

City of Arlington  
 FY 2024 Adopted Budget  
 Cover Page

This budget will raise more revenue from property taxes than last year’s budget by an amount of \$23,210,189, which is a 12.02%, increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$2,989,178.

Record vote

For: J. Ross, H. Moise, R. Gonzalez, N. Hunter, R. Boxall, L. Pham, B. Odom-Wesley, B. Hogg

Against:

Present and not voting:

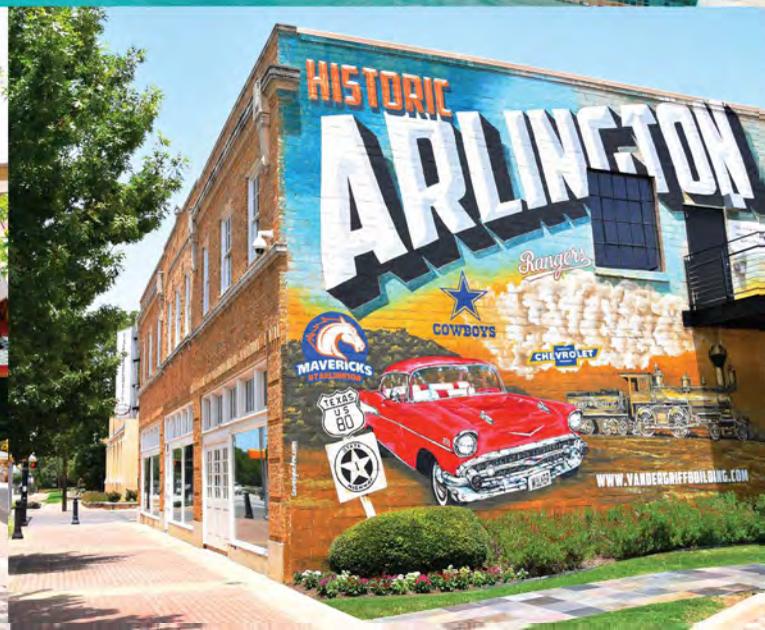
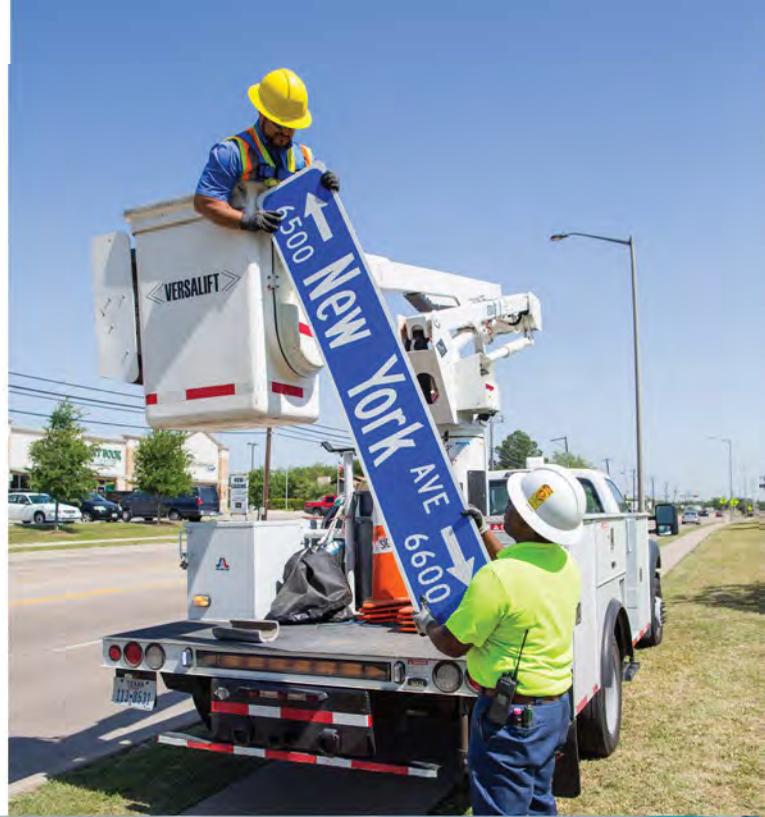
Absent: A. Piel

<b>City of Arlington Property Tax Rates per \$100 of assessed valuation</b>	<b>FY 2023</b>	<b>FY 2024</b>
Property tax rate	\$0.599800	\$0.589800
No New Revenue Rate	\$0.560930	\$0.533600
NNR Maintenance & Operations rate	\$0.365874	\$0.355496
Voter Approval tax rate	\$0.600135	\$0.642500
Debt rate	\$0.196800	\$0.181800

Total amount of City of Arlington debt obligations:  
 \$71,456,818



# ADOPTED BUDGET & BUSINESS PLAN





# CITY COUNCIL PRIORITIES



**SUPPORT**  
*Youth and Families*



**LEVERAGE**  
*Technology*



**CHAMPION**  
*Great Neighborhoods*



**INVEST**  
*In Our Economy*



**ENHANCE**  
*Regional Mobility*



**BUILD**  
*Unity*

FY24

## PURSUE OUR VISION

A pre-eminent city, Arlington aims to create an environment that empowers everyone to live their best lives and achieve their version of the American Dream.

## FULFILL OUR MISSION

The City of Arlington efficiently meets the needs of the public through innovation, active engagement, and inclusive practices. The City invites everyone to work together to help us provide high-quality, cost-effective services and strong, safe neighborhoods.

## CORE SERVICES

Public Safety, Culture/ Recreation/ Education, Financial/ Economic Development, Infrastructure.

## LIVE OUR VALUES

- Accountability
- Collaboration
- Innovation
- Inclusiveness
- Professionalism

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# Manager's Message

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## INTRODUCTION

### Stability Returns Post-Pandemic

It is difficult to remember a time in the City's history that has brought about more dramatic swings in economic conditions than the past few years. The sharp downturn experienced during the pandemic, closely followed by the substantial and rapid recovery that improved our financial outlook beyond our most optimistic hopes, and the new challenges now emerging in the post-pandemic environment, have tested our ability to adapt and respond **while keeping our focus on the City's long-term strategies and goals.** The need to react quickly to new and unforeseen circumstances can sidetrack steady progress toward long-term objectives. One of our biggest challenges in the coming years will be achieving the right balance between short-term flexibility and sustainable progress toward fulfilling the long-term commitments we have made to our citizens.

As the effects of the pandemic gradually faded during 2021 and 2022, a new financial threat arose that had not caused concern in decades. Inflation that had remained in the 2.0 or 2.5 percent range increased dramatically by the summer of 2022. The inflation rate for the DFW Metroplex rose to over 9.0 percent by last summer, up from 1.5 percent as recently as January 2021, causing consumer worries that were already high due to supply-chain disruptions, scarcity of labor in transportation and certain service sectors of the economy, and rising fuel prices as concerns rose about the global economic impacts of the conflict in Ukraine. However, there are positive signs of late; the most recent data available from the U.S. Department of Labor shows the DFW inflation rate gradually returning to historic norms, expected to fall even further during the remainder of 2023 and into 2024.

The just-concluded special session of the Texas Legislature resulted in significant changes to the state's property tax laws and the largest property tax cut in the state's history. Pending approval by the voters in November, S.B.2 and S.B.3 will result in approximately \$18 billion in savings to property owners, primarily by increasing the state-mandated homestead exemption provided by school districts from \$40,000 to \$100,000, and to \$110,000 for over-65 and disabled residents. S.B.2 will also limit the annual growth of tax bills for residential and commercial properties valued at \$5.0 million or less to no more than 20 percent under a three-year pilot project. S.B.3 will reduce the franchise fees paid by small businesses for the use of public rights-of-way to deliver their services.

### Opportunities for Continued Success

Passed in 2019, new state tax law allows cities to accumulate the annual difference between the Voter Approval Tax Rate (VATR, the rate above which a vote by citizens is required for approval) and the adopted tax rate, rolling forward for a period of three years. This accumulated difference is defined as the unused tax rate increment. Because Arlington has consistently adopted a property tax rate that is below the VATR, the accumulated unused increment available for FY 2024 is 6.5 cents.

Using the certified tax roll received in July, the City's proposed tax rate of \$0.5898 is 1.25 cents higher than the new VATR of \$0.5773, still one cent below the current rate. This strategy, combined with 14.0 percent growth in taxable property values, will increase property tax revenues by approximately \$19.4 million in FY 2024. A total of \$3,852,319 of this increase will be allocated to begin a two-year program to phase in the expansion of Fire apparatus staffing from three to four (40 positions in year one), consistent with the staffing levels maintained by many of the large Fire departments in the DFW area. Additional funding will also be allocated for fire station alerting system updates, upfitting, physical testing and health and fitness services for candidates, new bunker gear, apparatus purchases, and an amount set aside to maintain General Fund reserves.

The Proposed Budget also reauthorizes all of Arlington's current property tax exemptions, including the local-option 20 percent homestead exemption, the \$60,000 exemption for over-65 homeowners, and \$60,000 for disabled owners. These policies demonstrate our continued commitment to a taxpayer-favorable and fiscally responsible approach to the resources provided by our taxpayers.

### Keeping Commitments, Expanding Our Services

Much of our success in the coming year will depend on fulfilling commitments that we have already made. As the remaining resources provided through the American Rescue Plan Act are obligated through 2024, we must replace that funding with recurring revenues that have rebounded from the effects of the pandemic. Among the significant promises we have made is the opening of the new Active Adult Center, now scheduled for late 2024 or early 2025. Funding of \$653,995 in the General

# Manager's Message

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Fund, and \$927,789 in the Park Performance Fund, beginning in the summer of 2024 as the public opening of the facility approaches, provides an initial investment for a partial year, with full funding to begin in FY 2025.

Implementing strategies to address homelessness in the City will be a priority in FY 2024. Resources are allocated for programs to locate and assist in clean-up initiatives for homeless encampments, and to deter re-encampment once those sites are cleared. In the Code Compliance Department, a total of \$178,024 has been allocated to pursue these initiatives, which includes the addition of one new staff position. It is anticipated that these efforts will involve participation by multiple departments, and our experience in FY 2024 will guide future decisions about the next steps we can take to provide safe and compassionate alternatives to encampments for the homeless.

Another focus of our efforts in the coming year will be maintaining and improving the cleanliness and overall attractiveness of the City, and several funding initiatives are included in the Proposed Budget to address this area. The Parks and Recreation Department will receive \$371,628 for increased mowing costs, \$125,000 for litter removal along linear trails, and \$175,000 for the green screen project along SE Green Oaks Blvd., Public Works (in the Storm Water Fund) will receive an additional \$38,250 for street sweeping, Planning & Development will receive \$104,414 for a new Streetscape Inspector position, and \$75,000 is allocated in the Infrastructure Maintenance Reserve to clean and maintain the 101 Center Street parking garage. I have also instructed our service personnel in the field, regardless of department, to join the effort to remove litter and debris wherever it is found to help ensure that the City remains as clean and attractive as possible.

Over the years we have made substantial commitments to provide outstanding parks and recreation opportunities for our citizens, and this Proposed Budget continues that tradition. In addition to the Active Adult Center and cleanliness efforts, Parks and Recreation will receive \$700,000 of funding for restroom improvements at the Arlington Tennis Center, \$75,000 for maintenance of recreation buildings and facilities, and \$61,200 for operation and maintenance costs associated with new parks. The maintenance of City buildings continues to be a priority. Carry-forward funding is provided for facility improvements at the 101 Center Street parking garage (\$149,000) and the City Tower (\$235,000). New funding is provided for several elevator upgrades (\$126,500), the addition of concrete stairs, handrails, and retaining wall at the Lake Arlington Library (\$225,000), window replacement at the Northeast Library (\$49,241), restroom improvements at 1015 W. Main Street (\$233,710), exterior painting at various facilities (\$450,932), carpet replacement at the Southwest Library (\$91,220), and an additional investment of \$875,000 for general building maintenance.

In addition to funding the first year of the four-man apparatus staffing plan, the Fire Department will also receive \$481,200 for specialty pay for all personnel who achieve EMT Certification. The Police Department will receive \$619,856 (largely offset by revenues from AISD) to enhance the School Resource Officer program, \$50,000 to support expanded Community Programs, and an additional \$5,110 for the Alliance for Children initiative.

Evolving technology drives innovation in all areas of our service delivery, and the costs associated with maintaining our technological edge continue to increase. In FY 2024, we are making significant investments in our existing and new technology, including \$321,608 for software licensing and maintenance, \$481,000 for the Kronos (payroll and timekeeping) replacement system, \$150,000 for cybersecurity risk assessments, \$123,588 for a new Information Security Analyst position, \$107,552 for a new Fiber and Structured Cabling Specialist position, \$634,000 in carry-forward funding for the Enterprise Resource Planning system, and a total of \$2,964,710 for enterprise-wide IT projects in Police, Public Works, the Municipal Court, and contracting services for technology program support. The Transportation Department will receive \$115,668 to migrate the Handitran software to an updated platform and acquire new Aviation Management software. Technology investments in FY 2024 will also include growing our communications and outreach capabilities. The Office of Business Diversity will receive \$46,600 for the Spark Business Resource Center and to fund additional expositions and workshops to support our public education efforts, and Communications and Legislative Affairs will receive \$54,000 for additional social media promotions.

The programs and funding allocations outlined above represent the highlights of what I have included for Council's **consideration** as the FY 2024 Proposed Budget is discussed. A complete list of all FY 2024 Budget Proposals submitted by the departments, those that are included in this Proposed Budget as well as those that were declined, can be found in the Other Budget Information section of this document.

# Manager's Message

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## CONCLUSION

The average household in Arlington will see the following increases in FY 2024:

- Property taxes on the average home will increase by \$13.37 per month
- Water and Sewer rate increase of \$2.76 per month (the average residence uses about 7,000/3,000 gallons of water/sewer per month)
- Garbage and recycling rate increase of \$0.75 per month, including taxes and fees
- Storm water rate increase of \$0.50 per month

The average household will pay \$208.54 more per year (\$17.38 per month) for property taxes, water, sanitation, and storm water services provided by the City.

Keeping our commitments is an overarching theme throughout the FY 2024 Proposed Budget. Over the past few years the City has clearly demonstrated its flexibility and adaptability in responding to abrupt changes, but those course corrections must be made within the overall context of staying on course toward our long-term goals. We are confident that the Proposed Budget strikes the appropriate balance between preserving what we have, developing new programs to serve our residents and businesses, while maintaining our ability to respond effectively to unanticipated challenges that may arise in the future.

I am honored to present the FY 2024 Proposed Budget for consideration by the Mayor and City Council and look forward to **finalizing our plan of work to serve the City's residents in the coming year.**

Sincerely,



Trey Yelverton  
City Manager

# Manager's Message

The table below shows positions added in the FY 2024 Budget.

## FY 2024 ADOPTED POSITION ADDS

GENERAL FUND	
1 Homeless Camp Cleanup Coordinator	Code
1 Code Compliance Technician	Code
1 Sr Code Compliance Officer	Code
1 Financial System Administrator	Finance
1 2080 Fire Captain	Fire
40 Firefighter	Fire
1 Compensation Specialist	HR
2 Customer Service Assistant	Library
1 Administrative Aide II	Parks
1 Aquatics Program Coordinator	Parks
1 Athletics Sports Coordinator	Parks
1 Building Maintenance Worker	Parks
1 Lead Aquatics Maintenance Tech	Parks
2 Lead Indoor Lifeguard	Parks
1 Recreation General Manager	Parks
2 Recreation Program Coordinator	Parks
2 Service Representative	Parks
1 Environmental Health Specialist	Planning
1 Planner	Planning
1 Sr Environmental Health Specialist	Planning
1 Streetscape Inspector	Planning
5 Police Officer	Police
1 Grants Coordinator	Trans
<b>70 Total</b>	

INFORMATION TECHNOLOGY SUPPORT FUND
1 Customer Support Specialist
1 Fiber Specialist
1 Information Security Analyst II
1 Systems Account Administrator
<b>4 Total</b>

PARK PERFORMANCE FUND
1 Irrigation Tech
3 Sr Landscape Tech
<b>4 Total</b>

STORMWATER UTILITY FUND
1 Civil Engineer
1 Environmental Specialist
<b>2 Total</b>

WATER UTILITIES FUND
2 Asset Information Specialist
1 Chief Maintenance Tech
2 Dispatchers
3 Lead Utility Technician
1 Marketing Aide
3 Meter Service Worker
1 Operations Support Supervisor
1 Treatment Operations Supervisor
3 Utility Technician
1 Water and Sewer Crew Chief
<b>18 Total</b>

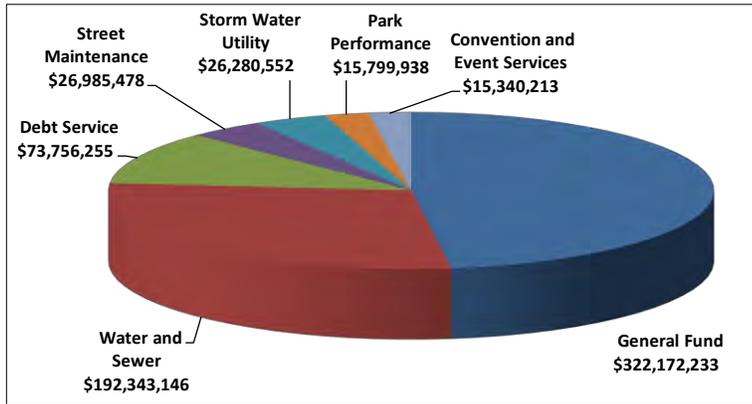
**98 TOTAL POSITION CHANGES**

# Budget In Brief

## FY 2024 ADOPTED OPERATING BUDGET

### Revenues

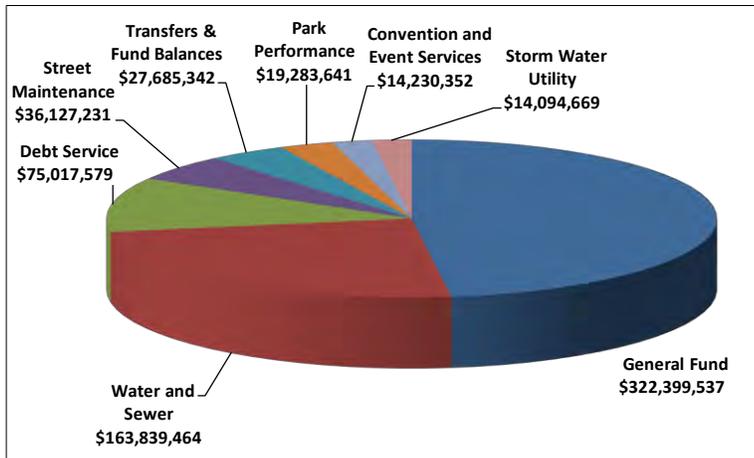
The adopted revenue total for the City in FY 2024 is \$672,677,815. The following chart shows adopted revenues for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$322,172,233	48.0%
Water and Sewer	\$192,343,146	28.6%
Debt Service	\$73,756,255	11.0%
Street Maintenance	\$26,985,478	4.0%
Storm Water Utility	\$26,280,552	3.9%
Park Performance	\$15,799,938	2.3%
Convention and Event Services	\$15,340,213	2.3%
<b>Total FY 2024 Revenues</b>	<b>\$672,677,815</b>	<b>100.0%</b>

### Expenditures

The adopted expenditure total for FY 2024 is balanced to revenues, at \$672,677,815. The following chart shows adopted expenditure levels for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$322,399,537	47.8%
Water and Sewer	\$163,839,464	24.4%
Debt Service	\$75,017,579	11.2%
Street Maintenance	\$36,127,231	5.4%
Transfers & Fund Balances	\$27,685,342	2.9%
Park Performance	\$19,283,641	4.1%
Convention and Event Services	\$14,230,352	2.1%
Storm Water Utility	\$14,094,669	2.1%
<b>Total FY 2024 Expenditures</b>	<b>\$672,677,815</b>	<b>100.0%</b>

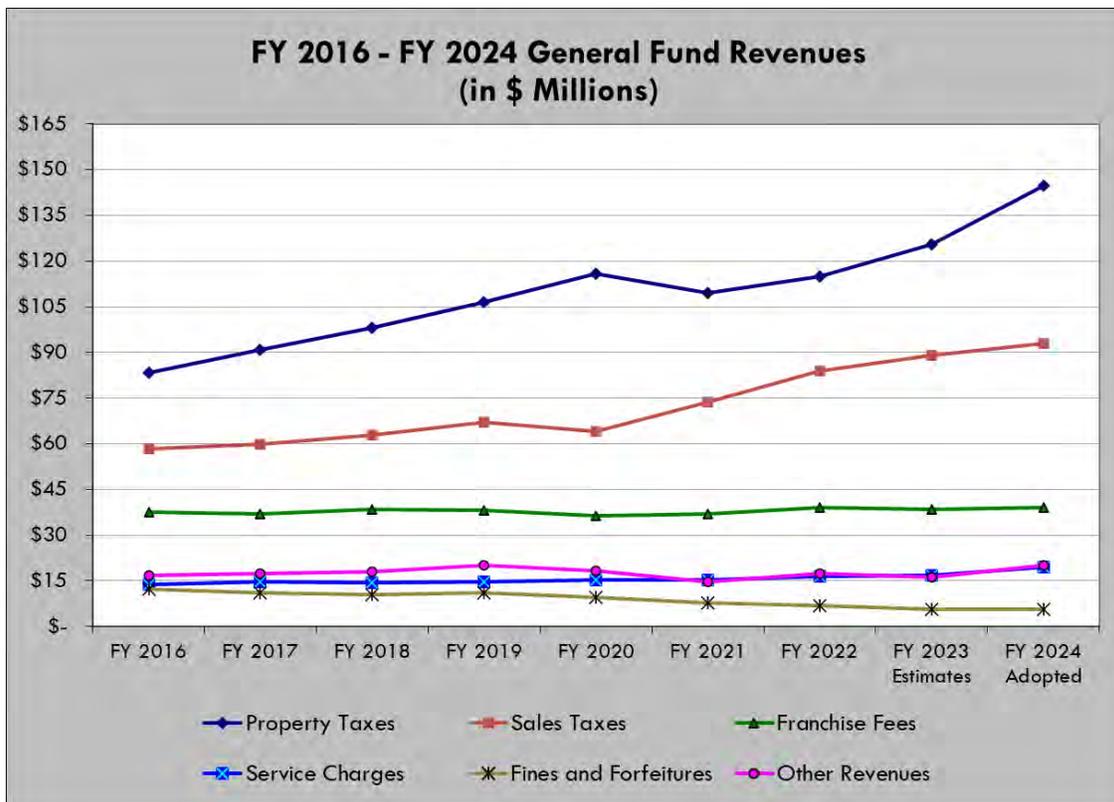
# Budget In Brief

## FY 2024 ADOPTED GENERAL FUND REVENUES

The City's revenue outlook continues to show dramatic improvement, particularly for property and sales tax revenues. The effects of the pandemic have steadily faded, and sales taxes have continued to grow beyond what could have been expected with historical growth rates, even had the pandemic not occurred. Growth in online retail, spurred by the health crisis, has become the norm for many consumers, with online purchasing gradually taking a larger share of traditional brick-and-mortar shopping. Property values, typically a trailing indicator of economic stress, did not show the declines that were expected as the City emerged from the pandemic, with the strong growth over the last two years largely driven by increases in residential values due to the robust housing market. For FY 2024, assessed property values increased by 14.0% from last year, and sales taxes are projected to grow by 4.5% above the current FY 2023 estimate of \$89.1 million, which is \$2.4 million above the budget for the current year. The following table provides a summary of General Fund revenues by major category for FY 2022 Actuals, FY 2023 Estimates, and FY 2024 Adopted revenues.

	<u>FY 2022 Actuals</u>	<u>FY 2023 Estimates</u>	<u>FY 2024 Adopted</u>
Property Taxes	\$ 114,860,402	\$ 125,436,636	\$ 144,776,982
Sales Taxes	83,977,216	89,098,295	93,107,718
Franchise Fees	39,091,159	38,348,276	39,084,396
Service Charges	16,449,674	16,762,384	19,510,258
Fines and Forfeitures	6,876,870	5,520,460	5,589,315
Other Revenues	17,341,776	16,291,967	20,103,563
<b>Total Revenues</b>	<b>\$ 278,597,096</b>	<b>\$ 291,458,018</b>	<b>\$ 322,172,233</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 the decline in sales tax revenues during FY 2020, the decline in property tax revenues in the following year, then strong growth in both revenue categories, beginning in FY 2021 for sales taxes and in FY 2022 for property taxes.



# Budget In Brief

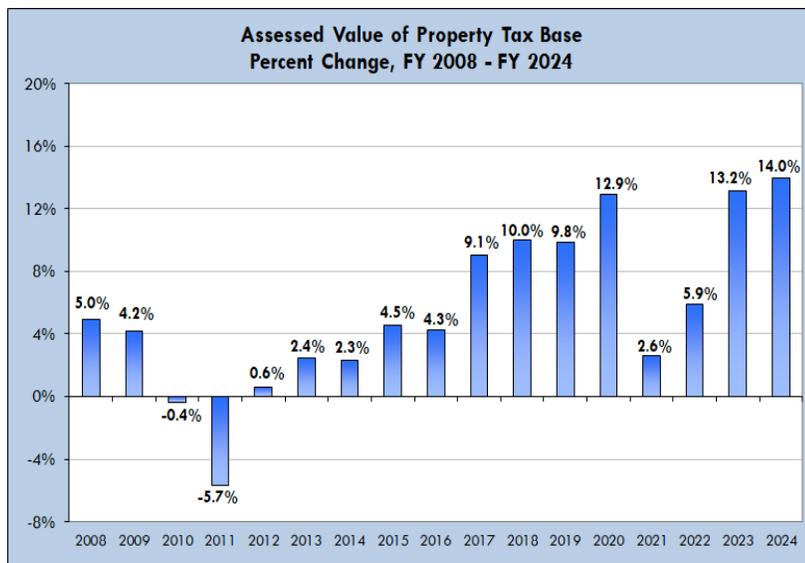
## PROPERTY TAXES \$144.8 MILLION, 44.9% OF GENERAL FUND REVENUES

The largest single revenue source for the General Fund is the Property Tax. In FY 2024, this revenue represents 44.9% of General Fund revenues, up from 43.2% in FY 2023. The total assessed value of taxable property in Arlington is \$40.7 billion, an increase of \$5.0 billion from FY 2023.

The adopted ad valorem tax rate in FY 2024 is \$0.5898 per \$100 of assessed value, which is 1.0 cent lower than the FY 2023 rate. The General Fund's portion of the adopted rate is 40.80 cents per \$100 of assessed value, which represents 69.2% of the total tax rate.

	FY 2023	FY 2024	Increase (Decrease)
General Fund Tax Rate	40.30	40.80	0.50
Debt Service Tax Rate	19.68	18.18	(1.50)
Total Property Tax Rate	59.98	58.98	(1.00)

As the chart to the right indicates, the allocation of the property tax rate between Debt Service and the General Fund shifts in FY 2024, with the General Fund's portion increasing by 0.50 cents and the Debt Service portion decreasing by 1.50 cents. As shown in the accompanying bar chart, the property tax base grew by 14.0% in FY 2024, continuing the strong growth seen in

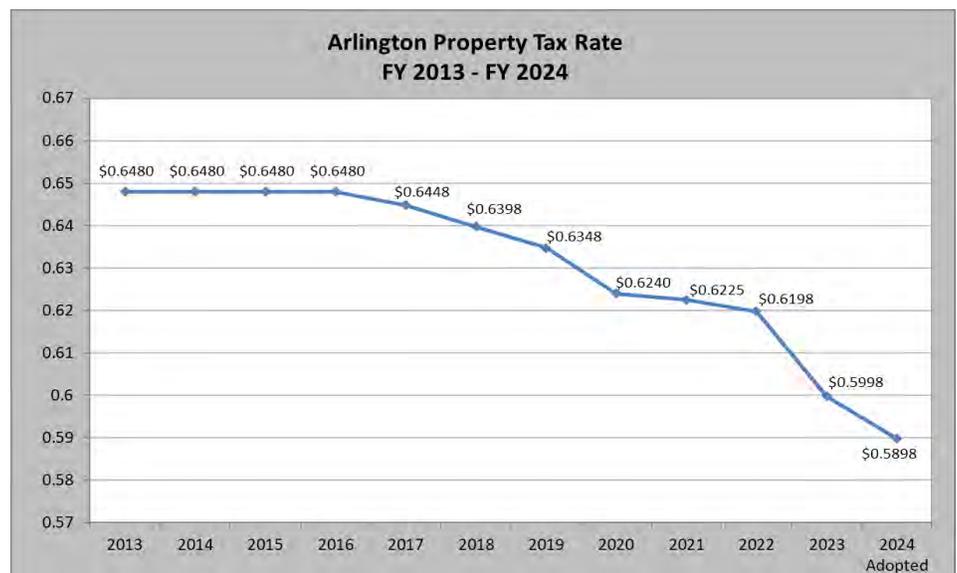


FY 2023 following two years of more moderate increases. General Fund revenues from this growth are anticipated to increase in FY 2024 by approximately \$19.4 million from the FY 2023 budget.

The 14.0% growth in the property tax base reflects an increase in values of \$5.0 billion from the certified roll received in July of last year, as shown below.

Certified Roll, July 2022:	\$35,743,713,630
Increase in values:	<u>4,998,823,558</u>
Certified Roll, July 2023:	\$40,742,537,188

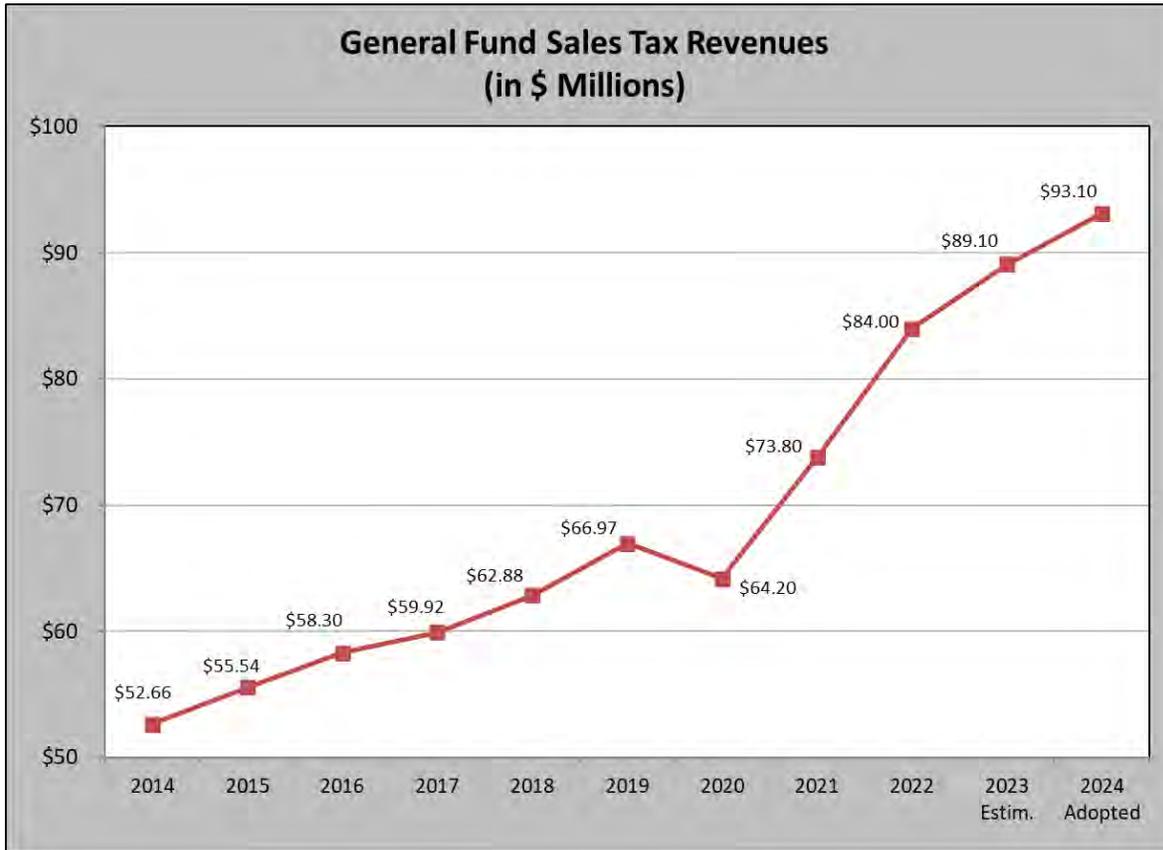
The graph to the right shows the tax rate history in the City since FY 2013. The adopted rate of \$0.5898 per \$100 of assessed value represents the eighth consecutive year in which the City has lowered its ad valorem tax rate.



# Budget In Brief

## **SALES TAXES \$93.1 MILLION, 28.9% OF GENERAL FUND REVENUES**

The City's portion of the total 8.25-cent sales tax rate is 2.00 cents. Six and one-quarter cents is retained by the state, the General Fund receives one cent, one-half cent provides funding to repay the City's portion of the debt on sports venues, one-quarter cent provides funding for street maintenance, and one-quarter cent (approved by the voters in November 2020 and becoming effective in April 2021) supports the activities of the Arlington Economic Development Corporation. General Fund sales tax revenue for FY 2024 is projected at \$93,107,718. These taxes represent 28.9% of General Fund revenue in FY 2024, down from 29.8% in the FY 2023 budget. The following chart shows the City's sales tax revenue history for the past 10 years.



## **OTHER REVENUES – \$84.3 MILLION, 26.2% OF GENERAL FUND REVENUES**

Franchise Fees are paid by utilities for the use of City streets, rights-of-way, and property in providing utility service to citizens. These revenues represent 12.1% of General Fund revenues in FY 2024, down from 12.8% in the FY 2023 budget. The electric utility pays the most in franchise fees and is expected to pay \$13.05 million in FY 2024. Other franchise fees include telephone, cable television, garbage collection, and water and gas utilities.

Service Charges are collected by the City for the use of facilities or services. These include pool and recreation center fees, various inspections and reviews conducted by City personnel, and transfers from other City funds to reimburse the General Fund for services provided to those funds. In FY 2024, these revenues represent 6.1% of General Fund revenues, unchanged from the FY 2023 budget.

Fines and forfeitures are obtained primarily from fines assessed by the City's Municipal Court. In FY 2024, these revenues represent 1.7% of General Fund revenues, down from 2.5% in the FY 2023 budget. Revenues received by the Municipal Court are expected to be \$1.63 million lower than the FY 2023 budget.

# Budget In Brief

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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 2024, these revenues represent 6.3% of General Fund revenues, up from 5.6% in the FY 2023 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 2024.

- The Water Utilities Fund is projecting available resources (beginning balance, revenues, and net interfund transfers) of \$163.9 million and total expenditures of \$163.8 million.
- The Storm Water Utility Fund is projecting available resources of \$14.2 million and total expenditures of \$14.1 million.
- The Convention and Event Services Fund is projecting available resources of \$14.2 million and total expenditures of \$14.2 million.
- The Park Performance Fund is projecting available resources of \$19.6 million and total expenditures of \$19.3 million.
- The Street Maintenance Fund is projecting available resources of \$36.5 million and total expenditures of \$36.1 million.
- The Document Services Fund (internal service fund) is projecting available resources of \$2.4 million and total expenditures of \$2.4 million.
- The Fleet Services Fund (internal service fund) is projecting available resources of \$12.3 million and total expenditures of \$12.2 million.
- The Information Technology Support Fund (internal service fund) is projecting available resources of \$23.1 million and total expenditures of \$22.8 million.
- The Communication Services Fund (internal service fund) is projecting available resources of \$14.6 million and total expenditures of \$14.2 million.
- The Debt Service Fund is projecting available resources of \$77.3 million and total expenditures of \$75.0 million.

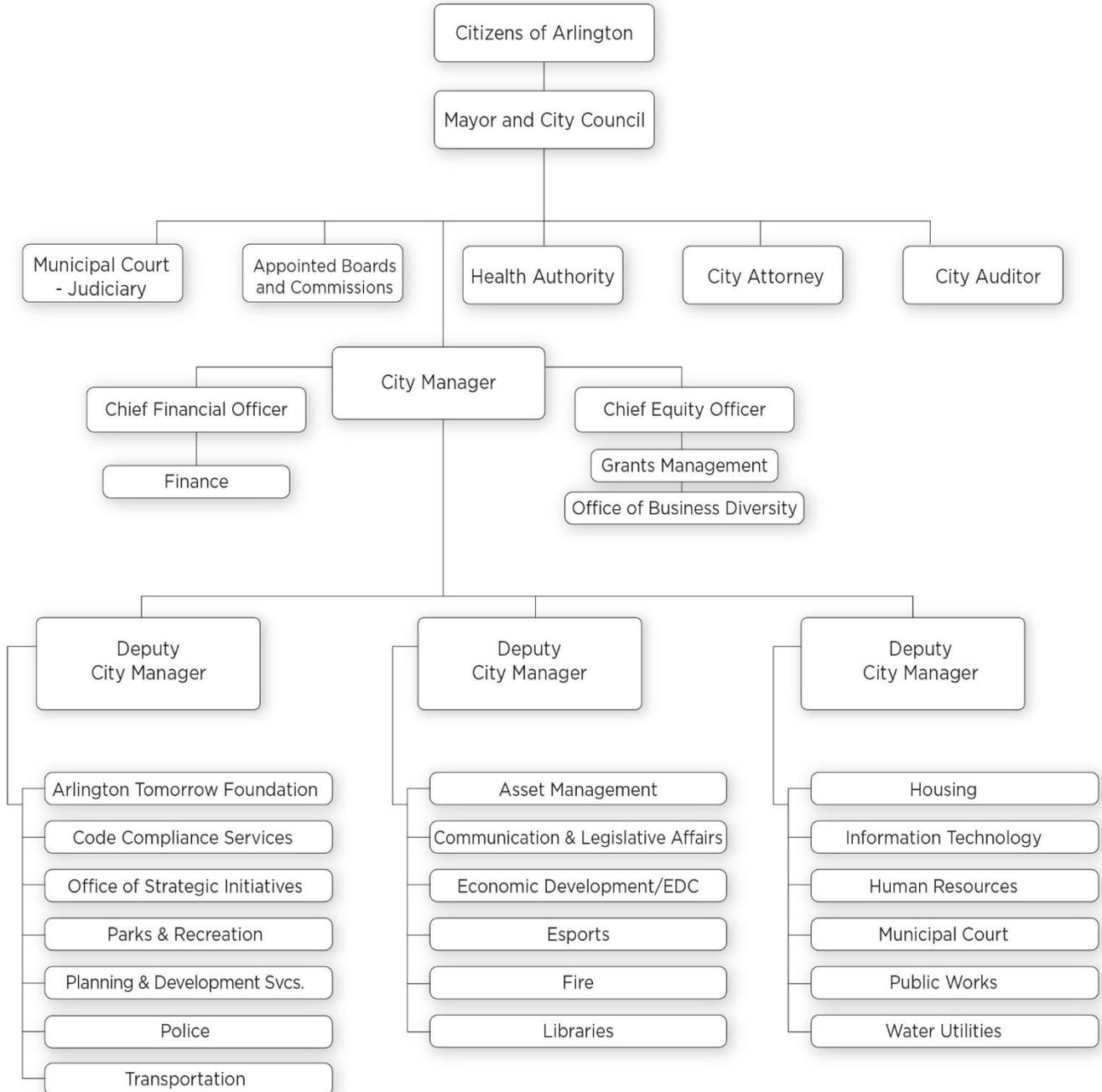
# Budget In Brief

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# Organization Chart

## City of Arlington Organization Chart



Rev. 07.22

# 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 1<sup>st</sup> and ending September 30<sup>th</sup> of the following year.

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

For FY 2024, those priorities are:

- Build Unity
- Champion Great Neighborhoods
- Enhance Regional Mobility
- Invest in Our Economy
- Leverage Technology
- Support Youth and Families

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

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

The Business Plan Projects are represented by departments in the ten 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 and the primary functions of the departments. Also included are some recent awards received.

**Asset Management** includes Building Design and Construction, Facility Services, Fleet Services and Solid Waste & Recycling. AM is responsible for assets owned and controlled by the City, including libraries, recreation centers, public safety facilities and sanitary landfill. AM works in partnership with departments to ensure effective stewardship of assets to deliver services. AM also oversees revenue collection for two landfill contracts and the garbage and recycling franchise agreement.

Building Design and Construction manages vertical construction. In the last five years, the team has managed 64 capital projects valued at about \$120 Million.

Currently, the team is overseeing construction for Fire Station No. 1 Rebuild, Active Adult Center, and design for the Police North Substation/Evidence Storage & Crime Lab. For FY 2023, other projects include Improvements at Ott Cribbs Public Safety Center, a feasibility study for a new Public Safety Training Center, structural and mechanical improvements and elevator replacement at the City Tower, Arlington Tennis Center improvements and Fire Station 8 rebuild.



Facility Services is responsible for 184 facilities totaling over 2,371,799 million square feet. The team repairs and maintains building interior and exteriors, and major building components such as electrical systems, elevators, fire alarm systems, generators, HVAC, and plumbing. An in-house carpentry shop builds custom cabinetry, furniture, and specialty fixtures. Of about 3,200 service requests annually, the team completes 2,480 on average.

Fleet Services is responsible for the purchase, maintenance, repair, and disposal of fleet assets. The Fleet team manages the **City's fleet maintenance contract of about 1,000 vehicles and pieces of equipment. The contractor averages about 10,000 work orders a year.** The contractor is also responsible for upfitting and decommissioning vehicles and equipment. In FY 2023, Fleet has added one new Ford Lighting (fully electric truck) to go into service this year, which brings the electric fleet to 10 units. Also, Level 2 Electric Vehicle charging stations have been installed at seven City facilities. Solid Waste & Recycling manages **contracts for the City's 800-acre landfill and a gas-to-energy facility.** In FY 2022, the landfill accepted over 980,000 tons of waste. A gas-to-energy facility extracts the landfill gas and converts it into natural gas, which is enough to power over 5,000 homes. Mulching and concrete recycling diverts from the landfill over 250,000 tons of concrete and over 50,000 cubic yards of green waste per year. In FY 2022, the landfill contract generated about \$6.9 million in revenue and the landfill gas-to-energy plant generated about \$500,000 for the City.



Solid Waste & Recycling also manages the contract for garbage and recycling collection for about 100,000 homes and 4,500 businesses. Over 300,000 tons of waste generated from residents and businesses are collected, while over 20,000 tons of residential recycling are diverted from the landfill. In FY 2021, the contract generated about \$2.3 million. In August of 2022, the City renewed its contract with Republic Services to continue to provide collection services to the residents and commercial businesses. A major part of the contract renewal is the transition from twice per-week manual bagged trash

collection to once-per-week trash cart collection using an automated side load truck.

AM is also overseeing the deployment of a citywide fiber network which will be owned, maintained, and operated in the right-of-way by a broadband developer as part of a license agreement. This network will increase access to high-speed Internet to households and businesses. Once complete in five to seven years, the City will receive revenue from subscriber accounts.

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**Code Compliance Services** consists of Animal Services and Code Compliance working as a team with Arlington citizens, partners in the community and nationwide, and with other city departments in support of youth and families while building and protecting thriving neighborhoods.

**Animal Services'** award-winning team encourages responsible pet ownership and provides for the humane care of stray and unwanted animals. Programs offered include animal care operations, pet adoptions, pet licensing, field enforcement services, bite/dangerous animal investigations and a veterinary clinic that provides health, and sterilization/vaccination services.

**Aligned with the City's FY 2023 Council Priorities to "Champion Great Neighborhoods", the Animal Services team partnered with Best Friends Animal Society and Operation Kindness to support a healthy pet community by providing free and low-cost vaccination clinics and free microchipping for pets. This partnership has allowed Animal Services to provide lifesaving epidemiological protection within our community against deadly diseases like rabies, parvo and distemper to improve the pet community in Arlington neighborhoods. A total of 600 pets received vaccinations and 377 microchips during two well-attended events held events with Operation Kindness.**



Code Compliance focuses on education to gain compliance with city ordinances pertaining to maintenance, sanitation, rehabilitation, conservation, and safety of existing residential and commercial properties. Code Compliance Officers inspect single-family residential properties, multi-family properties, commercial properties and public swimming pools. Code Compliance works closely with property owners until compliance is achieved or it becomes necessary to mitigate a hazard and take additional enforcement measures.



Code Compliance earned national and state awards in FY 2023, including the 2022 American Code Enforcement Association Community Service Team Award and the 2022-2023 Texas Code Enforcement Association Wes Castolenia Community Service Award. Each prestigious award recognizes Arlington Code Compliance for exemplary community service projects and initiatives focused on building public trust while helping create and sustain healthier, safer and more beautiful neighborhoods.

As of July 1, 2023, Arlington's award-winning Tool Sharing Program created and administered by Code Compliance has provided Arlington residents free use of more than 2,000 tools and equipment with door-step delivery and pick-up to help with residential property cleanup and maintenance since implementation in February 2021.

**Code Compliance's Neighborhood Enhancement Team (NET) cleanup events have yielded 136.62 tons (273,240 pounds) of trash/debris removal from residential neighborhoods since program implementation with the help of more than 200 dedicated volunteers and residents working to improve their properties.**

In addition to community partnerships, education is key to the success of Code Compliance's programs and initiatives. The department's comprehensive Rapid Reference Guides published on the city's website for single-family, multi-family and commercially zoned properties earning national and state recognition supports City Council's Priority to Leverage Technology.

**Communication and Legislative Affairs** has divisions in Executive Support, City Secretary's Office, Vital Statistics, Office of Communication, Action Center, Intergovernmental Relations, and Document Services. Due to the varying types of work, Communication and Legislative Affairs collaborates with departments throughout the City for communication efforts, open records requests, customer service, intergovernmental relations, City Council agenda management, legal postings, revenue enhancement, records management, administration for boards and commissions and managing special projects. The department also directly serves the City Manager's Office and the Office of Mayor and Council. The Communication and

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Legislative Affairs Department not only facilitates interdepartmental projects to enhance cooperation within the organization, but **also takes the lead in connecting City government to Arlington's residents through City Council meetings, City-wide and district-specific tele-townhalls, social media, the City's website, answering calls from residents on a variety of topics** and writing articles that tell the story of the work that the organization does. The City's Intergovernmental Relations Division develops the state and federal legislative agendas, monitors legislation and activities at the state and federal levels, collaborates with other local governments and non-governmental organizations on area legislative needs and projects, and manages the City's state and federal lobbyists. The department also manages resources such as printers and copiers as well as distributes mail throughout the organization with the goal of improving work efficiencies and effectiveness.

The **Office of Economic Development (OED)** strives to support the **growth of Arlington's existing businesses and to recruit new businesses that are consistent with the City's adopted Economic Development Strategy.** The primary goal of the OED is to develop opportunities and attract businesses that **will increase the City's revenue, provide high-quality employment opportunities** for Arlington residents, and contribute to the overall prestige and future growth of the City of Arlington.

The Economic Development Strategy, first implemented in 2015 and comprehensively updated in 2022, guides both the Office of Economic Development and the City's Economic Development Corporation towards the overarching goals related to economic development within the city. Consequently, the OED now also works closely with the EDC on projects that are consistent with the ED strategy.

Over the past couple of years, during the unprecedented Covid-19 pandemic, several new businesses successfully recruited to establish themselves within the City of Arlington. These include Bowery Farming, a high tech indoor/vertical farming company; Wallbox, a Spanish manufacturer of charging stations for electric vehicles; **Ann's Health Food Center, the first downtown grocery store;** Pregis, an eco-friendly packaging and protective products manufacturing company, Innovative Beauty Products, a cosmetic products manufacturer, and distributor; as well as major expansions of Canales Furniture, P&H Casters and Textstars.



In November of 2020, Arlington voters approved the adoption of an additional quarter-cent City sales and use tax during the general election. The quarter-cent sales and use tax will fund Arlington's Economic Development Corporation to undertake such projects as authorized by Chapter 505 of the Texas Local Government Code. The fund is estimated to generate \$30 million per year.

**The fund was used to develop the city's new economic development strategic plan** in partnership with TIP Strategies, an economic development consulting firm out of Austin that was adopted in early 2022 and is currently being used to guide staff on future project initiatives and set goals. The EDC Board of Directors hold regular monthly meetings to receive relevant updates from the Executive Director, staff, and other city staff as needed. To date, the EDC Board has approved three incentive agreements to support growth at Bell Helicopter, located at the **City's Municipal Airport, proposed enhancements for the Town North Shopping Center,** and support for a new WealthTech Accelerator through a partnership with First Rate, Inc. In addition to acquiring strategic properties along Center Street and Six Flags Road, the EDC has established a Strategic Solutions Fund with the Texas Manufacturers Assistance Center. There are other projects in the pipeline that will be presented at future meetings for consideration.

The Unity Council of Arlington recommended the OED utilize existing relationships with banks to make introductions and increase funding opportunities for Black and minority owned businesses. In addition to making introductions, we have also created a resource guide of alternative funding options that may have better racial equity outcomes compared to traditional bank loans, such as fintech loans. Fintech (short for "Financial Technology") loans are open to anyone but tend to have more equitable approval rates. You may have heard of fintech companies like Cash App and PayPal. Some fintech companies exist for the

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purpose of providing loans to small businesses. Additional funding options in the guide include entrepreneur competitions, crowd funded loans, and diversity bank loans which are only open to minority applicants.

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

The Arlington Expo Center operates a 50,000 square-foot expo hall. The facility also is home to Esports Stadium Arlington – a 30,000 square-foot esports competition showroom, a state-of-the-art broadcast and live-event production suite, as well as 8,500 square-feet of esports training, office, and team hospitality spaces.



**The department administers the City's contracts with the Arlington Convention and Visitors Bureau (ACVB) and Esports Venues, LLC.** and works together with these partners to help increase tourism and promote attractions and events in the Entertainment District and the City. Esports Venues, LLC, a division of Optic Gaming, operates and markets Esports Stadium Arlington as the premier facility in the United States for esports events. The company also organizes and produces esports events in the venue. The Arlington CVB is the official Destination Management Organization for Arlington. The ACVB functions include strategic planning and leadership, advocate for tourism product development, hospitality & tourism workforce development, arts and cultural heritage of the destination; oversee, create, and implement marketing campaigns and promotions to

inspire leisure travelers to visit; the recruitment and securing of large and small scale conventions, meetings, and special events, such as: PBR Global Cup and PBR World Finals, 2020 National Finals Rodeo, WrestleMania 38, FIFA World Cup 2026, Cotton Bowl Classic, Esports Awards, and many more. **Both partners' sales efforts will focus on increasing the number of bookings that utilize the ESA+EC, continuing to grow hotel room demand, increasing hotel occupancy throughout the city, and furthering the development of the amateur sports and esports markets.**

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

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 Annual Comprehensive 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, Payroll/Payables, Purchasing, Treasury Management, and the Office of Management and Budget. The Office of Management and Budget has received the Distinguished Budget Presentation Award for the past 37 years. Under the department, Arlington was the third **Municipality to be awarded all five of the State Controller's Traditional Finance Transparency Stars.**





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housing rehabilitation assistance, public service programming, and new housing developments. This collaborative outreach effort ensures equitable and essential services are provided throughout the City of Arlington. Funds are used to improve quality of life and create economic opportunities for the citizens of Arlington. In addition to local funds for neighborhood improvement **programs and activities, federal funds are invested annually in Arlington's neighborhoods for housing preservation and development, neighborhood revitalization, public services, and capital improvements.** Being open, responsive, and invested in new approaches, Grants Management strives to meet the needs of Arlington citizens and to improve their quality of life.

Grants Management takes the lead in developing the following plans, assessments, and reports on behalf of the City of Arlington:

- Five-Year Consolidated Plan
- Annual Action Plan/Budget
- Housing Needs Assessment
- Consolidated Plan Annual Performance Report (CAPER)

The **Human Resources Department** is comprised of five strategically focused divisions, which include Civil Service, Employee Operations, Employee Services, Organizational Development and Risk Management. **The department's partnership with the organization's workforce drives the City's mission, purpose, and core values, while building a thriving community and maintaining our vision as a pre-eminent city.** The department is charged with developing and maintaining innovative organizational strategies in the areas of human capital management, while minimizing organizational and community risk measures. In previous years, the department has been recognized with awards and accolades for wellness programming, volunteer coordination, training and development, proactive drug/alcohol programs. Recently, the City underwent its first HazCom inspection. The City is governed by Texas Hazard Communication Rules through Texas Department of State Health Services (DSHS). On September 27, 2022, DSHS inspected John Kubala Water Treatment and Animal Shelter. Both passed with no deficiencies or violations. DSHS returned on April 11, 2023, and completed a HazCom inspection of the Municipal Airport and no deficiencies or violations were found. A tremendous amount of work and attention to detail contribute to the success of **the City's HazCom Program thanks to the City Safety Committee members for their continued efforts to emphasize the importance of safety and compliance.** Additionally, HR was awarded the 2023 Our Driving Concern Texas Employer Traffic "Exemplary" Safety Award recognized by the National Safety Council for the City's ongoing commitment to promoting safety on our roadways. HR has been the recipient of this award for several years in a row.

The **Information Technology Department** is dedicated to being a strategic business partner that collaborates with departments to innovate and deliver digital services that better serve our community. By seeking continuous improvement and engaging with all City stakeholders, we optimize resources to ensure technology investments deliver qualitative and quantitative results. Through the alignment with our City Council Priorities, we strive to maintain resilient, and secure technology systems that lead the City into the future by utilizing and supporting groundbreaking technologies, thereby providing more effective, efficient, and reliable technology platforms for our community.



The City's Information Technology Department is centered around six key divisions:

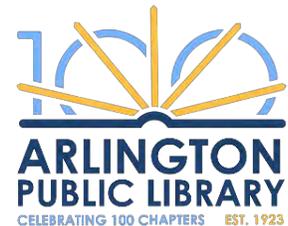
- Administration & Budget
- Information Security and Privacy Office
- Project Management Office
- Service Desk and Support Services
- Software Services
- Technology Infrastructure

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**The Library** offers a bridge to a vast array of opportunities to learn, experience, access, and discover through the collections, programs, and services available throughout the city. Our goals align and support the City's strategic initiatives focusing on celebrating culture, recreation, and education, supporting youth and families, and building unity. The Library team strives to meet these goals through collaboration, innovation, passion, and hard work.

Arlington has a network of six library branches strategically located throughout the City and our flagship location with the George W. Hawkes Downtown Library in the heart of Downtown Arlington. Each library location offers unique spaces, including a variety of public meeting and study areas for collaboration, discussion, and gathering places for the community.

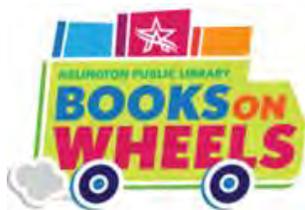
The Arlington Public Library reached the historic milestone of serving the community for 100 years! **On March 23, 1923, the first library opened in Arlington for the City's 3,700 residents. APL has grown with the City from a collection of 500 books in the Farmer's National Bank to 543,000 items and seven locations and now serves 1.5 million people annually.** The year-long celebration included reading challenges, engaging programs, and fascinating library and local history displays to celebrate the 100th anniversary of Arlington Public Library services.



In FY 2022, 702,756 people visited a local library. Library visitors browsed the collection, checked out items to take home, enjoyed a program or class, attended a meeting, or used public computers or created in the maker space. Between October and June of FY 2023, over 1.3 million physical library items were checked out, and over 255,000 e-books, downloadable audiobooks, and e-magazines were accessed. In FY 2022, 41,000 visitors attended a program, event, or workshop, and 89,000 people used a public computer. The total number of items in the library collection is 474,429 physical items and 61,985 e-content items. There are 146,331 registered library account holders.

**To further the City's FY 2023 Council Priorities to support youth and families, build unity, and** celebrate culture, recreation and education, the Library offers a wide array of programs for all ages, often in partnership with other organizations. These events enhance the quality of life and civic involvement, increase appreciation for literacy and the arts, and improve vocational skills for **Arlington residents. The Library's innovative and engaging programs also provide people with another avenue to connect with** their community. Examples of unique Library partnerships in FY 2023 include:

- The Arlington Public Library system has maintained membership in the Tarrant County Adult Education Literacy Consortium (TCAELC) for several years. In FY 2023, APL received a \$513,108 grant to fund a wide range of adult education opportunities such as High School Equivalency, English as a Second Language (ESL), Adult Basic Education, and Citizenship classes. In addition to the existing adult education services, there was a focus in FY 2023 on digital literacy and resources so that students could learn and improve their skills to help them connect to new opportunities.
- **The TSLAC Texas Reads grant funded the project "There's a Dragon in the Library," a new program that the Arlington Public Library established in FY 2023 brought together reading, storytelling, and the hit roleplaying game Dungeons & Dragons.** This program is a new ongoing series for children and teens to use their reading and literacy skills to create characters, plan stories, and create campaigns in the fictional Dungeons & Dragons world. Additionally, classes and game nights were supplemented with sessions of local storytellers and dungeon masters, individuals with more specialized expertise.
- Homebound Library services, an enhancement in FY 2023 to the existing Books on Wheels service, was made possible by two grants, \$23,654 from TSLAC and \$876,720 American Rescue Plan Act through Tarrant County. The Library launched a pilot program in FY 2023 to provide services to homebound patrons who are unable to come in person for library services, due to mobility or transportation issues, including temporary health issues impairing mobility. Program options include access to library materials and technology, technology support for e-content, and assistive technologies such as Talking Books and other resources to support to homebound individuals.



The Library Department is present outside of the confines of the library locations. The Library team is out and about connecting with members of our community at a variety of virtual and in-person outreach programs and events. Some of these community

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connections are the various schools, both AISD and private, various faith-based organizations, Tarrant County College, UTA, Police Department, Water Department, senior living residents, and apartment complexes, to name a few.

The Arlington Public Library is accredited through the Texas State Library and Archive Commission and is a certified member of ProLiteracy Worldwide and the Tarrant Literacy Coalition for Adult Education.

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



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

maintaining court records and dockets, and processing fine payments and bonds.

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



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



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

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

Current major capital projects for the parks department include the Active Adult Center (anticipated completion in Winter 2024), Phase II development of Richard Simpson Park, Rotary Dream Park, Mineral Well Public Plaza at Arlington City Hall, the Korean Defense Memorial and Memorial to the Fallen at Veterans Park, and realignment of trail sections at River Legacy Park due to erosion and connecting the west end of River Legacy to Fort Worth's Trinity Trail system. These capital projects align with the City Council priorities to Champion Great Neighborhoods and Support Our Youth and Families.

Texas Rangers Golf Club played host to the Veritex Bank Championship in 2023, welcoming some of the best golfers in the world to Arlington for the Korn Ferry Tour event.

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The department will celebrate its 100th anniversary in 2024. In advance of the centennial celebration, the department created a master plan for **Meadowbrook Park, Arlington's first park that opened in 1924**. The phase-1 development portion of the project includes the construction of an all-inclusive destination playground. The playground is tentatively scheduled to open in fall 2024 to coincide with the centennial celebration.



**AWARDS AND HONORS:** The department earned the prestigious Texas Gold Medal Award – Class I in 2023, the highest achievement that a department can earn on the state level.

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

APRD brought home the prestigious Gold Medal from the National Recreation and Parks Association in 2018, the top honor in the parks and recreation industry. The Gold Medal Award honors communities throughout the United States that demonstrate excellence in long-range planning, resource management and innovative approaches to delivering superb park and recreation services with fiscally sound business practices.

The Arbor Day Foundation selected Arlington for its Tree City USA award (23-year honoree).

**Planning and Development Services** strives to make Arlington a premier City by engaging in visionary planning, building vibrant neighborhoods, and serving our residents, businesses, and visitors. Customer service is the core focus of this department. Since the launch of the One Start Center and the AMANDA permitting software in 2006, the Planning and Development Services department in Arlington has continuously enhanced customer service by innovative process improvement. The One Start Development Center assists homeowners, business owners, and the development community with the permitting process that includes payments, business registrations, permit issuance, as well as provides guidance to walk-in customers by three over-the-counter professionals: development planner, engineer, and plans examiner.

**The Land Development Division's primary role is to effectively communicate** the regulations of the City to the development community and work closely with developers to bring their visions to fruition. This is mainly handled through pre-submittal meetings, where development planners and engineers discuss the project with the developer, provide key information based on applicable research specific to the project prior to the meeting, and then guide them through the development processes as needed. This could include the rezoning, platting, and site plan processes. On average, staff conduct anywhere from 150 to 200 of these meetings annually with the development community. Additionally, this team reviews a myriad of permits ranging from fence permits, residential and commercial building permits, public improvement plans, and landscape plans to ensure compliance with applicable ordinances.



The Long-Range Planning Division is responsible for the visioning and implementation processes for the City's land development studies, assessments, programs, and policies. Specific responsibilities include policy updates and reports, land use analyses, public engagement initiatives, and local and citywide comprehensive plans.

The Building Inspection Division is responsible for the plan review of residential and commercial building permits, as well as the inspections of those structures during construction and before issuing certificates of occupancy. The team ensures that structures are constructed to adhere to the current building codes to ensure the safety of those who utilize the structures. On

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average, this division handles 15,000 permits and 50,000 building inspections annually. The Building Inspection team aims to complete all building inspections within 24 hours of request.

The department also handles sign permits and inspections as well as health services provided through food establishment and childcare permits, inspections, and plan review. The Health Services team also manages the mosquito mitigation program, **responds to citizen's health and COVID-19** complaints, and conducts annual hotel property inspections. The Gas Well team is responsible for the land development, permitting, and inspections of gas well drilling and production in the City of Arlington.



**Gincy Thoppil, the City of Arlington's Planning and Development Services director,** was among 17 individuals recently honored by the Dallas Business Journal's 2023 Leaders in Diversity Awards program.

Thoppil, who has worked for the City of Arlington for 18 years and has served in her latest role since 2018, was recognized for her efforts to foster a culture of inclusion within the community as well as to create a positive work environment and to develop a retention strategy to keep underrepresented talent within the 70-member Planning and Development Services Department.

**The Police Department** (APD) is responsible for providing public safety services to nearly 400,000 residents and the millions of visitors who come to Arlington each year to enjoy the **city's world class venues and amenities**. The department employs a geographic policing model, meaning patrol officers are assigned to specific areas, or beats, within the city that they are responsible for. Not only does this create accountability for officers, it gives community members an opportunity to get to know the officers working in their neighborhoods. APD also champions community policing, using a variety of outreach programs and initiatives to help build trust and legitimacy with all segments of the population.

APD made several investments during FY 2023 that will help to improve public safety.

The department launched its new Real Time Crime Center (RTCC), which will expand its intelligence gathering capabilities and provide critical information to officers more rapidly, improving response times and outcomes. RTCC oversaw the implementation **of the city's Flock Camera System, which can help investigators identify and locate suspect vehicles within minutes of a crime** occurring – increasing the likelihood of taking the suspect(s) into custody. The unit will soon begin rolling out new software that will equip not only RTCC, but all APD officers, with the ability to view live camera feeds and other real-time crime intelligence data that will assist them in the field.

Recruiting remains a top priority for the department to ensure APD continues **meeting and exceeding the community's expectations for public safety**. The APD Personnel & Recruiting Unit recently added a full-time recruiting officer to their staff whose primary job is to speak with prospective candidates at hiring events in-state and across the country. During FY 2023, the department also expanded its hiring **options, accepting military service in lieu of APD's four-year college degree** requirement and creating a lateral academy for officers from other agencies who wish to join APD. The department has started rolling out an aggressive marketing campaign, strategically advertising in areas where Arlington may present financial and / or lifestyle advantages to qualified candidates.



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APD continues to invest in its Aviation Unit, which provides aerial support for operations, investigations, and major events in Arlington using Unmanned Aircraft Systems (UAS), more commonly known as drones. UAS technology has proven to be effective in keeping officers and the public safe, and at a significantly lower cost than **helicopters**. **Demand for the Aviation Unit's services continues to increase** exponentially, leading to the creation of a full-time sergeant position, UAS pilot training / certification for additional officers, and securing grant funding for a UAS Command Vehicle.

APD recently received a national award from the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) for the creation of its NIBIN Engagement Team (NET), whose mission is to disrupt and dismantle gun violence in the community. NIBIN, which stands for the National Integrated Ballistic Information Network, is a national database that local law enforcement agencies can access to help trace ballistics evidence recovered from crime scenes. Although detectives have used NIBIN for years to investigate individual cases, the department felt there was **an opportunity to expand the system's use to develop intelligence and actionable leads to further reduce gun-related crimes**. NET uses the system to create sophisticated profiles that show connections between gun-related incidents, the firearms used in those incidents, and the suspects / witnesses involved in those cases. These profiles can help detectives quickly identify investigative priorities by showing them which individuals and weapons are repeatedly turning up at violent crime scenes in Arlington and across the DFW Metroplex.

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

**In support of City Council's priorities to Enhance Regional Mobility and Champion Great Neighborhoods, the department's Capital Improvement and Street Maintenance Programs** are responsible for the infrastructure improvements and maintenance for a roadway network of over 3,000 lane miles, 23,005 streetlights, 44,030 roadway signs, and 4,290,686 linear feet of roadway pavement markings. This is accomplished by resurfacing roadways in poor condition and beyond maintenance. **Through the efforts of the capital improvement and street maintenance programs, approximately 84 percent of the City's roadways have a satisfactory or better condition rating.**

The Field Operations group was once again called upon to provide emergency operations support in response to the winter storm events this past year. Crews and support staff worked multiple twelve-hour shifts applying salt brine, sand, and ice chat to city streets and bridge decks. During these events, employees from six department divisions worked together to overcome staffing level challenges to provide service to primary and secondary roadway locations as well as responding to emergency calls from the public, Arlington Fire Department, and Arlington Police Department.



During FY 2023, the department completed construction of several capital improvement roadway projects valued at \$36.9M. Among the projects completed is Avenue H between Watson Road SH360 and Great Southwest Parkway. In addition to rebuilding Avenue H from a two-lane road to a four-lane divided concrete roadway with a 50-year lifespan, the project also included installation of stormwater infrastructure, installation of sidewalks, renewal of water and sanitary sewer infrastructure, streetlight improvements, traffic signal

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improvements and asphalt reclamation on 108th Street and 111th Street from Avenue H to north city limit line. Completion of this project provides the full buildout of Avenue H as established in the **City's Thoroughfare Development Plan**.

The Stormwater Engineering group continued the implementation of the Comprehensive Stormwater Plan, which was approved in FY 2021. New project areas were identified and prioritized in order to ensure that the comprehensive plan continues to meet the needs of the community. In FY 2023, the largest stormwater improvements project in the history of the program was completed as the 3rd phase of the Matthews Court project concluded, protecting over 65 homes from flooding. The next largest stormwater infrastructure improvements project also began construction as the 1st phase of the California Lane Drainage Improvements project commenced construction, which will ultimately protect over 60 homes from flooding. Over 35 flood mitigation and maintenance projects were in design and almost \$22 million of stormwater system improvements were in construction. Projects in design and construction in FY 2023 will ultimately protect over 300 homes and businesses from flooding and will protect many more properties from flooding and erosion.

**The Stormwater Floodplain Management group continued work to mitigate flood prone structures through the City's Voluntary Flood Mitigation Buyout Program.** Through the program, the City successfully acquired two flood prone structures identified as buyout properties in watershed studies developed by the City. The continued reclamation of the Special Flood Hazard Areas provides additional stormwater conveyance and flood protection in each watershed. The group also awarded a contract to perform post-installation CCTV inspections of new storm pipes. This contract improves the ability of the Stormwater Operations team to respond to internal requests for inspection and maintenance of existing infrastructure.

The **Office of Strategic Initiatives** manages special projects on behalf of the City Manager's Office, and also houses the Neighborhood Engagement Program, Historic Preservation and the Landmark Preservation Commission, Research and Analytics, and the Arlington Urban Design Center.

Special project management involves overseeing and coordinating components of larger, more complex initiatives that may involve multiple **departments. Examples include capital program and Citizen's Bond Committee coordination, honorary naming initiatives, and economic development project analysis and coordination.** The Neighborhood Engagement Program seeks to engage residents on issues directly impacting their neighborhoods, to help build social capital, leadership, and pride at the neighborhood level. The program includes the Neighborhood Matching Grant program, the Block Party Trailer, and the Arlington Home Improvement Incentive Program, and Neighborhood Planning, among other efforts. The Landmark Preservation Commission provides leadership in identifying, protecting, and **developing Arlington's historic structures, districts, and sites and to educate citizens and visitors on the city's past and how it relates to its present and affects its future.**



Research and Analytics works towards the efficient and transparent use of data to provide timely and effective analytical support to City programs, services, and its citizens. This team is responsible for the growing and maintaining the Open Arlington data portal, which serves as a central clearinghouse for accessing, visualizing, and interacting with public open data sets. The R&A team also produces an annual city Socioeconomic Report and manages initiatives such as the What Works Cities Certification Program, which aims to provide cities with a roadmap for data-driven decision making.

The Arlington Urban Design Center aims to create public awareness about the importance of urban design and its impact on the quality of life, environment, and economic investment. This Design Center was established in June 2009 through a creative collaboration between the City of Arlington and the University of Texas at Arlington. Graduate students and **professors from UTA's College of Architecture, Planning, and Public Affairs (CAPPA) work closely with City staff on business and neighborhood development projects in Arlington. Students "learn by doing" as they work with City planning staff and benefit from the opportunity of working on real-world projects.** The Design Center seeks to provide urban design solutions and innovative ideas, and present before and after images, at no cost to the general public.

# Business Plan

The **Transportation Department** is responsible for managing mobility options and quality of service for the City of Arlington through transportation programming, planning, policy development, and operations. The Transportation Department is made up of three divisions – Transportation Planning and Programming, Handitran, and the Municipal Airport.



The Transportation Planning and Programming division is responsible for long-range transportation planning efforts including Connect Arlington, the **City's transportation framework, the Thoroughfare Development Plan and the Hike and Bike System Master Plan. The division also manages the City's contracted public transportation service, the Arlington On-Demand Rideshare service.** Acquisition and management of grant funding in addition to planning, programming and operations for autonomous vehicle services, urban air mobility, and other innovative transportation programs also come from this division.



The Handitran division provides demand-response door-to-door, rideshare transportation for eligible residents with disabilities that prevent them from driving or are 65 years of age or older. The service is provided through a mix of City-owned/operated ADA accessible vans and a contracted vehicle service. Handitran operates Monday through Friday from 7:00 a.m. to 10 p.m. and Saturday's from 8:00 a.m. to 9:00 p.m. The service area includes the Arlington city limits plus an additional 1.5 miles beyond the City's border.

The Arlington Municipal Airport is a full-service general aviation airport that is owned by the City of Arlington. Designated as a National Airport, it provides an alternative to DFW Airport and Love Field, for flight training, corporate, cargo, charter, and private aviation. Approximately 230 aircraft and 18 businesses are based at the **Airport, including Bell's Flight Test Research Center, Van Bortel Aircraft, Inc., Harrison Aviation, and Airline Transport Professionals (ATP).** The Airport provides fifty-six T-hangars, two commercial hangars, and 52 tie-downs for lease, in addition to those offered by FMF and Airport Properties, Inc. The terminal building (LEED Gold certified) houses Airport Operations and six businesses. Runway 16/34 is 6,080 ft. long by 100 ft. wide, with east and west parallel taxiways. Air Traffic Control services are provided through the FAA's Federal Contract Tower program.



**Arlington Water Utilities** provides safe, high-quality drinking water to Arlington's nearly 400,000 residents, more than 14 million yearly visitors, and thousands of people served by the department's wholesale water customers in Tarrant County. Arlington operates two water treatment plants with a combined daily production capacity of 172.5 million gallons per-day. The department is responsible for the maintenance and operation of more than 1,256 miles of sanitary sewer main and more than 1,462 miles of water main.



Arlington Water is made up of seven divisions – Customer Care and Business Services, Operations, Treatment, Engineering and Support Services, Administration, Financial Services, and Communications. Some key tasks for the department include forecasting financial needs for rate setting, water treatment, water and sewer line construction and maintenance, and water conservation initiatives. The Lake Arlington Native Plant and Pollinator Garden is a conservation outreach project of Arlington Water. The garden offers

# Business Plan

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residents opportunities to learn about the value of native plants and participate in activities such a free yoga class.

In November 2021, City of Arlington officials kicked off a nearly \$112.5 million improvements project at the Pierce-Burch Water Treatment Plant. The construction will be the largest plant rehabilitation project in the history of the Arlington Water Utilities treatment division. Over the next four years, the construction company will build two new underground clear wells, where a total of 8 million gallons of finished water can be stored. High service pumps that send water out from the plant will also be updated.

Arlington Water Utilities has been awarded \$2 million in federal funds **from the U.S. Department of Interior to complete the City's transition to remotely read water meters.** The water department will receive a WaterSMART Water and Energy Efficiency Grant, which is a competitive grant program administered by the Bureau of Reclamation. Arlington Water also received the Texas American Water Works Association (Texas AWWA) Water Conservation and Reuse Award in the Large Utility-Indirect category. The award recognized the Lake Arlington Native Plant and Pollinator Garden, a demonstration garden and outreach project that the water department kicked off in 2022 in cooperation with Tarrant Regional Water District.



# Business Plan

Build Unity																										
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Objective 1: Address General Disparities																										
Project	Performance Measure(s)	Department(s)																								
BU 1.1.1	Unity Council Recommendation – Diversity Communication & Outreach	Communication & Legislative Affairs																								
<p><u>Summary:</u></p> <p>The City of Arlington is committed to producing communications, marketing and outreach materials that are representative of the 8th most diverse community in the country, according to a report by WalletHub. Led by the City’s Office of Communication, this organizational effort will be implemented through content produced on the City’s website, social media pages and video programming. The City will also continue to promote and encourage greater inclusivity, equity, and access to important services and to make sure we are reaching as many residents as possible through all Office of Communication channels and platforms. This includes Facebook, Twitter, Instagram, Nextdoor, LinkedIn, the government cable channel and the City’s YouTube channel. It also includes in-person communication and relationship building, a key component to building trust with underrepresented groups in our community.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Create Internal Working Group of Staff Member Representative of Arlington’s Diversity</td> <td>4<sup>th</sup> Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Regularly Translate and Create Original Content in Spanish and/or Vietnamese</td> <td>2<sup>nd</sup> Qtr. FY 2021</td> <td>100% /Ongoing</td> </tr> <tr> <td>Showcase More of Arlington’s Cultural Diversity in City-produced Communication</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>100% /Ongoing</td> </tr> <tr> <td>Increase Distribution of Content and Information About City Services to Key Advocates in Arlington’s Black, Latino, and Vietnamese Community</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td>100% /Ongoing</td> </tr> <tr> <td>Increase Outreach to Minority Communities to Inform them About Board and Commissions Applications</td> <td>3<sup>rd</sup> Qtr. FY 2023</td> <td>100% /Ongoing</td> </tr> <tr> <td>Improve Outreach to People with Disabilities and Increase the Number of Stories Showcasing their Success on the City’s Website, Social Media, and Video Programming</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td>60%</td> </tr> <tr> <td>Improve Outreach to Seniors Through the City’s Communication Channels and Support the Marketing Efforts and Promotion of Arlington’s New Active Adult Center</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td>60%</td> </tr> </tbody> </table>	Milestone	Target Date	Percent Complete	Create Internal Working Group of Staff Member Representative of Arlington’s Diversity	4 <sup>th</sup> Qtr. FY 2020	100%	Regularly Translate and Create Original Content in Spanish and/or Vietnamese	2 <sup>nd</sup> Qtr. FY 2021	100% /Ongoing	Showcase More of Arlington’s Cultural Diversity in City-produced Communication	3 <sup>rd</sup> Qtr. FY 2021	100% /Ongoing	Increase Distribution of Content and Information About City Services to Key Advocates in Arlington’s Black, Latino, and Vietnamese Community	3 <sup>rd</sup> Qtr. FY 2022	100% /Ongoing	Increase Outreach to Minority Communities to Inform them About Board and Commissions Applications	3 <sup>rd</sup> Qtr. FY 2023	100% /Ongoing	Improve Outreach to People with Disabilities and Increase the Number of Stories Showcasing their Success on the City’s Website, Social Media, and Video Programming	1 <sup>st</sup> Qtr. FY 2024	60%	Improve Outreach to Seniors Through the City’s Communication Channels and Support the Marketing Efforts and Promotion of Arlington’s New Active Adult Center	1 <sup>st</sup> Qtr. FY 2024	60%
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Objective 2: Address Housing Disparities																					
Project		Performance Measure(s)	Department(s)																		
BU 1.2.1	Unity Council Recommendation – Ensure Adequate Housing Inventory is Available, Affordable, and Accessible for all Income Levels	Progress toward affordable housing needs identified in the Housing Needs Analysis	Grants Management																		
<p><u>Summary:</u></p> <p>In addition to the more traditional products, the City needs a variety of housing affordability types to included &lt; 30% AMI units and units to meet the needs of the “missing middle” or those over income for more traditional housing services, yet still low income.</p> <p>Working with private developers, staff will continue to identify opportunities for new affordable housing, conversion of existing housing to affordable housing and possible demolition and redevelopment of affordable housing.</p>																					
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Project		Performance Measure(s)	Department(s)																		
BU 1.2.2	Annual Homeownership Fair	Connect Arlington households to homeownership resources and opportunities	Grants Management																		
<p><u>Summary:</u></p> <p>The goal of the Annual Homeownership Fair is to provide a community event for current and potential homeowners. The event provides resources to assist current homeowners with improvements to their property and prospective homeowners with information to help them navigate the buying process. Information about fair housing will also be a focus of this event. Homeownership stabilizes neighborhoods and helps families access an important investment in which they can take pride.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Convene Planning Committee</td> <td>July/Aug. 2023</td> <td></td> </tr> <tr> <td>Secure Sponsorships</td> <td>Feb. – May 2024</td> <td></td> </tr> <tr> <td>Market Virtual Events</td> <td>Mar. – June 2024</td> <td></td> </tr> <tr> <td>Event Preparation</td> <td>Jan. – June 2024</td> <td></td> </tr> <tr> <td>Host Event</td> <td>June 2024</td> <td></td> </tr> </tbody> </table>	Milestone	Estimated Completion	Status	Convene Planning Committee	July/Aug. 2023		Secure Sponsorships	Feb. – May 2024		Market Virtual Events	Mar. – June 2024		Event Preparation	Jan. – June 2024		Host Event	June 2024		
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BU 1.2.3	Mortgage Readiness	Number of voucher-assisted families who become mortgage-ready	Housing																																				
<p><u>Summary:</u></p> <p>Homeownership is a crucial step toward building wealth for families. The Housing Choice Voucher program allows assisted household to use their voucher assistance for homeownership. Housing partners with the Housing Channel and other organizations to help families prepare for homeownership. Housing Channels metrics for homeownership include a credit score of 640 or higher, savings of at least \$5,000, and living within a balanced household budget.</p> <p>Housing’s goal is to assist 8 voucher-assisted households become mortgage ready in FY 2024.</p>																																							
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Objective 3: Address Education and Workforce Training Disparities																																							
Project	Performance Measure(s)	Department(s)																																					
BU 1.3.1	Private Investment – SiFi Network	Completion of Citywide Broadband Network	Asset Management, Economic Development, and Planning & Development Services																																				
<p><u>Summary:</u></p> <p>In Summer 2021, the City Council approved a license agreement with SiFi Networks that grants access to use the Public Right-of-Way to install, operate, and maintain a citywide fiber optic network system. Additionally, SiFi will seek and contract with Internet Service Providers to offer internet service over the system to residents and businesses.</p> <p>The network system would be comprised of 10.2 million linear feet of fiber, underground chambers, above-ground cabinets, and shelters. When a homeowner or business owner becomes a paid subscriber, then connection is made from the network to the premises.</p> <p>To date, the City and SiFi have executed four lease agreements for the shelters which are the backbone of the network. Additionally, staff and SiFi have had workshops to discuss permitting requirements.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>City Council Approval of License Agreement</td> <td>Spring 2021</td> <td>May 2021</td> </tr> <tr> <td>Execution of Agreement</td> <td>Summer 2021</td> <td>July 2021</td> </tr> <tr> <td>Pilot Project</td> <td>Summer 2021</td> <td>Sept. 2021</td> </tr> <tr> <td>Leases for Network Shelters</td> <td>Summer 2022</td> <td>June 2022</td> </tr> <tr> <td>Full Project Funding</td> <td>Winter 2024</td> <td></td> </tr> <tr> <td>Begin Construction</td> <td>Winter 2024</td> <td></td> </tr> <tr> <td>15% Construction</td> <td>Fall 2024</td> <td></td> </tr> <tr> <td>35% Construction</td> <td>Fall 2025</td> <td></td> </tr> <tr> <td>55% Construction</td> <td>Fall 2026</td> <td></td> </tr> <tr> <td>75% Construction</td> <td>Fall 2027</td> <td></td> </tr> <tr> <td>100% Construction</td> <td>Fall 2028</td> <td></td> </tr> </tbody> </table> <p>SiFi has completed design of the network and hired a project manager and prime contractor. SiFi continues to work on finalizing the financing for the project.</p>		Milestone	Estimated Completion	Actual Completion	City Council Approval of License Agreement	Spring 2021	May 2021	Execution of Agreement	Summer 2021	July 2021	Pilot Project	Summer 2021	Sept. 2021	Leases for Network Shelters	Summer 2022	June 2022	Full Project Funding	Winter 2024		Begin Construction	Winter 2024		15% Construction	Fall 2024		35% Construction	Fall 2025		55% Construction	Fall 2026		75% Construction	Fall 2027		100% Construction	Fall 2028	
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# Business Plan

## Build Unity

### Goal 1: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington

#### Objective 3: Address Education and Workforce Training Disparities

Project		Performance Measure(s)	Department(s)
BU 1.3.2	Expanding Digital and Informational Literacy Programs	<ul style="list-style-type: none"> <li>Increase digital literacy program by 10% over prior year's total</li> <li>Increase digital literacy program attendance by 10% over prior year's total</li> </ul>	Library

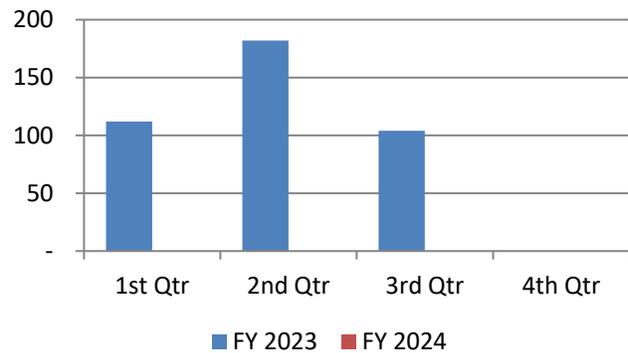
Summary:

The Library currently offers a variety of digital literacy courses designed to teach how to use software. They also provide instruction on finding, using, and creating information online productively and safely to achieve their endeavors. In FY 2024, there will be a heightened focus on increasing classes, especially classes encompass cybersecurity and other security-based concerns everyone faces in their personal and work lives. This new focus will also strategically integrate digital literacy classes into 50% of all adult education curricula to help these students gain the comprehensive skills necessary to achieve their goals.

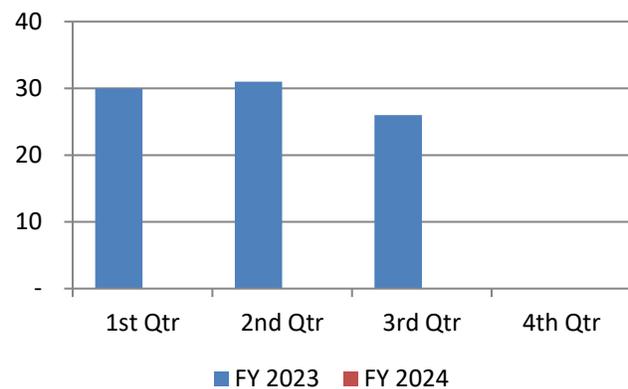
Participants to learn how to:

- Locate trustworthy and reliable information
- Understand good digital citizenship
- Unlock new learning potentials and explore a wide range of topics
- Learn new workforce skills to help better their job opportunities.

