Total \$0

### Goals and Objectives

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

### Budget Highlights

- The IT General Fund was incorporated into the Internal Service Fund for FY 2017 to streamline operations

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Information Technology Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Administration	\$ 755,192	\$ 664,291	\$ 688,479	\$ -
Project Management	968,748	1,053,590	1,286,548	-
Infrastructure	134,807	177,161	50,358	-
Business Development	423,773	530,792	511,796	-
Software Services	2,032,650	2,155,773	2,042,271	-
<b>TOTAL</b>	<b>\$ 4,315,170</b>	<b>\$ 4,581,607</b>	<b>\$ 4,579,453</b>	<b>\$ -</b>

### Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	32	33	33	0
Personnel Services	\$ 1,598,658	\$ 3,603,386	\$ 3,377,177	\$ -
Operating Expenses	433,992	978,221	1,202,276	-
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,032,650</b>	<b>\$ 4,581,607</b>	<b>\$ 4,579,453</b>	<b>\$ -</b>

# General Fund

## MUNICIPAL COURT: David Preciado, Director

### Department Narrative

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

### At A Glance

- 43 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$2,758,674
  - Operating Expenses 988,533
  - Total \$3,747,207

### Goals and Objectives

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

### Budget Highlights

- Increased recurring funding for Incode Software Maintenance \$100,000

### Revenue Highlights

- Criminal Justice Tax \$381,448
- Court Fines 3,622,581
- Child Safety Fines 38,645
- Uniform Traffic Fines 7,616,839
- Time Payment Fees 65,611
- Issue / Arrest Fees 328,333
- Total \$12,053,457

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

Municipal Court Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Gross revenue collected	\$20,299,932	\$19,776,696	\$18,746,416	\$19,343,000
Revenue Retained	\$13,556,861	\$13,156,378	\$12,420,771	\$12,573,000
% of revenue retained (less state costs )	67%	67%	66%	65%
% of cases completed	94%	100%	156%	100%
% of Warrants Cleared	New Measure in FY 2016		105%	100%
% of Payments Collected after 31 day phone call	New Measure in FY 2016		25%	30%
% of Payments collected after 30 Day Post card	New Measure in FY 2016		58%	60%
% of Citations Keyed Without Error	New Measure in FY 2016		97%	99%
% of Cashier Errors in Case Management	New Measure in FY 2016		1%	1%
% of Citations entered within 5 days	New Measure in FY 2016		99%	99%

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	42	43	43	43
Personnel Services	\$ -	\$ 2,648,808	\$ 2,590,784	\$ 2,758,674
Operating Expenses	-	656,570	660,190	988,533
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 3,305,378</b>	<b>\$ 3,250,974</b>	<b>\$ 3,747,207</b>

# General Fund

## HUMAN RESOURCES: Kari Zika, Director

### Department Narrative

The Human Resources Department is responsible for designing and implementing strategies for the City in the areas of recruitment/selection, training and development, organizational development, employee relations, compensation, benefits, retirement programs, health and wellness, and risk 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.

### At A Glance

- 21 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$2,033,291
  - Operating Expenses 1,078,382
  - Total \$3,111,673

### Goals and Objectives

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

### Budget Highlights

- One-time funding for Year 2 of Compensation Study Renewal \$46,200

### Revenue Highlights

- Risk Management Subrogation \$228,000

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

Human Resources Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Workers' Compensation – Frequency (# claims)	388	355	362	372
Workers' Compensation – Severity (\$/claims)	\$3,426	\$2,344	\$3,028	\$4,019
FTEs eligible for Wellness Payout	34.03%	75.79%	71%	75%
Percentage of all full time employees enrolled in the 401k/457 plans	69%	71%	73%	75%

# General Fund

## Human Resources Expenditures

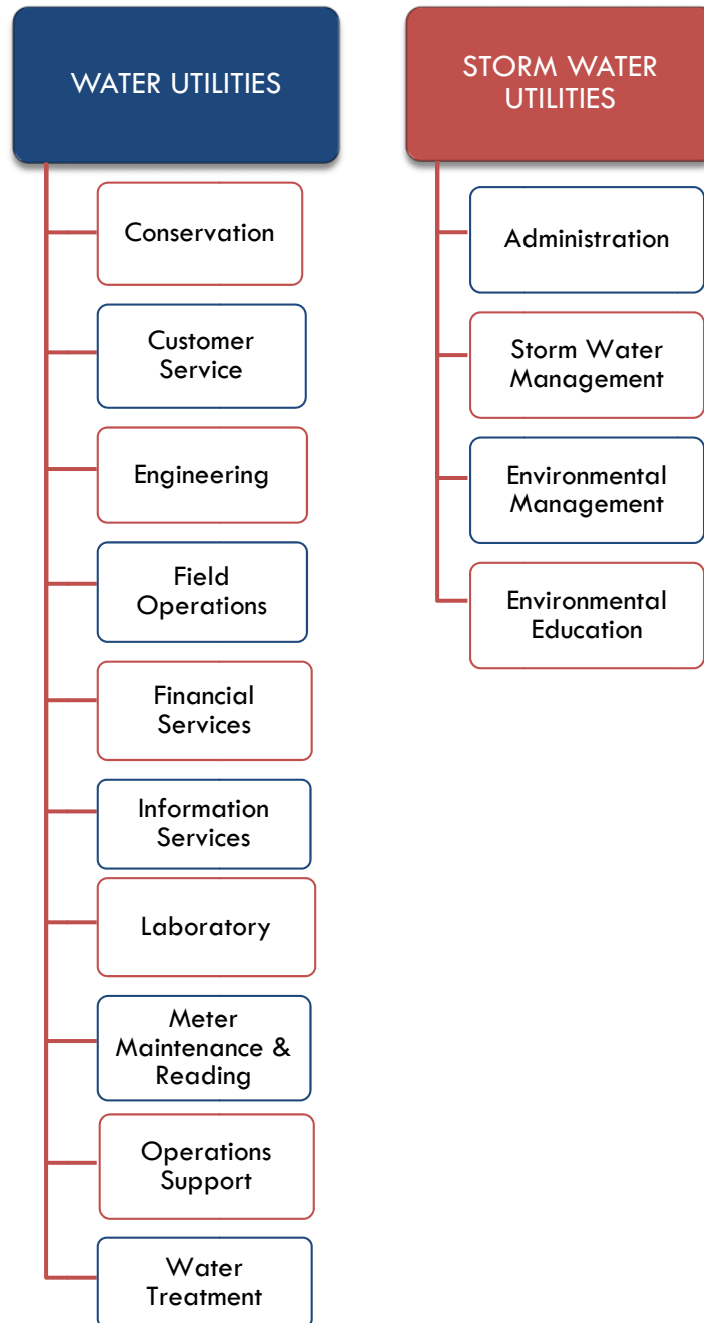
	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Administration	\$ 382,448	\$ 371,809	\$ 359,738	\$ 416,056
Employee Operations	588,405	634,459	632,460	675,157
Employee Services	440,238	500,878	534,277	479,349
Workforce Investment	656,898	698,682	660,484	656,416
Risk Management	697,466	786,157	777,939	884,695
<b>TOTAL</b>	<b>\$ 2,765,455</b>	<b>\$ 2,991,983</b>	<b>\$ 2,964,898</b>	<b>\$ 3,111,673</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	21	21	21	21
Personnel Services	\$ 458,800	\$ 1,968,153	\$ 1,913,136	\$ 2,033,291
Operating Expenses	238,667	1,023,829	1,051,425	1,078,382
Capital Outlay	-	-	337	-
<b>TOTAL</b>	<b>\$ 697,466</b>	<b>\$ 2,991,982</b>	<b>\$ 2,964,898</b>	<b>\$ 3,111,673</b>

# Enterprise Funds

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





# Enterprise Funds

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

### **Department Narrative**

The Water Utilities Department is responsible for treating and delivering drinking water and collecting wastewater for Arlington residents and businesses. The Water Utilities Department administers the billing system to support these services. The mission of the department is to provide a continuous supply of high quality drinking water and ensure safe disposal of wastewater in a responsive, cost-effective manner while improving service to citizens and planning for future needs. In addition, the Water Utilities Department coordinates water conservation programs and education, as well as, provides geographic information support to other City departments. Divisions in the department include 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.

### **At A Glance**

- 202 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$15,617,561
  - Operating Expenses 104,199,426
  - Capital Outlay 700,000
  - Total \$120,516,988

### **Goals and Objectives**

- Goal: Continue Responsible Fiduciary Emphasis for the Organization and Council
  - Objective: Comply with all Financial Regulations and Policies
- Goal: Improve Operational Efficiency
  - Objective: Organize to Improve Operational Efficiency
- Goal: Plan, Manage, & Maintain Public Assets
  - Objective: Maintain City Standards for all Public Infrastructure
- Goal: Support & Expand Programs to Reduce Environmental Impacts
  - Objective: Mitigate Operating Costs & Impact on Environment

### **Budget Highlights**

- Eliminated vacant Utilities Information Services Manager (\$108,906)
- Eliminated 2 vacant Utilities Dispatchers (\$104,764)
- Reduced Shift Differential Funding (\$4,073)
- Increased recurring funding for Bond Handling Fees \$20,000
- Increased recurring funding for XC2 migration to enQuesta \$30,000
- Increased recurring funding for Credit Card Service Fees \$32,000
- Increased recurring funding for new Water Resource Technician \$56,918
- Increased recurring funding for TCEQ User Fee \$110,466
- Increase recurring funding for Software Maintenance \$144,961
- One-time funding for Fleet Replacement \$700,000
- Increased recurring funding for Raw Water Purchases \$3,071,847
- Increased recurring funding for Water Treatment \$2,867,419

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

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# Enterprise Funds

## Scorecard

Water and Sewer Fund Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Clean a minimum of 20% of sewer lines size 6" - 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	27.69%	20.9%	2.2%	20%
Linear footage of water and sewer lines designed by the City Engineering staff	36,766	34,767	56,110	40,000
Radio Transmitter installations	8,049	9,825	9,845	9,000
Employee training hours (10 hours per employee)	29.17%	95%	100%	100%
Maintain annual unaccounted for water percent below 12%	11.42%	11.93%	11.13%	<12%
Permitted Industrial Pretreatment Inspections completed	82	124	72	53
High hazard backflow assemblies with certified testing completed	97%	100%	100%	100%
Avoid any TCEQ, OSHA, SDWA and NPDES violations	100%	100%	100%	100%
Achieve an employee workplace injury of ≤2 injuries per 1,000 hours	0.0085	0.022	0.011	≤ 2
Bad Debt Ratio	0.436%	0.322%	0.322%	≤0.5%
Replace 20,000 linear feet of high breakage frequency water main	New Measure in FY 2015	27,941	27,190	20,000

## Water Utilities Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Administration	\$ 81,180,832	\$ 83,448,893	\$ 81,993,275	\$ 93,159,636
Financial Services	240,204	249,107	254,196	264,243
Conservation Program	146,114	291,699	164,081	1,198
Engineering	1,228,693	1,258,101	1,460,964	1,017,666
Information Services	1,810,786	1,861,957	1,798,338	979,881
Customer Services	3,045,972	2,673,201	2,314,096	2,907,350
Meter Maintenance	1,436,025	1,527,631	1,448,284	1,574,789
Meter Reading	504,557	512,700	524,661	529,452
Water Treatment PB	5,841,908	6,597,360	6,589,544	2,840,120
Treatment Maintenance	2,263,766	2,449,454	2,483,528	2,486,880
Laboratory	776,035	790,600	767,653	843,543
Water Resource Services	495,583	552,799	564,425	682,982
Water Treatment JK	-	-	-	3,519,592
Field Operations	7,648,298	6,994,403	6,712,512	7,409,523
Operations Support Office	814,383	1,167,964	940,008	2,300,133
Operations Support Warehouse	396,655	-	-	-
<b>TOTAL</b>	<b>\$ 107,829,811</b>	<b>\$ 110,375,869</b>	<b>\$ 108,015,565</b>	<b>\$ 120,516,988</b>

# Enterprise Funds

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	218	204	204	202
Personnel Services	\$ 14,433,474	\$ 14,774,275	\$ 14,317,384	\$ 15,617,561
Operating Expenses	92,712,475	94,901,585	93,198,181	104,199,426
Capital Outlay	683,853	700,000	500,000	700,000
<b>TOTAL</b>	<b>\$ 107,829,811</b>	<b>\$ 110,375,869</b>	<b>\$ 108,015,565</b>	<b>\$ 120,516,988</b>

# Enterprise Funds

## WATER UTILITIES FUND FY 2017 Operating Position

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>BEGINNING BALANCE</b>	\$ 179,986	\$ 202	\$ 202	\$ 798,910
<b>REVENUES:</b>				
Sewer Charges	52,558,430	55,104,900	53,912,975	57,870,110
Water Sales	63,596,656	67,782,065	69,240,316	74,005,930
Other Revenue	7,029,350	6,377,109	8,263,889	6,969,733
<b>TOTAL REVENUES</b>	\$ 123,184,436	\$ 129,264,074	\$ 131,417,180	\$ 138,845,773
<b>INTERFUND TRANSFERS:</b>				
General Fund - Indirect Cost	\$ (3,547,879)	\$ (3,861,304)	\$ (3,861,304)	\$ (4,118,690)
To APFA Fund	(63,811)	(63,811)	(63,811)	-
From Storm Water Fund - Indirect Cost	170,122	170,122	170,122	170,122
To Debt Service, Municipal Office Tower	(65,544)	(63,229)	(63,229)	(60,889)
Debt Service Reserve	(661,152)	-	(2,442,008)	-
Operating Reserve	(566,928)	(263,437)	(263,437)	(1,525,649)
To Innovation/Venture Capital Fund	(5,500,000)	(400,000)	(400,000)	(400,000)
Reserved for City Center/TIRZ 1	(4,924,216)	-	-	-
Rate Stabilization Fund	-	-	(3,236,039)	1,900,000
Renewal / Rehabilitation Fund	(475,000)	(14,500,000)	(12,850,975)	(15,000,000)
Fleet Reserve	100,000	100,000	-	100,000
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (15,534,408)	\$ (18,881,659)	\$ (23,010,681)	\$ (18,935,106)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 107,830,014	\$ 110,382,617	\$ 108,406,701	\$ 120,709,578
<b>TOTAL EXPENDITURES</b>	\$ 107,829,811	\$ 110,375,869	\$ 107,607,791	\$ 120,516,988
<b>ENDING BALANCE</b>	\$ 202	\$ 6,748	\$ 798,910	\$ 192,590

The two largest revenue sources for the Water Utilities Department are the Water Sales and Sewer Charges, \$74,005,930 and \$57,870,110 respectively, comprising 95% of the total revenue generated by the department. Water Sales are revenues generated by customers of the Water Utilities Department for purchase of water and the various fees associated with the transactions. Sewer Charges are based upon the amount and strength of the wastewater a customer discharges to the sewer system.

# Enterprise Funds

## STORM WATER UTILITY: Mindy Carmichael, Director

### Department Narrative

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

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

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

### At A Glance

- 29 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$2,382,025
  - Operating Expenses 3,491,801
  - Capital Outlay 196,000
  - Total \$6,069,827

### Budget Highlights

- Increased recurring funding for 2 new Civil Engineers \$190,030

### Goals and Objectives

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

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

# Enterprise Funds

## Scorecard

Storm Water Utility Fund Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
% storm drainage inlets inspected (current total number of inlets = 13,098; City of Arlington owned = 9,705)	106%	101%	100%	100%
% concrete channels inspected (total linear feet = 174,376; City of Arlington owned = 166,730)	100%	102%	100%	100%
% of linear miles of streets that have been swept, compared to annual target	91%	89%	96%	100%

## Storm Water Utility Fund Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Administration	\$ 3,273,899	\$ 3,352,453	\$ 3,203,483	\$ 3,567,662
Storm Water Management	2,195,107	1,849,677	1,922,145	1,868,945
Environmental Management	361,306	481,016	440,775	509,326
Environmental Education	113,759	118,827	119,853	123,894
<b>TOTAL</b>	<b>\$ 5,944,071</b>	<b>\$ 5,801,973</b>	<b>\$ 5,686,257</b>	<b>\$ 6,069,827</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	27	27	27	29
Personnel Services	\$ 2,129,516	\$ 2,078,608	\$ 1,932,881	\$ 2,382,025
Operating Expenses	3,753,086	3,663,365	3,732,676	3,491,801
Capital Outlay	61,469	60,000	20,700	196,000
<b>TOTAL</b>	<b>\$ 5,944,071</b>	<b>\$ 5,801,973</b>	<b>\$ 5,686,257</b>	<b>\$ 6,069,827</b>

# Enterprise Funds

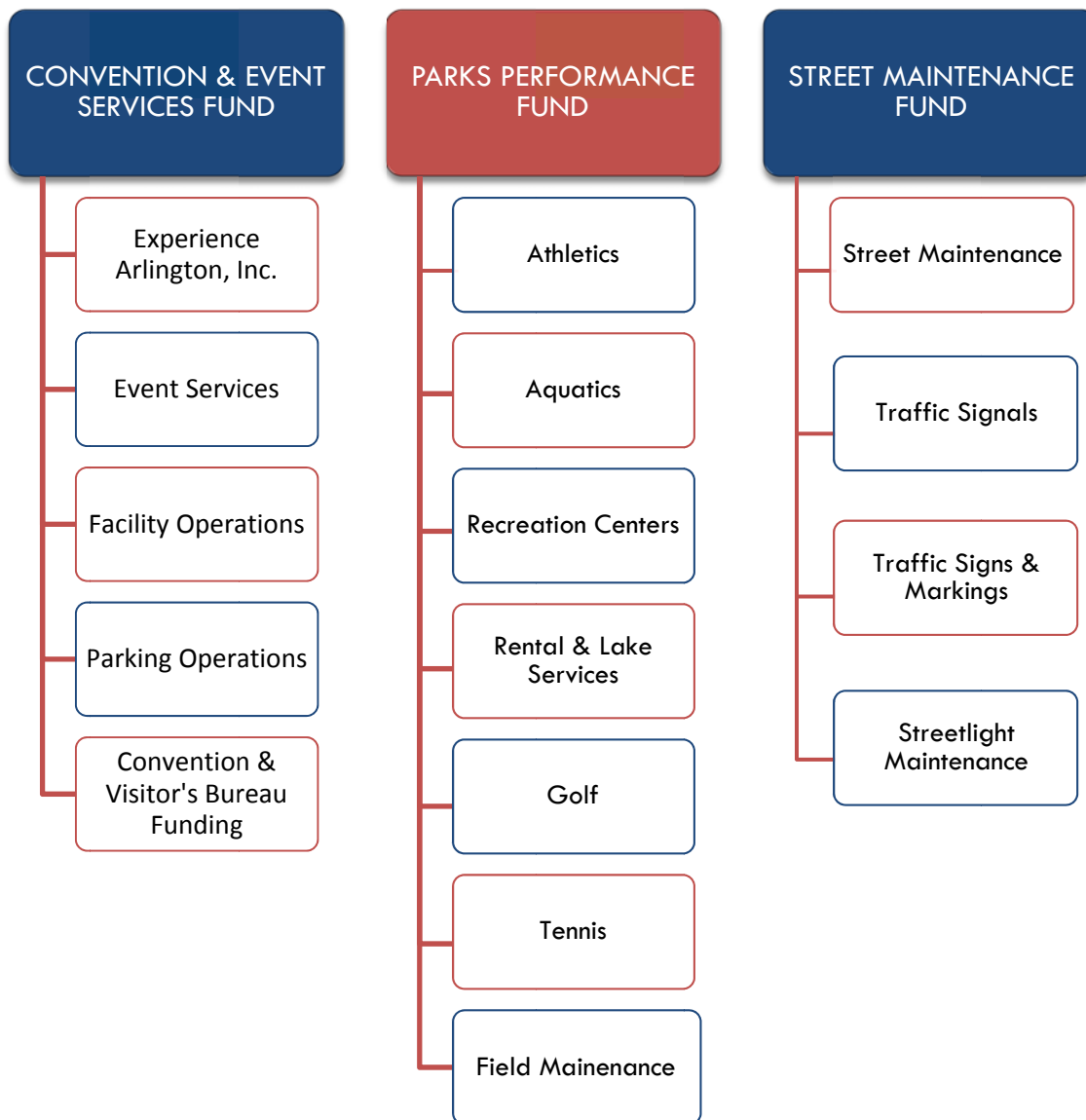
## STORM WATER UTILITY FUND FY 2017 Operating Position

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>BEGINNING BALANCE</b>	\$ 613,076	\$ 334,270	\$ 755,224	\$ 345,764
<b>REVENUES:</b>				
Storm Water Fee Revenue - Commercial	\$ 5,545,468	\$ 5,959,035	\$ 6,261,160	\$ 6,887,200
Storm Water Fee Revenue - Residential	6,507,894	7,016,868	7,331,900	8,065,100
Interest Revenue	66,879	44,959	90,000	94,779
<b>TOTAL REVENUES</b>	\$ 12,120,241	\$ 13,020,862	\$ 13,683,060	\$ 15,047,079
<b>INTERFUND TRANSFERS:</b>				
To General Fund - Indirect Costs	\$ (365,866)	\$ (384,387)	\$ (384,387)	\$ (397,841)
To General Fund for capital reimbursement	(463,055)	(463,055)	(463,055)	(463,055)
To General Fund for engineering reviews	(88,699)	(88,699)	(88,699)	(88,699)
To Innovation/Venture Capital Fund 3098	(400,000)	-	-	-
To Pay-Go Capital Projects	(4,950,000)	(6,200,000)	(7,300,000)	(7,850,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (6,437,742)	\$ (7,306,263)	\$ (8,406,263)	\$ (8,969,717)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 6,295,575	\$ 6,048,869	\$ 6,032,021	\$ 6,423,126
<b>EXPENDITURES:</b>				
Administration	\$ 3,273,899	\$ 3,352,453	\$ 3,203,483	\$ 3,567,662
Storm Water Management	2,195,107	1,849,677	1,922,145	1,868,945
Environmental Management	361,306	481,016	440,775	509,326
Environmental Education	113,759	118,827	119,853	123,894
<b>TOTAL EXPENDITURES</b>	\$ 5,944,071	\$ 5,801,973	\$ 5,686,257	\$ 6,069,827
<b>ENDING BALANCE</b>	\$ 351,504	\$ 246,896	\$ 345,764	\$ 353,299

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

# Special Revenue Funds

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





# Special Revenue Funds

## CONVENTION & EVENT SERVICES: Mark Wisness, Director

### Department Narrative

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.

### At A Glance

- 31 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$2,258,867
  - Operating Expenses 7,804,399
  - Capital Outlay 450,000
  - Total \$10,513,266

### Goals and Objectives

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

### Budget Highlights

- Increased recurring funding for Arts & Revitalization \$25,000
- Increased recurring funding for Arlington Cultural Tourism Committee \$100,000
- Increased recurring funding for ACVB \$400,000
- One-time funding for Operational Expenses \$610,163
- One-time funding for Hotel Feasibility Study \$125,000
- One-time funding for ACVB \$500,000

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

Convention and Event Services Fund Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Event (Client) Satisfaction Rating (Overall)	4.7	4.7	4.67	4.75
Square Foot Occupancy Percentage	47%	51%	54%	65%
New Events Held during year (booked by Center)	32	28	33	27
Return Events Held during year (booked by Center)	75	93	89	100
Cost Recovery	74%	75%	82%	90%

# Special Revenue Funds

## Convention and Event Services Fund Expenditures

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Convention Center	\$ 3,360,481	\$ 3,969,628	\$ 3,509,138	\$ 4,132,977
Convention & Visitors Bureau	4,000,000	4,650,000	4,650,000	5,350,000
Arts Funding	394,000	996,161	507,039	950,289
Downtown Revitalization	50,000	50,000	50,000	50,000
Fielder Museum	30,000	30,000	30,000	30,000
<b>TOTAL</b>	<b>\$ 7,834,480</b>	<b>\$ 9,695,789</b>	<b>\$ 8,746,177</b>	<b>\$ 10,513,266</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	31	31	31	31
Personnel Services	\$ 1,747,816	\$ 2,163,060	\$ 2,138,353	\$ 2,258,867
Operating Expenses	5,504,179	6,811,857	6,348,702	7,804,399
Capital Outlay	582,486	720,872	259,122	450,000
<b>TOTAL</b>	<b>\$ 7,834,480</b>	<b>\$ 9,695,789</b>	<b>\$ 8,746,177</b>	<b>\$ 10,513,266</b>

# Special Revenue Funds

## CONVENTION AND EVENT SERVICES FUND FY 2017 Operating Position

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>BEGINNING BALANCE</b>	\$ 960,057	\$ 1,546,279	\$ 1,880,610	\$ 2,445,705
REVENUES:				
Occupancy Tax	\$ 7,854,866	\$ 7,990,435	\$ 8,377,769	\$ 8,933,520
Stadium Rent/Naming Rights	-	-	1,000,000	2,500,000
Convention Center Revenues	\$ 2,903,602	\$ 2,612,090	\$ 3,117,228	\$ 2,813,809
<b>TOTAL REVENUES</b>	\$ 10,758,468	\$ 10,602,525	\$ 12,494,997	\$ 14,247,329
INTERFUND TRANSFERS:				
Debt Service - Grand Hall	\$ (1,284,836)	\$ (1,287,589)	\$ (1,287,589)	\$ (1,219,851)
Conv & Visitors Bureau Debt Service	(79,313)	(79,313)	(79,313)	-
From General Gas Funds for ATF Corpus	-	-	-	2,681,652
To ATF Corpus Reimbursement	-	-	-	(2,681,652)
To ATF, granting & interest	-	-	(1,125,000)	(1,470,019)
To Dispatch for Radio System Lease Payment	-	-	-	(928,301)
To Innovation Venture Capital	-	-	-	(1,171,925)
(To) From Hotel Attraction Support	-	125,000	-	125,000
To General Fund - Indirect Costs	(594,852)	(691,824)	(691,824)	(709,038)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (1,959,001)	\$ (1,933,726)	\$ (3,183,725)	\$ (5,374,134)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 9,759,524	\$ 10,215,078	\$ 11,191,882	\$ 11,318,900
EXPENDITURES:				
Administration	\$ 1,003,657	\$ 1,157,877	\$ 756,674	\$ 1,057,207
Event Services	427,939	439,124	444,675	463,799
Facility Operations	1,774,761	1,686,478	1,734,674	1,719,963
Parking Operations	154,123	154,649	166,615	158,608
ACC Departmental Projects	-	531,500	406,500	733,400
Convention & Visitors Bureau	4,000,000	4,650,000	4,650,000	5,350,000
Arts & Revitalization	394,000	996,161	507,039	950,289
Downtown Revitalization	50,000	50,000	50,000	50,000
Fielder Museum	30,000	30,000	30,000	30,000
<b>TOTAL EXPENDITURES</b>	\$ 7,834,480	\$ 9,695,789	\$ 8,746,177	\$ 10,513,266
<b>ENDING BALANCE</b>	\$ 1,925,043	\$ 519,289	\$ 2,445,705	\$ 805,634

# Special Revenue Funds

## PARK PERFORMANCE FUND: Lemuel Randolph, Director

### Department Narrative

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

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

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

### At A Glance

- 85 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$7,597,844
  - Operating Expenses 4,318,960
  - Capital Outlay 387,520
  - Total \$12,304,324

### Goals and Objectives

- Goal: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
  - Objective: Foster Development and Redevelopment in Targeted Areas.
- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Implement New Technology and Increase Convenience for the Customer

### Budget Highlights

- Increased recurring funding for Pool Filtration \$8,250
- Increased recurring funding for Ditto Golf Course Redevelopment \$122,995
- One-time funding for Pool Filtration \$185,000

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

Park Performance Fund Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Cost recovery of Parks Performance Fund	81%	80%	79%	80%
Cost recovery of Golf Performance Fund	109%	108%	107%	90%
Quality of programs and services	99%	96%	92%	100%
Quality of facilities	98%	94%	98%	100%
Participation in programs and classes	42,692	53,395	57,405	46,000
% of online registrations	3.7%	3.8%	4.3%	10%
Rounds of golf played	128,171	126,139	125,928	107,280
Number of unplayable golf days (Mon-Thurs)	New Measure in FY 2016		39.5	<130
Number of unplayable golf days (Fri-Sun/Holidays)	New Measure in FY 2016		30	<75

# Special Revenue Funds

## Park Performance Fund Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Golf	\$ 4,567,522	\$ 4,997,469	\$ 4,802,251	\$ 5,145,736
Recreation	6,214,410	6,287,951	6,147,863	6,605,926
Field Maintenance	510,233	523,007	517,848	552,662
<b>TOTAL</b>	<b>\$ 11,292,165</b>	<b>\$ 11,808,427</b>	<b>\$ 11,467,962</b>	<b>\$ 12,304,324</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	74	74	74	85
Personnel Services	\$ 7,007,024	\$ 7,327,375	\$ 7,204,045	\$ 7,597,844
Operating Expenses	4,091,476	4,278,532	4,061,398	4,318,960
Capital Outlay	193,666	202,520	202,520	387,520
<b>TOTAL</b>	<b>\$ 11,292,165</b>	<b>\$ 11,808,427</b>	<b>\$ 11,467,962</b>	<b>\$ 12,304,324</b>

### PARK PERFORMANCE FUND FY 2017 Operating Position

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>BEGINNING BALANCE</b>	\$ 694,749	\$ 193,932	\$ 233,779	\$ 272,418
<b>REVENUES</b>				
Golf	\$ 4,275,947	\$ 4,942,212	\$ 4,638,477	\$ 3,788,972
Recreation	4,788,707	4,892,456	4,964,295	4,977,000
Field Maintenance	554,737	545,000	650,000	700,000
<b>TOTAL REVENUES</b>	<b>\$ 9,619,391</b>	<b>\$ 10,379,668</b>	<b>\$ 10,252,772</b>	<b>\$ 9,465,972</b>
<b>INTERFUND TRANSFERS</b>				
To Debt Service - Tierra Verde	\$ (519,673)	\$ (516,463)	\$ (516,463)	\$ -
To Debt Service - Elzie Odom Rec Center	(257,062)	(261,170)	(261,170)	-
One-time funding for BK Pool	-	-	-	185,000
Transfer from Parks ATF	-	-	-	1,181,109
Transfer to Debt Service for Ditto Golf Course	-	-	-	(1,375,566)
Transfer from General Fund	1,539,456	1,497,153	1,497,153	2,161,632
From Golf Surcharge Fund	499,046	516,463	534,309	473,726
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 1,261,767</b>	<b>\$ 1,235,983</b>	<b>\$ 1,253,829</b>	<b>\$ 2,625,901</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 11,575,907</b>	<b>\$ 11,809,583</b>	<b>\$ 11,740,380</b>	<b>\$ 12,364,291</b>
<b>EXPENDITURES</b>				
Golf	\$ 4,567,522	\$ 4,997,469	\$ 4,802,251	\$ 5,145,736
Recreation	6,214,410	6,287,951	6,147,863	6,605,926
Field Maintenance	510,233	523,007	517,848	552,662
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,292,165</b>	<b>\$ 11,808,427</b>	<b>\$ 11,467,962</b>	<b>\$ 12,304,324</b>
<b>ENDING BALANCE</b>	<b>\$ 283,742</b>	<b>\$ 1,156</b>	<b>\$ 272,418</b>	<b>\$ 59,968</b>

# Special Revenue Funds

## STREET MAINTENANCE FUND: Mindy Carmichael, Director

### Department Narrative

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

### At A Glance

- 92 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$5,692,336
  - Operating Expenses 17,495,632
  - Total \$23,187,968

### Goals and Objectives

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

### Budget Highlights

- Increased recurring funding for Streetlight Maintenance \$50,000
- One-time funding for Maintenance of Streets \$2,700,000

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

Street Maintenance Fund Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Citizen perceptions of road condition as "good" or "mostly good" [annual survey]	46%	47%	40%	80%
In-House Signal Rebuilds and New Signal Construction	63%	38%	80%	100%
Lane Miles with Overall Condition Index (OCI) <50 (FY 2013 current: approx. 320 lane miles) [annual measure]	320	276	282	maintain or decrease
Replace 3,000 signs that do not meet minimum standards	New Measure in FY 2016		108%	100%

# Special Revenue Funds

## Street Maintenance Fund Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Sales Tax supported division	\$ 13,411,423	\$ 16,041,687	\$ 14,850,427	\$ 16,256,237
General Fund supported division	2,152,872	2,166,527	3,169,876	2,166,527
Traffic Signals - GF supported	1,550,772	1,668,127	1,617,849	1,578,447
Traffic Signs & Markings	877,252	1,037,110	948,691	1,067,808
Street Light Maintenance	2,551,798	2,017,590	2,108,264	2,118,948
<b>TOTAL</b>	<b>\$ 20,544,117</b>	<b>\$ 22,931,041</b>	<b>\$ 22,695,106</b>	<b>\$ 23,187,968</b>

## Authorized Positions and Expenditures by Category

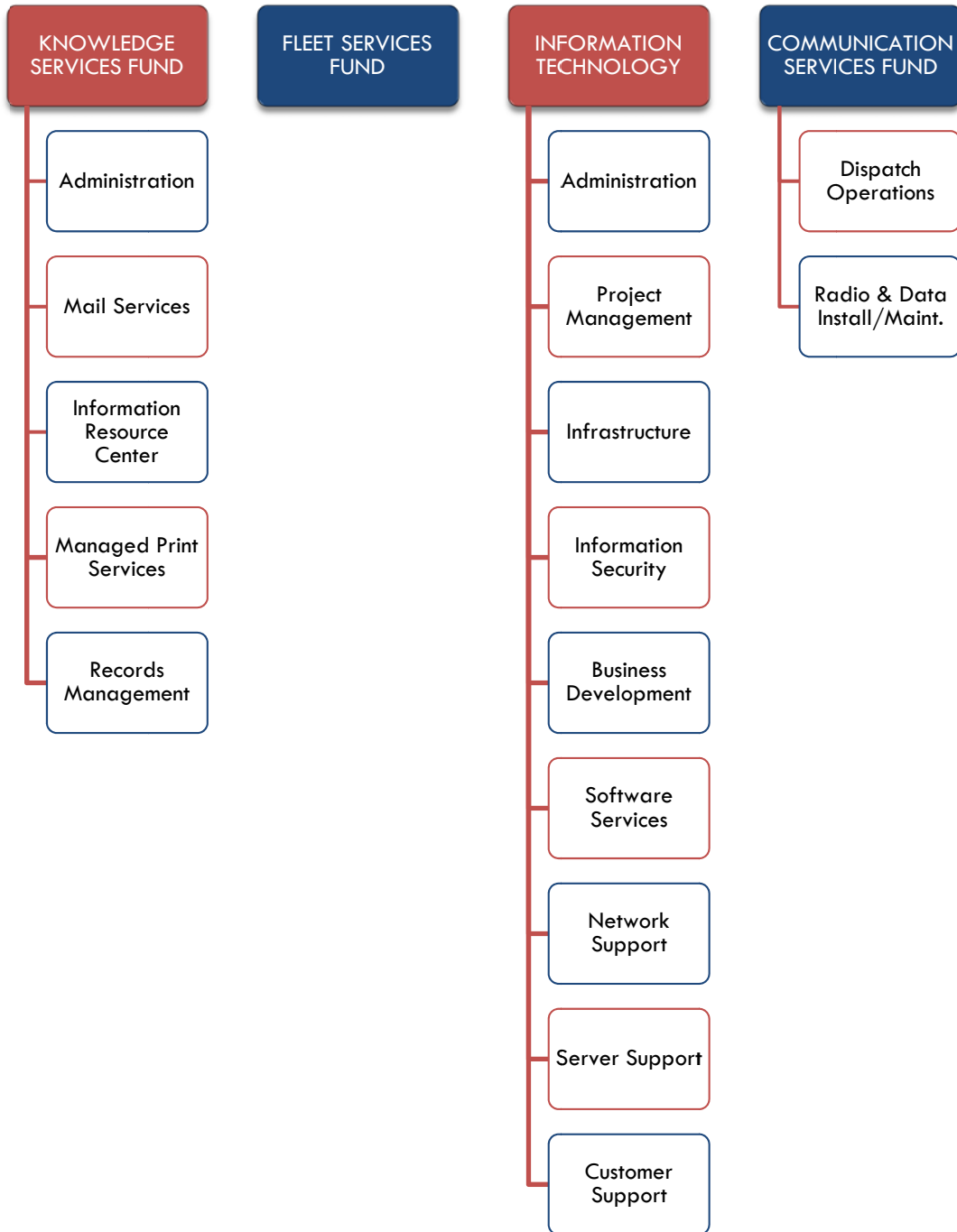
	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	93	93	92	92
Personnel Services	\$ 4,956,738	\$ 5,532,638	\$ 5,126,611	\$ 5,692,336
Operating Expenses	15,587,379	17,398,403	17,278,150	17,495,632
Capital Outlay	-	-	290,345	-
<b>TOTAL</b>	<b>\$ 20,544,117</b>	<b>\$ 22,931,041</b>	<b>\$ 22,695,106</b>	<b>\$ 23,187,968</b>

### STREET MAINTENANCE FUND FY 2017 Operating Position

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>BEGINNING BALANCE</b>	\$ 1,783,369	\$ 2,386,880	\$ 3,152,332	\$ 1,892,864
<b>TOTAL REVENUES</b>	\$ 14,001,279	\$ 14,752,584	\$ 14,594,307	\$ 15,166,601
INTERFUND TRANSFERS:				
From General Fund	\$ 2,166,527	\$ 2,166,527	\$ -	\$ 2,166,527
From Street Impact Fees	-	-	2,166,527	-
From General Fund for Traffic	<u>4,979,822</u>	<u>4,722,827</u>	<u>4,674,804</u>	<u>4,765,203</u>
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 7,146,349</b>	<b>\$ 6,889,354</b>	<b>\$ 6,841,331</b>	<b>\$ 6,931,730</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 22,930,997</b>	<b>\$ 24,028,818</b>	<b>\$ 24,587,970</b>	<b>\$ 23,991,195</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 20,544,117</b>	<b>\$ 22,931,041</b>	<b>\$ 22,695,106</b>	<b>\$ 23,187,968</b>
<b>ENDING BALANCE</b>	<b>\$ 2,386,880</b>	<b>\$ 1,097,777</b>	<b>\$ 1,892,864</b>	<b>\$ 803,227</b>

# Internal Service Funds

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





# Internal Service Funds

## KNOWLEDGE SERVICES: Jennifer Wichmann, Director

### Department Narrative

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

### At A Glance

- 8 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$439,724
  - Operating Expenses 2,100,687
  - Total \$2,540,411

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Knowledge Services Fund Expenditures

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Administration	\$ 1,914,613	\$ 1,870,360	\$ 1,865,065	\$ 1,316,096
Mail Services	1,063,179	1,067,642	1,058,943	1,074,978
Records Management	159,440	144,565	137,248	149,337
<b>TOTAL</b>	<b>\$ 3,137,231</b>	<b>\$ 3,082,566</b>	<b>\$ 3,061,255</b>	<b>\$ 2,540,411</b>

### Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	8	8	8	8
Personnel Services	\$ 425,374	\$ 417,962	\$ 411,224	\$ 439,724
Operating Expenses	2,711,857	2,664,604	2,650,031	2,100,687
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,137,231</b>	<b>\$ 3,082,566</b>	<b>\$ 3,061,255</b>	<b>\$ 2,540,411</b>

# Internal Service Funds

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## KNOWLEDGE SERVICES FUND FY 2017 Operating Position

	<b>Adopted FY 2017</b>
<b>BEGINNING BALANCE</b>	\$ 160,267
<b>REVENUES:</b>	
Space Rental for Print Shop	\$ 21,000
Managed Print Services - ImageNet	650,000
UTA Administrative Fee	9,100
UTA Print Shop Usage	184,000
Sales - Mail Services	1,085,000
Sales - Information Resource Center	484,000
Sales - Records Management	<u>133,000</u>
<b>TOTAL REVENUES</b>	\$ 2,566,100
<b>TOTAL AVAILABLE FUNDS</b>	\$ 2,726,367
<b>EXPENDITURES:</b>	
Administration	\$ 1,316,096
Mail Services	1,074,978
Records Management	<u>149,337</u>
<b>TOTAL EXPENDITURES</b>	\$ 2,540,411
<b>ENDING BALANCE</b>	\$ 185,956

# Internal Service Funds

## FLEET SERVICES FUND: Mindy Carmichael, Director

### Department Narrative

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

### At A Glance

- 1 Total Authorized Position
- Budget Break Down
  - Personnel Services \$123,076
  - Operating Expenses 4,819,250
  - Capital Outlay 2,000,000
  - Total \$6,942,326

### Goals and Objectives

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

### Budget Highlights

- One-time funding for Out of Life Vehicle Replacements \$889,177

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

Fleet Services Fund Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Maintain fleet availability rate	98%	97%	97%	95%
% of Fleet Beyond Service Life	New Measure in FY 2016		18%	<15%

### Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	1	1	1	1
Personnel Services	\$ 92,753	\$ 116,106	\$ 107,722	\$ 123,076
Operating Expenses	4,682,586	5,861,576	5,245,666	4,819,250
Capital Outlay	2,121,846	2,656,088	2,656,000	2,000,000
<b>TOTAL</b>	<b>\$ 6,897,185</b>	<b>\$ 8,633,770</b>	<b>\$ 8,009,388</b>	<b>\$ 6,942,326</b>

# Internal Service Funds

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## FLEET SERVICES FUND FY 2017 Operating Position

	<b>Adopted FY 2017</b>
<b>BEGINNING BALANCE</b>	\$ 1,330,299
REVENUES:	
Fuel	1,589,815
Maintenance & Operation	\$ 4,354,404
Miscellaneous (subro, auctions)	<u>100,000</u>
<b>TOTAL REVENUES</b>	\$ 6,044,219
INTERFUND TRANSFERS:	
(To) From Fuel Rate Reserve	\$ <u>(400,000)</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (400,000)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 6,974,518
Fleet Services	3,170,606
Fuel	1,771,720
Vehicles	<u>2,000,000</u>
<b>TOTAL EXPENDITURES</b>	\$ 6,942,326
<b>ENDING BALANCE</b>	\$ 32,192

# Internal Service Funds

## INFORMATION TECHNOLOGY: Dennis John, Chief Information Officer

### Department Narrative

The Information Technology Department is responsible for:

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

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

### At A Glance

- 58 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$6,365,168
  - Operating Expenses 7,804,487
  - Total \$14,169,655

### Goals and Objectives

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

### Budget Highlights

- The IT General Fund was incorporated into the Service Fund for FY 2017 to streamline operations.
- Increased recurring funding for Microsoft Software Renewal \$125,000
- Increased recurring funding for Enterprise Software Maintenance \$140,000
- Authorized carry over spending for Parks CLASS project \$142,800
- Increased recurring funding for Enterprise projects \$844,000
- Increased recurring funding for Additional Contract Staffing \$233,253
- One-time funding for Enterprise projects \$368,500
- One-time funding for Supplementary Resources \$287,000

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.

### Scorecard

Information Technology Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
E-mail system availability	100%	99.75%	99.9%	99.9%
File server availability	99.91%	99.92%	99.89%	99.9%
GIS system availability	98.92%	99.39%	99.96%	99.9%
Website availability (including Arlingtontx.gov and Arlingtonpd.org)		100%	100%	99.9%
Network uptime	100%	99.99%	99.91%	99.9%

# Internal Service Funds

## Information Technology Fund Expenditures

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Administration	\$ -	\$ -	\$ -	\$ 520,100
Project Management	-	-	-	1,047,989
Infrastructure	-	-	-	166,549
Business Development	-	-	-	565,793
Software Services	-	-	-	2,489,269
Network Support	1,732,551	1,755,456	1,788,561	1,820,413
Server Support	3,150,906	3,510,366	3,541,658	3,271,597
Customer Support	2,136,563	2,101,713	2,093,867	3,153,912
IT Security	356,031	545,233	545,233	513,733
IT Projects	-	1,085,000	876,435	620,300
<b>TOTAL</b>	<b>\$ 7,376,051</b>	<b>\$ 8,997,768</b>	<b>\$ 8,845,754</b>	<b>\$ 14,169,655</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2015</b>	<b>Budgeted FY 2016</b>	<b>Estimated FY 2016</b>	<b>Adopted FY 2017</b>
Authorized Positions	23	23	23	58
Personnel Services	\$ 1,756,976	\$ 2,143,269	\$ 2,229,577	\$ 6,365,168
Operating Expenses	5,619,076	6,854,501	6,616,177	7,804,487
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 7,376,051</b>	<b>\$ 8,997,770</b>	<b>\$ 8,845,754</b>	<b>\$ 14,169,655</b>

# Internal Service Funds

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## INFORMATION TECHNOLOGY FUND FY 2017 Operating Position

	<b>Adopted FY 2017</b>
<b>BEGINNING BALANCE</b>	\$ 198,218
<b>TOTAL REVENUES</b>	\$ 13,422,850
INTERFUND TRANSFERS:	
One-time funding	<u>\$ 655,500</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 655,500
<b>TOTAL AVAILABLE FUNDS</b>	\$ 14,276,568
EXPENDITURES:	
Administration	\$ 520,100
Project Management	1,047,989
Infrastructure	166,549
Business Development	565,793
Software Services	2,489,269
Network Support	1,820,413
Server Support	3,271,597
Customer Support	3,153,912
IT Security	513,733
IT Projects	<u>620,300</u>
<b>TOTAL EXPENDITURES</b>	\$ 14,169,655
<b>ENDING BALANCE</b>	\$ 106,913

# Internal Service Funds

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## COMMUNICATION SERVICES FUND: Don Crowson, Fire Chief

### Department Narrative

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

### At A Glance

- 111 Total Authorized Positions
- Budget Break Down
  - Personnel Services \$7,094,739
  - Operating Expenses 2,407,087
  - Capital Outlay 1,343,301
  - Total \$10,845,127

### Budget Highlights

- Increased recurring funding for CAD Maintenance \$13,642
- Increased recurring funding for Radio Maintenance \$400,000
- One-time funding for Server Replacement \$115,000

### City-wide Budget Impacts

FY 2017 expenditures are impacted by a targeted 4.2-8.4% compensation adjustment for employees depending on their job classification effective January 2017.



# Internal Service Funds

## Scorecard

Communication Services Fund Key Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Target
Fire P1 and P2 Calls Dispatched within 25 Seconds (average)	26.19	21.16	20.65	25.00
Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2.02	2.20	2.13	2.00
9-1-1 calls answered within 10 seconds	New Measure in FY 2015	86%	87.63%	90%
Police E and P1 (emergency) calls dispatched within 120 seconds	New Measure in FY 2015	90%	81.17%	80%
<b>Workload Measures</b>				
9-1-1 Dispatch Center Calls For Service (Calls from 9-1-1 Phone Switch)	427,837	427,050	411,075	430,000
Police Calls for Service Handled and Processed by PD Dispatch	323,999	328,599	344,222	325,000
Emergency Calls	1,453	1,160	1,385	1,750
Priority 1 Calls	90,759	93,524	88,486	90,000
Priority 2 Calls	51,519	60,549	61,677	52,000
Priority 3 Calls	180,268	173,366	192,672	180,000
Officer Initiated (not included in total)	68,873	162,623	182,433	110,000
Ambulance Dispatched Calls for Service	45,879	48,217	52,311	47,500
Fire Dispatched Calls for Service	38,564	41,011	44,405	40,600
Fires	3,647	3,388	3,570	3,800
Emergency Medical Service	30,744	31,645	35,059	32,500
Other	4,176	5,259	5,775	4,300
Animal Services After-Hours Dispatched Calls for Service	635	659	661	750

## Communication Services Fund

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Administration	\$ 2,425,440	\$ 2,432,707	\$ 2,474,745	\$ 2,955,641
Dispatch	7,220,361	8,642,059	8,500,130	7,889,486
<b>TOTAL</b>	<b>\$ 9,645,801</b>	<b>\$ 11,074,766</b>	<b>\$ 10,974,875</b>	<b>\$ 10,845,127</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Authorized Positions	106	113	113	111
Personnel Services	\$ 6,218,981	\$ 7,140,284	\$ 6,973,178	\$ 7,094,739
Operating Expenses	1,660,228	1,906,181	1,961,912	2,407,087
Capital Outlay	1,766,591	2,028,301	2,039,785	1,343,301
<b>TOTAL</b>	<b>\$ 9,645,801</b>	<b>\$ 11,074,766</b>	<b>\$ 10,974,875</b>	<b>\$ 10,845,127</b>

# Internal Service Funds

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## COMMUNICATION SERVICES FUND FY 2017 Operating Position

	<b>Adopted FY 2017</b>
<b>BEGINNING BALANCE</b>	\$ 495,998
REVENUES	
Communication Services chargeback	\$ 8,930,175
Intergovernmental Revenue - Tarrant County	315,099
Other Revenue - UTA	25,344
Other Revenue - Pantego	13,572
Other Revenue - PSAP	<u>164,422</u>
<b>TOTAL REVENUES</b>	<b>\$ 9,448,612</b>
INTERFUND TRANSFERS:	
(To) From Liquidated Damages Fund	\$ 300,000
(To) From Conv & Event Svcs Operating Revenues	<u>928,301</u>
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 1,228,301</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 11,172,911</b>
EXPENDITURES	
Administration	\$ 2,955,641
Dispatch	<u>7,889,486</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 10,845,127</b>
<b>ENDING BALANCE</b>	<b>\$ 327,784</b>

# Internal Service Funds

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# Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources for the payment of principal and interest on the City's general long-term debt not being financed by proprietary funds. The fund's primary source of revenue is ad valorem taxes. The debt service tax rate is 19.10¢ per \$100 valuation. Total revenues in FY 2017 are estimated at \$40,569,054.

## DEBT SERVICE FUND FY 2017 Operating Position

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>BEGINNING BALANCE</b>	\$ 2,767,314	\$ 2,764,602	\$ 2,482,205	\$ 2,360,570
REVENUES:				
Ad Valorem Taxes	\$ 39,753,398	\$ 39,213,792	\$ 39,213,792	\$ 40,329,106
Premium on Bond Issuance	-	120,000	120,000	120,000
Interest	103,206	77,593	114,734	117,602
<b>TOTAL REVENUES</b>	\$ 39,856,604	\$ 39,411,385	\$ 39,448,526	\$ 40,566,708
INTERFUND TRANSFERS:				
Park Performance Fund, E.O. Rec Center	\$ 519,673	\$ 516,463	\$ 516,463	\$ -
Park Performance Fund, Tierra Verde	257,062	261,170	261,170	-
Park Performance Fund, Ditto Golf	-	-	-	1,375,566
Convention and Event Services Fund	1,364,149	1,366,902	1,366,902	1,219,851
TIRZ 5	970,343	1,025,353	1,025,353	1,795,954
TIRZ 4	1,899,036	1,803,764	1,803,764	1,756,877
Airport	175,000	175,000	175,000	175,000
Water and Sewer Fund - MOT	65,544	63,229	63,229	60,889
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 5,250,807	\$ 5,211,881	\$ 5,211,881	\$ 6,384,137
<b>TOTAL AVAILABLE FUNDS</b>	\$ 47,874,725	\$ 47,387,868	\$ 47,142,612	\$ 49,311,415
EXPENDITURES:				
Principal / Interest Payments	\$ 44,714,703	\$ 44,444,410	\$ 44,444,410	\$ 47,108,191
Issuance Fees	358,372	120,000	120,000	120,000
Interest Expense on FY 2017 Issuance	-	180,783	180,783	-
Agent Fees	37,049	36,849	36,849	45,000
<b>TOTAL EXPENDITURES</b>	\$ 45,110,123	\$ 44,782,042	\$ 44,782,042	\$ 47,273,191
<b>ENDING BALANCE</b>	\$ 2,764,602	\$ 2,605,826	\$ 2,360,570	\$ 2,038,224

# Debt Service Fund

Description of Debt	Outstanding Balance	FY2017 Principal	FY2017 Interest	FY2017 Total
Permanent Improvement Bonds Series 2007	905,000	905,000	49,775	954,775
Combination Tax and Revenue Certificates of Obligation, Series 2007	275,000	275,000	11,000	286,000
Permanent Improvement Bonds Series 2008	3,990,000	1,995,000	169,575	2,164,575
Combination Tax and Revenue Certificates of Obligation, Series 2008A	1,440,000	295,000	59,725	354,725
Combination Tax and Tax Increment Reinvestment Zone Certificates of Obligation, Series 2008B	2,405,000	1,175,000	117,450	1,292,450
Permanent Improvement Bonds Series 2009	24,980,000	1,930,000	886,790	2,816,790
Combination Tax and Revenue Certificates of Obligation, Series 2010	820,000	820,000	22,550	842,550
Permanent Improvement Bonds Series 2010	16,170,000	2,435,000	703,306	3,138,306
Permanent Improvement Refunding Bonds Series 2010A	13,290,000	2,125,000	531,600	2,656,600
Combination Tax and Revenue Certificates of Obligation, Series 2011	1,335,000	90,000	47,869	137,869
Permanent Improvement and Refunding Bonds Series 2011A	13,350,000	890,000	477,263	1,367,263
Permanent Improvement Refunding Bonds Series 2011B	3,055,000	655,000	75,131	730,131
Permanent Improvement and Refunding Bonds, Series 2012A	25,050,000	1,570,000	755,319	2,325,319
Permanent Improvement Refunding Bonds, Series 2012B	9,520,000	1,250,000	296,500	1,546,500
Permanent Improvement Bonds, Series 2013A	16,680,000	985,000	578,800	1,563,800
Permanent Improvement Refunding Bonds, Series 2013B	2,615,000	400,000	72,500	472,500
Permanent Improvement Bonds, Series 2014	13,040,000	725,000	530,663	1,255,663
Combination Tax and Revenue Certificates of Obligation, Series 2014	26,070,000	1,450,000	1,061,050	2,511,050
Permanent Improvement Bonds, Series 2015A	30,400,000	1,600,000	1,090,000	2,690,000
Permanent Improvement Refunding Bonds, Series 2015B	36,845,000	8,645,000	1,450,825	10,095,825
Permanent Improvement Refunding Bonds, Series 2016	47,365,000	0	1,932,900	1,932,900
Permanent Improvement Bonds, Series 2016A	34,440,000	1,725,000	1,202,276	2,927,276
Combination Tax and Revenue Certificates of Obligation, Series 2016B	15,995,000	800,000	575,566	1,375,566
Combination Tax and Revenue Certificates of Obligation, Series 2016C	14,150,000	1,415,000	254,758	1,669,758
<b>Total</b>	<b>354,185,000</b>	<b>34,155,000</b>	<b>12,953,190</b>	<b>47,108,190</b>

Paying Agent Fees

45,000

**Total**

**47,153,190**

Description of Debt	Outstanding Balance	FY2017 Principal	FY2017 Interest	FY2017 Total
Stadium Special Tax Revenue Bonds Series 2008	112,185,000	1,035,000	6,046,250	7,081,250
Stadium Special Tax Revenue Bonds Series 2009	62,820,000	-	3,019,563	3,019,563
<b>Total</b>	<b>175,005,000</b>	<b>1,035,000</b>	<b>9,065,813</b>	<b>10,100,813</b>

Paying Agent Fees

7,200

**Total**

**10,108,013**

# Capital Improvement Program

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# Capital Improvement Program

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## Needs Identification

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

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

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

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

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

## Citizen Bond Election

After stakeholder input is gathered, a comprehensive list of capital improvement projects is identified. As necessary, in February or November of a given year, a bond election is held to allow the general public to vote on the City's ability to sell general obligation bonds to fund this list of projects. The result of the election is a specific dollar amount in general obligation bonds and certificates of obligation that the City is authorized to sell. The City will then use this authorization to sell bonds each year, within the constraints of the City's financial policies, until the authorization has been exhausted. The City last held a bond election on November 4, 2014, which gave authorization sell \$236 million in general obligation bonds/certificates of obligation. The City currently has \$220 million in remaining authorization.

## Capital Improvement Plan

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

# Capital Improvement Program

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## Capital Budget

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

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

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

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

## Bond Sales

A bond sale occurs annually, the amount of which dictates the appropriation approval of the Capital Budget. In this action, the City sells bonds on the open market and incurs debt to finance the cost of building the capital projects as identified on the Capital Budget. Voter-approved general obligation bonds and non-voter-approved certificates of obligation serve as the primary sources of funding for general capital projects. These include capital initiatives such as parks construction and improvements, land acquisition, public works projects, building construction for public safety, and airport improvements, among others. The City's ability to sell bonds depends on the remaining authorization from bond elections, the City's tax rate and property values that support the bonds, and the ability for the City to meet its stated debt management ratio targets, found in the financial policies section of this document. The City most recently sold bonds to fund capital projects in May of 2016 for \$94 million, utilizing authorization from bond elections held in the most recent Bond Election in 2014.

## Debt Service

As the City incurs debt for the acquisition and construction of capital projects, the City also makes annual payments to repay the bonds previously issued. General obligation bonds are funded wholly through a designated portion of the City's property tax rate, while certificates of obligation incorporate other various funding sources as well as ad valorem taxes. Of the City's total FY 2017 tax rate of \$0.6448 per \$100 in assessed valuation, \$0.1910 will be used to retire general obligation bonds and certificates of obligation.

## Debt Retired

Each year, the City satisfies a portion its debt obligations. This means that the City has completely repaid a portion of its debt from general obligation bonds and certificates of obligation. Currently, the City has a financial policy that requires debt obligations to be repaid on a conservative schedule (level principal) as not to burden future taxpayers. In general, the City issues twenty-year debt with an average life of nine years. On average, the City retires approximately \$26 million in general



# Capital Improvement Program

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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. As stated above, the City's total FY 2017 tax rate of \$0.6448 is divided between an operating levy (\$0.4538) and a debt service levy (\$0.1910.) In order for the City to increase the operating levy and keep the overall tax rate the same, the debt service levy would have to decrease. This translates to fewer dollars that can be utilized for debt service, as well as less dollars that can be spent on capital improvements. In addition, both the capital and operating funds are profoundly impacted by an increase or decrease in housing values. Additionally, it is imperative to remember that most capital projects will increase the City's operating budget expenditures as well, since the short-term maintenance and operations of new capital is budgeted in the City's operating funds.

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

Conversely, capital funds will annually make payments to operating funds for service charges. These service charges occur when departments provide services that are paid for out of operating funds, such as building inspections or surveys, in conjunction with ongoing capital projects. For fiscal year 2017, the City is currently budgeting for approximately a \$1.6 million impact to the General Fund from capital funds for service charges.

