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Tarrant County Clerk's Office

*Mary Louise Nicholson*

Mary Louise Nicholson, County Clerk

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City of Arlington  
FY 2022 Adopted Budget  
Cover page to City Secretary's Office

This budget will raise more property taxes than last year's budget by \$9,706,148 or 5.77% and of that amount \$2,168,248 is tax revenue to be raised from new property added to the tax roll this year.



# FY2022

Adopted  
**Budget &  
Business Plan**

BUILD  
UNITE  
CREATE

"Bee Active"  
by Amy Stephens, Arlington, TX  
COMMISSIONED BY THE  
ARLINGTON FOUNDATION

# 2022 City Council Priorities

Support Youth and Families

Put Technology To Work

Invest In Our Economy

Champion Great Neighborhoods

Enhance Regional Mobility

Build Unity

**"BRIGHTEN MY DAY" a Kaleidoscope of Grandeur**

by Eddie and Mary Phillips, located in Meadowbrook Sculpture Garden.

## Pursue our **VISION**

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

## Fulfill our **MISSION**

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

## Sustain **CORE SERVICES**

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

## Live our **VALUES**

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



# Table of Contents

---

<b>Manager’s Message</b> .....	<b>iii</b>
<b>Budget in Brief</b> .....	<b>1</b>
<b>Organization Chart</b> .....	<b>7</b>
<b>Business Plan</b> .....	<b>9</b>
<b>Financial Summaries</b> .....	<b>147</b>
<b>General Fund Summary</b> .....	<b>153</b>
<b>General Fund</b> .....	<b>165</b>
Asset Management .....	166
Aviation .....	169
Business Diversity Office .....	171
City Attorney’s Office .....	172
City Auditor’s Office .....	174
City Manager’s Office .....	175
Code Compliance Services .....	176
Communication & Legislative Affairs .....	178
Economic Development .....	180
Finance .....	182
Fire Department .....	185
Human Resources .....	188
Judiciary .....	190
Libraries .....	191
Municipal Court .....	194
Non-Departmental .....	196
Parks & Recreation .....	197
Planning & Development Services .....	200
Police Department .....	202
Public Works & Transportation .....	205
Office of Strategic Initiatives .....	208
Transportation Department .....	210
<b>Enterprise Funds</b> .....	<b>211</b>
Storm Water Utility Fund .....	212
Water Utilities Fund .....	215

# Table of Contents

---

<b>Special Revenue Funds</b> .....	<b>221</b>
Convention & Event Services Fund .....	222
Park Performance Fund.....	226
Street Maintenance Fund.....	229
<b>Internal Service Funds</b> .....	<b>233</b>
Communication Services Fund.....	234
Document Services Fund.....	237
Fleet Services Fund.....	240
Information Technology Support Fund .....	243
<b>Debt Service Fund</b> .....	<b>247</b>
<b>Capital Improvement Program</b> .....	<b>249</b>
<b>Other Budget Information</b> .....	<b>263</b>
Approved/Declined Budget Proposals .....	263
All Funds Operating Positions .....	267
Multi-Family Inspection Program Cost Recovery.....	285
Responsive Information for Texas Local Government Code Chapter 140.0045.....	286
<b>Appendices</b> .....	<b>287</b>
Adopted Budget Ordinance.....	287
Adopted Full Time Positions.....	290
Adopted Position Adds and Cuts.....	306
Budget Development Calendar .....	307
Budget Process.....	309
City of Arlington Facts & Figures .....	311
Comprehensive Financial Forecast.....	317
Financial Policies .....	341
Fund Accounting Information .....	350
Fund Structure.....	352
Glossary of Terms.....	353
Tax Information.....	358
Tax Rate Calculation Worksheet .....	360
<b>FY 2021 4<sup>th</sup> Quarter Business Plan Update</b>	

# Manager's Message

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## INTRODUCTION

### Resilience in Overcoming Adversity

As the FY 2021 budget was being developed during the spring and summer of 2020, the City's revenue and expenditure outlook for FY 2021 was approached with considerable caution due to uncertainty about the severity and duration of the COVID pandemic. At the time, projections for FY 2020 showed revenues under budget in the General Fund by as much as \$18 million, with over \$13 million of that amount attributable to the loss of sales tax revenue. Strict expenditure controls were implemented to constrain spending for the duration of FY 2020, and the FY 2021 budget was prepared in anticipation that revenues would be depressed throughout the coming year, with full recovery likely to be two or three years away.

One year later, the economic news for the City has much improved. The projected revenue loss of \$18 million in FY 2020 was substantially less than predicted; the General Fund finished FY 2020 under budget in revenues by \$10.7 million, with \$4.2 million of that loss coming from sales taxes. On the expenditure side, the spending controls achieved their targeted reduction of \$18 million in lower spending. This variance, along with the release of \$3.1 million of prior-year encumbrances, provided an opportunity to increase support for the Convention & Event Services Fund (\$3.2 million more than budgeted), and set aside an additional \$6.1 million for use in future years.

Financial improvement has continued throughout FY 2021. Sales tax revenues have rebounded better than our most optimistic projections would have indicated. Our budgeted sales tax revenues in FY 2021 were \$61.6 million; our most recent estimate shows revenues of \$69.9 million, or \$8.3 million higher than budget. As shown in the Comprehensive Financial Forecast presented to Council in April, we did not expect to reach sales tax revenues approaching \$70 million until FY 2025. This resurgence provided the opportunity to relax the spending controls that continued in place through the first half of FY 2021.

In addition to the improving revenue outlook, the American Rescue Plan Act of 2021 (ARPA) provided the City with approximately \$81 million to be invested over three years (by the end of calendar 2024). Of this amount, the City plans to use two thirds (approximately \$54 million) to fund City priorities, with the remaining one third available to provide support for future initiatives. A total of \$6.1 million of this funding was allocated to the General Fund through the recent budget amendment approved by Council for FY 2021 to address the compensation adjustments that were deferred due to the COVID pandemic. The ARPA funding supported the 2 percent employee compensation adjustment that was suspended in the spring of 2020. The additional funding also provided the resources to remove the hiring freeze that was put in place at the outset of the pandemic in the spring of 2020.

Although the economic climate has notably improved, cautious optimism has remained the guiding principle during the development of the Proposed Budget for FY 2022. As recent news has highlighted, new variants of the coronavirus are increasing in certain areas of the country, particularly those where vaccination rates are below national averages. The delta variant is cause for concern as schools reopen in the fall, since it appears to affect younger people at higher rates than previous strains of the virus. Complacency in assuming the pandemic has completely run its course would be premature. However, our resilience and willingness to quickly adapt in the face of adversity has resulted in opportunities to successfully rebound from one of the most severe economic challenges the City has ever faced.

## EXPANDING ON SUCCESS, PLANNING FOR THE FUTURE

### Restoration of Spending Reductions Implemented in 2021

The sudden economic downturn in FY 2020 prompted steps to constrain spending for the remainder of that year and well into FY 2021. The recent resurgence of sales tax revenue, a surprisingly strong July 2021 certified tax roll that shows assessed property values in the City up by 5.9%, and the federal funding available from ARPA provide the opportunity to restore most of the expenditure cuts that were made in FY 2021. A total of \$7.2 million has been restored to the FY 2022 operating budget, which includes unfreezing vacant staff positions and the addition of budgeted expenditures for supplies, maintenance, travel

# Manager's Message

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and training that were cut from most departments. A complete list of budget requests approved for inclusion in the Proposed Budget is shown in the Other Budget Information section; this list indicates all requests that involved restoration of items that had been cut during FY 2021.

## New and Expanded Programs for FY 2022

A primary focus in the coming year will be strengthening the capabilities of our first responders and staff dedicated to public safety. The pandemic increased our reliance on these resources like never before and showed the importance of improving our ability to respond to public health and safety emergencies.

Over the last 10 years, the Fire Department has experienced an approximate 40% increase in emergency incidents while response unit levels have seen only minimal adjustments due to funding issues. Overall average response times have increased by 35 seconds over that period. This increase has largely been driven by EMS calls, comprising 80% of all AFD unit responses. A growing population and community demand for service have contributed to the increased need for additional emergency medical response capacity. The department has used lightweight response units to address the increasing demand. This effort has had positive impacts, accounting for an average of 18% of emergency unit responses over the last 3 years. However, this increased capacity is dependent on daily staffing. During periods of high attrition or periods of high demand such as what was experienced at the height of the pandemic, lightweight response vehicles are not able to be staffed. The most effective way of lowering response times and continuing to meet rising EMS demand is adding more rescue units that are staffed full time. The FY 2022 Proposed Budget includes the addition of 39 positions in the Fire Department to convert the light response teams to full squad status. It also includes two new positions to enhance public health services, three new positions for Battalion 3, and three new positions to create a third squad to reduce emergency response times. Heavy apparatus replacement funding of \$2.59 million is also provided in FY 2022, along with funding from the ATF for the second year of a three-year program to replace bunker equipment. Including the restoration of cuts made in FY 2021, a total of \$7.36 million is proposed in additional resources for the Fire Department in the coming year, all of which is funded with resources available from the American Rescue Plan Act.

Significant resources will also be added in the Police Department for FY 2022. A new Behavioral Health Law Enforcement Unit will include \$1.5 million in new funding and nine new positions. Eleven other positions will also be added to the department, including a Police Chaplain, three Investigative Sergeants, a DEA Task Force Officer, one position to expand accreditation and policy analysis services, four Geographic CID Detectives, and one part-time office assistant position converted to full-time status at the Training Center. One-time funding of \$750,000 will be provided to expand the facilities at Ott Cribbs and the California Lane garage. Including the restoration of cuts made in the prior year, a total of \$3.94 million will be added to the department. Of this total, \$2.64 million (all new spending except the Behavioral Health Unit) is provided by the American Rescue Plan Act.

In addition to the resources added to restore the cuts made during FY 2021, the other departments in the General Fund will receive increased funding for the following items:

- Asset Management: \$2.5 million in one-time funding for facility maintenance, and \$111,451 to add two positions in Facility Services
- Audit: \$13,000 to convert one position from Staff Auditor to Internal Auditor, and convert one position from Internal Auditor to Senior Internal Auditor
- Business Diversity: This new division will receive \$20,000 in start-up costs to initiate its administrative functions
- City Attorney's Office: \$124,035 for a new Senior Attorney for Economic Development
- Communication and Legislative Affairs: One new Outreach Communication Coordinator position (\$90,974), three new positions at the Action Center (\$156,492), Citibot Community Engagement Program (\$24,000), and a new Communication Coordinator position
- Code Compliance: \$81,354 for the Animal Services Access Control System
- Court: \$50,000 for docket software maintenance increases, and \$6,424 for replacement scanners
- Finance: \$97,919 for two new positions (offset by reductions in contracted services) in the Accounts Payable program, and \$264,302 for two new positions in the Financial Sustainability program

# Manager's Message

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- Human Resources: \$180,033 for insurance premium increases, and \$90,974 for a new Leave and Transition Specialist position
- Library: \$40,000 in one-time funding for facility repairs at the Northeast Branch, and \$750,000 in one-time funding for library books
- Non-Departmental: \$350,000 for increases in terminal pay costs, \$2,275,358 (\$575,358 recurring, \$1.7 million one-time) for the Enterprise Resource Program implementation, and \$55,000 for increases in unemployment claims
- Office of Strategic Initiatives: \$2.25 million to expand the Via On-Demand Rideshare program, and \$150,000 in one-time funding to update the Thoroughfare Development Plan
- Parks and Recreation: \$66,743 for mowing and janitorial contract increases, \$50,000 for security enhancements, \$68,589 for Park Development O&M, \$14,497 (net of the offset) to convert one Marketing Aide position from part time to full time, and \$50,000 for the Urban Forestry Renewal program. Also, the following items will be supported with one-time funding provided by the Parks ATF: \$494,563 for maintenance equipment replacement, \$66,000 to expand the centralized irrigation system, \$750,000 for parking lot renovations, \$1.22 million to replace playground equipment, \$330,000 for erosion control initiatives, and \$1.15 million for pond dredging.
- Planning and Development Services: \$59,884 for a new Planning Technician position and upgrade for an Administrative Aide, \$114,977 for a new Environmental Health Specialist position, and \$106,905 for a new Principal Planner position

The other funds in the Operating Budget will receive additional resources for the following items:

- Dispatch: \$863,739 for radio tower lease costs, CAD and Radio System maintenance, CAD System updates, replacement office furniture, and targeted pay increases (\$758,635 of the total) for Communication Services staff
- Fleet: \$2,651,594 for maintenance contract increases, vehicle replacements (\$679,265 in one-time funding), fuel cost increases, and Police fleet vehicles (the total includes \$1.5 million in one-time funding provided by ARPA)
- Information Technology: \$1,684,451 for software maintenance and licenses, enterprise-wide IT programs, two new positions to provide enhanced IT security, the Multi-Factor Authentication program, the CodeRed Citizen Notification program, and a departmental reorganization
- Convention and Event Services: \$900,000 to increase funding for the Convention and Visitors Bureau to the FY 2020 level and restore support for the Sculpture Trail, and \$400,000 in additional funding for the CVB
- Park Performance Fund: \$873,710 for EAST Indoor Pool and Texas Rangers Restaurant staffing, including two new positions, and improvements at the Tierra Verde Golf Course (\$755,000 of the total; one-time funding)
- Street Maintenance Fund: \$5.78 million, of which \$4.5 million is one-time funding for contracted street maintenance, \$1 million for the Sidewalk Program, \$200,000 for the LED streetlight conversion program, and \$80,000 for the school zone flashing system upgrade
- Storm Water Utility Fund: \$707,437 for PILOT, debt obligations, reclassification of the Stormwater Quality Manager position, and one new Civil Engineer position
- Water Utilities: \$4.1 million to fund PILOT, debt obligations, enhance website functionality, bring the service line repair program in-house, and add eleven new positions including a cleaning crew for large diameter mains

## Social Equity Initiatives: Cultivating Opportunities for Participation

The Unity Council was established in July 2020 to build and promote greater equality throughout the City, and to “create an exemplary, safe environment in which to live, learn, work and play for all residents - regardless of race, ethnicity or national origins.” In February 2021, the Unity Council submitted a 132-page report to the City Council based on its first eight months of research and discussions, focused on five core areas: Economic Disparities, Education and Workforce Training, Housing, Health and Wellness, and Policing and Criminal Justice. The Unity Council identified nearly 60 recommendations for short-, mid- and long-term goals in these areas based on months of data analysis and public feedback, which included interviews, focus groups and virtual town hall meetings in November, December, and January. The recommendations, which address a broad range of topics such as affordable housing, food availability, internet access, and police relations,



# Manager's Message

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were drafted based on the work of more than 40 Unity Council and subcommittee meetings. The initial success of the Unity Council in providing a comprehensive framework for promoting diversity and social justice led the City Council to confer standing committee status for the Unity Council in June 2021.

In FY 2020, the City initiated an effort to promote social equity by expanding opportunities for participation in the City's recreational programs. The General Fund provided \$140,000 of funding support to the Park Performance Fund that year, allowing the City to reduce fees for participation in recreational activities for those who would otherwise be financially unable to access these programs. The goal was to increase this funding by \$140,000 each year until the annual total reached \$700,000 in FY 2024. For FY 2022, the Parks portion of the Arlington Tomorrow Foundation will provide the full \$700,000 to the Performance Fund two years earlier than planned to accelerate the reduction in recreational program fees.

## CONCLUSION

The average household in Arlington will see the following increases in FY 2022:

- Property taxes on the average home will increase by \$5.84 per month
- Water and Sewer rate increase of \$1.84 per month; rate increase effective January 1, 2022 (the average residence uses about 7,000/4,000 gallons of water/sewer per month)
- Garbage rate increase of \$0.41 per month
- Storm water rate increase of \$0.50 per month

The average resident will pay \$97.50 more per year (\$8.12 per month) for property taxes, water, sanitation, and storm water services provided by the City.

The downturn brought about by the pandemic has been largely replaced by a sense of optimism for the future, and this change has been nearly as sudden as the economic decline we experienced in the spring and summer of 2020. The resurgence of the City's major revenues and the availability of federal resources mean the future looks better than our most favorable forecasts would have predicted one year ago. However, the pandemic has taught lessons that are well worth remembering even during the best of times: Public health and safety must remain our core concern, an economic crisis can develop more rapidly than we expect, and our resilience and adaptability are our best tools for meeting any challenge that lies ahead.

We respectfully present the FY 2022 Proposed Budget for consideration by the Mayor and City Council and look forward to finalizing our plan of work to serve our City's residents in the coming year.

Sincerely,



Trey Yelverton  
City Manager

# Manager's Message

The table below shows positions added/deleted in the FY 2022 Budget.

## FY 2022 ADOPTED POSITION ADDS AND CUTS

### GENERAL FUND

1 Building System Mechanic	Asset Mgmt
1 Painter	Asset Mgmt
1 Sr Attorney	City Atty's Office
2 Code Compliance Officer I	Code Compliance
3 Action Center Agent	Com & Leg Affairs
2 Communication Coordinator	Com & Leg Affairs
2 Accounts Payable Clerk	Finance
1 ED Compliance Administrator	Finance
1 Grant Administrator	Finance
1 Leave and Transition Specialist	HR
-1 Deputy Court Clerk III	Mun Court
1 Marketing Aide	Parks
1 Environmental Health Specialist	Planning
1 Planning Technician	Planning
1 Principal Planner	Planning
4 Masters Clinician	Police
4 Police Officer	Police
1 Police Sergeant	Police

**27 NET TOTAL**

### PARK PERFORMANCE FUND

2 Line Cook
<b>2 NET TOTAL</b>

### STORMWATER UTILITY FUND

1 Civil Engineer
<b>1 NET TOTAL</b>

### WATER UTILITIES FUND

4 Lead Utility Technician
1 Quality Assurance Specialist
2 Sr Utility Technician
2 Utility Technician Apprentice
2 Water Sewer Crew Chief

**11 NET TOTAL**

### COMMUNICATIONS SERVICES FUND

2 Applications Specialist II
------------------------------

**2 NET TOTAL**

### DOCUMENT SERVICES FUND

-2 Mail Clerk I
-1 Reprographic Specialist

**-3 NET TOTAL**

### AMERICAN RESCUE PLAN GRANT FUND

1 Administrative Secretary	Fire
1 Epidemiological Analyst	Fire
3 Deputy Fire Chief	Fire
18 Fire Apparatus Operator	Fire
24 Firefighter	Fire
1 Office Assistant	Police
1 Police Chaplain	Police
6 Police Officer	Police
3 Police Sergeant	Police

**58 NET TOTAL**

### INFORMATION TECHNOLOGY SUPPORT FUND

-2 Applications Specialist II
1 IT Security Analyst
1 Security Specialist

**0 NET TOTAL**

**98 NET POSITION CHANGES**

# Manager's Message

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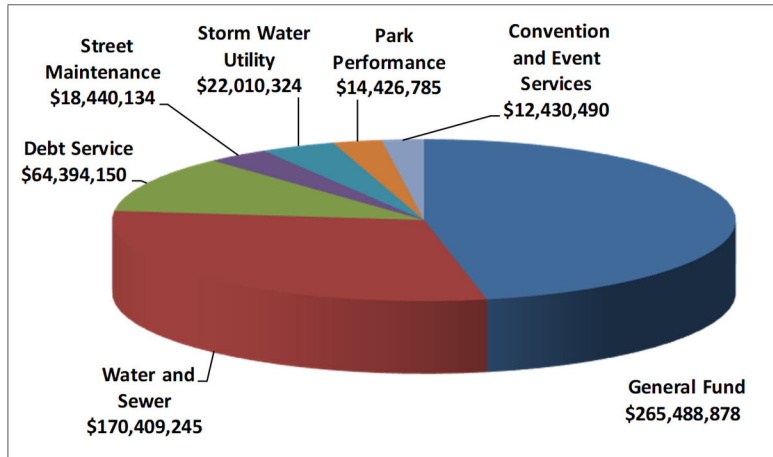


# Budget In Brief

## FY 2022 ADOPTED OPERATING BUDGET

### Revenues

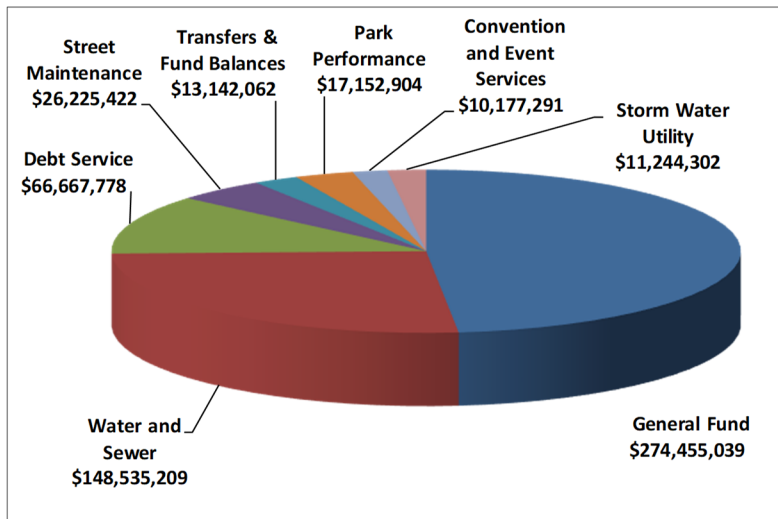
The adopted revenue total for the City in FY 2022 is \$567,600,006. The following chart shows adopted revenues for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$265,488,878	46.8%
Water and Sewer	\$170,409,245	30.0%
Debt Service	\$64,394,150	11.3%
Street Maintenance	\$18,440,134	3.2%
Storm Water Utility	\$22,010,324	3.9%
Park Performance	\$14,426,785	2.5%
Convention and Event Services	\$12,430,490	2.2%
<b>Total FY 2022 Revenues</b>	<b>\$567,600,006</b>	<b>100.0%</b>

### Expenditures

The adopted expenditure total for FY 2022 is balanced to revenues, at \$567,600,006. The following chart shows adopted expenditure levels for each of the City's major operating funds.



	Amount	Percent of Total
General Fund	\$274,455,039	48.4%
Water and Sewer	\$148,535,209	26.2%
Debt Service	\$66,667,778	11.7%
Street Maintenance	\$26,225,422	4.6%
Transfers & Fund Balances	\$13,142,062	3.0%
Park Performance	\$17,152,904	2.3%
Convention and Event Services	\$10,177,291	1.8%
Storm Water Utility	\$11,244,302	2.0%
<b>Total FY 2022 Expenditures</b>	<b>\$567,600,006</b>	<b>100.0%</b>

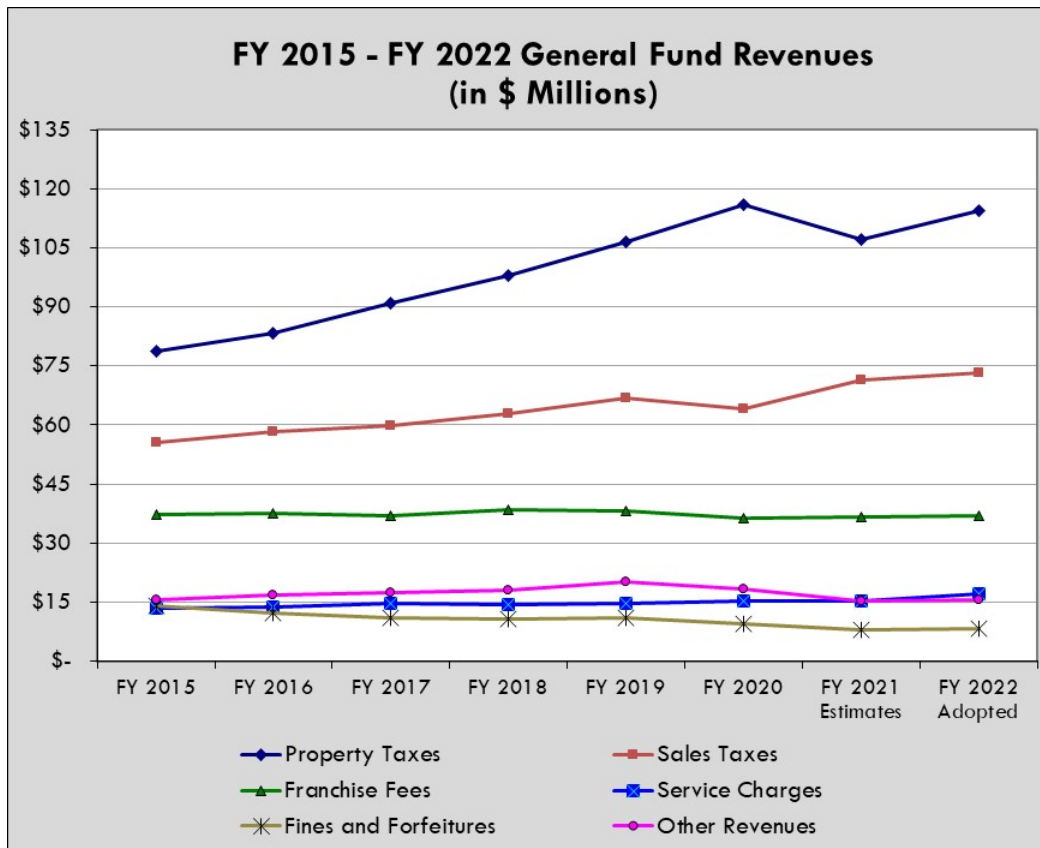
# Budget In Brief

## FY 2022 ADOPTED GENERAL FUND REVENUES

The City's revenue outlook has improved significantly in recent months. The economic downturn brought about by the pandemic was shorter in duration than originally expected, and our major revenue sources are projected to improve in FY 2022, particularly revenues from property and sales taxes. The retail economy sharply declined beginning in the spring of last year, and projections indicated it would take years for our sales tax revenues to rebound to the level we are projecting for the current year. We also expected that property tax revenues, often a trailing indicator of economic stress, would decline in FY 2022 and perhaps into FY 2023. For FY 2022, both revenues are expected to perform substantially better than the projections made during the height of the pandemic. Assessed property values increased by 5.9% from last year, and sales taxes are projected to grow by 2.6% above the current FY 2021 estimate of \$71.51 million, which is \$9.9 million above the budget for the year. The following table provides a summary of General Fund revenues by major category for FY 2020 Actuals, FY 2021 Estimates, and FY 2022 Adopted revenues.

	FY 2020 Actuals	FY 2021 Estimates	FY 2022 Adopted
Property Taxes	\$ 115,890,452	\$ 107,217,494	\$ 114,376,400
Sales Taxes	64,195,349	71,513,163	73,372,505
Franchise Fees	36,302,397	36,769,720	36,808,078
Service Charges	15,421,227	15,408,745	16,988,671
Fines and Forfeitures	9,449,961	7,868,145	8,370,255
Other Revenues	18,437,684	15,212,607	15,572,969
<b>Total Revenues</b>	<b>\$ 259,697,070</b>	<b>\$ 253,989,874</b>	<b>\$ 265,488,878</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 a return to growth for sales taxes in FY 2021 and growth for property taxes in FY 2022.



# Budget In Brief

## PROPERTY TAXES \$114.4 MILLION, 43.1% OF GENERAL FUND REVENUES

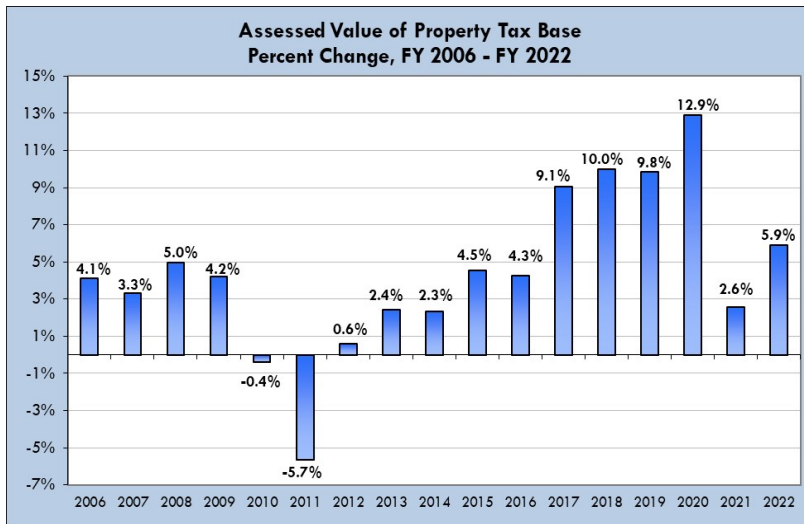
The largest single revenue source for the General Fund is the Property Tax. In FY 2022, this revenue represents 43.1% of General Fund revenues, down from 43.3% in FY 2021. The total assessed value of taxable property in the City is \$31.59 billion.

The adopted ad valorem tax rate in FY 2022 is \$0.6198 per \$100 of assessed value, which is 0.27 cents lower than the FY 2021 rate. The General Fund's portion of the adopted rate is 40.98 cents per \$100 of assessed value, which represents 66.1% of the total tax rate. As the chart to the right indicates, the allocation of the property tax rate

	FY 2021	FY 2022	Increase (Decrease)
General Fund Tax Rate	40.85	40.98	0.13
Debt Service Tax Rate	21.40	21.00	(0.40)
Total Property Tax Rate	62.25	61.98	(0.27)

between Debt Service and the General Fund shifts in FY 2022, with the General Fund's portion increasing by 0.13 cents and the Debt Service portion decreasing by 0.40 cents. As shown in the accompanying bar chart, the property tax base grew by 5.9% in FY 2022, better than anticipated after the small increase in FY 2021 that followed four years of strong growth. General

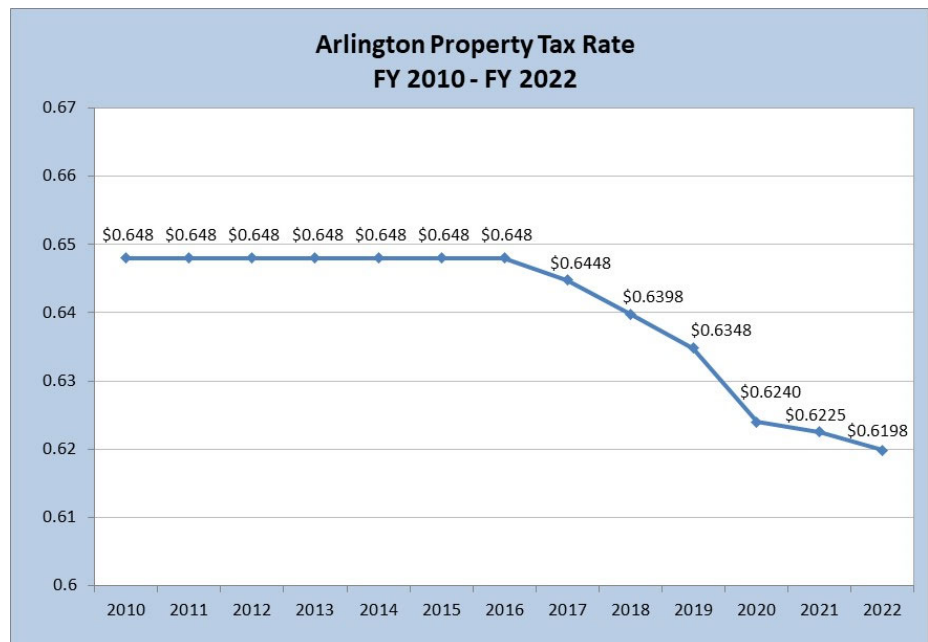
Fund revenues from this growth are anticipated to increase in FY 2022 by approximately \$7.2 million from the FY 2021 estimates.