**Digital Literacy Program  
# of Attendees**



**Digital Literacy Programs Offered**



# Business Plan

Build Unity			
Goal 1: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington			
Objective 4: Address Policing and Criminal Justice Disparities			
Project		Performance Measure(s)	Department(s)
BU 1.4.1	Unity Council Recommendation – Youth Investment Programs	Volunteer and Participation Hours	Police
<p><u>Summary:</u></p> <p>In the last several years, the national media has highlighted stories showing the lack of trust between communities, especially the youth, and their police departments. Nationally, youth mentoring programs consisted with effective implementation of the President’s Task Force on 21<sup>st</sup> Century Policing offer promising approaches to building trust. The department is one of 15 cities selected to participate in the 21<sup>st</sup> Century Policing program to serve as a model of community policing for other police departments. The department continues to be focused on youth engagement and has increased programs to directly engage youth.</p> <p>The following programs in the department dedicated to increasing youth engagement:</p> <ul style="list-style-type: none"> <li>• Police Explorer: Program aimed at giving teens exposure to law enforcement careers through competition headed up by local law enforcement officers.</li> <li>• Police Activities League (PAL): Youth crime prevention program that uses recreational activities to create trust and understanding between youth and police officers.</li> <li>• Coach 5-0 Program: In partnership with AISD, officers assist in coaching athletics and regularly attend students games.</li> <li>• Mentoring Arlington Youth (MAY) Program: Mentoring program for middle school boys and girls.</li> <li>• Hometown Recruiting Program (HRP): Based in AISD high schools, this program relies on volunteers from the department to assist in real training scenarios for future APD officers.</li> <li>• Geographic/Community Partnerships: Providing neighborhood-centric opportunities allows for communities to tailor education and mentorship activities within various areas of the city. Partnerships with groups like AISD Elementary School Mentoring and the Boys and Girls Club of Arlington are examples of such partnerships.</li> </ul>			

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Objective 4: Address Policing and Criminal Justice Disparities		
Project	Performance Measure(s)	Department(s)
BU 1.4.2	Unity Council Recommendations – Police Department Recommendations	Police
<p><u>Summary:</u></p> <p><b>Improve Transparency</b> The Police Annual Report is delivered to the City Council annually as a step towards a transparent implementation process. We also share this information with the public in other ways such as through social media and published stories in the Star Telegram. Progress on updates will also be shared with the Unity Council at its meetings. The City welcomes feedback from the public as it works to implement the recommendations of the Unity Council. The department also continues to push for transparency through releasing public reports that demonstrate a high amount of value for residents and business owners.</p> <p><b>Pairing of Officers with members of the community from another race</b> The Police Department strives to recruit diverse officers to serve in field training roles. This commitment to diversifying training options for field training officers will continue. More importantly, cultural diversity and relational policing priorities will be developed in officers who serve the community. Newly hired officers participate in community projects throughout their academy instruction experience. Upon graduation, they are assigned to field training. As an update to the department's field training program, the department will look for ways to have recruit officers and their training officers participate in more community events, visit stores, and restaurants in the beat areas that they will be assigned in order to develop deeper relationships with community members and businesses.</p> <p><b>Enhance Community Policing</b> The department regularly attends events in the community, and they are highlighted weekly with calendar invites so officers and leaders attend various community events. Newly hired officers participate in community projects throughout their academy instruction experience. Upon graduation, they are assigned to field training. As a revamp to the department's field training program, the department will look for ways to have recruit officers and their training officers participate in more community events, visit stores, and restaurants in the beat areas that they will be assigned to develop deeper relationships with community members and businesses. We have added community contact mark outs to the dispatch system to track officer activity. We are also re-emphasizing the Community Service Award Bar.</p>		

# 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)	Department(s)															
CGN 1.1.1	Commercial Corridor Initiative	Percent of Cases Resolved Through Voluntary Compliance	Code Compliance Services															
<p><u>Summary:</u></p> <p>City Council approved one additional Code Compliance Officer position in FY 2022, and Code Compliance Services requested three Code Compliance Officers in FY 2023 with a primary focus on improving adherence to safety, maintenance, and design standards at commercial properties.</p> <p>The Commercial Corridor Initiative leverages technology to increase its reach through virtual contact, online rapid reference guide for commercial code violations and utilizing virtual meetings to connect with business stakeholders.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Develop Commercial Property Contact List</td> <td>09/30/2024</td> <td></td> </tr> <tr> <td>Host 8 Virtual Meetings</td> <td>09/30/2024</td> <td></td> </tr> <tr> <td>Complete 16 High Priority Intersection Virtual Contacts &amp; Follow-ups</td> <td>09/30/2024</td> <td></td> </tr> <tr> <td>Complete 12 Commercial Corridor Proactive Projects</td> <td>09/30/2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Percent Complete	Develop Commercial Property Contact List	09/30/2024		Host 8 Virtual Meetings	09/30/2024		Complete 16 High Priority Intersection Virtual Contacts & Follow-ups	09/30/2024		Complete 12 Commercial Corridor Proactive Projects	09/30/2024	
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Project		Performance Measure(s)	Department(s)																								
CGN 1.1.2	Form-Based Code (Lincoln Square Area)	Project Completion	Planning & Development Services																								
<p><u>Summary:</u></p> <p>At the October 25, 2022, City Council Work Session, Council directed staff to move forward with the development of a form-based code (FBC) for the Lincoln Square Area, in conjunction with the redevelopment effort of the Lincoln Square Shopping Center. Form-based codes are an alternative to conventional zoning and foster predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. This code would be adopted into the UDC and be a mandatory code.</p> <p>The Lincoln Square plan includes limited form-based elements. The FBC effort will regulate the blocks, streets, and buildings at the edges of Lincoln Square and adjoining pedestrian sheds, all with the purpose of supporting Lincoln Square and creating a walkable, mixed-use environment. This consultant developed FBC will provide a planning platform for development and redevelopment of the area in historical urban form. It will replace existing zoning districts. It will establish a precedent – a model – for Arlington moving forward to rebuild inefficient, unwalkable, single-use blocks and streets.</p> <p>The FBC consultant, working with City’s FBC staff, will perform the initial review and analysis of the area and conduct a healthy public design process to include public workshops and/or design charettes. The consultant will develop a code to ensure and regulate high quality public spaces defined by a variety of building types – including housing, retail, office space, and recreational/green space. The new code will incorporate a regulating plan, building form standards, street standards (plan and section), use regulations as needed, descriptive building or lot types, and other elements needed to implement the principals of functional and vital urbanism.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Publish RFP</td> <td>Oct. 2023</td> <td></td> </tr> <tr> <td>Approve Consultant Contract</td> <td>Jan. 2024</td> <td></td> </tr> <tr> <td>Project Area Review and Analysis</td> <td>Mar. 2024</td> <td></td> </tr> <tr> <td>Public Design</td> <td>Aug. 2024</td> <td></td> </tr> <tr> <td>1<sup>st</sup> Draft FBC</td> <td>Oct. 2024</td> <td></td> </tr> <tr> <td>Continue Public Outreach</td> <td>Dec. 2024</td> <td></td> </tr> <tr> <td>Adopt FBC</td> <td>Feb. 2025</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Publish RFP	Oct. 2023		Approve Consultant Contract	Jan. 2024		Project Area Review and Analysis	Mar. 2024		Public Design	Aug. 2024		1 <sup>st</sup> Draft FBC	Oct. 2024		Continue Public Outreach	Dec. 2024		Adopt FBC	Feb. 2025	
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Project Area Review and Analysis	Mar. 2024																										
Public Design	Aug. 2024																										
1 <sup>st</sup> Draft FBC	Oct. 2024																										
Continue Public Outreach	Dec. 2024																										
Adopt FBC	Feb. 2025																										

# 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)	Department(s)
CGN 1.1.3	Process Development Building Permit Shot Clock		Planning & Development Services
<p><u>Summary:</u></p> <p>If HB14 &amp; HB2532 move forward and are approved by the state legislature, this will need to be implemented.</p> <p>These proposed pieces of legislation have the potential to drastically impact our current SOPs regarding our responsiveness to permit applications. The current Texas Local Government Code Section 214.904 regulating the time for issuance of municipal building permits is currently 45 days with allowances for communicating with the applicant through written documentation stating the reason that a permit can't be granted, the new language proposes to reduce the allowed time to approve or deny a permit and dissolves the ability to work with the applicant through written communications in order to remain in compliance with the Local Government Code.</p>			
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)	Department(s)
CGN 1.1.4	Health Code Update: Clean-up Items		Planning & Development Services
<p><u>Summary:</u></p> <p>The following Health and Sanitation Ordinances will be cleaned up to reflect federal and state regulations that have changed over the years since last revisions were made:</p> <ul style="list-style-type: none"> <li>• Regulation of Food Establishments</li> <li>• Child Care Centers</li> <li>• Public Pool, Spa, and Public Interactive Water Features, and Fountains</li> <li>• Hotel Premises and Sanitation Regulations</li> </ul> <p>This will also require health staff training and standardization, modifications to our inspection forms (coordination with IT), and changes to our civil and criminal citations codes (coordination with CAO).</p>			

# 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)	Department(s)															
CGN 1.1.5	ADU Pattern Book	Project Completion	Planning & Development Services															
<p><u>Summary:</u></p> <p>Senate Bill 1412 appears header passage in the Texas Legislature. It would allow an accessory dwelling unit (ADU) on any single-family or duplex residential lot in the city. The bill authorizes cities to publish ADU plans, building codes, and design standards that are permitted in the political subdivision and not otherwise pre-empted by the bill. Expecting finalization of legislative action, a pattern book will provide a consistent and equitable dimensional and design standards for ADUs in neighborhoods.</p> <p>The pattern book will be a design aid for new construction and renovation of ADUs. It will be developed by a third-party contractor. Depending on if the pattern book is generic enough to apply to the whole city or can be neighborhood based will determine the final cost of the pattern books (\$25,000-\$50,000). Typical pattern books look at the composition or age of the neighborhoods to determine what unit design are acceptable. For the purposes of this possible pattern book, neighborhoods could be classified by Arlington’s periods of development.</p> <p>The neighborhood classifications will help residents identify which type of neighborhood they live in and/or decide what type of ADU they may want to build on their lot. Neighborhood classifications don’t have to correspond to a specific architectural pattern. Included in a pattern book is information on the zoning district, the dimensional standards (setbacks, height, lot width, lot coverage, etc.), residential design standards, and parking requirements, as may be permitted by law.</p> <p>Pattern books provide a more efficient application and review process for ADUs by having a predetermined set of designs as well as dimensional standards for applicants to choose from. The applicant will still need an architect and engineer for their SLU plans due to building code requirements, lot configurations, and/or environmental constraints.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Effective date of SB1412</td> <td>TBD</td> <td></td> </tr> <tr> <td>Adoption of UDC Amendments</td> <td>No Later than 60 days after Effective Date</td> <td></td> </tr> <tr> <td>RFP for Pattern Book Issued</td> <td>30 days Following UDC Adoption</td> <td></td> </tr> <tr> <td>Pattern Book Draft Completed</td> <td>6 months Following UDC Adoption</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Effective date of SB1412	TBD		Adoption of UDC Amendments	No Later than 60 days after Effective Date		RFP for Pattern Book Issued	30 days Following UDC Adoption		Pattern Book Draft Completed	6 months Following UDC Adoption	
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# Business Plan

## Champion Great Neighborhoods

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

#### Objective 1: Promote Community Engagement

Project		Performance Measure(s)	Department(s)
CGN 2.1.1	In-house Customer Service Surveys	Annual Citizen Satisfaction Survey	Code Compliance Services

**Summary:**

Since 2000, the City of Arlington has conducted an annual survey among city residents to measure and track satisfaction with city services. To improve customer service for Arlington's residents, Code Compliance will implement an in-house survey to measure citizen satisfaction and perception throughout the year.

Milestone	Estimated Completion	Percent Complete
Complete 100 Surveys Online	09/30/2024	
Complete 100 Surveys in Person at Events	09/30/2024	

## Champion Great Neighborhoods

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

#### Objective 1: Promote Community Engagement

Project		Performance Measure(s)	Department(s)
CGN 2.1.2	Animal Socialization & Enrichment Program	<ul style="list-style-type: none"> <li>Increase Volunteer Hours</li> <li>Increase Live Release Rate</li> </ul>	Code Compliance Services

**Summary:**

During the 2020 COVID-19 pandemic, volunteerism was very limited at the shelter. Since re-opening, volunteer hours have not recovered. The Animal Socialization and Enrichment Program is designed to address this issue by engaging volunteers and promoting volunteer retention. Additionally, socialization and enrichment programs are proven to shorten the length of stay and increase the live release rate by reducing kennel stress in animals because they are provided a variety of sensory and intellectual activities.

Animal Services will launch two programs, Doggie Day Out and Pet Detectives, to rebuild the volunteer effort and increase the live release rate.

Milestone	Estimated Completion	Percent Complete
Develop Doggie Day Out SOP	03/31/2024	
50 dogs for Doggie Day Out	09/30/2024	
Develop Pet Detectives SOP	03/31/2024	
2,100 Return to Owners	09/30/2024	

# Business Plan

## Champion Great Neighborhoods

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

#### Objective 2: Develop a Sense of Place

Project	Performance Measure(s)	Department(s)
CGN 2.2.1 Park Improvement Projects	Overall Satisfaction with Programs and Facilities	Parks & Recreation

**Summary:**

**Julia Burgen Park Trail – UTA Connection**

There is an existing 1.06 miles of trail currently in Julia Burgen Park. This project involves adding approximately .3 miles of concrete trail that will provide a connection from the existing trail to the on-street bike path along Pecan Street, ultimately linking to the UTA campus. Construction on this project is anticipated to begin in late Summer/early Fall 2023.

**River Legacy Park Trail Replacement:**

Realignment of approximately 1.3 miles of 12' wide concrete trail due to river encroachment. The project includes the preparation of bid documents and the construction of a new trail. Plans are finalized and construction is anticipated to begin in Summer 2023. This project will be bid on and constructed as one project with Phase I.

**River Legacy Park Trail Replacement – Phase II:**

Realignment of approximately 1.1 miles of 12' wide concrete trail due to river encroachment. The project includes the preparation of bid documents and the construction of a new trail. Plans are finalized and construction is anticipated to begin in Summer 2023. This project will be bid on and constructed as one project with Phase II.

**River Legacy Park Trail West Connection Development**

Extension of 12' wide concrete trail westward to meet Fort Worth's Trinity Trail system. The project includes the preparation of bid documents and the construction of a new trail.

**Veterans Park Korean War Memorial and Memorial to the Fallen:**

Development of a new monument in Veterans Park. The project includes the preparation of bid documents and the construction of a new monument.

**Richard Simpson Park Improvements – Phase II:**

Improvements at Richard Simpson Park. The project includes the preparation of bid documents and the construction of new improvements.

Description	Estimated Completion	Actual Completion
Rotary Dream Phase II	Spring 2024	
Veterans Park Korean War and Korean Defense Memorial	Nov. 2023	
Julia Burgen Park Trail – UTA Connection	Jan. 2024	
Richard Simpson Park Improvements – Phase II	Spring 2024	
River Legacy Park Trail West Connection Development	Winter 2024	
River Legacy Park Trail Realignment	Oct. 2024	
River Legacy Park Trail Replacement – Phase II	Oct. 2024	

**Rotary Dream Park – Phase II**

Develop Phase II of Rotary Dream Park, the additions will include the relocation of the Dream sculpture which will be from its current location and enhance the landscape and hardscape areas around the new Rotary sculpture that celebrates 100 years of dedication, vision, and involvement in Arlington.

# Business Plan

## Champion Great Neighborhoods Scorecard

Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
General	Overall citizen satisfaction rating for neighborhood in terms of quality of life [annual survey]	74%	75%	74%	75%
General	Would recommend Arlington as a place to live [annual survey]	72%	78%	75%	75%
General	Citizen perception that Arlington is a great place to raise children [annual survey]	62%	59%	59%	61%
General	Citizen perception that Arlington is a beautiful place to live [annual survey]	58%	56%	52%	57%
General	Citizen perception that Arlington provides an exceptional quality of life [annual survey]	57%	55%	52%	59%
General	Citizen perception that Arlington has a variety of housing options [annual survey]	76%	74%	72%	75%
Parks	Citizen satisfaction with maintenance of street medians and ROW [annual survey]	62%	61%	54%	70%
Housing	Maximize use of federal funding allocated to assist qualified persons to reside in safe, decent housing	101%	102%	95%	98%
Housing	Retain High Performer status for HUD SEMAP reporting		High Performer	High Performer	High Performer
Housing	Customer Service – customer satisfaction score of excellent/good	93%	91%	90%	90%
Grants	Achieve CDBG Action Plan goals by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements	100%	100%	100%	100%
Grants	Achieve HOME Action Plan goals by committing 100% of HOME funds received through prior program years for approved housing activities	100%	100%	100%	100%
Grants	Number of Arlington Residents using United Way's 211 line	New Measure in FY 2022	24,810	25,000	25,000
Grants	Number of persons served with CDBG funding	New Measure in FY 2024			70,000
Code	Number of code inspection activities completed	78,637	82,722	76,400	85,000
Code	Live Release Rate	89%	87%	85%	90%
Code	Average number of days from initial code complaint to first action	3	3	2	2
Code	Percent of cases resolved through voluntary compliance	83%	81%	81%	65%
Code	Percent of inspection activities that are proactive	16%	17%	15%	30%
Code	Proactive commercial corridor inspections	New Measure in FY 2023		12,000	15,000
Code	Tool Sharing Program – number of tools checked out	New Measure in FY 2023		600	1,200

# Business Plan

## Champion Great Neighborhoods Scorecard (cont.)

Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Code	Number of Animal Services' volunteer hours	5,984	5,778	8,500	8,000
HR	City-wide Volunteer Recruitment Expansion	56,985	63,945	64,000	65,000
Library	Volunteer service hours (increase hours by 25% = 7,000)	724	7,419	5,000	7,000
OSI	Number of neighborhood grants awarded	7	6	8	7
OSI	Amount of neighborhood grants awarded	\$105,910	\$90,950	\$144,620	\$100,000
Parks	Volunteer Hours	28,262	30,074	35,000	40,000
Police	APD Volunteer Hours	12,070	18,686	10,044	9,600
Police	Community Watch Sector Meetings	13	12	12	12
Police	Citizen Graduations for Community Based Policing Outreach Programs	31	62	78	60
Police	Citizen on Patrol/COP Mobile Hours	1,221	1,299	906	600

# Business Plan

## Enhance Regional Mobility

### Goal 1: Explore Creative Alternative Transportation Opportunities

#### Objective 1: Promote Regional Connectivity

Project		Performance Measure(s)	Department(s)
ERM 1.1.1	RAPID On-Demand Autonomous Vehicle Pilot	Trips Completed	Transportation

**Summary:**

This item supports the Council's "Enhancing Regional Mobility" priority by improving access within Arlington while complementing the Arlington On-Demand Rideshare service.

The Arlington RAPID (Rideshare, Automation, and Payment Integration Demonstration) project combines the City's expertise with on-demand rideshare and AV testing to integrate a shared, dynamically routed Level 4 AV fleet into an existing public rideshare transit system. Arlington On-Demand continues to provide the rideshare service and May Mobility provides the AV technology and fleet. Both the rideshare fleet and the AV fleet include a wheelchair accessible vehicle, making this service more widely accessible. In partnership with the University of Texas at Arlington, the service operates in coordination with UTA's fare payment system, allowing students to ride for a discounted rate. This project creates a one-stop-shop for mobility needs in the service area concentrated around UTA's campus and Downtown, providing a seamless trip planning, booking, and payment experience across modes.

The City of Arlington funded the first year of service through a competitive \$1.7M grant from the Federal Transit Administration. The North Central Texas Council of Governments (NCTCOG) has provided additional funding, to be available in summer 2023, in the amount of \$4,538,552, for the service to continue operations for two additional years. May Mobility and Arlington On-Demand Transportation, Inc. are absorbing most of the cost for gap service until the NCTCOG funding is available. The City is contributing \$250,000 to fund the gap service. The project will include analysis and evaluation of the service outcomes and reporting on lessons learned.

A new vehicle type, a Toyota Sienna van designed for ridesharing and autonomous services, was introduced to the fleet in the 1<sup>st</sup> quarter of FY 2023. The new vehicle is wheelchair accessible and can hold 4 passengers or 2 passengers and a wheelchair passenger. Additional Sienna vans are expected to replace the remainder of the AV fleet over the course of 2023.

Milestone	Estimated Completion	Actual Completion
Execution of COG Funding	Fall 2023	
Expanded RAPID Service Starts	Spring 2024	
Service Completion	Summer 2025	
Evaluation and Reporting Completion	Fall 2025	

# Business Plan

## Enhance Regional Mobility

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

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

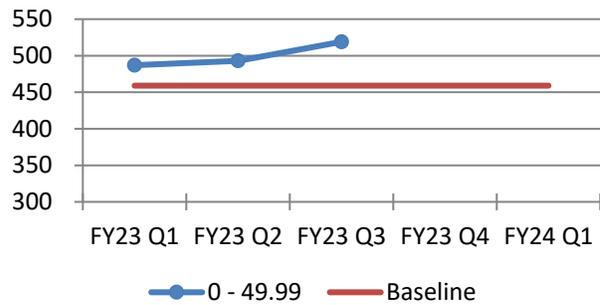
Project	Performance Measure(s)	Department(s)
ERM 2.1.1 Update Street Condition	<ul style="list-style-type: none"> <li>Citizen Perception of Overall Road Condition as "Good" or "Excellent"</li> <li>Lane Miles with Overall Condition Index (OCI) &lt; 50</li> </ul>	Public Works

**Summary:**

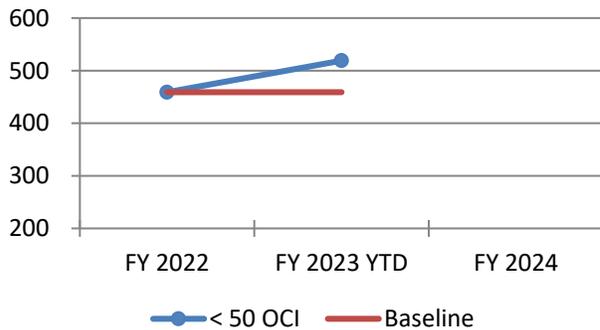
Since FY 2013, the City has utilized a "Do Worst First" street condition philosophy which focused on addressing streets with an Overall Condition Index (OCI) rating below 50. Beginning in FY 2023, the city shifted to a prevention-based philosophy that will emphasize the maintenance of "yellow" streets, those streets with an OCI rating 50-69, as well as continuing to address the "red" streets through the Capital Improvement Program.

With an additional focus on preventative maintenance, the target is to reduce the FY 2022 baseline to prolong the life of the roadways and achieve a more balanced network.

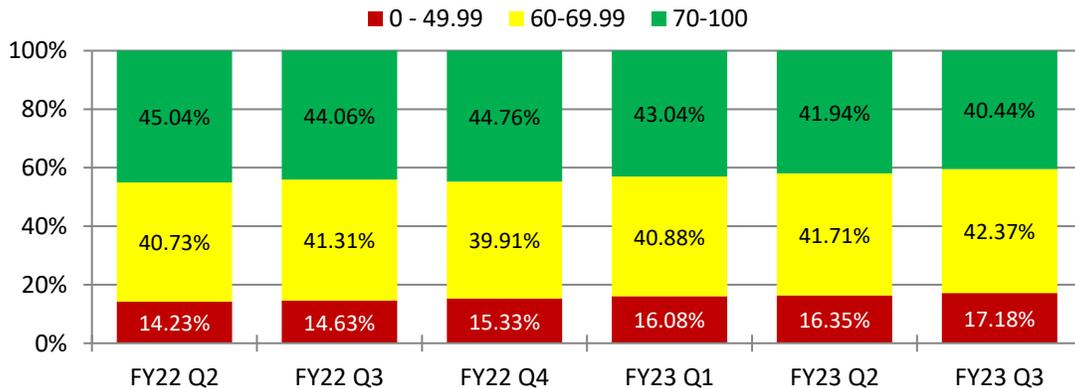
**OCI Progress – Current and Previous Fiscal Years**



**OCI Progress – Three Year History**



**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)	Department(s)																		
ERM 2.1.2	I-30 and SH-360 Interchange	Overall satisfaction with the Management of Traffic Flow During Peak Hours	Public Works																		
<p><u>Summary:</u></p> <p>The purpose of this TxDOT project is to improve traffic safety and reduce traffic congestion at the interchange of Interstate 30 and State Highway 360. Formerly a toll road loop interchange, the new infrastructure will include main lane improvements and direct connection ramps to each facility.</p> <p>This project is split into the following five construction phases:</p> <ul style="list-style-type: none"> <li>• Package A: Reconstruction of the Six Flags Drive Bridge over I-30</li> <li>• Package B: I-30/SH-360 interchange improvements</li> <li>• Package C: Great Southwest Industrial District railroad bridge crossing just south of Randol Mill Road</li> <li>• Package D: Randol Mill Road interchange improvements</li> <li>• Package E: Improvements from Abram Street to I-20</li> </ul>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Package A Construction</td> <td>Spring 2023</td> <td></td> </tr> <tr> <td>Package B Construction</td> <td>Spring 2023</td> <td></td> </tr> <tr> <td>Package C Construction</td> <td>Pending</td> <td></td> </tr> <tr> <td>Package D Construction</td> <td>Pending</td> <td></td> </tr> <tr> <td>Package E Construction</td> <td>Summer 2020</td> <td>Apr. 2021</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Package A Construction	Spring 2023		Package B Construction	Spring 2023		Package C Construction	Pending		Package D Construction	Pending		Package E Construction	Summer 2020	Apr. 2021
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Package D Construction	Pending																				
Package E Construction	Summer 2020	Apr. 2021																			

# 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)	Department(s)
ERM 2.1.3 TxDOT Southeast Connector Project (I-20 / I-820 / US-287) Interchange	Overall Satisfaction with the Management of Traffic Flow During Peak Hours	Public Works

**Summary:**

The purpose of this TxDOT project is to improve mobility and safety and provide transportation options for travelers through the area. The project will reconstruct the interchange of Interstates I-20, I-820, and Highway US-287. The new infrastructure will include additional main lanes, entrance and exit ramp adjustments, frontage road intersection improvements and bicycle and pedestrian accommodations.

- The first public meeting was held July 19, 2018. Information collected during the public meetings and hearing was used to develop safe transportation solutions that minimize impacts to the communities
- A virtual public hearing was held on June 4, 2020, to present the proposed reconstruction and widening of I-20, I-820 and US-287 including the three major interchanges. The meeting allowed citizens and communities to voice their concerns via e-mail.
- Following the meeting on June 4, TxDOT, the compiled questions and comments were used to modify the Environmental Assessment (EA).
- A Finding of No Significant Impact (FONSI) was issued on September 4, 2020.
- Have requested for TxDOT to host a town hall meeting for Council Districts 2 and 4.



# 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)	Department(s)																							
ERM 2.1.4	Safety Action Plan	Completion of Plan	Transportation																							
<p><u>Summary:</u></p> <p>The Safety Action Plan is aimed at preventing roadway fatalities and serious injuries for all roadway users within the City of Arlington. The Plan includes a safety analysis, robust public engagement, and a comprehensive list of strategies and projects for implementation and will be completed in collaboration with the Arlington Police Department and the Public Works Department. Funding for the Plan comes in part from a competitive Safe Streets and Roads for All grant awarded by the Federal Highway Administration to the City.</p> <table border="1" data-bbox="274 825 677 963"> <tr> <td>Federal Award</td> <td>\$240,000</td> </tr> <tr> <td>Local Cash Match</td> <td>\$25,000</td> </tr> <tr> <td>Local In-Kind Match</td> <td>\$102,984</td> </tr> <tr> <td>Project Total</td> <td>\$367,984</td> </tr> </table>		Federal Award	\$240,000	Local Cash Match	\$25,000	Local In-Kind Match	\$102,984	Project Total	\$367,984	<table border="1" data-bbox="842 438 1446 703"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Issue Request for Qualifications</td> <td>Sept. 2023</td> <td></td> </tr> <tr> <td>Select and Contract with Consultant</td> <td>Nov. 2023</td> <td></td> </tr> <tr> <td>Draft Plan</td> <td>Sept. 2024</td> <td></td> </tr> <tr> <td>Final Plan</td> <td>Oct. 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Issue Request for Qualifications	Sept. 2023		Select and Contract with Consultant	Nov. 2023		Draft Plan	Sept. 2024		Final Plan	Oct. 2024	
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# Business Plan

## Enhance Regional Mobility

### Goal 1: Explore Creative Alternative Transportation Opportunities

#### Objective 1: Promote Regional Connectivity

Project	Performance Measure(s)	Department(s)
ERM 2.2.1	Street Rebuild Projects	Overall Satisfaction with the Management of Traffic Flow During Peak Hours
		Public Works

**Summary:**

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

The projects listed below include carry-over projects funded in prior years that have not completed construction, as well as the planned FY 2024 projects. Project milestones listed in the table will be updated as they occur during the year.

Roadway Capital Improvements Project	Lane Miles
Harris Road (Calender Rd. to Cooper St.)	2.2
Poly Webb Rd. (Pleasant Ridge Rd. to Shorewood Dr.)	1.0
Turner Warnell Rd. (Matlock Rd. to Cooper St.)	6.0
Bowman Springs Road (I-20 to Enchanted Bay Blvd.)	1.1
Sublett Rd. (City Limits to Joplin Rd.)	1.2
Debbie Ln. (W. City limits to SH-360)	4.66
2021 Residential Rebuild (Herschel St.)	0.67
2021 Residential Rebuild (Shenandoah Dr.)	0.80
Center St. (Bardin to Green Oaks)	4.02
Mansfield Webb Rd. (Silo Rd. to Collins St.)	2.6
Mitchell St. (Collins to Sunnyvale)	0.8

Roadway Capital Improvement Project	Estimated Bid Date	Actual Bid Date	Estimated Completion	Actual Completion
Harris Rd. (Calender Rd. to Cooper St.)	May 2019	Nov. 2020	Oct. 2022	
Poly Webb Rd. (Pleasant Ridge Rd. to Shorewood Dr.)	Oct. 2021	Mar. 2023	Jan. 2025	
Turner Warnell Rd. (Matlock Rd. to Cooper St.)	Oct. 2021	Dec. 2022	May 2025	
Bowman Springs Rd. (I-20 to Enchanted Bay Blvd.)	Nov. 2021	Mar. 2022	Sept. 2023	
Sublett Rd. (City Limits to Joplin Rd.)	Nov. 2021	Sept. 2022	Nov. 2023	
Debbie Ln. (W. City Limits to SH-360)	Nov. 2022	Dec. 2022	June 2025	
2021 Residential Rebuild (Herschel St.)	Oct. 2022	Nov. 2022	July 2023	
2021 Residential Rebuild (Shenandoah Dr.)	Nov. 2022	Feb. 2023	Apr. 2024	
Center St. (Bardin to Green Oaks)	Nov. 2023			
Mansfield Webb Rd. (Silo Rd. to Collins St.)	Feb. 2024			
Mitchell St. (Collins to Sunnyvale)	Feb. 2024			

# Business Plan

## Enhance Regional Mobility Scorecard

Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
PWK	Citizen perception of overall condition of streets/roads as "excellent" or "good" [annual survey]	46%	47%	45%	Maintain or Increase
PWK	Citizen perception of traffic levels are acceptable as "strongly agree" or "somewhat agree" [annual survey]	48%	45%	47%	Maintain or Increase
PWK	Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	47%	48%	48%	Maintain or Increase
PWK	Citizen perception of overall satisfaction with the management of traffic flow during peak hours as "excellent" or "good" [annual survey]	47%	48%	48%	Maintain or Increase
TDP	Arlington On-Demand Rideshare Ridership	355,768	656,270	745,000	800,000
TDP	Handitrans Ridership	New Measure in FY 2023		122,000	122,000
TDP	Handitrans On-time Performance	New Measure in FY 2023		95%	95%
PWK	Travel time on northbound Cooper from Turner-Warnell to I-30	20:15	22:15	23:00	23:21 (+/- 2 min 20 sec)
PWK	Travel time on southbound Cooper from I-30 to Turner-Warnell	18:57	22:22	22:33	22:07 (+/- 2 min 20 sec)
PWK	Travel time on northbound Collins from Mansfield Webb Road to Mosier Valley Road	New Measure in FY 2022	26:27	26:27	28:31 (+/- 2 min 51 sec)
PWK	Travel time on southbound Collins from Mosier Valley Road to Mansfield Webb Road	New Measure in FY 2022	26:17	26:42	26:16 (+/- 2 min 38 sec)
PWK	Travel time on eastbound Division from west city limit to east city limit	New Measure in FY 2022	15:29	15:35	15:57 (+/- 1 min 36 sec)
PWK	Travel time on westbound Division from east city limit to west city limit	New Measure in FY 2022	15:34	15:48	15:46 (+/- 1 min 35 sec)
PWK	Travel time on eastbound Pioneer Parkway from west city limit to east city limit	New Measure in FY 2022	17:45	18:10	17:12 (+/- 1 min 43 sec)
PWK	Travel time on westbound Pioneer Parkway from east city limit to west city limit	New Measure in FY 2022	17:31	17:42	16:16 (+/- 1 min 38 sec)
PWK	Lane Miles with Overall Condition Index (OCI) < 50	382	459	493	Maintain or Decrease
PWK	Percentage of traffic signals receiving annual preventative maintenance compared to goal of 521	100%	97%	39%	100%
PWK	Percentage of signs replaced that do not meet minimum standards compared to goal of 3,000	60%	141%	75%	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)	Department(s)																														
IOE 1.1.1	TIRZ Districts	<ul style="list-style-type: none"> <li>Recruitment Leads</li> <li>Leads to Prospects</li> </ul>	Economic Development																														
<p><u>Summary:</u> There are four Tax Increment Reinvestment Zones (TIRZ) in Arlington:</p> <p><b>(TIRZ) #1 – Downtown</b> 2022 Taxable Value: \$389,867,558</p> <p><b>(TIRZ) #5 – Entertainment District</b> 2022 Taxable Value: \$1,257,070,145</p> <p><b>(TIRZ) #6 – Viridian</b> 2022 Taxable Value: \$1,163,302,129</p> <p><b>(TIRZ) #7 – International Corridor</b> 2022 Estimated Taxable Value: \$1,126,146,104</p>		<table border="1"> <thead> <tr> <th>TIRZ #5</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Amended Project Plan and Financing Plan</td> <td>Dec. 2019</td> </tr> <tr> <td>Economic Development Performance Agreement</td> <td>Dec. 2019</td> </tr> <tr> <td>Economic Development and Reimbursement Agreement</td> <td>Dec. 2019</td> </tr> <tr> <td>First Amendment to the Economic Development Incentive Agreement for Hotel Project</td> <td>Dec. 2019</td> </tr> <tr> <td>Loews Parking Structure Completed</td> <td>Sept. 2020</td> </tr> <tr> <td>Third Amendment to the Economic Development Performance Agreement – Arlington Convention Center</td> <td>June 2021</td> </tr> <tr> <td>First Amended and Restated TIRZ 5 Economic Development and Reimbursement Agreement – Arlington Ballpark District Developer Holding Company</td> <td>June 2021</td> </tr> <tr> <td>Construction of New Convention Hotel Begins</td> <td>June 2021</td> </tr> <tr> <td>Amended Project Plan and Financing Plan for Tax Increment Reinvestment Zone Number Five, City of Arlington, Texas – Entertainment District</td> <td>June 2021</td> </tr> <tr> <td>Third Amendment to the Economic Development Performance Agreement – Arlington Convention Center</td> <td>June 2021</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>TIRZ #6</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Development Agreement</td> <td>Sept. 2020</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>TIRZ #7</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Interlocal Agreement with Tarrant County Relative to the Payment for Professional Planning Services</td> <td>Mar. 2021</td> </tr> </tbody> </table>		TIRZ #5	Date	Amended Project Plan and Financing Plan	Dec. 2019	Economic Development Performance Agreement	Dec. 2019	Economic Development and Reimbursement Agreement	Dec. 2019	First Amendment to the Economic Development Incentive Agreement for Hotel Project	Dec. 2019	Loews Parking Structure Completed	Sept. 2020	Third Amendment to the Economic Development Performance Agreement – Arlington Convention Center	June 2021	First Amended and Restated TIRZ 5 Economic Development and Reimbursement Agreement – Arlington Ballpark District Developer Holding Company	June 2021	Construction of New Convention Hotel Begins	June 2021	Amended Project Plan and Financing Plan for Tax Increment Reinvestment Zone Number Five, City of Arlington, Texas – Entertainment District	June 2021	Third Amendment to the Economic Development Performance Agreement – Arlington Convention Center	June 2021	TIRZ #6	Date	Development Agreement	Sept. 2020	TIRZ #7	Date	Interlocal Agreement with Tarrant County Relative to the Payment for Professional Planning Services	Mar. 2021
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# Business Plan

## Invest in Our Economy

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

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

Project		Performance Measure(s)	Department(s)
IOE 1.1.2	Five Year Impact Fee Update	Project Completion	Planning and Development Services

Summary:

Arlington has a statutory obligation to update the land use assumptions and capital improvements plan that form the basis for the Impact Fee Program (IFP). The update is required every five years (TLGC Sec. 395.052). The current IFP was adopted in 2017 and was due for an update in 2022. If the City Council does not perform the update as required, any person who has paid an impact fee or the owner of property on which an impact fee has been paid has the right to require the duty to be performed, in which case the Council must perform the update within 60 days.

The IFP covers roadways, water, and sanitary sewer. The five-year update is important to ensure the city is adequately planning for the street, water, and sewer infrastructure necessary to support growth over the next ten years. The land use assumptions examine projections of changes in land uses, densities, intensities, and population. The assumptions are reasoned judgments based on existing zoning patterns, development policies, and the realistic prospect for future change. With the projections contained in the land use assumptions, the city prepares a revised CIP detailing the capital improvements needed over the term of the plan to meet existing and projected future demand. The update also addresses known inequities in the existing program to ensure developers are contributing to the Program based on the latest engineering and planning practices. Specifically, the Arlington IFP must update its land use classifications to conform to the latest Institute of Transportation Engineers trip generation data used by other jurisdictions.

The IFP update shall be performed by a qualified engineer or engineering consultant who is not an employee of the City. The update process is essentially the same as was used to enact the IFP ordinance originally. The engineer works with the appointed CIPAC (the Planning and Zoning Commission) to produce the update.

The source of funds for this update are the Impact Fee Funds (Street Impact Fee and Water/Wastewater). TLGC Sec. 395.012 authorizes impact fees to pay for fees of the engineer or financial consultant who prepares or updates the capital improvements plan.

Milestone	Estimated Completion	Actual Completion
IFP Team Established	10/01/2023	
RFP Deadline	12/01/2023	
Contract Approval	03/01/2024	
Update Adopted	03/31/2025	

# 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)	Department(s)												
IOE 1.1.3	Redevelopment of Lincoln Square	Office of Strategic Initiatives												
<p><u>Summary:</u></p> <p>In October 2022, Trademark Property Company closed on the Lincoln Square shopping center at Collins and I-30. The center has been on the decline for several years and has many tenant vacancies. Trademark plans to redevelop the entire site with a mix of uses including updated retail, restaurants, residential, office, and entertainment. The development will also include parking garages and public open space. Milestones for the project in FY 2024 include approval of zoning, development of an incentive agreement, and demolition of the first portion of the center.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Obtain zoning approval</td> <td>Dec. 2023</td> <td></td> </tr> <tr> <td>Develop an incentive agreement</td> <td>Feb. 2024</td> <td></td> </tr> <tr> <td>Begin demolition</td> <td>May 2024</td> <td></td> </tr> </tbody> </table>	Milestone	Estimated Completion	Actual Completion	Obtain zoning approval	Dec. 2023		Develop an incentive agreement	Feb. 2024		Begin demolition	May 2024	
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# Business Plan

## Invest in Our Economy

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

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

Project		Performance Measure(s)	Department(s)
IOE 1.2.1	Business Recruitment and Retention	<ul style="list-style-type: none"> <li>Recruitment Leads</li> <li>Leads to Prospects</li> </ul>	Economic Development

**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
- 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 on a hit list reported to the City Management Office every month. The list will track potential capital investment, jobs created and details about each project in order of priority. Staff will continue to develop knowledge of the business climate that may lead to a compelling case for industry prospects to locate in Arlington.

Approved Agreements	Date

Targeted Industry Leads	Aerospace	Automotive Products	Medical Devices	Industrial Manufacturing	Business and Professional
1 <sup>st</sup> Quarter					
2 <sup>nd</sup> Quarter					
3 <sup>rd</sup> Quarter					
4 <sup>th</sup> Quarter					

# 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)	Department(s)
IOE 1.2.2	Small Business Initiative	Interactions with Existing Businesses
		Economic Development
<p><u>Summary:</u></p> <p>Staff is able to respond to information requests from small businesses and provide referrals to relevant partner organizations including the Tarrant County Small Business Development Center, Chamber of Commerce, Downtown Arlington, SCORE Fort Worth, TechFW and EpicMavs. In 2023, staff will focus on business outreach and continue to stay up to date on resources to assist businesses.</p>		<p>While fintech loans are open to applicants of any race/ethnicity, research suggests fintech lenders provide better racial equity outcomes.</p> <p><b>Fintech Loan Examples</b></p> <ul style="list-style-type: none"> <li>• <u>OppFi</u> \$500-\$4000 Personal loans, credit card, paycheck tap</li> <li>• <u>Billd</u> \$25,000 up to \$6 million Working capital, term loans, comm real estate</li> <li>• <u>Biz2Credit</u> Up to \$500,000 Construction only- Payment direct to supplier</li> <li>• <u>Fundbox</u> Up to \$1 million Business loans, business financing</li> <li>• <u>Bondstreet</u> Up to \$150,000 Business line of credit, term loans</li> </ul>

# 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)	Department(s)								
IOE 1.2.3	Expansion of Foreign Direct Investment (FDI) Promotion	Recruitment Related Events Attended	Economic Development								
<p><u>Summary:</u></p> <p>Economic Development Staff continues to conduct research, gain industry intelligence, and forge relationships with international industry decision makers, as well as site selectors in the targeted international markets.</p> <p>Within the past few years, Staff has expanded foreign direct investment efforts by attending trainings, conferences and expos known to result in the generation of viable leads. Staff will also work to establish partnerships with affiliate organizations and local brokers to assist in the promotion of Arlington as a prime location for global investment.</p> <p>Staff's progress in the expansion of its international efforts will be tracked and reported, and any resulting relocation or recruitment projects will be identified.</p>		<table border="1"> <thead> <tr> <th>International Tradeshows/Conferences</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		International Tradeshows/Conferences	Date						
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# 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)	Department(s)
IOE 1.2.4	Economic Development Projects	<ul style="list-style-type: none"> <li>Recruitment Leads</li> <li>Leads to Prospects</li> </ul>	Economic Development

#### Summary:

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, can stimulate future change, and must be a desired use.

#### Urban Union

Type: Redevelopment of buildings near the intersections of Division St., East St., and Front St in Downtown Arlington  
Capital Investment: \$20 million  
Size: 60,000 sq. ft.  
Deal: 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.

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

Type: Medical Hospital  
Capital Investment: \$90 million  
Size: 20,000 sq. ft. expansion  
Employees: 50  
Deal: The City provided a real property tax abatement to offset some of MCA's construction costs.

#### General Motors (Assembly)

Type: Assembly Plant Renovation and Expansion  
Capital Investment: \$1.4 billion  
Size: 1,200,000 sq. ft. expansion  
Employees: 4,000+ retained  
Deal: To assist GM, the City offered an incentive package including tax abatements to real and business personal property and fee waivers.

Urban Union (Phase 3)	Date
Building Permit Issued	May 2018
Certificate of Occupancy Issued	Sept. 2019
Urban Front (Phase 4)	Date
Agreement Drafted	Mar. 2020
Agreement Approved by TIRZ Board.	June 2020
Agreement Approved by Council	June 2020
First Amendment to Purchase Option Agreement	Sept. 2020
Building Permit	Pending

Columbia Medical Center of Arlington (MCA) Project	Date
Building Permit Issued (Phase I)	May 2016
Certificate of Occupancy Issued (Phase I)	June 2019
Building permit Issued (Phase II)	July 2016
Fire Permit	Dec. 2020
Fire Permits Issued	Feb. 2021
Phase II Project Complete (CO Issued)	Pending

General Motors	Date
Building Permit Issued	June 2013
Certificate of Occupancy Issued	Oct. 2019
Sewer Line Design Complete	Pending
Conveyor Line	TBA

Medal of Honor Museum	Date
Architecture Firm Selected	Jan. 2020
Board of Directors Selected	Jan. 2020
Lease Agreement	Jan. 2021
Zoning Approved	Pending
Building Permit Issued	Pending
Certificate of Occupancy Issued	Pending

# Business Plan

## Medal of Honor Museum

Type: Museum

In October 2019, the NMOH Museum announced that Arlington would be the home of their new museum. The site will be in the Entertainment District.

### Main 7

Type: Housing Development

Capital Investment: \$14.7 million

Townhomes: 53

Deal: The Arlington City Council approved a Tax Increment Reimbursement Agreement by and between Savannah Main 7, LLC relative to the construction of the development at the corner of W. Main Street and Cooper Street in June 2020.

### Bowery Farming, Inc.

Type: Indoor modern farming operation

Capital Investment: \$20 million

Size: 205,000 sq. ft.

Employees: 90

Deal: Chapter 380 Grant Agreement of 35% for 7 years on City taxes paid on business personal property and waiver of building permit fees for the cost of installation of equipment, machinery, and furnishings in the building.

### Wallbox USA, Inc.

Type: First North American and U.S. manufacturing operation

Capital Investment: \$70 million

Size: 129,000 sq. ft.

Employees: 144 up to 250

Deal: Arlington City Council approved a Chapter 380 Grant Agreement at 80% for 7 years on business personal property and building permit fee waivers to reduce the costs to retrofit the facility and ramp up the operation.

### Park Place

Type: Mixed Use Retail and Residential

Capital Investment: \$38 million

Size: 14,777 sq. ft. of retail

Employees: TBD

Deal: Arlington City Council approved a Chapter 380 Grant Agreement for \$220,000 to incentivize finish out of flooring and HVAC in first floor retail of development, which offsets the cost of public improvements the developer took on during construction.

Main 7	Date
Building Permit Issued	Dec. 2020
Certificate of Occupancy Issued	Pending

Bowery Farming, Inc.	Date
Tenant building Permit Issued	June 2022
Project Complete (CO Issued)	Pending

Wallbox USA, Inc.	Date
Shell Building Complete	Dec. 2021
Tenant Building Permit Issued	Apr. 2022
Project Complete (CO Issued)	Pending

Park Place	Date
Tenant Building Permit Issued	Oct. 2022
Project Complete (CO Issued)	Pending

Boss Office	Date
Building Permit Issued	Pending
Project Complete (CO Issued)	

Sutton Frost Cary	Date
Building Permit Issued	Pending
Project Complete (CO Issued)	Pending

### Boss Office

Type: Flexible Office Space

Capital Investment: \$25 million

Size: 32,000 sq. ft.

Employees: TBD

Deal: Arlington City Council approved a Chapter 380 Grant Agreement and 75% tax abatement. The Chapter 380 Agreement waives all development fees for the project.

### Sutton Frost Cary

Type: Corporate building near the intersections of Front St and Mesquite St. in Downtown Arlington

Performance Grant: \$122,000

Size: 25,000 sq. ft. of office space

Deal: 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.

# 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)	Department(s)																				
IOE 1.2.5	Land Banking	Economic Development																				
<p><u>Summary:</u></p> <p>Land Banking (previously Real Estate) is part the Economic Development department. Staff manages minerals and leasing, city-owned property, cell tower leasing, easement acquisitions for PWT and WU, right-of-way permit approvals and small cell right-of-way permits which includes inspections and management of the public right-of-way.</p> <p><b>Small Cell Permits</b> Staff manages applications/yearly fees from public service providers such as AT&amp;T, Sprint, T-Mobile, and Verizon. Shot clocks are enforced under this program.</p> <p><b>Right-of-Way Permits</b> The ROW permit changeover to Amanda is 100% complete. The capabilities include auto generated email notifications for staff comments and permit issuance. Amanda further has the capability to house damage claims and inspector notifications. Amanda will also handle taking in money for permits which will be critical for the SIFI project. In addition, Lastly, Amanda will enhance the ROW process to be consistent, collective and capitalize on increased permit flow due to the coming SIFI project.</p> <p>Goals will always be to collect past due damages from current contractors and public service providers.</p>		<table border="1"> <thead> <tr> <th>Small Cell Permits</th> <th>Issued</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> Quarter</td> <td></td> </tr> <tr> <td>2<sup>nd</sup> Quarter</td> <td></td> </tr> <tr> <td>3<sup>rd</sup> Quarter</td> <td></td> </tr> <tr> <td>4<sup>th</sup> Quarter</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Right-of-Way Permits</th> <th>Issued</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> Quarter</td> <td></td> </tr> <tr> <td>2<sup>nd</sup> Quarter</td> <td></td> </tr> <tr> <td>3<sup>rd</sup> Quarter</td> <td></td> </tr> <tr> <td>4<sup>th</sup> Quarter</td> <td></td> </tr> </tbody> </table>	Small Cell Permits	Issued	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		Right-of-Way Permits	Issued	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter	
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# Business Plan

Invest in Our Economy Scorecard					
Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
General	Citizen perception that Arlington is a great place to operate a business [annual survey]	47%	51%	50%	60%
General	Citizen perception that Arlington is a great place to work [annual survey]	51%	49%	52%	60%
ED	ROW Permits Issued	697	870	900	1,000
ED	ROW Permit Damage Investigations	58	137	100	100
ED	ROW Complaints Investigated/Resolved	161	320	110	250
PDS	Turnaround time to 1 <sup>st</sup> comments for commercial construction plans within 12 business days	97%	98%	96%	95%
PDS	Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
PDS	Striving to provide exceptional customer service in our permitting process by maintaining an 80% or higher average of "4+" rating in overall customer experience	New Measure in FY 2023		80%	80%
ED	Marketing partnership visits	80	207	100	100
ED	Recruitment leads	54	37	90	90
ED	Leads to prospects	38	39	60	60
ED	On-Site Business Visits	126	168	100	100
ED	Royalties from real estate holdings	\$4,518,476	\$9,247,276	\$6,500,000	\$6,500,000
ED	Recruitment related events attended	6	5	15	10

# Business Plan

Leverage Technology																																																
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)	Department(s)																																													
LT 1.1.1	Phase 2 ERP System Implementation – HCM & Payroll Modules	Project Completion	Information Technology, Human Resources, and Finance																																													
<p><u>Summary:</u></p> <p>In FY 2020, the City issued an RFP for a new Enterprise Resource Planning (ERP) system. Phase 1 (Finance) Implementation of the new system started/was completed in FY 2021. Phase 3 (Recruiting) is scheduled to complete in 2024. Schedule for implementation of Adaptive Planning (Budget) is pending.</p> <p><u>Phase 2 – Human Capital Management and Payroll, (1/03/2022 – 10/31/2023) – Includes HCM, Benefits, Compensation, Absence, and Payroll.</u></p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Business Process Alignment</td> <td>2nd Qtr. FY 2022</td> <td>Complete</td> </tr> <tr> <td>Planning</td> <td>3rd Qtr. FY 2022</td> <td>Complete</td> </tr> <tr> <td>Architect</td> <td>3rd Qtr. FY 2022</td> <td>Complete</td> </tr> <tr> <td>Configure/Prototype</td> <td>1st Qtr. FY 2023</td> <td>Complete</td> </tr> <tr> <td>E2E Testing</td> <td>2nd Qtr. FY 2023</td> <td>Complete</td> </tr> <tr> <td>Parallel Testing</td> <td>3rd Qtr. FY 2023</td> <td>Complete</td> </tr> <tr> <td>Integration</td> <td>3rd Qtr. FY 2023</td> <td>Complete</td> </tr> <tr> <td>Reporting</td> <td>3rd Qtr. FY 2023</td> <td>Complete</td> </tr> <tr> <td>Change Order</td> <td>3rd Qtr. FY 2023</td> <td>Complete</td> </tr> <tr> <td>Dress Rehearsal</td> <td>4th Qtr. FY 2023</td> <td>In progress</td> </tr> <tr> <td>Go Live/Deployment</td> <td>4th Qtr. FY 2023</td> <td>Planned</td> </tr> <tr> <td>Change Management/ Training</td> <td>3<sup>rd</sup> Qtr. FY 2023</td> <td>In progress</td> </tr> <tr> <td>Post Go Live Support</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Phase 2 Project Close</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Business Process Alignment	2nd Qtr. FY 2022	Complete	Planning	3rd Qtr. FY 2022	Complete	Architect	3rd Qtr. FY 2022	Complete	Configure/Prototype	1st Qtr. FY 2023	Complete	E2E Testing	2nd Qtr. FY 2023	Complete	Parallel Testing	3rd Qtr. FY 2023	Complete	Integration	3rd Qtr. FY 2023	Complete	Reporting	3rd Qtr. FY 2023	Complete	Change Order	3rd Qtr. FY 2023	Complete	Dress Rehearsal	4th Qtr. FY 2023	In progress	Go Live/Deployment	4th Qtr. FY 2023	Planned	Change Management/ Training	3 <sup>rd</sup> Qtr. FY 2023	In progress	Post Go Live Support	1 <sup>st</sup> Qtr. FY 2024		Phase 2 Project Close	1 <sup>st</sup> Qtr. FY 2024	
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Project		Performance Measure(s)	Department(s)																											
LT 1.1.2	Budget Development Software	GFOA Certificate for Excellence - Budget	Finance																											
<p><u>Summary:</u></p> <p>The Budget Office is currently evaluating the feasibility of implementing a new budget planning software. If implemented, the new software will need to integrate with Workday, the city's financial software, allow for revenue and expenditure forecasting, and seamless development of the annual budget document.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Business Process Analysis</td> <td>TBD</td> <td></td> </tr> <tr> <td>Planning</td> <td>TBD</td> <td></td> </tr> <tr> <td>Architect</td> <td>TBD</td> <td></td> </tr> <tr> <td>Configure/Prototype</td> <td>TBD</td> <td></td> </tr> <tr> <td>Testing</td> <td>TBD</td> <td></td> </tr> <tr> <td>Deploy/Training</td> <td>TBD</td> <td></td> </tr> <tr> <td>Go Live</td> <td>TBD</td> <td></td> </tr> <tr> <td>Post Go Live Support</td> <td>TBD</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Business Process Analysis	TBD		Planning	TBD		Architect	TBD		Configure/Prototype	TBD		Testing	TBD		Deploy/Training	TBD		Go Live	TBD		Post Go Live Support	TBD	
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# Business Plan

## Leverage Technology

### 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)	Department(s)																					
LT 1.1.3	Enterprise IT Project (FY 2022) – eDiscovery Software Replacement	Project Completion	Information Technology and City Attorney's Office																					
<p><u>Summary:</u></p> <p>This project will replace the existing DA solution with a new discovery tool that will allow for searching the Microsoft's Cloud storage (OneDrive, Emails, SharePoint, personal cloud drives, etc.) and on-premises network storage (documents, spreadsheets, etc.) efficiently. The project will use CAO's business requirements to identify and purchase a discovery tool that meets their needs.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Project Charter</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td>Complete</td> </tr> <tr> <td>Release RFP</td> <td>3<sup>rd</sup> Qtr. FY 2023</td> <td>In Progress</td> </tr> <tr> <td>Vendor Selection</td> <td>3<sup>rd</sup> Qtr. FY 2023</td> <td></td> </tr> <tr> <td>Contracting</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Implementation Phase</td> <td></td> <td></td> </tr> <tr> <td>Project Closure</td> <td></td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Project Charter	3 <sup>rd</sup> Qtr. FY 2022	Complete	Release RFP	3 <sup>rd</sup> Qtr. FY 2023	In Progress	Vendor Selection	3 <sup>rd</sup> Qtr. FY 2023		Contracting	1 <sup>st</sup> Qtr. FY 2024		Implementation Phase			Project Closure		
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## Leverage Technology

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

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LT 1.1.4	Enterprise IT Project (FY 2022) – Content Management System for Police	Project Completion	Information Technology and Police																																				
<p><u>Summary:</u></p> <p>This project will expand use of the City's enterprise document management solution Laserfiche Rio by engaging DocuNav to configure a Laserfiche Rio environment for the Police Department (APD). This will be a multi-phased/multi-year project that will also include configuring Laserfiche to manage,</p> <ul style="list-style-type: none"> <li>• Structured and unstructured data</li> <li>• A Citizen-facing portal for data submissions</li> <li>• Forms and workflows</li> <li>• Request and issue management</li> <li>• Asset management, and</li> <li>• Training and file management.</li> </ul> <p>APD currently stores over 60 terabytes of unstructured data in the City's file shares. For data stored in an unstructured manner, there is not an effective search solution, document hold process or enforceable retention policy.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Project Charter</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td>Complete</td> </tr> <tr> <td>LF Migration / Upgrade</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td>Complete</td> </tr> <tr> <td>Planning Phase</td> <td>4<sup>th</sup> Qtr. FY 2022</td> <td>Complete</td> </tr> <tr> <td>Design Phase</td> <td>4<sup>th</sup> Qtr. FY 2022</td> <td>Complete</td> </tr> <tr> <td>Installation of PD Repository</td> <td>2<sup>nd</sup> Qtr. FY 2023</td> <td>In Progress</td> </tr> <tr> <td>Citizen Evidence Portal</td> <td>2<sup>nd</sup> Qtr. FY 2023</td> <td>In Progress</td> </tr> <tr> <td>Forms Process</td> <td>3<sup>rd</sup> Qtr. FY 2023</td> <td>Pending</td> </tr> <tr> <td>Asset Management</td> <td>3<sup>rd</sup> Qtr. FY 2023</td> <td>In Progress</td> </tr> <tr> <td>Request and Issue Management</td> <td>4<sup>th</sup> Qtr. FY 2023</td> <td></td> </tr> <tr> <td>Training Scheduling Process</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Project Closure</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Project Charter	1 <sup>st</sup> Qtr. FY 2022	Complete	LF Migration / Upgrade	3 <sup>rd</sup> Qtr. FY 2022	Complete	Planning Phase	4 <sup>th</sup> Qtr. FY 2022	Complete	Design Phase	4 <sup>th</sup> Qtr. FY 2022	Complete	Installation of PD Repository	2 <sup>nd</sup> Qtr. FY 2023	In Progress	Citizen Evidence Portal	2 <sup>nd</sup> Qtr. FY 2023	In Progress	Forms Process	3 <sup>rd</sup> Qtr. FY 2023	Pending	Asset Management	3 <sup>rd</sup> Qtr. FY 2023	In Progress	Request and Issue Management	4 <sup>th</sup> Qtr. FY 2023		Training Scheduling Process	1 <sup>st</sup> Qtr. FY 2024		Project Closure	1 <sup>st</sup> Qtr. FY 2024	
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# Business Plan

## Leverage Technology

### 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)	Department(s)
LT 1.1.5	Enterprise IT Project (FY 2023) – eBuilder Integration with Workday	Project Completion	Information Technology

**Summary:**

Integrations must be considered for the following program/project areas:

- Program budget management
- Project creation
- Project budget management
- Budget transfers
- Budget amendments or changes
- Purchase order and contract creation
- Invoice payment

In addition to these specific processes that are no longer integrated with EB and the city's financial system, the implementation of Workday has also resulted in the loss of process controls put in place in response to Audit findings are not configurable in Workday.

Milestone	Estimated Completion	Status
Project Charter		
Planning Phase		
Procure Phase		
Design Phase		
Implementation Phase		
Project Closure		

## Leverage Technology

### 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)	Department(s)
LT 1.1.6	Grants Impact Dashboard	Completion of Dashboard	Grants Management

**Summary:**

Build and design Impact dashboard to provide efficient access to and updates on the accomplishments that Community Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership (HOME) and related COVID-19 funds have made within the City of Arlington.

Milestone	Target Date	Status
Build and Design Dashboard	1 <sup>st</sup> Qtr. FY 2024	
Provide Access to Dashboard via Grants Management Website	1 <sup>st</sup> Qtr. FY 2024	
Use Dashboard Data to Provide Detailed Reports	2 <sup>nd</sup> Qtr. FY 2024	
Update Dashboard to include Prior Year's Complete Program Data	3 <sup>rd</sup> Qtr. FY 2024	

# Business Plan

## Leverage Technology

### 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)	Department(s)
LT 1.1.7	Annual Comprehensive Financial Report (ACFR) Software Implementation	<ul style="list-style-type: none"> <li>Annual Comprehensive Financial Report with "Clean Opinion"</li> <li>GFOA Certificate for Excellence - Accounting</li> </ul>	Finance

Summary:

The Reporting Solution (TRS) is a web-based application that allows local governments to prepare their annual financial reports. Users create the entire report using database driven financial statements, an online word processor, and proprietary spreadsheet technology. A change made to the financial statements will update in real-time throughout the narrative portions of the report. The application can also be used to create interim reports. The application will support streamlining/automating year end processes, reduce time-consuming manual procedures, and improve reporting.

Milestone	Estimated Completion	Actual Completed
Replicate FY 2022 ACFR Data	10/31/2023	
Implementation	03/31/2023	
Post Implementation Process Revisions	05/31/2023	

## Leverage Technology

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

#### Objective 2: Implement New Technology

Project		Performance Measure(s)	Department(s)
LT 1.2.1	SCADA Integrator	Update Treatment Production Facilities – SCADA	Water Utilities

Summary:

As the Water Department Treatment Division is substantially updating its production facilities over the next five years, the need for a comprehensive Supervisory Control and Data Acquisition (SCADA) integration project was identified. This project will set programming and hardware standards and modernize the Human Machine Interface (HMI) platform utilized for all water treatment operational processes.

Milestone	Estimated Completion	Actual Completion
JKWTP Backwash Improvements (Final completion)	Dec. 2023	
PBWTP Chemical Clearwell and PS Improvements (Final completion)	Sept. 2025	

# Business Plan

Leverage Technology																											
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Project		Performance Measure(s)	Department(s)																								
LT 1.2.2	Cable Channel Improvements		Communication & Legislative Affairs																								
<p><u>Summary:</u></p> <p>Purchase and commission of a new video server/bulletin board system for our cable station. With technology updates to this equipment, it will allow us to effectively communicate with Arlington residents. This new system will be automated to allow us to fully schedule content for everyday of the week.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Research &amp; Receive Quotes with the Approval from Purchasing</td> <td>2<sup>nd</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Implement Digital Resources Contract</td> <td>2<sup>nd</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Update CBR AV Equipment</td> <td>2<sup>nd</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Archive Video Backup Server</td> <td>2<sup>nd</sup> Qtr. FY 2022</td> <td>100%</td> </tr> <tr> <td>Update Studio Control Room</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td>100%</td> </tr> <tr> <td>Update Studio Set</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td>60%</td> </tr> <tr> <td>CBR Storage Closet</td> <td>2<sup>nd</sup> Qtr. FY 2024</td> <td>40%</td> </tr> </tbody> </table>		Milestone	Target Date	Percent Complete	Research & Receive Quotes with the Approval from Purchasing	2 <sup>nd</sup> Qtr. FY 2021	100%	Implement Digital Resources Contract	2 <sup>nd</sup> Qtr. FY 2021	100%	Update CBR AV Equipment	2 <sup>nd</sup> Qtr. FY 2021	100%	Archive Video Backup Server	2 <sup>nd</sup> Qtr. FY 2022	100%	Update Studio Control Room	3 <sup>rd</sup> Qtr. FY 2022	100%	Update Studio Set	1 <sup>st</sup> Qtr. FY 2024	60%	CBR Storage Closet	2 <sup>nd</sup> Qtr. FY 2024	40%
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# Business Plan

## Leverage Technology

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

#### Objective 2: Implement New Technology

Project		Performance Measure(s)	Department(s)
LT 1.2.3	Traffic Management Technology Improvements	<ul style="list-style-type: none"> <li>Implementation: Installing Devices at Locations and Bringing them Online. Use Crowdsourced Data and GIS database for Travel Time Data Collection and Evaluation</li> <li>Management: Using Device Data to Improve Traffic Flow</li> </ul>	Public Works

#### Summary:

Implementing smart traffic management technology will assist the city in developing a more efficient transportation system that enhances regional mobility and increases the quality of life for residents and visitors.

Some of the benefits resulting from implementing new technology include:

- Reduced traffic congestion
- Prioritized traffic based on real-time conditions
- Quicker response to traffic incidents
- Reduced pollution

During FY 2024, work to implement new traffic management technology will focus on the following projects:

- Installation of additional connected vehicle devices on major corridors
- Installation of additional CCTV cameras for traffic monitoring
- Increasing the number of intersections evaluated by the *Automated Traffic Signal Performance Measures (ATSPMs)* monitoring system.
- Use of Waze crowdsourced data and GIS database to analyze travel time data and detect congestion.

Corridor Travel Time Goals	Actual Travel Time
NB Cooper St. (Turner-Warnell Rd. to I-30) 23:21 (+/- 2 min 20 sec)	
SB Cooper St. (I-30 to Turner-Warnell Rd.) 22:07 (+/- 2 min 13 sec)	
NB Collins St. (Mansfield Webb Rd. to Mosier Valley Rd.) 28:31 (+/- 2 min 51 sec)	
SB Collins St. (Mosier Valley Rd. to Mansfield Webb Rd.) 26:16 (+/- 2 min 38 sec)	
EB Division St. (West City Limit to East City Limit) 15:57 (+/- 1 min 36 sec)	
WB Division St. (East City Limit to West City Limit) 15:46 (+/- 1 min 35 sec)	
EB Pioneer Pkwy. (West City Limit to East City Limit) 17:12 (+/- 1 min 43 sec)	
WB Pioneer Pkwy (East City Limit to West City Limit) 16:16 (+/- 1 min 38 sec)	

# Business Plan

## Leverage Technology

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

#### Objective 2: Implement New Technology

Project		Performance Measure(s)	Department(s)
LT 1.2.4	Enterprise IT Project (FY 2023) – PD Law Enforcement Internal Records and Performance Solution	Project Completion	Information Technology and Police

**Summary:**

The Police Department (APD) utilizes Administrative Investigations Management (AIM) to collect, manage, track, and analyze multiple agency items including use of force incidents, pursuits, accidents, awards, Internal Affairs matters, etc. Benchmark Analytics has recently acquired AIM, and they intend to sunset (end of life) the AIM solution. Benchmark plans to migrate AIM clients to their product, which is significantly more expensive. Therefore, APD would like to investigate options to replace AIM as Benchmark’s product does not meet their needs nor current budget. Through the City’s procurement process, this project will expand on the APD’s business requirements as selection criterion to identify and acquire a solution.

Milestone	Estimated Completion	Status
Project Charter	4 <sup>th</sup> Qtr. FY 2023	Pending
Planning Phase	4 <sup>th</sup> Qtr. FY 2023	Pending
Procure Phase		
Design Phase		
Implementation Phase		
Project Closure		

## Leverage Technology

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

#### Objective 2: Implement New Technology

Project		Performance Measure(s)	Department(s)
LT 1.2.5	Enterprise IT Project (FY 2023) – PW Storm Drain Hydrology	Project Completion	Information Technology and Public Works

**Summary:**

Public Works (PW) has identified the Bentley OpenFlows StormCAD and OpenFlows Flowmaster software as the solution they need to begin developing the level of service storm drain models. The consequence of failure analysis requires in-depth analysis of overland flow using a software with 2D hydraulic modeling capability. The 2D modeling software identified for evaluation include Innovyze, InfoWorks ICM and XPSWMM software packages.

This project will use PW’s business requirements to validate that Bentley OpenFlow StormCAD and OpenFlow Flowmaster, XPSWMM and InfoWorks ICM will meet their needs, and use the City’s purchasing process to obtain the necessary software.

Milestone	Estimated Completion	Status
Project Charter	4 <sup>th</sup> Qtr. FY 2023	Pending
Planning Phase		
Procure Phase		
Design Phase		
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# Business Plan

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Project		Performance Measure(s)	Department(s)																					
LT 1.2.6	Enterprise IT Project (FY 2023) – PW Floodplain and Environmental Notices of Violation (NOV) in AMANDA	Project Completion	Information Technology and Public Works																					
<p><u>Summary:</u></p> <p>Recent floodplain map updates have increased the total acreage of mapped floodplain and total number of insurable structures within the FEMA regulated floodplain. The City is required by federal regulations to ensure that these structures and areas follow the Flood Damage Prevention Ordinance. These regulations are mandatory for continued participation in the National Flood Insurance Program which allows all property owners and tenants in the City to be eligible to purchase a flood insurance policy.</p> <p>The recently updated Stormwater Pollution Control Ordinance will result in additional property owners needing permits to correct deficiencies and NOV infractions. Including the NOV items within AMANDA will facilitate coordination between PDS and PW as the information will be tied to the address/property. If the Violations are in AMANDA, notices will pop up alerting users of the NOV situation when permits are pulled. This ensures teamwork between PDS, PW and the property owners/contractors to resolve the NOV correctly.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Project Charter</td> <td>3<sup>rd</sup> Qtr. FY 2023</td> <td>In Progress</td> </tr> <tr> <td>Planning Phase</td> <td>4<sup>th</sup> Qtr. FY 2023</td> <td>In Progress</td> </tr> <tr> <td>Procure Phase</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Design Phase</td> <td></td> <td></td> </tr> <tr> <td>Implementation Phase</td> <td></td> <td></td> </tr> <tr> <td>Project Closure</td> <td></td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Project Charter	3 <sup>rd</sup> Qtr. FY 2023	In Progress	Planning Phase	4 <sup>th</sup> Qtr. FY 2023	In Progress	Procure Phase	1 <sup>st</sup> Qtr. FY 2024		Design Phase			Implementation Phase			Project Closure		
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# Business Plan

## Leverage Technology

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

#### Objective 2: Implement New Technology

Project		Performance Measure(s)	Department(s)
LT 1.2.8	Implementation of City-wide Contract Routing Software	Project completion	Finance

**Summary:**

The Office of Procurement will work with both City Secretary's Office and City Attorney's Office to implement an electronic contract routing software for the city. The overall intent of this software is to streamline the routing process by providing advanced tracking, contract drafting and electronic signatures. This new software will replace the current outdated "golden rod" process and allow city staff to execute contracts in a more efficient way.

Milestone	Estimated Completion	Actual Completion
Execute Contract	TBD	
Council Approval for Electronic Signature	TBD	
Implementation	TBD	

## Leverage Technology

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

#### Objective 3: Increase Convenience for the Customer

Project		Performance Measure(s)	Department(s)
LT 1.3.1	Enterprise IT Project (FY 2023) – PDS Customer Service Survey	Project Completion	Information Technology and Planning & Development Services

**Summary:**

This project will add a customer service survey tool for Planning and Development Services (PDS) to increase feedback from citizens and the development community, during different stages of the on-line permitting process. This project is for the installation of the selected solution targeted for the 4<sup>th</sup> Quarter of FY 2023. After installation decisions can be made as to any further configurations.

Milestone	Estimated Completion	Status
Project Charter	3 <sup>rd</sup> Qtr. FY 2023	Complete
Planning Phase	1 <sup>st</sup> Qtr. FY 2024	In Progress
Procure Phase	1 <sup>st</sup> Qtr. FY 2024	In Progress
Design Phase	2 <sup>nd</sup> Qtr. FY 2024	
Implementation Phase		
Project Closure		

# Business Plan

Leverage Technology																		
Goal 1: Ensure Availability of Information, Programs, and City Services																		
Objective 3: Increase Convenience for the Customer																		
Project		Performance Measure(s)	Department(s)															
LT 1.3.2	Municipal Court Website Redesign	Project Completion	Municipal Court															
<p><u>Summary:</u></p> <p>More people come into contact with municipal courts than all other Texas Courts combined. The Arlington Municipal Court (MC) recognizes that individuals may interact with the Court in several different capacities such as a defendant, witness, attorney, moral support, and juror. For many, their first experience with the Court and even the City is through the respective webpages.</p> <p>The MC has seen a dramatic increase in website usage coming out of the pandemic as evidenced in comparisons of website page and unique page views. In FY 2019, the Court had 35,651 page views and 27,967 unique page views. Whereas, in FY 2022 the court had 74,933 page views and 60,818 unique page views. This shows an increase of 110% hits and 117% unique hits on the website despite a decrease in citations filed from 72,383 to 54,121.</p> <p>A person's experience in municipal court may likely be their only contact with the judicial system and can create a lasting impression not only of the MC, but also the City. The MC recognizes that court users now look online to answer questions about court procedures, available resources, and other relevant court information. As such, the MC will be working towards increasing engagement and opportunities to convey public trust and procedural justice through an updated website.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Meet with Stakeholders</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Research and Benchmark Comparable Cities, and TMCEC Resources</td> <td>2<sup>nd</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Work with Stakeholders to Revise Language, Documents, and Usability of Website</td> <td>3<sup>rd</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Complete Updated Municipal Court Website</td> <td>4<sup>th</sup> Qtr. FY 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Meet with Stakeholders	1 <sup>st</sup> Qtr. FY 2024		Research and Benchmark Comparable Cities, and TMCEC Resources	2 <sup>nd</sup> Qtr. FY 2024		Work with Stakeholders to Revise Language, Documents, and Usability of Website	3 <sup>rd</sup> Qtr. FY 2024		Complete Updated Municipal Court Website	4 <sup>th</sup> Qtr. FY 2024	
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Work with Stakeholders to Revise Language, Documents, and Usability of Website	3 <sup>rd</sup> Qtr. FY 2024																	
Complete Updated Municipal Court Website	4 <sup>th</sup> Qtr. FY 2024																	

# Business Plan

Leverage Technology Scorecard					
Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
IT	File server availability	99%	99.98%	99%	99%
IT	Network uptime	98.67%	99.84%	99%	99%
IT	Website availability	99%	99.52%	99%	99%
IT	Email Phishing/Snag Rate	3%	2.38%	3%	3%
IT	Governance Projects Schedule (Active vs. Actual)	New Measure in FY 2023		75%	75%
IT	Governance Projects Budget (Planned vs. Actual)	New Measure in FY 2023		78%	78%
Library	Circulation of Technology (Chromebooks & hotspots)	New Measure in FY 2022	2,265	3,748	4,000
OSI	Datasets or Interactive Web Maps Published	5	4	5	5
OSI	Open Data Portal Users	18,347	17,199	15,000	15,000
Parks	Percent of online registrations	9.26%	11%	12%	18%
Parks	Total website sessions (naturallyfun.org)	158,620	632,300	575,000	400,000
CLA	Increase YouTube views to reach 2M views per year	2,389,062	2,177,529	1,800,000	1,800,000
CLA	Increase Social Media Followers – FaceBook, Instagram, and Twitter [reported quarterly]	7%	2.38%	10%	8%
CLA	Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 2,522,316 entrances)	New Measure in FY 2023		40%	10%
CLA	Ask Arlington App Downloads – based on percent of population	0.32%	1%	1%	1%
CLA	Ask Arlington App Satisfaction – Number of 5-star ratings	337	242	300	300
CLA	Number of Spanish Posts	New Measure in FY 2022	1,503	1,288	1,200
CLA	Growth of Spanish FB page	New Measure in FY 2022	4,521	11,000	12,100
CLA	Views of Spanish videos	New Measure in FY 2022	198,218	250,000	200,000
Parks	Total impressions (APRD main Twitter/FB profiles) in millions	6.805	5.106	6	7

# Business Plan

## Support Youth and Families

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

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

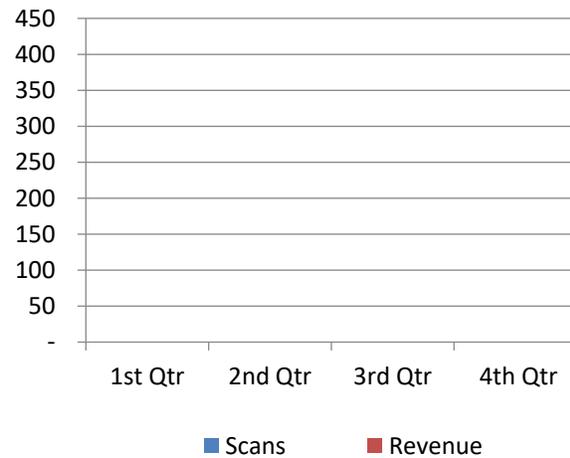
Project		Performance Measure(s)	Department(s)
SYF 1.1.1	AISD Natatorium Partnership	<ul style="list-style-type: none"> <li>Percent of Classes Filled</li> <li>Customers Served</li> <li>Overall Satisfaction with Programs and Facilities</li> </ul>	Parks & Recreation

**Summary:**

In partnership with the AISD, the City of Arlington produced an aquatics facility equipped with a 50-meter pool, a diving area, a warm-up pool, and seating for up to one thousand spectators.

The joint use agreement provides an opportunity for considerable expansion to the already high level of aquatics programming offered by the Parks and Recreation Department. The agreement will allow over 2,500 annual usage hours in the 50-meter and warm-up pools. A variety of year-round programs such as swim lessons, water aerobics, and lifeguard training classes will be held at the natatorium.

**AISD Quarterly Update**



# Business Plan

## Support Youth and Families

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

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

Project	Performance Measure(s)	Department(s)
SYF 1.1.2 Empower Student Learning and Reading with a Library Card	<ul style="list-style-type: none"> <li>Increase new library cards for all children under the age of 18</li> <li>Increase circulation by children under the age of 18</li> </ul>	Library

Summary:

Libraries play an important role in the education and development of a child. The library provides support for the child and student’s development by regularly partnering with Arlington Schools for purposes of outreach and programming and to support students, teachers, and faculty in their endeavors.

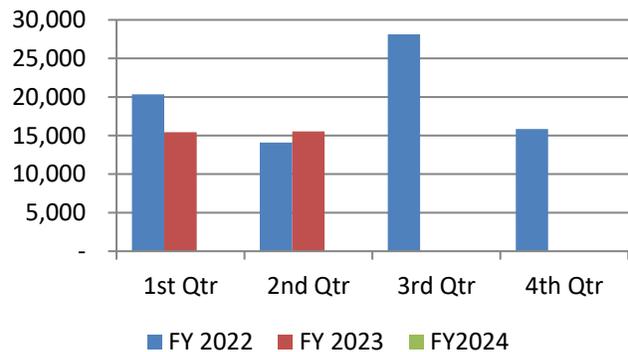
Currently, library offers limited access available for Arlington ISD students using their student ID number, but that only provides access to some of what the library offers. Additionally, that program is only available for students in AISD, leaving out many students in private and charter schools and those who are homeschooled.

By partnering with the schools on this campaign, we can reach parents and students and work on getting library cards into the hands of students. The goal is to increase the access to children have to resources to help them grow in their education and remove barriers they may experience when attempting to get a library card. In FY 2024, the library will kick off a Campaign. ***A library card is an important school supply!*** reminding parents that children who read at home are positioned to perform better in school and are more likely to continue to use the library as a source of lifetime learning.

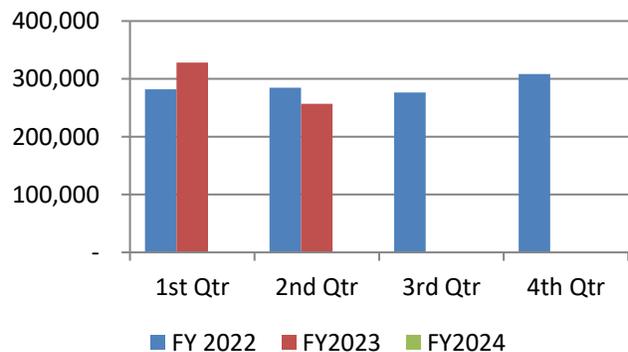
Timeline:

- 1<sup>st</sup> Quarter: Secure partnerships with AISD, local charter and private schools, and homeschool groups
- 2<sup>nd</sup> Quarter: Develop campaign strategy including possible changes in card sign up process, create school list and contacts, create promotional materials, start pulling relevant statistics for comparison
- 3<sup>rd</sup> Quarter: Train staff on new procedures, schedule partnership visits, Print materials and order library card
- 4<sup>th</sup> Quarter: Partnership visits for staff, track relevant statistics for comparison

**Increase in new Library cards for children 17 and under**



**Circulation of Juvenile and Young Adult Materials**



# Business Plan

## Support Youth and Families

### Goal 2: Create an Environment that Enables our Residents to Flourish and Grow

#### Objective 1: Implement Support Systems

Project		Performance Measure(s)	Department(s)
SYF 2.1.1	Family Self-Sufficiency Program	Increase the number of families participating in the Family Self-Sufficiency Program	Housing
<p><u>Summary:</u></p> <p>The Family Self-Sufficiency (FSS) Program is a voluntary component of the Housing Authority’s Housing Choice Voucher (HCV) program.</p> <p>Households or individual enrolled in the FSS program work with their case manager to achieve established goals. Their goals are unique to themselves, but often relate to savings, education, employment, and credit score. HUD mandates 2 goals be completed to graduate; being off welfare and employed full time.</p> <p>Participants enter into a 5-year contract but can graduate early if they’ve achieved their goals. A snapshot of their income is recorded as a baseline when they enter the program. HCV participants pay 30% of their income toward rent, and the housing voucher pays the balance. During their contract period, if their income increases, their share of rent also increases. As the housing authority’s portion of rent is reduced, that savings in rent is put in an escrow account to be held for the FSS participant.</p> <p>If they graduate from the program, the escrow balance is given to the graduate with no restrictions on its use (however they are given guidance about paying off debt, increasing savings accounts, etc.).</p> <p>The FSS program was revamped in FY 2023 and rebranded to Assistance Plus. Housing’s goal is to enroll 5 new FSS participants each quarter in FY 2024.</p>			

# Business Plan

## Support Youth and Families

### Goal 2: Create an Environment that Enables our Residents to Flourish and Grow

#### Objective 1: Implement Support Systems

Project		Performance Measure(s)	Department(s)
SYF 2.1.2	DollarWise Research Grant: Evictions	Complete research and develop educational materials for tenants and landlords	Housing
<p><u>Summary:</u></p> <p>During the COVID-19 pandemic, the City received over \$26M to assist families to remain housed when many lost employment due to the economic changes during the pandemic. Despite having paid all past due balances, Housing found that judgements filed by landlords were not released. This impacts the families' ability to enter into a lease contract in the future and can also have a negative impact on their credit.</p> <p>Housing applied for a DollarWise grant through the US Conference of Mayors to research the frequency of judgments not being released, determine the cause, remedy the release of judgments, and develop educational materials for tenants and landlords to avoid this continuing in the future.</p> <p>Housing conducted research and a selected a sample of eviction cases in FY 2023 and work on this project will continue into FY 2024.</p>			

## Support Youth and Families

### Goal 2: Create an Environment that Enables our Residents to Flourish and Grow

#### Objective 1: Implement Support Systems

Project		Performance Measure(s)	Department(s)															
SYF 2.1.3	Coordinate with United Way to Improve 211 Outreach and Referrals in Arlington	Number of 211 calls and referrals from Arlington residents	Grants Management															
<p><u>Summary:</u></p> <p>City staff will work with United Way Arlington (UWA) to improve the 211 Information and Referral hotline for Arlington residents. Improvements will include:</p> <ul style="list-style-type: none"> <li>increased number of providers in the 211 database that serve Arlington residents;</li> <li>improved quality and accuracy of the database resources;</li> <li>increased number of Arlington residents using the 211 system for assistance; and</li> <li>increased number of callers from Arlington receiving referral matches.</li> </ul>			<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>UWA will Include 211 Improvements in Their Work Plan</td> <td>May 2021</td> <td>Complete</td> </tr> <tr> <td>City's CDBG Agreement with UWA will Include 211 Improvement Metrics</td> <td>June 2023</td> <td></td> </tr> <tr> <td>UWA Program Year Begins</td> <td>July 2024</td> <td></td> </tr> <tr> <td>Track and Report Metrics on a Quarterly Basis</td> <td>July 2023 – June 2024</td> <td></td> </tr> </tbody> </table>	Milestone	Estimated Completion	Status	UWA will Include 211 Improvements in Their Work Plan	May 2021	Complete	City's CDBG Agreement with UWA will Include 211 Improvement Metrics	June 2023		UWA Program Year Begins	July 2024		Track and Report Metrics on a Quarterly Basis	July 2023 – June 2024	
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UWA Program Year Begins	July 2024																	
Track and Report Metrics on a Quarterly Basis	July 2023 – June 2024																	

# Business Plan

## Support Youth and Families Scorecard

Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Library	Citizen satisfaction with overall library services [annual survey]	99%	95%	94%	95%
Library	Overall Library facility satisfaction rating (excellent)	73%		89%	80%
Library	Overall satisfaction rating (excellent) for homebound clients	New Measure in FY 2023		80%	80%
Library	Visits per capita	1.5	2.26	2.5	3.5
Library	New Library Cards Issued (All)	7,779	9,272	15,500	15,000
Library	Percent of total registered borrowers with account activity in the last 12 months	46%	45%	50%	50%
Library	Number of registered users for the homebound library services	New Measure in FY 2023		25	100
Library	New Library Cards Issued to Children under 18	New Measure in FY 2024			4,000
Library	Library materials per capita	1.6	1.5	1.5	1.8
Library	Circulation per capita	4.3	4.74	5	5.5
Library	Circulation of Digital materials	258,663	297,095	270,375	295,000
Library	Circulation of Physical materials	1,303,545	1,573,006	1,850,000	1,850,000
Library	Circulation of materials for homebound clients	New Measure in FY 2023		1,250	1,890
Fire	AISD Fire Academy Completion Rates	76%	70%	75%	94%
OSI	Number of Arlington Urban Design Center Projects Completed	26	20	12	12
Police	Police Explorer Members	20	21	20	12
Police	New Police Athletic League (PAL) Participants	462	114	120	120
Police	Hometown Recruiting Students Enrolled in AISD	13	14	16	15
Police	Hometown Recruiting Students Enrolled in UTA	9	9	9	6
Police	Hometown Recruiting Students Enrolled in TCC	21	19	9	11

# Business Plan

## Culture/Recreation/Education

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

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

Project		Performance Measure(s)	Department(s)
Core CRE 1.1.1	Social Equity	<ul style="list-style-type: none"> <li>Number of Participants</li> <li>Customer Surveys</li> </ul>	Parks & Recreation

Summary:

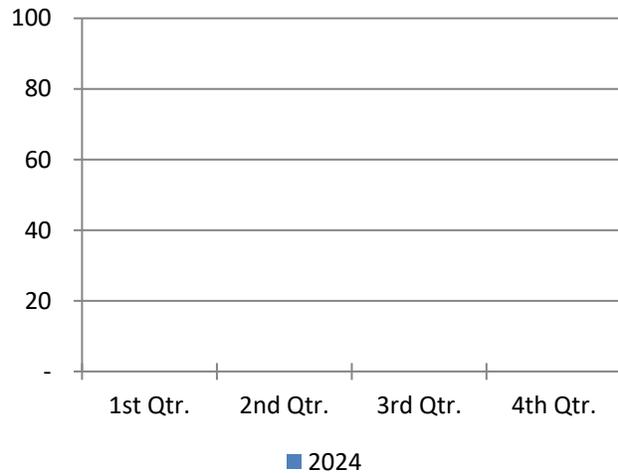
The Parks and Recreation Department allocates funds to address the need for social equity to ensure all Arlington community members have access to local parks and Recreation benefits. Inherent in a public parks and recreation agency is the ideal that base services should be available to the public regardless of financial resources. Before the funding, many of our low-income residents needed access to our programs due to the cost recovery structure that currently guides our business. The social equity funding will fund scholarship programs such as Camp Dream and Naturally Fun.

During the summer, the Parks and Recreation Department offers a weekly themed, full-day camp program for Arlington youth, ages 5-12. Campers enjoy games, crafts, swimming, field trips, lunch, and afternoon snacks. Camp Dream launched in the summer of 2017 at Hugh Smith Recreation Center. Camp DREAM focuses on children whose guardians cannot afford the registration fee for such an activity.

There is no monetary requirement for the program, but each family must attend at least three days per week. In addition, parks and Recreation collaborate with AISD's Office of Student Development and Support Services (SDSS) to identify children in transition and without Camp Dream, likely to remain alone during the summer workday. Applications are collected at EAST Library and Recreation Center and through the SDSS liaison.

The Naturally Fun Scholarship allows community members that qualify access to all facilities providing the Gold Level Membership package. Youth, teens, or adults with the gold membership can access the fitness equipment, classes, open swim, skating, kids club, the track, and the gym. In addition, the department offers multi-family discounts and a sliding scale for summer camp and after-school programming.

**Social Equity Participants**



# Business Plan

## Culture/Recreation/Education

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

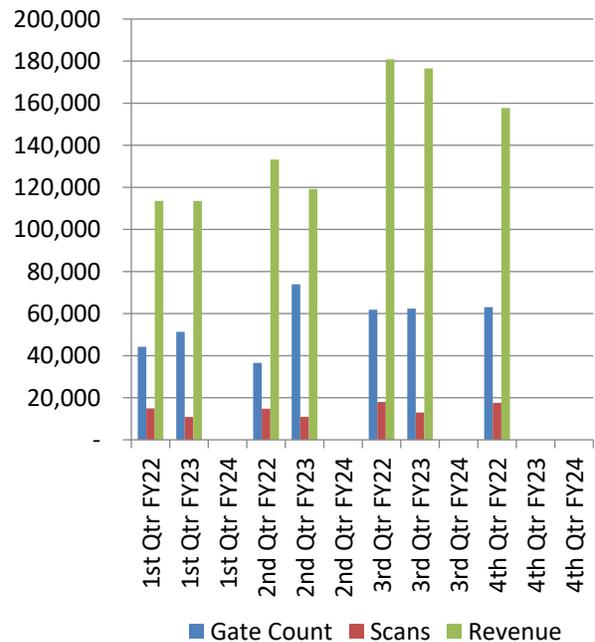
**Objective 1: Develop and Implement Programming Based on the Needs of the Community**

Project		Performance Measure(s)	Department(s)
Core CRE 1.1.2	The EAST Library and Recreation Center	<ul style="list-style-type: none"> <li>Number of Participants</li> <li>Customer Surveys</li> <li>Revenue Generation to Maintain the Program</li> </ul>	Parks & Recreation

Summary:

The EAST is a new facility in East Arlington. FY 2021 was the first full year of operation for EAST. The facility provides an opportunity for considerable expansion to the already high level of center programming offered by the Parks and Recreation Department. The EAST is a unique facility because it is the only center in the system with an indoor pool and a partnership with Library services. It offers private rentals and a variety of year-round programs such as fitness classes, party services, summer camp, after-school activities, fine arts classes, and a full range of aquatics programming.

**EAST Quarterly Update**



# 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)	Department(s)
Core CRE 1.1.3	ACTIV – Active Adult Center Construction	<ul style="list-style-type: none"> <li>Overall Satisfaction of Project Management</li> <li>Project Completion on Time and at Budget</li> <li>Citizen Satisfaction with Overall Quality of Parks and Recreation Programs and Classes</li> </ul>	Asset Management and Parks & Recreation

Summary:

In a special election on May 6, 2017, Arlington voters approved obligation bonds to build an Active Adult Center. This new facility for residents 50 years of age and older will be located on the southwest corner of the Pierce Burch Water Treatment site on Green Oaks Boulevard between W. Arkansas Lane and W. Pioneer Parkway.