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

## Capital Project Updates

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

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

# Capital Improvement Program

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## **FY17 CAPITAL BUDGET AND BOND SALE CALENDAR**

### **October**

Capital Budget Executive Committee Meeting

Solicit Capital Budget Requests

### **November**

Capital Budget Request Due to Budget Office

Drafting of Capital Budget and revisions to Capital Improvement Plan

### **December**

Brief City Manager's Office

Possible follow up meeting to Capital Budget Executive Committee

### **January**

Capital Budget to City Council Fiscal Policy Committee

### **February**

Adopt FY 2017 Capital Budget and Reimbursement Resolution

### **April**

Internal activities in preparation for the bond sale

### **May**

Adoption of Resolution for Notice of Intent to Sell Bonds

Meeting with Rating Agencies

### **June**

Bond Sale

### **August/September**

Calculate Debt Capacity for FY 2018

# Capital Improvement Program

FISCAL YEARS 2016-2018 PROPOSED CAPITAL BUDGET					
Bond Yr	Department	Project	Adopted 2016	Preliminary 2017	Preliminary 2018
2014	Fire	Fire Training Remodel	\$0	\$0	\$500,000
<b>FIRE TOTAL</b>			<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>
2014	Library	Woodland West Remodel Design	\$45,000	\$0	\$350,000
2014	Library	Library Portion of Hugh Smith Rec Center/East Library	\$0	\$5,695,000	\$0
<b>LIBRARY TOTAL</b>			<b>\$45,000</b>	<b>\$5,695,000</b>	<b>\$350,000</b>
2008	Parks & Recreation	Neighborhood Park Land Acquisition	\$1,500,000	\$0	\$0
2008	Parks & Recreation	Webb Community Park Phase IV	\$100,000	\$900,000	\$0
n/a	Parks & Recreation	CW Ditto Golf Course Renovations	\$14,200,000	\$0	\$0
2014	Parks & Recreation	CW Ditto Golf Course Renovations	\$2,200,000	\$0	\$0
2014	Parks & Recreation	Brantley Hinshaw Park Renovations	\$300,000	\$0	\$0
2014	Parks & Recreation	Rush Creek Dog Park	\$400,000	\$0	\$0
2014	Parks & Recreation	Village Creek/Bob Findlay Linear Park Renovations	\$500,000	\$0	\$0
2014	Parks & Recreation	Helen Wessler Park Renovations	\$700,000	\$0	\$0
2014	Parks & Recreation	Deaver Park Renovations	\$100,000	\$400,000	\$0
2014	Parks & Recreation	Cravens Park Renovations	\$100,000	\$400,000	\$0
2014	Parks & Recreation	Southeast Recreation Center	\$300,000	\$2,200,000	\$22,500,000
2014	Parks & Recreation	Randol Mill Park Renovations	\$250,000	\$100,000	\$650,000
2014	Parks & Recreation	Rec Center Portion of Hugh Smith Rec Center/East Library	\$0	\$17,500,000	\$0
2014	Parks & Recreation	Julia Burgen Park Phase II	\$0	\$120,000	\$880,000
2014	Parks & Recreation	Harold Patterson Renovations	\$0	\$400,000	\$3,600,000
2014	Parks & Recreation	River Legacy Parks Renovations	\$0	\$0	\$120,000
2014	Parks & Recreation	Bowman Springs Park Renovations	\$0	\$0	\$100,000
2014	Parks & Recreation	California Lane Park Renovations	\$0	\$0	\$80,000
<b>PARKS AND RECREATION TOTAL</b>			<b>\$20,650,000</b>	<b>\$22,020,000</b>	<b>\$27,930,000</b>
2008	Public Works & Trans.	Materials Testing Contract	\$380,000	\$0	\$0
2008	Public Works & Trans.	Irrigation Repair Program	\$75,000	\$0	\$0
2008	Public Works & Trans.	2014 Residential Rebuild (Design and Construction)	\$10,000,000	\$0	\$0
2008	Public Works & Trans.	Abram (Collins to Cooper)	\$1,774,000	\$1,615,000	\$0
2008	Public Works & Trans.	Arterial Rebuild Design	\$150,000	\$0	\$0
2008	Public Works & Trans.	Developer Participation	\$489,000	\$0	\$0
2014	Public Works & Trans.	Irrigation Repair Program	\$57,000	\$68,000	\$67,000
2014	Public Works & Trans.	Signal/ITS Annual Program	\$777,000	\$925,000	\$800,000
2014	Public Works & Trans.	Residential Rebuild Program	\$6,995,000	\$7,228,000	\$7,938,000
2014	Public Works & Trans.	SH 360 Connections	\$2,906,000	\$0	\$0
2014	Public Works & Trans.	Bowen/I-20 Texas U-Turn	\$323,000	\$0	\$0
2014	Public Works & Trans.	Sidewalk Program	\$1,500,000	\$500,000	\$1,500,000
2014	Public Works & Trans.	Materials Testing Program	\$363,000	\$387,000	\$375,000
2014	Public Works & Trans.	Grant Matching Funds	\$250,000	\$250,000	\$0
2014	Public Works & Trans.	Timberlake (SH 303 to Park Row)	\$684,000	\$5,016,000	\$0
2014	Public Works & Trans.	Matlock (Bardin to Green Oaks)	\$1,287,000	\$3,770,000	\$2,080,000
2014	Public Works & Trans.	Eden (US 287 to Calender)	\$1,545,000	\$960,000	\$12,495,000
n/a	Public Works & Trans.	Landfill	\$2,600,000	\$0	\$0
2014	Public Works & Trans.	Collins (Mayfield to I-20)	\$0	\$293,000	\$0
2014	Public Works & Trans.	Avenue H (SH 360 to Great Southwest)	\$0	\$793,000	\$0
2014	Public Works & Trans.	Harris (Cooper to Calender)	\$0	\$819,000	\$585,000
2014	Public Works & Trans.	Calender (Harris to Eden)	\$0	\$641,000	\$363,000
2014	Public Works & Trans.	Pleasant Ridge (I-20 to Enchanted Bay)	\$0	\$0	\$618,000
2014	Public Works & Trans.	Collins (SH 303 to Park Row)	\$0	\$0	\$1,169,000
<b>PUBLIC WORKS TOTAL</b>			<b>\$32,155,000</b>	<b>\$23,265,000</b>	<b>\$27,990,000</b>
<b>GRAND TOTAL</b>			<b>\$52,850,000</b>	<b>\$50,980,000</b>	<b>\$56,770,000</b>

# Capital Improvement Program

FISCAL YEARS 2016-2018 PROPOSED STORM WATER UTILITY CAPITAL BUDGET				
Department	Project	Adopted 2016	Preliminary 2017	Preliminary 2018
Stormwater Utility	Danbury/Mayfield Rd. and Wimbledon Drainage Improvements Design and Construction	\$400,000	\$400,000	\$0
Stormwater Utility	Greencove Drainage Improvements Design and Construction	\$700,000	\$0	\$0
Stormwater Utility	Participation with Other Departments (WU, ST, ED, PK)	\$150,000	\$150,000	\$150,000
Stormwater Utility	Flood Loss Property Acquisition	\$600,000	\$150,000	\$150,000
Stormwater Utility	Irrigation Contract	\$40,000	\$40,000	\$40,000
Stormwater Utility	Materials Testing Contract	\$100,000	\$100,000	\$100,000
Stormwater Utility	Flood Forecasting	\$15,000	\$15,000	\$15,000
Stormwater Utility	Annual Bridge Repair Contract Design and Construction	\$200,000	\$200,000	\$200,000
Stormwater Utility	Watershed Model Maintenance and Cooperating Technical Partners (CTP) Annual Contract	\$250,000	\$250,000	\$250,000
Stormwater Utility	2015 Miscellaneous Drainage Improvements (Landover Hills, Ticino Valley, Del Rio) Construction	\$1,000,000	\$0	\$0
Stormwater Utility	Upper Village Creek and Minor Trinity Tributaries Watershed Study	\$400,000	\$0	\$0
Stormwater Utility	Rush Creek at Bowen Scour/Erosion Repair	\$600,000	\$0	\$0
Stormwater Utility	Miscellaneous Channel Improvements	\$0	\$0	\$1,000,000
Stormwater Utility	North Fork Cottonwood Creek Channel Repair (Park Row to Sherry)	\$1,300,000	\$0	\$700,000
Stormwater Utility	Helen Wessler Erosion Repair	\$150,000	\$0	\$0
Stormwater Utility	JC-9 Erosion Repair to Protect Sanford Street (From Johnson Creek Watershed Study)	\$500,000	\$1,200,000	\$800,000
Stormwater Utility	S. Shady Lane Drainage Improvements (SH287 - Calendar)	\$150,000	\$200,000	\$0
Stormwater Utility	Harvest Hills/Briar Meadow Drainage Improvements	\$150,000	\$250,000	\$2,000,000
Stormwater Utility	Bonneville/Greenbrook Drainage Improvements	\$150,000	\$200,000	\$1,000,000
Stormwater Utility	Helmsford/Wrentham Drainage Improvements	\$0	\$120,000	\$0
Stormwater Utility	Country Club Rd. Local Drainage and Channel Improvements (South of Park Row) (from Rush Creek Watershed Study) Construction	\$0	\$3,000,000	\$0
Stormwater Utility	Lynn Creek & Bowman Branch Watershed Study	\$0	\$500,000	\$0
Stormwater Utility	Shady Lane/College Hills Drainage Improvements Design	\$0	\$200,000	\$300,000
Stormwater Utility	Sheffield/Woodford/Blair Drainage Improvements	\$0	\$100,000	\$0
Stormwater Utility	Willow Oak Drainage Improvements	\$0	\$150,000	\$400,000
Stormwater Utility	Canongate Drainage Improvements	\$0	\$200,000	\$0
Stormwater Utility	Twin Elms Drainage Improvements	\$0	\$75,000	\$150,000
Stormwater Utility	Sublett Creek Neighborhood Drainage Improvements (Hollow Creek Rd., Doty Lane, Redstone Dr., and Suffolk Drive) (From Rush Creek Watershed Study) Design and First Phase of Construction	\$0	\$0	\$1,000,000
Stormwater Utility	Rush Creek/Warehouse Buyout and Floodplain Restoration (from Rush Creek Watershed Study)	\$0	\$0	\$500,000
Stormwater Utility	Tributary CC-2 at Susan Drive Drainage Improvements (from Cottonwood Creek Watershed Study)	\$0	\$0	\$200,000
<b>GRAND TOTAL</b>		<b>\$6,855,000</b>	<b>\$7,500,000</b>	<b>\$8,955,000</b>

# Capital Improvement Program

FISCAL YEAR 2016-2018 PROPOSED WATER UTILITY CAPITAL BUDGET				
Department	Project	Adopted 2016	Preliminary 2017	Preliminary 2018
Water Utilities	Abram (Cooper to Collins)	\$0	\$2,100,000	\$0
Water Utilities	Avenue H (SH 360 to Great Southwest)	\$0	\$110,000	\$0
Water Utilities	Bay Oaks / Arborcrest / W. Second St Drainage Improvements	\$0	\$0	\$15,000
Water Utilities	Calender (Harris to Eden)	\$0	\$100,000	\$0
Water Utilities	Collins (Mayfield to I-20)	\$0	\$50,000	\$0
Water Utilities	Collins (SH 303 to Park Row)	\$0	\$0	\$150,000
Water Utilities	Country Club Drainage Improvements	\$25,000	\$160,000	\$0
Water Utilities	Eden (US 287 to Calender)	\$80,000	\$0	\$850,000
Water Utilities	Elevated Storage Tank	\$320,000	\$5,500,000	\$125,000
Water Utilities	Greencove Drainage	\$390,000	\$0	\$0
Water Utilities	Harris (Cooper to Calender)	\$0	\$350,000	\$0
Water Utilities	Helmsford/Wrentham Drainage Improvements	\$0	\$7,000	\$80,000
Water Utilities	Matlock (Bardin to Green Oaks)	\$200,000	\$0	\$0
Water Utilities	Mayfield and Wimbledon Drainage Improvements	\$390,000	\$0	\$0
Water Utilities	Meadow Park Estate Drainage	\$1,130,000	\$0	\$0
Water Utilities	Meter Infrastructure	\$2,472,000	\$2,545,000	\$2,620,000
Water Utilities	New York (Abram to Arkansas)	\$1,730,000	\$0	\$0
Water Utilities	North Fork Cottonwood Creek Channel Repair	\$10,000	\$25,000	\$0
Water Utilities	Operations Renewal Projects	\$865,000	\$865,000	\$865,000
Water Utilities	Pleasant Ridge (I-20 to Enchanted Bay)	\$0	\$0	\$150,000
Water Utilities	Residential Rebuilds	\$7,200,000	\$6,520,000	\$3,920,000
Water Utilities	SH360 & New York Ave Connections	\$260,000	\$0	\$0
Water Utilities	Shady Lane/College Hills Drainage Improvements	\$0	\$0	\$3,000
Water Utilities	Technology and Equipment	\$678,000	\$2,268,000	\$760,000
Water Utilities	Timberlake (SH303 to Park Row)	\$150,000	\$1,500,000	\$0
Water Utilities	Twin Elms Drainage Improvements	\$0	\$8,000	\$90,000
Water Utilities	Water and Sewer Main	\$7,677,000	\$11,050,000	\$11,260,000
Water Utilities	Water Treatment	\$17,958,000	\$35,500,000	\$56,661,000
Water Utilities	Willow Oak Drainage	\$0	\$15,000	\$185,000
<b>GRAND TOTAL</b>		<b>\$41,535,000</b>	<b>\$68,873,000</b>	<b>\$77,734,000</b>

# Capital Improvement Program

Certificates of Obligation Five Year History							
<u>Fiscal</u>				<u>Final Cost or</u>			<u>Completion</u>
<u>Year</u>	<u>Department</u>	<u>Project</u>	<u>Amount</u>	<u>Cost to Date</u>	<u>Status</u>	<u>Start Date</u>	<u>Date</u>
2011	Airport	Airport Parking/ Terminal	\$1,735,000	\$1,000,000	Complete	Dec-09	Dec-12
		<b>2011 Sub-Total</b>	<b>\$1,735,000</b>	<b>\$1,000,000</b>			
2012	Police	Records Management System	\$2,000,000	\$347,457	Complete	May-09	Dec-12
		<b>2012 Sub-Total</b>	<b>\$2,000,000</b>	<b>\$347,457</b>			
2013	Airport	Taxiway Design and Construction	\$700,000	\$599,582	Complete	Oct-11	Jan-14
		<b>2013 Sub-Total</b>	<b>\$700,000</b>	<b>\$599,582</b>			
2014	Library	Library Project	\$24,897,838	\$1,357,674	In-progress	Dec-14	N/A
2014	Tirz 4	Center Street Bridge	\$11,200,000	\$11,200,000	Completed	Mar-14	Sep-14
		<b>2014 Sub-Total</b>	<b>\$36,097,838</b>	<b>\$12,557,674</b>			
2015	<i>No CO's Issued for 2015 Capital Budget</i>		N/A	N/A		N/A	N/A
		<b>2015 Sub-Total</b>	<b>\$0</b>	<b>\$0</b>			
2016	Parks	CW Ditto Golf Course Renovations	\$14,200,000	\$1,357,674	In-progress	N/A	N/A
2016	Public Works & Trans.	Landfill	\$2,600,000	\$11,200,000	In-progress	N/A	N/A
		<b>2016 Sub-Total</b>	<b>\$16,800,000</b>	<b>\$12,557,674</b>			
		<b>Grand Total</b>	<b>\$57,332,838</b>	<b>\$27,062,388</b>			

# Capital Improvement Program

<b>Bond Election History by Bond Election</b>		
<b>1993 Library Bond Election</b>		
	<b>Purpose</b>	<b>Voter Authorized Amount</b>
Proposition 1	Purchase of Library Books	\$2,900,000
Proposition 2	Renovation of Libraries	\$1,445,000
Proposition 3	Construction of Libraries	\$4,420,000
Proposition 4	Mobile Library Facilites	\$570,000
TOTAL		\$9,335,000
<b>1994 Bond Election</b>		
	<b>Purpose</b>	<b>Voter Authorized Amount</b>
Proposition 1	Fire	\$3,130,000
Proposition 2	Police	\$3,600,000
Proposition 3	Parks	\$5,375,000
Proposition 4	Street, Drainage, Traffic	\$98,360,000
TOTAL		\$110,465,000
<b>1997 Parks Bond Election</b>		
	<b>Purpose</b>	<b>Voter Authorized Amount</b>
All Propositions	Parks Acquisition, Development, Renovations	\$37,860,000
TOTAL		\$37,860,000
<b>1999 Bond Election</b>		
	<b>Purpose</b>	<b>Voter Authorized Amount</b>
Proposition 1	Streets and Traffic Mobility	\$85,520,000
Proposition 2	Police Department	\$4,250,000
Proposition 3	Fire Department	\$7,605,000
Proposition 4	Libraries	\$3,725,000
TOTAL		\$101,100,000
<b>February 2003 Bond Election</b>		
	<b>Purpose</b>	<b>Voter Authorized Amount</b>
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
<b>November 2003 Bond Election</b>		
	<b>Purpose</b>	<b>Voter Authorized Amount</b>
Proposition 1	Street and Transportation Improvements	\$83,635,000
Proposition 2	Traffic Flow and Air Quality	\$400,000
TOTAL		\$84,035,000
<b>2005 Parks Bond Election</b>		
	<b>Purpose</b>	<b>Voter Authorized Amount</b>
All Propositions	Parks Acquisition, Development, Renovations	\$13,600,000
TOTAL		\$13,600,000
<b>November 2008 Bond Election</b>		
	<b>Purpose</b>	<b>Voter Authorized Amount</b>
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
<b>November 2014 Bond Election</b>		
	<b>Purpose</b>	<b>Voter Authorized Amount</b>
Proposition 1	Parks and Recreation	\$60,000,000
Proposition 2	Streets and Traffic	\$160,130,000
Proposition 3	Libraries	\$6,090,000
Proposition 4	Fire	\$9,780,000
TOTAL		\$236,000,000
<b>Bond Elections Combined Total</b>		<b>\$520,090,000</b>

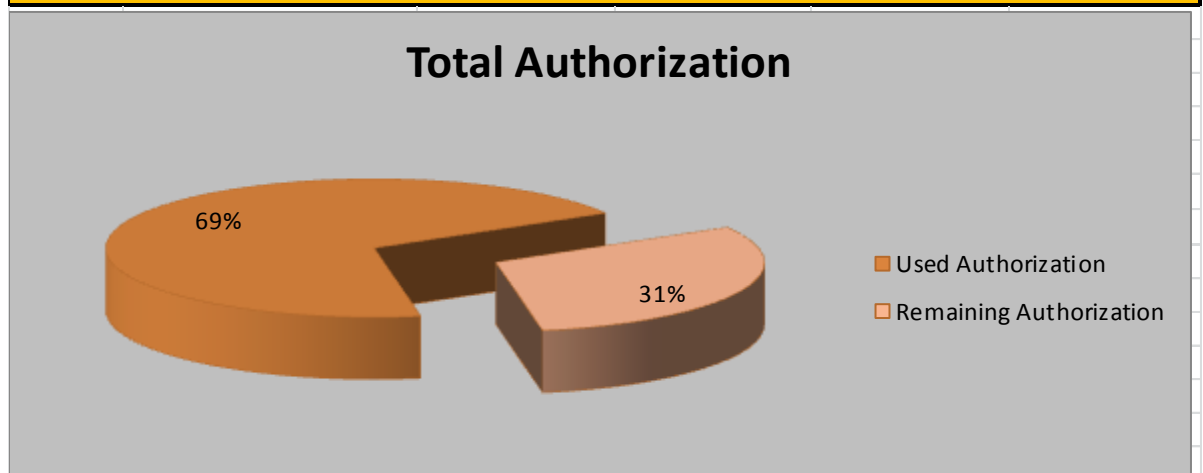
# Capital Improvement Program

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



# Capital Improvement Program

Remaining Bond Issuance Authorization by Bond Election					
Bond Year	Proposition/ Department	Total Authorization	Used Authorization	Remaining Authorization	Percent Complete
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	\$83,635,000	\$0	100.00%
2005	Parks	\$13,600,000	\$13,600,000	\$0	100.00%
2008	Library	\$500,000	\$500,000	\$0	100.00%
2008	Fire	\$9,090,000	\$9,090,000	\$0	100.00%
2008	Drainage	\$12,000,000	\$0	\$12,000,000	0.00%
2008	Parks	\$15,500,000	\$14,691,000	\$809,000	94.78%
2008	Street, Traffic	\$103,735,000	\$101,820,000	\$1,915,000	98.15%
2014	Fire	\$9,780,000	\$0	\$9,780,000	0.00%
2014	Library	\$6,090,000	\$45,000	\$6,045,000	0.74%
2014	Parks and Recreation	\$60,000,000	\$4,850,000	\$55,150,000	8.08%
2014	Street, Traffic	\$160,130,000	\$16,687,000	\$143,443,000	10.42%
<b>TOTAL</b>		<b>\$756,090,000</b>	<b>\$524,078,000</b>	<b>\$232,012,000</b>	<b>69.31%</b>



# Capital Improvement Program

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

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

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

**LIBRARY CAPITAL PROJECT FUNDS (4080)** - 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

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# Other Budget Information

## Approved Budget Proposals

Department	Budget Proposal	Description	FY17 Amount	Offset	Recurring	One-time	FTE
<b>Approved Budget Proposals - General Fund</b>							
Code	1736	DSS Title Searches and Appraisals	18,825		18,825		
Code	1735	In House Pet Licensing	11,000		11,000		
Muni Court	1756	Incode Software Support & Maintenance Contract	100,000		100,000		
Dispatch	1693	CAD Maintenance Increase	13,642		13,642		
Dispatch	1691	Radio Maintenance Increase	400,000	315,000	85,000		
Dispatch	1692	Replacement of CAD/ProQ/NetMotion Servers (one-time)	115,000	115,000	-	-	
ED	1722	Replenishment of Innovative Venture Capital*	1,171,925			1,171,925	
Finance	1749	Tarrant County	4,039		4,039		
Finance	1748	TAD	25,910		25,910		
Finance	1770	Department Reorganization	-	-	-	-	
Fire	1686	Heavy Fleet replacement (partially funded)	628,027			628,027	
HR	1753	Compensation Study Renewal (Year 2 of 5)	46,200		-	46,200	
Audit	1761	Specialized Information Systems Auditor Training	2,000		2,000		
Audit	1762	Reclassify One Internal Auditor Position to IT Auditor	12,300		12,300		
Audit	1760	Audit Management System Maintenance Cost	15,000		15,000		
Audit	1759	Peer Review	4,500			4,500	
IT	1652	Microsoft Infrastructure Software Renewal	125,000		125,000		
IT	1684	Enterprise Software Maintenance	140,000		140,000		
IT	1747	Parks CLASS project Carry over Spending Authority project funds	142,800	142,800	-	-	
IT	1642	Enterprise IT Project - Electronic Recruiting Replacement	160,000		83,000	77,000	
IT	1767	E-Discovery	37,500		37,500		
IT	1649	Additional contract staffing for department turnover (GF)	163,391		163,391		
IT	1651	Additional contract staffing for department turnover (ISF)	69,862		69,862		
IT	1647	Enterprise IT Project - Data Management Project	200,000			200,000	
IT	1643	Enterprise IT Project - Fire Mobile Data Computer Replacement	270,000		195,000	75,000	
IT	1645	Enterprise IT Project - Microsoft Office Software Upgrade	540,000		540,000		
IT	1648	Enterprise IT Project - Police Mobile Application	7,500			7,500	
IT	1746	2017 Technology Project Supplementary Resources	287,000			287,000	
IT	1641	Impact Fee Process Change	-				
IT	1644	Incode Software Upgrade	-				
IT	1646	Enterprise IT Project - Granicus Software Upgrade	35,000		26,000	9,000	
Library	1576	E-content	75,000			75,000	
Parks GF	1653	Asst Director Funding	126,399		126,399		
Parks GF	1657	Mowing CPI	37,324		37,324		
Parks GF	1660	New Parks Development O&M	379,664		323,664	56,000	2
Parks GF	1655	Water Rates	116,271	116,271	-	-	
Planning	1678	Max Bus Service	81,551		81,551		
Planning	1696	Process Improvements - trade 1 position for 2	153,802	153,802	-	-	1
Planning	1750	Neighborhood Matching Grant Program (In Gas Fund 3095)	100,000				
Police	1634	AISD Hometown Recruiting	79,731	79,731	79,731		1
Police	1623	New World Maintenance	143,470		143,470		
Police	1633	2015 COPS Hiring Grant	578,313		578,313		
Police	1622	Body Worn Cameras	3,406,502	1,008,624	2,200,000	197,878	19
Police	1637	Jail Maintenance	100,000			100,000	
Police	1636	Tasers	221,624			221,624	
Police	1640	Patrol Carbines	278,376			278,376	
Aviation	1573	General Services Increase	1,350		1,350		
Aviation	1574	Aviation 60018 Motor Vehicle Fuel	2,500		2,500		
Aviation	1754	Aviation Compensation Realignment	4,608		4,608		
Aviation	1578	Aviation 61002 Tower Operating Hour Extension	4,680		4,680		
PWKS	1593	Animal Services HVAC	400,000			400,000	
PWKS	1741	Public Works Inspector	64,635	45,245	19,390		1
PWKS	1737	Contract Coordinator	61,399	61,399	-	-	1
PWKS	1739	ROW Agent Capital Projects	85,233	85,233	-	-	1
PWKS	1595	Bank of America - Lease Payment	281,659	167,237	114,422		
PWKS	1596	Bank of America - Lease Payment	57,895			57,895	
PWKS	1590	Major Building Component Replacement (partially funded)	1,284,752	-	-	1,284,752	-
PWKS	1598	APWA Re-Accreditation	20,000			20,000	
*Already Funded							
<b>General Fund Total</b>			<b>12,873,159</b>	<b>2,290,342</b>	<b>5,384,871</b>	<b>5,177,677</b>	<b>26</b>

# Other Budget Information

## Approved Budget Proposals

Department	Budget Prop	Description	FY17 Amount	Offset	Recurring	One-time	FTE
<b>Approved Budget Proposals - Other Funds</b>							
CES	1751	Arts & Revitalization	25,000		25,000		
CES	1765	Arts Funding for Arlington Cultural Tourism Committee	100,000		100,000		
CES	1752	Delphi Software Support	1,763			1,763	
CES	1705	VIP Suite Improvements	8,750			8,750	
CES	1700	Gallery Window Shades	12,000			12,000	
CES	1709	Concession Stand Design Consultant	15,000			15,000	
CES	1710	New Furniture/Cubicles in Admin Front Office	20,000			20,000	
CES	1702	Lighting Upgrades	22,650			22,650	
CES	1706	Interior Signage Software Upgrade	30,000			30,000	
CES	1704	Landscape Improvements East Side	50,000			50,000	
CES	1714	Hotel Attraction Support	125,000	125,000		125,000	
CES	1701	HVAC Software and New Controls	450,000			450,000	
CES	1766	Gateway Signage Carry Forward	300,000			300,000	
CES	1768	Recurring Funding in Support of ACVB	400,000		400,000		
CES	1769	One-time Funding for ACVB	500,000			500,000	
<b>Convention &amp; Event Services Total</b>			<b>2,060,163</b>		<b>525,000</b>	<b>1,535,163</b>	
Fleet	1605	Out of Life Fleet Replacement (partially funded)	889,177			889,177	
<b>Fleet Fund Total</b>			<b>889,177</b>			<b>889,177</b>	
SMF	1606	Maintenance of Streets	2,700,000			2,700,000	
SMF	1743	Transfer of positions between GF & SMF	-	-	-	-	*
SMF	1579	Streetlight Maintenance	50,000		50,000		
<b>Street Maintenance Fund Total</b>			<b>2,912,631</b>		<b>50,000</b>	<b>2,862,631</b>	
Stormwater	1742	Stormwater Civil Engineers (2)	190,030	-	190,030	-	2
<b>Stormwater Total</b>			<b>190,030</b>	<b>-</b>	<b>190,030</b>	<b>-</b>	<b>2</b>
Parks PF	1670	Field Enhancement Appropriations	22,592	155,000	-		
Parks PF	1667	BK Pool Filtration	193,250		8,250	185,000	
Parks PF	1672	Ditto Golf Course Redevelopment	122,115	-	122,995	-	11
<b>Performance Fund Total</b>			<b>337,957</b>	<b>155,000</b>	<b>131,245</b>	<b>185,000</b>	<b>11</b>
Water	1617	Elimination of Utilities Information Services (WIS) Manager	(108,906)		(108,906)		(1)
Water	1612	Elimination of 2 Utilities Dispatchers	(104,764)		(104,764)		(2)
Water	1716	Reduction of Shift Differential	(4,073)		(4,073)		
Water	1610	Bond Handling Fees	20,000		20,000		
Water	1616	Migration from XC2 to enQuesta	30,000		30,000		
Water	1619	Credit Card Service Fees	32,000		32,000		
Water	1675	Chief Technician Reclassifications (T8 to M16)	44,082		44,082		
Water	1674	Addition of Water Resource Technician	56,918		56,918		1
Water	1614	TCEQ Water System User Fee	110,466		110,466		
Water	1611	Software Maintenance	144,961		144,961		
Water	1618	Fleet Replacement	700,000			700,000	
Water	1608	Tarrant Regional Water District (Raw Water Purchases)	3,071,847		3,071,847		
Water	1609	Trinity River Authority (Wastewater Treatment)	2,867,419		2,867,419		
Water	1676	Laboratory Technician Reclassification (T6 to T5)	-	-	-		
<b>Water Utilities Fund Total</b>			<b>6,859,950</b>	<b>-</b>	<b>6,159,950</b>	<b>700,000</b>	<b>(2)</b>

# Other Budget Information

## Deferred/Declined Budget Requests

Deferred/Declined Budget Proposals - General Fund					
Code	1732	Strategic Code Compliance - Neighborhood Enhancement Team	83,944	83,944	1
Code	1730	Animal Services Center Facility Upgrades*	4,036	4,036	
ED	1721	Affiliate Recruitment Program	150,000	150,000	
ED	1726	Building Upgrade/Rehab Grant Program	200,000	200,000	
ED	1728	Shared Salary with Grants/CDP	15,000	15,000	
ED	1764	Position Reclassification	6,400	6,400	
Finance	1770	Finance Department Reorganization	-	-	
Fire	1685	Third Squad/Light Rescue Vehicle	740,169	680,169	60,000 6
Fire	1687	Professional Development - Succession planning	58,565	58,565	
Fire	1688	Fourth Firefighter for Station #17	316,332	299,682	16,650 3
Fire	1689	Class 4 Aircraft Rescue & Firefighting (ARFF) Truck	867,000	17,000	850,000
IT	1620	IT Security Analyst	101,955	101,955	1
IT	1699	Desktop Deployment Administrator Position	92,286	92,286	1
IT	1683	IT Infrastructure Hardware Replacement	1,750,000		-
Library	1575	Movable Shelving for Picture Books	20,000		20,000
Library	1577	Virtualization of Servers	11,500		11,500
Library	1717	Warehouse Lease Extension	41,000	41,000	
Mgmt Resour	1677	Customer Communication Enhancements (App)	30,000	30,000	
Mgmt Resour	1724	Social Media Marketing	39,000		39,000
Mgmt Resour	1729	Website Improvements, security updates	48,600	48,600	
Mgmt Resour	1731	Website Refresh and Rebuild	30,000		30,000
Mgmt Resour	1733	Branding Phase II	60,000		60,000
Mgmt Resour	1757	Management Resources reclasses	10,000	10,000	
Mgmt Resour	1758	Community Relations Coordinator	25,000	25,000	
Parks GF	1654	River Legacy Trail Replacement	160,000		160,000
Parks GF	1656	Electric Rates	60,000	60,000	
Parks GF	1658	Build a Dream Scholarship Funding	30,000	30,000	
Parks GF	1659	Reclassification Salary Adjustments	56,059	56,059	
Parks GF	1661	Marketing Aide	35,475	35,475	1
Parks GF	1662	Pond Dredging	963,480		963,480
Parks GF	1663	Erosion Control	50,000		50,000
Parks GF	1664	Parking Lot Renovations	354,552		354,552
Parks GF	1665	ADA Accessibility Assessment	300,000		300,000
Parks GF	1666	Data Visualization Solution	33,995	9,500	24,495
Parks GF	1708	Cartegraph Licensing	8,889	8,889	
Planning	1679	Mosquito Borne Virus	114,400	114,400	
Planning	1680	Health Ordinance Updates	46,224	46,224	
Planning	1682	Credit Card Service Fees	50,000	50,000	
Planning	1697	Additional Plans Examiner Position	62,276	62,276	1
Police	1626	Forensic Lab Testing ATB	113,395	113,395	
Police	1627	Utility ATB	196,554	196,554	
Police	1628	Step Cash Match	75,000	75,000	
Police	1629	Covert Operations Financial Support	103,000	103,000	
Police	1630	Evidence Storage	62,000	15,000	47,000
Police	1631	Microsoft Office and Window License Fee	28,868	28,868	
Police	1638	Training Center Renovation	50,000		50,000
PWKS	1588	Recycling	30,000	30,000	
PWKS	1589	Journeyman Plumber	58,269	58,269	1
PWKS	1592	SE Library Parking Lot	480,000	-	480,000 -
PWKS	1597	BAS Upgrade	93,500		93,500
PWKS	1599	ROW Inspector Reclass	13,062	-	13,062 - -
PWKS	1601	Arlington Landfill Gas Collection and Control System	250,000		250,000
PWKS	1740	Architect Technician	58,245	58,245	1
PWKS	1744	Ott Cribbs Generator	100,000		100,000
PWKS	1745	City Tower Generator	80,000	-	80,000 -
*funded in current year			<b>General Fund Total</b>	<b>8,818,030</b>	<b>- 3,027,853 4,040,177 16</b>

# Other Budget Information

			Deferred/Declined Budget Requests				
Department	Budget Proposal	Description	FY17 Amount	Offset	Recurring	One-time	FTE
<b>Deferred/Declined Budget Proposals - Other Funds</b>							
SMF	1585	Streetlight Pole Painting	200,000		200,000		
SMF	1584	Street Maint Reorg	(12,550)		(12,550)		
SMF	1583	Gradall for Concrete Crew	362,631	-	-	362,631	
<b>Street Maintenance Total</b>			<b>550,081</b>	-	<b>187,450</b>	<b>362,631</b>	-
Parks PF	1668	Program Growth (63k revs added, 20K exp.)	20,000	63,000			
Parks PF	1673	Ditto Golf Course Equipment	493,000			493,000	-
<b>Parks Performance Total</b>			<b>493,000</b>	-	-	<b>493,000</b>	-
Stormwater	1603	Heavy Equipment Operator Reclasses	14,565		14,565		
<b>Stormwater Total</b>			<b>14,565</b>	-	<b>14,565</b>	-	-
CES	1703	Parking Lot Improvements	30,600			30,600	
CES	1707	Chair Replacement	403,200			403,200	
<b>Convention &amp; Event Services Total</b>			<b>433,800</b>	-	-	<b>433,800</b>	-

# Other Budget Information

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## Approved Job Studies

<b>Fund</b>	<b>Dept</b>	<b>Issue Number</b>	<b>Request Title</b>
SMF	PWT	1584	Street Maintenance Reorganization
GF	PWT	1599	ROW Inspector Reclassification
SWUF	PWT	1603	Heavy Equipment Operator Reclassification
Water	Water	1675	Chief Technician Reclassifications (T8 to M16)
Water	Water	1676	Laboratory Technician Reclassification (T6 to T5)
GF	Mgmt Res	1757	Management Resources Reclassifications
GF	Econ Dev	1764	Position Reclassification
GF	Finance	1770	Finance Department Reorganization



# Other Budget Information

## Asset Forfeiture Fund FY 2017 Operating Position

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

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

Revenues:	\$ 496,414
Expenditures:	
Salaries:	
IRS Criminal Investigations Task Force Detective	\$ 100,556
Equipment & Supplies:	53,858
Travel and Training:	42,000
Capital: RMS Replacement	<u>300,000</u>
Total Expenditures:	\$ 496,414
Anticipated remaining balance:	\$ -

# Other Budget Information

## Ambulance Services Liquidated Damages Fund FY 2017 Operating Position

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

Funds received from the ambulance contractor are deposited into a Special Revenue account established to maintain the stability of Arlington's non tax-subsidized EMS system. Funds in this account are used to ensure the stability and performance of the Arlington EMS System. This account funds enhancements to EMS response equipment; professional development training for Fire EMS responders; maintenance costs for the Fire/EMS record management system; funds the City's Public Health Authority; and retains an industry consultant who supports the Fire Department's Medical Operations Section. The account also funds the Fire Department's EMT Trainee hiring program. In addition, the Liquidated Damages account funds the salary and benefits costs for two occupied EMS Coordinator positions, transferred to the fund in FY 2010. The Fire Department's intent is to eventually return these positions to the General Fund Budget. In FY 2017, the Fire Department intends to upgrade the medical reporting system. This project is dependent upon the Information Technology Department's FY 2017 Business Plan. Funds will also be used to purchase a light response vehicle to address growing demand for EMS services in central Arlington.

The beginning balance in the account is estimated at \$972,016. Revenue is projected at \$290,000; expenses are projected at \$944,492.

Beginning Balance on 10/1/16:	\$ 972,016
<b>Revenues:</b>	
System Use Fees (per contract)	60,000
Liquidated Damages (estimate)	<u>230,000</u>
<b>Total Revenues</b>	<b>\$ 290,000</b>
<b>Total Available Funds</b>	<b>\$ 1,262,016</b>
<b>Expenditures:</b>	
Radio System Lease Payment (partial funding)	\$ 300,000
EMS QI Coordinator	80,963
EMS Training Coordinator	82,632
Equipment	60,000
Firehouse RMS Web-Based Software Annual Contract	27,763
Firehouse RMS Web-Based Analytics Software Annual Contract	12,000
Firehouse Medic Software Annual Contract	84,500
iPad data and IT charges for Firehouse Medic Annual Cost	21,000
iPads for Firehouse Medic (one time cost)	31,500
Firehouse Medic Software training (one time cost)	9,000
Health Authority Annual Contract	24,000
Ambulance Industry Consultant Annual Contract	18,000
Pick Up Truck	55,000
Fleet Rental Cost for Pick Up	10,044
Fleet Fuel Cost for Pick Up	500
Entry level testing/physicals for EMT Trainees	9,000
Contract labor for EMT Trainees at \$400 x 18 weeks	64,800
Contracted EMT training for Trainees	31,790
Travel/Training/Memberships	<u>22,000</u>
<b>Total Expenditures</b>	<b>\$ 944,492</b>
<b>Ending Balance</b>	<b>\$ 317,524</b>

# Other Budget Information

## Innovation / Venture Capital Fund FY 2017 Operating Position

The Innovation / Venture Capital Fund (IVCF) was established in FY 2007 in the General Gas Fund with \$2m in Gas Well Revenues. The fund was kept stable for the first two years, with interest earnings as additional revenue, and no expenditures. A one-time deposit of \$440k was made upon a recapture of a terminated tax abatement agreement from National Semiconductor.

Beginning in FY 2013, the fund was made a stand-alone fund, transferring it out of the General Gas Fund, and transferring in \$784k in Parks Performance funds.

From FY 2009 through FY 2015, expenditures totaling \$7.091m have been made in support of various Chapter 380 agreements. These include, among others, a grant to Decorator's Warehouse (which is being paid back to the IVCF by recapturing sales taxes generated by the property), Arlington Commons multi-family housing redevelopment project, Williams Sonoma, Vought, and the relocation of D.R. Horton headquarters.

Beginning in FY 2015, half of the General Fund's gas well revenues are being made available to the IVCF. In FY 2016 will begin recurring revenues from entrepreneurial water sales to Dalworthington Gardens.

Beginning Balance:	\$ 8,813,138
Revenues:	
From Convention Center Operating Revenues	\$ 1,171,925
Interest	-
Decorator's Warehouse	-
Total Revenues	<u>\$ 1,171,925</u>
Interfund Transfers:	
Water Utilities - water sales revenue (DWG)	\$ 400,000
Storm Water Utility Fund (to support East Lamar development)	400,000
Parks Gas Fund to support East Lamar development	1,250,000
General Gas Fund - Parks at Arlington mall rebate (3-yr)	300,000
Total Interfund Transfers	<u>\$ 2,350,000</u>
Expenditures:	
Vought Ch 380 Agrmt	\$ 120,000
L-3	20,000
Williams Sonoma Ch 380 Agrmt	48,000
DR Horton	1,833,333
Water Utilities - Payback for DR Horton advance	1,833,333
East Lamar development	1,900,000
Straumann Manufacturing	18,000
Bowling Congress	21,000
Summit Racing	33,000
Parks at Arlington mall rebate	300,000
Total Expenditures:	<u>\$ 6,126,667</u>
Ending Balance:	\$ 6,208,396
Future Obligations (FY 2018 - FY 2025):	<u>\$ 13,831,333</u>

# Other Budget Information

## General Gas Fund FY 2017 Operating Position

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

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

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

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

Beginning balance, available cash	\$ 4,618,592
Transfer of royalties from Water Utilites Fund	745,641
Total available resources	\$ 5,364,233
Less:	
Reserved for increase/decrease in investment value	\$ (12,459)
Designated for Neighborhood Grants	(289,743)
Designated for Land Banking	(137,151)
Reserved for Lamar/Collins Overlay	(600,408)
Transfer to CES Fund for ATF corpus reimbursement	(2,681,652)
Arlington Home Improvement Incentive Program	(87,154)
Deferred revenue, lease bonuses	<u>(23,264)</u>
Total commitments, reserves and transfers	\$ (3,831,831)
Remaining available resources	\$ 1,532,402

# Other Budget Information

## Parks Gas Fund FY 2017 Operating Position

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

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

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

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

Beginning balance, available cash:	\$ 6,149,041
Less: Commitments, reserves and transfers:	
Reserved for increase/decrease in investment value	\$ (13,479)
Reserved for Lamar/Collins Overlay	(4,250,000)
Reserved for Ditto Golf Course Debt Repayment	(1,794,365)
Deferred revenue, lease bonuses	<u>(91,197)</u>
Total commitments, reserves and transfers	\$ (6,149,041)
Remaining available balance	\$ -

# Other Budget Information

## Airport Gas Fund FY 2017 Operating Position

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

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

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

Beginning Balance, available cash:	\$ 1,586,273
Less:	
Reserved for encumbrances	\$ -
Reserved for increase/decrease in investment value	(2,840)
Deferred revenue, lease bonuses	(25,966)
Designated for FY 2016 Debt Service	(175,000)
Designated for FY 2017 Debt Service	<u>(175,000)</u>
Total commitments and reserves	\$ (378,806)
Anticipated remaining balance	\$ 1,207,467

# Other Budget Information

## Court Technology Fund FY 2017 Operating Position

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

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

Beginning Balance, available cash:	\$	77,985
Revenues:		
Court Technology fees	\$	240,478
Civil Technology fees		7,016
Interest revenue		<u>950</u>
Total Revenues	\$	248,444
Total available resources	\$	326,429
Expenditures:		
Maintenance of Incode Software	\$	238,367
Laserfiche Maintenance		44,195
BIS Digital Recording System Maintenance		18,352
Digital Boards		18,500
Travel/Training		5,000
Court "Notify"		-
Satori Software		<u>2,015</u>
Total Expenditures	\$	326,429
Remaining available balance	\$	-

# Other Budget Information

## Selected Reserves

### Funds Estimated as of October 1, 2016, Unless Otherwise Noted

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

#### **Self Insurance Funds**

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

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

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

#### **Operating Fund Reserves**

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

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

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

<b><u>Fund</u></b>	<b><u>Reserve</u></b>
Group Health	\$ 722,615
Worker's Compensation	\$ 1,540,592
APFA	\$ 2,350,517
Water Operating Reserve	\$ 15,960,182
Water Fleet Reserve	\$ 682,936
Water Rate Stabilization	\$ 2,084,855
Water Lab Equipment	\$ 337,000
Debt Service Reserve (9/30/15)	\$ 2,360,570
Convention Center Maintenance Reserve (9/30/15)	\$ 1,000,000



# Other Budget Information

## Multi-Family Inspection Program Cost Recovery

### Direct Salaries/Benefits/Non-Personnel

Total Multi-Family Salaries/Benefits	366,960.00
Multi-Family Non-Personnel Costs per Year	72,955.00
<b>Direct Multi-Family Expenses</b>	<b>439,915.00</b>

### Indirect Salaries/Benefits/Non-Personnel

Administrative Aide - FMR (85%)	44,133.72
DSS Officers (50%)	66,198.50
DSS Administrative Aide (50%)	23,565.00
Field Operations Manager (50%)	50,697.50
Field Operations Manager/DSS (50%)	47,988.00
Neighborhood Services Analyst (30%)	29,182.20
Sr. Management Analyst (30%)	33,027.30
Code Compliance Services Administrator (50%)	79,945.00
Non-Personnel Costs per Year	45,198.34
<b>Indirect Multi-Family Expenses</b>	<b>419,935.56</b>

### Multi-Family Revenue (FY17 Budgeted)

Multi-Family Inspection Revenue	630,000
Multi-Family Reinspection Revenue	7,500
Extended Stay Inspection Revenue	180,000
Extended Stay Reinspection Revenue	450
<b>Total annual program revenue</b>	<b>817,950.00</b>

### Cost Recovery

Expenses	859,850.56
Revenue	817,950.00
	<b>95.13%</b>

# Appendices

## AUTHORIZED FULL TIME POSITIONS

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>AVIATION</b>				
Airport Maintenance Technician	4	4	4	4
Airport Manager	1	1	1	1
Airport Operations Supervisor	1	1	1	1
Airport Security Specialist	1	1	1	1
Assistant Airport Manager	1	1	1	1
Office Coordinator	1	1	1	1
<b>AVIATION TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>CITY ATTORNEY'S OFFICE</b>				
Administrative Aide II	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Assistant City Attorney	3	3	3	3
Attorney I / II / Sr Attorney	16	16	16	17
City Attorney	1	1	1	1
Deputy City Attorney	3	3	3	3
Office Assistant	2	2	2	2
Paralegal	5	5	5	5
Secretary	5	5	5	5
Sr Management Analyst	1	1	1	1
<b>CITY ATTORNEY'S OFFICE TOTAL</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>39</b>
<b>CITY MANAGER'S OFFICE</b>				
City Manager	1	1	1	1
Deputy City Manager	2	2	2	2
<b>CITY MANAGER'S OFFICE TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CODE COMPLIANCE SERVICES</b>				
Administrative Aide I	2	2	2	2
Animal Services Administrative Coordinator	2	2	2	2
Animal Services Manager	1	1	1	1
Animal Technician	1	1	2	2
Code Compliance Administrator	1	1	1	1
Code Compliance Officer I/II/Sr Code Compliance Officer	38	38	34	34
Community Services Agent	3	3	3	3
Community Services Supervisor	5	5	5	5
Community Services Technician	1	1	1	1
Field Operations Manager	6	6	6	6
Lead Code Compliance Officer	0	0	1	1
Neighborhood Services Analyst	1	1	1	1
Sr Management Analyst	1	1	1	1
Substandard Structure Inspector	0	0	2	2

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Veterinarian	1	1	1	1
Veterinary Tech	1	1	1	1
<b>CODE COMPLIANCE SERVICES TOTAL</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>
<b>COMMUNITY DEVELOPMENT AND PLANNING</b>				
Administrative Aide II	2	1	1	1
Administrative Assistant	2	2	2	2
Administrative Services Coordinator II	1	1	1	1
Assistant Building Official	0	0	1	1
Assistant Director of Planning	2	2	2	2
Assistant Utility Engineer	1	1	1	1
Building Official	1	1	1	1
Business Services Manager	1	1	1	1
Civil Engineer	1	1	1	1
Combination Inspector	6	6	6	6
Development Coordinator	0	0	1	1
Development Operations Manager	1	1	0	0
Development Services Supervisor	0	0	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
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 Engineer	1	1	1	1
Health Services Analyst	1	1	1	1
Health Services Manager	1	1	1	1
Map Records Technician	1	0	0	0
Office Manager	1	1	1	1
Operations Analyst II	2	2	1	1
Planner	2	2	2	2
Planning Manager	3	3	3	3
Planning Technician	1	1	1	1
Plans Examiner	3	3	3	3
Plans Examiner Supervisor	1	1	1	1
Principal Planner	3	3	2	2
Project Engineer	1	1	1	1
Real Estate Manager	1	1	1	1
Real Estate Representative	2	2	2	3
Service Representative	3	3	3	4
Sr Account Clerk	2	2	2	2

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Sr Clerk	1	1	1	1
Sr Inspector	2	2	2	2
Sr Management Analyst	1	1	1	1
Sr Planner	4	4	4	4
Sr Plans Examiner	3	3	3	3
Streetscape Inspector	1	1	1	1
<b>COMMUNITY DEVELOPMENT AND PLANNING TOTAL</b>	<b>70</b>	<b>68</b>	<b>68</b>	<b>70</b>
<b>ECONOMIC DEVELOPMENT</b>				
Administrative Services Coordinator I	1	1	0	0
Economic Development Coordinator	0	0	1	1
Economic Development Manager	1	1	1	1
Economic Development Specialist	2	2	2	2
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>FINANCE</b>				
Accounting Aide	1	1	0	0
Administrative Aide I	1	1	1	1
Administrative Aide II	2	2	3	3
Assistant Director	1	0	0	0
Budget Administrator	2	2	1	1
Budget Analyst	3	3	2	2
Budget Officer	1	1	1	1
Budget Technician	1	1	1	1
Buyer	2	2	2	2
Cash Debt Administrator	1	1	1	1
Controller	1	1	1	1
Director of Finance/CFO	1	1	1	1
Financial Accountant	1	1	0	0
Financial System Administrator	1	1	1	1
M/WBE Coordinator	1	1	1	1
Payroll Assistant	1	1	1	1
Payroll Supervisor	1	1	1	1
Public Funds Administrator	1	1	1	1
Purchasing Agent	1	1	1	1
Purchasing Manager	1	1	1	1
Sr Budget Analyst	0	0	2	2
Sr Financial Accountant	4	4	5	5
Sr Performance Analyst	1	1	1	1
Sr Purchasing Agent	2	2	2	2
Staff Accountant	2	2	2	2
Treasurer	1	1	1	1
Treasury Analyst	1	1	1	1
<b>FINANCE TOTAL</b>	<b>36</b>	<b>35</b>	<b>35</b>	<b>35</b>

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>FIRE DEPARTMENT</b>				
<b>Sworn:</b>				
Fire Chief Director Emergency Management	1	1	1	1
Assistant Fire Chief	3	3	3	3
Fire Battalion Chief	12	12	12	12
Fire Captain	19	19	19	19
Fire Lieutenant	56	56	56	56
Fire Apparatus Operator	73	73	73	73
Firefighter / Firefighter Trainee / EMT Trainee	141	159	159	159
<b>Civilian:</b>				
Administrative Aide II	3	3	3	3
Administrative Analyst I	1	1	1	1
Administrative Secretary	2	2	2	2
Administrative Services Manager	1	1	1	1
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 Administrator	1	1	1	1
Fire Prevention Inspector	1	6	6	6
Fire Prevention Specialist	3	3	3	3
Lead Fire Prevention Inspector	5	0	0	0
Media Technician	1	1	1	1
Office Assistant	1	1	1	1
Operations Analyst	1	1	1	1
Payroll Coordinator	1	1	1	1
Resource Management Assistant	2	2	2	2
Resource Management Specialist	1	1	1	1
Resource Management Supervisor	1	1	1	1
Service Unit Assistant	2	2	2	2
<b>Sworn Total</b>	<b>305</b>	<b>323</b>	<b>323</b>	<b>323</b>
<b>Civilian Total</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>
<b>FIRE GRAND TOTAL</b>	<b>339</b>	<b>357</b>	<b>357</b>	<b>357</b>
<b>HUMAN RESOURCES</b>				
Benefits Specialist	2	2	2	2
Compensation and Funds Specialist	1	1	1	1
Director of Human Resources	1	1	1	1
Employee Relations Specialist	1	1	1	1
Human Resources Consultant	4	4	4	4
Human Resources Information Specialist	1	1	1	1
Human Resources Assistant	3	3	3	3

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Human Resources Manager	3	3	3	3
Leave Program Administrator	1	1	1	1
Organizational Development Specialist	2	2	2	2
Risk Manager	1	1	1	1
Risk Specialist	1	1	1	1
<b>HUMAN RESOURCES TOTAL</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>
<b>INFORMATION TECHNOLOGY</b>				
Administrative Aide II	1	1	1	0
Applications Specialist I	3	3	3	0
Applications Specialist II	3	3	4	0
Business Analyst II	3	4	4	0
Business Process Analyst	1	1	0	0
Business Services Supervisor	1	1	0	0
Chief Information Officer	1	1	1	0
Data Base Administrator	2	2	2	0
GIS Applications Developer	1	1	1	0
IT Asset Specialist	1	1	1	0
IT Budget Supervisor	0	0	1	0
IT GIS Supervisor	1	1	1	0
IT Governance Supervisor	1	1	1	0
IT Manager	3	3	3	0
IT Project Manager	2	2	2	0
IT Reporting Specialist	1	1	1	0
IT Security Administrator	1	1	1	0
IT Supervisor	2	2	2	0
Sr Systems Programmer	1	1	0	0
Web Administrator	1	1	2	0
Web Developer	2	2	2	0
<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>0</b>
<b>INTERNAL AUDIT</b>				
Assistant City Auditor	1	1	1	1
City Auditor	1	1	1	1
Internal Auditor	2	2	2	2
Staff Auditor	1	1	1	1
<b>INTERNAL AUDIT TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>JUDICIARY</b>				
Court Administrative Aide	1	1	1	1
Juvenile Case Coordinator	1	1	1	1
Municipal Court Judge	3	3	3	3
Office Aide Assistant	1	1	1	1
Presiding Municipal Court Judge	1	1	1	1
<b>JUDICIARY TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
<b>LIBRARIES</b>				
Administrative Support Coordinator	1	1	1	1
Cataloging Assistant	3	3	2	2
Cataloging and Acquisition Assistant	0	0	1	1
Cataloging Process Supervisor	1	1	1	1
CMVE Administrator	1	1	1	1
Collections Development Acquisitions Supervisor	1	1	1	1
Customer Service Assistant	13	13	13	13
Director Library	1	1	1	1
Librarian	15	15	15	15
Library Business Administrator	1	1	1	1
Library Clerk II	3	3	3	3
Library Development Coordinator	1	1	1	1
Library Network Administrator	1	1	1	1
Library Program Specialist	6	6	6	6
Library Services Manager	5	5	5	5
Library Technology Services Mgr	1	1	1	1
Literacy Coordinator	1	1	1	1
OFM Administrator	1	1	1	1
PMCE Administrator	1	1	1	1
Public Services Coordinator	8	8	8	8
Technology Training Specialist	1	1	1	1
User Support Specialist	1	1	1	1
Virtual Services Supervisor	1	1	1	1
<b>LIBRARIES TOTAL</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</b>
<b>MANAGEMENT RESOURCES</b>				
Action Center Agent	7	14	14	14
Action Center Manager	1	1	1	1
Administrative Aide I	4	4	4	4
Administrative Services Coordinator I	3	3	3	3
Administrative Services Coordinator II	1	1	1	1
Broadcast Specialist	1	1	1	1
City Secretary	1	1	1	1
Communication Coordinator	3	3	3	3
Council Assistant	1	1	1	1
Council Coordinator	2	2	2	2
Customer Services Supervisor	0	1	1	1
Deputy City Secretary	1	1	1	1
Design Communication Coordinator	1	1	1	1
Digital Media Editor	1	1	1	1
Director Management Resources	1	1	1	1
Executive Assistant to Mayor and Council	1	1	1	1

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Marketing Communication Manager	1	1	1	1
Project Coordinator	1	1	0	0
Sr Management Analyst	0	0	1	1
Vital Records Coordinator	1	1	1	1
Web Designer	1	1	1	1
<b>MANAGEMENT RESOURCES TOTAL</b>	<b>33</b>	<b>41</b>	<b>41</b>	<b>41</b>
<b>MUNICIPAL COURT</b>				
Assistant Director	0	1	1	1
Court Administrative Aide	1	1	1	1
Court Administrative Coordinator	1	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	5	5	4	4
Deputy Court Clerk II / III / IV	27	27	28	28
Deputy Court Clerk II Certified	2	2	2	2
Director Municipal Court Services	1	1	1	1
Staff Accountant	1	1	1	1
<b>MUNICIPAL COURT TOTAL</b>	<b>42</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>PARKS AND RECREATION</b>				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Coordinator	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Apprentice Electrician	1	1	0	0
Asset Manager	1	1	1	1
Asset System Administrator	1	1	1	1
Asset System Analyst	1	1	1	1
Assistant Director Parks	3	3	3	3
Athletic Field Maintenance Supervisor	2	2	2	2
Business Services Manager	1	1	1	1
Carpenter Parks	1	1	1	1
Center Programs Manager	1	1	1	1
Contract Inspector	2	2	1	1
Director Parks and Recreation	1	1	1	1
Electronic Media Specialist	1	1	1	1
Facilities Operations Manager	1	1	1	1
Facility Maintenance Supervisor	1	1	1	1
Forester	1	1	1	1
Inventory Coordinator	1	1	1	1
Irrigation Technician	5	5	5	5



# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Landscape Maintenance Supervisor	0	0	1	1
Landscape Technician / Sr Landscape Technician	42	43	43	45
Lead Irrigation Tech	0	0	1	1
Lead Landscape Technician	15	16	16	16
Marketing and Enterprise Development Manager	1	1	1	1
Marketing Enterprise Development Coordinator	1	1	1	1
Master Electrician	0	0	1	1
Mechanic Parks	1	1	1	1
Park District Supervisor	2	2	2	2
Park Landscape Supervisor	1	1	0	0
Park Operations Administrator	1	0	0	0
Park Operations Manager	0	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	2	2	2	2
Urban Forestry Land Manager	1	1	1	1
<b>PARKS AND RECREATION TOTAL</b>	<b>104</b>	<b>106</b>	<b>106</b>	<b>108</b>
<b>POLICE DEPARTMENT</b>				
<b>Sworn:</b>				
Police Chief	1	1	1	1
Assistant Police Chief	2	2	2	2
Deputy Police Chief	8	8	8	8
Police Lieutenant	24	24	24	24
Police Sergeant	87	87	91	91
Police Officer / Recruit	516	516	512	513
Association Liaison Officer/Sergeant	1	1	1	1
<b>Civilian:</b>				
Accounting Aide	1	1	1	1
Administrative Aide I	2	2	1	1
Administrative Services Coordinator II	1	1	1	1
Alarm Administrator	1	1	0	0
Application Developer	2	2	2	2
Assistant To Police Chief	1	1	1	1
Budget Analyst	0	0	1	1
Business Resource Manager	0	0	1	1
Community Services Assistant	1	1	1	1

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Community Support Manager	1	1	1	1
Crime Analysis Supervisor	1	1	1	1
Crime and Intelligence Analyst	6	6	7	7
Crime Scene Investigator 1 / 2 / 3	11	11	11	11
Data Base Administrator	1	1	1	1
Detention Officer	36	36	36	36
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	0	0
Fleet Specialist	2	2	3	3
Grants Coordinator	1	1	1	1
Information Resource Manager	1	1	0	0
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	22	21	23	25
Office Coordinator	3	3	4	4
Operations Analyst	1	1	1	1
Operations Research Analyst	1	1	0	0
Payroll Coordinator Police	1	1	1	1
Police Management Services Director	1	1	1	1
Police Media Relations Coordinator	2	2	2	2
Police Program Coordinator	1	1	0	0
Police Report Supervisor	1	1	0	0
Police Reports Operator	20	20	0	0
Police Reports Team Leader	3	3	0	0
Police Resource Management Supervisor	1	1	1	1
Police Service Assistant	8	8	8	8
Police Service Specialist	8	8	8	8
Police Technology Specialist	1	1	1	2
Records Assistant	7	7	0	0
Records Coordinator	1	1	0	0
Records Management Systems Specialist	1	1	1	1
Records Services Assistant	0	0	28	28
Records Services Coordinator	0	0	6	6
Records Services Supervisor	0	0	1	1
Records Team Lead	2	2	0	0
Research and Development Manager	1	1	1	1
Sr Clerk	4	2	1	1

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Sr Data Entry Operator	2	2	1	1
Training Development Specialist	1	1	1	1
Victim Services Assistant	1	1	1	1
Victim Services Coordinator	1	1	1	1
Victim Services Counselor	2	2	2	2
Victim Services Supervisor	1	1	1	1
Warrant Clerk	4	4	4	4
Youth Family Specialist	1	1	1	1
<b>Sworn Total</b>	<b>639</b>	<b>639</b>	<b>639</b>	<b>640</b>
<b>Civilian Total</b>	<b>199</b>	<b>196</b>	<b>196</b>	<b>199</b>
<b>POLICE GRAND TOTAL</b>	<b>838</b>	<b>835</b>	<b>835</b>	<b>839</b>
<b>PUBLIC WORKS AND TRANSPORTATION</b>				
Accounts Analyst	1	1	0	0
Administrative Aide I	2	2	2	2
Administrative Analyst I	1	1	1	1
Apprentice Electrician	1	1	1	1
Asset Specialist	0	0	1	1
Asset System Administrator	1	1	1	1
Assistant Director Public Works	3	3	3	3
Building Maintenance Worker	1	1	1	1
Building System Mechanic	4	4	4	4
Building Systems Specialist	1	1	1	1
BSS Master Plumber	1	1	1	1
Building Systems Supervisor	1	1	1	1
Business Services Manager	0	0	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
Contract Coordinator	1	1	1	2
Custodial Services Administrator	1	1	1	1
Director Public Works & Transportation	1	1	1	1
Electrician	3	3	3	3
Engineering Coordinator	1	1	1	1
Engineering Operations Manager	1	1	1	1
Engineering Technician	2	2	2	2
Environmental Programs Coordinator	1	1	1	1
Environmental Services Administrator	1	1	1	1

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
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	2	2	2	2
Inventory Coordinator	1	1	0	0
ITS Coordinator I	1	1	1	1
ITS Coordinator II	1	1	1	1
Master Electrician	1	1	1	1
Office Assistant	1	1	1	1
Operations Analyst II	1	1	1	1
Project Engineer	2	2	2	2
Public Works Administrative Manager	1	1	0	0
Public Works Inspector	13	13	13	14
Public Works Operations Support Manager	0	0	0	1
ROW Permit Inspector	1	1	1	1
Signal Specialist	2	2	2	2
Sr Management Analyst	0	0	1	1
Streetlight System Administrator	1	1	1	0
Support System Programmer	1	1	1	1
Survey Instrument Technician	1	1	1	1
Survey Party Assistant	1	1	1	1
Traffic Engineer	1	1	1	1
Traffic Technician	2	2	2	2
Warehouse Inventory Clerk	1	1	1	1
<b>PUBLIC WORKS AND TRANSPORTATION TOTAL</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>87</b>
<b>SUBTOTAL GENERAL FUND</b>	<b>1798</b>	<b>1822</b>	<b>1822</b>	<b>1800</b>
<b>COMMUNICATION SERVICES FUND</b>				
Apprentice Telecommunicator / Telecommunicator	88	88	88	88
Applications Specialist II	0	0	2	0
Communication Services Administrator	1	1	1	1
Communications Training Assistant	1	4	4	4
Communications Manager	3	3	3	3
Communications Supervisor	13	13	13	13
Public Safety Technician	0	2	0	0
Service Unit Assistant	0	2	2	2
<b>COMMUNICATION SERVICES FUND TOTAL</b>	<b>106</b>	<b>113</b>	<b>113</b>	<b>111</b>
<b>CONVENTION CENTER</b>				
Accountant I	1	1	1	1
Administrative Aide II	0	0	1	1

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
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
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	0	0
<b>CONVENTION CENTER TOTAL</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>
<b>EPAB</b>				
EMS Clinical Coordinator	1	1	1	1
EMS Coordinator	1	1	1	1
<b>EPAB TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>FLEET SERVICES FUND</b>				
Fleet Manager	1	1	1	1
<b>FLEET SERVICES FUND TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>INFORMATION TECHNOLOGY - INTERNAL SERVICE FUND</b>				
Administrative Aide II	0	0	0	1
Applications Specialist I	0	0	0	3
Applications Specialist II	0	0	0	6
Business Analyst II	0	0	0	4
Business Process Analyst	0	0	0	0
Business Services Supervisor	0	0	0	0
Chief Information Officer	0	0	0	1
Customer Support Specialist	7	7	7	7
Data Base Administrator	0	0	0	2
GIS Applications Developer	0	0	0	1
IT Asset Specialist	0	0	0	1
IT Budget Supervisor	0	0	0	1
IT GIS Supervisor	0	0	0	1
IT Governance Supervisor	0	0	0	1
IT Manager	0	0	0	3
IT Project Manager	0	0	0	2
IT Reporting Specialist	0	0	0	1
IT Security Administrator	0	0	0	1

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
IT Supervisor	3	3	3	5
Network Administrator	3	3	3	3
Network Designer	1	1	1	1
Network Engineer	2	2	2	2
Sr Computer Operator	1	1	1	1
Systems Engineer	6	6	6	6
Web Administrator	0	0	0	2
Web Developer	0	0	0	2
<b>INFORMATION TECHNOLOGY - INTERNAL SERVICE FUND TOTAL</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>58</b>
<b>KNOWLEDGE SERVICES FUND</b>				
Asset Specialist	1	1	1	1
Knowledge Services Supervisor	1	1	1	1
Mail Clerk I	2	2	2	2
Mail Clerk II	1	1	1	1
Records Center Technician	2	2	2	2
Reprographic Equipment Operator	1	1	1	1
<b>KNOWLEDGE SERVICES FUND TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>PARKS PERFORMANCE FUND</b>				
Administrative Aide I	2	2	2	2
Aquatics Maintenance Technician I & II	2	2	2	2
Aquatics Manager	1	1	1	1
Aquatics Program Coordinator	1	1	1	1
Assistant Golf Professional	1	1	1	2
Assistant Restaurant Manager	1	1	1	1
Assistant Tennis Professional	1	1	1	1
Athletic Programs Manager	1	1	1	1
Athletics Facility Manager	1	1	1	1
Athletics Sports Coordinator	1	1	1	1
Athletics Sports Manager	1	1	1	1
Catering Sales Manager	0	0	0	1
Clubhouse Attendant	3	3	3	3
Customer Service Representative	4	4	4	4
Dining Room Manager	0	0	0	1
Executive Chef	0	0	0	1
First Assistant Golf Professional	3	3	3	3
Food and Beverage Manager	0	0	0	1
Golf Course Superintendent 27	1	1	1	1
Golf Operations Administrator	1	1	1	1
Golf Programs Manager	0	0	0	1
Golf Services Manager	1	1	1	1
Greens Superintendent 18 Hole	1	1	1	1
Head Golf Pro 18 Hole	2	2	2	2

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Head Golf Pro 27 Hole	1	1	1	1
Head Tennis Professional	1	1	1	1
Landscape Technician / Sr Landscape Technician	16	16	16	19
Lead Landscape Technician	2	2	2	2
Line Cook	1	1	1	1
Mechanic Parks	3	3	3	3
Park Landscape Supervisor	1	1	1	1
Parks Project Manager I	1	1	1	1
Recreation Program Coordinator	3	3	3	3
Recreation Facility Manager	5	5	5	5
Rental and Lake Services Coordinator	3	3	3	3
Rental and Lake Services Manager	1	1	1	1
Restaurant Manager	1	1	1	1
Sales Assistant	0	0	0	1
Service Representative	1	1	1	1
Sous Chef	0	0	0	1
Sports Program Coordinator	1	1	1	1
Superintendent Golf Course Maintenance	1	1	1	1
Tennis Facility Manager	1	1	1	1
Tennis Pro Shop Attendant	1	1	1	1
Tournament and Event Coordinator	1	1	1	1
<b>PARKS PERFORMANCE FUND TOTAL</b>	<b>74</b>	<b>74</b>	<b>74</b>	<b>85</b>
<b>STORM WATER UTILITY FUND</b>				
Assistant Director	0	0	1	1
Asset System Analyst	1	1	1	1
Civil Engineer	2	2	2	4
Concrete Specialist	1	1	1	1
Crew Leader	2	2	2	2
Engineering Operations Manager	1	1	1	1
Environmental Compliance Officer	3	3	4	4
Environmental Compliance Supervisor	1	1	0	0
Environmental Education Specialist	1	1	1	1
Field Technician	0	0	1	1
Graduate Engineer	1	1	1	1
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	4	4	3	3
Storm Water Executive Manager	1	1	0	0
Storm Water Fund Administrator	1	1	1	1
Storm Water Specialist	1	1	1	1

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Storm Water Permit Supervisor	1	1	1	1
<b>STORM WATER UTILITY FUND TOTAL</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>29</b>
<b>STREET MAINTENANCE FUND</b>				
Administrative Aide I	2	2	2	2
Asset System Analyst	1	1	1	1
Crew Leader	13	13	13	13
Field Tech	16	17	21	21
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 Support Manager	0	1	1	0
Public Works Operations Supervisor	4	4	4	4
Sign Specialist	4	4	4	4
Signal Specialist I	5	4	3	3
Signal Specialist II	8	8	8	8
Sr Field Technician	24	23	19	19
Streetlight Specialist	6	6	6	6
Streetlight System Administrator	0	0	0	1
<b>STREET MAINTENANCE FUND TOTAL</b>	<b>93</b>	<b>93</b>	<b>92</b>	<b>92</b>
<b>WATER UTILITIES FUND</b>				
Administrative Aide I	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
CAD Technician	1	1	1	1
Chief Electrical Technician	1	1	1	1
Chief Mechanical Technician	2	2	2	2
Chief Treatment Technician	2	2	2	2
Civil Engineer Water	3	3	3	3
Communications Coordinator	0	0	1	1
Conservation Program Coordinator	1	1	0	0
Customer Assistant	4	4	4	4
Customer Information System Analyst	1	1	1	1
Customer Services Supervisor	2	1	1	1
Customer Care Business Services Manager	1	1	1	1
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	3	3
Engineering Information Specialist	1	1	1	1
Financial Administrator	1	1	1	1



# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
GIS Applications Administrator	1	1	1	1
GIS Applications Programmer	1	1	1	1
GIS Researcher	1	1	1	1
GIS Supervisor	1	1	1	1
GIS Technician II / III	4	3	2	2
Graduate Engineer	0	0	1	1
Heavy Equipment Operator II	2	2	2	2
Information Services Project Coordinator	1	1	1	1
Laboratory Services Manager	1	1	1	1
Laboratory Analyst	2	2	2	2
Laboratory Specialist	2	2	2	2
Laboratory Technician	3	3	3	3
Mechanical Technician / Mechanical Technician Trainee	7	7	6	6
Meter Service Worker	12	12	12	12
Meter Services Crew Chief	1	1	1	1
Meter Services Leader	5	5	5	5
Meter Services Manager	1	1	1	1
Meter Services Supervisor	2	2	2	2
Office Assistant	2	2	2	2
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
SCADA Analyst	1	1	1	1
Secretary	1	1	1	1
Sr Account Clerk	2	2	2	2
Sr Computer Operator	1	1	1	1
Sr Engineer	4	4	4	4
Sr Meter Reader	6	6	6	6
Sr Programmer Analyst	2	2	2	2
Sr Utilities Warehouse	2	2	2	2
Sr Utility Customer Service Representative	2	2	2	2
Treatment Technician / Treatment Technician Trainee	14	14	14	14
Utilities Account Analyst	1	1	1	1
Utilities Administrative Coordinator	1	1	1	1
Utilities Customer Service Representative	14	6	6	6
Utilities Dispatcher	5	2	2	0
Utilities Engineer	1	0	0	0
Utilities Environmental Analyst	3	3	3	3
Utilities Information Services Manager	1	1	1	0
Utilities Service Specialist	4	4	4	4

# Appendices

	Actual FY 2015	Budgeted FY 2016	Estimated FY 2016	Adopted FY 2017
Utilities Warehouser	1	1	1	1
Utility Support Specialist	1	1	1	1
Utility Technician SB1 / 2 / 3 / 4	32	32	32	32
Water Conservation Specialist	1	1	1	1
Water Field Operations Manager	2	2	2	2
Water Resource Services Manager	1	1	1	1
Water Resource Technician	2	2	2	3
Water Sewer Crew Chief	19	19	19	19
Water Sewer Leader Meter Reading	1	1	1	1
Water Treatment Maintenance Manager	1	1	1	1
Water Treatment Manager	2	2	2	2
Water Utilities Field Operations Supervisor	2	2	2	2
Water Utilities Training Administrator	1	1	1	1
Water Wastewater Model Engineer	1	1	1	1
<b>WATER UTILITIES FUND TOTAL</b>	<b>218</b>	<b>204</b>	<b>204</b>	<b>202</b>
<b>GRANT FUNDS</b>				
Code Compliance Services	2	2	2	2
Community Development and Planning	61	61	61	61
Fire	5	5	5	5
Handitran	28	28	28	28
Judiciary	1	1	1	1
Library	1	1	0	0
Management Resources	1	1	1	1
Police	11	11	24	39
Public Works and Transportation	1	1	1	1
<b>GRANT FUNDS TOTAL</b>	<b>111</b>	<b>111</b>	<b>123</b>	<b>138</b>
<b>SUBTOTAL OTHER FUNDS</b>	<b>694</b>	<b>687</b>	<b>698</b>	<b>757</b>
<b>TOTAL ALL FUNDS</b>	<b>2492</b>	<b>2509</b>	<b>2520</b>	<b>2557</b>

# Appendices

## ADOPTED POSITION ADDS & CUTS

### GENERAL FUND

1 Attorney I	CAO
1 Real Estate Representative	CD&P
1 Service Representative	CD&P
-33 all positions moving to IT ISF	IT
2 Landscape Technician	Parks
1 Police Officer	Police
2 Office Assistant	Police
1 Police Technology Specialist	Police
1 Contract Coordinator	Public Works
1 Public Works Inspector	Public Works
1 Public Works Ops Support Mgr	Public Works
-1 Streetlight System Administrator	Public Works

**-22 NET TOTAL**

### COMMUNICATION SERVICES FUND (Dispatch Services)

-2 Applications Specialist II

**-2 NET TOTAL**

### IT INTERNAL SERVICE FUND

33 all positions moving from IT General Fund  
2 Applications Specialist II

**35 NET TOTAL**

### PARKS PERFORMANCE FUND

1 Food and Beverage Manager  
1 Dining Room Manager  
1 Executive Chef  
1 Sous Chef  
1 Catering Sales Manager  
1 Sales Assistant  
2 Landscape Technician  
1 Senior Landscape Tech  
1 Asst Golf Professional  
1 Golf Programs Mgr

**11 NET TOTAL**



# Appendices

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## STATEMENT OF FINANCIAL PRINCIPLES

### Accounting, Budgeting, and Financial Planning

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

# Appendices

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## STATEMENT OF FINANCIAL PRINCIPLES (CONTINUED)

### Investments

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

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

### Grants

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

### Tax Collection

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

### Self-Insurance & Retirement Funds

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

### Reserves

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

# Appendices

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## STATEMENT OF FINANCIAL PRINCIPLES (CONTINUED)

### Debt Management

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

# Appendices

## STATEMENT OF FINANCIAL PRINCIPLES (CONTINUED)

### Debt Management (continued)

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

### Debt Management – Ratio Targets

- The ratio of net debt (total outstanding tax-supported general obligation debt less debt service fund balance) to total taxable assessed valuation shall not exceed 2.0%. 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.
- The ratio of debt service expenditures to total expenditures (General Fund operating expenditures and debt service combined) shall not exceed 20%.
- The ratio of outstanding net tax-supported debt to population shall not exceed \$1,060.
- The Finance Department shall prepare an analysis of the impact of Adopted tax-supported debt prior to the issuance of the additional debt. The analysis shall project the debt ratios described in numbers 1, 2 and 3 above as well as any other applicable debt ratios.