The 5.9% growth in the property tax base results in a value increase of \$1.76 billion from the certified roll received in July of last year, as shown below.

Certified Roll, July 2020:	\$29,826,068,819
Increase in values:	<u>1,759,508,709</u>
Certified Roll, July 2021:	\$31,585,577,528

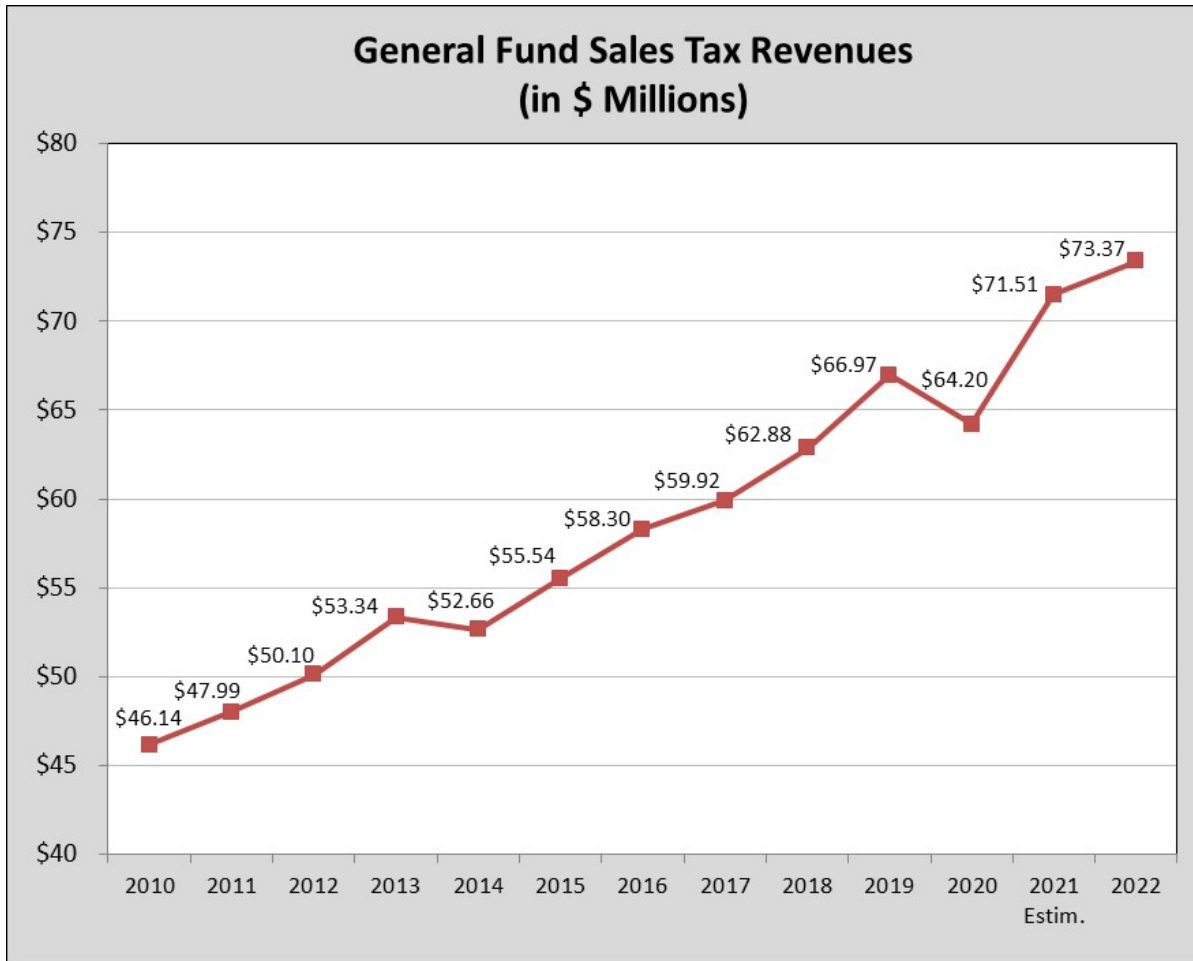
The graph to the right shows the tax rate history in the City since FY 2010. The adopted rate of \$0.6198 per \$100 of assessed value represents the sixth consecutive year in which the City has lowered its ad valorem tax rate.



# Budget In Brief

## **SALES TAXES \$73.4 MILLION, 27.6% 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 2022 is projected at \$73,372,505. These taxes represent 27.6% of General Fund revenue in FY 2022, up from 24.9% in the FY 2021 budget. The following chart shows the sales tax revenue history in the City for the past 12 years.



## **OTHER REVENUES – \$77.7 MILLION, 29.2% OF GENERAL FUND REVENUES**

Franchise Fees are paid by utilities for the use of City streets, alleys and property in providing utility service to citizens. These revenues represent 13.9% of General Fund revenues in FY 2022, down from 14.9% in the FY 2021 budget. The electric utility pays the most in franchise fees and is expected to pay \$12.71 million in FY 2022. 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 2022, these revenues represent 6.4% of General Fund revenues, down from 6.6% in the FY 2021 budget.

# Budget In Brief

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Fines and forfeitures are obtained primarily from fines assessed by the City's Municipal Court. In FY 2022, these revenues represent 3.2% of General Fund revenues, down from 4.1% in the FY 2021 budget. Revenues received by the Municipal Court are expected to be \$1.79 million lower than the FY 2021 budget.

Other revenue sources for the General Fund include interest, leases and rents, licenses and permits, and taxes on bingo, liquor, and criminal justice. In FY 2022, these revenues represent 5.8% of General Fund revenues, down from 6.2% in the FY 2021 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 2022.

- The **Water Utilities Fund** is projecting available resources (beginning balance, revenues, and net interfund transfers) of \$148.6 million and total expenditures of \$148.5 million.
- The **Storm Water Utility Fund** is projecting available resources of \$11.5 million and total expenditures of \$11.2 million.
- The **Convention and Event Services Fund** is projecting available resources of \$10.2 million and total expenditures of \$10.2 million.
- The **Park Performance Fund** is projecting available resources of \$17.4 million and total expenditures of \$17.2 million.
- The **Street Maintenance Fund** is projecting available resources of \$27.8 million and total expenditures of \$26.2 million.
- The **Document Services Fund** (internal service fund) is projecting available resources of \$2.4 million and total expenditures of \$2.3 million.
- The **Fleet Services Fund** (internal service fund) is projecting available resources of \$8.3 million and total expenditures of \$8.0 million.
- The **Information Technology Support Fund** (internal service fund) is projecting available resources of \$15.9 million and total expenditures of \$15.8 million.
- The **Communication Services Fund** (internal service fund) is projecting available resources of \$12.7 million and total expenditures of \$12.0 million.
- The **Debt Service Fund** is projecting available resources of \$69.8 million and total expenditures of \$66.7 million.



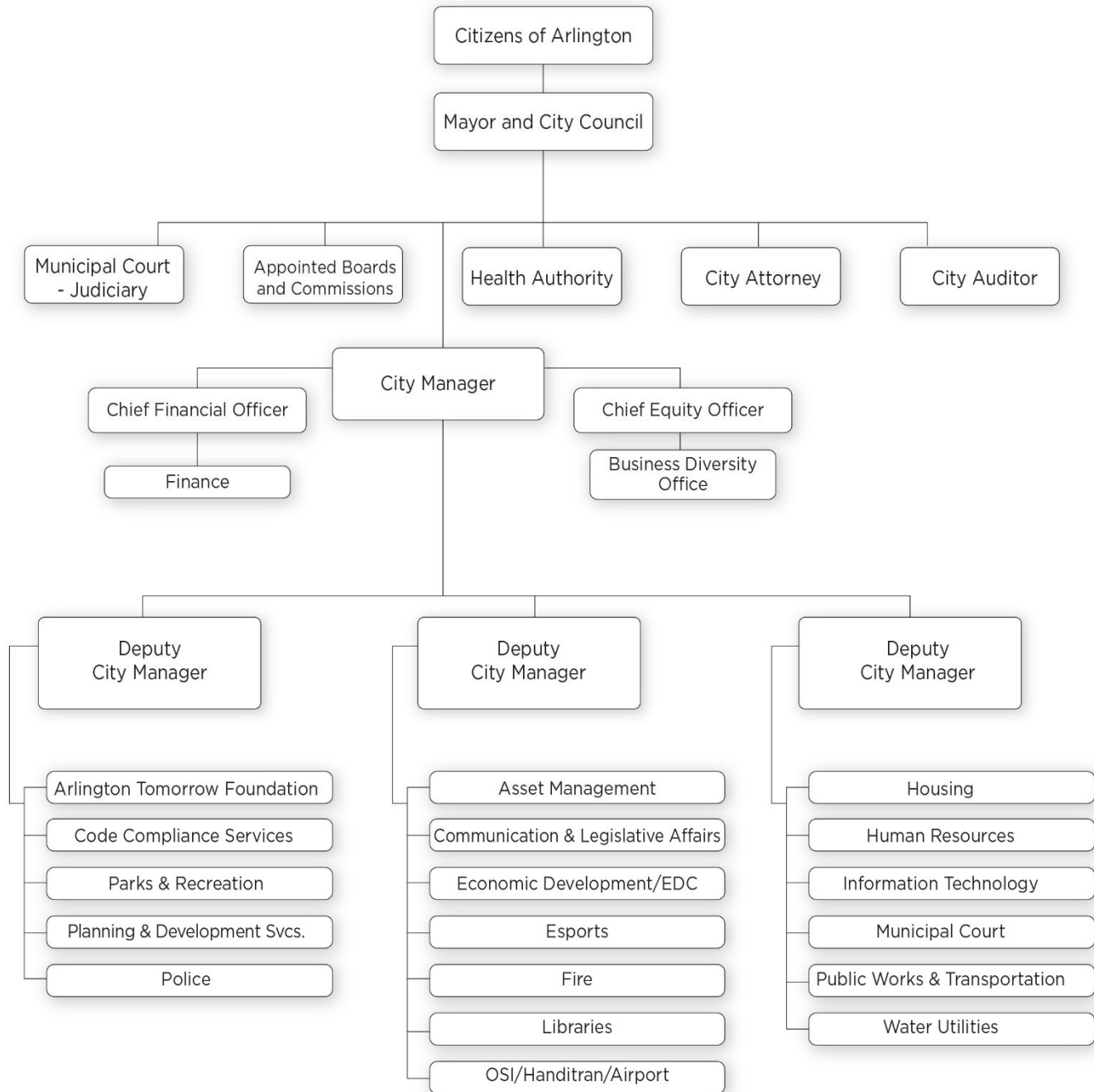
# Budget In Brief

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# Organization Chart

## City of Arlington Organization Chart



Rev. 07.21

# 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 2022, those priorities are:

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

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

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

The Business Plan Projects are represented by departments in the 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, this team has managed 59 capital projects valued at about \$89 Million. Currently, the team is overseeing design for Fire Station No. 1 Rebuild, Active Adult Center, and Police North Substation/Evidence Storage & Crime Lab. For FY 2022, other projects include City Hall Window System Replacement; COVID-19 Engineering Controls; and Eunice Senior Center Remodel.



Facility Services is responsible for over 1.5 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 3,000 service requests annually, the team completes 2,500 on average.

Fleet Services is responsible for the purchase, maintenance, repair, and disposal of fleet assets. The team manages the City's fleet maintenance contract for about 1,000 vehicles and pieces of equipment. The contractor averages about 10,000 work orders a year. The contractor also is responsible for upfitting vehicles and equipment. Fleet Services also manages fuel purchasing. In FY 2021, Fleet Services purchased new electric vehicles. As electric trucks and SUV's become available, the City plans to replace those older units further reducing fuel consumption. Fleet Services plans to install Level 2 charging stations at five public facilities.



Solid Waste Management & Recycling manages contracts for the City's 800-acre landfill and a gas-to-energy facility that converts landfill gas into renewable natural gas. The landfill accepts over 900,000 tons of waste per year from which the gas facility processes and sells natural gas to power over 5,000 homes. Mulching and concrete recycling operations recycle over 200,000 tons of concrete and mulch over 45,000 cubic yards of green waste per year. In FY 2020, the landfill contracts generated about \$7.3 million.

The team also manages the contract for garbage and recycling collection for about 100,000 homes and 4,500 business accounts. 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 2020, the contract generated about \$2.1 million.

In FY 2022, AM will oversee deployment of a citywide fiber network which will be owned, maintained, and operated in the right-of-way by broadband developer as part of a license agreement. This network will bring high-speed Internet to all households and businesses. Once complete in five to seven years, the City will receive revenue from subscriber accounts.

The **Aviation Department** operates Arlington Municipal Airport, a full-service general aviation airport that is owned by the City of Arlington. Designated as a Reliever Airport, it provides an alternative to DFW Airport and Love Field, for flight training, corporate, cargo, charter, and private



# Business Plan

aviation. Approximately 230 based 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.

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

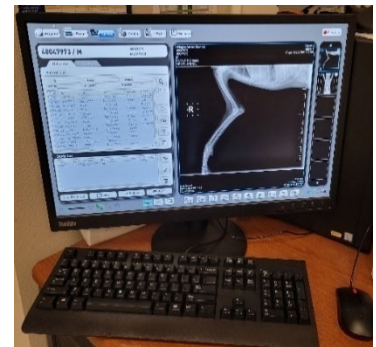
Animal Services' award-winning team encourages responsible pet ownership and provides for the humane care of stray and unwanted animals. Programs offered include animal care operations, pet adoptions, pet licensing, field enforcement services, bite/dangerous animal investigations and a veterinary clinic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



In an effort to support the City's FY 2021 Council Priority of working to champion great neighborhoods, Animal Services' staff participated in a mentorship with Best Friends Animal Society to expand the shelter's foster program providing opportunities for more homeless pets including unweaned animals, adult animals and animals with special needs. By using social media to broaden the audience of potential volunteers and the implementation of online orientation/training, the shelter has increased the number of foster volunteers by 163% from FY 2020 year-end.

In February, Animal Services was awarded a grant from the Banfield Foundation in the amount of \$15,000 and received donations from the community to purchase a new X-ray machine to effectively diagnose injured stray animals that

come into the shelter. The X-ray machine was received in May and has become an integral part of shelter care to provide the best possible support to its animals. This state-of-the-art equipment lessens the need to transport injured animals to nearby vet clinics while reducing costs, decreasing the stress on the animals and most importantly, contributing to a high live-release rate.



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.



A new Tool Sharing Program was launched in February 2021 to help property owners succeed in maintaining their properties. This new program offers Arlington residents a variety of tools and equipment to check-out free of charge to assist with property cleanup and home improvement. Code Compliance staff provides drop-off and pickup of items for the property owners' convenience. During the first four months since the program's inception, approximately 38 residents used the service with about 124 items utilized from the tool trailer to complete tasks such as yard mowing, tree trimming, power washing and more. The program aims to help Arlington Residents Champion Great Neighborhoods.

# Business Plan

**Communication and Legislative Affairs** has divisions in Executive Support, City Secretary's Office, Vital Statistics, Office of Communication, Action Center, Intergovernmental Relations and Document Services. Due to the varying types of work, Communication and Legislative Affairs collaborates with departments throughout the City for communication efforts, open records requests, customer service, intergovernmental relations, City Council agenda management, legal postings, revenue enhancement, records management, administration for boards and commissions and managing special projects. The department also directly serves the City Manager's Office and the Office of Mayor and Council. The Communication and Legislative Affairs Department not only facilitates interdepartmental projects to enhance cooperation within the organization, but also takes the lead in connecting City government to Arlington's residents through City Council meetings, City-wide and district-specific tele-townhalls, social media, the City's website, answering calls from residents on a variety of topics and writing articles that tell the story of the work that the organization does. The City's Intergovernmental Relations Division develops the state and federal legislative agendas, monitors legislation and activities at the state and federal levels, collaborates with other local governments and non-governmental organizations on area legislative needs and projects, and manages the City's state and federal lobbyists. The department also manages resources such as printers and copiers as well as distributes mail throughout the organization with the goal of improving work efficiencies and effectiveness. Communication and Legislative Affairs.

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

The Economic Development Strategy, first implemented in 2015, continues to guide the Office's recruitment, retention, marketing, and outreach efforts. In FY 2021, the City had many economic development successes as well as challenges due to the COVID-19 pandemic.



Nanoscope Technologies moved their headquarters from Bedford, Texas to the former East Arlington Branch Library. The company develops novel devices and therapies for biomedical applications. Amazon announced six new delivery stations in the region including one in Arlington that will create new full-time and part-time job opportunities. PH Casters, a caster and wheel manufacturer that has operated in the City for over 25 years, broke ground on a \$15 million industrial facility that will house the company's manufacturing plant, office and warehouse operations under one roof.



In November, 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 \$15-17 Million per year.

With the addition of the EDC fund, TIP Strategies of Austin, Texas was chosen to update the City's economic development strategy to guide staff with future goals. The EDC Board of Directors held meetings in February and March, and approved bylaws for the EDC and an Administrative Services Agreement. The EDC Board also hired an executive search firm, The Pace Group, based in Dallas to help with recruiting an Executive Director.

The Tax Increment Reinvestment Zones experienced a busy year with multiple projects approved for funding including Ann's Health Market and the creation of TIRZ #7.

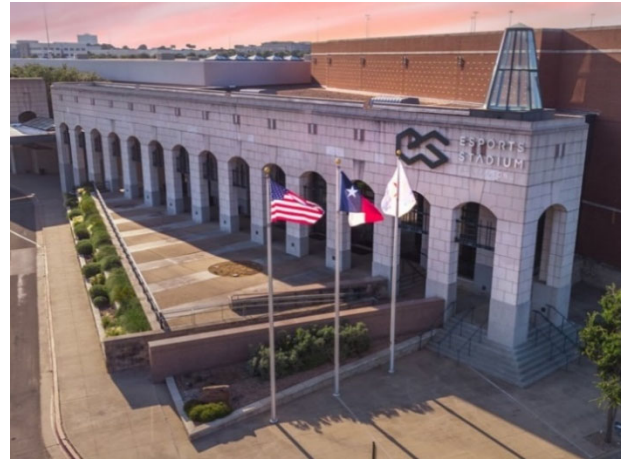
During the year, Staff attended multiple small business webinars to provide COVID-19 relief resources to Arlington businesses. The department continues to send monthly email blasts to 8,000+ business contacts with business resources including SBA Loan updates, grants for businesses, MWBE programs and workshops from partner organizations.

# Business Plan

Through the CARES Act, Tarrant County established a Small Businesses Assistance Grant program with two rounds ending in December 2020. Staff partnered with community organizations to advertise the grant and developed a support center to assist Arlington businesses. For the remainder of 2021, the Economic Development team will continue to innovate and implement strategies to create jobs, increase capital investment and recruit/retain businesses.

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

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



The department administers the City's contracts with the Arlington Convention and Visitors Bureau (ACVB) and Esports Venues, LLC. and works together with these partners to help increase tourism and promote attractions and events in the Entertainment District and the City. Esports Venues, LLC operates and markets Esports Stadium Arlington as the premier facility in the United States for esports events. The company also organizes and produces esports events in the venue. The Arlington 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, 2021 Rose Bowl, 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 Comprehensive Annual Financial Report, processing payments to City vendors, preparing City payroll, procuring goods and services, monitoring consolidated tax collection efforts, and directing the City's cash and debt portfolio management activities. Divisions in the department include Administration, Accounting and Payroll/Payables, Purchasing, Treasury Management, and the Office of Management and Budget. The Office of Management and Budget has received the Distinguished Budget Presentation Award for the past 35 years. The Accounting Division received the Certificate of Achievement for Excellence in Financial Reporting for the 42<sup>nd</sup> time, and the Purchasing Division received the Achievement for Excellence in Procurement Award for the 18<sup>th</sup> consecutive year. Under the department, Arlington was the third Municipality to be awarded all five of the State Controller's Traditional Finance Transparency Stars.



**Transparency Stars**

Recognizing Local Transparency Achievements



# Business Plan

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



The Arlington Fire Department (AFD), Tarrant County College, and the Arlington Independent School District (AISD) collaborate to provide a two year/college credit program for high school students who wish to pursue a Firefighter/EMT career. The program allows students to graduate with a certifiable status in Basic Fire Suppression from the Texas Commission on Fire Protection (TCFP) and a National Registry EMT certification, with college credits and potential job opportunities. This initiative has served as a model for future AISD vocational credit career programs. For the 2021-2022 school year, AISD will provide funding support for a dedicated Fire Academy Officer to coordinate the program. To date, the Fire Academy has completed 10 total classes and 10 alumni have been hired by the Fire Department.

In FY 2021, AFD was challenged to respond to a wide range of community service demands beyond typical structure fires and emergency medical services. One such challenge was managing the COVID-19 pandemic, by administering testing and recommending strategies to minimize the spread of the virus. Beginning in December 2020 the Department opened one of the first mass vaccination sites in the North Texas area. The vaccination effort was so successful, that AFD partnered with FEMA and the Department of Defense to assist the military in operating a second mass vaccination site. The Department was also able to open a new public health facility in the Spring of 2021 to assist in stopping the spread of COVID-19. These efforts were extremely valuable in assisting the City in safely reopening.



Beyond COVID-19, the Department led recovery efforts following multiple natural disasters including an EF-2 tornado in November 2020 and the once in a lifetime winter storm event which affected the entire State of Texas in February 2021. The Department's TIFMAS and USAR teams were called upon to deploy and assist with hurricane recovery operations along the Gulf of Mexico in August 2020 and were also called upon to assist in combating the California Wildfires in September 2020. AFD's Special Events team hosted multiple large events including the National League Championship Series, the World Series, the National Finals Rodeo, the Cotton Bowl, and the Rose Bowl.

# Business Plan

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

The **Information Technology Department** is dedicated to being a strategic business partner that can work with departments to select and deliver the right technologies. By improving the ways we engage, serve, and benefit our community, the effective planning of our resources will be aligned to overcome challenges, as we continue to lead into the future by utilizing emerging technologies which support our Core Services. As an internal service department providing reliable technology solutions supporting our City's ability to conduct daily business operations, our IT services are centered around four operational areas:



- Project Management Office and Governance
- Business Relationship and Customer Support
- Software Services
- Technology Infrastructure



**The Library Department's** mission is to open doors to ideas, information, and imagination for our diverse community. Our goals align and support the City's strategic initiatives focusing on supporting youth and families and championing great neighborhoods. The Library team strives to meet these goals through collaboration, innovation, passion, and hard work. In FY 2021, 99% of surveyed library users rated the overall quality of library services as excellent or good.

Arlington has a network of six library branches found strategically throughout the City and the George W. Hawkes Downtown Library in the heart of Downtown Arlington. The innovative East Library and Recreation Center opened in early FY 2021. This new location is the first joint use building and offers this community state-of-the-art spaces and robust technology experiences. Each of these library locations offers various unique spaces, including a variety of public meeting and study areas for collaboration, discussion, and gathering spaces for the community.

FY 2021 was a challenging year for our community in many ways. Staff were quick to provide innovative services such as curbside pick-up and a robust offering of virtual programs, including a supporting kit that people could also pick up curbside. All adult education services were quickly moved into a virtual environment to continue providing critical learning paths even though students and instructors could not meet in person. Even with the significant impact of the COVID-19 restriction, 505,388 visitors came to one of the Arlington Public Library locations, 40,664 library guests enjoyed programs for all ages, guests used 71,437 computer sessions on the public computers, and over 1,366,524 physical library items were checked out. The total number of items in the library collection at the beginning of FY 2021 was 496,994, and there are 153,943 currently registered library account holders.

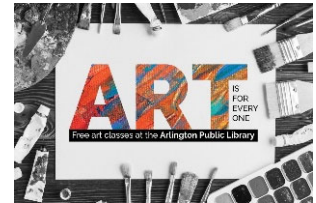
To further the City's FY 2021 Council Priorities to support youth and families and champion great neighborhoods, the Library offers a wide array of programs for all ages, often in partnership with community educational and cultural institutions. These

# Business Plan

events enhance the quality of life and civic involvement, increase appreciation for the arts, and improve vocational skills for Arlington residents. It is another exciting way for people to connect through the Library's innovative and engaging programs throughout the year. Examples of unique Library partnerships in FY 2021 include:



- The Library joined CitySquare and other Arlington institutions to provide free meals to children. This is the Library's third summer providing meals in partnership with CitySquare "Food on the Move", a federally funded nutrition program that meets the needs of children who might go hungry outside of school. CitySquare is one of the largest nonprofit at-risk food sponsors in Texas. Last summer, the Arlington Public Library and CitySquare served 6,537 free lunches. Modern libraries are community hubs and it's a priority to support Arlington's children and families. Working with CitySquare to provide lunches is a natural extension of other programs, such as Summer Reading Club."
- Arlington Water Utilities and the Library worked together to present the 'Wonderful Water Series,' a free series to enhance water knowledge. From children's programming to gardening and water conservation, these free programs entertain and teach the importance of using water responsibly.
- "Art is for Everyone" was funded by the Texas State Library and Archive Commission Special Projects grant and presented the series with local artists. This project strengthened our community's creative capacity by allowing anyone to learn to express themselves through art.
- Various library locations partner with VITA and AARP Tax Aide's trained staff to provide a space to offer free tax services between January and March.
- The Arlington Public Library system maintains membership in the Tarrant County Adult Education Literacy Consortium (TCAELC) for several years now. In FY 2021, APL received a \$203,841 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.



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.

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, DVDs, and eBooks 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 have an important role in promoting procedural justice, public confidence and integrity, and impartiality of the justice system in Arlington.



# Business Plan

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

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

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

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



Texas Rangers Golf Club also played host to the inaugural Veritex Bank Championship in April 2021, welcoming some of the best golfer's in the world to Arlington for the Korn Ferry Tour event. Tyson Alexander carded a final-round 64 to win the event by a stroke over Theo Humphrey, earning Alexander his first career win on the KFT.

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

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

The Arbor Day Foundation selected Arlington for its Tree City USA award (22-year honoree), by meeting four core standards of sound urban forestry management: maintaining a tree board or department, having a community tree ordinance, spending at least \$2 per capita on urban forestry and celebrating Arbor Day.

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



# Business Plan

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.

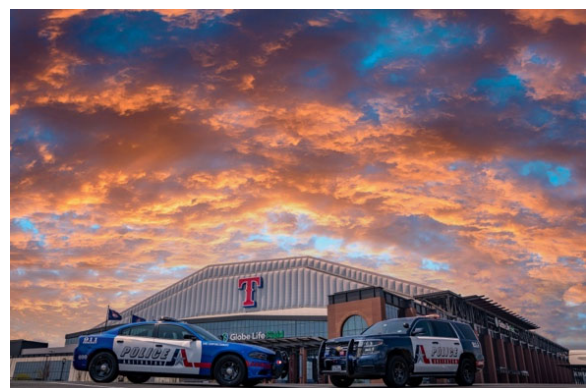
The Building Inspection Division is responsible for the plan review of residential and commercial building permits, as well as the inspections of those structures during construction and before issuing certificates of occupancy. The team ensures that structures are constructed to adhere to the current building codes to ensure the safety of those who utilize the structures. On average, this division handles 15,000 permits and 40,000 building inspections annually. All building inspections are completed within 24 hours of request.



The department also handles sign permits and inspections as well as health services provided through food establishment and childcare permits, 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.

The department is also focused on making steady improvements in online servicing of its customers while still making a lasting impact. Leadership promotes iCare culture (iCare team pictured left) among staff which follows the principles of 'Impression', 'Connection', 'Attitude', 'Response', and 'Exceptional'. In June of 2021, the department's iCare culture was detailed and given accolades on e-Governing, an online publication and former magazine.

**The Police Department** (APD) is responsible for providing public safety for an estimated population of 395,477 residents and millions of visitors who come to the city to enjoy the many amenities and entertainment venues the city has to offer. Public safety is accomplished through a shared responsibility between community members and the police department. Through a variety of community outreach programs and initiatives, officers and professional staff team members try and connect with all segments of the community to build long-lasting and positive relationships. Officers are assigned to geographic areas (beats) and are expected to provide excellent services to those they serve. The department strives to protect and support the wonderful mix of cultures, sporting events, entertainment, cuisines, special events, business community, and those who call Arlington their hometown.



In 2020, APD received First Place in the esteemed awards program by the National Association of Town Watch which recognizes communities for their level of participation during National Night activities. The department also passed the assessment from the Commission on Accreditation for Law Enforcement Agencies to maintain the prestigious TRI-ARC certification representing Communications, Training Center and Law Enforcement.

# Business Plan

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The department also assisted the Arlington community, Fire Department and medical profession during the pandemic. Officers provided escorts and security at several difference vaccination sites and during food drives to support families. Facing risks to public safety, officers showed up and went the extra mile in responding to calls for service and connecting with residents through new online forums that were modified due to the pandemic.

The department also was selected by the U.S. Department of Justice as a best practices agency and replication model to lead national efforts in the area of investigating and responding to hate crimes. The training program was initially developed in 2019, however, U.S. DOJ implemented the national program based upon Arlington's model in 2020.

The World Series was held in Arlington in 2020, which required strategic planning and safety operations to ensure that fans and players were able to meet in a safe and socially distanced manner. The Special Events Unit is no stranger to preparing for and hosting large-scale events. The Wrangle National Finals Rodeo was also held at Globe Life Field where thousands of rodeo fans traveled to Arlington to experience the "Super Bowl" of rodeos.



The Arlington Police Department hired a new Chief of Police in January 2021, with Alexander Jones taking the helm from Baltimore County Police Department. Chief Jones has challenged staff to think outside of the box when it comes to building proactive and positive relationships with young people and adults alike. While the department has always had several nationally recognized youth engagement programs such as Coach 5-0, Mentoring Arlington Youth, Explorers, and Hometown Recruiting, Chief Jones started implementing youth initiatives deep inside the community outside of police facilities. Officers regularly attend events and meet ups at barber shops, on the practice field, and at basketball courts around the city.

In 2021, the department hosted a first-ever baseball clinic with summer camp kids from the Arlington Parks and Recreation Department and the Texas Rangers Baseball Foundation. Kids arrived at the ballpark and were able to build baseball skillsets, take a tour of the stadium and meet Arlington's Finest. We also begin a new program, "Cooking with Cops," which allows officers to host BBQ events across the city with residents.