Milestone	Estimated Completion	Actual Completion
Initial Project Schedule/Development Phase	Jan. 2019	Jan. 2019
Architect/Engineer RFQ	July 2019	July 2019
Architect/Engineer Selection Process	Oct. 2019	Dec. 2019
Council Approval of Architect Contract	Dec. 2019	Mar. 2020
CMAR Delivery Method Council Approval	Fall 2019	Jan. 2020
Finalize Construction Documents	Fall 2022	Fall 2022
Permit Process	Fall 2022	Fall 2022
Guaranteed Maximum Price to Council	Fall 2022	Fall 2022
Construction Begins	Winter 2022	Jan. 2023
Finalize Selection of Furniture and Equipment	Fall 2023	June 2023
Construction Complete	Winter 2024	

# Business Plan

## Culture/Recreation/Education

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

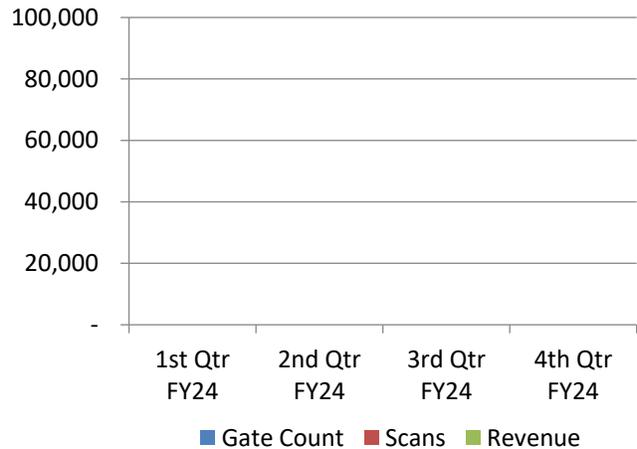
**Objective 1: Develop and Implement Programming Based on the Needs of the Community**

	Project	Performance Measure(s)	Department(s)
Core CRE 1.1.4	ACTIV – Active Adult Center	<ul style="list-style-type: none"> <li>Number of Participants</li> <li>Customer Surveys</li> <li>Revenue Generation to Maintain the Program</li> </ul>	Parks & Recreation

Summary:

ACTIV is currently under construction, with an anticipated opening in FY 2024. ACTIV is on the west side of Arlington and caters to the active adult population. If the construction timeline holds, the facility will be open for the last two months of FY 2024. The facility will allow considerable expansion to the already high level of senior-centric events offered by the Parks and Recreation Department. In addition, ACTIV will offer private rentals and various year-round programs such as fitness classes, league play, art classes, educational classes, cooking classes, and more.

**ACTIV Quarterly Update**



# 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**

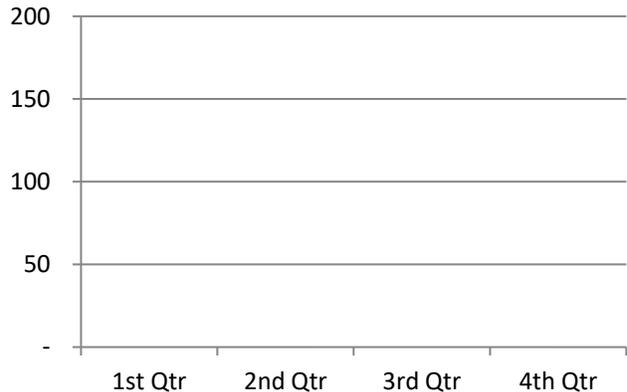
Project		Performance Measure(s)	Department(s)
Core CRE 1.1.5	Homebound Library Services, Implementation Phase	<ul style="list-style-type: none"> <li>Homebound participants</li> <li>Homebound items circulated</li> <li>Survey response (excellent)</li> </ul>	Library

Summary:

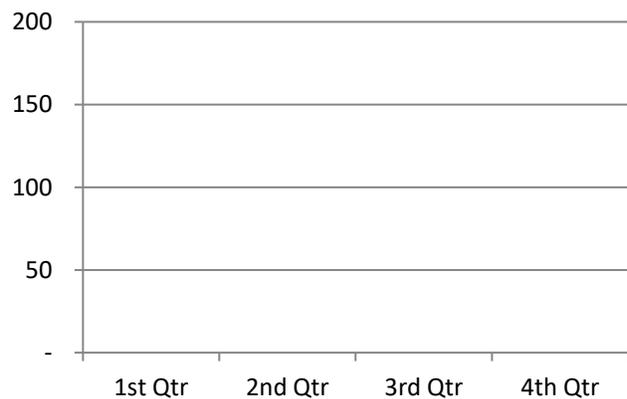
The Library is in the implementation phase of a program to provide services to homebound patrons who cannot visit the library in person due to transportation issues, including health issues impairing mobility. Though the Arlington Public Library offers a variety of online resources for the community, including e-content, not all residents have the technology or the knowledge to access these resources. While providing access to materials is a big need, creating opportunities for social interaction is a critical component. Recent studies on cognitive health suggest that keeping the mind active and connecting socially helps with daily living for seniors and other homebound residents.

For the implementation phase in FY 2024, the Library will expand homebound service to all locations, delivering books and other library materials to residents' homes, pick up items to return, and providing information on assistive technologies such as Talking Books and technological assistance for digital content access. Upon completion of the implementation phase, Library staff will analyze output and outcome data, including anecdotal evidence and survey responses, to determine how best to continue the program.

**Homebound Participants**



**Homebound Items Circulated**



# Business Plan

Culture/Recreation/Education Scorecard					
Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Parks	Citizen satisfaction with quality of parks and recreation programs and classes [annual survey]	83%	86%	81%	90%
Parks	Quality of programs and services	99%	91.25%	95%	95%
Parks	Quality of facilities	98%	91%	96%	95%
Parks	Participation in programs and classes	204,078	190,544	125,000	150,000
Parks	Camp Participation	4,161	5,271	5,000	5,000
Parks	Swim Lesson Participation	3,208	1,784	1,500	3,500
Parks	Outdoor Pool Admissions	92,072	66,565	100,000	100,000
Parks	Rounds of golf played	130,478	126,450	123,000	123,000
Parks	Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	12,504	14,960	14,500	14,500
Parks	Number of unplayable golf days (Mon-Thurs)	57.25	33.66	33	33
Parks	Number of unplayable golf days (Fri-Sun/Holidays)	30.75	25.74	25	25
Parks	Recreation Memberships Sold – Gold Package	New Measure in FY 2022	14,258	11,000	11,000
Parks	Recreation Memberships Sold – Green Package	New Measure in FY 2022	25,160	20,000	20,000
Parks	Recreation Memberships Sold – Blue Package	New Measure in FY 2022	8,371	8,000	8,000
Parks	Travel time to the facility was convenient and reasonable (percent satisfaction)	New Measure in FY 2023		90%	90%

# 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)	Department(s)															
Core FED 1.1.1	Procurement Policy Update		Finance															
<p><u>Summary:</u></p> <p>The City's Procurement Policy governs the procurement activities of the City of Arlington. All procurement activities for the City shall be administered in accordance with the provisions of this policy, with the intent to promote open and fair conduct in all aspects of the procurement process.</p> <p>Updates will include new statute language, RFP threshold permission, MWBE policy requirements, Workday updates, and vertical construction.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Present Draft to CAO for Review</td> <td>10/01/2023</td> <td></td> </tr> <tr> <td>Present Resolution for City Council Approval</td> <td>11/30/2023</td> <td></td> </tr> <tr> <td>Train Departments on Updates and Changes</td> <td>01/31/2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Present Draft to CAO for Review	10/01/2023		Present Resolution for City Council Approval	11/30/2023		Train Departments on Updates and Changes	01/31/2024				
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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)	Department(s)															
Core FED 1.1.2	Economic Development Project Reporting		Finance															
<p><u>Summary:</u></p> <p>Enhance current reporting for Economic Development Agreements, including Abatements, Chapter 380, TIRZ, EDC, ATPID, and DAMC/DBID to include historical impact and future implications.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Review All Agreements</td> <td>12/31/2023</td> <td></td> </tr> <tr> <td>Develop Framework</td> <td>03/31/2024</td> <td></td> </tr> <tr> <td>Complete Reports for: Abatements, Chapter 380, and TIRZ</td> <td>06/30/2024</td> <td></td> </tr> <tr> <td>Complete Reports for: EDC, ATPID, and DAMC/DBID</td> <td>09/30/2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Review All Agreements	12/31/2023		Develop Framework	03/31/2024		Complete Reports for: Abatements, Chapter 380, and TIRZ	06/30/2024		Complete Reports for: EDC, ATPID, and DAMC/DBID	09/30/2024	
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# Business Plan

Financial/Economic Development																																	
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Objective 1: Comply with all Financial Regulations and Policies																																	
Project		Performance Measure(s)	Department(s)																														
Core FED 1.1.3	Legislative Consultants and Legislative Agendas		Communication & Legislative Affairs																														
<p><b>Summary:</b></p> <p>The Office of Intergovernmental Relations (IGR) is responsible for advocating on behalf of the City and City Council to other governmental entities. The City of Arlington hires state and federal legislative consultants to help advocate and represent the City at the State and National Capitols. These advocates help to maximize the work that the City does by providing expertise on legislative priorities and a direct contact to legislators. Every two years, the City of Arlington evaluates these contracts for renewal or procurement.</p> <p>The IGR division is primarily responsible for developing state and federal legislative agendas, and monitoring legislation and activities.</p> <p>In coordination with City departments, IGR staff:</p> <ul style="list-style-type: none"> <li>• develops and implements legislative strategies to protect the City's interests and advance the City's legislative agendas;</li> <li>• identifies and reviews legislation and regulatory initiatives to determine the impact to the City; and,</li> <li>• involves Arlington's legislative and congressional delegations in issues that impact the City</li> </ul>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Evaluate Federal Legislative Consultant and Open RFQ</td> <td>2<sup>nd</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Review RFQ Applicants and Present Potential Candidates to Council</td> <td>3<sup>rd</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Evaluate State Legislative Consultant for Contract Renewal</td> <td>3<sup>rd</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>2025-2026 State and Federal Legislative Agendas Kickoff</td> <td>3<sup>rd</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Execute New Contract with Federal Legislative Consultant</td> <td>4<sup>th</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Execute Contract Renewal with State Legislative Consultant</td> <td>4<sup>th</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Finalize Legislative Agendas and Report to Council Committee</td> <td>4<sup>th</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Council Action for Legislative Agendas</td> <td>4<sup>th</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Meet with Delegation to Present Legislative Agendas</td> <td>1<sup>st</sup> Qtr. FY 2025</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Evaluate Federal Legislative Consultant and Open RFQ	2 <sup>nd</sup> Qtr. FY 2024		Review RFQ Applicants and Present Potential Candidates to Council	3 <sup>rd</sup> Qtr. FY 2024		Evaluate State Legislative Consultant for Contract Renewal	3 <sup>rd</sup> Qtr. FY 2024		2025-2026 State and Federal Legislative Agendas Kickoff	3 <sup>rd</sup> Qtr. FY 2024		Execute New Contract with Federal Legislative Consultant	4 <sup>th</sup> Qtr. FY 2024		Execute Contract Renewal with State Legislative Consultant	4 <sup>th</sup> Qtr. FY 2024		Finalize Legislative Agendas and Report to Council Committee	4 <sup>th</sup> Qtr. FY 2024		Council Action for Legislative Agendas	4 <sup>th</sup> Qtr. FY 2024		Meet with Delegation to Present Legislative Agendas	1 <sup>st</sup> Qtr. FY 2025	
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# Business Plan

## Financial/Economic Development

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

#### Objective 2: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	Department(s)
Core FED 1.2.1	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>	Police

Summary:

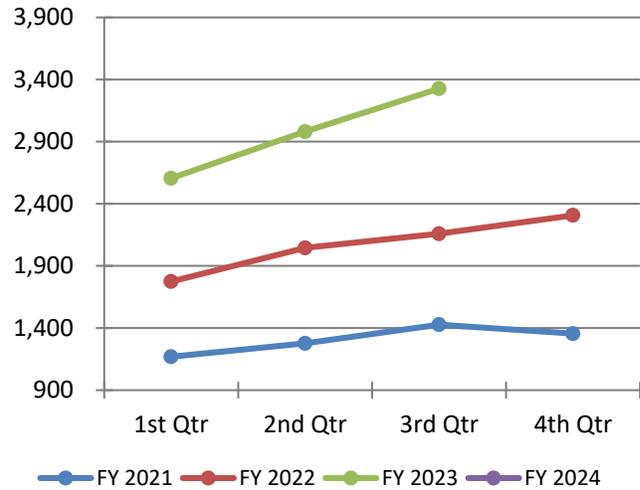
The Records Services division serves as the repository for the official records that document the activity of the Police Department. The Texas Public Information Act is a state law that gives a person the right to submit a written request for any record related to official city business. Records may include but are not limited to criminal offense reports, crash reports, 911 calls for service, photos, and audio/visual (A/V) recordings.

The division handles both ORR (Open Record Requests) from the public and IRR (Interagency Record Requests) from other law enforcement agencies or segments of the criminal justice system. A large majority of ORRs are submitted by data mining companies, such as LexisNexis, usually requesting crash reports and related documents.

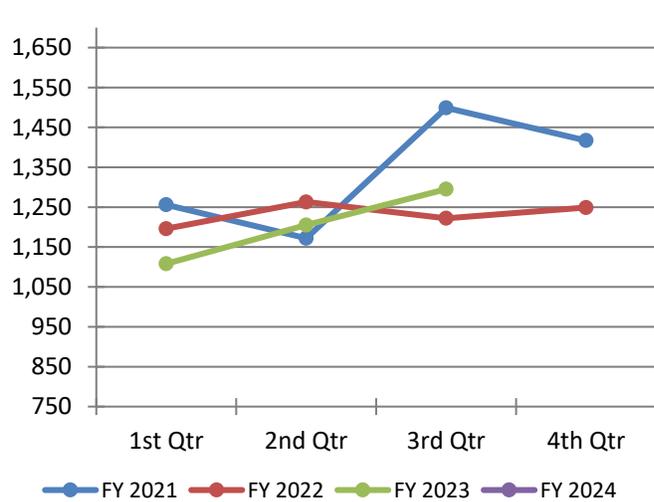
The Records Services division must provide a response to the requestor within 10 business days regarding the status of a request, including if it was submitted to the Attorney General to rule whether or not the information is exempt from disclosure. Records for pending cases and those containing certain protected information are not released. Other records may be partially released with some information redacted.

Redactions to A/V material, including body worn camera (BWC) and dash cam video footage and 911 audio, are extremely labor and time intensive. Each minute of BWC video footage takes approximately 10 minutes to redact. Records Services works closely with the City Attorney Office Police Legal Advisor to ensure all records responsive to a request are released and certain information is redacted as required.

**Number of Open Record Requests**



**Number of Interagency Record Requests**



# Business Plan

## Financial/Economic Development

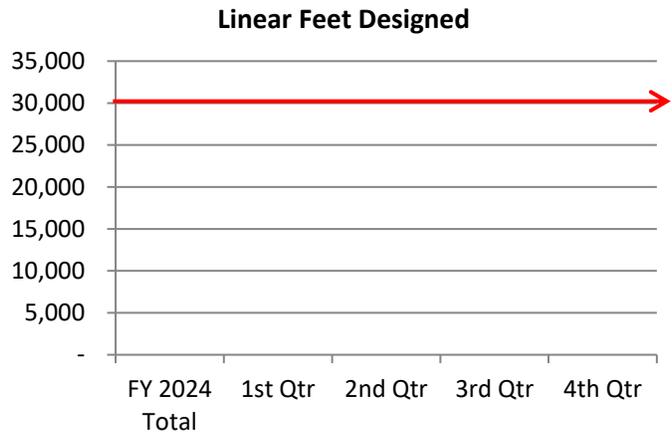
### Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

#### Objective 2: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	Department(s)
Core FED 1.2.2	Internal Engineering Services for Water Utilities	Design 30,000 Linear Feet in FY 2024	Water Utilities

**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.



## Financial/Economic Development

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

#### Objective 3: Seek New or Alternative Funding Sources

Project		Performance Measure(s)	Department(s)
Core FED 1.3.1	Homeplate Restaurant and Banquet Facility at Texas Ranger Golf Club	<ul style="list-style-type: none"> <li>Percent Cost Recovery</li> <li>Gross Revenue Generated</li> </ul>	Parks & Recreation

**Summary:**

Home Plate opened to the public on March 8, 2021. FY 2024 will be the facility's third full year in operation. Goals include overcoming operational hurdles, mitigating inflationary pressures, and focusing on sustained growth

Performance		
	Gross Revenue	% Cost Recovery
1 <sup>st</sup> Qtr.		
2 <sup>nd</sup> Qtr.		
3 <sup>rd</sup> Qtr.		
4 <sup>th</sup> Qtr.		

# Business Plan

## Financial/Economic Development

### Goal 2: 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)	Department(s)																								
Core FED 2.1.1	Professional Development & Training	<ul style="list-style-type: none"> <li>Participant Numbers</li> <li>Participant Feedback</li> </ul>	Human Resources																								
<p><u>Summary:</u></p> <p>Learning and development will focus on training the basics in FY 2024 related to:</p> <ol style="list-style-type: none"> <li>Required Annual Trainings: The OD and Operations teams will implement the following required trainings for the entire workforce:                             <ul style="list-style-type: none"> <li>Sexual Harassment</li> <li>Ethics/Fraud</li> <li>Cybersecurity – managed by IT department.</li> </ul> </li> <li>Supervisor Basics: The OD and Operations team will focus efforts on developing a comprehensive offering of trainings related to topics that provide supervisors/managers with basic supervisor skills and knowledge.</li> </ol>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td colspan="3"><b>Required Annual Training:</b></td> </tr> <tr> <td>1. Sexual Harassment Training for Management</td> <td>1<sup>st</sup> Qtr. FY 2023</td> <td>Complete</td> </tr> <tr> <td>2. Sexual Harassment Training for Workforce</td> <td>2<sup>nd</sup> Qtr. FY 2023</td> <td>Complete</td> </tr> <tr> <td>3. Ethics/Fraud</td> <td>FY 2023 – FY 2024</td> <td></td> </tr> <tr> <td colspan="3"><b>Supervisor Basics: HR Laws All Managers Need to Know:</b></td> </tr> <tr> <td>1. Training for Management</td> <td>3<sup>rd</sup> Qtr. FY 2023</td> <td>Prepping to launch</td> </tr> <tr> <td>2. Training for all supervisors/ managers</td> <td>FY 2023 – FY 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	<b>Required Annual Training:</b>			1. Sexual Harassment Training for Management	1 <sup>st</sup> Qtr. FY 2023	Complete	2. Sexual Harassment Training for Workforce	2 <sup>nd</sup> Qtr. FY 2023	Complete	3. Ethics/Fraud	FY 2023 – FY 2024		<b>Supervisor Basics: HR Laws All Managers Need to Know:</b>			1. Training for Management	3 <sup>rd</sup> Qtr. FY 2023	Prepping to launch	2. Training for all supervisors/ managers	FY 2023 – FY 2024	
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# Business Plan

## Financial/Economic Development

### Goal 2: 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)	Department(s)
Core FED 2.1.2	HR Metrics and Workforce Analytics: Comprehensive database for the HR division of Employee Operations	Create a database with metrics specific to items managed by the HR Employee Operations team	Human Resources

**Summary:**

The HR Employee Operations team manages a wide variety of HR themes including employee relations, talent management, and policy advisement.

- **Work Shield:** Implement a one-year contract with Work Shield, LLC. Work Shield provides an independent avenue to address and prevent harassment and discrimination in the workplace. Work Shield handles all aspects of the investigative process, taking appropriate measures to protect all the parties involved until a proper determination and recommendation has been made to the City.
- **EE Operations Metrics:** The team will work on developing baseline metrics and workforce analytics for the areas in which this team specifically manages and establish a database.
- **Job Description Review:** Phase III of Workday includes a recruiting platform. The department received funding for PT hours to put toward the review and update of job descriptions prior to uploading them in Workday in year three of the implementation.

Milestone	Target Date	Status
<b>Work Shield:</b>		
1. Execute Contract	1 <sup>st</sup> Qtr. FY 2023	Complete
2. Launch Service	2 <sup>nd</sup> Qtr. FY 2023	Complete
3. Analyze Data	4 <sup>th</sup> Qtr. FY 2023	
<b>EE Operations Metrics:</b>		
1. Determine Key Metrics	3 <sup>rd</sup> Qtr. FY 2023	
2. Establish Database	3 <sup>rd</sup> Qtr. FY 2023	
<b>Job Description Review:</b>		
1. Hire PT Staff	4 <sup>th</sup> Qtr. FY 2023	
2. Review/Organize Job Descriptions	1 <sup>st</sup> Qtr. FY 2024	

# Business Plan

## Financial/Economic Development

### Goal 2: 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)	Department(s)
Core FED 2.2.1	Drug and Alcohol (D&A) Communication & Training for Safety Sensitive Positions	Completion of Milestones	Human Resources

**Summary:**

To ensure compliance with City policy and US-DOT regulations, Risk Management began a project in 3<sup>rd</sup> quarter FY 2020 to ensure that every covered employee receives the appropriate drug and alcohol training.

Human Resources continues to research the possibility of using technology to establish an automated reporting process. A scheduled upload from Lawson to Cornerstone is being developed to capture new hires and changes in safety sensitive positions with current employees. Cornerstone will generate an email assigning the appropriate training module(s).

This process will reduce the amount of time it takes to identify employees that need D&A training, track the completion, and maintain the database for FMCSA and FTA purposes.

This process will need to be considered during Workday implementation.

IT is working on the configuration between Lawson and Cornerstone.

Milestone	Target Date	Status
Confirmation of Required Training for FTA Triennial Audit	1 <sup>st</sup> Qtr. FY 2021	Complete
Ensure Employees Hired and/or Promoted Between July 2020 – May 2021 Receive Training	3 <sup>rd</sup> Qtr. FY 2021	Complete
Process to Identify new Hires and/or Promotions in Safety Sensitive Roles for Assignment of Training	4 <sup>th</sup> Qtr. FY 2021	Complete
Assigning the required Drug & Alcohol, and Reasonable Suspicion Training, based on Job Codes, will resume. Training will be assigned through Cornerstone	2 <sup>nd</sup> Qtr. FY 2024	
Research the Capability of Lawson Transmitting Employee Data to Cornerstone to Identify Those Needing Training	2 <sup>nd</sup> Qtr. FY 2024	
Implement Technology-based Options to Identify Employees and Assign Appropriate Training	2 <sup>nd</sup> Qtr. FY 2024	
Implement New Process in Workday	2 <sup>nd</sup> Qtr. FY 2024	

# Business Plan

Financial/Economic Development														
Goal 2: 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)	Department(s)												
Core FED 2.2.2	Year 4 of the 2 <sup>nd</sup> Bunker Gear Set Implementation	Fire												
<p><u>Summary:</u></p> <p>The Arlington Fire Department has been working earnestly to implement cancer prevention initiatives to keep the men and women who protect the residents of Arlington safe. Part of those strategy to reduce the risk of employee exposure to harmful chemicals has been to increase the frequency and rigor of how firefighters clean and disinfect their personal protective equipment.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Size Employees</td> <td></td> <td></td> </tr> <tr> <td>Take Staff Report to Council</td> <td></td> <td></td> </tr> <tr> <td>Purchase Bunker Gear</td> <td></td> <td></td> </tr> </tbody> </table>	Milestone	Target Date	Status	Size Employees			Take Staff Report to Council			Purchase Bunker Gear		
Milestone	Target Date	Status												
Size Employees														
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# Business Plan

## Financial/Economic Development Scorecard

Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
TDP	Aviation Operating Cost Recovery	111.46%	126.15%	120%	110%
ED	Recovery of Damage Claims	\$228,455	\$182,734	\$200,000	\$300,000
Parks	Cost recovery of Parks Performance Fund	83%	94%	74%	78%
Parks	Cost recovery of Golf Performance Fund	109%	100%	96%	100%
TDP	Total Aircraft Operations	97,415	130,242	120,000	98,000
TDP	Hangar Occupancy Rate	100%	100%	100%	100%
Court	Gross Revenue collected	\$12,080,287	\$9,680,882	\$9,320,796	\$9,507,212
Court	Revenue Retained	\$8,312,647	\$6,811,332	\$6,577,600	\$6,709,150
Court	Percent of revenue retained (less state costs)	68.81%	70.36%	70%	68%
Finance	Debt service expenditures to total expenditures of GF plus Debt Service (Net of Pension Obligation Bonds)	17.62%	16.99%	16.84%	< 20%
Finance	Net tax-supported debt per capita (Net of Pension Obligation Bonds)	\$1,118	\$1,233	\$1,257	\$1,430
Finance	Net debt to assessed valuation (Net of Pension Obligation Bonds)	1.47%	1.53%	1.41%	< 2%
Finance	Actual Revenue percent variance from estimates	1.6%	1.4%	0.6%	0.6%
Fire	Homeland Security Grant Funding Secured	\$3,167,592	\$3,185,092	\$3,200,000	\$3,200,000
Library	Grant and gift funds as a percentage of total general fund allocation	9%	9%	7%	6%
Bus. Diversity	MWBE Participation: Good-faith effort on applicable City procurements to include construction and professional services. The percentages reflect prime and subconsultant spend on contracts awarded each quarter.	12%	42.1%	32%	30%
Finance	Annual Comprehensive Financial Report 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	Rating agencies ratings on City debt	Affirm	Affirm	Affirm & Upgrade	Affirm
Finance	Compliance with debt policy benchmarks	100%	100%	100%	100%
Finance	Maintain Texas Transparency Stars (5 Stars: Traditional Finance, Contracts & Procurement, Public Pensions, Debt Obligation, and Economic Development)	5 Stars	5 Stars	5 Stars	5 Stars
Finance	Annual percentage of best value awarded contracts	40%	57%	35%	35%
Finance	Annual procurement cycle from sourcing process to contract execution < 120 days	104 days	119 Days	100 Days	< 120 days
CLA	Legal deadlines met for City Council agenda posting	100%	100%	100%	100%
CLA	Register birth records in the Record Acceptance Queue from the State within one business day	97%	100%	95%	95%

# Business Plan

Financial/Economic Development Scorecard (cont.)					
Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
HR	Workers' Compensation – Frequency (# claims)	576	809	550	550
HR	Workers' Compensation – Severity (\$/claims)	\$3,302	\$1,524	\$3,200	\$3,500
HR	FTEs eligible for Wellness Rate	46%	45.8%	58%	46%
HR	Employee Turnover Rate:				
	Civilian	13.8%	15.7%	15%	14.5%
	Sworn Fire	1%	2.8%	2.5%	2.5%
	Sworn Police	3.5%	2.6%	3.5%	3.8%
HR	Percentage of all full-time employees enrolled in the 401k/457 plans	76%	77%	79%	75%
Fire	Percent of Firefighters who score in the categories of “Excellent” or “Superior” on annual Health Fitness Assessments	86%	87%	90%	90%

# Business Plan

## Infrastructure

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

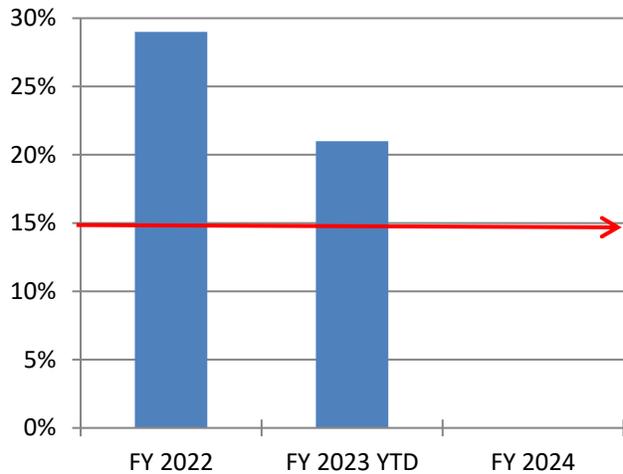
#### Objective 1: Maintain City Standards for all Equipment

Project	Performance Measure(s)	Department(s)
Core INF 1.1.1 Reduce Percentage of Fleet Beyond Service Life	Percentage of Fleet Beyond Service Life	Asset Management

**Summary:**

The City has set a target of having no more than 15% of its 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. The City pays an extra, hourly rate for mechanical failures and wear and tear which increase with vehicle age.

**Percentage of Fleet Beyond Life**  
(Goal is 15% or less)



#### Contracted Service Life – Summary

Criteria in Years	Criteria in Units	Vehicle
7	150,000 miles	Marked Police Vehicle
10	120,000 miles	Sedan, Compact & Midsize
10	150,000 miles	SUV, Light Truck, Van
10	150,000 miles	Truck, 3/4 Ton-1 Ton
10	150,000 miles	4x4 Truck, 3/4 Ton-1 Ton
10	120,000-150,000 miles	Mid-sized Truck (ex. Bucket Truck, Dump Truck)
12	200,000 miles	Fire Engine, Quint
15	8000 hours	Equipment (ex. Backhoe, Loader, Gradall)

# Business Plan

## Infrastructure

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

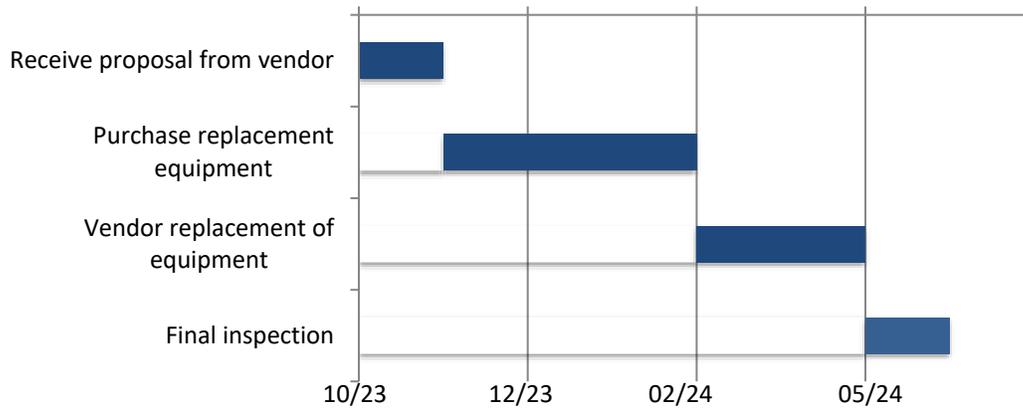
#### Objective 1: Maintain City Standards for all Equipment

Project	Performance Measure(s)	Department(s)
Core INF 1.1.2 Airport Lighting Control Panel Upgrade	Total Aircraft Operations	Transportation

Summary:

Numerous airport visual aides are available to provide information and guidance to pilots maneuvering around airports. The main component for navigation on the airport is the airfield lighting and control circuit. The current airport lighting control panels were installed in 2012 and are no longer supported by the manufacturer with parts or tech support. A new airport lighting control panel system is necessary to provide pilots with reliable navigational assistance needed during low-visibility and night operations.

#### Airport Lighting Control Panel Upgrade



# Business Plan

Infrastructure																																							
Goal 1: Plan, Manage, and Maintain Public Assets																																							
Objective 2: Maintain City Standards for all Municipal Buildings																																							
Project		Performance Measure(s)	Department(s)																																				
Core INF 1.2.1	Police Evidence Storage, Crime Lab & North District Substation	<ul style="list-style-type: none"> <li>Overall Satisfaction of Project Management</li> <li>Project Completion on Time and at Budget</li> </ul>	Asset Management and Police																																				
<p><u>Summary:</u></p> <p>In November 2018, Arlington voters approved general obligation bonds to design and build a new Police Evidence Storage Facility. In Winter of 2021, City Council approved the purchase of a commercial property at 1715 E. Lamar Blvd. This property will be converted into a new facility for the Police Department that will house a North District substation, evidence storage and crime lab.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project Schedule/Development Phase</td> <td>May 2021</td> <td>Jan. 2022</td> </tr> <tr> <td>Request for Qualifications for Architect/Engineer</td> <td>June 2021</td> <td>Feb. 2022</td> </tr> <tr> <td>Architect/Engineer Selection Process</td> <td>Spring 2022</td> <td>June 2022</td> </tr> <tr> <td>Council Approval of Architect Contract</td> <td>Spring 2022</td> <td>June 2022</td> </tr> <tr> <td>Design Phase</td> <td>Summer 2023</td> <td></td> </tr> <tr> <td>Finalize Construction Documents</td> <td>Fall 2023</td> <td></td> </tr> <tr> <td>Permit Phase</td> <td>Winter 2023</td> <td></td> </tr> <tr> <td>Bidding Phase</td> <td>Spring 2024</td> <td></td> </tr> <tr> <td>Construction Begins</td> <td>Summer 2024</td> <td></td> </tr> <tr> <td>Finalize Selection of Fixtures, Furniture, and Equipment</td> <td>Fall 2024</td> <td></td> </tr> <tr> <td>Construction Complete</td> <td>Fall 2025</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project Schedule/Development Phase	May 2021	Jan. 2022	Request for Qualifications for Architect/Engineer	June 2021	Feb. 2022	Architect/Engineer Selection Process	Spring 2022	June 2022	Council Approval of Architect Contract	Spring 2022	June 2022	Design Phase	Summer 2023		Finalize Construction Documents	Fall 2023		Permit Phase	Winter 2023		Bidding Phase	Spring 2024		Construction Begins	Summer 2024		Finalize Selection of Fixtures, Furniture, and Equipment	Fall 2024		Construction Complete	Fall 2025	
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Request for Qualifications for Architect/Engineer	June 2021	Feb. 2022																																					
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Finalize Construction Documents	Fall 2023																																						
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Finalize Selection of Fixtures, Furniture, and Equipment	Fall 2024																																						
Construction Complete	Fall 2025																																						

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Project		Performance Measure(s)	Department(s)																														
Core INF 1.2.2	Fire Station #8 Rebuild	<ul style="list-style-type: none"> <li>Overall Satisfaction of Project Management</li> <li>Project Completion on Time and at Budget</li> </ul>	Asset Management and Fire																														
<p><u>Summary:</u></p> <p>In November 2018, Arlington voters approved general obligation bonds for the reconstruction of Fire Station #8. The Arlington Fire Department has partnered with Asset Management to re-design the existing facility located at 2004 Madison Drive. The station is at the north part of the City and built in 1978 and is currently managed by the Fire Department and was most recently remodeled in 2018.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Issue a RFQ for Architects</td> <td>Spring 2022</td> <td>Spring 2022</td> </tr> <tr> <td>Select an Architect for Design</td> <td>Summer 2022</td> <td>Fall 2022</td> </tr> <tr> <td>Council Approval of Architect Contract</td> <td>Fall 2022</td> <td>Fall 2022</td> </tr> <tr> <td>Design Phase</td> <td>Summer 2023</td> <td></td> </tr> <tr> <td>Permit Phase</td> <td>Summer 2023</td> <td></td> </tr> <tr> <td>Bidding Phase</td> <td>Fall 2023</td> <td></td> </tr> <tr> <td>Permit Phase</td> <td>Summer 2023</td> <td></td> </tr> <tr> <td>Construction Phase</td> <td>Summer 2024</td> <td></td> </tr> <tr> <td>Move In</td> <td>Summer 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Issue a RFQ for Architects	Spring 2022	Spring 2022	Select an Architect for Design	Summer 2022	Fall 2022	Council Approval of Architect Contract	Fall 2022	Fall 2022	Design Phase	Summer 2023		Permit Phase	Summer 2023		Bidding Phase	Fall 2023		Permit Phase	Summer 2023		Construction Phase	Summer 2024		Move In	Summer 2024	
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Core INF 1.2.3	City Tower Improvements	<ul style="list-style-type: none"> <li>Overall Satisfaction of Project Management</li> <li>Project Completion on Time and at Budget</li> </ul>	Asset Management																																																																																				
<p><u>Summary:</u></p> <p>Phase 1 of the City Tower Improvements includes: structural improvements throughout the entire building; replacement of aging HVAC infrastructure; and parking lot lighting and security.</p> <p>Phase 2 of the City Tower Improvements includes: roof replacement; and general facility condition improvements throughout the building.</p> <p>Phase 3 of the City Tower Improvements includes elevator system replacement.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td colspan="3"><b>Phase 1:</b></td> </tr> <tr> <td>Select Structural Engineer</td> <td>Spring 2022</td> <td>Spring 2022</td> </tr> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Summer 2022</td> <td>Summer 2022</td> </tr> <tr> <td>Council Approval of Architect Contract</td> <td>Fall 2022</td> <td>Fall 2022</td> </tr> <tr> <td>Construction Documents</td> <td>Winter 2022</td> <td>Winter 2022</td> </tr> <tr> <td>Permitting</td> <td>Winter 2022</td> <td>Winter 2022</td> </tr> <tr> <td>Construction Start</td> <td>Fall 2023</td> <td></td> </tr> <tr> <td>Construction Completion</td> <td>Fall 2024</td> <td></td> </tr> <tr> <td>Project Completion</td> <td>Fall 2024</td> <td></td> </tr> <tr> <td colspan="3"><b>Phase 2:</b></td> </tr> <tr> <td>Select Architect</td> <td>Spring 2023</td> <td></td> </tr> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Spring 2023</td> <td></td> </tr> <tr> <td>Council Approval of Architect Contract</td> <td>Summer 2023</td> <td></td> </tr> <tr> <td>Construction Documents</td> <td>Winter 2023</td> <td></td> </tr> <tr> <td>Permitting</td> <td>Winter 2023</td> <td></td> </tr> <tr> <td>Construction Start</td> <td>Spring 2024</td> <td></td> </tr> <tr> <td>Construction Completion</td> <td>Fall 2024</td> <td></td> </tr> <tr> <td>Project Completion</td> <td>Fall 2024</td> <td></td> </tr> <tr> <td colspan="3"><b>Phase 3:</b></td> </tr> <tr> <td>Select Design-Build Firm for Elevators Replacement</td> <td>Summer 2023</td> <td></td> </tr> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Summer 2023</td> <td></td> </tr> <tr> <td>Council Approval of Architect Contract</td> <td>Fall 2023</td> <td></td> </tr> <tr> <td>Construction Documents</td> <td>Winter 2023</td> <td></td> </tr> <tr> <td>Permitting</td> <td>Winter 2023</td> <td></td> </tr> <tr> <td>Construction Start</td> <td>Spring 2024</td> <td></td> </tr> <tr> <td>Construction Completion</td> <td>Fall 2024</td> <td></td> </tr> <tr> <td>Project Completion</td> <td>Fall 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	<b>Phase 1:</b>			Select Structural Engineer	Spring 2022	Spring 2022	Initial Project Schedule/Development Phase	Summer 2022	Summer 2022	Council Approval of Architect Contract	Fall 2022	Fall 2022	Construction Documents	Winter 2022	Winter 2022	Permitting	Winter 2022	Winter 2022	Construction Start	Fall 2023		Construction Completion	Fall 2024		Project Completion	Fall 2024		<b>Phase 2:</b>			Select Architect	Spring 2023		Initial Project Schedule/Development Phase	Spring 2023		Council Approval of Architect Contract	Summer 2023		Construction Documents	Winter 2023		Permitting	Winter 2023		Construction Start	Spring 2024		Construction Completion	Fall 2024		Project Completion	Fall 2024		<b>Phase 3:</b>			Select Design-Build Firm for Elevators Replacement	Summer 2023		Initial Project Schedule/Development Phase	Summer 2023		Council Approval of Architect Contract	Fall 2023		Construction Documents	Winter 2023		Permitting	Winter 2023		Construction Start	Spring 2024		Construction Completion	Fall 2024		Project Completion	Fall 2024	
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Core INF 1.2.4	Feasibility Study for a new Public Safety Training Facility	<ul style="list-style-type: none"> <li>Overall Satisfaction of Project Management</li> <li>Project Completion on Time and at Budget</li> </ul>	Asset Management, Fire, and Police																														
<p><u>Summary:</u></p> <p>The Fire and Police Departments each have individual training facilities. Both facilities need major improvements. In the FY 2023 Budget, City Council approved \$175,000 for a Feasibility Study for a new Public Safety Training Center. The study will focus on the whether the training facilities could be combined. If they can be combined, the study will then focus on size and location options, as well as an estimated budget for the design and construction.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Fall 2022</td> <td>Fall 2022</td> </tr> <tr> <td>Issue RFQ for Architects</td> <td>Spring 2023</td> <td>Spring 2023</td> </tr> <tr> <td>Select Architects</td> <td>Spring 2023</td> <td>Spring 2023</td> </tr> <tr> <td>Council Approval of Architect Contract</td> <td>Summer 2023</td> <td>Summer 2023</td> </tr> <tr> <td>Feasibility Study Complete</td> <td>Winter 2023</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project Schedule/Development Phase	Fall 2022	Fall 2022	Issue RFQ for Architects	Spring 2023	Spring 2023	Select Architects	Spring 2023	Spring 2023	Council Approval of Architect Contract	Summer 2023	Summer 2023	Feasibility Study Complete	Winter 2023													
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Core INF 1.2.5	Generators at Elzie Odom and Beacon Recreation Centers	<ul style="list-style-type: none"> <li>Overall Satisfaction of Project Management</li> <li>Project Completion on Time and at Budget</li> </ul>	Asset Management and Parks & Recreation																														
<p><u>Summary:</u></p> <p>In 2021, City Council approved \$2,279,905 in the FY 2022 budget to design and install generators at the Elzie Odom and Beacon Recreation Centers. This project involves designing and installing a new generator and automatic transfer switch at both locations to assure electrical and mechanical systems in these facilities do not fail during electrical outages. Additionally, the generators will supply power during weather events so these facilities could serve as warming or cooling centers for residents.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Spring 2022</td> <td>Spring 2021</td> </tr> <tr> <td>Issue RFQ for Architects</td> <td>Spring 2022</td> <td>Apr. 2021</td> </tr> <tr> <td>Select Architects</td> <td>Summer 2022</td> <td>Fall 2022</td> </tr> <tr> <td>Council Approval of Architect Contract</td> <td>Fall 2022</td> <td>Fall 2022</td> </tr> <tr> <td>Construction Documents</td> <td>Spring 2023</td> <td>Fall 2022</td> </tr> <tr> <td>Permitting</td> <td>Spring 2023</td> <td>Winter 2022</td> </tr> <tr> <td>Generator Delivery</td> <td>2024</td> <td></td> </tr> <tr> <td>Generator Installation</td> <td>2024</td> <td></td> </tr> <tr> <td>Project Completion</td> <td>2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project Schedule/Development Phase	Spring 2022	Spring 2021	Issue RFQ for Architects	Spring 2022	Apr. 2021	Select Architects	Summer 2022	Fall 2022	Council Approval of Architect Contract	Fall 2022	Fall 2022	Construction Documents	Spring 2023	Fall 2022	Permitting	Spring 2023	Winter 2022	Generator Delivery	2024		Generator Installation	2024		Project Completion	2024	
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# Business Plan

## Infrastructure

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

#### Objective 2: Maintain City Standards for all Municipal Buildings

Project	Performance Measure(s)	Department(s)
Core INF 1.2.6 Arlington Cemetery Ordinance		Office of Strategic Initiatives and Parks & Recreation

Summary:

The City has owned the Arlington Cemetery since 1995, when the cemetery was declared abandoned. Since then, regular maintenance and upkeep has been conducted by the Parks and Recreation Department; however, the State Health and Safety Code Section 713 has prohibited the sale of new plots. In the 2023 Texas Legislature, HB2371 was enacted, which allows the sale of plots in the Arlington Cemetery, with certain provisions. The Arlington Cemetery Ordinance project will develop a formal plan to maintain, operate, and manage the sale of plots in the Arlington Cemetery. This project has six milestones:

1. **Identify locations of existing graves, empty graves, and space available for new plots.** A Ground Penetrating Radar (GPR) investigation to identify occupied gravesites and areas where new plots can be established.
2. **File a replat of the property.** A new plat will legally identify plots that can be deeded to new owners upon sale of the plots.
3. **Develop and approve a Cemetery Ordinance and Fee Schedule.** An ordinance establishes policy related to maintenance, operations, improvements, interments, abandonments, abandonment appeals, record keeping, third-party and non-profit partner roles, and fees for services.
4. **Conduct an ownership validation process.** Staff will make attempts to identify owners to account for their plots prior to beginning the abandonment and appeals process using all available records and contact information.
5. **Conduct Cemetery plot abandonment and appeals period.** State law requires a public hearing of plot abandonment and a 10-day appeals period for anyone who believes they have rightful ownership of a plot.
6. **Procure a Cemetery Operator:** If the City pursues a model that involves a third-party operator for portions of the operations of the cemetery, a procurement process must be conducted according to the City's procurement policy and the adopted cemetery ordinance.

Milestone	Estimated Completion	Actual Completion
Conduct GPR	Nov. 2023	
Replat Cemetery	Mar. 2024	
Approve Ordinance	Mar. 2024	
Ownership Validation	May 2024	
Plot Abandonment/Appeal Period	June 2024	
Procure Cemetery Operator	June 2024	

# 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)	Department(s)
Core INF 2.1.1	Advanced Metering Infrastructure	Install 10,000 meters and MIUs in FY 2024	Water Utilities

**Summary:**

The City of Arlington Water Utilities will install 10,000 meters and MIU's in 2024 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
Begin MUI/Meter Installs 2023-24	Oct. 2023	
Council Approval of Meter Replacement funding	Feb. 2024	
Council Approval of Annual Meter Supply Contract	Mar. 2024	
Complete MIU/Meter Installation for FY 2024	Sept. 2024	

## Infrastructure

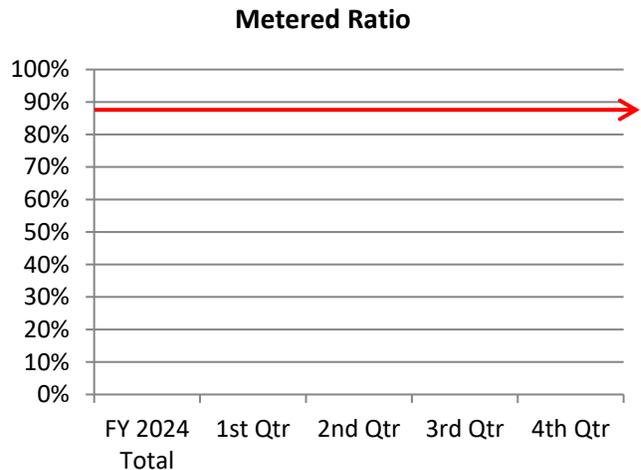
### Goal 2: Support and Expand Programs to Reduce Environmental Impacts

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

Project		Performance Measure(s)	Department(s)
Core INF 2.1.2	Water Conservation Program	Maintain metered ratio rolling average above 88%	Water Utilities

**Summary:**

The City of Arlington Water Utilities will maintain a metered ratio rolling average above 88%. In FY 2024, 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

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Objective 1: Mitigate Operating Costs and Impact on Environment															
Project		Performance Measure(s)	Department(s)												
Core INF 2.1.3	Wastewater Collection Initiatives	Clean 20% of sewer lines 6" through 15"	Water Utilities												
<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. 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><b>6" - 15" Sewer Lines Cleaned (Linear Feet vs. Total Footage)</b></p> <table border="1"> <caption>6" - 15" Sewer Lines Cleaned Data</caption> <thead> <tr> <th>Category</th> <th>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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Goal 2: Support and Expand Programs to Reduce Environmental Impacts		
Objective 1: Mitigate Operating Costs and Impact on Environment		
Project	Performance Measure(s)	Department(s)
Core INF 2.1.4	Recycling Services	Residential Recycling Collected (Tons)
		Asset Management
<p><u>Summary:</u></p> <p>As the City of Arlington continues to educate residents to Recycle Right, we expect to see an increase in recycling participation, a reduction in contamination and an increase in the overall quality of residential recycling materials. Staff continues to actively participate with the North Central Texas Council of Governments, and alongside other regional stakeholders in a Regional Recycling Campaign, to decrease contamination of curbside residential recycling and to present a unified recycling message throughout the region.</p> <p>The City also provides recycling drop-off locations at each library, which can be used by residents who live in multi-family developments that may not currently offer recycling services.</p>		<p><b>Residential Curbside Recycling Tons Collected</b></p> <p><b>Library Drop-off Locations Tons Collected</b></p>

# Business Plan

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Objective 2: Protect and Preserve the Natural Environment																								
Project		Performance Measure(s)	Department(s)																					
Core INF 2.2.1	Council Environmental Task Force Recommendation – Reduce Carbon Footprint	Reduction in Building Energy Consumption Reduction in City Vehicle Fuel Consumption	Asset Management																					
<p><u>Summary:</u></p> <p>As part of the Council’s Environmental Task Force recommendations in July 2020, staff is working towards:</p> <ul style="list-style-type: none"> <li>Continuing to build new facilities and integrate new building components into existing facilities to reduce energy consumption;</li> <li>Including green energy sources in newly constructed facilities, when feasible;</li> <li>Electrifying fleet services by replacing conventional fuel vehicles with electric vehicles when they are due for replacement and installing new vehicle charging stations.</li> </ul>		<table border="1"> <thead> <tr> <th></th> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td rowspan="2">BUILDING CONSTRUCTION</td> <td>New Facilities and Major Building Components to Comply with the 2021 International Energy Code</td> <td>Ongoing</td> <td></td> </tr> <tr> <td>Include Alternative Energy Source in At Least One Newly Constructed Facility</td> <td>2023</td> <td></td> </tr> <tr> <td rowspan="3">FLEET</td> <td>Install up to 10 New Electric Vehicle Charging Stations</td> <td>2022</td> <td>1<sup>st</sup> Qtr. FY 2023</td> </tr> <tr> <td>Seek Grants &amp; Partnerships to Electrify Fleet</td> <td>2023</td> <td></td> </tr> <tr> <td>Replace Beyond-Service-Life Vehicles with Electric Vehicles*</td> <td>Ongoing</td> <td></td> </tr> </tbody> </table> <p>* Replacement of vehicles that are beyond service life is dependent upon funding availability.</p>			Milestone	Estimated Completion	Actual Completion	BUILDING CONSTRUCTION	New Facilities and Major Building Components to Comply with the 2021 International Energy Code	Ongoing		Include Alternative Energy Source in At Least One Newly Constructed Facility	2023		FLEET	Install up to 10 New Electric Vehicle Charging Stations	2022	1 <sup>st</sup> Qtr. FY 2023	Seek Grants & Partnerships to Electrify Fleet	2023		Replace Beyond-Service-Life Vehicles with Electric Vehicles*	Ongoing	
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Project		Performance Measure(s)	Department(s)																											
Core INF 2.2.2.	Council Environmental Task Force Recommendation – Waste Management	<ul style="list-style-type: none"> <li>Waste Diverted</li> <li>Resident Surveys for Trash and Recycling</li> <li>Reduce Recycling Contamination</li> </ul>	Asset Management																											
<p><u>Summary:</u></p> <p>As part of the Council’s Environmental Task Force recommendations in July 2020, staff is working towards:</p> <ul style="list-style-type: none"> <li>Increasing waste diversion</li> <li>Expanding or adding waste diversion programs</li> <li>Conducting resident surveys to improve trash and recycling services</li> <li>Increasing recycling outreach and education</li> </ul>		<table border="1"> <thead> <tr> <th></th> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td rowspan="4">WASTE DIVERSION</td> <td>Evaluate Effectiveness of Current Diversion Programs</td> <td>Summer 2024</td> <td></td> </tr> <tr> <td>Apply for Diversion Program Grants</td> <td>Winter 2024</td> <td>Spring 2023</td> </tr> <tr> <td>Expand Diversion Programs &amp; Participation</td> <td>Spring 2025</td> <td></td> </tr> <tr> <td>Administer Grant, Monitor and Report Results</td> <td>Spring 2025</td> <td></td> </tr> <tr> <td rowspan="3">RECYCLING EDUCATION</td> <td>Partner with Schools to Increase Recycling Education</td> <td>Winter 2023</td> <td></td> </tr> <tr> <td>Create Green Teams in Each School</td> <td>Fall 2024</td> <td></td> </tr> <tr> <td>Teach How to Recycle Right</td> <td>Spring 2025</td> <td></td> </tr> </tbody> </table>			Milestone	Estimated Completion	Actual Completion	WASTE DIVERSION	Evaluate Effectiveness of Current Diversion Programs	Summer 2024		Apply for Diversion Program Grants	Winter 2024	Spring 2023	Expand Diversion Programs & Participation	Spring 2025		Administer Grant, Monitor and Report Results	Spring 2025		RECYCLING EDUCATION	Partner with Schools to Increase Recycling Education	Winter 2023		Create Green Teams in Each School	Fall 2024		Teach How to Recycle Right	Spring 2025	
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# Business Plan

Infrastructure Scorecard						
Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target	
AM	Citizen perception of trash collection services [annual survey]	84%	81%	80%	80%	
AM	Citizen perception of residential recycling services [annual survey]	81%	83%	80%	80%	
AM	Overall satisfaction of Construction Management's services "exceeds" or "meets" expectations	81%	90%	90%	90%	
AM	Overall satisfaction of facility maintenance and repair services "exceeds" or "meets" expectations	96%	96%	95%	95%	
AM	Overall satisfaction of custodial services contractor "exceeds" or "meets" expectations	96%	78%	90%	90%	
IT	Helpdesk abandon rate	6.9%	9.18%	8%	8%	
IT	Percentage of customers satisfied or very satisfied with IT Services	New Measure in FY 2023		80%	80%	
CLA	Action Center first call resolution	99%	99%	99%	99%	
CLA	Percent of Action Center calls abandoned	12%	9%	12%	6%	
CLA	Action Center calls answered	251,436	245,512	240,000	245,000	
CLA	Percentage of citizens who agree they receive the info they need when calling a City facility [annual survey]	64%	61%	58%	60%	
AM	Percent of City-wide Fleet beyond service life	25%	28%	20%	20%	
AM	Percentage of customers satisfied or very satisfied with fleet services	83%	91%	80%	80%	
AM	Turnaround Time Standards:					
	Target Vehicles/Turnaround in 24 Hours	71%	83%	80%	80%	
	Target Vehicles/Turnaround in 48 Hours	21%	68%	85%	85%	
	Target Vehicles/Turnaround in 72 Hours	New Measure in FY 2022		66%	90%	90%
AM	Percent of Vehicles Unfinished after 72 Hours	New Measure in FY 2023		8%	8%	
AM	Recycling Collected Curbside (Tons)	23,799	21,094	23,000	23,500	
AM	Library Recycling Collected (Tons)	159	143.68	180	200	
AM	Leaf Recycling Program (Tons) [November - January]	252	265.3	500	600	
AM	Number of multi-family recycling outreach presentations given		3	2	3	
AM	Missed residential collection calls per 10,000 services	New Measure in FY 2022		1.49	< 2.5	< 2.5
AM	Number of Social Media Posts FB & ND	New Measure in FY 2023		98	100	
AM	Social media views & impressions	New Measure in FY 2023		100,000	200,000	
AM	Residential Recycling Contamination Rate (%)	New Measure in FY 2023		< 49.56%	< 45%	
AM	Residential Waste Diversion Rate (%)	New Measure in FY 2023		> 9.7%	> 9.7	
AM	Electronics Recycled (lbs)	New Measure in FY 2023		25,196	50,000	

# Business Plan

## Infrastructure Scorecard (cont.)

Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
AM	Major building components operating within their designed life [annual measures]:				
	Roofs:				
	Asphalt [25 Years of Service Life]	88%	88%	88%	88%
	Metal [25 Years of Service Life]	68%	68%	68%	68%
	Built-up [25 Years of Service Life]	68%	68%	68%	68%
	Modified [25 Years of Service Life]	100%	100%	100%	100%
	Misc. [25 Years of Service Life]	50%	50%	50%	50%
	HVAC [15 Years of Service Life]	59%	60%	59%	59%
	Generators [20 Years of Service Life]	74%	74%	74%	74%
	Elevators:				
	High Usage [15 Years of Service Life]	56%	56%	50%	30%
	Low Usage [35 Years of Service Life]	80%	80%	50%	30%
	Boilers [25 Years of Service Life]	63%	63%	63%	63%
	Water Heaters [15 Years of Service Life]	18%	18%	18%	20%
PWK	Percentage of residential street lane miles swept compared to annual goal of 1,642.25	99%	77%	62%	100%
PWK	Percentage of pothole repairs completed within 3 business days	91%	85%	95%	90%
PWK	Percentage of initial contact with citizens reporting street maintenance concerns occurring within 2 business days	98%	93%	94%	95%
PWK	Number of square yards of failed concrete excavated and replaced	53,495	39,236	23,335	40,000
Water	Clean a minimum of 20% of sewer lines size 6"-15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	22.5%	41.75%	20%	20%
Water	Radio Transmitter installations	7,481	8,704	10,000	10,000
Water	Linear footage of water and sewer lines designed by the City Engineering staff	30,187	32,020	30,000	30,000
Water	High hazard backflow assemblies with certified testing completed	100%	100%	100%	100%
Water	Avoid any TCEQ, OSHA, SDWA and NPDES violations	100%	100%	100%	100%
Water	Maintain metered ratio rolling average above 88%	92.45%	89.57%	92%	> 88%
Water	Achieve ≤ 8 Sanitary Sewer Overflows per 100 miles of sewer main	4	4.3	7	≤ 8
Water	Interrupt time per customer (hours per customer)	3.395	2.8	< 4	< 4

# 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)	Department(s)
Core PS 1.1.1	Crime Reduction	<ul style="list-style-type: none"> <li>Crimes Against Person</li> <li>Crimes Against Property</li> <li>Crimes Against Society</li> </ul>	Police

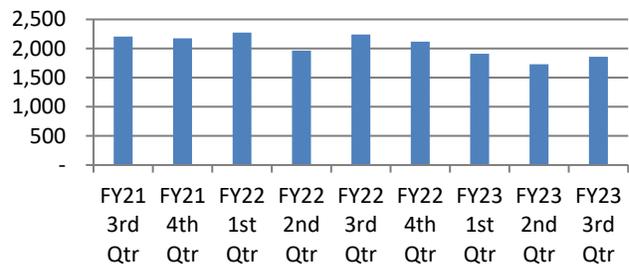
Summary:

The City of Arlington has experienced a reduction in crime for the past eight years. Sustaining this reduction 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.

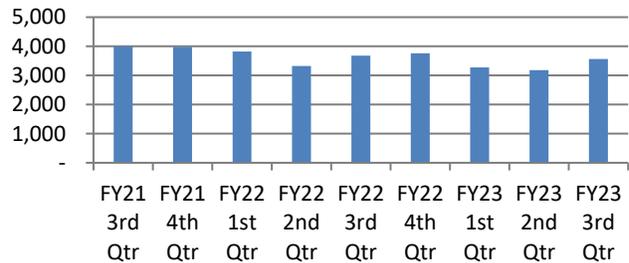
Beginning in January 2017, the Police Department began reporting data as part of the National Incident-Based Reporting System (NIBRS). This system captures more detailed information for each single crime occurrence rather than the traditional Summary Uniform Crime Report (UCR), which is based on a hierarchy summary reporting system. NIBRS data identifies with precision when and where a crime takes place, what type of crime occurred, and the characteristics of its victims and perpetrators. While the UCR data will be used for historical and overall benchmarking of crime statistics, NIBRS data will provide us with more defined, granular detail of the crime in our city. This will help the department's overall crime reduction goal by giving crime analysts more data and allowing for more targeted, proactive policing. The department submits crime data in NIBRS format to the Texas Department of Public Safety and receives a Summary UCR (Part I) report in response.

Charts show the three crime code categories used in NIBRS. Data extracted on 07/03/2023 – Subject to Change

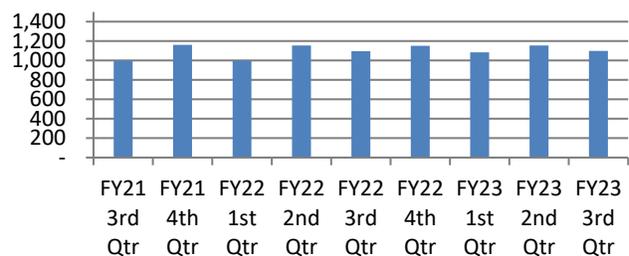
#### Crime Rate Reduction Project: Crimes Against Person\*



#### Crime Rate Reduction Project: Crimes Against Property\*



#### Crime Rate Reduction Project: Crimes Against Society\*



# 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)	Department(s)
Core PS 1.1.2	Traffic Safety	<ul style="list-style-type: none"> <li>Injury Crashes</li> <li>DWI Crashes</li> <li>CMV Inspections</li> </ul>	Police

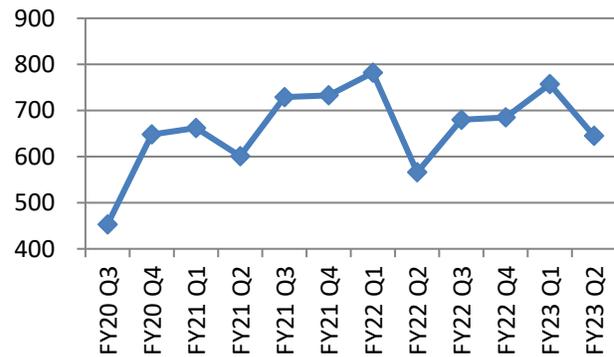
**Summary:**

Every year, millions of people travel the roadways throughout the city. Reaching their destination safely is of the utmost concern. In 2021, a total of 7,086 crashes occurred within Arlington city limits, a significant decrease of 9.8% from 2020 (12,945).

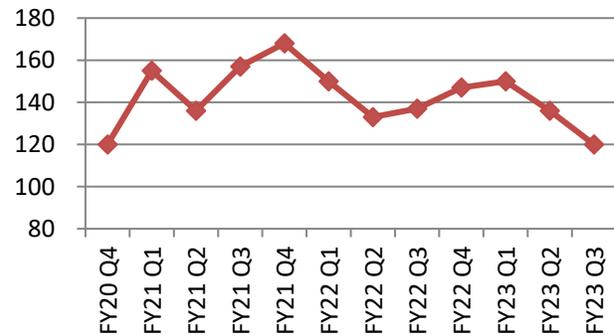
In order to continue crash reduction in the city, the traffic section has implemented its Safe Roads Initiative. The initiative relies on historical and real time data to proactively reduce fatality and injury crashes. As part of the initiative, strategic enforcement and Data-Driven Approaches to Crime and Traffic Safety (DDACTS) will be used to target repeat locations where fatality and injury crashes have occurred—Effective enforcement and education efforts will be complementing factors to the data. The Department continues to receive a comprehensive traffic safety grant through the Texas Department of Public Safety. The purpose of the grant is to have officers act as a visual deterrent for dangerous driving, in the city’s highest crash locations.

The Department continues to place emphasis on conducting safety inspections of CMVs (Commercial Motor Vehicles) as part of the Traffic Safety plan. The CMV inspection and enforcement program consists of a full time CMV unit. The CMV enforcement program is supplemented by a CMV grant through the Texas Department of Public Safety and United States Department of Transportation.

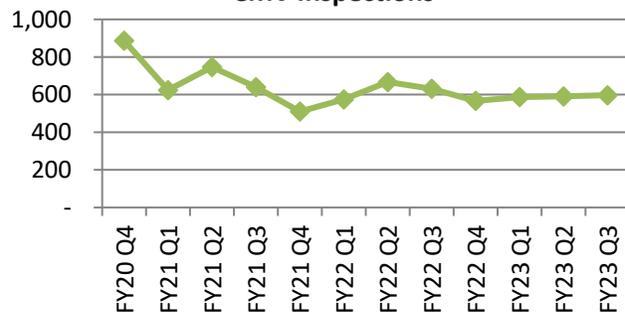
**Injury Crashes**



**DWI Crashes**



**CMV Inspections**



# 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)	Department(s)
Core PS 1.1.3	Victim Services Response to Crime Victims	<ul style="list-style-type: none"> <li>Total Crime Victims Served</li> <li>On-scene Crisis Response</li> </ul>	Police

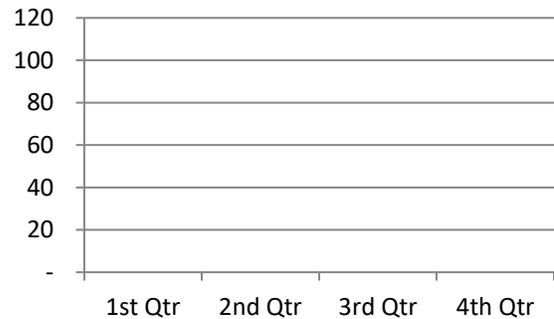
**Summary:**

Victims of crime, including domestic violence, may be of any gender, age, sexual orientation, race, religion, or ethnicity. Victimization may happen to an individual, family, group, or community. The impact of crime on an individual victim, their loved ones, and their community depends on a variety of factors, but often crime victimization has significant emotional, psychological, physical, financial, and social consequences.

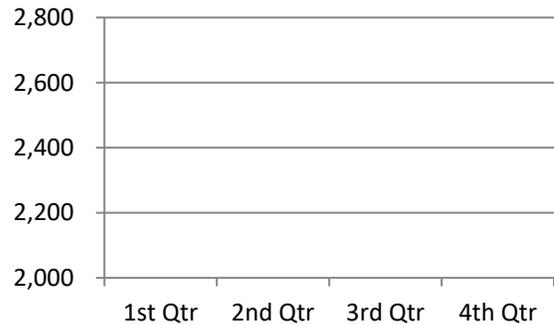
Department investigators work quickly to expedite the most serious of cases and those with high-risk indicators. While investigators work the criminal aspect of the case, the Victim Services Unit provides resources to victims and family members with the goal of lessening the short and long-term trauma experienced as a direct result of the victimization. Victim Services provides crisis intervention and counseling, criminal justice support and advocacy, information and referral, notification of rights and transportation to shelters to all victims of violent crime reported to the Arlington Police Department. Victim Services counselors are on duty 7 days a week to respond to requests for immediate crisis intervention for victims of domestic violence and other traumatic crimes.

Project RAISE (Risk, Assessment, Intervention, Safety, and Engagement) consists of a victim centered Multi-Disciplinary Team of social service, community, and criminal justice agencies partnering together to address the issues that high-risk family violence victims face. Project RAISE offers a professional support system to help develop a safe and healthy climate for the victim. Project RAISE focuses on the intervention of the high-risk intimate partner violence (IPV) locations within each geographic district per month. The safety risk of each location is evaluated by monitoring the number of calls, history of violence, and the severity of violence. An in-depth assessment is completed for the victim including a history of violence, barriers to service, needs assessment, and previous resources. This is accomplished through a Co-Responder Team onsite visit. The team consists of a Victim Services Crisis Counselor and a patrol officer.

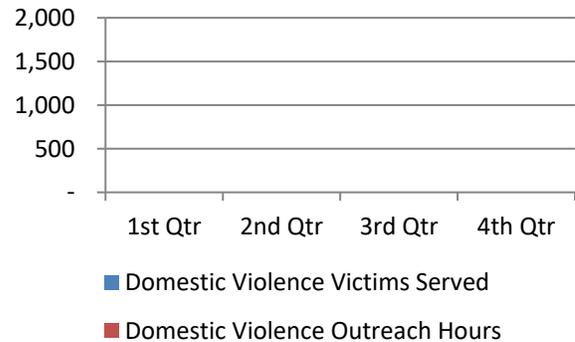
#### Onscene Response



#### Crime Victims Served



#### Domestic Violence Victims Served and Outreach Hours



# 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)	Department(s)
Core PS 1.1.4	Behavioral Health Calls for Service and Special Response Units	<ul style="list-style-type: none"> <li>• Calls for Service with a Behavioral Health Component</li> <li>• CRT and CIT response</li> <li>• NED</li> </ul>	Police

**Summary:**

Individuals with behavioral health challenges are vulnerable members of our community who deserve to be treated with dignity and respect.

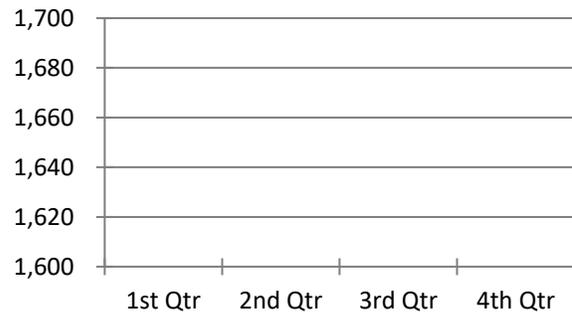
Police agencies are often the front-line responders to those struggling with a behavioral health crisis. In addition to staff time and resources, these are dynamic environments that have potential for harm to both staff and those involved. APD has three programs focused on police response to behavioral health crisis in the community.

The formation of the Behavioral Health Law Enforcement Unit (BHLEU) will staff eight Crisis Intervention Specialists (civilian) paired with eight Behavioral Health Response Officers. The unit will respond to calls identified to have a behavioral health component. They will work with patrol to mitigate crisis, identify solution-focused interventions, divert from jail, and connect citizens with available resources.

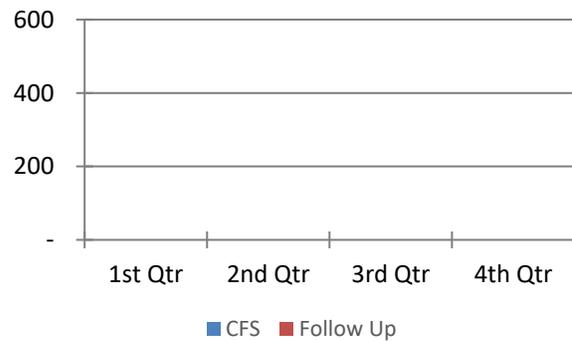
Our continued partnership with the MHMR Law Liaison project provides APD an opportunity to interject another team of mental health professionals into these encounters and work in conjunction with specialized officers to achieve stabilization, develop positive rapport with law enforcement and provide connectivity to services.

Arlington Police Department utilizes a hybrid approach in which Behavioral Health Response Officers (BHRO) on patrol are partnered with MHMR Law Liaisons to form a Co-Responder Team. They conduct follow-ups and engage individuals struggling with behavioral health issues by providing resources. BHROs are also paired together to form a Crisis Intervention Team for calls and follow-ups.

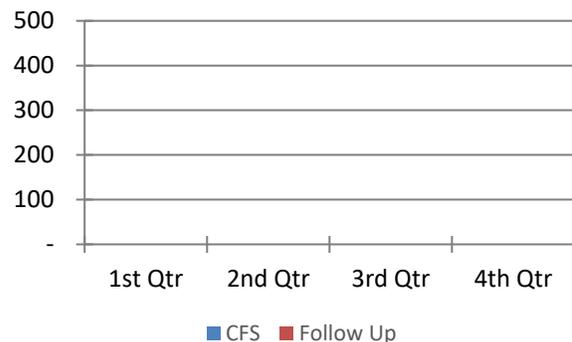
**Calls for Service –Behavioral Health Component Identified**



**MHMR LL Collaboration**



**BHLEU**



# 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)	Department(s)
Core PS 1.1.5	APD Aviation Unit	<ul style="list-style-type: none"> <li>Operational Flight Hours</li> <li>Logged Missions</li> <li>Apprehensions</li> </ul>	Police
<p><u>Summary:</u></p> <p>The Arlington Police Department’s Aviation Unit uses Unmanned Aircraft Systems (UAS) to provide information to responding officers during many police calls for service including:</p> <ol style="list-style-type: none"> <li>Parades</li> <li>Special Events</li> <li>Foot Pursuits</li> <li>High-Risk Warrants</li> <li>Crime Scenes</li> <li>Emergency Calls</li> <li>Silver/Amber Alerts</li> <li>Barricaded Persons/Hostage Situations</li> <li>Community Events</li> </ol> <p>The technology and regulatory environment surrounding UAS continues to improve and evolve to the point where UAS can assist on many additional calls for service. Future capabilities of flying Beyond Visual Line of Sight (BVLOS) will greatly expand the capacity of the Aviation Unit to support most calls for service.</p> <p>The Aviation Unit assists with special projects across the city and region regarding the topic of UAS. In 2021, the unit assisted the Office of Strategic Initiatives and NCTCOG with the Hidden Level Pilot Project.</p> <p>In 2024, the Aviation Unit plans to build on the success of 2023 through greater implementation and realization of the Drone as a First Responder (DFR) project that will be installed in late FY 2023.</p>		<p><b>FY 2024 Drone Missions</b></p> <p><b>1st Quarter Drone Flight Hours</b></p> <p><b>1st Quarter Drone Apprehensions</b></p>	

# 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)	Department(s)
Core PS 1.1.6	Police Department Storefront	<ul style="list-style-type: none"> <li>Reduction of crime in police reporting area surrounding storefront</li> <li>Number of citizen contacts at storefront</li> <li>Citizen perception of crime and safety</li> </ul>	Police
<p><u>Summary:</u></p> <p>The Arlington Police Department has four police stations that are geographically aligned to provide service delivery to residents. Due to the recent population growth and expansion of single and multi-family housing in the south district, the Police Department must evaluate decentralized cost-effective models to improve community-police relations, customer service and reduce the fear of crime. One decentralized model is implementing police storefronts in commercial business complexes adjacent to residential neighborhoods.</p> <p>Police storefronts are a community resource that provides a centralized location to engage residents, business owners and other city departments to discuss safety concerns, share intelligence, develop crime prevention strategies, and address quality of life issues. In addition to providing an alternative space to build community partnerships, implementing storefronts increases the frequency of police presence and visibility resulting in reduced citizen fear and increased safety.</p>			

# Business Plan

## Public Safety

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

**Objective 2: Protect Public Well-being**

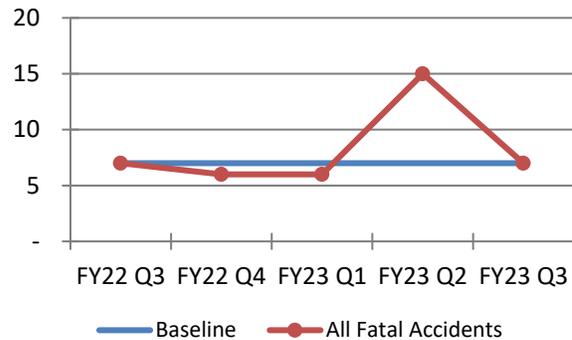
Project		Performance Measure(s)	Department(s)
Core PS 1.2.1	Vision Zero	Reduce Traffic Related Fatalities and Serious Injuries	Public Works

Summary:

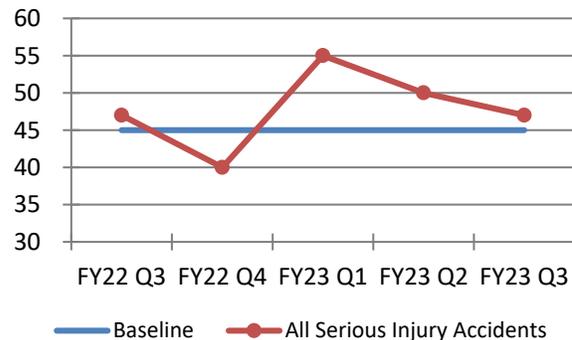
Vision Zero is a traffic safety concept whose goal is to reduce fatalities and serious injuries on roadways to zero. An action plan including engineering, planning, education, enforcement, and prosecution was developed. Analysis actions, evaluation actions, engineering actions, other departmental actions, preparation actions, and safety preventative actions are included in the action plan. These actions lead into the ongoing development of the crash profiles and crash mitigation strategies.

In FY 2024, work will continue to implement the Safe Route to School (SRTS) Program, crash mitigation measures, and traffic calming measures to reduce the FY 2017 baseline number of 6,085 city roadway crashes. Staff will also conduct a reassessment the baseline data.

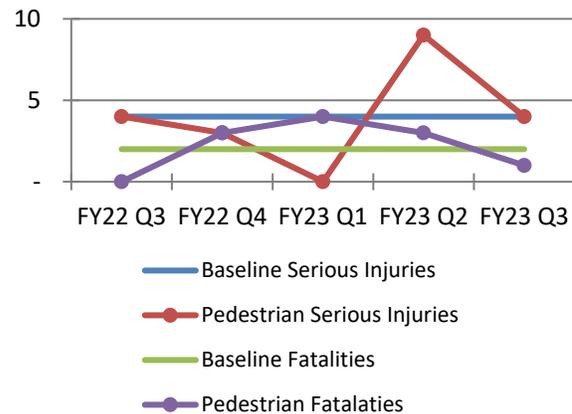
**Traffic Related Fatalities**



**Traffic Related Serious Injuries**



**Pedestrian Fatalities & Serious Injuries**



# Business Plan

Public Safety																								
Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment																								
Objective 2: Protect Public Well-being																								
Project		Performance Measure(s)	Department(s)																					
Core PS 1.2.2	Court Security Master Plan	Implementation into Business Practices	Municipal Court																					
<p><u>Summary:</u></p> <p>The assassination attempt against Travis County District Judge Julie Kocurek in the fall of 2015 underscored the need for continuous evaluation of court security policies and plans. According to the Texas Office of Court Administration, court incidents have increased 23% from the prior year to an all-time high of 588 incidents. These incidents include, but are not limited to, threats to harm a person or property, disorderly conduct, assaults, weapons, introduction of weapons or contraband, or any other serious situation involving security issues that disrupts court activities. Thus, Courts must ensure proper court security procedures, training, technology, personnel, and architectural features, to not only protect the safety of the people and property within and around the courts, but also the integrity of the judicial process.</p> <p>Under the auspices of the Court Security Committee (CSC) and utilizing best practices from the Texas Office of Court Administration, and the National Center for State Courts (NCSC), the Municipal Court will be taking a proactive approach to updating policies, procedures, operations, structures, trainings, and planning to create and implement a comprehensive and centralized security master plan.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Meet with CSC to Review and Discuss OCA Security Assessment, Goals and Plans</td> <td>1<sup>st</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Meet with Chief Information Security Officer</td> <td>2<sup>nd</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Visit and Benchmark Regional Cities</td> <td>2<sup>nd</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Work with Stakeholders</td> <td>4<sup>th</sup> Qtr. FY 2024</td> <td></td> </tr> <tr> <td>Review Completed Milestones, Business Practices, and Plans to Compile into Centralized Final Plan</td> <td>1<sup>st</sup> Qtr. FY 2025</td> <td></td> </tr> <tr> <td>Final Approval from CSC on Master Plan Updates</td> <td>3<sup>rd</sup> Qtr. FY 2025</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Meet with CSC to Review and Discuss OCA Security Assessment, Goals and Plans	1 <sup>st</sup> Qtr. FY 2024		Meet with Chief Information Security Officer	2 <sup>nd</sup> Qtr. FY 2024		Visit and Benchmark Regional Cities	2 <sup>nd</sup> Qtr. FY 2024		Work with Stakeholders	4 <sup>th</sup> Qtr. FY 2024		Review Completed Milestones, Business Practices, and Plans to Compile into Centralized Final Plan	1 <sup>st</sup> Qtr. FY 2025		Final Approval from CSC on Master Plan Updates	3 <sup>rd</sup> Qtr. FY 2025	
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# Business Plan

Public Safety			
Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment			
Objective 2: Protect Public Well-being			
Project		Performance Measure(s)	Department(s)
Core PS 1.2.3	Library Emergency and Safety Plan	Achieve quarterly target goals	Library
<p><u>Summary:</u></p> <p>The Library will update its Facility Emergency and Safety Plan processes and procedures to align with industry standards and the City of Arlington protocols. The Library will work in concert with and under the guidance of Risk Management, Office of Emergency Management, APD, and AFD. With seven facilities of various sizes and configurations delivering public service during extended hours, developing emergency plans that help staff respond appropriately is vital for staff and patron safety. Areas to be evaluated include but are not limited to necessary equipment such as panic buttons, additional cameras, staff training and established processes and procedures for effective emergency and safety planning.</p>		<p><u>Timeline:</u></p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> and 2<sup>nd</sup> Quarters: Conduct a SWOT analysis of each location in the library system</li> <li>• 1<sup>st</sup> – 4<sup>th</sup> Quarter: Design Emergency Plan based on the framework provided by Risk Management for all sever library locations.</li> <li>• 4<sup>th</sup> Quarter: Conduct training with staff on various emergency scenarios</li> <li>• 4<sup>th</sup> Quarter: Develop an after-action analysis and planning framework</li> </ul>	

# Business Plan

## Public Safety

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

#### Objective 1: Plan and Implement Stormwater Projects

Project	Performance Measure(s)	Department(s)
Core PS 2.1.1 Stormwater Projects	Implement Projects That Mitigate Flooding Concerns	Public Works

Summary:

Stormwater Projects are funded through the Stormwater Utility Fee and are included in the annual capital budget as well as in the Comprehensive Stormwater Master Plan.

The projects listed below include major maintenance projects that began construction prior to FY 2024 as well as the planned FY 2024 construction projects. Project milestones listed in the table will be updated as they occur.

Stormwater Capital Improvement Project	Est. Bid Date	Actual Bid Date	Estimated Completion	Actual Completion	Linear Feet of Pipes/Channels Constructed
2019 Stormwater Maintenance	May 2023				
2019 Ditches Phase 2	Dec. 2023				
2020 Stormwater Maintenance	Jan. 2024				
Lower Johnson Maintenance Ramp and Erosion, Phase 1	July 2023				
Lower Johnson Maintenance Ramp and Erosion, Phase 2	Nov. 2023				
Upper Johnson Dredging	Oct. 2023				

The projects listed below include major flood mitigation projects that began construction prior to FY 2024 as well as the planned FY 2024 construction projects. Project milestones listed in the table will be updated as they occur.

Stormwater Capital Improvement Project	Structures Protected	Est. Bid Date	Actual Bid Date	Estimated Completion	Actual Completion	Linear Feet of Pipes/Channels Constructed
California Ln. Drainage Improvements Phase 1	60 (all phases)	June 2022	Feb. 2023	June 2025		8,295 LF of Pipe
Harvest Hills Drainage Improvements Phase 1	47 (all phases)	Aug. 2019				
2020 Drainage Phase 1 (Glen Springs, Turner Warnell, and Storie)	5	Mar. 2023	Mar. 2023	Dec. 2023		1,558 LF of Pipe/392 LF of Channel

# Business Plan

## Public Safety

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

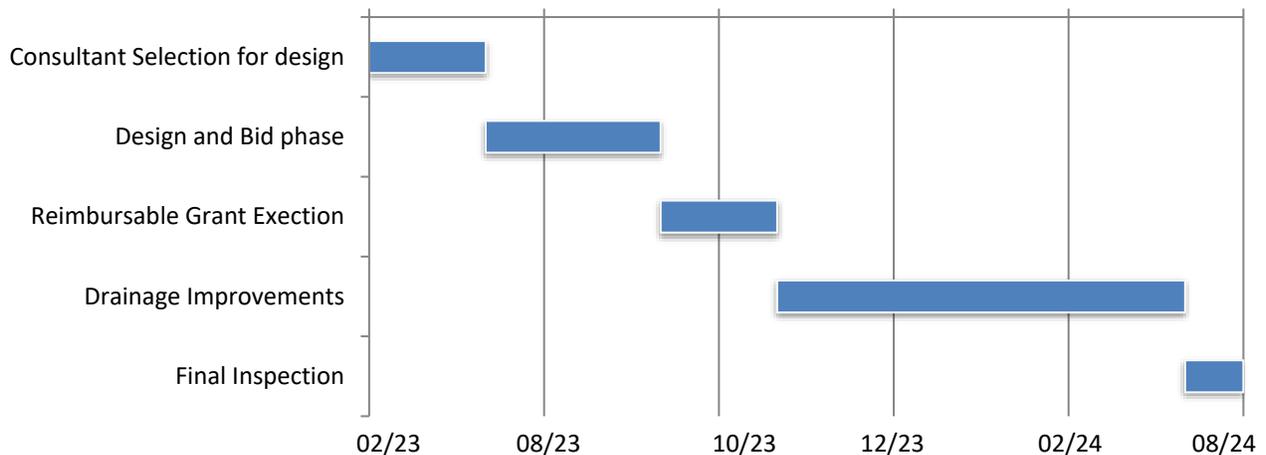
#### Objective 1: Plan and Implement Stormwater Projects

Project	Performance Measure(s)	Department(s)
Core PS 2.1.2   Airport South Drainage Improvements	Operating Cost Recovery	Transportation

**Summary:**

The Airport, in conjunction with TxDOT Aviation and City of Arlington Public Works, completed a drainage study in FY 2022. The existing storm drain infrastructure has deficiencies in capacity on the south end of the airport. Model results indicate ponding to the south of the airfield during all storm events, with runoff overtopping Green Oaks Boulevard during the 25-year and 100-year storm events. Flooding in this region can be attributed to undersized pipes that convey runoff below the vehicle service roads, as well as the volume of the runoff directed to this outfall location. New, increased drainage infrastructure is needed to control stormwater and prevent future flooding from continuing to cause issues.