Debt Ratio Targets	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	Target
Net Debt to assessed valuation	1.8%	1.71%	1.81%	2%
Debt Service expenditures to total expenditures of General Fund Plus Debt Service	16.96%	17.45%	17.41%	20%
Net tax-supported debt per capital	\$889	\$884	\$956	\$1,060



# Appendices

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## STATEMENT OF FINANCIAL PRINCIPLES (CONTINUED)

### Debt Management – Certificates of Obligation

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

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

# Appendices

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## **FY 2017 BUDGET DEVELOPMENT CALENDAR**

Early January	FY 2016 1 <sup>st</sup> Quarter Business Plan materials distributed
Fri., Jan. 8	Financial Forecast materials distributed
Wed., Jan. 27	FY 2016 1 <sup>st</sup> Quarter BAR materials distributed
Wed. Feb. 3	1 <sup>st</sup> Quarter Business Plan responses due
Fri., Feb.5	Financial Forecast materials due back from departments 1 <sup>st</sup> Quarter BAR revenue and expenditure estimates due
Thurs., Feb. 18	Department Head Quarterly Meeting
Tues., Feb. 16 – Fri., Feb. 26	Financial Forecast review meetings with CMO/Departments
February	Adopt FY 2016 Capital Budget and Reimbursement Resolution
March	Financial Forecast to CMO
Late March	City Council Planning Session 1 <sup>st</sup> Quarter BAR & Financial Forecast presented
Fri., April 1	2 <sup>nd</sup> Quarter Business Plan materials distributed
Friday, April 8	2 <sup>nd</sup> QTR BAR materials distributed to department contacts
Wed., April 20	2 <sup>nd</sup> Quarter BAR revenue & expenditure estimates due
Fri., April 29	TAD Preliminary Property Tax Roll available
Fri., April 29	Budget Kickoff (Council Chambers, 2 pm) Departments begin building base budget in GovMax Departments begin building FY 2017 Business Plan w/goals & objectives

# Appendices

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## **FY 2017 BUDGET DEVELOPMENT CALENDAR (CONTINUED)**

Monday, May 2	2 <sup>nd</sup> Quarter Business Plan responses due
Friday, May 13	TAD Preliminary Property Tax Roll available
Thursday, May 19	Department Head Quarterly Meeting
Fri., May 20	FY 2017 Base Budget Submissions due (expenditures & revenues) FY 2017 Budget Proposals due (GovMax) FY 2017 Business Plan projects due from Departments
Tues., May 24	Regular Council Session - Bond Sale for General Obligation and Water Revenue Bonds
Fri., May 27	FY 2017 Chargebacks due from Internal Service Funds
Monday, May 30	Memorial Day Holiday
Mon., June 6 – Fri., June 10	Prepare department Budget & Business Plan review questions
Mon., June 13 – Fri., June 24	CMO Departmental Budget and Business Plan Reviews
Fri., June 17	Packets to Council for 6/21 meeting (if needed)
Tues., June 21	2 <sup>nd</sup> Quarter BAR/Budget & Business Plan Update to Council (Special Meeting)
Late June	3 <sup>rd</sup> Quarter Business Plan materials distributed
Wed., July 6	OMB Presents Preliminary Budget to CMO
Thurs. July 7 – Thurs., July 14	3 <sup>rd</sup> Quarter BAR materials distributed – One week turnaround for budget book 3 <sup>rd</sup> Quarter BAR & Business Plan responses due
Mon., July 25	Certified Property Tax Roll available

# Appendices

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## **FY 2017 BUDGET DEVELOPMENT CALENDAR (CONTINUED)**

Mon., July 25	City Manager's final decisions
Tues., Aug. 2	FY 2017 Proposed Budget presentation to City Council & City Secretary Proposed Water/Sewer Fees to Council
Tues., Aug. 9	Council Budget Retreat Resolution on Tax Rate/Resolution calling Public Hearings
Tues., Aug. 23	Council Meeting First Public Hearing on the Tax Rate
Thurs., Aug. 25	Town Hall Meeting
Mon., Aug. 29	September Certified Property Tax Roll available
Thurs., Sep. 1	Town Hall Meeting
Tues., Sept. 6	2 <sup>nd</sup> Public Hearing on Tax Rate Public Hearing on the Budget Special Meeting to Adopt the FY 2017 Budget, Tax Rate, & Water/Sewer Rates – First Reading
Thurs., Sept. 15	Adopt the FY 2017 Budget, Tax Rate, & Water/Sewer Rates – Second Reading Updated tax rate to Tarrant County (if needed)

# Appendices

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## FUND ACCOUNTING INFORMATION

### Governmental Funds

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

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

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

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

### Proprietary Funds

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

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

### Basis of Accounting

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

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

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

# Appendices

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## FUND ACCOUNTING INFORMATION (CONTINUED)

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

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

### Basis of Budgeting

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

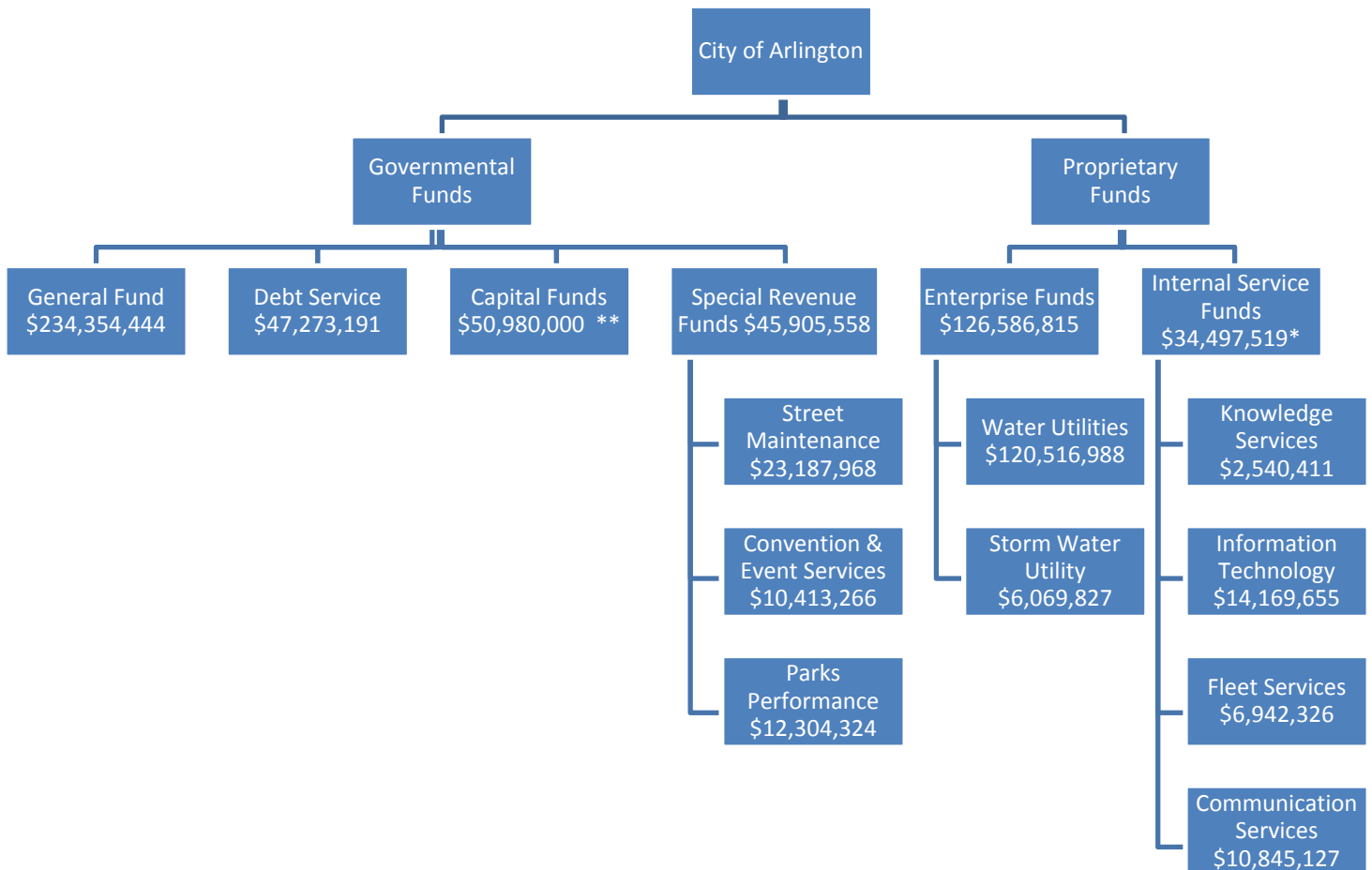
# Appendices

## FUND STRUCTURE

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

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

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



# Appendices

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## BUDGET PROCESS

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

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

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

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

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

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

**Preliminary Council Review:** The City Manager briefed the City Council on the FY 2017 Preliminary Budget, including revenue and expenditure estimates.

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

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

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

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

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

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



# Appendices

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## **BUDGET PROCESS (CONTINUED)**

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

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

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

# Appendices

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## CITY OF ARLINGTON FACTS & FIGURES

### City Government

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

### Physiographic

<b>Land Area</b>	99.5 square miles
<b>Extraterritorial Jurisdiction</b>	None
<b>Public Parkland</b>	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
<b>Longitude Range</b>	W97° 14'-W97° 03'
<b>Latitude Range</b>	N32° 35'-N32° 48'
<b>Elevation Range</b>	462'-687'
<b>Lake Arlington</b>	
Pool Elevation	550'
Surface Area	2,250 acres
<b>Average Annual Rainfall</b>	39.6"
<b>Average Annual Temperature</b>	65.3°F
<b>Average January Temperature</b>	44.9°F
<b>Average July Temperature</b>	85.3°F

# Appendices

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

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

#### **Population**

1980	160,113
1990	261,721
2000	332,969
2010	365,438
2015 (est.)	388,125

#### **Population Growth Rate**

2010-2015	6.2%
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#### **Population Rank of Arlington**

Texas Cities	7th
U.S. Cities	50th

#### **Population by Race & Ethnicity (2014 Est)**

White	66.0%
African-American	19.8%
Asian	7.0%
Pacific Islander	0.1%
Native American	0.5%
Other & Two or More Races	6.6%
<u>Of Hispanic Origin</u>	<u>28.7%</u>
Total	100.0%

#### **Median Age**

1990	29.1 years
2010	32.1 years

#### **Age Distribution**

Under 18	27.8%
18 to 44	41.2%
45 to 64	23.1%
65+	7.9%

#### **Median Household Income**

1990	\$35,048
2012	\$53,341

<b>Average Household Size</b>	2.72
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# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Housing (Community Development and Planning Quarterly Growth Profiles, 2015)

<b>Single-Family Units</b>	101,593
<b>Multi-Family Units</b>	44,348
<b>Other</b>	93

<b>Building Permit Activity</b>	<b># Permit</b>	<b>\$ Value</b>
New Single Family	377	\$67,997,363
New Multifamily	2	\$34,378,989
New Commercial	141	\$231,298,862
Other (Additions, fences, etc.)	5,092	\$176,368,316
<b>Total</b>	<b>5,612</b>	<b>\$510,043,530</b>

### Education

#### AISD 2015 Enrollment

Elementary	35,996
Junior High	8,718
High School	18,327
<b>Total</b>	<b>63,041</b>

#### UTA 2015 Enrollment

Undergraduate	26,545
Graduate	10,463
<b>Total</b>	<b>37,008</b>

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

No H.S. Diploma	15.4%
High School/GED	23.3%
Some College	25.0%
Associate Degree	7.3%
Bachelor's Degree	19.9%
Graduate/Professional Degree	9.0%

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Economic

<b>Taxable Value</b>	<b>2016 (FY 2017)</b>
Personal Property	\$2,698,387,445
Real Estate	\$18,816,423,252
Mineral Lease	\$134,867,300
Agriculture	\$707,507
Decrease for Pending ARB and Incomplete Accts	(\$1,915,814,695)
<b>Sub-Total</b>	<b>\$19,734,570,809</b>
ARB Estimate	\$772,209,135
Incomplete Estimate	\$812,658,788
<b>Total Estimate</b>	<b>\$21,319,438,732</b>
Tax Rate	\$0.006448
<b>Tax Levy</b>	
Personal Property	\$17,399,202
Real Property	\$122,202,483
Pending ARB accounts / Incomplete Accts	(\$12,353,173)
<b>Sub-Total</b>	<b>\$127,248,513</b>
ARB Estimate	\$4,979,205
Incomplete Estimate	\$5,240,024
<b>Total Tax Levy</b>	<b>\$137,467,741</b>
City Estimate of Litigation Loss	(\$2,546,273)
<b>Sub-Total</b>	<b>\$134,888,350</b>
Change in value for Eco Development	(\$4,083,554)
Collection of Delinquent Taxes and Penalties & Interest	\$1,196,454
<b>Total Budgeted Revenue</b>	<b>\$132,034,368</b>

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Economic (Continued)

#### Tax Rate per \$100 Valuation

City	\$0.64480
AISD	\$1.39008
County	\$0.25400
Tarrant County College District	\$0.14473
Tarrant County Hospital District	\$0.22790
<b>Total</b>	<b>\$2.66151</b>

#### \*Top Ten Taxpayers

#### Valuation

General Motors LLC	\$334,514,604
Arlington Highlands LP	\$175,105,200
Oncor Electric	\$151,740,179
Parks at Arlington LP	\$142,695,717
Chesapeake	\$115,048,650
Six Flags Fund LTD	\$88,827,385
LSREF3 Bravo LLC	\$70,812,000
Wal-Mart	\$68,274,005
Lincoln Square Dunhill LP	\$67,371,660
DFW Midstream Services LLC	\$66,166,564

Budgeted FY 2017

<b>City Sales Tax (General Fund)</b>	\$60,371,706
<b>Property Tax (General Fund and Debt Service Fund)</b>	\$132,034,368

#### Municipal Bond Rating

	Moody's	S&P	Fitch
General Obligation	Aa1	AAA	AAA
Water/Sewer	Aa2	AAA	AAA
Drainage	Aa2	AAA	

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Employment

**Civilian Labor Force** – 207,086 (Texas Workforce Commission – July 2016)

**Annual Average Unemployment Rate** – 4.35% (Texas Workforce Commission (1/2015- 12/2015))

<b>2016 Top 10 Employers</b>	<b># of employees</b>
Arlington ISD	8,200
University of Texas at Arlington	5,300
General Motors	4,484
Texas Health Resources	4,063
Six Flags Over Texas	3,800
The Parks at Arlington	3,500
GM Financial	2,965
City of Arlington	2,557
J.P. Morgan-Chase	1,965
Texas Rangers	1,881

### Ad Valorem Tax Structure Fiscal Year 2017

Estimated Total Valuation	\$21,319,438,732
Tax Rate	\$0.6448
Total Tax Levy	\$137,467,741
Total Projected Revenue	\$132,034,368
General Fund Tax Revenue	\$91,705,262
Interest and Sinking Fund Tax Revenue	\$40,329,106

### Distribution of Tax Rate

<b>Fund</b>	<b>Rate</b>	<b>Percent</b>
General Fund	\$0.4538	70.4%
Interest and Sinking Fund	<u>\$0.1910</u>	<u>29.6%</u>
Total	\$0.6448	100.0%

# Appendices

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## TAX INFORMATION

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

<b>Fiscal Year</b>		<b>Assessed Valuation</b>	<b>Tax Rate Per \$100</b>		<b>Levy</b>
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
2015	\$	18,855,059,512	\$0.6480	\$	122,180,786
2016	\$	19,548,821,241	\$0.6480	\$	126,676,362
2017	\$	21,319,438,732	\$0.6448	\$	137,467,741



# Appendices

## TAX INFORMATION (CONTINUED)

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

<b>Fiscal Year</b>	<b>General Fund</b>		<b>Debt Service Fund</b>		<b>Total Rate</b>	<b>Percent Variance</b>
	<b>Rate</b>	<b>Percent</b>	<b>Rate</b>	<b>Percent</b>		
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%
2015	\$0.4353	67.2%	\$0.2127	32.8%	\$0.6480	0.0%
2016	\$0.4460	68.8%	\$0.2020	31.2%	\$0.6480	0.0%
2017	\$0.4538	70.4%	\$0.1910	29.6%	\$0.6448	-0.5%

# Appendices

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## BUDGET GLOSSARY

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

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

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

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

**Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes. Property values in Arlington are established by the Tarrant Appraisal District. Assessed value in Arlington for FY 2017 is \$21.32 billion. This is an increase of 9.1% percent from the assessed value of \$19.55 billion for FY 2016.

**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 2017 tax rate is 64.40¢ 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 45.38¢ and 19.17¢ respectively.

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

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

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

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

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

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

# Appendices

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## **BUDGET GLOSSARY (CONTINUED)**

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

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

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

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

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

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

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

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

**CIP:** see Capital Improvement Program.

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

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

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

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

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

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

**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.

# Appendices

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## **BUDGET GLOSSARY (CONTINUED)**

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

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

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

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

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

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

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

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

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

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

**Homestead Exemption:** A deduction from the total taxable assessed value of owner-occupied property. For FY 2017, the exemption in Arlington is 20%, with an additional \$60,000 for the elderly and disabled.

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

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

# Appendices

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## **BUDGET GLOSSARY (CONTINUED)**

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

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

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

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

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

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

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

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

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

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

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

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

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

# Appendices

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## **BUDGET GLOSSARY (CONTINUED)**

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

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

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

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

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

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

**Tax Rate:** The amount of tax levied for each \$100 of assessed valuation. The FY 2017 tax rate for the City of Arlington is 64.48¢.

**TIRZ:** Tax Increment Refinance Zone

**TMRS:** Texas Municipal Retirement System

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

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

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

# Appendices

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## COMPREHENSIVE FINANCIAL FORECAST FY 2017 – FY 2021

### Introduction

The purpose of the Comprehensive Financial Forecast is to direct the organization to look forward, consider our future and gauge the City's ability to continue to effectively provide current services, meet goals set by the City Council, and to ensure the City's long-term fiscal health. It is important to stress that this forecast is not a budget, but a planning tool to identify financial trends, potential shortfalls, and arising issues so that we can make informed decisions and take proactive measures to address these items strategically. Additionally, the forecast is a foundation to begin discussions of the upcoming FY 2017 budget process and to assist Council as they consider their future priorities. Ultimately, every annual budget adopted by the City Council is statutorily required to be balanced, therefore any presentation of unbalanced projected numbers reflect work which must be done every year to get expenditures in line with revenues.

### Process

All City departments were charged with the assignment to review the revenues they are responsible for and consider three scenarios. For each of the major operating funds, departments prepared revenue projections for the period FY 2017 through FY 2021 based on three different assumptions.

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

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

Additionally, departments considered two different types of future expenditures needs.

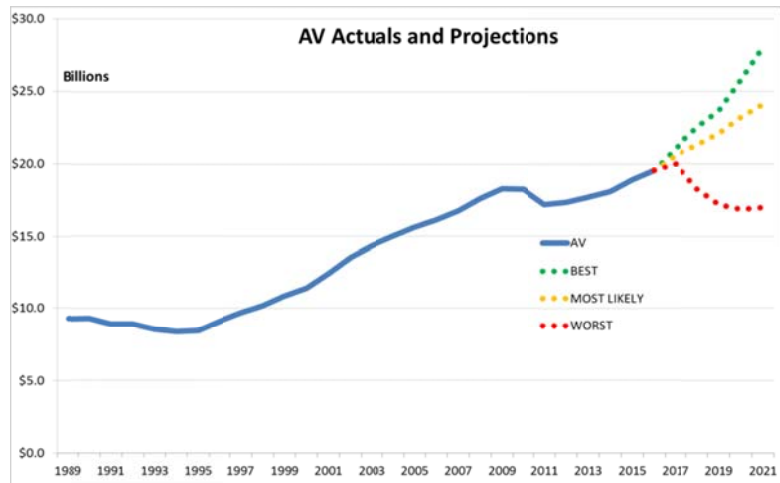
1. Current services expenditures which are based on existing programs, service levels and expenses to which the City is already committed. Examples would include cost increases associated with population growth, automatic CPI increases built into certain contracts, or the costs of programs or services covered by grants that are expiring.
2. New program expenditures which are the costs of new services or expanded services. New programs would include adding personnel, anticipated costs of opening and operating new facilities, or anticipated new technology.

# Appendices

## General Fund Revenues

Within the General Fund, 86 percent of all FY 2016 budgeted revenues are contained in the following categories: ad valorem (property) taxes, sales taxes, franchise fees, and Municipal Court revenues. If we include certain other specific revenues such as Water Utilities PILOT (Payment in Lieu of Taxes), AISD payments to the City for the SRO (School Resource Officer) program, and the payments received from the Texas Rangers for the Ballpark lease and land settlement, the total exceeds 90 percent of all General Fund revenues. It becomes clear that projections in these areas, particularly for taxes, franchise fees and Court revenues, are the critical revenue components for determining the resources that will be available to the General Fund in the coming years.

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



The worst case scenario for property tax utilizes a combination of this most current recession as its benchmark mixed with the last time the federal government shutdown due to political infighting. Revenue declines in M&O from \$84M in 2016 down to a low of \$69M in 2021. It will take several more years of growth beyond 2021 before AV returns to 2016 levels. Over the 5-year time horizon \$104M debt is issued, but none until 2019.

The best case repeats the five-year period from 1998-2002 in which the City experienced its best rate of growth from 1989-2015. Revenues increase 37% in 2021 vs. 2016 in M&O. Taxable value will reach \$28B by 2021. Over the 5-year time horizon \$360M in debt is issued. After issuance in 2016, the City has \$226M remaining in voter-approved bond authorization.

The most likely case assumes a steady growth pattern in values similar to what the City experienced from 2005-2009. Revenues gradually increase in M&O by \$2.0 to \$3.7M per year, with an accumulated growth for five years of \$15M. Over the 5-year time horizon \$266M in debt is issued. This is an increase from the \$248M capacity that was used for determining the bond election.

Increase in Property Values	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Best Case	8.00%	6.75%	5.03%	8.94%	8.67%
Worst Case	2.05%	-8.81%	-5.87%	-1.94%	0.84%
Most Likely	5.50%	3.25%	3.80%	5.00%	3.90%

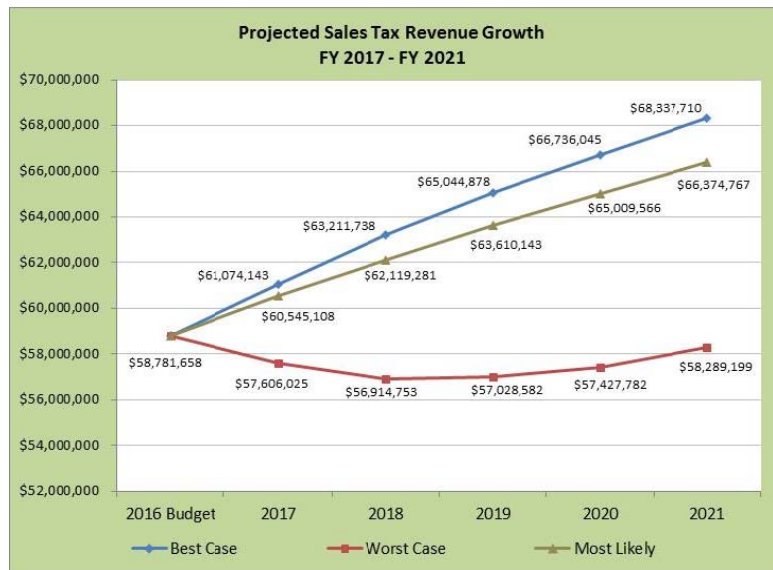
All three scenarios attempt to return the tax split to .2020 I&S / .4460 M&O. The amount of debt issued was increased or decreased to accommodate this tax rate split while maximizing the amount of debt possible in order to facilitate the greatest amount of capital projects. This was not possible in the Worst Case in which the I&S (interest



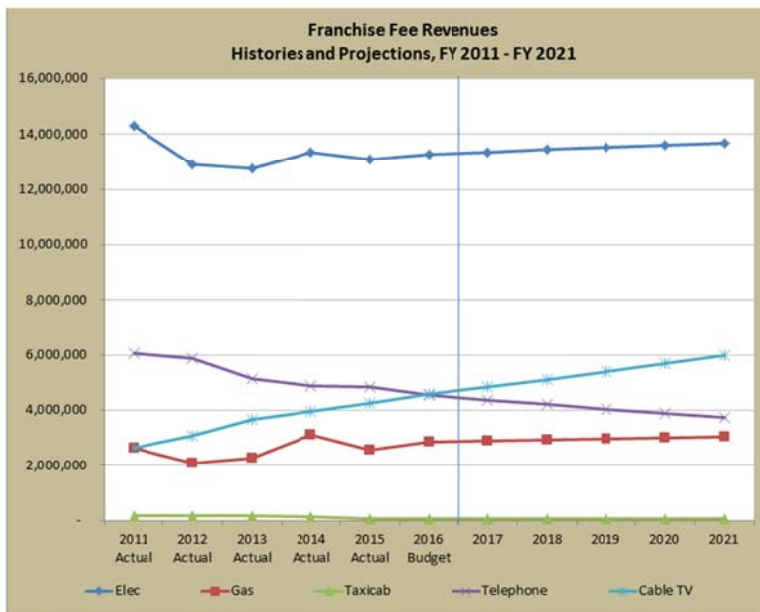
# Appendices

and sinking) rate had to be increased from 2017-2018. While an increase in property values directly increases revenues, revenues are not increased at the same percentage due to several factors that include items such as TIRZ growth and Chapter 380 agreements.

The City's sales tax receipts have shown steady improvement since early in calendar year 2014. The most likely scenario for General Fund sales tax revenues shows an increase of 3.0 percent in FY 2017 over the FY 2016 budget, then increases in each subsequent year as follows: 2.6 percent in FY 2018, 2.4 percent in 2019, 2.2 percent in 2020, and 2.1 percent in 2021, which is based on the City's long-term trend of approximately 2.2 percent annual growth in sales tax revenues. Over the five-year period, this would result in a 19.5 percent increase from the FY 2015 actual amount received. The worst case scenario would result in an increase over the five-year period of approximately 4.9 percent, which could result if the City were to enter into another period of declines similar to those experienced in FY 2002-2003 or FY 2009-2010. The best case scenario would result in a 23.0 percent increase over the period. The graph above shows the results of all three growth scenarios over the five-year forecast period.



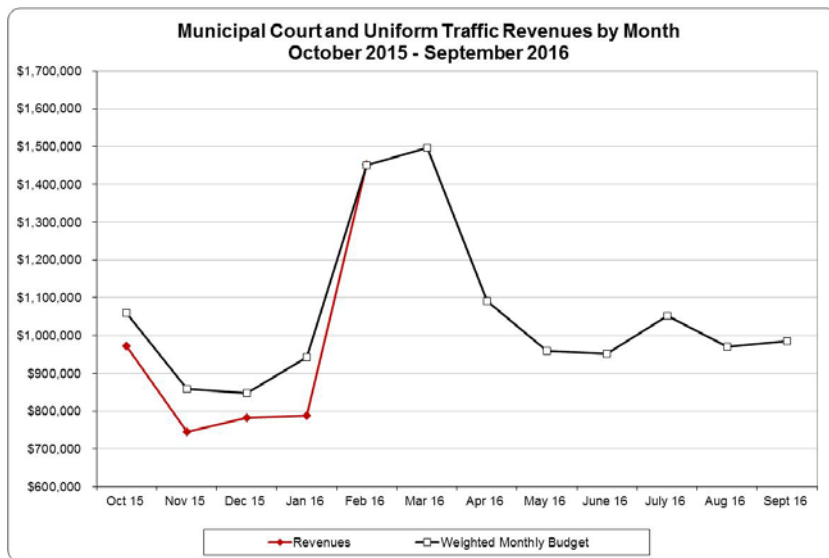
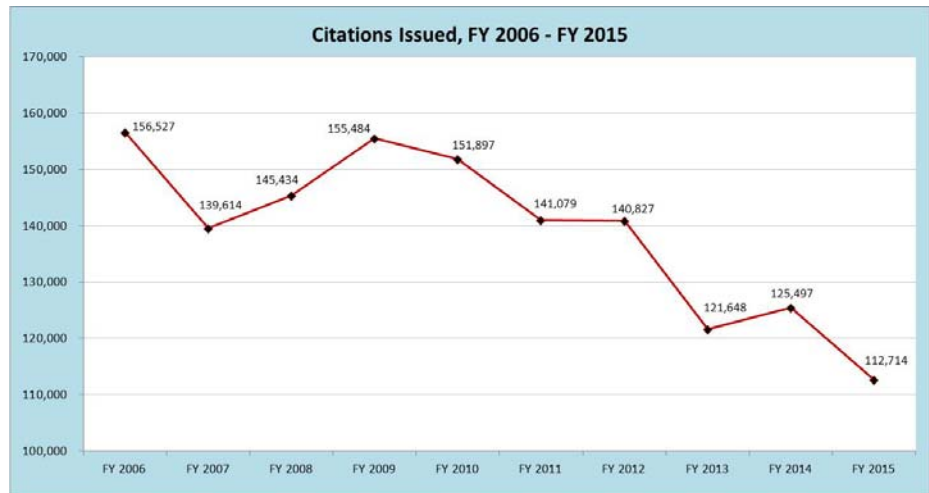
The most likely scenario for franchise fee revenues shows an increase of 0.7 percent in FY 2017 from the FY 2016 budgeted level, then annual changes thereafter as follows: a 0.8 percent increase in FY 2018, 0.9 percent increase in FY 2019, a 1.0 percent increase in FY 2020, and a 1.0 percent increase in FY 2021. Over the five-year forecast period, this would result in a 4.5 percent increase from the FY 2016 budgeted level.



The worst case scenario would result in a 1.4 percent decrease over the five-year period, and the best case scenario would result in a 13.9 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. In addition, the decline in telephone franchise fee revenues (due to cellular telephones being exempt from this charge) is expected to continue.

# Appendices

The most likely scenario for Municipal Court revenues would project an 11.0 percent decrease in FY 2017 from the FY 2016 budget, then a 3.0 percent decrease in FY 2018, flat in FY 2019 and 2020, and an increase of 1.0 percent in FY 2021. These trends are largely the result of continuing declines in the number of citations processed at the Court, as shown in the accompanying graph.



The current-year graph to the left shows the two largest revenue sources at the Court, which in the aggregate are approximately \$420,000 below the cumulative weighted budget amount through February 2016.

The red light camera enforcement program was terminated by the voters in May 2015. This resulted in a loss of approximately \$2.5 million in annual revenue; this revenue source is shown at zero throughout the forecast period.

As noted earlier, the revenues discussed above constitute 86 percent of all General Fund revenues. The remaining

General Fund revenues are carried forward in the forecast using projections based on historical averages and consideration of the three revenue scenarios.

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

	Budgeted FY 2016	Projected FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Best Case	223,530,616	234,632,444	244,446,320	251,828,320	263,327,810	275,432,871
Worst Case	223,530,616	217,861,445	207,071,526	200,972,206	198,511,067	199,155,512
Most Likely	223,530,616	228,909,593	232,987,001	237,609,448	243,453,244	248,595,228
Increase from Prior Year		5,378,977	4,077,408	4,622,447	5,843,795	5,141,984
Percent Increase from Prior Year		2.4%	1.8%	2.0%	2.5%	2.1%

If we assume the most likely scenario, revenues will increase by \$5.4M (2.4%) in FY 2017; then increase by \$4.1M (1.8%) in FY 2018; by \$4.6M (2.0%) in FY 2019; by \$5.8M (2.5%) in FY 2020; and by \$5.1M (2.1%) in FY 2021.

# Appendices

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The baseline General Fund operating position on the next page assumes the mostly likely scenario for revenues and includes no new programs or additional funding in FY 2017. One-time funds used in FY 2016 are removed from the forecasted years. Additionally, a complete list of all General Fund revenues under the most likely scenario follows.

# Appendices



## General Fund Baseline

### Comprehensive Financial Forecast General Fund, FY 2017 - FY 2021

	FY 2016 Budget	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>GENERAL FUND REVENUES - Most Likely</b>	\$ 223,530,616	\$ 228,909,593	\$ 232,987,001	\$ 237,609,448	\$ 243,453,244	\$ 248,595,228
<b>INTERFUND TRANSFERS:</b>						
Water and Sewer Fund Indirect Cost	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304
Conv. & Event Svcs. Fund Indirect Cost	691,824	691,824	551,824	551,824	551,824	551,824
Storm Water Indirect Cost	384,387	388,231	388,231	388,231	388,231	388,231
IMF Energy Projects (for Opterra)	195,075	-	-	-	-	-
One-time General Gas Funds	4,030,868	-	-	-	-	-
To IT ISF for One-time Projects	(1,948,056)	-	-	-	-	-
TIRZ 4 Reimbursement	750,000	-	-	-	-	-
Parks & Airport Gas support for APFA	215,000	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	-	-	-
From SWUF for engineering reviews	88,699	-	-	-	-	-
To APFA Fund	(1,011,995)	-	-	-	-	-
Additional Support for Health Insurance Fund	(650,000)	-	-	-	-	-
Ending Balance Use	909,000	-	-	-	-	-
To Park Performance Fund	(1,497,153)	(1,497,153)	(1,497,153)	(1,497,153)	(1,497,153)	(1,497,153)
To Special Transportation Fund	(1,199,945)	(1,199,945)	(1,199,945)	(1,199,945)	(1,199,945)	(1,199,945)
To Street Maintenance Fund for Traffic	(4,722,827)	(4,722,827)	(4,722,827)	(4,722,827)	(4,722,827)	(4,722,827)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (1,607,291)	\$ (4,182,038)	\$ (4,322,038)	\$ (4,785,093)	\$ (4,785,093)	\$ (4,785,093)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 221,923,325	\$ 224,727,556	\$ 228,664,964	\$ 232,824,356	\$ 238,668,151	\$ 243,810,135
<b>GENERAL FUND EXPENDITURES</b>	\$ 221,894,956	\$ 219,845,798	\$ 219,845,798	\$ 219,845,798	\$ 219,845,798	\$ 219,845,798
<b>ENDING BALANCE</b>	\$ 28,370	\$ 4,881,758	\$ 8,819,166	\$ 12,978,558	\$ 18,822,353	\$ 23,964,337

# Appendices

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

DESCRIPTION	FY 2016 Budget	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
Sales Taxes, General Fund	58,781,658	60,545,108	62,119,281	63,610,143	65,009,566	66,374,767
State Liquor Tax	1,988,226	2,004,132	2,016,157	2,024,221	2,030,294	2,034,354
Bingo Tax	80,000	77,600	75,505	73,617	71,924	70,414
Water Data Service Charges	415,277	415,277	415,277	415,277	415,277	415,277
PILOT - Water	3,998,011	4,057,981	4,149,286	4,265,466	4,436,084	4,564,731
Other Service Charges	400,000	400,000	400,000	400,000	400,000	400,000
Electric Franchise Fees	13,279,258	13,358,934	13,439,087	13,519,722	13,600,840	13,682,445
Gas Franchise Fees	2,852,651	2,886,883	2,921,525	2,956,584	2,992,063	3,027,967
Water Franchise Fees	7,414,388	7,503,361	7,593,401	7,684,522	7,776,736	7,870,057
Telephone Franchise Fees	4,566,455	4,379,314	4,203,962	4,035,624	3,874,020	3,718,879
Taxicab Franchise Fees	70,000	69,510	69,023	68,540	68,060	67,584
Cable TV Franchise Fees	4,587,547	4,839,862	5,106,054	5,386,887	5,683,166	5,995,740
Sheraton Ground Lease	289,915	295,133	300,446	305,854	311,359	316,964
Ballpark Lease	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Ballpark Settlement	727,500	727,500	727,500	727,500	727,500	727,500
Beverage Contract Revenues	49,751	49,751	49,751	49,751	49,751	49,751
Prop Taxes, General Fund 1000	83,548,790	87,308,486	89,272,926	91,772,568	95,443,471	98,211,332
Interest, General Fund	299,892	629,773	944,660	1,039,126	1,143,038	1,257,342
Terminal Building Leases	101,612	102,567	103,955	104,678	106,101	107,334
Hangar Rental	287,160	201,926	214,549	214,549	214,549	214,800
Tie Down Charge	27,540	30,600	33,660	33,660	33,660	33,660
Land/Ramp Lease	383,161	407,732	481,487	486,150	491,050	484,372
Alcoholic Beverage Licenses	120,000	123,600	127,308	131,127	135,061	139,113
Vital Statistics	235,000	263,200	268,464	273,833	279,310	284,896
Multi-Family Inspections	630,000	606,690	606,690	612,454	612,454	612,454
Extended Stay Annual Inspections	180,480	173,802	173,802	182,145	182,145	182,145
Animal Awareness/Safety Program	5,820	3,841	3,841	3,841	3,841	3,841
Adoption Fees	165,000	154,935	154,935	154,935	154,935	154,935
Weed and Grass Fees	58,883	95,390	95,390	95,390	95,390	95,390
Dangerous Structure Demolition	8,068	10,730	10,730	10,730	10,730	10,730
Nuisance Abatement Fees	34,815	42,822	42,822	42,822	42,822	42,822
Multi-Family Reinspection Fees	7,638	1,528	1,528	1,528	1,528	1,528
Extended Stay Reinspection Fees	606	450	450	450	450	450
Duplex Registrations	19,875	20,253	20,253	20,253	20,253	20,253
Duplex Reinspections	7,638	458	458	458	458	458
Swimming Pool Reinspections	4,229	761	761	761	761	761

*continued on next page*

# Appendices

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

DESCRIPTION	FY 2016 Budget	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
Vet Services	13,791	13,825	13,825	13,825	13,825	13,825
Impoundment Fees	61,838	60,601	60,601	60,601	60,601	60,601
Swimming Pool Permits	96,000	97,248	97,248	97,248	97,248	97,248
Securing Code Violations	2,658	4,851	4,851	4,851	4,851	4,851
Dog and Cat Licenses	51,576	84,843	84,843	84,843	84,843	84,843
Euthanasia Fees, Other Animal Fees	8,726	9,520	9,520	9,520	9,520	9,520
Deceased Animal Pick-Up	2,100	2,100	2,100	2,100	2,100	2,100
Dangerous Animal Fee	5,850	4,405	4,405	4,405	4,405	4,405
Food Service App/Change of Owner	52,550	52,550	53,181	53,712	53,712	53,712
Food Service Estab. Reinspections	1,500	2,550	2,550	2,550	2,550	2,550
Food Establishment Permits	696,465	696,465	704,823	711,871	711,871	711,871
Food Handlers Permits	72,397	7,602	7,602	7,602	7,602	7,602
Child Care Licenses and Permits	62,689	60,996	60,996	60,996	60,996	60,996
Building Inspection Fees	70,000	79,290	79,290	79,290	79,290	79,290
Plat Review and Inspections	127,000	229,000	229,000	229,000	229,000	229,000
Rezoning Fees	85,000	86,775	86,775	86,775	86,775	86,775
Real Estate Transfer	289,000	289,000	289,000	289,000	289,000	289,000
Landscape/Tree Preservation Fees	10,000	12,000	12,000	12,000	12,000	12,000
Building Permits	1,982,430	2,176,217	2,087,871	1,962,658	1,878,268	1,887,659
Electrical Permits	85,000	86,222	86,222	86,222	86,222	86,222
Plumbing Permits	260,000	280,000	280,000	280,000	280,000	280,000
Mechanical Permits	125,000	110,000	109,450	114,923	116,072	117,232
Business Registration	207,900	215,000	219,300	217,107	214,936	214,936
Certificates of Occupancy	135,000	136,000	136,204	136,272	136,408	136,408
Boathouse/Pier Licenses	14,000	14,000	14,000	14,000	14,000	14,000
Plan Review Fees	861,000	1,040,953	1,127,059	1,215,866	1,334,572	1,502,461
Irrigation Permits	43,000	43,000	42,355	41,720	41,094	40,477
Pipeline License Agreements	45,000	50,000	50,000	50,000	50,000	50,000
Gas Well Inspection Fees	261,000	174,000	174,000	174,000	174,000	174,000
Gas Well Annual Reinspections	676,000	700,000	724,000	748,000	772,000	796,000
Gas Well Supplemental Fee	3,500	5,000	5,000	5,000	5,000	5,000
Special Event Parking - Renewal	14,000	14,000	14,000	14,000	14,000	14,000
Fire Initial Inspections	66,600	31,302	30,676	30,062	29,461	28,872
Firefighter Applicant Fees	60,000	36,900	37,269	37,269	37,269	37,269
Fire Permit Fees	169,000	160,550	152,523	144,896	146,345	147,809
Overtime and Reinspection Fees	20,000	17,600	14,960	14,661	14,368	14,080

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# Appendices

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

DESCRIPTION	FY 2016 Budget	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
Fire Inspection Fees	270,000	272,700	275,427	278,181	280,963	283,773
Fire Operational Permits	200,000	204,000	208,080	212,242	216,486	220,816
Risk Management - Damages	190,000	228,000	234,840	241,885	249,142	256,616
Library Cards for Non-Residents	40,052	40,453	40,857	42,491	44,616	44,616
Library Fines	238,322	131,077	127,145	124,602	122,110	119,668
Copier Concessions	72,586	74,038	76,259	82,360	90,596	90,596
Criminal Justice Fees	429,915	382,624	371,146	371,146	371,146	374,857
Municipal Court Fines	4,082,877	3,633,761	3,524,748	3,524,748	3,524,748	3,559,995
Child Safety Fees	43,555	38,764	37,601	37,601	37,601	37,977
Uniform Traffic Fines	8,584,653	7,640,341	7,411,131	7,411,131	7,411,131	7,485,242
Time Payment Fees	73,949	65,815	63,840	63,840	63,840	64,479
Issue / Arrest Fees	370,051	329,345	319,465	319,465	319,465	322,660
Park Bond Fund	50,000	50,000	50,000	50,000	50,000	50,000
Police Admin, Escorts, Misc. Rev.	75,000	75,000	75,000	75,000	75,000	75,000
Jail Support Revenues	51,500	46,350	46,350	46,350	46,350	46,350
Abandoned Vehicle Search Fees	8,000	8,000	8,000	8,000	8,000	8,000
Police Towing Fees	150,000	150,000	150,000	150,000	150,000	150,000
Burglar Alarm Permits	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000
Red Light Camera Violations	0	0	0	0	0	0
Contrib from AISD / SRO Program	1,284,534	1,371,959	1,371,959	1,371,959	1,371,959	1,371,959
Garbage Franchise Fees	1,660,000	1,704,820	1,750,850	1,798,123	1,846,672	1,896,533
Engineering Services Bond Projects	575,000	601,968	601,968	601,968	601,968	601,968
Storm Event Clean-Up Fees	56,700	56,700	56,700	56,700	56,700	56,700
Water Dept Street Cuts	130,000	154,440	154,440	154,440	154,440	154,440
Construction Management Fees	50,000	82,500	82,500	82,500	82,500	82,500
Inspection Transfer	1,005,000	1,056,255	1,056,255	1,056,255	1,056,255	1,056,255
Survey Transfer	140,000	172,060	172,060	172,060	172,060	172,060
Transportation Bond - Operating	95,000	95,000	95,000	95,000	95,000	95,000
Saturday Inspection Fees	30,000	28,710	28,710	28,710	28,710	28,710
Abandonment Fees	2,000	2,868	2,868	2,868	2,868	2,868
State Reimburse - Traffic Signals	71,232	71,232	71,232	71,232	71,232	71,232
Landfill Usage Fees	2,209,000	2,250,971	2,250,971	2,250,971	2,250,971	2,250,971
City Waste Royalty	1,310,000	1,361,090	1,361,090	1,361,090	1,361,090	1,361,090
Non-City Waste Royalty	2,107,000	2,170,210	2,170,210	2,170,210	2,170,210	2,170,210
Methane Gas Royalty	25,000	18,675	18,675	18,675	18,675	18,675
Brush Waste Royalty	74,000	48,988	48,988	48,988	48,988	48,988

*continued on next page*

# Appendices

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

DESCRIPTION	FY 2016 Budget	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected
City Dept Waste Rebate	54,500	60,550	60,550	60,550	60,550	60,550
Landfill Lease - Deferred Revenue	457,259	457,259	457,259	457,259	457,259	457,259
Message Board Rentals	50,000	47,250	47,250	47,250	47,250	47,250
Parking Meter Revenue	16,585	16,585	16,585	16,585	16,585	16,585
Cell Phone Tower Leases	140,000	143,500	147,088	150,765	154,534	158,397
Auction Revenue	29,000	27,550	27,550	30,305	28,790	28,790
Pedicab Revenues	7,800	7,800	7,800	7,800	7,800	7,800
Animal Surrender Fees	31,380	31,380	31,380	31,380	31,380	31,380
Infrastructure revenue	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752
Major Event Trust Fund	300,000	300,000	300,000	300,000	300,000	300,000
<b>TOTAL</b>	<b>223,530,616</b>	<b>228,909,594</b>	<b>232,987,002</b>	<b>237,609,448</b>	<b>243,453,244</b>	<b>248,595,228</b>



# Appendices

## General Fund Expenditures

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

Health insurance costs for employees and retirees are projected to increase over the forecast period. However, plan changes made during the FY 2016 budget process have reduced the size of the impact from the amount reported in previous forecasts. In the General Fund, these costs are budgeted at \$19.45M in FY 2016. Based on information provided by the Human Resources Department, the table below illustrates the projected amounts needed for employee health insurance in the General Fund over the next five years, assuming no changes to plan provisions and benefits.

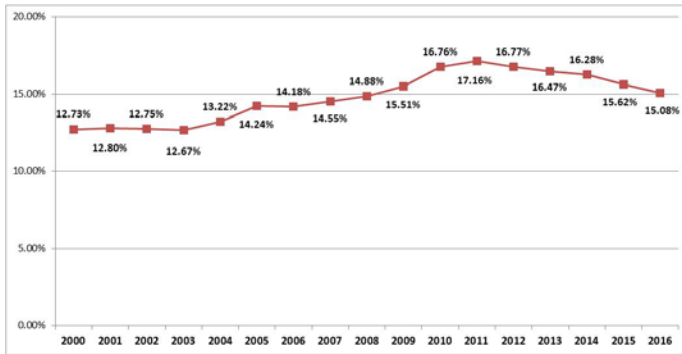
		7.6%	10%	9%	9%	9%	
	Budgeted FY 2016	Projected FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021	Cumulative Costs
Employee Insurance	19,448,899	20,927,015	23,019,717	25,091,491	27,349,726	29,811,201	
Increase from prior year		1,478,116	2,092,702	2,071,775	2,258,234	2,461,475	10,362,302
Percent increase from prior year		7.6%	10.0%	9.0%	9.0%	9.0%	

Employees are the City's most valuable resources and Arlington has invested accordingly in salary and benefits over the past few years. FY 2013 through FY 2015 included recurring salary increases that were granted across-the-board to all employees. In FY 2016, employee compensation was targeted to close the gap between average compensation at the City for the various employee job families (clerical, professional, technical, etc.) and the compensation granted in the surrounding market of comparable employers and jobs. Since the compensation gap varied by category, so did the raises granted in FY 2016. However, limited resources prohibited closing some of those gaps completely and Council indicated a desire to place a priority on compensation while preparing the FY 2017 Budget. On February 9th, the City Manager briefed City Council on several options available to Council for FY 2017 employee compensation. For the purposes of this forecast, the option that provided for market average plus 5% spread over a three year period is presented. The cost of this option is shown below and includes an assumption that the market has grown by 3%.

	Projected FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021	Cumulative Costs
Targeted Compensation Increases	5,434,166	9,443,642	10,400,929	4,844,773	4,990,116	35,113,626

# Appendices

The City participates in TMRS (Texas Municipal Retirement System) for the employee pension program. Over recent years, the City has benefited from slight declines in the percentage contribution to TMRS (see table).



However, TMRS has indicated to the City that in the 2017 rate could increase. The potential rate change is due to recommendations from the 2015 actuarial experience study which included a number of changes to the system's economic assumptions. The changes that most affect Arlington are the lowering the inflation assumption from 3.00% to 2.50% and decreasing the investment return assumption from 7.0% to 6.75%. The impact to the General Fund in FY17 is projected to be around \$700,000.

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

# Appendices

Comprehensive Financial Forecast General Fund, FY 2017 - FY 2021		General Fund - With Health, Compensation, & TMRS					
		FY 2016 Budget	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>GENERAL FUND REVENUES - Most Likely</b>	\$ 223,530,616	\$ 228,909,593	\$ 232,987,001	\$ 237,609,448	\$ 243,453,244	\$ 248,595,228	
<b>INTERFUND TRANSFERS:</b>							
Water and Sewer Fund Indirect Cost	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	
Conv. & Event Svcs. Fund Indirect Cost	691,824	691,824	551,824	551,824	551,824	551,824	
Storm Water Indirect Cost	384,387	388,231	388,231	388,231	388,231	388,231	
IMF Energy Projects (for Opterra)	195,075	-	-	-	-	-	
One-time General Gas Funds	4,030,868	-	-	-	-	-	
To IT ISF for One-time Projects	(1,948,056)	-	-	-	-	-	
TIRZ 4 Reimbursement	750,000	-	-	-	-	-	
Parks & Airport Gas support for APFA	215,000	-	-	-	-	-	
From SWUF for capital reimbursement	463,055	463,055	463,055	-	-	-	
From SWUF for engineering reviews	88,699	-	-	-	-	-	
To APFA Fund	(1,011,995)	-	-	-	-	-	
Additional Support for Health Insurance Fund	(650,000)	-	-	-	-	-	
Ending Balance Use	909,000	-	-	-	-	-	
To Park Performance Fund	(1,497,153)	(1,497,153)	(1,497,153)	(1,497,153)	(1,497,153)	(1,497,153)	
To Special Transportation Fund	(1,199,945)	(1,199,945)	(1,199,945)	(1,199,945)	(1,199,945)	(1,199,945)	
To Street Maintenance Fund for Traffic	(4,722,827)	(4,722,827)	(4,722,827)	(4,722,827)	(4,722,827)	(4,722,827)	
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (1,607,291)	\$ (4,182,038)	\$ (4,322,038)	\$ (4,785,093)	\$ (4,785,093)	\$ (4,785,093)	
<b>TOTAL AVAILABLE FUNDS</b>	\$ 221,923,325	\$ 224,727,556	\$ 228,664,964	\$ 232,824,356	\$ 238,668,151	\$ 243,810,135	
<b>GENERAL FUND EXPENDITURES</b>	\$ 221,894,956	\$ 219,845,798	\$ 219,845,798	\$ 219,845,798	\$ 219,845,798	\$ 219,845,798	
<b>ENDING BALANCE</b>	\$ 28,370	\$ 4,881,758	\$ 8,819,166	\$ 12,978,558	\$ 18,822,353	\$ 23,964,337	
Health Insurance Increases		\$ 1,478,116	\$ 3,570,818	\$ 5,642,592	\$ 7,900,827	\$ 10,362,302	
Targeted Compensation Increases		5,434,166	14,877,808	25,278,737	30,123,510	35,113,626	
TMRS Rate Change		700,000	700,000	700,000	700,000	700,000	
<b>ENDING BALANCE</b>		\$ (2,730,524)	\$ (10,329,460)	\$ (18,642,771)	\$ (19,901,983)	\$ (22,211,591)	

In addition to the impact of pay and benefit changes, it is also important to remember that the City budget is impacted annually by contractually agreed upon commitments, such as CPI adjustments, software license agreements, maintenance agreements, grant matches, etc. These increases are considered “must do” in order to be able to maintain ongoing operations. The General Fund Operating position below assumes the mostly likely scenario for revenues, includes pay, health and TMRS impacts along with additional funding for contractual commitments and obligations.

# Appendices



General Fund - With Health,  
Compensation, TMRS &  
Contracts

## Comprehensive Financial Forecast General Fund, FY 2017 - FY 2021

	FY 2016 Budget	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>GENERAL FUND REVENUES - Most Likely</b>	\$ 223,530,616	\$ 228,909,593	\$ 232,987,001	\$ 237,609,448	\$ 243,453,244	\$ 248,595,228
<b>INTERFUND TRANSFERS:</b>						
Water and Sewer Fund Indirect Cost	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304	\$ 3,861,304
Conv. & Event Svcs. Fund Indirect Cost	691,824	691,824	551,824	551,824	551,824	551,824
Storm Water Indirect Cost	384,387	388,231	388,231	388,231	388,231	388,231
IMF Energy Projects (for Opterra)	195,075	-	-	-	-	-
One-time General Gas Funds	4,030,868	-	-	-	-	-
To IT ISF for One-time Projects	(1,948,056)	-	-	-	-	-
TIRZ 4 Reimbursement	750,000	-	-	-	-	-
Parks & Airport Gas support for APFA	215,000	-	-	-	-	-
From SWUF for capital reimbursement	463,055	463,055	463,055	-	-	-
From SWUF for engineering reviews	88,699	-	-	-	-	-
To APFA Fund	(1,011,995)	-	-	-	-	-
Additional Support for Health Insurance Fund	(650,000)	-	-	-	-	-
Ending Balance Use	909,000	-	-	-	-	-
(To) from General Gas Fund	-	-	-	-	-	-
(To) from Airport Gas Fund	-	-	-	-	-	-
From Business Continuity Reserve (BCR) for Special	-	-	-	-	-	-
To Park Performance Fund	(1,497,153)	(1,497,153)	(1,497,153)	(1,497,153)	(1,497,153)	(1,497,153)
To Special Transportation Fund	(1,199,945)	(1,199,945)	(1,199,945)	(1,199,945)	(1,199,945)	(1,199,945)
To Street Maintenance Fund for Traffic	(4,722,827)	(4,722,827)	(4,722,827)	(4,722,827)	(4,722,827)	(4,722,827)
To Street Maintenance Fund	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)	(2,166,527)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (1,607,291)	\$ (4,182,038)	\$ (4,322,038)	\$ (4,785,093)	\$ (4,785,093)	\$ (4,785,093)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 221,923,325	\$ 224,727,556	\$ 228,664,964	\$ 232,824,356	\$ 238,668,151	\$ 243,810,135
<b>GENERAL FUND EXPENDITURES</b>	\$ 221,894,956	\$ 219,845,798	\$ 219,845,798	\$ 219,845,798	\$ 219,845,798	\$ 219,845,798
<b>ENDING BALANCE</b>	\$ 28,370	\$ 4,881,758	\$ 8,819,166	\$ 12,978,558	\$ 18,822,353	\$ 23,964,337
Health Insurance Increases		\$ 1,478,116	\$ 3,570,818	\$ 5,642,592	\$ 7,900,827	\$ 10,362,302
Targeted Compensation Increases		5,434,166	14,877,808	25,278,737	30,123,510	35,113,626
TMRS Rate Change		700,000	700,000	700,000	700,000	700,000
<b>ENDING BALANCE</b>		\$ (2,730,524)	\$ (10,329,460)	\$ (18,642,771)	\$ (19,901,983)	\$ (22,211,591)
Contracts & Commitments		1,921,857	2,517,922	3,606,957	4,204,963	4,636,319
<b>ENDING BALANCE</b>		\$ (4,652,381)	\$ (12,847,382)	\$ (22,249,728)	\$ (24,106,946)	\$ (26,847,910)

# Appendices

## Proposed Expenditures by Council Priority

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

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

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

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

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

### Champion Great Neighborhoods

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

Current Services				
Priority: Champion Great Neighborhoods				
FY17	FY18	FY19	FY20	FY21
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 22,766	\$ 26,354	\$ 30,193	\$ 34,301	\$ 38,697

The above includes the following highlights:

- Annual cost increase for CLEAR software utilized by Code Compliance Services.
- Customer communication enhancements for Management Resources

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

New Programs				
Priority: Champion Great Neighborhoods				
FY17	FY18	FY19	FY209	FY21
Program cost	Program cost	Program cost	Program cost	Program cost
\$ 400,399	\$ 641,809	\$ 583,624	\$ 583,624	\$ 783,624

# Appendices

The above includes the following highlights:

- Upgrades to the Animal Services Facility.
- Updates to the Planning Department’s comprehensive 5 year strategic plan.
- Neighborhood matching grants to provide financial support for community-based programs.