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

Department staff moved quickly to respond to the EF2 tornado that touched down in East Arlington on November 24, 2020. Staff dedicated 323 labor hours clearing 851 cubic yards of debris from the roadways and restoring city infrastructure in the aftermath of the storm. The emergency response capabilities of the department were once again tested by Winter Storm Uri in February 2021. The department spent 466 labor hours preparing roadways in advance of and during the storm, using 2,950 gallons of salt brine to prevent snow and ice from bonding to the surface and provided 133 labor hours completing pavement repairs in support of the Water Utilities Department's efforts to repair water infrastructure damaged by Uri.

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. This is accomplished by resurfacing roadways in poor condition and beyond

# Business Plan

maintenance. Through the efforts of the capital improvement and street maintenance programs, approximately 90 percent of the City's roadways have a satisfactory or better condition rating.



During FY 2021, the department completed several roadway projects. Among them is the completion of Eden Road between US 287 and Calender Road. In addition to rebuilding Eden Road from a two-lane county-type road to a three-lane undivided concrete roadway with a 50-year life the project also included installation of stormwater infrastructure to mitigate flood concerns, installation of sidewalks and a hike and bike trail, renewal of water and sanitary sewer infrastructure, streetlight improvements, and the construction of three roundabouts. The Stormwater Engineering group continued its work to achieve the City's objective to plan and implement stormwater projects by bidding or completing 12 flood mitigation, erosion, and maintenance projects.

The department received three grants totaling \$3.9M from the North Central Texas Council of Governments' (NCTCOG) Safe Routes to School program to make pedestrian safety and infrastructure improvements at Webb and Thornton Elementary Schools and the Crow Leadership Academy. In spring 2021, the department received notification that the Center Street Project from Bardin Road to Southeast Green Oaks Boulevard would receive \$6M in federal funding for the construction phase.

The Field Operations group continued their work on the City's multi-year project to convert the City's streetlight network from high-pressure sodium bulbs to LED bulb by completing an estimated 3,500 conversions. These conversions were funded, in part, by a grant from the Arlington Tomorrow Foundation.

The department's Stormwater group finished the development of the Comprehensive Stormwater Plan in FY 2021. The Plan combines all Watershed Master Plans, Localized Flooding Analysis, reported drainage issues, known maintenance issues, and the City's stormwater regulatory requirements to provide a data driven prioritization framework for mitigation projects and maintenance activities for a 10-year period. The Plan represents a significant shift in the way the City manages and maintains its stormwater infrastructure and represents a proactive approach to identify stormwater needs and ensure adequate funding is available to address issues.

The department was recognized for its efforts to raise public awareness of creeks and watersheds, how various factors influence water quality, and what residents and businesses can do to practice good stream stewardship. The City's handbook on practical creek care received one of nine North Central Texas Council of Governments' (NCTCOG) Celebrating Leadership in Development Excellence (CLIDE) Awards.

The department furthered its commitment to "put technology to work" by implementing an improved process to inspect stormwater infrastructure. The department upgraded the video pipe inspection software to allow for the integration of the inspection data with asset management data, so all critical factors of the city's stormwater network are organized and connected. This upgrade allows the Stormwater team to increase efficiency and accuracy in collecting current asset condition data, scheduling pipe repairs, and planning future construction projects. The department also began the process to upgrade the Flood Monitoring System by installing a Base Station for the City of Arlington's (City) existing stream gauge infrastructure to better communicate real time rain and stream conditions to first responders and the public during a flood.

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



# Business Plan



The Strategic Planning team is responsible for long-range planning efforts including transportation, corridor, and area planning; neighborhood engagement; and special projects. Area, Corridor, and Transportation initiatives include traditional planning efforts, such as the city's Comprehensive Plan, the Downtown Master Plan, and the Thoroughfare Development Plan. Strategic Planning also manages innovative transportation pilot programs such as the Via Rideshare program and efforts related to autonomous vehicles, such as the RAPID program. Neighborhood engagement includes the Neighborhood Matching Grant program, the Block Party Trailer, and the Arlington Home Improvement Incentive Program among other efforts. The Strategic Planning team also manages the Arlington Urban Design Center, a partnership intern program with UT Arlington, and serves as the staff liaison for the Landmark Preservation Commission.

The Research and Analytics Group works towards the efficient and transparent use of data to provide timely and effective analytical support to City programs, services, and its citizens. This team is responsible for the growing and maintaining the Open Arlington data portal, which serves as a central clearinghouse for accessing, visualizing, and interacting with public open data sets. The R&A team also produces quarterly and annual city Development Profiles and manages initiatives such as the What Works Cities Certification Program, which aims to provide cities with a roadmap for data-driven decision making. In 2020, Arlington became one of only 9 cities in the country to obtain Gold Level Certification through the What Works Cities Program.

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



**Arlington Water Utilities** provides safe, high-quality drinking water to Arlington's more than 390,000 residents, 14 million yearly visitors, and thousands of people served by the department's wholesale water customers in Tarrant County. Arlington operates two water treatment plants with a combined daily production capacity of 172.5 million gallons per-day. The department is responsible for the maintenance and operation of more than 1,200 miles of sanitary sewer main and more than 1,400 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. As part of an ongoing initiative, the department has replaced more than three-quarters of the water meters in Arlington homes and businesses with remotely read water meters, which improve meter accuracy and customer service. The department also launched its Know Your H2O website, which provides customers with remote read meters access to their hourly water usage totals, high usage alerts and continuous usage alerts. In 2020, the department also started two major construction projects to optimize water treatment processes. At a combined cost of more than \$33 million, the

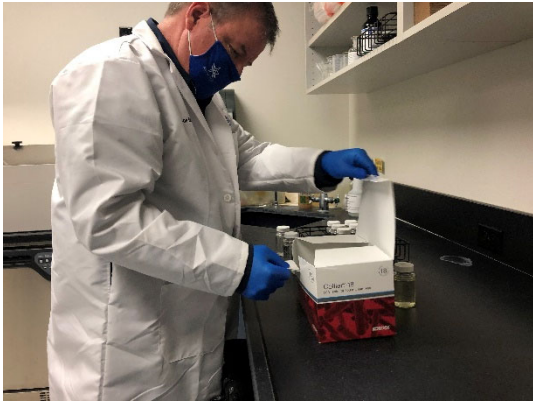




# Business Plan

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Lake Arlington Raw Water Pump Station Project and John F. Water Treatment Plant Chemical Improvements represent a significant infrastructure investment for Arlington's future.



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

# Business Plan

## Build Unity

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

#### Objective 1: Address General Disparities

Project		Performance Measure(s)	Department(s)										
BU 1.1.1	Unity Council Recommendation – Establish Permanent Unity Council		City Manager’s Office										
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendations 1.1.A and 5.6.A both called for the establishment of a permanent Unity Council to be a part of the City’s standing boards and commissions.</p> <p>The permanent Unity Council is a nine-member body which has a membership that aligns with the diversity of the city. The Unity Council will meet monthly and report to the City Council on a bi-annual basis on its work and progress. The City Council also asked that the Unity Council act as the body referenced in recommendation 5.6.B to create an independent MWBE public oversight committee chosen by the City Council.</p> <p>The City Council has asked the Unity Council to establish performance measures that will allow the City Council to review progress on the work being done on equity in Arlington.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Council gives direction to staff on make-up and charge of Unity Council</td> <td>Completed May 4, 2021</td> </tr> <tr> <td>Adopt section 3.09 titled “Unity Council” to the Administration Ordinance</td> <td>Completed June 15, 2021</td> </tr> <tr> <td>Appoint nine Unity Council members</td> <td>Completed August 24, 2021</td> </tr> <tr> <td>First meeting of the Unity Council</td> <td>Completed October 13, 2021</td> </tr> </tbody> </table>		Milestone	Status	Council gives direction to staff on make-up and charge of Unity Council	Completed May 4, 2021	Adopt section 3.09 titled “Unity Council” to the Administration Ordinance	Completed June 15, 2021	Appoint nine Unity Council members	Completed August 24, 2021	First meeting of the Unity Council	Completed October 13, 2021
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# Business Plan

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Objective 1: Address General Disparities																				
Project	Performance Measure(s)	Department(s)																		
BU 1.1.2	Unity Council Recommendation – Citizen Survey Enhancement	Finance																		
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council tasked with creating an equity plan which includes strategies to eliminate racism and other forms of discrimination and to advance unity in Arlington. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>One finding of the Unity Council was that the “City of Arlington needs an adequate data source for monitoring racial and ethnic disparities.” To address this, the Unity Council recommended to “Enhance Arlington’s “City Services Satisfaction Surveys” to include a wider range of important variables such as race/ethnicity, income, and education.”</p> <p>These efforts will be undertaken in FY 2022 in preparation for the 2021 City Services Satisfaction Survey.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Work with Survey Consultant to Enhance Survey</td> <td>11/30/2021</td> <td></td> </tr> <tr> <td>Gather Feedback on Survey Enhancements</td> <td>12/31/2021</td> <td></td> </tr> <tr> <td>2021 Survey Preparation</td> <td>02/28/2022</td> <td></td> </tr> <tr> <td>Conduct 2021 Survey</td> <td>03/31/2022</td> <td></td> </tr> <tr> <td>Present 2021 Survey Response to City Council</td> <td>04/30/2022</td> <td></td> </tr> </tbody> </table>	Milestone	Estimated Completion	Actual Completion	Work with Survey Consultant to Enhance Survey	11/30/2021		Gather Feedback on Survey Enhancements	12/31/2021		2021 Survey Preparation	02/28/2022		Conduct 2021 Survey	03/31/2022		Present 2021 Survey Response to City Council	04/30/2022	
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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 1: Address General Disparities

Project		Performance Measure(s)	Department(s)
BU 1.1.3	Unity Council Recommendation – Via Reduced Fare Pilot Program	Launch pilot and monitor use	Office of Strategic Initiatives

**Summary:**

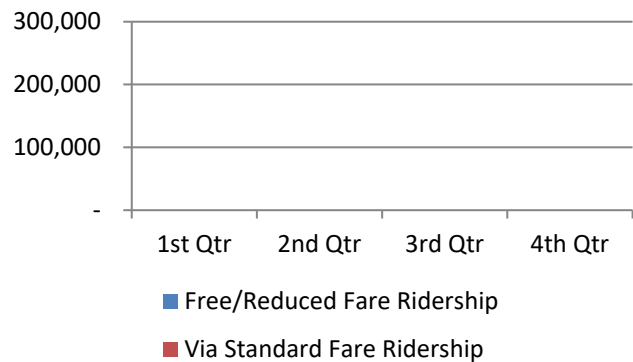
This item supports the Council's "Enhancing Regional Mobility" priority and the Unity Council's recommendations by improving affordability on the Via On-Demand Rideshare service.

The Unity Council Report recommended a free or reduced fare pilot program on the Via rideshare service in several sections. Per this recommendation, the City is working with Arlington nonprofit organizations to provide promo codes for free rides on Via, which the nonprofit partners can distribute as needed to their clients. Additionally, pending City Council approval, a one-year pilot program is being launched that will offer free rides for children under 13 who ride with a fare-paying adult and reduced fares for the following populations: low-income residents, children aged 13-18, seniors 65 and over, people with disabilities, and veterans. Riders will apply with proof of eligibility to receive a promo code that will provide a \$2 reduced fare. Regular Via fares range from \$3-\$5 per person per trip, depending on distance.

Socio-economic and demographic data on riders enrolled in the pilot will be collected and analyzed. Enrollment and rides taken as part of the pilot program will also be analyzed and reported to Council.

Milestone	Estimated Completion	Actual Completion
Launch Nonprofit Partnership	Mar. 2021	Mar. 2021
Design Reduced Fare Pilot	Winter 2022	
Launch Reduced Fare Pilot	Spring 2022	
Assess Nonprofit Partnership and Reduced Fare Pilot	Spring 2023	
Report to Council	Summer 2023	

**Pilot Program Ridership Compared to Standard Via Ridership**



# Business Plan

Build Unity			
Goal 1: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington			
Objective 1: Address General Disparities			
Project		Performance Measure(s)	Department(s)
BU 1.1.4	Unity Council Recommendation – Anti-Poverty Programs in Targeted Neighborhoods		City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 1.5.A directed the City to establish anti-poverty programs in targeted neighborhoods that focus on job training, community clean-up as well as public and private investments.</p> <p>This recommendation will be the responsibility of the Chief Equity Officer working with their team, the larger organization and outside partners. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>			

# Business Plan

## Build Unity

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

#### Objective 2: Address Housing Disparities

Project	Performance Measure(s)	Department(s)
BU 1.2.1 Unity Council Recommendation – UDC Amendment for Infill and Redevelopment Standards	Project Completion	Planning & Development Services

Summary:

Recent cases coming before City Council have shown that the latest residential subdivision formats and housing product trends are unable to meet the City's lot dimensional or design standards. Council asked staff to take a surgical approach to the UDC provisions and make amendments such that some flexibility is created for infill developments/redevelopments.

At the Council Retreat held on April 30, Council discussed the project scope in greater depth.

**SCOPE:**

- Residential standards (SF and MF)
- Redevelopment/additions/renovations to homes/developments built earlier than 1984
- Citywide: encouraging teardowns of "under-demolished" properties/ incentives/covenants for long-term maintenance
- Allowing creativity/flexibility
- Encouraging home ownership
- Generational housing within a development
- Allowing different ownership models all on one parcel

Milestones	Estimated Completion	Actual Completed
Identify stakeholders and create Focus Group	May 2021	June 2021
Kick-off with Focus Group	June 2021	July 2021
Focus Group meeting*	July 2021	July 2021
Developers Round Table	July 2021	
Update ISR to Council	Aug. 2021	
P&Z briefing	Sept. 2021	
MPC briefing 1	Oct. 2021	
Developers Round Table	Oct. 2021	
P&Z work session	Nov. 2021	
MPC briefing 2	Dec. 2021	
Draft standards to P&Z	Feb. 2022	
Developers Round Table	Feb. 2022	
Council work session	Mar. 2022	
P&Z public hearing	Mar. 2022	
Council public hearing (first reading)	Apr. 2022	
Council final reading	Apr. 2022	

\*Focus Group meetings or briefings will take place monthly as needed

# Business Plan

Build Unity			
Goal 1: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington			
Objective 2: Address Housing Disparities			
Project	Performance Measure(s)	Department(s)	
BU 1.2.2	Unity Council Recommendation – Affordable Housing Tools	Development of housing strategy to guide which tools to use to achieve City Council’s affordable housing goals	Housing
<p><u>Summary:</u></p> <p>Based on discussions with Community and Neighborhood Development Committee and the Arlington Housing Finance Corporation board, staff was directed to contract with a consultant to provide a menu of tools for use in the development, retention, or conversion of affordable housing. The strategy should include recommendations on which tools are suited to which affordable housing goals.</p> <p>An ad hoc Council committee on project-based vouchers has asked that the Arlington Housing Authority Board of Commissioners move forward with developing an RFP for Project Based Vouchers (PBV) that will focus on the use of PBVs for demolition and rebuilding of affordable multi-family developments for buildings constructed before 1985 and major renovations on those constructed later.</p> <p>The City Council may consider the creation of a Housing Strategic Plan.</p>		<p style="text-align: center;"><b>TIMELINE</b></p> <p><b>1<sup>st</sup> Qtr. FY 2022:</b></p> <ul style="list-style-type: none"> <li>❖ Approve AHFC budget to include funding for a consultant to help develop a housing strategy</li> <li>❖ Issue an RFP for a consultant to assist in developing a housing strategy</li> <li>❖ Arlington Housing Authority will develop and issue and RFP for project-based vouchers</li> </ul> <p><b>2<sup>nd</sup> Qtr. FY 2022:</b></p> <ul style="list-style-type: none"> <li>❖ Review housing strategy with CND committee, AHFC board members, and city council</li> <li>❖ Develop communication for use with the development community related to the housing strategy</li> <li>❖ Develop evaluation tool to use with development proposals to determine recommended housing tools</li> </ul>	

# Business Plan

Build Unity			
Goal 1: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington			
Objective 2: Address Housing Disparities			
Project		Performance Measure(s)	Department(s)
BU 1.2.3	Unity Council Recommendation – Financial Education in School Curriculum		City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 2.3.A asked that the City work with educational institutions to include financial education to ensure that graduates are financially responsible.</p> <p>The Chief Equity Officer will convene a working group of K-12 and higher education institutions to inventory homebuying education resources. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>			



# Business Plan

Build Unity			
Goal 1: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington			
Objective 2: Address Housing Disparities			
Project		Performance Measure(s)	Department(s)
BU 1.2.5	Unity Council Recommendation – Improve home buyer and renter educational materials where needed		City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 2.3.C asked that the City seek to implement changes where resources to help the public learn about home rental, buying and home ownership are insufficient.</p> <p>The Chief Equity Officer will review findings from 2.3.B. and determine appropriate next steps. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>			

# Business Plan

Build Unity			
Goal 1: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington			
Objective 2: Address Housing Disparities			
Project		Performance Measure(s)	Department(s)
BU 1.2.6	Unity Council Recommendation – Determine possible reasons for the results of current housing maps by race and ethnicity		Housing
<p><u>Summary:</u></p> <p>During the Housing Subcommittee discussions with realtors, attention was given to maps that were created to show areas by race and ethnicity. Possible causes were identified; however, more research is needed to clarify the underlying causes that resulted in the lack of diversity in some Arlington neighborhoods, and to ensure any barriers to diverse neighborhoods are identified and eliminated.</p>		<p style="text-align: center;"><b>TIMELINE</b></p> <p><b>2<sup>nd</sup> Qtr. FY 2022:</b></p> <ul style="list-style-type: none"> <li>❖ Conduct further research into the root causes that resulted in less than diverse neighborhoods.</li> <li>❖ Determine if any causes still exist today.</li> <li>❖ If so, develop recommended actions to overcome these barriers.</li> </ul>	
Build Unity			
Goal 1: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington			
Objective 2: Address Housing Disparities			
Project		Performance Measure(s)	Department(s)
BU 1.2.7	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	Housing
<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>Additional research into the barriers to affordable housing should be completed, with recommendations and strategies to overcome these barriers.</p>		<p style="text-align: center;"><b>TIMELINE</b></p> <p><b>1<sup>st</sup> Qtr. FY 2022:</b></p> <ul style="list-style-type: none"> <li>❖ Research the viability of including household debt in the evaluation of housing cost burden</li> <li>❖ Research best practices used in other cities to evaluate housing cost burden and report findings to the CND committee</li> <li>❖ Research the commonality of additional fees required for tenancy in addition to rent to owner and traditional utilities</li> </ul> <p><b>2<sup>nd</sup> Qtr. FY 2022:</b></p> <ul style="list-style-type: none"> <li>❖ Evaluate possible solutions to the lack of housing affordability through the lens of factors other than rent to owner</li> <li>❖ Using data in the Housing Needs Analysis and debt burden data, redefine the housing need and target solutions to the gap between availability and need</li> <li>❖ Implement the use of affordable housing tools in meeting the housing needs identified</li> </ul>	

# 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 1.3.1	Unity Council Recommendation – Private Investment – SiFi Network	Completion of citywide broadband network	Asset Management, Planning & Development Services, and Economic Development

**Summary:**

In Summer 2021, the City Council approved a license agreement with SiFi Networks to that grants it 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.

The network system would be comprised of 10.2 million linear feet of fiber, underground chambers, above-ground cabinets, and shelters. SiFi projects installing fiber optic cable adjacent to approximately 156,000 residential and 16,000 business premises once the network is complete. When a homeowner or business owner becomes a paid subscriber, then connection is made from the network to the premises.

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
Creation of Escrow Account	2 <sup>nd</sup> Qtr. FY 2022	
Develop Communications Plan	2 <sup>nd</sup> Qtr. FY 2022	
Launch New Webpage	3 <sup>rd</sup> Qtr. FY 2022	
Construction	2027	

# 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	Unity Council Recommendation – Arlington Smart Lighting & Municipal Wi-Fi	Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	IT and PWT																														
<p><u>Summary:</u></p> <p>The City has started an initiative to build a Wireless Lighting Controls and Public Access Wi-Fi network to provide free Internet Access to designated areas within the City. Our IT Department will be expanding the City provided Wi-Fi services to the designated neighborhood locations.</p> <p>Some of the specific requirements of the project are:</p> <ul style="list-style-type: none"> <li>• Deploy outdoor Municipal Wi-Fi network</li> <li>• Remotely control luminaires in a lighting network</li> <li>• Remote control system for monitoring, metering, and managing a lighting network</li> <li>• Monitor operating status, energy consumption, and possible failures.</li> </ul>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Network Planning Phase</td> <td>2<sup>nd</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Network Design Phase</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Purchase Equipment</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Receive Equipment</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>2<sup>nd</sup> Purchase of Equipment</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>2<sup>nd</sup> Receive of Equipment</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Deploy Equipment</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Network Monitoring</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Project Closure</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td>In Progress</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Network Planning Phase	2 <sup>nd</sup> Qtr. FY 2021	Complete	Network Design Phase	3 <sup>rd</sup> Qtr. FY 2021	Complete	Purchase Equipment	3 <sup>rd</sup> Qtr. FY 2021	Complete	Receive Equipment	3 <sup>rd</sup> Qtr. FY 2021	Complete	2 <sup>nd</sup> Purchase of Equipment	4 <sup>th</sup> Qtr. FY 2021	Complete	2 <sup>nd</sup> Receive of Equipment	4 <sup>th</sup> Qtr. FY 2021	Complete	Deploy Equipment	4 <sup>th</sup> Qtr. FY 2021	Complete	Network Monitoring	4 <sup>th</sup> Qtr. FY 2021	Complete	Project Closure	1 <sup>st</sup> Qtr. FY 2022	In Progress
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Deploy Equipment	4 <sup>th</sup> Qtr. FY 2021	Complete																															
Network Monitoring	4 <sup>th</sup> Qtr. FY 2021	Complete																															
Project Closure	1 <sup>st</sup> Qtr. FY 2022	In Progress																															

# 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 1.3.3	Unity Council Recommendation – Chromebook/hotspot check out & digital literacy	<ul style="list-style-type: none"> <li>• Circulation of technology</li> <li>• #of Programs</li> <li>• #of Attendees</li> </ul>	Library

Summary:

Closing the digital divide is essential to provide economic opportunities for residents, and the residents with the greatest needs are those living in the 76010 zip code. ESRI Electronics and Internet Market Potential study on the four main census tracts in this area, only 51% of households own a computer. Library data on internet usage by library branch also shows that 16% of all computer sessions among the seven library locations were at the East Library and Recreation Center (ELaRC), confirming that this community uses the library as a place with secure, reliable computer access.

The final phase of the FY 2021 Innovation Zone grant funded the purchase of 200 Chromebook laptops currently available for checkout by the public at ELaRC. The ability to offer hotspots for check out are under investigation and it's hoped that this can be included in the Chromebook kit. This service is accessible to anyone with a library card.

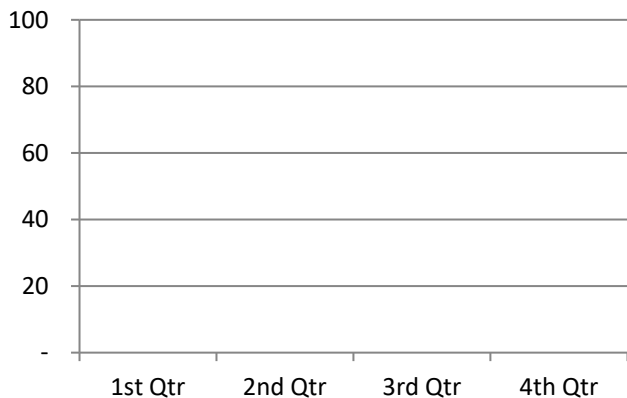
Getting technology into their hands is only the first step. The Library will also provide digital literacy programs to help people move beyond just social media and google.

Workshops will help participants learn how to:

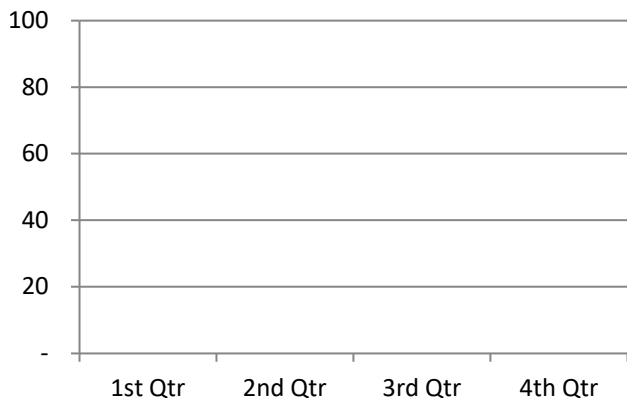
- locate trustworthy and reliable information.
- understand good digital citizenship (appropriate, safe, and responsible use of the internet and technology).
- unlock new learning potentials and explore a wide range of topics.
- learn new workforce skills to help better their job opportunities.

While this is only 200 laptops, the marriage between providing access to technology and knowledge a person previously did not have access can only help them achieve their desire to learn and improve their access to new opportunities.

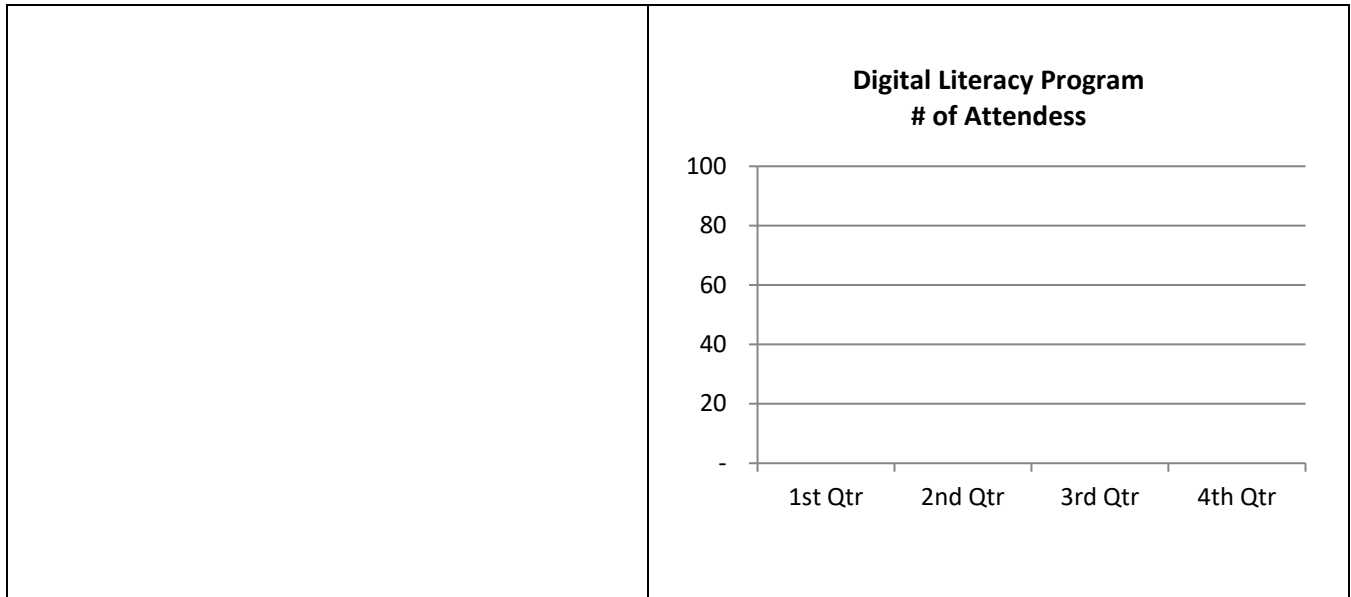
**Circulation of Chromebooks Kits**



**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 3: Address Education and Workforce Training Disparities			
	Project	Performance Measure(s)	Department(s)
BU 1.3.4	Unity Council Recommendation – Creating centralized location for educational resources and assistance		City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 3.2.A suggested the creation of the Community-Outreach-Networking-Empowerment-Communication-Tool (CONNECT) – a centralized location for resources and assistance.</p> <p>Chief Equity Officer will convene a working group of K-12 to explore this recommendation. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>			

# 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 1.3.5	Unity Council Recommendation – Conduct Education & Workforce Training Fairs	City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendations 3.3.A asked that the City conduct “Education &amp; Workforce Training Fair” twice annually in public areas throughout where needed the most.</p> <p>Chief Equity Officer will convene a working group of K-12 to explore this recommendation. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>		
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 1.3.6	Unity Council Recommendation – Increase racial, ethnic and cultural diversity in school curriculum	City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 3.4.A focused on diversifying lesson plans to be inclusive of relevant culture and identity.</p> <p>Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>		

# 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 1.3.7	Unity Council Recommendation – Diversity Training in Schools	City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 3.5.A focused on requiring diversity training for students and teachers and holding organized conversation on diversity and equity.</p> <p>Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>		
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 1.3.8	Unity Council Recommendation – Additional Guidance Counselors	City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 3.6.A focused on hiring additional guidance counselors in school districts.</p> <p>Chief Equity Officer will convene a working group of K-12 institutions to explore this recommendation. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>		



# 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 1.3.9	Unity Council Recommendation – College Advisors and Internship Programs	City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 3.7.A focused on adding programs and resources such as college advisors and internship programs.</p> <p>The Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation and examine ways to work with the NLC Post-Secondary Basic Needs group, composed of the City, United Way, TCC and UTA. This group is looking at this and is connecting with ISDs that serve Arlington. Their work will continue for another 12-18 months with a goal to meet the needs of post-secondary students and keep them in school so they can graduate with degrees or certificates.</p>		

# 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 Health and Wellness Disparities		
Project	Performance Measure(s)	Department(s)
BU 1.4.1	Unity Council Recommendation – Address Healthcare Gaps	City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 4.1.A focused on creating a dedicated city staff position of Chief Equity Officer to implement and monitor strategies targeted to erase disparity in healthcare for residents of Arlington. This position will report directly to the Arlington City Manager and work in collaboration with health care providers.</p> <p>Chief Equity Officer will work with Fire Department to track key health data. The City is also working to expand the existing relationship with Tarrant County Public Health, JPS, THR and MCA to increase health resources available to Arlington residents. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>		

# 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 Health and Wellness Disparities			
Project		Performance Measure(s)	Department(s)
BU 1.4.2	Unity Council Recommendation – More Support for Healthcare Providers Serving Disadvantaged		City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 4.2.A focused on leveraging relationships with trusted providers to enable and support efforts in care delivery.</p> <p>Chief Equity Officer will convene a working group of health care providers and non-profit agencies that provide healthcare to explore this recommendation. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>			

# 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 Health and Wellness Disparities			
Project		Performance Measure(s)	Department(s)
BU 1.4.3	Unity Council Recommendation – Community Wellness	Improved ranking on healthiest cities identifications	City Manager’s Office
<p><u>Summary:</u></p> <p>On June 23, 2020, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021.</p> <p>Recommendation 4.7.A focused on creating a city-wide awareness initiative involving city leadership as well as citizen leaders and organizations providing not only examples of healthy living practices, but opportunities to achieve them.</p> <p>Chief Equity Officer will bring research on possible solutions to Council committee for review and action. Recruiting for the Chief Equity Officer position will begin in November 2021.</p>			

# Business Plan

Build Unity																		
Goal 1: Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington																		
Objective 5: Address Economic Disparities																		
Project		Performance Measure(s)	Department(s)															
BU 1.5.1	Unity Council Recommendation – Implement Formal MWBE Program	MWBE Participation	Business Diversity Office															
<p><u>Summary:</u></p> <p>Based on the recommendations from the City’s Availability &amp; Disparity Study consulting firm CH Advisors, the city is implementing a MWBE Program Policy and Administration manual. The manual will provide information on the city department’s role to increase MWBE participation, City’s overall and project specific goals, MWBE contract compliance, prime contractor/consultant’s MWBE utilization, payment, etc.</p> <p>Additional staff will be hired, and a MWBE compliance tracking &amp; reporting software implemented to ensure prime meet their committed MWBE goals throughout the project.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>All formal contracts with project specific goals will be reported on B2Gnow</td> <td>Mar. 2022</td> <td></td> </tr> <tr> <td>Host MWBE Program Introductory event</td> <td>Dec. 2022</td> <td></td> </tr> <tr> <td>Conduct Doing Business workshop with minority chambers and business advocacy groups once a year</td> <td>Sept. 2022</td> <td></td> </tr> <tr> <td>Work with Parks, PWT and Water Dept. to host Proposal Preparation workshop prior to Annual RFQ</td> <td>Aug. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	All formal contracts with project specific goals will be reported on B2Gnow	Mar. 2022		Host MWBE Program Introductory event	Dec. 2022		Conduct Doing Business workshop with minority chambers and business advocacy groups once a year	Sept. 2022		Work with Parks, PWT and Water Dept. to host Proposal Preparation workshop prior to Annual RFQ	Aug. 2022	
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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 6: Address Policing and Criminal Justice Disparities

Project		Performance Measure(s)	Department(s)
SYF 1.6.1	Unity Council Recommendation – Youth Investment Programs	Volunteer and participation hours	Police

Summary:

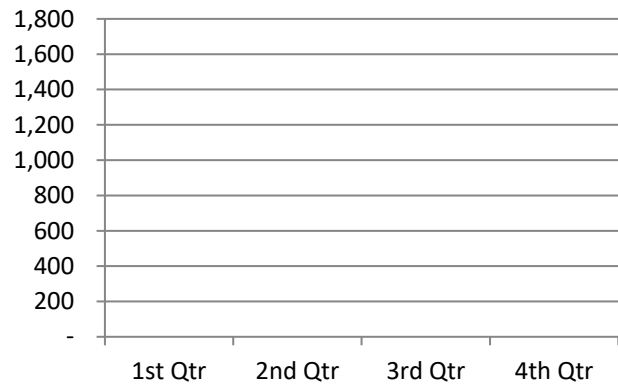
In the last several years, the national media has highlighted stories showing the lack of trust between the community, especially the youth, and their police departments. Nationally, youth mentoring programs consisted with effective implementation of the President’s Task Force on 21<sup>st</sup> Century Policing offer promising approaches to building trust. The department is one of 15 cities participating in the 21<sup>st</sup> Century Policing program to serve as a model of community policing for other police departments. The department continues to be focused on youth engagement and has increased programs to directly engage the youth of the City.