#### Airport South Drainage Improvements



# Business Plan

Public Safety															
Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure															
Objective 2: Enhance Awareness of Stormwater Risk															
Project		Performance Measure(s)	Department(s)												
Core PS 2.2.1	Program for Public Information (PPI)	Develop and Implement New Projects Listed in the PPI Plan Adopted by Council and Approved FEMA's Community Rating System (CRS) Program	Public Works												
<p><u>Summary:</u></p> <p>City Council adopted the City's Floodplain Program for Public Information (PPI) Plan in FY 2020. This PPI plan improves flood hazard outreach and education initiatives for the City's CRS Program. CRS is a federal program that recognizes, encourages, and rewards – by using insurance premium adjustments – community and state activities that go beyond the minimum requirements of the National Flood Insurance Program (NFIP).</p> <p>The development and implementation of outreach initiatives listed in the PPI plan will assist in improving flood insurance coverage in the City and strengthen and support the aspects of the NFIP. Developing and implementing PPI outreach projects include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Task 1: Develop outreach material for Entertainment District visitors, businesses, Short-Term Rental property owners, and Chamber of Commerce.</li> <li>• Task 2: Update local insurance agent/real estate agent outreach project and create written flood insurance outreach materials.</li> <li>• Task 3: Create Critical and Vulnerable Facilities outreach program to include presentations and written material.</li> </ul>		<table border="1"> <thead> <tr> <th>Outreach Task</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Task 1</td> <td>Jan. 2024</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Apr. 2024</td> <td></td> </tr> <tr> <td>Task 3</td> <td>July 2024</td> <td></td> </tr> </tbody> </table>		Outreach Task	Estimated Completion	Actual Completion	Task 1	Jan. 2024		Task 2	Apr. 2024		Task 3	July 2024	
Outreach Task	Estimated Completion	Actual Completion													
Task 1	Jan. 2024														
Task 2	Apr. 2024														
Task 3	July 2024														

# Business Plan

Public Safety															
Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure															
Objective 2: Enhance Awareness of Stormwater Risk															
Project		Performance Measure(s)	Department(s)												
Core PS 2.2.2	Stream Gauge Infrastructure Upgrade and Communication	Implement a Flood Warning and Response Program based on Flood Monitoring System	Public Works												
<p><u>Summary:</u></p> <p>The City of Arlington operates a Flood Monitoring System consisting of nine data collection sites across the City. Each site collects important information such as rainfall increments, rainfall total accumulation, and stream water depths. The system operates via ALERT2 (Automated Local Evaluation in Real Time) radio transmission to provide live storm data that can increase public safety by targeting emergency operations to known flood-risk locations. The rainfall and stream depth data can be used for post-storm engineering assessments and future event preparation. During FY 2024, the Floodplain Group will perform the following three tasks:</p> <ul style="list-style-type: none"> <li>• Task 1: Implement fully functional Emergency Warning Dissemination (EWD) application that provides citizens with roadway flooding information and meets the Community Rating System (CRS) program requirements for Activity 610.</li> <li>• Task 2: Develop a Flood Response Operations (FRO) plan that identifies opportunities to prevent the loss of life and property damage during a flood and meets the CRS Activity 610 requirements.</li> <li>• Task 3: Identify Critical Facilities to coordinate individual flood warning and response planning (CFP) in accordance with Activity 610 requirements.</li> </ul> <p>This data collected by the stream gauges will benefit the citizens of Arlington by informing them about active flood risks to take appropriate action. The implementation of a flood hazard notification system will reduce the potential loss of life or injury due to flood hazards from overtopped roadways. The collected data also assists in identifying flood protection projects to be incorporated into the Stormwater Capital Improvement Plan.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Task 1</td> <td>July 2023</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Apr. 2024</td> <td></td> </tr> <tr> <td>Task 3</td> <td>Sept. 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Task 1	July 2023		Task 2	Apr. 2024		Task 3	Sept. 2024	
Milestone	Estimated Completion	Actual Completion													
Task 1	July 2023														
Task 2	Apr. 2024														
Task 3	Sept. 2024														

# Business Plan

Public Safety															
Goal 2: Mitigate Flood Risks and Protect Stormwater Infrastructure															
Objective 2: Enhance Awareness of Stormwater Risk															
Project		Performance Measure(s)	Department(s)												
Core PS 2.2.3	Develop and Substantial Damage Management Plan (SDP)	Implementation of the Substantial Damage Management Plan	Public Works												
<p><u>Summary:</u></p> <p>The City of Arlington participates in the National Flood Insurance Program’s Community Rating System (CRS). As the CRS Program rewards communities for exceeding FEMA’s minimum requirements by offering discounted flood insurance rates to all residents. The substantial damage plan (SDP) is the plans and actions that a community takes before a flood or hazard event to be prepared for managing and mitigating substantial damaged structures. The SDP increases awareness of flood-risk areas, identifies vulnerable structures and neighborhoods, and ensures there is a strategy in place for making damage determinations and enforcing the substantial damage requirements before a disaster occurs. The implementation of the SDP enforces long-term actions to mitigate properties and reduce future losses.</p> <p>During FY 2024, the Floodplain Group will perform the following three tasks:</p> <ul style="list-style-type: none"> <li>• Task 1: Coordination with State and FEMA to receive directives and pertinent data for the development of SDP.</li> <li>• Task 2: Create the basic property database to collect structural information of high flood risk properties to upload into FEMA’s Substantial Damage Estimator tool so that it is ready to use prior to a disaster.</li> <li>• Task 3: Submit SDP to City Council for adoption.</li> </ul>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Task 1</td> <td>Oct. 2023</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Feb. 2024</td> <td></td> </tr> <tr> <td>Task 3</td> <td>Oct. 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Task 1	Oct. 2023		Task 2	Feb. 2024		Task 3	Oct. 2024	
Milestone	Estimated Completion	Actual Completion													
Task 1	Oct. 2023														
Task 2	Feb. 2024														
Task 3	Oct. 2024														

# Business Plan

Public Safety Scorecard					
Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Fire	9-1-1 calls answered within 10 seconds	89.73%	90.39%	91%	90%
Fire	Fire P1 and P2 (emergency) calls dispatched within 25 seconds (average)	13.17	16.38	12.56	25.00
Fire	Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2.17	3.12	3.10	2.00
Fire	Police E and P1 (emergency) calls dispatched within 120 seconds	76.68%	72.74%	73%	80%
Fire	Fires – Turnout Time Objective = 80 seconds (1:20)	New Measure in FY 2023		0:51	1:20
Fire	Emergency Medical Service – Turnout Time Objective = 60 seconds (1:00)	New Measure in FY 2023		0:50	1:00
Fire	Other – Turnout Time Objective = 80 seconds (1:20)	New Measure in FY 2023		0:54	1:20
Fire	All Calls – Travel Time Objective = 240 seconds (4:00)	New Measure in FY 2023		5:58	4:00
Fire	Fire – Response Time Objective = 320 seconds (5:20)	New Measure in FY 2023		5:27	5:20
Fire	Emergency Medical Service – Response Time Objective = 300 seconds (5:00)	New Measure in FY 2023		5:34	5:00
Fire	Other – Response Time Objective = 320 seconds (5:20)	New Measure in FY 2023		6:19	5:20
Police	Call Response time to priority 1 calls (From Call is taken by Dispatch to First Unit on Scene)	11.86	13.13	12.66	13.14
Police	Citizen satisfaction with police services [annual survey]	75%	79%	68%	75%
Police	Unit Response Time (From First APD Unit is dispatched to First Unit on Scene)	7.98	8.05	8.0	8.1
Fire	Percent of Outdoor Warning Sirens Successfully Tested	68%	63.75%	63%	50%
Fire	Fire Prevention Business Inspections	11,808	14,033	13,000	15,500
Fire	Fire Prevention Business Violations Addressed	3,042	3,878	2,172	2,172
PDS	Percent of routine food establishment inspections completed on time	51%	70%	87%	90%
PDS	Percent of non-compliant gas well site components corrected within 2 days following notification to operator	100%	100%	100%	100%
PWK	Percent of City maintained drainage inlets inspected compared to goal of 10,804	100%	100%	61%	100%
PWK	Percent of concrete channels inspected compared to goal of 337	95%	100%	57%	100%
Court	Percent of Warrants Cleared	86%	93.68%	85%	85%
Court	Municipal Court Clearance Rate	109%	96.69%	96%	96%
Court	Time To Disposition within 30 days	63%	66.75%	60%	60%
Court	Age of Active Pending Caseload	44 days	41 Days	47 Days	47 Days
Court	Cost per Disposition	\$49.09	\$57.56	\$71.31	\$72.74
Court	Reliability and Integrity of Case Files	100%	100%	100%	100%

# Business Plan

## Public Safety Scorecard (cont.)

Dept.	Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Court	Management of Legal Financial Obligations-Rate	96.31%	84.6%	73%	75%
Court	Annual Access and Fairness Survey Index Score	70%	68%	70%	72%
Police	Committed Time to all calls (minutes)	78.33	80.7	80.26	< 84.5
Police	DWI Crashes	616	567	572	< 450
Police	Domestic Violence Victims Served	7,625	6,688	5,752	5,400
Police	Human Trafficking Victims Served	9	10	2	10
Police	Injury Crashes	2,773	2,713	2,804	< 3,084
Police	Outreach Hours Dedicated to Domestic Violence	4,525	3,640	2,926	> 3,600
Police	Fatality Crashes	42	37	42	< 24
Police	CVE Inspections	2,375	2,440	2,356	> 2,000
Police	Overall Crime	New Measure in FY 2022	27,599	25,182	< 31,260
Police	COMCONS (Community Contact Calls for Service)	New Measure in FY 2022	3,642	2,744	5,000
Fire	9-1-1 Dispatch Center Calls for Service (calls from 9-1-1 phone switch)	402,089	392,123	371,144	415,000
Fire	Police Calls for Service Handled and Processed by PD Dispatch	249,219	261,720	249,716	260,000
Fire	Emergency Calls	1,341	1,494	1,288	2,500
Fire	Priority 1 Calls	68,215	74,630	70,968	74,500
Fire	Priority 2 Calls	46,883	46,713	47,424	55,000
Fire	Priority 3 Calls	132,780	138,887	130,036	128,000
Fire	Officer Initiated (not included in total)	51,479	105,174	102,168	52,000
Fire	Ambulance Dispatched Calls for Service	64,044	57,704	58,692	62,500
Fire	Fire Dispatched Calls for Service	54,170	57,292	55,308	60,000
Fire	Fires	3,477	4,249	3,904	4,000
Fire	Emergency Medical Service	39,644	37,190	39,184	37,000
Fire	Other	11,049	15,853	12,220	18,100
Fire	Dispatched Animal Services After-Hours Calls for Service	958	1,045	964	900
Fire	Fire Department Incidents (un-audited)	48,485	48,982	48,982	50,000
Fire	Fires	877	1,246	1,246	1,300
Fire	Emergency Medical Service	21,285	22,801	22,801	23,000
Fire	Other Emergency Incidents	26,323	24,935	24,935	25,700
Fire	Fire Department RMS Unit Responses (un-audited)	69,755	68,963	68,963	72,000

# 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 2024 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	\$ -	\$ -	\$ 2,739,363
Total Revenues	\$ 322,172,233	\$ 192,343,146	\$ 15,340,213
Total Interfund Transfers	\$ 292,005	\$ (28,450,088)	\$ (3,847,161)
Total Available Funds	\$ 322,464,238	\$ 163,893,058	\$ 14,232,415
Total Expenditures	<u>\$ 322,399,537</u>	<u>\$ 163,839,464</u>	<u>\$ 14,230,352</u>
Ending Balance	\$ 64,701	\$ 53,594	\$ 2,063

# Financial Summaries

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## **FY 2024 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>
\$ 1,203,998	\$ 311,418	\$ 2,370,657	\$ 1,982,891	\$ 8,608,327
\$ 15,799,938	\$ 26,280,552	\$ 26,985,478	\$ 73,756,255	\$ 672,677,815
\$ 2,547,415	\$ (12,424,652)	\$ 7,190,083	\$ 1,536,324	\$ (33,156,074)
\$ 19,551,351	\$ 14,167,318	\$ 36,546,218	\$ 77,275,470	\$ 648,130,068
<u>\$ 19,283,641</u>	<u>\$ 14,094,669</u>	<u>\$ 36,127,231</u>	<u>\$ 75,017,579</u>	<u>\$ 644,992,473</u>
\$ 267,710	\$ 72,649	\$ 418,987	\$ 2,257,891	\$ 3,137,595

# Financial Summaries

## FY 2024 REVENUES AND EXPENDITURES

Revenues by Type	General Fund	Water and Sewer Fund	Convention and Event Services Fund
Property Taxes	\$ 144,776,982	\$ -	\$ -
Sales Taxes	93,107,718	-	-
Hotel Occupancy and Other Taxes	3,164,477	-	11,035,314
Water Sales and Wastewater Charges	-	178,969,534	-
Franchise Fees	39,084,396	-	-
Licenses and Permits	7,719,568	-	-
Leases and Rents	4,903,801	-	-
Fines and Forfeitures	5,589,315	-	-
Service Charges and Recreational Programs	19,510,258	9,687,525	1,334,899
Interest and Miscellaneous Revenues	4,315,717	3,686,087	2,970,000
<b>Total FY 2024 Revenues</b>	<b>\$ 322,172,233</b>	<b>\$ 192,343,146</b>	<b>\$ 15,340,213</b>

### Expenditures by Classification

Salaries and Benefits	\$ 235,621,764	\$ 21,067,358	\$ 2,319,902
Supplies, Maintenance, and Training	82,832,520	141,325,106	11,760,450
Capital Outlays	3,945,253	1,447,000	150,000
<b>Total FY 2024 Expenditures</b>	<b>\$ 322,399,537</b>	<b>\$ 163,839,464</b>	<b>\$ 14,230,352</b>

# Financial Summaries

## FY 2024 REVENUES AND EXPENDITURES

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ -	\$ -	\$ -	\$ 71,456,818	\$ 216,233,800
-	-	26,161,473	-	119,269,191
-	-	-	-	14,199,791
-	-	-	-	178,969,534
-	-	-	-	39,084,396
-	-	-	-	7,719,568
-	-	-	-	4,903,801
-	-	-	-	5,589,315
15,799,938	25,250,000	-	-	71,582,620
-	1,030,552	824,005	2,299,437	15,125,798
\$ 15,799,938	\$ 26,280,552	\$ 26,985,478	\$ 73,756,255	\$ 672,677,815

\$ 12,392,234	\$ 3,877,778	\$ 7,130,749	\$ -	\$ 282,409,785
5,682,385	9,766,891	27,793,082	75,017,579	354,178,013
1,209,022	450,000	1,203,400	-	8,404,675
\$ 19,283,641	\$ 14,094,669	\$ 36,127,231	\$ 75,017,579	\$ 644,992,473

# Financial Summaries

## FY 2024 RESERVES

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

### SELECTED FINANCIAL RESERVES FY 2024 OPERATING POSITIONS

	UNALLOCATED	WORKING CAPITAL	BUSINESS CONTINUITY	LANDFILL LEASE	OTHER POST EMPLOYMENT BENEFITS
Balance on October 1, 2022	\$ 8,951,944	\$ 24,866,516	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriations/Mid-Year Adjustments	308,709	856,229	-	-	-
Transfers In/(Out)	<u>1,360,148</u>	<u>3,772,485</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance on September 30, 2023	\$ 10,620,800	\$ 29,495,230	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriations/Mid-Year Adjustments	-	-	-	-	-
Transfers In/(Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Balance on September 30, 2024	\$ 10,620,800	\$ 29,495,230	\$ 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 is equal to at least three percent of General Fund recurring expenditures and will be \$10,620,800 at the beginning of FY 2024.

### Working Capital Reserve

The purpose of the Working Capital Reserve is to set aside at least one month of recurring General Fund expenditures and will be \$29,495,230 at the beginning of FY 2024.

### Business Continuity Reserve

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

### Landfill Lease Reserve

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

### Other Post-Employment Benefits Reserve

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

### Total Reserve Level for FY 2024

In the aggregate, the reserves described above represent 20.0 percent of the General Fund's recurring expenditures in FY 2024.

# 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 2024, General Fund revenues and transfers are budgeted at \$322,464,238 and expenditures are budgeted at \$322,399,537.

## GENERAL FUND FY 2024 Operating Position

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>GENERAL FUND REVENUES</b>	\$ 278,597,096	\$ 290,577,773	\$ 291,458,018	\$ 322,172,233
<b>INTERFUND TRANSFERS:</b>				
From Water and Sewer Fund - Indirect Cost	\$ 4,427,528	\$ 4,427,528	\$ 4,427,528	\$ 4,781,730
From Convention & Event Services Fund - Indirect Cost	447,382	447,382	447,382	483,173
From Storm Water Fund - Indirect Cost	790,950	790,950	790,950	854,226
To IT - One-time Projects	(800,000)	(300,000)	(300,000)	(1,957,295)
To Fleet Services - Vehicles	(679,265)	-	-	(1,075,000)
To Communication Services - Radio Maintenance	-	(1,750,281)	(1,750,281)	-
From SWUF - Engineering Reviews	88,699	88,699	88,699	88,699
To Reserves	-	(2,629,392)	(4,929,330)	(5,132,632)
General Fund Ending Balance	4,021,161	3,696,141	3,696,141	744,000
From Parks ATF Fund	3,944,563	-	-	-
(To) / From Economic Development Corporation (EDC)	227,363	254,250	254,250	257,737
From CARES Savings	-	5,500,000	5,500,000	-
From Parks Gas Fund - TRGC Debt Reimbursement	1,205,850	1,189,850	1,189,850	1,173,850
From Parks Gas Fund - Parks One-time Projects	-	3,057,871	3,057,871	-
To Park Performance Fund - Social Equity Support	-	(700,000)	(700,000)	-
To Transportation Fund	(885,353)	(1,000,000)	(1,000,000)	(909,284)
To Street Maintenance Fund - Traffic	(5,258,493)	(4,789,739)	(4,592,998)	(4,794,807)
To Street Maintenance Fund	(1,164,427)	(2,416,527)	(2,205,936)	(2,650,529)
To Innovation / Venture Capital Fund for Lincoln Square	(14,225,000)	-	-	-
From Water for Small Business Capacity Building Initiative	-	-	-	550,000
Water Infrastructure Reimbursement	-	-	-	7,878,137
Reserved for Police Expenses	(1,460,053)	-	(320,416)	-
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (9,319,096)	\$ 5,866,732	\$ 3,653,711	\$ 292,005
<b>TOTAL AVAILABLE FUNDS</b>	\$ 269,278,000	\$ 296,444,505	\$ 295,111,729	\$ 322,464,238
<b>GENERAL FUND EXPENDITURES</b>	\$ 268,749,389	\$ 296,408,323	\$ 293,559,240	\$ 322,399,537
<b>ENDING BALANCE</b>	\$ 528,611	\$ 36,182	\$ 1,552,489	\$ 64,701

# General Fund Summary

## GENERAL FUND EXPENDITURES

### GENERAL FUND FY 2024 Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>FIRE</b>				
Administration	\$ 6,061,022	\$ 7,829,393	\$ 7,743,344	\$ 8,843,823
Business Services	1,138,731	1,304,333	1,133,471	1,213,031
Operations	37,219,534	41,660,589	41,181,100	51,317,759
Prevention	2,422,795	2,914,968	2,871,674	2,928,887
Medical Services	742,654	1,021,665	1,124,703	1,180,037
Training	1,214,648	1,166,537	946,751	830,449
Resource Management	2,198,082	1,989,470	2,275,866	2,972,797
Emergency Management	399,375	329,301	317,005	326,803
Special Events	366,426	394,121	385,655	407,908
Gas Well Response	296,307	405,633	342,839	427,236
<b>TOTAL</b>	<b>\$ 52,059,574</b>	<b>\$ 59,016,010</b>	<b>\$ 58,322,408</b>	<b>\$ 70,448,730</b>
<b>LIBRARY</b>				
Administration	\$ 2,216,021	\$ 2,991,005	\$ 3,070,203	\$ 2,764,472
Operations & Facility Mgmt.	2,331,186	848,214	783,560	868,790
Branch Libraries	-	1,650,381	1,620,963	1,741,803
Content & Technical Services	2,775,757	606,478	583,867	752,956
Library Collections	-	1,564,799	1,515,612	1,511,977
Library Special Projects	-	391,660	385,875	434,098
Program Mgmt. & Community Engagement	1,306,186	801,929	723,035	837,724
Library Adult Education	-	273,949	177,753	288,477
Library Adult Services	-	603,164	516,240	670,725
<b>TOTAL</b>	<b>\$ 8,629,150</b>	<b>\$ 9,731,580</b>	<b>\$ 9,377,108</b>	<b>\$ 9,871,022</b>
<b>CODE COMPLIANCE</b>				
Administration	\$ 889,050	\$ 1,133,197	\$ 1,142,891	\$ 1,244,908
Code Compliance	2,649,964	3,027,049	3,034,828	3,786,482
Animal Services	2,317,811	2,590,517	2,539,174	2,816,813
Multi-Family Inspection	416,367	471,578	499,000	638,003
<b>TOTAL</b>	<b>\$ 6,273,192</b>	<b>\$ 7,222,341</b>	<b>\$ 7,215,892</b>	<b>\$ 8,486,206</b>

# General Fund Summary

## GENERAL FUND FY 2024 Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>POLICE</b>				
Administration	\$ 13,496,041	\$ 10,055,842	\$ 10,155,022	\$ 10,127,166
Jail	5,004,735	5,045,605	5,311,964	5,098,289
Quartermaster & Fleet	1,143,305	1,023,453	1,406,407	1,338,751
Patrol	49,971,772	54,109,351	52,194,558	59,332,570
Traffic	6,509,978	6,852,326	6,546,894	6,936,040
SWAT	5,025,529	3,260,705	2,999,657	2,885,950
Event Management	1,103,238	1,048,062	996,974	1,115,764
Community Action Team	-	2,706,902	2,515,260	2,943,652
Criminal Investigations	4,180,034	3,981,614	4,261,047	4,629,326
Special Investigations	5,579,093	6,096,359	5,946,414	6,339,635
Covert Investigations	2,787,222	3,020,175	3,198,208	3,470,630
Administrative Support	1,322,516	1,382,882	1,254,837	1,469,490
Records Services	1,628,146	1,964,695	1,991,720	2,039,242
Technology	3,689,890	3,297,211	3,617,588	3,730,289
Fiscal Services	1,797,524	2,260,331	2,104,227	2,331,593
Behavioral Health & Victim Advocacy	2,339,143	2,492,258	2,576,946	2,721,024
Community Outreach	3,484,125	3,519,392	4,229,708	5,294,493
Training	3,493,550	3,795,014	3,932,328	4,173,905
Technical Services	4,741,113	5,352,330	5,704,335	5,931,280
<b>TOTAL</b>	<b>\$ 117,296,954</b>	<b>\$ 121,264,509</b>	<b>\$ 120,944,093</b>	<b>\$ 131,909,089</b>
<b>PARKS AND RECREATION</b>				
Administration	\$ 2,264,554	\$ 3,248,715	\$ 3,252,474	\$ 2,968,031
Marketing	354,672	422,637	425,443	441,571
Planning	3,772,493	4,824,780	4,776,461	891,084
Business Services	752,361	877,721	840,865	906,321
Recreation Program Administration	167,623	185,410	188,353	189,604
The Beacon Operations	383,429	425,298	441,976	634,293
Active Adult Operations	-	-	-	653,995
Field Maintenance	5,360,059	5,880,554	5,772,222	6,436,362
Asset Management	2,713,847	3,585,309	3,579,605	3,023,730
Forestry	1,705,282	2,030,580	1,978,877	2,268,642
North District	1,569,788	1,799,073	1,790,614	2,075,738
South District	1,291,467	1,514,054	1,501,524	1,754,066
<b>TOTAL</b>	<b>\$ 20,335,576</b>	<b>\$ 24,794,130</b>	<b>\$ 24,548,414</b>	<b>\$ 22,243,437</b>

# General Fund Summary

## GENERAL FUND FY 2024 Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>PUBLIC WORKS</b>				
Administration	\$ 1,547,879	\$ 2,234,337	\$ 2,325,592	\$ 2,919,387
Traffic Engineering	821,050	1,151,749	1,049,940	1,310,819
School Safety	428,846	567,141	553,112	568,159
Engineering CIP	863,504	949,264	937,034	989,703
Inspections	1,610,260	1,840,327	1,784,484	1,834,829
Survey	170,532	215,983	191,899	272,633
Business Services	651,848	729,366	705,320	837,122
Information Services	235,083	344,353	365,954	372,602
Operations Support	225,174	246,748	211,830	360,318
<b>TOTAL</b>	<b>\$ 6,554,176</b>	<b>\$ 8,279,268</b>	<b>\$ 8,125,166</b>	<b>\$ 9,465,572</b>
<b>ASSET MANAGEMENT</b>				
Administration	\$ 619,438	\$ 848,237	\$ 857,873	\$ 1,064,192
Construction Management	497,831	1,378,295	1,366,491	979,631
Solid Waste Operations	270,948	242,516	241,783	335,301
Custodial	722,812	952,599	948,899	1,350,017
Facility Repair	4,007,944	6,898,321	7,891,449	5,893,890
<b>TOTAL</b>	<b>\$ 6,118,973</b>	<b>\$ 10,319,967</b>	<b>\$ 11,306,495</b>	<b>\$ 9,623,031</b>
<b>ECONOMIC DEVELOPMENT</b>				
Economic Development	\$ 543,952	\$ 794,970	\$ 685,807	\$ 831,319
Land Bank	597,139	797,490	809,190	814,685
<b>TOTAL</b>	<b>\$ 1,141,091</b>	<b>\$ 1,592,460</b>	<b>\$ 1,494,997</b>	<b>\$ 1,646,004</b>
<b>PLANNING AND DEVELOPMENT SERVICES</b>				
Administration	\$ 1,122,511	\$ 1,363,788	\$ 1,377,563	\$ 1,384,817
Development Services	3,702,473	4,360,389	4,292,589	3,178,670
Building Inspections	-	-	-	1,916,743
Environmental Health	826,063	836,641	861,195	1,188,391
Business Services	851,800	1,011,175	1,001,663	1,093,639
Mosquito Borne Virus Mitigation	44,834	100,000	100,000	100,000
<b>TOTAL</b>	<b>\$ 6,547,681</b>	<b>\$ 7,671,994</b>	<b>\$ 7,633,010</b>	<b>\$ 8,862,260</b>
<b>OFFICE OF STRATEGIC INITIATIVES</b>	<b>\$ 5,746,177</b>	<b>\$ 592,668</b>	<b>\$ 590,428</b>	<b>\$ 801,814</b>
<b>AVIATION</b>	<b>\$ 1,026,876</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# General Fund Summary

## GENERAL FUND FY 2024 Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>CITY MANAGER'S OFFICE</b>				
City Manager's Office	\$ 1,035,944	\$ 1,407,957	\$ 1,216,921	\$ 1,481,113
Mayor & Council	<u>47,334</u>	<u>68,428</u>	<u>58,468</u>	<u>65,519</u>
TOTAL	\$ 1,083,278	\$ 1,476,385	\$ 1,275,390	\$ 1,546,632
<b>INTERNAL AUDIT</b>				
	\$ 623,495	\$ 791,497	\$ 669,203	\$ 727,528
<b>JUDICIARY</b>				
	\$ 901,128	\$ 1,051,611	\$ 991,849	\$ 1,069,530
<b>CITY ATTORNEY'S OFFICE</b>				
Administration	\$ 1,295,162	\$ 1,638,405	\$ 1,623,224	\$ 1,734,302
Litigation	1,337,417	1,358,282	1,231,765	976,325
Municipal Law	918,594	1,042,292	946,616	1,075,007
Public Safety Section	<u>741,948</u>	<u>803,997</u>	<u>890,263</u>	<u>1,451,028</u>
TOTAL	\$ 4,293,122	\$ 4,842,975	\$ 4,691,868	\$ 5,236,662
<b>HUMAN RESOURCES</b>				
Administration	\$ 576,751	\$ 604,314	\$ 527,121	\$ 648,697
Employee Operations	521,442	814,706	833,199	823,968
Employee Services	114,554	464,230	538,271	417,780
Workforce Investment	637,930	773,543	772,967	898,678
Risk Management	1,919,884	1,698,720	1,649,844	2,045,026
Civil Service Operations	<u>451,240</u>	<u>479,222</u>	<u>509,341</u>	<u>494,997</u>
TOTAL	\$ 4,221,801	\$ 4,834,734	\$ 4,830,743	\$ 5,329,146
<b>FINANCE</b>				
Administration	\$ 939,996	\$ 1,319,136	\$ 1,321,420	\$ 1,750,974
Accounting	916,556	1,025,199	1,051,894	1,158,167
Purchasing	537,425	617,243	600,398	691,496
Treasury	2,041,058	2,143,460	2,092,581	2,372,820
Payroll / Payables	487,783	596,707	593,174	871,137
Office of Management and Budget	<u>748,067</u>	<u>831,158</u>	<u>847,793</u>	<u>821,933</u>
TOTAL	\$ 5,670,886	\$ 6,532,902	\$ 6,507,260	\$ 7,666,527
<b>COMMUNICATION &amp; LEGISLATIVE AFFAIRS</b>				
Office of Communications	\$ 1,000,717	\$ 1,157,310	\$ 1,152,131	\$ 1,403,042
Action Center	1,031,815	1,107,034	1,086,975	1,350,196
Executive and Legislative Support	1,818,548	2,003,582	2,003,426	2,218,996
Intergovernmental Relations	<u>165,603</u>	<u>155,292</u>	<u>164,909</u>	<u>155,292</u>
TOTAL	\$ 4,016,683	\$ 4,423,218	\$ 4,407,441	\$ 5,127,526

# General Fund Summary

## GENERAL FUND FY 2024 Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>NON-DEPARTMENTAL</b>				
Non-Departmental	\$ 8,465,399	\$ 7,210,161	\$ 8,080,369	\$ 6,572,724
Non-Departmental Projects	2,018,168	1,292,502	995,050	1,292,502
Small Business Capacity Building Initiative	-	-	-	550,000
Non-Departmental METF	-	300,000	-	300,000
ERP Systems	2,417,846	2,728,935	2,728,935	1,768,266
<b>TOTAL</b>	<b>\$ 12,901,413</b>	<b>\$ 11,531,598</b>	<b>\$ 11,804,354</b>	<b>\$ 10,483,492</b>
<b>BUSINESS DIVERSITY OFFICE</b>	<b>\$ 399,972</b>	<b>\$ 533,157</b>	<b>\$ 500,280</b>	<b>\$ 665,097</b>
<b>MUNICIPAL COURT</b>	<b>\$ 2,908,191</b>	<b>\$ 3,526,095</b>	<b>\$ 3,349,355</b>	<b>\$ 3,830,821</b>
<b>TRANSPORTATION</b>				
Administration	\$ -	\$ 566,084	\$ 580,882	\$ 776,542
Contracted Transportation Services	-	4,631,822	4,617,000	5,419,244
Aviation	-	1,181,320	1,175,604	1,163,625
<b>TOTAL</b>	<b>-</b>	<b>\$ 6,379,226</b>	<b>\$ 6,373,487</b>	<b>\$ 7,359,411</b>
<b>Health Insurance Savings</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,400,000)</b>	<b>\$ -</b>
<b>TOTAL - GENERAL FUND</b>	<b>\$ 268,749,389</b>	<b>\$ 296,408,323</b>	<b>\$ 293,559,240</b>	<b>\$ 322,399,537</b>

# General Fund Summary

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## GENERAL FUND REVENUES

General Fund revenue classifications range from Taxes (primarily Sales and Property), which comprise 74.8 percent of General Fund revenues, to Miscellaneous Revenues, which comprise 1.3 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 2024 is \$0.5898 per \$100 valuation. Of this tax rate, 69.2 percent, or \$0.4080, will be used for General Fund activities. The remaining 30.8 percent, or \$0.1818, will be used for debt service. General Fund property tax revenue for FY 2024 is estimated to be \$144,776,982 from the total tax base of \$40,742,537,188. **The General Fund's portion of the sales tax rate is 1 percent.** Sales tax revenue for FY 2024 is estimated at \$93,107,718. Other taxes include the Criminal Justice Tax, Bingo Tax, and State Liquor Tax, which comprise 1.0 percent of General Fund revenues.

### 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 12.1 percent of the General Fund revenues. The largest of these is the Electric Franchise Fee, at \$13.05 million. Other Franchise Fees include the Telephone, Water, Cable Television, and Gas utilities, and royalties from the Landfill.

### Service Charges

Service Charges account for 6.1 percent of General Fund revenues, at \$19,510,258. 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 1.7 percent of General Fund revenue, at \$5,589,315. Municipal Court fines account for all Fines and Forfeitures. Licenses and Permits account for 2.4 percent of General Fund revenue, and include development-related permits such as building, mechanical, electrical, and plumbing permits, and certificates of occupancy. Also included in this category are health and safety items such as fire and childcare permits. Total revenue for this category is \$7,719,568. Leases and Rents are estimated at \$4,903,801, or 1.6 percent of total revenues in the fund. The **City's landfill** lease, at \$2.52 million, is the largest revenue source in this category. The final revenue category is Miscellaneous at \$4,315,717, or 1.3 percent.

## INTERFUND TRANSFERS

Interfund transfers for FY 2024 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, human resources, accounting, and building use. Indirect costs total \$6,119,129 for FY 2024. Support for other funds includes amounts paid by the General Fund to the Transportation Fund (\$909,284), the Street Maintenance Fund (\$7,445,336), the Information Technology Fund for one-time projects (\$1,957,295), the Fleet Services Fund (\$1,075,000), and amounts set aside for selected reserves (\$5,132,632). The transfers also include the receipt of funds for one-time expenditures, expense reimbursements, or savings from the prior year; these include \$257,737 from the Economic Development Corporation, \$1,173,850 from the Parks Gas Fund, \$744,000 from prior year ending balance, \$88,699 from the Storm Water Fund, and \$8,428,137 from the Water Utilities Fund to reimburse the General Fund for infrastructure acquisition and to support small businesses. In the aggregate, the net impact of interfund transfers in FY 2024 is \$292,005 transferred into the General Fund.

# General Fund Summary

## GENERAL FUND FY 2024 Revenues

REVENUE ITEM	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>TAXES:</b>				
Ad Valorem Taxes	\$ 114,860,402	\$ 125,399,016	\$ 125,436,636	\$ 144,776,982
Sales Tax	83,977,216	86,679,276	89,098,295	93,107,718
Major Event Trust Fund Revenue	-	300,000	-	300,000
Criminal Justice Tax	302,183	283,674	221,111	215,857
State Liquor Tax	2,650,114	2,059,855	2,181,462	2,532,193
Bingo Tax	111,480	91,429	108,304	116,427
<b>TOTAL TAXES</b>	<b>\$ 201,901,396</b>	<b>\$ 214,813,250</b>	<b>\$ 217,045,808</b>	<b>\$ 241,049,177</b>
<b>LICENSES AND PERMITS:</b>				
Building Permits	\$ 3,973,969	\$ 3,495,000	\$ 4,053,442	\$ 4,074,830
Electrical Permits	144,260	120,000	139,868	130,000
Plumbing Permits	343,588	320,000	352,714	340,000
Mechanical Permits	217,947	200,275	192,631	210,000
Swimming Pool Permits	107,600	104,950	112,425	107,950
Business Registration	206,182	210,000	213,988	210,000
Certificates of Occupancy	120,929	110,000	114,205	115,000
Boathouse / Pier License	225	13,399	13,399	13,399
Small Cell Permits, Inspections, Rentals	115,784	135,000	135,000	150,000
Food Establishment Permits	798,815	750,000	780,000	899,080
Alcoholic Beverage License	104,540	110,000	110,000	110,000
Food Handlers Permit	9,300	10,000	10,210	-
Dog and Cat License	41,465	42,081	35,245	43,443
Euthanasia Fees, Other Animal Fees	11,011	17,601	14,239	16,508
Animal Services - Owner Surrender Fees	9,020	11,877	10,734	11,595
Burglar Alarm Permit	587,426	642,100	503,065	453,037
Abandonment Fees	4,200	6,000	6,000	6,000
Child Care License / Permit	55,900	60,000	55,170	59,575
Fire Permits	262,556	216,743	231,377	356,690
Fire Inspection Fees	206,050	324,314	147,140	184,600
Fire OT and Re-inspection Fees	15,177	13,200	13,910	13,200
Fire Operational Permits	127,480	206,513	81,114	127,480
Securing Code Violations	5,806	3,089	4,355	3,731
Irrigation Permits	65,850	67,000	63,200	67,000
Special Event Parking	8,800	14,800	13,800	14,800
Other Licenses / Permits	3,064	1,450	1,800	1,650
<b>TOTAL LICENSES AND PERMITS</b>	<b>\$ 7,546,943</b>	<b>\$ 7,205,392</b>	<b>\$ 7,409,031</b>	<b>\$ 7,719,568</b>

# General Fund Summary

## GENERAL FUND FY 2024 Revenues

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>SERVICE CHARGES:</b>				
Vital Statistics	\$ 361,973	\$ 315,000	\$ 315,000	\$ 325,000
Rezoning Fees	160,550	200,000	145,000	200,000
Plat Review and Inspection Fees	322,165	638,000	496,117	150,000
Public Improvement Fees	-	-	-	350,000
Landscape / Tree Preservation Fees	7,590	8,000	5,300	6,000
Building Inspection Fees	40,244	50,000	45,000	50,000
Drilling / Gas Well Inspection Fees	246,500	-	29,000	-
Gas Well Reinspection Fee	886,600	963,000	946,400	951,600
Gas Well Supplemental Fee	26,250	25,000	8,250	25,000
Plan Review Fee	1,921,352	1,455,150	1,618,705	1,900,000
Public Works Reimbursements	702,190	650,000	724,039	752,485
Inspection Transfer	894,444	1,100,000	865,103	886,000
Survey Transfer	116,713	120,000	137,448	144,134
Real Estate Transfer	187,131	200,000	200,000	200,000
Construction Management Fees	182,570	453,937	250,000	350,000
Saturday Inspection Fees	130,106	30,000	23,472	30,000
Food Service Application Fees	57,203	75,000	70,210	83,350
Police Admin. Services Revenue	46,780	36,693	40,201	35,164
Jail Support Revenues	1,221	1,667	-	-
Abandoned Vehicle Search Fees	9,092	10,214	8,507	6,296
Police Towing	81,280	110,134	115,440	66,705
PILOT - Water	4,619,591	4,801,336	4,801,336	4,958,253
PILOT - SWUF	750,170	857,459	857,459	860,664
Impoundment Fees	41,826	37,115	34,297	37,268
Animal Adoption Fees	58,333	71,956	26,894	48,633
Animal Awareness / Safety Program	489	700	328	140
Vet Services	9,665	9,115	7,925	9,688
Multi-Family Annual Inspections	643,324	653,522	645,762	947,133
Extended-Stay Annual Inspections	158,658	150,226	150,226	150,226
Hotel Inspections	7,300	35,000	15,000	20,525
Short Term Rental Revenue	90,500	45,500	95,000	100,000
Dangerous Structure Demolition Fees	25,648	8,767	11,364	9,266
Nuisance Abatement	37,416	35,753	45,520	36,859
Multi-Family Re-Inspections	3,068	2,250	4,080	2,700
Duplex Registration / Re-Inspections	15,023	20,200	18,128	20,534
Food Establishment Re-Inspection	10,500	12,000	10,875	13,450
Swimming Pool Re-Inspections	14,375	2,700	7,200	3,750
Water Department Street Cuts	174,764	170,000	150,000	170,000
Fire Initial Inspection	64,318	66,600	47,100	66,600
Park Bond Fund Reimbursement	36,991	70,000	70,000	70,000
Transportation Bond Fund Reimbursement	116,000	116,000	116,000	116,000
AISD - SRO Program, PD and Fire	2,316,196	2,117,538	2,744,202	3,273,456
Mowing Services	119,185	98,016	91,930	100,297
State Reimbursement - Transportation	62,130	62,153	62,130	62,130
Non-Resident Library Cards	24,987	24,800	23,000	24,800
Other Library Services	17,987	14,106	34,158	36,400
Miscellaneous Revenue, for Infrastructure	-	1,284,752	-	1,284,752
Other Service Charges	649,278	425,550	649,278	575,000
<b>TOTAL SERVICE CHARGES</b>	<b>\$ 16,449,674</b>	<b>\$ 17,634,909</b>	<b>\$ 16,762,384</b>	<b>\$ 19,510,258</b>

# General Fund Summary

## GENERAL FUND FY 2024 Revenues

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>FRANCHISE FEES:</b>				
Electrical Utility	\$ 13,149,110	\$ 12,564,092	\$ 12,880,079	\$ 13,054,573
Gas Utility	3,851,351	2,528,085	2,566,006	2,586,534
Water Utility	10,651,512	10,220,122	10,602,832	10,886,429
Telephone Utility	1,669,697	2,235,007	1,703,091	1,716,716
Sanitation Franchise	2,633,756	2,382,991	2,574,038	2,615,099
Storm Clean-Up Fees	59,423	59,368	59,368	59,885
Methane Royalties	1,057,893	711,746	1,105,342	1,799,753
Landfill Gross Revenues	4,299,379	4,617,819	5,104,102	4,597,962
Cable TV Franchise	1,719,037	1,794,947	1,753,418	1,767,445
<b>TOTAL FRANCHISE FEES</b>	<b>\$ 39,091,159</b>	<b>\$ 37,114,177</b>	<b>\$ 38,348,276</b>	<b>\$ 39,084,396</b>
<b>FINES AND FORFEITURES:</b>				
Municipal Court Fines	\$ 2,841,733	\$ 2,704,190	\$ 2,013,981	\$ 2,011,998
Child Safety Fees	24,777	26,300	23,168	25,576
Uniform Traffic Fines	3,651,595	4,165,100	3,218,587	3,270,469
Time Payment Fees	126,637	124,015	109,818	117,293
Issue / Arrest Fees	184,155	198,785	154,906	163,979
Library Fines	47,974	-	-	-
<b>TOTAL FINES AND FORFEITURES</b>	<b>\$ 6,876,870</b>	<b>\$ 7,218,390</b>	<b>\$ 5,520,460</b>	<b>\$ 5,589,315</b>
<b>LEASES AND RENTS:</b>				
Sheraton Ground Lease	326,752	\$ 327,805	\$ 328,611	\$ 335,183
101 Center, Ground Lease and Parking Lease	61,500	139,500	61,500	61,500
Terminal Building Lease	76,152	75,781	46,124	59,371
Hangar Rental	216,801	215,685	214,300	216,344
Tie Down Charges	31,694	29,040	32,866	27,720
Land and Ramp Lease	933,306	995,806	1,011,208	1,071,692
Cell Phone Tower Leases	315,875	310,000	310,000	310,000
Landfill Lease	2,430,694	2,475,216	2,475,216	2,524,725
Landfill Lease, Deferred Revenue	457,259	457,259	83,986	83,986
Pipeline License Agreements	78,925	70,000	60,000	85,280
Message Board Rentals	11,266	50,000	9,000	10,000
Misc. Leases / Rents (Copier Concession)	96,978	120,620	115,000	118,000
<b>TOTAL LEASES AND RENTS</b>	<b>\$ 5,037,202</b>	<b>\$ 5,266,712</b>	<b>\$ 4,747,811</b>	<b>\$ 4,903,801</b>
<b>MISCELLANEOUS REVENUE:</b>				
Interest	\$ 657,667	\$ 1,016,050	\$ 1,056,997	\$ 3,894,188
Auction Income	19,757	31,480	36,725	38,561
Risk Management Damages	983,042	250,000	500,000	350,000
Beverage Contract	33,387	27,413	30,526	32,968
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>\$ 1,693,853</b>	<b>\$ 1,324,943</b>	<b>\$ 1,624,248</b>	<b>\$ 4,315,717</b>
<b>TOTAL - GENERAL FUND REVENUES</b>	<b>\$ 278,597,096</b>	<b>\$ 290,577,773</b>	<b>\$ 291,458,018</b>	<b>\$ 322,172,233</b>

# General Fund

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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.

Asset Management	Business Diversity Office	City Attorney's Office
City Auditor's Office	City Manager's Office	Code Compliance Services
Communication & Legislative Affairs	Economic Development	Finance
Fire Department	Human Resources	Judiciary
Libraries	Municipal Court	Non-Departmental
Parks & Recreation	Planning & Development Services	Police Department
Public Works	Office of Strategic Initiatives	Transportation Department

# General Fund

## ASSET MANAGEMENT: Nora Coronado, Director

### Department Narrative

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

### At A Glance

- 40 Authorized Positions
- Budget Break Down
 

Personnel Services	\$3,489,406
Operating Expenses	6,133,625
<b>Total</b>	<b>\$9,623,031</b>

### Budget Highlights

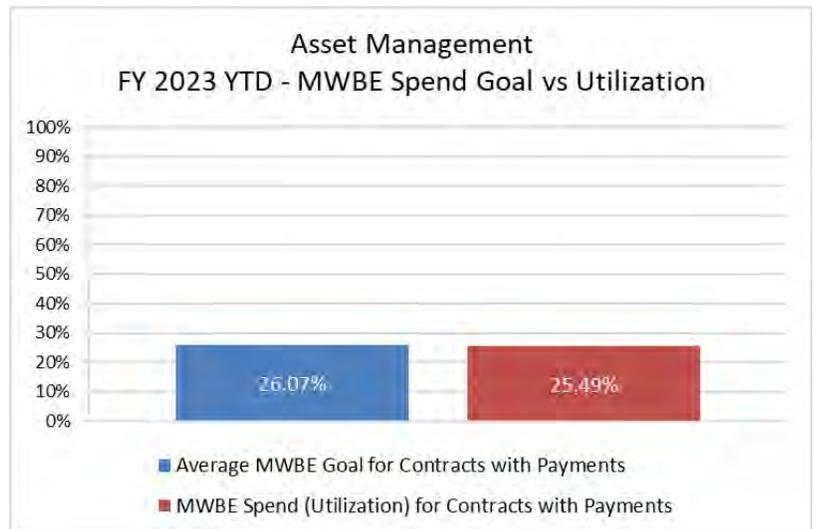
- Carry-forward Funding for 101 Center Parking Garage Improvements \$149,000
- Carry-forward Funding for City Tower Improvements \$235,000
- Increased Recurring Funding for Custodial Services and Supplies \$390,929
- Increased Recurring Funding for General Building Maintenance \$875,000
- Increased Recurring Funding to Fund FY 2021 Frozen Positions \$110,965

### Business Plan Goals and Objectives

- Goal: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington
  - Objective: Address Education and Workforce Training Disparities
- Goal: Provide Activities, Educational Opportunities, and Services that Meet the Needs of the Community
  - Objective: Develop and Implement Programming Based on the Needs of the Community
- Goal: Plan, Manage, and Maintain Public Assets
  - Objective: Maintain City Standards for all Municipal Buildings
- Goal: Support and Expand Programs to Reduce Environmental Impacts
  - Objective: Mitigate Operating Costs and Impact on Environment
  - Objective: Protect and Preserve the Natural Environment

### Revenue Highlights

• Landfill Gross Revenue	\$4,597,962
• Sanitation Franchise Fees	2,615,099
• Landfill Lease	2,524,275
• Methane Royalties	1,799,753
• Construction Management Fees	350,000
<b>Total</b>	<b>\$11,887,089</b>



# General Fund

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Asset Management	55.6%	27.8%	2.8%	11.1%	2.8%	0.0%	0.0%	13.9%	86.1%

\* Includes General Fund and Fleet Services Fund Employees

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Asset Management Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
<b>General Fund</b>				
Overall satisfaction of Construction Management's services "exceeds" or "meets" expectations	81%	90%	90%	90%
Overall satisfaction of facility maintenance and repair services "exceeds" or "meets" expectations	96%	96%	95%	95%
Overall satisfaction of custodial services contractor "exceeds" or "meets" expectations	96%	78%	90%	90%
Major building components operating within their designed life:				
Roofs:				
Asphalt [25 Years of Service Life]	88%	88%	88%	88%
Metal [25 Years of Service Life]	68%	68%	68%	68%
Built-up [25 Years of Service Life]	68%	68%	68%	68%
Modified [25 Years of Service Life]	100%	100%	100%	100%
Misc. [25 Years of Service Life]	50%	50%	50%	50%
HVAC [15 Years of Service Life]	59%	60%	59%	59%
Generators [20 Years of Service Life]	74%	74%	74%	74%
Elevators:				
High Usage [15 Years of Service Life]	56%	56%	50%	30%
Low Usage [35 Years of Service Life]	80%	80%	50%	30%
Boilers [25 Years of Service Life]	63%	63%	63%	63%
Water Heaters [15 Years of Service Life]	18%	18%	18%	20%

# General Fund

Asset Management Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
<b>Environmental</b>				
Citizen perception of trash collection services [annual survey]	84%	81%	80%	80%
Citizen perception of residential recycling services [annual survey]	81%	83%	80%	80%
Recycling Collected Curbside (Tons)	23,799	21,094	23,000	23,500
Library Recycling Collected (Tons)	159	143.68	180	200
Leaf Recycling Program (Tons)	252	265.30	500	600
Number of multi-family recycling outreach presentations given	0	3	2	3
Missed residential collection calls per 10,000 services	New Measure in FY 2022	1.49	< 2.5	< 2.5
Number of Social Media Posts FB & ND	New Measure in FY 2023		98	100
Social media views & impressions	New Measure in FY 2023		100,000	200,000
Residential Recycling Contamination Rate (%)	New Measure in FY 2023		< 49.56%	< 45%
Residential Waste Diversion Rate (%)	New Measure in FY 2023		> 9.7%	> 9.7
Electronics Recycled (lbs.)	New Measure in FY 2023		25,196	50,000

## Asset Management Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 619,438	\$ 848,237	\$ 857,873	\$ 1,064,192
Construction Management	497,831	1,378,295	1,366,491	979,631
Solid Waste Operations	270,948	242,516	241,783	335,301
Custodial	722,812	952,599	948,899	1,350,017
Facility Repair	4,007,944	6,898,321	7,891,449	5,893,890
<b>TOTAL</b>	<b>\$ 6,118,973</b>	<b>\$ 10,319,967</b>	<b>\$ 11,306,495</b>	<b>\$ 9,623,031</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	35	40	40	40
Personnel Services	\$ 1,723,389	\$ 2,906,586	\$ 2,984,886	\$ 3,489,406
Operating Expenses	4,395,584	7,413,381	8,321,609	6,133,625
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 6,118,973</b>	<b>\$ 10,319,967</b>	<b>\$ 11,306,495</b>	<b>\$ 9,623,031</b>

# General Fund

## BUSINESS DIVERSITY OFFICE: Erica Thompson, Manager

### Department Narrative

The Office of Business Diversity oversees the Minority Woman Business Enterprise Program – the program is part of the City's efforts to increase participation with minority and woman-owned companies as suppliers, prime vendors, and subcontractors. The City views these Council initiatives as steps to reduce race- and gender-based barriers that limit MWBE utilization on contracting and procurement opportunities.

### Budget Highlights

- Increased Recurring Funding for Professional Consultant \$90,000
- Increased Recurring Funding for Spark – Business Resource Center \$21,600
- Increased Recurring Funding for Travel & Training \$11,600
- Increased Recurring Funding Programs Expos and Workshops \$25,000
- Increased Recurring Funding for Supplies \$4,500



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Business Diversity Office	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	75.0%	25.0%

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

### Scorecard

Business Diversity Office Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
MWBE Participation: Good-faith effort on applicable City procurements to include construction and professional services. The percentages reflect prime and subconsultant spend on contracts awarded each quarter.	12%	42.1%	32%	30%

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	4	4	4	4
Personnel Services	348520.7775	\$ 464,573	\$ 437,239	\$ 443,813
Operating Expenses	51451.39723	68,584	63,040	221,284
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 399,972</b>	<b>\$ 533,157</b>	<b>\$ 500,280</b>	<b>\$ 665,097</b>

# General Fund

## CITY ATTORNEY'S OFFICE: Molly Shortall, City Attorney

### Department Narrative

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

### At A Glance

- 39 Authorized Positions
- Budget Break Down
 

Personnel Services	\$4,545,494
Operating Expenses	691,168
<b>Total</b>	<b>\$5,236,662</b>

### Budget Highlights

- Increased Recurring Funding to Fund FY 2021 Frozen Positions \$191,059
- Increased Recurring Funding for a Paid Internship Program \$18,018

### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
City Attorney's Office	51.3%	12.8%	28.2%	2.6%	0.0%	0.0%	5.1%	71.8%	28.2%

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

### Scorecard

City Attorney's Office Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Percent of contracts reviewed within five business days	100%	100%	100%	95%
Percent of Municipal Court cases disposed	73%	77%	75%	60%
Revenue received through collections	\$607,854	\$475,556	\$400,000	\$390,000
Percent of investigations reviewed within 20 days	95%	93%	100%	100%
Percent of discrimination/harassment allegations reviewed within 30 days	100%	100%	100%	70%
Average amount paid per lawsuit	\$27,343	\$25,143	\$15,000	\$30,000
Number of liability cases successfully closed	15	22	12	12
Percent of lawsuits handled in-house	84%	76%	70%	70%
Hearings on abatement of nuisance, dangerous and substandard buildings, sexually oriented businesses	25	19	5	10

# General Fund

## City Attorney's Office Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 1,295,162	\$ 1,638,405	\$ 1,623,224	\$ 1,734,302
Litigation	1,337,417	1,358,282	1,231,765	976,325
Municipal Law	918,594	1,042,292	946,616	1,075,007
Public Safety Section	741,948	803,997	890,263	1,451,028
<b>TOTAL</b>	<b>\$ 4,293,122</b>	<b>\$ 4,842,975</b>	<b>\$ 4,691,868</b>	<b>\$ 5,236,662</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	39	39	39	39
Personnel Services	\$ 3,680,427	\$ 4,151,808	\$ 4,006,603	\$ 4,545,494
Operating Expenses	612,695	691,168	685,265	691,168
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,293,122</b>	<b>\$ 4,842,975</b>	<b>\$ 4,691,868</b>	<b>\$ 5,236,662</b>

# General Fund

## CITY AUDITOR'S OFFICE: Susan Edwards, City Auditor

### Department Narrative

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

### Budget Highlights

- Increased Recurring Funding for Software Maintenance \$2,000

### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
City Auditor's Office	50.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	50.0%	50.0%

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

### Scorecard

City Auditor's Office Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Recommendations with Management concurrence	100%	91%	100%	100%
Special projects completed	100%	100%	100%	100%

### Authorized Positions and Expenditures by Category

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Authorized Positions	5	5	5	5
Personnel Services	\$ 535,978	\$ 680,399	\$ 558,105	\$ 647,574
Operating Expenses	87,517	111,098	111,098	79,954
Capital Outlay	-	-	-	-
TOTAL	\$ 623,495	\$ 791,497	\$ 669,203	\$ 727,528

# 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.



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
City Manager's Office	66.7%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

### City Manager's Office Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
City Manager's Office	\$ 1,035,944	\$ 1,407,957	\$ 1,216,921	\$ 1,481,113
Mayor & Council	47,334	68,428	58,468	65,519
TOTAL	\$ 1,083,278	\$ 1,476,385	\$ 1,275,390	\$ 1,546,632

### Authorized Positions and Expenditures by Category

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Authorized Positions	4	4	4	4
Personnel Services	\$ 962,096	\$ 1,311,228	\$ 1,111,549	\$ 1,370,776
Operating Expenses	121,182	165,157	163,841	175,856
Capital Outlay	-	-	-	-
TOTAL	\$ 1,083,278	\$ 1,476,385	\$ 1,275,390	\$ 1,546,632

# General Fund

## CODE COMPLIANCE SERVICES: Brian Daugherty, Administrator

### Department Narrative

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

### At A Glance

- 74 Authorized Positions
- Budget Break Down
 

Personnel Services	\$6,277,828
Operating Expenses	2,038,678
Capital Outlay	169,700
<b>Total</b>	<b>\$8,486,206</b>

### Budget Highlights

- New Sr. Code Compliance Officer \$125,455
- Tool Sharing Program \$142,093
  - New Code Compliance Technician
  - One-time Funding \$77,321
- Homeless Camp Mitigation \$178,024
  - New Homeless Camp Cleanup Coordinator
  - One-time Funding \$82,333
- Increase Recurring Code Staffing Stabilization \$305,410

### Business Plan Goals and Objectives

- Goal: Foster Healthy and Attractive Neighborhoods
  - Objective: Gain Compliance of Property Maintenance, Health, and Animal Codes
- Goal: Expand and Enhance the City's Image
  - Objective: Promote Community Engagement

### Revenue Highlights

• Multi-Family Inspections	\$947,133
• Extended Stay Annual Inspection	150,226
• Swimming Pool Permits	107,950
• Mowing Services	100,297
• Animal Adoption Fees	48,633
• Dog & Cat Licenses	43,443
• Impoundment Fees	37,268
• Nuisance/Abatement Fees	36,859
• Owner Surrender Fee	11,595
<b>Total</b>	<b>\$1,483,404</b>



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Code Compliance	49.3%	31.0%	14.1%	0.0%	0.0%	0.0%	5.6%	45.1%	54.9%

# General Fund

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Code Compliance Services Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Number of Animal Services' volunteer hours	5,984	5,778	8,500	8,000
Number of code inspection activities completed	78,637	82,722	76,400	85,000
Live Release Rate	89%	87%	85%	90%
Average number of days from initial code complaint to first action	3	3	2	2
Percent of cases resolved through voluntary compliance	83%	81%	81%	65%
Percent of inspection activities that are proactive	16%	17%	15%	30%
Proactive commercial corridor inspections	New Measure in FY 2023		12,000	15,000
Tool Sharing Program - number of tools checked out	New Measure in FY 2023		600	1,200

## Code Compliance Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 889,050	\$ 1,133,197	\$ 1,142,891	\$ 1,244,908
Code Compliance	2,649,964	3,027,049	3,034,828	3,786,482
Animal Services	2,317,811	2,590,517	2,539,174	2,816,813
Multifamily Inspection	416,367	471,578	499,000	638,003
<b>TOTAL</b>	<b>\$ 6,273,192</b>	<b>\$ 7,222,341</b>	<b>\$ 7,215,892</b>	<b>\$ 8,486,206</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	68	71	71	74
Personnel Services	\$ 4,488,031	\$ 5,167,081	\$ 5,136,346	\$ 6,277,828
Operating Expenses	1,754,761	2,020,260	2,047,832	2,038,678
Capital Outlay	30,400	35,000	31,715	169,700
<b>TOTAL</b>	<b>\$ 6,273,192</b>	<b>\$ 7,222,341</b>	<b>\$ 7,215,892</b>	<b>\$ 8,486,206</b>

# General Fund

## COMMUNICATION & LEGISLATIVE AFFAIRS: Jay Warren, Director

### Department Narrative

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

### At A Glance

- 46 Authorized Positions
- Budget Break Down
 

Personnel Services	\$4,089,178
Operating Expenses	1,038,348
<b>Total</b>	<b>\$5,127,526</b>

### Business Plan Goals and Objectives

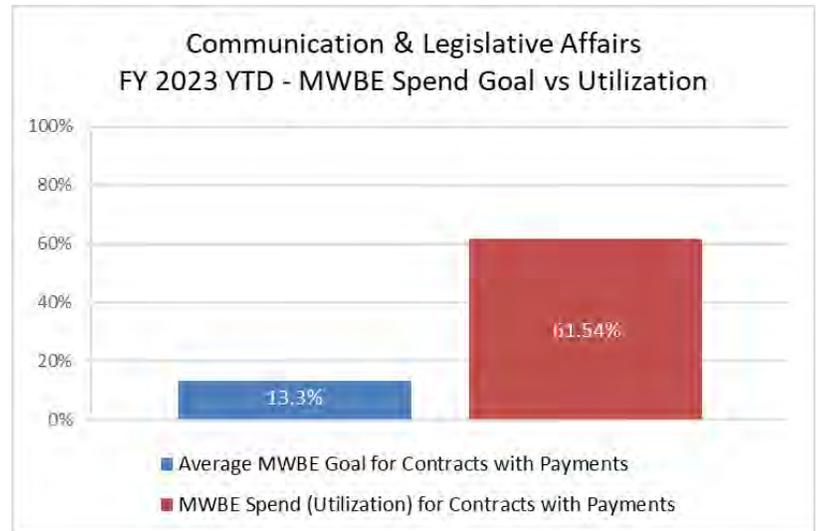
- Goal: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington
  - Objective: Address General Disparities
- Goal: Continue Responsible Fiduciary Emphasis for the Organization and Council
  - Objective: Comply with all Financial Regulations and Policies

### Revenue Highlights

- Vital Statistics \$325,000
- Alcoholic Beverage Licenses 110,000
- Total \$435,000

### Budget Highlights

- One-time Funding for Website Improvements \$8,000
- Increased Recurring Funding to Fund FY 2021 Frozen Positions \$132,310
- Increased Recurring Funding for Social Media Promotion \$54,000
- Increased Recurring Funding for Website Improvements \$115,750



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
COMLA	33.3%	31.4%	27.5%	2.0%	2.0%	2.0%	2.0%	78.4%	21.6%

\*Includes General Fund and Document Services Fund Employees

# General Fund

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Communication & Legislative Affairs Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Action Center first call resolution	99%	99%	99%	99%
Percent of Action Center calls abandoned	12%	9%	12%	6%
Action Center calls answered	251,436	245,512	240,000	245,000
Legal deadlines met for City Council agenda posting	100%	100%	100%	100%
Percentage of citizens who agree they receive the info they need when calling a City facility	64%	61%	58%	60%
Increase YouTube views to reach 2M views per year	2,389,062	2,177,529	1,800,000	1,800,000
Increase Social Media Followers – FaceBook, Instagram and Twitter [reported quarterly]	7%	2.38%	10%	8%
Register birth records in the Record Acceptance Queue from the State within one business day	97%	100%	95%	95%
Ask Arlington App Downloads – based on percent of population	0.32%	1%	1%	1%
Ask Arlington App Satisfaction – Number of 5-star ratings	337	242	300	300
Number of Spanish Posts	New Measure in FY 2022	1,503	1,288	1,200
Growth of Spanish FB page	New Measure in FY 2022	4,521	11,000	12,100
Views of Spanish videos	New Measure in FY 2022	198,218	250,000	200,000
Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 2,522,316 entrances)	New Measure in FY 2023		40%	10%

## Communication and Legislative Affairs Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Office of Communication	\$ 1,000,717	\$ 1,157,310	\$ 1,152,131	\$ 1,403,042
Action Center	1,031,815	1,107,034	1,086,975	1,350,196
Executive and Legislative Support	1,818,548	2,003,582	2,003,426	2,218,996
Intergovernmental Relations	165,603	155,292	164,909	155,292
<b>TOTAL</b>	<b>\$ 4,016,683</b>	<b>\$ 4,423,218</b>	<b>\$ 4,407,441</b>	<b>\$ 5,127,526</b>

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	46	46	46	46
Personnel Services	\$ 3,270,507	\$ 3,601,521	\$ 3,608,863	\$ 4,089,178
Operating Expenses	746,175	821,697	798,578	1,038,348
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,016,683</b>	<b>\$ 4,423,218</b>	<b>\$ 4,407,441</b>	<b>\$ 5,127,526</b>

# General Fund

## ECONOMIC DEVELOPMENT: Bruce Payne, Director

### Department Narrative

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

### At A Glance

- 11 Authorized Positions
- Budget Break Down
 

Personnel Services	\$1,266,746
Operating Expenses	379,258
<b>Total</b>	<b>\$1,646,004</b>

### Business Plan 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

### Revenue Highlights

- |                               |                  |
|-------------------------------|------------------|
| • Cell Tower Leases           | \$310,000        |
| • Real Estate Transfer        | 200,000          |
| • Small Cell Fees             | 150,000          |
| • Pipeline License Agreements | 85,280           |
| <b>Total</b>                  | <b>\$745,280</b> |



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Economic Development	50.0%	20.0%	10.0%	0.0%	10.0%	0.0%	10.0%	50.0%	50.0%

# General Fund

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Economic Development Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Marketing partnership visits	80	207	100	100
Recruitment leads	54	37	90	90
Leads to prospects	38	39	60	60
On-Site Business Visits	126	168	100	100
Royalties from real estate holdings	\$4,518,476	\$9,247,276	\$6,500,000	\$6,500,000
Recruitment related events attended	6	5	15	10
ROW Permits Issued	697	870	900	1,000
ROW Permit Damage Investigations	58	137	100	100
ROW Complaints Investigated/Resolved	161	320	110	250
Recovery of Damage Claims	\$228,455	\$182,734	\$200,000	\$300,000

## Economic Development Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Economic Development	\$ 543,952	\$ 794,970	\$ 685,807	\$ 831,319
Land Bank	597,139	797,490	809,190	814,685
TOTAL	\$ 1,141,091	\$ 1,592,460	\$ 1,494,997	\$ 1,646,004

## Authorized Positions and Expenditures by Category

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Authorized Positions	10	11	11	11
Personnel Services	\$ 874,531	\$ 1,220,459	\$ 1,269,958	\$ 1,266,746
Operating Expenses	266,561	372,001	225,039	379,258
Capital Outlay	-	-	-	-
TOTAL	\$ 1,141,091	\$ 1,592,460	\$ 1,494,997	\$ 1,646,004

# General Fund

## FINANCE: April Nixon, 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

- 42 Authorized Positions
- Budget Break Down
 

Personnel Services	\$4,724,622
Operating Expenses	2,941,905
<b>Total</b>	<b>\$7,666,527</b>

### Business Plan Goals and Objectives

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

### Revenue Highlights

• Interest Revenue	\$3,894,188
• State Liquor Tax	2,532,193
• Bingo Tax	116,427
<b>Total</b>	<b>\$6,542,808</b>

### Budget Highlights

- New Financial System Administrator \$99,369
- One-time Funding for Finance 8<sup>th</sup> Floor Remodel \$140,000
- Increased Recurring Funding for Tarrant Appraisal District Assessment Services \$117,119
- Increased Recurring Funding for External Audit Costs \$32,500
- Increased Recurring Funding for Bank Fees \$84,000 (Offset)
- Increased Recurring Funding to Fund FY 20121 Frozen Positions \$81,845
- Increased Recurring Funding for Annual Comprehensive Financial Report Preparation Software \$7,000



# General Fund

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Finance Department	38.5%	28.2%	23.1%	5.1%	0.0%	0.0%	5.1%	82.1%	17.9%

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Finance Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Debt service expenditures to total expenditures of GF plus Debt Service (Net of Pension Obligation Bonds)	17.25%	16.99%	16.84%	< 20%
Net tax-supported debt per capita (Net of Pension Obligation Bonds)	\$1,121	\$1,233	\$1,257	\$1,430
Net debt to assessed valuation (Net of Pension Obligation Bonds)	1.46%	1.53%	1.41%	< 2%
Annual Comprehensive Financial Report 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
Rating agencies ratings on City debt	Affirm	Affirm	Affirm & Upgrade	Affirm
Compliance with debt policy benchmarks	100%	100%	100%	100%
Actual Revenue % of variance from estimates	1.6%	1.4%	0.6%	0.6%
Maintain Texas Transparency Stars (5 Stars: Traditional Finance, Contracts and Procurement, Public Pensions, Debt Obligation, and Economic Development)	5 Stars	5 Stars	5 Stars	5 Stars
Annual percentage of best value awarded contracts	40%	57%	35%	35%
Annual procurement cycle from sourcing process to contract execution < 120 days	104 days	119 Days	100 Days	< 120 days

# General Fund

## Finance Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 939,996	\$ 1,319,136	\$ 1,321,420	\$ 1,750,974
Accounting	916,556	1,025,199	1,051,894	1,158,167
Purchasing	537,425	617,243	600,398	691,496
Treasury	2,041,058	2,143,460	2,092,581	2,372,820
Payroll/Payables	487,783	596,707	593,174	871,137
Office of Management and Budget	748,067	831,158	847,793	821,933
<b>TOTAL</b>	<b>\$ 5,670,886</b>	<b>\$ 6,532,902</b>	<b>\$ 6,507,260</b>	<b>\$ 7,666,527</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	39	40	41	42
Personnel Services	\$ 3,603,385	\$ 4,151,126	\$ 4,154,819	\$ 4,724,622
Operating Expenses	2,067,501	2,381,776	2,352,440	2,941,905
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,670,886</b>	<b>\$ 6,532,902</b>	<b>\$ 6,507,260</b>	<b>\$ 7,666,527</b>

# General Fund

## FIRE DEPARTMENT: Jonathan Ingols, Interim 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

- 441 Authorized Positions
  - 420 Sworn Positions
  - 21 Civilian Positions
- Budget Break Down
 

Personnel Services	\$55,267,090
Operating Expenses	12,950,145
Capital Outlay	2,231,495
Total	\$70,448,730

### Business Plan Goals and Objectives

- Goal: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees
  - Objective: Support and Promote the Health and Well Being of the COA Community

### Revenue Highlights

• Fire Permits	\$356,690
• Inspection & Re-Inspection Fees	197,800
• Operational Permits	127,480
Total	\$681,970

### Budget Highlights

- New Fire Captain \$148,389
- 40 New Firefighters \$3,782,809
- One-time Funding for New Firefighters \$368,000
- One-time Funding for Bunker Gear (Fourth/Final Round of Second Set) \$370,323
- One-time Funding for Fire Station Alerting System Update \$281,495
- One-time Funding for Fire Apparatus \$1,950,000
- Increased Recurring Funding for Language Pay Increase \$26,000
- Increased Recurring Funding to Fund FY 2021 Frozen Positions \$875,918
- Increased Recurring Funding for Special Pay - Certification - EMT Pay \$481,200
- Increased Recurring Funding for Candidate Physical Ability Test (CPAT) \$60,000
- Increased Recurring Funding for Health & Fitness Provider \$282,000



# General Fund

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Fire Department	63.3%	19.0%	9.6%	1.9%	1.3%	0.4%	4.4%	19.0%	81.0%

\* Includes General Fund and Communication Services Fund Employees

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Fire Department Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Fires – Turnout Time Objective = 80 seconds (1:20)	New Measure in FY 2023		0:51	1:20
Emergency Medical Service – Turnout Time Objective = 60 seconds (1:00)	New Measure in FY 2023		0:50	1:00
Other – Turnout Time Objective = 80 seconds (1:20)	New Measure in FY 2023		0:54	1:20
All Calls – Travel Time Objective = 240 seconds (4:00)	New Measure in FY 2023		5:58	4:00
Fire – Response Time Objective = 320 seconds (5:20)	New Measure in FY 2023		5:27	5:20
Emergency Medical Service – Response Time Objective = 300 seconds (5:00)	New Measure in FY 2023		5:34	5:00
Other – Response Time Objective = 320 seconds (5:20)	New Measure in FY 2023		6:19	5:20
Fire Prevention Business Inspections	11,808	14,033	13,000	15,500
Fire Prevention Business Violations Addressed	3,042	3,878	2,172	2,172
AISD Fire Academy Completion Rates	76%	70%	75%	94%
Homeland Security Grant Funding Secured	\$3,167,592	\$3,185,092	\$3,200,000	\$3,200,000
Percent of Firefighters who score in the categories of “Excellent” or “Superior” on annual Health Fitness Assessments	86%	87%	90%	90%
“Percent of Outdoor Warning Sirens Successfully Tested	68%	63.75%	63%	50%
<b>Workload Measures</b>				
Fire Department Incidents (un-audited)	48,485	48,982	48,982	50,000
Fires	877	1,246	1,246	1,300
Emergency Medical Service	21,285	22,801	22,801	23,000
Other Emergency Incidents	26,323	24,935	24,935	25,700
Fire Department RMS Unit Responses (un-audited)	69,755	68,963	68,963	72,000

# General Fund

## Fire Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 6,061,022	\$ 7,829,393	\$ 7,743,344	\$ 8,843,823
Business Services	1,138,731	1,304,333	1,133,471	1,213,031
Operations	37,219,534	41,660,589	41,181,100	51,317,759
Prevention	2,422,795	2,914,968	2,871,674	2,928,887
Medical Services	742,654	1,021,665	1,124,703	1,180,037
Training	1,214,648	1,166,537	946,751	830,449
Resource Management	2,198,082	1,989,470	2,275,866	2,972,797
Emergency Management	399,375	329,301	317,005	326,803
Special Events	366,426	394,121	385,655	407,908
Gas Well Response	296,307	405,633	342,839	427,236
<b>TOTAL</b>	<b>\$ 52,059,574</b>	<b>\$ 59,016,010</b>	<b>\$ 58,322,408</b>	<b>\$ 70,448,730</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	393	400	400	441
Personnel Services	\$ 40,987,020	\$ 46,463,891	\$ 45,597,002	\$ 55,267,090
Operating Expenses	10,410,959	11,802,119	11,957,673	12,950,145
Capital Outlay	661,595	750,000	767,733	2,231,495
<b>TOTAL</b>	<b>\$ 52,059,574</b>	<b>\$ 59,016,010</b>	<b>\$ 58,322,408</b>	<b>\$ 70,448,730</b>

# General Fund

## HUMAN RESOURCES: April Nixon, Interim Director

### Department Narrative

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

### At A Glance

- 26 Authorized Positions
- Budget Break Down
 

Personnel Services	\$2,805,585
Operating Expenses	2,523,561
<b>Total</b>	<b>\$5,329,146</b>

### Business Plan Goals and Objectives

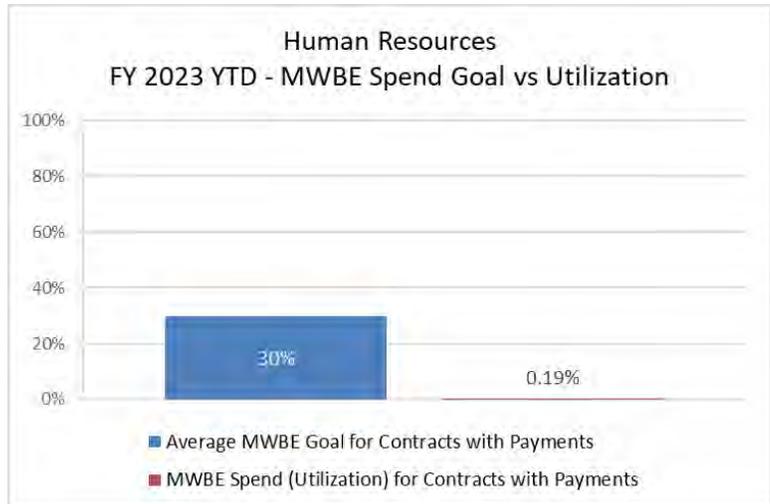
- Goal: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees
  - Objective: Foster and maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive
  - Objective: Support and Promote the Health and Well Being of the COA Community

### Revenue Highlights

- Risk Management Subrogation \$350,000

### Budget Highlights

- New Compensation Specialist \$89,660
- Increased Recurring Funding for Contract for Third Party Claims Administration Services \$7,609
- Increased Recurring Funding for Risk Management Insurance Increase \$348,647
- Increased Recurring Funding for Risk Management Software \$55,000



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Human Resources	37.9%	17.2%	24.1%	10.3%	0.0%	0.0%	10.3%	89.7%	10.3%

# General Fund

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Human Resources Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Workers' Compensation – Frequency (# claims)	576	809	550	550
Workers' Compensation – Severity (\$/claims)	\$3,302	\$1,524	\$3,200	\$3,500
FTEs eligible for Wellness Rate	46%	45.8%	58%	46%
Employee Turnover Rate:				
Civilian	13.8%	15.7%	15%	15%
Sworn Fire	1%	2.8%	3%	3%
Sworn Police	3.5%	2.6%	4%	4%
City-wide Volunteer Recruitment Expansion	56,985	63,945	64,000	65,000
Percentage of all full-time employees enrolled in the 401k/457 plans	76%	77%	79%	75%

## Human Resources Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Administration	\$ 576,751	\$ 604,314	\$ 527,121	\$ 648,697
Employee Operations	521,442	814,706	833,199	823,968
Employee Services	114,554	464,230	538,271	417,780
Workforce Investment	637,930	773,543	772,967	898,678
Risk Management	1,919,884	1,698,720	1,649,844	2,045,026
Civil Service Operations	451,240	479,222	509,341	494,997
TOTAL	\$ 4,221,801	\$ 4,834,734	\$ 4,830,743	\$ 5,329,146

## Authorized Positions and Expenditures by Category

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Authorized Positions	27	25	25	26
Personnel Services	\$ 2,248,481	\$ 2,574,922	\$ 2,554,518	\$ 2,805,585
Operating Expenses	1,973,320	2,259,812	2,276,226	2,523,561
Capital Outlay	-	-	-	-
TOTAL	\$ 4,221,801	\$ 4,834,734	\$ 4,830,743	\$ 5,329,146

# General Fund

## JUDICIARY: Stewart Milner, Presiding Judge

### Department Narrative

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



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Judiciary	44.4%	22.2%	27.8%	0.0%	5.6%	0.0%	0.0%	77.8%	22.2%

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

### Authorized Positions and Expenditures by Category

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Authorized Positions	6	6	6	6
Personnel Services	\$ 828,131	\$ 966,424	\$ 891,444	\$ 972,297
Operating Expenses	72,997	85,187	100,405	97,233
Capital Outlay	-	-	-	-
TOTAL	\$ 901,128	\$ 1,051,611	\$ 991,849	\$ 1,069,530

# General Fund

## LIBRARIES: Norma Zuniga, Director

### Department Narrative

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

### At A Glance

- 70 Authorized Positions
- Budget Break Down
 

Personnel Services	\$6,099,753
Operating Expenses	3,771,269
<b>Total</b>	<b>\$9,871,022</b>

### Revenue Highlights

- Copier Concession \$118,000
- Non-Resident Library Cards 24,800
- Total** **\$142,800**

### Business Plan Goals and Objectives

- Goal: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington
  - Objective: Address Education and Workforce Training Disparities
- 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: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment
  - Objective: Protect Public Well-being

### Budget Highlights

- 2 New Customer Service Assistants \$99,322 (Offset)
- One-time Funding to Replace the carpet at the Southwest Branch Library \$91,220
- One-time Funding for Data Plan for Technology Available for Public Check out at the Library \$73,260
- Increased Recurring Funding for Language Pay Increase \$8,000

### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Libraries	43.9%	32.5%	17.5%	1.8%	0.0%	0.0%	4.4%	72.8%	27.2%

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

# General Fund

## Scorecard

Libraries Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Citizen satisfaction with overall library services [annual survey]	99%	95%	94%	95%
Visits per capita	1.5	2.3	2.5	3.5
Circulation of Digital materials	258,663	297,095	270,375	295,000
Circulation of Physical materials	1,303,545	1,573,006	1,850,000	1,850,000
Circulation per capita	4.3	4.7	5	5.5
Library materials per capita	1.6	1.5	1.5	1.8
Grant and gift funds as a percentage of total general fund allocation	9%	9%	7%	6%
Volunteer service hours (increase hours by 25% = 7,000)	724	7,419	5,000	7,000
New Library Cards Issued (All)	7,779	9,272	15,500	15,000
Overall Library facility satisfaction rating (excellent)	73%		89%	80%
Percent of total registered borrowers with account activity in the last 12 months	46%	45%	50%	50%
Circulation of Technology (Chromebooks & hotspots)	New Measure in FY 2022	2,265	3,748	4,000
Number of registered users for the homebound library services	New Measure in FY 2023		25	100
Circulation of materials for homebound clients	New Measure in FY 2023		1,250	1,890
Overall satisfaction rating (excellent) for homebound clients	New Measure in FY 2023		80%	80%
New Library Cards Issued to Children under 18	New Measure in FY 2024			4,000

## Library Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 2,216,021	\$ 2,991,005	\$ 3,070,203	\$ 2,764,472
Downtown Library	2,331,186	848,214	783,560	868,790
Branch Libraries	-	1,650,381	1,620,963	1,741,803
Library Technology	2,775,757	606,478	583,867	752,956
Library Collections	-	1,564,799	1,515,612	1,511,977
Library Special Projects	-	391,660	385,875	434,098
Library Youth Services	1,306,186	801,929	723,035	837,724
Library Adult Education	-	273,949	177,753	288,477
Library Adult Services	-	603,164	516,240	670,725
<b>TOTAL</b>	<b>\$ 8,629,150</b>	<b>\$ 9,731,580</b>	<b>\$ 9,377,108</b>	<b>\$ 9,871,022</b>

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	68	68	68	70
Personnel Services	\$ 5,126,252	\$ 5,781,164	\$ 5,348,905	\$ 6,099,753
Operating Expenses	3,502,898	3,950,416	4,028,203	3,771,269
Capital Outlay	-	-	-	-
TOTAL	\$ 8,629,150	\$ 9,731,580	\$ 9,377,108	\$ 9,871,022

# General Fund

## MUNICIPAL COURT: Jake Medrano, Director

### Department Narrative

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

### At A Glance

- 35 Authorized Positions
- Budget Break Down
 

Personnel Services	\$2,632,928
Operating Expenses	1,197,893
<b>Total</b>	<b>\$3,830,821</b>

### Business Plan Goals and Objectives

- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Increase Convenience for the Customer
- Goal: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment
  - Objective: Protect Public Well-being

### Revenue Highlights

• Uniform Traffic Fines	\$3,270,469
• Court Fines	2,011,998
• Criminal Justice Tax	215,857
• Issue / Arrest Fees	163,979
• Time Payment Fees	117,293
• Child Safety Fees	25,576
<b>Total</b>	<b>\$5,805,172</b>

### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Municipal Court	33.3%	33.3%	27.3%	3.0%	0.0%	0.0%	3.0%	87.9%	12.1%

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

# General Fund

## Scorecard

Municipal Court Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Gross Revenue collected	\$12,080,287	\$9,680,882	\$9,320,796	\$9,507,212
Revenue Retained	\$8,312,647	\$6,811,332	\$6,577,600	\$6,709,150
Percent of revenue retained (less state costs)	69%	70.36%	70%	68%
Percent of Warrants Cleared	86%	93.68%	85%	85%
Municipal Court Clearance Rate	109%	96.69%	96%	96%
Time To Disposition within 30 days	63%	66.75%	60%	60%
Age of Active Pending Caseload	44 days	41 Days	47 Days	47 Days
Cost per Disposition	\$49.09	\$57.56	\$71.31	\$72.74
Reliability and Integrity of Case Files	100%	100%	100%	100%
Management of Legal Financial Obligations-Rate	96.31%	84.60%	73%	75%
Annual Access and Fairness Survey Index Score	70%	68%	70%	72%

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	37	36	35	35
Personnel Services	\$ 1,994,113	\$ 2,417,802	\$ 2,324,520	\$ 2,632,928
Operating Expenses	914,079	1,108,293	1,024,835	1,197,893
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,908,191</b>	<b>\$ 3,526,095</b>	<b>\$ 3,349,355</b>	<b>\$ 3,830,821</b>

# General Fund

## NON-DEPARTMENTAL: April Nixon, Chief Financial Officer

### Department Narrative

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

### Budget Highlights

- Carry-forward Funding for Adaptive and Workforce Planning \$630,000
- One-time Funding for ERP System Costs/Implementation \$161,690
- One-time Funding for Downtown Arlington Mgmt. Corp. & Downtown Banners \$50,000
- One-time Funding for Small Business Capacity Building Initiative \$550,000
- Increased Recurring Funding for Citizen Satisfaction Survey \$20,000
- Increased Recurring Funding for Security Guard Contract \$127,000
- Increased Recurring Funding for ERP System Costs/Implementation \$51,067
- Increased Recurring Funding for Downtown Arlington Mgmt. Corp. & Downtown Banners \$30,000
- Increased Recurring Funding for Contract Routing and Digital Signature Software \$35,000
- Increased Recurring Funding for Department Over-hire Contingency Program \$1M

### Non-Departmental Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Non-Departmental	\$ 8,465,399	\$ 7,210,161	\$ 8,080,369	\$ 6,572,724
Non-Departmental Projects	2,018,168	1,292,502	995,050	1,292,502
Small Business Capacity Building Initiati	-	-	-	550,000
Non-Departmental METF	-	300,000	-	300,000
ERP Systems	2,417,846	2,728,935	2,728,935	1,768,266
TOTAL	\$ 12,901,413	\$ 11,531,598	\$ 11,804,354	\$ 10,483,492

### Authorized Positions and Expenditures by Category

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Authorized Positions	-	-	-	-
Personnel Services	\$ 6,267,629	\$ 5,602,160	\$ 6,066,145	\$ 4,051,723
Operating Expenses	6,633,784	5,929,438	5,738,208	6,431,769
Capital Outlay	-	-	-	-
TOTAL	\$ 12,901,413	\$ 11,531,598	\$ 11,804,354	\$ 10,483,492

# General Fund

## PARKS AND RECREATION: James Orloski, Director

### Department Narrative

The Parks and Recreation Department is responsible for most of the City's recreation programs and resources. The mission of the department is to provide quality facilities and services that are responsive to a diverse community and sustained with a focus on partnerships, innovation and environmental leadership. A Gold Medal winning, and nationally accredited parks and recreation system improves the quality of life for Arlington citizens.

### At A Glance

- 128 Authorized Positions
- Budget Break Down
 

Personnel Services	\$9,725,898
Operating Expenses	12,266,539
Capital Outlay	251,000
<b>Total</b>	<b>\$22,243,437</b>

### Revenue Highlights

- Park Bond Fund Reimbursements \$70,000

### Business Plan Goals and Objectives

- Goal: **Expand and Enhance the City's Image**
  - Objective: Develop a Sense of Place
- 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: Improve Operational Efficiency
  - Objective: Seek New or Alternative Funding Sources

### Budget Highlights

- New Lead Aquatics Maintenance Tech \$70,459
- Active Adult Center Base Funding \$653,995
  - New Recreation General Manager
  - 2 New Rec Prog Coordinators
  - New Athletics Sports Coordinator
  - 2 New Service Representatives
  - New Aquatics Program Coord
  - 2 New Lead Indoor Lifeguard FT
  - New Bldg. Maint. Worker
  - New Administrative Aide II
- One-time Funding for SE Green Oaks Green Screen Project \$175,000
- Increased Recurring Funding for Mowing Contracts CPI Increase \$371,628
- Increased Recurring Funding for Building Maintenance \$75,000
- Increased Recurring Funding to Fund FY 2021 Frozen Positions \$661,068
- Increased Recurring Funding for New Park Development O&M \$61,200
- Increased Recurring Funding for Linear Trail Litter Pick-up \$125,000



# General Fund

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Parks and Recreation	51.5%	18.9%	21.7%	4.2%	0.4%	0.2%	3.1%	44.9%	55.1%

\* Includes General Fund and Park Performance Fund Employees

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Parks and Recreation Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Citizen satisfaction with quality of parks and recreation programs and classes [annual survey]	83%	86%	81%	90%
Citizen satisfaction with maintenance of street medians and ROW [annual survey]	62%	61%	54%	70%
Camp Participation	4,161	5,271	5,000	5,000
Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	New Measure in FY 2022	14,960	14,500	14,500
Recreation Memberships Sold – Gold Package	New Measure in FY 2022	14,258	11,000	11,000
Recreation Memberships Sold – Green Package	New Measure in FY 2022	25,160	20,000	20,000
Recreation Memberships Sold – Blue Package	New Measure in FY 2022	8,371	8,000	8,000
Swim Lesson Participation	3,208	1,784	1,500	3,500
Outdoor Pool Admissions	92,072	66,565	100,000	100,000
Volunteer Hours	28,262	30,074	35,000	40,000
Total website sessions (naturallyfun.org)	158,620	632,300	575,000	400,000
Total impressions (APRD main Twitter/FB profiles) in millions	6.8	5.1	6	7

# General Fund

## Parks and Recreation Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 2,264,554	\$ 3,248,715	\$ 3,252,474	\$ 2,968,031
Marketing	354,672	422,637	425,443	441,571
Planning	3,772,493	4,824,780	4,776,461	891,084
Business Services	752,361	877,721	840,865	906,321
Recreation Program Administration	167,623	185,410	188,353	189,604
The Beacon Operations	383,429	425,298	441,976	634,293
Active Adult Operations	-	-	-	653,995
Field Maintenance	5,360,059	5,880,554	5,772,222	6,436,362
Asset Management	2,713,847	3,585,309	3,579,605	3,023,730
Forestry	1,705,282	2,030,580	1,978,877	2,268,642
North District	1,569,788	1,799,073	1,790,614	2,075,738
South District	1,291,467	1,514,054	1,501,524	1,754,066
<b>TOTAL</b>	<b>\$ 20,335,576</b>	<b>\$ 24,794,130</b>	<b>\$ 24,548,414</b>	<b>\$ 22,243,437</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	116	116	116	128
Personnel Services	\$ 6,557,976	\$ 7,995,806	\$ 7,958,104	\$ 9,725,898
Operating Expenses	9,769,198	11,911,084	11,917,938	12,266,539
Capital Outlay	4,008,402	4,887,240	4,672,372	251,000
<b>TOTAL</b>	<b>\$ 20,335,576</b>	<b>\$ 24,794,130</b>	<b>\$ 24,548,414</b>	<b>\$ 22,243,437</b>

# General Fund

## PLANNING & DEVELOPMENT SERVICES: Gincy Thoppil, Director

### Department Narrative

Our mission is to make Arlington a premier City by engaging in visionary planning, building vibrant neighborhoods, and serving our residents, businesses, and visitors. The department is centered on three key areas – Land Development, Building Inspections, and the One Start Development Center. The department also oversees long range planning studies and corridor plans. Planners and engineers in the Land Development division help realize the developer's vision through zoning, platting, and site plan approval. Plans examiners, environmental health specialists, the streetscape inspector and building inspectors ensure the structures are constructed to current codes for the safety of its occupants. The Gas Well team is responsible for the permitting and inspections of gas well drilling and production in the City. The Health Services team also manages the mosquito mitigation program. The One Start Development Center assists homeowners, business owners, and the development community with the permitting process including business registrations and permit issuance.