## Enhance Regional Mobility

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

**Current Services**  
**Priority: Enhance Regional Mobility**

FY17	FY18	FY19	FY20	FY21
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350

**New Programs**  
**Priority: Enhance Regional Mobility**

FY17	FY18	FY19	FY209	FY21
Program cost	Program cost	Program cost	Program cost	Program cost
\$ 862,373	\$ 1,024,120	\$ 1,053,585	\$ 1,064,835	\$ 1,065,335

The above includes the following highlights:

- Recurring funding for the City’s portion of operating the MAX (Metro Arlington Xpress) bus service.
- Updating the City’s five year thoroughfare development plan.
- Funding for the next stage of Parks & Recreation’s Operation Beautification.

## Invest in Our Economy

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

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

FY17	FY18	FY19	FY20	FY21
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 17,680	\$ 35,713	\$ 54,107	\$ 72,870	\$ 92,007

# Appendices

## New Programs Priority: Invest in Our Economy

FY17	FY18	FY19	FY209	FY21
Program cost	Program cost	Program cost	Program cost	Program cost
\$ 2,359,459	\$ 2,239,311	\$ 2,260,156	\$ 1,976,903	\$ 1,189,254

The above includes the following highlights:

- Recurring funding to establish an affiliate recruitment program designed to recruit national and international business prospects to Arlington.
- One time funding to updated the City's Economic Development Strategy.
- Recurring funding to establish an Economic Development grant program designed to assist business owners in upgrading and rehabilitant older buildings within the City.

## Put Technology to Work

Technology is integral in achieving the City's other four priorities. Enhancing current and embracing new technologies will improve access, convenience and timeliness of information for our community and allow greater transparency. Additionally, the organization will benefit from increased efficiency and security leading to greater responsiveness. This will lead to economic growth and will position Arlington to provide better services and experiences to all who we serve – residents, businesses, schools and visitors alike. Department proposed current services needs for Put Technology to Work is summarized below:

## Current Services Priority: Put Technology to Work

FY17	FY18	FY19	FY20	FY21
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 201,647	\$ 317,213	\$ 506,783	\$ 784,273	\$ 723,052

The above includes the following highlights:

- Increased funding for vital software programs utilized by multiple departments.
- Increased funding for an open-records request program.
- Increased funding for I.T.'s security operations.

New program proposals that focus on Put Technology to Work are summarized in the following proposal:

## New Programs Priority: Put Technology to Work

FY17	FY18	FY19	FY209	FY21
Program cost	Program cost	Program cost	Program cost	Program cost
\$ 3,359,731	\$ 3,115,428	\$ 3,494,278	\$ 2,643,878	\$ 2,656,478

The above includes the following highlights:

- One time funding for part 2 of the City's Strategic Data Plan.
- Recurring funding for the establishment of an automated library branch for the new Viridian development.
- Recurring funding to allow current payment kiosks to offer an option to pay court fines in a more convenient manner.

# Appendices

## Support Quality Education

A successful community requires a variety of support systems and an environment that enables educational opportunities to flourish. Residents, students and families seek a community with desirable choices and a culture of achievement. Arlington strives for quality public, private and higher education for our community. The synergy between educational institutions, the municipal corporation, the private sector and the community can help ensure success and achievement for all students. Focusing on supporting quality education will attract new residents and businesses that will invest in our economy. Department proposed new program needs for Support Quality Education is summarized below:

**New Programs**  
**Priority: Support Quality Education**

FY17	FY18	FY19	FY209	FY21
Program cost	Program cost	Program cost	Program cost	Program cost
\$ 29,500	\$ 42,711	\$ 43,922	\$ 43,922	\$ 43,922

The above includes the following highlights:

- Training resources to allow the Library Department to expand the Family Place library model to additional locations.
- Funding to update the organization system for the Library’s collection of children’s picture books at all locations.

## Core Services

In addition to the priorities, the City has four “core service” that represent programs or projects that, while not directly related to one of the five Council priorities, are integral to the day-to-day operations in departments as well as a substantial portion of the City budget. Forecast submissions that support these categories are listed below:

**Current Services**  
**Priority: Culture, Recreation, & Education**

FY17	FY18	FY19	FY20	FY21
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 568,499	\$ 700,283	\$ 793,331	\$ 832,513	\$ 914,863

The summary includes the following highlights:

- Increasing the budget to lease warehouse space to store library materials during the construction of the new Central Library.
- Replacing furnishings, seating and refreshing paint at library branch locations.
- Funding for the Parks Department to support their ongoing effort to maintain and improve their CAPRA certification (Commission for Parks and Recreation Accreditation).

New program proposals that focus on Culture, Recreation, & Education are summarized in the proposal below:

**New Programs**  
**Priority: Culture, Recreation, & Education**

FY17	FY18	FY19	FY209	FY21
Program cost	Program cost	Program cost	Program cost	Program cost
\$ 5,696,420	\$ 5,437,445	\$ 2,124,262	\$ 2,492,555	\$ 1,984,294



# Appendices

The summary above includes the following highlights:

- A request for one-time funds to increase and enhance the Library's e-content materials.
- Additional one-time funds in the Parks Department to upgrade older playground equipment with more modern and safe play structures citywide.
- Replacement funding in Parks to address a backlog of grounds maintenance equipment.
- Funding to allow the Parks Department to dredge ponds in high-profile parks where sediment has deposited and lowered water quality and aesthetics.

**Current Services**  
**Priority: Financial & Economic Development**

FY17	FY18	FY19	FY20	FY21
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 126,825	\$ 228,811	\$ 246,810	\$ 302,747	\$ 353,252

The summary above includes the following highlights:

- Increasing the budget to fund ongoing maintenance for the automated work paper and audit management system in the Internal Audit Department.
- Additional funding for contractual CPI increases associated with the External Audit contract in Finance.
- Additional funding to accommodate increases passed on to the City from the Tarrant Appraisal District and Tarrant County Tax Collection Office.

**New Programs**  
**Priority: Financial & Economic Development**

FY17	FY18	FY19	FY209	FY21
Program cost	Program cost	Program cost	Program cost	Program cost
\$ 122,820	\$ 264,610	\$ 336,410	\$ 461,135	\$ 276,410

The above includes the following highlights:

- Funding for a new position in the Human Resources Department to assist with information technology issues, including testing, design and implementation of new systems and software.
- Funding for a triennial peer-review project in the Internal Audit Division.
- One-time funds for consulting services to assist the Planning Department with a study to assess the appropriateness of their development fees.

**Current Services**  
**Priority: Infrastructure**

FY17	FY18	FY19	FY20	FY21
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 1,589,886	\$ 2,870,373	\$ 2,899,954	\$ 1,975,951	\$ 1,790,155

# Appendices

The summary above includes the following highlights:

- Replacement funding for information technology hardware including network switches, servers, storage, firewalls as well as systems such as email, file backup, etc.
- Increases in the Enterprise Agreement with Microsoft including server and PC operating systems, user access licenses and database licenses.
- Increased software maintenance on Enterprise systems such as Lawson, Kronos, AMANDA, Laserfiche, and ESRI.

**New Programs**  
**Priority: Infrastructure**

FY17	FY18	FY19	FY209	FY21
Program cost	Program cost	Program cost	Program cost	Program cost
\$ 10,747,988	\$ 7,106,397	\$ 6,999,402	\$ 7,008,841	\$ 7,160,418

The summary above includes the following highlights:

- Funding for building component replacement items or systems that have either reached or exceeded their service lives. This funding is needed to address the backlog of needed replacements including roofs and HVAC systems.
- Increasing the budget to upgrade Microsoft Office from 2010 to Office 365.
- Funding for removal and replacement of parking lots at city facilities including River Legacy Parks and the Parks Administration building.

**Current Services**  
**Priority: Public Safety**

FY17	FY18	FY19	FY20	FY21
Program Cost	Program Cost	Program Cost	Program Cost	Program Cost
\$ 4,396,320	\$ 3,767,310	\$ 4,944,507	\$ 5,466,209	\$ 5,952,087

The summary above includes the following highlights:

- Funding for increases in the radio maintenance contract to ensure the radio infrastructure as well as the public safety portable and mobile radios remain operational.
- A request to create a replacement program for the Police department's electronic control devices (Tasers) including the purchasing of additional units.
- Funding for the increased cost of testing drug and DNA evidence at forensic labs.

**New Programs**  
**Priority: Public Safety**

FY17	FY18	FY19	FY209	FY21
Program cost	Program cost	Program cost	Program cost	Program cost
\$ 8,937,965	\$ 8,127,845	\$ 7,886,454	\$ 6,773,065	\$ 8,217,644

# Appendices

- A proposal for a five year program to implement a new body-worn camera program assuming 150 devices with 3 support staff to manage the program.
- Funding for a 5 person unit dedicated to address organized retail crime.
- Additional staffing for the Auto Theft Unit.

A complete list of all General Fund current services and new program requests is included below and on the following pages.

**Current Services**  
**Priority: Champion Great Neighborhoods**

Department	Request Title	FY17 Program Cost	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost
Code Compliance Services	Annual Cost Increase for CLEAR	4,766	8,354	12,193	16,301	20,697
Management Resources	Customer Communication Enhancements (App)	18,000	18,000	18,000	18,000	18,000
<b>Total</b>		<b>\$ 22,766</b>	<b>\$ 26,354</b>	<b>\$ 30,193</b>	<b>\$ 34,301</b>	<b>\$ 38,697</b>

**New Programs**  
**Priority: Champion Great Neighborhoods**

Department	Request Title	FY17 Program cost	FY18 Program cost	FY19 Program cost	FY20 Program cost	FY21 Program cost
CD&P	Area Plans	-	100,000	100,000	100,000	100,000
CD&P	Arlington Urban Design Center	-	23,000	23,000	23,000	23,000
CD&P	Comprehensive Plan 5 Year Update	-	-	-	-	200,000
CD&P	Downtown Master Plan	100,000	-	-	-	-
CD&P	Neighborhood Matching Grant	65,000	150,000	150,000	150,000	150,000
Code Compliance Services	Animal Services Center Facility Upgrades	4,036	-	-	-	-
Code Compliance Services	In-House Pet Licensing	11,000	11,000	11,000	11,000	11,000
Code Compliance Services	Pedicab/NEV Enforcement	17,861	17,861	17,861	17,861	17,861
Code Compliance Services	Strategic Code Compliance Programs	198,502	335,948	281,763	281,763	281,763
Management Resources	AC Agents Work from Home	4,000	4,000	-	-	-
<b>Total</b>		<b>\$ 400,399</b>	<b>\$ 641,809</b>	<b>\$ 583,624</b>	<b>\$ 583,624</b>	<b>\$ 783,624</b>

**Current Services**  
**Priority: Culture, Recreation, & Education**

Department	Request Title	FY17 Program Cost	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost
Library	Building Refresh	18,400	18,400	18,400	18,400	18,400
Library	Part-Time Salaries	-	55,993	111,986	111,986	111,986
Library	Rental	40,000	40,000	40,000	40,000	40,000
Library	Return of Utilities	-	39,272	39,272	39,272	39,272
Library	Staff printing	3,000	3,000	3,000	3,000	3,000
Parks and Recreation	CAPRA Staffing	25,000	25,500	25,000	25,000	25,000
Parks and Recreation	Janitorial Contracts CPI Increase	3,306	3,306	3,306	3,306	6,679
Parks and Recreation	Landscape/Sr. Landscape Technician Reclassification	158,329	158,329	158,329	158,329	158,329
Parks and Recreation	Mowing Contracts CPI Increase	37,324	37,324	37,324	37,324	75,394
Parks and Recreation	Departmental Reorganization	151,868	151,868	151,868	151,868	151,868
Parks and Recreation	Water Rates	116,271	145,791	176,195	207,512	239,769
Public Works & Transportation	Recycling Programs	15,000	21,500	28,650	36,515	45,167
<b>Total</b>		<b>\$ 568,499</b>	<b>\$ 700,283</b>	<b>\$ 793,331</b>	<b>\$ 832,513</b>	<b>\$ 914,863</b>

# Appendices

## New Programs Priority: Culture, Recreation, & Education

Department	Request Title	FY17 Program cost	FY18 Program cost	FY19 Program cost	FY209 Program cost	FY21 Program cost
Library	Central Collection Refresh	91,989	-	-	-	-
Library	Central Library Move - Phase II	-	94,000	-	-	-
Library	East Arlington Branch Collection Move	-	-	32,000	-	-
Library	E-content	75,000	50,000	25,000	25,000	-
Library	Relocate CATS to alternate city facility	-	50,000	-	-	-
Library	Southeast Branch Refresh	-	-	-	200,000	-
Management Resources	Branding - Phase II	50,000	-	-	-	-
Management Resources	Internal Communications Position	-	75,000	75,000	75,000	75,000
Park and Recreation	ADA Accessibility Improvements	300,000	-	-	-	-
Park and Recreation	Erosion Control	50,000	50,000	800,000	800,000	-
Park and Recreation	Grounds Maintenance Equipment Replacement	1,219,350	404,150	95,000	231,648	246,647
Park and Recreation	Harold Patterson Water Well	1,000,000	(200,000)	(206,000)	(212,180)	(218,545)
Park and Recreation	New Marketing Aides (2)	113,251	165,300	166,972	168,722	170,462
Park and Recreation	Park Development Package	303,350	282,995	492,070	494,305	517,790
Park and Recreation	Playground Replacements	1,320,000	160,000	320,000	360,000	820,000
Park and Recreation	Pond Dredging	963,480	2,220,000	233,100	253,820	271,580
Park and Recreation	River Legacy Parks Trail Replacement	160,000	2,000,000	-	-	-
Park and Recreation	Texas Live Impact	-	31,000	31,120	31,240	31,360
Park and Recreation	Tree Replacement	50,000	55,000	60,000	65,000	70,000
	<b>Total</b>	<b>\$ 5,696,420</b>	<b>\$ 5,437,445</b>	<b>\$ 2,124,262</b>	<b>\$ 2,492,555</b>	<b>\$ 1,984,294</b>

## Current Services Priority: Enhance Regional Mobility

Department	Request Title	FY17 Program Cost	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost
Aviation	Aviation 67000 General Services Increase	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350

## New Programs Priority: Enhance Regional Mobility

Department	Request Title	FY17 Program cost	FY18 Program cost	FY19 Program cost	FY209 Program cost	FY21 Program cost
CD&P	Downtown Wayfinding Phase II and Sign Replacements	-	70,000	-	-	-
CD&P	Greenway Network Implementation	150,000	150,000	150,000	150,000	150,000
CD&P	MAX Bus Service	200,000	200,000	200,000	200,000	200,000
CD&P	Thoroughfare Development Plan 5 Year Update	65,000	-	-	-	-
Park and Recreation	Operation Beautification - Median, ROW & Property Development O&M	447,373	538,169	663,634	674,884	675,384
Park and Recreation	Operation Beautification - Staffing	-	65,951	39,951	39,951	39,951
	<b>Total</b>	<b>\$ 862,373</b>	<b>\$ 1,024,120</b>	<b>\$ 1,053,585</b>	<b>\$ 1,064,835</b>	<b>\$ 1,065,335</b>

# Appendices

## Current Services Priority: Financial & Economic Development

Department	Request Title	FY17 Program Cost	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost
Audit	Increase Costs for Software Maintenance	15,000	15,000	15,000	15,000	15,000
Finance	External Auditing Contract	5,500	55,500	62,000	68,500	75,000
Finance	Tarrant County	49,011	82,829	103,308	124,810	147,388
Human Resources	Compensation Study	-	-	(40,000)	(40,000)	(40,000)
Human Resources	Educational Assistance	40,000	40,000	40,000	40,000	40,000
Human Resources	Insurance-Risk	4,594	9,279	26,007	38,792	44,161
Knowledge Services	Paper Costs	12,720	26,203	40,495	55,645	71,703
<b>Total</b>		<b>\$ 126,825</b>	<b>\$ 228,811</b>	<b>\$ 246,810</b>	<b>\$ 302,747</b>	<b>\$ 353,252</b>

## New Programs Priority: Financial & Economic Development

Department	Request Title	FY17 Program cost	FY18 Program cost	FY19 Program cost	FY209 Program cost	FY21 Program cost
Audit	New Position - Senior Internal Auditor	-	-	98,800	98,800	98,800
Audit	One Time Funding for Peer Review in FY2017 and FY2020	4,500	-	-	4,725	-
CD&P	Development Services Fee Study	-	100,000	-	-	-
Finance	Administrative Aide II for MWBE	-	61,290	54,290	54,290	54,290
Finance	CAFR Preparation Software	-	-	80,000	200,000	20,000
Finance	Disclosure Counsel	10,000	10,000	10,000	10,000	10,000
Human Resources	HRIS Specialist-RISK Management	108,320	93,320	93,320	93,320	93,320
<b>Total</b>		<b>\$ 122,820</b>	<b>\$ 264,610</b>	<b>\$ 336,410</b>	<b>\$ 461,135</b>	<b>\$ 276,410</b>

## Current Services Priority: Infrastructure

Department	Request Title	FY17 Program Cost	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost
Information Technology	Infrastructure IT Hardware maintenance	821	16,140	31,919	48,171	64,910
Information Technology	Infrastructure IT Hardware Replacement	648,622	1,711,733	1,714,211	626,252	269,339
Information Technology	Internet Service	2,340	4,750	7,233	9,790	12,423
Information Technology	Microsoft Enterprise Agreement Cost Increase	105,000	105,000	105,000	105,000	105,000
Information Technology	Professional Services IT Infrastructure	331,551	345,185	359,227	373,691	388,589
Information Technology	RemedyForce Professional Services	122,000	130,000	-	-	-
Information Technology	Software Maintenance	370,077	538,330	653,078	773,407	899,588
Information Technology	Telephone Service	9,475	19,235	29,287	39,641	50,305
<b>Total</b>		<b>\$ 1,589,886</b>	<b>\$ 2,870,373</b>	<b>\$ 2,899,954</b>	<b>\$ 1,975,951</b>	<b>\$ 1,790,155</b>

# Appendices

## New Programs Priority: Infrastructure

Department	Request Title	FY17 Program cost	FY18 Program cost	FY19 Program cost	FY209 Program cost	FY21 Program cost
CD&P	One Start Space Modifications	65,000	-	-	-	-
CD&P	Certification Pay (Bldg. Inspections)	33,800	47,060	60,320	73,580	86,840
CD&P	Electronic Plan Review	275,000	27,500	30,250	30,250	30,250
CD&P	FTE Plans Examiner	61,525	61,300	61,300	61,300	61,300
CD&P	Health Ordinance Updates	46,224	55,500	65,320	71,638	78,228
CD&P	IAS Building Certification	28,800	-	-	16,800	-
CD&P	IVR System	-	26,500	36,800	37,550	38,340
CD&P	Temporary Staffing	51,000	51,000	51,000	51,000	51,000
Information Technology	Active Directory Federation Services	60,000	-	-	-	-
Information Technology	Additional Network Engineer	113,350	109,850	109,850	109,850	109,850
Information Technology	Additional Systems Engineer	106,000	102,500	102,500	102,500	102,500
Information Technology	Business Intelligence Program	1,000,000	500,000	500,000	500,000	500,000
Information Technology	Desktop Virtualiation Pilot	234,125	-	-	-	-
Information Technology	ECM System	1,500,000	500,000	500,000	500,000	500,000
Information Technology	E-Discovery Expansion	150,000	42,500	42,500	42,500	42,500
Information Technology	Hard Drive Encryption Tools	175,000	25,000	25,000	25,000	25,000
Information Technology	Human Resources IS	350,000	250,000	250,000	100,000	100,000
Information Technology	IT Help Desk Outsourcing	325,000	350,000	375,000	400,000	425,000
Information Technology	Microsoft Office Upgrade/Replacement	585,000	585,000	585,000	675,000	675,000
Information Technology	Professional Services Contract	190,000	190,000	190,000	190,000	190,000
Library	PC lease	-	71,220	71,220	71,220	-
Park and Recreation	Parking Lot Renovations	354,552	217,250	543,125	505,436	620,643
Public Works & Transportation	Animal Services HVAC	400,000	-	-	-	-
Public Works & Transportation	Arlington Landfill Gas Collection and Control System	250,000	350,000	75,000	120,000	198,750
Public Works & Transportation	Bank of America - Lease Payment	339,554	281,659	281,659	281,659	281,659
Public Works & Transportation	Fleet Vehicle Lifts	109,500	219,000	-	-	-
Public Works & Transportation	Journeyman Plumber	101,188	63,688	63,688	63,688	63,688
Public Works & Transportation	Major Building Component Replacement	2,788,694	2,788,694	2,788,694	2,788,694	2,788,694
Public Works & Transportation	Reclassify T5 Warehouse Clerk to T6 Asset Specialist	(2,858)	(2,858)	(2,858)	(2,858)	(2,858)
Public Works & Transportation	ROW Inspector Reclass	13,062	13,062	13,062	13,062	13,062
Public Works & Transportation	SE Library Parking Lot	480,000	-	-	-	-
Public Works & Transportation	Small Fuel Tank Removal & Replacement	105,000	105,000	105,000	105,000	105,000
Public Works & Transportation	SSC Fuel Tanks	380,000	-	-	-	-
Information Technology	Windows Deployment Admin	79,472	75,972	75,972	75,972	75,972
	<b>Total</b>	<b>\$ 10,747,988</b>	<b>\$ 7,106,397</b>	<b>\$ 6,999,402</b>	<b>\$ 7,008,841</b>	<b>\$ 7,160,418</b>

## Current Services Priority: Invest in Our Economy

Department	Request Title	FY17 Program Cost	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost
Knowledge Services	Postage Costs	\$ 17,680	\$ 35,713	\$ 54,107	\$ 72,870	\$ 92,007

# Appendices

## New Programs Priority: Invest in Our Economy

Department	Request Title	FY17 Program cost	FY18 Program cost	FY19 Program cost	FY209 Program cost	FY21 Program cost
Economic Development	Affiliate Recruitment Program	150,000	150,000	150,000	150,000	150,000
Economic Development	Replenishment of Innovative Venture Capital Fund	1,187,500	1,125,000	975,000	800,000	-
Economic Development	Shared Salary with Grants (CD&P)	15,000	15,000	15,000	15,000	15,000
Economic Development	Building Upgrade/Rehabilitation Grant Program	200,000	200,000	250,000	250,000	250,000
Economic Development	Economic Development Strategy Update	-	-	120,000	-	-
Fire	Third Squad/Light Response Vehicle (3 App Operators + 3 Firefighters)	806,959	749,311	750,156	761,903	774,254
<b>Total</b>		<b>\$ 2,359,459</b>	<b>\$ 2,239,311</b>	<b>\$ 2,260,156</b>	<b>\$ 1,976,903</b>	<b>\$ 1,189,254</b>

## Current Services Priority: Public Safety

Department	Request Title	FY17 Program Cost	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost
City Attorney's Office	Law Library Maintenance	3,943	8,279	13,050	18,297	24,069
Fire	Emergency Mgmt Admin Aide (Currently Grant Funded)	-	-	-	39,000	39,000
Fire	Emergency Mgmt Planner (Currently Grant Funded)	-	-	65,697	65,697	65,697
Fire	Grant-Funded Equipment Replacement	125,000	225,000	325,000	425,000	525,000
Fire	Grants Coordinator (Currently Grant Funded)	-	-	-	-	78,850
Fire	Professional Development for Fire Officers	61,600	61,600	61,600	61,600	61,600
Fire	Special Events Planner 1 of 2 (Currently Grant Funded)	68,100	68,100	68,100	68,100	68,100
Fire	Special Events Planner 2 of 2 (Currently Grant Funded)	-	68,750	68,750	68,750	68,750
Dispatch	CAD Maintenance	13,642	30,024	47,225	65,286	84,251
Dispatch	Radio Maintenance	85,000	151,146	220,598	293,524	370,096
Police	Citation Device Implementation	746,000	158,000	158,000	158,000	158,000
Police	COPS Hiring Grant	578,313	578,313	1,144,947	1,360,265	1,360,265
Police	Covert Operations Lease Program	41,889	41,889	41,889	41,889	41,889
Police	Field Supervision/ Alternative Work Schedule	1,534,867	1,336,989	1,336,989	1,336,989	1,336,989
Police	Jail Maintenance	50,000	50,000	50,000	50,000	50,000
Police	New World Contract Maintenance	147,092	297,160	450,233	450,233	450,233
Police	Speed Measuring Devices	51,250	51,250	51,250	51,250	51,250
Police	STEP Cash Match	187,500	75,000	187,500	75,000	187,500
Police	TASERS	221,624	-	-	93,145	93,145
Police	Utilities	196,554	196,554	196,554	196,554	196,554
Police	Forensic Lab Testing	142,514	142,514	142,514	142,514	142,514
Public Works & Transportation	Centerra (formerly G4S) Fleet Maintenance Contract	126,955	212,264	300,133	390,638	483,858
Public Works & Transportation	Crossing Guards	14,478	14,478	14,478	14,478	14,478
<b>Total</b>		<b>\$ 4,396,320</b>	<b>\$ 3,767,310</b>	<b>\$ 4,944,507</b>	<b>\$ 5,466,209</b>	<b>\$ 5,952,087</b>

# Appendices

## New Programs Priority: Public Safety

Department	Request Title	FY17 Program cost	FY18 Program cost	FY19 Program cost	FY209 Program cost	FY21 Program cost
Aviation	Aviation Airfield Maintenance	30,000	30,000	30,000	30,000	30,000
Aviation	Aviation Non-Target Fuel	2,500	2,500	2,500	2,500	2,500
Aviation	John Deere Side by Side	17,088	-	-	-	-
Aviation	Replace Air Traffic Control Shades	-	10,000	-	-	-
Aviation	Rip Rap Erosion Control	73,000	-	-	-	-
Aviation	Spreader for Solid De-Icer	5,000	-	-	-	-
Aviation	Toro 328D Mower Replacement	18,000	18,000	-	-	-
CD&P	Mosquito Borne Virus Mitigation	75,000	75,000	75,000	75,000	75,000
Fire	Class 4 Aircraft Rescue and Firefighting Truck for Station #12	850,000	17,000	17,000	17,000	17,000
Fire	Fourth Firefighter for Station #17 (3 Firefighter positions)	330,866	322,020	333,219	344,966	357,317
Fire	Heavy Fleet Replacement (2 Engines + 1 Platform in FY17)	2,606,054	1,331,417	2,458,253	1,495,978	2,761,307
Fire	Second Apparatus Operator (F2) for Station #12 (3 new positions)	-	411,549	406,393	406,393	406,393
Dispatch	Computer Aided Dispatch System Upgrade	300,000	-	300,000	-	300,000
Dispatch	MDC Replacement	195,500	2,150,500	195,500	195,500	195,500
Dispatch	Replacement of CAD/ProQA/NetMotion Servers	115,000	-	-	115,000	-
Dispatch	Replacement of Purchased Computers	-	-	-	20,028	20,028
Municipal Court	Cashier Microphones	10,000	-	-	-	-
Municipal Court	Court Administrative Manager	-	-	85,000	85,000	85,000
Municipal Court	New Court Docket-Truancy Court	-	50,000	50,000	50,000	50,000
Municipal Court	New Jury Room	-	15,000	-	-	-
Municipal Court	Security Enhancements	20,000	-	-	-	-
Municipal Court	Security Scanning Equipment	-	-	-	-	20,000
Municipal Court	Waiting Area and Number Calling System	-	10,000	-	-	-
Police	Asset Forfeiture	529,692	-	-	-	-
Police	ATIU Staffing	788,398	1,191,140	1,433,770	1,403,881	1,403,881
Police	Auto Theft Unit Staffing	202,825	189,861	189,861	189,861	189,861
Police	Body Worn Cameras	719,362	418,000	418,000	418,000	418,000
Police	Computer Forensic Lab	426,286	270,920	277,020	309,020	270,920
Police	Covert Operations Financial Support	103,000	104,500	104,500	104,500	104,500
Police	Evidence Storage	62,000	3,000	3,000	3,000	3,000
Police	Hometown Recruiting	93,681	93,681	93,681	93,681	93,681
Police	IRS Taskforce	100,580	100,580	100,580	100,580	100,580
Police	K9 Unit Staffing	306,580	189,861	189,861	189,861	189,861
Police	Microsoft Office & Window License Fee	48,824	48,824	48,824	48,824	48,824
Police	Open Records Management	93,150	93,150	93,150	93,150	93,150
Police	Organized Crime Retail Unit	457,579	432,669	432,669	432,669	432,669
Police	Rape Kit Project	308,000	308,000	308,000	308,000	308,000
Police	Training Center Renovation	50,000	50,000	50,000	50,000	50,000
Police	UASI Sustainment	-	190,673	190,673	190,673	190,673
	<b>Total</b>	<b>\$ 8,937,965</b>	<b>\$ 8,127,845</b>	<b>\$ 7,886,454</b>	<b>\$ 6,773,065</b>	<b>\$ 8,217,644</b>



# Appendices

**Current Services**  
**Priority: Put Technology to Work**

Department	Request Title	FY17 Program Cost	FY18 Program Cost	FY19 Program Cost	FY20 Program Cost	FY21 Program Cost
Audit	Increase in Information Technology Audit Training	2,000	2,000	2,000	2,000	2,000
City Attorney's Office	Cash Management Maintenance	526	1,079	1,659	2,268	2,908
Information Technology	Security Program	125,000	200,000	350,000	425,000	475,000
Management Resources	Communications Software	1,203	2,527	3,983	164,155	7,346
Management Resources	Open Records Request Program - On-line Payments	3,000	3,000	3,000	3,000	3,000
Municipal Court	Incode Software Support and Maintenance Contract	15,900	32,595	50,124	68,530	87,856
Municipal Court	Laserfische Maintenance Contract	-	2,209	2,209	2,209	4,528
Parks and Recreation	Cartegraph Enterprise License Agreement	8,889	13,840	18,846	24,677	30,508
Public Works & Transportation	Autodesk Licenses	7,078	7,078	7,078	7,078	7,078
Public Works & Transportation	Cartegraph	38,051	52,885	67,884	85,356	102,828
<b>Total</b>		<b>\$ 201,647</b>	<b>\$ 317,213</b>	<b>\$ 506,783</b>	<b>\$ 784,273</b>	<b>\$ 723,052</b>

**New Programs**  
**Priority: Put Technology to Work**

Department	Request Title	FY17 Program cost	FY18 Program cost	FY19 Program cost	FY209 Program cost	FY21 Program cost
Audit	Reclassify One Internal Auditor Position to Information Technology Auditor	12,300	12,300	12,300	12,300	12,300
CD&P	City Data Strategic Plan Part II	1,000,000	-	-	-	-
Library	3D Printer	11,235	-	-	-	-
Library	Virtualization of Servers	11,500	11,500	-	-	-
Library	Library To Go Kiosk	-	195,000	23,750	23,750	23,750
Management Resources	Agenda Manager and Boards and Commissions Database	1,800	25,560	25,560	25,560	25,560
Management Resources	CRM System	-	-	950,000	75,000	75,000
Management Resources	Electronic Content Management Sytem	-	100,000	88,000	88,000	88,000
Management Resources	Records Manager	-	53,000	53,000	53,000	53,000
Management Resources	Social Media Marketing	45,500	45,500	45,500	45,500	45,500
Management Resources	Studio Technical Director	-	-	55,000	55,000	55,000
Management Resources	Website Refresh and Rebuild	-	500,000	50,000	50,000	50,000
Municipal Court	Jury Package Online	-	-	-	-	25,000
Municipal Court	Kiosks	10,000	2,500	2,500	2,500	2,500
Municipal Court	Mobile Application	-	-	20,000	5,000	5,000
Park and Recreation	Irrinet Centralized Irrigation System	35,000	64,000	64,000	100,000	64,000
Park and Recreation	Skylogix Automation	58,600	62,200	65,800	69,400	73,000
Police	sUas Staff	373,161	351,733	351,733	351,733	351,733
Public Works & Transportation	APWA Re-Accreditation	20,000	5,000	-	-	20,000
Public Works & Transportation	Building Automation System Upgrade	93,500	-	-	-	-
Public Works & Transportation	Out of Life Fleet Replacements	1,687,135	1,687,135	1,687,135	1,687,135	1,687,135
<b>Total</b>		<b>\$ 3,359,731</b>	<b>\$ 3,115,428</b>	<b>\$ 3,494,278</b>	<b>\$ 2,643,878</b>	<b>\$ 2,656,478</b>

**New Programs**  
**Priority: Support Quality Education**

Department	Request Title	FY17 Program cost	FY18 Program cost	FY19 Program cost	FY209 Program cost	FY21 Program cost
Library	Family Place Library	12,000	12,000	-	-	-
Library	Movable Shelving for Picture Books	17,500	17,500	17,500	17,500	17,500
Library	Position Reclassification: Public Serv Coord to Library Svcs Mgr - Central	-	13,211	26,422	26,422	26,422
<b>Total</b>		<b>\$ 29,500</b>	<b>\$ 42,711</b>	<b>\$ 43,922</b>	<b>\$ 43,922</b>	<b>\$ 43,922</b>

# Appendices

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## Other Funds

Departments were also tasked with developing revenue forecasts using the same three scenarios as previously discussed for the General Fund, as well as considering anticipated Current Services or New Program expenditure requests. It should be noted that every annual budget adopted by the City Council is statutorily required to be balanced, therefore any presentation of unbalanced projected numbers reflect work which must be done every year to get expenditures in line with revenues.

As a result of the Ditto Golf Course closure during FY 2017, the Park Performance Fund currently shows a negative ending balance in FY 2017 and 2018 (see page 35 below). Staff will resolve this issue during the FY 2017 Budget development process.

The following pages are the forecasted operating positions for other operating funds.

# Appendices



## Water Utilities Fund

### Comprehensive Financial Forecast Water Utilities Fund, FY 2017 - FY 2021

	FY 2016 Budget	FY 2016 Estimate	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>BEGINNING BALANCE</b>	\$ 540	\$ 540	\$ 7,086				
<b>WATER FUND REVENUES - Most Likely</b>	\$ 129,264,074	\$ 129,264,074	\$ 140,054,754	\$ 153,305,266	\$ 164,801,692	\$ 172,707,576	\$ 178,972,441
<b>INTERFUND TRANSFERS:</b>							
General Fund - Indirect Cost	\$ (3,861,304)	\$ (3,861,304)	\$ (3,861,304)	\$ (3,861,304)	\$ (3,861,304)	\$ (3,861,304)	\$ (3,861,304)
APFA Fund - Indirect Cost	(63,811)	(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	170,122
Debt Service, City Tower	(63,229)	(63,229)	(60,889)	(58,500)	(56,063)	(53,625)	(51,188)
Debt Service Reserve	-	23,143	(791,393)	(1,738,089)	(1,958,741)	(2,213,011)	(1,688,496)
TIRZ 1	-	-	-	-	-	-	-
DR Horton	-	-	-	-	-	-	-
Operating Reserve	(263,437)	(263,437)	443,607	(955,622)	(912,933)	(806,348)	(733,996)
Innovation Venture Capital	(400,000)	(400,000)	-	-	-	-	-
Renewal / Rehabilitation Fund	(14,500,000)	(14,500,000)	(15,000,000)	(15,500,000)	(16,000,000)	(16,500,000)	(17,000,000)
Fleet Reserve	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (18,881,659)	\$ (18,858,516)	\$ (19,063,668)	\$ (21,907,204)	\$ (22,582,730)	\$ (23,227,977)	\$ (23,128,673)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 110,382,955	\$ 110,406,098	\$ 120,998,172	\$ 131,398,062	\$ 142,218,962	\$ 149,479,599	\$ 155,843,768
<b>WATER FUND EXPENDITURES</b>	\$ 110,375,869	\$ 110,375,869	\$ 109,796,695	\$ 109,796,695	\$ 109,796,695	\$ 109,796,695	\$ 109,796,695
<b>ENDING BALANCE</b>	\$ 7,086	\$ 30,229	\$ 11,201,478	\$ 21,601,367	\$ 32,422,267	\$ 39,682,905	\$ 46,047,073
Targeted Compensation Increases			432,363	1,037,672	1,673,246	2,073,658	2,486,082
Health insurance increases			128,318	309,588	489,842	685,883	899,568
<b>Total - Comp &amp; Health Insurance &amp; Health Insurance</b>			560,681	1,347,661	2,163,089	2,759,542	3,385,650
<b>ENDING BALANCE</b>	\$ 7,086	\$ 30,229	\$ 10,640,797	\$ 20,253,707	\$ 30,259,179	\$ 36,923,363	\$ 42,661,423

#### Current Services Increases

Raw Water Purchases (Tarrant Regional Water District)	6,849,962	8,628,252	10,535,517	11,639,699	12,306,848
Wastewater Treatment (Trinity River Authority)	2,920,387	5,529,028	7,768,625	10,552,932	13,315,241
Payment in Lieu of Taxes (PILOT)	497,527	937,429	1,327,745	1,605,219	1,936,476
Franchise Fee	830,134	1,352,787	1,875,114	2,337,335	2,733,037
Interdepartmental Charges	18,461	37,106	55,937	74,957	94,167
Interfund Charges	36,400	73,264	110,592	148,386	186,648
Chemical Supplies	20,151	40,504	61,061	81,823	102,793
Maintenance	42,918	86,264	130,044	174,262	218,922
Supplies & Materials	4,575	9,197	13,864	18,578	23,339
Special Services	11,092	22,296	33,611	45,039	56,582
Utilities	2,291	4,606	6,943	9,304	11,689
Miscellaneous Operating Expenditures	5,531	11,117	16,759	22,457	28,212
Electricity	27,265	54,802	82,615	110,706	139,078
Fleet Charges	8,732	17,551	26,458	35,454	44,540
Debt Service Payment (P&I)	31,467	4,228,032	9,110,580	11,065,159	12,555,251
Fixed Assets	700,000	700,000	700,000	700,000	700,000
<b>Total Current Services</b>	\$ 12,006,893	\$ 21,732,133	\$ 31,855,445	\$ 38,621,311	\$ 44,452,873

Ending Balance with Current Services Adjustments \$ (1,366,096) \$ (1,478,526) \$ (1,596,266) \$ (1,697,948) \$ (1,791,450)

#### New Program Adjustments

Water Resource Technician	65,000	65,000	65,000	65,000	65,000
Distribution Water Quality Monitoring	113,968	113,968	113,968	113,968	113,968
Treatment Process Continual Improvements	83,968	83,968	83,968	83,968	83,968
Participation in the Partnership for Safe Water	1,300	1,300	1,300	1,300	1,300
Shift Leadership	11,000	11,000	11,000	11,000	11,000
Water Sales to Bethesda Water Supply Corporation	(820,666)	(876,881)	(935,751)	(986,592)	(1,033,343)
Water Sales to the City of Kennedale	(820,666)	(876,881)	(935,751)	(986,592)	(1,033,343)
<b>Total New Programs</b>	\$ (1,366,096)	\$ (1,478,526)	\$ (1,596,266)	\$ (1,697,948)	\$ (1,791,450)

Ending Balance with Current Services Adjustments & New Programs \$ (0) \$ (0) \$ (0) \$ (0) \$ (0)

# Appendices



## Convention and Event Services Fund

### Comprehensive Financial Forecast Convention and Event Services Fund, FY 2017 - FY 2021

	FY 2016 Budget	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>BEGINNING BALANCE</b>	\$ 1,546,279	\$ 519,289	\$ 519,289	\$ 519,289	\$ 519,289	\$ 519,289
<b>CES FUND REVENUES - Most Likely</b>	\$ 10,602,525	11,218,146	11,739,273	12,156,828	12,534,644	12,927,652
<b>INTERFUND TRANSFERS:</b>						
Debt Service - Grand Hall	\$ (1,366,902)	\$ (1,219,851)	\$ (1,156,399)	\$ (1,145,808)	\$ -	\$ -
(To) From Capital Maintenance Reserve	-	-	-	-	-	-
(To) From Hotel Attraction Support	125,000	-	-	-	-	-
To General Fund - Indirect Costs	(691,824)	(691,824)	(551,824)	(551,824)	(551,824)	(551,824)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (1,933,726)	\$ (1,911,675)	\$ (1,708,223)	\$ (1,697,632)	\$ (551,824)	\$ (551,824)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 10,215,078	\$ 9,825,760	\$ 10,550,340	\$ 10,978,486	\$ 12,502,109	\$ 12,895,118
<b>CES FUND EXPENDITURES</b>	\$ 9,695,789	\$ 8,049,206	\$ 8,049,206	\$ 8,049,206	\$ 8,049,206	\$ 8,049,206
<b>ENDING BALANCE</b>	\$ 519,289	\$ 1,776,555	\$ 2,501,134	\$ 2,929,280	\$ 4,452,903	\$ 4,845,912
Targeted Compensation Increases		65,159	156,383	252,167	312,511	374,666
Health insurance increases		19,404	46,876	74,073	103,718	136,031
<b>Total - Comp &amp; Health Insurance</b>		84,563	203,259	326,240	416,230	510,697
<b>ENDING BALANCE</b>		\$ 1,691,991	\$ 2,297,875	\$ 2,603,040	\$ 4,036,674	\$ 4,335,215
<b>Current Services</b>						
Arts & Revitalization		25,000	50,000	75,000	75,000	75,000
Job Position Reclassification		(2,934)	(2,934)	(2,934)	(2,934)	(2,934)
Delphi Software Support		589	1,207	1,856	2,538	3,254
<b>Total - Current Services</b>		\$ 22,655	\$ 48,273	\$ 73,922	\$ 74,604	\$ 75,320

Continued on next page

# Appendices



Convention and Event  
Services Fund

## Comprehensive Financial Forecast Convention and Event Services Fund, FY 2017 - FY 2021

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>New Programs</b>					
Gallery Window Shades	12,000				
Air Compressor	15,000				
HVAC Software and New Controls	450,000				
Lighting Upgrades	14,650				
Parking Lot Improvements	30,600				
Landscape Improvements - East Side	50,000				
VIP Suite Improvements	8,570				
Interior Signage Software Upgrade	30,000				
Chair Replacement (Grand Hall)	403,200				
Concession Stand Design Consultant	15,000				
New Furniture/Cubicles in Admin Front Office	20,000				
Signage - Building Exterior		25,000			
Meeting Rooms and Hallway Improvements		320,000			
High Extension Forklift - Replacement		35,000			
Chiller - Replacement		750,000			
Design Consultant - New South Entrance and Lobby		100,000			
Chair Replacement (Meeting Rooms)		138,600			
Painting - Metal Skin (Original Building)		46,640			
Grand Hall Curtain		10,000			
Refrigeration Merchandiser for Concession Stand	12,000				
Chair Replacement (Exhibit Hall)			630,000		
Elevator Replacement			100,000		
Overhead Door Replacement - Exhibit Hall			50,000		
Catering Bars			12,000		
Concession Stand Remodel			500,000		
Commercial Dishwasher			170,000		
Roof - Grand Hall Replacement				500,000	
Carpet - All Areas				375,000	
<b>Total - New Programs</b>	<b>\$ 1,061,020</b>	<b>\$ 1,425,240</b>	<b>\$ 1,462,000</b>	<b>\$ 875,000</b>	<b>\$ -</b>
<b>ENDING BALANCE</b>	<b>\$ 673,475</b>	<b>\$ 980,745</b>	<b>\$ 1,319,284</b>	<b>\$ 3,399,581</b>	<b>\$ 4,634,560</b>

# Appendices



## Park Performance Fund

### Comprehensive Financial Forecast Park Performance Fund, FY 2017 - FY 2021

	FY 2016 Budget	FY 2017	FY 2018	FY 2019 FORECASTED	FY 2020	FY 2021
<b>BEGINNING BALANCE</b>	\$ 193,932	\$ 1,156	\$ 1,156	\$ 1,156	\$ 1,156	\$ 1,156
<b>PARK PERF. FUND REVENUES - Most Likely</b>	\$ 10,379,668	\$ 8,820,940	\$ 12,070,313	\$ 12,990,703	\$ 16,937,736	\$ 17,622,213
<b>INTERFUND TRANSFERS:</b>						
To Debt Service Fund	\$ (777,633)	\$ (1,909,560)	\$ (1,449,875)	\$ (1,162,875)	\$ (1,145,375)	\$ (1,124,375)
Transfer from Parks Gas Fund	-	1,208,000	748,315	461,315	443,815	422,815
Transfer from General Fund	1,497,153	1,497,153	1,497,153	1,497,153	1,497,153	1,497,153
From Golf Surcharge Fund	516,463	516,463	516,463	516,463	516,463	516,463
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 1,235,983	\$ 1,312,056	\$ 1,312,056	\$ 1,312,056	\$ 1,312,056	\$ 1,312,056
<b>TOTAL AVAILABLE FUNDS</b>	\$ 11,809,583	\$ 10,134,152	\$ 13,383,525	\$ 14,303,915	\$ 18,250,948	\$ 18,935,425
<b>PARK PERF. FUND EXPENDITURES</b>	\$ 11,808,427	\$ 11,808,427	\$ 11,808,427	\$ 11,808,427	\$ 11,808,427	\$ 11,808,427
<b>ENDING BALANCE</b>	\$ 1,156	\$ (1,674,275)	\$ 1,575,098	\$ 2,495,488	\$ 6,442,521	\$ 7,126,998
Targeted Compensation Increases						
Health insurance increases, cumulative		46,319	97,270	152,807	213,342	279,326
<b>ENDING BALANCE</b>		\$ (1,720,594)	\$ 1,477,828	\$ 2,342,681	\$ 6,229,179	\$ 6,847,672
<b>Current Services</b>						
Landscape/Sr. Landscape Technician Reclassification		52,127	52,127	52,127	52,127	52,127
<b>Total - Current</b>	\$	52,127	\$ 52,127	\$ 52,127	\$ 52,127	\$ 52,127
<b>ENDING BALANCE with Current Services</b>		\$ (1,772,721)	\$ 1,425,701	\$ 2,290,554	\$ 6,177,052	\$ 6,795,545
<b>New Programs</b>						
Richard Simpson Lake House / Lake		225,945	225,945	225,945	225,945	225,945
East Arlington Community Center		-	-	462,000	1,400,000	1,442,000
Active Adult Center		-	-	-	1,660,000	1,709,800
Southeast Recreation Center		-	-	-	1,800,000	1,854,000
Bad Koenigshofen Aquatic Facility Filtration		193,250	8,250	8,250	8,250	8,250
Ditto Golf Course Renovation and Expansion		911,901	1,679,563	502,799	450,299	474,110
<b>Total - New Programs</b>	\$	1,331,096	\$ 1,913,758	\$ 1,198,994	\$ 5,544,494	\$ 5,714,105
<b>ENDING BALANCE with Current Services + New Programs</b>	\$	(3,103,817)	\$ (488,057)	\$ 1,091,560	\$ 632,558	\$ 1,081,440
<b>New Program Revenues</b>						
Richard Simpson Lake House / Lake		139,875	191,875	200,000	220,000	220,000
East Arlington Community Center		-	-	210,000	840,000	856,800
Active Adult Center		-	-	-	1,070,467	1,091,876
Southeast Recreation Center		-	-	-	1,620,000	1,652,400
<b>Total - New Program Revenues</b>	\$	139,875	\$ 191,875	\$ 410,000	\$ 3,750,467	\$ 3,821,076
<b>ENDING BALANCE with Curr Services + New Prog + Revs</b>	\$	(2,963,942)	\$ (296,182)	\$ 1,501,560	\$ 4,383,025	\$ 4,902,516

# Appendices



## Street Maintenance Fund

### Comprehensive Financial Forecast Street Maintenance Fund, FY 2017 - FY 2021

	FY 2016 Budget	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>BEGINNING BALANCE</b>	\$ 2,381,331	\$ 1,092,229	\$ 1,092,229	\$ 1,092,229	\$ 1,092,229	\$ 1,092,229
<b>STREET MAINT. FUND REVENUES - Most Likely</b>	\$ 14,752,584	\$ 15,264,333	\$ 15,715,905	\$ 16,104,629	\$ 16,472,295	\$ 16,833,385
<b>INTERFUND TRANSFERS:</b>						
From General Fund	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527	\$ 2,166,527
From Gas Funds	-	-	-	-	-	-
From General Fund for Traffic	4,722,827	4,722,827	4,722,827	4,722,827	4,722,827	4,722,827
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 6,889,354	\$ 6,889,354	\$ 6,889,354	\$ 6,889,354	\$ 6,889,354	\$ 6,889,354
<b>TOTAL AVAILABLE FUNDS</b>	\$ 24,023,270	\$ 23,245,916	\$ 23,697,488	\$ 24,086,212	\$ 24,453,877	\$ 24,814,968
<b>STREET MAINT. FUND EXPENDITURES</b>	\$ 22,931,041	\$ 20,431,041	\$ 20,431,041	\$ 20,431,041	\$ 20,431,041	\$ 20,431,041
<b>ENDING BALANCE</b>	\$ 1,092,229	\$ 2,814,875	\$ 3,266,447	\$ 3,655,171	\$ 4,022,836	\$ 4,383,927
Targeted Compensation Increases		\$ 160,920	\$ 386,208	\$ 622,761	\$ 771,789	\$ 925,288
Health insurance increases		58,212	140,628	222,220	311,155	408,094
<b>Total - Comp &amp; Health Insurance</b>		\$ 219,132	\$ 526,836	\$ 844,981	\$ 1,082,944	\$ 1,333,382
<b>ENDING BALANCE</b>		\$ 2,595,743	\$ 2,739,611	\$ 2,810,190	\$ 2,939,892	\$ 3,050,545
<b>Current Services</b>						
Streetlight: Maintenance		50,000	25,000	25,000	25,000	25,000
Street Maintenance		1,300,000	1,900,000	2,000,000	2,100,000	2,200,000
<b>Total - Current Services</b>		\$ 1,350,000	\$ 1,925,000	\$ 2,025,000	\$ 2,125,000	\$ 2,225,000
<b>ENDING BALANCE with Current Services</b>		\$ 1,245,743	\$ 814,611	\$ 785,190	\$ 814,892	\$ 825,545
<b>New Programs</b>						
Signal T6/T7 Cross Training Program		(2,858)	(2,858)	(2,858)	(2,858)	(2,858)
Accessible Pedestrian Signals		104,000	104,000	104,000	104,000	104,000
Gradall for Concrete Crew		367,211	4,717	4,859	5,005	5,155
Street Maint Reorg		(12,550)	(12,550)	(12,550)	(12,550)	(12,550)
Streetlight Pole Painting		200,000	200,000	200,000	200,000	200,000
<b>Total - New Programs</b>		\$ 655,803	\$ 293,309	\$ 293,451	\$ 293,597	\$ 293,747
<b>ENDING BALANCE</b>		\$ 589,940	\$ 521,301	\$ 491,739	\$ 521,296	\$ 531,798

# Appendices



Storm Water  
Utility Fund

## Comprehensive Financial Forecast Storm Water Utility Fund, FY 2017 - FY 2021

	FY 2016 Budget	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>BEGINNING BALANCE</b>	\$ 334,270	\$ 246,896	\$ 246,896	\$ 246,896	\$ 246,896	\$ 246,896
<b>STORM WATER FUND REVENUES - Most Likely</b>	\$ 13,020,862	\$ 14,300,433	\$ 15,583,563	\$ 16,833,081	\$ 18,082,779	\$ 18,717,859
<b>INTERFUND TRANSFERS:</b>						
To General Fund - Indirect Costs	\$ (384,387)	\$ (388,231)	\$ (388,231)	\$ (388,231)	\$ (388,231)	\$ (388,231)
To General Fund for capital reimbursement	(463,055)	(463,055)	(463,055)	-	-	-
To General Fund for engineering reviews	(88,699)	-	-	-	-	-
To Innovation/Venture Capital Fund	-	-	-	-	-	-
Pay-Go Capital Projects	(6,200,000)	(6,900,000)	(7,480,000)	(9,025,000)	(10,180,000)	(10,780,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (7,306,263)	\$ (7,921,408)	\$ (8,501,408)	\$ (9,583,353)	\$ (10,738,353)	\$ (11,338,353)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 6,048,869	\$ 6,625,921	\$ 7,329,052	\$ 7,496,624	\$ 7,591,322	\$ 7,626,402
<b>STORM WATER FUND EXPENDITURES</b>	\$ 5,801,973	\$ 5,801,973	\$ 5,801,973	\$ 5,801,973	\$ 5,801,973	\$ 5,801,973
<b>ENDING BALANCE</b>	\$ 246,896	\$ 823,948	\$ 1,527,079	\$ 1,694,651	\$ 1,789,349	\$ 1,824,429
Targeted Compensation Increases		64,810	155,544	250,814	310,835	372,656
Health insurance increases		16,900	40,827	64,515	90,335	118,479
<b>Total - Comp &amp; Health Insurance</b>		81,710	196,371	315,330	401,170	491,135
<b>ENDING BALANCE</b>		\$ 742,238	\$ 1,330,707	\$ 1,379,321	\$ 1,388,179	\$ 1,333,294
<b>Current Services</b>						
(No Current Service Requests)		-	-	-	-	-
<b>Total - Current Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>New Programs</b>						
Stream Cleaning & Maintenance		400,000	970,000	970,000	970,000	970,000
Heavy Equipment Operator Re:lass		14,565	14,565	14,565	14,565	14,565
<b>Total - New Programs</b>	\$ -	\$ 414,565	\$ 984,565	\$ 984,565	\$ 984,565	\$ 984,565
<b>ENDING BALANCE</b>		\$ 327,673	\$ 346,142	\$ 394,756	\$ 403,614	\$ 348,729

The above operating position represents the current practice in the fund of accumulating cash over time and starting projects as adequate cash is available (Pay-Go). Another option currently under consideration would be to fund stormwater projects with debt. This would allow the Stormwater Fund to start projects immediately and pay back debt but would include interest. The chart to the right shows the difference between the two options. Selling debt allows for funding of projects upfront. However, once rates stabilize in FY21, the ability to issue debt drops while Pay-Go remains constant.

	Debt	PayGo	Difference
FY17	56,000,000	6,900,000	49,100,000
FY18	8,000,000	7,480,000	520,000
FY19	20,000,000	9,025,000	10,975,000
FY20	15,000,000	10,180,000	4,820,000
FY21	10,000,000	10,780,000	(780,000)
	109,000,000	44,365,000	64,635,000



# Appendices

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 operating position shown below assumes the most likely case for all revenue assumptions.

		<b>Debt Service Fund</b>					
<b>Comprehensive Financial Forecast</b>							
<b>Debt Service Fund, FY 2017 - FY 2021</b>							
		<b>FY 2016</b>					
		<b>Budget</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>BEGINNING BALANCE</b>	\$	2,914,116	\$ 2,755,340	\$ 2,567,750	\$ 2,924,287	\$ 2,392,752	\$ 2,216,351
Ad Valorem Taxes	\$	39,213,792	\$ 41,370,551	\$ 42,715,093	\$ 44,338,267	\$ 46,555,180	\$ 48,370,832
Premium on bond issuance		120,000	-	-	-	-	-
Interest		77,593	162,945	244,418	268,860	295,746	325,320
<b>DEBT SERVICE FUND REVENUES - Most Likely</b>	\$	39,411,385	\$ 41,533,496	\$ 42,959,511	\$ 44,607,127	\$ 46,850,926	\$ 48,696,153
<b>INTERFUND TRANSFERS:</b>							
Park Performance Fund	\$	777,633	\$ 1,909,560	\$ 1,449,875	\$ 1,162,875	\$ 1,145,375	\$ 1,124,375
Convention and Event Svcs. Fund		1,366,902	1,219,851	1,156,399	1,145,803	-	-
Tax Increment Reinvestment Zone 5		1,025,353	1,314,014	1,639,517	2,125,790	2,628,952	2,981,738
Tax Increment Reinvestment Zone 4		1,803,764	1,756,877	887,939	861,552	835,164	808,777
Airport		175,000	175,000	175,000	175,000	175,000	175,000
Water and Sewer Fund - City Tower Debt		63,229	60,889	58,500	56,063	53,625	51,188
<b>TOTAL INTERFUND TRANSFERS</b>	\$	5,211,881	\$ 6,436,190	\$ 5,367,230	\$ 5,527,083	\$ 4,838,116	\$ 5,141,077
<b>TOTAL AVAILABLE FUNDS</b>	\$	47,537,382	\$ 50,725,026	\$ 50,894,492	\$ 53,058,497	\$ 54,081,794	\$ 56,053,581
<b>EXPENDITURES:</b>							
Principal and Interest	\$	44,444,410	\$ 47,479,690	\$ 47,106,867	\$ 49,793,307	\$ 51,142,224	\$ 52,546,508
Issuance Fees		120,000	300,000	350,000	350,000	300,000	300,000
Interest Expense on FY 2016 Issuance		180,783	340,000	475,000	483,333	383,333	416,667
Agent Fees		36,849	37,586	38,338	39,104	39,887	40,684
<b>TOTAL EXPENDITURES</b>	\$	44,782,042	\$ 48,157,276	\$ 47,970,205	\$ 50,665,745	\$ 51,865,443	\$ 53,303,859
<b>ENDING BALANCE</b>	\$	2,755,340	\$ 2,567,750	\$ 2,924,287	\$ 2,392,752	\$ 2,216,351	\$ 2,749,722
<hr/>							
Growth in revenues			\$ 2,122,111	\$ 1,426,016	\$ 1,647,615	\$ 2,243,799	\$ 1,845,227
Change in Interfund Transfers			1,224,309	(1,068,960)	159,852	(688,966)	302,961
Debt retirement			3,035,280	(372,823)	2,686,440	1,348,917	1,404,284
Available for debt service			\$ 6,381,700	\$ (15,768)	\$ 4,493,908	\$ 2,903,750	\$ 3,552,472
Ending balanced used	\$	(158,776)	\$ (187,590)	\$ 356,537	\$ (531,535)	\$ (176,401)	\$ 533,371
Debt Issued	\$	62,400,000	\$ 51,000,000	\$ 57,000,000	\$ 58,000,000	\$ 46,000,000	\$ 50,000,000

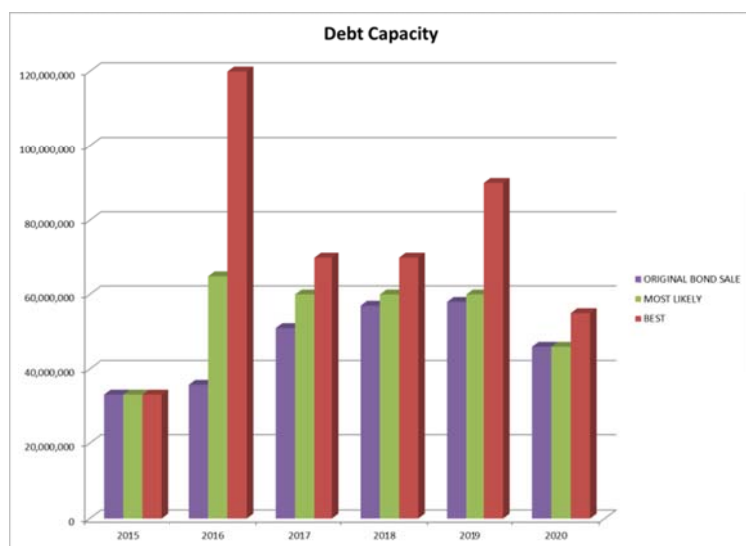
# Appendices

## Future Capital Considerations

The City of Arlington successfully passed a bond project package on the ballot in November 2014. The 5-year bond program is approximately \$236M. Major requests approved on the ballot list include \$160M for streets and \$60M for parks which includes both a new southeast recreation center and rebuild of Hugh Smith rec center.

As a result of an improving economy, greater than anticipated increases in property values have increased debt capacity since the initial projections for the bond election and future years show potential for additional projects. Capital projects that were not on the bond election include: a redesign to Ditto Golf Course, a multi-generational recreation center, and a senior rec center. Any of these projects may affect the debt capacity of the City.

	<b>Proposition 1</b> Street Improvements \$160,130,000
	<b>Proposition 2</b> Parks & Recreation \$60,000,000
	<b>Proposition 3</b> Fire Facilities \$9,780,000
	<b>Proposition 4</b> Libraries \$6,090,000



Additionally, the City of Arlington can raise its sales tax rate by as much as a quarter-cent to support specific programs. The existing sales tax rate is set at 8 cents while the State of Texas allows municipalities to set rates as high as 8.25 cents. There are two types of sales tax programs available to the City to fund capital projects. A type 4B sales tax may be added to the City's current sales tax rate in increments of either .125 or .25 cents to finance land, buildings, equipment, targeted infrastructure and improvements for a variety of capital projects. The City may also use a sports & community venue sales tax in increments of .125 or .25 cents to finance the construction of specific

sports venues or parks and recreation capital projects. Using either one of these sales tax options would provide the City with \$7M to \$14M annually for capital projects depending on the option selected and the growth rate of current sales tax revenue.

## Assets

The City has assets currently valued at \$2.8B and some of these components will be addressed outside of the capital bond program. The citywide fleet inventory is currently operated with 22.3% of the vehicles beyond what is considered to be standard life cycle. The current fleet maintenance contract only covers vehicle repairs that are within life cycle. Repairs to vehicles beyond their life expectancy are outside of contract pricing and more expensive to repair. Funding is necessary to address the beyond life status for all fleet vehicles and prevent non-target repair expenditures. The requested additional funding of \$1.7M per year for five consecutive years would eliminate the increased costs associated with beyond life non-target maintenance.

Additionally, city-owned buildings require maintenance and many building systems and components have either reached or exceeded their service lives. The replacement of roofing systems is needed to protect interior furnishings from water and mold damage and prevent replacement expense for those furnishings. The replacement or enhancement of building interior elements, such as worn carpeting and wall surfaces, will provide a more suitable

# Appendices

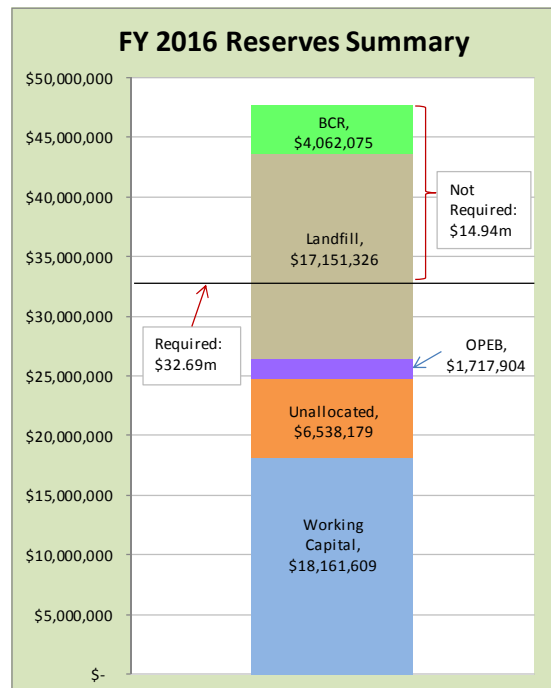
atmosphere for public users and visitors. Funding will be needed to address the backlog of component replacements; Public Works estimates that \$2.8M annually over the five year forecast period will bring city-owned buildings to current life cycle status.