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

Police Explorer: Program aimed at giving teens exposure to law enforcement careers through competition headed up by local law enforcement officers.

- Police Activities League (PAL): Youth crime prevention program that uses recreational activities to create trust and understanding between youth and police officers.
- Coach 5-0 Program: In partnership with AISD, officers assist in coaching athletics and attend the students’ games.
- Mentoring Arlington Youth (MAY) Program: Mentoring program for middle school boys and girls.
- Hometown Recruiting Program: Based in AISD high schools, this program relies on volunteers from the department to assist in real training scenarios for future APD officers.
- Geographic/Community Partnerships: Providing neighborhood-centric opportunities allow for communities to tailor education and mentorship activities within areas of the city. Partnerships with groups like AISD Elementary School Mentoring and the Boys and Girls Club of Arlington are examples of such partnerships.

**Officer Participation Hours in Youth Investment Programs**



# Business Plan

## Build Unity

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

#### Objective 6: Address Policing and Criminal Justice Disparities

Project		Performance Measure(s)	Department(s)
BU 1.6.2	Unity Council Recommendation – Officer Mental Health and Wellness		Police

**Summary:**

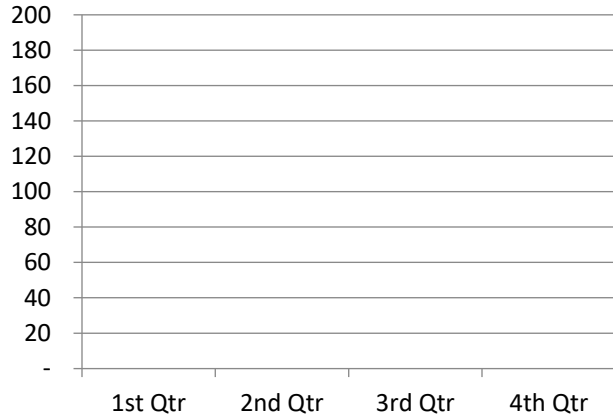
APD offers multiple programs to serve its officers with mental health and physical wellness services. The three primary programs are Peer Support, Blue Fit, and Blue Chip.

Peer Support is a peer counseling program composed of employees of the department that are trained in Critical Incident Stress Management and Peer Support.

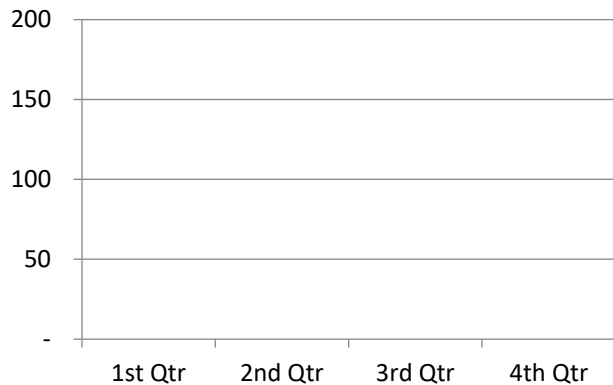
Blue Fit is a unique program created to support the physical and mental well-being of APD’s officers. The program is led by a professional licensed fitness trainer and includes 90-minute health and wellness classes over the span of 12 weeks. The classes include exercise, nutrition, mental health topics, and more.

Blue Chip is a no-cost program to generate awareness and serve as a way for our officers to access the services of mental health providers. The services are anonymous and confidential.

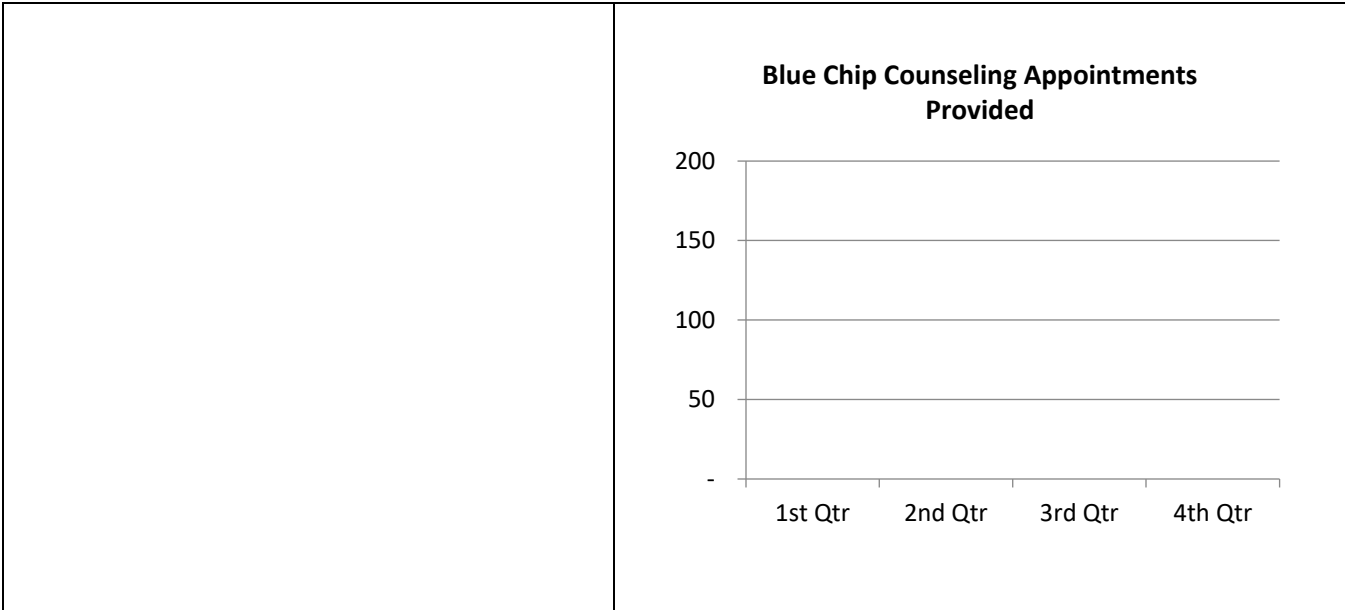
**Peer Support Services Provided**



**Blue Fit Participants (Cumulative)**



# Business Plan





# 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	Hotel Inspections	Project Completed	Planning & Development Services																		
<p><u>Summary:</u></p> <p>The Hotel Premise and Sanitation Ordinance was adopted by Council in May 2019. The provision aims to protect public health and promote healthy, successful businesses. Health Services will build partnerships with hotel operators by serving as subject matter experts on health and sanitation topics through inspection, consultation, and in person technical assistance. Staff will perform guest room inspections as an extension of their routine annual inspections that already take place for those establishments that hold a permit for a food or beverage service. Those establishments who do not offer food or beverage service will receive a stand-alone annual health sanitation inspection of the facilities.</p> <p>Staff will inspect a random selection of 5-10% of the total number of hotel rooms at a minimum of one time per year. Additional inspections may be performed should the inspection official deem necessary to protect public health and safety. Staff will also respond to sanitation complaints. A multi-departmental task force will be set up to address chronic underperforming, hazardous establishments. Inspection results will be made available on Open Arlington in the same manner as all other inspection program's data.</p> <p>The inspection program launch was delayed due to COVID-19's catastrophic impacts to the hotel industry during FY 2020. The program is being shifted to FY 2021.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Create SOPs for Hotel Sanitation Inspections</td> <td>Feb. 2021</td> <td>Mar. 2021</td> </tr> <tr> <td>Complete in-house training for Inspection Staff</td> <td>Feb. 2021</td> <td>Mar. 2021</td> </tr> <tr> <td>Complete first annual inspection of establishments (with health permit)</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>Complete first annual inspections of establishments (without existing health permit)</td> <td>Apr. 2021</td> <td>Apr. 2021</td> </tr> <tr> <td>Provide year-to-date data on sanitation inspection results</td> <td>Sept. 2021</td> <td>Mar. 2021</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Create SOPs for Hotel Sanitation Inspections	Feb. 2021	Mar. 2021	Complete in-house training for Inspection Staff	Feb. 2021	Mar. 2021	Complete first annual inspection of establishments (with health permit)	Dec. 2021		Complete first annual inspections of establishments (without existing health permit)	Apr. 2021	Apr. 2021	Provide year-to-date data on sanitation inspection results	Sept. 2021	Mar. 2021
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# Business Plan

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Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes															
Project		Performance Measure(s)	Department(s)												
CGN 1.1.2	Tool Sharing Program	Increase percent of cases resolved through voluntary compliance	Code Compliance												
<p><u>Summary:</u></p> <p>Code Compliance Services implemented a Tool Sharing Program in late FY 2021. The goal of this program is to encourage citizens to improve their properties by providing the tools and equipment needed free of charge. The program makes it possible for homeowners who don't have a vehicle large enough to transport equipment, or who don't have the funds to purchase/rent equipment to complete beautification projects at their home. The Tool Sharing Program offers a variety of tools and equipment that Arlington residents may rent free of charge to assist with property cleanup and improvement. Tools and equipment are available for mowing, yard maintenance, fence repair, landscaping, tree and shrub trimming, pressure washing, painting and household repairs. Code Compliance Services will contact local businesses in order to expand inventory to increase voluntary compliance and beautification efforts.</p>		<table border="1"> <thead> <tr> <th>Milestones</th> <th>Estimated Completion</th> <th>Percent Complete</th> </tr> </thead> <tbody> <tr> <td>Create video for the website</td> <td>01/31/2022</td> <td></td> </tr> <tr> <td>Reach 200 rentals</td> <td>09/30/2022</td> <td></td> </tr> <tr> <td>Reach 100 beautification efforts</td> <td>09/30/2022</td> <td></td> </tr> </tbody> </table>		Milestones	Estimated Completion	Percent Complete	Create video for the website	01/31/2022		Reach 200 rentals	09/30/2022		Reach 100 beautification efforts	09/30/2022	
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Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes																														
Project		Performance Measure(s)	Department(s)																											
CGN 1.1.3	Unified Development Code (UDC) Annual Update	Project Completion	Planning & Development Services																											
<p><u>Summary:</u></p> <p>The City Council last approved a general update to the Unified Development Code on October 16, 2018. Since then, significant amendments have been made covering the following subjects:</p> <ul style="list-style-type: none"> <li>• Short-Term Rentals (April 2019)</li> <li>• Hotel Design Standards (May 2019)</li> <li>• Ballfield Lighting (June 2019)</li> <li>• Plat Shot-Clock and Exterior Materials (October 2019)</li> <li>• Parking Requirements for Independent Senior Living (June 2020)</li> <li>• Multi-Family Unit Size (June 2020)</li> <li>• Tree Preservation &amp; Mitigation (November 2020)</li> </ul> <p>The Annual Update in 2021 will clarify certain requirements, provide minor amendments to certain standards, and correct minor discrepancies in the UDC.</p>		<table border="1"> <thead> <tr> <th>Milestones</th> <th>Estimated Completion</th> <th>Actual Completed</th> </tr> </thead> <tbody> <tr> <td>CMO</td> <td>Jan. 2021</td> <td>Jan. 2021</td> </tr> <tr> <td>Developer’s Roundtable Initial Presentation</td> <td>Jan. 2021</td> <td>Jan. 2021</td> </tr> <tr> <td>P&amp;Z Work Session</td> <td>Feb. 2021</td> <td>Mar. 2021</td> </tr> <tr> <td>MPC Committee</td> <td>Mar. 2021</td> <td>Mar. 2021</td> </tr> <tr> <td>P&amp;Z Action</td> <td>Apr. 2021</td> <td>Apr. 2021</td> </tr> <tr> <td>CC Work session</td> <td>Apr. 2021</td> <td>Apr. 2021</td> </tr> <tr> <td>CC First reading</td> <td>Apr. 2021</td> <td>Apr. 2021</td> </tr> <tr> <td>CC Final reading</td> <td>May 2021</td> <td>May 2021</td> </tr> </tbody> </table>		Milestones	Estimated Completion	Actual Completed	CMO	Jan. 2021	Jan. 2021	Developer’s Roundtable Initial Presentation	Jan. 2021	Jan. 2021	P&Z Work Session	Feb. 2021	Mar. 2021	MPC Committee	Mar. 2021	Mar. 2021	P&Z Action	Apr. 2021	Apr. 2021	CC Work session	Apr. 2021	Apr. 2021	CC First reading	Apr. 2021	Apr. 2021	CC Final reading	May 2021	May 2021
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Project		Performance Measure(s)	Department(s)																								
CGN 1.1.4	2021 International Codes and 2020 NEC Code Adoption	Completed adoption of the codes and any local amendments deemed appropriate	Planning & Development Services																								
<p><u>Summary:</u></p> <p>We will be working to adopt the 2021 family of International Codes along with the 2020 National Electrical Code. This code adoption will also include any appropriate and allowable amendments.</p> <p>We strive to adopt codes every other code cycle to be fiscally responsible to our development community while also maintaining the proper level of minimum code standards for life and health safety. We normally do not deviate from this code adoption practice unless State law mandates a code be adopted out of sequence.</p> <p>Also, with the adoption of each new code addition, new materials and processes are included that can ultimately benefit the development community.</p>		<table border="1"> <thead> <tr> <th>Milestones</th> <th>Estimated Completion</th> <th>Actual Completed</th> </tr> </thead> <tbody> <tr> <td>Preparation of code amendments</td> <td>Feb. 2022</td> <td></td> </tr> <tr> <td>Advertisement of the proposed adoption of the codes and amendments</td> <td>April – May 2022</td> <td></td> </tr> <tr> <td>Acceptance of the adoption of the codes and amendments by the various code boards</td> <td>July – Sept. 2022</td> <td></td> </tr> <tr> <td>Presentation of the ordinance to the MPC</td> <td>Sept. – Oct. 2022</td> <td></td> </tr> <tr> <td>First reading of the ordinance</td> <td>Nov. 2022</td> <td></td> </tr> <tr> <td>Second reading of the ordinance</td> <td>Dec. 2022</td> <td></td> </tr> <tr> <td>Implementation date set with ordinance reading</td> <td>Feb. 2023</td> <td></td> </tr> </tbody> </table>		Milestones	Estimated Completion	Actual Completed	Preparation of code amendments	Feb. 2022		Advertisement of the proposed adoption of the codes and amendments	April – May 2022		Acceptance of the adoption of the codes and amendments by the various code boards	July – Sept. 2022		Presentation of the ordinance to the MPC	Sept. – Oct. 2022		First reading of the ordinance	Nov. 2022		Second reading of the ordinance	Dec. 2022		Implementation date set with ordinance reading	Feb. 2023	
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# Business Plan

Champion Great Neighborhoods													
Goal 1: Foster Healthy and Attractive Neighborhoods													
Objective 1: Gain Compliance of Property Maintenance, Health, and Animal Codes													
Project		Performance Measure(s)	Department(s)										
CGN 1.1.5	Animal Socialization and Enrichment Program	<ul style="list-style-type: none"> <li>Increase volunteer hours</li> <li>Increase live release rate</li> </ul>	Code Compliance										
<p><u>Summary:</u></p> <p>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.</p> <p>Volunteers will be required to complete a specified number of training modules and socialization hours to promote through the three tiers of the socialization and enrichment program. As volunteers progress through the tiers, their designated work areas will expand from meet and greet rooms, to the play yard, to trail walking and finally to the dog park. Staff will be able to recognize which volunteers are allowed in different locations based on the color of their shirts, which will match their training tier (green, yellow, red).</p>		<p style="text-align: center;"><b>Volunteer Hours</b></p> <table border="1"> <caption>Volunteer Hours Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Volunteer Hours</th> </tr> </thead> <tbody> <tr> <td>FY 2019</td> <td>14,723</td> </tr> <tr> <td>FY 2020</td> <td>7,331</td> </tr> <tr> <td>FY 2021</td> <td>5,984</td> </tr> <tr> <td>FY 2022 YTD</td> <td>-</td> </tr> </tbody> </table>		Fiscal Year	Volunteer Hours	FY 2019	14,723	FY 2020	7,331	FY 2021	5,984	FY 2022 YTD	-
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Objective 1: Promote Community Engagement																					
Project		Performance Measure(s)	Department(s)																		
CGN 2.1.1	Annual Homeownership Fair	Connect Arlington households to homeownership resources and opportunities	Office of Strategic Initiatives																		
<p><u>Summary:</u></p> <p>The goal of the 6<sup>th</sup> 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. 2021</td> <td>Complete</td> </tr> <tr> <td>Secure Sponsorships</td> <td>Feb. – May 2022</td> <td></td> </tr> <tr> <td>Market Virtual Events</td> <td>Mar. – June 2022</td> <td></td> </tr> <tr> <td>Virtual Event Preparation</td> <td>Jan. – June 2022</td> <td></td> </tr> <tr> <td>Host Virtual Events</td> <td>Apr. and June 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Convene Planning Committee	July/Aug. 2021	Complete	Secure Sponsorships	Feb. – May 2022		Market Virtual Events	Mar. – June 2022		Virtual Event Preparation	Jan. – June 2022		Host Virtual Events	Apr. and June 2022	
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Champion Great Neighborhoods			
Goal 2: Expand and Enhance the City's Image			
Objective 1: Promote Community Engagement			
Project		Performance Measure(s)	Department(s)
CGN 2.1.2	Neighborhood Engagement Program	<ul style="list-style-type: none"> <li>Communication with neighborhoods</li> <li>Impressions via social media</li> </ul>	Office of Strategic Initiatives
<p><u>Summary:</u></p> <p>The Neighborhood Engagement Program seeks to engage Arlington citizens with their neighborhoods and with the City. The goals of the program are to help residents Know Your City through communication and education initiatives; Know Your Neighbors through growing social capital; and Build-Up Neighborhoods Together through investing in neighborhood infrastructure.</p> <p>Initiatives include the Champion Great Neighborhoods newsletter, expanding the use of Nextdoor and other social media to reach residents, creating a Neighborhood Leadership Network, hosting semi-annual Neighborhood Leadership summits, the Block Party Trailer program, the Arlington Home Improvement Incentive program, the Neighborhood Matching Grant program, among other efforts. OSI anticipates at least 35,000 impressions on Nextdoor each quarter.</p>			

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Project		Performance Measure(s)	Department(s)																											
CGN 2.1.3	Department Communication Campaign		Communication & Legislative Affairs																											
<p><u>Summary:</u></p> <p>The Office of Communication in collaboration with City departments is working to revamp City-wide customer-facing communications in order to create communication that is sleek, easily digestible by residents, informative and timely.</p> <p>The City has completed its updates to Public Works &amp; Transportation Construction and Water Construction communications. These two campaigns build off of the "your money in action" tagline and have similar looks. Code Compliance communication also has a friendlier look and is nearing its completion.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Construction Communication</td> <td>4<sup>th</sup> Qtr. FY 2019</td> <td>100%</td> </tr> <tr> <td>Water Construction Communication</td> <td>1<sup>st</sup> Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Code Compliance Communication</td> <td>2<sup>nd</sup> Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Court Communication</td> <td>2<sup>nd</sup> Qtr. FY 2020</td> <td>Canceled</td> </tr> <tr> <td>Housing Authority Communication</td> <td>2<sup>nd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Garbage &amp; Recycling Communication</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Water Customer Service Communication</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Office of Business Diversity</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td>40%</td> </tr> </tbody> </table>		Milestone	Target Date	Status	Construction Communication	4 <sup>th</sup> Qtr. FY 2019	100%	Water Construction Communication	1 <sup>st</sup> Qtr. FY 2020	100%	Code Compliance Communication	2 <sup>nd</sup> Qtr. FY 2020	100%	Court Communication	2 <sup>nd</sup> Qtr. FY 2020	Canceled	Housing Authority Communication	2 <sup>nd</sup> Qtr. FY 2022		Garbage & Recycling Communication	1 <sup>st</sup> Qtr. FY 2022		Water Customer Service Communication	3 <sup>rd</sup> Qtr. FY 2022		Office of Business Diversity	1 <sup>st</sup> Qtr. FY 2022	40%
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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	Neighborhood Matching Grant Program	Grants awarded (number and funding amount)	Office of Strategic Initiatives
<p><u>Summary:</u></p> <p>The goal of the Neighborhood Matching Grant (NMG) Program is to provide financial support for resident and community-based programs and activities that foster civic pride, enhance and beautify neighborhoods, and improve neighborhood vitality and participation. The program benefits the City of Arlington by making neighborhoods more attractive, raising the level of community pride, increasing civic participation by residents, and encouraging collaboration and formal organization of and among neighbors, neighborhoods, and city government.</p>			

# Business Plan

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Objective 2: Develop a Sense of Place																											
Project		Performance Measure(s)	Department(s)																								
CGN 2.2.2	Park Improvement Projects	Overall satisfaction with programs and facilities	Parks & Recreation																								
<p><u>Summary:</u></p> <p><b>Julia Burgen Park Trail – UTA Connection</b> There is an existing 1.06 miles of trail currently in Julia Burgen Park. This project involves adding approximately .3 miles of concrete trail that will provide a connection from the existing trail to the on-street bike path along Pecan Street, ultimately linking to the UTA campus. Project includes the preparation of bid documents and construction of new trail.</p> <p><b>River Legacy Park Trail Replacement:</b> Realignment of approximately 1.3 miles of 12' wide concrete trail due to river encroachment. Project includes the preparation of bid documents and construction of new trail.</p> <p><b>River Legacy Park Trail Development</b> Extension of 12' wide concrete trail westward to meet Fort Worth's Trinity Trail system. Project includes the preparation of bid documents and construction of new trail.</p> <p><b>River Legacy Park Trail Replacement – Phase 2:</b> Realignment of approximately 1.1 miles of 12' wide concrete trail due to river encroachment. Project includes the preparation of bid documents and construction of new trail.</p> <p><b>Mineral Well Plaza:</b> Development of a new monument in the downtown City Plaza. Project includes the preparation of bid documents and construction of new monument.</p> <p><b>Korean War Memorial:</b> Development of a new monument in Veterans Park. Project includes the preparation of bid documents and construction of new monument.</p> <p><b>Richard Simpson Park Improvements – Phase 2:</b> Improvements at Richard Simpson Park. Project includes the preparation of bid documents and construction of new improvements.</p>		<table border="1"> <thead> <tr> <th>Description</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Julia Burgen Park Trail – UTA Connection</td> <td>Apr. 2023</td> <td></td> </tr> <tr> <td>River Legacy Park Trail Realignment</td> <td>Apr. 2023</td> <td></td> </tr> <tr> <td>River Legacy Park Trail Development</td> <td>Aug. 2022</td> <td></td> </tr> <tr> <td>River Legacy Park Trail Replacement – Phase 2</td> <td>July 2023</td> <td></td> </tr> <tr> <td>Mineral Well Plaza</td> <td>Aug. 2022</td> <td></td> </tr> <tr> <td>Veterans Park Korean War Memorial</td> <td>Dec. 2022</td> <td></td> </tr> <tr> <td>Richard Simpson Park Improvements – Phase 2</td> <td>Sept. 2023</td> <td></td> </tr> </tbody> </table>		Description	Estimated Completion	Actual Completion	Julia Burgen Park Trail – UTA Connection	Apr. 2023		River Legacy Park Trail Realignment	Apr. 2023		River Legacy Park Trail Development	Aug. 2022		River Legacy Park Trail Replacement – Phase 2	July 2023		Mineral Well Plaza	Aug. 2022		Veterans Park Korean War Memorial	Dec. 2022		Richard Simpson Park Improvements – Phase 2	Sept. 2023	
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Project		Performance Measure(s)	Department(s)																								
CGN 2.2.3	Human Rights Campaign Municipal Equality Index		Communication & Legislative Affairs																								
<p><u>Summary:</u></p> <p>The Human Rights Campaign "Municipal Equality Index (MEI) examines how inclusive municipal laws, policies, and services are of LGBTQ people who live and work there."</p> <p>In 2009, the City received a final score of 58 out of 100 points. The City strives to reach a HRC MEI score of 100.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Anti-Bullying Language to Parks and Recreation and Arlington Public Library</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>City provides services to/supports LGBTQ elders</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td>100%</td> </tr> <tr> <td>Present ISR to City Council about the HRC MEI</td> <td>2<sup>nd</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Weave the responsibilities of a Human Rights Commission into an already existing standing committee</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>City provides services to/supports the Transgender community</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td>100%</td> </tr> <tr> <td>City adopts an anti-discrimination in employment and public accommodation ordinance</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>City adopts an anti-discrimination in housing ordinance</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>100%</td> </tr> </tbody> </table>		Milestone	Target Date	Status	Anti-Bullying Language to Parks and Recreation and Arlington Public Library	4 <sup>th</sup> Qtr. FY 2021	100%	City provides services to/supports LGBTQ elders	1 <sup>st</sup> Qtr. FY 2022	100%	Present ISR to City Council about the HRC MEI	2 <sup>nd</sup> Qtr. FY 2021	100%	Weave the responsibilities of a Human Rights Commission into an already existing standing committee	3 <sup>rd</sup> Qtr. FY 2021	100%	City provides services to/supports the Transgender community	1 <sup>st</sup> Qtr. FY 2022	100%	City adopts an anti-discrimination in employment and public accommodation ordinance	3 <sup>rd</sup> Qtr. FY 2021	100%	City adopts an anti-discrimination in housing ordinance	3 <sup>rd</sup> Qtr. FY 2021	100%
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# Business Plan

## Champion Great Neighborhoods Scorecard

Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
General	Citizen Survey	Overall citizen satisfaction rating for neighborhood in terms of quality of life [annual survey]	69%	70%	74%	71%
General		Would recommend Arlington as a place to live [annual survey]	71%	72%	72%	73%
General		Citizen perception that Arlington is a great place to raise children [annual survey]	59%	59%	62%	61%
General		Citizen perception that Arlington is a beautiful place to live [annual survey]	55%	51%	58%	57%
General		Citizen perception that Arlington provides an exceptional quality of life [annual survey]	57%	55%	57%	59%
General		Citizen perception that Arlington has a variety of housing options [annual survey]	73%	75%	76%	75%
Parks		Citizen satisfaction with maintenance of street medians and ROW [annual survey]	58%	61%	62%	80%
Housing	Housing	Maximize use of federal funding allocated to assist qualified persons to reside in safe, decent housing [reported quarterly]	105%	96%	99%	98%
Housing		Customer Service – customer satisfaction score of excellent/good	New Measure in FY 2021		92%	90%
OSI		First time homebuyers assisted with down payment and closing costs [reported annually]	6	8	14	14
OSI		Achieve CDBG goals in PY 2021 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2022 [reported by program year]	100%	100%	100%	100%
OSI		Achieve HOME goals in PY 2021 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2022 [reported by program year]	100%	100%	100%	100%
OSI		Number of persons served with CARES Act funding	New Measure in FY 2022			2,000
OSI		Number of Arlington Residents using United Way's 211 line	New Measure in FY 2022			4,000
Code	Code Compliance	Number of code inspection activities completed	87,474	83,309	73,913	80,000
Code		Number of animal licenses sold in Arlington	5,171	4,200	4,000	5,189
Code		Live Release Rate	80%	86%	90%	89%
Code		Average number of days from initial code complaint to first action	2	1	2	3
Code		Percent of cases resolved through voluntary compliance	48%	71%	78%	65%
Code		Percent of inspection activities that are proactive	36%	27%	21%	29%