### At A Glance

- 72 Authorized Positions
- Budget Break Down

Personnel Services	\$7,340,509
Operating Expenses	1,397,751
Capital Outlay	124,000
<b>Total</b>	<b>\$8,862,260</b>

### Business Plan Goals and Objectives

- Goal: Foster Healthy and Attractive Neighborhoods
  - Objective: Gain Compliance of Property Maintenance, Health, and Animal Codes
- Goal: Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
  - Objective: Foster Development and Redevelopment in Targeted Areas

### Revenue Highlights

• Permits	\$4,754,830
• Plan Review Fees	1,900,000
• Gas Well Inspections & Fees	976,600
• Food Establishment Permits	899,080
• Business Registration Fees	210,000
• Plat Reviews & Inspections	150,000
• Certificates of Occupancy	115,000
• Short Term Rental Revenue	100,000
• Child Care Licenses & Permits	55,000
<b>Total</b>	<b>\$9,160,510</b>

### Budget Highlights

- New Sr Environmental Health Specialist \$70,025 (Partially Offset)
- New Environmental Health Specialist \$62,250 (Partially Offset)
- New Streetscape Inspector \$73,553
- New Planner \$73,724 (Partially Offset)
- One-time Funding for New FTEs \$192,992
- One-time Funding for Professional Services for Form Based Code \$185,000
- One-time Funding for Office Space Reconfiguration \$16,000
- Increased Recurring Funding for Reclassification of Health Services Staff \$25,032
- Increase Recurring Funding for Combination Inspector Overfill \$44,553
- Increased Recurring Funding for Professional Services for Form Based Code \$65,000
- Increase Recurring Funding for Environmental Health Inspector Upgrade \$29,747

# General Fund

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Planning & Development Services	59.7%	19.5%	7.8%	6.5%	0.0%	0.0%	6.5%	59.7%	40.3%

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Planning & Development Services Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Turnaround time to 1 <sup>st</sup> comments for commercial construction plans within 12 business days	97%	98%	96%	95%
Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
Percent of monthly routine food establishment inspections completed on time	57%	70%	87%	90%
Percent of non-compliant gas well site components corrected within 2 days following notification to operator	100%	100%	100%	100%
Striving to provide exceptional customer service in our permitting process by maintaining an 80% or higher average of "4+" rating in overall customer experience	New Measure in FY 2023		80%	80%

## Planning and Development Services Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Administration	\$ 1,122,511	\$ 1,363,788	\$ 1,377,563	\$ 1,384,817
Development Services	3,702,473	4,360,389	4,292,589	3,178,670
Building Inspections	-	-	-	1,916,743
Environmental Health	826,063	836,641	861,195	1,188,391
Business Services	851,800	1,011,175	1,001,663	1,093,639
Mosquito Borne Virus Mitigation	44,834	100,000	100,000	100,000
TOTAL	\$ 6,547,681	\$ 7,671,994	\$ 7,633,010	\$ 8,862,260

# General Fund

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	65	66	68	72
Personnel Services	\$ 5,518,364	\$ 6,465,932	\$ 6,459,682	\$ 7,340,509
Operating Expenses	1,003,969	1,176,362	1,148,793	1,397,751
Capital Outlay	25,348	29,700	24,535	124,000
TOTAL	\$ 6,547,681	\$ 7,671,994	\$ 7,633,010	\$ 8,862,260

# General Fund

## POLICE DEPARTMENT: Alexander Jones, Police Chief

### Department Narrative

The Arlington Police Department is a full-service law enforcement agency tasked with providing public safety and protecting property through enforcing state and local criminal laws. The department is comprised of sworn uniformed officers, detectives and supervisors who are supported by professional staff team members. The Chief of Police is directly accountable to the City Manager and directs the operations and administration of the agency. The department is responsible for preservation of the public peace, protection of the rights of all persons and property, prevention and detection of crime, arrest of offenders, enforcement of state laws and local ordinances, building relationships with community members, proactive patrols to deter criminal activity, and traffic enforcement and education to reduce injury and fatal crashes. This is accomplished through a geographic policing philosophy where officers and supervisors are assigned defined boundaries throughout the city to build positive relationships and improve quality of life for residents and businesses.

### At A Glance

- 915 Authorized Positions
  - 703 Sworn Positions
  - 212 Civilian Positions
- Budget Break Down
 

Personnel Services	\$111,351,344
Operating Expenses	19,388,687
Capital Outlay	1,169,058
Total	\$131,909,089

### Business Plan Goals and Objectives

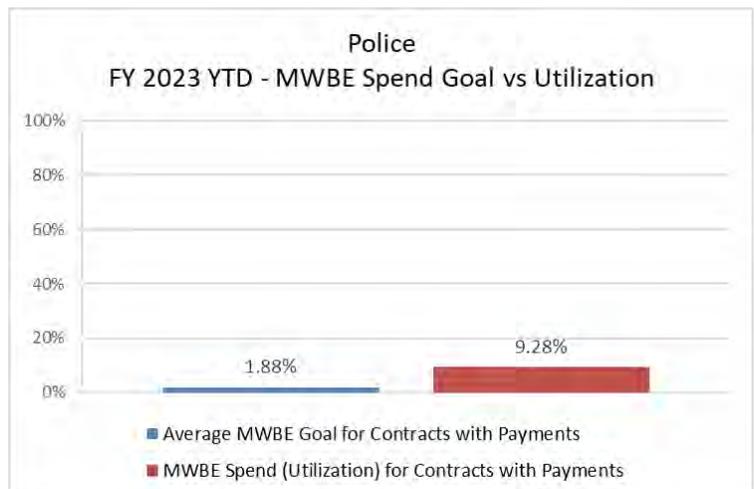
- Goal: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington
  - Objective: Address Policing and Criminal Justice Disparities
- Goal: Continue Responsible Fiduciary Emphasis for the Organization and Council
  - Objective: Organize to Improve Operational Efficiency
- Goal: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment
  - Objective: Improve Quality of Life and Place

### Revenue Highlights

• AISD – SRO Program	\$3,273,456
• Burglar Alarm Permits	453,037
• Burglar Alarm Permits	66,705
Total	\$3,793,198

### Budget Highlights

- AISD SRO Program Expansion \$619,856 (Partially Offset)
  - 5 New Police Officers
  - One-time Funding \$51,614
- Increased Recurring Funding for Fleet Maintenance Costs \$188,401
- Increased Recurring Funding for Taser Contract Costs \$29,308
- Increased Recurring Funding for Community Program Support \$50,000
- Increased Recurring Funding for Alliance for Children Support \$5,110
- Increased Recurring Funding for Clothing Allowance \$85,200
- Increased Recurring Funding for Language Pay Increase \$38,000
- Increased Recurring Funding to Fund FY 2021 Frozen Positions \$1,750,765



# General Fund

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Police Department	55.5%	18.9%	18.5%	3.4%	1.1%	0.2%	2.4%	31.5%	68.5%

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Police Department Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Citizen satisfaction with police services [annual survey]	75%	79%	68%	75%
Injury Crashes	2,773	2,713	2,804	< 3,084
DWI Crashes	616	567	572	< 450
Fatality Crashes	42	37	42	< 24
CVE Inspections	2,375	2,440	2,356	> 2,000
Overall Crime	New Measure in FY 2022	27,599	25,182	< 31,260
<b>Workload Measures</b>				
Call Response time to priority 1 calls (From Call is taken by Dispatch to First Unit on Scene)	11.86	13.13	12.66	13.14
Committed Time to all calls (minutes)	78.33	80.7	80.26	< 84.5
Unit Response Time (From First APD Unit is dispatched to First Unit on Scene)	8.0	8.05	8.0	8.1
COMCONS (Community Contact Calls for Service)	New Measure in FY 2022	3,642	2,744	5,000
<b>Community Engagement</b>				
APD Volunteer Hours	12,070	18,686	10,044	9,600
Domestic Violence Victims Served	7,625	6,688	5,752	5,400
Human Trafficking Victims Served	9	10	2	10
Police Explorer Members	20	21	20	12
New Police Athletic League (PAL) Participants	462	114	120	120
Hometown Recruiting Students Enrolled in AISD	13	14	16	15
Hometown Recruiting Students Enrolled in UTA	9	9	9	6
Hometown Recruiting Students Enrolled in TCC	21	19	9	11
Outreach Hours Dedicated to Domestic Violence	4,525	3,640	2,926	> 3,600
Community Watch Sector Meetings	13	12	12	12
Citizen Graduations for Community Based Policing Outreach Programs	31	62	78	60
Citizen on Patrol/COP Mobile Hours	1,221	1,299	906	600

# General Fund

## Police Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 13,496,041	\$ 10,055,842	\$ 10,155,022	\$ 10,127,166
Jail	5,004,735	5,045,605	5,311,964	5,098,289
Quartermaster & Fleet	1,143,305	1,023,453	1,406,407	1,338,751
Patrol	49,971,772	54,109,351	52,194,558	59,332,570
Traffic	6,509,978	6,852,326	6,546,894	6,936,040
SWAT	5,025,529	3,260,705	2,999,657	2,885,950
Event Management	1,103,238	1,048,062	996,974	1,115,764
Community Action Team	-	2,706,902	2,515,260	2,943,652
Criminal Investigations	4,180,034	3,981,614	4,261,047	4,629,326
Special Investigations	5,579,093	6,096,359	5,946,414	6,339,635
Covert Investigations	2,787,222	3,020,175	3,198,208	3,470,630
Administrative Support	1,322,516	1,382,882	1,254,837	1,469,490
Records Services	1,628,146	1,964,695	1,991,720	2,039,242
Technology	3,689,890	3,297,211	3,617,588	3,730,289
Fiscal Services	1,797,524	2,260,331	2,104,227	2,331,593
Behavioral Health & Victim Advocacy	2,339,143	2,492,258	2,576,946	2,721,024
Community Outreach	3,484,125	3,519,392	4,229,708	5,294,493
Training	3,493,550	3,795,014	3,932,328	4,173,905
Technical Services	4,741,113	5,352,330	5,704,335	5,931,280
<b>TOTAL</b>	<b>\$ 117,296,954</b>	<b>\$ 121,264,509</b>	<b>\$ 120,944,093</b>	<b>\$ 131,909,089</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	906	911	910	915
Personnel Services	\$ 98,571,679	\$ 101,905,854	\$ 100,852,314	\$ 111,351,344
Operating Expenses	18,725,275	19,358,655	19,861,779	19,388,687
Capital Outlay	-	-	230,000	1,169,058
<b>TOTAL</b>	<b>\$ 117,296,954</b>	<b>\$ 121,264,509</b>	<b>\$ 120,944,093</b>	<b>\$ 131,909,089</b>

# General Fund

## PUBLIC WORKS: Keith Brooks, P.E., Director

### Department Narrative

The Department of Public Works is responsible for the design, construction, maintenance and operation of streets, sidewalks, traffic signals, streetlights, and stormwater collection system. To effectively accomplish this work, the department is comprised of the following divisions: Business Services, Construction Services, Engineering Operations, Floodplain Management, Information Services, Operations Support, Stormwater Management, Stormwater Engineering, Stormwater Operations, Street Maintenance, Traffic Engineering, and Traffic Operations. In support of the City's mission, Public Works has adopted a mission to provide and maintain public infrastructure and assets, improve mobility, and promote a sustainable environment to enhance the quality of life for Arlington's residents and visitors. The budget for the Department includes funds from the Street Maintenance Fund, Stormwater Utility Fund, General Fund, and General Obligation Street (Capital) Bond Funds.

### At A Glance

- 54 Authorized Positions
- Budget Break Down
 

Personnel Services	\$6,280,332
Operating Expenses	3,185,240
<b>Total</b>	<b>\$9,465,572</b>

### Business Plan Goals and Objectives

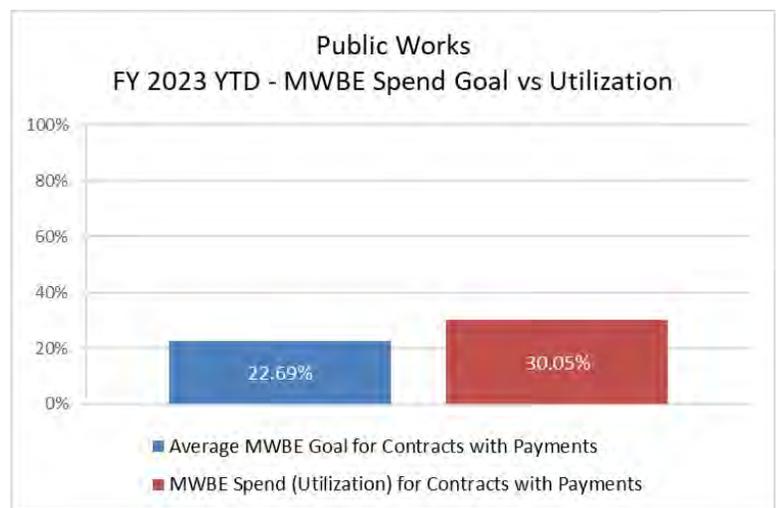
- Goal: Plan, Manage, and Maintain Public Transportation Infrastructure
  - Objective: Optimize Effectiveness and Efficiency of Existing Transportation System
- Goal: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safer Environment
  - Objective: Protect Public Well-Being

### Revenue Highlights

• Inspection Transfer	\$886,000
• Engineering Services Charges	752,485
• Street Cuts	170,000
<b>Total</b>	<b>\$1,808,405</b>

### Budget Highlights

- One-time Funding for ADA Updated Transition Plan \$450,000
- One-time Funding to Replace Office Chairs – Inspection/ Survey \$9,000
- One-time Funding for PWK Conference Rooms Upgrades \$75,514
- Increased Recurring Funding for Abram Street Bollard System \$50,000
- Increased Recurring Funding for Engineering License Training and Testing Fees \$3,750
- Increased Recurring Funding for Traffic Counting Supplies \$10,000
- Increased Recurring Funding for Advertising for Job Vacancies \$13,500



# General Fund

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Public Works	38.5%	33.7%	22.6%	2.8%	0.4%	0.0%	2.0%	29.0%	71.0%

\* Includes General Fund, Storm Water Utility Fund, and Street Maintenance Fund Employees

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Department of Public Works Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
<b>General Fund</b>				
Citizen perception of traffic levels are acceptable as "strongly agree" or "somewhat agree" [annual survey]	48%	45%	47%	Maintain or Increase
Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	47%	48%	48%	Maintain or Increase
Citizen perception of overall satisfaction with the management of traffic flow during peak hours as "excellent" or "good" [annual survey]	47%	48%	48%	Maintain or Increase
Travel time on northbound Cooper from Turner-Warnell to I-30	20:15	22:15	23:00	23:21 (+/- 2 min 20 sec)
Travel time on southbound Cooper from I-30 to Turner-Warnell	18:57	22:22	22:33	22:07 (+/- 2 min 20 sec)
Travel time on northbound Collins from Mansfield Webb Road to Mosier Valley Road	New Measure in FY 2022	26:27	26:27	28:31 (+/- 2 min 51 sec)
Travel time on southbound Collins from Mosier Valley Road to Mansfield Webb Road	New Measure in FY 2022	26:17	26:42	26:16 (+/- 2 min 38 sec)
Travel time on eastbound Division from west city limit to east city limit	New Measure in FY 2022	15:29	15:35	15:57 (+/- 1 min 36 sec)
Travel time on westbound Division from east city limit to west city limit	New Measure in FY 2022	15:34	15:48	15:46 (+/- 1 min 35 sec)
Travel time on eastbound Pioneer Parkway from west city limit to east city limit	New Measure in FY 2022	17:45	18:10	17:12 (+/- 1 min 43 sec)
Travel time on westbound Pioneer Parkway from east city limit to west city limit	New Measure in FY 2022	17:31	17:42	16:16 (+/- 1 min 38 sec)
Percentage of traffic signals receiving annual preventative maintenance compared to goal of 521	100%	97%	39%	100%

# General Fund

## Public Works Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 1,547,879	\$ 2,234,337	\$ 2,325,592	\$ 2,919,387
Traffic Engineering	821,050	1,151,749	1,049,940	1,310,819
School Safety	428,846	567,141	553,112	568,159
Engineering CIP	863,504	949,264	937,034	989,703
Inspections	1,610,260	1,840,327	1,784,484	1,834,829
Survey	170,532	215,983	191,899	272,633
Business Services	651,848	729,366	705,320	837,122
Information Services	235,083	344,353	365,954	372,602
Operations Support	225,174	246,748	211,830	360,318
<b>TOTAL</b>	<b>\$ 6,554,176</b>	<b>\$ 8,279,268</b>	<b>\$ 8,125,166</b>	<b>\$ 9,465,572</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	54	54	54	54
Personnel Services	\$ 4,712,152	\$ 5,952,414	\$ 5,809,303	\$ 6,280,332
Operating Expenses	1,842,024	2,326,854	2,315,863	3,185,240
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 6,554,176</b>	<b>\$ 8,279,268</b>	<b>\$ 8,125,166</b>	<b>\$ 9,465,572</b>

# General Fund

## OFFICE OF STRATEGIC INITIATIVES: Lyndsay Mitchell, Officer

### Department Narrative

The Office of Strategic Initiatives manages special projects on behalf of the City Manager's Office. OSI is made up of three divisions – Strategic Initiatives, Research and Analytics, and the Arlington Urban Design Center. The Strategic Initiatives team is responsible for implementation of special projects in support of City Council and the City Manager's Office as well as neighborhood engagement efforts. Neighborhood engagement includes the Neighborhood Matching Grant program, the Block Party Trailer, and the Arlington Home Improvement Incentive Program among other efforts. The Research and Analytics Group works towards the efficient and transparent use of data to provide timely and effective analytical support to City programs, services, and citizenry, including growing and maintaining the Open Arlington data portal. The Arlington Urban Design Center aims to create public awareness about the importance of urban design and its impact on the quality of life, environment, and economic investment through conceptual design work for Arlington businesses, neighborhoods, and institutions.

### At A Glance

- 6 Authorized Positions
- Budget Break Down
 

Personnel Services	\$705,384
Operating Expenses	96,430
<b>Total</b>	<b>\$801,814</b>

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



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Strategic Initiatives	40.0%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	20.0%

# General Fund

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Office of Strategic Initiatives Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Number of neighborhood grants awarded	7	6	8	7
Amount of neighborhood grants awarded	\$105,910	\$90,950	\$144,620	\$100,000
Number of Arlington Urban Design Center Projects Completed	26	20	12	12
Datasets or Interactive Web Maps Published	5	4	5	5
Open Data Portal Users	18,347	17,199	15,000	15,000

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	9	7	6	6
Personnel Services	\$ 4,781,489	\$ 493,169	\$ 510,049	\$ 705,384
Operating Expenses	964,687	99,499	80,379	96,430
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,746,177</b>	<b>\$ 592,668</b>	<b>\$ 590,428</b>	<b>\$ 801,814</b>

# General Fund

## TRANSPORTATION DEPARTMENT: Alicia Winkelblech, Director

### Department Narrative

The Transportation Department aims to support the City Council priorities by using technology and innovation to provide safe, equitable and comprehensive transportation solutions. The department is responsible for programming, managing, and operating the City's two public transportation services; Arlington On-Demand Rideshare and the Handitran paratransit service. The Department also manages the Arlington Municipal Airport to provide corporate, cargo, and recreational pilots a convenient, full-service destination. Additionally, the Department is responsible for long-range transportation planning efforts including Connect Arlington, the Thoroughfare Development Plan and the Hike and Bike System Master Plan. Planning, programming and operations for autonomous vehicle services, urban air mobility and other innovative transportation programs also come from this department.

### At A Glance

- 14 Authorized Positions
- Budget Break Down
 

Personnel Services	\$1,533,487
Operating Expenses	5,825,924
<b>Total</b>	<b>\$7,359,411</b>

### Business Plan Goals and Objectives

- Goal: Explore Creative, Alternative Transportation Opportunities
  - Objective: Promote Regional Connectivity
- Goal: Plan, Manage, and Maintain Public Transportation Infrastructure
  - Objective: Optimize Effectiveness and Efficiency of Existing Transportation System
- Goal: Plan, Manage, and Maintain Public Assets
  - Objective: Maintain City Standards for all Equipment
- Goal: Mitigate Flood Risks and Protect Stormwater Infrastructure
  - Objective: Plan and Implement Stormwater Projects

### Revenue Highlights

• Land and Ramp Leases	\$1,071,692
• Hangar Rentals / Tie-Down Charges	244,064
• Terminal Building Leases	59,371
<b>Total</b>	<b>\$1,375,127</b>

### Budget Highlights

- New Grants Coordinator \$90,716 (Offset)
- One-time Funding for DOE Multimodal Delivery Grant \$52,754
- Increased Recurring Funding for Arlington On-Demand Service Costs \$600,000
- Increase Recurring Funding for Aviation Utilities & Tower Maintenance \$27,450
- Increased Recurring Funding for Handitran Software Migration \$103,668
- Increase Recurring Funding Safety Action Plan \$25,000
- Increase Recurring Funding for Aviation Management Software \$12,000



# General Fund

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Transportation	41.0%	17.9%	33.3%	2.6%	0.0%	0.0%	5.1%	38.5%	61.5%

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Transportation Department Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Aviation Operating Cost Recovery	111.46%	126.15%	120%	110%
Total Aircraft Operations	97,415	130,242	120,000	98,000
Hangar Occupancy Rate	100%	100%	100%	100%
Arlington On-Demand Rideshare Ridership	355,768	656,270	745,000	800,000
Handitran Ridership	New Measure in FY 2023		122,000	122,000
Handitran On-time Performance	New Measure in FY 2023		95%	95%

## Transportation Expenditures

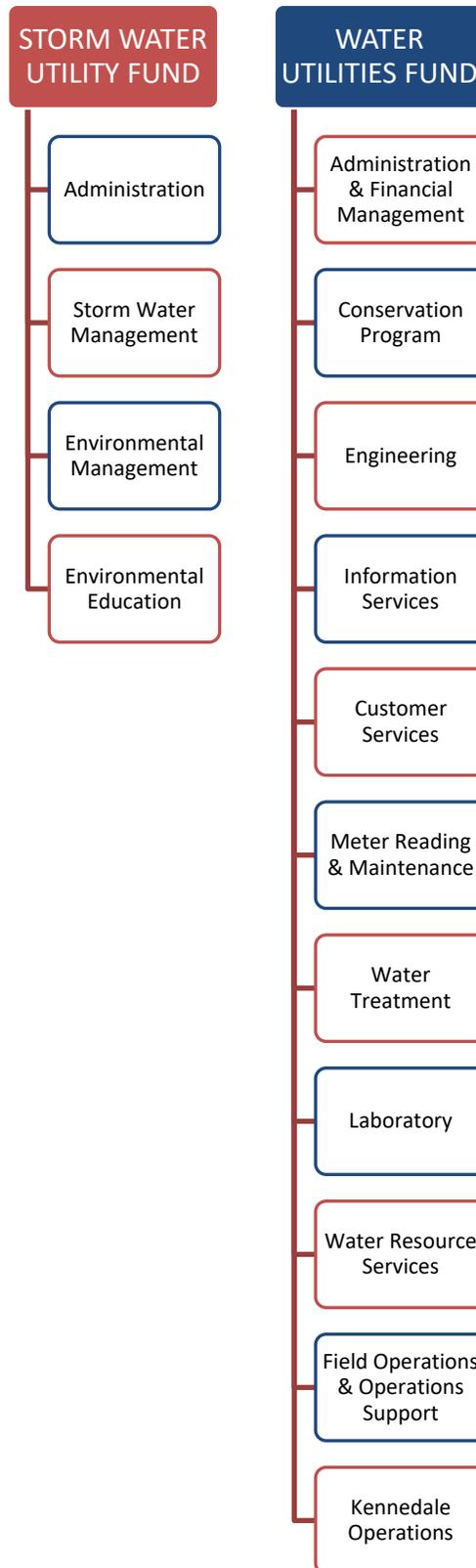
	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Administration	\$ -	\$ 566,084	\$ 580,882	\$ 776,542
Contracted Transportation Services	-	4,631,822	4,617,000	5,419,244
Aviation	-	1,181,320	1,175,604	1,163,625
TOTAL	\$ -	\$ 6,379,226	\$ 6,373,487	\$ 7,359,411

## Authorized Positions and Expenditures by Category

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Authorized Positions	-	13	13	14
Personnel Services	\$ -	\$ 1,382,001	\$ 1,399,590	\$ 1,533,487
Operating Expenses	-	4,997,225	4,973,897	5,825,924
Capital Outlay	-	-	-	-
TOTAL	\$ -	\$ 6,379,226	\$ 6,373,487	\$ 7,359,411

# Enterprise Funds

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



# Enterprise Funds

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

### Department Narrative

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

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

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

### At A Glance

- 40 Authorized Positions
- Budget Break Down

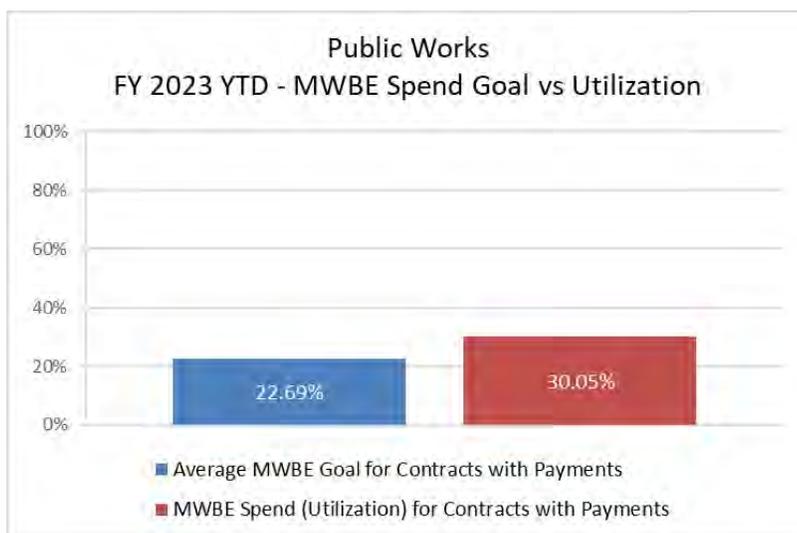
Personnel Services	\$3,877,778
Operating Expenses	9,766,891
Capital Outlay	450,000
<b>Total</b>	<b>\$14,094,669</b>

### Business Plan Goals and Objectives

- Goal: Mitigate Flood Risks and Protect Stormwater Infrastructure
  - Objective: Plan and Implement Stormwater Projects
  - Objective: Enhance Awareness of Stormwater Risk

### Budget Highlights

- New Civil Engineer – Stormwater CIP \$104,452
- New Environmental Specialist \$70,314
- One-time Funding for New Positions \$43,000
- One-time Funding for Storm Drain Hydrology and Hydraulics Software Implementation \$35,000
- Increased Recurring Funding for Street Sweeping Contract Increase \$38,250
- Increased Recurring Funding for Channel Mowing Contract Increase \$7,500
- Increased Recurring Funding for Increased SWUF Debt Costs \$820,353
- Increased Recurring Funding for SWUF PILOT Increase \$3,205
- Increased Recurring Funding for Storm Drain Hydrology and Hydraulics Software Implementation \$25,000
- Increased Recurring Funding for Flood Monitoring System Operating and Maintenance Contract \$50,000
- Increased Recurring Funding for Increase in Environmental Collection Costs \$215,000



# Enterprise Funds

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Public Works	38.5%	33.7%	22.6%	2.8%	0.4%	0.0%	2.0%	29.0%	71.0%

\* Includes General Fund, Storm Water Utility Fund, and Street Maintenance Fund Employees

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Storm Water Utility Fund Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Percent of City maintained drainage inlets inspected compared to goal of 10,804	100%	100%	61%	100%
Percent of concrete channels inspected compared to goal of 337	95%	100%	57%	100%

## Storm Water Utility Fund Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Administration	\$ 7,918,261	\$ 8,824,045	\$ 8,545,926	\$ 9,864,786
Storm Water Management	2,159,551	2,287,069	2,281,338	2,406,952
Environmental Management	1,174,783	1,509,949	1,323,183	1,674,354
Environmental Education	134,848	144,810	145,640	148,577
Premium/Proceeds Offset	(179,000)	-	-	-
TOTAL	\$ 11,208,443	\$ 12,765,873	\$ 12,296,087	\$ 14,094,669

## Authorized Positions and Expenditures by Category

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Authorized Positions	38	38	38	40
Personnel Services	\$ 3,341,962	\$ 3,806,332	\$ 3,271,174	\$ 3,877,778
Operating Expenses	7,521,427	8,566,541	8,703,752	9,766,891
Capital Outlay	345,054	393,000	321,161	450,000
TOTAL	\$ 11,208,443	\$ 12,765,873	\$ 12,296,087	\$ 14,094,669

# Enterprise Funds

## STORM WATER UTILITY FUND FY 2024 Operating Position

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>BEGINNING BALANCE</b>	\$ 429,912	\$ 668,853	\$ 507,849	\$ 311,418
<b>REVENUES:</b>				
Storm Water Fee Revenue - Commercial	\$ 10,722,073	\$ 11,529,000	\$ 11,555,000	\$ 12,197,000
Storm Water Fee Revenue - Residential	11,578,318	12,354,000	12,367,000	13,053,000
Interest and Miscellaneous Revenue	210,899	212,924	221,505	1,030,552
<b>TOTAL REVENUES</b>	\$ 22,511,290	\$ 24,095,924	\$ 24,143,505	\$ 26,280,552
<b>INTERFUND TRANSFERS:</b>				
To General Fund - Indirect Costs	\$ (790,950)	\$ (790,950)	\$ (790,950)	\$ (854,226)
To General Fund - Engineering Reviews	(88,699)	(88,699)	(88,699)	(88,699)
To Debt Service Fund - TMRS Reimbursement	(140,683)	(140,683)	(140,683)	(140,683)
To Pay-Go Capital Projects	(10,200,000)	(10,700,000)	(10,700,000)	(11,100,000)
To Operating Reserve	(100,000)	(102,702)	(153,395)	(70,922)
To Water and Sewer Fund - Indirect Costs	(170,122)	(170,122)	(170,122)	(170,122)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (11,490,454)	\$ (11,993,156)	\$ (12,043,849)	\$ (12,424,652)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 11,450,748	\$ 12,771,621	\$ 12,607,505	\$ 14,167,318
<b>EXPENDITURES:</b>				
Administration	\$ 7,918,261	\$ 8,824,045	\$ 8,545,926	\$ 9,864,786
Storm Water Management	2,159,551	2,287,069	2,281,338	2,406,952
Environmental Management	1,174,783	1,509,949	1,323,183	1,674,354
Environmental Education	134,848	144,810	145,640	148,577
Premium / Proceeds Offset	(179,000)	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 11,208,443	\$ 12,765,873	\$ 12,296,087	\$ 14,094,669
<b>ENDING BALANCE</b>	\$ 242,304	\$ 5,748	\$ 311,418	\$ 72,649

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

# Enterprise Funds

## WATER UTILITIES: Craig Cummings, Director

### Department Narrative

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

### At A Glance

- 236 Authorized Positions
- Budget Break Down
 

Personnel Services	\$21,067,358
Operating Expenses	141,325,106
Capital Outlay	1,447,000
<b>Total</b>	<b>\$163,839,464</b>

### Business Plan Goals and Objectives

- Goal: Ensure Availability of Information, Programs, and City Services
  - Objective: Implement New Technology
- Goal: Continue Responsible Fiduciary Emphasis for the Organization and Council
  - Objective: Organize to Improve Operational Efficiency
- Goal: Support and Expand Programs to Reduce Environmental Impacts
  - Objective: Mitigate Operating Costs and Impact on Environment

### Budget Highlights

- New Marketing Aide \$57,898
- New Chief Maintenance Technician \$70,551
- New Treatment Operations Supervisor \$80,546
- 2 New Asset Information Specialists \$162,162
- 2 New Dispatchers \$113,417
- New Operations Support Supervisor \$72,769
- Lead and Copper Rule Revision \$264,557
  - 3 New Meter Service Workers
  - One-time Funding \$106,500
- Inflow & Infiltration Flow Reduction Effort \$1,622,865
  - New Water and Sewer Crew Chief
  - 3 New Lead Utility Technicians
  - 3 New Utility Technicians
  - One-time Funding \$1,186,000
- One-time Funding for ARCGIS \$124,382
- Increased Recurring Funding for TRA \$5,279,385
- Increased Recurring Funding for Franchise Fees \$666,307
- Increased Recurring Funding for PILOT \$156,917
- Increased Recurring Funding for Chemicals \$845,749
- Increased Recurring Funding for Misc. Operating Expenses \$691,138



# Enterprise Funds

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Water Utilities	42.5%	30.5%	20.4%	1.8%	0.9%	0.0%	4.0%	24.8%	75.2%

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Water Utilities Fund Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Clean a minimum of 20% of sewer lines size 6" - 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	22.5%	41.75%	20%	20%
Radio Transmitter installations	7,481	8,704	10,000	10,000
Linear footage of water and sewer lines designed by the City Engineering staff	30,187	32,020	30,000	30,000
High hazard backflow assemblies with certified testing completed	100%	100%	100%	100%
Avoid any TCEQ, OSHA, SDWA and NPDES violations	100%	100%	100%	100%
Maintain metered ratio rolling average above 88%	92.45%	89.57%	92%	> 88%
<b>Achieve ≤ 8 Sanitary Sewer Overflows per 100 miles of sewer main</b>	4	4.3	7	<b>≤ 8</b>
Interrupt time per customer (hours per customer)	3.395	2.8	< 4	< 4

# Enterprise Funds

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	216	218	218	236
Personnel Services	\$ 17,086,644	\$ 18,880,760	\$ 19,624,678	\$ 21,067,358
Operating Expenses	123,769,180	136,765,077	132,442,158	141,325,106
Capital Outlay	501,357	554,000	3,302,090	1,447,000
<b>TOTAL</b>	<b>\$ 141,357,181</b>	<b>\$ 156,199,837</b>	<b>\$ 155,368,926</b>	<b>\$ 163,839,464</b>

## Water Utilities Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 111,862,634	\$ 120,349,267	\$ 121,301,160	\$ 126,785,910
Financial Services	344,087	365,843	365,794	389,336
Conservation Program	98,118	177,000	177,000	253,022
Engineering Operations	674,336	893,025	764,587	899,325
Engineering Planning	1,279,609	1,455,475	1,433,492	1,855,716
Customer Services	2,052,332	2,309,739	1,549,410	2,350,267
Engineering Support	1,898,013	2,051,623	2,093,223	2,087,954
Meter Maintenance	1,669,058	1,612,107	1,721,403	1,792,358
Meter Reading	472,180	547,878	435,666	587,699
Water Treatment PB	4,172,621	4,379,769	4,223,619	3,582,421
Water Treatment JK	1,905,153	5,297,202	4,289,204	3,393,544
Treatment Maintenance	2,118,931	2,539,166	2,400,351	2,916,313
Laboratory	1,064,849	1,142,989	1,129,736	1,189,953
Water Resource Services	713,855	824,024	737,660	866,511
Lake Arlington Raw Water Pump Station	-	194,117	126,605	91,460
Field Operations South	8,253,470	9,514,895	9,788,000	11,012,222
Operations Support Office	1,351,073	1,299,839	1,439,029	2,506,501
Kennedale Operations	1,426,862	1,245,878	1,392,987	1,278,952
<b>TOTAL</b>	<b>\$ 141,357,181</b>	<b>\$ 156,199,837</b>	<b>\$ 155,368,926</b>	<b>\$ 163,839,464</b>

# Enterprise Funds

## WATER UTILITIES FUND FY 2024 Operating Position

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>BEGINNING BALANCE</b>	\$ -	\$ 318,605	\$ 276,714	\$ -
<b>REVENUES:</b>				
Water Sales	\$ 91,481,145	\$ 88,595,770	\$ 90,504,598	\$ 91,680,588
Sewer Charges	78,500,654	79,243,035	80,427,459	87,288,946
Hauler Fees	25,089	40,000	29,985	40,000
Garbage / Drainage Billing Fee	396,663	408,000	408,000	408,000
Sewer Charges - Other	335,534	425,000	403,556	425,000
Sewer Surcharges	151,366	155,000	119,299	155,000
Class Rate Sewer Surcharge	794,806	950,000	862,145	950,000
Sewer Tap Installation Fees	104,495	-	55,000	-
Water Sales - Other	161,590	68,000	77,854	68,000
Water Taps	704,172	390,000	450,707	390,000
Laboratory Fees	142,725	127,000	135,809	127,000
Other Revenue	1,545,737	300,000	183,878	300,000
Water Activation Fee	445,398	350,000	510,589	350,000
Reclaimed Water Sales	237,069	136,000	75,000	136,000
Backflow Assembly and Tester Registration	212,664	211,000	215,503	211,000
Wholesale Water Sales to DWG	268,506	77,791	178,853	77,791
Non-rate Revenue DWG	152,641	41,656	94,762	41,656
Wholesale Water Sales to Bethesda	462,679	279,000	393,752	279,000
Non-rate Revenue Bethesda	263,945	149,400	200,502	149,400
Kennedale O&M	1,075,000	1,620,000	2,472,263	1,620,000
Kennedale Customer Service	106,103	106,000	106,868	106,000
Wholesale Water Sales to Kennedale	258,556	68,163	176,873	68,163
Non-rate Revenue Kennedale	92,112	36,500	61,041	36,500
GIS Services	1,986	1,000	1,260	1,000
Plat Review & Inspection Fees	262,308	120,000	153,393	120,000
Special Services Charges	2,450,170	2,100,000	2,647,300	2,100,000
Impact / Sewer	758,032	315,000	466,059	315,000
Impact / Water	1,416,052	645,000	1,054,869	645,000
TRA Reimbursement	2,012,466	-	25,000	-
Cell Tower Lease	-	60,000	61,432	60,000
Gas Royalties - Water Utilities	1,935	10,000	70,000	10,000
Miscellaneous Revenue	834,509	1,351,943	1,452,763	496,015
Subrogation Receipts	164,733	-	250,000	-
Municipal Settings Designation	-	-	2,000	2,000
Interest Income	1,107,085	1,313,083	4,528,414	3,686,087
<b>TOTAL REVENUES</b>	<b>\$ 186,927,926</b>	<b>\$ 179,693,341</b>	<b>\$ 188,856,786</b>	<b>\$ 192,343,146</b>

(continued on next page)

# Enterprise Funds

## WATER UTILITIES FUND FY 2024 Operating Position

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>TRANSFERS:</b>				
To General Fund - Indirect Cost	\$ (4,427,528)	\$ (4,427,528)	\$ (4,427,528)	\$ (4,781,730)
From Storm Water Fund - Indirect Cost	170,122	170,122	170,122	170,122
To Debt Service Fund - TMRS Reimbursement	(904,051)	(904,051)	(904,051)	(904,051)
To Debt Service Reserve	-	-	-	(462,362)
To Operating Reserve	-	(904,051)	(807,881)	(1,453,020)
To Capital Reserve	(5,000,000)	-	-	-
To Fleet Reserve	(1,000,000)	-	-	(250,000)
To Small Business Capacity Building Initiative (GF)	-	-	-	(550,000)
(To) / From Rate Stabilization Fund	(212,027)	3,839,559	(237,537)	3,408,509
To Renewal / Rehabilitation Fund	(33,411,850)	(21,299,116)	(27,100,000)	(23,400,000)
To Renewal / Rehabilitation Reimbursement	(508,698)	(227,556)	(356,305)	(227,556)
<b>TOTAL TRANSFERS</b>	<b>\$ (45,294,032)</b>	<b>\$ (23,752,621)</b>	<b>\$ (33,663,180)</b>	<b>\$ (28,450,088)</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 141,633,894</b>	<b>\$ 156,259,325</b>	<b>\$ 155,470,320</b>	<b>\$ 163,893,058</b>
<b>EXPENDITURES:</b>				
Salaries and Benefits	\$ 16,445,396	\$ 18,376,621	\$ 18,979,744	\$ 20,530,145
O&M Expenditures	15,399,201	19,982,671	20,508,949	19,432,051
Trinity River Authority	38,599,046	42,028,655	43,738,461	47,308,040
Tarrant Regional Water District	20,304,642	25,982,663	22,075,090	25,982,663
Bond Principal	25,210,000	24,560,000	24,245,000	24,380,000
Bond Interest	8,431,866	8,431,866	8,774,527	8,512,906
Bond Handling Fees / Issuance Costs	269,065	570,025	250,000	570,025
Franchise Fees	10,651,512	10,220,122	10,602,832	10,886,429
PILOT	4,619,591	4,801,336	4,801,336	4,958,253
Kennedale Operations	1,426,862	1,245,878	1,392,987	1,278,952
<b>TOTAL EXPENDITURES</b>	<b>\$ 141,357,181</b>	<b>\$ 156,199,837</b>	<b>\$ 155,368,926</b>	<b>\$ 163,839,464</b>
<b>ENDING BALANCE</b>	<b>\$ 276,714</b>	<b>\$ 59,488</b>	<b>\$ 101,394</b>	<b>\$ 53,594</b>

The two largest revenue sources for the Water Utilities Department are the Water Sales and Sewer Charges, \$91,680,588 and \$87,288,946 respectively, comprising 93% 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.

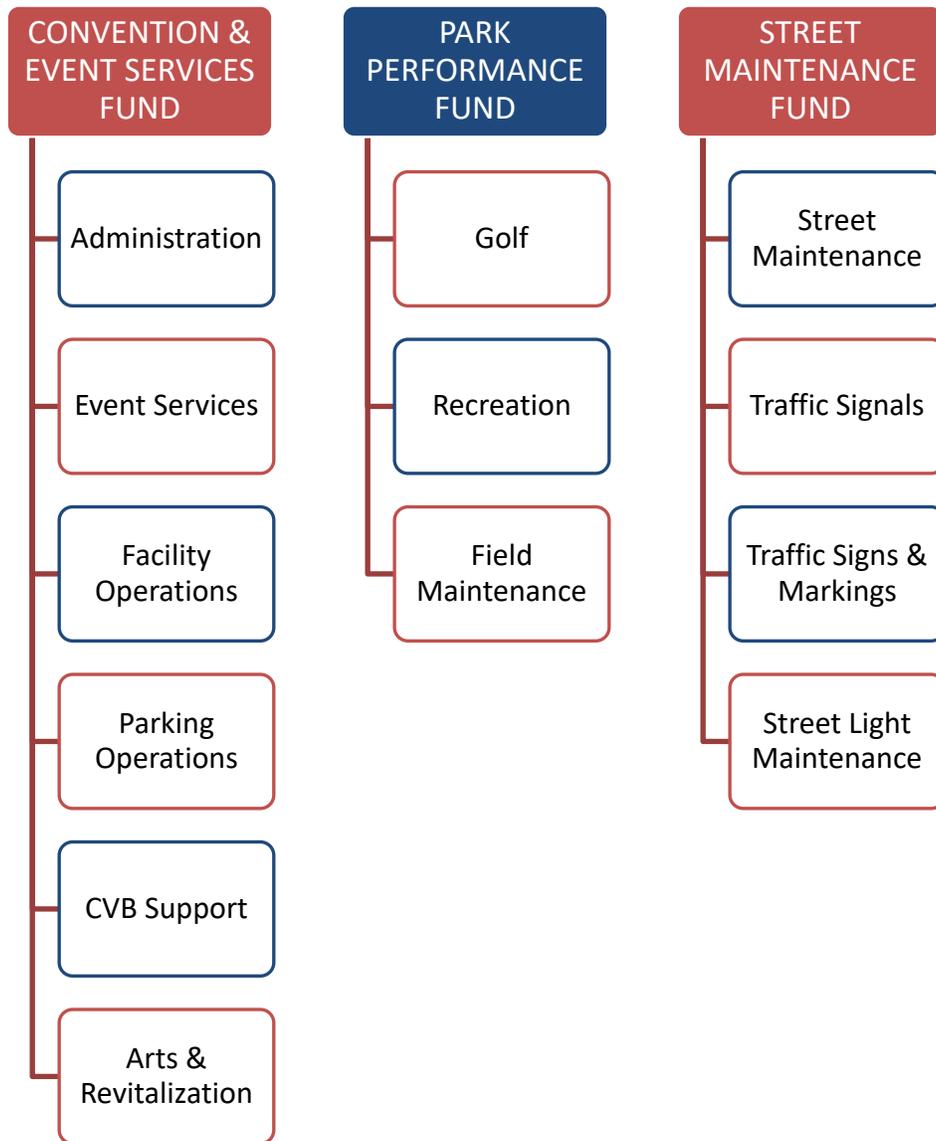
# Enterprise Funds

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# Special Revenue Funds

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



# Special Revenue Funds

## CONVENTION & EVENT SERVICES FUND: Keri Parker Berry, Director

### Department Narrative

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

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

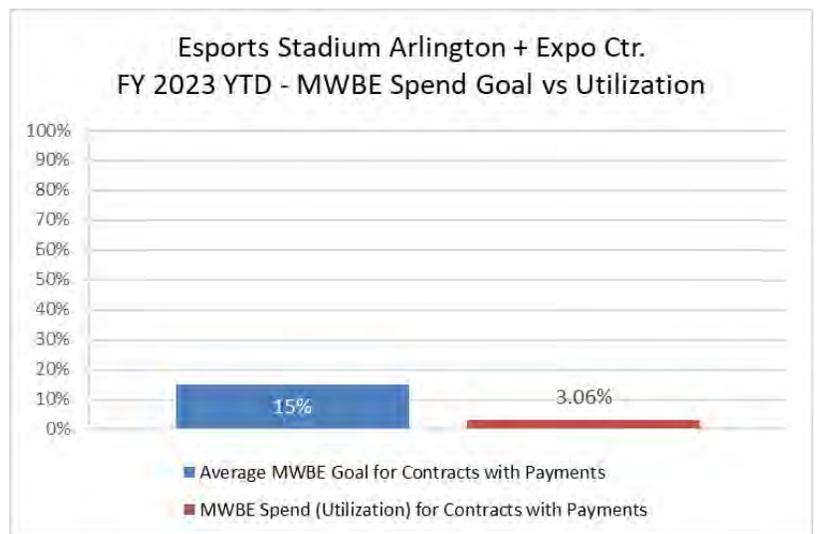
### At A Glance

- 30 Authorized Positions
- Budget Break Down
 

Personnel Services	2,319,902
Operating Expenses	11,760,450
Capital Outlay	150,000
<b>Total</b>	<b>\$14,230,352</b>

### Budget Highlights

- One-time Funding for Carpet Replacement \$600,000
- One-time Funding for Convention Center Improvements \$1,900,000
- Increased Recurring Funding for CVB \$450,000
- Increased Recurring Funding for ACTC \$150,000



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Convention & Event Services	45.5%	40.9%	13.6%	0.0%	0.0%	0.0%	0.0%	36.4%	63.6%

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

# Special Revenue Funds

## Convention and Event Services Fund Expenditures

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 807,480	\$ 938,798	\$ 813,644	\$ 944,870
Event Services	454,965	458,143	413,945	452,267
Facility Operations	1,751,936	2,512,711	2,626,263	2,551,156
Parking Operations	59,927	81,770	80,470	91,770
Convention Center Projects	-	-	-	1,900,000
Convention & Visitors Bureau	6,050,000	6,550,000	6,550,000	7,000,000
Art Trail	-	150,000	150,000	150,000
Arlington Cultural Tourism Council	500,000	600,000	600,000	750,000
Public Events	-	250,000	250,000	250,000
Ground Maintenance	100,289	100,289	100,289	100,289
Fielder Museum	30,000	40,000	40,000	40,000
<b>TOTAL</b>	<b>\$ 9,754,597</b>	<b>\$ 11,681,711</b>	<b>\$ 11,624,611</b>	<b>\$ 14,230,352</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	113	113	113	113
Personnel Services	\$ 8,194,890	\$ 9,199,947	\$ 8,729,054	\$ 9,831,456
Operating Expenses	2,919,896	3,278,005	3,265,520	4,394,034
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 11,114,787</b>	<b>\$ 12,477,952</b>	<b>\$ 11,994,573</b>	<b>\$ 14,225,490</b>

# Special Revenue Funds

## CONVENTION AND EVENT SERVICES FUND FY 2024 Operating Position

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>BEGINNING BALANCE</b>	\$ 1,466,971	\$ 1,277,083	\$ 3,005,828	\$ 2,739,363
<b>REVENUES:</b>				
Occupancy Tax	\$ 9,753,157	\$ 9,136,915	\$ 10,313,378	\$ 11,035,314
Cowboys Stadium Rent / Naming Rights	2,552,558	2,500,000	2,500,000	2,500,000
Arlington Museum of Art Lease	-	-	-	380,000
Arlington Museum of Art Event Share Received	-	-	-	90,000
<b>Esports Stadium + Expo Center Revenues:</b>				
eSports Lease	\$ 250,000	\$ 350,000	\$ 350,000	\$ 375,000
eSports Rental Share Revenue	-	250,000	217,312	250,000
Audio-Visual	76,235	45,000	80,000	11,250
Catering	199,731	60,000	189,500	15,000
Communication Services	26,576	10,000	50,000	3,500
Concessionaire Reimbursement	5,818	10,000	37,603	10,000
Concessions - Food	12,482	60,000	90,000	15,000
Concessions - Liquor	18,408	15,000	37,500	3,750
eSports Parking Revenue	2,373	-	-	-
Event Labor & Expense	13,455	5,649	4,200	5,649
Miscellaneous Revenue	7,096	2,250	3,500	2,250
Parking	236,748	250,000	380,000	295,000
Parking - Special Event	264,129	201,000	230,000	175,000
Rental - Grand Hall	192,000	89,500	155,000	89,500
Rental - Equipment	40,695	30,590	30,590	7,000
Rental - Exhibit Hall	405,350	640,500	640,500	54,000
Rental - VIP Room	3,113	1,000	2,100	1,000
Security Revenue	34,730	12,000	28,000	12,000
Utility Services	116,816	75,600	115,000	10,000
<b>Total Esports Stadium + Expo Center Revenues</b>	\$ 1,905,756	\$ 2,108,089	\$ 2,640,805	\$ 1,334,899
<b>TOTAL REVENUES</b>	\$ 14,300,471	\$ 13,745,004	\$ 15,454,183	\$ 15,340,213
<b>INTERFUND TRANSFERS:</b>				
From General Gas Funds - ATF Corpus	\$ 3,113,892	\$ 3,208,364	\$ 3,208,364	\$ 3,305,704
To ATF - Corpus Reimbursement	(3,113,892)	(3,208,364)	(3,208,364)	(3,305,704)
To ATF - Granting & Interest	(1,037,780)	(2,534,949)	(2,534,949)	-
To Communication Services - Radio Maintenance	(1,750,281)	-	-	(1,750,281)
To Capital Improvements Set-Aside Loews Arlington	-	-	(1,000,000)	(500,000)
Reserved for Loews Arlington Agreement	-	-	-	(1,000,000)
To Debt Service Fund - TMRS Reimbursement	(113,707)	(113,707)	(113,707)	(113,707)
To General Fund - Indirect Costs	(447,382)	(447,382)	(447,382)	(483,173)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (3,349,150)	\$ (3,096,038)	\$ (4,096,038)	\$ (3,847,161)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 12,418,292	\$ 11,926,049	\$ 14,363,973	\$ 14,232,415

(continued on next page)

# Special Revenue Funds

## CONVENTION AND EVENT SERVICES FUND FY 2024 Operating Position

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>EXPENDITURES:</b>				
Administration	\$ 807,480	\$ 938,798	\$ 813,644	\$ 944,870
Event Services	454,965	458,143	413,945	452,267
Facility Operations	1,751,936	2,512,711	2,626,263	2,551,156
Parking Operations	59,927	81,770	80,470	91,770
Convention Center Projects	-	-	-	1,900,000
Convention & Visitors Bureau	6,050,000	6,550,000	6,550,000	7,000,000
Art Trail	-	150,000	150,000	150,000
Arlington Cultural Tourism Council	500,000	600,000	600,000	750,000
Public Events	-	250,000	250,000	250,000
Ground Maintenance	100,289	100,289	100,289	100,289
Fielder Museum	30,000	40,000	40,000	40,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,754,597</b>	<b>\$ 11,681,711</b>	<b>\$ 11,624,611</b>	<b>\$ 14,230,352</b>
<b>ENDING BALANCE</b>	<b>\$ 2,663,695</b>	<b>\$ 244,338</b>	<b>\$ 2,739,363</b>	<b>\$ 2,063</b>

# Special Revenue Funds

## PARK PERFORMANCE FUND: James Orloski, Director

### Department Narrative

The Park Performance Fund provides for the City's recreation and rental programs. Park Performance Fund divisions include: Athletics, Aquatics, Recreation Centers, Rental and Lake Services, Golf, and Tennis. Performance Fund resources are managed and deployed in accordance with the following strategic focus areas:

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

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

### At A Glance

- 99 Authorized Positions
- Budget Break Down
 

Personnel Services	\$12,392,234
Operating Expenses	5,682,385
Capital Outlay	1,209,022
<b>Total</b>	<b>\$19,283,641</b>

### Budget Highlights

- TRGC Maintenance \$209,947 (Offset)
  - 3 New Senior Landscape Tech
  - New Irrigation Technician
- One-time Funding for ATC Restroom Improvements \$700,000
- Increased Recurring Funding for Golf/Food & Beverage Budget Adjustment \$92,202 (Offset)
- Increase Recurring Funding for Rental/Lake Services Budget Adjustment \$22,700 (Offset)
- Increased Recurring Funding for MARS Swimming Contract \$50,000 (Offset)
- Increased Recurring Funding for Active Adult Center Staffing and Budget Funding \$927,789 (Partially Offset)



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Parks and Recreation	51.5%	18.9%	21.7%	4.2%	0.4%	0.2%	3.1%	44.9%	55.1%

\* Includes General Fund and Park Performance Fund Employees

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

# Special Revenue Funds

## Scorecard

Park Performance Fund Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Cost recovery of Parks Performance Fund	83%	94%	74%	78%
Cost recovery of Golf Performance Fund	109%	100%	96%	100%
Quality of programs and services	99%	91%	95%	95%
Quality of facilities	98%	91%	96%	95%
Participation in programs and classes	204,078	190,544	125,000	150,000
Percent of online registrations	9.26%	11%	12%	18%
Rounds of golf played	130,478	126,450	123,000	123,000
Number of unplayable golf days (Mon-Thurs)	57	33.66	33	33
Number of unplayable golf days (Fri-Sun/Holidays)	31	25.74	25	25
Travel time to the facility was convenient and reasonable (% satisfaction)	New Measure in FY 2023		90%	90%

## Park Performance Fund Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Golf	\$ 9,151,460	\$ 8,254,006	\$ 8,806,251	\$ 8,675,753
Recreation	6,249,722	8,561,466	7,588,927	10,038,845
Field Maintenance	481,910	566,469	524,901	569,043
TOTAL	\$ 15,883,092	\$ 17,381,941	\$ 16,920,079	\$ 19,283,641

## Authorized Positions and Expenditures by Category

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Authorized Positions	93	96	95	99
Personnel Services	\$ 10,239,156	\$ 11,205,401	\$ 10,346,033	\$ 12,392,234
Operating Expenses	5,152,766	5,639,020	6,192,533	5,682,385
Capital Outlay	491,170	537,520	381,513	1,209,022
TOTAL	\$ 15,883,092	\$ 17,381,941	\$ 16,920,079	\$ 19,283,641

# Special Revenue Funds

## PARK PERFORMANCE FUND FY 2024 Operating Position

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>BEGINNING BALANCE</b>	\$ 84,538	\$ 331,458	\$ 215,939	\$ 1,203,998
<b>REVENUES:</b>				
Golf	\$ 8,663,553	\$ 7,775,886	\$ 9,552,406	\$ 8,752,210
Recreation	5,264,363	6,230,500	5,433,344	6,322,728
Field Maintenance	762,757	702,000	750,000	725,000
<b>TOTAL REVENUES</b>	\$ 14,690,673	\$ 14,708,386	\$ 15,735,750	\$ 15,799,938
<b>INTERFUND TRANSFERS:</b>				
From General Fund - Social Equity Support	\$ -	\$ 700,000	\$ 700,000	\$ -
From Parks ATF - Social Equity Support	700,000	-	-	700,000
From Park Fee Fund 4003	-	1,000,000	800,000	1,200,000
From Golf Surcharge Fund 4004	623,820	645,440	672,388	647,415
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 1,323,820	\$ 2,345,440	\$ 2,172,388	\$ 2,547,415
<b>TOTAL AVAILABLE FUNDS</b>	\$ 16,099,031	\$ 17,385,284	\$ 18,124,077	\$ 19,551,351
<b>EXPENDITURES:</b>				
Golf	\$ 9,151,460	\$ 8,254,006	\$ 8,806,251	\$ 8,675,753
Recreation	6,249,722	8,561,466	7,588,927	10,038,845
Field Maintenance	481,910	566,469	524,901	569,043
<b>TOTAL EXPENDITURES</b>	\$ 15,883,092	\$ 17,381,941	\$ 16,920,079	\$ 19,283,641
<b>ENDING BALANCE</b>	\$ 215,939	\$ 3,343	\$ 1,203,998	\$ 267,710

# Special Revenue Funds

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

### Department Narrative

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

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

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

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

### At A Glance

- 92 Authorized Positions
- Budget Break Down

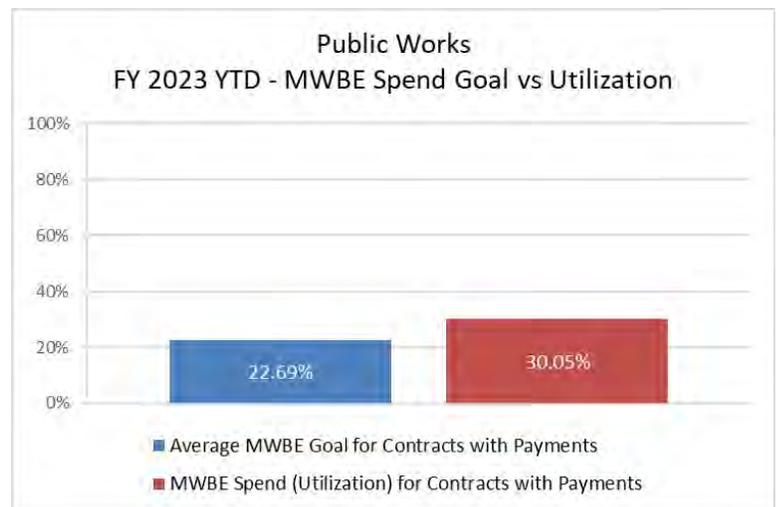
Personnel Services	\$7,130,749
Operating Expenses	27,793,082
Capital Outlay	1,203,400
<b>Total</b>	<b>\$36,127,231</b>

### Business Plan Goals and Objectives

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

### Budget Highlights

- Carry-forward Funding for PW New South Field Operations Facility & Stormwater Compliance Improvements \$250,000
- One-time Funding for Contracted Street Maintenance \$5,000,000 (Offset)
- Increased Recurring Funding to Replace Overhead Digital Message Signs \$90,000



# Special Revenue Funds

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Public Works	38.5%	33.7%	22.6%	2.8%	0.4%	0.0%	2.0%	29.0%	71.0%

\* Includes General Fund, Storm Water Utility Fund, and Street Maintenance Fund Employees

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Street Maintenance Fund Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Citizen perception of overall condition of streets/roads as "excellent" or "good" [annual survey]	46%	47%	45%	Maintain or Increase
Lane Miles with Overall Condition Index (OCI) < 50	382	459	493	Maintain or Decrease
Percentage of residential street lane miles swept compared to annual goal of 1,642.25	99%	77%	62%	100%
Percentage of signs replaced that do not meet minimum standards compared to goal of 3,000	60%	141%	75%	100%
Percentage of pothole repairs completed within 3 business days	91%	85%	95%	90%
Percentage of initial contact with citizens reporting street maintenance concerns occurring within 2 business days	98%	93%	94%	95%
Number of square yards of failed concrete excavated and replaced	53,495	39,236	23,335	40,000

## Street Maintenance Fund Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Sales Tax Supported Division	\$ 26,087,461	\$ 27,236,073	\$ 27,091,887	\$ 28,431,895
General Fund Supported Division	1,164,427	2,416,527	1,955,936	2,900,529
Traffic Signals - GF Supported	1,544,123	1,918,805	1,787,432	1,961,531
Traffic Signs & Markings - GF Supportec	1,846,554	960,885	955,166	969,724
Street Light Maintenance - GF Supportec	1,867,816	1,910,049	1,850,400	1,863,552
TOTAL	\$ 32,510,382	\$ 34,442,339	\$ 33,640,820	\$ 36,127,231

# Special Revenue Funds

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	92	92	92	92
Personnel Services	\$ 6,656,269	\$ 7,051,823	\$ 6,326,913	\$ 7,130,749
Operating Expenses	24,718,215	26,187,116	26,335,539	27,793,082
Capital Outlay	1,135,898	1,203,400	978,368	1,203,400
TOTAL	\$ 32,510,382	\$ 34,442,339	\$ 33,640,820	\$ 36,127,231

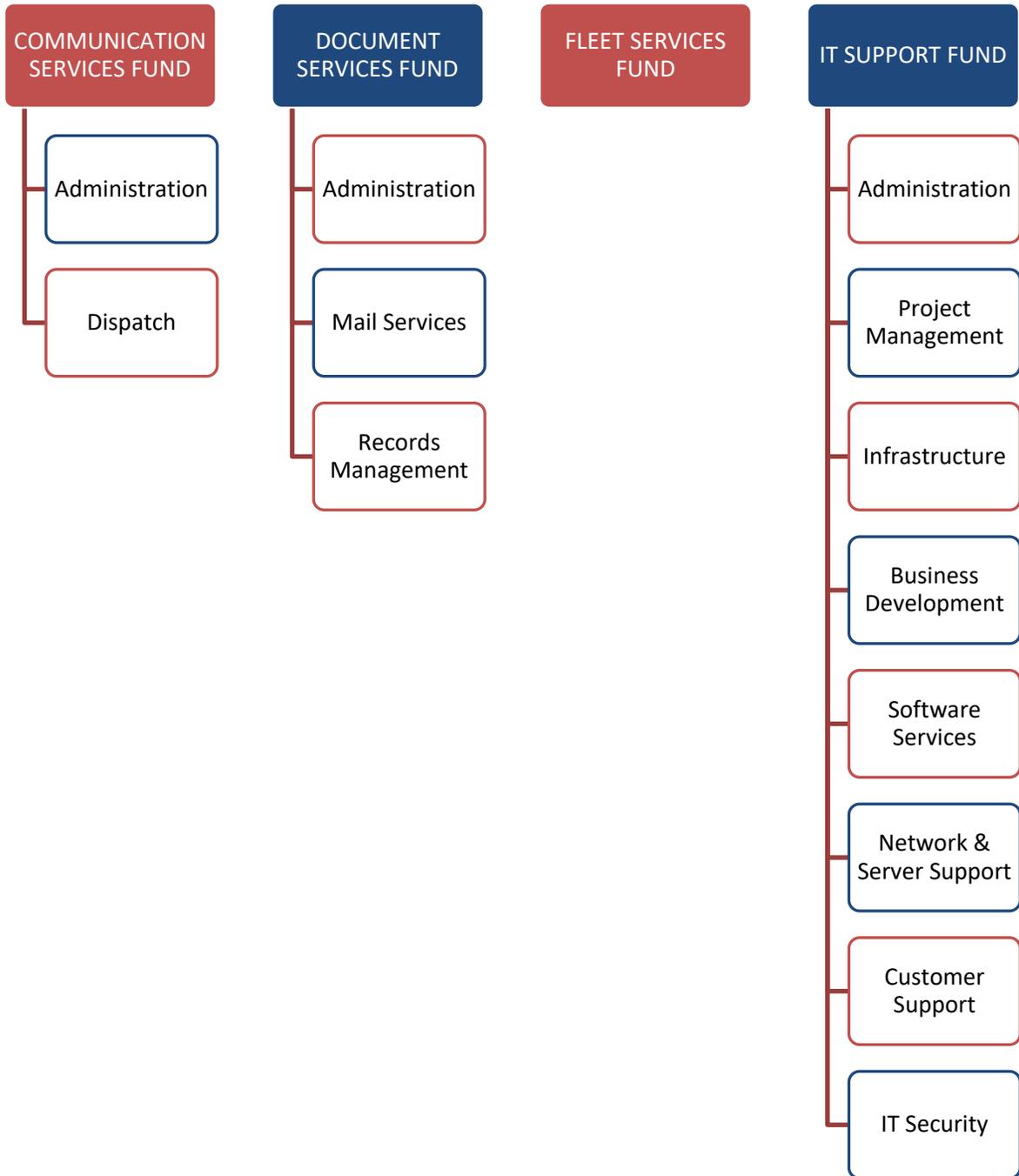
# Special Revenue Funds

## STREET MAINTENANCE FUND FY 2024 Operating Position

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>BEGINNING BALANCE</b>	\$ 8,531,221	\$ 5,794,160	\$ 5,794,160	\$ 2,370,657
<b>REVENUES:</b>				
Sales Tax Revenue	\$ 24,111,555	\$ 22,817,720	\$ 25,034,902	\$ 26,161,473
Interest Revenue	204,620	170,249	177,110	824,005
<b>TOTAL REVENUES</b>	\$ 24,316,175	\$ 22,987,969	\$ 25,212,012	\$ 26,985,478
<b>INTERFUND TRANSFERS:</b>				
To Debt Service Fund - TMRS Reimbursement	\$ (182,473)	\$ (182,473)	\$ (182,473)	\$ (182,473)
To Operating Reserve	(1,375,902)	(1,230,013)	(1,611,155)	(72,780)
From General Fund	1,164,427	2,416,527	2,205,936	2,650,529
From General Fund - Traffic	5,258,493	4,789,739	4,592,998	4,794,807
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 4,864,546	\$ 5,793,780	\$ 5,005,305	\$ 7,190,083
<b>TOTAL AVAILABLE FUNDS</b>	\$ 37,711,941	\$ 34,575,909	\$ 36,011,477	\$ 36,546,218
<b>EXPENDITURES:</b>				
Sales Tax Supported Division	\$ 26,087,461	\$ 27,236,073	\$ 27,091,887	\$ 28,431,895
General Fund Supported Division	1,164,427	2,416,527	1,955,936	2,900,529
Traffic Signals - GF Supported	1,544,123	1,918,805	1,787,432	1,961,531
Traffic Signs & Markings - GF Supported	1,846,554	960,885	955,166	969,724
Street Light Maintenance - GF Supported	1,867,816	1,910,049	1,850,400	1,863,552
<b>TOTAL EXPENDITURES</b>	\$ 32,510,382	\$ 34,442,339	\$ 33,640,820	\$ 36,127,231
<b>ENDING BALANCE</b>	\$ 5,201,560	\$ 133,570	\$ 2,370,657	\$ 418,987

# Internal Service Funds

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



# Internal Service Funds

## COMMUNICATION SERVICES FUND: Jonathan Ingols, Interim 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

- 113 Authorized Positions
- Budget Break Down
 

Personnel Services	\$9,831,456
Operating Expenses	4,394,034
<b>Total</b>	<b>\$14,225,490</b>

### Budget Highlights

- One-time Funding for Dispatch Console Furniture Replacement \$800,000
- One-time Funding for Dispatch Center Carpet Replacement \$80,000
- One-time Funding for Dispatch Center Chair Replacement \$60,000
- One-time Funding for Towed Vehicle Database \$24,000
- Increased Recurring Funding for the CAD System Maintenance \$27,115
- Increased Recurring Funding for Radio System Maintenance \$20,309
- Increased Recurring Funding for Pay Increases for Communications Services Staff \$519,131

### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Fire Department	63.3%	19.0%	9.6%	1.9%	1.3%	0.4%	4.4%	19.0%	81.0%

\* Includes General Fund and Communication Services Fund Employees

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

# Internal Service Funds

## Scorecard

Communication Services Fund Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Fire P1 and P2 Calls Dispatched within 25 Seconds (average)	13.17	16.38	12.56	25.00
Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2.17	3.12	3.10	2.00
9-1-1 calls answered within 10 seconds	89.73%	90.39%	91%	90%
Police E and P1 (emergency) calls dispatched within 120 seconds	76.68%	72.74%	73%	80%
<b>Workload Measures</b>				
9-1-1 Dispatch Center Calls for Service (Calls from 9-1-1 Phone Switch)	402,089	392,123	371,144	415,000
Police Calls for Service Handled and Processed by PD Dispatch	249,219	261,720	249,716	260,000
Emergency Calls	1,341	1,494	1,288	2,500
Priority 1 Calls	68,215	74,630	70,968	74,500
Priority 2 Calls	46,883	46,713	47,424	55,000
Priority 3 Calls	132,780	138,887	130,036	128,000
Officer Initiated (not included in total)	51,479	105,174	102,168	52,000
Ambulance Dispatched Calls for Service	64,044	57,704	58,692	62,500
Fire Dispatched Calls for Service	54,170	57,292	55,308	60,000
Fires	3,477	4,249	3,904	4,000
Emergency Medical Service	39,644	37,190	39,184	37,000
Other	11,049	15,853	12,220	18,100
Dispatched Animal Services After-Hours Calls for Service	958	1,045	964	900

## Communication Services Fund

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Administration	\$ 1,725,247	\$ 1,831,117	\$ 1,812,597	\$ 1,856,969
Dispatch	9,389,540	10,646,835	10,181,976	12,368,521
<b>TOTAL</b>	<b>\$ 11,114,787</b>	<b>\$ 12,477,952</b>	<b>\$ 11,994,573</b>	<b>\$ 14,225,490</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	113	113	113	113
Personnel Services	\$ 8,194,890	\$ 9,199,947	\$ 8,729,054	\$ 9,831,456
Operating Expenses	2,919,896	3,278,005	3,265,520	4,394,034
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 11,114,787</b>	<b>\$ 12,477,952</b>	<b>\$ 11,994,573</b>	<b>\$ 14,225,490</b>

# Internal Service Funds

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## COMMUNICATION SERVICES FUND FY 2024 Operating Position

	<b>Adopted FY 2024</b>
<b>BEGINNING BALANCE</b>	\$ 2,151,102
REVENUES:	
Communication Services Chargebacks	\$ 10,621,501
Intergovernmental Revenue - Tarrant County	-
Other Revenue - UTA	46,080
Other Revenue - Pantego	24,709
Other Revenue - DWG	14,112
Other Revenue - PSAP	-
<b>TOTAL REVENUES</b>	<u>\$ 10,706,402</u>
INTERFUND TRANSFERS:	
From General Fund	\$ -
From Convention & Event Services Fund	1,750,281
<b>TOTAL INTERFUND TRANSFERS</b>	<u>\$ 1,750,281</u>
<b>TOTAL AVAILABLE FUNDS</b>	\$ 14,607,785
EXPENDITURES:	
Administration	\$ 1,856,969
Dispatch	12,368,521
<b>TOTAL EXPENDITURES</b>	<u>\$ 14,225,490</u>
<b>ENDING BALANCE</b>	\$ 382,295

# Internal Service Funds

## DOCUMENT SERVICES: Jay Warren, Director

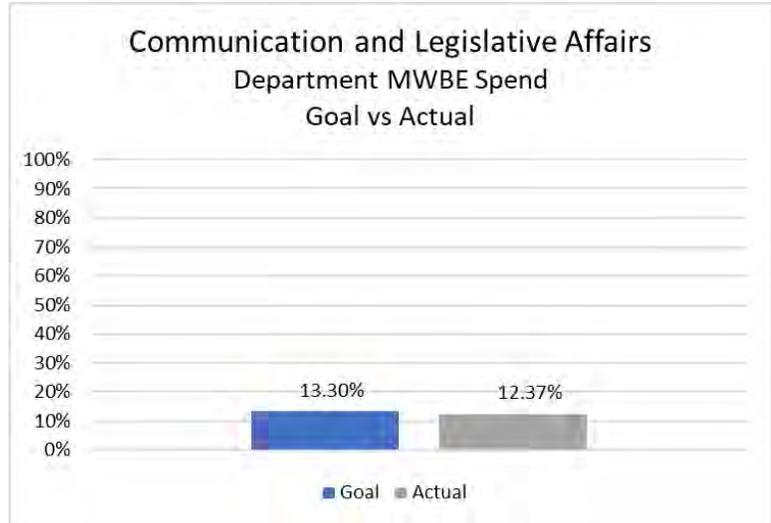
### Department Narrative

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

### At A Glance

- 5 Authorized Positions
- Budget Break Down
 

Personnel Services	\$412,347
Operating Expenses	1,954,223
<b>Total</b>	<b>\$2,366,570</b>



### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
COMLA	33.3%	31.4%	27.5%	2.0%	2.0%	2.0%	2.0%	78.4%	21.6%

\* Includes General Fund and Document Services Fund Employees

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

### Document Services Fund Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Administration	\$ 1,193,257	\$ 1,253,089	\$ 1,120,444	\$ 1,260,969
Mail Services	905,178	953,987	843,860	956,307
Records Management	135,629	147,283	141,246	149,294
<b>TOTAL</b>	<b>\$ 2,234,064</b>	<b>\$ 2,354,359</b>	<b>\$ 2,105,550</b>	<b>\$ 2,366,570</b>

# Internal Service Funds

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	5	5	5	5
Personnel Services	\$ 380,246	\$ 400,721	\$ 373,739	\$ 412,347
Operating Expenses	1,853,818	1,953,638	1,731,811	1,954,223
Capital Outlay	-	-	-	-
TOTAL	\$ 2,234,064	\$ 2,354,359	\$ 2,105,550	\$ 2,366,570

# Internal Service Funds

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## DOCUMENT SERVICES FUND FY 2024 Operating Position

	<b>Adopted FY 2024</b>
<b>BEGINNING BALANCE</b>	\$ 93,226
REVENUES:	
Space Rental for Print Shop	\$ 2,556
Managed Print Services	650,000
Sales - Mail Services	1,000,000
Sales - Information Resource Center	420,000
Sales - Records Management	140,000
Parking Meter Revenue	<u>3,500</u>
<b>TOTAL REVENUES</b>	\$ 2,216,056
	7,500
INTERFUND TRANSFERS:	
To Debt Service Fund - TMRS Reimbursement	\$ (26,595)
From General Fund - Support of Proprietary Fund	<u>100,000</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 73,405
<b>TOTAL AVAILABLE FUNDS</b>	\$ 2,382,687
EXPENDITURES:	
Administration	\$ 1,260,969
Mail Services	956,307
Records Management	<u>149,294</u>
<b>TOTAL EXPENDITURES</b>	\$ 2,366,570
<b>ENDING BALANCE</b>	\$ 16,117

# Internal Service Funds

## FLEET SERVICES FUND: Nora Coronado, Director

### Department Narrative

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

### At A Glance

- 1 Authorized Position
- Budget Break Down
 

Personnel Services	\$127,736
Operating Expenses	6,892,437
Capital Outlay	5,148,735
<b>Total</b>	<b>\$12,168,908</b>

### Business Plan Goals and Objectives

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

### Budget Highlights

- One-time Funding for Out-of-Life Fleet Replacement \$1,300,000
- Increased Recurring Funding for Out-of-Life Fleet Replacement \$775,000

### Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Asset Management	55.6%	27.8%	2.8%	11.1%	2.8%	0.0%	0.0%	13.9%	86.1%

\* Includes General Fund and Fleet Services Fund Employees

### City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

### Scorecard

Fleet Services Fund Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
Percent of City-wide Fleet beyond service life	25%	28%	20%	20%
Percentage of customers satisfied or very satisfied with fleet services	83%	91%	80%	80%
Turnaround Time Standards:				
Target Vehicles/Turnaround in 24 Hours	71%	83%	80%	80%
Target Vehicles/Turnaround in 48 Hours	21%	68%	85%	85%
Target Vehicles/Turnaround in 72 Hours	New Measure in FY 2022	66%	90%	90%
Percent of Vehicles Unfinished after 72 Hours	New Measure in FY 2023		8%	8%

# Internal Service Funds

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	1	1	1	1
Personnel Services	\$ 103,941	\$ 123,435	\$ 123,660	\$ 127,736
Operating Expenses	6,335,802	7,524,062	6,838,710	6,892,437
Capital Outlay	2,588,306	3,073,735	3,066,337	5,148,735
<b>TOTAL</b>	<b>\$ 9,028,049</b>	<b>\$ 10,721,232</b>	<b>\$ 10,028,707</b>	<b>\$ 12,168,908</b>

# Internal Service Funds

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## FLEET SERVICES FUND FY 2024 Operating Position

	<b>Adopted FY 2024</b>
<b>BEGINNING BALANCE</b>	\$ 611,857
REVENUES:	
Fuel	\$ 3,000,000
Maintenance & Operation	7,337,486
Miscellaneous (Subro, Auctions)	<u>316,000</u>
<b>TOTAL REVENUES</b>	\$ 10,653,486
INTERFUND TRANSFERS:	
(To) / From Fleet Fuel Reserve	\$ -
From General Fund - Vehicles	<u>1,075,000</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 1,075,000
<b>TOTAL AVAILABLE FUNDS</b>	\$ 12,340,343
EXPENDITURES:	
Fleet Services	\$ 4,020,173
Fuel	3,000,000
Vehicles	<u>5,148,735</u>
<b>TOTAL EXPENDITURES</b>	\$ 12,168,908
<b>ENDING BALANCE</b>	\$ 171,435

# Internal Service Funds

## INFORMATION TECHNOLOGY: Enrique Martinez, Chief Information Officer

### Department Narrative

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

### At A Glance

- 67 Authorized Positions
- Budget Break Down
 

Personnel Services	\$9,016,109
Operating Expenses	12,518,731
Capital Outlay	1,308,174
<b>Total</b>	<b>\$22,843,014</b>

### Business Plan 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
  - Objective: Increase Convenience for the Customer

### Budget Highlights

- New Customer Support Analyst \$85,991 (Offset)
- New Systems Account Administrator \$107,552 (Offset)
- New Fiber and Structured Cabling Specialist \$107,552 (Offset)
- New Information Security Analyst II \$123,588 (Offset)
- Enterprise IT Projects \$3,598,710
  - FY 2023 Projects Carry-forward
  - PDS – Document Management Improvement
  - PDS – Permitting Solution, Amanda Replacement
  - APD – Electronic Security (Access Control)
  - PW – Signal System Upgrade Analysis
  - PDS – ArlingtonPermits.com Enhancements Phase II
  - MC – Online Jury Module
  - APD – Brazos Modules Projects
  - PDS – Special Events Permitting Solution
  - Governance Projects Contractor Funds
- One-time Funding for Kronos Replacement \$361,000
- One-time Funding for Cybersecurity Risk Assessment \$150,000
- Increased Recurring Funding for Software Maintenance and Licenses Cost Increase \$321,608 (Partially Offset)
- Increased Recurring Funding for Kronos Replacement \$120,000
- Increased Recurring Funding for Access Control System Support \$50,000



# Internal Service Funds

## Department Diversity By Race and Gender

	White	Hispanic or Latino	Black or African American	Asian	American Indian and Alaska Native	Native Hawaiian and Other Pac. Islander	Some Other or Two or More Races	Female	Male
City of Arlington Population	37.6%	29.9%	22.4%	6.6%	0.2%	0.3%	3.1%	51.0%	49.0%
City Organization	51.8%	22.0%	18.4%	3.5%	0.8%	0.2%	3.3%	38.0%	62.0%
Information Technology	52.5%	15.3%	11.9%	15.3%	0.0%	0.0%	5.1%	30.5%	69.5%

## City-wide Budget Impacts

FY 2024 expenditures are impacted by compensation adjustments effective October 2023 ranging from 2%-6% that vary by job family.

## Scorecard

Information Technology Key Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Target
File server availability	99%	99.98%	99%	99%
Website availability	98.67%	99.84%	99%	99%
Network uptime	99%	99.52%	99%	99%
Email Phishing/Snag Rate	3.25%	2.38%	3%	3%
Helpdesk abandon rate	6.9%	9.18%	8%	8%
Percentage of customers satisfied or very satisfied with IT Services	New Measure in FY 2023		80%	80%
Governance Projects Schedule (Active vs. Actual)	New Measure in FY 2023		75%	75%
Governance Projects Budget (Planned vs. Actual)	New Measure in FY 2023		78%	78%

## Information Technology Fund Expenditures

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Administration	\$ 440,842	\$ 346,915	\$ 349,879	\$ 337,749
Project Management	817,558	1,014,609	876,795	960,412
Business Development	541,852	713,510	729,942	735,878
Software Services	3,885,980	4,522,439	4,321,114	5,033,288
Network Support	2,058,926	2,144,985	2,181,982	2,284,591
Server Support	2,585,155	3,100,548	2,916,844	2,875,559
Customer Support	3,310,296	3,986,182	3,941,308	4,249,988
IT Security	786,948	1,025,231	1,256,220	1,344,739
IT Projects	705,360	2,491,800	1,023,800	5,020,810
TOTAL	\$ 15,132,917	\$ 19,346,219	\$ 17,597,884	\$ 22,843,014

# Internal Service Funds

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## Authorized Positions and Expenditures by Category

	<b>Actual FY 2022</b>	<b>Budgeted FY 2023</b>	<b>Estimated FY 2023</b>	<b>Adopted FY 2024</b>
Authorized Positions	58	63	63	67
Personnel Services	\$ 6,644,771	\$ 8,494,806	\$ 7,896,736	\$ 9,016,109
Operating Expenses	8,488,146	10,851,413	9,701,148	12,518,731
Capital Outlay	-	-	-	1,308,174
<b>TOTAL</b>	<b>\$ 15,132,917</b>	<b>\$ 19,346,219</b>	<b>\$ 17,597,884</b>	<b>\$ 22,843,014</b>

# Internal Service Funds

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## INFORMATION TECHNOLOGY SUPPORT FUND FY 2024 Operating Position

	<b>Adopted FY 2024</b>
<b>BEGINNING BALANCE</b>	\$ 1,973,742
<b>TOTAL REVENUES</b>	\$ 19,174,534
INTERFUND TRANSFERS:	
From General Fund - One-time Projects	\$ 1,957,295
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 1,957,295
<b>TOTAL AVAILABLE FUNDS</b>	\$ 23,105,571
EXPENDITURES:	
Administration	\$ 337,749
Project Management	960,412
Business Development	735,878
Software Services	5,033,288
Network Support	2,284,591
Server Support	2,875,559
Customer Support	4,249,988
IT Security	1,344,739
IT Projects	5,020,810
<b>TOTAL EXPENDITURES</b>	\$ 22,843,014
<b>ENDING BALANCE</b>	\$ 262,557

# Debt Service Fund

The Debt Service Fund is used to accumulate resources for the payment of principal and interest on the City's general long-term debt not financed by proprietary funds. The fund's primary source of revenue is ad valorem taxes. The debt service tax rate in FY 2024 is 18.18¢ per \$100 valuation. Total revenues in FY 2024 are budgeted at \$73,756,255.

## DEBT SERVICE FUND FY 2024 Operating Position

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>BEGINNING BALANCE</b>	\$ 4,371,459	\$ 5,135,283	\$ 3,853,865	\$ 1,982,891
REVENUES:				
Ad Valorem Taxes	\$ 63,397,757	\$ 67,624,595	\$ 67,644,882	\$ 71,456,818
Premium / Proceeds	425,547	800,000	800,000	800,000
Interest and Miscellaneous Revenue	<u>335,418</u>	<u>309,801</u>	<u>322,286</u>	<u>1,499,437</u>
<b>TOTAL REVENUES</b>	\$ 64,158,721	\$ 68,734,396	\$ 68,767,168	\$ 73,756,255
INTERFUND TRANSFERS:				
From Grant Funds - TMRS Reimbursement	\$ 168,815	\$ 168,815	\$ 168,815	\$ 168,815
From Operating Funds - TMRS Reimbursement	<u>1,367,509</u>	<u>1,367,509</u>	<u>1,367,509</u>	<u>1,367,509</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 1,536,324	\$ 1,536,324	\$ 1,536,324	\$ 1,536,324
<b>TOTAL AVAILABLE FUNDS</b>	\$ 70,066,504	\$ 75,406,003	\$ 74,157,357	\$ 77,275,470
EXPENDITURES:				
Principal / Interest Payments	\$ 65,131,528	\$ 71,313,216	\$ 71,313,216	\$ 74,153,579
Issuance Fees	488,302	800,000	800,000	800,000
Agent Fees	<u>-</u>	<u>61,250</u>	<u>61,250</u>	<u>64,000</u>
<b>TOTAL EXPENDITURES</b>	\$ 65,619,830	\$ 72,174,466	\$ 72,174,466	\$ 75,017,579
<b>ENDING BALANCE</b>	\$ 4,446,675	\$ 3,231,537	\$ 1,982,891	\$ 2,257,891

# Debt Service Fund

Description of Debt	Outstanding	FY 2024	FY 2024	FY 2024
	Balance	Principal	Interest	Total
Permanent Improvement and Refunding Bonds, Series 2012A	4,695,000	1,565,000	140,850	1,705,850
Permanent Improvement Refunding Bonds, Series 2012B	1,140,000	1,140,000	34,200	1,174,200
Permanent Improvement Bonds, Series 2013A	2,940,000	980,000	89,425	1,069,425
Combination Tax and Revenue Certificates of Obligation, Series 2014	15,920,000	1,450,000	553,550	2,003,550
Permanent Improvement Bonds, Series 2014	7,965,000	725,000	276,913	1,001,913
Permanent Improvement Refunding Bonds, Series 2015B	4,930,000	1,370,000	147,900	1,517,900
Permanent Improvement Bonds, Series 2015A	19,200,000	1,600,000	682,000	2,282,000
Permanent Improvement Refunding Bonds, Series 2016	29,715,000	3,755,000	1,153,700	4,908,700
Permanent Improvement Bonds, Series 2016A	22,365,000	1,725,000	670,950	2,395,950
Combination Tax and Revenue Certificates of Obligation, Series 2016B	10,395,000	800,000	333,850	1,133,850
Combination Tax and Revenue Certificates of Obligation, Series 2016C	4,245,000	1,415,000	94,098	1,509,098
Permanent Improvement Refunding Bonds, Series 2017A	10,380,000	2,600,000	493,000	3,093,000
Combination Tax and Revenue Certificates of Obligation, Series 2017	2,440,000	610,000	74,725	684,725
Permanent Improvement Bonds, Series 2017	40,890,000	2,925,000	1,515,250	4,440,250
Combination Tax and Revenue Certificates of Obligation, Series 2018	2,525,000	505,000	87,113	592,113
Permanent Improvement Bonds, Series 2018	40,650,000	2,710,000	1,476,950	4,186,950
Combination Tax and Revenue Certificates of Obligation, Series 2019	3,210,000	535,000	133,750	668,750
Permanent Improvement Refunding Bonds, Series 2019	44,690,000	2,795,000	1,732,000	4,527,000
Permanent Improvement Refunding Bonds, Series 2020	3,415,000	150,000	127,050	277,050
Combination Tax and Revenue Certificates of Obligation, Series 2020	4,584,000	1,405,000	227,500	1,632,500
Permanent Improvement Bonds, Series 2020A	35,445,000	2,085,000	1,417,800	3,502,800
General Obligation Pension Bonds Taxable, Series 2020	148,065,000	9,035,000	2,316,959	11,351,959
Permanent Improvement Bonds, Series 2021A	28,630,000	1,595,000	1,049,900	2,644,900
Permanent Improvement Refunding Bonds, Series 2021B	6,550,000	815,000	319,300	1,134,300
Permanent Improvement Refunding Bonds, Series 2022A	79,075,000	4,165,000	3,662,550	7,827,550
Permanent Improvement Refunding Bonds, Series 2023A	59,960,000	3,000,000	3,199,264	6,199,264
Permanent Improvement Refunding Bonds, Series 2023B	14,715,000	0	688,033	688,033
<b>Total</b>	<b>648,734,000</b>	<b>51,455,000</b>	<b>22,698,579</b>	<b>74,153,579</b>

Paying Agent Fees				64,000
		<b>Total</b>		<b>74,217,579</b>

Description of Debt	Outstanding	FY 2024	FY 2024	FY 2024
	Balance	Principal	Interest	Total
Venue Special Tax Revenue Bonds Series 2017	96,725,000	5,700,000	4,693,750	10,393,750
Venue Special Tax Revenue Bonds Series 2018A	266,080,000	-	12,594,000	12,594,000
Venue Special Tax Revenue Bonds Series 2018B	20,985,000	875,000	831,264	1,706,264
Venue Special Tax Revenue Bonds Series 2018C	93,595,000	575,000	4,665,375	5,240,375
<b>Total</b>	<b>477,385,000</b>	<b>7,150,000</b>	<b>22,784,389</b>	<b>29,934,389</b>

Paying Agent Fees				24,460
		<b>Total</b>		<b>29,958,849</b>

Description of Debt	Outstanding	FY 2024	FY 2024	FY 2024
	Balance	Principal	Interest	Total
WWS Revenue TWDB Clean Bonds, Series 2010	4,855,000	695,000	71,765	766,765
WWS Revenue Bonds, Series 2012	7,470,000	830,000	149,265	979,265
WWS Revenue Bonds, Series 2013A	4,450,000	445,000	35,600	480,600
WWS Revenue TWDB Bonds, Series 2014	1,870,000	170,000	28,781	198,781
WWS Revenue Bonds, Series 2014A	7,315,000	665,000	241,063	906,063
WWS Revenue & Refunding Bonds, Series 2014B	830,000	830,000	24,900	854,900
WWS Revenue Bonds, Series 2015A	10,920,000	910,000	382,200	1,292,200
WWS Revenue & Refunding Bonds, Series 2015B	4,700,000	1,185,000	176,350	1,361,350
WWS Revenue TWDB Bonds, Series 2016	1,345,000	105,000	4,866	109,866
WWS Revenue Bonds, Series 2016A	25,470,000	1,960,000	881,750	2,841,750
WWS Revenue TWDB Bonds, Series 2017	3,250,000	250,000	29,300	279,300
WWS Revenue Bonds, Series 2017A	28,195,000	2,015,000	1,012,075	3,027,075
WWS Revenue TWDB Bonds, Series 2017B	8,420,000	605,000	93,818	698,818
WWS Revenue TWDB Bonds, Series 2018	3,425,000	245,000	29,807	274,807
WWS Revenue Bonds, Series 2018A	24,540,000	1,640,000	973,575	2,613,575
WWS Revenue Bonds, Series 2019A	20,910,000	1,310,000	784,400	2,094,400
WWS Revenue & Refunding Bonds, Series 2019B	8,770,000	1,735,000	350,800	2,085,800
WWS Revenue TWDB Bonds, Series 2019C	3,540,000	225,000	6,776	231,776
WWS Revenue TWDB Bonds, Series 2019D	63,600,000	3,975,000	87,450	4,062,450
WWS Revenue & Refunding Bonds Taxable, Series 2020A	3,085,000	445,000	114,500	559,500
WWS Revenue Bonds, Series 2021	39,665,000	2,205,000	1,476,850	3,681,850
WWS Revenue Bonds, Series 2022A	19,315,000	1,020,000	897,238	1,917,238
WWS Revenue Bonds, Series 2023A	7,180,000	355,000	319,851	674,851
WWS Revenue Bonds, Series 2023B	5,880,000	-	230,309	230,309
<b>Total</b>	<b>309,000,000</b>	<b>23,820,000</b>	<b>8,403,288</b>	<b>32,223,288</b>

Paying Agent Fees				20,750
		<b>Total</b>		<b>32,244,038</b>

Description of Debt	Outstanding	FY 2024	FY 2024	FY 2024
	Balance	Principal	Interest	Total
Municipal Drainage Utility System Revenue Bonds , Series 2017	6,295,000	450,000	213,638	663,638
Municipal Drainage Utility System Revenue Bonds , Series 2018	4,125,000	275,000	146,094	421,094
Municipal Drainage Utility System Revenue Bonds , Series 2019	5,415,000	340,000	199,850	539,850
Municipal Drainage Utility System Revenue Bonds , Series 2020A	8,360,000	495,000	288,763	783,763
Municipal Drainage Utility System Revenue Refunding Bonds, Taxable Series 202	10,335,000	1,420,000	158,978	1,578,978
Municipal Drainage Utility System Revenue Bonds , Taxable Series 2021	7,550,000	420,000	285,400	705,400
Municipal Drainage Utility System Revenue Bonds , Taxable Series 2022	9,045,000	480,000	433,250	913,250
Municipal Drainage Utility System Revenue Bonds , Taxable Series 2023	4,705,000	235,000	209,724	444,724
<b>Total</b>	<b>55,830,000</b>	<b>4,115,000</b>	<b>1,935,697</b>	<b>6,050,697</b>

Paying Agent Fees				5,250
		<b>Total</b>		<b>6,055,947</b>

# Capital Improvement Program

## Process for Capital Improvements



# Capital Improvement Program

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## Identification of Needs

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

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

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

**The Citizen's Bond Committee brings Arlington residents directly into the capital improvement process by facilitating a face-to-face meeting between City staff and citizens.** Citizens are selected for the committee by the City Council through an application process. Once selected, the Committee is given comprehensive information regarding City priorities on capital improvements, as well as recommendations from staff. City staff then takes input on needs identification and even offers tours to capital improvement sites. The CBC met in 2022, **for the City's next bond election.** The 2023 Bond election was voted on and approved by the voters in May 2023.