## Reserves and Available Funding

In accordance with the City's Financial Principles, several cash reserves are maintained in order to mitigate the impact of a significant economic downturn on our ability to maintain service levels to our citizens. These reserves are an important consideration by bond rating agencies in determining the City's overall credit-worthiness. The reserves include:

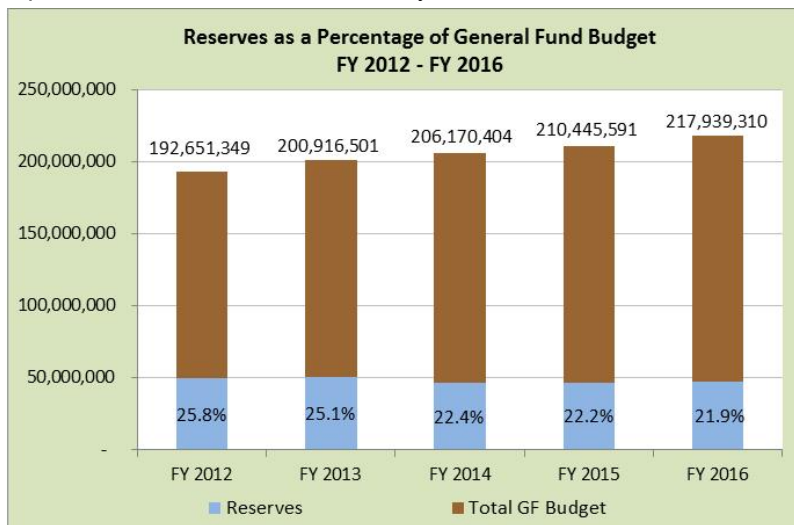
- Unallocated Reserve: \$6,538,179 in FY 2016. This reserve is maintained at 3% of recurring General Fund expenditures (net of one-time costs).
- Working Capital Reserve: \$18,161,609 in FY 2016. This reserve is maintained at one month's worth (8.33%) of recurring General Fund expenditures.
- Business Continuity Reserve: \$4,062,075 at the outset of FY 2016. This reserve was established during the financial challenges experienced by the City during the economic downturn of 2008-2010, and was initially created to support the Challenge Grant Program. It does not have a specified minimum funding level; however, the preferred level is 3% of General Fund expenditures, similar to the Unallocated Reserve. Use of the reserve is restricted to one-time expenditures or to cover costs necessitated by unforeseen circumstances.
- Landfill Lease Reserve: \$17,151,326 in FY 2016. This payment was received from Republic Waste Services when the City leased the Landfill in 2005. A total of \$4.34 million was spent from this reserve in FY 2013 to purchase recycling bins.
- Other Post-Employment Benefits Reserve: \$1,717,904 in FY 2016. This reserve was established in 2004 to set aside resources for funding post-employment benefits other than pensions.

In the aggregate, the reserves described above total \$47,631,093 at the beginning of FY 2016. This amount is 21.9 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 \$32,690,897. Therefore, the reserves outlined above currently have a total of \$14,940,197 in excess of the required amount, as shown in the chart to the right, which would be available to support one-time expenditures should the City Council wish to do so.



# Appendices

It is important to note that the City continues to fund the Working Capital Reserve (one month, or 8.33%, of annual General Fund expenditures) and the Unallocated Reserve (3% of annual General Fund expenditures) at their respective specified levels each year. In the aggregate, these two reserves total 11.33% of General Fund recurring expenditures. However, in recent years we have not addressed the additional reserves needed as part of the



annual budget development process; funding for these two reserves has historically been available from year-end balances from the prior fiscal year. As we continue to tighten our revenue and expenditure budgets, this process will gradually reduce the likelihood that sufficient year-end balances will be available to fully fund our reserve requirements at the 15% level specified in the City's Financial Principles. The effects of this approach are illustrated in accompanying chart.

In addition to the reserves outlined above, the City also has funding available in the natural gas funds. In mid-March 2016, there is \$827,482 available in the General Gas Fund and \$1,217,634 available in the Airport Gas Fund, which may be spent only on improvements at the City's airport. The Parks Gas Fund shows no available balance; all resources above the amounts reserved for other purposes are shown as set aside for Ditto Golf Course.

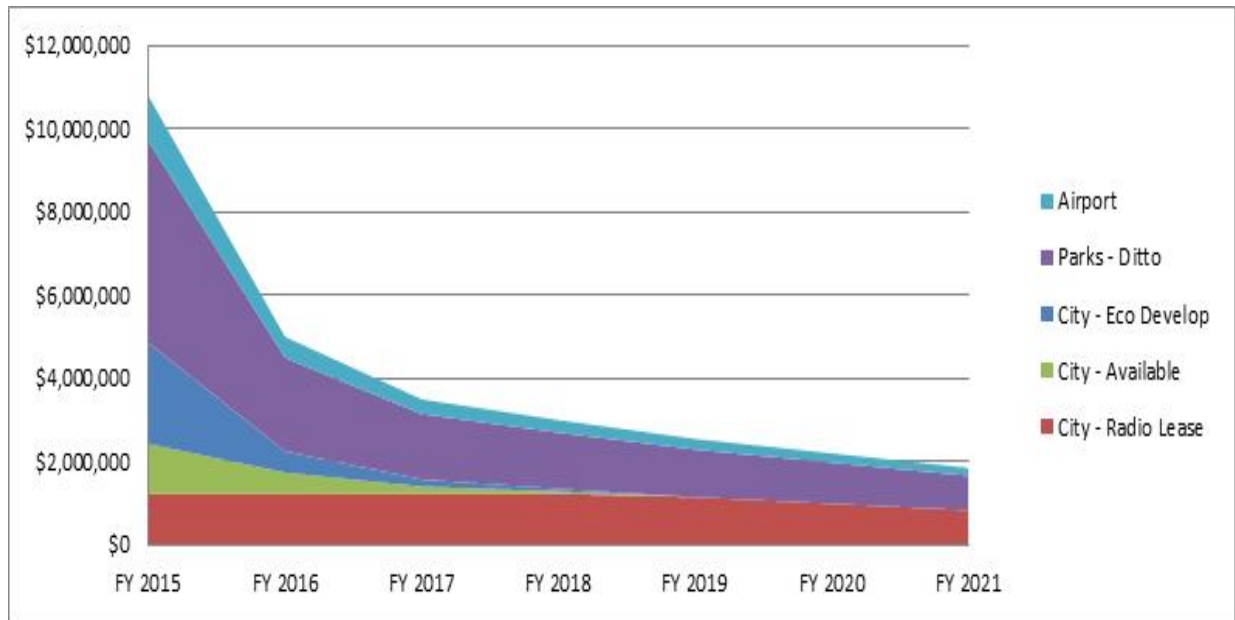
General Gas funds are committed to a number of projects, including the Public Safety Radio lease and funding for Innovation Venture Capital, the City's Economic Development Fund. Additionally, in December of 2015 Council approved a \$200M entertainment district development of which the City is contributing \$50M in gas revenues from ATF corpus. The intent is to refund the corpus over 15 years with gas funds. Beginning in FY16, natural gas revenues are proposed to be supplemented with \$2,500,000 in naming rights and rent from AT&T stadium. All funds and projects will flow through the Convention and Event Services Fund where uncommitted Convention Center revenues can also be applied to the projects mentioned above.

The economic outlook, both short term and near future, for the energy industry is not positive. Industry experts believe, excluding any unforeseeable events that would disrupt the supply chain, we could see continued low prices for the next 2 - 3 years. Some of the factors contributing to depressed natural gas pricing:

- Supply and demand are significantly imbalanced. We produce more natural gas than we consume, leaving both working and long term storage capacity at high levels.
- We are seeing a redistribution of mineral assets across the country which is impacting current production. Operators are either filing for bankruptcy, significantly reducing or eliminating their E&P budgets, or selling their assets to reduce debt.
- Foreign entities with subsidiary domestic companies and new start-up companies are being formed for the sole purpose of pursuing reserves to capitalize on improved market conditions in the future.
- While operators shifted their focus to produce from formations rich in natural gas liquids (NGL's) and oil in order to slow the production of natural gas and chase higher liquid prices, they unfortunately increased the production of natural gas. Since NGL's, i.e., propane, heptane, etc., as well as oil typically have "associated natural gas", operators exacerbated the surplus problem by adding more gas supply.
- Wells are more frequently being shut-in by operators to conserve proven reserves.

# Appendices

This chart forecasts natural gas fund availability for various projects.





# FY 2016 Business Plan

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4th Quarter Update



# FY 2016 4<sup>th</sup> Quarter Business Plan Update Table of Contents

## Champion Great Neighborhoods

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Code Compliance	1	Code Compliance
1.1.2	Residential Inspection and Property Maintenance Improvement Strategy	2	Code Compliance
1.1.3	Trap-Neuter-Return Program (TNR)	3	Code Compliance
1.1.4	In-House Pet Licensing	4	Code Compliance
2.1.1	Operation Beautification	5	Parks, PWT
2.2.1	City-wide Volunteer Recruitment Expansion	6	HR
2.2.2	Neighborhood Program	7	CDP
2.2.3	Community Engagement	8	Police
2.2.4	Code Volunteer Recruitment	9	Code Compliance
2.2.5	Animal Services Volunteer-led Programs	10	Code Compliance
2.3.1	Brand Awareness Campaign	11	Mgmt. Resources
2.3.2	Website Updates and Improvements	12	Mgmt. Resources
2.3.3	Become a "Texas Film Friendly" certified community	13	Mgmt. Resources

## Enhance Regional Mobility

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	MAX Bus Service	17	CDP
1.1.2	Thoroughfare Development Plan 5-year Update	18	CDP
1.2.1	Develop and Implement Lobbying Plan	19	Mgmt. Resources, CDP
2.1.1	IH-30 and SH-360 Interchange	20	PWT
2.1.2	Traffic Signal Retiming	21	PWT
2.2.1	South Center Street Bridge	22	PWT
2.2.2	Street Rebuild Projects	23	PWT
2.2.3	Street Condition Update	24	PWT



# FY 2016 4<sup>th</sup> Quarter Business Plan Update

## Table of Contents

<b>Invest in Our Economy</b>			
<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Downtown Master Plan Update	27	CDP
1.1.2	US 287 Strategic Plan	28	CDP
1.2.1	Development and Redevelopment Projects	29	ED
1.2.2	Building Upgrade/Rehabilitation Grant Program	31	ED
1.2.3	Central Library Phase II: Construction	32	Library, PWT
1.2.4	Hugh Smith Recreation Center/East Branch Library	33	Library
1.2.5	Redevelopment of Ditto Golf Course	34	Parks, PWT
1.3.1	Recruitment of Targeted Industry Businesses	35	ED
1.3.2	General Recruitment and Retention	37	ED
1.3.3	Economic Development Business Incubator	39	ED
1.3.4	Targeted Marketing Campaign	40	ED
1.3.5	Business Retention Program	42	ED
1.3.6	International Business Growth Initiative	43	ED

<b>Put Technology to Work</b>			
<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Records Management System	47	Police
1.1.2	Enterprise Content Management System	48	Mgmt. Resources
1.1.3	City Data Strategic Plan	49	CDP
1.1.4	Lawson Version 10 Upgrade	50	IT, Finance, HR
1.1.5	Internal Audit Automation Application	51	IT, Audit
1.2.1	Online Web Payment Options	52	Municipal Court
1.2.2	Electronic Warrant Payment Program	53	Municipal Court
1.2.3	Judges Duress and Panic Alarm System	54	Municipal Court
1.2.4	Action Center Self-service Smart Phone/Tablet App	55	Mgmt. Resources
1.2.5	CLASS Upgrade or Migration	56	IT, Parks
1.2.6	AMANDA Multi-Family Form	57	IT, Code

<b>Support Quality Education</b>			
<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	LiteracyLiNK Van	61	Library
1.1.2	Family Place Libraries	62	Library
1.2.1	Hometown Recruiting Program	63	Police
1.2.2	AISD Fire Academy Program Recruitment and Retention	64	Fire

# FY 2016 4<sup>th</sup> Quarter Business Plan Update

## Table of Contents

### Culture/Recreation/Education

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Implement Library Department's Three-year Strategic Plan	67	Library
1.1.2	Look, Listen, Learn: Sharing our Dreams Local History Project	68	Library
1.1.3	Randol Mill Sports Tournament Initiative	69	Parks
1.1.4	High Ropes Adventure Course	70	Parks

### Financial/Economic Development

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Local & M/WBE Initiative	73	Finance
1.2.1	Review of Citywide Financial Policies	74	Finance
1.2.2	Implement GASB Statement #72	74	Finance
2.1.1	Update Airport Leasing Policies	75	Aviation
2.1.2	Pursue Federal "Securing the Cities" Grant	76	Fire
2.1.3	Bad Debt Ratio	77	Water
2.1.4	Bank RFP	77	Finance
3.1.1	Internal Engineering Services for Water Utilities	78	Water
3.1.2	Time on Call	79	Police
3.2.1	Call Dispatching and Prioritization Study	80	Fire
4.1.1	Job Description Review	81	HR
4.1.2	Workforce Development	82	Police
4.1.3	Compensation Study	83	HR
4.1.4	Supervisor Basics Training	84	HR
4.2.1	2016 Health and Wellness Program	85	HR
4.2.2	Firefighter Physical Training Program Revamp	86	Fire

### Infrastructure

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Perimeter Fence Replacement	91	Aviation
1.1.2	Replace High Breakage Frequency Water Mains	92	Water
1.2.1	Radio Replacement	93	Fire, Police
1.2.2	Radio Tower Leases	94	Fire
1.2.3	Reduce % of Fleet Beyond Service Life	95	PWT
1.2.4	Daktronics Video Board Replacement	96	Convention Center
1.3.1	Station 5 Rebuild	97	Fire, PWT
1.3.2	Station 12 Remodel	98	Fire, PWT
1.3.3	Fire Station 17	99	Fire

# FY 2016 4<sup>th</sup> Quarter Business Plan Update Table of Contents

## Infrastructure (cont.)

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.3.4	Air Wall Resurfacing/Repair – Exhibit Hall	100	Convention Center
1.3.5	Hangar Refurbishment	101	Aviation
2.1.1	Advanced Metering Infrastructure	102	Water
2.1.2	Water Conservation Program	103	Water
2.1.3	Wastewater Collection Initiatives	103	Water
2.1.4	Implement OpTerra Project for Buildings and Streetlights	104	PWT
2.1.5	Energy Efficient Facility Enhancements	105	Mgmt. Resources
2.1.6	North Dock – Liquid Dump Station	106	Convention Center

## Public Safety

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Crime Reduction	109	Police
1.1.2	Traffic Safety	110	Police
1.1.3	Domestic Violence Response	111	Police
1.1.4	Human Trafficking Outreach	112	Police
1.1.5	Violent Crime Reduction	113	Police
1.1.6	Procedural Justice	114	Police
2.1.1	Stormwater Projects	115	PWT
2.2.1	Watershed Studies	116	PWT

# Fiscal Year 2016 Business Plan Projects Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

### Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes

	Project	Performance Measure(s)	City Service Team (Department)
CGN 1.1.1	Code Compliance	Code Compliance Rate	Neighborhood Services (Code Compliance)

**Summary:**

During FY 2016, Code Compliance Services will continue to utilize GIS density analysis to determine hot spots as identified by both property code and crime overlays. Other aspects of the project include performing “windshield” surveys of at-risk neighborhoods; identifying non-compliant properties; providing residents with informational brochures and inspection timelines; performing inspections.

**Update:**

After analysis, staff has identified at-risk neighborhoods and the 1,477 targeted properties. As of the end of the fourth quarter, the compliance rate is at 96 percent in the identified areas. Compliance increased 26 percent from the initial sweep during the second quarter to the end of the fiscal year.

Milestone	Estimated Completion	Actual Completion
Analyze maps and identify at-risk neighborhoods	11/1/2015	100%
Perform survey of identified at-risk neighborhoods	2/1/2016	100%
Perform inspections	3/1/2016	100%

# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

### Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes

	Project	Performance Measure(s)	City Service Team (Department)
CGN 1.1.2	Residential Inspection and Property Maintenance Improvement Rate	Code Compliance Rate	Neighborhood Services (Code Compliance)

Summary:

During FY 2014, Code Compliance Services researched best practices pertaining to residential/commercial property maintenance improvement strategies. This project will continue into FY 2016 as staff will present the proposed re-engineering strategies to Council committee. Draft ordinance revisions pertaining to property code maintenance will be developed and presented for consideration. 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.

Update:

The Municipal Policy Committee has reached a consensus on the following proposed strategies: Uniform Property Maintenance, Donation Boxes, Garage Sales, Minimum Landscape Standards, Vacant Structure Pilot Program, and Building Rehabilitation Fund Program. As FY 2016 comes to a close, staff continues to present code enhancement strategies to the Municipal Policy and Community/Neighborhood Development Committees. Ongoing discussions continue as it relates to parking of vehicles and short-term rental of residential properties.

Milestone	Estimated Completion	Actual Completion
Discuss strategy recommendations with Municipal Policy Committee	7/31/2016	95%
Municipal Policy Committee recommendations		90%
Proposed draft ordinance language revisions		50%
Implementation of strategies		50%

# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

### Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes

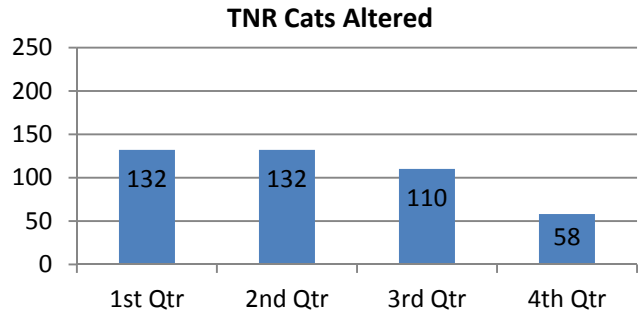
	Project	Performance Measure(s)	City Service Team (Department)
CGN 1.1.3	Trap-Neuter-Return Program (TNR)	Number of cats in the TNR program	Neighborhood Services (Code Compliance)

Summary:

In August 2015, Animal Services received a \$41,000 grant from PetSmart Charities, Inc. focusing on feral and community cat issues in the 76010 and 76014 zip codes. During FY 2016 those funds will be used to alter, vaccinate for rabies, ear-tip and return an estimated 750 cats to their community location. Implementation of the TNR program will help gradually reduce the feral cat population in Arlington, along with the property nuisance issues caused by feral cats.

Update:

During the fourth quarter of FY 2016, a total of 58 cats were altered, vaccinated, ear-tipped and returned to their community location bringing the total to 432. Texas Coalition for the Protection of Animals (TCAP) treated 33 of those cats, while the Arlington Animal Services veterinarian treated the remaining 25 cats. The grant from PetSmart Charities has been extended to February 17, 2017, and there are monthly events planned to complete the goals of this grant.



# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

### Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes

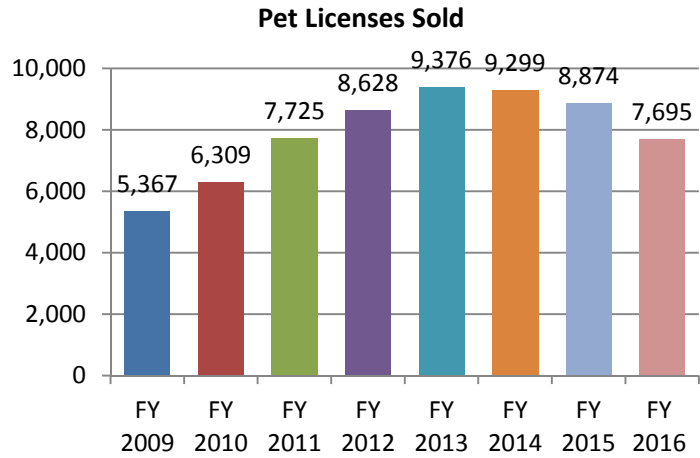
	Project	Performance Measure(s)	City Service Team (Department)
CGN 1.1.4	In-House Pet Licensing	Number of animals licensed in Arlington	Neighborhood Services (Code Compliance)

**Summary:**

Arlington residents are required to license their pets annually. As an incentive, in the event a resident's pet is impounded and the animal is sterilized, currently vaccinated for rabies and currently licensed, the resident's pet will be given one "Free Trip Home" per calendar year. In March 2009, Code Compliance Services contracted with PetData for pet licensing services at a fixed cost of \$3.85 per license sold. In FY 2016, the department plans to cancel that contract and bring the process in-house. The fees paid to PetData in FY 2015 were over \$34,000, while the department and veterinarians continued to sell about 50 percent of the licenses.

**Update:**

When the PetData contract expired at the end of 2015, fees increased. Code Compliance management believe that this process can be handled in-house at a lower cost allowing the City to retain the revenue that is currently going to the third-party contractor. As of April 1, 2016, Arlington Animal Services is providing 100 percent of the animal licensing services. As of the end of FY 2016, the number of licenses sold decreased from FY 2015 by 13 percent, while license revenue increased 22 percent. Animal Services will continue to educate citizens on the importance of licensing and will work to increase the number of vets selling animal licenses in order to improve the number of animals licensed in Arlington.



# Champion Great Neighborhoods

## Goal 2: Expand and Enhance the City's Image

### Objective 1: Develop a Sense of Place

	Project	Performance Measure(s)	City Service Team (Department)
CGN 2.1.1	Operation Beautification	Citizen perception that Arlington is a beautiful place to live	Neighborhood Services (Parks) and Economic Development and Capital Investment (PWT)

Summary:

City Council has shown a strong interest in improving the appearance of Arlington. In support of this interest, a Beautification Plan was developed and presented by Parks and Recreation to City Council in March of 2015. The plan outlines a number of goals that include; growing our business, valuing our neighborhoods and protecting our resources. As proposed in the plan, a number of programs are being implemented as resources are allocated.

Update:

**Front Street Parking Lot**

Parking lot improvements were completed along with additional landscaping in April 2015.

**Lamar Boulevard – Phase 1**

Lamar Blvd. project was completed In June 2015, except for the replacement of a large number of trees that were not accepted by the City. Replacement trees were installed within the median and right-of-way during the 2<sup>nd</sup> quarter, officially bringing this project to a close.

**Entertainment District Monuments Signs 2A**

Phase 2A of the Entertainment District Monuments signs has been completed with the installation of three signs.

**West Main Street Landscaping**

Parks and Recreation staff designed and installed new landscaping along West Main Street from the Parks Administration Office to South Davis Drive. This new landscaping will aid in the beautification of city facilities and support new housing under construction.

**Entertainment District Sculpture Trail Phase 1**

Phase 1 of the Entertainment District Sculpture Trail (EDST) had to be bid four times before an acceptable submission was received. City Council approved a contract for the construction of the foundation, lighting and landscape in December of 2015. Construction on the site has started and is anticipated to be completed in the fall of 2016. Once the concrete foundation is set, the sculpture will be transported from California and set into place. At that time, a dedication will take place.

Milestone	Estimated Completion	Actual Completion
Front Street Parking Lot	Apr. 2015	Apr. 2015
Lamar Blvd – Phase 1	June 2015	June 2015
Entertainment District Monument Signs – Phase 2A	July 2015	Jan. 2016
Entertainment District Sculpture Trail – Phase 2	Sept. 2015	Mar. 2016
West Main Street Landscaping	Oct. 2015	Oct. 2015
Abram Street – (360 to Stadium Drive)	July 2016	Aug. 2016
Tri-School Development	Aug. 2016	Apr. 2016
Entertainment District Sculpture Trail – Phase 1	Dec. 2016	
Entertainment District Monument Signs – Phase 2B	July 2017	

**Abram Street (360 to Stadium Drive)**

Project was completed in August 2016.

**Entertainment District Monument Signs 2B Entertainment District Monument Signs - Phase 2B**

Plans are being finalized by SRA and hope to soon have TxDOT's final review so the project can proceed

**Tri-School Street Project**

The Tri-School Street Project was completed in April 2016 with an official dedication taking place on April 8.

**Entertainment District Sculpture Trail Phase 2**

As part of the Entertainment District Sculpture Trail Phase 2, a total of nine sculptures were installed along Richard Greene Linear Park between Randol Mill Rd and Cowboys Way. Installation took place between September 2015 and March 2016. A dedication was hosted on May 21<sup>st</sup> at 11:00am during the Art on the Greene Festival.



# Champion Great Neighborhoods

## Goal 2: Expand and Enhance the City's Image

### Objective 2: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)
CGN 2.2.1	City-wide Volunteer Recruitment Expansion	Volunteer Service Hours	Strategic Support (HR and Municipal Court), Neighborhood Services (Library, Parks, Police, and Fire), Economic Development and Capital Investment (CDP), and Management Resources

**Summary:**

Volunteerism and community engagement play a vital role in the success of an organization. In FY 2016, 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 the benefits of volunteers to City employees
- Initiate a volunteer growth program that helps distinguish different levels of volunteers

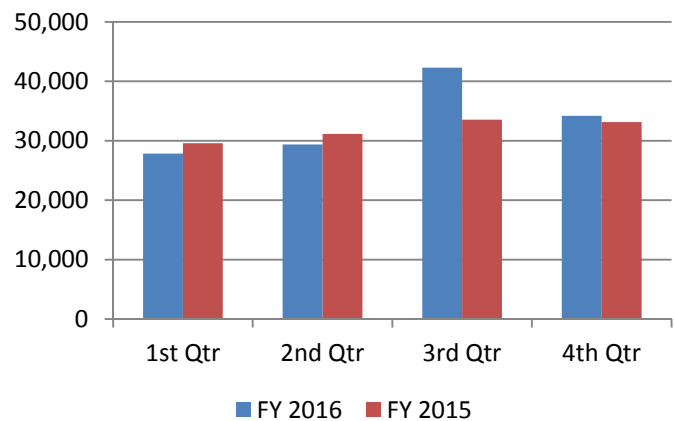
**Update:**

Fourth quarter volunteer hours were consistent from last year to this year.

From FY 2015 4<sup>th</sup> quarter to FY 2016 4<sup>th</sup> quarter Library saw an increase of 3,151 hours. With the introduction of the Summer AmeriCorps Vistas program this led to an increase in hours. From 3<sup>rd</sup> quarter to 4<sup>th</sup> quarter the Library saw a decrease in volunteers and an increase of hours. Staff has strengthened their relationship with volunteers through more training. This has led to an increase in hours by more committed volunteers.

From FY 2015 4<sup>th</sup> quarter to FY 2016 4<sup>th</sup> quarter Police saw an increase in hours of 1,447 hours. This is attributed to an overwhelming response of people wanting to help Police after the Dallas shooting, the Levitt Pavilion ambassador programs and multiple trainings and meetings. There was a decrease from quarter to quarter of hours. This can also be attributed to the Dallas Shooting where we had a surge of volunteers all at once and not enough opportunities to place them in activities.

**Volunteer Hours**



In Teen Court FY 2016 3<sup>rd</sup> quarter to FY 2016 4<sup>th</sup> quarter the hours increased due to an additional teen court session.

We saw decreases in hours from FY 2015 4<sup>th</sup> quarter to FY 2016 4<sup>th</sup> quarter and 3<sup>rd</sup> quarter to 4<sup>th</sup> quarter with Animal Services, Fire/Office of Emergency Management and Parks.

Animal services had a decrease in due to system cleanup of volunteers and hours not being logged. Fire/Office of Emergency Management had a reduction in hours due to the lack of participation exercises in the region. Parks hours decreased due to inclement weather and cancelled events.

# Champion Great Neighborhoods

## Goal 2: Expand and Enhance the City's Image

### Objective 2: Promote Community Engagement

	Project	Performance Measure(s)	City Service Team (Department)
CGN 2.2.2	Neighborhood Program	Project Completion	Economic Development and Capital Investment (CDP)

Summary:

As the city continues to focus on neighborhoods, it is necessary to update the current neighborhood program and develop new ideas and strategies to engage neighborhoods and residents. An initial step will be to re-launch the City's Neighborhood Matching Grants Program. Originally approved by City Council in 2007, the Program was put on-hold in 2012. The goal of the program is to provide financial support for resident and community-based programs and activities that foster civic pride, enhance and beautify neighborhoods, and improve neighborhood vitality and participation. The program benefits the City of Arlington by making neighborhoods more attractive, raising the level of community pride, increasing civic participation by residents, and encouraging collaboration and formal organization of and among neighbors, neighborhoods, and city government. There is a current balance of \$218,144.76 in the Neighborhood Matching Grants account.

Update:

As of September 30, 2016 all eleven contracts have been executed and projects are underway. A new call for projects with fiscal year 2017 funding will be opened on November 1, 2016.

Milestone	Estimated Completion	Actual Completion
Finalize Program	Fall 2015	100%
Issue Call for Projects	Winter 2016	100%
Council Consideration of Proposed Awards	Spring 2016	100%
Contracts Signed	Summer 2016	100%

# Champion Great Neighborhoods

## Goal 2: Expand and Enhance the City's Image

### Objective 2: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)
CGN 2.2.3	Community Engagement	<ul style="list-style-type: none"> <li>Community Watch Groups</li> <li>National Night Out Group Participation</li> <li>Nextdoor Participation</li> </ul>	Neighborhood Services (Police)

Summary:

As part of its crime reduction strategic plan, the Arlington Police Department strives to engage and collaborate with citizens. Whether through volunteering as a Skywatch tower monitor or through a community watch group, citizens are encouraged to become involved in their community and neighborhood. Key metrics are evaluated to determine the level of community engagement in partnership with the police department. Utilization of a social media platform to disseminate neighborhood information augments strategies for community involvement. Crime Prevention and neighborhood beat officers interact with local communities to increase dialogue for our community members and the police department.

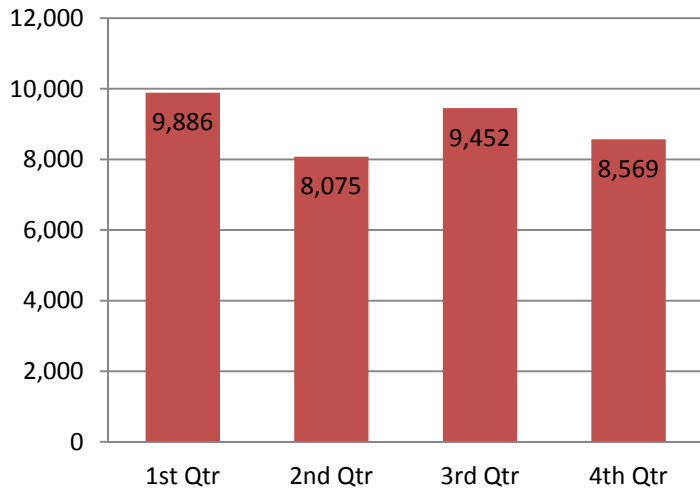
Update:

During this year, the Police Department's commitment to community engagement was enhanced by expanding current initiatives and launching new opportunities for residents and officers to connect.

The department's use of the social media platform Nextdoor continues to garner interest in the local community. Over 31,000 residents now subscribe to the platform to locate neighborhood centric information and volunteer opportunities within the police department. Over the course of the fiscal year, over 36,000 volunteer hours were provided to the police department in various administrative and patrol capacities. The department honored our many volunteers at an annual volunteer appreciation luncheon.

This year, the department's mentorship programs reached new heights through participation with local AISD schools. This school year officers participated in local back to school events helping AISD students prepare for the new school year. More than 60 officers currently participate in the Coach 5-0 program, a mentorship program for high school student athletes.

**Community Engagement Participation**



The department's investment in middle school boys and girls through the MAY program was nationally recognized by the Department of Justice.

The department was also honored to be selected as one of 15 cities in the country to participate in the Advancing 21<sup>st</sup> Century Policing Initiative by serving as a model for community policing best practices. This is an opportunity to advance national policing strategies and highlight the positive community support from Arlington residents.

# Champion Great Neighborhoods

## Goal 2: Expand and Enhance the City's Image

### Objective 2: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)
CGN 2.2.4	Code Volunteer Recruitment	Number of volunteers/community service participants recruited annually for city-wide beautification efforts	Neighborhood Services (Code Compliance)

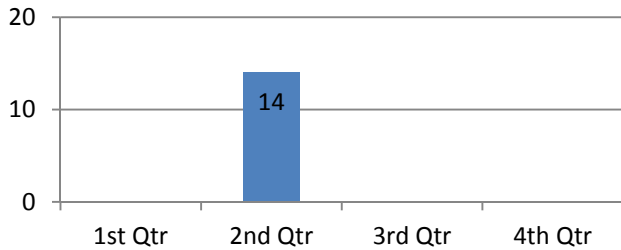
**Summary:**

Volunteerism and community engagement play a vital role in promoting quality of life and livable neighborhoods. In FY 2016, Code Compliance will continue to market and promote the need for volunteers in support of City beautification efforts.

**Update:**

Code Compliance partnered with HR to develop volunteer job description and program protocol. Currently, management is developing a marketing strategy. One Code Ranger class was held during the second quarter and 14 volunteers were recruited. Code Compliance staff has met with UNIDOS police representative and will be part of their learning program. The Spanish Code Ranger Program is complete and the first class was taught on September 1, 2016. The Code Volunteer Program will be implemented after the holidays and Winter passes as they are not peak times to pursue volunteers/projects.

**Volunteers Recruited for City-Wide Beautification**



# Champion Great Neighborhoods

## Goal 2: Expand and Enhance the City's Image

### Objective 2: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)
CGN 2.2.5	Animal Services Volunteer-led Programs	Number of Animal Services' volunteer hours	Neighborhood Services (Code Compliance)

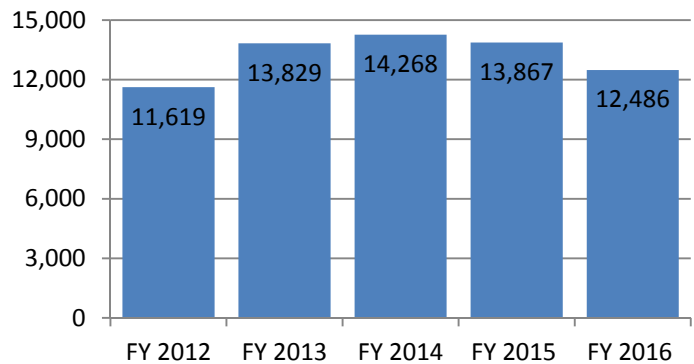
**Summary:**

Since fiscal year 2010, volunteer hours at Arlington Animal Services have grown from 8,565 to 14,268 in FY 2014. These community partners have helped improve service delivery and operations at the shelter. There are currently approximately 3,000 approved volunteers at the shelter. Recently, management has partnered with expert volunteers to develop and deliver volunteer-led programs that will be added to the many services provided by Arlington Animal Services. These programs include Ask Dr. Jenkins, Birthday Party Service, a Photography Studio and Grief Sessions.

**Update:**

During the fourth quarter, Dr. Jenkins met with the owners of 28 animals for a total of 73 participants in the "Ask Dr. Jenkins" program for FY 2016. There were six birthday parties held at the shelter during FY 2016, with one of those being in the fourth quarter. The photography studio, paid for by a grant from the Arlington Tomorrow Foundation, was used to photograph 194 animals during the year. The grief sessions were not highly attended with only four participants during FY 2016, but the volunteer-led program will continue for those pet owners who are grieving the loss of a pet. Overall, volunteer hours were down for FY 2016. The Volunteer Coordinator transferred to another department; therefore, programs were reduced. A new Volunteer Coordinator has been hired and we expect opportunities for volunteer hours to increase, as well as communication with volunteers.

**Animal Services Volunteer Hours**



# Champion Great Neighborhoods

## Goal 2: Expand and Enhance the City's Image

### Objective 3: Create Awareness Around the City's Brand

Project		Performance Measure(s)	City Service Team (Department)																																			
CGN 2.3.1	Brand Awareness Campaign		Management Resources (OOC)																																			
<p><u>Summary:</u></p> <p>In June 2014, the City will launch its new brand: The American Dream City. This brand includes a new tagline, expressions and logo.</p> <p>Over the course of FY 2016, the Office of Communication, working in conjunction with the CVB, continued to roll out the brand through increased marketing, advertising and public engagement projects. The rollout included the integration of the new logo where possible.</p> <p><u>Update:</u></p> <p>The prospective new resident website is complete and will launch in October.</p> <p>Other initiatives like the American Dream City 5K, collaboration with the July 4<sup>th</sup> Parade, and the Dream Builders video series continue. Additionally, a new set of 13 brand chapters were shot in June and started airing in July. These will last through the remainder of the calendar year.</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;">% Complete</th> </tr> </thead> <tbody> <tr> <td>Complete and launch brand</td> <td>June 2014</td> <td>100%</td> </tr> <tr> <td>Collaboration with the Downtown Art District on an outdoor art display</td> <td>Sept. 2015</td> <td>100%</td> </tr> <tr> <td>Shoot/write individual American Dream City chapters</td> <td>Nov. 2014 and May 2015</td> <td>100%</td> </tr> <tr> <td>Start a new Dream Builder video series highlighting how Arlington is helping its youth achieve the American Dream in the future.</td> <td>Jan. 2016</td> <td>100%</td> </tr> <tr> <td>Start a new video campaign called Dream Builders</td> <td>Mar. 2016</td> <td>100%</td> </tr> <tr> <td>Creation of an American Dream City 5K</td> <td>Apr. 2015 and Apr. 2016</td> <td>100%</td> </tr> <tr> <td>Work with consultant to create the second phase of the brand awareness campaign</td> <td>May 2016</td> <td>100%</td> </tr> <tr> <td>Integrate the brand into the annual July 4<sup>th</sup> Parade</td> <td>July 2015 and July 2016</td> <td>100%</td> </tr> <tr> <td>Continue brand chapters with new installment of 13 videos.</td> <td>July 2016</td> <td>100%</td> </tr> <tr> <td>Creation and distribution of a realtor information package for prospective new residents</td> <td>Aug. 2016</td> <td>100%</td> </tr> </tbody> </table>				Milestone	Estimated Completion	% Complete	Complete and launch brand	June 2014	100%	Collaboration with the Downtown Art District on an outdoor art display	Sept. 2015	100%	Shoot/write individual American Dream City chapters	Nov. 2014 and May 2015	100%	Start a new Dream Builder video series highlighting how Arlington is helping its youth achieve the American Dream in the future.	Jan. 2016	100%	Start a new video campaign called Dream Builders	Mar. 2016	100%	Creation of an American Dream City 5K	Apr. 2015 and Apr. 2016	100%	Work with consultant to create the second phase of the brand awareness campaign	May 2016	100%	Integrate the brand into the annual July 4 <sup>th</sup> Parade	July 2015 and July 2016	100%	Continue brand chapters with new installment of 13 videos.	July 2016	100%	Creation and distribution of a realtor information package for prospective new residents	Aug. 2016	100%
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# Champion Great Neighborhoods

## Goal 2: Expand and Enhance the City's Image

### Objective 3: Create Awareness Around the City's Brand

	Project	Performance Measure(s)	City Service Team (Department)
CGN 2.3.2	Website Updates and Improvements	Increase Visits to MyArlingtonTX.com and Arlingtontx.gov	Management Resources (OOC)

**Summary:**

While the new website has launched and is already winning awards, there is still a need to fine tune the site. This includes making necessary security upgrades, improving the backend functionality and user experience, boosting transparency, and completing requested changes.

Two audits have been performed on the website. One addresses the coding of the site and the other looks at the user experience. To the extent possible, the recommendations from both audits will be incorporated into the website.

**Update:**

The road condition map was added to the Street Tracker website and will upgrade the project map in May 2016.

Milestone	Estimated Completion	Actual Completion
Incorporate the coding recommendations from the April 2015 audit	Oct. 2015	100%
Incorporate the user experience recommendations from the May 2015 audit	Dec. 2015	100%
Improve and maintain the security of the website	Apr. 2015	100% and ongoing
Increase the transparency of the website by making the "contact us" sections easier to find and use	June 2015	100%
Continue to improve the Street Tracker and Bond Tracker pages to provide heightened transparency and increased user friendliness.	May 2016	100%

# Champion Great Neighborhoods

## Goal 2: Expand and Enhance the City's Image

### Objective 3: Create Awareness Around the City's Brand

Project		Performance Measure(s)	City Service Team (Department)																						
CGN 2.3.3	Become a "Texas Film Friendly" certified community	Citizen perception that Arlington provides an exceptional quality of life	Management Resources (OOC)																						
<p><u>Summary:</u></p> <p>Work with the Texas Film Commission to become a Texas Film Friendly certified community. Once we have this designation, Arlington and its venues will be marketed to prospective film and video producers for productions.</p> <p><u>Update:</u></p> <p>Arlington will be a test city for the Film Commissions mobile app for Film Friendly Cities. This will launch in the 1<sup>st</sup> quarter of 2017.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;">Milestone</th> <th style="width: 15%;">Estimated Completion</th> <th style="width: 15%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Attend the Texas Film Commission "Film Friendly" training seminar in Waxahachie</td> <td style="text-align: center;">Sept. 2015</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Identify a staff to represent Arlington at the Film Training and as the city's designated point of inquiry</td> <td style="text-align: center;">Sept. 2015</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Adopt a "Filming Guidelines" that detail the policies for filming productions in Arlington.</td> <td style="text-align: center;">Oct. 2015</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Provide approved photos to the Texas Film Commission for them to use to market Arlington and its venues</td> <td style="text-align: center;">Feb. 2016</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Add a section on filming in Arlington the City's website</td> <td style="text-align: center;">Mar. 2016</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Launch a Film Friendly App through the Texas Film Commission</td> <td style="text-align: center;">Jan. 2017</td> <td style="text-align: center;">50%</td> </tr> </tbody> </table>			Milestone	Estimated Completion	Actual Completion	Attend the Texas Film Commission "Film Friendly" training seminar in Waxahachie	Sept. 2015	100%	Identify a staff to represent Arlington at the Film Training and as the city's designated point of inquiry	Sept. 2015	100%	Adopt a "Filming Guidelines" that detail the policies for filming productions in Arlington.	Oct. 2015	100%	Provide approved photos to the Texas Film Commission for them to use to market Arlington and its venues	Feb. 2016	100%	Add a section on filming in Arlington the City's website	Mar. 2016	100%	Launch a Film Friendly App through the Texas Film Commission	Jan. 2017	50%
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**City of Arlington Council Priority:  
Champion Great Neighborhoods**

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 YE Estimate	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June			
General	Citizen Survey	Overall citizen satisfaction rating for neighborhood in terms of quality of life [annual survey]	73%	69%	75%	80%		76%		76%						76%						
General		Would recommend Arlington as a place to live [annual survey]	78%	74%	76%	80%		78%		78%						78%						
General		Citizen perception that Arlington is a great place to raise children [annual survey]	65%	67%	65%	70%		64%		64%						64%						
General		Citizen perception that Arlington is a beautiful place to live [annual survey]	60%	57%	60%	70%		57%		57%						57%						
General		Citizen perception that Arlington provides an exceptional quality of life [annual survey]	60%	59%	62%	70%		62%		62%						62%						
CDP			Citizen perception that Arlington has a variety of housing options [annual survey]	82%	78%	83%	85%		81%		81%					81%						
CDP	Housing	Maximize use of federal funding allocated to assist qualified persons to reside in safe, decent housing [reported annually]	99%	100%	99%	99%				99%												
CDP		First time homebuyers assisted with down payment and closing costs [reported annually]	34	27	25	28					20											
CDP		Substandard owner occupied homes rehabilitated to meet local codes [reported annually]	86	65	78	50					70											
CDP		Achieve CDBG goals in PY 2015 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2016 [reported by program year]	100%	215%	416%	100%		463%		1098%	100%	356%	413%	463%	545%	615%	716%	870%	1003%	1098%		
CDP		Achieve HOME goals in PY 2015 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2016 [reported by program year]	100%									15%	27%	36%	43%	49%	55%	61%	67%	72%		
Code			Number of code inspection activities completed	84,387	74,608	86,211	81,735	18,523	21,325	23,291	80,000	7,721	5,498	5,304	5,928	7,434	7,963	6,706	7,847	8,738		
Code		Number of graffiti complaints abated (city/owner)	563	334	240	287	31	33	18	170	11	7	13	15	11	11	7	12	3	3		
Code		Number of animal licenses sold in Arlington	9,376	9,299	8,874	8,874	1,885	1,883	1,799	8,750	594	681	610	638	641	604	568	677	677	554		
Code		Live Release Rate	65%	80%	77%	75%	79%	84%	71%	76%	77%	78%	80%	87%	83%	81%	73%	69%	70%	70%		
Code		Number of animal bites investigated	504	463	481	505	137	164	164	678	48	52	37	42	47	78	43	58	63	63		
Code		Number of aggressive animal calls for service	991	1,045	1,066	991	550	607	467	1,225	217	160	173	177	211	219	138	166	166	163		
Code		Number of animals deemed "Dangerous Animals"	11	5	11	10	2	2	0	8	0	0	2	1	0	1	0	0	0	0		
Code		Average number of days from initial code complaint to first action	New Measure in FY 2015	1.9	1.67	3	1.67	1.86	2.31	2	2.05	1.54	1.47	1.09	1.02	3.47	2.47	2.43	2.02			
Code		Number of Animal Services' volunteer hours recruited annually for city-wide beautification efforts	13,829	14,268	13,867	14,363	3,108	3,145	3,431	14,000	1,078	1,013	1,017	1,083	1,034	1,028	1,109	1,314	1,008			
Code		Number of volunteers/community services participants recruited annually for city-wide beautification efforts	New Measure in FY 2015	5	5	20	0	14	0	20	0	0	0	0	0	0	0	0	0	0		
Library		Volunteer service hours	29,883	30,861	31,091	30,000	4,930	5,226	10,405	31,091	2,079	1,540	1,311	1,344	1,597	2,285	2,822	2,224	5,359			
Parks		Volunteer Hours [measured quarterly]	41,373	37,004	44,025	45,000	8,545	9,590	13,141	40,000	8,545	8,545	8,545	9,590	9,590	9,590	9,590	9,590	13,141			
Police		APD Volunteer Hours	35,803	34,562	33,015	35,000	9,886	8,118	9,452	34,000	5,245	2,255	2,386	2,410	2,919	2,789	4,063	3,200	2,189			
Police		Community Watch Groups	208	224	231	243	238	234	214	214	234	238	214	235	227	214	214	214	214	216		
Police		Citizen on Patrol (COP) Members	148	136	129	153	104	142	45	42	107	110	104	43	43	42	40	48	48	48		
Police		Citizen Police Academy Alumni Members	124	135	120	161	126	111	122	111	120	126	126	99	108	111	111	111	111	144		
Police		Hispanic Citizen Police Academy Alumni Members	75	72	108	135	122	122	133	122	108	122	122	122	122	122	122	122	135	141		
Police		National Night Out Group Participation [measured in October]	121	147	191	210	191			191	191											
Police		Arlington Clergy and Police Partnerships (ACAPP) Members	40	47	39	61	39	35	38	35	39	39	39	37	36	35	35	35	40	39		
Police		COP Mobile Members	93	51	59	85	52	59	60	59	59	58	52	58	60	59	60	60	60	60		
Police		Nextdoor Participation	New Measure in FY 2014	10,498	20,635	17,000	23,467	25,781	27,406	28,000	21,535	22,366	23,467	24,309	24,878	25,781	26,528	27,416	28,275	28,275		



# Enhance Regional Mobility

## Goal 1: Explore Creative, Alternative Transportation Opportunities

### Objective 1: Promote Regional Connectivity

	Project	Performance Measure(s)	City Service Team (Department)
ERM 1.1.1	MAX Bus Service	Monthly ridership	Economic Development and Capital Investment (CDP)

**Summary:**

The Metro ArlingtonXpress (MAX) bus service provides shuttle service between the CentrePort Trinity Railway Express (TRE) Station and UT Arlington/Downtown Arlington, connecting the city into the regional transit system for North Central Texas. Started in August 2013, the service ran as a pilot project through August 2015. In continuing support of the Council priority of “Enhancing Regional Mobility,” the City Council directed staff to continue the service for a third year.

The cost for the third year of service will be \$750,000. \$75,000 of this cost will go towards a Comprehensive Operational Analysis that will take a detailed look at all current transit services in Arlington (MAX, Handitran, Entertainment District Trolley, and UT Arlington Shuttle Service) and recommend a near-term service plan.

One half of the total project cost (\$375,000) is being provided through federal Job Access Reverse Commute (JARC) funding through the North Central Texas Council of Governments. To access this funding, the City must provide a local match in the amount of \$375,000. The City and the University of Texas at Arlington will share the local match, each being responsible for \$187,500.

**Cost breakdown:**

Cost for MAX service (Aug. 2016-Aug. 2017)	\$675,000
City portion of Operational Analysis cost	\$75,000
<b>Total funding needed</b>	<b>\$750,000</b>

**Funding breakdown:**

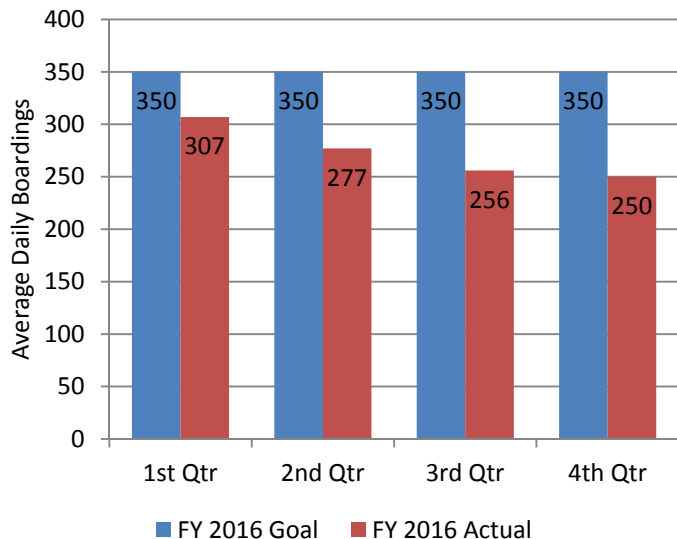
Job Access Reverse Commute Funds	\$375,000
City funding	\$187,500
UT Arlington funding	\$187,500
<b>Total</b>	<b>\$750,000</b>

**Update:**

The third year of MAX service began in August 2015. Ridership continues to be steady, although lower than previous 4<sup>th</sup> quarters. User feedback is positive. In the fourth quarter of FY 2016, 15,970 trips were taken on MAX, averaging out to 250 trips per day. Council has approved a contract extension that will allow the MAX bus service to continue until December 31, 2016. The 4<sup>th</sup> quarter report has been postponed to align with a future discussion item related to MAX service beyond December 31, 2016.

Milestone	Estimated Completion	Actual Completion
1 <sup>st</sup> Quarter Report to Council	Jan. 2016	Jan. 2016
2 <sup>nd</sup> Quarter Report to Council	Apr. 2016	Apr. 2016
3 <sup>rd</sup> Quarter Report to Council	July 2016	June 2016
4 <sup>th</sup> Quarter Report to Council	Oct. 2016	Postponed

**MAX Ridership**



# Enhance Regional Mobility

## Goal 1: Explore Creative, Alternative Transportation Opportunities

### Objective 1: Promote Regional Connectivity

	Project	Performance Measure(s)	City Service Team (Department)
ERM 1.1.2	Thoroughfare Development Plan 5-year Update	Number of strategic plans/studies completed	Economic Development and Capital Investment (CDP)

Summary:

The Thoroughfare Development Plan (TDP) is a long-range plan that identifies the location and type of roadway facilities that are needed to meet projected long-term growth within the City. It serves as a tool to enable the City to preserve future corridors for transportation system development as the need arises. It also forms the basis for the City's roadway capital improvement program, impact fees, and developer requirements. The current TDP was adopted in June 2011, and an update is recommended every five years to reflect the most recent changes in demographics, land use data, policy direction and vision within the City. This five-year update will begin in early FY 2016, for the anticipated adoption in the summer or fall of calendar year 2016. This five-year update will begin in early 2016 and be completed by the end of September 2016.

Update:

As of September 30, 2016 the TDP update is underway and is expected to be complete by December 31, 2016. The update is scheduled to go to Council for consideration in January 2017. This project was delayed from the original schedule based on the decision to utilize the resources for the Downtown Master Plan instead. Once the Downtown Master Plan was delayed, resources were redirected back to the TDP Update.

Milestone	Estimated Completion	Actual Completion
Contract to Council	Winter 2016	Summer 2016
Draft document	Spring 2016	
P&Z Public Hearing	Summer 2016	
Council Public Hearing	Summer 2016	

# Enhance Regional Mobility

## Goal 1: Explore Creative, Alternative Transportation Opportunities

### Objective 2: Maximize Legislative Relationships

	Project	Performance Measure(s)	City Service Team (Department)
ERM 1.2.1	Develop and Implement Lobbying Plan	% of priority bills with positive outcome for the City	Management Resources, Economic Development and Capital Investment (CDP), and Handitran

Summary:

In FY 2015, City staff began to develop and implement a strategy to promote regional connectivity. More specifically, staff focused on two primary goals: 1) restoring federal funding for Handitran operations and 2) ensuring that proposed plans for high speed rail continued to move forward. In FY 2016, staff will continue to advance these efforts by coordinating with neighboring jurisdictions to:

- Lobby for funding and cooperation at both the federal and state level
- Build upon existing and develop new legislative connections and relationships
- Communicate with constituents and stakeholders about ongoing efforts to foster broad community support

Update:

Federal funding for Handitran operation was restored as part of the FAST Act passed in December 2015.

Milestone	Estimated Completion	Actual Completion
Secure Funding for Handitran through federal legislation	Dec. 2015	Dec. 2015

# 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	IH-30 and SH-360 Interchange	Overall satisfaction with the management of traffic flow during peak hours	Economic Development and Capital Investment (PWT)

Summary:

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.

This project is split into five construction phases. Package A is reconstructing the Six Flags Drive Bridge over IH-30 and will be bid as a joint project with the IH-30/SH-360 Interchange Project (Package B). Package C is the Great Southwest Industrial District railroad bridge crossing just south of Randol Mill Road. Package D includes the Randol Mill Road interchange improvements and Package E includes improvements from Abram Street to IH-20.

Update:

The SH-360 southbound frontage is in construction at Lamar Boulevard. Also working on reconstructing Avenue F. Direct connector and other bridge construction are ongoing. The project is scheduled to take 4 years to complete construction.

Milestone	Estimated Completion	Actual Completion
Package A Construction	Spring 2020	
Package B Construction	Spring 2020	
Package C Construction		
Package D Construction		
Package E Construction		

# Enhance Regional Mobility

## Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure

### Objective 1: Optimize Effectiveness and Efficiency of Existing Transportation Infrastructure

Project		Performance Measure(s)	City Service Team (Department)									
ERM 2.1.2	Traffic Signal Retiming	Overall satisfaction with the management of traffic flow during peak hours	Economic Development and Capital Investment (PWT)									
<p><u>Summary:</u></p> <p>This Congestion Mitigation/Air Quality (CMAQ) 80/20 grant project will re-time traffic signals to achieve synchronization on various arterial corridors throughout the city. In January of 2015, the City entered into a contract with two consultants to work with city staff to execute this project. A total 226 traffic signals will be re-timed citywide. The objective is to shorten travel time, decrease intersection delays, and reduce the number of vehicular stops on arterial corridors. The overall result will be improvement in air quality. Estimated completion of this project is June 2016.</p> <p><u>Update:</u></p> <p>The project is complete. The new signal timing plans have been downloaded to the field controllers and fine-tuned. The consultants performed the “after” field studies and submitted the final technical memorandum for the project.</p>		<table border="1" style="margin: auto; 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 style="text-align: center;">Initial Technical Memorandum</td> <td style="text-align: center;">Nov. 2015</td> <td style="text-align: center;">Nov. 2015</td> </tr> <tr> <td style="text-align: center;">Final Technical Memorandum</td> <td style="text-align: center;">Oct. 2016</td> <td style="text-align: center;">Oct. 2016</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Technical Memorandum	Nov. 2015	Nov. 2015	Final Technical Memorandum	Oct. 2016	Oct. 2016
Milestone	Estimated Completion	Actual Completion										
Initial Technical Memorandum	Nov. 2015	Nov. 2015										
Final Technical Memorandum	Oct. 2016	Oct. 2016										



# Enhance Regional Mobility

## Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure

### 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	Overall satisfaction with the management of traffic flow during peak hours	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.</p> <p><u>Update:</u></p> <p>Construction of the bridge had been suspended due to issues with the retaining walls that were constructed. TxDOT worked out the issues with the contractor and the project resumed construction in February 2016. The contractor has completed the bridge deck. The project is scheduled to be complete in February 2017.</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>Right of Way Preparation/Clearing and Demolition</td> <td style="text-align: center;">Nov. 2014</td> <td style="text-align: center;">Nov. 2014</td> </tr> <tr> <td>Drill shafts</td> <td style="text-align: center;">Mar. 2015</td> <td style="text-align: center;">May 2015</td> </tr> <tr> <td>Set beams</td> <td style="text-align: center;">July 2016</td> <td style="text-align: center;">June 2016</td> </tr> <tr> <td>Construct bridge deck, roadway, retaining walls</td> <td style="text-align: center;">Sept. 2016</td> <td style="text-align: center;">Oct. 2016</td> </tr> <tr> <td>Install curbs, sidewalks, final railings and signs</td> <td style="text-align: center;">Feb. 2017</td> <td></td> </tr> </tbody> </table>			Milestone	Estimated Completion	Actual Completion	Right of Way Preparation/Clearing and Demolition	Nov. 2014	Nov. 2014	Drill shafts	Mar. 2015	May 2015	Set beams	July 2016	June 2016	Construct bridge deck, roadway, retaining walls	Sept. 2016	Oct. 2016	Install curbs, sidewalks, final railings and signs	Feb. 2017	
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# Enhance Regional Mobility

## Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure

### Objective 2: Complete Construction Projects in a Timely Manner

	Project	Performance Measure(s)	City Service Team (Department)
ERM 2.2.2	Street Rebuild Projects	<ul style="list-style-type: none"> <li>Citizen perception of road condition as "good" or "mostly good"</li> <li>Lane Miles with Overall Condition Index (OCI) &lt;50</li> </ul>	Economic Development and Capital Investment (PWT)

Summary:

Capital street projects are funded with Street Bonds, and are funded through inclusion in the annual capital budget.

Construction of the projects listed below is expected to begin during this fiscal year. The projects shown, to the right, track the progress that is expected within 2016.

Project	Estimated Bid Dates	Actual Bid Dates
New York Avenue (Abram Street to Arkansas Lane) Phase I&II	Sept. 2016	9/20/2016
2015 Residential Rebuilds, Phase I	Dec. 2016	
2015 Residential Rebuilds, Phase II	Apr. 2017	
SH360/New York Connection	Apr. 2017	
2014 Residential Rebuilds, Phase II	Dec. 2016	
2014 Residential Rebuilds, Phase III	Nov. 2016	
2014 Residential Rebuilds, Phase IV	Feb. 2017	

Street Capital projects to be Advertised for Bid	Month Bid	Actual Cost	Lane Miles
New York Avenue (Abram Street to Arkansas Lane) Phase II	Sept. 2016	\$11,948,499	7.04
2015 Residential Rebuilds, Phase I			3.6
2015 Residential Rebuilds, Phase II			3.97
SH360/New York Connection			0.75
2014 Residential Rebuilds, Phase II			5.3
2014 Residential Rebuilds, Phase III			2.44
2014 Residential Rebuilds, Phase IV			2.39

# Enhance Regional Mobility

## Goal 2: Plan, Manage, and Maintain Public Transportation Infrastructure

### Objective 2: Complete Construction Projects in a Timely Manner

Project		Performance Measure(s)	City Service Team (Department)
ERM 2.2.3	Street Condition Update	<ul style="list-style-type: none"> <li>Citizen perception of road condition as "good" or "mostly good"</li> <li>Lane Miles with Overall Condition Index (OCI) &lt;50</li> </ul>	Economic Development and Capital Investment (PWT)

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:

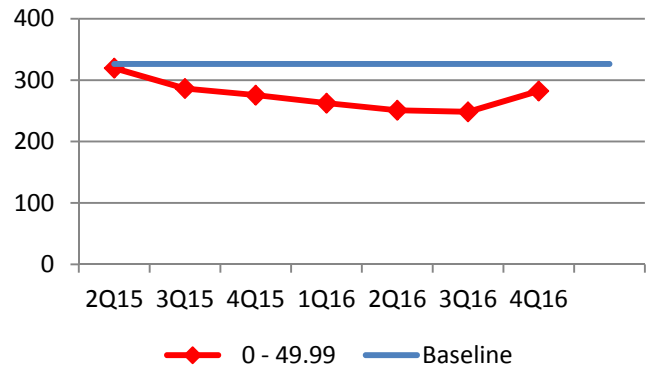
- Streets with an Overall Condition Index (OCI) below 50, referred to as red streets, are in failure, and should be addressed first
- Street maintenance work will be prioritized toward the worst streets first
- Rebuild work will be done on both thoroughfares and residential streets, with the thoroughfares given higher priority when choices between the two must be made

With the passage of the 2014 Bond Election and the refocus of maintenance on the red streets, the target is to reduce the lane miles of red streets to reach a more balanced network over the next 8-9 years.

Update:

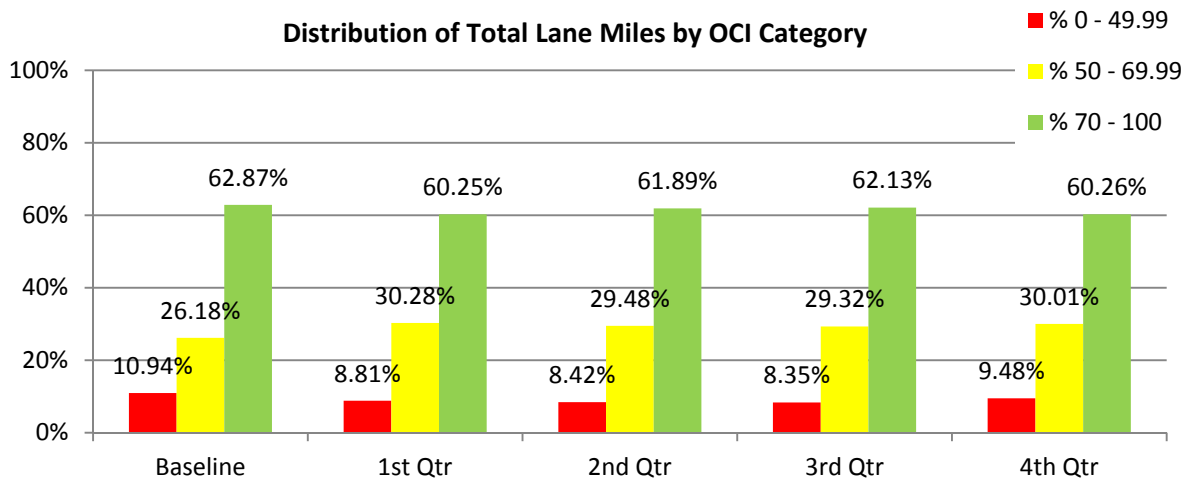
The red streets increased by 34 lane miles in the fourth quarter due to the recent pavement inspection in the northern third of the city. Several road segments crossed the threshold from yellow to red.