# Business Plan

## Champion Great Neighborhoods Scorecard (cont.)

Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Code	Community Engagement	Number of Animal Services' volunteer hours	14,723	7,331	4,800	10,000
HR		City-wide Volunteer Recruitment Expansion	116,034	61,710	60,000	60,000
Library		Restoring volunteer service hours (restore 25% of lost volunteer service hours due to COVID-19)	New Measure in FY 2022			25%
OSI		Number of Impressions on Nextdoor by Neighborhood Engagement Program	292,315	338,342	200,000	140,000
OSI		Number of neighborhood grants awarded [measured annually]	14	7	10	10
OSI		Amount of neighborhood grants awarded [reported annually]	\$150,000	\$100,225	\$100,000	\$100,000
Parks		Volunteer Hours [measured quarterly]	43,743	24,254	25,000	40,000
Police		APD Volunteer Hours	28,991	16,545	9,218	9,600
Police		Community Watch Sector Meetings	New Measure in FY 2021		1	12
Police		Citizen Graduations for Community Based Policing Outreach Programs [Bi-Annual]	New Measure in FY 2021		60	60
Police		Citizen on Patrol/COP Mobile Hours	New Measure in FY 2021		1,080	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	Via On-Demand Rideshare	Ridership	Office of Strategic Initiatives
<p><u>Summary:</u></p> <p>This item supports the Council's "Enhancing Regional Mobility" priority by improving access between Arlington and the rest of the North Texas region. The Via on-demand rideshare service was launched on December 11, 2017 to offer an additional mobility option for residents, employees and visitors.</p> <p>The app-based rideshare service uses six-passenger vehicles, a smart phone application and dynamic routing to provide efficient on-demand trips and access to a wide range of destinations. As of January 19, 2021, Via serves the entire City of Arlington and the CentrePort TRE Station. The turn-key operation is operated and maintained by Via, Transportation, Inc. through an annual contract based on City Council approval. Partial funding is provided through the Federal Transit Administration.</p>			

# Business Plan

Enhance Regional Mobility																					
Goal 1: Explore Creative, Alternative Transportation Opportunities																					
Objective 1: Promote Regional Connectivity																					
Project		Performance Measure(s)	Department(s)																		
ERM 1.1.2	RAPID On-Demand Autonomous Vehicle Pilot	Trips completed	Office of Strategic Initiatives																		
<p><u>Summary:</u></p> <p>This item supports the Council's "Enhancing Regional Mobility" priority by improving access within Arlington while complementing the Via On-Demand Rideshare service. The City of Arlington was awarded a \$1.7M grant from the FTA for this project (60% federal, 40% local match including in-kind participation).</p> <p>The Arlington RAPID project will combine the City's expertise with on-demand rideshare and AV testing to demonstrate the integration of a shared, dynamically routed Level 4 AV fleet into an existing public rideshare transit system. Via will continue to provide the rideshare service and May Mobility will provide the AV technology and fleet. Both the rideshare fleet and the AV fleet will include a wheelchair accessible vehicle, making this service more widely accessible. In partnership with the University of Texas at Arlington, the service will operate in coordination with UTA's fare payment system, allowing students to ride for free. This project will create a one-stop-shop for mobility needs in the service area concentrated around UTA's campus and Downtown, providing a seamless trip planning, booking, and payment experience across modes.</p> <p>The project will span two and a half years, with the first year dedicated to programming, route mapping, testing, and customer education. The second year will include a 12-month deployment of the integrated services, along with continued customer education, data sharing and analysis, ridership surveys, and service evaluation. The final six months of the project will wrap up evaluation and focus on final reporting and widely sharing lessons learned.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Project Kickoff</td> <td>Mar. 2020</td> <td>Mar. 2020</td> </tr> <tr> <td>AV Route Mapping</td> <td>Oct. 2020</td> <td>Oct. 2020</td> </tr> <tr> <td>Service Testing</td> <td>Feb. 2021</td> <td>Feb. 2021</td> </tr> <tr> <td>Begin Rideshare Operations</td> <td>Mar. 2021</td> <td>Mar. 2021</td> </tr> <tr> <td>Project Completion</td> <td>Aug. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Project Kickoff	Mar. 2020	Mar. 2020	AV Route Mapping	Oct. 2020	Oct. 2020	Service Testing	Feb. 2021	Feb. 2021	Begin Rideshare Operations	Mar. 2021	Mar. 2021	Project Completion	Aug. 2022	
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# Business Plan

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

# Business Plan

Enhance Regional Mobility																					
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Objective 1: Optimize Effectiveness and Efficiency of Existing Transportation System																					
Project		Performance Measure(s)	Department(s)																		
ERM 2.1.2	IH-30 and SH-360 Interchange	Overall satisfaction with the management of traffic flow during peak hours	Public Works & Transportation																		
<p><u>Summary:</u></p> <p>The purpose of this project is to improve traffic safety and reduce traffic congestion at the interchange of Interstate 30 and State Highway 360. Formerly a toll road loop interchange, the new infrastructure will include main lane improvements and direct connection ramps to each facility.</p> <p>This project is split into the following five construction phases:</p> <ul style="list-style-type: none"> <li>• Package A: Reconstruction of the Six Flags Drive Bridge over IH-30</li> <li>• Package B: IH-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 IH-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 2022</td> <td></td> </tr> <tr> <td>Package B Construction</td> <td>Spring 2022</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 2022		Package B Construction	Spring 2022		Package C Construction	Pending		Package D Construction	Pending		Package E Construction	Summer 2020	Apr. 2021
Milestone	Estimated Completion	Actual Completion																			
Package A Construction	Spring 2022																				
Package B Construction	Spring 2022																				
Package C Construction	Pending																				
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

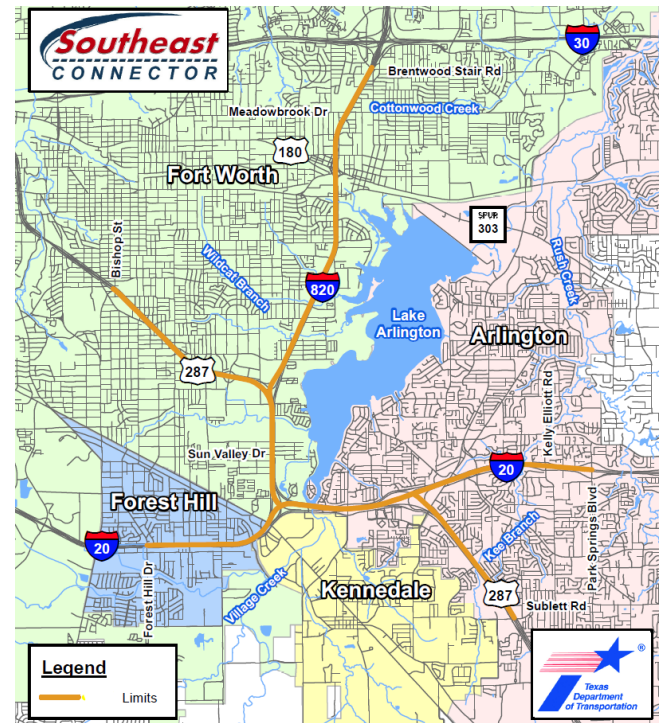
#### Objective 1: Optimize Effectiveness and Efficiency of Existing Transportation System

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 & Transportation

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, bi-directional or reversible barrier separated express or managed 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	Thoroughfare Development Plan Update	Completion of Update	Office of Strategic Initiatives															
<p><u>Summary:</u></p> <p>The Thoroughfare Development Plan (TDP) is a long-range plan that identifies the location and types of roadway facilities that are needed to meet projected long-term growth within the City of Arlington. The project will use an updated travel demand model to re-evaluate street classifications and cross sections and update the Thoroughfare Development Plan map. The project will also include a detailed traffic analysis of two specific areas: The Mesquite Street/Center Street one-way pair and the section of Matlock Road between Pioneer Parkway and Cooper Street.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Issue Request for Qualifications</td> <td>Nov. 2021</td> <td>In Progress</td> </tr> <tr> <td>Select and Contract with Consultant</td> <td>Jan. 2022</td> <td></td> </tr> <tr> <td>Draft Update</td> <td>Sept. 2022</td> <td></td> </tr> <tr> <td>Final Update</td> <td>Nov. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Issue Request for Qualifications	Nov. 2021	In Progress	Select and Contract with Consultant	Jan. 2022		Draft Update	Sept. 2022		Final Update	Nov. 2022	
Milestone	Estimated Completion	Actual Completion																
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# Business Plan

## Enhance Regional Mobility

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

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

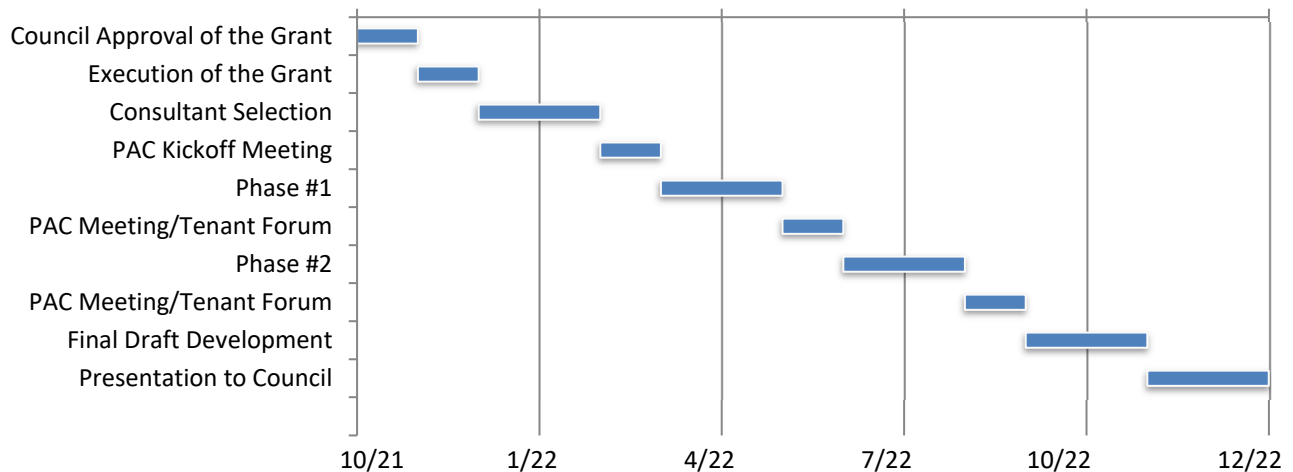
Project		Performance Measure(s)	Department(s)
ERM 2.1.5	Airport Layout Plan Narrative Update	Total Aircraft Operations	Aviation

**Summary:**

The Airport Layout Plan, or ALP, serves as a critical planning tool for the airport to depict both existing and planned improvements. Any airport that has received federal grant funding is obligated by grant assurances to keep the ALP up to date. Recently completed new development, along with the plan for Center Street construction to begin soon, necessitates an update to the Airport ALP and an assessment of future needs for development on the airport's west side.

The Airport will select a Plan Advisory Committee (PAC) comprised of Airport Tenants, Commercial Operators, Aviation professionals, City Planners, City Council Members, and representatives from neighborhoods adjacent to the Airport. The PAC will work with the consultants, and Airport personnel on the Plan.

#### ALP Narrative Update



# Business Plan

## Enhance Regional Mobility

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

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

Project	Performance Measure(s)	City Service Team (Department)
ERM 2.2.1 Street Rebuild Projects	Overall satisfaction with the management of traffic flow during peak hours	Public Works & Transportation

**Summary:**

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

The projects listed to the right are expected to receive construction funds in March 2021. The projects listed below include carry-over projects funded in prior years that have not completed construction, as well as the planned FY 2021 projects. Project milestones listed in the table will be updated as they occur during the year.

Roadway Capital Improvements Project	Lane Miles
2018 Residential Rebuild (Daniel Dr.)	1.5
2018 Residential Rebuild (Miriam Ln.)	1.4
2019 Residential Rebuild	0.8
2020 CDBG Vanderbilt Dr. & Hanover Dr.	1.2
Avenue E (SH-360 to Great Southwest Pkwy.)	4.0
Avenue H (SH-360 to Great Southwest Pkwy.)	4.6
Bowman Springs Road (IH-20 to Enchanted Bay Blvd.)	1.1
Calender Road (Harris Rd. to Eden Rd.)	1.4
Eden Road (US-287 to Calender Rd.)	2.0
Harris Road (Calender Rd. to Cooper St.)	2.2
Poly Webb Road (Pleasant Ridge Rd. to Shorewood Dr.)	
Sublett Road (City Limits to Joplin Rd.)	1.2
Turner Warnell Road (Matlock Rd. to Cooper St.)	6.0

Roadway Capital Improvement Project	Estimated Bid Date	Actual Bid Date	Estimated Completion	Actual Completion
Eden Road (US-287 to Calender Rd.)	June 2018	Aug. 2019	July 2021	Sept. 2021
Calender Road (Harris Rd. to Eden Rd.)	Apr. 2019	May 2020	Nov. 2021	
Avenue H (SH-360 to Great Southwest Pkwy.)	May 2019	Sept. 2019	June 2021	
Harris Road (Calender Rd. to Cooper St.)	May 2019	Nov. 2020	Oct. 2022	
2018 Residential Rebuild (Daniel Dr.)	May 2020	Oct. 2020	Aug. 2021	
2018 Residential Rebuild (Miriam Ln.)	Oct. 2020	Oct. 2020	Nov. 2021	
2020 CDBG Rebuilds (Vanderbilt Dr. & Hanover Dr.)	July 2020	Sept. 2020	Dec. 2021	
Avenue E (SH-360 to Great Southwest Pkwy.)	Aug. 2020	Nov. 2020	July 2022	
2019 Residential Rebuild	Apr. 2021	Apr. 2021	Feb. 2022	
Poly Webb Road (Pleasant Ridge Rd. to Shorewood Dr.)	Oct. 2021			
Turner Warnell Road (Matlock Rd. to Cooper St.)	Oct. 2021			
Bowman Springs Road (IH-20 to Enchanted Bay Blvd.)	Nov. 2021			
Sublett Road (City Limits to Joplin Rd.)	Nov. 2021			

# Business Plan

## Enhance Regional Mobility Scorecard

Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
PWT	Citizen Survey	Citizen perception of overall condition of streets/roads as "excellent" or "good" [annual survey]	40%	44%	46%	Maintain or Increase
PWT		Citizen perception of traffic levels are acceptable as "strongly agree" or "somewhat agree" [annual survey]	39%	39%	48%	Maintain or Increase
PWT		Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	37%	41%	47%	Maintain or Increase
PWT		Citizen perception of overall satisfaction with the management of traffic flow during peak hours as "excellent" or "good" [annual survey]	39%	39%	47%	Maintain or Increase
OSI		Via On-Demand Rideshare Ridership	233,717	179,995	195,000	300,000
PWT	Traffic Management	Travel time on northbound Cooper from Turner-Warnell to I-30 (goal: 21 min 9 sec) [measured quarterly]	21:54	20:54	20:43	21:09 (+/- 2 min 7 sec)
PWT		Travel time on southbound Cooper from I-30 to Turner-Warnell (goal: 21 min 4 sec) [measured quarterly]	21:49	21:50	19:24	21:04 (+/- 2 min 6 sec)
PWT		Travel time on northbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 38 sec) [measured quarterly]	19:42	20:44	19:31	19:38 (+/- 1 min 58 sec)
PWT		Travel time on southbound Collins from North Green Oaks to South Green Oaks (goal: 19 min 34 sec) [measured quarterly]	18:27	19:45	18:04	19:34 (+/- 1 min 57 sec)
PWT		Travel time on eastbound Division from Bowen to SH-360 (goal: 10 min 24 sec) [measured quarterly]	11:36	11:00	10:44	10:24 (+/- 1 min 2 sec)
PWT		Travel time on westbound Division from SH-360 to Bowen (goal: 10 min 52 sec) [measured quarterly]	11:21	8:17	9:30	10:52 (+/- 1 min 5 sec)
PWT		Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 (goal: 13 min 49 sec) [measured quarterly]	13:49	13:49	12:41	13:49 (+/- 1 min 23 sec)
PWT		Travel time on westbound Pioneer Parkway from SH-360 to Green Oaks (goal 14 min 12 sec) [measured quarterly]	13:40	14:04	12:45	14:12 (+/- 1 min 25 sec)
PWT		Lane Miles with Overall Condition Index (OCI) < 50 [measured quarterly]	300	347	377	Maintain or Decrease
PWT		% of traffic signals receiving annual preventative maintenance compared to goal of 535 [measured quarterly]	100%	99%	52%	100%
PWT		% of signs replaced that do not meet minimum standards compared to annual goal of 3,000	112%	95%	100%	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

Summary:

There are three Tax Increment Reinvestment Zones (TIRZ) in Arlington:

**(TIRZ) #1 – Downtown**

2020 Taxable Value: \$

**(TIRZ) #5 – Entertainment District**

2020 Taxable Value: \$

**(TIRZ) #6 – Viridian**

2020 Taxable Value: \$

**(TIRZ) #7 – International Corridor**

2020 Taxable Value: \$

TIRZ #1	Date

TIRZ #5	Date

TIRZ #6	Date

TIRZ #7	Date

## 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	South SH-360 Corridor Development Strategy	Completion of Plan	Office of Strategic Initiatives

Summary:

The South SH-360 Corridor Development Strategy will establish a vision for SH-360 from I-20 to the southern City Limit. The terminal build-out of SH-360 is an eight-lane divided highway, and this plan will develop a vision with the community for the optimal use of remaining development opportunities along the corridor, while protecting established residential areas.

Milestone	Estimated Completion	Actual Completion
Issue Request for Qualifications	Jan. 2021	Jan. 2021
Select and Contract with Consultant	Apr. 2021	Mar. 2021
Draft Plan	Jan. 2022	
Final Plan	Mar. 2022	

# 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, and 5) Industrial Machinery and Manufacturing.

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

As recruitment leads are generated and projects arise, they will be identified and tracked 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><b>Small Business Initiative</b> Established in 2018, the small business initiative committee focuses on responding to small business requests, managing the small business website, and staying up to date with partner organizations including the Tarrant County Small Business Development Center, SCORE Fort Worth, TechFW and EpicMavs. Representatives from the Planning and Development, Purchasing, Library and OED departments serve on the committee. In 2021, Staff will focus on business outreach and continue to stay up to date on resources to assist businesses affected by the pandemic.</p> <p><b>Economic Development Business Incubator</b> In conjunction with Community Development &amp; Planning, Economic Development, Water Utilities, and UT Arlington, the City will work to develop a Business Incubator. The collaboration of these key institutions to address this pressing need should both enhance the financial stability and the prominence of these institutions and benefit the private sector organizations in the Community.</p> <p>A Business Plan has been developed and is currently under review by City management and the university. The Business Plan is based on the analysis of various incubator facilities throughout the country as well as dialogue with incubator directors.</p>		<table border="1"> <thead> <tr> <th>Small Business Updates</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Small Business Incubator</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		Small Business Updates	Date			Small Business Incubator	Date		
Small Business Updates	Date										
Small Business Incubator	Date										

# 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 Promotion	Recruitment Related Events Attended	Economic Development

Summary:

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

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.

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.

International Tradeshows/Conferences	Date



# 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	Targeted Marketing Campaign	Marketing Partnership Visits	Economic Development

Summary:

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

In keeping with the City's brand, advertisements will be designed with a consistent theme for placement in a variety of print and electronic publications. An assortment of materials will be produced in keeping with this theme.

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

ED Staff will track their outreach efforts via presentations and partnership events with local organizations.

Ads Placed	Issue

Tradeshows/Conferences Attended	Date

## 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
IOE 1.2.5	Economic Development Corporation	All Economic Development Measures	Economic Development

Summary:

On November 3, 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 sales tax will become active in April 2021 and is estimated to generate \$15-17 Million per year.

Milestones	Date

# 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 1.2.6	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, have the ability to 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.

#### Medal of Honor Museum

Type: Museum

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

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.

**United Parcel Service (UPS), Inc.**

Type: Regional Distribution Center  
 Capital Investment: \$200 million  
 Size: 1,100,000 sq. ft.  
 Employees: 1,400  
 Deal: The Arlington City Council approved a Chapter 380 grant that provides a tax rebate of 85% over seven years on business personal property.

**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.

**PHC Equities, LLC.**

Type: Industrial Warehouse and Office Facility  
 Capital Investment: \$15-20 million  
 Size: 162,000 sq. ft.  
 Employees: 50  
 Deal: The Arlington City Council approved a Chapter 380 grant agreement that provides a tax rebate of 80% over seven years on real property.

UPS	Date
Building Permit Issued	Aug. 2017
Certificate of Occupancy Issued	Pending

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

PHC Equities, LLC	Date
Building Permit Issued	Pending
Certificate of Occupancy Issued	Pending

# 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 1.2.7	Land Banking	Economic Development																				
<p><u>Summary:</u> 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> IT is working closely with the department to create an online ROW permit submittal process to streamline processing and management. Goals will always be to collect past due damages from current contractors and public service providers.</p>		<table border="1"> <thead> <tr> <th>Small Cell Right-of-Way Permits</th> <th>Submitted</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>Submitted</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 Right-of-Way Permits	Submitted	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		Right-of-Way Permits	Submitted	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

### 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 1.2.8	State and Federal Legislative Agendas		Communication & Legislative Affairs																											
<p><u>Summary:</u></p> <p>The Office of Intergovernmental Relations is responsible for developing the City’s State and Federal Legislative Agendas every two years. The development of these legislative agendas involves gathering the input of all department directors, approval by CMO, feedback from the City Council Municipal Policy Committee and final approval and adoption from the City Council.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Adoption of 2019-2020 Legislative Agendas</td> <td>1<sup>st</sup> Qtr. FY2019</td> <td>100%</td> </tr> <tr> <td>Share 2019-2020 Legislative Agendas with entire Arlington Delegation</td> <td>1<sup>st</sup> Qtr. FY2019</td> <td>100%</td> </tr> <tr> <td>Gather input from Directors and CMO</td> <td>4<sup>th</sup> Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Adoption of 2021-2022 Legislative Agendas</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Share 2021-2022 Legislative Agendas with entire Arlington Delegation</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Gather input from Directors and CMO</td> <td>4<sup>th</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Adoption of 2023-2024 Legislative Agendas</td> <td>1<sup>st</sup> Qtr. FY 2023</td> <td></td> </tr> <tr> <td>Share 2023-2024 Legislative Agendas with entire Arlington Delegation</td> <td>2<sup>nd</sup> Qtr. FY 2023</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Adoption of 2019-2020 Legislative Agendas	1 <sup>st</sup> Qtr. FY2019	100%	Share 2019-2020 Legislative Agendas with entire Arlington Delegation	1 <sup>st</sup> Qtr. FY2019	100%	Gather input from Directors and CMO	4 <sup>th</sup> Qtr. FY 2020	100%	Adoption of 2021-2022 Legislative Agendas	1 <sup>st</sup> Qtr. FY 2021	100%	Share 2021-2022 Legislative Agendas with entire Arlington Delegation	1 <sup>st</sup> Qtr. FY 2021	100%	Gather input from Directors and CMO	4 <sup>th</sup> Qtr. FY 2022		Adoption of 2023-2024 Legislative Agendas	1 <sup>st</sup> Qtr. FY 2023		Share 2023-2024 Legislative Agendas with entire Arlington Delegation	2 <sup>nd</sup> Qtr. FY 2023	
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# Business Plan

## Invest in Our Economy

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

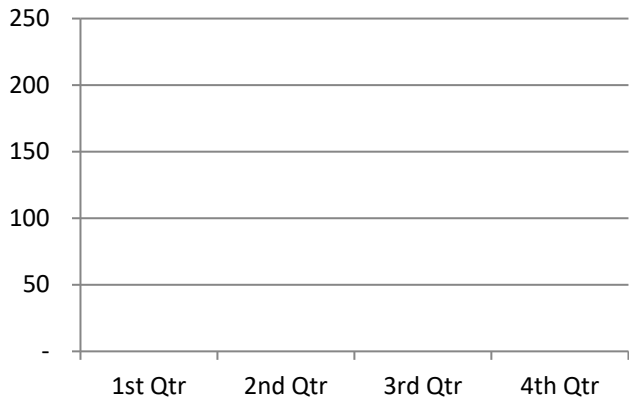
#### Objective 2: Build a Strong and Diverse Business Community

Project		Performance Measure(s)	Department(s)
IOE 1.2.9	Workforce / Small Business / Entrepreneur Support Services	<ul style="list-style-type: none"> <li>• #of Programs</li> <li>• #of Attendees</li> <li>• #of IET training opportunities</li> <li>• #of Completions</li> </ul>	Library

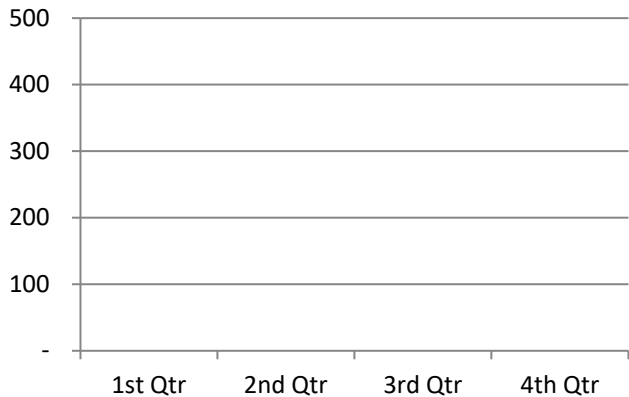
Summary:

The Library provides resources and services to support workforce readiness and upskilling, small business and entrepreneurship and digital literacy. These are provided to patrons through hands-on skill building classes, programs with experts, adult education, one on one appointments and database resources, and job training fairs. The Library seeks to support individuals in achieving economic stability and the opportunity for advancement through increased job skills or entrepreneurship. Working in partnership with other City departments, community organizations and support agencies to facilitate access to job resources.

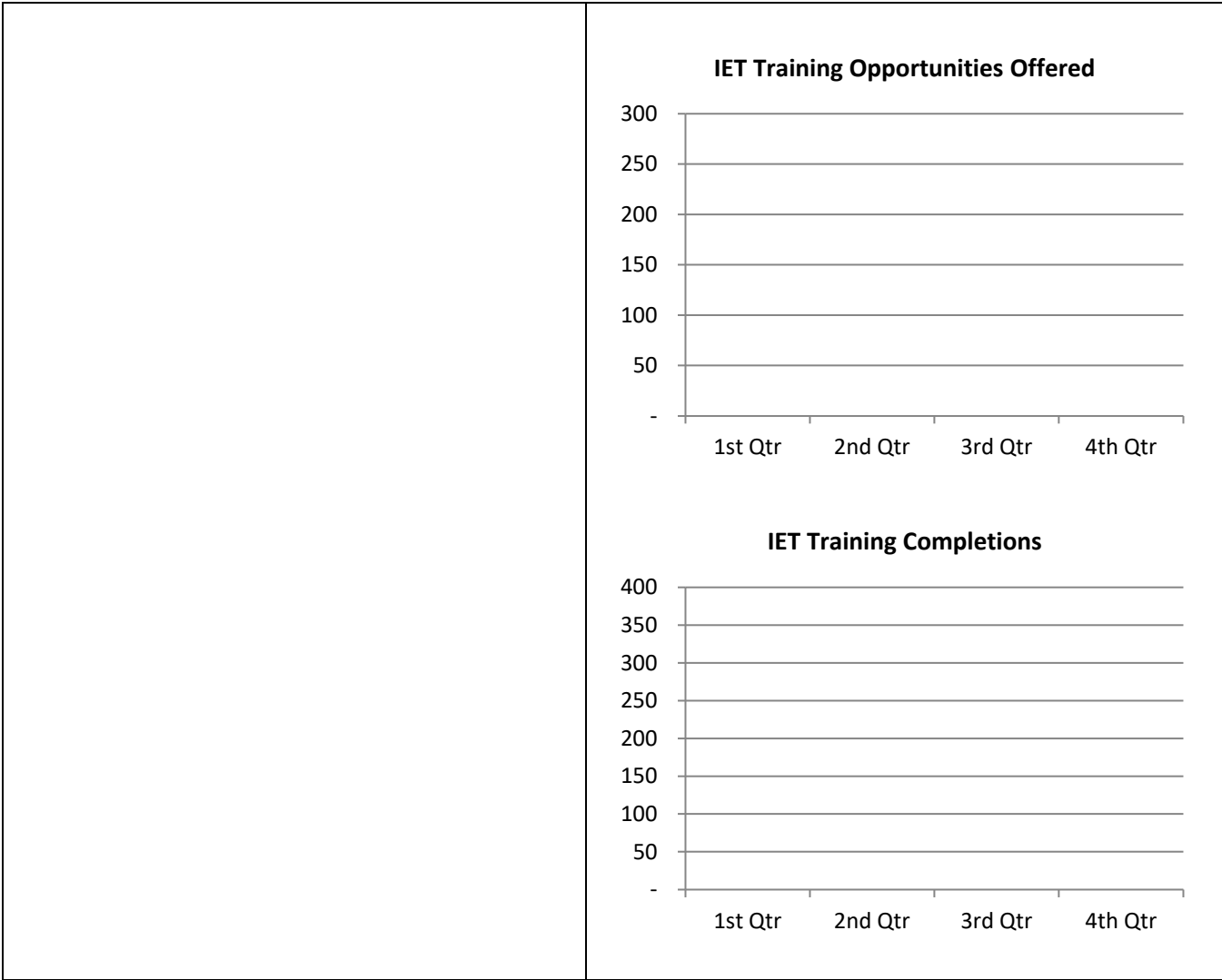
**Business Programs Offered**



**# of Attendees**



# Business Plan



# Business Plan

Invest in Our Economy Scorecard						
Dept.		Key Measures	FY 2019 Actual	FY 2021 Actual	FY 2021 Estimate	FY 2022 Target
General	Citizen Survey	Citizen perception that Arlington is a great place to operate a business [annual survey]	46%	50%	47%	60%
General		Citizen perception that Arlington is a great place to work [annual survey]	51%	54%	51%	60%
ED	Foster Development	ROW Permits Issued [cumulative totals]	New Measure in FY 2021		600	2,200
ED		ROW Permit Damage Investigations [cumulative totals]	New Measure in FY 2021		40	40
ED		ROW Complaints Investigated/Resolved [cumulative totals]	New Measure in FY 2021		80	100
PDS		Turnaround time to 1st comments for commercial construction plans within 12 business days	99%	100%	96%	95%
PDS		Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
PDS		Improve customer satisfaction by maintaining 90% or higher "Excellent" customer rating	95%	95%	100%	90%
ED		Business Retention & Expansion	Marketing partnership visits [cumulative totals]	60	95	80
ED	Recruitment leads [cumulative totals]		95	47	75	95
ED	Leads to prospects [cumulative totals]		46	35	40	49
ED	On-Site Business Visits [cumulative totals]		118	96	80	95
ED	Royalties from real estate holdings [cumulative totals]		\$7,020,775	\$3,584,198	\$4,325,000	\$4,325,000
ED	Recruitment related events attended [cumulative totals]		20	15	7	15
Library	# of business programs offered		New Measure in FY 2022			
Library	# of IET opportunities offered	New Measure in FY 2022				30



# Business Plan

## Put Technology to Work

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

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

Project		Performance Measure(s)	Department
PTW 1.1.1	Open Arlington	Open Data Users / Quarter	Office of Strategic Initiatives

Summary:

The goal of Open Arlington is to provide the public with a platform for accessing, visualizing and interacting with City data. It acts as a conduit between technical and non-technical users and increases transparency between the City and the public.