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

## Citizen Bond Election

After stakeholder input is gathered, a comprehensive list of capital improvement projects is identified. As necessary, in May or November of a given year, a bond election is held to allow the general public to vote on the **City's ability to sell general obligation** bonds to fund this list of projects. The result of the election is a specific dollar amount in general obligation bonds and certificates of obligation that the City is authorized to sell. The City will then use this authorization to sell bonds each year, within the **constraints of the City's** financial policies, until the authorization has been exhausted. The City recently held a bond election on May 2023, which gave authorization to sell \$278.3 million in general obligation bonds. The City currently has \$263.3 million in remaining authorization from the 2023 Election and \$48.5 remaining from the 2018 bond election.

## Capital Improvement Plan

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

## Capital Budget

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

# Capital Improvement Program

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Arlington's Capital Budget cycle spans from October to March, when the Capital Budget is adopted. This process begins with the City's Capital Budget Executive Committee. The Committee last met in October 2022 to discuss a priority project list for the use of the remaining City's 2018 Bonds and the 2023 New Bond authorization. In developing the capital budget, the Capital Budget Executive Committee considered a variety of factors on the decision-making process, including:

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

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

## Bond Sales

A bond sale occurs annually, the amount of which dictates the appropriation approval of the Capital Budget. In this action, the City sells bonds on the open market and incurs debt to finance the cost of building the capital projects as identified on the Capital Budget. Voter-approved general obligation bonds and non-voter-approved certificates of obligation serve as the primary sources of funding for general capital projects. These include capital initiatives such as parks construction and improvements, land acquisition, public works projects, building construction for public safety, and airport improvements, among others. The City's ability to sell bonds depends on the remaining authorization from bond elections, the City's tax rate and property values that support the bonds, and the ability for the City to meet its stated debt management ratio targets, found in the financial policies section of this document. The City most recently sold bonds to fund capital projects in June of 2023 for \$129 million, utilizing authorization from 2018 bond elections. The City also amended the FY 2023 Capital Budget to include the most recent 2023 May Bond Election projects.

## 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 2024 tax rate of \$0.5898 per \$100 in assessed valuation, \$0.1818 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 principle) so as not to burden future taxpayers. In general, the City issues twenty-year debt with an average life of nine years. On average, the City retires approximately \$26 million in general obligation and certificates of obligation debt principle annually. As this debt is retired, it allows the City the capacity to issue more bonds to fund new capital projects for future bond elections.

# Capital Improvement Program

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## Capital Budget vs. Operating Budget

Although the City's Capital Budget and Operating Budget are adopted in two separate cycles during the fiscal year, they are nonetheless connected. **The City's bifurcated tax rate is the most prominent example of this. As stated above, the City's total FY 2024 tax rate of \$0.5898 is divided between an operating levy (\$0.4080) and a debt service levy (\$0.1818).** 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 2024, the City is currently budgeting for approximately a \$2.4 million in transfers from capital funds for service charges.

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

# Capital Improvement Program

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## **FY 2024 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 2024 Capital Budget and Reimbursement Resolution

### **April**

Internal activities in preparation for the bond sale

Adoption of Resolution for Notice of Intent to Sell Bonds

Meeting with Rating Agencies

### **June**

Bond Sale

### **August/September**

Calculate Debt Capacity for FY 2025

# Capital Improvement Program

FISCAL YEARS 2023-2028 CAPITAL BUDGET										
Bond Yr	Department	Project	Adopted Nov 2022	Adopted March 2023	Amendment 2023	Preliminary 2024	Preliminary 2025	Preliminary 2026	Preliminary 2027	Preliminary 2028
n/a	Police	Police Facility Improvements	\$1,460,053	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2018	Fire	Fire Station #8 Rebuild		\$9,450,000	\$4,500,000	\$0	\$0	\$0	\$0	\$0
2018/2023	Police	Police Evidence Storage Facility			\$15,000,000	\$0	\$0	\$0	\$0	\$0
2018/2023	Fire	Fire Station #18 New Construction		\$0	\$0	\$910,000	\$12,840,000	\$0	\$0	\$0
2023	Public Safety	Public Safety Facility Improvements		\$0	\$0	\$5,285,000	\$0	\$545,000		
PUBLIC SAFETY FACILITIES			\$1,460,053	\$9,450,000	\$19,500,000	\$6,195,000	\$12,840,000	\$545,000	\$0	\$0
2017	Parks & Recreation	Active Adult Center	\$19,121,863	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2018	Parks & Recreation	Richard Simpson Park Improvements Phase III		\$0	\$0	\$0	\$0	\$0	\$0	\$0
2018	Parks & Recreation	River Legacy Park Trail Replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$0
2018	Parks & Recreation	Johnson Creek Trail (Meadowbrook to Julia Burgen Park)		\$1,105,000	\$0	\$2,200,000	\$0	\$0	\$0	\$0
2018	Parks & Recreation	Youth Athletic Complex Acquisition		\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$0
2018	Parks & Recreation	High Oak Park Improvements		\$0	\$0	\$515,000	\$0	\$0	\$0	\$0
2018	Parks & Recreation	Multi-Generational Center Design		\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0
2023	Parks & Recreation	Playground Replacements		\$0	\$0	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
2023	Parks & Recreation	NL Robinson Park Development - Phase I		\$0	\$0	\$175,000	\$0	\$1,500,000	\$0	\$0
2023	Parks & Recreation	Elzie Odom Athletic Center Improvements		\$0	\$0	\$300,000	\$0	\$2,700,000	\$0	\$0
2023	Parks & Recreation	Woodland West Park Aquatic Facility		\$0	\$0	\$1,000,000	\$0	\$6,000,000	\$0	\$0
2023	Parks & Recreation	Felder Road Park Improvements		\$0	\$0	\$225,000	\$0	\$1,875,000	\$0	\$0
2023	Parks & Recreation	Village Creek Trail Development		\$0	\$0	\$0	\$700,000	\$6,170,000	\$0	\$0
PARKS AND RECREATION TOTAL			\$19,121,863	\$1,105,000	\$0	\$10,215,000	\$1,500,000	\$19,045,000	\$800,000	\$800,000
2018	Public Works	Signal/ITS Annual Program		\$1,250,000	\$0	\$1,250,000	\$1,250,000	\$0	\$0	\$0
2018	Public Works	Irrigation Repair Program		\$68,000	\$0	\$68,000	\$68,000	\$0	\$0	\$0
2018	Public Works	Residential Rebuild Program		\$7,300,000	\$0	\$5,015,000	\$4,870,000	\$0	\$0	\$0
2018	Public Works	Sidewalk Program		\$1,400,000	\$0	\$1,400,000	\$1,400,000	\$0	\$0	\$0
2018	Public Works	Materials Testing Program		\$437,000	\$0	\$437,000	\$437,000	\$0	\$0	\$0
2018	Public Works	Grant Matching Funds Annual Program		\$375,000	\$0	\$375,000	\$375,000	\$0	\$0	\$0
2018	Public Works	Intersection Improvements (9 locations)		\$3,000,000	\$0	\$3,000,000	\$3,000,000	\$0	\$0	\$0
2018	Public Works	Debbie Lane (City Limits to SH360)		\$0	\$0	\$0	\$0	\$0	\$0	\$0
2018	Public Works	Mansfield Webb (Silo to Collins)		\$11,550,000	\$0	\$0	\$0	\$0	\$0	\$0
2018	Public Works	Mitchell Street (Collins to Perrin)		\$5,235,000	\$0	\$0	\$0	\$0	\$0	\$0
2018	Public Works	Matlock Road (Green Oaks Blvd to Sublett Rd)		\$1,000,000	\$0	\$7,020,000	\$0	\$0	\$0	\$0
2018	Public Works	Downtown Pedestrian Crossing		\$700,000	\$0	\$6,300,000	\$0	\$0	\$0	\$0
2023	Public Works	Randal Mill (Cooper Street to Collins Street)		\$0	\$0	\$11,000,000	\$24,845,000	\$0	\$0	\$0
2023	Public Works	Irrigation Repair Program		\$0	\$0	\$40,000	\$40,000	\$140,000	\$140,000	\$140,000
2023	Public Works	Residential Rebuild Program		\$0	\$0	\$3,820,000	\$7,875,000	\$15,020,000	\$8,635,000	\$8,815,000
2023	Public Works	Materials Testing Program		\$0	\$0	\$200,000	\$200,000	\$600,000	\$625,000	\$625,000
2023	Public Works	Sidewalk Program		\$0	\$0	\$250,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
2023	Public Works	Intersection Improvements (9 locations)		\$0	\$0	\$0	\$100,000	\$3,300,000	\$3,300,000	\$3,300,000
2023	Public Works	Safe Routes to School Program		\$0	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000
2023	Public Works	Signal/ITS Annual Program		\$0	\$0	\$0	\$0	\$2,500,000	\$2,500,000	\$2,500,000
2023	Asst Mgmt	Public Works South Field Operations New Construction		\$0	\$0	\$0	\$0	\$9,000,000	\$0	\$0
2023	Public Works	Park Row Drive (New York Ave to SH 360)		\$0	\$0	\$0	\$0	\$6,000,000	\$37,000,000	\$0
2023	Public Works	Sherry Street (Park Row to Pioneer Parkway)		\$0	\$0	\$0	\$0	\$3,200,000	\$3,000,000	\$19,260,000
2023	Public Works	Mansfield Webb (S Collins to New York Ave)		\$0	\$0	\$0	\$0	\$6,500,000	\$6,500,000	\$26,990,000
PUBLIC WORKS TOTAL			\$0	\$32,315,000	\$0	\$39,925,000	\$45,210,000	\$42,260,000	\$64,200,000	\$64,130,000
2018	Asst Mgmt	Facility Improvements Program	\$4,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2023	Asst Mgmt	Downtown City Administration Buildings		\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0
DOWNTOWN CITY ADMIN TOTAL			\$4,800,000	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0
2023	Asst Mgmt	Library Facilities	0	0	0		\$450,000	\$650,000		
LIBRARIES TOTAL			\$0	\$0	\$0	\$0	\$450,000	\$650,000	\$0	\$0
GRAND TOTAL			\$25,381,916	\$42,870,000	\$19,500,000	\$59,335,000	\$60,000,000	\$62,500,000	\$65,000,000	\$64,930,000

# Capital Improvement Program

<b>FISCAL YEARS 2023-2027 STORMWATER UTILITY CAPITAL BUDGET</b>						
<u>Department</u>	<u>Project</u>	<u>Proposed 2023</u>	<u>Preliminary 2024</u>	<u>Preliminary 2025</u>	<u>Preliminary 2026</u>	<u>Preliminary 2027</u>
<b>Drainage Improvements</b>						
Stormwater Utility	Annual Localized Drainage Projects	\$400,000	\$850,000	\$1,800,000	\$1,750,000	\$5,450,000
Stormwater Utility	2022 Drainage Improvements	\$2,000,000	\$0	\$0	\$0	\$0
Stormwater Utility	Marquis Circle and Shorewood Drainage Improvements	\$0	\$1,000,000	\$0	\$0	\$0
Stormwater Utility	Bonneville Greenbrook Drainage Improvements	\$0	\$0	\$5,000,000	\$0	\$0
Stormwater Utility	California Lane Drainage Improvements	\$9,500,000	\$400,000	\$0	\$4,000,000	\$0
Stormwater Utility	Harvest Hills & Briar Meadow Drainage Improvements	\$2,500,000	\$5,500,000	\$0	\$0	\$0
Stormwater Utility	JC-9 (Cooper to Collins)	\$0	\$1,000,000	\$0	\$6,000,000	\$1,000,000
Stormwater Utility	Tributary CC2(360 to Susan)	\$0	\$0	\$2,000,000	\$3,500,000	\$0
Stormwater Utility	Mondavie Drainage Improvements	\$1,000,000	\$0	\$0	\$0	\$0
Stormwater Utility	VC(A)-1- Ridgewood Terrace to Sylvan Drainage Improvements	\$0	\$800,000	\$4,200,000	\$0	\$0
Stormwater Utility	Glasgow Paisley Westador Drainage Improvements	\$0	\$3,500,000	\$0	\$0	\$0
Stormwater Utility	Iris Firewood Drainage Improvements (Study)	\$0	\$250,000	\$0	\$0	\$1,500,000
Stormwater Utility	Jason Drive Drainage Improvements	\$200,000	\$0	\$0	\$2,000,000	\$0
Stormwater Utility	Milby Delk Drainage Improvements (Study)	\$0	\$250,000	\$0	\$0	\$1,500,000
Stormwater Utility	Allegheny/Apache/Cochise Drainage Improvements	\$0	\$350,000	\$0	\$0	\$1,500,000
Stormwater Utility	Forest Edge North (includes channel south of RR)	\$150,000	\$0	\$200,000	\$0	\$1,500,000
Stormwater Utility	Spanish Trail at outfall to San Ramon	\$200,000	\$0	\$1,000,000	\$0	\$0
Stormwater Utility	Wesley Drainage Improvements	\$0	\$150,000	\$0	\$200,000	\$0
Stormwater Utility	Randol Mill Road (Cooper to Collins) Drainage Improvements	\$0	\$0	\$0	\$0	\$0
<b>Floodplain Management</b>						
Stormwater Utility	Voluntary Flood Mitigation Buyouts	\$0	\$500,000	\$500,000	\$500,000	\$500,000
Stormwater Utility	WF(A)-2 at North Cooper	\$0	\$0	\$5,000,000	\$0	\$0
Stormwater Utility	North Fish Regional Detention	\$0	\$0	\$0	\$0	\$2,500,000
Stormwater Utility	Webb Ferrell Bridge Replacement	\$500,000	\$0	\$5,000,000	\$0	\$0
Stormwater Utility	Shorewood Drive Culvert Improvements at VC(A)-6	\$150,000	\$0	\$1,000,000	\$0	\$0
Stormwater Utility	WF(A)-2 Tributary 2 at Cleburn Drive	\$0	\$200,000	\$0	\$1,000,000	\$0
Stormwater Utility	RC-7 Ruidoso Bardin Culvert Improvement	\$0	\$0	\$715,000	\$0	\$4,000,000
Stormwater Utility	WF(A)-2 Tributary 1.3 at Lincoln Drive	\$0	\$0	\$0	\$220,000	\$0
Stormwater Utility	Mansfield Webb Road Culvert Improvements at Bowman Branch	\$0	\$0	\$0	\$300,000	\$0
Stormwater Utility	WF(A)-2 Tributary 1 Detention Pond at Van Buren and Local Drainage Improvements	\$0	\$0	\$0	\$225,000	\$0
Stormwater Utility	Bowman Springs to Crossgate Channel and Culvert Improvements	\$0	\$0	\$0	\$0	\$615,000
<b>Maintenance</b>						
Stormwater Utility	Annual Bridge, Channel and Infrastructure Maintenance	\$1,600,000	\$1,500,000	\$2,000,000	\$2,500,000	\$2,000,000
Stormwater Utility	Annual Maintenance Contract (Misc Concrete)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Stormwater Utility	Dredging	\$50,000	\$250,000	\$0	\$50,000	\$50,000
Stormwater Utility	Ditch Maintenance	\$0	\$150,000	\$100,000	\$100,000	\$500,000
Stormwater Utility	Ditch Improvements (Arbrook, Beverly, Colorado, Oak Creek)	\$0	\$1,450,000	\$0	\$0	\$0
Stormwater Utility	Ditch Improvements (Dan Gould, Wood, Bell, Renee, Waterview, Chaperito, Jewell)	\$0	\$2,000,000	\$0	\$0	\$0
Stormwater Utility	Ditch Improvements (Rocky Canyon and Gibbins)	\$0	\$1,150,000	\$0	\$0	\$0
Stormwater Utility	2022 Outfall Improvements (Estates Above Wimbledon, Lake Country, and Oak Gate)	\$0	\$2,100,000	\$0	\$0	\$0
Stormwater Utility	Stormwater Infrastructure Evaluations	\$0	\$500,000	\$500,000	\$500,000	\$500,000
<b>Annual Contracts or Programs</b>						
Stormwater Utility	Construction Materials Testing	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	Irrigation	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Stormwater Utility	Development Review (Flood Study and Detention Analysis)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	Stormwater CIP Services	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	Stormwater Review Consulting	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	Survey and Elevation Certificates	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Stormwater Utility	Flood Monitoring System	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Stormwater Utility	Grant Application Preparation	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	Internal Charges	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
<b>GRAND TOTAL</b>		<b>\$19,325,000</b>	<b>\$24,925,000</b>	<b>\$30,090,000</b>	<b>\$23,920,000</b>	<b>\$24,190,000</b>

# Capital Improvement Program

FISCAL YEARS 2023- 2027 WATER UTILITY CAPITAL BUDGET							
Department	Project	Proposed 2023	Amendment 2023	Preliminary 2024	Preliminary 2025	Preliminary 2026	Preliminary 2027
Water Utilities	Technology and Equipment	\$1,075,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000
Water Utilities	Meter Infrastructure	\$2,920,000	\$0	\$2,920,000	\$1,100,000	\$1,100,000	\$1,100,000
Water Utilities	Water Operations	\$3,110,000	\$0	\$2,805,000	\$2,805,000	\$2,855,000	\$2,855,000
Water Utilities	Elevated Storage Tank	\$75,000	\$0	\$975,000	\$8,575,000	\$175,000	\$75,000
Water Utilities	Water and Sewer Main	\$19,800,000	\$0	\$28,270,000	\$12,180,000	\$18,140,000	\$20,180,000
Water Utilities	Water Treatment	\$4,780,000	\$2,700,000	\$3,245,000	\$25,800,000	\$2,930,000	\$4,825,000
Water Utilities	Joint Arterial Street Rebuild	\$790,000	\$0	\$8,900,000	\$4,000,000	\$4,050,000	\$4,550,000
Water Utilities	Joint Drainage Projects w/Public Works	\$5,250,000	\$0	\$10,520,000	\$4,600,000	\$7,500,000	\$4,000,000
Water Utilities	Residential Rebuilds	\$3,970,000	\$0	\$4,350,000	\$4,350,000	\$4,350,000	\$4,400,000
<b>GRAND TOTAL</b>		<b>\$41,770,000</b>	<b>\$2,700,000</b>	<b>\$62,235,000</b>	<b>\$63,660,000</b>	<b>\$41,350,000</b>	<b>\$42,235,000</b>

# Capital Improvement Program

Certificates of Obligation Five Year History							
<u>Fiscal</u> <u>Year</u>	<u>Department</u>	<u>Project</u>	<u>Amount</u>	<u>Final Cost or</u> <u>Cost to Date</u>	<u>Status</u>	<u>Start Date</u>	<u>Completion</u> <u>Date</u>
2019	Fire	Fire Heavy Fleet Replacement	\$2,692,336	\$2,692,336	Completed	Apr-19	Oct-19
2019	Parks	Tiera Verde HVAC	\$750,000	\$612,012	Completed	Mar-19	Sep-20
2019	Parks	Playground Replacement	\$1,140,000	\$863,348	Completed	Sep-19	Jan-21
2019	Parks	River Legacy Parking Lot Renovations	\$350,000	\$286,186	In-progress	Sep-19	N/A
2019	Public Works & Trans.	Facility Maintenance	\$1,000,000	\$1,000,000	completed	N/A	N/A
		2019 Sub-Total	\$13,042,336	\$10,781,954			
2020	Fire	Aircraft Rescue & Firefighting (ARFF Unit)	\$750,000	\$750,000	Completed	Apr-20	Dec-21
2020	Fire	Fire Heavy Fleet Replacement	\$655,000	\$655,000	Completed	Apr-20	May-21
2020	Fire	Dispatch Services CAD Data Storage	\$800,000	\$581,388	In-progress	Apr-20	Dec-21
2020	N/A	Storm Water Infrastructure	\$3,200,000	\$3,200,000	In-progress	Aug-20	N/A
2020	N/A	Radio Lease	\$4,915,000	\$4,915,000	Completed	Oct-20	Jun-21
		2020 Sub-Total	\$15,235,000	\$10,101,388			
2021	N/A	No CO's Sold	\$0	\$0	N/A	N/A	N/A
		2021 Sub-Total	\$0	\$0			
2022	N/A	No CO's Sold	\$0	\$0	N/A	N/A	N/A
		2022 Sub-Total	\$0	\$0			
2023	N/A	No CO's Sold	\$0	\$0	N/A	N/A	N/A
		2023 Sub-Total	\$0	\$0			

# Capital Improvement Program

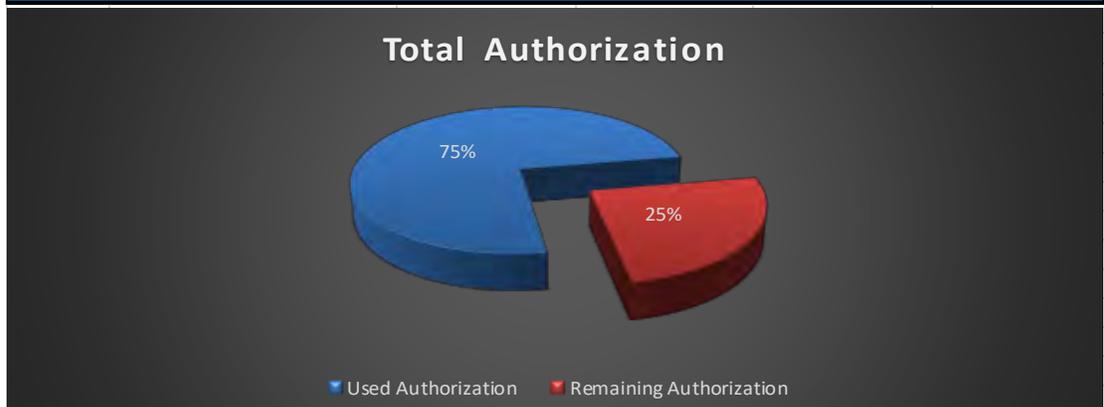
Bond Election History by Bond Election		
1994 Bond Election		
Purpose		Voter Authorized Amount
Proposition 1	Fire	\$3,130,000
Proposition 2	Police	\$3,600,000
Proposition 3	Parks	\$5,375,000
Proposition 4	Street, Drainage, Traffic	\$98,360,000
TOTAL		\$110,465,000
1997 Parks Bond Election		
Purpose		Voter Authorized Amount
All Propositions	Parks Acquisition, Development, Renovations	\$37,860,000
TOTAL		\$37,860,000
1999 Bond Election		
Purpose		Voter Authorized Amount
Proposition 1	Streets and Traffic Mobility	\$85,520,000
Proposition 2	Police Department	\$4,250,000
Proposition 3	Fire Department	\$7,605,000
Proposition 4	Libraries	\$3,725,000
TOTAL		\$101,100,000
February 2003 Bond Election		
Purpose		Voter Authorized Amount
Proposition 1	Animal Shelter	\$2,665,000
Proposition 2	Fire Station Facilities	\$4,935,000
Proposition 3	Library Equipment	\$2,435,000
Proposition 4	Police Facilities	\$10,935,000
TOTAL		\$20,970,000
November 2003 Bond Election		
Purpose		Voter Authorized Amount
Proposition 1	Street and Transportation Improvements	\$83,635,000
Proposition 2	Traffic Flow and Air Quality	\$400,000
TOTAL		\$84,035,000
2005 Parks Bond Election		
Purpose		Voter Authorized Amount
All Propositions	Parks Acquisition, Development, Renovations	\$13,600,000
TOTAL		\$13,600,000
November 2008 Bond Election		
Purpose		Voter Authorized Amount
Proposition 1	Parks and Recreation	\$15,500,000
Proposition 2	Streets and Traffic	\$103,735,000
Proposition 3	Libraries	\$500,000
Proposition 4	Fire	\$9,090,000
TOTAL		\$128,825,000
November 2014 Bond Election		
Purpose		Voter Authorized Amount
Proposition 1	Parks and Recreation	\$60,000,000
Proposition 2	Streets and Traffic	\$160,130,000
Proposition 3	Libraries	\$6,090,000
Proposition 4	Fire	\$9,780,000
TOTAL		\$236,000,000
November 2017 Bond Election		
Purpose		Voter Authorized Amount
Proposition 1	Parks and Recreation	\$45,000,000
November 2018 Bond Election		
Purpose		Voter Authorized Amount
Proposition 1	Parks and Recreation	\$19,165,000
Proposition 2	Streets and Traffic	\$137,835,000
Proposition 3	Facilities	\$8,000,000
Proposition 4	Fire & Police	\$24,500,000
TOTAL		\$189,500,000
May 2023 Bond Election		
Purpose		Voter Authorized Amount
Proposition A	Streets Improvements	\$219,460,000
Proposition B	Parks and Recreation	\$24,645,000
Proposition C	Public Safety	\$30,080,000
Proposition D	City Facilities	\$3,000,000
Proposition E	Library	\$1,100,000
TOTAL		\$278,285,000
Bond Elections Combined Total		\$1,245,640,000

# Capital Improvement Program

Bond Election History By Department			
Community Services			
2003	Proposition 1	Animal shelter	\$2,665,000
TOTAL			\$2,665,000
Fire Department			
1994	Proposition 1	Fire Department	\$3,130,000
1999	Proposition 3	Fire Department	\$7,605,000
2003	Proposition 2	Fire Station Facilities	\$4,935,000
2008	Proposition 4	Fire	\$9,090,000
2014	Proposition 4	Fire	\$9,780,000
2018	Proposition 4	Fire	\$18,500,000
2023	Proposition C	Fire	\$15,080,000
TOTAL			\$68,120,000
Library			
1999	Proposition 4	Libraries	\$3,725,000
2003	Proposition 3	Library Equipment	\$2,435,000
2008	Proposition 3	Libraries	\$500,000
2014	Proposition 3	Library	\$6,090,000
2023	Proposition E	Library	\$1,100,000
TOTAL			\$13,850,000
Parks and Recreation Department			
1994	Proposition 3	Parks and Recreation	\$5,375,000
1997	All Propositions	Parks Acquisition, Development, Renovations	\$37,860,000
2005	All Propositions	Parks Acquisition, Development, Renovations	\$13,600,000
2008	Proposition 1	Parks and Recreation	\$15,500,000
2014	Proposition 1	Parks and Recreation	\$60,000,000
2017	Proposition 1	Parks and Recreation	\$45,000,000
2018	Proposition 2	Parks and Recreation	\$19,165,000
2023	Proposition B	Parks and Recreation	\$24,645,000
TOTAL			\$221,145,000
Police Department			
1994	Proposition 4	Police Department	\$3,600,000
1999	Proposition 2	Police Department	\$4,250,000
2003	Proposition 4	Police Department	\$10,935,000
2018	Proposition 4	Police Department	\$6,000,000
2023	Proposition C	Police Department	\$15,000,000
TOTAL			\$39,785,000
City Facilities			
2018	Proposition 4	City Facilities	\$8,000,000
2023	Proposition D	City Facilities	\$3,000,000
TOTAL			\$11,000,000
Public Works and Transportation Department			
1994	Proposition 4	Streets, Drainage, Traffic	\$98,360,000
1999	Proposition 1	Streets and Traffic Mobility	\$85,520,000
2003	Proposition 2	Traffic Flow and Air Quality	\$400,000
2003	Proposition 1	Street and Transportation Improvements	\$83,635,000
2008	Proposition 2	Streets and Traffic	\$103,735,000
2014	Proposition 2	Streets and Transportation	\$160,130,000
2018	Proposition 2	Streets and Transportation	\$137,835,000
2023	Proposition A	Streets and Transportation	\$219,460,000
TOTAL			\$889,075,000
Bond Elections Combined Total			\$1,245,640,000

# Capital Improvement Program

Remaining Bond Issuance Authorization by Bond Election					
Bond Year	Proposition/ Department	Total Authorization	Used Authorization	Remaining Authorization	Percent Complete
1994	Fire	\$3,130,000	\$3,130,000	\$0	100.00%
1994	Police	\$3,600,000	\$3,600,000	\$0	100.00%
1994	Parks	\$5,375,000	\$5,375,000	\$0	100.00%
1994	Street, Drainage, Traffic	\$98,360,000	\$98,360,000	\$0	100.00%
1997	Parks	\$37,860,000	\$37,860,000	\$0	100.00%
1999	Library	\$3,725,000	\$3,725,000	\$0	100.00%
1999	Police	\$4,250,000	\$4,250,000	\$0	100.00%
1999	Fire	\$7,605,000	\$7,605,000	\$0	100.00%
1999	Street, Drainage, Traffic	\$85,520,000	\$85,520,000	\$0	100.00%
2003	Traffic Management	\$400,000	\$400,000	\$0	100.00%
2003	Library	\$2,435,000	\$2,435,000	\$0	100.00%
2003	Animal Control	\$2,665,000	\$2,665,000	\$0	100.00%
2003	Fire	\$4,935,000	\$4,935,000	\$0	100.00%
2003	Police	\$10,935,000	\$10,935,000	\$0	100.00%
2003	Street, Drainage, Traffic	\$83,635,000	\$83,635,000	\$0	100.00%
2005	Parks	\$13,600,000	\$13,600,000	\$0	100.00%
2008	Library	\$500,000	\$500,000	\$0	100.00%
2008	Fire	\$9,090,000	\$9,090,000	\$0	100.00%
2008	Parks	\$15,500,000	\$15,500,000	\$0	100.00%
2008	Street, Traffic	\$103,735,000	\$103,735,000	\$0	100.00%
2014	Fire	\$9,780,000	\$9,780,000	\$0	100.00%
2014	Library	\$6,090,000	\$6,090,000	\$0	100.00%
2014	Parks and Recreation	\$60,000,000	\$60,000,000	\$0	100.00%
2014	Street, Traffic	\$160,130,000	\$160,130,000	\$0	100.00%
2017	Active Adult Center	\$45,000,000	\$45,000,000	\$0	100.00%
2018	Fire & Police	\$24,500,000	\$20,000,000	\$4,500,000	81.63%
2018	City Facilities	\$8,000,000	\$8,000,000	\$0	100.00%
2018	Parks and Recreation	\$19,165,000	\$11,450,000	\$7,715,000	59.74%
2018	Streets and Transportation	\$137,835,000	\$101,570,000	\$36,265,000	73.69%
2023	Street Improvements	\$219,460,000	\$0	\$219,460,000	0.00%
2023	Parks and Recreation	\$24,645,000	\$0	\$24,645,000	0.00%
2023	Fire & Police	\$30,080,000	\$15,000,000	\$15,080,000	49.87%
2023	City Facilities	\$3,000,000	\$0	\$3,000,000	0.00%
2023	Library	\$1,100,000	\$0	\$1,100,000	0.00%
<b>TOTAL</b>		<b>\$1,245,640,000</b>	<b>\$933,875,000</b>	<b>\$311,765,000</b>	<b>74.97%</b>



# Capital Improvement Program

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

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

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

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

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

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

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

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

**STORMWATER CAPITAL PROJECT FUNDS (5011, 5012)** – The primary purpose of this fund is to account for improvements to the City's storm water drainage system. Funds are provided through a combination of available stormwater fees and bond sales.

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

**WATER CAPITAL PROJECT FUNDS (5003, 5004, 5005, 5006, 5007)** – The primary purpose of this fund is to account for improvements and extensions to the City's water, wastewater and reclaimed water system. Funds are provided through a combination of available pay-go and bond sales.

# Capital Improvement Program

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# Other Budget Information

Approved Budget Proposals General Fund							
Dept.	Budget Proposal	Description	FY 2024 Amount	Offset	Recurring	One-time	FTE
Asset Mgmt.	FY24-AM-CS01	Custodial - Special Services (Janitorial Contract)	370,233		370,233		
Asset Mgmt.	FY24-AM-CS02	Custodial Supplies	20,696		20,696		
Asset Mgmt.	FY24-AM-CS03	FY 2023 Project Carry-forward - 101 Center Parking Garage Improvements	149,000	149,000			
Asset Mgmt.	FY24-AM-CS04	FY 2023 Project Carry-forward - City Tower Improvements	235,000	235,000			
Asset Mgmt.	FY24-AM-CS05	Increased General Building Maintenance	875,000		875,000		
Asset Mgmt.	FY24-AM-CS06	ARP Absorption - Fund FY 2021 Frozen Positions	110,965		110,965		
Audit	FY24-AUD-CS01	Software Maintenance	2,000		2,000		
Bus. Div.	FY24-BUS-NP01	Professional Consultant	90,000		90,000		
Bus. Div.	FY24-BUS-NP04	Spark - Business Resource Center	21,600		21,600		
Bus. Div.	FY24-BUS-NP05	Mileage for Local Travel	3,600		3,600		
Bus. Div.	FY24-BUS-NP06	Programs Expos and Workshops	25,000		25,000		
Bus. Div.	FY24-BUS-NP07	Staff Training and Development	8,000		8,000		
Bus. Div.	FY24-BUS-NP08	Supplies	4,500		4,500		
CAO	FY24-CAO-CS01	ARP Absorption - Fund FY 2021 Frozen Positions	191,059		191,059		
CAO	FY24-CAO-NP03	Paid Internship Program	18,018		18,018		
CLA	FY24-CLA-CS01	ARP Absorption - Fund FY 2021 Frozen Positions	132,310		132,310		
CLA	FY24-CLA-NP01	Social Media Promotion	54,000		54,000		
CLA	FY24-CLA-NP03	Website Improvements	123,750		115,750	8,000	
Code	FY24-CODE-NP01	Tool Sharing Program	142,093		64,772	77,321	1
Code	FY24-CODE-NP04	Homeless Camp Mitigation	178,024		95,691	82,333	1
Code	FY24-CODE-NP05	Code Staffing Stabilization	305,410		305,410		
Code	FY24-CODE-NP06	Sr. Code Compliance Officer	125,455		125,455		1
Finance	FY24-FIN-CS01	Tarrant Appraisal District Assessment Services	117,119		117,119		
Finance	FY24-FIN-CS02	External Audit Costs	32,500		32,500		
Finance	FY24-FIN-CS03	Bank Fees	84,000	84,000			
Finance	FY24-FIN-CS04	ARP Absorption - Fund FY 2021 Frozen Positions	81,845		81,845		
Finance	FY24-FIN-NP01	Financial System Administrator	99,369		96,364	3,005	1
Finance	FY24-FIN-NP02	Annual Comprehensive Financial Report Preparation Software	7,000		7,000		
Finance	FY24-FIN-NP03	Finance 8th Floor Remodel and Furniture Replacement Program	140,000			140,000	
Fire	FY24-FIR-CS01	Language Pay Increase	26,000		26,000		
Fire	FY24-FIR-CS02	ARP Absorption - Fund FY 2021 Frozen Positions	875,918		875,918		
Fire	FY24-FIR-NP01	Fire Captain	148,389		148,389		1
Fire	FY24-FIR-NP02	Special Pay - Certification - EMT Pay	481,200		481,200		
Fire	FY24-FIR-NP04	Bunker Gear (Fourth/Final Round of Second Set)	370,323			370,323	
Fire	FY24-FIR-NP05	Four Personnel Staffing	3,782,809		3,782,809		40
Fire	FY24-FIR-NP06	Four Personnel Staffing Upfit	368,000			368,000	
Fire	FY24-FIR-NP07	Fire Station Alerting System Update	281,495			281,495	
Fire	FY24-FIR-NP08	Candidate Physical Ability Test (CPAT)	60,000		60,000		
Fire	FY24-FIR-NP09	Health & Fitness Provider	282,000		282,000		
Fire	FY24-FIR-NP10	Fire Apparatus	1,950,000			1,950,000	
HR	FY24-HR-CS01	Contract for Third Party Claims Administration Services	7,609		7,609		
HR	FY24-HR-NP02	Compensation Specialist	89,660		89,660		1
HR	FY24-HR-NP03	Risk Management Insurance Increase	348,647		348,647		
HR	FY24-HR-NP04	Risk Management Software	55,000		55,000		
Library	FY24-LIB-CS01	Language Pay Increase	8,000		8,000		
Library	FY24-LIB-NP01	Replace the carpet at the Southwest Branch Library	91,220			91,220	
Library	FY24-LIB-NP02	Data plan for technology available for public check out at the library	73,260			73,260	
Library	FY24-LIB-NP03	Add one full-time Customer Service Assistant for Downtown Services	49,661	49,661			1
Library	FY24-LIB-NP04	Add one full-time Customer Service Assistant for Branches Services	49,661	49,661			1
Non-Dept.	FY24-NDP-CS01	Increase for Citizen Satisfaction Survey	20,000		20,000		
Non-Dept.	FY24-NDP-CS02	Increase in costs for Security Guard contract	127,000		127,000		
Non-Dept.	FY24-NDP-CS03	ERP System Costs/Implementation	212,757		51,067	161,690	
Non-Dept.	FY24-NDP-CS05	Downtown Arlington Mgmt. Corp. & Downtown Banners	80,000		30,000	50,000	
Non-Dept.	FY24-NDP-CS06	ERP Project Carry-forward - Adaptive and Workforce Planning	630,000	630,000			
Non-Dept.	FY24-NDP-NP01	Contract Routing and Digital Signature Software	35,000		35,000		
Non-Dept.	FY24-NDP-NP02	Small Business Capacity Building Initiative	550,000			550,000	
Non-Dept.	FY24-NDP-NP03	Department Over-hire Contingency Program	1,000,000			1,000,000	
Parks	FY24-PRK-CS01	Mowing Contracts CPI Increase/Budget Adjustment	371,628		371,628		
Parks	FY24-PRK-CS05	Building Maintenance Funds	75,000		75,000		
Parks	FY24-PRK-CS06	ARP Absorption - Fund FY 2021 Frozen Positions	661,068		661,068		
Parks	FY24-PRK-NP01	Active Adult Center Base Funding	653,995		653,995		11
Parks	FY24-PRK-NP02	Park Development Operations & Maintenance	61,200		61,200		
Parks	FY24-PRK-NP07	Linear Trail Litter Pick-up	125,000		125,000		
Parks	FY24-PRK-NP10	SE Green Oaks Green Screen Project	175,000			175,000	
Parks	FY24-PRK-NP11	Lead Aquatics Maintenance Tech	70,459		70,459		1
Planning	FY24-PDS-NP01	Conversion of Two part-time positions to Two full-time positions	258,420	22,000	110,276	126,144	2
Planning	FY24-PDS-NP02	Reclassification of Health Services staff	25,032		25,032		
Planning	FY24-PDS-NP03	New Full-time Streetscape Inspector	104,414		73,553	30,861	1
Planning	FY24-PDS-NP04	Conversion of a Part-Time position to a Full-Time Planner	79,434	26,851	46,873	5,710	1
Planning	FY24-PDS-NP08	Combination Inspector Overfill	74,830		44,553	30,277	
Planning	FY24-PDS-NP10	Professional Services for Form Based Code - (Lincoln Square/I-30 and Collins Area)	250,000		65,000	185,000	
Planning	FY24-PDS-NP11	Office Space Reconfiguration	16,000			16,000	
Planning	FY24-PDS-NP12	Environmental Health Inspector Upgrade	29,747		29,747		

# Other Budget Information

Approved Budget Proposals General Fund							
Dept.	Budget Proposal	Description	FY 2024 Amount	Offset	Recurring	One-time	FTE
Police	FY24-POL-CS02	Increased Fleet Maintenance Costs	188,401		188,401		
Police	FY24-POL-CS03	Increased Taser Contract Costs	29,308		29,308		
Police	FY24-POL-CS04	Community Program Support	50,000		50,000		
Police	FY24-POL-CS05	Alliance for Children Support	5,110		5,110		
Police	FY24-POL-CS06	Increased Clothing Allowance	85,200		85,200		
Police	FY24-POL-CS07	Language Pay Increase	38,000		38,000		
Police	FY24-POL-CS08	ARP Absorption - Fund FY 2021 Frozen Positions	1,750,765		1,750,765		
Police	FY24-POL-NP06	AISD SRO Expansion	619,856	502,975	65,267	51,614	5
PWK	FY24-PWK-CS01	Survey Reclassifications	-		-		
PWK	FY24-PWK-CS02	Abram Street Bollard System	50,000		50,000		
PWK	FY24-PWK-CS03	Engineering License Training and Testing Fees	3,750		3,750		
PWK	FY24-PWK-CS04	Increase Traffic Counting Supplies	10,000		10,000		
PWK	FY24-PWK-CS05	Advertising for Job Vacancies	13,500		13,500		
PWK	FY24-PWK-CS06	ADA Updated Transition Plan	450,000			450,000	
PWK	FY24-PWK-NP02	Signal System Engineer Position Levels	-		-		
PWK	FY24-PWK-NP05	Replace Office Chairs - Inspection/Survey	9,000			9,000	
PWK	FY24-PWK-NP07	PWK Conference Rooms Upgrades	75,514			75,514	
TRNSP	FY24-TDP-CS01	Arlington On-Demand Service Costs	600,000		600,000		
TRNSP	FY24-TDP-CS02	Aviation Utilities And Staffing	25,450		25,450		
TRNSP	FY24-TDP-CS03	Aviation Contract Tower Maintenance	2,000		2,000		
TRNSP	FY24-TDP-NP01	Handitran Software Migration	103,668		103,668		
TRNSP	FY24-TDP-NP02	Safety Action Plan	25,000		25,000		
TRNSP	FY24-TDP-NP03	Aviation Management Software	12,000		12,000		
TRNSP	FY24-TDP-NP04	Grants Coordinator	90,716	81,378		9,338	1
TRNSP	FY24-TDP-NP06	DOE Multimodal Delivery Grant	52,754			52,754	
<b>General Fund Total</b>			<b>23,122,374</b>	<b>1,830,526</b>	<b>14,867,989</b>	<b>6,423,859</b>	<b>70</b>

Approved Budget Proposals Other Funds							
Dept.	Budget Proposal	Description	FY 2024 Amount	Offset	Recurring	One-time	FTE
Dispatch	FY24-DIS-CS01	CAD System Maintenance	27,115		27,115		
Dispatch	FY24-DIS-CS02	Radio System Maintenance	20,309		20,309		
Dispatch	FY24-DIS-NP01	DSUA Reclassification	-		-		
Dispatch	FY24-DIS-NP02	Pay Increases for Communications Services Staff	519,131		519,131		
Dispatch	FY24-DIS-NP03	Dispatch Console Furniture Replacement	800,000			800,000	
Dispatch	FY24-DIS-NP04	Dispatch Center Carpet Replacement	80,000			80,000	
Dispatch	FY24-DIS-NP05	Dispatch Center Chair Replacement	60,000			60,000	
Dispatch	FY24-DIS-NP06	Towed Vehicle Database	24,000			24,000	
<b>Communication Services Fund Total</b>			<b>1,530,555</b>	<b>-</b>	<b>566,555</b>	<b>964,000</b>	<b>-</b>
Fleet	FY24-FLT-CS01	Out-of-Life Fleet Replacement	2,075,000		775,000	1,300,000	
<b>Fleet Services Fund Total</b>			<b>2,075,000</b>	<b>-</b>	<b>775,000</b>	<b>1,300,000</b>	<b>-</b>
IT	FY24-IT-CS01	Software Maintenance and Licenses Cost Increase	321,608	109,357	212,251		
IT	FY24-IT-CS02	Kronos Replacement	481,000		120,000	361,000	
IT	FY24-IT-CS03	Access Control System Support	50,000		50,000		
IT	FY24-IT-NP03	Customer Support Analyst	85,991	78,091		7,900	1
IT	FY24-IT-NP04	Cybersecurity Risk Assessments	150,000			150,000	
IT	FY24-IT-NP06	Systems Account Administrator (Account Management)	107,552	107,552			1
IT	FY24-IT-NP07	Information Security Analyst II	123,588	123,588			1
IT	FY24-IT-NP09	Fiber and Structured Cabling Specialist	107,552	107,552			1
IT	FY24-IT-PRO01	Enterprise IT Project: FY 2023 Projects Carry-forward	634,000	634,000			
IT	FY24-IT-PRO02	Enterprise IT Project: PDS – Document Management Improvement	300,000			300,000	
IT	FY24-IT-PRO03	Enterprise IT Project: PDS – Permitting Solution, Amanda Replacement	1,500,000			1,500,000	
IT	FY24-IT-PRO04	Enterprise IT Project: APD – Electronic Security (Access Control)	319,710		50,000	269,710	
IT	FY24-IT-PRO05	Enterprise IT Project: PW – Signal System Upgrade Analysis	375,000		375,000		
IT	FY24-IT-PRO06	Enterprise IT Project: PDS – ArlingtonPermits.com Enhancements Phase II	25,000			25,000	
IT	FY24-IT-PRO07	Enterprise IT Project: MC – Online Jury Module	150,000		70,000	80,000	
IT	FY24-IT-PRO08	Enterprise IT Project: APD – Brazos Modules Projects	65,000		36,000	29,000	
IT	FY24-IT-PRO09	Enterprise IT Project: PDS – Special Events Permitting Solution	45,000		45,000		
IT	FY24-IT-PRO10	Governance Projects Contractor Funds	185,000			185,000	
<b>Information Technology Internal Services Fund Total</b>			<b>5,026,001</b>	<b>1,160,140</b>	<b>958,251</b>	<b>2,907,610</b>	<b>4</b>

# Other Budget Information

Approved Budget Proposals Other Funds							
Dept.	Budget Proposal	Description	FY 2024 Amount	Offset	Recurring	One-time	FTE
CES	FY24-CES-CS01	ACVB Funding Increase	450,000		450,000		
CES	FY24-CES-CS02	Arlington Cultural Tourism Council Funding Increase	150,000		150,000		
CES	FY24-CES-NP01	Public Area Carpet Replacement	600,000			600,000	
CES	FY24-CES-NP02	Convention Center Hallway Improvements	1,900,000			1,900,000	
		<b>Convention Event Services Fund Total</b>	<b>3,100,000</b>	<b>-</b>	<b>600,000</b>	<b>2,500,000</b>	<b>-</b>
PPF	FY24-GLF-CS01	Golf/Food & Beverage Budget Adjustment	92,202	92,202			
PPF	FY24-GLF-CS02	TRGC Maintenance - Sr. Landscape Techs & Irrigation Tech	209,947	209,947			4
PPF	FY24-REC-CS01	Rental/Lake Services Budget Adjustment	22,700	22,700			
PPF	FY24-REC-CS02	ATC Restroom Improvements (extension from FY23)	700,000			700,000	
PPF	FY24-REC-CS03	MARS Swimming Contract Budget Adjustment	50,000	50,000			
PPF	FY24-REC-NP01	Active Adult Center Staffing and Budget Funding	927,789	600,528	327,261		
		<b>Park Performance Fund Total</b>	<b>2,002,638</b>	<b>975,377</b>	<b>327,261</b>	<b>700,000</b>	<b>4</b>
SMF	FY24-SMF-NP01	PW New South Field Operations Facility & Stormwater Compliance	250,000	250,000			
SMF	FY24-SMF-NP06	Replace Overhead Digital Message Signs	90,000		90,000		
SMF	FY24-SMF-NP07	Contracted Street Maintenance	5,000,000	5,000,000			
		<b>Street Maintenance Fund Total</b>	<b>5,340,000</b>	<b>5,250,000</b>	<b>90,000</b>	<b>-</b>	<b>-</b>
SWUF	FY24-SW-CS01	Street Sweeping Contract Increase	38,250		38,250		
SWUF	FY24-SW-CS02	Channel Mowing Contract Increase	7,500		7,500		
SWUF	FY24-SW-CS03	Increase for SWUF Debt Costs	820,353		820,353		
SWUF	FY24-SW-CS04	PILOT Increase in SWUF	3,205		3,205		
SWUF	FY24-SW-CS05	Increase in Environmental Collection Costs	215,000		215,000		
SWUF	FY24-SW-NP01	Civil Engineer - Stormwater CIP (New Position)	116,452		104,452	12,000	1
SWUF	FY24-SW-NP02	Environmental Specialist (New Position)	101,314		70,314	31,000	1
SWUF	FY24-SW-NP03	Storm Drain Hydrology and Hydraulics Software Implementation	60,000		25,000	35,000	
SWUF	FY24-SW-NP04	Flood Monitoring System Operating and Maintenance Contract	50,000		50,000		
		<b>Storm Water Utility Fund Total</b>	<b>1,412,074</b>	<b>-</b>	<b>1,334,074</b>	<b>78,000</b>	<b>2</b>
Water	FY24-WTR-CS01	TRA	5,279,385		5,279,385		
Water	FY24-WTR-CS02	Franchise Fees	666,307		666,307		
Water	FY24-WTR-CS03	PILOT	156,917		156,917		
Water	FY24-WTR-CS04	Chemicals JK	289,918		289,918		
Water	FY24-WTR-CS05	Chemicals PB	555,831		555,831		
Water	FY24-WTR-CS06	River Legacy Partnership	10,000		10,000		
Water	FY24-WTR-CS07	ISD Partnerships	6,000		6,000		
Water	FY24-WTR-CS08	Other Supplies	10,000		10,000		
Water	FY24-WTR-CS09	AIS Staff Funding	9,640		9,640		
Water	FY24-WTR-CS10	Maintenance of Radios	2,440		2,440		
Water	FY24-WTR-CS11	Maintenance of Electrical Systems	40,000		40,000		
Water	FY24-WTR-CS12	Maintenance of Walks, Drives, and Fences	1,000		1,000		
Water	FY24-WTR-CS13	Maintenance of Pumps and Motors	87,000		87,000		
Water	FY24-WTR-CS14	Maintenance of Lift Stations	2,000		2,000		
Water	FY24-WTR-CS15	Maintenance of Instruments and Apparatuses	31,319		31,319		
Water	FY24-WTR-CS16	Maintenance of Facilities Grounds	44,791		44,791		
Water	FY24-WTR-CS17	SCADA Support Contract	75,000		75,000		
Water	FY24-WTR-CS18	Maintenance of Reservoirs & Storage Tanks	35,637		35,637		
Water	FY24-WTR-CS19	Maintenance of Filtration Plants	57,883		57,883		
Water	FY24-WTR-CS20	Maintenance of Software	40,000		40,000		
Water	FY24-WTR-CS21	Cell Phone Allowance	1,088		1,088		
Water	FY24-WTR-CS22	Maintenance of Fire Hydrants	12,775		12,775		
Water	FY24-WTR-CS23	Clothing/PPE	1,850		1,850		
Water	FY24-WTR-CS24	Traffic Control Devices	5,000		5,000		
Water	FY24-WTR-CS25	Maintenance of Vehicles	100,000		100,000		
Water	FY24-WTR-CS26	Membership	1,490		1,490		
Water	FY24-WTR-CS27	Bank Fees	45,000		45,000		
Water	FY24-WTR-CS28	Lead and Copper Rule Revision	264,557		158,057	106,500	3
Water	FY24-WTR-CS29	Language Pay Increase	12,000		12,000		
Water	FY24-WTR-NP01	Marketing Aide	57,898		57,898		1
Water	FY24-WTR-NP02	Landscaper (Part-time)	17,124		17,124		
Water	FY24-WTR-NP03	Inflow & Infiltration Flow Reduction Effort	1,622,865		436,865	1,186,000	7
Water	FY24-WTR-NP04	Chief Maintenance Technician	70,551		70,551		1
Water	FY24-WTR-NP05	Treatment Operations Supervisor - 2nd Shift	80,546		80,546		1
Water	FY24-WTR-NP06	Asset Information Specialists (2)	162,162		162,162		2
Water	FY24-WTR-NP07	Dispatchers (2)	113,417		108,017	5,400	2
Water	FY24-WTR-NP08	Operations Support Supervisor	72,769		72,769		1
Water	FY24-WTR-NP09	Lab Analyst Reclassification	12,860		12,860		
Water	FY24-WTR-NP10	ARCGIS	150,623		26,241	124,382	
Water	FY24-WTR-NP11	Clothing	3,000		3,000		
		<b>Water Utilities Fund Total</b>	<b>10,208,643</b>	<b>-</b>	<b>8,786,361</b>	<b>1,422,282</b>	<b>18</b>
		<b>City-Wide Total</b>	<b>53,817,285</b>	<b>9,216,043</b>	<b>28,305,491</b>	<b>16,295,751</b>	<b>98</b>

# Other Budget Information

Approved Budget Proposals Reallocated ARP Funding							
Dept.	Budget Proposal	Description	FY 2024 Amount	Offset	Recurring	One-time	FTE
Asset Mgmt.	FY24-AM-NP07	Maintenance of Buildings - Elevators - Partial Modernization	126,500			126,500	
Asset Mgmt.	FY24-AM-NP08	Maintenance of Buildings - Lake Arlington Library - Concrete Steps, Handrails, Retaining Wall	225,000			225,000	
Asset Mgmt.	FY24-AM-NP09	Maintenance of Buildings - North East Library - Window Replacement	49,241			49,241	
Asset Mgmt.	FY24-AM-NP10	Maintenance of Buildings - 1015 W. Main St. Bathroom Improvements	233,710			233,710	
Asset Mgmt.	FY24-AM-NP11	Maintenance of Buildings - Fleet, Facilities, Public Works - Exterior	450,932			450,932	
<b>Water Utilities Fund Total</b>			<b>1,085,383</b>	<b>-</b>	<b>-</b>	<b>1,085,383</b>	<b>-</b>
Declined Budget Proposals General Fund							
Dept.	Budget Proposal	Description	FY 2024 Amount	Offset	Recurring	One-time	FTE
Asset Mgmt.	FY24-AM-NP01	Additional Staffing: Operations Analyst II, Asset Manager, Operations System Administrator, Asset System Analyst	333,786		333,786		4
Asset Mgmt.	FY24-AM-NP02	Hiring a consultant to assess the City's smart technology	50,000			50,000	
Asset Mgmt.	FY24-AM-NP03	Additional Staffing: Assistant Construction Manager and Construction Specialist	193,630		193,630		2
Asset Mgmt.	FY24-AM-NP04	Additional Staffing: Admin Analyst I	72,026		72,026		1
Asset Mgmt.	FY24-AM-NP05	Additional Staffing: Carpenter, Electrician, Plumber	764,771		764,771		12
Asset Mgmt.	FY24-AM-NP06	Maintenance of Buildings - Ice / Snow (Removal and Clean-up) City Wide Contract	75,000		75,000		
Asset Mgmt.	FY24-AM-NP12	Solid Waste Master Plan	90,000			90,000	
Bus. Div.	FY24-BUS-NP02	New Hire - Full Time Position	79,712		79,712		1
Bus. Div.	FY24-BUS-NP03	Reclass of Positions	-		-		
CAO	FY24-CAO-NP01	Attorney I	90,147		90,147		1
CAO	FY24-CAO-NP02	Paralegal	69,834		69,834		1
CLA	FY24-CLA-NP02	Internal Communications Coordinator	89,660		89,660		1
Code	FY24-CODE-CS01	Code Compliance Training and Overtime	62,565		62,565		
Code	FY24-CODE-NP02	Commercial Inspections Program	239,107		134,291	104,816	2
Code	FY24-CODE-NP03	Code Compliance Services Part-Time Administrative Staff	97,845		96,609	1,236	
ED	FY24-ED-NP01	Contract Administrator	72,026		72,026		1
ED	FY24-ED-NP02	Real Estate Representative	89,660	89,660			1
Fire	FY24-FIR-NP03	Bunker Gear Cleaning	100,000		100,000		
Fire	FY24-FIR-NP11	Fire Marshal Conversion	17,427		17,427		
Fire	FY24-FIR-NP12	Fire Prevention Reorg - FP1 to FP2	82,848		82,848		
Fire	FY24-FIR-NP13	Fire Prevention Reorg - New FP3	136,673		136,673		1
HR	FY24-HR-CS02	Contract Insurance Broker and Risk Consultant	42,300		42,300		
HR	FY24-HR-NP01	OPS Coordinator	72,026		72,026		1
HR	FY24-HR-NP05	Mental Wellness Program	50,000		50,000		
Non-Dept.	FY24-NDP-CS04	Increase for Terminal Pay	350,000		350,000		
Parks	FY24-PRK-CS02	Erosion Control	1,230,000			1,230,000	
Parks	FY24-PRK-CS03	Pond Dredging	1,400,000			1,400,000	
Parks	FY24-PRK-CS04	Conference/Training Funds	20,000		20,000		
Parks	FY24-PRK-NP03	Aquatics Operations & Maintenance from PF to GF	731,080		731,080		4
Parks	FY24-PRK-NP04	EAST Budget Transfer from PF to GF	635,947		635,947		6
Parks	FY24-PRK-NP05	Light Up Arlington/EcoFest and Special Events (Net of Revenue)	225,084	47,500	177,584		
Parks	FY24-PRK-NP06	Maintenance Equipment Replacement	750,000			750,000	
Parks	FY24-PRK-NP08	Centralized Irrigation System Expansion	65,000			65,000	
Parks	FY24-PRK-NP09	Parking Lot Renovations	593,750			593,750	
Planning	FY24-PDS-NP05	Staffing to continue Healthy Initiatives Program	35,810		28,549	7,261	
Planning	FY24-PDS-NP06	New Full-time Customer Experience Specialist	76,205		72,426	3,779	1
Planning	FY24-PDS-NP07	Reclassification of Field Inspection Supervisor - Building Inspections	4,385		4,385		
Planning	FY24-PDS-NP09	One Start Development Center Redesign	80,000			80,000	
Police	FY24-POL-CS01	Funding to Fill All Authorized Positions	264,832		264,832		
Police	FY24-POL-NP02	Increased Officer Recruitment and Retention	300,000		300,000		
Police	FY24-POL-NP03	Additional Training Resources	100,000		100,000		
Police	FY24-POL-NP04	Training Center Digitization	187,154		77,137	110,017	
Police	FY24-POL-NP05	Additional Recruiting Staff	643,255		581,339	61,916	5
PWK	FY24-PWK-NP01	Engineering Services for Vision Zero Projects and TMC Management	150,000		150,000		
PWK	FY24-PWK-NP03	GIS Technician II (New Position)	69,781		65,781	4,000	1
PWK	FY24-PWK-NP04	Administrative Aide II (New Position)	65,899		57,899	8,000	1
PWK	FY24-PWK-NP06	Permanently Enclose PWK Front Desk	30,000			30,000	
Strategic Int.	FY24-OSI-NP01	Demographic Forecast Consulting Services	200,000			200,000	
TRNSP	FY24-TDP-NP05	Arlington On-Demand Unity Council Recommendations	85,000		85,000		
TRNSP	FY24-TDP-NP07	FTA Low/No Emissions Grant	1,000,000		1,000,000		
TRNSP	FY24-TDP-NP08	FTA Single Audit (Grant Compliance)	10,000		10,000		
<b>General Fund Total</b>			<b>12,274,225</b>	<b>137,160</b>	<b>7,347,290</b>	<b>4,789,775</b>	<b>47</b>

# Other Budget Information

Declined Budget Proposals Other Funds							
Dept.	Budget Proposal	Description	FY 2024 Amount	Offset	Recurring	One-time	FTE
Fleet	FY24-FLT-CS02	GPS Dash Cams and Telematics	110,000		5,200	104,800	
Fleet	FY24-FLT-NP01	Additional Staffing: Fleet Services Administrative Aide	53,288		53,288		1
Fleet	FY24-FLT-NP02	Electric Vehicle Charging Stations	390,800		16,800	374,000	
		<b>Fleet Services Fund Total</b>	<b>554,088</b>	<b>-</b>	<b>75,288</b>	<b>478,800</b>	<b>1</b>
IT	FY24-IT-CS04	Training Increase for Customer Support Program and Security Division	60,000		60,000		
IT	FY24-IT-NP01	Information Technology Department Reorganization	80,000		80,000		
IT	FY24-IT-NP02	Access Control and VMS Admin (2 Positions)	215,104		215,104		2
IT	FY24-IT-NP05	Asset Specialist (PT to FT)	63,479	11,564	51,915		1
IT	FY24-IT-NP08	Governance, Risk & Compliance Analyst	106,960		106,960		1
IT	FY24-IT-NP10	Microsoft Windows 11 Deployment Services	125,000			125,000	
IT	FY24-IT-NP11	Application Deployment Administrator	107,433		97,008	10,425	1
IT	FY24-IT-NP12	Computer Security Enhancements Consulting Services	95,000			95,000	
		<b>Information Technology Internal Services Fund Total</b>	<b>852,976</b>	<b>11,564</b>	<b>610,987</b>	<b>230,425</b>	<b>5</b>
PPF	FY24-REC-NP02	ATC Facility Renovation	600,000			600,000	
		<b>Park Performance Fund Total</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>-</b>
SMF	FY24-SMF-NP02	PWK North Field Operations Facility Remodel	187,500			187,500	
SMF	FY24-SMF-NP03	PWK North Field Operations Facility Stormwater Compliance	75,000			75,000	
SMF	FY24-SMF-NP04	PW Emergency Operations Equipment	312,000			312,000	
SMF	FY24-SMF-NP05	Stadium Drive Storage Lot	110,000			110,000	
		<b>Street Maintenance Fund Total</b>	<b>684,500</b>	<b>-</b>	<b>-</b>	<b>684,500</b>	<b>-</b>
		<b>City-Wide Total</b>	<b>16,912,061</b>	<b>148,724</b>	<b>9,101,935</b>	<b>7,661,402</b>	<b>54</b>

# Other Budget Information

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## Approved Job Studies

<b>Department</b>	<b>Budget Proposal</b>	<b>Description</b>
PWK	FY24-PWK-CS01	Survey Reclassifications
PWK	FY24-PWK-NP02	Signal System Engineer Position Levels
Dispatch	FY24-DIS-NP01	DSUA Reclassification
Water	FY24-WTR-NP09	Lab Analyst Reclassification

# Other Budget Information

## ALL FUNDS SUMMARY FY 2024 Operating Position

Revenues by Type	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Property Taxes	\$ 178,258,159	\$ 193,023,611	\$ 193,081,518	\$ 216,233,800
Sales Taxes	108,088,771	109,496,996	114,133,197	119,269,191
Hotel Occupancy and Other Taxes	12,816,935	11,871,873	12,824,255	14,199,791
Water Sales and Wastewater Charges	169,981,799	167,838,805	170,932,057	178,969,534
Franchise Fees	39,091,159	37,114,177	38,348,276	39,084,396
Licenses and Permits	7,546,943	7,205,392	7,409,031	7,719,568
Leases and Rents	5,037,202	5,266,712	4,747,811	5,373,801
Fines and Forfeitures	6,876,870	7,218,390	5,520,460	5,589,315
Service Charges and Recreational Programs	71,185,536	68,875,837	72,457,254	71,582,620
Interest and Miscellaneous Revenues	<u>6,529,978</u>	<u>6,631,000</u>	<u>10,173,563</u>	<u>14,655,798</u>
<b>Total Revenues</b>	\$ 605,413,351	\$ 552,059,290	\$ 629,627,421	\$ 672,677,815
<b>Expenditures by Classification</b>				
Salaries and Benefits	\$ 237,047,995	\$ 254,896,921	\$ 249,087,321	\$ 282,409,788
Supplies, Maintenance, and Training	300,710,440	337,617,710	335,637,420	354,178,010
Capital Outlay	<u>7,324,478</u>	<u>8,539,860</u>	<u>10,859,487</u>	<u>8,404,675</u>
<b>Total Expenditures</b>	\$ 545,082,913	\$ 601,054,491	\$ 595,584,228	\$ 644,992,473

# Other Budget Information

## Asset Forfeiture Fund FY 2024 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

<b>Beginning Balance:</b>	\$ 122,489
<b>Revenues:</b>	\$ 256,101
<b>Expenditures:</b>	
Equipment, Supplies, and Rentals	\$ 84,002
Education and Awareness Programs	76,217
Travel and Training	13,601
Law Enforcement Operations	33,112
<b>Total Expenditures:</b>	\$ 206,933
<b>Anticipated Ending Balance:</b>	\$ 171,657

# Other Budget Information

## Ambulance Services Liquidated Damages Fund FY 2024 Operating Position

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

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

The beginning balance in the account is estimated at \$2,962,959. Revenue is projected at \$947,000; expenses are projected at \$523,500.

Beginning Balance on October 1, 2023:	\$ 2,962,959
<b>Revenues:</b>	
System Use Fees (per contract)	\$ 347,000
Liquidated Damages (estimate)	<u>600,000</u>
<b>Total Revenues</b>	<b>\$ 947,000</b>
<b>Total Available Funds</b>	<b>\$ 3,909,959</b>
<b>Expenditures:</b>	
Salary & Benefits	\$ 205,000
License/Certifications/Memberships	15,000
Health Authority Annual Contract	48,000
EMT/EMT-A Course Coordinator	21,500
Travel/Training	54,000
EMS Academy FD Instructors	60,000
ESO Medic Support/Target Solutions	100,000
Misc Education Equipment/Books	<u>20,000</u>
<b>Total Expenditures</b>	<b>\$ 523,500</b>
<b>Ending Balance</b>	<b>\$ 3,386,459</b>

# Other Budget Information

## Innovation / Venture Capital Fund FY 2024 Operating Position

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

From FY09 through FY23, expenditures totaling \$138.5m, including \$50m for Texas Live!, have been made in support of various Chapter 380 agreements, interlocal agreements and contracts. Among these are major development/redevelopment projects including, D.R. Horton headquarters relocation, Arlington Commons multi-family housing redevelopment project, Six Flags world headquarters, AISD Natatorium, Park Place student housing redevelopment project, Lincoln Square redevelopment, Spark Arlington and other developments in the Entertainment District. Additionally, IVCF expenditures continue to fund projects that spur economic development in the City such as, Summit Racing, Williams Sonoma, GM Financial, L-3 Technologies, General Motors-Arlington Logistics Center and UPS. Upcoming projects include Prologis, Front Street redevelopment, Canales Furniture, Bowery Farming, Wallbox USA, XFL, Western Athletic Conference, and other economic development projects.

Beginning Balance:	\$ 9,882,558
Revenues:	
Interest	\$ 444,715
Property Tax Revenue - Ch 380 Agreements	1,175,000
Lease revenues from Nanoscope Technologies	10,876
Total Revenues	<u>\$ 1,630,591</u>
Interfund Transfers:	
Parks Gas Fund to support East Lamar development	\$ 300,000
Total Interfund Transfers	<u>\$ 300,000</u>
Obligations:	
East Lamar development / Arlington Commons	1,502,888
CAE USA /L-3	125,000
Summit Racing	161,000
GM Financial	35,000
General Motors - Arlington Logistics Center	50,000
UPS	500,000
Rent the Runway	41,000
CSI Calendaring	5,000
AISD Natatorium - Annual Maintenance & Use Payment	100,000
Six Flags Ch. 380 - Annual Grant	200,000
Wallbox	161,000
Prologis - Arlington Matlock Partners	1,319,399
PHC Equities	48,000
Bowery Farming	49,000
Canales Furniture	500,000
Western Athletic Conference	132,000
Total Expenditures:	<u>\$ 4,929,287</u>
Ending Balance:	\$ 6,883,862
Future Obligations (FY 2025 - FY 2039):	\$ 91,406,025
Future Obligations (FY 2040 - FY 2056):	\$ 161,803,727

# Other Budget Information

## General Gas Fund FY 2024 Operating Position

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

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

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

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

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

Beginning balance, available cash	\$ 2,904,452
Less: Encumbrances	-
Royalty revenues	1,800,000
Support from Parks Gas Fund 3096	1,980,000
Transfer of royalties from Water Utilities Fund	<u>2,000,000</u>
<b>Total available resources</b>	<b>\$ 8,684,452</b>
Less:	
Reserved for increase/decrease in investment value	\$ 125,513
Designated for Neighborhood Grants	150,000
Designated for Land Banking	285,601
Reserved for Arlington Home Improvement Incentive Program	84,242
Reserved for ATF corpus reimbursement, FY 2024	3,305,704
Reserved for Arlington Small Business Assistance	<u>150,000</u>
<b>Total commitments, reserves and transfers</b>	<b>\$ 4,101,060</b>
<b>Remaining available balance</b>	<b>\$ 4,583,392</b>

# Other Budget Information

## Parks Gas Fund FY 2024 Operating Position

The City has established three funds to receive revenues from natural gas operations that do not go to the Arlington Tomorrow Foundation (ATF). The ATF will reach its capped corpus amount of \$100 million from scheduled reimbursements; these three funds receive lease bonus and royalty revenues associated with natural gas operations net of those scheduled reimbursements. 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:	\$ 2,495,149
Royalty revenues	<u>3,960,000</u>
Total available resources	\$ 6,455,149
Less: Commitments, reserves and transfers:	
Reserved for increase/decrease in investment value	\$ 262,937
Support for General Gas Fund 3095	1,980,000
Reserved for Texas Rangers Golf Club debt in 2024	<u>1,133,850</u>
Total commitments, reserves and transfers	\$ 3,376,787
Remaining available balance	\$ 3,078,362

# Other Budget Information

## Airport Gas Fund FY 2024 Operating Position

The City has established three funds to receive revenues from natural gas operations that do not go to the Arlington Tomorrow Foundation (ATF). The ATF will reach its capped corpus amount of \$100 million from scheduled reimbursements; these three funds receive lease bonus and royalty revenues associated with natural gas operations net of those scheduled reimbursements.

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:	\$ 4,728,536
Less:	
Reserved for increase/decrease in investment value	\$ 119,548
Reserved for One-time Projects at Airport in FY 2023	250,000
Reserved for One-time Projects at Airport in FY 2024	<u>260,000</u>
Total commitments and reserves	\$ 629,548
Anticipated remaining balance	\$ 4,098,988

# Other Budget Information

## Court Technology Fund FY 2024 Operating Position

The Court Technology Fund (Tech Fund) was originally established by ordinance in 2002 to receive revenues from citations adjudicated by the City's Municipal Court. S.B 346 removed the "local option," and created the local consolidated fee. The Tech Fund receives \$4.00 from each citation, assessed as an additional fee at the time of final disposition of the case. State Law dictates that 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.

<b>Projected beginning balance, available cash:</b>	\$ 379,541
<b>Revenues:</b>	
Court Technology fees	\$ 125,000
Civil Technology fees	2,600
<b>Total Revenues</b>	<u>\$ 127,600</u>
<b>Total available resources</b>	\$ 507,141
<b>Expenditures:</b>	
Maintenance of Incode Software	\$ 105,140
Maintenance of Jury Software	25,287
BIS Digital Recording System Maintenance	19,125
Digital Resources - courtroom equipment maintenance	7,500
Novisign - docket signage	3,800
Incode training	4,600
<b>Total Expenditures</b>	<u>\$ 165,452</u>
<b>Remaining available balance</b>	\$ 341,689

# Other Budget Information

## Multi-Family Inspection Program Cost Recovery

### Direct Salaries/Benefits/Non-Personnel

Total Multi-Family Salaries/Benefits	493,326
Multit-Family Non-Personnel Costs per Year	75,430
<b>Direct Multi-Family Expenses</b>	<b>568,756</b>

### Indirect Salaries/Benefits/Non-Personnel

Administrative Aide - FMR (85%)	107,476
DSS Officers (50%)	80,519
DSS Administrative Aide (50%)	24,121
Field Operations Manager (50%)	59,000
Field Operations Manager/DSS (50%)	37,638
Neighborhood Services Analyst (30%)	35,240
Sr. Management Analyst (30%)	33,917
Code Compliance Services Administrator (50%)	97,280
Non-Personnel Costs per Year	46,425
<b>Indirect Multi-Family Expenses</b>	<b>521,617</b>

### Multi-Family Revenue (FY23 Budgeted)

Multi-Family Inspection Revenue	653,522
Multi-Family Reinspection Revenue	2,250
Extended Stay Inspection Revenue	150,226
Extended Stay Reinspection Revenue	300
<b>Total annual program revenue</b>	<b>806,298</b>

### Cost Recovery

Expenses	1,090,374
Revenue	806,298
	<b>73.95%</b>

# Other Budget Information

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

	FY 2022 Actual	FY 2023 Estimate	FY 2024 Proposed
State Legislative Lobbying	\$78,000	\$90,000	\$81,000
Federal Legislative Lobbying	\$67,750	\$67,750	\$67,750
Legal Advertising	\$8,110	\$9,353	\$12,000



# Appendices

## ADOPTED BUDGET ORDINANCE

Ordinance No. 23-049

**An ordinance approving and adopting the Operating Budget for the City of Arlington, Texas, for Fiscal Year 2024, beginning October 1, 2023, and ending September 30, 2024, in accordance with Chapter 102 of the Texas Local Government Code and becoming effective from and after its passage**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ARLINGTON, TEXAS:

I.

That the Operating Budget for the City of Arlington, Texas, prepared under the direction of the City Manager and incorporated herein by reference as if copied verbatim, and proposed to the City Council by the City Manager on August 1, 2023, is hereby approved and adopted for the operation of the municipal government of the City of Arlington, Texas, during Fiscal Year 2024, beginning October 1, 2023, and ending September 30, 2024, in accordance with Chapter 102 of the Texas Local Government Code.

II.

Further, the City Manager is hereby given authority to effect interfund transfers necessary to accomplish the budgeted transactions.

III.

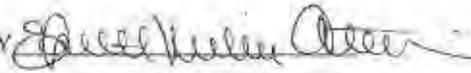
This ordinance shall become effective from and after its passage, as provided by law.

PRESENTED AND GIVEN FIRST READING on the 5th day of September, 2023, at a regular meeting of the City Council of the City of Arlington, Texas; and GIVEN SECOND READING, passed and approved on the 12th day of September, 2023, by a vote of 9 ayes and 0 nays at a regular meeting of the City Council of the City of Arlington, Texas.