**Overall Condition Index Progress**



**Balance Overall Street Network**

**Distribution of Total Lane Miles by OCI Category**



**City of Arlington Council Priority:  
Enhance Regional Mobility**

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	FY 2016 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
PWT	Citizen Survey	Citizen perception of road condition as "good" or "mostly good" [annual survey]	51%	46%	47%	80%		40%			40%						40%							
PWT		Citizen perception that traffic levels in Arlington are acceptable [annual survey]	49%	52%	49%	50%		40%			40%						40%							
PWT		Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	53%	54%	49%	70%		40%			40%							40%						
PWT	Traffic Management	Overall satisfaction with the management of traffic flow during peak hours [annual survey]	50%	50%	48%	50%		42%			42%						42%							
PWT		Travel time on northbound Cooper from Turner-Warnell to I-30 [goal: 21 min 9 sec]	0.69%	-1.32%	-5.14%	within 10% of goal	2%	0.5%	0.4%	0.4%	3%	1%			2%		-1%				0.1%			3%
PWT		Travel time on northbound Cooper from Turner-Warnell [goal: 21 min 4 sec]	-5.37%	-1.38%	-2.73%	within 10% of goal	-9.3%	-7.9%	-9.0%	-9.0%	0%	-7%			-9.3%			-6.5%			-11.2%			0%
PWT		Travel time on northbound Collins from South Green Oaks to North Green Oaks [goal: 19 min 38 sec]	-2.27%	0.23%	-1.36%	within 10% of goal	-2%	4.7%	4.8%	4.8%	3%	4%			-2%			11%			5.1%			3%
PWT		Travel time on southbound Collins from South Green Oaks to North Green Oaks [goal: 19 min 34 sec]	-8.33%	1.94%	-2.56%	within 10% of goal	-4%	2.9%	4.1%	4.1%	19%	8%			-4%			9.6%			6.4%			19%
PWT		Travel time on eastbound Division from Bowen to SH-360 [goal: 10 min 24 sec]	4.33%	0.36%	3.33%	within 10% of goal	-3.4%	-1.8%	0.4%	0.4%	1%	1%			-3.4%			-0.2%			4.6%			1%
PWT		Travel time on westbound Division from SH-360 to Bowen [goal: 10 min 52 sec]	-2.11%	-1.99%	2.57%	within 10% of goal	3.8%	1.7%	0.7%	0.7%	4%	1%			3.8%			-0.5%			-1.4%			4%
PWT		Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 [goal: 13 min 49 sec]	-6.09%	3.08%	0.6%	within 10% of goal	-1.6%	-5.5%	-2.4%	-2.4%	-2%	-2%			-1.6%			-9.4%			3.9%			-2%
PWT		Travel time on westbound Pioneer Parkway from SH-360 to Green Oaks [goal: 14 min 12 sec]	-10.21%	-4.55%	-6.69%	within 10% of goal	-12%	-10%	-5.4%	-5.4%	-5%	-5%			-12%			-8%			3.8%			-5%
PWT		In-House Signal Rebuilds and New Signal Construction	114%	63%	38%	100%	13%	13%	38%	38%	25%	88%			13%			13%			38%			25%
PWT		Lane Miles with Overall Condition Index (OCI) <50 (FY 2013 current: approx. 320 lane miles) [annual measure]	New Measure in FY 2014	320	276	decrease	maintain or decrease	263	251	248	282	282			263			251			248			282
PWT		Preventive maintenance performed on all traffic signals once per year (343 signalized intersections)	New Measure in FY 2014	95%	100%	100%	100%	16%	30%	37%	22%	105%			16%			30%			37%			22%
PWT		Replace 3,000 signs that do not meet minimum standards	New Measure in FY 2016				100%	20%	24%	32%	32%	108%			20%			24%			32%			32%



# Invest in Our Economy

## Goal 1: 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)
IOE 1.1.1	Downtown Master Plan	Number of strategic plans/studies completed	Economic Development and Capital Investment (CDP)

Summary:

The Downtown Master Plan was completed in 2004, and outlines strategic steps needed to revitalize Arlington’s downtown area. Since the plan’s completion, the city has undergone and continues to undergo significant changes in downtown. Two examples include the Central Library and the 101 Center project. Although a number of the plan’s goals have been realized, there is a significant amount of vacant developable land (almost 40 acres) available in the area and a number of key areas are appropriate for redevelopment. In addition, with the current tax increment reinvestment zone set to expire in 2018, and UT Arlington working towards becoming a Tier I institution, now is the time to update the current Master Plan and outline new strategic goals to take advantage of these opportunities.

Update:

As of September 30, 2016 the Downtown Master Plan RFP is still on hold per CMO/Council direction. The RFP is expected to be released in December 2016 or January 2017.

Milestone	Estimated Completion	Actual Completion
Project Kick-Off	Winter 2016	
Initial Draft Plan	Spring 2016	
Public Input	Summer 2016	
Final Draft Plan	Fall 2016	
Council Consideration	Fall 2016/Winter 2017	

# Invest in Our Economy

## Goal 1: 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)
IOE 1.1.2	US 287 Strategic Plan	Number of strategic plans/studies completed	Economic Development and Capital Investment (CDP)

**Summary:**

Since the late 1990s, the city has completed three plans that address development along and around the US 287 Corridor – the US 287 Business Area Plan Update, the Southwest Sector Plan, and the Tierra Verde Plan and associated ordinance amendment. As the area has developed, land use decisions changed from the area being identified as a future employment center to one with more focus on residential uses. Although intended to guide development in the area, these plans did not contemplate certain land uses (e.g. gas well drilling) or have the impact envisioned. Currently, the existing zoning and lack of design standards contribute to an inconsistent development pattern along the corridor. The US 287 Strategic Plan was kicked off in July 2015 and includes the following goals.

- Define a clear vision and identity for the corridor
- Analyze the area's strengths, weaknesses, and opportunities, and threats
- Identify new development and redevelopment opportunities
- Build on existing recreational amenities
- Analyze the economic impact of possible land use scenarios
- Identify opportunities for partnerships
- Identify strategies to maximize growth potential

**Update:**

The 287 Strategic Plan was adopted by City Council on April 26, 2016. This project is complete.

Milestone	Estimated Completion	Actual Completion
Public Meeting #1	Oct. 2015	100%
Public Meeting #2	Jan. 2016	100%
Preliminary Recommendations	Jan. 2016	100%
P&Z Consideration	Feb./Mar. 2016	100%
Council Consideration	Mar./Apr. 2016	100%

# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 2: Foster Development and Redevelopment in Targeted Areas

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.1	Development and Redevelopment Projects	Capital Investment generated through OED development and redevelopment efforts	Economic Development and Capital Investment (ED)

**Summary:**

In an effort to build and sustain Arlington’s tax base, Economic Development staff will remain focused on developing Arlington’s remaining greenfield sites with the highest and best uses. Additionally, redevelopment efforts will continue within the Entertainment District, Great Southwest Industrial Park, and Downtown and Lamar-Collins areas, among other areas identified as suitable for redevelopment. Per the Economic Development Strategy, redevelopment projects will be supported and prioritized when considered as transformational and having high community impact, both being primary economic development goals for the City. These projects must be game changers, introducing new product into an unproven area, have the ability to stimulate future change, and must be a desired use.

**Arlington Lofts/Greystar**

A redevelopment project that will replace the existing Catalina Apartments with a new \$40 million student housing development. Located in Tax Increment Reinvestment Zone #1, the project will receive TIRZ #1 funding to assist in the public improvement costs associated with the development. Additionally, TIRZ #1 provided a Chapter 380 Grant equal to the cost of assessed impact fees, while the City provided a waiver of development fees.

The project, known as “The Arlie,” is complete, and students began to move in on August 1, 2016. The property is currently 98.33% leased (588 beds).

**101 Center**

A redevelopment project located on the site of the City’s current Central Library, in the heart of Downtown. Commenced in FY 2014, a Master Development Agreement was executed outlining the City’s commitment to the project to bring 200+ residential units, ground floor retail, and a shared parking garage.

Construction remains underway, and significant progress on the mixed-use development and structured parking facility has been made.

Staff will continue to track the project in FY 2017.

Arlington Lofts	Status	Date
Demolition Permit Issued	Issued	Summer 2014
Demolition commenced	Commenced	Fall 2014
Demolition Complete	100%	Winter 2014
Building Permit Issued	100%	Winter 2014
Construction Commenced	100%	Spring 2015
Certificate of Occupancy Issued	100%	July 2016

101 Center	Status	Date
Lease Agreement Drafted	100%	Jan. 2015
City Incentive Agreements Drafted	100%	Jan. 2015
TIRZ #1 Agreements Drafted	100%	Jan. 2015
TIRZ #1 Action on Incentive Agreements	100%	Feb. 2015
City Council Action on Lease and related Incentive Agreements	100%	Mar. 2015
Agreements Executed	100%	Mar. 2015
Demolition Permit Issued	100%	Apr. 2015
Building Permit Issued	100%	Nov. 2015
Construction Commenced	100%	Dec. 2015
Certificate of Occupancy Issued		



**404 Border**

A 135-unit multifamily redevelopment project in Downtown Arlington, removing three dated structures to make way for modern market rate apartments. Located in Tax Increment Reinvestment Zone #1, the project will receive TIRZ #1 funding to assist in the public improvement costs associated with the development. Additionally, the City provided a Chapter 380 Agreement to allow for waiver of development fees.

404 Border, LP applied for a Certificate of Occupancy on April 15<sup>th</sup>, and the status is pending. A portion of 404 Border is operating under a Temporary Certificate of Occupancy issued through October 31, 2016.

The apartments are currently 77% occupied (104 units) and 80% leased. All studio and one-bedroom units have been leased; only two-bedroom apartments remain available.

**Arlington Commons/East Lamar Redevelopment**

The Arlington Commons Project will result in the ultimate redevelopment of four existing apartment complexes in the E. Lamar/Lincoln Drive area, as well as public improvements to Parkway Central Park, and the adjacent right-of-way of East Lamar Blvd. To facilitate this redevelopment, the City has executed a Master Development Agreement and Chapter 380 Grant Agreements, providing fee waivers, grants for redevelopment expense reimbursement, separate public space improvements, as well as annual grants equivalent to 90 percent of real property taxes on each of the new developments after issuance of the certificate of occupancy. Amendments to these agreements in Fall 2014 altered the real property grants, converting the first ten years into tax abatements, with the remaining timeframe to continue as annual grants. This revision was done to facilitate Tarrant County participation through real property tax abatement as well.

Parking structure for building 1A is in place, and the commercial permit for the residential component has been issued. Construction value of permit is listed at \$36.8 million for a total of 401,844 sq. ft. Estimated completion for building 1A is January 2018, with first occupancy by July 2017.

Staff will continue to monitor the progress of the project in FY 2017.

404 Border	Status	Date
TIRZ #1 Board Action on Reimbursement Agreement	100%	Oct. 2014
City Council Action on TIRZ Agreement & Fee Waiver	100%	Oct. 2014
TIRZ #1 Reimbursement Agreement Executed	100%	Oct. 2014
City Chapter 380 Agreement Executed	100%	Oct. 2014
Demolition Commenced	100%	Oct. 2014
Demolition Complete	100%	Oct. 2014
Building Permit Issued	100%	Oct. 2014
Grading/Site Work	100%	Mar. 2015
Certificate of Occupancy Issued	95%	Oct. 2016

Arlington Commons (Ph. IA)	Status	Date
Demolition Permit Issued	100%	Summer 2014
Demolition	100%	Spring 2015
Building Permit Issued	100%	Mar. 2016
Construction Commenced	100%	Apr. 2016
Certificate of Occupancy Issued		

# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 2: Foster Development and Redevelopment in Targeted Areas

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.2	Building Upgrade/Rehabilitation Grant Program	Capital Investment generated through OED recruitment and retention efforts	Economic Development and Capital Investment (ED)

**Summary:**

As Arlington has transitioned from a growth community to an established community, the structures built along the way have begun to age (the majority of the City's commercial buildings were built over 30 years ago) and many are facing significant and costly upgrades in order to remain viable and occupied. Occupancy of these structures is necessary to maintain the city's stable economy; however, many property owners are turning certain desirable tenants away (or the tenants are opting not to take on the building modifications) because the costs of upgrading the facility and bringing it up to current code outweigh the income that would be generated by the lease. The establishment of a Building Upgrade/Rehabilitation Grant Program would allow building owners to seek grant assistance from the City on certain building/fire code upgrades that would not only make the building viable for a current prospective tenant, but would increase the longevity of the building, contributing to its occupancy well into the future.

Staff has begun coordination with Community Development & Planning to identify specific trigger points within the Building and Fire Codes that aging buildings encounter when re-occupancy is attempted. Additionally, estimated costs for these necessary upgrades will be determined. Specific case studies of existing scenarios are being identified. A list of key building owners to interview is being formulated. In FY 2016, a formal program will be fully evaluated and staff will present recommendations, along with guidelines.

**Update:**

As part of the FY 2017 Budget, OED staff requested a budget issue to secure funding for the grant program. The budget issue was not approved, and staff is no longer pursuing the project.

Once the grant program has been established, applications and resulting projects will also be tracked here.

Milestone	Status	Target Date
Identify critical building and fire code requirements		Sept. 2015
Estimate costs for needed building/fire code upgrades		Nov. 2015
Interview property owners		Jan. 2016
Research prior upgrade scenarios		Feb. 2016
Develop recommendations		Mar. 2016
Develop guidelines/scope of proposed program (if applicable)		June 2016

# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 2: Foster Development and Redevelopment in Targeted Areas

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.3	Central Library Phase II: Construction	Citizen Satisfaction with overall Library Services	Neighborhood Services (Library) and Economic Development and Capital Investment (PWT)

**Summary:**

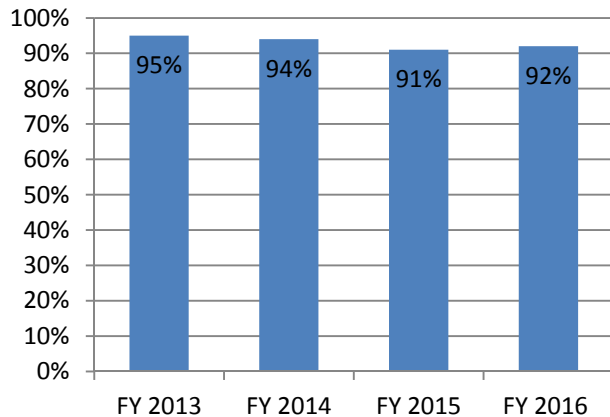
Working collaboratively with other city departments, as well as with architectural and construction management professionals, to build a new Central Library complex, which will include new City Council Chambers. The first phase of this project included the process of vacating the current facility and relocating services and collections to temporary spaces, as well as completing the design phase of the new facility. The second phase of the project in FY 2016 will include finalizing construction documents, breaking ground on the new facility, finalizing the selection of furniture and equipment and successfully completing the capital campaign, in partnership with the Arlington Public Library Foundation.

**Update:**

Bryne Construction Services began the demolition and site preparation in the 4<sup>th</sup> quarter. In August the drilling of the piers was underway and is scheduled to complete in the 1<sup>st</sup> quarter of FY 2017. The construction project is on schedule with no delays. The Arlington Public Library Foundation and Library Department staff continues to work on the capital campaign the fundraising efforts has reached 63% of \$8 million dollar fundraising goal.

Milestone	Target Completion	% Complete
Initial Project Schedule/Development Phase	Oct. 2014	Complete
Architect/Engineer RFQ	Oct. 2014	Complete
Architect/Engineer Selection Process	Nov. 2014	Complete
Design Development	June 2015	Complete
Council Approval	Sept. 2015	Complete
Finalize construction documents	Oct. 2015	Complete
Permit Process	Jan.-Feb. 2016	Complete
Construction Phase	July 2016	
Finalize selection of furniture and equipment	Sept. 2016	
Move In – approximate time line	Aug. 2018	

**Library Services Overall Rating  
Citizen Satisfaction Survey  
FY 2013 through FY 2016**



# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 2: Foster Development and Redevelopment in Targeted Areas

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.4	Hugh Smith Recreation Center/East Branch Library	Citizen satisfaction with overall Library Services	Neighborhood Services (Library)

**Summary:**

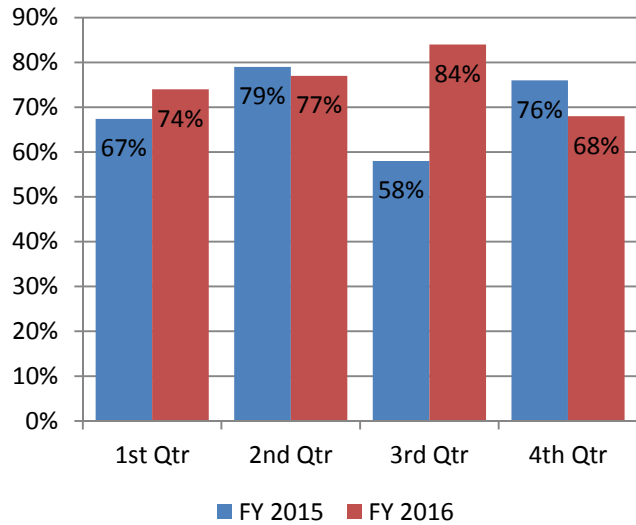
Working collaboratively with other city departments, as well as with architectural and construction management professionals, to envision a new facility for offering library services and programming in East Arlington. The first phase of this project will complete the design phase for the new facility and will form the basis for a new program of service in East Arlington.

Concurrently with planning for the new facility, a closer examination of the usage of the existing facility, including programs and services offered, utilization of those programs and services, as well as an assessment of the awareness of library services in the East Arlington community will be undertaken with the ultimate goal of improving awareness of and utilization of library services that are focused on improving educational outcomes and encouraging community engagement.

**Update:**

In the 4<sup>th</sup> quarter, Library and Parks & Recreation staff met with Brinkley, Sargent and Wiginton Architects to discuss the scope of project, programs and services, and shared spaces. A total of five meetings took place during the 4<sup>th</sup> quarter. Staff also toured the Tony Shotwell Life Center in Grand Prairie which includes a recreation center, library and water tower all on the same property.

**Customer Service Survey Responses Rating Overall Service Quality Excellent East Arlington Branch Library**



# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 2: Foster Development and Redevelopment in Targeted Areas

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.2.5	Redevelopment of Ditto Golf Course	<ul style="list-style-type: none"> <li>• Citizen satisfaction with overall quality of parks and recreation programs and classes</li> <li>• Cost recovery of Golf Performance Fund</li> <li>• Rounds of golf played</li> <li>• Average rounds of golf played on playable days</li> </ul>	Neighborhood Services (Parks) and Economic Development and Capital Investment (PWT)

**Summary:**

It is an exciting time in North Arlington with the development of residential neighborhoods, road improvements, beautification enhancements and new retail businesses. The redevelopment of Ditto Golf Course will be another catalyst that aids in the excitement of this effort. A golf course master plan recently approved by City Council, will include complete renovation of the golf course, new clubhouse and maintenance building, expanded driving range and a practice facility. The golf course improvements will provide a high quality playing experience at an affordable price point for Arlington residents while providing another destination for visitors to the Entertainment District.

**Update:**

Golf course construction contract is scheduled to be presented to Council for approval in November 2016. Clubhouse construction contract is scheduled to be presented to Council for approval in December.

Milestone	Estimated Completion	Actual Completion
Construction drawings completed – golf course	June 2016	July 2016
Construction drawings completed – clubhouse and maintenance building	Aug. 2016	
Bid Project	Oct. 2016	
Council Approval	Nov. 2016	
Construction begins	Oct. 2016	
Construction completion and grow-in process begin	Oct. 2017	
Grand opening	Oct. 2017	

# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 3: Build a Strong and Diverse Business Community

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.3.1	Recruitment of Targeted Industry Businesses	Recruitment Leads (Targeted Industries)	Economic Development and Capital Investment (ED)

**Summary:**

The Office of Economic Development is participating in recruitment efforts related to the City’s newly identified targeted industry clusters. The adopted clusters are 1) Aerospace, 2) Automotive Products, 3) Business and Professional Services, 4) Medical Devices, and 5) Industrial Machinery and Manufacturing.

As outlined in the Economic Development Strategy, the Office will work to generate leads and recruit companies within these industry clusters, which will assist in reaching one of the City’s primary economic development goals – competitive positioning, allowing the City to capture a larger share of high-wage, high-impact growth.

As recruitment leads are generated and projects arise, they will be identified and tracked under their respective clusters. Staff will continue to develop knowledge of the business climate that may lead to a compelling case for industry prospects to locate in Arlington.

**Update:**

Staff continued to prioritize the recruitment of targeted industries while taking part in general recruitment initiatives. In addition, staff reviewed and proposed changes to the tax abatement policy to better align it with the targeted industries identified in the strategic plan.

**D.R. Horton, Inc. Headquarters**

D.R. Horton, Inc. is a Fortune 500 company and has consistently ranked as America’s #1 Homebuilder by Builder Magazine since 2002. D.R. Horton, Inc. purchased vacant land located at 1361 Wet-N-Wild Way for the development of its new headquarters. The new corporate headquarters campus will consist of approximately 200,000 square feet of office space and approximately 500 parking spaces, 450 of which will be located in a structured parking facility located on the premises. The capital investment of the project (including land, building, and parking costs) is

Targeted Industry	Aerospace	Automotive Products	Business & Professional Services	Medical Devices	Industrial Machinery & Manufacturing
1 <sup>st</sup> Qtr. Leads	4	1			1
2 <sup>nd</sup> Qtr. Leads		1	2	2	3
3 <sup>rd</sup> Qtr. Leads			1		4
4 <sup>th</sup> Qtr. Leads					

estimated to exceed \$20 million, and the company will provide and fill 350-500 jobs during the term of the agreement. The City provided a development grant and fee waivers to offset some of the development costs associated with the public infrastructure improvements and construction.

Construction remains underway, and significant progress continues to be made to the campus and the structured parking facility.

Staff will continue to monitor the progress of this project in FY 2017.

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

# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 3: Build a Strong and Diverse Business Community

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.3.2	General Recruitment and Retention	Capital Investment generated through OED recruitment and retention efforts	Economic Development and Capital Investment (ED)

**Summary:**

While not specifically noted as targeted industries, numerous opportunities that will positively impact the City arise through Economic Development’s various recruitment and retention efforts. These projects will continue to be supported through the Economic Development Office.

A number of new and expansion projects are on the horizon for the FY 2016 year and as these develop, their progress will be tracked and reported.

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

MCA has requested tax abatement assistance to assist in their significant renovation throughout the hospital facility, as well as a vertical expansion to the Women’s Tower. A \$90 million capital investment, the City provided a real property tax abatement on June 16, 2015, to offset some of MCA’s construction costs.

The first phase of the project is complete. Phase I, a \$30 million investment, included general renovations, expansion of the ICU department, and installation of new imaging equipment.

In the 4<sup>th</sup> Quarter, mechanical, electrical, plumbing and fire permits were issued related to the remodel of the existing operating unit, patient care area, and acute rehab units (Phase II).

Staff will continue to track the project in FY 2017.

**Straumann Manufacturing (Manufacturing/Medical)**

Straumann Manufacturing, an existing Arlington business, is part of a multi-national company that is the world’s largest maker of dental implants. In 2014, Straumann needed to expand their capacity to meet demand, and initially considered moving their operation to Andover. Staff worked to develop a program to retain their business. The City provided a rebate on new business personal property associated with the \$10 million expansion and renovation, and an incentive to hire and retain Arlington residents.

The expansion and renovation project is complete.

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

Straumann Manufacturing	Status
Agreements Drafted	Complete
City Council action-Chapter 380 Agreement	Complete
Building Permit Issued	Complete
Under Construction	Complete
Project Complete (CO Issued)	Complete



**General Motors (Automotive)**

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

The multi-departmental committee continues to meet bi-weekly with General Motors representatives and its contractors to track the renovation and expansion to ensure the project progresses according to plan. Construction remains underway and significant progress is being made on site and at 2540 E Abram.

The project will progress throughout FY 2017, and staff will continue to monitor.

**Southwest Restaurant Equipment, Inc. (SWR)**

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

After completion of a hydraulic and engineering study to help identify any obstacles that could prevent or delay future progress on the project, a site plan was submitted in July and is currently under review. Staff will continue to monitor the project in FY 2017.

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

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

# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 3: Build a Strong and Diverse Business Community

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.3.3	Economic Development Business Incubator	Number of jobs created/retained through OED recruitment and retention efforts	Economic Development and Capital Investment (ED)

**Summary:**

In conjunction with Community Development & Planning, Economic Development, Water Utilities, and UT Arlington, the City will work to develop a Business Incubator. The collaboration of these key institutions to address this pressing need should both enhance the financial stability and the prominence of these institutions and benefit the private sector organizations in the Community.

A Business Plan has been developed and is currently under review by City management and the university. The Business Plan is based on the analysis of various incubator facilities throughout the country as well as dialogue with incubator directors.

**Update:**

City staff is evaluating potential downtown locations for the placement of a research incubator.

Business Incubator Development	Status
Analysis of Incubator Facilities	Complete
Dialogue with Incubator Directors	Ongoing
Development of Business Plan	Complete
Approval of Business Plan	Underway
Implementation of Business Plan	

# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 3: Build a Strong and Diverse Business Community

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.3.4	Targeted Marketing Campaign	<ul style="list-style-type: none"> <li>• Recruitment Leads</li> <li>• Recruitment Leads (Targeted Industries)</li> </ul>	Economic Development and Capital Investment (ED)

**Summary:**

Based on the Economic Development Strategy, the City will focus its marketing efforts on targeted industries, aiming at these businesses through their trade associations, related publications, and attendance and sponsorship of trade shows/expos. Additionally, enhanced general marketing efforts will promote the city at the regional, state, and international levels, through participation and increased involvement in key marketing and corporate real estate groups.

In keeping with the City's brand, advertisements will be designed with a consistent theme for placement in a variety of print and electronic publications. An assortment of materials will be produced in keeping with this theme, including updates to the ED marketing video and the development of a video/photo catalogue of Arlington businesses, Entertainment District and other targeted areas of the City.

The Office's webpage is an effective marketing tool for the City and will continue to be updated to reflect the service/incentives provided by the City as well as highlighting Arlington businesses making significant investments in the economy.

**Update:**

Staff, working in conjunction with the Office of Communications, developed ads for D CEO (Dallas 500 Issue), Expansion Solutions (Aviation Issue), Site Selection (Texas Issue), Area Development (Q3 Issue – Best States for Doing Business), and Area Development's Automotive/Aerospace Supplement.

In addition to these marketing/advertising efforts, OED Staff exhibited at NTCAR's 2016 Corporate Real Estate Expo in September. Arlington was featured among many DFW area economic development organizations, real estate groups and potential investors. Staff had the opportunity to interact directly with the real estate community to discuss current activity in Arlington and potential opportunities for investment.

Site Selection	Status
Ad placements secured	Complete
Business Climate Issue – Nov. 2015	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
Governor's Cup Issue – Mar. 2016	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
North American Auto Issue – May	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
Texas Issue – Sept. 2016	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
Business Climate Issue – Nov. 2016	
Design Phase	Underway
Ad submitted/approved	
Publication received/distributed	

Texas Wide Open for Business (May 2016-May 2017)	Status
Ad placement secured	Complete
Design Phase (print/online)	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete

Area Development – Texas Today	Status
Ad placement secured	Complete
Design Phase (print/online)	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete

<b>REDNews (April 2016)</b>	<b>Status</b>
Advertorial placement secured	Complete
Design Phase (print/online)	Complete
Editorial Content	Complete
Advertorial submitted/approved	Complete
Publication received/distributed	Complete

<b>Expansion Solutions Magazine</b>	<b>Status</b>
Ad placements secured	Complete
May/June Issue: Medical Device Mfg., Biotech, Pharmaceutical	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
September/October Issue: Aviation	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
November/December Issue: Advanced Mfg., Healthcare, Office	
Design Phase	Underway
Ad submitted/approved	
Publication received/distributed	

<b>Best States for Doing Business Issue, Automotive &amp; Aerospace Supplement – Q3</b>	<b>Status</b>
Ad placement secured	Complete
Design Phase (print/online)	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete

<b>DCEO Magazine – Dallas 500 Issue</b>	<b>Status</b>
Ad placement secured	Complete
Design Phase (print/online)	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete

<b>World Commerce Review</b>	<b>Status</b>
Ad placements secured	Complete
September 2015 Issue	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
December 2015 Issue	
Design Phase	Complete
1,000 word editorial	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
March 2016 Issue	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete

<b>Dallas-Fort Worth Real Estate Review</b>	<b>Status</b>
Ad placements secured	Complete
Fall 2015 Issue	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
Winter 2016 Issue	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
Annual ED Guide (Jan/Feb)	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
Spring 2016 Issue	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete
Summer 2016 Issue	
Design Phase	Complete
Ad submitted/approved	Complete
Publication received/distributed	Complete

<b>Texas Real Estate Business (March 2016, ED Spotlight)</b>	<b>Status</b>
Advertorial placement secured	Complete
Design Phase (print/online)	Complete
Editorial Content	Complete
Advertorial submitted/approved	Complete
Publication received/distributed	Complete

# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 3: Build a Strong and Diverse Business Community

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.3.5	Business Retention Program	<ul style="list-style-type: none"> <li>• Leads Generated through retention efforts</li> <li>• 90% of on-site retention visits completed</li> </ul>	Economic Development and Capital Investment (ED)

**Summary:**

The City and its economic development staff have been actively conducting retention efforts for years; however, in order to advance the program and cause impactful change to the City’s business community, a more active role in gaining intelligence and putting it to work must be done.

Below are some of the program’s key goals and objectives:

- Focus on building stronger relationships with key businesses that own and/or currently lease space within the city’s boundaries
- Utilize Targeted Industry Business List to establish relationships with current Arlington businesses that operate in the targeted industries identified in the Economic Development Strategy
- Serve as an advocate for their businesses and future development plans
- Create an effective assistance tool to respond to business concerns
- Develop techniques for assessing current business climate to help address why companies should stay & grow in Arlington
- Analyze the intelligence gained from each site visit to serve as a platform to explore more national/international prospect opportunities

**Update:**

The OED continues to target existing businesses through BRE efforts to gather more intelligence from the local business community relative to their operations. Staff has been working through a targeted list of companies that have been identified as part of a strategy to help determine key companies to visit. Thus far, staff has been able to obtain information that has served as a vital part of helping companies make the right decision for their business plans, whether that’s to grow where they are, or relocate to a different building/location to better accommodate their needs. The next step is to continue this effort and connect the dots to increase the Business-to-Business (B2B) activity within Arlington’s boundaries.

Retention & Expansion	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.
Leads Generated	2	3	3	1
Visits Completed	11	14	14	9

# Invest in Our Economy

## Goal 1: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities

### Objective 3: Build a Strong and Diverse Business Community

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.3.6	International Business Growth Initiative	<ul style="list-style-type: none"> <li>• Recruitment Leads</li> <li>• Capital Investment generated through OED recruitment and retention efforts</li> </ul>	Economic Development and Capital Investment (ED)

**Summary:**

Economic Development Staff will conduct research, attend key trade shows to gain industry intelligence, and forge relationships with international industry decision makers, as well as site selectors in the targeted international markets.

More specifically, staff will utilize business retention efforts to identify international prospects and other countries with which Arlington already has a strong connection. To spur international business growth in Arlington, staff will first understand and evaluate the international connections already existing in Arlington to better target recruitment efforts. Staff will work through Sister Cities, residents, UT Arlington programs and current multi-national corporations through this initiative.

**Update:**

An ED staff member joined a foreign investment attraction roadshow in China organized by the US Commercial Service and SelectUSA. On the roadshow, staff visited the cities of Mianyang, Shenzhen, and Beijing. In each city, staff presented Arlington’s advantages to a vetted group of Chinese companies that were interested in investing in the USA. In Beijing, staff also attended a mixer at the US Ambassador to China’s residence where they had the opportunity to network with additional Chinese investors.

Staff initiated efforts to become better connected with foreign consulates and trade offices in the Dallas/Fort Worth area. Staff arranged an event attended by the consulate generals and trade officers of Dallas’ Canadian Consulate and Mexican Consulate. Staff will continue to build these relationships and will reach out to additional foreign consulates in the future.

As the International Business Growth Initiative progresses and projects are identified, details will also be tracked here.

International Business Growth Initiative	Status
Identify businesses in Arlington with international connections through retention efforts	Complete
Establish relationships with key, targeted businesses with international presence	Ongoing
Evaluate business growth and expansion plans	Ongoing
Site visits for recruitment purposes	Ongoing
International ad placement through targeted marketing campaign	Complete



**City of Arlington Council Priority:  
Invest In Our Economy**

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	FY 2016 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
ED	Survey	Citizen perception that Arlington is a great place to operate a business [annual survey]	58%	52%	54%	54%		57%			57%													
ED	Survey	Citizen perception that Arlington is a great place to work [annual survey]	61%	55%	58%	58%		58%			58%													
CDP	Foster Development	Turnaround time for commercial construction plans within 12 business days	93%	97%	97%	100%	98%	97%	91%	80%	92%	97%	99%	98%	98%	98%	96%	93%	89%	92%	85%		70%	
CDP		Turnaround time for building inspections within 24 hours	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
CDP		Improve customer satisfaction by maintaining 90% or higher customer rating	93%	93%	95%	90%	98%	93%	93%	94%	94%	95%	98%	98%	95%	97%	94%	90%	84%	97%	98%	91%	98%	93%
CDP		Number of strategic plans/studies completed [updated annually]	2	3	3	2						3												3
ED			Capital investment generated through OED redevelopment/development efforts	New Measure in FY 2015	New Measure in FY 2015	\$90,000,000	\$50,000,000	\$100,000,000	\$27,500,000	\$39,000,000	\$82,000,000	\$248,500,000	\$0	\$0	\$100,000,000	\$0	\$22,500,000	\$5,000,000	\$39,000,000	\$0	\$0	\$0	\$82,000,000	\$0
ED	Business Retention & Expansion	90% of proposed on-site retention visits conducted (36 visits planned)	24	28	32	40	11	14	14	9	48	4	4	3	2	5	7	0	8	6	1	2	6	
ED		Leads generated through retention efforts	New Measure in FY 2015	New Measure in FY 2015	22	30	3	4	3	4	11	0	1	2	1	0	2	1	3	2	0	1	0	
ED		Recruitment Leads (Targeted Industries)	New Measure in FY 2015	New Measure in FY 2015	18	15	6	8	5	5	20	4	0	1	2	1	4	3	1	2	2	0	0	
ED		Recruitment Leads	New Measure in FY 2015	New Measure in FY 2015	81	85	11	22	37	22	90	6	2	3	10	14	14	13	7	5	10	7	7	6
ED		Number of businesses recruited/retained/expanded through OED efforts	New Measure in FY 2015	New Measure in FY 2015	5	10	1	4	5	4	2	12	0	0	1	1	2	2	1	3	0	1	1	0
ED		Number of Jobs recruited/retained/added through OED efforts	New Measure in FY 2015	New Measure in FY 2015	4,792	1,000	0	80	485	600	600	1,165	0	0	0	55	415	15	0	80	0	350	250	0
ED		Capital investment generated through OED recruitment and retention efforts	New Measure in FY 2015	New Measure in FY 2015	\$1.52 billion	\$50,000,000	\$0	\$10,750,000	\$12,300,000	\$9,000,000	\$32,050,000	\$0	\$0	\$0	\$250,000	\$500,000	\$10,000,000	\$0	\$2,300,000	\$10,000,000	\$1,000,000	\$0	\$8,000,000	





# Put Technology to Work

## Goal 1: Ensure Availability of Information, Programs, and City Services

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

Project		Performance Measure(s)	City Service Team (Department)
PTW 1.1.1	Records Management System (RMS)	Citizen satisfaction with police services	Neighborhood Services (Police)

Summary:

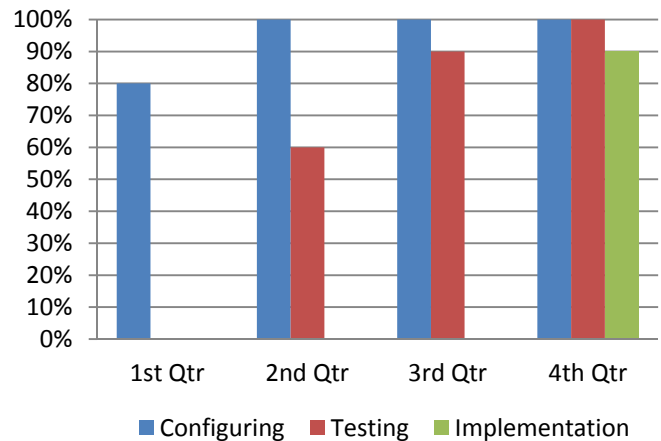
Public Safety records management is crucial and vital to the sustainability of legitimacy and public confidence in the performance of the police department. The records management system serves as the sole source for official federal, state, and local statistical reporting and a key tool for link analysis and case management for investigations. Additional components of the software manage jail operations and property and evidence inventory. A vendor for the software was selected in FY 2014. Over the course of the next fiscal year, configuring and testing of the software will occur with final implementation throughout the department to take place during the first quarter of FY 2017.

City Council approved the project on December 2nd, 2014, which authorized \$3.4 million for a five-year contract for purchase, installation, hardware, software licensing and maintenance of a complete records management solution to run the department's case management and jail systems. This effort resulted from an extensive RFP process that assessed functional requirements, experience, quality assurance, support and overall costs. Staff are now scheduling resources and coordinating with the vendor on an implementation schedule.

Update:

The final testing and system configuration occurred during August and September. During this time, departmental personnel trained on the new system. The testing and system optimization proved successful, thus allowing the software to be deployed on schedule in October. The software is being deployed in stages, with the last section to be deployed in the second quarter of FY 2017. Resources dedicated to the change to the new software will remain in place through the first quarter of FY 2017.

**RMS Project Completion**



# Put Technology to Work

## Goal 1: Ensure Availability of Information, Programs, and City Services

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.2	Enterprise Content Records Management System (ECRM)	Percentage of citizens who agree they receive the info they need when calling a City facility	Management Resources (CSO)

Summary:

The Management Resources Department, in conjunction with the Information Technology Department, will develop a plan for implementation of an Electronic Content Management Solution citywide. Options for records management will be researched and evaluated for cost effectiveness and efficiency, taking into account existing City resources. This program will enable the City to create a consistent and logical system for the storage of electronic documents, including the ability to manage, search and dispose of business records in compliance with approved retention schedules in a timely manner. It will also assist in the transparency of our business records, allowing records to be easily transferred to the City website for public viewing. Savings derived from this project will be largely in reduced staff time currently dedicated to locating physical documents.

Update:

Staff has met with our Laserfiche vendor to begin to explore options for a solution. IT is working on an analysis plan to determine the necessary resources that would be required for acquiring a solution, including funding and personnel requirements. Options will continue to be explored and hope to have a plan to move forward in the next couple of months. IT also worked on a pilot project with the City Secretary's Office to evaluate a business process and determine potential efficiency improvements with an electronic workflow. Our goal is to submit a solution as part of IT's FY 2018 project group.

Milestone	Estimated Completion	Actual Completion
Research options and vendors for records management solution	Mar. 2016	
Evaluate options for efficiency and cost effectiveness	Apr. 2016	
Choose option for implementation and work with IT and City Attorney's Office to determine best methods and timing for implementation	May/June 2016	
Submit solution as a part of IT's FY 2018 project group.	Oct. 2016	

# Put Technology to Work

## Goal 1: Ensure Availability of Information, Programs, and City Services

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.3	City Data Strategic Plan	Number of strategic plans/studies completed	Economic Development and Capital Investment (CDP)

Summary:

With City Council's commitment to Prepare for the Future of Technology, it is important to gain an understanding of the state of city-wide data, specifically our current data inventories, platforms, connections, and business processes. Creation of a Data Strategic Plan will contribute to our understanding of these things and will also begin to articulate necessary future big data integration strategies, analytics capabilities, and open data schema.

Elements of the Strategic Plan will include, but are not limited to:

- A. Current State and Capability Assessment
- B. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of Task A Findings
- C. Recommended Data Strategies (Short, Mid, and Long-Term)

Where appropriate, Strategies should also include recommendations for:

- Staffing requirements/structure/leadership beyond current thresholds
- Opportunities for data automation/consolidation/publication
- New or revised hardware/software specifications
- Budgets (OM) and timelines for additional effort for Strategy execution

Knowledge of the City's "data landscape," including data related business processes, will help determine necessary and appropriate actions to begin to integrate data content. In doing so, the City can begin to ensure consistent reporting and improve internal efficiencies, transparency of process, and data-driven decision making.

Update:

Task B has been completed. Task C has been partially completed. These tasks included the Definition of Requirements (Business Requirements Definition) and Technical Analysis of the findings of Task A: Current State and Capability Assessment. Summary reports of findings for the Definition of Requirements as well as the Technical Analysis (a Strengths, Weaknesses, Opportunities, and Threats Analysis and Fit-Gap

Milestone	Estimated Completion	Actual Completion
RFP for Consultant released	Fall 2015	10/1/2015
Consultant selected/contract executed	Winter 2015	1/26/2016
Draft Plan Document Completed	Summer 2016	
Final Plan Document completed	Summer 2016	

Analysis) have been completed. Per the contract, the project is currently on schedule to complete the Draft Plan document and the Final Plan Document (Fall 2016). The CDSP is currently on-budget. Due to the nature of the CDSP as an internal guidance document, City Council adoption is not necessary.

# Put Technology to Work

## Goal 1: Ensure Availability of Information, Programs, and City Services

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.4	Lawson Version 10 Upgrade	Project Completion	Strategic Support (IT and HR), and Finance

**Summary:**

Lawson is the enterprise resource planning system that is used by City staff to record financial transactions, perform financial reporting, human resources administration, payroll processing, purchasing, strategic sourcing and other critical business processes.

The current version of Lawson applications will be end-of-life May 31st, 2016.

The Lawson version 10 Upgrade project will upgrade the Lawson environment and Lawson applications to supported versions to avoid the risk of system failures that increase over time due to operating on non-current software versions.

**Update:**

Ciber negotiated with Infor to provide extended v9 support through the completion of the v10 upgrade. The expected cut-over to v10 is February 2017. In mid-Q4 Ciber began the first of three v9 data conversions and actor/identity security migrations. The method for user authentication was enhanced to provide long-term business continuity.

Milestone	Delivery Date	Actual Delivery Date
Work with Ciber, HR and Finance to develop the v10 upgrade project plan	May 2016	June 2016
Begin Executive Stakeholder Meetings	July 2016	Aug. 2016
Ciber provisions, installs and unit tests base Lawson v10 applications	July 2016	Sept. 2016
Ciber and City work together to identify, migrate, upgrade and test existing programs, workflows and interfaces	Oct. 2016	
City performs system integration and user acceptance testing	Jan. 2017	
City conducts upgrade training for staff and end-users	Jan. 2017	
Migration, upgrade and go-live	Feb. 2017	
Project close	Mar. 2017	

# Put Technology to Work

## Goal 1: Ensure Availability of Information, Programs, and City Services

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.5	Internal Audit Automation Application	Audit projects hours	Strategic Support (IT) and Internal Audit

**Summary:**

The Internal Audit Department has requested a project to select an audit management system utilizing the City's RFP process.

An audit management software system will benefit the City Auditor's Office by streamlining the audit management process. The automated solution will help maintain required audit documentation; improve tracking of audit issues; streamline report development; monitor time keeping; and refine overall workflow efficiencies.

**Update:**

The top two vendors provided demonstrations July 12<sup>th</sup>. The evaluation team selected TeamMate by Wolters Kluwer. The contract with WK has been routed for approval.

Milestone	Delivery Date	Actual Delivery Date
Request RFP Process permission	Jan. 2016	Jan. 2016
Work with Purchasing Department to publish RFP	Mar. 2016	Apr. 2016
Receive proposals	May 2016	May 2016
Short list letter issued	June 2016	June 2016
Vendor demonstrations	July 2016	July 2016
Vendor selection/ negotiations	Sept. 2016	Sept. 2016
Official Project kickoff	Nov. 2016	
Product and user acceptance testing	Feb. 2017	
Go Live	Feb. 2017	
Project Close	Mar. 2017	

# Put Technology to Work

## Goal 1: Ensure Availability of Information, Programs, and City Services

### Objective 2: Implement New Technology and Increase Convenience for the Customer

Project		Performance Measure(s)	City Service Team (Department)
PTW 1.2.1	Online Web Payment Options	Increase in internet transactions	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 appearance 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.

In FY 2014, the Court introduced an online record search option for defendants and attorneys. This allows a person who may have lost their citation or court notice, the option of looking up their information online and avoiding a trip to the court or call to find out the citation status.

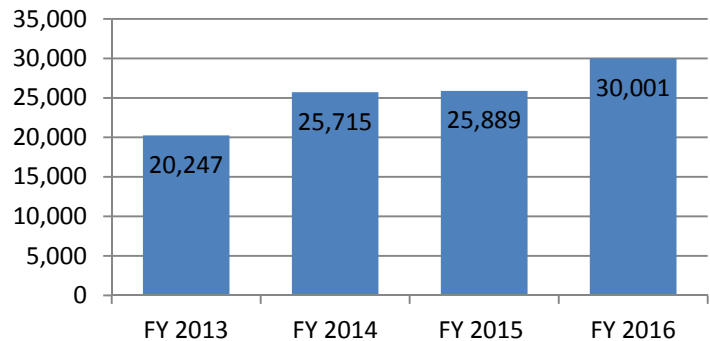
The Court is currently working with Incode to create an online attorney portal. This will allow an attorney access to view their dockets and client's cases without having to call or come to the court for information. Additionally, this portal would allow attorneys to make online payments on behalf of their clients in a more efficient manner. Currently attorneys are limited to identifying and paying one client at a time, this enhancement would allow the attorney to make payment for all clients at one time.

The estimated implementation for the attorney portal is 2<sup>nd</sup> quarter FY 2016.

Update:

Tyler Technologies has stopped design work on this project due to the rise of another software that has the capabilities of providing this service. Court will begin investigating other software options.

**Municipal Court Online Payments**



## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

#### Objective 2: Implement New Technology and Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.2.2	Electronic Warrant Payment Program	Gross revenue collected	Strategic Support (Municipal Court)

Summary:

This program allows participating cities to electronically accept warrant payments and other fees on behalf of other participants. This reduces costs and liability associated with prisoner transfer/detention. It also eliminates the administrative burden of exchanging and processing checks between cities. This program is provided at no cost to the City. The program provides benefit not only to the jurisdiction, but also the user who has the added convenience of paying warrants and fees without having to be put into custody and transferred to another jurisdiction. This program continues to be expanded to other cities throughout the state.

Update:

The City continues to be a champion of this program in order to bring more entities into it for a greater Economy of Scale.

There are 22 entities that are participating currently with 5 more waiting to be on-boarded for this year. With the addition of the newest 5, the total participating agencies will be 27.

Milestone	Estimated Completion	Actual Completion
Number of cities participating – 5		Sept. 2013
Number of new cities participating – 7		Sept. 2014
Number of new cities participating – 13		Sept. 2016
Number of new cities participating – 12	Sept. 2017	



## Put Technology to Work

### Goal 1: Ensure Availability of Information, Programs, and City Services

#### Objective 2: Implement New Technology and Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.2.3	Judges Duress and Panic Alarm System	System Installed	Strategic Support (Municipal Court)

Summary:

The municipal court judges currently do not have an active security system that could alert security personnel during courtroom hearings/trials. Additionally, there have been incidents when the judges have been approached on City premises. This project primarily intends to find and implement a security system for the judges while occupying the bench in the courtrooms. Upon activation, the selected security system would notify the security personnel and a 911 dispatcher who will send Arlington Police Department officers for assistance in the courtroom. Depending on the selected system and available funds, the security system could be expanded for other court premises.

**Benefits –** The judges will have an instantaneous and accessible activation feature while occupying their bench in the courtroom to engage security personnel and APD officers for assistance during emergencies. The project also makes the court Criminal Justice Information Services (CJIS) compliant based on minimum security standards provided by FBI Security Policy.

Update:

The Court selected a vendor and is executing the contract. Installation, testing, and implementation should be completed by December 2016.

Milestone	Estimated Completion	Actual Completion
IT business analyst meeting with other courts and conducting Internet research	1 <sup>st</sup> Qtr. 2015	100%
RFP released	1 <sup>st</sup> Qtr. 2016	100%
Vendor demos, selection, installation, and testing	3 <sup>rd</sup> Qtr. 2016	75%
Implementation	4 <sup>th</sup> Qtr. 2016	

# Put Technology to Work

## Goal 1: Ensure Availability of Information, Programs, and City Services

### Objective 2: Implement New Technology and Increase Convenience for the Customer

Project		Performance Measure(s)	City Service Team (Department)																
PTW 1.2.4	Action Center Self-service Smart Phone/Tablet App	% of Action Center calls abandoned	Management Resources (Action Center)																
<p><u>Summary:</u></p> <p>Implementing an app for mobile devices will allow customers to report and follow up on issues they come across. Investing in a self-service option such as an app has the potential to draw 20% of our call volume, up to 50,000 calls per year. An Action Center call taker costs approximately \$45,000 and answers 15,000 calls per year. Investing in an app could answer a segment of Action Center contacts in a much more cost effective manner. It is less certain the efficiency that web chat, texting and e-mailing with customers would create but this could also improve the efficiency of call takers and reduce the need for additional staff.</p> <p><u>Update:</u> The final Staff Report was presented to Council in late June 2016; Council approved moving forward. The Finance Department is currently in negotiations with the selected vendor, Accela Inc. Staff is now working with IT and other stakeholders to begin the transition to the mobile app.</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>Working with IT and Purchasing to create a Charter and RFP. Selecting a review committee with eventual bidding process.</td> <td style="text-align: center;">Jan. 2016</td> <td style="text-align: center;">Jan. 2016</td> </tr> <tr> <td>Evaluate options for efficiency and cost effectiveness</td> <td style="text-align: center;">Mar. 2016</td> <td style="text-align: center;">Mar. 2016</td> </tr> <tr> <td>Choose option for implementation and submit for Council/Mayor approval</td> <td style="text-align: center;">May/June 2016</td> <td style="text-align: center;">June 2016</td> </tr> <tr> <td>Tentative launch date of 311 Application</td> <td style="text-align: center;">Oct. 2016</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Working with IT and Purchasing to create a Charter and RFP. Selecting a review committee with eventual bidding process.	Jan. 2016	Jan. 2016	Evaluate options for efficiency and cost effectiveness	Mar. 2016	Mar. 2016	Choose option for implementation and submit for Council/Mayor approval	May/June 2016	June 2016	Tentative launch date of 311 Application	Oct. 2016	
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# Put Technology to Work

## Goal 1: Ensure Availability of Information, Programs, and City Services

### Objective 2: Implement New Technology and Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.2.5	CLASS Upgrade or Migration	% of online registrations	Strategic Support (IT) and Neighborhood Services (Parks)

Summary:

CLASS, Computerized Leisure and Scheduling Software, by Active Network, is the software that Arlington Parks and Recreation Department (Parks) uses as its point of sale system and for scheduling of facilities and activities. CLASS is reaching its End of Life (EOL) and has been transitioned to a new product called ACTIVEnet. After seeing the demonstrations for ACTIVEnet, Parks decided to research other products that will expand their current level of service by incorporating more Web functionality and allow for better tracking and interactions with customers. The project team will have the authority to work with the Purchasing department and follow their procedures to design, document and submit an RFP and review the results to find replacement software for the current CLASS solution. The project team will work with the chosen vendor to set up and configure the new solution, transition necessary historical data and transfer information as necessary for implementation.

Update:

The Project Core Team worked with Active Network Consultants to extract, clean up, and import data from the existing CLASS system to the new Active Net system. They started to test the Active Net system containing this new data and made configuration changes as required. Project is on schedule for January go-live.

Milestone	Delivery Date	Actual Delivery Date
Request RFP process permission	June 2015	June 2015
Work with Purchasing and Department to publish RFP	July 2015	Oct. 2015
Receive and evaluate proposals, select vendor	Oct. 2015	Apr. 2016
Official Project kickoff	May. 2016	July 2016
Clean up and Migrate data to new solution	Aug. 2016	Aug. 2016
Product and User Acceptance testing	Nov. 2016	
Live migration of data and go live	Jan. 2017	
Project close	Feb. 2017	

# Put Technology to Work

## Goal 1: Ensure Availability of Information, Programs, and City Services

### Objective 2: Implement New Technology and Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.2.6	AMANDA Multi-Family Form	% of API fees billed and paid	Strategic Support (IT) and Neighborhood Services (Code Compliance)

**Summary:**

The project team will work with the Code Compliance Department to document the new process flow and necessary changes to the AMANDA API folders and AP.com. These identified process flow changes will allow the multifamily property management, once they have registered on AP.com, to be notified either by email or mail about their fees and licenses. Also via AP.com, they will be able to update their contact information, input their license information, and pay fees. The information from the contact form will be stored in AMANDA so that it is easily accessible by other departments that have a business need for this data.

**Update:**

During the 4<sup>th</sup> quarter, this project was closed as completed. The Lessons Learned and Project Acceptance Documents were created, routed for comments, and signed.

Milestone	Delivery Date	Actual Delivery Date
Complete Project Design Sessions to include defining and documenting desired process, workflow, data, and other required changes to AMANDA and AP.com	Dec. 2015	Dec. 2015
Update AMANDA to include the API process changes for the multifamily properties and commercial facility pools including registration, contact information, fees, and payments	Mar. 2016	Mar. 2016
Update AMANDA to include creating new or modifying existing API related reports as required for this new functionality	Mar. 2016	Mar. 2016
Update AP.com Public Portal to provide the ability to send email and/or mail print notification of bills, payments, past due bills, and account statements to multifamily properties	June 2016	Mar. 2015
Update AP.com Public Portal to provide the multifamily property managers with the ability to pay Online and enter or update their license and contact information	June 2016	June 2016
Project Close	Sept. 2016	July 2016



City of Arlington Council Priority:  
Put Technology to Work

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	FY 2016 Actual	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
IT	System Availability	E-mail system availability	100%	100%	99.75%	99%	99.98%	99.67%	99.97%	99.99%	99.99%	100%	99.02%	99.98%	99.98%	100%	99.92%	99.99%	100%	99.97%	100%	
IT		File server availability	99.2%	99.91%	99.92%	99%	99.65%	99.96%	100%	99.99%	99.99%	99.63%	99.94%	99.97%	99.97%	100%	100%	100%	99.99%	100%	99.99%	
IT		GIS system availability	99.99%	98.92%	96.39%	99%	99.94%	99.96%	99.98%	99.98%	99.96%	99.97%	99.97%	99.97%	99.96%	99.96%	99.99%	99.97%	99.96%	99.95%	99.95%	99.95%
IT		Network uptime	99%	100%	99.99%	99%	99.96%	99.97%	99.79%	99.97%	100%	100%	99.87%	100%	99.89%	100%	100%	99.6%	99.79%	100%	100%	100%
IT	System Availability	Website availability (including Arlingtonx.gov and Arlingtonpd.org)	99.96%		100%	99%	99.85%	99.86%	99.98%	99.96%	99.91%	99.71%	99.80%	99.94%	99.83%	99.98%	100%	99.95%	99.97%	99.96%	99.95%	
Library		Library web site visits	1,209,117	1,421,649	1,365,606	1,250,000	254,077	258,639	279,769	290,250	1,082,735	73,129	80,680	82,971	94,988	79,617	88,767	111,385	105,018	94,436	90,796	
Library	Technology	Self-service payments as a % of total transactions [reported quarterly]	31%	46%	57%	75%	66%	65%	62%	64%	64%	66%	64%	66%	65%	61%	61%	64%	60%	60%	60%	72%
Library		Self-service checkout as a % of total circulation [reported quarterly]	78%	73%	75%	85%	85%	85%	86%	88%	87%	81%	85%	86%	86%	87%	87.44%	85.84%	89.31%	87.87%	88.97%	88.36%
Library		Wi-Fi sessions utilized in libraries	New Measure in FY 2016				122,500	58,239	57,226	57,226	227,975	17,770	18,665	19,039	20,535	20,262	17,459	19,505	19,505	19,690	19,135	17,842
Parks		% of online registrations	3.2%	3.7%	3.5%	4%	1.0%	7.0%	5.2%	3.9%	4.3%	1.6%	1.2.8%	1.2.8%	2.7%	5.9%	4.7%	5.9%	6.3%	6.3%	4%	1.5%
Parks	Technology	Total website sessions (naturallyfun.org)	280,933	410,395	442,822	575,000	50,787	82,065	164,756	156,312	453,920	15,218	15,997	24,423	33,112	37,111	47,615	80,030	73,196	48,303	34,813	
MR		Increase YouTube views to reach 100,000 views per year	61,548	92,907	311,137	100,000	98,438	87,111	133,644	162,396	481,549	26,914	24,760	20,628	41,723	49,922	59,771	23,951	54,548	75,999	31,849	
MR	Social Media	Increase Social Media Followers - Facebook and Twitter [reported quarterly]	New Measure in FY 2014	237%	9%	50%	11.5%	7.9%	6.2%	31.3%	11.5%	11.5%		7.9%				6.2%			5.7%	
MR		Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 1,063,045 visits)	New Measure in FY 2015			-1%	25%	-7.1%	2.43%	21.1%	8.86%	-7.1%				2.43%			21.1%			19.02%
Parks	Social Media	Total impressions (APRD main Twitter/FB profiles) in millions	5.8	8.5	13	15	2.71	2.52	2.97	10.82	0.57	1.40	0.66	0.87	0.99	0.86	1.27	0.84	0.92	0.93	0.77	
Police		APD Facebook Likes	8,878	38,398	59,553	60,000	66,274	72,311	77,596	87,425	62,342	66,274	67,775	69,282	72,311	75,046	78,388	79,353	81,678	85,241	87,425	
Police		APD Twitter Followers	9,946	23,567	43,280	42,000	50,206	57,028	61,635	77,400	46,030	47,944	50,206	52,754	57,028	59,046	61,460	64,400	71,112	73,261	77,400	
Police		APD YouTube Channel Views	365,590	500,458	1,911,188	1,500,000	1,982,197	2,025,288	2,071,911	2,161,632	1,935,853	1,982,197	1,994,689	2,008,450	2,025,288	2,039,280	2,061,364	2,115,090	2,111,832	2,134,756	2,161,632	
Police	Social Media	Social Media Reach - Impression Demographics	New Measure in FY 2016		750,000	750,000	15,100,000	5,500,000	3,327,000	14,851,650	38,778,650	5,600,000	4,200,000	4,200,000	5,500,000	4,100,000	5,000,000	881,000	10,638,913	2,047,554	2,165,183	
Police																						



# Support Quality Education

## Goal 1: Partner with Local Organizations to Educate and Mentor

### Objective 1: Strengthen Education and Enrichment Programs

Project		Performance Measure(s)	City Service Team (Department)
SQE 1.1.1	LiteracyLiNK Van	<ul style="list-style-type: none"> <li>Circulation of juvenile materials</li> <li>% of Arlington children with a library card</li> </ul>	Neighborhood Services (Library)

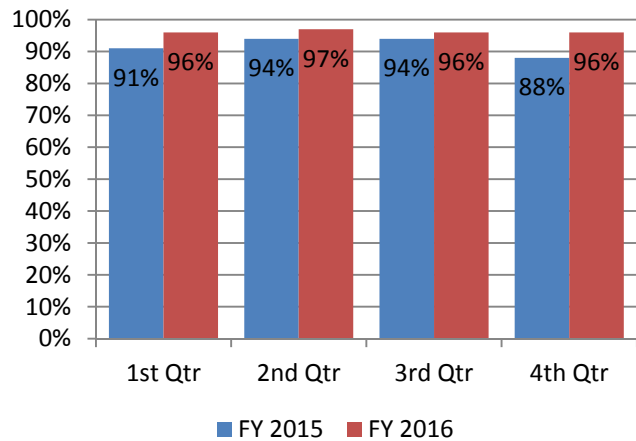
Summary:

The LiteracyLiNK van, wrapped with a colorful and identifiable brand, will enhance and support the Library's vision to expand partnerships to support organizations that build early literacy skills in young children, especially those organizations with the goal of minimizing the effect of growing up in poverty. Library staff will offer programming, transport books, early literacy kits, and other materials to childcare centers, schools and neighborhood apartment complexes to continue to strengthen Arlington neighborhoods by increasing access to public library materials programming and enhancing educational outcomes.

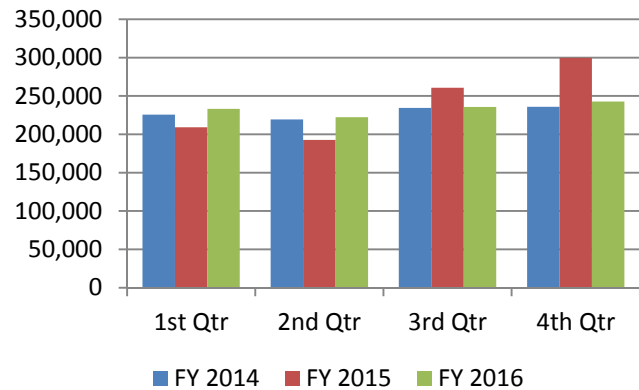
Update:

During the 4<sup>th</sup> quarter, the Literacy LiNK visited childcare centers 1-2 days a week to check out materials and issue new library cards. Library staff also took the Literacy LiNK service to community programs at Veteran's Park, the AISD Back-to-School Event at the AT&T Stadium; various outreach opportunities, and other school events. A selection of new chapter books was added to the collection, which contains a total of 896 items. During the fourth quarter, the Literacy LiNK circulated 166 items and issued 16 new library cards. In FY 2016, 933,966 juvenile items were circulated even with the closure of the Central Library late in the 1<sup>st</sup> quarter.

**% of Arlington Children with a Library Card**



**Circulation of Juvenile Materials**





# Support Quality Education

## Goal 1: Partner with Local Organizations to Educate and Mentor

### Objective 1: Strengthen Education and Enrichment Programs

Project		Performance Measure(s)	City Service Team (Department)
SQE 1.1.2	Family Place Libraries	<ul style="list-style-type: none"> <li>Circulation of picture and board books</li> <li>Family Place Libraries program participation</li> </ul>	Neighborhood Services (Library)

Summary:

Library facilities that are designated as “Family Place Libraries” offer an environment appropriate for children beginning at birth; connect parents with the resources, programs and services offered at the library and other family service agencies; and reach out to non-traditional library users. This creates the network families need to nurture their children’s development during the critical first years of life and helps ensure all children enter school ready and able to learn.