The Open Arlington Open Data Portal provides residents with interactive web maps as well as downloadable datasets in spreadsheet or geospatial format. In an effort to provide the public with relevant and insightful information about the City, the Office of Strategic Initiatives continues to research opportunities for developing and publishing new datasets and/or interactive web maps onto the Open Data Portal.

In order to assess the use and effectiveness of the Open Arlington Open Data Portal, the Office of Strategic Initiatives tracks use metrics through Google Analytics. By understanding patterns of use such as number of page views, user patterns, top datasets, etc., OSI can continuously augment the ease and usefulness of Open Arlington.

## Put Technology to Work

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

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

Project		Performance Measure(s)	Department(s)
PTW 1.1.2	Phase 2 ERP System Implementation – Payroll Module		Finance

Summary:

In FY 2020, the City issued an RFP for a new Enterprise Resource Planning (ERP) system. Phase 1 Implementation of the new system started/was completed in FY 2021. Phase 3 is scheduled to begin in FY 2023.

Phase 2 – Human Capital, Payroll, and Budget Modules (1/03/2022 – 01/31/2023)

Phase Two will begin during the 2<sup>nd</sup> quarter of FY 2022. During Phase 2, the City's Payroll Module will be implemented with a go-live date January 1, 2023.

Milestone	Estimated Completion	Actual Completion
Business Process Analysis	01/01/2022	
Planning	03/01/2022	
Architect	04/01/2022	
Configure/Prototype	06/01/2022	
Testing	09/01/2022	
Parallel Payroll	10/01/2022	
Deploy/Training	12/01/2022	
Go Live	01/01/2023	
Post Go Live Support	01/01/2023	

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Project		Performance Measure(s)	Department(s)																											
PTW 1.1.3	Phase 2 ERP System Implementation – Planning & Budget Module		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 Implementation of the new system started/was completed in FY 2021. Phase 3 is scheduled to begin in FY 2023.</p> <p><u>Phase 2 – Human Capital, Payroll, and Budget Modules (1/03/2022 – 01/31/2023)</u></p> <p>Phase Two will begin during the 2<sup>nd</sup> quarter of FY 2022. During Phase Two the City's Planning and Budget Module will be implemented with a go-live date January 1, 2023.</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>01/01/2022</td> <td></td> </tr> <tr> <td>Planning</td> <td>03/01/2022</td> <td></td> </tr> <tr> <td>Architect</td> <td>04/01/2022</td> <td></td> </tr> <tr> <td>Configure/Prototype</td> <td>06/01/2022</td> <td></td> </tr> <tr> <td>Testing</td> <td>09/01/2022</td> <td></td> </tr> <tr> <td>Deploy/Training</td> <td>12/01/2022</td> <td></td> </tr> <tr> <td>Go Live</td> <td>01/01/2023</td> <td></td> </tr> <tr> <td>Post Go Live Support</td> <td>01/01/2023</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Business Process Analysis	01/01/2022		Planning	03/01/2022		Architect	04/01/2022		Configure/Prototype	06/01/2022		Testing	09/01/2022		Deploy/Training	12/01/2022		Go Live	01/01/2023		Post Go Live Support	01/01/2023	
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Project		Performance Measure(s)	Department(s)																											
PTW 1.1.4	Enterprise IT Project (FY 2022) – Cartegraph Enhancements	Project Completion	Information Technology and Asset Management																											
<p><u>Summary:</u></p> <p>Asset Management would like to procure consulting services from Cartegraph to minimize their use of the Cartegraph system. This initiative will allow them to improve operational efficiencies and service to the organization; better plan and budget for future capital improvements; and provide training for the team administrators to maintain and expand Cartegraph functionality and customization.</p>																														

# Business Plan

Put Technology to Work			
Goal 1: Ensure Availability of Information, Programs, and City Services			
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Project		Performance Measure(s)	Department(s)
PTW 1.1.5	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>			

# Business Plan

Put Technology to Work			
Goal 1: Ensure Availability of Information, Programs, and City Services			
Objective 1: Provide for the Efficient Access and Appropriate Management of the City's Data			
Project		Performance Measure(s)	Department(s)
PTW 1.1.6	Enterprise IT Project (FY 2022) – AMANDA Redesign for Planning	Project Completion	Information Technology and Planning & Development Services
<p><u>Summary:</u></p> <p>The AMANDA system was created in 2006 to automate inspections, capture reviews and track projects through the development process. Since implementation in 2006, minimal updates have occurred. As a result, the business procedural changes have not been captured in AMANDA, to align with changes made to the Unified Development Code, adopted in 2014, and State Legislation (Local Government Code). Due to the lack of updates to the AMANDA system, City staff manually adjusts business processes in AMANDA to mirror the current process. PDS would like to update Zoning Case (ZC), Plat (PL), Site Plan (SP) and Public Improvement (PI) folders in AMANDA and arlingtonpermits.com (ap.com). The updates will include changes, deletions, and updates to AMANDA folders, reporting, fees, and ap.com. PDS would also like to create folders/work types for processes not currently captured in AMANDA including zoning verification letter applications and Plat Pre-Application meetings. Both processes require an application fee and are manually tracked via spreadsheets.</p> <p>While updating the existing PDS Land Development folders (ZC, PL, SP and PI) in AMANDA, this project will also provide an opportunity to define, document, change, and prioritize PDS business processes aligned with the AMANDA system best practices. This will require the support of a third-party consultant that will lead the mapping of current and future state business processes, facilitate stakeholder engagement, identify gaps and process improvements that will result in the development of the AMANDA folders master plan.</p>			

# Business Plan

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Project		Performance Measure(s)	Department(s)																					
PTW 1.1.7	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-premise 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>																								
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Project		Performance Measure(s)	Department(s)																					
PTW 1.2.1	Enterprise IT Project (FY 2020) – Fire Staffing Solution	Project Completion	Fire and Information Technology																					
<p><u>Summary:</u></p> <p>To deal with the growing demand of Fire and EMS service more effectively in the City of Arlington, the Arlington Fire Department has partnered with Information Technology to purchase a new staffing software. Telestaff will offer a modern software solution to assist in staffing the Department's daily operations, schedule vacation, and manage unscheduled leave. The current solutions used by AFD are based on spreadsheets which are more than 10 years old.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Charter Development</td> <td>2<sup>nd</sup> Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Staff Report Approval by Council</td> <td>2<sup>nd</sup> Qtr. FY 2020</td> <td>Complete</td> </tr> <tr> <td>Project Planning</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>In Progress</td> </tr> <tr> <td>Design / Develop</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td>In Progress</td> </tr> <tr> <td>Implementation / Go Live</td> <td>2<sup>nd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Project Close</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Charter Development	2 <sup>nd</sup> Qtr. FY 2020	Complete	Staff Report Approval by Council	2 <sup>nd</sup> Qtr. FY 2020	Complete	Project Planning	4 <sup>th</sup> Qtr. FY 2021	In Progress	Design / Develop	1 <sup>st</sup> Qtr. FY 2022	In Progress	Implementation / Go Live	2 <sup>nd</sup> Qtr. FY 2022		Project Close	3 <sup>rd</sup> Qtr. FY 2022	
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PTW 1.2.2	SCADA Integrator	Update Treatment Production Facilities – SCADA	Water Utilities																					
<p><u>Summary:</u></p> <p>As the Water Department Treatment Division is substantially updating its production facilities over the next five years, the need for a comprehensive Supervisory Control and Data Acquisition (SCADA) integration project was identified. This project will set programming and hardware standards and modernize the Human Machine Interface (HMI) platform utilized for all water treatment operational processes.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>PBWTP Hydrogen Peroxide System</td> <td>Nov. 2020</td> <td>July 2021</td> </tr> <tr> <td>SCADA Standards and Governance</td> <td>June 2020</td> <td>Dec. 2020</td> </tr> <tr> <td>JKWTP Chemical Project</td> <td>Sept. 2022</td> <td></td> </tr> <tr> <td>JKWTP Backwash Improvements</td> <td>May 2022</td> <td></td> </tr> <tr> <td>PBWTP Chemical Clearwell and PS Improvements</td> <td>Sept. 2024</td> <td></td> </tr> <tr> <td>LARWPS Shared Operations Improvements</td> <td>Nov. 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	PBWTP Hydrogen Peroxide System	Nov. 2020	July 2021	SCADA Standards and Governance	June 2020	Dec. 2020	JKWTP Chemical Project	Sept. 2022		JKWTP Backwash Improvements	May 2022		PBWTP Chemical Clearwell and PS Improvements	Sept. 2024		LARWPS Shared Operations Improvements	Nov. 2024	
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Project		Performance Measure(s)	Department(s)																				
PTW 1.2.3	Traffic Management Technology Improvements	<ul style="list-style-type: none"> <li>Implementation: Installing devices at locations and bringing them online</li> <li>Management: Using device data to improve traffic flow</li> </ul>	Public Works & Transportation																				
<p><u>Summary:</u></p> <p>Implementing smart traffic management technology will assist the city in developing a more efficient transportation system that enhances regional mobility and increases the quality of life for residents and visitors.</p> <p>Some of the benefits resulting from implementing new technology include:</p> <ul style="list-style-type: none"> <li>• Reduced traffic congestion</li> <li>• Prioritized traffic based on real-time conditions</li> <li>• Quicker response to traffic incidents</li> <li>• Reduced pollution</li> </ul> <p>During FY 2022, work to implement new traffic management technology will focus on the following projects:</p> <ul style="list-style-type: none"> <li>• Installation of additional connected vehicle devices on major corridors</li> <li>• Installation of additional CCTV cameras for traffic monitoring</li> <li>• Increasing the number of intersections evaluated by the <i>Automated Traffic Signal Performance Measures (ATSPMs)</i> monitoring system.</li> </ul>		<table border="1"> <thead> <tr> <th>Corridor Travel Time Goals</th> <th>Actual Travel Time</th> </tr> </thead> <tbody> <tr> <td>NB Cooper St. (Turner-Warnell Rd. to IH-30) 21:09 (+/- 2 min 7 sec)</td> <td></td> </tr> <tr> <td>SB Cooper St. (IH-30 to Turner-Warnell Rd.) 21:04 (+/- 2 min 6 sec)</td> <td></td> </tr> <tr> <td>NB Collins St. (S. Green Oaks Blvd. to N. Green Oaks Blvd.) 19:28 (+/- 1 min 58 sec)</td> <td></td> </tr> <tr> <td>SB Collins St. (S. Green Oaks Blvd. to N. Green Oaks Blvd.) 19:34 (+/- 1 min 57 sec)</td> <td></td> </tr> <tr> <td>EB Division St. (Bowen Rd. to SH-360) 10:24 (+/- 1 min 2 sec)</td> <td></td> </tr> <tr> <td>WB Division St. (Bowen Rd. to SH-360) 10:52 (+/- 1 min 5 sec)</td> <td></td> </tr> <tr> <td>EB Pioneer Pkwy. (Green Oaks Blvd. to SH-360) 13:49 (+/- 1 min 23 sec)</td> <td></td> </tr> <tr> <td>WB Pioneer Pkwy (SH-360 to Green Oaks Blvd.) 14:12 (+/- 1 min 25 sec)</td> <td></td> </tr> <tr> <td>NB Cooper St. (Turner-Warnell Rd. to IH-30) 21:09 (+/- 2 min 7 sec)</td> <td></td> </tr> </tbody> </table>		Corridor Travel Time Goals	Actual Travel Time	NB Cooper St. (Turner-Warnell Rd. to IH-30) 21:09 (+/- 2 min 7 sec)		SB Cooper St. (IH-30 to Turner-Warnell Rd.) 21:04 (+/- 2 min 6 sec)		NB Collins St. (S. Green Oaks Blvd. to N. Green Oaks Blvd.) 19:28 (+/- 1 min 58 sec)		SB Collins St. (S. Green Oaks Blvd. to N. Green Oaks Blvd.) 19:34 (+/- 1 min 57 sec)		EB Division St. (Bowen Rd. to SH-360) 10:24 (+/- 1 min 2 sec)		WB Division St. (Bowen Rd. to SH-360) 10:52 (+/- 1 min 5 sec)		EB Pioneer Pkwy. (Green Oaks Blvd. to SH-360) 13:49 (+/- 1 min 23 sec)		WB Pioneer Pkwy (SH-360 to Green Oaks Blvd.) 14:12 (+/- 1 min 25 sec)		NB Cooper St. (Turner-Warnell Rd. to IH-30) 21:09 (+/- 2 min 7 sec)	
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Project		Performance Measure(s)	Department(s)																		
PTW 1.2.4	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>Status</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>Update Studio Control Room</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Update Studio Set</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	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%	Update Studio Control Room	3 <sup>rd</sup> Qtr. FY 2022		Update Studio Set	3 <sup>rd</sup> Qtr. FY 2022	
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Goal 1: Ensure Availability of Information, Programs, and City Services																					
Objective 2: Implement New Technology																					
Project		Performance Measure(s)	Department(s)																		
PTW 1.2.5	CodeRED Citizen Notification Tool		Communication & Legislative Affairs and Information Technology																		
<p><u>Summary:</u></p> <p>The Departments of Communication and Legislative Affairs and Information Technology are working together to implement a new citizen notification tool to better communicate directly to residents. This tool is in addition to the work that the Office of Communication and other departments are already doing to connect with their customers and Arlington residents.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Contract with a Citizen Notification Tool</td> <td>2<sup>nd</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Create a Standard Operating Procedure on how to use CodeRED</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Train Department Directors and Key Staff on how to use CodeRED</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Utilize CodeRED to communicate to residents</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>100%</td> </tr> </tbody> </table>		Milestone	Target Date	Status	Contract with a Citizen Notification Tool	2 <sup>nd</sup> Qtr. FY 2021	100%	Create a Standard Operating Procedure on how to use CodeRED	4 <sup>th</sup> Qtr. FY 2021	100%	Train Department Directors and Key Staff on how to use CodeRED	4 <sup>th</sup> Qtr. FY 2021	100%	Utilize CodeRED to communicate to residents	4 <sup>th</sup> Qtr. FY 2021	100%			
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# Business Plan

Put Technology to Work			
Goal 1: Ensure Availability of Information, Programs, and City Services			
Objective 2: Implement New Technology			
Project		Performance Measure(s)	Department(s)
PTW 1.2.6	Enterprise IT Project (FY 2022) – Electronic Dashboards for Police	Project Completion	Information Technology and Police
<p><u>Summary:</u></p> <p>This project will identify and acquire a solution that will ingest/analyze data from the sources listed above and others to provide dashboards and reporting tools to APD. This solution will</p> <ul style="list-style-type: none"> <li>• Connect to multiple active data sources</li> <li>• Monitor data sources and provide alerts</li> <li>• End-user friendly allowing simple configuration of dashboards, and</li> <li>• Allow for separation of APD data from City data.</li> </ul> <p>APD is a client of Tyler Technologies unitizing their Records Management System. During the pandemic, Tyler offered one of their projects, Socrata, to cities and agencies free for dashboarding and tracking of COVID-19 issues (Tyler acquired Socrata – a data analytics and storage system in 2018). APD is in the process of implementing Socrata for use in their COVID-19 reports and dashboards.</p>			

# Business Plan

Put Technology to Work																		
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Project		Performance Measure(s)	Department(s)															
PTW 1.2.7	Phase II ILS Platform Implementation	Complete Milestones	Library															
<p><u>Summary:</u></p> <p>In FY 2021, an in-depth study was conducted of the Library's current integrated library system (ILS) platform to consider improvement opportunities and possible challenges. The ILS platform handles all the core business processing for the Library, including circulation, inventory control, catalog, and customer account management. Phase I research included working in concert with the two cooperative library partners (Mansfield Public Library and Kennedale Public Library) and City IT staff. Phase II will formalize and implement the outcome of the (ILS) platform research project completed in FY 2021. Based on the results from Phase I, Library will review the structures and features of the ILS to ensure the integrity of data and implementation of applicable features, with a focus on extracting maximum value from the product implemented.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Review available ILS features (back end and front end) and determine applicability to Library.</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>Implement or modify functionality to improve efficiency and usability of staff client and public catalog.</td> <td>Mar. 2022</td> <td></td> </tr> <tr> <td>Review system structure of ILS to ensure proper integration of APL data with consortium partners. Initiate training of partner libraries to empower them to manage tasks related to their systems.</td> <td>June 2022</td> <td></td> </tr> <tr> <td>Review and clean up ILS data to ensure consistency and accuracy</td> <td>Sept. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Review available ILS features (back end and front end) and determine applicability to Library.	Dec. 2021		Implement or modify functionality to improve efficiency and usability of staff client and public catalog.	Mar. 2022		Review system structure of ILS to ensure proper integration of APL data with consortium partners. Initiate training of partner libraries to empower them to manage tasks related to their systems.	June 2022		Review and clean up ILS data to ensure consistency and accuracy	Sept. 2022	
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Project		Performance Measure(s)	Department(s)																					
PTW 1.3.1	Post COVID-19 Jury Trial Implementation	In-Person Jury Trial Reimplementation	Municipal Court																					
<p><u>Summary:</u> The Texas Supreme Court and Office of Court Administration have issued Emergency orders and guidance to Courts in response to the COVID-19.</p> <p>In its Seventeenth Emergency Order Regarding the COVID-19 State of Disaster issued on May 27, the Supreme Court prohibited courts from holding jury proceedings, including jury selection or a jury trial, prior to August 1. This prohibition was extended and was lifted in the 36<sup>th</sup> Emergency order that lifted restrictions on in-person hearings and Jury trials but had to follow certain safety protocols.</p> <p>Over the past year, the Municipal Court has over 1,000 cases waiting to be scheduled for Jury Trial hearings. The Court will follow the Supreme Court's authority and OCA guidance in reimplementing in-person Jury Trials.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Incorporate Stakeholders (Judges, prosecutors, Clerks, and Bailiffs) into a Jury committee to create a Jury implementation Plan.</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Implement any physical/social distancing needs for courtrooms</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td></td> </tr> <tr> <td>Conduct Jury trial runs with limited dockets to create best practices.</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Highlight and promote Jury Trials reintegration with attorneys and defendants.</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Resume Jury trials increased capacity</td> <td>2<sup>nd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Reevaluate and Adjust</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Incorporate Stakeholders (Judges, prosecutors, Clerks, and Bailiffs) into a Jury committee to create a Jury implementation Plan.	4 <sup>th</sup> Qtr. FY 2021		Implement any physical/social distancing needs for courtrooms	4 <sup>th</sup> Qtr. FY 2021		Conduct Jury trial runs with limited dockets to create best practices.	1 <sup>st</sup> Qtr. FY 2022		Highlight and promote Jury Trials reintegration with attorneys and defendants.	1 <sup>st</sup> Qtr. FY 2022		Resume Jury trials increased capacity	2 <sup>nd</sup> Qtr. FY 2022		Reevaluate and Adjust	3 <sup>rd</sup> Qtr. FY 2022	
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Put Technology to Work			
Goal 1: Ensure Availability of Information, Programs, and City Services			
Objective 3: Increase Convenience for the Customer			
Project		Performance Measure(s)	Department(s)
PTW 1.3.2	Enterprise IT Project (FY 2022) – Inspection Scheduling Phase II	Project Completion	Information Technology and Planning & Development Services
<p><u>Summary:</u> Planning &amp; Development Services (PDS) would like to enhance the inspections process in AMANDA and arlingtonpermits.com (ap.com) by grouping inspections by phases, to provide a simplified, mobile-friendly view to enhance the overall customer experience.</p> <p>Enhancements would include collapsing, adding or renaming inspections in AMANDA to minimize the number of categories in the customer viewing list and auto-populate certain minimum required inspections in Residential Permits (RP), Commercial Permits (CP) and trade permits (Mechanical, Electrical and Plumbing).</p>			

# Business Plan

Put Technology to Work			
Goal 1: Ensure Availability of Information, Programs, and City Services			
Objective 3: Increase Convenience for the Customer			
Project		Performance Measure(s)	Department(s)
PTW 1.3.3	Enterprise IT Project (FY 2022) – Citizen Reporting Tool Replacement	Project Completion	Information Technology and Communication & Legislative Affairs
<p><u>Summary:</u></p> <p>Support for the City’s citizen reporting mobile application, Ask Arlington, will be dropped by the vendor, Accela, sometime in 2021 (we have not been provided a specific date). This project is to replace the Ask Arlington app with a new mobile application that is usable on Apple and Android devices and provide web platform and texting capabilities. The tool will interface with the City’s existing applications that the Action Center (AC) agents utilize for their daily business operations.</p>			

# Business Plan

## Put Technology to Work

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

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

Project		Performance Measure(s)	Department(s)																																	
PTW 1.3.4	Enhanced Interactive Development Process Guide	Project Completion	Planning & Development Services																																	
<p><u>Summary:</u></p> <p>With the changes that happened in the last few years concerning technology and COVID-19 restrictions, all permitting activity is now online. Many of our customers can conduct business with the City at the tips of their fingers and in the convenience of their homes/offices. However, we still receive several phone calls regarding how to move through the permitting process. Our staff are always willing and able to help these customers.</p> <p>Currently, we have technical bulletins and short videos in different locations across our website. However, there still seems to be a disconnect with our customers and these resources. With the Interactive Development Process Guide, we plan to bring all the how-to videos for each process together in a very streamlined process flowchart thereby making it more easily available on google searches so that our customers can get to the specific item they are looking for. We will seek input from our customers and DRT concerning what would be most helpful. We will also be seeking guidance from OOC both on which tools to utilize for the website and for the shooting/editing of some of our how-to videos and interviews.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Department brainstorming session</td> <td>Aug. 2021</td> <td></td> </tr> <tr> <td>Seek input from development customers on permitting process</td> <td>Sept. 2021</td> <td></td> </tr> <tr> <td>CMO update on the permitting DRAFT</td> <td>Nov. 2021</td> <td></td> </tr> <tr> <td>Seek input from health services customers</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>CMO update on the health DRAFT</td> <td>Mar. 2022</td> <td></td> </tr> <tr> <td>Seek input from contracting customers on inspections</td> <td>Apr. 2022</td> <td></td> </tr> <tr> <td>CMO update on the inspections DRAFT</td> <td>June 2022</td> <td></td> </tr> <tr> <td>Seek input from land development customers</td> <td>July 2022</td> <td></td> </tr> <tr> <td>CMO update on the land development DRAFT</td> <td>Sept. 2022</td> <td></td> </tr> <tr> <td>Overall update to Council</td> <td>Oct. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Department brainstorming session	Aug. 2021		Seek input from development customers on permitting process	Sept. 2021		CMO update on the permitting DRAFT	Nov. 2021		Seek input from health services customers	Dec. 2021		CMO update on the health DRAFT	Mar. 2022		Seek input from contracting customers on inspections	Apr. 2022		CMO update on the inspections DRAFT	June 2022		Seek input from land development customers	July 2022		CMO update on the land development DRAFT	Sept. 2022		Overall update to Council	Oct. 2022	
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# Business Plan

Put Technology to Work Scorecard						
Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
IT	System Availability	File server availability	99.99%	100%	99%	99%
IT		GIS system availability	99.9%	99.99%	98.6%	99%
IT		Network uptime	99.72%	99.88%	99%	99%
IT		Website availability	99.9%	99.81%	98.3%	99%
IT		Amanda availability	99.9%	99.85%	98.6%	99%
IT		Kronos availability	99.9%	99.99%	98.6%	99%
IT			Email Phishing/Snag Rate	2.46%	3%	2%
Library	Technology	Circulation through ELaRC Chromebook Kits	New Measure in FY 2022			1,800
OSI		Datasets or Interactive Web Maps Published [reported annually]	New Measure in FY 2020	6	5	5
OSI		Open Data Portal Users	New Measure in FY 2020	10,453	2,400	16,000
Parks		% of online registrations	15.1%	42%	18%	18%
Parks		Total website sessions (naturallyfun.org)	364,157	323,282	300,000	300,000
CLA	Social Media	Increase YouTube views to reach 3,000,000 views per year	3,570,801	3,678,224	2,500,000	3,000,000
CLA		Increase Social Media Followers - FaceBook, Instagram, and Twitter [reported quarterly]	18%	12%	10%	25%
CLA		Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 518,623 visits)	(11%)	427%	50%	20%
CLA		Ask Arlington App Downloads – based on percent of population	1%	1%	1%	5%
CLA		Ask Arlington App Satisfaction – Number of 5-star ratings	1,032	336	500	500
Parks			Total impressions (APRD main Twitter/FB profiles) in millions	6.137	7.18	7

# Business Plan

## Support Youth and Families

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

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

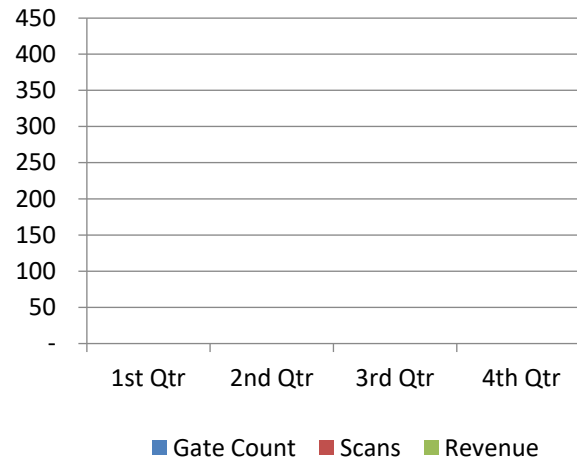
Project		Performance Measure(s)	Department(s)
SYF 1.1.1	AISD Natatorium Partnership	<ul style="list-style-type: none"> <li>Percent of classes filled</li> <li>Customers Served</li> <li>Overall satisfaction with programs and facilities</li> </ul>	Parks & Recreation

Summary:

In partnership with the AISD, the City of Arlington produced an aquatics facility equipped with a 50-meter pool, a diving area, 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**



## 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	Coordinate with United Way to Improve 211 Outreach and Referrals in Arlington	Number of 211 calls and referrals from Arlington residents	Office of Strategic Initiatives

Summary:

City staff will work with United Way Arlington to improve the 211 Information and Referral hotline for Arlington residents. Improvements will include:

- increased number of providers in the 211 database that serve Arlington residents;
- improved quality and accuracy of the database resources;
- increased number of Arlington residents using the 211 system for assistance; and
- increased number of callers from Arlington receiving referral matches.

Milestone	Estimated Completion	Actual Completion
UWA will include 211 improvements in their PY21 Work Plan	May 2021	
City's CDBG agreement with UWA will include 211 improvement metrics	June 2021	
UWA Program Year Begins	July 2021	
Track and report metrics on a quarterly basis	July 2021 – June 2022	

# 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 1.1.3	CARES Act Funding – City support of non-profit response to COVID-19	Persons served and grant expenditures by program	Office of Strategic Initiatives															
<p><u>Summary:</u></p> <p>The City will track the progress of CDBG CARES Act funds for each non-profit to determine the number of clients served by type of service, demographics of persons served, and expenditure rates.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>CARES Act CDBG agreements signed with local non-profits</td> <td>May 2020 – July 2021</td> <td>Ongoing</td> </tr> <tr> <td>Quarterly Reporting of Persons served and Demographics</td> <td>Quarterly starting June 2021</td> <td></td> </tr> <tr> <td>Quarterly Reporting of Expenditures</td> <td>Quarterly starting June 2021</td> <td></td> </tr> <tr> <td>Annual Reporting in CAPER</td> <td>Sept. 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	CARES Act CDBG agreements signed with local non-profits	May 2020 – July 2021	Ongoing	Quarterly Reporting of Persons served and Demographics	Quarterly starting June 2021		Quarterly Reporting of Expenditures	Quarterly starting June 2021		Annual Reporting in CAPER	Sept. 2021	
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Goal 1: Partner with Local Organizations to Educate and Mentor																		
Objective 2: Retain Arlington Graduates and Improve Department Recruitment Pools																		
Project		Performance Measure(s)	Department(s)															
SYF 1.2.1	Arlington Urban Design Center (AUDC)	Number of projects completed	Office of Strategic Initiatives															
<p><u>Summary:</u></p> <p>The Arlington Urban Design Center, a partnership between the University of Texas at Arlington and the City of Arlington, opened in June 2009. The Design Center provides conceptual renderings to businesses and neighborhoods in Arlington free of charge. Since 2009, the Design Center has completed over 420 projects and has employed 59 interns. OSI anticipates completing an average of 6 projects per quarter.</p>																		



# Business Plan

## Support Youth and Families Scorecard

Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Library	Satisfaction Ratings	Citizen satisfaction with overall library services [annual survey]	92%	96%	99%	95%
Library		Overall Library facility satisfaction rating (excellent)	93%	88%	85%	80%
Library	Library Usage	Visits per capita [reported quarterly]	2.9	1.5	3.5	3.5
Library		% of total registered borrowers with account activity in the last 12 months [measured quarterly]	25%	32%	40%	40%
Library		Recruitment of ELA, ABE, HIS students [measured quarterly]	New Measure in FY 2021		475	475
Library		Retention of ELA, ABE, HIS students (students achieve 40 hours of classes) [measured quarterly]	New Measure in FY 2021		200	225
Library	Library Materials	Library materials per capita [reported quarterly]	1.4	1.4	1.8	1.8
Library		Circulation per capita [reported quarterly]	5.6	5.4	5.5	5.5
Library		Circulation of Digital materials	238,758	405,972	250,000	262,500
Library		Circulation of Physical materials	1,817,747	1,817,747	1,393,270	1,850,000
Fire	Mentoring	AISD Fire Academy Completion Rates [reported at end of school year]	100%		94%	94%
OSI		Number of Arlington Urban Design Center Projects Completed	40	24	24	24
Police		Police Explorer Members	23	24	20	12
Police		New Police Athletic League (PAL) Participants [reported in summer months]	134		120	120
Police		Hometown Recruiting Students Enrolled in AISD	20	16	16	25
Police		Hometown Recruiting Students Enrolled in UTA	5	6	7	6
Police		Hometown Recruiting Students Enrolled in TCC	27	31	30	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

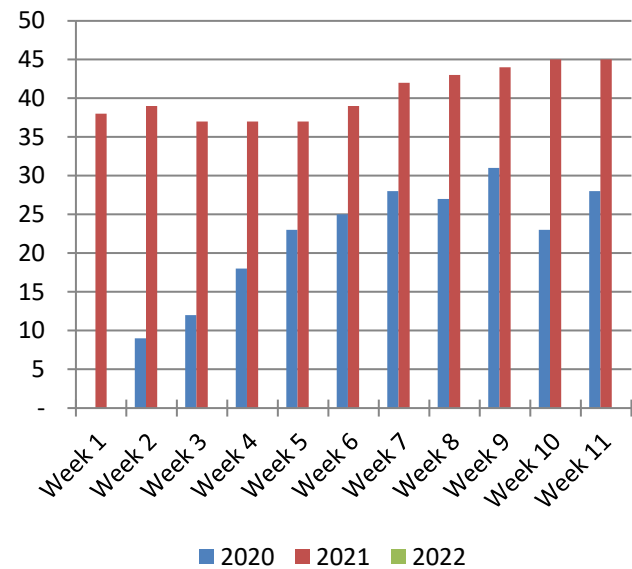
Project	Performance Measure(s)	Department(s)
Core CRE 1.1.1	<ul style="list-style-type: none"> <li>Number of participants</li> <li>Customer surveys</li> <li>Revenue generation to maintain the program</li> </ul>	Parks & Recreation

Summary:

The Parks and Recreation Department offers a weekly themed, full-day camp program for Arlington youth, ages 5-12. Campers enjoy games, crafts, swimming, field trips and much more. Lunch and an afternoon snack are provided. Camp Dream launched the summer of 2017 at Hugh Smith Recreation Center. Camp DREAM is aimed at children whose guardians are not financially able to afford the registration fee for such an activity.