  
\_\_\_\_\_  
JIM R. ROSS, Mayor

ATTEST:  
  
\_\_\_\_\_  
ALEX BUSKEN, City Secretary

APPROVED AS TO FORM:  
MOLLY SHORTALL, City Attorney

BY 

# Appendices

## ADOPTED FULL TIME POSITIONS

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>ASSET MANAGEMENT</b>				
Administrative Aide I	1	1	0	0
Administrative Aide II	0	0	1	1
Administrative Analyst I	1	1	1	1
Apprentice Electrician	1	1	0	0
Architectural Engineering Technician	0	1	1	1
BSS Master Plumber	1	1	0	0
Building Maintenance Technician	0	0	2	2
Building Maintenance Worker	1	1	0	0
Building System Mechanic	5	7	0	0
Building Systems Specialist	1	1	0	0
Building Systems Supervisor	1	1	1	1
Carpenter	4	4	4	4
Construction Services Manager	1	1	1	1
Construction Specialist	3	3	3	3
Contract Coordinator	1	1	1	1
Custodial Services Administrator	1	1	1	1
Director Asset Management	1	1	1	1
Electrician	3	3	3	3
Environmental Programs Coordinator	1	1	0	0
Environmental Services Administrator	1	1	0	0
Facility Services Manager	1	1	1	1
Facility Services Supervisor	1	1	1	1
Finish Carpenter	1	1	0	0
Fleet Coordinator	1	1	1	1
HVAC Technician	0	0	7	7
Lead Technician Carpentry	0	0	1	1
Lead Technician Electrical	0	0	1	1
Lead Technician HVAC	0	0	1	1
Lead Technician Plumbing	0	0	1	1
Master Electrician	1	1	0	0
Painter	1	2	2	2
Plumber	1	2	2	2
Solid Waste and Recycling Services Coordinator	0	0	1	1
Solid Waste and Recycling Services Manager	0	0	1	1
<b>ASSET MANAGEMENT TOTAL</b>	<b>35</b>	<b>40</b>	<b>40</b>	<b>40</b>
<b>AVIATION</b>				
Airport Maintenance Technician	5	0	0	0
Airport Manager	1	0	0	0
Airport Operations Supervisor	1	0	0	0
Assistant Airport Manager	1	0	0	0

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Office Coordinator	1	0	0	0
<b>AVIATION TOTAL</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BUSINESS DIVERSITY OFFICE</b>				
MWBE Coordinator	3	3	3	3
MWBE Program Manager	1	1	1	1
<b>BUSINESS DIVERSITY OFFICE TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</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	3	3	3	3
Attorney II	7	7	7	7
City Attorney	1	1	1	1
Deputy City Attorney	3	3	3	3
Paralegal	5	5	5	5
Secretary	5	5	5	5
Sr Attorney	7	7	7	7
Sr Management Analyst	1	1	1	1
Sr Office Assistant	2	2	2	2
<b>CITY ATTORNEY'S OFFICE TOTAL</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>
<b>CITY MANAGER'S OFFICE</b>				
Chief Equity Officer	1	1	1	1
City Manager	1	1	1	1
Deputy City Manager	2	2	2	2
<b>CITY MANAGER'S OFFICE TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>CODE COMPLIANCE SERVICES</b>				
Administrative Aide I	2	2	2	2
Animal Care Officer	0	0	2	2
Animal Care Technician	0	0	5	5
Animal Services Administrative Coordinator	2	2	2	2
Animal Services Manager	1	1	1	1
Animal Services Officer	0	0	8	8
Animal Technician	3	5	0	0
Code Compliance Director	1	1	1	1
Code Compliance Officer I	12	13	0	0
Code Compliance Officer II	15	15	0	0
Code Compliance Officer	0	0	18	18
Code Compliance Technician	0	0	1	2
Community Services Agent	3	3	3	3
Community Services Supervisor	5	5	1	1
Community Services Technician	1	1	0	0
Field Operations Manager	4	4	8	8
Homeless Camp Cleanup Coordinator	0	0	0	1
Lead Code Compliance Officer	1	1	0	0
Neighborhood Services Analyst	1	1	1	1

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Senior Animal Services Officer	0	0	2	2
Sr Code Compliance Officer	12	12	11	12
Sr Management Analyst	1	1	1	1
Substandard Structure Inspector	2	2	2	2
Veterinarian	1	1	1	1
Veterinary Technician	1	1	1	1
<b>CODE COMPLIANCE SERVICES TOTAL</b>	<b>68</b>	<b>71</b>	<b>71</b>	<b>74</b>
<b>COMMUNICATION AND LEGISLATIVE AFFAIRS</b>				
Action Center Agent	17	17	17	17
Action Center Manager	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Aide II	3	3	0	0
Administrative Services Coordinator I	3	3	3	3
Broadcast Specialist	1	1	1	1
City Secretary	1	1	1	1
Communication Coordinator	5	5	5	5
Council Assistant	1	1	1	1
Council Coordinator	2	2	2	2
CSO Coordinator	0	0	3	3
Customer Services Supervisor	1	1	1	1
Deputy City Secretary	1	1	1	1
Design Communication Coordinator	1	1	1	1
Digital Media Editor	1	1	1	1
Director Communication and Legislative Affairs	1	1	1	1
Executive Assistant to City Manager	1	1	1	1
Executive Assistant to Mayor and Council	1	1	1	1
Marketing Communications Manager	1	1	1	1
Sr Management Analyst	1	1	1	1
Vital Records Coordinator	1	1	1	1
Web Designer	1	1	1	1
<b>COMMUNICATION AND LEGISLATIVE AFFAIRS</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>
<b>ECONOMIC DEVELOPMENT</b>				
Administrative Aide II	1	1	1	1
Economic Development Coordinator	1	1	1	1
Economic Development Manager	1	1	1	1
Economic Development Specialist	2	2	1	1
Public Works Inspector	1	1	1	1
Real Estate Manager	1	1	1	1
Real Estate Representative	3	3	3	3
ROW Technician Supervisor	0	1	1	1
Sr Economic Development Specialist	0	0	1	1
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>FINANCE</b>				
Accountant I	1	1	0	0
Accounting Supervisor	1	1	0	0

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Accounts Payable Clerk	2	2	2	2
Accounts Payable Supervisor	1	1	1	1
Administrative Aide II	3	3	4	4
Applications Specialist II	0	0	0	1
Budget Administrator	3	3	3	3
Budget Analyst	1	1	1	1
Budget Manager	1	1	1	1
Buyer	2	2	2	2
Cash and Debt Administrator	1	1	1	1
Controller	1	1	1	1
Director of Finance CFO	1	1	1	1
ERP Project Manager	1	1	0	0
Financial Accountant	1	1	2	2
Financial Operations Manager	0	0	2	2
Financial System Administrator	1	1	2	2
Payroll Assistant	0	1	0	0
Payroll Supervisor	1	1	1	1
Public Funds Administrator	1	1	1	1
Purchasing Agent	4	4	4	4
Purchasing Manager	1	1	1	1
Sr Budget Analyst	3	3	1	1
Sr Data Entry Operator	0	0	1	1
Sr Financial Accountant	4	4	4	4
Sr Public Finance Analyst	1	1	1	1
Staff Accountant	2	2	2	2
Treasurer	1	1	1	1
Treasury Analyst	0	0	1	1
<b>FINANCE TOTAL</b>	<b>39</b>	<b>40</b>	<b>41</b>	<b>42</b>
<b>FIRE</b>				
<b>Sworn:</b>				
Fire Chief Director Emergency Management	1	1	1	1
Assistant Fire Chief	2	2	2	2
Deputy Fire Chief	10	10	10	10
Deputy Fire Chief Fire Marshal	1	1	1	1
Fire Battalion Chief	2	2	2	2
Fire Captain	19	20	20	21
Deputy Fire Marshall	2	2	2	2
Fire Lieutenant	56	59	59	59
Fire Investigator Bomb Technician	2	3	3	3
Fire Apparatus Operator	76	76	76	76
Fire Prevention Specialist	4	4	5	5
Firefighter / Firefighter Trainee	187	187	187	227
Fire Prevention Inspector / Fire Prevention Trainee	10	11	11	11
Sr Plans Examiner	0	1	0	0

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
<b>Civilian:</b>				
Administrative Analyst I	1	1	1	1
Administrative Aide II	2	2	2	2
Administrative Secretary	2	2	2	2
Administrative Services Manager	1	1	1	1
Ambulance Contract Compliance Administrator	0	0	1	1
Assistant to Fire Chief	1	1	1	1
Emergency Management Administrator	1	1	1	1
Emergency Management Coordinator	1	1	1	1
EMS Administrator	1	1	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
Public Health Nurse	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>372</b>	<b>379</b>	<b>379</b>	<b>420</b>
<b>Civilian Total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>
<b>FIRE GRAND TOTAL</b>	<b>393</b>	<b>400</b>	<b>400</b>	<b>441</b>
<b>HUMAN RESOURCES</b>				
Assistant Director Human Resources	0	0	1	1
Benefits Specialist	2	2	2	2
Compensation Specialist	1	1	1	2
Civil Service Coordinator	1	1	1	1
Director of Human Resources	1	1	1	1
Human Resources Assistant	4	4	4	4
Human Resources Consultant	4	4	4	4
Human Resources Information Specialist	2	0	0	0
Human Resources Manager	3	3	2	2
Leave and Transition Specialist	2	2	2	2
Organizational Development Specialist	2	2	2	2
Paralegal	1	1	1	1
Risk Manager	1	1	1	1
Risk Specialist	1	1	1	1
Safety Specialist	1	1	1	1
Sr Attorney	1	1	1	1
<b>HUMAN RESOURCES TOTAL</b>	<b>27</b>	<b>25</b>	<b>25</b>	<b>26</b>
<b>INTERNAL AUDIT</b>				
Assistant City Auditor	1	1	1	1
City Auditor	1	1	1	1
Internal Auditor	1	1	1	1
IT Auditor	1	1	1	1

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
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>				
Administrative 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>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>LIBRARIES</b>				
Administrative Support Coordinator	1	1	1	1
Cataloging and Acquisition Assistant	1	1	1	1
Cataloging Assistant	2	2	2	2
Collection Development Acquisitions Supervisor	1	1	1	1
Customer Service Assistant	13	13	13	15
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 Network Administrator	1	1	1	1
Library Program Specialist	6	6	6	6
Library Promotions Coordinator	2	2	2	2
Library Services Manager	8	8	8	8
Literacy Coordinator	2	2	2	2
OFM Administrator	1	1	1	1
PMCE Administrator	1	1	1	1
Public Services Coordinator	8	8	8	8
User Support Specialist	1	1	1	1
<b>LIBRARIES TOTAL</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>70</b>
<b>MUNICIPAL COURT</b>				
Court Administrative Coordinator	1	1	1	1
Court Supervisor	2	2	2	2
Court System Administrator	1	1	1	1
Deputy Court Clerk 1 Certified	5	5	4	4
Deputy Court Clerk II / III	22	21	21	21
Municipal Court Clerk Coordinator	4	4	4	4
Municipal Court Services Administrator	1	1	1	1
Staff Accountant	1	1	1	1
<b>MUNICIPAL COURT TOTAL</b>	<b>37</b>	<b>36</b>	<b>35</b>	<b>35</b>
<b>PARKS AND RECREATION</b>				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	0	0
Administrative Aide II	0	0	0	1
Administrative Coordinator	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Aquatics Program Coordinator	0	0	0	1

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Asset Manager	1	1	1	1
Asset System Analyst	1	1	1	1
Assistant Director Parks and Recreation	3	3	3	3
Athletic Field Maintenance Supervisor	2	2	2	2
Athletics Sports Coordinator	1	1	0	1
Building Maintenance Worker	0	0	0	1
Business Process Analyst	0	0	1	1
Business Services Manager	1	1	1	1
Carpenter	1	1	1	1
Center Programs Manager	1	1	1	1
Community Events Coordinator	1	1	1	1
Contract Inspector	2	2	2	2
Customer Service Representative	1	1	0	0
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
Fitness and Wellness Coordinator	1	1	1	1
Forester	1	1	1	1
Guest Services Coordinator	0	0	1	2
Inventory Coordinator	1	1	1	1
Irrigation Technician	5	5	5	5
Landscape Maintenance Supervisor	1	1	1	1
Landscape Technician	35	35	32	32
Lead Aquatics Maintenance Technician	0	0	0	1
Lead Indoor Lifeguard	0	0	0	2
Lead Irrigation Technician	1	1	1	1
Lead Landscape Tech	15	15	15	15
Marketing Aide	1	1	1	1
Marketing and Enterprise Development Manager	1	1	1	1
Marketing Enterprise Development Coordinator	1	1	1	1
Master Electrician	1	1	1	1
Mechanic Parks	1	1	1	1
Operations Systems Administrator	1	1	1	1
Park District Supervisor	2	2	2	2
Park Operations Manager	1	1	1	1
Parks Chief Mechanic	1	1	1	1
Parks Fiscal Services Manager	1	1	1	1
Parks Operations Analyst	1	1	1	1
Parks Planning Manager	1	1	1	1
Parks Project Manager II	2	2	2	2
Parks Resource Manager	1	1	1	1
Parks Services Supervisor	1	1	1	1
Playground Technician	1	1	1	1
Recreation Facility Manager	1	1	1	1

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Recreation General Manager	0	0	0	1
Recreation Program Coordinator	1	1	1	2
Senior Landscape Technician	10	10	13	13
Service Representative	2	2	2	4
Sports Coordinator	0	0	1	1
Urban Forestry Land Manager	1	1	1	1
<b>PARKS AND RECREATION TOTAL</b>	<b>116</b>	<b>116</b>	<b>116</b>	<b>128</b>
<b>PLANNING AND DEVELOPMENT SERVICES</b>				
Administrative Services Coordinator II	1	1	1	1
Administrative Support Supervisor	1	1	1	1
Assistant Building Official	1	1	1	1
Assistant Director of Planning	1	1	1	1
Assistant Utility Engineer	1	1	1	1
Building Official	1	1	1	1
Business Services Manager	1	1	1	1
Civil Engineer	1	1	2	2
Combination Inspector	7	7	7	7
Development Coordinator	1	1	1	1
Development Services Supervisor	1	1	1	1
Director of Planning and Development Services	1	1	1	1
Engineering Operations Manager	1	1	1	1
Engineering Technician	1	1	1	1
Environmental Health Specialist	5	5	5	6
Field Inspections Supervisor	1	1	1	1
Gas Well Coordinator	1	1	1	1
Gas Well Specialist	1	1	1	1
GIS Technician I	0	0	1	1
Graduate Engineer	1	1	0	0
Health Services Analyst	1	1	1	1
Health Services Manager	1	1	1	1
Permit Technician	2	2	2	2
Planner	1	1	1	2
Planning Assistant	3	3	3	3
Planning Manager	1	2	2	2
Planning Technician	2	2	3	3
Plans Examiner	3	3	3	3
Plans Examiner Supervisor	1	1	1	1
Principal Planner	3	3	3	3
Project Engineer	2	2	2	2
Service Representative	3	3	3	3
Sr Account Clerk	3	3	3	3
Sr Environmental Health Specialist	1	1	1	2
Sr Inspector	2	3	3	3
Sr Management Analyst	1	1	1	1
Sr Planner	2	2	2	2

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Sr Plans Examiner	3	2	2	2
Streetscape Inspector	1	1	1	2
<b>PLANNING AND DEVELOPMENT SERVICES</b>	<b>65</b>	<b>66</b>	<b>68</b>	<b>72</b>
<b>POLICE</b>				
<b>Sworn:</b>				
Police Chief	1	1	1	1
Assistant Police Chief	3	3	3	3
Deputy Police Chief	9	9	9	9
Police Lieutenant	25	25	25	25
Police Sergeant	104	104	104	104
Police Officer / Recruit	551	555	555	560
Association Liaison Officer/Sergeant	1	1	1	1
<b>Civilian:</b>				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Analyst	1	1	1	1
Application Developer	2	2	2	2
Assistant Director	1	1	1	1
Assistant to Police Chief	1	1	1	1
Budget Analyst	1	1	1	1
Business Resource Manager	1	1	1	1
Community Services Assistant	1	1	1	1
Crime Analysis Supervisor	1	1	1	1
Crime and Intelligence Analyst	8	8	8	8
Crime Scene Invest 1	4	4	4	4
Crime Scene Invest 3	8	8	8	8
Crisis Intervention Spec	4	8	8	8
Data Base Administrator	1	1	1	1
Design Communications Coordinator	1	1	1	1
Detention Officer	37	34	33	33
Detention Supervisor	3	3	3	3
Digital Evidence Specialist	0	0	7	7
Digital Evidence Supervisor	0	0	1	1
Evidence Property Control Specialist	10	10	10	10
Fiscal Coord Police	1	1	1	1
Fleet Specialist Police	3	3	3	3
Grants Coordinator	1	1	1	1
Health and Wellness Program Coordinator	1	1	1	1
Intermediate Account Clerk	1	1	1	1
Investigative Aide	4	4	4	4
Jail Court Assistant	7	7	7	7
Lead Detention Officer	3	3	3	3
Office Assistant	22	22	22	22
Office Coordinator	4	4	4	4
Operations Analyst	1	1	1	1

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Payroll Coordinator	1	1	1	1
Police Media Relations Coordinator	2	2	2	2
Police Resource Management Supervisor	1	1	1	1
Police Service Assistant II	8	8	8	8
Police Service Specialist	12	12	12	12
Police Technology Specialist	2	2	2	2
Policy and Accreditation Manager	1	1	1	1
Records Management System Specialist	1	1	1	1
Records Services Assistant	29	29	23	23
Records Services Coordinator	5	5	0	0
Records Services Manager	0	1	1	1
Records Services Supervisor	1	0	4	4
School Violence Prevention Program Coordinator	1	1	1	1
Sr Clerk	1	1	1	1
Sr Data Entry Operator	1	1	0	0
Technology Manager	1	1	1	1
Training Development Specialist	1	1	1	1
Victim Services Analyst	0	0	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	0	0
Warrant Clerk	3	3	3	3
Youth Family Specialist	1	1	1	1
<b>Sworn Total</b>	<b>694</b>	<b>698</b>	<b>698</b>	<b>703</b>
<b>Civilian Total</b>	<b>212</b>	<b>213</b>	<b>212</b>	<b>212</b>
<b>POLICE GRAND TOTAL</b>	<b>906</b>	<b>911</b>	<b>910</b>	<b>915</b>
<b>PUBLIC WORKS</b>				
Administrative Aide I	1	1	1	1
Asset Specialist	2	2	2	2
Asset System Administrator	1	1	1	1
Asset System Analyst	1	1	1	1
Assistant Director Public Works	2	2	2	2
Budget Administrator	1	1	1	1
Business Services Manager	1	1	1	1
City Surveyor	1	1	1	1
Civil Engineer	2	2	2	2
Construction Services Manager	1	1	1	1
Contract Administrator	1	1	1	1
Contract Coordinator	1	1	1	1
Director of Public Works	1	1	1	1
Engineering Coordinator	1	1	1	1
Engineering Technician	2	2	4	4
Graduate Engineer	3	3	3	3
Information Systems Coordinator	1	1	1	1

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Inspections Supervisor	2	2	2	2
Office Assistant	1	1	1	1
Operations Analyst II	1	1	1	1
Project Engineer	2	2	2	2
Public Works Inspector	14	14	14	14
Public Works Operations Support Manager	1	1	1	1
Senior TMC Operator	1	1	1	1
Signal System Engineer	1	1	1	1
Sr Engineer	2	2	2	2
Survey Instrument Technician	1	1	1	1
Survey Party Assistant	1	1	1	1
TMC Operator	2	2	2	2
Traffic Technician	2	2	0	0
<b>PUBLIC WORKS TOTAL</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>
<b>STRATEGIC INITIATIVES</b>				
Director of Transportation	1	0	0	0
GIS Technician I	1	1	0	0
Operations Analyst II	1	1	1	1
Planner	1	1	1	1
Planning Manager	2	1	2	2
Planning Technician	1	1	0	0
Principal Planner	1	1	1	1
Sr Strategic Initiatives Officer	1	1	1	1
<b>STRATEGIC INITIATIVES TOTAL</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>6</b>
<b>TRANSPORTATION</b>				
Airport Maintenance Technician	0	5	5	5
Airport Manager	0	1	1	1
Airport Operations Supervisor	0	1	1	1
Assistant Airport Manager	0	1	1	1
Director of Transportation	0	1	1	1
Grants Coordinator	0	0	0	1
Office Coordinator	0	1	1	1
Planning Manager	0	1	1	1
Principal Planner	0	1	1	1
Sr Management Analyst	0	1	1	1
<b>TRANSPORTATION TOTAL</b>	<b>0</b>	<b>13</b>	<b>13</b>	<b>14</b>
<b>SUBTOTAL GENERAL FUND</b>	<b>1940</b>	<b>1962</b>	<b>1962</b>	<b>2032</b>
<b>COMMUNICATION SERVICES FUND</b>				
911 Calltaker Dispatcher	88	88	88	88
Applications Specialist II	2	2	2	2
Communication Services Administrator	1	1	1	1
Communications Training Analyst	4	4	4	4
Communications Manager	3	3	3	3
Communications Supervisor	13	13	13	13

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Service Unit Assistant	2	2	2	2
<b>COMMUNICATION SERVICES FUND TOTAL</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>
<b>CONVENTION EVENT SERVICES</b>				
Administrative Aide II	1	1	1	1
Assistant Director Convention Center	1	1	1	1
Building Operations Superintendent	1	1	1	1
Booking Coordinator	1	1	1	1
Business Analyst	1	1	1	1
Business Operations Administrator	1	1	1	1
Convention and Events 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	5	5	5	5
Facility Systems Administrator	1	1	1	1
Facility Systems Specialist	4	4	4	4
Operations Crew Leader	3	3	3	3
Sr Management Analyst	1	1	1	1
<b>CONVENTION EVENT SERVICES TOTAL</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>DOCUMENT SERVICES FUND</b>				
Asset Specialist	1	1	1	1
Document Services Manager	0	1	1	1
Document Services Supervisor	1	0	0	0
Mail Clerk I / II	1	1	1	1
Records Center Technician	2	2	2	2
<b>DOCUMENT SERVICES FUND TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>ECONOMIC DEVELOPMENT CORPORATION</b>				
Business Intelligence and Marketing Analyst	0	1	1	1
Economic Development Specialist	2	2	2	2
EDC Coordinator	1	1	1	1
Executive Director EDC	1	1	1	1
Real Estate Specialist	0	1	1	1
Workforce Specialist	0	1	1	1
<b>ECONOMIC DEVELOPMENT CORPORATION TOTAL</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>7</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 SUPPORT FUND</b>				
Administrative Analyst I	2	2	2	2
Applications Specialist I	3	3	3	3
Applications Specialist II	5	6	7	7

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Assistant Director Chief Information Security Officer	1	1	1	1
Business Analyst II	4	4	4	4
Chief Information Officer	1	1	1	1
Customer Support Specialist	7	7	7	8
Data Base Administrator	2	2	2	2
Desktop Deployment Administrator	1	1	1	1
Fiber Specialist	0	0	0	1
GIS Administrator	1	1	1	1
GIS Application Developer	0	1	1	1
HR Information Specialist	0	2	2	2
Information Security Analyst	0	0	0	1
IT Budget Supervisor	1	1	1	1
IT GIS Supervisor	1	1	1	1
IT Manager	4	4	5	5
IT Project Manager	2	3	3	3
IT Reporting Specialist	1	1	1	1
IT Security Analyst	1	1	0	0
IT Supervisor	5	5	5	5
Network Administrator	3	3	3	3
Network Engineer	3	3	3	3
Systems Account Administrator	0	0	0	1
Systems Engineer	6	6	6	6
Web Administrator	2	2	2	2
Web Developer	2	2	1	1
<b>INFORMATION TECHNOLOGY SUPPORT FUND TOTAL</b>	<b>58</b>	<b>63</b>	<b>63</b>	<b>67</b>
<b>PARKS PERFORMANCE FUND</b>				
Administrative Aide I	2	2	2	2
Aquatics Maintenance Technician II	2	2	2	2
Aquatics Manager	1	1	1	1
Aquatics Program Coordinator	1	1	1	1
Assistant Golf Professional	6	6	6	6
Assistant Restaurant Manager	2	2	2	2
Assistant Tennis Professional	2	2	2	2
Athletic Programs Manager	1	1	1	1
Athletics Facility Manager	3	3	2	2
Banquet Sous Chef	1	1	1	1
Catering Sales Assistant	0	1	1	1
Catering Sales Coordinator	1	1	1	1
Customer Service Representative Driver Eligible	3	4	4	4
East Cust Service Assistant Driver Eligible	1	1	1	1
Executive Chef	1	1	1	1
First Assistant Golf Professional	3	3	3	3
Food and Beverage Manager	1	1	1	1
Golf Chief Mechanic	1	1	3	3
Golf Course Superintendent 27	1	1	1	1

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Golf Operations Administrator	1	1	1	1
Golf Programs Manager	1	1	0	0
Golf Services Manager	1	1	1	1
Greens Superintendent 18 Hole	1	1	1	1
Head Golf Professional 18 Hole	2	2	2	2
Head Golf Professional 27	1	1	1	1
Irrigation Technician	0	0	0	1
Landscape Technician	17	14	14	14
Lead Indoor Lifeguard	1	2	2	2
Line Cook	3	3	3	3
Mechanic Parks	2	2	0	0
Park Landscape Supervisor	3	3	3	3
Parks Project Manager	1	1	1	1
Recreation Facility Manager	5	5	5	5
Recreation Programs Coordinator	3	3	3	3
Rental and Event Services Manager	1	1	1	1
Rental and Lake Services Coordinator	3	3	3	3
Restaurant Manager	2	2	2	2
Service Representative	1	1	1	1
Service Unit Assistant	1	1	1	1
Sports Coordinator	0	0	1	1
Sports Program Coordinator	1	1	1	1
Sr Landscape Technician	5	8	8	11
Superintendent Golf Course Maintenance	1	1	1	1
Tennis Pro Shop Attendant	1	1	1	1
Tennis Services Manager	1	1	1	1
Tournament and Event Coordinator	1	1	1	1
<b>PARKS PERFORMANCE FUND TOTAL</b>	<b>93</b>	<b>96</b>	<b>95</b>	<b>99</b>
<b>STORM WATER UTILITY FUND</b>				
Asset System Analyst	1	1	1	1
Assistant Director Public Works	1	1	1	1
Civil Engineer	1	1	2	3
Concrete Specialist	1	1	1	1
Engineering Technician	2	2	2	2
Environmental Education Specialist	1	1	1	1
Environmental Specialist	6	6	6	7
Field Operations Crew Chief	2	2	2	2
Field Operations Specialist	4	4	4	4
Graduate Engineer	5	5	4	4
Heavy Equipment Specialist	5	5	5	5
Project Engineer	1	1	1	1
Public Works Operations Supervisor	1	1	1	1
Sr Engineer	2	2	2	2
Sr Environmental Specialist	2	2	2	2
Storm Water Fund Administrator	1	1	1	1

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Storm Water Specialist	1	1	1	1
Stormwater Quality Manager	1	1	1	1
<b>STORM WATER UTILITY FUND TOTAL</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>40</b>
<b>STREET MAINTENANCE FUND</b>				
Administrative Aide I	2	2	2	2
Asset System Analyst	1	1	1	1
Field Operations Crew Chief	12	12	12	12
Field Operations Specialist	40	40	40	40
Heavy Equipment Specialist	6	6	6	6
Markings Specialist	2	2	2	2
Public Works Operations Manager	2	2	2	2
Public Works Operations Supervisor	5	5	5	5
Sign Specialist	5	5	5	5
Signal Specialist I	7	7	9	9
Signal Specialist II	4	4	2	2
Streetlight Specialist	6	6	6	6
<b>STREET MAINTENANCE FUND TOTAL</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>
<b>WATER UTILITIES FUND</b>				
Administrative Secretary	4	4	4	4
Apprentice Service Worker	2	2	2	2
Asset Information Specialist	2	2	2	4
Asset Information Supervisor	1	1	1	1
Assistant Director Water Utilities	3	3	3	3
Assistant Manager Laboratory QA	1	1	1	1
CAD Technician	1	1	1	1
Capital Projects Coordinator	1	1	1	1
Chief Maintenance Technician	1	1	1	2
Civil Engineer Water	3	3	4	4
Communications Coordinator	1	1	1	1
Customer Assistant	3	3	3	3
Customer Care Business Services Manager	1	1	1	1
Customer Information System Analyst	1	1	1	1
Customer Service Specialist - Water Utilities	2	2	2	2
Deputy City Manager	1	1	1	1
Director Utilities	1	1	1	1
Dispatcher	0	0	0	2
Electrical Systems Supervisor	1	1	1	1
Electrical Technician	2	2	2	2
Electrical Technician Trainee	1	1	1	1
Engineering Information Specialist	1	1	1	1
Field Operations Sector Manager	3	3	3	3
Financial Administrator	1	1	1	1
GIS Analyst	1	1	1	1
GIS Applications Administrator	1	1	1	1
GIS Applications Programmer	1	1	1	1

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
GIS Supervisor	1	1	1	1
GIS Technician I	0	0	1	1
GIS Technician II	3	3	2	2
Graduate Engineer	2	2	2	2
Information Services Project Coordinator	1	1	1	1
Inventory Coordinator	2	2	2	2
IT Manager - Business Relationships	1	1	1	1
Laboratory Analyst	2	2	2	2
Laboratory Services Manager	1	1	1	1
Laboratory Specialist	2	2	2	2
Laboratory Technician	3	3	3	3
Lead Utility Technician	20	20	20	23
Marketing Aide	0	0	0	1
Mechanical Technician	3	3	4	4
Mechanical Technician Trainee	3	3	2	2
Meter Service Worker	13	15	15	18
Meter Services Crew Chief	2	2	2	2
Meter Services Leader	5	5	5	5
Meter Services Supervisor	2	2	0	0
Office Assistant	1	1	1	1
Office Coordinator	1	1	1	1
Operations Support Manager	1	1	1	1
Operations Support Supervisor	0	0	0	1
ROW Technician Supervisor	1	1	0	0
Sample Collector	1	1	1	1
SCADA Analyst	1	1	0	0
SCADA Specialist	0	0	1	1
Sr Account Clerk	1	1	1	1
Sr Engineer	3	3	3	3
Sr Management Analyst	1	1	1	1
Sr Meter Reader	4	4	4	4
Sr Programmer Analyst Water	2	2	2	2
Sr Utility Customer Service Representative	2	2	2	2
Sr Utility Technician	13	13	13	13
Treatment Operations Supervisor	1	1	1	2
Treatment Technician	8	8	3	3
Treatment Technician II	0	0	3	3
Treatment Technician III	0	0	2	2
Treatment Technician Trainee	5	5	5	5
Utility Account Analyst	1	1	1	1
Utility Customer Service Representative	5	5	5	5
Utility Environmental Analyst	3	3	3	3
Utility Services Supervisor	0	0	2	2
Utility Support Specialist	1	1	1	1
Utility Technician	0	0	2	5

# Appendices

	Actual FY 2022	Budgeted FY 2023	Estimated FY 2023	Adopted FY 2024
Utility Technician Apprentice	13	13	11	11
Warehouse Inventory Clerk	3	3	3	3
Water Conservation Specialist	1	1	0	0
Water Conservation Supervisor	0	0	1	1
Water Resource Services Manager	1	1	1	1
Water Resource Technician	3	3	3	3
Water Sewer Crew Chief	21	21	21	22
Water Sewer Leader Meter Reading	1	1	1	1
Water Treatment Facilities Assistant Manager	2	2	2	2
Water Treatment Facilities Manager	1	1	1	1
Water Treatment Maintenance Coordinator	1	1	1	1
Water Utilities Training Administrator	1	1	1	1
Water Utility Field Operations Supervisor	4	4	4	4
Water Wastewater Model Engineer	1	1	1	1
<b>WATER UTILITIES FUND TOTAL</b>	<b>216</b>	<b>218</b>	<b>218</b>	<b>236</b>
<b>AMERICAN RESCUE PLAN GRANT FUND</b>				
Administrative Secretary (Fire)	1	1	1	1
Epidemiological Analyst (Fire)	1	1	1	1
Deputy Fire Chief (Fire)	3	3	3	3
Fire Apparatus Operator (Fire)	18	18	18	18
Firefighter (Fire)	24	24	24	24
Office Assistant (Police)	1	1	1	1
Police Chaplain (Police)	1	1	1	1
Police Officer (Police)	6	6	6	6
Police Sergeant (Police)	3	3	3	3
<b>AMERICAN RESCUE PLAN GRANT FUND TOTAL</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>
<b>OTHER GRANT FUNDS</b>				
Arlington Tomorrow Foundation	1	1	1	1
Code Compliance Services	2	2	2	2
Fire	5	5	5	5
Grants Management	11	11	12	12
Housing	50	50	51	51
Judiciary	7	7	7	7
Library	1	1	1	1
Police	7	7	10	10
Transportation / Handitran	28	28	28	28
<b>GRANT FUNDS TOTAL</b>	<b>112</b>	<b>112</b>	<b>117</b>	<b>117</b>
<b>SUBTOTAL OTHER FUNDS</b>	<b>822</b>	<b>835</b>	<b>839</b>	<b>867</b>
<b>TOTAL ALL FUNDS</b>	<b>2762</b>	<b>2797</b>	<b>2801</b>	<b>2899</b>

# Appendices

## ADOPTED POSITION ADDS

GENERAL FUND	
1 Homeless Camp Cleanup Coordinator	Code
1 Code Compliance Technician	Code
1 Sr Code Compliance Officer	Code
1 Financial System Administrator	Finance
1 2080 Fire Captain	Fire
40 Firefighter	Fire
1 Compensation Specialist	HR
2 Customer Service Assistant	Library
1 Administrative Aide II	Parks
1 Aquatics Program Coordinator	Parks
1 Athletics Sports Coordinator	Parks
1 Building Maintenance Worker	Parks
1 Lead Aquatics Maintenance Tech	Parks
2 Lead Indoor Lifeguard	Parks
1 Recreation General Manager	Parks
2 Recreation Program Coordinator	Parks
2 Service Representative	Parks
1 Environmental Health Specialist	Planning
1 Planner	Planning
1 Sr Environmental Health Specialist	Planning
1 Streetscape Inspector	Planning
5 Police Officer	Police
1 Grants Coordinator	Trans
<b>70 Total</b>	

INFORMATION TECHNOLOGY SUPPORT FUND
1 Customer Support Specialist
1 Fiber Specialist
1 Information Security Analyst II
1 Systems Account Administrator
<b>4 Total</b>

PARK PERFORMANCE FUND
1 Irrigation Tech
3 Sr Landscape Tech
<b>4 Total</b>

STORMWATER UTILITY FUND
1 Civil Engineer
1 Environmental Specialist
<b>2 Total</b>

WATER UTILITIES FUND
2 Asset Information Specialist
1 Chief Maintenance Tech
2 Dispatchers
3 Lead Utility Technician
1 Marketing Aide
3 Meter Service Worker
1 Operations Support Supervisor
1 Treatment Operations Supervisor
3 Utility Technician
1 Water and Sewer Crew Chief
<b>18 Total</b>

## 98 TOTAL POSITION CHANGES

# Appendices

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## **BUDGET DEVELOPMENT CALENDAR – FY 2024**

Tues., Jan. 3	FY 2023 1st Quarter Business Plan materials distributed
Fri., Jan. 6	Financial Forecast/FY24 Preliminary Budget materials distributed
Tues., Jan. 10	FY 2023 1st Quarter BAR (Budget Analysis Report) materials distributed
Wed., Jan 25	FY 2023 1st Quarter BAR revenue and expenditure estimates due
Friday, Jan 27	1st Quarter Business Plan responses due
Tues., Feb. 7	FY 2022 4th Quarter BAR presented to Finance & Audit Council Committee
Fri., Feb. 10	Financial Forecast/FY24 Preliminary materials due back from departments
Thurs., Feb. 16	Director Quarterly Meeting
Mon., April 3	2nd Quarter Business Plan materials distributed
Early April TBD	City Council Strategic Planning Session; 1st Quarter BAR & Financial Forecast presented
Tues., April 11	FY 2023 2nd Quarter BAR materials distributed to department contacts
Mon., April 24	FY 2023 2nd Quarter BAR materials due
Fri., April 28	2nd Quarter Business Plan responses due
Mon., May 1	Budget Kickoff, Council Chambers, 2pm Departments begin building base budget in GovMax Departments begin building FY 2024 Business Plan w/goals & objectives
Wed., May 17	FY 2024 Base Budget Submissions due (expenditures & revenues) FY 2024 Business Plan projects due from Departments
Tues., June 27	FY24 Budget Preview – Council Work session
Late June	3rd Quarter Business Plan materials distributed
Tues., July 11	3rd Quarter BAR materials distributed - One-week turnaround for budget book
Tues., July 18	3rd Quarter Business Plan responses due 3rd Quarter BAR responses due
Tues., July 25	Certified Property Tax Roll available
Wed., July 26	<b>City Manager's final decisions</b> (tentative)
Tues., Aug 1	FY 2024 Proposed Budget presentation to City Council & City Secretary <a href="#">Click here to view the FY 2024 Proposed Budget Presentation and Video</a>
Tues., Aug. 8	Council Budget Retreat Resolution on Tax Rate/Resolution calling Public Hearings

# Appendices

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Tues., Aug. 22	Council Meeting
Wed., Aug. 23	September Certified Property Tax Roll available
Friday, Aug. 25	Final day for Public Notice for public hearing on the budget
Tues., Sept. 5	Public Hearing on the Budget Public Hearing on the Tax Rate Adopt the FY 2024 Budget, Tax Rate, & Water/Sewer Rates – 1st Reading Ratify tax Rate – 1st Reading
Tues., Sept. 12	Adopt the FY 2024 Budget, Tax Rate, and Water/Sewer Rates – 2nd Reading Ratify tax Rate – 2nd Reading Tax Rate to Tarrant County
Wed., Sept. 13	File Approved budget with CSO (with special cover) and post on website

# 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 late April/early May meeting, departments received an overview of the financial position of the City, and forms and reports necessary to prepare formal new business plan requests. They also received a Target Number, which is the maximum amount they are authorized for their base budget submissions. Additionally, departments received a calendar indicating significant dates for budget meetings and deliberations.

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

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

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

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

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

**Tax Rate:** State law requires the calculation of "no-new-revenue" and "voter-approval" tax rates. The "no-new-revenue" rate is that rate which generates the same revenue in the proposed year as in the current year from properties on the tax roll in both years (excludes new property). The "voter-approval" rate is a rate that represents a 3.5 percent increase in the operations/maintenance portion of the total tax rate. A public election must be held if the "voter-approval" rate is exceeded. These rates were provided to Council.

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

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

# Appendices

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## CITY OF ARLINGTON FACTS & FIGURES

### City Government

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

### Physiographic

<b>Land Area</b>	99.5 square miles
<b>Extraterritorial Jurisdiction</b>	6.7 acres
<b>Public Parkland</b>	4,718 acres
City Parks	1,458 acres
Community Parks	884 acres
Linear Parks	1,763 acres
Neighborhood Parks	424 acres
Natural Areas	181 acres
<b>Longitude Range</b>	W97° 14'-W97° 03'
<b>Latitude Range</b>	N32° 35'-N32° 48'
<b>Elevation Range</b>	462'-687'
<b>Lake Arlington</b>	
Pool Elevation	550'
Surface Area	2,250 acres
<b>Average Annual Rainfall</b>	38.3"
<b>Average Annual Temperature</b>	66°F
<b>Average January Temperature</b>	46.5°F
<b>Average July Temperature</b>	84°F

# Appendices

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

### **Demographics (American Community Survey, US Census Bureau)**

#### **Population**

1980	160,113
1990	261,721
2000	332,969
2010	365,438
2020	394,266

#### **Population Growth Rate**

2010-2020	7.9%
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#### **Population Rank of Arlington (2020)**

Texas Cities	7th
U.S. Cities	50th

#### **Population by Race & Ethnicity (2020)**

White	34.9%
Hispanic or Latino (of any race)	30.7%
Black or African American	22.4%
Asian or Pacific Islander	7.7%
Native American	0.3%
<u>Multiple/Other Races</u>	<u>4.0%</u>
Total	100%

#### **Median Age**

1990	29.1 years
2010	32.1 years
2020	32.9 years

#### **Age Distribution (2020)**

Under 18	25.8%
18 to 44	40.1%
45 to 64	23.6%
65+	10.5%

#### **Median Household Income**

1990	\$35,048
2012	\$53,341
2020	\$63,351

#### **Average Household Size** 2.9

# Appendices

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## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Housing (Annual Development Profile, 2022)

<b>Single-Family Units</b>	105,540
<b>Multi-Family Units</b>	48,321

<b>Building Permit Activity</b>	<b># Permits</b>
All Residential	4,591
All Non-Residential	<u>1,668</u>
<b>Total</b>	<b>6,259</b>

### Education

#### **AISD 2021-22 Enrollment**

Elementary	30,172
Junior High	8,530
High School	17,609
<b>Total</b>	<b>56,311</b>

#### **UTA Fall 2022 Enrollment**

Undergraduate	30,791
Graduate	13,155
<b>Total</b>	<b>43,946</b>

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

No H.S. Diploma	14.6%
High School/GED	23.5%
Some College	22.4%
Associate Degree	7.8%
Bachelor's Degree	21.1%
Graduate/Professional Degree	10.6%

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Economic

<b>Taxable Value</b>	<b>2023 (FY 2024)</b>
Personal Property	\$4,428,725,891
Real Estate	\$37,122,348,180
Mineral Lease	\$419,493,301
Agriculture	\$406,663
Decrease for Pending ARB and Incomplete Accts	(\$2,162,355,934)
<b>Sub-Total</b>	<b>\$39,808,618,101</b>
ARB Estimate	\$1,208,213,668
Incomplete Estimate	\$337,153,701
<b>Total Estimate</b>	<b>\$41,353,985,470</b>
Tax Rate	\$0.005898
<b>Tax Levy</b>	
Personal Property	\$26,120,625
Real Property	\$221,424,180
Pending ARB accounts / Incomplete Accts	(\$12,753,575)
<b>Sub-Total</b>	<b>\$234,791,230</b>
ARB Estimate	\$7,126,044
Incomplete Estimate	\$1,988,533
<b>Total Tax Levy</b>	<b>\$243,905,806</b>
City Estimate of Litigation Loss	(\$16,133,478)
<b>Sub-Total</b>	<b>\$227,772,328</b>
Change in value for Eco Development	(\$12,438,528)
Collection of Delinquent Taxes and Penalties & Interest	\$900,000
<b>Total Budgeted Revenue</b>	<b>\$216,233,800</b>

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Economic (Continued)

#### Tax Rate per \$100 Valuation

City	\$0.5898
AISD	\$1.1156
County	\$0.1954
Tarrant County College District	\$0.11217
Hospital District	\$0.1945
<b>Total</b>	<b>\$2.20747</b>

#### \*Top Ten Taxpayers

#### Valuation

GENERAL MOTORS LLC/GENERAL MOTORS CO	\$1,862,356,087
S2 FOREST RIDGE LP/S2 CC LLC/S2 CC LLC/S2 MARK LP/	\$224,529,246
ONCOR ELECTRIC DELIVERY CO LLC	\$219,289,793
BMF IV TX ASPEN COURT LLC/BMF IV TX AUTUMNWOOD LLC	\$192,800,000
CPT ARLINGTON HIGHLANDS DEV LP/WIL-CPT ARLINGTON H	\$169,911,667
UNITED PARCEL SERVICE INC/BT-OH LLC	\$157,981,719
ARLINGTON STADIUM HOTEL OWNER LLC/ARLINGTON LIVE L	\$145,087,724
PARKS AT ARLINGTON L P	\$135,089,906
TOTAL E&P USA BARNETT LLC	\$134,322,850
EAST LAMAR APARTMENTS LLC/POLK 724 APARTMENTS LLC/	\$130,700,000

#### Budgeted FY 2024

<b>City Sales Tax (General Fund)</b>	\$93,107,718
<b>Property Tax (General Fund and Debt Service Fund)</b>	\$216,233,800

#### Municipal Bond Rating

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

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Employment

**Civilian Labor Force** – 232,143 (Texas Workforce Commission – August 2023)

**2022 Annual Average Unemployment Rate** – 3.6% (Texas Workforce Commission)

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

### Ad Valorem Tax Structure Fiscal Year 2024

Estimated Total Valuation	\$41,353,985,470
Tax Rate	\$0.5898
Total Tax Levy	\$243,905,806
Total Projected Revenue	\$216,233,800
General Fund Tax Revenue	\$144,776,982
Interest and Sinking Fund Tax Revenue	\$71,456,818

### Distribution of Tax Rate

<b>Fund</b>	<b>Rate</b>	<b>Percent</b>
General Fund	\$0.4080	69.2%
Interest and Sinking Fund	<u>\$0.1818</u>	<u>30.8%</u>
Total	\$0.5898	100.0%

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### 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 2024 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.

### New Economic Challenges

The strong recovery from the effects of the pandemic has resulted in substantial growth in sales tax and hotel occupancy tax revenues. However, recent trends in the housing market suggest that growth in property values may be set to gradually level off after strong growth over the past two years. Perhaps even more concerning is the persistence of high inflation, which puts upward pressure on the costs of wages, goods, and services. Inflation in the DFW region is down from its peak of a year ago and projected to decline further into FY 2024 but is still well above historical levels of the last two decades.

Our approach in preparing projections for this year's forecast remains conservative, but with a gradual return to more optimistic views of the most likely scenarios. The revenue and expenditure projections contained in this forecast present our best estimates for going forward into FY 2024 and beyond.

### Process

The annual Comprehensive Financial Forecast process begins in January, and all City departments are charged with reviewing the revenues they are responsible for and considering three scenarios. For each of the major operating funds, departments prepared revenue projections for the period FY 2024 through FY 2028 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.

Departments traditionally spend the most time developing most likely scenarios; however, the dramatic changes in economic climate during the pandemic refocused the projections toward what would be considered "worst case" during more stable financial periods. Increasing optimism when compared to the forecasts of the last two years is justified, but the "most likely" percent changes that are applied in the out-years still lean toward conservative assumptions.

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

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

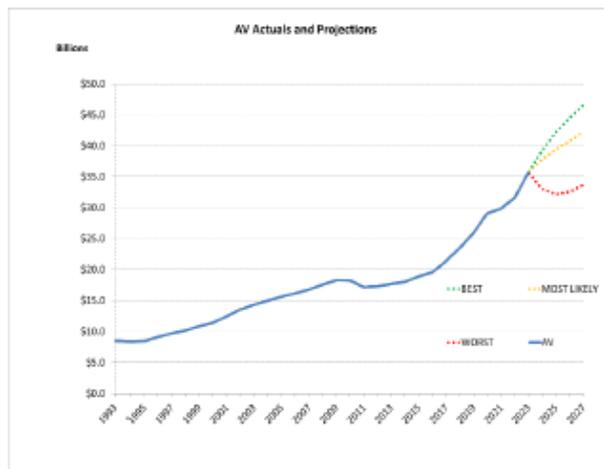
1. **Current services expenditures** are based on existing programs, service levels and expenses to which the City is already committed. Examples would include cost increases associated with population growth, automatic CPI increases built into certain contracts, and the costs of programs or services covered by grants that are expiring.
2. **New program expenditures** are the costs of new or expanded services. New programs would include adding personnel, anticipated costs of opening and operating new facilities, and anticipated new technology.

### General Fund Revenues

Within the General Fund, 87 percent of all FY 2023 budgeted revenues are contained in the following categories: *ad valorem* (property) taxes, sales taxes, franchise fees, and Municipal Court revenues. If we include certain other specific revenues such as the Water Utility and Stormwater Utility PILOT (Payment in Lieu of Taxes), AISD payments to the City for the SRO (School Resource Officer) program, the payments received for the City's landfill lease, along with building permits and state liquor taxes, the total exceeds 93 percent of all General Fund revenues. It becomes clear that projections in these areas, particularly for taxes, franchise fees and Court revenues, are the critical revenue components for determining the resources that will be available to the General Fund in the coming years.

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

The worst-case scenario for property tax utilizes a combination of the 2008-2009 recession as its benchmark mixed with the last time the federal government was shut down. Revenue declines in M&O from \$125M in 2023 down to a low of \$105M in 2025. It will take several more years of growth beyond 2028 before AV returns to 2023 levels. Over the 5-year time horizon \$163M debt is issued.



# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

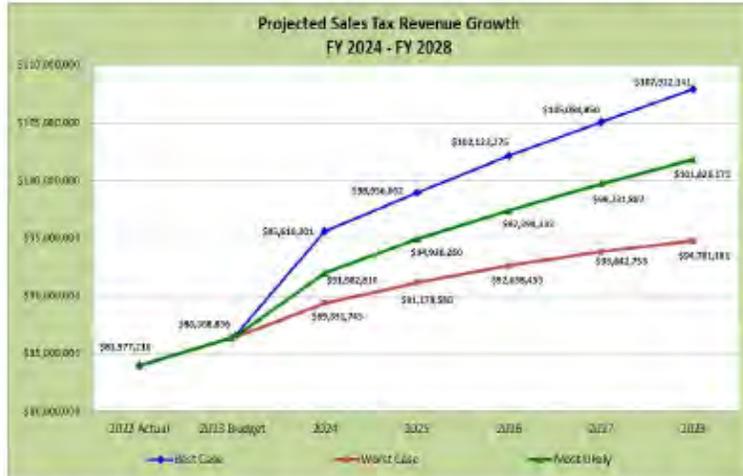
The best-case repeats the five-year period from 1998-2002 in which the City experienced its best rate of growth from 1993-2020. Revenues increase 42% in 2028 vs. 2023 in M&O. Taxable value will reach \$50B by 2028. Over the 5-year time horizon \$519M in debt is issued.

The most-likely case assumes two years of above average growth before returning to a steady growth pattern in values similar to what the City experienced from 2005-2009. Revenues vary in M&O between \$4M to \$7M per year, with an accumulated increase over five years of \$28M. Over the 5-year time horizon \$330M in debt is issued. After issuance in 2023, the City has \$52M remaining in voter-approved bond authorization.

Increase in Property Values	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Best Case	9.80%	7.65%	5.47%	4.62%	7.80%
Worst Case	-7.48%	-2.70%	1.34%	3.40%	3.40%
Most Likely	5.70%	4.50%	3.40%	3.50%	3.50%

The amount of debt issued was adjusted to maximize the funding available for capital projects. While an increase or decrease in property values directly impacts revenues, revenues are not impacted at the same percentage due to several factors that include items such as TIRZ growth, Chapter 380 agreements and the amount of debt issued.

Since the post-pandemic recovery of sales tax revenues that began during the latter part of FY 2021, these revenues have remained one of the best-performing revenue sources in the City. Although this trend continued throughout FY 2022 and into FY 2023, recent patterns indicate that growth has begun to return to historically normal levels. The General Fund received \$84.0 million in sales tax revenues in FY 2022, which was \$10.6 million (14.5%) higher than budget and \$10.2 million (13.8%) more than FY 2021. Growth trends through the first few months of FY 2023 indicate a gradual return to single-digit growth rates that are more in line with historical averages.



Our most likely projections for sales tax revenues show a 6.5% increase above the FY 2023 budget

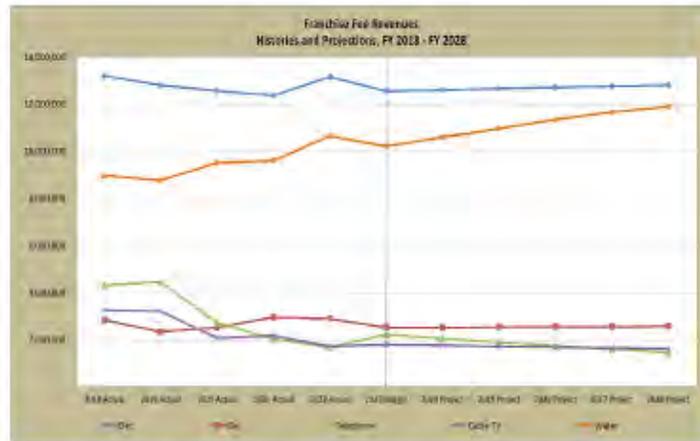
in FY 2024, then growth rates that reflect historical averages for the remaining years of the forecast: 3.2% growth in FY 2025, 2.6% in FY 2026, 2.4% in FY 2027, and 2.1% in FY 2028. Over the five-year period, this projection would result in FY 2028 revenues that are 17.9% above the FY 2023 budget level. The graph above shows the results of all three growth scenarios over the five-year forecast period.

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

In the aggregate, the FY 2024 projection for franchise fee revenues shows an increase of 0.8% from the FY 2023 budgeted level, then increasing by 0.8% in FY 2025, 0.9% in FY 2026, 0.7% in FY 2027, and 0.4% in FY 2028. This results in FY 2028 revenues that are 3.6% higher than the 2023 budget.

Franchise fees for electricity, gas, and water usage are largely determined by weather conditions during the winter and summer months; these fees can vary significantly in any given year if we experience extreme cold or extreme heat and drought. Franchise fees are also affected by the continuing evolution of new business models in the telephone and cable television industries. The increase in subscribers cancelling cable service in favor of streaming services, which have not historically paid franchise fees, is expected to result in declining revenues in these areas; however, the decline anticipated from recent legislation that limits cable and telephone access line fees has not been as steep as originally projected.



The most likely scenario for Municipal Court revenues includes a 20.0% decline in FY 2024 from the FY 2023 budget, an amount that is essentially the same as our current FY 2023 estimates. Although the pandemic restrictions that were in place at the Court in FY 2021 and through most of FY 2022 have gradually been lifted, the primary factor affecting these revenues continues to be the steady decline in number of citations. The accompanying bar chart shows the Court's revenue history since FY 2011. Revenues are projected to remain

flat in FY 2025, then slowly improve in the remaining years of the forecast, rising by 1.9% in FY 2026, 2.5% in FY 2027, and 2.7% in FY 2028. However, these projections will not return the Court's revenues to their FY 2022 levels by FY 2028.

The number of citations filed at the Court has continued to decline. FY 2022 citations were slightly up from FY 2021 but are on pace to be approximately 45,000 in FY 2023.



# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

The remaining General Fund revenues are carried forward in the forecast using projections based on historical averages and consideration of the three revenue scenarios.

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

	FY 2023 Budget	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
Best Case	290,267,333	320,945,657	336,155,183	346,129,168	357,881,670	378,022,540
Worst Case	290,267,333	273,375,158	273,270,459	277,565,793	286,158,170	293,959,098
Most Likely	290,267,333	305,813,731	315,721,227	323,323,709	331,704,966	340,057,212
Change from prior year		15,546,398	9,907,496	7,602,483	8,381,257	8,352,246
Percent change from prior year		5.4%	3.2%	2.4%	2.6%	2.5%

The continued strength of sales tax revenues and growth in property values have a substantial impact on these projections, particularly in FY 2024 when compared to the FY 2023 budget level. Overall growth is projected to return to more moderate levels in the out-years of the forecast; however, funds from the American Rescue Plan provide significant additional resources through FY 2025.

The baseline General Fund operating position on the next page assumes projected FY 2024 revenues submitted by departments and includes no new programs or additional funding in FY 2024. One-time funds used in FY 2023 have been removed from the forecasted years. Additionally, a complete list of all General Fund revenues projected using the most-likely scenario follows.

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### Comprehensive Financial Forecast General Fund BASELINE, FY 2024 - FY 2028



	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>GENERAL FUND REVENUES - Most Likely</b>	\$ 290,267,333	\$ 305,813,731	\$ 315,721,227	\$ 323,323,709	\$ 331,704,966	\$ 340,057,212
<b>INTERFUND TRANSFERS:</b>						
From Water and Sewer Fund - Indirect Cost	\$ 4,427,528	\$ 4,427,529	\$ 4,427,529	\$ 4,427,529	\$ 4,427,529	\$ 4,427,529
From Convention & Event Services Fund - Indirect Cost	447,382	447,382	447,382	447,382	447,382	447,382
From Storm Water Fund - Indirect Cost	790,950	790,950	790,950	790,950	790,950	790,950
To IT - One-time Projects	(300,000)	-	-	-	-	-
To Communication Services - Radio Maintenance	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)
From SWUF - Engineering Reviews	88,699	88,699	88,699	88,699	88,699	88,699
To Reserves	(2,629,392)	-	-	-	-	-
General Fund Ending Balance	891,361	-	-	-	-	-
From Economic Development Corporation (EDC)	254,250	261,878	269,734	277,826	286,161	294,745
From CARES Savings	5,500,000	-	-	-	-	-
From Parks Gas Fund - TRGC Debt Reimbursement	1,189,850	-	-	-	-	-
From Parks Gas Fund - Parks One-time Projects	3,057,871	-	-	-	-	-
To Park Performance Fund - Social Equity Support	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)
To Special Transportation Fund - Handitran	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
To Street Maintenance Fund - Traffic	(4,789,739)	(4,789,739)	(4,789,739)	(4,789,739)	(4,789,739)	(4,789,739)
To Street Maintenance Fund	(2,416,527)	(2,416,527)	(2,416,527)	(2,416,527)	(2,416,527)	(2,416,527)
Carryforward for Generators	2,174,780	-	-	-	-	-
Carryforward for ERP Project	630,000	-	-	-	-	-
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 5,866,732	\$ (4,640,109)	\$ (4,632,253)	\$ (4,624,161)	\$ (4,615,826)	\$ (4,607,241)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 296,134,065	\$ 301,173,621	\$ 311,088,974	\$ 318,699,548	\$ 327,089,139	\$ 335,449,971
<b>GENERAL FUND EXPENDITURES</b>	\$ 296,097,883	\$ 285,253,962	\$ 294,155,459	\$ 298,866,254	\$ 302,692,435	\$ 302,692,435
<b>Future Commitments</b>						
Full Funding of FY23 Mid-year Pay Adjustment (2%)	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -	\$ -
Impact of Sworn Step Increases (Police and Fire)	\$ 2,680,928	\$ -	\$ -	\$ -	\$ -	\$ -
Step Down ARP Funding	\$ 3,674,485	\$ 3,826,180	\$ 3,826,180	\$ 3,826,180	\$ -	\$ -
GF Support - Active Adult Center	\$ 646,084	\$ 884,615	\$ -	\$ -	\$ -	\$ -
<b>ENDING BALANCE</b>	\$ 36,182	\$ 7,018,162	\$ 12,222,719	\$ 16,007,113	\$ 24,396,705	\$ 32,757,536

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

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

Description	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Sales Taxes, General Fund	86,368,836	91,982,810	94,926,260	97,394,343	99,731,807	101,826,175
Interest Income, General Fund	1,016,050	3,810,188	4,000,697	4,000,697	4,000,697	4,000,697
Property Taxes, General Fund	125,399,016	132,500,549	138,427,305	143,107,713	148,089,570	153,241,881
PILOT - Water	4,801,336	4,911,767	5,024,737	5,140,306	5,258,533	5,379,480
PILOT - SWUF	857,459	877,181	897,356	917,995	939,109	960,708
State Liquor Tax	2,059,855	2,204,045	2,358,328	2,523,411	2,700,050	2,889,053
Bingo Tax	91,429	96,915	100,791	103,311	105,377	107,485
Electric Franchise Fees	12,564,092	12,614,348	12,664,806	12,715,465	12,766,327	12,817,392
Gas Franchise Fees	2,528,085	2,538,197	2,548,350	2,558,544	2,568,778	2,579,053
Telephone Franchise Fees	2,235,007	2,056,206	1,891,710	1,740,373	1,601,143	1,473,052
Water Franchise Fees	10,220,122	10,598,267	10,969,206	11,353,128	11,671,016	11,904,436
Cable TV Franchise Fees	1,794,947	1,759,048	1,723,867	1,689,390	1,655,602	1,622,490
Major Event Trust Fund Reimbursements	300,000	300,000	300,000	300,000	300,000	300,000
Sheraton Ground Lease	327,805	331,739	335,720	339,748	343,825	347,951
Ground and Parking Leases - 101 Center	139,500	61,500	61,500	61,500	61,500	61,500
Auction Revenues	31,480	32,739	34,049	35,411	36,827	38,300
Miscellaneous Revenue	425,550	438,317	451,466	465,010	478,960	493,329
Beverage Contract Revenues	27,413	28,784	30,223	31,734	33,321	34,987
Miscellaneous Revenue, Infrastructure	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752
Other Licenses and Permits	1,450	1,450	1,450	1,450	1,450	1,450
Garbage Franchise	2,382,991	2,482,683	2,586,546	2,694,754	2,807,489	2,924,940
Storm Event Clean Up Fee	59,368	59,752	60,138	60,527	60,919	61,312
Construction Management Fees	453,937	453,937	453,937	453,937	453,937	453,937
Landfill Usage Fees	2,475,216	2,524,720	2,575,215	2,626,719	2,679,253	2,732,838
Landfill Deferred Rev Amort	457,259	457,259	457,259	-	-	-
Methane Gas Royalties	711,746	697,511	683,561	669,890	656,492	643,362
Landfill Gross Revenue	4,817,819	4,617,819	4,617,819	4,617,819	4,617,819	4,617,819
Vital Statistics	315,000	361,973	361,973	361,973	361,973	361,973
Alcoholic Beverage License	110,000	104,540	104,540	104,540	104,540	104,540
Multi-Family Annual Inspection	653,522	663,577	663,577	660,108	665,860	701,625
Extended Stay Annual Inspection	150,226	150,226	150,226	150,226	150,226	150,226
Animal Awareness/Safety Program	700	420	420	420	420	420
Adoption Fees	71,956	57,365	57,365	57,365	57,365	57,365
Weed And Grass Fees	98,016	100,297	100,297	100,297	100,297	100,297
Dangerous Structure Demo Fee	8,767	8,767	8,767	8,767	8,767	8,767

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

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

Description	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Nuisance/Abatement Fees	35,753	31,139	31,139	31,139	31,139	31,139
Multi-Family Reinspection Fees	2,250	2,100	2,100	2,100	2,100	2,100
Extended Stay Reinspection Fees	300	300	300	300	300	300
Duplex Registrations	19,300	19,934	19,934	19,934	19,934	19,934
Duplex Reinspection	600	300	300	300	300	300
Swimming Pool Reinspections	2,700	6,450	6,450	6,450	6,450	6,450
Vet Services	9,115	12,435	12,435	12,435	12,435	12,435
Animal Service Owner Surrender Fee	11,877	11,595	11,595	11,595	11,595	11,595
Impoundment Fees	37,115	40,169	40,169	40,169	40,169	40,169
Swimming Pool Permits	104,950	101,810	101,810	101,810	101,810	101,810
Securing Code Violations	3,089	3,882	3,882	3,882	3,882	3,882
Dog And Cat License	42,081	43,443	43,443	43,443	43,443	43,443
Euthanasia Fees	11,843	11,606	11,606	11,606	11,606	11,606
Deceased Animal Pick-Up	2,208	2,356	2,356	2,356	2,356	2,356
Dangerous Animal Fee	3,550	3,054	3,054	3,054	3,054	3,054
Risk Management - Damages	250,000	250,000	250,000	250,000	250,000	250,000
Library Cards/Non-Residents	24,800	25,048	25,298	25,551	25,807	26,065
Other Library Services	14,108	14,108	14,108	14,108	14,108	14,108
Copier Concession	120,620	123,032	125,493	128,003	130,563	133,174
Criminal Justice Fee	283,674	232,613	233,078	235,409	239,646	249,232
Municipal Court	2,704,190	2,379,687	2,409,433	2,479,307	2,521,455	2,579,449
Municipal Court Child Safety Fee	26,300	22,618	22,844	23,657	23,941	24,420
Municipal Court Uniform Traffic Act Fee	4,165,100	3,057,183	3,026,612	3,064,444	3,185,571	3,260,538
Mun Ct Time Prnt Fee	124,015	120,295	120,415	121,499	122,106	123,327
Municipal Court/Issue Fee	198,785	180,894	181,347	183,559	187,891	193,528
Fire Initial Inspection	66,600	64,318	64,318	64,318	64,318	64,318
Fire Permit Fees	216,743	262,556	262,556	262,556	262,556	262,556
Overtime & Re-Inspection Fees	13,200	15,177	15,177	15,177	15,177	15,177
Fire Inspection Fees	324,314	206,050	206,050	206,050	206,050	206,050
Fire Operational Permits	206,513	127,480	127,480	127,480	127,480	127,480
Park Bond Fund	70,000	70,000	70,000	70,000	70,000	70,000
Building Inspection Fees	50,000	42,765	43,406	44,058	44,718	45,389
Plat Review & Inspection Fees	638,000	553,146	558,677	564,264	569,907	575,606
Rezoning Fees	200,000	166,760	167,594	168,432	169,274	170,120
Food Service Application/Change Ownership Fee	75,000	76,748	76,364	75,982	75,602	75,224
Food Service Establishment Reinspection	12,000	10,874	10,874	10,874	10,874	10,874
Short Term Rentals Application Fee	45,500	90,500	90,500	90,500	90,500	90,500
Landscape/Tree Preservation Fees	8,000	5,296	5,296	5,296	5,296	5,296

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

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

Description	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Building Permits	3,495,000	4,190,855	4,050,042	3,909,910	3,923,595	3,973,425
Electrical Permits	120,000	134,760	136,108	137,469	138,843	140,232
Plumbing Permits	320,000	338,656	340,349	341,200	342,053	342,908
Mechanical Permits	200,275	191,763	192,722	193,686	194,654	194,674
Business Registration	210,000	213,990	213,990	213,990	213,990	213,990
Certificate Of Occupancy	110,000	112,959	113,524	114,091	114,662	115,235
Boathouse/Pier Licenses	13,399	13,376	13,376	13,376	13,376	13,376
Plan Review Fee	1,455,150	1,928,219	1,853,790	1,779,824	1,794,240	1,824,922
Gas Well Annual Reinspection Fee	963,000	945,955	945,955	945,955	945,955	945,955
Gas Well Supplemental Fee	25,000	15,000	15,000	15,000	15,000	15,000
Food Establishment Permits	750,000	788,625	788,625	788,625	788,625	788,625
Food Handlers Permits	10,000	9,343	9,436	9,531	9,626	9,722
Child Care Licenses & Permits	60,000	55,170	55,170	55,170	55,170	55,170
Hotel Inspection Fee	35,000	15,001	15,001	15,001	15,001	15,001
Irrigation Permits	67,000	61,057	61,057	61,057	61,057	61,057
Special Event Comm Parking Renewal	12,000	12,000	12,000	12,000	12,000	12,000
Special Event Comm Parking Permits	2,800	2,100	2,100	2,100	2,100	2,100
Burglar Alarm Permits	642,100	476,600	437,325	401,287	368,219	337,875
Police Admin Services Revenue	36,693	26,193	23,023	20,236	17,787	15,635
Abandoned Vehicle Search Fees	10,214	8,637	8,637	8,637	8,637	8,637
Police Towing Fees	110,134	87,120	87,120	87,120	87,120	87,120
Contribution to/from AISD	2,117,538	2,392,371	2,563,611	2,734,851	2,906,091	3,077,330
Miscellaneous Revenue - Jail Operations	1,667	-	-	-	-	-
Terminal Building Lease	75,781	59,371	61,727	67,705	65,671	72,670
Hangar Rental	215,685	216,344	410,881	471,337	472,828	472,963
Tie Down Charge	29,040	27,720	28,380	29,700	29,700	27,060
Land/Ramp Lease	995,806	1,063,958	1,129,495	1,170,866	1,189,826	1,215,473
Real Estate Transfer	200,000	216,000	220,320	222,523	224,748	226,996
Small Cell Perm, Insp, Rental	135,000	115,695	115,695	115,695	115,695	115,695
Cell Tower Lease	310,000	253,270	220,092	227,355	234,857	242,608
Pipeline License Agreements	70,000	71,610	72,326	73,049	73,780	74,518
Engineering Service Charges - Bond Projects	650,000	691,000	691,000	691,000	691,000	691,000
Inspection Transfer	1,100,000	1,048,400	1,048,400	1,048,400	1,048,400	1,048,400
Survey Transfer	120,000	124,320	124,320	124,320	124,320	124,320
Trans Bond-Operating	116,000	116,000	116,000	116,000	116,000	116,000
Saturday Inspection Fee	30,000	25,573	25,573	25,573	25,573	25,573
Abandonment Fees	6,000	5,200	5,200	5,200	5,200	5,200
State - Grants	62,153	62,153	62,153	62,153	62,153	62,153
Sign Rental	50,000	20,000	20,000	20,000	20,000	20,000
Water Department Street Cuts	170,000	120,000	120,000	120,000	120,000	120,000
<b>Most Likely Total Revenues</b>	<b>290,267,333</b>	<b>305,813,731</b>	<b>315,721,227</b>	<b>323,323,709</b>	<b>331,704,966</b>	<b>340,057,212</b>

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### General Fund Expenditures

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

Health insurance costs for employees and retirees are projected to increase over the forecast period. In the General Fund and internal service funds directly supported by the General Fund, these costs are budgeted at \$22.7 million in FY 2023. Based on information provided by the Human Resources Department, the table below shows the projected amounts needed for employee health insurance in the General Fund over the next five years, assuming no changes to plan provisions and benefits.

	Budgeted FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Cumulative Increase
Employee Insurance	22,695,075	24,026,001	25,177,578	26,532,383	27,962,514	29,472,763	
Increase from prior year		1,330,926	1,151,576	1,354,805	1,430,131	1,510,249	6,777,688
Percent Increase from prior year		5.9%	4.8%	5.4%	5.4%	5.4%	

Employees are the City's most valuable resources and Arlington has invested accordingly in salaries and benefits over the past several years. Beginning in FY 2017, employee compensation was targeted to close the gap between average compensation at the City for the various employee job families (clerical, professional, technical, etc.) and the compensation granted in the surrounding market of comparable employers and jobs. Since the compensation gap varied by category, raises were targeted accordingly. During the FY 2017 budget development process, management and Council chose a compensation philosophy that provided for market average plus 5% spread over a three-year period with FY 2019 being the final year of the plan. No increase was originally budgeted in FY 2021 due to the economic climate surrounding the pandemic; however, a 2% across-the-board increase was provided in June 2021 as revenues improved throughout the year. The FY 2022 adopted budget included a 3% across-the-board compensation increase. In response to rising inflation, the FY 2023 adopted budget included a 6% increase for employees effective in October 2022, and an additional 2% effective in April 2023. This forecast assumes an average 3% raise will be provided in each year of the forecast.

	Budgeted FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Cumulative Increase
Compensation Increases	-	5,647,088	5,816,501	5,990,995	6,170,725	6,355,847	29,981,156
Cumulative Compensation Increases	-	5,647,088	11,463,589	17,454,583	23,625,309	29,981,156	

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

The General Fund Operating Position below assumes the mostly likely scenario for revenues and includes additional funding for forecasted employee health insurance, compensation increases and the plan to absorb American Rescue Plan grant funds back into the operating budget. As addressed earlier, every annual budget adopted by the City Council is statutorily required to be balanced; therefore, any presentation of unbalanced projected numbers reflect work that will be necessary each year to get expenditures in line with revenues.

General Fund with Health Insurance and Compensation	Comprehensive Financial Forecast General Fund, FY 2024 - FY 2028					
	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>GENERAL FUND REVENUES - Most Likely</b>	\$ 290,267,333	\$ 305,813,731	\$ 315,721,227	\$ 323,323,709	\$ 331,704,966	\$ 340,057,212
<b>INTERFUND TRANSFERS:</b>						
From Water and Sewer Fund - Indirect Cost	\$ 4,427,528	\$ 4,427,529	\$ 4,427,529	\$ 4,427,529	\$ 4,427,529	\$ 4,427,529
From Convention & Event Services Fund - Indirect Cost	447,382	447,382	447,382	447,382	447,382	447,382
From Storm Water Fund - Indirect Cost	790,950	790,950	790,950	790,950	790,950	790,950
To IT - One-time Projects	(300,000)	-	-	-	-	-
To Communication Services - Radio Maintenance	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)
From SWUF - Engineering Reviews	88,699	88,699	88,699	88,699	88,699	88,699
To Reserves	(2,629,392)	-	-	-	-	-
General Fund Ending Balance	891,361	-	-	-	-	-
From Economic Development Corporation (EDC)	254,250	261,878	269,734	277,826	286,161	294,745
From CARES Savings	5,500,000	-	-	-	-	-
From Parks Gas Fund - TRGC Debt Reimbursement	1,189,850	-	-	-	-	-
From Parks Gas Fund - Parks One-time Projects	3,057,871	-	-	-	-	-
To Park Performance Fund - Social Equity Support	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)
To Special Transportation Fund - Handltran	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
To Street Maintenance Fund - Traffic	(4,789,739)	(4,789,739)	(4,789,739)	(4,789,739)	(4,789,739)	(4,789,739)
To Street Maintenance Fund	(2,416,527)	(2,416,527)	(2,416,527)	(2,416,527)	(2,416,527)	(2,416,527)
Carryforward for Generators	2,174,780	-	-	-	-	-
Carryforward for ERP Project	630,000	-	-	-	-	-
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 5,866,732	\$ (4,640,109)	\$ (4,632,253)	\$ (4,624,161)	\$ (4,615,826)	\$ (4,607,241)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 296,134,065	\$ 301,173,621	\$ 311,088,974	\$ 318,699,548	\$ 327,089,139	\$ 335,449,971
<b>GENERAL FUND EXPENDITURES (w/Commitments)</b>	\$ 296,097,883	\$ 294,155,459	\$ 298,866,254	\$ 302,692,435	\$ 302,692,435	\$ 302,692,435
<b>ENDING BALANCE</b>	\$ 36,182	\$ 7,018,162	\$ 12,222,719	\$ 16,007,113	\$ 24,396,705	\$ 32,757,536
Health Insurance Increases (4.8-5.9% annually)		\$ 1,330,926	\$ 2,482,503	\$ 3,837,308	\$ 5,267,439	\$ 6,777,688
Compensation Increases (average 3% annually)		\$ 5,647,088	\$ 11,463,588	\$ 17,454,583	\$ 23,625,308	\$ 29,981,155
		\$ 6,978,014	\$ 13,946,090	\$ 21,291,891	\$ 28,892,747	\$ 36,758,843
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 40,148	\$ (1,723,371)	\$ (5,284,778)	\$ (4,496,042)	\$ (4,001,307)



# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### Proposed Expenditures by Department

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. 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 asked to develop expenditure projections for future proposed new programs, services, and equipment. These include such items as:

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

The following tables include a complete list of forecasted expenditure requests by department.

Dept.	Title	FY 2024 Impact	FY 2025 Impact	FY 2026 Impact	FY 2027 Impact	FY 2028 Impact
Asset Mgmt.	Custodial - Special Services (Janitorial Contract)	370,233	11,107	11,440	11,783	12,137
Asset Mgmt.	Custodial Supplies	20,696	1,800	1,854	1,910	1,965
Asset Mgmt.	Additional Staffing: Operations Analyst II, Asset Manager, Operations System Administrator, Asset Sy	326,108	326,108	326,108	326,108	326,108
Asset Mgmt.	Hiring a consultant to assess the City's smart technology	50,000	-	-	-	-
Asset Mgmt.	Additional Staffing: Assistant Construction Manager and Construction Specialist	189,110	189,110	189,110	189,110	189,110
Asset Mgmt.	Additional Staffing: Admin Analyst I	70,402	70,402	70,402	70,402	70,402
Asset Mgmt.	Additional Staffing: Carpenter, Electrician, Plumber	741,697	741,697	741,697	741,697	741,697
Asset Mgmt.	Maintenance of Buildings - Ice / Snow (Removal and Clean-up) City Wide Contract	75,000	75,000	75,000	75,000	75,000
Asset Mgmt.	Maintenance of Buildings - Elevators - Partial Modernization	126,500	-	-	-	-
Asset Mgmt.	Maintenance of Buildings - Lake Arlington Library - Concrete Steps, Handrails, Retaining Wall	225,000	-	-	-	-
Asset Mgmt.	Maintenance of Buildings - North East Library - Window Replacement	49,241	-	-	-	-
Asset Mgmt.	Maintenance of Buildings - 1015 W. Main St. Bathroom Improvements	233,710	-	-	-	-
Asset Mgmt.	Maintenance of Buildings - Fleet, Facilities, Public Works - Exterior Painting	450,932	-	-	-	-
Asset Mgmt.	Solid Waste Master Plan	90,000	-	-	-	-
Asset Mgmt.	Replacement for out-of-life building equipment	2,000,000	-	-	-	-
Asset Mgmt.	Additional Staffing: Carpenter	-	55,186	55,186	55,186	55,186
Asset Mgmt.	Additional Staffing: Electricians	-	61,740	123,480	123,480	123,480
Asset Mgmt.	Additional Staffing: Building System Technician	-	-	55,186	55,186	55,186
Asset Mgmt.	Additional Staffing: Locksmith	-	-	55,186	55,186	55,186

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## Comprehensive Financial Forecast FY 2024 - FY 2028

Dept.	Title	FY 2024 Impact	FY 2025 Impact	FY 2026 Impact	FY 2027 Impact	FY 2028 Impact
Audit	Software Maintenance	2,000	2,000	2,000	2,000	2,000
Audit	Peer Review	-	-	6,000	-	-
Bus. Div.	Professional Consultant	90,000	90,000	90,000	90,000	90,000
Bus. Div.	New Hire - Full Time Position	77,889	77,889	77,889	77,889	77,889
Bus. Div.	New Hire - Part Time Position	50,000	50,000	50,000	50,000	50,000
Bus. Div.	Reclass of Positions	15,455	15,455	15,455	15,455	15,455
Bus. Div.	Spark - Business Resource Center	21,600	21,600	21,600	21,600	21,600
Bus. Div.	Mileage for Outreach Travel	3,600	3,600	3,600	3,600	3,600
Bus. Div.	Chamber/Advocacy Group Membership & Sponsorships	75,000	75,000	75,000	75,000	75,000
Bus. Div.	OBD Programs, Vendor Fairs & Expos	25,000	25,000	25,000	25,000	25,000
Bus. Div.	OBD - DEI & Diversity Supplier Workshops and Trainings	5,000	5,000	5,000	5,000	5,000
Bus. Div.	Supplies - New Hire and PT Positions (Telephone & Monitors)	4,500	4,500	4,500	4,500	4,500
Bus. Div.	New Positions: Grant Writer and Grant Tracker	-	-	-	-	-
CAO	Attorney I	88,057	88,057	88,057	88,057	88,057
CAO	Paralegal	67,692	67,692	67,692	67,692	67,692
CAO	Paid Internship Program	18,018	18,018	18,018	18,018	18,018
CAO	Legal Files Increase	-	636	1,304	2,006	2,743
CAO	Law Library Increase	-	-	734	2,503	4,588
Code	Code Compliance Training and Overtime	62,565	62,565	62,565	62,565	62,565
Code	Tool Sharing Program	129,389	52,068	52,068	52,068	52,068
Code	Commercial Inspections Program	235,276	130,460	130,460	130,460	130,460
Code	Code Compliance Services Part-Time Administrative Staff	97,845	95,709	95,709	95,709	95,709
Code	Homeless Camp Mitigation	150,000	150,000	150,000	150,000	150,000
Code	Code Staffing Stabilization	305,410	305,410	305,410	305,410	305,410
Code	Full-Time Animal Enrichment Specialist	-	64,701	64,143	64,143	64,143
Code	Animal Services Receiving Remodel	-	-	60,000	-	-
COMLA	Social Media Promotion	54,000	54,000	54,000	54,000	54,000
COMLA	Internal Communications Coordinator	87,580	87,580	87,580	87,580	87,580
ED	Contract Administrator	70,402	70,402	70,402	70,402	70,402
ED	Real Estate Representative (Net of Revenue)	-	-	-	-	-
Finance	Tarrant Appraisal District Assessment Services	117,119	120,633	123,045	127,979	131,818
Finance	External Audit Costs	32,500	32,500	32,500	32,500	32,500
Finance	Accounts Payable Clerk	51,493	48,488	48,488	48,488	48,488
Finance	Purchasing Agent	80,896	77,891	77,891	77,891	77,891
Finance	Annual Comprehensive Financial Report Preparation Software	67,000	7,000	7,000	7,000	7,000
Finance	Finance 8th Floor Remodel & Furniture Replacement Program	40,000	40,000	40,000	-	-
Finance	Federal Data Transparency Act, Compliance Software	-	-	100,000	30,000	30,000
Fire	Assistant Chief	148,088	148,088	148,088	148,088	148,088
Fire	Fire Captain	139,680	139,680	139,680	139,680	139,680
Fire	Special Pay - Certification - EMT Pay	481,200	481,200	481,200	481,200	481,200
Fire	Bunker Gear Cleaning	100,000	100,000	100,000	100,000	100,000
Fire	Bunker Gear (Fourth/Final Round of Second Set)	350,000	-	-	-	-
Fire	Four Personnel Staffing	7,100,239	7,100,239	7,100,239	7,100,239	7,100,239
Fire	Four Personnel Staffing Upfit	745,200	-	-	-	-
Fire	Fire Station Alerting System Update	500,000	-	-	-	-
Fire	Candidate Physical Ability Test (CPAT)	60,000	60,000	60,000	60,000	60,000
Fire	Health & Fitness Provider	500,000	500,000	500,000	500,000	500,000
HR	Contract for Third Party Claims Administration Services	7,609	15,447	21,362	21,632	-
HR	Wellness Clinic - CareATC (Health Fund)	250,000	500,000	750,000	1,000,000	250,000
HR	Contract Insurance Broker and Risk Consultant	42,300	42,300	42,300	42,300	-
HR	Arbitrations	10,000	10,000	10,000	10,000	10,000
HR	WC 504 Network Implementation (Workers' Comp Fund)	100,000	100,000	100,000	100,000	-
HR	OPS Coordinator	70,402	70,402	70,402	70,402	70,402
HR	PT HR Assistant	26,907	26,907	26,907	26,907	26,907

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## Comprehensive Financial Forecast FY 2024 - FY 2028

Dept.	Title	FY 2024 Impact	FY 2025 Impact	FY 2026 Impact	FY 2027 Impact	FY 2028 Impact
HR	M17 HR Position	99,927	99,927	99,927	99,927	99,927
HR	OD Specialist	175,160	175,160	175,160	175,160	175,160
HR	Risk Management Insurance Increase	348,647	348,647	348,647	348,647	348,647
HR	Risk Management Software	55,000	57,750	60,638	63,670	66,854
HR	Mental Wellness Program	50,000	57,000	-	-	-
HR	Employee Relations Outsource	88,935	88,935	88,935	88,935	88,935
Library	Replace the carpet at the Southwest Branch Library	91,220	-	-	-	-
Library	Data plan for technology available for public check out	143,808	-	-	-	-
Library	Add one full-time Customer Service Assistant for Downtown Services	48,615	48,615	48,615	48,615	48,615
Library	Add one full-time Customer Service Assistant for Branches Services	48,615	48,615	48,615	48,615	48,615
Library	Repairs to fixtures and finished at Northeast Branch Library	-	-	46,000	-	-
Non-Dept.	Increase for Citizen Satisfaction Survey	20,000	20,000	20,000	20,000	20,000
Non-Dept.	Increase in costs for Security Guard contract	127,000	127,000	127,000	127,000	127,000
Non-Dept.	ERP System Costs/Implementation	212,757	51,067	51,067	51,067	51,067
Non-Dept.	Increase for Terminal Pay	350,000	350,000	350,000	350,000	350,000
Non-Dept.	Contract Routing and Digital Signature Software	35,000	35,000	35,000	35,000	35,000
Non-Dept.	Increase in Electricity Costs	-	-	-	1,000,000	1,350,000
Parks	Mowing Contracts CPI Increase/Budget Adjustment	371,628	406,561	444,778	486,587	532,326
Parks	Erosion Control	1,230,000	980,000	1,730,000	1,820,000	1,000,000
Parks	Pond Dredging	1,400,000	1,500,000	1,500,000	1,500,000	1,500,000
Parks	Conference/Training Funds	20,000	20,000	20,000	20,000	20,000
Parks	Building Maintenance Funds	75,000	75,000	75,000	75,000	75,000
Parks	Active Adult Center Base Funding	646,084	1,530,699	1,530,699	1,530,699	1,530,699
Parks	River Legacy Science Center - City Obligated Building Repairs	22,000	-	-	-	-
Parks	Park Development Operations & Maintenance	61,200	65,650	65,000	65,000	125,010
Parks	Aquatics Operations & Maintenance from PF to GF	522,860	522,860	522,860	522,860	522,860
Parks	EAST Budget Transfer from PF to GF	622,252	622,252	622,252	622,252	622,252
Parks	Light Up Arlington/EcoFest and Special Events (Net of Revenue)	177,584	177,584	177,584	177,584	177,584
Parks	Maintenance Equipment Replacement	750,000	136,000	105,200	195,000	102,500
Parks	Linear Trail Litter Pick-up	125,000	125,000	125,000	125,000	125,000
Parks	Centralized Irrigation System Expansion	65,000	-	-	-	-
Parks	Parking Lot Renovations	593,750	525,263	500,000	500,000	500,000
Parks	SE Green Oaks Green Screen Project	175,000	-	-	-	-
Parks	Janitorial Contracts CPI Increase	-	43,415	47,540	52,056	57,000
Parks	Park Finder Map (Website Improvement)	-	50,000	-	-	-
Parks	Playground Replacement Program	-	460,000	730,000	1,330,000	760,000
Parks	Gateway Monument Sign #4	-	950,000	950,000	953,000	953,000
Planning	Conversion of Two part-time positions to Two full-time positions	265,201	139,057	139,057	139,057	139,057
Planning	Reclassification of Health Services staff	25,032	25,032	25,032	25,032	25,032
Planning	Clean Streetscape Inspector	102,259	71,398	71,398	71,398	71,398
Planning	Conversion of a Part-Time position to a Full-Time Planner	50,959	45,249	45,249	45,249	45,249
Planning	Staffing to continue Healthy Initiatives Program	35,810	72,100	72,100	72,100	72,100
Planning	New Full-time Customer Experience Specialist	74,581	70,402	70,402	70,402	70,402
Planning	Reclassification of Field Inspection Supervisor - Building Inspections	4,385	4,385	4,385	4,385	4,385
Planning	New Full-time Combination Inspector	107,613	70,836	70,836	70,836	70,836
Planning	One Start Development Center Redesign	80,000	-	-	-	-
Planning	Professional Services for Impact Fee Update	252,000	-	-	-	-
Planning	Professional Services for Form Based Code - (Lincoln Square/I-30 and Collins Area)	250,000	65,000	65,000	-	-
Planning	Professional Services for Comprehensive Plan Update	-	606,000	-	-	-

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## Comprehensive Financial Forecast FY 2024 - FY 2028

Dept.	Title	FY 2024 Impact	FY 2025 Impact	FY 2026 Impact	FY 2027 Impact	FY 2028 Impact
Planning	Professional Services for Form Based Code - Downtown Master Plan Implementation	-	150,000	104,138	91,578	91,578
Planning	Professional Services for South Cooper Street Corridor Coding	-	-	205,500	-	-
Police	Funding to Fill All Authorized Positions	284,832	1,450,708	1,500,708	1,550,708	1,600,708
Police	Increased Fleet Maintenance Costs	188,401	208,401	228,401	248,401	268,401
Police	Increased Taser Contract Costs	29,308	196,544	196,544	196,544	196,544
Police	Community Program Support	50,000	50,000	50,000	50,000	50,000
Police	Alliance for Children Support	5,110	10,219	15,328	20,437	25,546
Police	increased Clothing Allowance	19,200	38,400	57,600	57,600	57,600
Police	Enhanced Patrol Response: Year 1	1,734,905	1,561,584	2,057,295	2,762,406	2,894,260
Police	Increased Officer Recruitment and Retention	300,000	530,000	385,000	280,000	280,000
Police	Additional Training Resources	100,000	100,000	100,000	100,000	100,000
Police	Training Center Digitization	187,154	77,137	77,137	77,137	77,137
Police	Additional Recruiting Staff	628,824	584,869	604,802	626,425	650,468
Police	Enhanced Patrol Response: Year 2	-	2,178,583	1,870,334	2,283,655	2,871,629
Police	Automated Customer Service Enhancement	-	180,000	180,000	180,000	180,000
Police	E-Citation Replacement	-	-	335,000	-	-
Police	Enhanced Patrol Response: Year 3	-	-	2,228,855	1,829,189	2,078,068
Police	Enhanced Patrol Response: Year 4	-	-	-	2,803,136	1,741,515
PWKS	Survey Reclassifications	19,718	19,718	19,718	19,718	19,718
PWKS	Abram Street Bollard System	50,000	50,000	50,000	50,000	50,000
PWKS	Engineering License Training and Testing Fees	3,750	3,750	3,750	3,750	3,750
PWKS	Increase Traffic Counting Supplies	10,000	10,000	10,000	10,000	10,000
PWKS	Advertising for Job Vacancies	13,500	13,500	13,500	13,500	13,500
PWKS	ADA Updated Transition Plan	150,000	-	-	-	-
PWKS	Engineering Services for Vision Zero Projects and TMC Management	150,000	150,000	150,000	-	-
PWKS	Signal System Engineer Position Levels	-	-	-	-	-
PWKS	GIS Technician II (New Position)	68,318	64,318	64,318	64,318	64,318
PWKS	Administrative Aide II (New Position)	64,639	56,639	56,639	56,639	56,639
PWKS	Replace Office Chairs - Inspection/Survey	9,000	-	-	-	-
PWKS	Permanently Enclose PWK Front Desk	30,000	-	-	-	-
PWKS	PWK Conference Rooms Upgrades	140,514	65,000	45,000	-	-
PWKS	Cartograph Licensing Increase - PWK	-	955	955	955	955
PWKS	Centralized Traffic Management Software Upgrade - TACTICS	-	2,000,000	-	-	-
Strategic Int.	Demographic Forecast Consulting Services	200,000	-	-	-	-
Strategic Int.	Historic Preservation Plan Update	-	30,000	-	-	-
Strategic Int.	Historic Resources Survey Update	-	-	60,000	-	-
Transp.	Via Service Costs	600,000	1,200,000	1,440,000	1,620,000	1,880,000
Transp.	Aviation Utilities And Staffing	25,450	25,450	25,450	25,450	25,450
Transp.	Aviation Contract Tower Maintenance	2,000	2,000	2,000	2,000	2,000
Transp.	Handitran Software Migration	135,000	135,000	135,000	135,000	135,000
Transp.	Safety Action Plan	25,000	-	-	-	-
Transp.	Aviation Management Software	12,000	12,000	12,000	12,000	12,000
Transp.	Grants Coordinator	-	-	-	-	-
Transp.	Via Unity Council Recommendations	85,000	85,000	85,000	85,000	85,000
Transp.	DOE Multimodal Delivery Grant	52,754	-	-	-	-
Transp.	FTA Low/No Emissions Grant	1,000,000	1,500,000	500,000	-	-
Transp.	Hike & Bike Master Plan Update	-	250,000	-	-	-
Transp.	Thoroughfare Development Plan Review	-	-	-	150,000	-
Dispatch	Radio Tower Lease	13,185	13,844	14,536	15,263	16,026
Dispatch	CAD System Maintenance	27,115	28,471	29,894	31,389	32,958
Dispatch	Radio System Maintenance	20,309	41,047	62,229	83,860	-
Dispatch	DSUA Reclassification	34,669	34,669	34,669	34,669	34,669
Dispatch	Pay Increases for Communications Services Staff	460,405	460,405	460,405	460,405	460,405
Dispatch	Dispatch Console Furniture Replacement	800,000	-	-	-	-
Dispatch	Dispatch Center Carpet Replacement	80,000	-	-	-	-

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## Comprehensive Financial Forecast FY 2024 - FY 2028

Dept.	Title	FY 2024 Impact	FY 2025 Impact	FY 2026 Impact	FY 2027 Impact	FY 2028 Impact
Dispatch	Dispatch Center Chair Replacement	60,000	-	-	-	-
Dispatch	Towed Vehicle Database	24,000	-	-	-	-
Dispatch	Replacement of CAD Servers and Storage	-	-	-	700,000	-
Fleet	Out-of-Life Fleet Replacement Units - OPTION 1 - ACTUAL YEARLY FUNDING NEED	2,566,215	566,265	978,495	-	-
Fleet	Out-of-Life Fleet Replacement Units - OPTION 2 - ANNUAL LEVEL FUNDING	621,582	621,582	621,582	621,582	621,582
Fleet	GPS Dash Cams and Telematics	110,000	5,200	19,200	19,200	21,120
Fleet	Additional Staffing: Fleet Services Administrative Aide	52,148	52,148	52,148	52,148	52,148
Fleet	Electric Vehicle Charging Stations	390,800	16,800	16,800	16,800	16,800
Fleet	City Wide Fuel	-	70,000	71,400	72,828	74,285
IT	Software Maintenance and Licenses Cost Increase	174,695	174,695	174,695	174,695	174,695
IT	Access Control System Support	50,000	50,000	50,000	50,000	50,000
IT	Training Increase for Customer Service Team	35,000	35,000	35,000	35,000	35,000
IT	Kronos Replacement	481,000	120,000	120,000	120,000	120,000
IT	Access Control and VMS Admin (2 Positions)	210,027	210,027	210,027	210,027	210,027
IT	Customer Support Analyst	84,213	76,313	76,313	76,313	76,313
IT	Asset Specialist (PT to FT)	50,000	50,000	50,000	50,000	50,000
IT	Fiber and Structured Cabling Specialist	105,014	105,014	105,014	105,014	105,014
IT	IT Cybersecurity Vulnerability Assessment	250,000	-	-	-	-
IT	Systems Account Administrator (Account Management)	105,014	105,014	105,014	105,014	105,014
IT	Application Deployment Administrator	105,167	94,742	94,742	94,742	94,742
IT	Security Computer Security Enhancements Consulting Services	95,000	-	-	-	-
IT	IT Renovation for Customer Service Desk Expansion	50,000	-	-	-	-
IT	Governance Projects Placeholder	2,965,000	210,000	210,000	210,000	210,000
IT	Governance Projects Contractor Funds	300,000	-	-	-	-
IT	FY25 Hardware Replacement and Maintenance	-	1,400,000	-	-	-
IT	IT Security Analyst	-	120,631	120,631	120,631	120,631
IT	Asset Management Module for Computer Management System (Altiris)	-	50,000	20,000	20,000	20,000
IT	Training Room Technology Refresh	-	50,000	-	-	-
IT	Stealthbits Renewal	-	150,000	150,000	150,000	150,000
IT	FY26 Hardware Replacement and Maintenance	-	-	1,900,000	-	-
IT	Microsoft Enterprise License Agreement Renewal Cost Increase	-	-	225,000	225,000	225,000
IT	On-Site Audio-Video Contract Technician	-	-	105,000	105,000	105,000
IT	Computer Asset Tag/Inventory Management Automation	-	-	30,000	30,000	30,000
IT	Data Classification Program	400,000	200,000	200,000	200,000	-
IT	FY27 Hardware Replacement and Maintenance	-	-	-	1,700,000	-
IT	FY28 Hardware Replacement and Maintenance	-	-	-	-	450,000

**\*General Fund Total (Including Dispatch, Fleet & IT) 44,850,357 41,739,368 43,789,479 47,655,270 43,617,872**

# Appendices

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## Comprehensive Financial Forecast FY 2024 - FY 2028

### **Other Funds**

Non-General Fund departments were also tasked with developing revenue forecasts using the same three scenarios as previously discussed for the General Fund, as well as considering anticipated Current Services or New Program expenditure requests. It should again be noted that every annual budget adopted by the City Council is statutorily required to be balanced, therefore any presentation of unbalanced projected numbers reflect work which must be done every year to align expenditures with revenues.

The following pages are the forecasted operating positions for other operating funds.