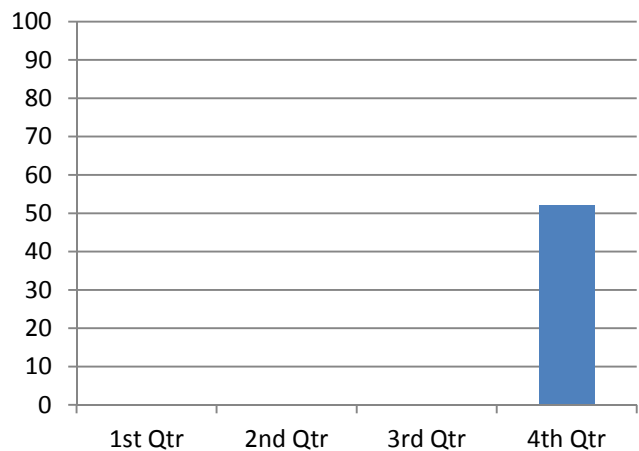
Committed to early learning, the Arlington Public Library will incorporate the following core components to join the national network of Family Place Libraries:

- **Collection:** Offer quality books, toys, music and multimedia materials for babies, toddlers, parents and service providers that support early learning
- **Parent/Child Workshop:** Offer a five week program that involves toddlers and their parents/caregivers, features local professionals who serve as resources for parents, facilitates early intervention, and teaches strategies for healthy child development and early literacy
- **Coalition-building** with community agencies that serve young children to connect parents to community resources and development programs and services tailored to meet local needs
- **Outreach** to new and non-traditional library users
- **Developmentally appropriate programming** for very young children and their parents
- **Library staff trained** in family support, child development, parent education and best practices

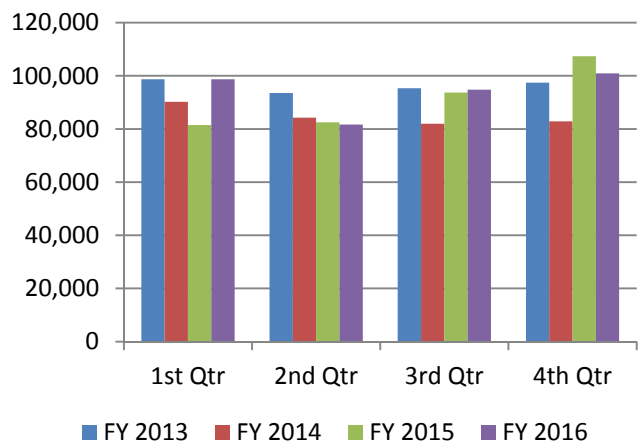
Update:

In September 2016, the first of the five-week Family Place sessions called “Family, Learn, and Play Group” were offered. A consistent group of mothers, with their children, attended every week to meet with experts in the fields of Early Literacy, Speech Language Pathologist, and Nutrition. Additional series will include music and movement and child development sessions beginning in the next fiscal year. Family Place experts are subject matter experts from UTA, AISD, Head Start, and Eagle Mountain Saginaw ISD.

**Family Place Program Participation**



**Circulation of Picture & Board Books**



In the 4<sup>th</sup> quarter, a total of 52 parents and their children participated in Family Place programming.

# Support Quality Education

## Goal 1: Partner with Local Organizations to Educate and Mentor

### Objective 2: Retain Arlington Graduates and Improve Department Recruitment Pools

Project		Performance Measure(s)	City Service Team (Department)
SQE 1.2.1	Hometown Recruiting Program	<ul style="list-style-type: none"> <li>Hometown Recruiting Students Enrolled in AISD</li> <li>Hometown Recruiting Students Enrolled in UTA</li> </ul>	Neighborhood Services (Police)

Summary:

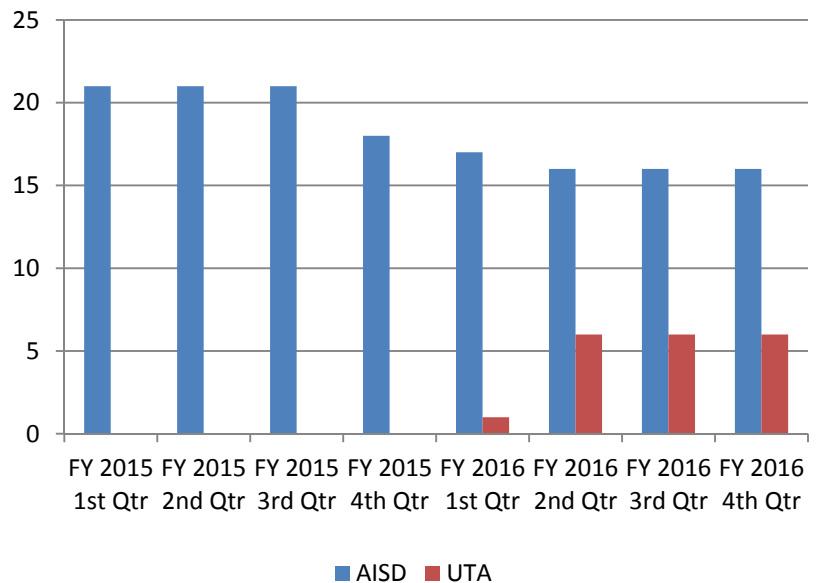
The police department views Arlington’s secondary and higher educational partners as a vital source to strengthen future potential candidate pools, supporting the local economy in the process. Vocational education plays a critical role towards the employability of students by ensuring curriculum is responsive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

In FY 2015, the police department, in partnership with AISD and UTA, began the inaugural class for the Hometown Recruiting Program. The program begins with AISD students having the opportunity to take elective dual credit courses related to a career in law enforcement. As a senior in high school, this program evolves into a year-long Capstone class. Upon graduation, a student has the potential to have earned up to a year of college credit completed towards a bachelor’s degree in Criminal Justice. Success of the program will be monitored throughout the degree program culminating with a fast track hiring process to become an employee with the Arlington Police Department.

Update:

During the last quarter of 2016, 16 students have begun training in the Hometown Recruiting Program (HRP) Class three. This Fall, seven HRP students are attending UTA, seven students are attending TCC and five members are enlisted in the armed forces.

**Hometown Recruiting Program Participants within AISD and UTA**



The program expanded to include activities for HRP students outside the school year. During the summer, weekly workouts were held at the APD Training Center for program alumni and students entering the program this fall. The department also provided incoming students an opportunity to attend an open house at the APD training center to speak with Hometown Recruiting alumni.

This year, officers have given of their time to allow HRP students to train with specialized units and to allow inclusion of HRP students in key events and ceremonies. Additionally, the program is working to create employment opportunities for students while attending criminal justice programs at local colleges.

# Support Quality Education

## Goal 1: Partner with Local Organizations to Educate and Mentor

### Objective 2: Retain Arlington Graduates and Improve Department Recruitment Pools

	Project	Performance Measure(s)	City Service Team (Department)
SQE 1.2.2	AISD Fire Academy Program Recruitment and Retention	AISD Fire Academy Completion Rates	Neighborhood Services (Fire)

Summary:

The Arlington Fire Department, Tarrant County College, and Arlington Independent School District (AISD) have collaborated to train high school students from across the city in the field of firefighting and emergency medical training. Students from all six AISD high schools are able to participate in the dual credit program. The City of Arlington Fire Department and AISD both provide coordinators to oversee the day-to-day operations of the program, based off of the Texas Commission on Fire Protection Basic Fire Suppression curriculum. Upon successful completion of the program, students are positioned to achieve Texas state certification as a firefighter and National Registry certification as an EMT basic, making them eligible to enter the workforce as a firefighter or EMT. While not guaranteed employment as an Arlington firefighter, the goal is to “grow our own” by offering high school students the opportunity to position themselves for an immediate career opportunity in the AFD.

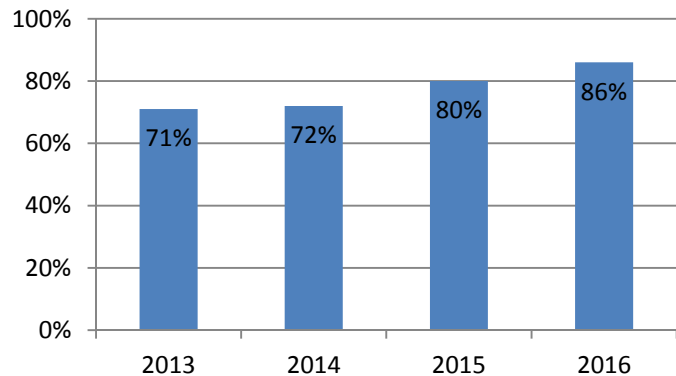
In FY 2016, the Fire Department will implement a program to connect potential and current AISD Fire Academy students with recent graduates of the program, particularly those who have secured jobs in the fire or EMS field. The goal is two-fold: increase the number of applicants for the fall of 2016 program, while encouraging existing students to stay in the Academy and complete this rigorous program.

Update:

The AISD Class #5 is finishing up their last semester of the fire academy. They are preparing for their TCFP state test and starting their EMT class.

AISD Class # 6 has started their first semester of the fire academy. They are learning their firefighting skills and grades are staying constant with prior classes. Class size is still at the 23 that started.

**AISD Fire Academy Completion Rates by Graduation Year**



City of Arlington Council Priority:  
Support Quality Education

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	FY 2016 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
Library	Satisfaction Ratings	Citizen satisfaction with overall library services (annual survey)	95%	94%	91%	95%		92%			92%													
Library		% of program evaluations with overall rating of excellent	81%	83%	84%	85%	93.4%	95.6%	94%	93%	94%	93.4%			93.4%						94%			93%
Library		Customer Service Survey Overall Rating of Excellent		New Measure in FY 2016		95%	79.6%	79.9%	84.2%	81%	83%	81%	79.6%		79.6%						84.2%			83%
Library	Library Usage	Registered borrowers as a % of service area population	58%	53%	50%	50%	49%	49%	48%	47%	49%	49%	49%	49%	49%	49%	49%	48%	48%	48%	48%	48%	47%	
Library		% of Arlington youth (children and teens) with library card - this includes AISD IDs. [reported quarterly]	86%	88%	95%	95%	96%	97%	96%	96%	96%	96%			96%									96%
Library		Visits per capita [reported quarterly]	3.9	3.83	3.6	4	0.9	1.6	2.5	3.4	3.4	3.4	0.9		0.9						2.5			3.4
Library		Library/LINK circulation	6,863	5,659	6,044	12,000	1,017	1,174	2,323	2,323	780	4,362	351	263	403	382	494	298	641	528	1,154	228	229	323
Library		% of Arlington students participating in Summer Reading Club [SIRC reported in the 4th Qtr]	7%	9%	10.3%	25%					13%													13%
Library	Library Materials	Maintain Library Contact Hours	New Measure in FY 2016			30,000	7,427	9,107	6,283	6,217	29,034	3,170	2,377	1,880	1,945	3,609	3,553	2,578	1,115	2,590	2,184	1,566	2,467	
Library		Library materials per capita [reported quarterly]	1.68	1.71	1.71	2	1.73	1.73	1.74	1.72	1.72	1.72	1.73	1.73	1.73	1.73	1.73	1.73	1.72	1.74	1.74	1.72	1.72	
Library		Circulation per capita [reported quarterly]	5.91	5.77	5.91	6	1.46	2.88	4.37	4.37	5.44	5.44	1.46		1.46			2.88			4.37			5.44
Library		Circulation of digital materials as a percentage of total circulation [reported quarterly]	6%	8%	9%	15%	11%	11%	11%	11%	10%	10%	10%	10%	11%	11%	10%	11%	11%	12%	10%	10%	10%	9%
Library		Public computers per capita [1/1,500 residents]	1	1.07	1.03	1	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03
Library		Circulation of Early Learning Resources	New Measure in FY 2016			362,000	98,659	81,628	94,804	100,918	100,918	376,073	36,676	34,404	27,643	29,344	25,370	26,914	30,583	27,193	37,028	34,722	32,482	33,714
Library	Fire	Circulation of materials for children & teens	New Measure in FY 2016			1,000,000	255,944	243,820	261,112	265,739	1,026,615	97,068	85,747	73,129	79,155	79,321	85,344	81,809	75,574	103,729	97,059	86,984	81,696	
Library		AISD Fire Academy Completion Rates	71%	72%	80%	85%	86%	86%	86%	86%	86%	86%												86%
Police	Youth Mentoring	Police Explorer Members	10	14	17	17	18	17	15	24	24	18	18	18	17	17	17	15	15	15	15	17	17	24
Police		Police Athletic League (PAL) Participants [reported in summer months]	120	74	144	150				37	106	143									37	68	38	
Police		Hometown Recruiting Students Enrolled in AISD	New Measure in FY 2015			18	17	17	16	17	16	16	17	17	17	16	16	16	17	17	17	17	18	16
Police		Hometown Recruiting Students Enrolled in UTA	New Measure in FY 2016			6	1	6	6	6	6	1	1	1	6	6	6	6	6	6	6	6	6	6



# 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	Implement Library Department's Three-year Strategic Plan	Citizen satisfaction with overall library services	Neighborhood Services (Library)

**Summary:**

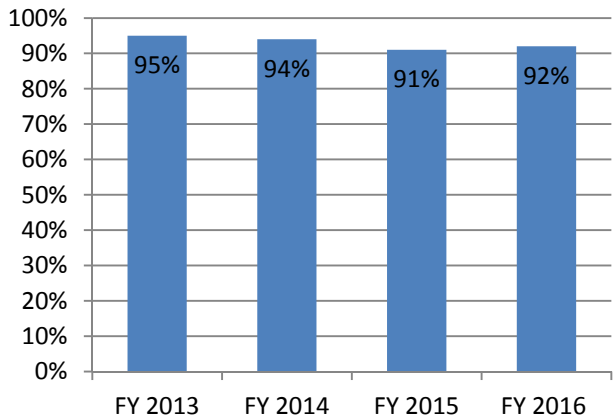
An update of the Library's Strategic Plan for fiscal years 2016 through 2018 was completed at the end of FY 2015. The revised plan will frame the services and programming offered throughout the Library system. In order to ensure that citizens are aware of services and programming offered, various initiatives will be undertaken based on the brand of the new strategic plan to ensure that citizens are taking full advantage of all that the Library offers.

Initiatives undertaken to support this project will include library card signup campaigns, social media promotions, library facility changes that reflect strategic plan goals (creating places where people want to be) as well as the creation of more effective marketing processes and initiatives to ensure full and efficient utilization of library resources and program offerings.

**Update:**

In the 4<sup>th</sup> Quarter, all goals established for Year 1 are on target, and it is anticipated the set goals will be reached.

**Library Services Overall Rating  
Citizen Satisfaction Survey  
FY 2013 through FY 2016**



# 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 1.1.2	Look, Listen, Learn: Sharing our Dreams Local History Project	% of program evaluations with overall rating of excellent	Neighborhood Services (Library)

**Summary:**

The *Look, Listen, Learn: Sharing Our Dreams* project will include three elements: recorded interviews of oral histories, written histories and experiences obtained from program participants, and photographs and videos obtained from local contributors.

The Arlington Public Library will work with organizations to identify participants to create oral, written and visual histories that will illustrate the role education has in the development of community as well as the influential role the public library plays in the educational realm.

This project will preserve education-related stories of community members for future generations, will highlight Arlington’s diversity and will build partnerships with other Arlington non-profits that are dedicated to building artistic and cultural excellence in Arlington.

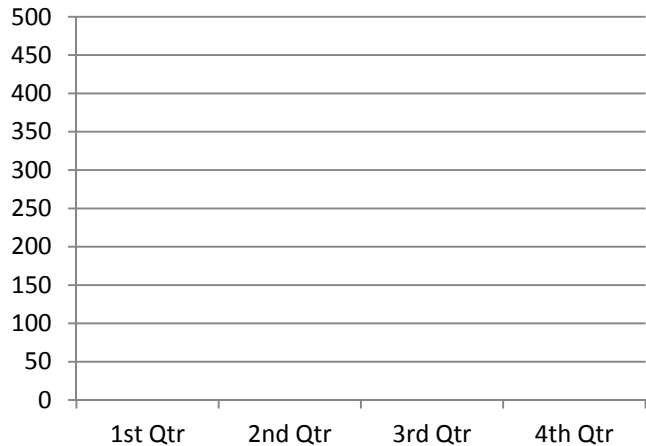
**Update:**

The Library did not receive the LSTA Special Projects grant for *Look, Listen, Learn: Sharing Our Dreams* local history project. Staff will continue to seek alternative grant funding and partnerships to find alternative programming opportunities.

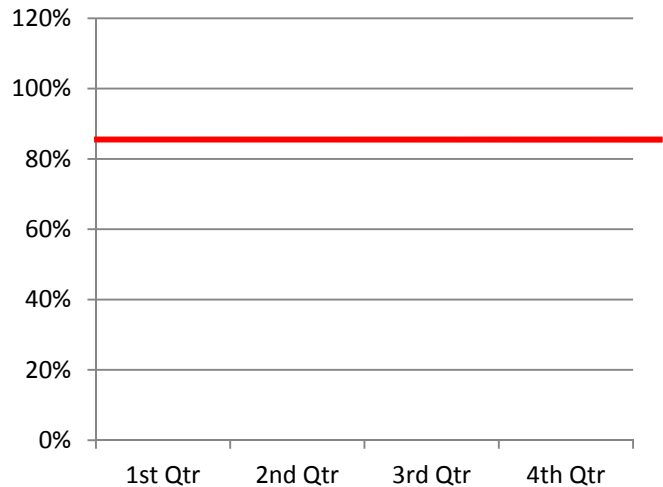
The library is still seeking grant funding and other opportunities such as new technology to help realized the objective of this project in the future.

There is no change in the status of this project.

**Look Listen Learn Program Attendance**



**FY 2016 Look Listen Learn Program Evaluations**



# 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 1.1.3	Randol Mill Sports Tournament Initiative	<ul style="list-style-type: none"> <li>• Rentals</li> <li>• Citizen satisfaction with overall quality of parks and recreation programs and classes</li> <li>• Quality of facilities</li> <li>• Cost recovery of Performance Fund</li> <li>• Participation in programs and classes</li> </ul>	Neighborhood Services (Parks)

Summary:

Arlington is not only a destination for professional sports, but also youth and families sporting activities. The Parks and Recreation Department currently provides numerous opportunities for sports tourism such as lacrosse, soccer, baseball and tennis. The Randol Mill Sports Tournament Initiative will increase the focus on the development of competitive baseball and softball events. This initiative aims to create Arlington as a destination for families to play sports and enjoy the numerous recreational and shopping opportunities the city has to offer. Located just a few miles from the Entertainment District, Randol Mill Park is a prime site to help grow sports tourism in the city.

Update:

Over 40 weekends have been scheduled for athletic tournaments at Randol Mill Park during 2016. The first tournament was held in February and will continue through November. Through the fourth quarter, approximately \$95,000 has been generated in rental fees from tournaments. Dates for 2017 are already being reserved.

Milestone	Estimated Completion	Actual Completion
Business Plan Completed	Sept. 2015	Sept. 2015
Develop Partnerships	Oct. 2015	Oct. 2015
Program development	Nov. 2015	Nov. 2015
Promotional material development	Dec. 2015	Jan. 2016
Marketing of new facility	Dec. 2015	Jan. 2016
First tournament	Feb. 2016	Feb. 2016
Make needed facility enhancements	Apr. 2016	Feb. 2016



# 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 1.1.4	High Ropes Adventure Course	<ul style="list-style-type: none"> <li>• Rentals</li> <li>• Citizen satisfaction with overall quality of parks and recreation programs and classes</li> <li>• Quality of programs and services</li> <li>• Cost recovery of Performance Fund</li> </ul>	Neighborhood Services (Parks)

**Summary:**

In early 2015, Parks and Recreation began researching the possibility of creating an outdoor adventure course in the city. After consideration, River Legacy Parks (Collins Ave) seemed to be the ideal location. With a combination of trees and open space, River Legacy Parks provides a suitable location for a high ropes and obstacle course facility for outdoor adventure pursuits.

**Update:**

Parks and Recreation is working with Go Ape!, Frederick, MD, to design and construct a high ropes adventure course. With the severe rain storms in 2015 and 2016 that resulted in flooding within River Legacy Parks, Go Ape! is interested in looking at other possible locations. Parks and Recreation is working with GoApe! to identify the best possible site for the adventure course. Until that site is identified, design and construction will be pending.

Milestone	Estimated Completion	Actual Completion
Request for qualifications completed	Aug. 2015	Aug. 2015
Develop partnership(s)	Sept. 2015	Sept. 2015
Site design		
Construction begins		
Grand opening		

City of Arlington Core Service Area:  
Culture/Recreation/Education

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
Parks	Citizen Survey	Citizen satisfaction with quality of park and recreation programs and classes [annual survey]	89%	88%	87%	90%	85%									85%							
Parks		Quality of programs and services [reported quarterly]	100%	99%	96%	100%	96%	94%	92%	93%	92%	94%		94%			84%			93%			99%
Parks		Quality of facilities [reported quarterly]	100%	98%	94%	100%	98%	100%	99%	99%	98%	100%		100%			94%			99%			96%
Library	Program Participation	Arts & Culture program participation	New Measure in FY 2016	New Measure in FY 2016		7,000	2,120	2,299	4,925	1,739	995	372	730	505	596	1,198	701	640	3,584	1,191	174	374	
Library		Family Place Libraries program attendance	New Measure in FY 2016	New Measure in FY 2016							52												52
Parks		Adult Facility Memberships	3,036	2,596	2,316	3,000	418	679	628	628	518	134	139	145	257	206	216	188	196	244	202	166	150
Parks		Youth Facility Memberships	4,985	4,376	4,445	4,000	437	951	1,657	1,657	1,198	126	147	164	197	428	326	266	516	875	433	565	200
Parks		Senior Facility Memberships	1,696	1,647	1,560	1,500	253	468	337	337	401	85	90	78	211	134	123	106	100	131	120	147	134
Parks		Active Fitness and Weight Room Memberships	14,568	14,867	13,949	14,000	3,435	4,077	4,226	4,226	4,480	1,129	1,141	1,165	1,113	1,443	1,521	1,534	1,313	1,379	1,573	1,471	1,436
Parks		Participation in programs and classes [reported quarterly]	47,350	42,692	53,395	42,000	7,601	10,423	20,161	20,161	19,220			7,601			10,423			20,161			19,220
Parks		Camp Participation [reported quarterly]	6,725	7,255	11,222	6,800	253	435	6,521	6,521	5,082			253			435			6,521			5,082
Parks		Swim Lesson Participation [reported quarterly]	2,999	2,876	4,522	2,750	92	517	2,349	2,349	1,659			92			517			2,346			1,659
Parks		Outdoor Pool Admissions	121,952	118,292	141,058	130,000					75,085									55,601			75,085
Parks	Rentals of golf played	151,219	128,171	126,139	145,000	28,274	27,893	37,408	37,408	32,353	11,355	8,050	8,869	8,199	9,819	9,875	12,091	13,002	12,315	11,561	10,251	10,541	
Parks	Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	8,060	8,047	15,617	8,000	5,032	4,186	7,849	7,849	3,316	2,622	1,476	934	948	1,367	1,871	3,325	2,427	2,097	1,356	662	1,298	
Parks	Number of unplayable golf days (Mon-Thurs)	New Measure in FY 2016	New Measure in FY 2016		<130	10.5	13	11	11	6	1.5	5	4	5	3	5	4	4.5	2.5	2.5	1.7	1.8	2.0
Parks	Number of unplayable golf days (Fri-Sun/Holidays)	New Measure in FY 2016	New Measure in FY 2016		<75	12.25	8	6	6	3	4.5	4.25	3.5	5	1	2	2.5	2	1.5	1.5	0.5	1.0	1.7



# 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	Local & M/WBE Initiative	<ul style="list-style-type: none"> <li>Growth of Supplier Portal &amp; Local/MWBE Database</li> <li>Enhanced tracking of award and spend dollars (specifically subcontracting)</li> </ul>	Finance (Purchasing)

Summary:

In an effort to increase contracting opportunities for local and minority businesses, the City began a Local and M/WBE Initiative in 2013, to include the hire of a full-time M/WBE Coordinator whose job would have a specific emphasis on policy integration, outreach to targeted audiences, and tracking of initiative results.

FY 2016 represents the fourth year of the initiative and integration of the following has occurred:

- Supplier Portal registration tracking
- Local & M/WBE Policy
- M/WBE web page (part of procurement)
- Regular reports to Council on spend, award, and database growth
- Administrative Policy for Professional Services
- Guidelines for Professional Services
- Design pool for construction/engineering professional services

FY 2016 will show continued emphasis on growth of the supplier database as well as a specific focus on reviewing processes and creating a method to accurately and easily track subcontracting dollars and identify and integrate those dollars into current reporting structure.

Update:

All milestones for this item have been successfully completed and the M/WBE Coordinator is currently tracking and seeing initial gains in the area of subcontract award and spending. He continues with a full calendar of activities which include chamber participation, outreach, planning vendor fair, tracking/reporting all spend and subcontractor data from contracted firms.

Milestone	Estimated Completion	Actual Completion
Review Public Works, Parks & Recreation & Water Utilities payment tracking process (Identification of primes, how are items currently tracked, reported, and documented)	9/30/2015	9/30/2015
Determine whether existing project systems has ability to track subcontractor payment per project	10/31/2015	10/10/2015
Identify division representative to coordinate M/WBE subcontract payment document and information	2/28/2016	3/15/2016
Establish implementation date for prime to submit M/WBE payment document	3/15/2016	3/15/2016
Coordinate with divisions to develop comprehensive prime and subcontractor payment document and process, to include simple payment documentation	3/31/2016	3/24/2016
Develop internal tracking procedure and incorporate with Quarterly reports to Council and/or management	4/1/2016	4/1/2016
Incorporate prime submitting M/WBE payment documents into City's Local & M/WBE policy, as required	6/1/2016	6/1/2016

To make continued gains in vendor outreach, during the 4<sup>th</sup> Quarter, the City rejoined the North Central Texas Certification Agency and our coordinator now sits on the advisory board and is an active participant in the Texas Live procurement and MWBE participation planning activities.

## Financial/Economic Development

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

#### Objective 2: Comply with all Financial Regulations and Policies

Project		Performance Measure(s)	City Service Team (Department)																					
Core FED 1.2.1	Review of Citywide Financial Policies	Rating agencies ratings on City debt	Finance																					
<p><u>Summary:</u></p> <p>On a regular basis, The City reviews its Financial Policies and Principles to adjust for market changes, changes in best practices, and overall economic conditions to maintain fiscal prudence. The last update to the principles was in 2008. The economy has substantially changed in many ways and this initiative will take a comprehensive look at updating or refining the policies and principles to maintain our conservative financial approach in the current economy.</p> <p><u>Update:</u> The draft policy changes are currently under review.</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>Review all Policies</td> <td>11/30/2015</td> <td>1/1/2016</td> </tr> <tr> <td>Develop draft changes</td> <td>3/30/2016</td> <td>3/30/2016</td> </tr> <tr> <td>Outside and/or Peer review</td> <td></td> <td></td> </tr> <tr> <td>Review by CMO</td> <td></td> <td></td> </tr> <tr> <td>Make presentation to Fiscal Policy Committee</td> <td></td> <td></td> </tr> <tr> <td>City Council Adoption</td> <td></td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Review all Policies	11/30/2015	1/1/2016	Develop draft changes	3/30/2016	3/30/2016	Outside and/or Peer review			Review by CMO			Make presentation to Fiscal Policy Committee			City Council Adoption		
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## Financial/Economic Development

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

#### Objective 2: Comply with all Financial Regulations and Policies

Project		Performance Measure(s)	City Service Team (Department)															
Core FED 1.2.2	Implement GASB Statement #72	<ul style="list-style-type: none"> <li>• GFOA Certificate of Excellence</li> <li>• CAFR with clean opinion</li> </ul>	Finance (Accounting)															
<p><u>Summary:</u></p> <p>Implementation of GASB # 72 is required for FY 2016 reporting. This Statement addresses accounting and financial reporting issues related to fair value measurements. It provides guidance for determining fair value measurement for financial reporting purposes and for disclosures related to all fair value measurements.</p> <p><u>Update:</u> Updates are complete. Grant Thornton will review during close/financial statement audit.</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>Read/analyze GASB Statement</td> <td>3/31/2016</td> <td>3/31/2016</td> </tr> <tr> <td>Identify investments to which Statement is applicable</td> <td>4/30/2016</td> <td>4/30/2016</td> </tr> <tr> <td>Draft changes needed for reporting and disclosure</td> <td>6/30/2016</td> <td>6/30/2016</td> </tr> <tr> <td>Incorporate changes into CAFR</td> <td>9/30/2016</td> <td>9/30/2016</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Read/analyze GASB Statement	3/31/2016	3/31/2016	Identify investments to which Statement is applicable	4/30/2016	4/30/2016	Draft changes needed for reporting and disclosure	6/30/2016	6/30/2016	Incorporate changes into CAFR	9/30/2016	9/30/2016
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# 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	Update Airport Leasing Policies	Operating Cost Recovery	Economic Development and Capital Investment (Aviation)

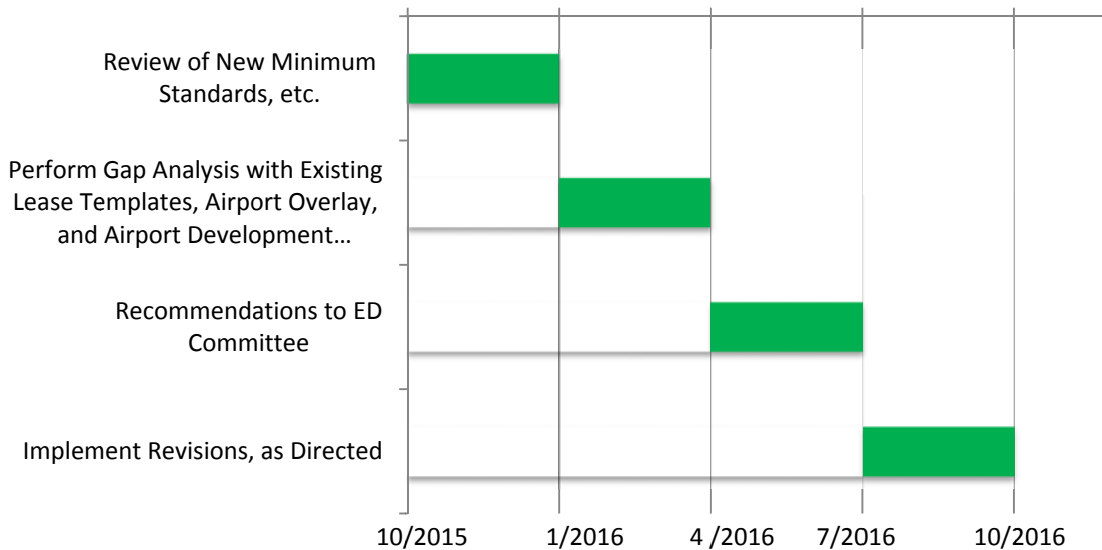
**Summary:**

The Airport Development Plan Process included revisions to the Minimum Standards for Commercial Aeronautical Operations, and the Airport Rules and Regulations. Airport personnel will work with the City Attorney’s Office to revise the templates used for land, T-hangar, tie-down, and terminal office space leases. Any needed revisions to the Airport Development Standards and Airport Overlay will be made in consultation with Community Development and Planning.

**Update:**

The T-hangar/-tie-down lease was revised and the Hangar Use Regulations were amended. The land lease template is under review by the City Attorney’s Office. To date, the needed changes have been minor, and have been implemented.

### Airport Leasing Policies



# 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 2.1.2	Pursue Federal "Securing the Cities" Grant	Homeland Security grant funding secured	Neighborhood Services (Fire)

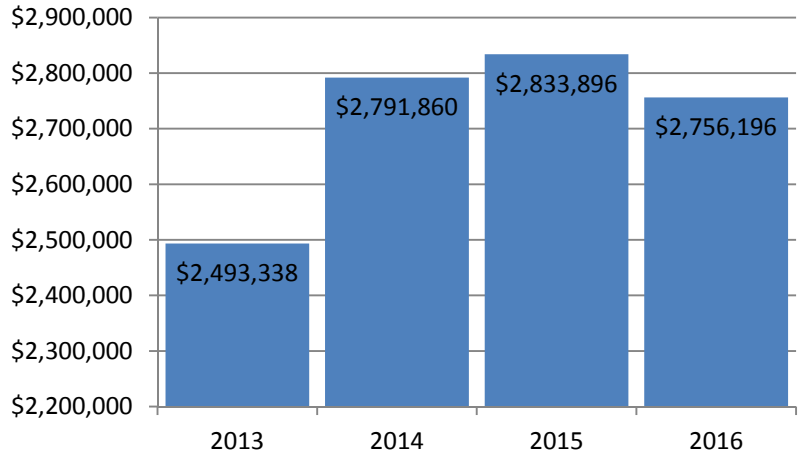
**Summary:**

The Securing the Cities Federal Grant program seeks to lessen the threat posed by dangerous radiological or nuclear materials against major metropolitan areas in the United States by establishing sustainable capability among state, local, and tribal agencies to detect and report dangerous radiological and nuclear materials within their jurisdictions. Working with partners in Dallas and Fort Worth, Arlington will pursue Securing the Cities funding to enhance Homeland Security capabilities currently supported by federal and state grants.

**Update:**

There is no additional update for the fourth quarter. No additional cities were selected for the Homeland Security Grant in FY 2016.

**Homeland Security Grants**



## Financial/Economic Development

### Goal 2: Seek New or Alternative Funding Sources

#### Objective 1: Organize to Improve Cost Recovery and Enhance Funding

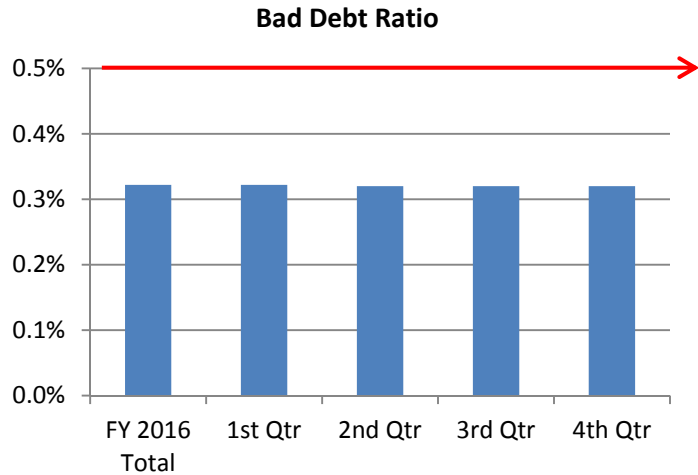
	Project	Performance Measure(s)	City Service Team (Department)
Core FED 2.1.3	Bad Debt Ratio	Maintain Bad Debt Ratio at or below 0.5%	Strategic Support (Water)

**Summary:**

The City of Arlington Water Utilities will maintain its bad debt ratio at or below 0.5%. Arlington Water Utilities will seek ways to increase recovery of bad debt by studying opportunities to reduce the amount in which a utility bill is outstanding after account termination.

**Update:**

The annual bad debt write-off process is performed each October. In October 2015, the bad debt write off was .3224%, the lowest over the past 5 years. Water Utilities continues to analyze opportunities to reduce the amount of unpaid balances on closed accounts. One example is to reduce the amount of time between due date and delinquency date.



## 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 2.1.4	Bank RFP	Project completion	Finance (Treasury)

**Summary:**

In FY 2016, the city will request proposals for all bank depository services.

If the current provider does not get selected during the RFP process, a city-wide transition would need to be implemented. All transmission files between the City and the Bank would need to be created and tested. In addition all current relationships that both directly deposit funds, and draft the City's accounts would have to be updated, notified, and tested. These include governmental agencies, credit card companies, health benefit organizations, etc.

**Update:**

Wells Fargo is the City's new Custody Bank; the transition was completed in September. Elavon (US Bank) is the new Credit Card Processor. The transition remains ongoing and is expected to be completed by the end of November.

Milestone	Estimated Completion	Actual Completion
Send out RFP	Feb. 2016	Mar. 2016
Award contract	Mar. 2016	May 2016
Finalize contract	Apr. 2016	Sept. 2016
Transition services	May-Sept. 2016	Sept. 2016



# Financial/Economic Development

## Goal 3: Improve Operational Efficiency

### Objective 1: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	City Service Team (Department)
Core FED 3.1.1	Internal Engineering Services for Water Utilities	Design 40,000 Linear Feet in FY 2016	Strategic Support (Water)

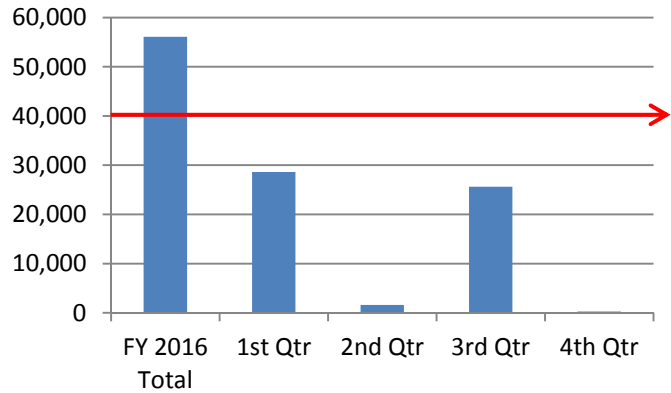
**Summary:**

The City of Arlington Water Utilities has historically outsourced design phase services to private professional engineering firms. It has been determined that utilizing internal engineering staff for design of specific projects would result in a lower design cost per foot of water and/or sanitary sewer lines. In FY 2014, Water Utilities began performing design utilizing internal engineering staff. The projects proposed for the internal design team consist of small diameter water and sanitary renewal projects.

**Update:**

The in-house design group designed 273 additional linear feet in the 4<sup>th</sup> quarter. The total linear feet designed during the year was 56,110.

**Linear Feet Designed**



# Financial/Economic Development

## Goal 3: Improve Operational Efficiency

### Objective 1: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	City Service Team (Department)
Core FED 3.1.2	Time on Call	Committed Time to all calls	Neighborhood Services (Police)

**Summary:**

Arriving at the scene of a 9-1-1 dispatched call, conducting a thorough investigation, and ensuring the safety of the public, are key components of a police officer's daily functions. The police department has a fiscal responsibility to the public to utilize our resources most efficiently to ensure resources are adequately available while providing quality service to the community through a timely response and outcome.

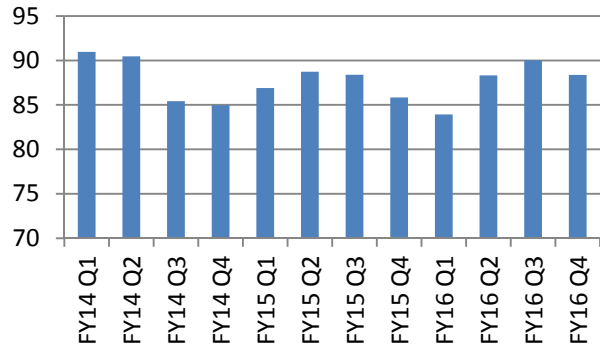
Committed Time on call is the cumulative time for all police resources on a call from the time the first unit is dispatched until the last unit clears the scene. This time includes patrol, crime scene units, detectives, tactical units and other police specific resources that arrive at the initial scene of an incident. If several high priority incidents are occurring throughout the city at a given time, there is a need to ensure resources are available for deployment.

**Update:**

Average committed Time On Call (TOC) for this quarter decreased slightly by 1.64 minutes from the third quarter. Overall, TOC is up 3.03 minutes when compared to the 4<sup>th</sup> quarter of 2015. This can be attributed to the increase in violent crime, which is up 9.5% in the 4<sup>th</sup> quarter of 2016 compared to the 4<sup>th</sup> quarter of 2015. This increase in violent crime has been trending slightly up over the past few months, and has been addressed by Operation Safety Net (OSN), a citywide violent crime reduction response. OSN focused specifically on robbery offenses, and as a result, overall robbery clearance rates have increased since the program's inception.

During this quarter, Calls for Service (CFS) were up 1.85% when compared to the 4<sup>th</sup> quarter of 2015. CFS emergency calls were up 46.81% this quarter when compared to 2015. However, commit times on emergency calls decreased by 21.87%, thus showing the efficiency of officers on the emergency calls this quarter. Priority 1 calls increased 0.71% during the 4<sup>th</sup> quarter when compared to 2015, and Priority 1 commit times increased 4.56% during the same comparison period.

**Average Committed Time on Call**



# Financial/Economic Development

## Goal 3: Improve Operational Efficiency

### Objective 2: Study Areas for Possible Efficiency Implementation

Project		Performance Measure(s)	City Service Team (Department)
Core FED 3.2.1	Call Dispatching and Prioritization Study	Fire Unit Responses	Neighborhood Services (Fire)

**Summary:**

Driven by the ubiquity of cell phones, the Fire Department has experienced an upward trend in 9-1-1 calls for vehicle accidents. These events are frequently reported by passers-by, rather than drivers involved in the accident.

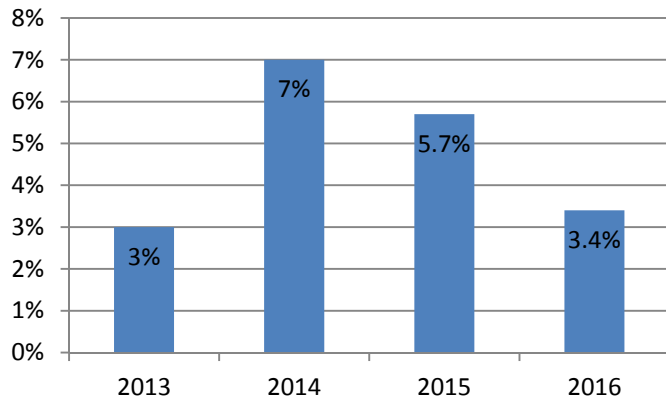
Consequently, Fire resources are expended to respond, usually in emergency response mode, to investigate incidents that are ultimately Police matters, rather than EMS incidents. Personnel from Fire Operations, Medical Operations, Fire Business Services, and Communication Services will study the nature of these calls for service to determine options for reducing the number or response code of Fire apparatus responses to vehicle accidents.

**Update:**

The final report identifying key areas where efficiencies can be improved is being finalized to present to Fire Command Staff. A second phase will need to be completed consisting of a deeper review of our current "Card 33" system involving Dispatch and investigating areas for improvement as well as possible change in policies.

Milestone	Target Date	Status
Review current SOPs	Feb. 2016	Complete
Develop study parameters	Feb. 2016	Complete
Modify response procedures	Aug. 2016	In Progress
Update SOPs	Jan. 2017	In Progress

**Annual Growth in Unit Response**



# Financial/Economic Development

## Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing 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 FED 4.1.1	Job Description Review – including Health and Physical Evaluations (HPEs) and Identification of Safety-Sensitive Positions		Strategic Support (Human Resources)

Summary:

As the city prepares for the new e-recruiting system, job descriptions will be reviewed so that the information going into the system is updated and accurate. This will require HR working with the Departments to review job descriptions for requirements including HPEs, driver’s license, safety sensitive (DOT or City), credit review, and drug and alcohol testing. Then, Concentra will work with the Departments to update HPEs.

Update:

HR is currently conducting an audit to verify all job descriptions subject to the safety sensitive programs. Distribution to departments has been postponed allowing departments to focus on the compensation study project. Consequently the completion of their project has an adjusted completion deadline of January 2017.

Milestone	Estimated Completion	Actual Completion
City-wide communication of plan	Oct. 2015	100%
Compensation Specialist and HR Consultants will work with Departments to review job descriptions	Mar. 2016	50%
Concentra and Departments to update HPEs	Dec. 2016	
Update employment and pre-employment processes	Jan. 2017	

# Financial/Economic Development

## Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing 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 FED 4.1.2	Workforce Development	Employee satisfaction	Neighborhood Services (Police)

**Summary:**

Investing in workforce development enhances service delivery to our community and provides continued opportunities for employees. The Arlington Police Department is furthering department values through continuous development and mentorship of employees to promote an engaged workforce. To be successful in developing employees, departmental core values must be embedded in training curriculum for new and current employees. A focus on integrating relevant training to all commissioned and non-commissioned employees will be vital to achieving the goal of productivity improvement and employee satisfaction.

Training curricula will be developed through employee feedback and regular evaluations of training needs. Supervisors will also receive relevant training to continuously invest in all supervisors and prepare employees for promotional opportunities. The goal will be to achieve 70% or greater satisfaction on internal employee surveys and will benchmark from the 2014 employee survey.

**Update:**

During this last quarter the department conducted promotional assessments for both Lieutenants and Sergeants. In addition, a new supervisor training course was required for all personnel who participated in the sergeant promotional assessment. Additional supervisor-specific training was provided on arrest, search and seizure.

Two train-the-trainer sessions were provided for the enhanced mental health and de-escalation training. This will allow the department to have enough trainers to train all departmental personnel in these techniques in FY 2017.

Milestone	Status
Increase detention officer in-service training 8-24 hours annually (200%)	Complete
Achieve 100% in-service participation	In Progress
Achieve 100% participation of pending promotional candidates in new supervisor training	Complete
Implement non-sworn training curriculum	In Progress
Implement quarterly women's development series	In Progress
Link curriculum to performance evaluation competencies	In Progress

Intermediate arrest, search and seizure training was provided for sworn personnel. The department also conducted three patrol rifle training and certification sessions in anticipation of the new rifle purchase in FY 2017.

Police Academy Class 51 began their training during this quarter. This will be the first class to complete the new, expanded 32-week curriculum.

All members of the executive team participated in continuing mentorship with the contracted leadership consulting group (TMI).

# Financial/Economic Development

## Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing 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 FED 4.1.3	Compensation Study – for Special Services Utilized for Consulting and Legal Advice		Strategic Support (Human Resources)

**Summary:**

The comprehensive Compensation/Classification system study will be utilized to engage a consultant in a market analysis and classification review of all positions spread over a three-year period, with 1/3 of positions reviewed each year. The consultant will review point factors and grades, assist with job descriptions update, and make recommendations for adjustments consistent with market challenges in recruiting and retaining key occupations.

**Update:**

Hay Group provided preliminary recommendations for staff review and presentation to departments. HR staff reviewing information with impacted departments. Presentation to CMO of final Hay Group recommendations anticipated by end of 1<sup>st</sup> Quarter FY 2017.

Milestone	Estimated Completion	Actual Completion
Project Plan	1 <sup>st</sup> Qtr. FY 2016	100%
Contract Data Collection	2 <sup>nd</sup> Qtr. FY 2016	100%
Job Description Validation	3 <sup>rd</sup> Qtr. FY 2016	100%
Budget Recommendations	4 <sup>th</sup> Qtr. FY 2016	70%

# Financial/Economic Development

## Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing 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 FED 4.1.4	Supervisor Basics Training		Strategic Support (Human Resources)

**Summary:**

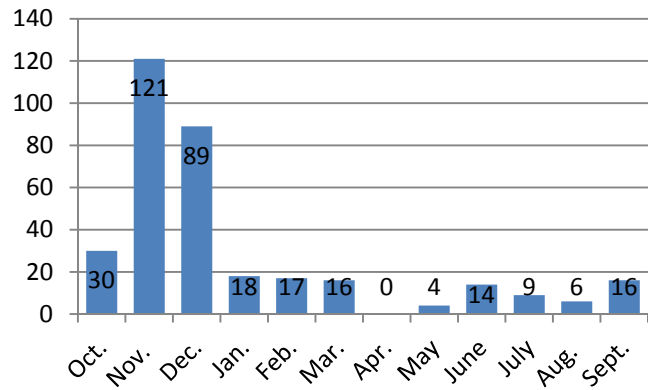
The COA Supervisor Basics is a program for developing new supervisors on a variety of organizational topics to help them in their new position. The topics covered will include: HR Personnel Practices, Risk Management and time tracking under the Affordable Care Act.

City-wide communications provided in October with follow-up in December in effort to solicit participation from all current supervisors. Training will be provided on a monthly basis moving forward.

**Update:**

Since the program's inception, HR has trained 430; 333 of those in FY 2016. Remaining staff are signed up for upcoming training classes. A monthly report will provide necessary data to ensure all newly hired or promoted supervisors go through this training within the first 90 days of hire.

**FY 2016 Participation**



# Financial/Economic Development

## Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees

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

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 4.2.1	2016 Health and Wellness Program	% of FTEs eligible for Wellness payout/premium increase	Strategic Support (Human Resources)

**Summary:**

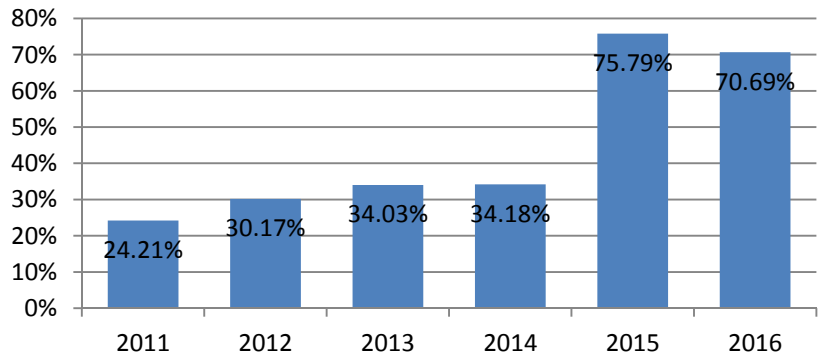
Healthy employees are shown to have higher engagement levels and overall lower health expenses. The City's Health and Wellness program was created to combat higher healthcare costs by incentivizing a healthy lifestyle. Each year, the program is evaluated by an employee committee for effectiveness, and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

In 2015, the Wellness for Life program changed to reflect a payout plus a premium differential for those who successfully complete the requirements.

**Update:**

70.69% of employees were eligible for the 2016 Wellness Payout

**FTEs Eligible for Wellness Payout**



**Average Monthly Medical Claims for Engaged vs. Not Engaged**

Year	Engaged*	Not Engaged
2012	\$228	\$361
2013	\$193	\$349
2014	\$249	\$333
2015	\$227	\$341

*\*Engaged is an employee who participated in the City Wellness Program and earned a payout.*



# Financial/Economic Development

## Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees

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

Project		Performance Measure(s)	City Service Team (Department)
Core FED 4.2.2	Firefighter Physical Training Program Revamp	Percent of Firefighters who score in the categories of "Excellent" or "Superior" on annual Health Fitness Assessments	Neighborhood Services (Fire)

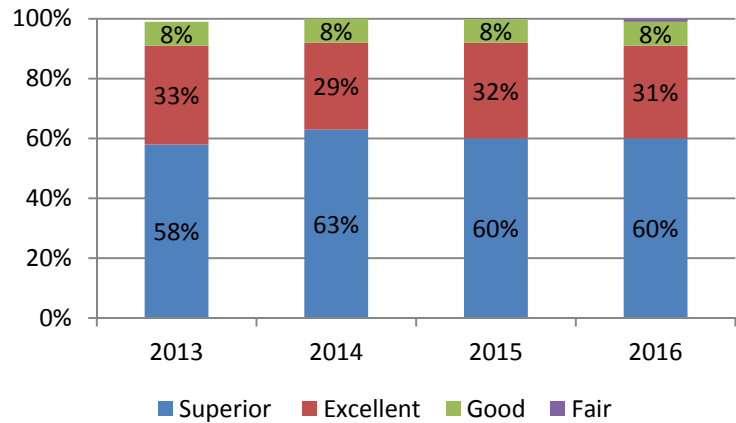
**Summary:**

The Fire Department will develop a Physical Training guide to emphasize cardiovascular health, flexibility, and core strength. The Fire Department contracts with a local vendor to perform annual fitness evaluations of personnel. Employee results are classified on a point system, with bands for "Unacceptable," "Poor," "Good," "Excellent," and "Superior." The objective of the initiative will be to move a higher percentage of the firefighting workforce above the "Good" rating.

**Update:**

The Occupational Health & Safety (OSH) Committee completed a proposal to remove the scoring for the graded exercise (treadmill) exam and make it a pass/fail evaluation with a minimum benchmark of nine minutes or 80% of age-specific target heart rate for one minute; this will go into effect during the 2018 Assessments. The OSH committee is also completed a proposal to set minimum age-specific standards for push-ups and curl-ups; this will go into effect during the 2018 Assessments.

**Firefighter Fitness Ratings**



City of Arlington Core Service Area:  
Financial/Economic Development

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	FY 2016 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
Aviation	Cost Recovery	Operating cost recovery	86%	95%	94%	85%	76.77%	130.66%	109%	58%	90%	134%	113%	108.21%	47.1%	90.68%	92.53%	203.14%	96.89%	91.95%	63.69%	48.7%	62.26%	
CC		Cost Recovery	64%	74%	75%	90%	65%	109%	69%	69%	82%	158%	43%	105%	36%	77%	93%	134%	123%	123%	74%	63%	96%	54%
Parks		Cost recovery of Parks Performance Fund	84%	81%	80%	78%	81%	82%	82%	82%	79%	78%	78%	78%	78%	79%	81%	81%	82%	83%	82%	78%	79%	79%
Parks		Cost recovery of Golf Performance Fund	116%	108%	108%	98%	110%	109%	107%	107%	107%	107%	108%	109%	112%	113%	115%	110%	109%	108%	109%	107%	109%	107%
Aviation	Budgetary Issues	Total aircraft operations	71,117	74,388	85,115	85,000	20,867	23,446	23,906	23,906	90,020	7,833	6,824	7,144	6,543	7,392	6,932	8,037	7,153	8,256	7,636	7,925	8,345	8,345
Aviation		Hangar occupancy rate	95%	96%	94%	95%	90%	81%	90%	68%	80%	88%	87%	81%	84%	86%	88%	91%	88%	88%	82%	84%	64%	64%
Court		Gross Revenue collected	\$21,039,965	\$20,299,932	\$19,776,696	\$20,100,000	\$5,877,007	\$4,653,882	\$4,142,288	\$4,142,288	\$18,746,413	\$1,240,321	\$1,602,804	\$1,230,111	\$1,240,321	1,274,110	2,364,652	2,238,245	\$1,665,981	\$1,578,145	\$1,409,756	\$1,345,601	\$1,370,234	\$1,426,465
Court		Revenue Retained	\$13,993,297	\$13,556,861	\$13,156,378	\$13,500,000	\$3,866,625	\$3,128,325	\$2,719,178	\$2,719,178	\$12,420,771	\$814,012	\$949,176	\$943,455	\$814,012	904,058	1,506,320	1,456,252	\$1,173,587	\$1,058,724	\$896,014	\$949,219	\$877,066	\$892,893
Court	% of revenue retained (less state costs)	67%	67%	67%	67%	66%	66%	66%	67%	66%	66%	59%	77%	66%	71%	64%	65%	70%	67%	64%	71%	64%	63%	
Finance	Budgetary Issues	Debt service expenditures to total expenditures of GF plus																						
Finance		Debt Service	16.67%	16.96%	17.45%	17.29%	17.12%	17.12%	17.41%	17.41%	17.41%	17.41%	17.12%	17.12%	17.12%	17.12%	17.12%	17.12%	17.12%	17.12%	17.12%	17.41%	17.41%	17.41%
Finance		Net tax-supported debt per capita	\$853	\$889	\$884	\$873	\$929	\$929	\$956	\$956	\$956	\$929	\$929	\$929	\$929	\$929	\$929	\$929	\$929	\$929	\$929	\$956	\$956	\$956
Finance		Net debt to assessed valuation	1.77%	1.8%	1.71%	1.69%	1.75%	1.81%	1.81%	1.81%	1.81%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.81%	1.81%	1.81%
Finance		Actual % of variance from estimates at year's end	0.47%	0.49%	0.22%	1%	0.22%	0.28%	0.28%	0.28%	0.28%	0.28%												0.28%
Finance		HomeLand Security Grant Funding Secured	\$2,600,229	\$2,493,338	\$2,791,860	\$2,950,000	\$2,833,896	\$2,833,896	\$2,833,896	\$2,833,896	\$2,833,896	\$2,833,896												
Library		Grant and gift funds as a percentage of total general fund allocation	5%	6%	6.5%	5%	3%	12%	12%	12%	12%	12%												12%
Finance	Policy Compliance	CAFR with "clean opinion"	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Finance		GFOA Certificate for Excellence - Accounting	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Finance		GFOA Certificate for Excellence - Budget	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Finance		Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Finance		Rating agencies ratings on City debt	Affirm & Upgrade	Affirm & Upgrade	Affirm & Upgrade	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm
Finance		Compliance with debt policy benchmarks	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Finance		Percent of Received Protests against Total Number of Bids during the reporting period	New Measure in FY 2014	1.7%	<1%	<1%	<1%	0%	0%	0%	<1%	<1%	0%	<1%	0%	0%	<1%	0%	0%	0%	0%	0%	0%	0%
Finance	Percent of Sustained Protests against Total Number of Bids during the reporting period	New Measure in FY 2014	0%	0%	0%	<1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Finance	Receive Texas Transparency Stars (5 Stars: Traditional Finance, Contracts & Procurement, Public Pensions, Debt Obligation, and Economic Development)				Traditional Finance Star																			
MR	Water	% of priority bills with positive outcome for the City	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	
MR		Legal deadlines met for City Council agenda posting	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
MR		Register birth records in the Record Acceptance Queue from the State within one business day	New Measure in FY 2014	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%
Water		Bad Debt Ratio (annual measure)	New Measure in FY 2014	0.436%	0.322%	0.322%	<0.5%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%	0.322%
HR		Workers' Compensation - Frequency (# claims)	392	388	355	371	80	362	31	101	31	25	27	27	31	27	26	27	24	42	28	43	29	29
HR		Workers' Compensation - Severity (\$/claims)	\$3,700	\$3,426	\$2,344	\$3,361	\$5,212	\$2,579	\$5,212	\$2,647	\$3,028	\$3,611	\$3,258	\$3,611	\$1,069	\$10,090	\$3,433	\$2,047	\$2,439	\$1,270	\$2,698	\$3,606	\$2,906	\$965
HR		FTEs eligible for Wellness Payout (reported annually)	30.17%	34.03%	75.79%	50%	50%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%
HR	Percentage of all full time employees enrolled in the 401k/457 plans	New Measure in FY 2014	69%	69%	71%	75%	73%	74%	74%	73%	73%	72%	73%	73%	72%	73%	73%	74%	74%	74%	73%	73%	74%	
Fire	Percent of Firefighters who score in the categories of "Excellent" or "Superior" on annual Health Fitness Assessments	New Measure in FY 2014	91%	92%	92%	95%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	91%	
Water	Employee training hours (10 hours per employee)	New Measure in FY 2014	29.17%	29.17%	95%	100%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	
Water	Achieve an employee workplace injury of ≤ 2 injuries per 1,000 hours	New Measure in FY 2014	0.085	0.085	0.022	<2	0.003	0.003	0.004	0.001	0.011	0.001	0.001	0.001	0.002	0.002	0.001	0.001	0	0.004	0.0001	0	0	



**City of Arlington Core Service Area:  
Financial/Economic Development**

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	FY 2016 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
ACVB		Convention Services - Groups Serviced	130	354	418	250	74	87	101	63	325	15	27	32	31	31	25	35	36	30	13	18	32	
ACVB		Booked Room Nights - Center	29,400	23,959	25,212	27,000	4,381	9,182	4,181	7,580	25,324	1,529	0	2,852	2,860	4,312	2,010	1,705	1,129	1,347	2,695	1,423	3,462	
ACVB		Booked Room Nights - Hotel	19,600	33,722	56,031	37,000	22,653	14,991	7,353	23,135	68,132	714	2,451	19,488	4,979	8,111	1,901	4,218	1,031	2,104	22,157	528	450	
ACVB		Confirmed Bookings - Hotel	54	75	87	85	34	24	23	14	95	3	8	23	5	10	9	7	9	7	7	1	6	
ACVB		Marketing/PR - Media Value	\$4,500,000	\$5,941,255	\$5,466,990	\$5,000,000	\$1,230,234	\$861,703	\$2,674,761	\$5,677,917	\$10,444,615	\$235,546	\$692,499	\$302,189	\$231,110	\$171,159	\$459,434	\$426,037	\$451,019	\$1,797,705	\$408,805	\$4,993,154	\$275,958	
ACVB		Unique Web Visitors	700,000	444,181	551,598	575,000	179,820	104,095	147,118	153,804	584,837	32,129	37,993	109,698	33,719	27,121	43,435	37,338	47,886	61,894	66,196	46,485	41,123	
ACVB		Confirmed Bookings - Center	New Measure in FY 2014	36	35	40	8	14	8	14	44	3	0	5	6	6	2	2	3	3	3	5	3	6
ACVB		Percentage of Center Gross Revenue	New Measure in FY 2014	34%	45%	40%	24%	42%	60%	50%	47%	32%	5%	36%	57%	36%	34%	64%	66%	49%	79%	55%	22%	
ACVB		Total Lead Volume	New Measure in FY 2015	330	361	330	122	116	89	83	410	37	62	23	37	41	38	39	29	29	21	19	30	34
ACVB		Conversion Percentage	New Measure in FY 2015	35%	30%	35%	39%	26%	25%	27%	29%	27%	33%	55%	26%	29%	22%	19.5%	24%	32%	41%	12%	28%	
ACVB		Total Partners	New Measure in FY 2015	193	191	193	179	181	185	193	183	180	180	179	180	181	181	182	181	185	185	188	188	193
ACVB		Booked Room Nights - Tourism	New Measure in FY 2016	3,000	191	3,000	140	494	1,304	456	2,394	20	0	120	100	124	270	235	675	394	195	195	141	120
ACVB		Hotel Leads - Tourism	New Measure in FY 2016	120	18	120	8	12	22	18	60	5	1	1	5	1	6	6	9	7	8	7	3	3
ACVB		Attraction Leads (Itineraries) - Tourism	New Measure in FY 2016	150	150	150	7	13	29	10	59	1	5	1	1	4	8	18	4	4	7	3	4	4
ACVB		Attraction Definite Group Tour Participation - Tourism	New Measure in FY 2016	3,000	3,000	3,000	13	140	269	354	776	0	10	3	0	0	140	119	150	0	270	80	4	4
CC		Event (Client) Satisfaction Rating (Overall)	4.8	4.7	4.7	4.8	4.8	4.65	4.66	4.68	4.67	5	4.92	3.36	4.74	4.76	4.48	4.8	5	4.05	5	4.37	4.76	
CC		Square Foot Occupancy Percentage	65%	47%	51%	65%	47%	48%	62%	60%	54%	62%	37%	40%	40%	43%	57%	70%	63%	49%	60%	74%	47%	
CC		New Events Held During Year (Booked by Center)	36	32	28	35	5	7	7	14	33	0	4	4	3	0	4	4	1	3	3	1	7	
CC		Return Events Held During Year (Booked by Center)	104	75	93	100	27	23	21	18	89	13	8	6	6	11	6	6	3	8	8	5	8	



# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 1: Maintain City Standards for all Public Infrastructure

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.1.1	Perimeter Fence Replacement	Total Aircraft Operations	Economic Development and Capital Investment (Aviation)

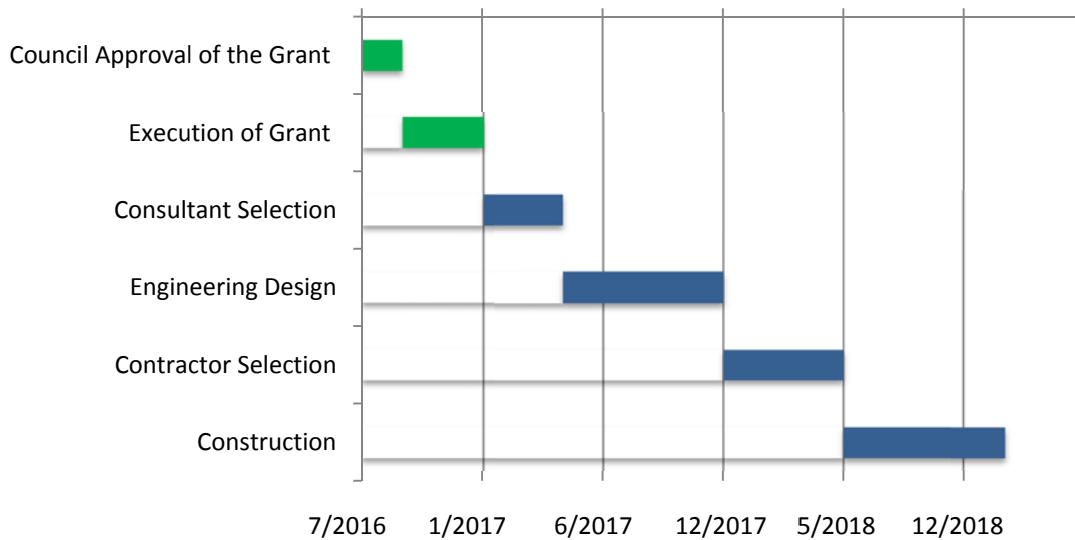
**Summary:**

TxDOT Aviation has placed an entry in the State and Federal Capital Improvement Budget to provide a 90/10 grant for complete replacement of the Airport's 30-year old perimeter fence. This wildlife-resistant fencing will improve Airport security, and is required by the Wildlife Hazard Management Plan, as approved by the FAA.