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

**Camp DREAM 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	Active Adult Center	<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.

In April 2019, the City investigated alternative construction delivery methods for the project. A determination was made to proceed with a Request for Qualifications (RFQ) for a Construction Manager at Risk. However, with the onset of the COVID-19 pandemic, this RFQ was ultimately canceled.

In July 2019, the City issued an RFQ for Architectural/Engineering firms to design the new facility. Parkhill, Scott and Cooper were selected as the A/E firm for the project and began verification of the project program.

Milestone	Estimated Completion	Actual Completion
Initial Project Schedule/Development Phase	Jan. 2019	Jan. 2019
Architect/Engineer RFQ	July 2019	July 2019
Architect/Engineer RFQ	July 2019	July 2019
Architect/Engineer Selection Process	Oct. 2019	Dec. 2019
Council Approval of Architect Contract	Dec. 2019	Mar. 2020
CMAR approved delivery method to Council	Fall 2021	Jan. 2020
Finalize construction documents	Spring 2022	
Permit Process	Spring 2022	
Guaranteed Maximum Price to Council	Spring 2022	
Construction begins	Summer 2022	
Finalize selection of furniture and equipment	Fall 2023	
Construction complete	Winter 2024	

# Business Plan

## Culture/Recreation/Education

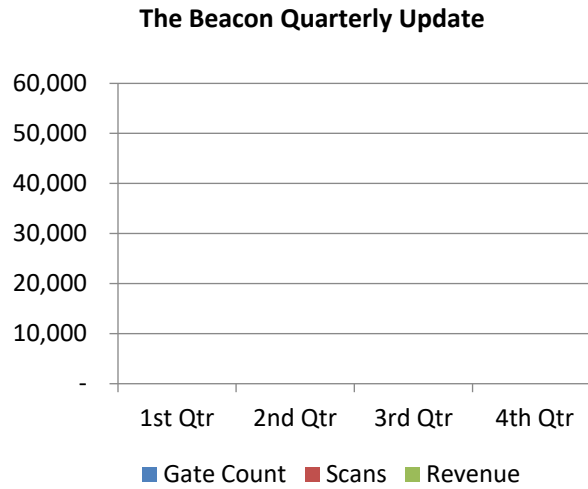
### Goal 1: Provide Activities, Educational Opportunities, and Services that Meet the Needs of the Community

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

Project		Performance Measure(s)	Department(s)
Core CRE 1.1.3	The Beacon	<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 Beacon is a new facility in Southeast Arlington. FY 2021 will be the first full year of operation for The Beacon. The facility will provide an opportunity for considerable expansion to the already high level of center programming offered by the Parks and Recreation Department. The Beacon will offer private rentals and a variety of year-round programs such as fitness classes, league play, party services, summer camp, after school activities, and fine arts classes.



# Business Plan

## Culture/Recreation/Education

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

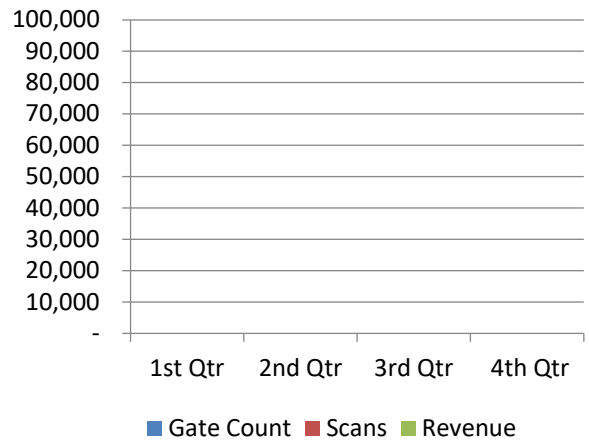
#### Objective 1: Develop and Implement Programming Based on the Needs of the Community

Project		Performance Measure(s)	Department(s)
Core CRE 1.1.4	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 will be the first full year of operation for EAST. The facility will provide an opportunity for considerable expansion to the already high level of center programming offered by the Parks and Recreation Department. The EAST is a unique facility because it is the only center in the system with an indoor pool and a partnership with Library services. It will offer private rentals and a variety of year-round programs such as fitness classes, party services, summer camp, after school activities, fine arts classes, and a full range of aquatics programming.

**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 1.1.5	<ul style="list-style-type: none"> <li># of passport sessions</li> <li># of passport applications</li> <li>Activity based revenue generated</li> </ul>	Library

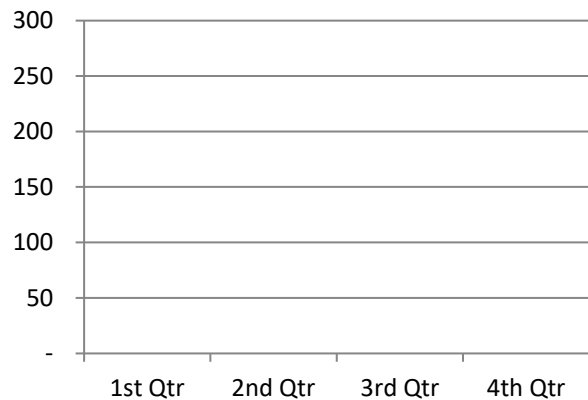
**Summary:**

In FY 2020, the George W. Hawkes Downtown Arlington Public Library received pre-approval from the U. S. Department of State Password Services to serve as a Passport Acceptance Facility. In FY 2022, the library will implement and market the new service.

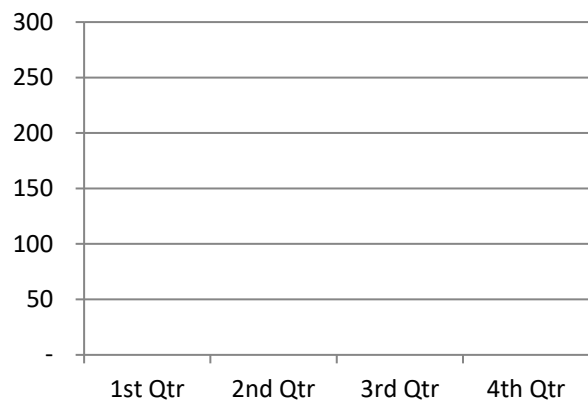
The application process includes accepting in-person applications, submitting the paperwork for approval to the correct entities, monitoring and tracking documents regularly, and providing photographs when requested. A processing fee and photo fee, if requested, will be paid by the applicant generating new library revenue. Trained and certified Library staff will work in concert with the passport agency's assigned Passport Customer Service Manager.

Once implemented, this service will provide the community with quick and convenient access to obtaining a passport, even during evenings and weekends. This new project will complement and enhance the services already provided by other local sources such as the U. S. Post Office and the Tarrant County Sub-Courthouse. This new value-added service will also bring new people to the library, providing the serendipitous opportunity to learn about other services at their library that can meet their needs.

**Passport Sessions**



**Passport Applicants Processed**



# Business Plan

## Culture/Recreation/Education

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

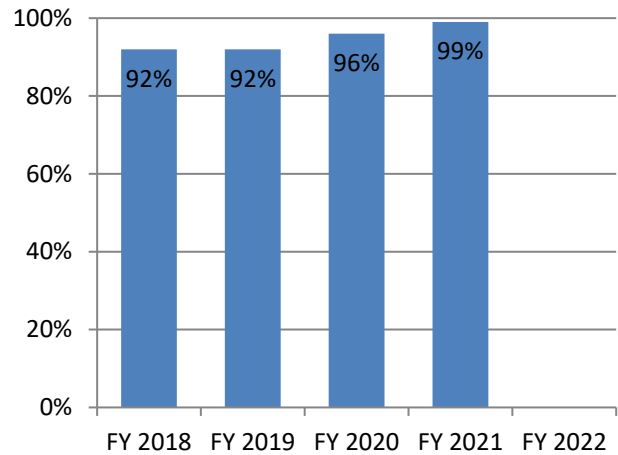
#### Objective 1: Develop and Implement Programming Based on the Needs of the Community

Project		Performance Measure(s)	Department(s)
Core CRE 1.1.6	Implement Library Three-Year Strategic Plan	Citizen satisfaction with overall library services	Library

Summary:

The Strategic Plan is designed to position the Library as a relevant public service organization incorporating services and programs to improve the quality of life of Arlington residents and library users for the next three years. A comprehensive approach and communication strategies will inform and involve all levels of the library team to support a unified direction and gain the support of the guiding initiatives outlined in the new plan. The Library will utilize various channels to brand and communicate the new strategic plan to elevate the library's presence and visibility to the community. Initiatives undertaken to support this project will include alignment with Council priorities, Library Advisory Board input, staff and leadership feedback and community engagement. The strategic plan goals aim to create places and experiences for our users and to make meaningful connections through engagement and partnerships in our community.

**Library Services Overall Rating  
Citizen Satisfaction Survey**



# Business Plan

Culture/Recreation/Education Scorecard							
Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	
Parks	Citizen Survey	Citizen satisfaction with quality of park and recreation programs and classes [annual survey]	87%	85%	89%	90%	
Parks		Quality of programs and services [reported quarterly]	94%	96%	95%	95%	
Parks		Quality of facilities [reported quarterly]	91%	91%	95%	95%	
Parks	Program Participation	Participation in programs and classes [reported quarterly]	150,617	111,099	100,000	150,000	
Parks		Camp Participation [reported quarterly]	6,159	1,620	3,000	5,000	
Parks		Swim Lesson Participation [reported quarterly]	2,375	1,032	4,000	3,500	
Parks		Outdoor Pool Admissions	105,224	50,180	60,000	100,000	
Parks		Rounds of golf played	61,285	110,138	123,500	123,000	
Parks		Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	14,783	10,598	12,000	14,000	
Parks		Number of unplayable golf days (Mon-Thurs)	55	57	46	33	
Parks		Number of unplayable golf days (Fri-Sun/Holidays)	44	26	26.5	25	
Parks		Recreation Memberships Sold – Gold Package	New Measure in FY 2022				6,600
Parks		Recreation Memberships Sold – Green Package	New Measure in FY 2022				13,200
Parks		Recreation Memberships Sold – Blue Package	New Measure in FY 2022				4,400



# 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	Worker's Compensation Claims Audit	Completion of Final Report	Human Resources																		
<p><u>Summary:</u></p> <p>The City contracts with a third-party claims administrator; Abercrombie, Simmons &amp; Gillette (AS&amp;G), for worker's compensation (WC), liability and subrogation. During FY 2022, Human Resources will be performing an audit of worker's compensation claims to ensure effective claims handling. Timely investigation and resolution, compliance with appropriate statutes/ordinances, and measures taken to maximize excess/subrogation recoveries are some aspects the audit will review. The audit process is expected to start in May 2022.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Selection of claims for audit</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Review of claim files by auditor(s)</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Draft audit report submitted to HR</td> <td>4<sup>th</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Claim audit report finalized</td> <td>4<sup>th</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Final audit report reviewed with TPA</td> <td>4<sup>th</sup> Qtr. FY 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Selection of claims for audit	3 <sup>rd</sup> Qtr. FY 2022		Review of claim files by auditor(s)	3 <sup>rd</sup> Qtr. FY 2022		Draft audit report submitted to HR	4 <sup>th</sup> Qtr. FY 2022		Claim audit report finalized	4 <sup>th</sup> Qtr. FY 2022		Final audit report reviewed with TPA	4 <sup>th</sup> Qtr. FY 2022	
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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	Internal Engineering Services for Water Utilities	Design 30,000 Linear Feet in FY 2022	Water Utilities												
<p><u>Summary:</u></p> <p>The City of Arlington Water Utilities has historically outsourced design phase services to private professional engineering firms. It has been determined that utilizing internal engineering staff for design of specific projects would result in a lower design cost per foot of water and/or sanitary sewer lines. In FY 2014, Water Utilities began performing design utilizing internal engineering staff. The projects proposed for the internal design team consist of small diameter water and sanitary renewal projects.</p>		<p style="text-align: center;"><b>Linear Feet Designed</b></p> <table border="1"> <caption>Data for Linear Feet Designed</caption> <thead> <tr> <th>Category</th> <th>Linear Feet</th> </tr> </thead> <tbody> <tr> <td>FY 2022 Total</td> <td>30,000</td> </tr> <tr> <td>1st Qtr</td> <td>0</td> </tr> <tr> <td>2nd Qtr</td> <td>0</td> </tr> <tr> <td>3rd Qtr</td> <td>0</td> </tr> <tr> <td>4th Qtr</td> <td>0</td> </tr> </tbody> </table>		Category	Linear Feet	FY 2022 Total	30,000	1st Qtr	0	2nd Qtr	0	3rd Qtr	0	4th Qtr	0
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# Business Plan

## Financial/Economic Development

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

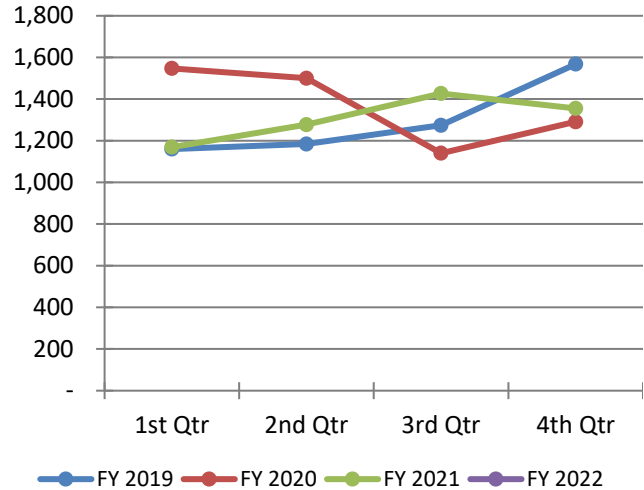
#### Objective 2: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	Department(s)
Core FED 1.2.2	Open Records Requests/Intergovernmental Agency Requests	<ul style="list-style-type: none"> <li>Number of Open Records Requests</li> <li>Number of Intergovernmental agency requests</li> </ul>	Police

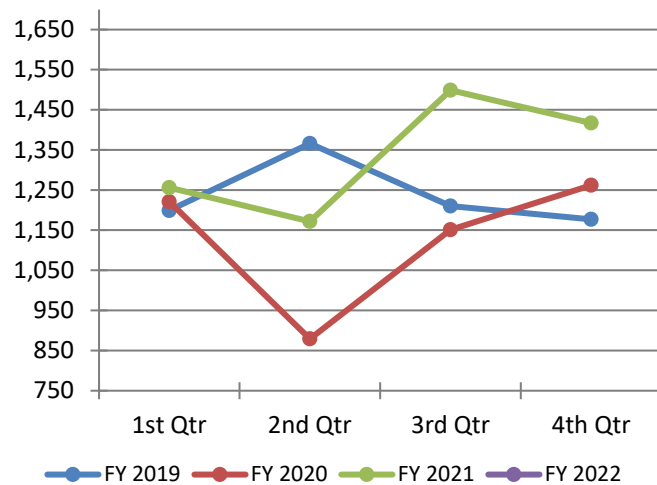
**Summary:**

The Records Services Unit serves as the repository for the official records that document the activity of the Police Department. The Texas Public Information Act is a state law that gives any person the right to submit a written request asking for any document related to official city business. The department handles both ORR (Open Record Requests) from the public and IRR (Inter-Agency Record Requests) from other law enforcement agencies or segments of the criminal justice system. The department must provide a response within 10 business days regarding the status of a request, including if it was submitted to the Attorney General to rule whether or not the material is exempt from disclosure. The department continues to look for ways to expedite information for citizens when possible, in an attempt to provide information publicly without waiting for a specific request.

**Number of Open Record Requests**



**Number of Interagency Record Requests**



# Business Plan

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	Workers' Compensation Network Analysis	Completed Analysis	Human Resources																					
<p><u>Summary:</u></p> <p>The City may be able to recognize cost savings by establishing its own workers' compensation network in accordance with Texas Labor Code allows a political subdivision to either enter interlocal agreements with other political subdivisions to establish or join workers' compensation networks, by directly contracting with health care providers. The potential exists for overall reduced costs due to better utilization statistics and better control over medical expenses.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Assess available options</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>Completed</td> </tr> <tr> <td>Review TDI 2020 Network Report Scorecard for Existing Network performance</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>Completed</td> </tr> <tr> <td>Review of existing claim data against current vendors networks</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>Completed</td> </tr> <tr> <td>Conduct Cost/Benefit Analysis</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>In Progress</td> </tr> <tr> <td>Present findings to CMO during Comprehensive Financial Forecast</td> <td>2<sup>nd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Evaluate Next Steps</td> <td>2<sup>nd</sup> Qtr. FY 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Assess available options	1 <sup>st</sup> Qtr. FY 2021	Completed	Review TDI 2020 Network Report Scorecard for Existing Network performance	1 <sup>st</sup> Qtr. FY 2021	Completed	Review of existing claim data against current vendors networks	1 <sup>st</sup> Qtr. FY 2021	Completed	Conduct Cost/Benefit Analysis	4 <sup>th</sup> Qtr. FY 2021	In Progress	Present findings to CMO during Comprehensive Financial Forecast	2 <sup>nd</sup> Qtr. FY 2022		Evaluate Next Steps	2 <sup>nd</sup> Qtr. FY 2022	
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Financial/Economic Development																								
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Objective 3: Seek New or Alternative Funding Sources																								
Project		Performance Measure(s)	Department(s)																					
Core FED 1.3.2	Homeplate Restaurant and Banquet Facility at Texas Ranger Golf Course	<ul style="list-style-type: none"> <li>Percent Cost Recovery</li> <li>Gross Revenue Generated</li> </ul>	Parks & Recreation																					
<p><u>Summary:</u></p> <p>Home Plate opened to the public March 8, 2021. FY 2022 will be the facilities first full year in operation. Goals include overcoming operational hurdles and focusing full-service hours in the restaurant and event space.</p>		<table border="1"> <thead> <tr> <th colspan="3">Performance</th> </tr> <tr> <th></th> <th>Gross Revenue</th> <th>% Cost Recovery</th> </tr> </thead> <tbody> <tr> <td>1<sup>st</sup> Qtr.</td> <td></td> <td></td> </tr> <tr> <td>2<sup>nd</sup> Qtr.</td> <td></td> <td></td> </tr> <tr> <td>3<sup>rd</sup> Qtr.</td> <td></td> <td></td> </tr> <tr> <td>4<sup>th</sup> Qtr.</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> </tr> </tbody> </table>		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.			Total		
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# Business Plan

## 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 1.3.3	Rental and Lake Services – APARD Special Event Permit Application	<ul style="list-style-type: none"> <li>Number of Special Events Applications processed</li> <li>Number of applications approved</li> <li>Rental &amp; lease revenue generated</li> </ul>	Parks & Recreation																											
<p><u>Summary:</u></p> <p>The Rental and Lake Services (R&amp;LS) Division receives many requests to host special events in our park system from outside organizations. These events include fundraising and community type events, but do not reach the attendance numbers to warrant the City’s Special Event Application. To streamline the process and recover administrative costs associated with processing such requests, R&amp;LS will create the Arlington Parks and Recreation Department (APARD) Special Event Permit Application to process events meeting certain criteria.</p> <p>Application creation process will include:</p> <ul style="list-style-type: none"> <li>Establish fees for the processing of the Special Event Application.</li> <li>Establish special event parameters that would warrant an APARD Special Event Application requirement.</li> <li>Develop the process for application submission, payment of fees, application review, and notification for approval or rejection.</li> <li>Creation of the document with City Attorney’s Office approval.</li> </ul>		<table border="1"> <thead> <tr> <th>Description</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Establish fee structure for Special Event Permit Application</td> <td>Oct. 2021</td> <td></td> </tr> <tr> <td>Develop application template</td> <td>Oct. 2021</td> <td></td> </tr> <tr> <td>Establish special event parameters for the application process</td> <td>Nov. 2021</td> <td></td> </tr> <tr> <td>Review and approval process development</td> <td>Nov. 2021</td> <td></td> </tr> <tr> <td>Develop communication process for necessary internal &amp; external stakeholders.</td> <td>Nov. 2021</td> <td></td> </tr> <tr> <td>City Attorney’s Office approval</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>Institute Special Event Permit Application process.</td> <td>Jan. 2022</td> <td></td> </tr> <tr> <td>Track number of permit applications submitted</td> <td>Ongoing</td> <td></td> </tr> </tbody> </table>		Description	Estimated Completion	Actual Completion	Establish fee structure for Special Event Permit Application	Oct. 2021		Develop application template	Oct. 2021		Establish special event parameters for the application process	Nov. 2021		Review and approval process development	Nov. 2021		Develop communication process for necessary internal & external stakeholders.	Nov. 2021		City Attorney’s Office approval	Dec. 2021		Institute Special Event Permit Application process.	Jan. 2022		Track number of permit applications submitted	Ongoing	
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# Business Plan

Financial/Economic Development																					
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Objective 3: Seek New or Alternative Funding Sources																					
Project		Performance Measure(s)	Department(s)																		
Core FED 1.3.4	Procurement of Legislative Consultant		Communication & Legislative Affairs																		
<p><u>Summary:</u></p> <p>The Office of Intergovernmental Relations 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>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Evaluate federal legislative consultant</td> <td>4<sup>th</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Contract with federal legislative consultant</td> <td>1<sup>st</sup> Qtr. FY 2023</td> <td></td> </tr> <tr> <td>Evaluate state legislative consultant and open RFQ</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Review RFQ applicants and present potential candidates to Council</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Contract with state legislative consultant</td> <td>1<sup>st</sup> Qtr. FY 2023</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Evaluate federal legislative consultant	4 <sup>th</sup> Qtr. FY 2022		Contract with federal legislative consultant	1 <sup>st</sup> Qtr. FY 2023		Evaluate state legislative consultant and open RFQ	3 <sup>rd</sup> Qtr. FY 2022		Review RFQ applicants and present potential candidates to Council	3 <sup>rd</sup> Qtr. FY 2022		Contract with state legislative consultant	1 <sup>st</sup> Qtr. FY 2023	
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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 2.1.1	Organizational Succession Planning	Phase III: Expansion of Implementation FY 2022	Human Resources

Summary:

Succession planning is one of the most important HR strategic processes. It identifies key roles and mapping out ways to ensure the city has the right people with the right skills, capabilities, and experiences, in the right place at the right time. The FY 2020 plan was to establish and implement a city-wide succession plan. However, as the team worked through the process, it was determined that a city-wide launch was not the best rollout of the program as there were too many aspects of the process that needed to be established before a city-wide implementation.

The Human Resources shifted from the original plan to focus on establishing the process and implementation of a succession plan in the HR department first, to allow the team the opportunity to work out all the nuances of the process.

In FY 2020, Human Resources established the protocol and process to implement and sustain an Organizational Succession Plan for the City of Arlington

Milestone	Estimated Completion	Status
Identify key milestones of the process	1 <sup>st</sup> Qtr. FY 2021	Complete
Assessments of HR Employees for Succession pipeline	2 <sup>nd</sup> Qtr. FY 2021	In Progress
Launch Growth Wall	2 <sup>nd</sup> Qtr. FY 2021	Complete
Guided performance / coaching discussions document (field guide)	2 <sup>nd</sup> Qtr. FY 2021	Complete
Selection of Succession Candidates	3 <sup>rd</sup> Qtr. FY 2021	In Progress
Begin Succession activities / mentorship etc.	3 <sup>rd</sup> Qtr. FY 2021	In Progress
OD holds one-on-one Quarterly Check-in on IDPs for HR employees	3 <sup>rd</sup> Qtr. FY 2021	In Progress
Review of program success: Review and Adapt	4 <sup>th</sup> Qtr. FY 2021	In Progress
Identify initial departments for FY 2022 Launch	1 <sup>st</sup> Qtr. FY 2022	In Progress
Evaluate programmatic measures from initial launch and recalibrate as needed for remaining departments	2 <sup>nd</sup> Qtr. FY 2022	In Progress
Launch Succession Planning Citywide	3 <sup>rd</sup> /4 <sup>th</sup> Qtr. FY 2022	

# 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	Comprehensive Learning and Development Program	<ul style="list-style-type: none"> <li>Participant numbers</li> <li>Participant feedback</li> </ul>	Human Resources																											
<p><u>Summary:</u></p> <p>Organizational development is a key layer to different aspects of the Human Resources fabric. The comprehensive view of employee training is broken into phases. In FY 2020, COVID-19 interrupted the training plan because much of the Organizational Development team had to shift its focus on developing communication pieces for the pandemic.</p> <p>The Organizational Development team revisited the training plan and reworked the comprehensive plan to align with the changes in the workplace, staffing levels, emerging needs, and changes in the philosophy of how learning and development is offered.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Supervisor Series Completion</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Finalize the FY2021 Training Plan</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Present New Learning Focus and Direction</td> <td>2<sup>nd</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Implement/Deliver New Learning Plan</td> <td>2<sup>nd</sup> – 4<sup>th</sup> Qtr. FY 2021</td> <td>In Progress</td> </tr> <tr> <td>Annual Sexual Harassment Training</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Annual Ethics Training</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td>In Progress</td> </tr> <tr> <td>Annual PII Training</td> <td>TBD</td> <td></td> </tr> <tr> <td>AEEP Refresh and Preview</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td>Launch 11/10/2021</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Supervisor Series Completion	1 <sup>st</sup> Qtr. FY 2021	Complete	Finalize the FY2021 Training Plan	1 <sup>st</sup> Qtr. FY 2021	Complete	Present New Learning Focus and Direction	2 <sup>nd</sup> Qtr. FY 2021	Complete	Implement/Deliver New Learning Plan	2 <sup>nd</sup> – 4 <sup>th</sup> Qtr. FY 2021	In Progress	Annual Sexual Harassment Training	3 <sup>rd</sup> Qtr. FY 2021	Complete	Annual Ethics Training	1 <sup>st</sup> Qtr. FY 2022	In Progress	Annual PII Training	TBD		AEEP Refresh and Preview	1 <sup>st</sup> Qtr. FY 2022	Launch 11/10/2021
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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 2.1.3	Communication and Workforce Engagement	Completion of Milestones	Human Resources															
<p><u>Summary:</u></p> <p>In the past two years, the Human Resources had a goal to play a more central role in communicating HR information, and providing integrated resources, to employees with a focus on customer service excellence. The Human Resources rebrand was Phase I of this plan.</p> <p>The next phase is for Human Resources to establish a palette of communication channels, specifically for our internal customers, that will highlight important information for employees to know and engage with; provide situationally-based communications regarding programs and policies that specifically affect employees; and provide access to an organized, easy to access platforms. Items related to this are noted in the Milestone section.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>HR Portal Redesign</td> <td>2<sup>nd</sup> Qtr. FY 2021</td> <td>Complete/Ongoing</td> </tr> <tr> <td>HR Interactive Newsletter</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>In Progress</td> </tr> <tr> <td>HR Employee Podcast</td> <td>3<sup>rd</sup>/4<sup>th</sup> Qtr. FY 2021</td> <td>In Progress</td> </tr> <tr> <td>Integrated Employee Communications</td> <td>Ongoing</td> <td>Ongoing</td> </tr> </tbody> </table>		Milestone	Target Date	Status	HR Portal Redesign	2 <sup>nd</sup> Qtr. FY 2021	Complete/Ongoing	HR Interactive Newsletter	3 <sup>rd</sup> Qtr. FY 2021	In Progress	HR Employee Podcast	3 <sup>rd</sup> /4 <sup>th</sup> Qtr. FY 2021	In Progress	Integrated Employee Communications	Ongoing	Ongoing
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## Financial/Economic Development

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

Project		Performance Measure(s)	Department(s)
Core FED 2.1.4	Compensation and Classification Structural and Strategic Review	Modification or validation of various compensation and classification components.	Human Resources

**Summary:**

The Organizational Development Team, specifically the OD Manager and Compensation Specialist, will conduct a full and comprehensive review of all current pay structures, strategies and philosophies. This will include an examination of comparative benchmark organizations, reviews of the City's current pay philosophies and relatedness to strategy and execution, recalibration of structures or strategies to align with benchmark organizations, definitive guidelines on pay adjustments and reclassifications, and other items that would be of significant impact for a successful, equitable and sustainable compensation program.