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### Comprehensive Financial Forecast Water Utilities Fund, FY 2024 - FY 2028



	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>BEGINNING BALANCE</b>	\$ 318,605	\$ -	\$ -	\$ -	\$ -	\$ -
<b>REVENUES - Most Utility</b>	\$ 179,602,341	\$ 183,453,497	\$ 195,734,050	\$ 208,493,033	\$ 210,199,482	\$ 218,045,481
<b>INTERFUND TRANSFERS:</b>						
General Fund - Indirect Cost	\$ (4,427,528)	\$ (4,427,528)	\$ (4,427,528)	\$ (4,427,528)	\$ (4,427,528)	\$ (4,427,528)
From Storm Water Fund - Indirect Cost	170,122	170,122	170,122	170,122	170,122	170,122
To Debt Service Fund - TMDS Reimbursement	(904,051)	(904,051)	(904,051)	(904,051)	(904,051)	(904,051)
Debt Service Reserve	-	(462,362)	(1,363,853)	-	-	-
Operating Reserve	(904,051)	(643,890)	(1,908,480)	(1,055,140)	(1,050,600)	(1,018,762)
Fleet Reserve	-	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Rate Stabilization Fund	3,838,589	3,500,000	-	-	-	-
Renewal / Rehabilitation Fund	(21,299,118)	(20,800,000)	(18,700,000)	(24,000,000)	(21,100,000)	(21,400,000)
Renewal / Rehabilitation Reimbursement	(227,556)	(227,556)	(227,556)	(227,556)	(227,556)	(227,556)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (23,752,621)	\$ (24,045,256)	\$ (23,301,346)	\$ (30,694,151)	\$ (27,789,613)	\$ (28,057,775)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 156,250,125	\$ 159,414,242	\$ 166,432,704	\$ 174,795,880	\$ 182,409,869	\$ 189,987,706
<b>WATER FUND EXPENDITURES</b>	\$ 156,199,837	\$ 152,289,278	\$ 152,380,278	\$ 152,289,278	\$ 152,289,278	\$ 152,289,278
<b>ENDING BALANCE</b>	\$ 50,488	\$ 7,133,964	\$ 14,152,426	\$ 22,515,602	\$ 30,120,591	\$ 37,701,428
Health Insurance Increases (4.8-5.0% annually)		\$ 117,636	\$ 218,986	\$ 338,478	\$ 464,423	\$ 597,188
Compensation Increases (average 3% annually)		\$ 447,804	\$ 900,041	\$ 1,384,116	\$ 1,673,443	\$ 2,177,460
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 6,568,525	\$ 13,024,398	\$ 20,791,008	\$ 27,791,725	\$ 34,732,800

#### Current Services

FY24-WTR-CS01 TRA	3,922,958	3,128,225	15,512,653	20,005,406	24,046,016	
FY24-WTR-CS02 Franchise Fees	289,690	1,000,614	1,966,461	1,839,609	2,294,677	
FY24-WTR-CS03 PILOT	110,431	223,401	338,970	457,197	578,144	
FY24-WTR-CS04 Chemicals JK	289,918	347,901	417,481	500,977	601,173	
FY24-WTR-CS05 Chemicals PB	555,831	666,998	800,397	960,472	1,152,572	
FY24-WTR-CS06 River Legacy Partnership	10,000	10,000	10,000	10,000	10,000	
FY24-WTR-CS07 SD Partnerships	6,000	6,000	6,000	6,000	6,000	
FY24-WTR-CS08 Other Supplies	10,000	10,000	10,000	10,000	10,000	
FY24-WTR-CS09 AIS Staff Funding	9,640	9,640	9,640	9,640	9,640	
FY24-WTR-CS10 Maintenance of Radars	2,440	2,440	2,440	2,440	2,440	
FY24-WTR-CS11 Maintenance of Electrical Systems	40,000	44,000	48,400	53,240	58,564	
FY24-WTR-CS12 Maintenance of Walks, Drives, and Fences	1,000	1,100	1,210	1,331	1,464	
FY24-WTR-CS13 Maintenance of Pumps and Motors	67,000	95,700	129,270	175,797	237,377	
FY24-WTR-CS14 Maintenance of Lift Stations	2,000	2,200	2,420	2,662	2,928	
FY24-WTR-CS15 Maintenance of Instruments and Apparatus	31,319	34,450	37,895	41,685	45,853	
FY24-WTR-CS16 Maintenance of Facilities Grounds	44,791	49,270	54,137	59,617	65,579	
FY24-WTR-CS17 SCADA Support Contract	75,000	75,000	75,000	75,000	75,000	
FY24-WTR-CS18 Maintenance of Reservoirs & Storage Tanks	35,637	39,301	43,121	47,433	52,176	
FY24-WTR-CS19 Maintenance of Filtration Plants	57,883	63,672	70,039	77,043	84,747	
FY24-WTR-CS20 Maintenance of Software	40,000	40,000	40,000	40,000	40,000	
FY24-WTR-CS21 Cell Phone Allowance	1,088	1,088	1,088	1,088	1,088	
FY24-WTR-CS22 Maintenance of Fire Hydrants	12,775	12,775	12,775	12,775	12,775	
FY24-WTR-CS23 Clothing/PPE	1,850	1,850	1,850	1,850	1,850	
FY24-WTR-CS24 Traffic Control Devices	5,000	5,000	5,000	5,000	5,000	
FY24-WTR-CS25 Maintenance of Vehicles	100,000	100,000	100,000	100,000	100,000	
FY24-WTR-CS26 Membership	1,490	1,490	1,490	1,490	1,490	
FY25-WTR-CS01 TRWD	-	55,542	701,812	1,279,731	1,846,653	
FY25-WTR-CS02 Debt Service	-	35,552	35,552	1,224,472	2,507,749	
<b>TOTAL - CURRENT SERVICES</b>	\$ 5,742,741	\$ 12,303,109	\$ 20,091,161	\$ 27,063,962	\$ 33,989,965	

**ENDING BALANCE with Current Services** \$ 825,784 \$ 721,289 \$ 701,847 \$ 735,765 \$ 742,854

#### New Programs

FY24-WTR-NP01 Marketing Aide	56,639	56,639	56,639	56,639	56,639	
FY24-WTR-NP02 Landscaper [Part-time]	17,124	17,124	17,124	17,124	17,124	
FY24-WTR-NP03 Chief Maintenance Technician	68,388	68,388	68,388	68,388	68,388	
FY24-WTR-NP04 Treatment Operations Supervisor - 2nd Shift	78,707	78,707	78,707	78,707	78,707	
FY24-WTR-NP05 Asset Information Specialists (2)	157,467	157,467	157,467	157,467	157,467	
FY24-WTR-NP06 Dispatchers (2)	110,064	110,064	110,064	110,064	110,064	
FY24-WTR-NP07 Operations Support Supervisor	71,130	71,130	71,130	71,130	71,130	
FY24-WTR-NP08 Lab Analyst Reclassification	12,860	12,860	12,860	12,860	12,860	
FY24-WTR-NP09 ARCGIS	26,241	26,241	26,241	26,241	26,241	
FY24-WTR-NP10 Clothing	3,000	3,000	3,000	3,000	3,000	
FY25-WTR-NP01 Utilities Asset Analyst	-	674,917	674,917	674,917	674,917	
<b>TOTAL - NEW PROGRAMS</b>	\$ 726,391	\$ 674,917	\$ 674,917	\$ 674,917	\$ 674,917	

**ENDING BALANCE with Current Services & New Programs** \$ 99,392 \$ 46,372 \$ 26,929 \$ 60,845 \$ 67,907

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### Comprehensive Financial Forecast Convention and Event Services Fund, FY 2024 - FY 2028



	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>BEGINNING BALANCE</b>	\$ 1,277,083	\$ 244,338	\$ 244,338	\$ 244,338	\$ 244,338	\$ 244,338
<b>REVENUES - Most Likely</b>						
Occupancy Tax	\$ 9,136,915	\$ 10,186,633	\$ 10,492,232	\$ 10,754,538	\$ 10,969,629	\$ 11,189,021
AT&T Stadium, Rent and Naming Rights	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Esports Stadium Lease	350,000	350,000	350,000	350,000	350,000	350,000
Convention Center Operating Revenues	1,758,089	1,712,964	1,757,808	1,813,862	1,883,931	1,971,516
<b>TOTAL REVENUES</b>	\$ 13,745,004	\$ 14,749,597	\$ 15,100,040	\$ 15,418,400	\$ 15,703,560	\$ 16,010,538
<b>INTERFUND TRANSFERS:</b>						
From General Gas Funds - ATF Corpus	\$ 3,208,364	\$ 6,711,700	\$ 3,509,331	\$ 3,615,801	\$ 3,725,502	\$ 3,838,531
To ATF - Corpus Reimbursement (FY24 budget = 2 yrs)	(3,208,364)	(6,711,700)	(3,509,331)	(3,615,801)	(3,725,502)	(3,838,531)
To ATF - Granting & Interest (FY23 budget = 3 yrs)	(2,534,949)	(642,340)	(535,870)	(426,169)	(313,140)	(196,682)
To CAPEX for Building Maintenance	-	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
To Debt Service Fund - TMRS Reimbursement	(113,707)	(113,707)	(113,707)	(113,707)	(113,707)	(113,707)
To General Fund - Indirect Costs	(447,382)	(447,382)	(447,382)	(447,382)	(447,382)	(447,382)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (3,096,038)	\$ (1,703,429)	\$ (1,596,959)	\$ (1,487,258)	\$ (1,374,229)	\$ (1,257,771)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 11,926,049	\$ 13,290,506	\$ 13,747,418	\$ 14,175,480	\$ 14,573,668	\$ 14,997,104
<b>CES FUND EXPENDITURES</b>	\$ 11,681,711	\$ 11,081,711	\$ 11,081,711	\$ 11,081,711	\$ 11,081,711	\$ 11,081,711
<b>ENDING BALANCE</b>	\$ 244,338	\$ 2,208,795	\$ 2,665,707	\$ 3,093,769	\$ 3,491,957	\$ 3,915,393
Health Insurance Increases (4.8-5.9% annually)		\$ 16,188	\$ 30,136	\$ 46,580	\$ 63,911	\$ 82,179
Compensation Increases (average 3% annually)		\$ 56,914	\$ 115,536	\$ 175,917	\$ 238,109	\$ 302,167
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 2,135,692	\$ 2,520,035	\$ 2,871,273	\$ 3,189,937	\$ 3,531,047
<b>New Programs</b>						
FY24-CES-NP01 Exhibit Hall Chair Replacement		600,000	-	-	-	-
FY24-CES-NP02 Arlington Museum of Art		1,000,000	-	-	-	-
FY24-CES-NP03 Convention Center Improvements		1,900,000	-	-	-	-
FY25-CES-NP01 Roof Replacement		-	900,000	-	-	-
<b>TOTAL - NEW PROGRAMS</b>		\$ 3,500,000	\$ 900,000	\$ -	\$ -	\$ -
<b>ENDING BALANCE with New Programs</b>		\$ (1,364,308)	\$ 1,620,035	\$ 2,871,273	\$ 3,189,937	\$ 3,531,047

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### Comprehensive Financial Forecast Park Performance Fund, FY 2024 - FY 2028



	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>BEGINNING BALANCE</b>	\$ 331,458	\$ 3,343	\$ -	\$ -	\$ -	\$ -
<b>REVENUES - Most Likely</b>						
Golf	\$ 7,775,886	\$ 8,086,921	\$ 8,329,529	\$ 8,496,120	\$ 8,666,042	\$ 8,839,363
Recreation	5,230,500	5,295,925	5,613,681	5,757,812	5,912,374	6,066,764
Field Maintenance	702,000	709,020	716,110	723,271	730,504	737,809
<b>TOTAL REVENUES</b>	\$ 14,708,386	\$ 14,091,866	\$ 14,659,320	\$ 14,977,203	\$ 15,308,921	\$ 15,643,936
<b>INTERFUND TRANSFERS:</b>						
From General Fund - Social Equity Support	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
From Park Fee Fund 4003	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
From Golf Surcharge Fund 4004	645,440	645,440	645,440	645,440	645,440	645,440
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 2,345,440	\$ 2,345,440	\$ 2,345,440	\$ 2,345,440	\$ 2,345,440	\$ 2,345,440
<b>TOTAL AVAILABLE FUNDS</b>	\$ 17,385,284	\$ 16,440,649	\$ 17,004,760	\$ 17,322,643	\$ 17,654,361	\$ 17,989,376
<b>EXPENDITURES:</b>						
Golf	\$ 8,561,466	\$ 8,561,466	\$ 8,561,466	\$ 8,561,466	\$ 8,561,466	\$ 8,561,466
Recreation	8,254,006	7,959,006	7,959,006	7,959,006	7,959,006	7,959,006
Field Maintenance	566,469	566,469	566,469	566,469	566,469	566,469
<b>PARK PERFORMANCE FUND EXPENDITURES</b>	\$ 17,381,941	\$ 17,086,941	\$ 17,086,941	\$ 17,086,941	\$ 17,086,941	\$ 17,086,941
<b>ENDING BALANCE</b>	\$ 3,343	\$ (646,292)	\$ (82,181)	\$ 235,702	\$ 567,420	\$ 902,435
Health Insurance Increases (4.8-5.9% annually)		\$ 51,263	\$ 95,430	\$ 147,502	\$ 202,386	\$ 260,234
Compensation Increases (average 3% annually)		\$ 169,005	\$ 343,081	\$ 522,378	\$ 707,055	\$ 897,272
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ (866,560)	\$ (520,692)	\$ (434,179)	\$ (342,021)	\$ (255,071)
<b>Current Services</b>						
FY24-GLF-CS01 Golf Food and Beverage Budget Adjustment (Net)		-	-	-	-	-
FY24-GLF-CS02 TRGC Maint., Sr. Landscape and Irrigation Tech (Net)		(22,001)	(22,001)	(22,001)	(22,001)	(22,001)
FY24-REC-CS01 Rental Lake Services Budget Adjustment (Net)		-	-	-	-	-
FY24-REC-CS02 ATC Restroom Improvements		700,000	-	-	-	-
FY26-GLF-CS01 Lake Arlington Golf Course Improvements		-	-	1,145,000	-	-
<b>TOTAL - CURRENT SERVICES</b>	\$ 677,999	\$ (22,001)	\$ 1,122,999	\$ (22,001)	\$ (22,001)	\$ (22,001)
<b>ENDING BALANCE with Current Services</b>	\$ (1,544,559)	\$ (498,691)	\$ (1,557,178)	\$ (320,020)	\$ (233,070)	\$ (233,070)
<b>New Programs</b>						
FY24-REC-NP01 Active Adult Center Staffing & Budget Funding (Net)		327,261	1,632,015	1,632,015	1,632,015	1,632,015
FY24-REC-NP02 ATC Facility Renovation		600,000	3,100,000	-	-	-
<b>TOTAL - NEW PROGRAMS</b>	\$ 927,261	\$ 4,732,015	\$ 1,632,015	\$ 1,632,015	\$ 1,632,015	\$ 1,632,015
<b>ENDING BALANCE with Current Services &amp; New Programs</b>	\$ (2,471,820)	\$ (5,230,706)	\$ (3,189,193)	\$ (1,952,035)	\$ (1,865,085)	\$ (1,865,085)

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### Comprehensive Financial Forecast Street Maintenance Fund, FY 2024 - FY 2028



	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>BEGINNING BALANCE</b>	\$ 1,794,160	\$ 133,570	\$ -	\$ -	\$ -	\$ -
<b>REVENUES - Most Likely</b>	\$ 22,987,969	\$ 25,763,773	\$ 26,561,845	\$ 27,231,029	\$ 27,864,798	\$ 28,432,654
<b>INTERFUND TRANSFERS:</b>						
To Debt Service Fund - TMRS Reimbursement	\$ (182,473)	\$ (182,473)	\$ (182,473)	\$ (182,473)	\$ (182,473)	\$ (182,473)
To Operating Reserve	(1,230,013)	-	-	-	-	-
From General Fund	2,416,527	2,416,527	2,416,527	2,416,527	2,416,527	2,416,527
From General Fund - Traffic	4,789,739	4,789,739	4,789,739	4,789,739	4,789,739	4,789,739
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 5,793,780	\$ 7,023,793	\$ 7,023,793	\$ 7,023,793	\$ 7,023,793	\$ 7,023,793
<b>TOTAL AVAILABLE FUNDS</b>	\$ 30,575,009	\$ 32,923,136	\$ 33,585,638	\$ 34,254,822	\$ 34,888,591	\$ 35,456,447
<b>STREET MAINT. FUND EXPENDITURES</b>	\$ 30,442,339	\$ 30,442,339	\$ 30,442,339	\$ 30,442,339	\$ 30,442,339	\$ 30,442,339
<b>ENDING BALANCE</b>	\$ 133,570	\$ 2,478,797	\$ 3,143,299	\$ 3,812,483	\$ 4,446,252	\$ 5,014,108
Health Insurance Increases (4.8-5.9% annually)		\$ 49,644	\$ 92,416	\$ 142,844	\$ 195,995	\$ 252,016
Compensation Increases (average 3% annually)		\$ 176,957	\$ 359,223	\$ 546,957	\$ 740,323	\$ 939,489
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 2,252,195	\$ 2,691,660	\$ 3,122,682	\$ 3,509,934	\$ 3,822,603
<b>Current Services</b>						
FY25-SMF-CS01 Cartograph Licensing Increase - SMF		-	9,414	9,414	9,414	9,414
<b>TOTAL - CURRENT SERVICES</b>		\$ -	\$ 9,414	\$ 9,414	\$ 9,414	\$ 9,414
<b>ENDING BALANCE with Current Services</b>		\$ 2,252,195	\$ 2,682,246	\$ 3,113,268	\$ 3,500,520	\$ 3,813,189
<b>New Programs (All General Fund Impact)</b>						
FY24-SMF-NP01 PW New South Field Ops Facility & Stormwater Compliance Improvements		250,000	-	-	-	-
FY24-SMF-NP02 North Field Operations Facility Remodel		187,000	-	-	-	-
FY24-SMF-NP03 North Field Operations Facility Storm Water Compliance		75,000	2,500,000	-	-	-
FY24-SMF-NP04 Emergency Operations Equipment		312,000	-	-	-	-
FY24-SMF-NP05 Stadium Drive Storage Lot		110,000	-	-	-	-
FY24-SMF-NP06 Replace Overhead Digital Message Signs		260,000	260,000	260,000	260,000	-
FY25-SMF-NP01 Traffic Operations Re-org (Reclassification)		-	35,613	35,613	35,613	35,613
FY25-SMF-NP02 Boring Machine for PW Field Operations		-	210,000	-	-	-
<b>TOTAL - NEW PROGRAMS</b>		\$ 1,194,000	\$ 3,005,613	\$ 295,613	\$ 295,613	\$ 35,613
<b>ENDING BALANCE with Current Services &amp; New Programs</b>		\$ 1,058,195	\$ 1,717,367	\$ 2,817,655	\$ 3,704,907	\$ 3,777,576

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### Comprehensive Financial Forecast Storm Water Utility Fund, FY 2024 - FY 2028



	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>BEGINNING BALANCE</b>	\$ 668,853	\$ 5,748	\$ -	\$ -	\$ -	\$ -
<b>REVENUES - Most Likely</b>	\$ 24,095,924	\$ 24,907,633	\$ 24,990,051	\$ 25,072,806	\$ 25,155,902	\$ 25,239,339
<b>INTERFUND TRANSFERS:</b>						
To General Fund - Indirect Costs	\$ (790,950)	\$ (790,950)	\$ (790,950)	\$ (790,950)	\$ (790,950)	\$ (790,950)
To General Fund - Engineering Reviews	(88,699)	(88,699)	(88,699)	(88,699)	(88,699)	(88,699)
To Debt Service Fund - TMRS Reimbursement	(140,683)	(140,683)	(140,683)	(140,683)	(140,683)	(140,683)
To Pay-Go Capital Projects	(10,700,000)	(10,300,000)	(10,300,000)	(10,300,000)	(10,300,000)	(10,300,000)
To Operating Reserve	(102,702)	-	-	-	-	-
To Water and Sewer Fund - Indirect Costs	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (11,993,156)	\$ (11,490,454)	\$ (11,490,454)	\$ (11,490,454)	\$ (11,490,454)	\$ (11,490,454)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 12,771,621	\$ 13,422,927	\$ 13,499,597	\$ 13,582,352	\$ 13,665,448	\$ 13,748,885
<b>STORM WATER FUND EXPENDITURES</b>	\$ 12,765,873	\$ 12,765,873	\$ 12,765,873	\$ 12,765,873	\$ 12,765,873	\$ 12,765,873
<b>ENDING BALANCE</b>	\$ 5,748	\$ 657,054	\$ 733,724	\$ 816,479	\$ 899,575	\$ 983,012
Health Insurance Increases (4.8-5.9% annually)		\$ 20,505	\$ 38,172	\$ 59,001	\$ 80,954	\$ 104,094
Compensation Increases (average 3% annually)		\$ 99,351	\$ 201,683	\$ 307,085	\$ 415,649	\$ 527,470
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 537,198	\$ 493,869	\$ 450,394	\$ 402,972	\$ 351,448
<b>Current Services</b>						
FY24-SW-CS01 Street Sweeping Contract Increase		38,250	38,250	38,250	38,250	38,250
FY24-SW-CS02 Channel Mowing Contract Increase		7,500	7,500	7,500	7,500	7,500
FY25-SW-CS01 Cartegraph Licensing Increase - SWUJ		-	3,274	3,274	3,274	3,274
<b>TOTAL - CURRENT SERVICES</b>		\$ 45,750	\$ 49,024	\$ 49,024	\$ 49,024	\$ 49,024
<b>ENDING BALANCE with Current Services</b>		\$ 491,448	\$ 444,845	\$ 401,370	\$ 353,948	\$ 302,424
<b>New Programs</b>						
FY24-SW-NP01 Civil Engineer (Stormwater CIP), New Position		113,990	103,990	101,990	101,990	101,990
FY24-SW-NP02 Environmental Specialist, New Position		99,158	68,158	68,158	68,158	68,158
FY24-SW-NP03 Storm Drain Hydrology/Hydraulics Software Implementation		60,000	25,000	25,000	25,000	25,000
FY24-SW-NP04 Flood Monitoring System O&M Contract		50,000	50,000	50,000	50,000	50,000
<b>TOTAL - NEW PROGRAMS</b>		\$ 323,148	\$ 245,148	\$ 245,148	\$ 245,148	\$ 245,148
<b>ENDING BALANCE with Current Services &amp; New Programs</b>		\$ 168,300	\$ 199,697	\$ 156,222	\$ 108,800	\$ 57,276

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

The Debt Service Fund is used to account for the resources needed for payment of principal and interest on the City's general long-term debt not financed by proprietary funds. The fund's primary revenue source is *ad valorem* taxes. The operating position shown below assumes the most-likely revenue scenarios for FY 2024 through FY 2028.

Comprehensive Financial Forecast Debt Service Fund, FY 2024 - FY 2028						
	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>BEGINNING BALANCE</b>	\$ 5,135,283	\$ 3,231,537	\$ 3,770,705	\$ 4,207,869	\$ 3,540,065	\$ 3,787,059
<b>DEBT SERVICE FUND REVENUES - Most Likely:</b>						
Ad Valorem Taxes	\$ 67,624,595	\$ 71,456,818	\$ 74,654,707	\$ 77,179,618	\$ 79,867,163	\$ 82,648,772
Premium / Proceeds	800,000	800,000	800,000	800,000	800,000	800,000
Interest and Miscellaneous Revenue	309,801	1,499,437	1,499,437	1,499,437	1,499,437	1,499,437
<b>TOTAL REVENUES</b>	<u>\$ 68,734,396</u>	<u>\$ 73,756,255</u>	<u>\$ 76,954,144</u>	<u>\$ 79,479,055</u>	<u>\$ 82,166,600</u>	<u>\$ 84,948,209</u>
<b>INTERFUND TRANSFERS:</b>						
From Grant Funds - TMRS Reimbursement	\$ 168,815	\$ 168,815	\$ 168,815	\$ 168,815	\$ 168,815	\$ 168,815
From Operating Funds - TMRS Reimbursement	1,367,509	1,367,509	1,367,509	1,367,509	1,367,509	1,367,509
<b>TOTAL INTERFUND TRANSFERS</b>	<u>\$ 1,536,324</u>					
<b>TOTAL AVAILABLE FUNDS</b>	\$ 75,406,003	\$ 78,524,116	\$ 82,261,173	\$ 85,223,248	\$ 87,242,988	\$ 90,271,592
<b>DEBT SERVICE EXPENDITURES:</b>						
Principal / Interest Payments	\$ 71,313,216	\$ 73,892,160	\$ 77,192,053	\$ 80,821,933	\$ 82,594,679	\$ 83,195,841
Issuance Fees	800,000	800,000	800,000	800,000	800,000	800,000
Agent Fees	61,250	61,250	61,250	61,250	61,250	61,250
<b>TOTAL EXPENDITURES</b>	<u>\$ 72,174,466</u>	<u>\$ 74,753,410</u>	<u>\$ 78,053,303</u>	<u>\$ 81,683,183</u>	<u>\$ 83,455,929</u>	<u>\$ 84,057,091</u>
<b>ENDING BALANCE</b>	\$ 3,231,537	\$ 3,770,705	\$ 4,207,869	\$ 3,540,065	\$ 3,787,059	\$ 6,214,501
<b>DEBT ISSUED</b>	\$ 67,670,000	\$ 77,765,000	\$ 60,000,000	\$ 62,500,000	\$ 65,000,000	\$ 65,000,000

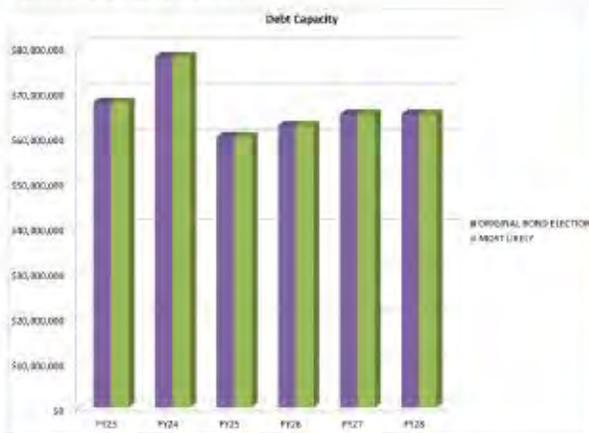


# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### Future Capital Considerations

The City of Arlington successfully passed bond project packages on the ballot in November 2018. The 2018 five-year bond program totals \$189.5 million. Major requests approved on the ballot list included \$137.8 million for streets and \$24.5 million for public safety facilities. After issuances in 2023, there is \$52M million remaining of unissued authorization.



Arlington residents will vote this spring on a proposed **\$278 million** bond program that would provide funding for streets and sidewalks, parks, police and fire stations, and other public facilities.

A new bond election has been called for May 6, 2023, which will include five propositions:

- Proposition A – Street Improvements \$219.5M
- Proposition B – Parks \$24.6M
- Proposition C – Public Safety \$30.1M
- Proposition D – Administration Facilities \$3M
- Proposition E – Library \$1.1M

In November 2020 the citizens of Arlington voted to approve a 0.25-cent increase in the City's sales tax rate, which took effect on April 1, 2021. This increase raised Arlington's sales tax rate to 8.25 percent, the maximum allowed under state law. The additional quarter-cent supports the activities of the Arlington Economic Development Corporation and is generating more than \$22 million in annual revenues.



**PROPOSITION A**  
Street Improvements  
\$219,460,000



**PROPOSITION B**  
Parks & Recreation  
\$24,645,000



**PROPOSITION C**  
Public Safety  
\$30,080,000



**PROPOSITION D**  
Downtown Administrative Buildings  
\$3,000,000



**PROPOSITION E**  
Libraries  
\$1,100,000

# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

### Assets

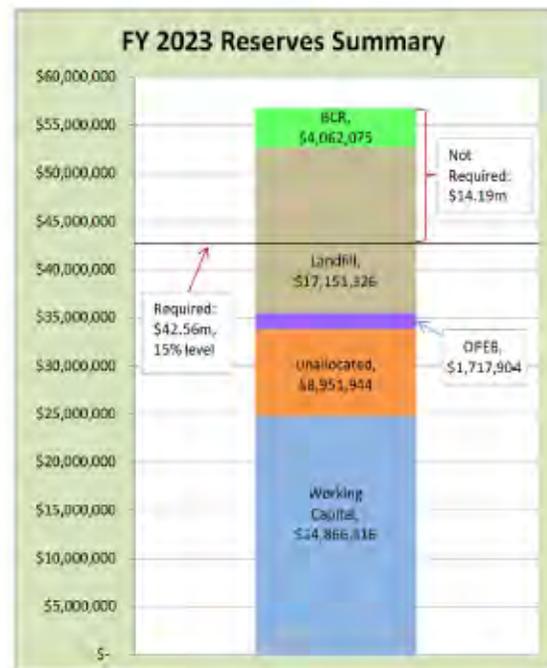
As published in the most recently completed ACFR for the year ending September 30, 2022, the City has capital assets currently valued at \$3.8 billion and some of these components will be addressed outside of the capital bond program. The City-wide fleet inventory is currently operated with 15% of the vehicles beyond their standard life cycle. The current fleet maintenance contract covers repairs to vehicles that are within life cycle only; repairs to vehicles beyond their life expectancy are outside of contract pricing and more expensive to maintain. Funding is necessary to address the beyond-life status for all fleet vehicles to reduce non-target repair expenditures.

Additionally, City-owned buildings require ongoing maintenance and many building systems and components have either reached or exceeded their service lives. The replacement of roofing systems is needed to protect interior furnishings from water and mold damage and prevent replacement expense for those furnishings. The replacement or enhancement of building interior elements, such as worn carpeting and wall surfaces, will provide a more suitable atmosphere for public users and visitors. Additional funding will be needed to address the backlog of building component replacements.

### Reserves and Available Funding

In accordance with the City's Financial Policies, several cash reserves are maintained 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:** \$8,951,944 in FY 2023. This reserve is maintained at 3.0 percent of recurring General Fund expenditures (net of one-time costs).
- **Working Capital Reserve:** \$24,866,516 in FY 2023. This reserve is maintained at one month's worth (8.33 percent) of recurring General Fund expenditures.
- **Business Continuity Reserve:** \$4,062,075 at the outset of FY 2023. This reserve was established during the financial challenges experienced by the City during the economic downturn of 2008-2010 and was initially created to support the Challenge Grant Program. It does not have a specified minimum funding level. Use of the reserve is restricted to one-time expenditures or to cover costs necessitated by unforeseen circumstances.



# Appendices

## Comprehensive Financial Forecast FY 2024 - FY 2028

- **Landfill Lease Reserve:** \$17,151,326 in FY 2023. 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 2023. This reserve was established in 2004 to set aside resources to support post-employment benefits other than pensions.

In the aggregate, the reserves described above total \$56,749,765 in FY 2023. This amount is 20.0 percent of recurring General Fund expenditures budgeted for the year. Our Financial Policies stipulate that the City maintain reserves equal to 15 percent of General Fund expenditures. The amount necessary for this reserve level would be \$42,564,167. Therefore, the reserves outlined above currently have a total of \$14,185,598 in excess of the required amount (as shown in the graph above), which is available to support one-time expenditures should the City Council wish to do so.

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



In addition to the reserves outlined above, the City also has funding available in the natural gas funds. In mid-March 2023, there is \$4.16 million in cash in the General Gas Fund; however, all available resources in this fund are reserved for specific purposes. The Airport Gas Fund shows \$4.22 million in available balance, which may be spent only on improvements at the City's airport. The Parks Gas Fund shows no available balance; all resources above the amounts reserved for other purposes are set aside for the reimbursement of future debt payments for the Texas Rangers Golf Club.

# Appendices

## FINANCIAL POLICIES

### Accounting, Budgeting, and Financial Reporting

1. The City will maintain its accounting records in accordance with state and federal laws and regulations. The City will report its financial condition and results of operations in accordance with generally accepted accounting principles as set forth by the Governmental Accounting Standards Board.

In Compliance: Yes	Comments: FY 2022 Annual Comprehensive Financial Report was issued March 16, 2023, with an unmodified “clean” opinion.
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2. An independent certified public accounting firm will annually perform the City’s financial and compliance audits in accordance with required applicable laws, regulations, and standards. The audit reports (and management letters, if issued) will be issued no later than 6 months following the fiscal year end.

In Compliance: Yes	Comments: The City’s financial and compliance audits were complete in accordance with applicable requirements.
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3. The audit opinion will be presented as part of the Annual Financial Report and will be issued no later than 6 months following fiscal year end.

In Compliance: Yes	Comments: Audit opinion is included in the FY 2022 Annual Comprehensive Financial Report.
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### Budget and Financial Planning

1. The City shall prepare an Annual Operating budget and submit it to the City Council in August, providing adequate time for **Council’s consideration prior to approval and adoption by Sept. 15<sup>th</sup>** and in accordance with V.T.C.A, Local Government Code, Sections 102.001 et seq.

In Compliance: Yes	Comments: The FY 2024 Proposed Budget was presented to Council on August 1, 2023 and adopted by two readings of the ordinance on September 5, 2023 and 12, 2023.
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2. The Annual Operating Budget shall be prepared such that recurring revenues plus net operating transfers will be sufficient to support recurring expenditures.

In Compliance: Yes	Comments: The FY 2024 Budget balanced with recurring revenues and net operating transfers supporting recurring expenditures in all funds.
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3. Budgets are adopted at the fund level and expenditures from all operating funds shall not exceed the budgeted appropriations (as amended) for these funds. Internal service funds are considered an exception, where available balances are a result of expenditures that were lower than adopted and budgeted in prior years.

In Compliance: Yes	Comments: Expenditures under budget in all funds in FY 2022.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

4. A Budget Analysis Report (BAR) will be prepared quarterly and presented to Council or made available on the City's website. The BAR will include estimated year-end revenue and expenditures for operating funds, as well as business plan progress. The 3<sup>rd</sup> Quarter BAR will be presented as part of the proposed annual operating budget.

In Compliance: Yes	Comments: Budget Analysis Reports are completed quarterly. The 1 <sup>st</sup> Quarter BAR was presented to Council at the Spring Planning Session in April. The 2 <sup>nd</sup> Quarter BAR was provided to Council via email in June and is available on the City's website. The 3 <sup>rd</sup> Quarter BAR is included in the proposed budget document. The 4 <sup>th</sup> Quarter BAR will be available on the website and presented to the Finance and Audit Committee in February.
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5. Maintenance and replacement funding will be prioritized each year to ensure that capital facilities and equipment are sufficiently maintained to avoid service disruptions.

In Compliance: Yes	Comments: In FY 2023, funding is available in the Asset Management department budget as well as the Capital Budget.
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6. Operating expenditures resulting from the Capital Improvement Program will be prioritized each year.

In Compliance: Yes	Comments: In FY 2023, funding was approved to open new Parks facilities.
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7. Charges for services and other revenues will be annually examined by the responsible department and adjusted as deemed necessary to respond to cost increases or any other changing circumstances. The City shall revise user fees and charges when necessary, as part of the budget process.

In Compliance: Yes	Comments: Departments are responsible for reviewing and adjusting fees in their purview annually. Fee increases are included as part of the annual budget process.
--------------------	--

8. A 5-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.

In Compliance: Yes	Comments: The 5-year Financial Forecast was presented to Council at the Spring Council Planning Session on April 18, 2023.
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9. A formal water rate study will be conducted when any one of the following criteria has been met in the water fund:
- The cumulative change in system revenue requirements since the last study is 20% or greater;
  - Capital expenditures for any one function (i.e. treatment, transmission, storage, customer service, etc.) change by 20% of total capital costs;
  - The customer base changes materially due to annexation, changes in wholesale or other large customers, or other similar circumstances such that revisions to existing customer class definitions or cost allocations are required to preserve cost-of-service based rates;
  - new contracts for service to major customers (5 percent or more of total system usage) and new or substantially modified contracts for wholesale service from other public entities are signed; or
  - The City's policies change in such a way that a revised rate structure is necessary to meet stated objectives.

In Compliance: Yes	Comments: The Water Utilities Department completed a formal rate study with a consulting firm in October 2021.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

### Procurement

1. **The primary governing authority for the City of Arlington's Procurement Policy shall be the City's Charter** in conjunction with Local Government Code Chapter 252, Purchasing and Contracting Authority of Municipalities.

In Compliance: Yes	Comments: Procurement staff facilitates and reviews all purchases that fall under TLGC 252 per Policy.
--------------------	--

2. All procurement activity shall be governed by the Purchasing Manual, in accordance with applicable state and local government codes.

In Compliance: Yes	Comments: City wide purchasing procedures are based off the manual and policies. Updates to the Procurement Policy to reflect recent changes to law and policy will take place in FY 2024.
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3. Professional and consulting contracts anticipated to be greater than \$50,000 shall be governed by the Purchasing Manual, through the Finance Department and must have City Council approval before executed.

In Compliance: Yes	Comments: Will be included in the FY 2024 updates to the Procurement Policy.
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4. The City Manager or designee has the authority to approve a Request for Proposal process for estimated expenditures below \$1,000,000 for the length of the initial term of the contract.

In Compliance: Yes	Comments: The Office of Procurement still requires RFPs anticipated over \$1,000,000 have a separate resolution and be presented before council for approval.
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### Investments

1. **The governing authority for the City of Arlington's Investment Policy shall be Chapter 2256 of the Texas Government Code**, cited as the Public Funds Investment Act and Chapter 2257 of the Texas Government Code, cited as the Collateral for Public Funds.

In Compliance: Yes	Comments: Investments comply with Ch. 2256 throughout FY 2023.
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2. 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 exceeding TexPool fund

In Compliance: Yes	Comments: All investments were secure, incurring no realized losses while meeting all City cashflow needs throughout FY 2023.
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3. The Investment Policy shall be approved by City Council each fiscal year.

In Compliance: Yes	Comments: Policy was approved Sept. 13, 2022, for FY 2023
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

### Grants

1. The City shall seek a fair share of available State and Federal financial support unless conditions attached to that assistance **are contrary to the City's best interests**. **Prior to applying for and accepting intergovernmental aid, the City will examine** the matching requirements so that the source and availability of these funds may be determined before grant application is made and that the application complies with City Administrative Policy #4.

In Compliance: Yes	Comments: Grant matching requirements are considered as part of the budget process. No additional grant match requests were received for the FY 2023 budget.
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2. 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.

In Compliance: Yes	Comments: FY 2022 Single audit was complete by required due date of June 30, 2023.
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### Property Tax Collection

1. The City shall contract with the County for collections and encourage the Tax Assessor-Collector to follow an aggressive policy of collecting property tax revenues.

In Compliance: Yes	Comments: The County continues to collect greater than 94% of all current year collections while pursuing delinquent collections in FY 2023.
--------------------	--

2. The City shall contract with the Tarrant Appraisal District (TAD), as required by state statute, for appraisal services of all property (real, business, and mineral). The City will also work with TAD on the economic development incentives including, but not limited to, abatements, Ch 380, TIRZ, PIDs, MMDs, etc.

In Compliance: Yes	Comments: The City and TAD have worked together regarding the appraisals and economic development incentives. The City attended monthly meetings with TAD. throughout FY 2023
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3. The City shall contract with a third party for the collection of delinquent property tax. The collection fee shall be determined by the competitive process but will not exceed 20%.

In Compliance: Yes	Comments: The City has contracted with Linebarger to continue pursuing delinquent collection with a 15% collection fee
--------------------	--

4. Finance will monitor collection efforts by the County and third party, and report results to Council as part of the Budget Analysis Report.

In Compliance: Yes	Comments: The City monitors collections on a monthly basis. Results are reported to Council as <b>part of the Budget Analysis report which is available on the City's website.</b>
--------------------	--

### Self-Insurance & Retirement Funds

1. All retirement and self-insurance funds will be examined annually to ensure that adequate balances are maintained. Unfunded actuarial liabilities in a retirement program are to be amortized in accordance with GASB and actuarial requirements. The self-**insurance program for workers' compensation and self**-insurance programs shall be funded at the Actuarial Central Estimated confidence level.

In Compliance: Yes	Comments: Reviewed at least annually as part of most recent financial audit, actuarial reports, internal management reports, and budget reporting.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

- The funding status of all self-insurance funds will be reported annually.

In Compliance: Yes	Comments: Included in most recent Annual Comprehensive Financial Report footnotes.
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- Full-time employee retirement funds will be administered by Texas Municipal Retirement System (TMRS). Contributions will be made, at a minimum, in the amount determined by TMRS.

In Compliance: Yes	Comments: Reviewed at least annually; contributions updated in system for most recent fiscal year based on TMRS correspondence.
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## Fund Balance and Reserves

- The City will maintain general fund reserves equivalent to 15% of recurring annual general fund expenditures. Reserves will be calculated and presented as combined, with the source footnoted.

In Compliance: Yes	Comments: For FY 2023, the City's reserves total 20.0% of recurring General Fund expenditures, which is \$14.9 million in excess of the 15% requirement.
--------------------	--

- The Business Continuity Reserve for budget stabilization shall be maintained to provide financial stability for the General Fund during an economic downturn, separate from General Fund reserves.

In Compliance: Yes	Comments: The current balance Business Continuity Reserve is \$4,062,075.
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- The City will maintain reserves in the Water Utilities Fund, Storm Water Utility Fund and Street Maintenance Fund equal to a minimum of 60 days of operating and maintenance expenses (excluding debt).

In Compliance: Yes	Comments: For FY 2023, the Water Utilities Fund's reserves will total 60 days of operating and maintenance expenses (excluding debt and capital purchases). Operating reserves in the Street Maintenance Fund and Storm Water Utility fund will also represent 60 days of expenses in those funds excluding debt and one-time expenses.
--------------------	---

- The City will maintain a Rate Stabilization Fund to assist in offsetting temporary increases to the budget and increases from mid-year settle-ups from Trinity River Authority (TRA) and Tarrant Regional Water District (TRWD). The fund shall not exceed 5% of the total Water Utilities expenditure budget. Use of this Fund will be authorized as part of the annual operating budget.

In Compliance: Yes	Comments: For FY 2023, the Rate Stabilization Fund balance will be 5% of the total Water Utilities expenditure budget.
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- The City's general fund unassigned ending balance may only be used for one-time purchases like capital equipment.

In Compliance: Yes	Comments: Prior year balance in the amount of \$891,361 was used in the FY 2023 budget for one-time purchases.
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- All governmental and proprietary funds will have positive cash balances.

In Compliance: Yes	Comments: All funds reported positive cash balances as of 9/30/22.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

7. The fund balance in the debt service fund shall be maintained at a minimum level of 4.0% of annual debt service expenditures and a maximum level of 10%.

In Compliance: Yes	Comments: Fund balance was 6.8% of expenditures in FY 2022.
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8. The fund balance in the Water Utility Interest and Sinking Fund and Storm Water Interest and Sinking Fund shall be maintained to ensure debt service payments.

In Compliance: Yes	Comments: Both Funds had cash above the FY 2022 debt service. Water has 2.96x coverage in net revenues / debt service. Stormwater has 4.16x coverage in total revenues / debt service.
--------------------	--

9. The Water Utility Debt Service Reserve and Storm Water Debt Service Reserve shall be maintained in accordance with the covenants of the outstanding debt issues.

In Compliance: Yes	Comments: Water DS Reserve met bond covenants with 4.82x revenues / annual debt service. Storm Water had a coverage of 4.16x revenues vs maximum debt service expenditures greater than the required 1.25x by the bond covenants that require a DS Reserve.
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## Debt Management

1. Debt financing which includes permanent improvement bonds, revenue bonds, certificates of obligation, lease/purchase agreements and other obligations allowed under Texas law shall be used to acquire or construct land and improvements that cannot be funded by current revenues. The term of debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed 30 years. An exception will be made if refunding Section 334 debt (venue) to the State maximum is determined to be necessary or advantageous.

In Compliance: Yes	Comments: All debt financings have met this standard
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2. Interest earned on bond funds will be determined on an allocation basis and deposited to its respective fund to be used for approved projects. Interest earnings are considered appropriated when allocated.

In Compliance: Yes	Comments: Interest is calculated and appropriated on a monthly basis.
--------------------	---

3. Debt will not be used to fund current operating expenditures.

In Compliance: Yes	Comments: No debt was used for current operating expenditures.
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4. Each year the City will adopt a capital improvement plan. The plan will recommend specific funding of projects for the current fiscal year and will identify projects for further consideration in years two through five.

In Compliance: Yes	Comments: The most recent CIP was adopted June 27, 2023
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5. 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 to maintain ratings on outstanding debt.

In Compliance: Yes	Comments: The City met with Moody's (Aa1), S&P (AAA), and Fitch (AAA) in April 2023.
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6. All professional service providers shall be selected in accordance with the City's Procurement policy.

In Compliance: Yes	Comments: All providers selected were in accordance with the policy.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

7. An advance or current refunding of outstanding debt shall only be considered when present value savings of at least 3.0% of the principal amount of the refunded bonds are produced, unless a debt restructuring, or bond covenant revisions are necessary. Savings from refundings are expected to be distributed evenly over the life of the refunded bonds.

In Compliance: Yes	Comments: No refundings have been identified that produced enough savings, so no refunding has occurred.
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8. 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.

In Compliance: Yes	Comments: Bracewell continues to be the City's Bond Counsel. They have issued opinions on every issuance.
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9. 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 or risk management funding 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;

In Compliance: Yes	Comments: The City continues to limit the issuance of COs. The last CO issuance was in FY 2020.
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## Debt Management – Ratio Targets

1. The ratio of tax-supported debt 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.

In Compliance: Yes	Comments: FY 2022 ratio was 1.53%. FY 2023 is projected at 1.41%
--------------------	--

2. The ratio of debt service expenditures to total expenditures (general fund operating expenditures and debt service combined) shall not exceed 20%.

In Compliance: Yes	Comments: FY 2022 ratio was 16.99%. FY 2023 is projected at 16.84%
--------------------	--

3. The ratio of outstanding tax-supported debt to population shall not exceed \$1,350 (as of Feb 2022). The per capita amount will be revised matching CPI growth at least every three years. The new amount shall be presented to Council for approval in conjunction with the Capital Budget. The ratio limit was increased to \$1,430 (as of Feb 2023).

In Compliance: Yes	Comments: FY 2022 ratio was \$1,257. FY 2023 is projected at \$1,257
--------------------	--

4. The Finance Department shall prepare an analysis of the impact of proposed tax-supported debt prior to the issuance of the additional debt. The analysis shall project the debt ratios described in numbers 1, 2, and 3 above as well as any other applicable debt ratios. The analysis shall project the debt ratios described above both including and excluding Pension Obligation Bonds as well as any other applicable debt ratios. The ratio limits in numbers 1, 2, and 3 above are exclusive of the Pension Obligation Bonds.

In Compliance: Yes	Comments: All ratios were projected and presented to Council with the FY 2023 CIP on March 21, 2023, and May 23, 2023.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

### Disclosure

1. 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 and state statutes. The Finance Department shall be responsible for the preparation of all disclosure documents and releases required under Rule 15c2-12 and state statutes.

In Compliance: Yes	Comments: All continuing disclosure requirements were met. FY 2022 Disclosure was posted on EMMA on March 29, 2023.
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2. Continuing disclosure will be reviewed by CMO, Financial Advisor, Bond Counsel, and Disclosure Counsel prior to release. The filing shall be issued no later than 6 months following year-end. The filing shall be uploaded to EMMA (Electronic Municipal Market Access website) and the City website.

In Compliance: Yes	Comments: All continuing disclosure requirements were met. FY 2022 Disclosure was posted on EMMA on March 29, 2023, after sign-off by CMO, FA, Bond Counsel, and Disclosure Counsel.
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3. All material event notices (defined by the SEC) shall be filed according to SEC regulations after the occurring event.

In Compliance: Yes	Comments: All material event notices were filed.
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### Financial Transparency and External Reviews

1. The City is a recipient of the Texas Comptroller of Public Accounts Transparency Stars program that recognizes local governments for going above and beyond their transparency efforts. The City has been awarded stars for each of the following areas:

- Traditional Finances
- Contracts and Procurement
- Economic Development
- Public Pensions
- Debt Obligations

The City will annually update the website data to maintain the star designations.

In Compliance: Yes	Comments: FY 2022 data update complete
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2. **As an additional independent confirmation of the quality of the City's financial reports, the City will annually seek to obtain the following awards from the Government Finance Officers Association:**

- Certificate of Achievement in Financial Reporting for AFR
- Popular Annual Financial Reporting Award for PAFR
- Distinguished Budget Presentation Award for Annual Budget

In Compliance: Yes	Comments: Received for FY 2021. Applications submitted for FY 2022 and are pending GFOA review.
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3. **As an additional independent confirmation of the quality of the City's procurement practices, the City will annually seek to obtain the Achievement of Excellence in Procurement Award from the National Procurement Institute.**

In Compliance: Yes	Comments: Submitted for FY 2023.
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# Appendices

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## **FINANCIAL POLICIES (CONTINUED)**

4. As an additional independent confirmation of the quality of the City's Investment Policy, the City will seek to obtain the Certificate of Distinction from the Government Treasurers' Organization of Texas.

In Compliance: Yes	Comments: Currently the City's Treasurer is the Past President of GTOT, as well on the Finance Committee of APT US&C. The Cash and Debt Administrator has joined the GTOT Board.
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Adopted by City Council on September 13, 2022.

# Appendices

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## FUND ACCOUNTING INFORMATION

### Governmental Funds

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

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

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

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

### Proprietary Funds

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

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

### Basis of Accounting

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

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

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

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

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

1. Revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available). **“Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.** Primary revenue sources treated as susceptible to accrual include property taxes collected within 60 days of year-end and sales taxes collected and held by the state at year end 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.

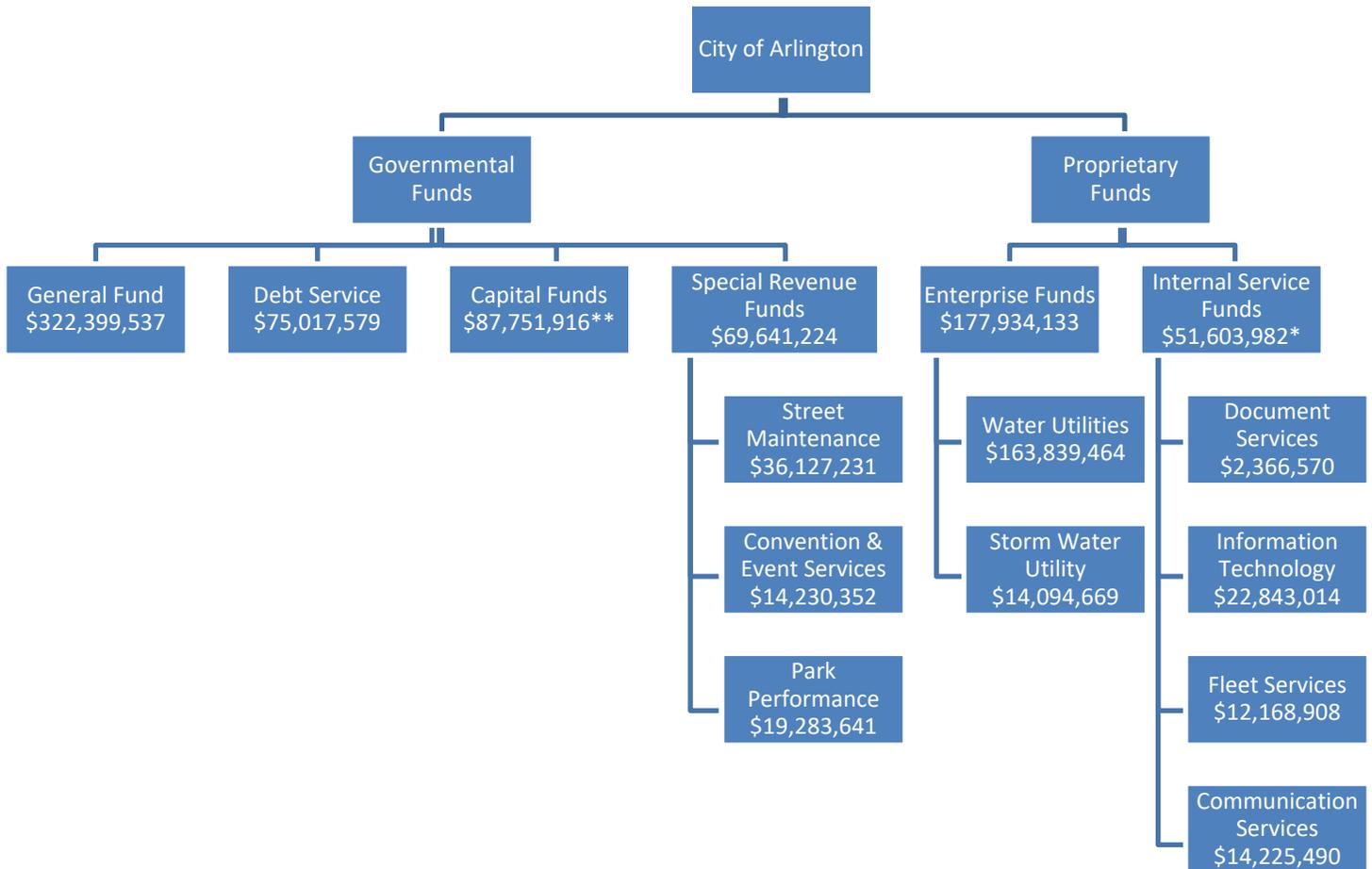
# Appendices

## 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 Departments are funded via chargebacks from other Operating Departments*

*\*\*Does not include the capital budget for the two Enterprise Funds*



# Appendices

## FUND BALANCES

The table below shows the FY 2024 budgeted ending balances for the funds listed, as well as the difference from the previous year. Any fund with a change in balance greater than 10% includes an explanation for the change.

Fund	FY 2023	FY 2024	Variance	% Change
<b>General Fund</b> Given the FY 2024 expenditure budget of over \$322 million in the General Fund, it's difficult to identify any one factor that led to the slightly larger ending balance in FY 2024 compared to FY 2023. Additionally, General Fund ending balance is swept at year-end annually and used in subsequent years for one-time expenditures.	\$36,182	\$64,701	\$28,519	78.8%
<b>Water Utilities Fund</b> At year-end any remaining fund balance is transferred to Water's cash funded capital account; the beginning balance starts over at \$0 each year.	\$59,488	\$53,594	-\$5,894	-9.9%
<b>Convention and Event Services Fund</b> Budgeted hotel occupancy tax (HOT) revenues increased by \$1.9 million from FY23 to FY24. This increase in revenues, combined with the appropriation of a portion of the fund's projected fund balance, allowed the City to budget for \$2.5 million dollars in needed facility improvements at the Arlington Convention Center, which had been deferred due insufficient revenues in prior years during the Covid-19 pandemic.	\$244,338	\$2,063	-\$242,275	-99.2%
<b>Park Performance Fund</b> The increase in ending balance from FY 2023 to FY2024 is the result of increased FY 2023 revenues in the fund, which were projected to exceed budget by over \$1 million, which allowed for an increase in budgeted expenditures and for the shoring up of the fund's ending balance.	\$3,343	\$267,710	\$264,367	7908.1%
<b>Street Maintenance Fund</b> This is a special revenue fund that is funded by quarter-cent sales tax option. FY 2023 Sales tax revenue was better than anticipated, which allowed the city to increase expenditures on street maintenance in FY 2024 and to shore up the fund's ending balance.	\$133,570	\$418,987	\$285,417	213.7%
<b>Storm Water Utility Fund</b> At year-end, most remaining fund balance is transferred into Storm Water Pay-Go Capital Project funding.	\$5,748	\$72,649	\$66,901	1163.9%
<b>Debt Service Fund</b>	\$3,231,537	\$2,257,891	-\$973,646	-30.1%

# Appendices

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## **GLOSSARY OF TERMS**

**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.

**AFR:** see Annual Financial Report.

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

**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. The assessed value in Arlington for FY 2023 is \$35.74 billion. This is an increase of 11.04% percent from the assessed value of \$32.19 billion for FY 2022.

**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 2023 tax rate is 59.98¢ per \$100 of valuation. The tax rate is then bifurcated in to two smaller groups, the general fund portion and the debt service portion, which are 40.30¢ and 19.68¢ 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 creditworthiness 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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## **GLOSSARY OF TERMS (CONTINUED)**

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

**Budget 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.

**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.

**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.

**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.

**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.

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## **GLOSSARY OF TERMS (CONTINUED)**

**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 2023, 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.

**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.

**No New Revenue Tax Rate:** The tax rate which generates the same revenue in the proposed year as in the current year from properties on the tax roll in both years (excludes new property)

**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.

# Appendices

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## **GLOSSARY OF TERMS (CONTINUED)**

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

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

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

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

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

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

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

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

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

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

**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 2023 tax rate for the City of Arlington is 59.98¢.

# Appendices

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## **GLOSSARY OF TERMS (CONTINUED)**

**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.

**Voter Approval Rate:** The tax rate that represents a 3.5 percent increase in the operations/maintenance portion of the total tax rate. A public election must be held if the “voter-approval” rate is exceeded.

**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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## 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>
2014	\$ 18,035,447,569	\$0.6480	\$ 116,869,700
2015	\$ 18,855,059,512	\$0.6480	\$ 122,180,786
2016	\$ 19,548,821,241	\$0.6480	\$ 126,676,362
2017	\$ 21,319,438,732	\$0.6448	\$ 137,467,741
2018	\$ 23,446,157,391	\$0.6398	\$ 150,008,515
2019	\$ 25,753,273,388	\$0.6348	\$ 160,700,426
2020	\$ 29,073,063,356	\$0.6240	\$ 181,415,915
2021	\$ 29,826,068,820	\$0.6225	\$ 186,412,930
2022	\$ 32,188,933,681	\$0.6198	\$ 199,507,011
2023	\$ 35,743,713,630	\$0.5998	\$ 214,390,794
2024	\$ 41,353,985,470	\$0.5898	\$ 243,905,806

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## TAX INFORMATION (CONTINUED)

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

Fiscal Year	General Fund		Debt Service Fund		Total Rate	Percent Variance
	Rate	Percent	Rate	Percent		
2005	\$0.4023	62.1%	\$0.2457	37.9%	\$0.6480	0.0%
2006	\$0.4244	65.5%	\$0.2236	34.5%	\$0.6480	0.0%
2007	\$0.4468	69.0%	\$0.2012	31.0%	\$0.6480	0.0%
2008	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2009	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2010	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2011	\$0.4330	66.8%	\$0.2150	33.2%	\$0.6480	0.0%
2012	\$0.4393	67.8%	\$0.2087	32.2%	\$0.6480	0.0%
2013	\$0.4423	68.3%	\$0.2057	31.7%	\$0.6480	0.0%
2014	\$0.4423	68.3%	\$0.2057	31.7%	\$0.6480	0.0%
2015	\$0.4353	67.2%	\$0.2127	32.8%	\$0.6480	0.0%
2016	\$0.4460	68.8%	\$0.2020	31.2%	\$0.6480	0.0%
2017	\$0.4538	70.4%	\$0.1910	29.6%	\$0.6448	(0.5%)
2018	\$0.4409	68.9%	\$0.1989	31.1%	\$0.6398	(0.8%)
2019	\$0.4428	69.8%	\$0.1920	30.2%	\$0.6348	(0.8%)
2020	\$0.4467	71.6%	\$0.1773	28.4%	\$0.6240	(1.7%)
2021	\$0.4085	65.6%	\$0.2140	34.4%	\$0.6225	(0.2%)
2022	\$0.4098	66.1%	\$0.2100	33.9%	\$0.6198	(0.4%)
2023	\$0.4030	67.2%	\$0.1968	32.8%	\$0.5998	(3.2%)
2024	\$0.4080	69.2%	\$0.1818	30.8%	\$0.5898	(1.7%)

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## TAX RATE CALCULATION WORKSHEET

### 2023 Tax Rate Calculation Worksheet Taxing Units Other Than School Districts or Water Districts

Form 50-856

City of Arlington, Texas

817-459-6259

Taxing Unit Name

Phone (area code and number)

101 S. Mesquite Street, Arlington, TX 76010

WWW.Arlingtontx.gov

Taxing Unit's Address, City, State, ZIP Code

Taxing Unit's Website Address

**GENERAL INFORMATION:** Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the no-new-revenue (NNR) tax rate and voter-approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School District without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed Water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

#### SECTION 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
1.	<b>2022 total taxable value.</b> Enter the amount of 2022 taxable value on the 2022 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). <sup>1</sup>	\$ 34,340,015,005
2.	<b>2022 tax ceilings.</b> Counties, cities and junior college districts. Enter 2022 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2022 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>2</sup>	\$ 3,546,756,481
3.	<b>Preliminary 2022 adjusted taxable value.</b> Subtract Line 2 from Line 1.	\$ 30,793,258,524
4.	<b>2022 total adopted tax rate.</b>	\$ 0.599800 /\$100
5.	<b>2022 taxable value lost because court appeals of ARB decisions reduced 2021 appraised value.</b>	
	A. Original 2022 ARB values:.....	\$ 4,824,065,820
	B. 2022 values resulting from final court decisions:.....	-\$ 4,113,769,596
	C. 2022 value loss. Subtract B from A. <sup>3</sup>	\$ 710,296,224
6.	<b>2022 taxable value subject to an appeal under Chapter 42, as of July 25.</b>	
	A. 2022 ARB certified value:.....	\$ 823,548,113
	B. 2022 disputed value:.....	-\$ 354,467,179
	C. 2022 undisputed value. Subtract B from A. <sup>4</sup>	\$ 469,080,934
7.	<b>2022 Chapter 42 related adjusted values.</b> Add Line 5C and Line 6C.	\$ 1,179,377,158

<sup>1</sup> Tex. Tax Code §26.012(14)

<sup>2</sup> Tex. Tax Code §26.012(14)

<sup>3</sup> Tex. Tax Code §26.012(13)

<sup>4</sup> Tex. Tax Code §26.012(13)

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Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	<b>2022 taxable value, adjusted for actual and potential court-ordered adjustments.</b> Add Line 3 and Line 7.	\$ 31,972,635,682
9.	<b>2022 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2022.</b> Enter the 2021 value of property in deannexed territory. <sup>9</sup>	\$ 0
10.	<b>2022 taxable value lost because property first qualified for an exemption in 2023.</b> If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2023 does not create a new exemption or reduce taxable value. <b>A. Absolute exemptions.</b> Use 2022 market value: ..... \$ 9,062,619 <b>B. Partial exemptions.</b> 2023 exemption amount or 2023 percentage exemption times 2022 value: ..... + \$ 109,507,238 <b>C. Value loss.</b> Add A and B. <sup>6</sup>	\$ 118,569,857
11.	<b>2022 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2023.</b> Use only properties that qualified in 2023 for the first time; do not use properties that qualified in 2022. <b>A. 2022 market value:</b> ..... \$ 187,185 <b>B. 2023 productivity or special appraised value:</b> ..... - \$ 312 <b>C. Value loss.</b> Subtract B from A. <sup>7</sup>	\$ 186,873
12.	<b>Total adjustments for lost value.</b> Add Lines 9, 10C and 11C.	\$ 118,756,730
13.	<b>2022 captured value of property in a TIF.</b> Enter the total value of 2022 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which 2022 taxes were deposited into the tax increment fund. <sup>8</sup> If the taxing unit has no captured appraised value in line 18D, enter 0.	\$ 2,352,948,995
14.	<b>2022 total value.</b> Subtract Line 12 and Line 13 from Line 8.	\$ 29,500,929,957
15.	<b>Adjusted 2022 total levy.</b> Multiply Line 4 by Line 14 and divide by \$100.	\$ 176,946,578
16.	<b>Taxes refunded for years preceding tax year 2022.</b> Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2022. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2022. This line applies only to tax years preceding tax year 2022. <sup>9</sup>	\$ 233,705
17.	<b>Adjusted 2022 levy with refunds and TIF adjustment.</b> Add Lines 15 and 16. <sup>10</sup>	\$ 177,180,283
18.	<b>Total 2023 taxable value on the 2023 certified appraisal roll today.</b> This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled. <sup>11</sup> <b>A. Certified values:</b> ..... \$ 39,282,811,236 <b>B. Counties:</b> Include railroad rolling stock values certified by the Comptroller's office: ..... + \$ 0 <b>C. Pollution control and energy storage system exemption:</b> Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: ..... - \$ 38,714,987 <b>D. Tax increment financing:</b> Deduct the 2023 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2023 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 23 below. <sup>12</sup> ..... - \$ 2,835,188,755 <b>E. Total 2023 value.</b> Add A and B, then subtract C and D.	\$ 36,408,907,494

<sup>9</sup> Tex. Tax Code §26.012(15)  
<sup>10</sup> Tex. Tax Code §26.012(15)  
<sup>11</sup> Tex. Tax Code §26.012(15)  
<sup>12</sup> Tex. Tax Code §26.03(c)  
<sup>13</sup> Tex. Tax Code §26.012(13)  
<sup>14</sup> Tex. Tax Code §26.012(13)  
<sup>15</sup> Tex. Tax Code §26.012, 26.04(c-2)  
<sup>16</sup> Tex. Tax Code §26.03(c)

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Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	<b>Total value of properties under protest or not included on certified appraisal roll.</b> <sup>13</sup>	
A.	<b>2023 taxable value of properties under protest.</b> The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest. <sup>14</sup> .....	\$ 1,208,213,668
B.	<b>2023 value of properties not under protest or included on certified appraisal roll.</b> The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll. <sup>15</sup> .....	+ \$ 230,791,863
C.	<b>Total value under protest or not certified.</b> Add A and B.	\$ 1,439,005,531
20.	<b>2023 tax ceilings.</b> Counties, cities and junior colleges enter 2023 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2022 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>16</sup>	\$ 3,882,638,108
21.	<b>2023 total taxable value.</b> Add Lines 18E and 19C. Subtract Line 20. <sup>17</sup>	\$ 33,965,274,917
22.	<b>Total 2023 taxable value of properties in territory annexed after Jan. 1, 2022.</b> Include both real and personal property. Enter the 2023 value of property in territory annexed. <sup>18</sup>	\$ 0
23.	<b>Total 2023 taxable value of new improvements and new personal property located in new improvements.</b> New means the item was not on the appraisal roll in 2022. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2022 and be located in a new improvement. New improvements <b>do</b> include property on which a tax abatement agreement has expired for 2023. <sup>19</sup>	\$ 761,224,795
24.	<b>Total adjustments to the 2023 taxable value.</b> Add Lines 22 and 23.	\$ 761,224,795
25.	<b>Adjusted 2023 taxable value.</b> Subtract Line 24 from Line 21.	\$ 33,204,050,122
26.	<b>2023 NNR tax rate.</b> Divide Line 17 by Line 25 and multiply by \$100. <sup>20</sup>	\$ 0.533610 /\$100
27.	<b>COUNTIES ONLY.</b> Add together the NNR tax rates for each type of tax the county levies. The total is the 2023 county NNR tax rate. <sup>21</sup>	\$ 0 /\$100

## SECTION 2: Voter Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

- Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.
- Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
28.	<b>2022 M&amp;O tax rate.</b> Enter the 2022 M&O tax rate.	\$ 0.403000 /\$100
29.	<b>2022 taxable value, adjusted for actual and potential court-ordered adjustments.</b> Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 31,972,635,682

<sup>13</sup> Tex. Tax Code §26.01(c) and (d)  
<sup>14</sup> Tex. Tax Code §26.01(c)  
<sup>15</sup> Tex. Tax Code §26.01(d)  
<sup>16</sup> Tex. Tax Code §26.012(9)(B)  
<sup>17</sup> Tex. Tax Code §26.012(6)  
<sup>18</sup> Tex. Tax Code §26.012(17)  
<sup>19</sup> Tex. Tax Code §26.012(17)  
<sup>20</sup> Tex. Tax Code §26.04(c)  
<sup>21</sup> Tex. Tax Code §26.04(d)

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Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	<b>Total 2022 M&amp;O levy.</b> Multiply Line 28 by Line 29 and divide by \$100	\$ 128,849,722
31.	<b>Adjusted 2022 levy for calculating NNR M&amp;O rate.</b>	
	<b>A. M&amp;O taxes refunded for years preceding tax year 2022.</b> Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2022. This line applies only to tax years preceding tax year 2022. ....	+ \$ 457,076
	<b>B. 2022 taxes in TIF.</b> Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2023 captured appraised value in Line 18D, enter 0. ....	- \$ 11,267,876
	<b>C. 2022 transferred function.</b> If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in D below. The taxing unit receiving the function will add this amount in D below. Other taxing units enter 0. ....	+/- \$ 0
	<b>D. 2022 M&amp;O levy adjustments.</b> Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function. ....	\$ 10,810,800
	<b>E. Add Line 30 to 31D.</b>	\$ 118,038,922
32.	<b>Adjusted 2023 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 33,204,050,122
33.	<b>2023 NNR M&amp;O rate (unadjusted).</b> Divide Line 31E by Line 32 and multiply by \$100.	\$ 0.355496 /\$100
34.	<b>Rate adjustment for state criminal justice mandate.</b> <sup>23</sup> <b>If not applicable or less than zero, enter 0.</b>	
	<b>A. 2023 state criminal justice mandate.</b> Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. ....	\$ 0
	<b>B. 2022 state criminal justice mandate.</b> Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies. ....	- \$ 0
	<b>C. Subtract B from A and divide by Line 32 and multiply by \$100.</b> ....	\$ 0 /\$100
	<b>D. Enter the rate calculated in C. If not applicable, enter 0.</b>	\$ 0 /\$100
35.	<b>Rate adjustment for indigent health care expenditures.</b> <sup>24</sup> <b>If not applicable or less than zero, enter 0.</b>	
	<b>A. 2023 indigent health care expenditures.</b> Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2022 and ending on June 30, 2023, less any state assistance received for the same purpose. ....	\$ 0
	<b>B. 2022 indigent health care expenditures.</b> Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state assistance received for the same purpose. ....	- \$ 0
	<b>C. Subtract B from A and divide by Line 32 and multiply by \$100.</b> ....	\$ 0 /\$100
	<b>D. Enter the rate calculated in C. If not applicable, enter 0.</b>	\$ 0 /\$100

<sup>23</sup> [Reserved for expansion]  
<sup>24</sup> Tex. Tax Code §26.044  
<sup>25</sup> Tex. Tax Code §26.041

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Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	<p><b>Rate adjustment for county indigent defense compensation.</b> <sup>25</sup>  <b>If not applicable or less than zero, enter 0.</b></p> <p><b>A. 2023 indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2022 and ending on June 30, 2023, less any state grants received by the county for the same purpose..... \$ <u>0</u></p> <p><b>B. 2022 indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state grants received by the county for the same purpose..... \$ <u>0</u></p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0</u> /\$100</p> <p><b>D.</b> Multiply B by 0.05 and divide by Line 32 and multiply by \$100..... \$ <u>0</u> /\$100</p> <p><b>E.</b> Enter the lesser of C and D. If not applicable, enter 0.</p>	\$ <u>0</u> /\$100
37.	<p><b>Rate adjustment for county hospital expenditures.</b> <sup>26</sup>  <b>If not applicable or less than zero, enter 0.</b></p> <p><b>A. 2023 eligible county hospital expenditures.</b> Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2022 and ending on June 30, 2023. .... \$ <u>0</u></p> <p><b>B. 2022 eligible county hospital expenditures.</b> Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2021 and ending on June 30, 2022. .... \$ <u>0</u></p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0</u> /\$100</p> <p><b>D.</b> Multiply B by 0.08 and divide by Line 32 and multiply by \$100..... \$ <u>0</u> /\$100</p> <p><b>E.</b> Enter the lesser of C and D, if applicable. If not applicable, enter 0.</p>	\$ <u>0</u> /\$100
38.	<p><b>Rate adjustment for defunding municipality.</b> This adjustment only applies to a municipality that is considered to be a defunding municipality for the current tax year under Chapter 109, Local Government Code. Chapter 109, Local Government Code only applies to municipalities with a population of more than 250,000 and includes a written determination by the Office of the Governor. See Tax Code Section 26.0444 for more information.</p> <p><b>A. Amount appropriated for public safety in 2022.</b> Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year ..... \$ <u>0</u></p> <p><b>B. Expenditures for public safety in 2022.</b> Enter the amount of money spent by the municipality for public safety during the preceding fiscal year ..... \$ <u>0</u></p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100 ..... \$ <u>0</u> /\$100</p> <p><b>D.</b> Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ <u>0</u> /\$100
39.	<b>Adjusted 2023 NNR M&amp;O rate.</b> Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.	\$ <u>0.3554956</u> /\$100
40.	<p><b>Adjustment for 2022 sales tax specifically to reduce property taxes.</b> Cities, counties and hospital districts that collected and spent additional sales tax on M&amp;O expenses in 2022 should complete this line. These entities will deduct the sales tax gain rate for 2023 in Section 3. Other taxing units, enter zero.</p> <p><b>A.</b> Enter the amount of additional sales tax collected and spent on M&amp;O expenses in 2022, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent ..... \$ <u>0</u></p> <p><b>B.</b> Divide Line 40A by Line 32 and multiply by \$100 ..... \$ <u>0</u> /\$100</p> <p><b>C.</b> Add Line 40B to Line 39.</p>	\$ <u>.03554956</u> /\$100
41.	<p><b>2023 voter-approval M&amp;O rate.</b> Enter the rate as calculated by the appropriate scenario below.</p> <p><b>Special Taxing Unit.</b> If the taxing unit qualifies as a special taxing unit, multiply Line 40C by 1.08.</p> <p>- or -</p> <p><b>Other Taxing Unit.</b> If the taxing unit does not qualify as a special taxing unit, multiply Line 40C by 1.035.</p>	\$ <u>0.3679379</u> /\$100

<sup>25</sup> Tex. Tax. Code §26.0442  
<sup>26</sup> Tex. Tax. Code §26.0443

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Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	<p><b>Disaster Line 41 (D41): 2023 voter-approval M&amp;O rate for taxing unit affected by disaster declaration.</b> If the taxing unit is located in an area declared a disaster area and at least one person is granted an exemption under Tax Code Section 11.35 for property located in the taxing unit, the governing body may direct the person calculating the voter-approval tax rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval tax rate in this manner until the earlier of</p> <p>1) the first year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, or</p> <p>2) the third tax year after the tax year in which the disaster occurred</p> <p>If the taxing unit qualifies under this scenario, multiply Line 40C by 1.08. <sup>27</sup> If the taxing unit does not qualify, do not complete Disaster Line 41 (Line D41).</p>	\$ 0 /\$100
42.	<p><b>Total 2023 debt to be paid with property taxes and additional sales tax revenue.</b> Debt means the interest and principal that will be paid on debts that:</p> <p>(1) are paid by property taxes,</p> <p>(2) are secured by property taxes,</p> <p>(3) are scheduled for payment over a period longer than one year, and</p> <p>(4) are not classified in the taxing unit's budget as M&amp;O expenses.</p> <p><b>A. Debt</b> also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. If the governing body of a taxing unit authorized or agreed to authorize a bond, warrant, certificate of obligation, or other evidence of indebtedness on or after Sept. 1, 2021, verify if it meets the amended definition of debt before including it here. <sup>28</sup></p> <p>Enter debt amount ..... \$ 74,153,579</p> <p><b>B. Subtract unencumbered fund amount</b> used to reduce total debt. .... - \$ 1,499,437</p> <p><b>C. Subtract certified amount spent from sales tax to reduce debt</b> (enter zero if none) ..... - \$ 0</p> <p><b>D. Subtract amount paid</b> from other resources ..... - \$ 1,536,324</p> <p><b>E. Adjusted debt.</b> Subtract B, C and D from A. .... \$ 71,117,818</p>	\$ 71,117,818
43.	<b>Certified 2022 excess debt collections.</b> Enter the amount certified by the collector. <sup>29</sup>	\$ 0
44.	<b>Adjusted 2023 debt.</b> Subtract Line 43 from Line 42E.	\$ 71,117,818
45.	<p><b>2023 anticipated collection rate.</b></p> <p><b>A.</b> Enter the 2023 anticipated collection rate certified by the collector. <sup>30</sup> ..... 100.00 %</p> <p><b>B.</b> Enter the 2022 actual collection rate. .... 100.04 %</p> <p><b>C.</b> Enter the 2021 actual collection rate. .... 99.18 %</p> <p><b>D.</b> Enter the 2020 actual collection rate. .... 99.60 %</p> <p><b>E.</b> If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%. <sup>31</sup></p>	100.00 %
46.	<b>2023 debt adjusted for collections.</b> Divide Line 44 by Line 45E.	\$ 71,117,818
47.	<b>2023 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 33,965,274,917
48.	<b>2023 debt rate.</b> Divide Line 46 by Line 47 and multiply by \$100.	\$ 0.209384 /\$100
49.	<b>2023 voter-approval tax rate.</b> Add Lines 41 and 48.	\$ 0.577322 /\$100
D49.	<p><b>Disaster Line 49 (D49): 2023 voter-approval tax rate for taxing unit affected by disaster declaration.</b> Complete this line if the taxing unit calculated the voter-approval tax rate in the manner provided for a special taxing unit on Line D41. Add Line D41 and 48.</p>	\$ 0.209384 /\$100

<sup>27</sup> Tex. Tax Code §26.042(a)  
<sup>28</sup> Tex. Tax Code §26.012(7)  
<sup>29</sup> Tex. Tax Code §26.012(10) and 26.04(b)  
<sup>30</sup> Tex. Tax Code §26.04(b)  
<sup>31</sup> Tex. Tax Code §526.04(h), (h-1) and (h-2)

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Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
50.	<b>COUNTIES ONLY.</b> Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2023 county voter-approval tax rate.	\$ 0 /\$100

### SECTION 3: NNR Tax Rate and Voter Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue. This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
51.	<b>Taxable Sales.</b> For taxing units that adopted the sales tax in November 2022 or May 2023, enter the Comptroller's estimate of taxable sales for the previous four quarters. <sup>32</sup> Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2022, enter 0.	\$ 0
52.	<b>Estimated sales tax revenue.</b> Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. <sup>33</sup> <b>Taxing units that adopted the sales tax in November 2022 or in May 2023.</b> Multiply the amount on Line 51 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. <sup>34</sup> <b>- or -</b> <b>Taxing units that adopted the sales tax before November 2022.</b> Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ 0
53.	<b>2023 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 33,966,274,917
54.	<b>Sales tax adjustment rate.</b> Divide Line 52 by Line 53 and multiply by \$100.	\$ 0 /\$100
55.	<b>2023 NNR tax rate, unadjusted for sales tax.</b> <sup>35</sup> Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0 /\$100
56.	<b>2023 NNR tax rate, adjusted for sales tax.</b> <b>Taxing units that adopted the sales tax in November 2022 or in May 2023.</b> Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November 2022.	\$ 0 /\$100
57.	<b>2023 voter-approval tax rate, unadjusted for sales tax.</b> <sup>36</sup> Enter the rate from Line 49, Line D49 (disaster) or Line 50 (counties) as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0 /\$100
58.	<b>2023 voter-approval tax rate, adjusted for sales tax.</b> Subtract Line 54 from Line 57.	\$ /\$100

### SECTION 4: Voter Approval Tax Rate Adjustment for Pollution Control

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit's expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
59.	<b>Certified expenses from the Texas Commission on Environmental Quality (TCEQ).</b> Enter the amount certified in the determination letter from TCEQ. <sup>37</sup> The taxing unit shall provide its tax assessor-collector with a copy of the letter. <sup>38</sup>	\$ 0
60.	<b>2023 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 33,965,274,917
61.	<b>Additional rate for pollution control.</b> Divide Line 59 by Line 60 and multiply by \$100.	\$ 0 /\$100
62.	<b>2023 voter-approval tax rate, adjusted for pollution control.</b> Add Line 61 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties) or Line 58 (taxing units with the additional sales tax).	\$ 0 /\$100

<sup>32</sup> Tex. Tax Code §26.041(d)  
<sup>33</sup> Tex. Tax Code §26.041(f)  
<sup>34</sup> Tex. Tax Code §26.041(d)  
<sup>35</sup> Tex. Tax Code §26.04(c)  
<sup>36</sup> Tex. Tax Code §26.04(c)  
<sup>37</sup> Tex. Tax Code §26.045(d)  
<sup>38</sup> Tex. Tax Code §26.045(i)

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## SECTION 5: Voter Approval Tax Rate Adjustment for Unused Increment Rate

The unused increment rate is the rate equal to the difference between the adopted tax rate and voter-approval tax rate adjusted to remove the unused increment rate for the prior three years.<sup>39</sup> In a year where a taxing unit adopts a rate by applying any portion of the unused increment rate, the portion of the unused increment rate must be backed out of the calculation for that year.

The difference between the adopted tax rate and adjusted voter-approval tax rate is considered zero in the following scenarios:

- a tax year before 2020;<sup>40</sup>
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);<sup>41</sup> or
- after Jan. 1, 2022, a tax year in which the comptroller determines that the county implemented a budget reduction or reallocation described by Local Government Code Section 120.002(a) without the required voter approval.<sup>42</sup>

Individual components can be negative, but the overall rate would be the greater of zero or the calculated rate.

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.<sup>43</sup>

Line	Unused Increment Rate Worksheet	Amount/Rate
<b>63. Year 3 component.</b>	Subtract the 2022 actual tax rate and the 2022 unused increment rate from the 2022 voter-approval tax rate.	
<b>A.</b>	Voter-approval tax rate ..... \$ <u>0.600135</u> /\$100 As applicable: Line 49, Line 50 (counties), Line 58 (taxing units with the additional sales tax) or Line 62 (taxing units with pollution control)	
<b>B.</b>	Unused increment rate (Line 66) ..... \$ _____ /\$100	
<b>C.</b>	Subtract B from A ..... \$ <u>0.600135</u> /\$100	
<b>D.</b>	Adopted Tax Rate ..... \$ <u>0.599800</u> /\$100	
<b>E.</b>	Subtract D from C ..... \$ <u>0.000335</u> /\$100	
<b>64. Year 2 component.</b>	Subtract the 2021 actual tax rate and the 2021 unused increment rate from the 2021 voter-approval tax rate.	
<b>A.</b>	Voter-approval tax rate ..... \$ <u>0.622056</u> /\$100 As applicable: Line 49, Line 50 (counties), Line 58 (taxing units with the additional sales tax) or Line 62 (taxing units with pollution control)	
<b>B.</b>	Unused increment rate (Line 66) ..... \$ _____ /\$100	
<b>C.</b>	Subtract B from A ..... \$ <u>0.6225056</u> /\$100	
<b>D.</b>	Adopted Tax Rate ..... \$ <u>0.619800</u> /\$100	
<b>E.</b>	Subtract D from C ..... \$ <u>0.002256</u> /\$100	
<b>65. Year 1 component.</b>	Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate.	
<b>A.</b>	Voter-approval tax rate ..... \$ <u>0.685082</u> /\$100 As applicable: Line 47, Line 50 (counties), Line 56 (taxing units with the additional sales tax) or Line 60 (taxing units with pollution control)	
<b>B.</b>	Unused increment rate ..... \$ _____ /\$100	
<b>C.</b>	Subtract B from A ..... \$ <u>0.685082</u> /\$100	
<b>D.</b>	Adopted Tax Rate ..... \$ <u>0.622500</u> /\$100	
<b>E.</b>	Subtract D from C ..... \$ <u>0.062582</u> /\$100	
<b>66.</b>	<b>2023 unused increment rate.</b> Add Lines 63E, 64E and 65E.	\$ <u>0.065173</u> /\$100
<b>67.</b>	<b>Total 2023 voter-approval tax rate, including the unused increment rate.</b> Add Line 66 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax) or Line 62 (taxing units with pollution control).	\$ <u>0.642495</u> /\$100

<sup>39</sup> Tex. Tax Code §26.013(a)  
<sup>40</sup> Tex. Tax Code §26.013(c)  
<sup>41</sup> Tex. Tax Code §26.0501(a) and (c)  
<sup>42</sup> Tex. Local Gov't Code §120.007(d), effective Jan. 1, 2022  
<sup>43</sup> Tex. Tax Code §26.063(a)(1)  
<sup>44</sup> Tex. Tax Code §26.012(B-a)  
<sup>45</sup> Tex. Tax Code §26.063(a)(1)

# Appendices

## SECTION 6: De Minimis Rate

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.<sup>44</sup> This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit.<sup>45</sup>

Line	De Minimis Rate Worksheet	Amount/Rate
68.	<b>Adjusted 2023 NNR M&amp;O tax rate.</b> Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i>	\$ 0.355496 /\$100
69.	<b>2023 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 33,965,274,917
70.	<b>Rate necessary to impose \$500,000 in taxes.</b> Divide \$500,000 by Line 69 and multiply by \$100.	\$ 0.001472 /\$100
71.	<b>2023 debt rate.</b> Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.209384 /\$100
72.	<b>De minimis rate.</b> Add Lines 68, 70 and 71.	\$ 0.566352 /\$100

## SECTION 7: Voter Approval Tax Rate Adjustment for Emergency Revenue Rate

In the tax year after the end of the disaster calculation time period detailed in Tax Code Section 26.042(a), a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a disaster must calculate its emergency revenue rate and reduce its voter-approval tax rate for that year.<sup>46</sup>

Similarly, if a taxing unit adopted a tax rate that exceeded its voter-approval tax rate, calculated normally, without holding an election to respond to a disaster, as allowed by Tax Code Section 26.042(d), in the prior year, it must also reduce its voter-approval tax rate for the current tax year.<sup>47</sup>

This section will apply to a taxing unit other than a special taxing unit that:

- directed the designated officer or employee to calculate the voter-approval tax rate of the taxing unit in the manner provided for a special taxing unit in the prior year; and
- the current year is the first tax year in which the total taxable value of property taxable by the taxing unit as shown on the appraisal roll for the taxing unit submitted by the assessor for the taxing unit to the governing body exceeds the total taxable value of property taxable by the taxing unit on January 1 of the tax year in which the disaster occurred or the disaster occurred four years ago. This section will apply to a taxing unit in a disaster area that adopted a tax rate greater than its voter-approval tax rate without holding an election in the prior year.

Note: This section does not apply if a taxing unit is continuing to calculate its voter-approval tax rate in the manner provided for a special taxing unit because it is still within the disaster calculation time period detailed in Tax Code Section 26.042(a) because it has not met the conditions in Tax Code Section 26.042(a)(1) or (2).

Line	Emergency Revenue Rate Worksheet	Amount/Rate
73.	<b>2022 adopted tax rate.</b> Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0 /\$100
74.	<b>Adjusted 2022 voter-approval tax rate.</b> Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line.  If a disaster occurred in 2022 and the taxing unit calculated its 2022 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2022 worksheet due to a disaster, complete the applicable sections or lines of Form 50-856-a, Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet. - or - If a disaster occurred prior to 2022 for which the taxing unit continued to calculate its voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) in 2022, complete the separate <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> to recalculate the voter-approval tax rate the taxing unit would have calculated in 2022 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the year(s) following the disaster. <sup>48</sup> Enter the final adjusted 2022 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2022 voter-approval tax rate without calculating a disaster tax rate or holding an election due to a disaster, no recalculation is necessary. Enter the voter-approval tax rate from the prior year's worksheet.	\$ 0 /\$100
75.	<b>Increase in 2022 tax rate due to disaster.</b> Subtract Line 74 from Line 73.	\$ 0 /\$100
76.	<b>Adjusted 2022 taxable value.</b> Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0
77.	<b>Emergency revenue.</b> Multiply Line 75 by Line 76 and divide by \$100.	\$ 0
78.	<b>Adjusted 2023 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0
79.	<b>Emergency revenue rate.</b> Divide Line 77 by Line 78 and multiply by \$100. <sup>49</sup>	\$ 0 /\$100

<sup>46</sup> Tex. Tax Code §26.042(b)

<sup>47</sup> Tex. Tax Code §26.042(f)

<sup>48</sup> Tex. Tax Code §26.042(c)

<sup>49</sup> Tex. Tax Code §26.042(b)

# Appendices

Line	Emergency Revenue Rate Worksheet	Amount/Rate
80.	<b>2023 voter-approval tax rate, adjusted for emergency revenue.</b> Subtract Line 79 from one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax), Line 62 (taxing units with pollution control) or Line 67 (taxing units with the unused increment rate).	\$ <u>0</u> /\$100

### SECTION 8: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

**No-new-revenue tax rate.** ..... \$ 0.533610 /\$100  
 As applicable, enter the 2023 NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax).  
 Indicate the line number used: 26

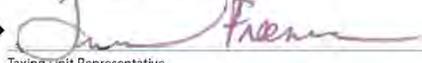
**Voter-approval tax rate.** ..... \$ 0.642495 /\$100  
 As applicable, enter the 2023 voter-approval tax rate from: Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (adjusted for sales tax), Line 62 (adjusted for pollution control), Line 67 (adjusted for unused increment), or Line 80 (adjusted for emergency revenue).  
 Indicate the line number used: 67

**De minimis rate.** ..... \$ 0 /\$100  
 If applicable, enter the 2022 de minimis rate from Line 72.

### SECTION 9: Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have accurately calculated the tax rates using values that are the same as the values shown in the taxing unit's certified appraisal roll or certified estimate of taxable value, in accordance with requirements in the Tax Code.<sup>59</sup>

**print here** ▶ Trina Freeman, Budget Administrator  
 Printed Name of Taxing Unit Representative

**sign here** ▶   
 Taxing Unit Representative

07/31/2023  
 Date

<sup>59</sup> Tex. Tax Code §§26.04(c-2) and (d-2)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Arlington  
Texas**

For the Fiscal Year Beginning

**October 01, 2022**

*Christopher P. Morill*

Executive Director