**Update:**

Airport projects have been reprioritized because the Airport received a \$785,000 grant to construct the south taxilanes, delaying the perimeter fence project until FY 2018. The south taxilanes are needed to enable construction of ATP's new FBO and Flight School.

### Airport Perimeter Fencing



# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 1: Maintain City Standards for all Public Infrastructure

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 1.1.2	Replace High Breakage Frequency Water Mains	Replace 20,000 linear feet of high breakage frequency water main	Strategic Support (Water)

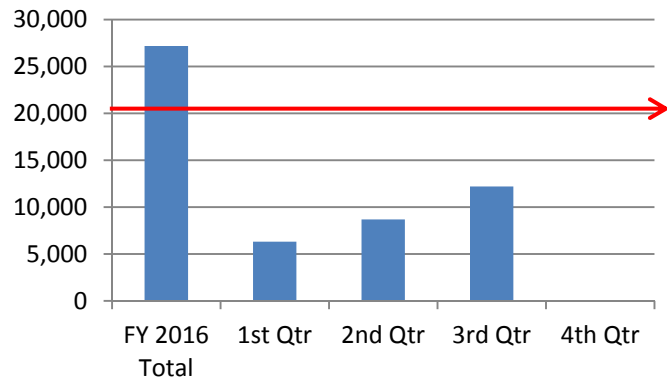
**Summary:**

The City of Arlington Water Utilities has historically repaired an average of 460 water main breaks each year. The goal to replace 20,000 linear feet of high breakage frequency water mains will result in reduced maintenance cost, decreased water loss due to water breaks and improve customer service by reducing water outages.

**Update:**

The Water Utilities department replaced no additional linear feet of high breakage frequency water mains during the 4<sup>th</sup> quarter. The total linear feet constructed in FY 2016 is 27,190.

**Linear Feet Replaced**



# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 2: Maintain City Standards for all Equipment

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.2.1	Radio Replacement	Average Total Response Time	Neighborhood Services (Fire and Police)

**Summary:**

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.

Many of Arlington's partners, such as Fort Worth, Mansfield and NETCO, have already moved to P25 radio systems and others are in the process of upgrading their systems. 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 an updated radio system.

**Update:**

The new police sound profile is being tested with the South patrol division with good results. Once approved the sound profile will be deployed to all radios in each division.

Utilization of a shared antenna between the mobile radio and the MDC has been identified as a source of interference for both pieces of equipment. Dedicated antennas have been installed on all police vehicles that were using the Sharkee antenna.

Milestone	Estimated Start Date	Status
Project Kickoff	Oct. 2013	Complete
System Design Review	Oct. 2013	Complete
Manufacturing the Infrastructure Installation	Nov. 2013	Complete
Begin Subscriber Shipments	Dec. 2013	Complete
Equipment Staging at Vendors Facility	Apr. 2014	Complete
Equipment Delivered to Customer	Apr. 2014	Complete
Infrastructure Installation Begins	Apr. 2014	Complete
System Install Complete	May 2015	Complete
Functional Acceptance Testing	Nov. 2015	Complete
System Cutover	Dec. 2015	Complete
Coverage Criteria and Testing Complete	Feb. 2016	Complete
Punch Resolution	Mar. 2016	In Progress
Finalize Documentation	Dec. 2016	
Final Acceptance	Dec. 2016	



# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 2: Maintain City Standards for all Equipment

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.2.2	Radio Tower Leases	Average Total Response Times	Neighborhood Services (Fire)

Summary:

In FY 2013, the City approved the replacement of the existing legacy radio system. As part of this replacement, an additional tower site is necessary to rectify coverage issues that exist with our current system. The additional tower site is a crucial component of the new radio system design in order to provide users more reliable coverage in west and south Arlington. Tower owners charge an annual lease fee based on the amount of equipment that will be installed. A tower owned by American Tower Company on the west side of Lake Arlington has been identified as the optimum site to provide the best coverage for the Arlington system. The new radio system also requires additional equipment to be installed on our current radio towers. In FY 2015, equipment will be added to the leased tower on South Cooper Street.

Upon completion of the projects on both towers, the Arlington radio system will become a three-site simulcast P25 system with enhanced coverage in the south and west areas of the city.

Update:

The siren upgrade is complete. Final acceptance is pending demonstration of a system failover to the Fort Worth Regional Disaster Recovery site which is scheduled for November 20, 2016.

Milestone	Estimated Start Date	Status
<b>Lake Arlington Tower</b>		
Negotiate Lease Pricing	Mar. 2014	Complete
Council Approval	July 2014	Complete
Sign Lease Agreement	Aug. 2014	Complete
Tower Evaluation	Sept. 2014	Complete
Permit Approval	Oct. 2014	Complete
Order Equipment	Nov. 2014	Complete
Install Equipment	Jan. 2015	Complete
System Testing	Nov. 2015	Complete
System Go Live	Dec. 2015	Complete
<b>Cooper Tower</b>		
Order equipment	Sept. 2013	Complete
Submit Permit Request	Jan. 2014	Complete
Structural Evaluation	Sept. 2014	Complete
Tower Remediation	Apr. 2015	Complete
Install Equipment	May 2015	Complete
System Testing	June 2015	Complete
System Go Live	July 2015	Complete

# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 2: Maintain City Standards for all Equipment

Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.2.3	Reduce % of Fleet Beyond Service Life % of Fleet Beyond Service Life	Economic Development and Capital Investment (PWT)

**Summary:**

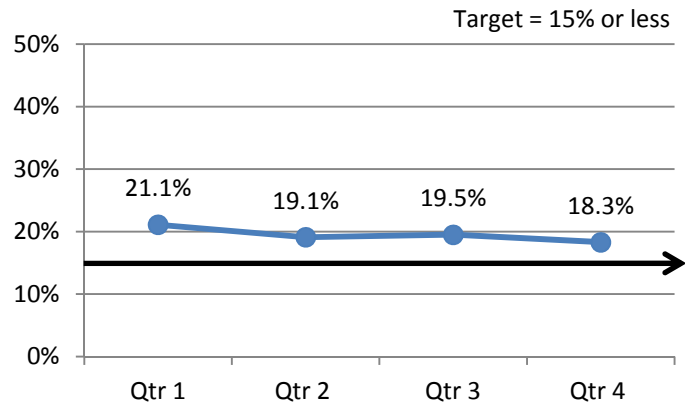
The City has set a target of having no more than 15% of the city-wide fleet operating beyond recommended service life at any one time. Vehicles and equipment that are beyond recommended service life may have more down time, and may have less functionality compared to what is currently available on the 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

**Update:**

New vehicles put into service during the 2016 have improved the overall % of vehicles within life to 18.3% at year end.

**% of Motorized Vehicles in Fleet That are 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)

# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 2: Maintain City Standards for all Equipment

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.2.4	Daktronics Video Board Replacement	Event Satisfaction Rating	Economic Development and Capital Investment (Convention Center)

Summary:

This project would replace the Convention Center’s current Marque/Video board with a brand new board to be located in the same location as the current board. The current board was purchased in 2007 (8 years old), and the modules have lost their full color capabilities through general age, wear and tear, and weather damage. The current board requires the replacement of on average 4 modules a year at \$800 each (\$3,200). As with all technology, 8 years is a long time and Daktronics does not guarantee replacement parts after 10 years. The pixel matrix on our current display is 112x208. The new 16mm marquee pixel matrix would be 132x242. An overall 37% increase in the amount of pixels. This would enhance the video board to have a higher resolution and a clearer picture overall and up close.

Update:

In the Second Quarter, the Video Board was installed and the project is complete.

Milestone	Estimated Start Date	Status
Develop Scope of Work	12/15/2015	100%
Bid Project	12/31/2015	100%
Planning with Vendor	2/1/2016	100%
Installation	5/1/2016	100%
Project Complete	6/1/2016	100%

# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 3: Maintain City Standards for all Municipal Buildings

Project		Performance Measure(s)	City Service Team (Department)																																				
Core INF 1.3.1	Station 5 Rebuild	Average Total Response Times	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.</p> <p><u>Update:</u> Station 5 went into service on May 13, with the grand opening ceremony held on June 3.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Target Date</th> <th style="text-align: center;">Status</th> </tr> </thead> <tbody> <tr> <td>Initial Project schedule/development phase</td> <td>June 2013</td> <td>Complete</td> </tr> <tr> <td>Architect/engineer RFQ</td> <td>July 2013</td> <td>Complete</td> </tr> <tr> <td>Architect/engineer selection process</td> <td>Aug. 2013</td> <td>Complete</td> </tr> <tr> <td>Construction Management at Risk process</td> <td>Aug. 2013</td> <td>Complete</td> </tr> <tr> <td>Design</td> <td>Aug. 2014</td> <td>Complete</td> </tr> <tr> <td>Permit review process</td> <td>Nov. 2014</td> <td>Complete</td> </tr> <tr> <td>Council approval</td> <td>Feb. 2015</td> <td>Approved</td> </tr> <tr> <td>Vacate station</td> <td>Feb. 2015</td> <td>Complete</td> </tr> <tr> <td>Demolition phase</td> <td>Feb. 2015</td> <td>Complete</td> </tr> <tr> <td>Construction phase</td> <td>Mar. 2015</td> <td>Complete</td> </tr> <tr> <td>Move in (approximate time line)</td> <td>May 2016</td> <td>Complete</td> </tr> </tbody> </table>		Milestone	Target Date	Status	Initial Project schedule/development phase	June 2013	Complete	Architect/engineer RFQ	July 2013	Complete	Architect/engineer selection process	Aug. 2013	Complete	Construction Management at Risk process	Aug. 2013	Complete	Design	Aug. 2014	Complete	Permit review process	Nov. 2014	Complete	Council approval	Feb. 2015	Approved	Vacate station	Feb. 2015	Complete	Demolition phase	Feb. 2015	Complete	Construction phase	Mar. 2015	Complete	Move in (approximate time line)	May 2016	Complete
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# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 3: Maintain City Standards for all Municipal Buildings

	Project	Performance Measure(s)	City Service Team (Department)																														
Core INF 1.3.2	Station 12 Remodel	Average Total Response Time	Neighborhood Services (Fire) and Economic Development and Capital Investment (PWT)																														
<p><u>Summary:</u></p> <p>Fire Station 12 was constructed in 1986 and no longer meets the Fire Department's operational needs. The current facility will be modified sufficiently to accommodate additional crews and equipment for service demand increases. In addition, this facility is located adjacent to the Arlington Municipal Airport and will be used to provide enhanced public safety during Special Events. Based on projected increased costs and the increased service mission for Station 12, partial funds for this project have been reallocated for the remodel of Station 12 from the remainder of the funds initially allocated for the remodel of Station 11 (FY 2015) now to be used to remodel Station 12 in FY 2015.</p> <p><u>Update:</u></p> <p>This quarter the architectural plans were completed and the Construction Manager at Risk firm provided a guaranteed maximum price that will be presented to City Council for consideration and approval in November 2016. Move-out goal is early December 2016 with engine company relocating to Station 16.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Completion Date</th> <th style="width: 20%;">Status</th> </tr> </thead> <tbody> <tr> <td>Initial Project schedule/development phase</td> <td>June 2015</td> <td>In progress</td> </tr> <tr> <td>Determine and obtain approval for project delivery method</td> <td>Mar. 2016</td> <td>Completed</td> </tr> <tr> <td>Obtain approval for design consultant</td> <td>April 2016</td> <td>Completed</td> </tr> <tr> <td>Design</td> <td>Aug. 2016</td> <td>Completed</td> </tr> <tr> <td>Permit review process</td> <td>Sept. 2016</td> <td>In progress</td> </tr> <tr> <td>Council approval</td> <td>Nov. 2016</td> <td>Nov. 2016</td> </tr> <tr> <td>Vacate station</td> <td>Jan. 2017</td> <td>Jan. 2017</td> </tr> <tr> <td>Construction phase</td> <td>Aug. 2017</td> <td>Aug. 2017</td> </tr> <tr> <td>Move in (approximate time line)</td> <td>Sept. 2017</td> <td>Sept. 2017</td> </tr> </tbody> </table>		Milestone	Completion Date	Status	Initial Project schedule/development phase	June 2015	In progress	Determine and obtain approval for project delivery method	Mar. 2016	Completed	Obtain approval for design consultant	April 2016	Completed	Design	Aug. 2016	Completed	Permit review process	Sept. 2016	In progress	Council approval	Nov. 2016	Nov. 2016	Vacate station	Jan. 2017	Jan. 2017	Construction phase	Aug. 2017	Aug. 2017	Move in (approximate time line)	Sept. 2017	Sept. 2017
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# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 3: Maintain City Standards for all Municipal Buildings

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.3.3	Fire Station 17	Average Total Response Time	Neighborhood Services (Fire)

**Summary:**

The Fire Department, in joint collaboration with Construction Management Services, oversees the construction project committee. The committee is composed of the City’s representatives from Fire, Information Technology, Public Works Construction Management and Facility Services and representatives from Viridian (JCKPL, LLC) and Brown Reynolds Watford Architects, Inc.

The primary goal of this stakeholder committee is to design and construct a new permanent fire station in the Viridian neighborhood that conforms to the Viridian Agreement of 2009 between the City of Arlington, HC LOBF Arlington LLC, Tax Increment Reinvestment Zone No. Six Board of Directors and the Viridian Municipal Management District.

The Agreement requires, “Within 120 days after the City issues the 700<sup>th</sup> building permit...the Owner will award...a contract for the fire station.” Additionally, the Agreement expects the Owner to construct the fire station in general conformance with the construction details shown in an exhibit of a previous City-owned fire station construction project. The fire station will also conform to Viridian architectural standards in the Viridian Pattern Book.

Viridian is served by an engine crew housed in a temporary Fire Station #17 at 4016 N. Collins Street. In early FY 2015, development will reach the benchmark necessary for the construction of a permanent station. The new station will be designed to house a structural firefighting engine company, an urban/wildland interface fire truck, an off-road rescue vehicle and water rescue craft.

**Update:**

As of September 1, BRW has completed design drawings. Currently waiting on civil drawings from Graham & Associates and the developer. Awaiting developer approval of final construction drawings, contractor award and formal bidding process.

Milestone	Estimated Start Date	Status
FY 2015 Planning Meeting	Oct. 2014	Complete
Design Development	Summer 2016	Pending
Council Approval	TBD	
Permit Process	Oct. 2016	
Vacate Station	Dec. 2016	
Construction Phase	Jan. 2017	
Move-In	Dec. 2017	

# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 3: Maintain City Standards for all Municipal Buildings

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.3.4	Air Wall Resurfacing/Repair – Exhibit Hall	Event Satisfaction Rating	Economic Development and Capital Investment (Convention Center)

**Summary:**

This project would allow the Convention Center to replace the fabric/carpet/metal on the air wall panels in the Exhibit Hall. The wall panels have dents, scraps, rips, and breaks due to heavy use over their 30 year life span.

There are currently safety issues with some of the brackets that hold the surface panels to the frame. The stains and frays on the carpet panels are a deterrent to sales.

The update and repair would give the exhibit hall and updated look and be used as a sales tool for placing banquet or larger education session in the exhibit hall that would normally only consider the ballroom.

**Update:**

In the fourth quarter, the planning was completed. The project will take 3-5 days to complete and the exhibit hall needs to be empty. The project will be completed December 2016.

Milestone	Estimated Start Date	Status
Develop Scope of Work	1/15/2016	100%
Bid Project	2/1/2016	100%
Planning with Vendor	3/1/2016	100%
Installation	5/1/2016	
Project Complete	7/1/2016	

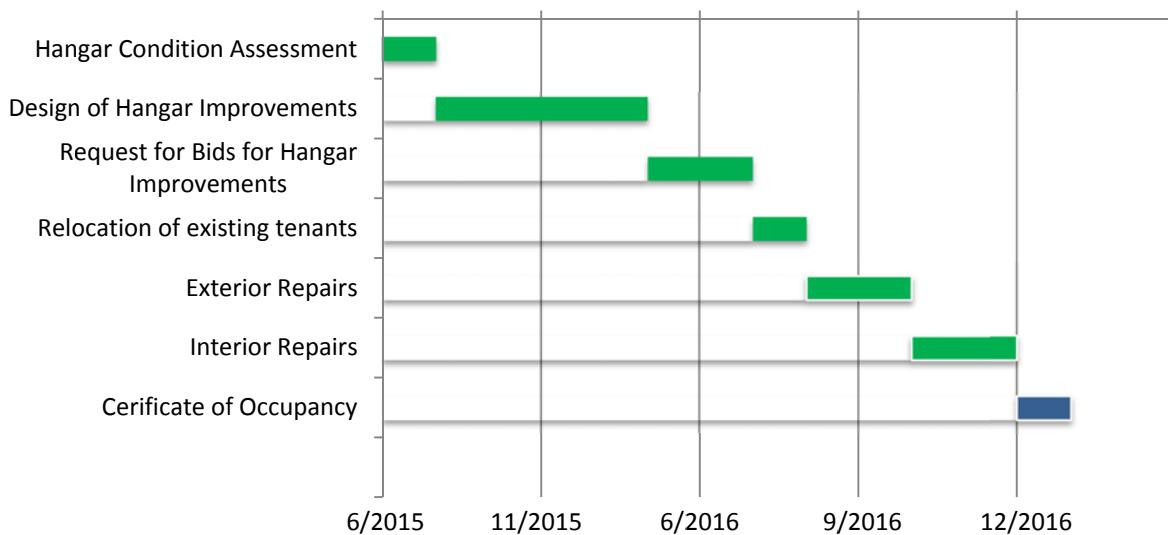
# Infrastructure

## Goal 1: Plan, Manage, and Maintain Public Assets

### Objective 3: Maintain City Standards for all Municipal Buildings

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.3.5	Hangar Refurbishment	<ul style="list-style-type: none"> <li>Aviation Cost Recovery</li> <li>Hangar Occupancy Rate</li> </ul>	Economic Development and Capital Investment (Aviation)
<p><u>Summary:</u></p> <p>An engineering analysis of the Airport's T-hangars recommended extensive repairs to prolong the asset's useful life. The Airport will work with Construction Management to refurbish one of the hangar rows housing 18 aircraft.</p> <p><u>Update:</u></p> <p>Repairs are 85% complete, and will be finished by November 1, 2016.</p>			

### Hangar Refurbishment





# Infrastructure

## Goal 2: Support and Expand Programs to Reduce Environmental Impacts

### Objective 1: Mitigate Operating Costs and Impact on Environment

Project		Performance Measure(s)	City Service Team (Department)																							
Core INF 2.1.1	Advanced Metering Infrastructure	Maintain annual unaccounted for water percent below 12%	Strategic Support (Water)																							
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities will install 9,000 meters and MIU's in 2016 through an ongoing meter replacement program and water line renewals.</p> <p>The MIU receives input from the meter register and remotely sends data to a fixed base data collector, located at one of five elevated storage tanks around the City. Top of the hour readings and other diagnostics are instantly forwarded to the network allowing for a greater awareness of the distribution system and possible on property leak conditions. In addition, the MIU stores up to 35 days of hourly consumption, providing the utility with the ability to extract detailed usage profiles for consumer education, such as water conservation, and billing dispute resolution.</p> <p><u>Update:</u> Meter Services installed an additional 2,627 MIUs in the 4<sup>th</sup> quarter. The total MIUs installed during the year was 9,845.</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>Council Approval of Meter Replacement funding</td> <td style="text-align: center;">Feb. 2014</td> <td style="text-align: center;">Feb. 2014</td> </tr> <tr> <td>Wrap up FY 2015 Installs</td> <td style="text-align: center;">Sept. 2015</td> <td style="text-align: center;">Sept. 2014</td> </tr> <tr> <td>Begin MUI/Meter Installs</td> <td style="text-align: center;">Oct. 2015</td> <td style="text-align: center;">Oct. 2015</td> </tr> <tr> <td>Council Approval of Meter Replacement funding</td> <td style="text-align: center;">Feb. 2016</td> <td style="text-align: center;">Feb. 2016</td> </tr> <tr> <td>Council Approval of Annual Meter Supply Contract</td> <td style="text-align: center;">Sept. 2016</td> <td style="text-align: center;">Sept. 2016</td> </tr> <tr> <td>Complete MIU/Meter Installation for FY 2016</td> <td style="text-align: center;">Sept. 2016</td> <td style="text-align: center;">Sept. 2016</td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Council Approval of Meter Replacement funding	Feb. 2014	Feb. 2014	Wrap up FY 2015 Installs	Sept. 2015	Sept. 2014	Begin MUI/Meter Installs	Oct. 2015	Oct. 2015	Council Approval of Meter Replacement funding	Feb. 2016	Feb. 2016	Council Approval of Annual Meter Supply Contract	Sept. 2016	Sept. 2016	Complete MIU/Meter Installation for FY 2016	Sept. 2016	Sept. 2016
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## Infrastructure

### Goal 2: Support and Expand Programs to Reduce Environmental Impacts

#### Objective 1: Mitigate Operating Costs and Impact on Environment

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 2.1.2	Water Conservation Program	Maintain annual unaccounted for water percent below 12%	Strategic Support (Water)

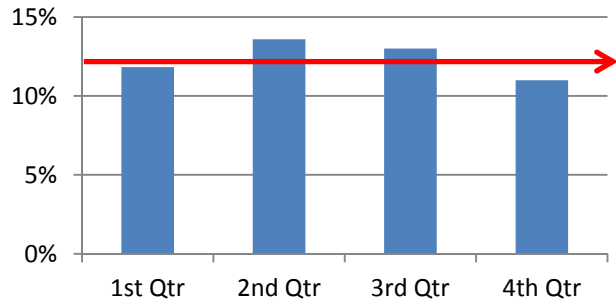
**Summary:**

The City of Arlington Water Utilities will maintain an unaccounted for water loss of less than 12%. In FY 2016, Arlington Water Utilities will proactively evaluate 25,000 linear feet of water line for leaks to catch them in the early stages before significant water loss occurs. Arlington Water Utilities will also evaluate and make recommendations to purchase additional leak detection technologies to accomplish this goal.

**Update:**

Water Utilities ended the fiscal year with a water loss percentage of 11.13%. Water Utilities surveyed 269,130 linear feet of water lines proactively looking for leaks that may not be visible or surfacing. Additionally, Arlington Water Utilities has surveyed more than 17,000 linear feet of 24" and larger sanitary sewer line.

**Percentage of Water Loss**



## Infrastructure

### Goal 2: Support and Expand Programs to Reduce Environmental Impacts

#### Objective 1: Mitigate Operating Costs and Impact on Environment

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 2.1.3	Wastewater Collection Initiatives	Clean 20% of sewer lines 6" through 15" annually	Strategic Support (Water)

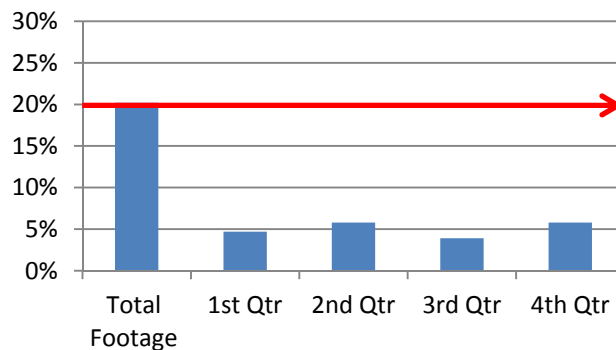
**Summary:**

The City of Arlington Water Utilities entered into the Sanitary Sewer Overflow (SSO) Voluntary Initiative established by the Texas Commission on Environmental Quality (TCEQ) in 2005. In order to participate, the City of Arlington agreed to evaluate its sanitary sewer system and develop an action plan that includes a schedule of dates detailing when corrective or preventative maintenance will occur. Arlington Water Utilities has also established a goal of cleaning 20% of sewer lines 6" through 15" annually.

**Update:**

Water Utilities cleaned approximately 20% of the system during FY 2016.

**FY 2016  
6" - 15" Sewer Lines Cleaned  
(Linear Feet vs. Total Footage)**



# Infrastructure

## Goal 2: Support and Expand Programs to Reduce Environmental Impacts

### Objective 1: Mitigate Operating Costs and Impact on Environment

Project		Performance Measure(s)	City Service Team (Department)																																
Core INF 2.1.4	Implement OpTerra Project for Buildings and Streetlights	Citizen perception that the City of Arlington is committed to going green	Economic Development and Capital Investment (PWT)																																
<p><u>Summary:</u></p> <p>The City has executed a contract with OpTerra Energy Solutions, Inc. to provide an in-depth energy saving solutions for 20 municipal buildings and 2 parks to create a program of mechanical and electrical improvements that are guaranteed to pay for themselves over time through energy savings, and to convert HPS streetlights to LED on all arterial roadways.</p> <p><u>Update:</u></p> <p>The project was completed during the 4<sup>th</sup> quarter.</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>Contract Execution</td> <td>Dec. 2014</td> <td>Dec. 2014</td> </tr> <tr> <td>Develop Project Schedule</td> <td>Feb. 2015</td> <td>Mar. 2015</td> </tr> <tr> <td>Construction – Streetlights</td> <td>Nov. 2015</td> <td>Oct. 2015</td> </tr> <tr> <td>Contract Modification – Changer Order for Phase 2</td> <td>Nov. 2015</td> <td>Dec. 2015</td> </tr> <tr> <td>Develop Project Schedule</td> <td>Jan. 2016</td> <td>Jan. 2016</td> </tr> <tr> <td>Project kick-off and start</td> <td>Feb. 2016</td> <td>Feb. 2016</td> </tr> <tr> <td>Construction – Building Improvements Phase 1</td> <td>June 2016</td> <td>Apr. 2016</td> </tr> <tr> <td>Construction – Streetlights Phase 2</td> <td>Oct. 2016</td> <td>Oct. 2016</td> </tr> <tr> <td>Construction – Building Improvements Phase 2</td> <td>Oct. 2016</td> <td>Oct. 2016</td> </tr> </tbody> </table>				Milestone	Estimated Completion	Actual Completion	Contract Execution	Dec. 2014	Dec. 2014	Develop Project Schedule	Feb. 2015	Mar. 2015	Construction – Streetlights	Nov. 2015	Oct. 2015	Contract Modification – Changer Order for Phase 2	Nov. 2015	Dec. 2015	Develop Project Schedule	Jan. 2016	Jan. 2016	Project kick-off and start	Feb. 2016	Feb. 2016	Construction – Building Improvements Phase 1	June 2016	Apr. 2016	Construction – Streetlights Phase 2	Oct. 2016	Oct. 2016	Construction – Building Improvements Phase 2	Oct. 2016	Oct. 2016
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# Infrastructure

## Goal 2: Support and Expand Programs to Reduce Environmental Impacts

### Objective 1: Mitigate Operating Costs and Impact on Environment

Project		Performance Measure(s)	City Service Team (Department)													
Core INF 2.1.5	Energy Efficient Facility Enhancements	Citizen perception that the City of Arlington is committed to going green	Management Resources													
<p><u>Summary:</u></p> <p>As part of the City's revenue enhancement efforts, the City has a utility marketing alliance agreement with Green Mountain Energy LLC. Under this agreement, the City assists the electric utility company with promoting its 100% wind powered energy plans. The arrangement also provides the opportunity for the City to engage in joint ventures with the company to make energy efficient improvements at its facilities. In FY 2016, staff will work to identify potential projects at existing and planned new facilities and develop proposals for Green Mountain Energy to consider. The goal is to obtain funding or in-kind support from the company to plan and begin implementation of at least one project.</p> <p><u>Update:</u> Green Mountain Energy LLC has been signed on as the sponsor of the solar elements at the new main library. Their sponsorship amount is \$200,000.</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>Identify and assess feasibility of potential projects</td> <td style="text-align: center;">Dec. 2015</td> <td style="text-align: center;">Oct. 2015</td> </tr> <tr> <td>Determine project and develop scope and timeline</td> <td style="text-align: center;">Mar. 2016</td> <td style="text-align: center;">Oct. 2015</td> </tr> <tr> <td>Undertake planning and implementation of project</td> <td style="text-align: center;">Sept. 2016</td> <td style="text-align: center;">Dec. 2015</td> </tr> </tbody> </table>			Milestone	Estimated Completion	Actual Completion	Identify and assess feasibility of potential projects	Dec. 2015	Oct. 2015	Determine project and develop scope and timeline	Mar. 2016	Oct. 2015	Undertake planning and implementation of project	Sept. 2016	Dec. 2015
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# Infrastructure

## Goal 2: Support and Expand Programs to Reduce Environmental Impacts

### Objective 1: Mitigate Operating Costs and Impact on Environment

	Project	Performance Measure(s)	City Service Team (Department)
CORE INF 2.1.6	North Dock – Liquid Dump Station	Cost Recovery	Economic Development and Capital Investment (Convention Center)

Summary:

This project will allow the Convention Center to dispose of liquid from its food & beverage operation into a sanitary sewer instead of the trash compactor. Water, tea, and coffee are often left over from banquets and then the liquid is mixed with paper trash and food and dumped into a trash compactor. The operation causes the compactor to rust from the inside out. The extra volume of liquid also causes us to pay for additional trash hauls. The liquid mixed with food creates a slurry that promotes gnat, fly and insect reproduction.

The project is expected to decrease trash pulls of the compactor from 24 to 16 per year which would save \$2,800 a year (\$350 per pull) and have cost avoidance by having the current compactor last longer (\$25,000 replacement cost).

Update:

In the fourth quarter, the planning was finalized and the PO was created. The Project will take a week to complete and must be done with no events in the building so the construction was moved to December 2016.

Milestone	Estimated Start Date	Status
Develop Scope of Work	3/15/2016	100%
Bid Project	4/1/2016	100%
Planning with Vendor	8/1/2016	100%
Installation	8/15/2016	
Project Complete	8/31/2016	

**City of Arlington Core Service Area:  
Infrastructure**

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	FY 2016 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.		
PWT	Satisfaction Ratings	Citizen perception of trash collection services [annual survey]	85%	81%	86%	90%		85%																	
PWT		Citizen perception of residential recycling services [annual survey]	81%	83%	84%	90%		84%																	
PWT		% of customers satisfied or very satisfied with Construction Mgmt. Services [surveyed mid-year]	90%	100%	100%	90%		100%																	
PWT	Customer Service	% of customers satisfied or very satisfied with facility maintenance and repair [surveyed quarterly]	88%	94%	97%	90%		96%	86%	80%	88%										86%			80%	
MR		Action Center first call resolution	96%	98%	97%	95%		95%	96%	97%	96%										96%	97%	97%	97%	
MR		% of Action Center calls abandoned	12.3%	5.5%	11%	5%		12%	10%	16%	13%										10%	14%	16%	15%	
MR		Action Center calls answered	203,222	199,982	276,986	210,000		64,683	69,288	68,815	61,525	264,311									22,933	19,125	20,530	21,870	
MR		Percentage of citizens who agree they receive the info they need when calling a City facility [annual survey]																							
PWT	Fleet	Maintain fleet availability rate	63%	66%	64%	75%			62%		62%														
PWT		% of Fleet Beyond Service Life	95%	98%	97%	95%		97%	97%	98%	97%										97%	98%	97%	98%	
PWT		% of linear miles of streets that have been swept, compared to annual target	New Measure in FY 2014	New Measure in FY 2015	New Measure in FY 2016	<15%		21%	19%	20%	18%										19.5%			18%	
PWT	Infrastructure Maintenance	Major building components operating within their designed life [annual measures]:	New Measure in FY 2014	New Measure in FY 2015	New Measure in FY 2016	100%	18%	21%	28%	28%	96%										28%			28%	
PWT		HVAC	New Measure in FY 2014	New Measure in FY 2015	New Measure in FY 2016	90%																			
PWT		Boilers	New Measure in FY 2014	New Measure in FY 2015	New Measure in FY 2016	90%																			
PWT		Generators	New Measure in FY 2014	New Measure in FY 2015	New Measure in FY 2016	90%																			
PWT		Elevators	New Measure in FY 2014	New Measure in FY 2015	New Measure in FY 2016	90%																			
PWT		Roofs	New Measure in FY 2014	New Measure in FY 2015	New Measure in FY 2016	90%																			
Water		Clean a minimum of 20% of sewer lines size 6" - 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	42.32%	27.69%	20.9%	20%		4.7%	5.8%	3.9%	5.8%	20.2%									1.7%	1.2%	2.1%	2.5%	
Water		Radio Transmitter installations	New Measure in FY 2014	8,049	9,825	9,000		2,642	1,853	2,730	2,620	9,845									912	958	721	941	
Water		Linear footage of water and sewer lines designed by the City Engineering staff	New Measure in FY 2014	36,766	34,767	40,000		28,618	1,604	25,615	273	56,110									815	24,344	0	273	0
Water		Maintain annual unaccounted for water percent below 12% [measured annually]	New Measure in FY 2014	11.42%	11.93%	<12%					11.13%	11.13%													11.13%
Water	Permitted Industrial Pretreatment inspection completed	New Measure in FY 2014	82	124	53		0	22	31	19	72									18	4	0	3	16	
Water	High hazard backflow assemblies with certified testing completed	New Measure in FY 2014	97%	100%	100%		17%	29%	33%	21%	100%									9%	11%	6%	8%	7%	
Water	Avoid any TCEQ, OSHA, SDWA and NPDES violations	New Measure in FY 2014	100%	100%	100%		100%	100%	100%	1001%	100%									100%	100%	100%	100%	100%	
Water	Replace 20,000 linear feet of high breakage frequency water main [measured quarterly]	New Measure in FY 2015	27,941	20,000	27,190		6,316	8,674	12,200	0	27,190										12,200			0	



# Public Safety

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

### Objective 1: Improve Quality of Life and Place

Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.1.1	Crime Reduction	<ul style="list-style-type: none"> <li>Violent Crimes Index</li> <li>Property Crimes Index</li> </ul>	Neighborhood Services (Police)

Summary:

The perception of crime and safety in a city are both driving factors for tourism and economic development. The city of Arlington for the past five years has experienced a decline in its crime index, or Part I Uniform Crime Reporting numbers as identified by the Federal Bureau of Investigations. These numbers consist of both violent crimes (murder, rape, robbery, and aggravated assault) and property crimes (burglary, theft, and motor vehicle theft).

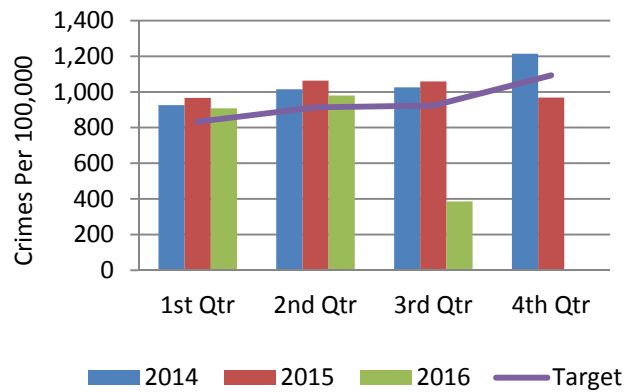
Coupled with community engagement and concentrated patrols in primary geographic areas, the goal of the department continues to be to implement a sustainable and conducive crime reduction strategy.

Update:

For the year, overall Uniform Crime Reporting (UCR) crime is down 7.1% over last year. This includes violent crime, which increased 5.5%, and property crime that decreased 8.8%. In response to elevated levels of violent crime, the department enacted Operation Safety Net (OSN) on March 21, 2016. OSN involves the centralized deployment of HEAT teams, and other APD elements, within targeted areas to specifically address the increases of robberies and other violent crimes.

Since OSN began, drug and gun seizures have increased 18.6% and 28.8%, respectively. Most importantly, the APD Robbery Unit has a 19.1% increase in the number of robbery cases cleared by an arrest, as compared to the same time last year.

**Crime Rate Reduction Project\***



\*Numbers are based on a calendar year.  
 \*The 3<sup>RD</sup> quarter numbers do not reflect the full quarter as the numbers for September are missing due to the data conversion.



# 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 1.1.2	Traffic Safety	<ul style="list-style-type: none"> <li>Injury Crashes</li> <li>DWI Crashes</li> </ul>	Neighborhood Services (Police)

**Summary:**

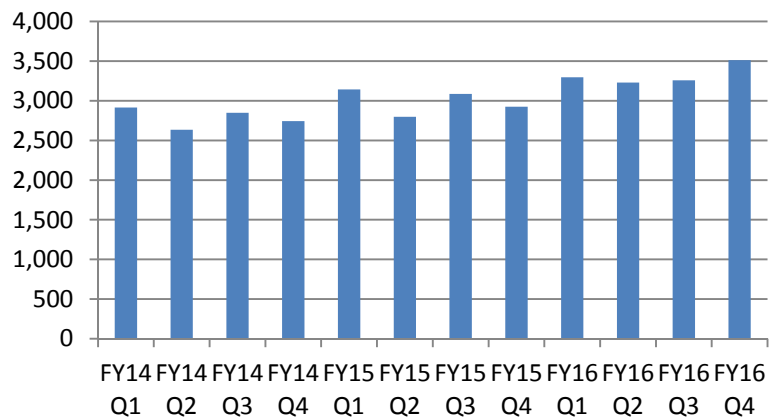
Millions of people travel the highways and streets in and around the city each year. Reaching their destination safely is of the utmost concern. In 2014, over 11,000 crashes occurred within Arlington city limits. Approximately one out of every four of these crashes resulted in some type of injury. The police department plans to utilize various enforcement tactics and force multipliers to enhance traffic safety. These efforts will create a presence for residents and visitors alike to be mindful of traffic violations. Educational efforts through partnerships and presentations to our community groups, businesses, and Commercial Vehicle companies in the area will strengthen this strategy. The goal over this fiscal year is to help promote traffic safety and reduce crashes.

**Update:**

During the last quarter, APD utilized a significant amount of grant money to focus on reducing crashes and promoting roadway safety. Utilizing the STEP Grant (Selective Traffic Enforcement Program), over the last quarter we issued 5,062 citations, arrested 31 people for DWI violations and worked 1,737 enforcement hours.

Using the CVE (Commercial Vehicle Enforcement) grant, we were able to work 568 resource hours, issued 61 citations, and placed 73 vehicles out of service and 23 drivers out of service. This means neither the truck nor the driver could continue to drive until something was addressed either with their truck or with themselves.

**Crashes**



During this quarter, several weekends were designated as “No Refusal” weekends; meaning if you are suspected of driving while intoxicated and refuse the breathalyzer test, an automatic blood draw will be required. This effort is funded by the Tarrant County District Attorney’s office. The department considers this effort as success as the amount of time spent on DWI calls decreased by 50% over these no refusal weekends.

All of these efforts are utilized to help us reach our goal, which is to promote traffic safety and reduce crashes.

# Public Safety

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

### Objective 1: Improve Quality of Life and Place

Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.1.3	Domestic Violence Response	<ul style="list-style-type: none"> <li>Domestic Violence Reports</li> <li>Domestic Violence Victims Served</li> <li>Outreach Hours Dedicated to Domestic Violence</li> </ul>	Neighborhood Services (Police)

**Summary:**

In 2014, nearly 50% of Arlington homicides involved an element of domestic violence. Domestic violence affects people regardless of gender, age, sexual orientation, race or religion. 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. In addition, domestic violence can have a substantial effect on family members, friends, co-workers, witnesses, and the community at large.

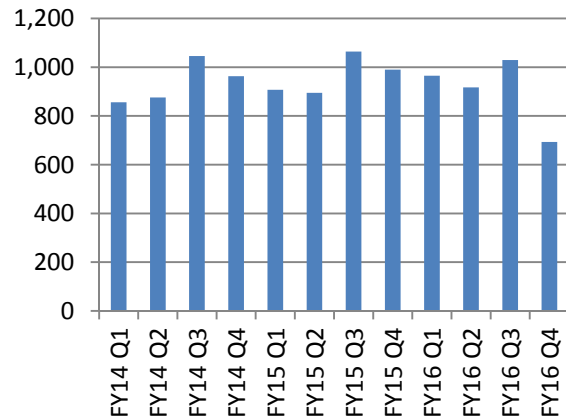
Investigators work quickly to expedite the most serious of cases and those with repeat occurrences. In conjunction, the Victim Services unit responds to victims who are directly and indirectly affected by this heinous act. By providing counseling, crisis intervention, referral and assistance with the criminal justice system, the goal of the unit is simple – help the victims and stop the cycle for abuse.

**Update:**

During the 4<sup>th</sup> quarter, Victim Services’ counselors responded to family violence calls and provided services to victims and others in our community impacted by these crimes. During this year, key partnerships with social service providers helped address needs presented by victims. The unit started a partnership with the Recovery Resource Council and Lena Pope to provide addiction counseling services and resources to victims of domestic violence. Both agencies offer a variety of classes for individuals who have substance abuse issues and assist in developing a plan to reduce the chances that they will be involved further with these addictions.

This quarter, counselors have served 1,725 victims of domestic violence, some who were served through a multi-disciplinary approach. The department was awarded the Texas Municipal League’s Excellence Award for Public Safety for Project RAISE, a program where monthly visits are conducted at the home of couples exhibiting the greatest prevalence of calls for police service related to domestic disturbances.

**Domestic Violence Reports**



This project incorporates personnel from six divisions within the police department including Victim Services Counselors, patrol officers, and domestic violence investigators.

# 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 1.1.4	Human Trafficking Outreach	<ul style="list-style-type: none"> <li>Human Trafficking Victims Served</li> <li>Outreach Presentations Dedicated to Human Trafficking</li> </ul>	Neighborhood Services (Police)

**Summary:**

The Arlington Police Department is the fiscal conservator for the North Texas Anti-Trafficking Task Force (NTTTF). Other participating agencies on the task force include Department of Homeland Security Investigations, U.S. Attorney’s Office, Federal Bureau of Investigations, Mosaic Family Services, Fort Worth Police Department, and Dallas Police Department.

The mission of the NTTTF is threefold. First is to identify, rescue and restore the victims of human trafficking. Second is to conduct collaborative criminal investigations that lead to conclusive arrests of those who victimize them. Third is public outreach and education to the community and other law enforcement entities about human trafficking; how to recognize it, how to report it, and the restorative process.

**Update:**

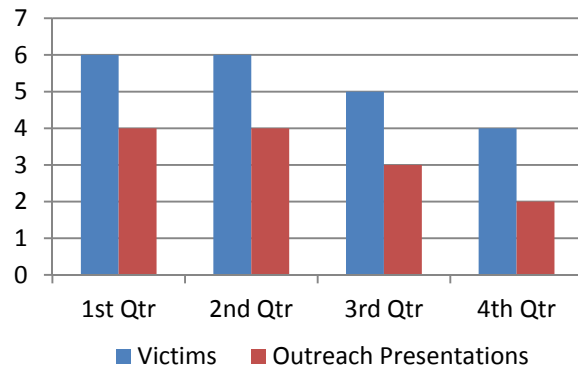
During the 4<sup>th</sup> quarter, the Covert Operations Section conducted two operations focused on human trafficking interdiction. Detectives contacted 66 online ads related to these operations and also conducted an operation at a personal services business.

Nine potential human trafficking victims were identified and interviewed during these operations. Ultimately, seven of the victims did not make an outcry related to human trafficking. However, detectives did work cases involving two juvenile victims related to human trafficking.

During this quarter, an additional 658 advertisements were located on the website “backpage.com” with connections to Arlington. Utilizing community volunteers, working in conjunction with the Covert Operations Section, phone calls were made to 501 of the “backpage.com” advertisements in attempt to reach potential victims of human trafficking.

There were 2 human trafficking education/outreach presentations conducted during this reporting period.

**Human Trafficking Outreach**



# 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 1.1.5	Violent Crime Reduction	Violent Crimes Index	Neighborhood Services (Police)

**Summary:**

The Violent Crime Reduction Federal Prosecution Initiative is a collaboration between the Arlington Police Department criminal investigations work groups, Tactical Intelligence Unit, and United States Attorney's Office (AUSA). The initiative is designed to reduce violent crime by leveraging federal prosecutorial partnerships and adoption of select criminal cases for federal prosecution through the AUSA.

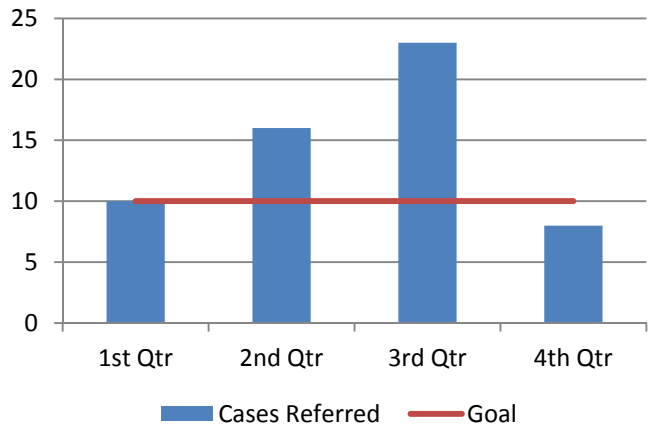
Offenders who are at least 18 years of age and meet specific criteria as determined by established protocol will be considered for referral to the initiative. Once the case is referred for federal prosecution, the U.S. Attorney's Office ultimately decides whether or not the offender's cases will be adopted federally. If the case is accepted for federal prosecution, the Arlington Tactical Intelligence Unit will complete a link analysis of the offender to assess the need for expanded investigation.

**Update:**

This quarter, eight cases were referred to the United States Attorney's office. Since the department began participating in the AUSA program in June 2015, a total of 58 cases have been referred for prosecution. In FY 2016, a total of 49 cases were referred for prosecution, which exceed the set goal of 40 for the fiscal year.

The most common cases referred for prosecution were possession of a firearm by a felon, burglary, aggravated assault, assault of a Peace Officer, possession and distribution of illegal substances and robbery.

**U.S. Attorney Office Cases from Arlington**



# 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 1.1.6	Procedural Justice	Number of Procedural Justice Stories for the public	Neighborhood Services (Police)

**Summary:**

Procedural justice at its core can be relatively defined as the way citizens and employees evaluate the procedures and decision-making of any given outcome related to law enforcement. It is basically a process applied against a set of core values. During each stage of the process, affected stakeholders are provided the opportunity to be heard. By giving citizens and employees' voice through open dialogue, the resulting decisions will be transparent in nature and result in more understanding and acceptance of those outcomes. Additionally, by increasing transparency the department can demonstrate that biases did not influence the decision or the process.

Enhanced community trust and legitimacy of the organization invites more participation from citizens to better the community which reduces crime, brings economic development through business development and a positive safety perception of the city which drives tourism.

**Update:**

During this quarter, Police Chief Johnson participated on a panel during the Criminal Justice Summit hosted by the Washington Post on September 13, 2016, in Washington D.C. The panel discussion focused on efforts to improve the criminal justice system and relationships between the police and the community.

The department is hosting Not In Our Town, which is producing a national film documentary to highlight APD's community policing efforts that support the 21<sup>st</sup> Century Policing project. This national documentary is expected to air in January 2017 on social media and be made available to law enforcement organizations around the country as they look to Arlington for best practices in community policing.

The Media Office continued to exploit case examples of procedural justice in action by highlighting various stories on social media and video channels.

Metric	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.
Sustained Complaints	19	16	18	19
Use of Force Incidents	178	180	205	136
Citizen Engagement Hours	9,886	8,075	9,452	8,569
Social Media Reach – Impression Demographics	15.1 Million	5.5 Million	3.3 Million	14.85 Million
Procedural Justice Topics/Positive Stories for the public	242	231	42	34

# Public Safety

## Goal 2: Identify and Mitigate Stormwater Induced Problem Areas

### Objective 1: Mitigate Known Flooding Risks

	Project	Performance Measure(s)	City Service Team (Department)
Core PS 2.1.1	Stormwater Projects		Economic Development and Capital Investment (PWT)

Summary:

Stormwater Projects are funded through the Stormwater Utility Fee and are included in the annual capital budget.

Update:

Construction of the projects listed below is expected to begin during FY 2016.

Laguna Vista Drainage Improvements construction started in September 2016.

#### FY 2015 Construction Project Status

Project	Start Date	Scheduled Completion	Actual Completion
Village Creek Erosion Repair and Orion Park Drainage Improvements	Jan. 2015	Oct. 2015	Nov. 2015
Westview Terrace Sanitary Sewer Renewal and Channel Stabilization	July 2015	May 2016	May 2016
Miscellaneous Channel Improvements	July 2015	Nov. 2016	

#### FY 2016 Construction Projects Projection

Project	# of Flooders	Estimated Bid Dates	Actual Bid Dates
Laguna Vista Drainage Improvements	7	May 2016	June 2016
2015 Misc. Drainage Improvements (Landover Hills, Ticino Valley, Del Rio)	2 + Roadway Hazard and Maintenance Improvement	Jan. 2017	
Meadow Park Estates Drainage Improvements	6	Jan. 2017	
Greencove Drainage Improvements	4	Delayed until 2017	
Parkchester Drainage Improvements	8	Cancelled Home Buyout	

# Public Safety

## Goal 2: Identify and Mitigate Stormwater Induced Problem Areas

### 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		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 stormwater 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
- 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 Stormwater Capital Improvement Plan. Arlington's nine major watersheds have been grouped into six major study areas. The Stormwater Division plans to include watershed studies in its budget each year until all of the major watersheds in the City have been studied, 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.

Update:

Hydrology and hydraulic models are substantially complete. Project identification and channel assessment activities are underway.

Milestone	Estimated Completion	Actual Completion
<b>Trinity Tributaries/Lower Village Creek</b>		
Hydrology Complete	July 2016	July 2016
Hydraulic Analysis Complete	Aug. 2016	Sept. 2016

City of Arlington Core Service Area:  
Public Safety

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	FY 2016 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.		
Fire	Dispatch and Response	Average Total Response Time (Dispatch to First Unit Onscene in M:SS Format) (Implementation of new NFPA 1710 Requirements in FY 2013)	5:20	5:31	5:32	5:20	5:37	5:33	5:34	5:42	5:37	5:33	5:41	5:37	5:38	5:29	5:31	5:35	5:35	5:34	5:43	5:43	5:41		
Fire		Fires - Response objective = 320 seconds or (5:20)	5:10	5:16	5:27	5:20	5:26	5:18	5:18	5:27	5:27	5:22	5:24	5:24	5:25	5:28	4:53	4:53	5:00	5:15	5:15	4:43	5:23	5:11	
Fire		Emergency Medical Service - Response objective = 300 seconds or (5:00)	5:22	5:13	5:13	5:00	5:32	5:27	5:27	5:27	5:28	5:29	5:29	5:40	5:29	5:31	5:24	5:27	5:28	5:26	5:26	5:26	5:29	5:29	
Fire		Fire P1 and P2 (emergency) calls dispatched within 25 seconds (average)	24.66	26.19	21.16	25.00	22.47	25.13	20.59	20.59	18.74	20.65	24.60	21.00	21.60	20.90	20.48	22.06	22.4	20.2	19.29	18.94	18.25	19.03	
Fire		Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2.59	2.02	2.20	2.00	2.04	1.71	2.32	2.32	2.47	2.13	2.20	1.91	1.98	1.37	1.68	2.04	2.05	2.57	2.33	2.60	2.57	2.22	
Fire		Annual Growth Rate in Unit Responses (annual measure)	2.9%	6.5%	5.7%	3.5%					3.4%	3.4%												3.4%	
Fire		9-1-1 calls answered within 10 seconds	New Measure in FY 2015			86%	90%	86.43%	88.71%	87.19%	88.26%	87.63%	83.48%	88.5%	87.71%	91.69%	87.6%	87.1%	85.79	87.24	88.45	89.14%	88.69%	87.1%	
Fire		Police E and P1 (emergency) calls dispatched within 120 seconds	New Measure in FY 2015				80%	82.65%	84.52%	79.38%	78.31%	81.17%	81.09%	83.83%	83.15%	86.42%	84.4%	81.07%	80.85%	77.94%	79.42%	77.95%	77.84%	79.15%	
Police		Prevention	Response time to priority 1 calls (minutes)	10	9:01	9:38	10	9:36	8:73	9:56	9:63	9:32	9:7	9:25	9:12	8:05	8:76	9:32	9:3	10:06	9:31	9:85	9:61	9:44	
Police			Citizen satisfaction with police services (annual survey)	88%	76%	74%	90%					78%							78%						
Police	Sustained Complaints (Internal Affairs)		83	104	93	88	19	16	16	16	19	70	4	6	9	6	5	5	7	6	5	5	8	6	
Police	Use of Force Incidents (2010-2014 calendar year)		971	907	866	840	178	180	205	205	136	699	59	59	60	73	70	37	81	72	52	58	49	29	
CDP	% of initial health inspections with a Satisfactory Score		96%	98%	96%	95%	96%	95%	97%	96%	93%	95%	97%	97%	98%	100%	96%	92%	97%	95%	96%	93%	93%	93%	
Fire	Percent of Outdoor Warning Sirens Successfully Tested		New Measure in FY 2015			96%	95%	95%	98%	63%	97%	88%	100%	96%	90%	100%	96%	98%	94%	94%	0%	98%	96%	96%	
Fire	Fire Prevention Business Inspections		15,199	15,652	15,165	15,500	3,756	3,817	4,326	3,894	3,894	15,793	1,233	1,405	1,118	1,107	1,262	1,448	1,410	1,519	1,397	1,287	1,253	1,354	
Fire	Fire Prevention Business Violations Addressed		6,375	4,947	4,970		1,062	1,009	1,185	888	888	4,144	358	458	246	275	328	406	439	410	336	308	259	321	
PWT	% storm drainage inlets inspected (current total number of inlets = 13,098; City of Arlington owned = 9,205; City of Arlington owned = 166,730)		13.4%	106%	101%	100%	0%	4%	62%	62%	60%	100%			0%			4%			5,742			3,575	
PWT	% of gas well operation components in compliance (reported quarterly)		108%	100%	102%	100%	0%	15%	62%	62%	49%	100%			0%			15%			72,593			69,357	
CDP	Crime and Compliance	% of gas well operation components in compliance (reported quarterly)	94%	99%	98%	100%	100%	99%	99%	98%	98%	99%	99%	99%	100%			99%			99%			98%	
Court		% of cases completed	106%	94%	100%	102%	109%	136%	194%	100%	156%	156%	108%	95%	123%	181%	92%	135%	89%	103%	110%	229%	184%	170%	
Court		% of Warrants Cleared	New Measure in FY 2016			110%	78%	193%	86%	24%	81%	105%	65%	74%	98%	350%	103%	127%	92%	92%	72%	83%	67%	92%	
Court		% of Payments Collected after 31 day phone call	New Measure in FY 2016			35%	35%	26%	24%	26%	26%	25%	26%	23%	23%	28%	25%	24%	20%	25%	25%	26%	26%	26%	29%
Court		% of Payments collected after 30 Day Post card	New Measure in FY 2016			60%	60%	47%	58%	58%	74%	58%	57%	42%	42%	57%	55%	56%	57%	57%	57%	59%	59%	84%	80%
Court		% of Citations Keyed Without Error	New Measure in FY 2016			100%	100%	98%	97%	97%	96%	97%	93%	98%	97%	99%	97%	98%	98%	96%	96%	98%	96%	96%	97%
Court		% of Cashier Errors in Case Management	New Measure in FY 2016			1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Court		% of Citations entered within 5 days	New Measure in FY 2016			100%	100%	99%	97%	100%	100%	99%	96%	100%	100%	100%	92%	100%	100%	100%	100%	100%	100%	100%	100%
Police		% of UCR Part 1 crimes cleared (not to be used for official reporting purposes)	20%	28%	29%	20%	25%	26%	24%	24%	20%	24%	28%	23%	24%	25%	27%	27%	24%	24%	24%	19%	21%		
Police		Committed Time to all calls (minutes)	75.43	87.83	86.47	80	83.93	88.30	90.02	88.38	88.38	84.17	82.85	84.85	84.17	86.06	89.59	89.25	91.72	90.1	88.24	85.95	92.44	86.76	
Police	Arrests (target based on historical estimate)	18,145	17,046	15,186	16,000	3,268	3,836	3,748	3,748	3,465	14,317	1,157	1,045	1,066	1,178	1,267	1,391	1,341	1,124	1,283	1,070	1,194	1,201		
Police	DWI Crashes	458	441	461	427	92	115	126	126	129	462	35	29	28	32	37	46	39	43	44	44	37	38	54	
Police	Domestic Violence Reports	3,744	3,741	3,856	3,610	965	917	1,029	3,604	693	3,604	321	319	325	303	300	314	310	354	365	365	316	377		
Police	Domestic Violence Victims Served	5,059	4,181	5,580	4,900	1,334	1,409	1,524	1,524	2,021	6,288	514	417	403	463	455	491	512	516	496	496	623	717	681	
Police	Human Trafficking Victims Served	18	16	20	50	6	6	3	6	17	17	2	1	2	2	2	0	0	2	2	1	0	1	1	
Police	Injury Crashes	2,468	2,524	2,670	2,375	735	723	780	780	819	3,057	261	244	230	201	248	274	248	273	259	259	273	294	252	
Police	Violent Crimes Index (not to be used for official reporting purposes)	1,865	1,808	2,040	1,615	492	506	516	516	386	1,900	183	144	165	154	167	185	154	181	181	181	207	179		
Police	Property Crimes Index (not to be used for official reporting purposes)	15,427	13,196	13,744	12,350	3,181	2,941	3,202	3,202	2,165	11,489	1,036	1,026	1,119	1,056	917	968	1,090	1,058	1,054	1,054	1,055	1,110		
Police	Number of Procedural Justice Stories for the public	New Measure in FY 2016			24	242	231	42	42	34	549	66	80	96	82	72	77	14	18	18	10	14	12	8	
Police	Outreach Presentations Dedicated to Human Trafficking	New Measure in FY 2016			75	4	4	3	4	2	13	2	2	1	1	1	2	2	2	2	2	1	1	1	
Police	Outreach Hours Dedicated to Domestic Violence	New Measure in FY 2016			3,500	638	619	683	683	823	2,763	244	209	185	222	203	194	212	252	219	219	281	279	263	





**City of Arlington Core Service Area:  
Public Safety**

Dept.	Goal Categories	Key Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Annual Target	FY 2016 1st Qtr. Actual	FY 2016 2nd Qtr. Actual	FY 2016 3rd Qtr. Actual	FY 2016 4th Qtr. Actual	FY 2016 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	
Fire		9-1-1 Dispatch Center Calls For Service (calls from 9-1-1 phone switch)	419,463	427,837	427,050	430,000	101,490	95,439	106,981	107,165	411,075	36,524	31,294	33,672	30,478	30,686	34,275	34,196	36,651	36,134	36,844	35,727	34,594	
Fire		Police Calls for Service Handled and Processed by PD Dispatch	350,127	323,999	328,599	325,000	79,207	94,864	89,630	80,521	344,222	26,958	24,932	27,317	32,264	31,502	31,098	31,246	29,241	29,143	25,545	27,448	27,528	
Fire		Emergency Calls	2,734	1,453	1,160	1,750	309	337	368	371	1,385	112	84	113	108	109	120	106	141	121	127	122	122	
Fire		Priority 1 Calls	114,093	90,759	93,524	90,000	22,286	22,762	22,561	20,877	88,486	7,638	7,005	7,643	7,697	7,214	7,851	7,750	7,752	7,059	6,907	6,958	7,012	
Fire		Priority 2 Calls	53,171	51,519	60,549	52,000	15,666	14,830	15,596	15,585	61,677	5,436	4,947	5,283	4,817	4,644	5,369	4,981	5,307	5,308	5,378	5,183	5,024	
Fire		Priority 3 Calls	180,129	180,768	173,366	180,000	40,946	56,935	51,105	43,686	192,672	13,772	12,896	14,278	19,642	19,535	17,758	18,409	16,041	16,655	13,131	15,185	15,370	
Fire		Officer Initiated (not included in total)	136,956	68,873	162,623	110,000	38,916	56,337	47,762	39,418	182,433	12,952	12,442	13,522	19,753	19,234	17,350	17,731	14,749	15,282	11,517	13,745	14,156	
Fire		Ambulance Dispatched Calls for Service	47,186	45,879	48,217	47,500	12,857	12,736	13,590	13,255	52,311	4,260	4,148	4,322	4,060	4,173	4,503	4,423	4,752	4,415	4,449	4,475	4,331	
Fire		Fire Dispatched Calls for Service	36,512	38,564	41,011	40,600	10,496	10,596	11,505	11,808	44,405	3,662	3,337	3,497	3,397	3,400	3,799	3,784	3,962	3,759	4,338	3,804	3,666	
Fire		Fires	3,272	3,647	3,388	3,800	909	793	897	971	3,570	365	236	308	276	245	272	284	312	301	354	315	302	
Fire		Emergency Medical Service	29,346	30,744	31,645	32,500	8,228	8,579	9,227	9,025	35,059	2,857	2,617	2,754	2,728	2,758	3,093	3,057	3,147	3,023	3,007	3,080	2,938	
Fire		Other	3,894	4,176	5,259	4,300	1,359	1,233	1,381	1,812	5,775	440	484	435	393	397	433	443	503	435	977	409	426	
Fire		Dispatched Animal Services After-Hours Calls for Service	757	635	659	750	152	135	213	161	661	62	44	46	33	46	56	50	84	79	65	52	44	
Fire		Fire Department Incidents (un-audited)	35,572	38,542	40,496	39,935	10,165	10,231	11,101	10,828	42,325	3,523	3,263	3,379	3,282	3,294	3,655	3,633	3,820	3,648	3,624	3,644	3,560	
Fire		Fires	976	1,004	836	985	181	205	185	240	811	76	42	63	68	68	69	69	58	58	58	93	75	72
Fire		Emergency Medical Service	17,928	18,925	19,209	19,500	4,652	4,974	5,308	5,175	20,109	1,574	1,526	1,552	1,518	1,656	1,800	1,702	1,827	1,779	1,728	1,780	1,667	
Fire		Other Emergency Incidents	16,668	18,613	20,451	19,450	5,332	5,052	5,608	5,413	21,405	1,873	1,695	1,764	1,696	1,570	1,786	1,862	1,935	1,811	1,803	1,789	1,821	
Fire		Fire Department RMS Unit Responses (un-audited)	48,785	51,975	54,915	55,373	13,965	13,718	14,968	14,516	57,167	4,868	4,420	4,677	4,393	4,364	4,961	4,947	5,167	4,854	4,830	4,851	4,835	
Police		Total patrol responses (target based on historical estimate)	186,621	175,214	176,915	175,000	43,720	44,865	45,210	49,291	183,086	15,586	13,842	14,292	14,988	14,284	15,593	15,408	15,156	14,646	16,433	16,418	16,440	



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Arlington  
Texas**

For the Fiscal Year Beginning

**October 1, 2015**

Executive Director