Milestone	Estimated Completion	Status
Identification of Comparative Market Sources (Benchmark Cities and Organizations)	4 <sup>th</sup> Qtr. FY 2021	In Progress
Review of the City's most recent compensation philosophy and its relative effectiveness or utility	1 <sup>st</sup> Qtr. FY 2022	In Progress
Identification and confirmation of City's official pay philosophy, strategy and equity	1 <sup>st</sup> Qtr. FY 2022	In Progress
Review of the City's current pay structures and how they relate to pay strategy and identified goals	2 <sup>nd</sup> Qtr. FY 2022	In Progress
Examine recommendations for creating equitable pay policies or practices	2 <sup>nd</sup> Qtr. FY 2022	In Progress
Development of official guidelines for Compensation and Classification-related practices	3 <sup>rd</sup> Qtr. FY 2022	In Progress

# 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																		
<p><u>Summary:</u></p> <p>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.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Confirmation of required training for FTA triennial audit</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Ensure employees hired and/or promoted between July 2020 – May 2021 receive training</td> <td>3<sup>rd</sup> Qtr. FY 2021</td> <td>In Progress</td> </tr> <tr> <td>Process to identify new hires and/or promotions in safety sensitive roles for assignment of training</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>In Progress</td> </tr> <tr> <td>Research the capability of Lawson transmitting employee data to Cornerstone to identify those needing training.</td> <td>1<sup>st</sup> Qtr. FY 2022</td> <td>In Progress</td> </tr> <tr> <td>Implement technology-based options to identify employees and assign appropriate training.</td> <td>2<sup>nd</sup> Qtr. FY 2022</td> <td>Not Started</td> </tr> </tbody> </table>		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	In Progress	Process to identify new hires and/or promotions in safety sensitive roles for assignment of training	4 <sup>th</sup> Qtr. FY 2021	In Progress	Research the capability of Lawson transmitting employee data to Cornerstone to identify those needing training.	1 <sup>st</sup> Qtr. FY 2022	In Progress	Implement technology-based options to identify employees and assign appropriate training.	2 <sup>nd</sup> Qtr. FY 2022	Not Started
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# Business Plan

## Financial/Economic Development Scorecard

Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	
Aviation	Cost Recovery	Operating cost recovery	110%	113.07%	100%	100%	
ED		Recovery of Damage Claims	New Measure in FY 2021		\$75,000	\$75,000	
CES		Cost Recovery	51%	10%	40%	75%	
Parks		Cost recovery of Parks Performance Fund	75%	73%	76%	78%	
Parks		Cost recovery of Golf Performance Fund	86%	85%	100%	100%	
Aviation	Budgetary	Total aircraft operations	79,753	90,204	82,000	82,000	
Aviation		Hangar occupancy rate	100%	100%	100%	100%	
Court		Gross Revenue collected	\$17,001,555	\$14,456,446	\$14,730,418	\$15,466,939	
Court		Revenue Retained	\$11,813,005	\$10,534,625	\$8,829,183	\$9,270,642	
Court		% of revenue retained (less state costs)	69%	73%	68%	68%	
Finance		Debt service expenditures to total expenditures of GF plus Debt Service (Net of Pension Obligation Bonds) [measured quarterly]	16.9%	16.95%	17.3%	< 20%	
Finance		Net tax-supported debt per capita (Net of Pension Obligation Bonds) [measured quarterly]	\$1,110	\$1,139	\$1,121	\$1,245	
Finance		Net debt to assessed valuation (Net of Pension Obligation Bonds) [measured quarterly]	1.47%	1.52%	1.46%	< 2%	
Finance		Actual Revenue % of variance from estimates [annual measure]	0.5%	0.35%	0.6%	0.6%	
Fire		Homeland Security Grant Funding Secured	\$2,682,648	\$3,121,092	\$3,167,592	\$3,100,000	
Library		Grant and gift funds as a percentage of total general fund allocation	10%	13%	6%	6%	
Library		# of passport sessions	New Measure in FY 2022			969	
Library		# of passport applications	New Measure in FY 2022			969	
Finance		Policy Compliance	Comprehensive Annual 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			Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes
Finance	Rating agencies ratings on City debt		Affirm	Affirm	Affirm	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	
Bus. Div.	MWBE Participation: Good-faith effort on applicable City procurements to include construction and professional services		15%	25%	25%	30%	
Finance	Annual percentage of best value awarded contracts		New Measure in FY 2020	20%	20%	20%	

# Business Plan

Financial/Economic Development Scorecard (cont.)						
Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Finance		Annual procurement cycle from sourcing process to contract execution < 90 days	New Measure in FY 2020	85	< 90 days	< 90 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%	98%	95%	95%
HR	Benefits	Workers' Compensation – Frequency (# claims)	335	442	450	370
HR		Workers' Compensation – Severity (\$/claims)	\$6,161	\$2,468	\$4,500	\$3,500
HR		FTEs eligible for Wellness Rate [reported annually]	50%	48%	60%	55%
HR		Employee Turnover Rate:				
		Civilian	9.9%	8%	9%	9%
		Sworn Fire	3%	1%	2%	2%
		Sworn Police	3.4%	4%	4%	4%
HR		Percentage of all full-time employees enrolled in the 401k/457 plans	74%	74%	74%	78%
Fire		Percent of Firefighters who score in the categories of “Excellent” or “Superior” on annual Health Fitness Assessments	89%	91%	90%	90%
Water		Achieve an employee workplace injury of ≤ 2 injuries per 1,000 hours	0.01	0.012	0.001	≤ 2
CES	Convention & Tourism	Event (Client) Satisfaction Rating (Overall)	4.7	4.7	4.5	4.8
CES		Square Foot Occupancy Percentage	50%	24%	30%	52%
CES		New Events Held During Year (Booked by Center)	13	6	6	12
CES		Return Events Held During Year (Booked by Center)	76	27	20	55

# Business Plan

## Infrastructure

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

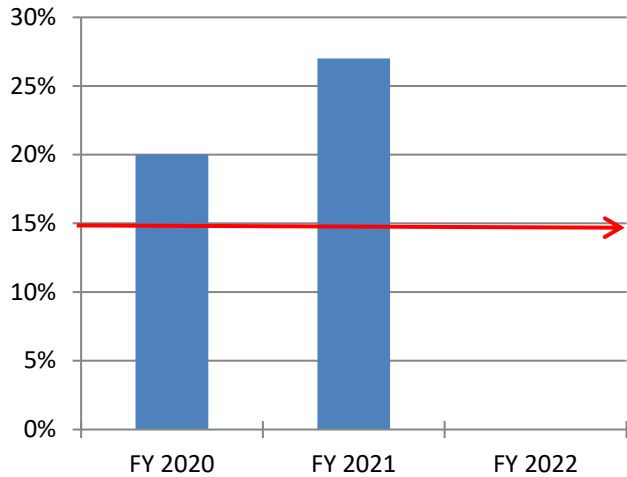
#### Objective 1: Maintain City Standards for all Equipment

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																																																
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Project		Performance Measure(s)	Department(s)																																													
Core INF 1.2.1	Fire Station #1 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 2014, Arlington voters approved general obligation bonds for the reconstruction of Fire Station #1. The Arlington Fire Department has partnered with Asset Management to re-design the existing facility located at 401 W. Main St. The station is at the heart of the City's Downtown and one of the oldest facilities currently managed by the Fire Department and was most recently remodeled in 1987.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project schedule/development phase</td> <td>Dec. 2018</td> <td>Dec. 2018</td> </tr> <tr> <td>Architect/engineer RFQ</td> <td>Oct. 2019</td> <td>Oct. 2019</td> </tr> <tr> <td>Architect/engineer selection process</td> <td>Nov. 2019</td> <td>Dec. 2019</td> </tr> <tr> <td>Architect/Engineer contract approval and execution</td> <td>Dec. 2019</td> <td>Jan. 2019</td> </tr> <tr> <td>Manager at Risk contract approval and execution</td> <td>Dec. 2019</td> <td>Jan. 2020</td> </tr> <tr> <td>Construction Management at Risk process</td> <td>Fall 2020</td> <td>Feb. 2020</td> </tr> <tr> <td>Design</td> <td>Sept. 2021</td> <td>July 2021</td> </tr> <tr> <td>Guaranteed Maximum Price to Council</td> <td>Sept. 2021</td> <td>Aug. 2021</td> </tr> <tr> <td>Permit review process</td> <td>Aug. 2021</td> <td></td> </tr> <tr> <td>Council approval</td> <td>Sept. 2021</td> <td>Aug. 2021</td> </tr> <tr> <td>Vacate station</td> <td>Sept. 2021</td> <td></td> </tr> <tr> <td>Demolition phase</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>Construction phase</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>Move in</td> <td>Dec. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project schedule/development phase	Dec. 2018	Dec. 2018	Architect/engineer RFQ	Oct. 2019	Oct. 2019	Architect/engineer selection process	Nov. 2019	Dec. 2019	Architect/Engineer contract approval and execution	Dec. 2019	Jan. 2019	Manager at Risk contract approval and execution	Dec. 2019	Jan. 2020	Construction Management at Risk process	Fall 2020	Feb. 2020	Design	Sept. 2021	July 2021	Guaranteed Maximum Price to Council	Sept. 2021	Aug. 2021	Permit review process	Aug. 2021		Council approval	Sept. 2021	Aug. 2021	Vacate station	Sept. 2021		Demolition phase	Dec. 2021		Construction phase	Dec. 2021		Move in	Dec. 2022	
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Core INF 1.2.2	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></td> </tr> <tr> <td>Request for Qualifications for Architect/Engineer</td> <td>June 2021</td> <td></td> </tr> <tr> <td>Architect/Engineer Selection Process</td> <td>Sept. 2021</td> <td></td> </tr> <tr> <td>Council Approval of Architect Contract</td> <td>Oct. 2021</td> <td></td> </tr> <tr> <td>Design Phase</td> <td>Nov. 2021</td> <td></td> </tr> <tr> <td>Finalize Construction Documents</td> <td>Jan. 2022</td> <td></td> </tr> <tr> <td>Permit Phase</td> <td>Jan. 2022</td> <td></td> </tr> <tr> <td>Bidding Phase</td> <td>Mar. 2022</td> <td></td> </tr> <tr> <td>Construction Begins</td> <td>Dec. 2022</td> <td></td> </tr> <tr> <td>Finalize Selection of Fixtures, Furniture, and Equipment</td> <td>Sept. 2023</td> <td></td> </tr> <tr> <td>Construction Complete</td> <td>Jan. 2023</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project Schedule/Development Phase	May 2021		Request for Qualifications for Architect/Engineer	June 2021		Architect/Engineer Selection Process	Sept. 2021		Council Approval of Architect Contract	Oct. 2021		Design Phase	Nov. 2021		Finalize Construction Documents	Jan. 2022		Permit Phase	Jan. 2022		Bidding Phase	Mar. 2022		Construction Begins	Dec. 2022		Finalize Selection of Fixtures, Furniture, and Equipment	Sept. 2023		Construction Complete	Jan. 2023	
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Project		Performance Measure(s)	Department(s)																																				
Core INF 1.2.3	Animal Services Center Generator	<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 Code Compliance																																				
<p><u>Summary:</u></p> <p>In November 2020, City Council approved an Arlington Tomorrow Foundation Grant in the amount of \$474,550 to design and install a new generator at the Animal Services Center located at 1000 SE Green Oaks Blvd. This project involves designing and installing a new generator and automatic transfer switch to assure electrical and mechanical systems in the kennel areas do not fail during electrical outages. This amenity is needed to make sure animals housed in this facility are not left without air conditioning or heating in the event power is lost during a storm event. Code Compliance has partnered with Asset Management for this project.</p>		<table border="1"> <thead> <tr> <th>Milestone</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Initial Project Schedule/Development Phase</td> <td>Jan. 2021</td> <td>Jan. 2021</td> </tr> <tr> <td>Design and Order Generator</td> <td>Apr. 2021</td> <td>Apr. 2021</td> </tr> <tr> <td>Generator Delivery</td> <td>Sept. 2021</td> <td></td> </tr> <tr> <td>Generator installation</td> <td>Nov. 2021</td> <td></td> </tr> <tr> <td>Project completion</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>Initial Project schedule/development phase</td> <td>Apr. 2021</td> <td></td> </tr> <tr> <td>Order generator</td> <td>Apr. 2021</td> <td></td> </tr> <tr> <td>Generator delivery</td> <td>Sept. 2021</td> <td></td> </tr> <tr> <td>Generator installation</td> <td>Nov. 2021</td> <td></td> </tr> <tr> <td>Project completion</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>Initial Project schedule/development phase</td> <td>Apr. 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Initial Project Schedule/Development Phase	Jan. 2021	Jan. 2021	Design and Order Generator	Apr. 2021	Apr. 2021	Generator Delivery	Sept. 2021		Generator installation	Nov. 2021		Project completion	Dec. 2021		Initial Project schedule/development phase	Apr. 2021		Order generator	Apr. 2021		Generator delivery	Sept. 2021		Generator installation	Nov. 2021		Project completion	Dec. 2021		Initial Project schedule/development phase	Apr. 2021	
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Generator installation	Nov. 2021																																						
Project completion	Dec. 2021																																						
Initial Project schedule/development phase	Apr. 2021																																						

# Business Plan

## Infrastructure

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

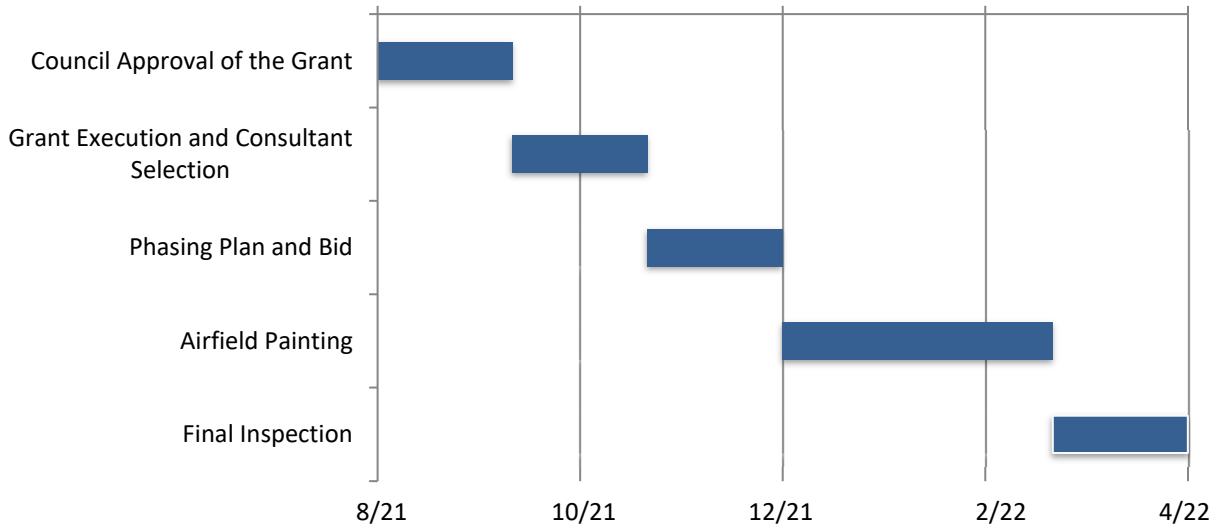
#### Objective 3: Maintain City Standards for all Public Infrastructure

	Project	Performance Measure(s)	Department(s)
Core INF 1.3.1	Airfield Pavement Marking Rehabilitation	Total Aircraft Operations	Aviation

Summary:

Rehabilitate all airport pavement markings to provide enhanced safety during low-visibility and night operations. The existing pavement markings have faded and begun to chip away due to normal degradation and are no longer in compliance with the latest FAA Advisory Circular. New pavement markings are necessary to provide pilots with the navigational assistance needed during low-visibility and night operations.

**Airfield Pavement Marking Rehabilitation**



# 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 2022	Water Utilities

**Summary:**

The City of Arlington Water Utilities will install 10,000 meters and MIU's in 2022 through an ongoing meter replacement program and water line renewals.

The MIU receives input from the meter register and remotely sends data to a fixed base data collector, located at one of five elevated storage tanks around the City. Top of the hour readings and other diagnostics are instantly forwarded to the network allowing for a greater awareness of the distribution system and possible on property leak conditions. In addition, the MIU stores up to 35 days of hourly consumption, providing the utility with the ability to extract detailed usage profiles for consumer education, such as water conservation, and billing dispute resolution.

Milestone	Estimated Completion	Actual Completion
Wrap up FY 2021 Installs	Sept. 2021	
Begin MUI/Meter Installs	Oct. 2021	
Council Approval of Meter Replacement funding	Feb. 2022	
Council Approval of Annual Meter Supply Contract	June 2022	
Complete MIU/Meter Installation for FY 2022	Sept. 2022	

## Infrastructure

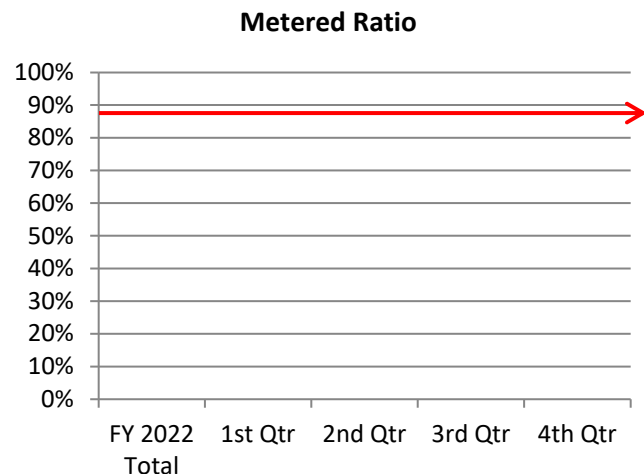
### Goal 2: Support and Expand Programs to Reduce Environmental Impacts

#### 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 2022, Arlington Water Utilities will proactively evaluate 25,000 linear feet of water line for leaks to catch them in the early stages before significant water loss occurs. Arlington Water Utilities will also evaluate and make recommendations to purchase additional leak detection technologies to accomplish this goal.



# Business Plan

Infrastructure															
Goal 2: Support and Expand Programs to Reduce Environmental Impacts															
Objective 1: Mitigate Operating Costs and Impact on Environment															
Project		Performance Measure(s)	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. In order to participate, the City of Arlington agreed to evaluate its sanitary sewer system and develop an action plan that includes a schedule of dates detailing when corrective or preventative maintenance will occur. Arlington Water Utilities has also established a goal of cleaning 20% of sewer lines 6" through 15" annually.</p>		<p><b>6" - 15" Sewer Lines Cleaned (Linear Feet vs. Total Footage)</b></p> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Chart Data: 6" - 15" Sewer Lines Cleaned</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Total Footage</td> <td>20%</td> </tr> <tr> <td>1st Qtr</td> <td>0%</td> </tr> <tr> <td>2nd Qtr</td> <td>0%</td> </tr> <tr> <td>3rd Qtr</td> <td>0%</td> </tr> <tr> <td>4th Qtr</td> <td>0%</td> </tr> </tbody> </table>		Category	Percentage	Total Footage	20%	1st Qtr	0%	2nd Qtr	0%	3rd Qtr	0%	4th Qtr	0%
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# Business Plan

## Infrastructure

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

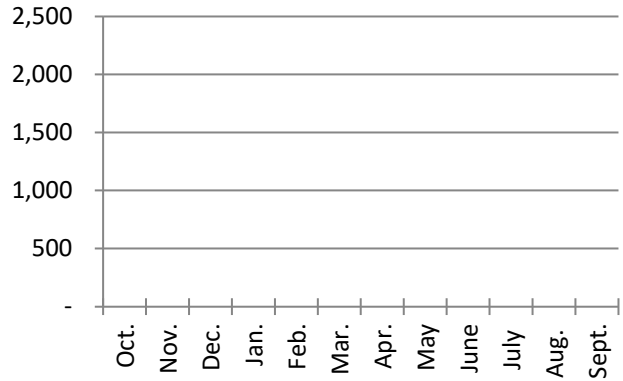
#### Objective 1: Mitigate Operating Costs and Impact on Environment

Project		Performance Measure(s)	Department(s)
Core INF 2.1.4	Recycling Services	Residential Recycling Collected (Tons)	Asset Management

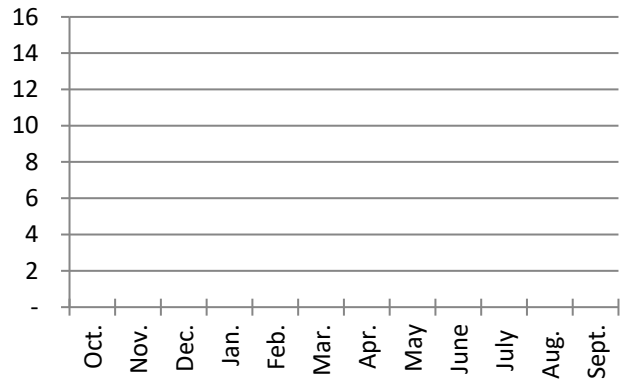
**Summary:**

The City of Arlington continues to educate residents on proper recycling to lessen contamination rates, increase participation and improve the quality of residential recycling materials. Staff has actively been participating in a Regional Recycling Campaign through the North Central Texas Council of Governments, and along-side other regional stakeholders, to decrease curbside contamination of residential recyclables and present a unified recycling message across the region. 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 provide recycling services.

**Residential Curbside Recycling  
Tons Collected**



**Library Drop-off Locations  
Tons Collected**



# Business Plan

Infrastructure																								
Goal 2: Support and Expand Programs to Reduce Environmental Impacts																								
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	<ul style="list-style-type: none"> <li>Reduction in Building Energy Consumption</li> <li>Reduction in City Vehicle Fuel Consumption</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>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;</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 colspan="2">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 2017 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></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>2028</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 2017 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		Seek Grants & Partnerships to Electrify Fleet	2023		Replace Beyond-Service-Life Vehicles with Electric Vehicles*	2028	
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# Business Plan

## Infrastructure

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

#### Objective 2: Protect and Preserve the Natural Environment

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>Completion of Resident Trash and Recycling Services Survey</li> <li>Completion of Strategy to Increase Awareness of Recycling Contamination</li> </ul>	Asset Management

**Summary:**

As part of the Council’s Environmental Task Force recommendations in July 2020, staff is working towards:

- Improving waste diversion by expanding existing programs or adding new programs for residents;
- Developing and conducting a resident survey to help improve trash and recycling collection services; and
- Increasing community awareness about recycling contamination to deter the behavior.

Milestone		Estimated Completion	Actual Completion
WASTE DIVERSION	Inventory Existing Diversion Programs and Metrics	2021	
	Assess the Need to Improve or Expand Diversion Programs	Spring 2022	
	Apply for Diversion Program Grants	2022	
	Administer Grant, Monitor and Report Results	2022	
RESIDENT SURVEY	Develop and Conduct Resident Survey for Trash and Recycling Services	Summer 2021	Summer 2021
	Compile Results and Complete Report of Survey Findings	Summer 2021	Summer 2021
	Develop Communication Plan for Resident Trash and Recycling Services	Fall 2021	
RECYCLING CONTAMINATION	Review Recycling Contamination Data	Spring 2022	
	Conduct Resident Survey or Focus Group	Spring 2022	
	Inventory Available Educational Resources	Spring 2022	
	Develop Communication Plan to Increase Awareness to Keep Recycling Stream Clean	Spring 2022	

# Business Plan

## Infrastructure

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

#### Objective 2: Protect and Preserve the Natural Environment

Project		Performance Measure(s)	Department(s)											
Core INF 2.2.3	Council Environmental Task Force Recommendation – Natural Environment	Expansion of Animal Sightings Map	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>Enhance mapping of wildlife animal sightings to increase community awareness of the region’s biodiversity and habitat.</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">WILDLIFE ANIMALS</td> <td>Expand Animal Sightings Map</td> <td>Spring 2022</td> <td></td> </tr> <tr> <td>Promote Map of Animal Sightings</td> <td>Summer 2021</td> <td></td> </tr> </tbody> </table>			Milestone	Estimated Completion	Actual Completion	WILDLIFE ANIMALS	Expand Animal Sightings Map	Spring 2022		Promote Map of Animal Sightings	Summer 2021	
	Milestone	Estimated Completion	Actual Completion											
WILDLIFE ANIMALS	Expand Animal Sightings Map	Spring 2022												
	Promote Map of Animal Sightings	Summer 2021												

## Infrastructure

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

#### Objective 2: Protect and Preserve the Natural Environment

Project		Performance Measure(s)	Department(s)
Core INF 2.2.4	Council Environmental Task Force Recommendation – Recognize Arlington Cross Timbers Region	Develop a way for Citizens to recognize the Arlington Cross Timbers Region	Parks & Recreation
<p><u>Summary:</u></p> <p>This information is given in response to the Council’s Environmental Task Force recommendations from July 2020:</p> <ul style="list-style-type: none"> <li>The Cross Timbers Region covers approximately 65-70% of Arlington. The region generally goes from North to South on the West side of Collins.</li> <li>A map and recognition of the Cross Timber Region is on the City of Arlington website under Environmental Commitment/Tree Preservation.</li> </ul>		<p><b>Legend</b></p> <ul style="list-style-type: none"> <li>Eastern Cross Timbers Ecoregion</li> <li>Vacant-Developable Parcel</li> </ul> <p><b>Cross Timbers Ecoregion</b></p> <p>0 0.5 1 2 3 4 Miles</p> <p><small>Sources: U.S. Environmental Protection Agency; City of Arlington - OSI GIS data structure; Current to: 6/17/2021</small></p> <p><small>Disclaimer: This data has been compiled by The City of Arlington using various official and unofficial sources. Although every effort was made to ensure the accuracy of this data, no such guarantee is given or implied.</small></p>	



# Business Plan

Infrastructure			
Goal 2: Support and Expand Programs to Reduce Environmental Impacts			
Objective 2: Protect and Preserve the Natural Environment			
Project		Performance Measure(s)	Department(s)
Core INF 2.2.5	Council Environmental Task Force Recommendation – Seek Texas Historical Tree Coalition Designation	Track and Research trees that have the potential to receive the Texas Historical Tree Coalition Designation	Parks & Recreation
<p><u>Summary:</u></p> <p>This information is given in response to the Council’s Environmental Task Force recommendations from July 2020:</p> <ul style="list-style-type: none"> <li>• The Texas Historical Tree Coalition (THTC) designation recognizes individual trees that are old, large caliber trees that have some historical significance. Parks monitors a tree inventory through Cartegraph to track trees that could meet the criteria.</li> <li>• City has received recognition from the THTC for a significant historic tree at The Southwest Nature Preserve.</li> <li>• A Bald Cypress tree at Bob Cooke Park received a Regional Champion Designation from the Cross Timbers Urban Forestry Council.</li> </ul>			

# Business Plan

Infrastructure																							
Goal 2: Support and Expand Programs to Reduce Environmental Impacts																							
Objective 2: Protect and Preserve the Natural Environment																							
Project	Performance Measure(s)	Department(s)																					
Core INF 2.2.6	Council Environmental Taskforce – Balance habitat protection and community needs	Public Works & Transportation and Code Compliance																					
<p><u>Summary:</u></p> <p>This recommendation from the Council Environmental Task Force connects to several programs that the organization has in progress or is planning to begin. Those programs are briefly described to the right.</p>		<table border="1"> <thead> <tr> <th>Dept.</th> <th>Project</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>PWT</td> <td>Consideration of impact to and ways to re-establish native habitats (including Cross Timbers Ecoregion) on all projects</td> <td>Implemented</td> </tr> <tr> <td>PWT</td> <td>Implement native and adaptive plant outreach program</td> <td>Implemented</td> </tr> <tr> <td>PWT</td> <td>Establish Arlington Citizen Science Program</td> <td>Nov. 2021</td> </tr> <tr> <td>PWT</td> <td>Launch iNaturalist app for Arlington Citizen Science Program</td> <td>Mar. 2022</td> </tr> <tr> <td>Planning</td> <td>UDC amendment to include Cross Timbers Tree Preservation Standards</td> <td>Implemented</td> </tr> <tr> <td>Code</td> <td>Implement Wildlife Education Program</td> <td>Oct. 2021</td> </tr> </tbody> </table>	Dept.	Project	Status	PWT	Consideration of impact to and ways to re-establish native habitats (including Cross Timbers Ecoregion) on all projects	Implemented	PWT	Implement native and adaptive plant outreach program	Implemented	PWT	Establish Arlington Citizen Science Program	Nov. 2021	PWT	Launch iNaturalist app for Arlington Citizen Science Program	Mar. 2022	Planning	UDC amendment to include Cross Timbers Tree Preservation Standards	Implemented	Code	Implement Wildlife Education Program	Oct. 2021
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Code	Implement Wildlife Education Program	Oct. 2021																					

# Business Plan

Infrastructure Scorecard						
Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
AM	Satisfaction Ratings	Citizen perception of trash collection services [annual survey]	76%	78%	80%	80%
AM		Citizen perception of residential recycling services [annual survey]	81%	75%	80%	80%
AM		Overall satisfaction of Construction Management's services "exceeds" or "meets" expectations	92%	92%	90%	90%
AM		Overall satisfaction of facility maintenance and repair services "exceeds" or "meets" expectations [surveyed quarterly]	92%	93%	93%	95%
AM		Overall satisfaction of custodial services contractor "exceeds" or "meets" expectations	87%	72%	94%	90%
IT	Customer Service	Helpdesk abandon rate	8%	6%	8%	8%
CLA		Action Center first call resolution	97%	97%	98%	97%
CLA		% of Action Center calls abandoned	17%	12%	8%	10%
CLA		Action Center calls answered	255,281	265,015	250,000	250,000
CLA		Percentage of citizens who agree they receive the info they need when calling a City facility [annual survey]	60%	65%	64%	60%
AM	Fleet	% of City-wide Fleet beyond service life	18%	98%	17%	15%
AM		Percentage of customers satisfied or very satisfied with fleet services	78%	87%	95%	80%
AM		Turnaround Time Standards:				
		Target Vehicles/Turnaround in 24 Hours	New Measure in FY 2021		77%	80%
		Target Vehicles/Turnaround in 48 Hours	New Measure in FY 2021		48%	85%
	Target Vehicles/Turnaround in 72 Hours	New Measure in FY 2022			90%	
AM	Solid Waste	Recycling Collected Curbside (Tons)	24,126	24,250	24,512	Maintain or Increase
AM		Library Recycling Collected (Tons)	172	158	134	Maintain or Increase
AM		Leaf Recycling Program (Tons)	291	300	300	Maintain or Increase
AM		Number of multi-family recycling outreach presentations given	9	2	4	6
AM		Missed collection calls per 10,000 services	New Measure in FY 2022			< 2.5
AM		Residue in Recycling (COG Survey)	New Measure in FY 2022			< 39%
AM	Infrastructure Maintenance	Major building components operating within their designed life [annual measures]:				
		Roofs:				
		Asphalt [25 Years of Service Life]	New Measure in FY 2020	88%	88%	95%
		Metal [25 Years of Service Life]	New Measure in FY 2020	68%	68%	95%

# Business Plan

Infrastructure Scorecard (cont.)						
Dept.	Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target	
	Built-up [25 Years of Service Life]	New Measure in FY 2020	68%	68%	95%	
	HVAC [15 Years of Service Life]	New Measure in FY 2020	100%	100%	95%	
	Generators [20 Years of Service Life]	New Measure in FY 2020	50%	50%	95%	
	Elevators:					
	High Usage [15 Years of Service Life]	New Measure in FY 2020	56%	56%	85%	
	Low Usage [35 Years of Service Life]	New Measure in FY 2020	80%	80%	85%	
	Boilers [25 Years of Service Life]	New Measure in FY 2020	63%	63%	95%	
	Water Heaters [15 Years of Service Life]	New Measure in FY 2020	18%	18%	85%	
PWT	% of residential street lane miles that have been swept compared to annual goal of 1,604 [reported quarterly]	99%	98%	44%	100%	
PWT	Percentage of pothole repairs completed within 3 business days	91%	96%	96%	90%	
PWT	Percentage of initial contact with citizens reporting street maintenance concerns occurring within 2 business days	97%	97%	98%	95%	
PWT	Number of square yards of failed concrete excavated and replaced	70,399	57,330	25,019	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	25%	27%	22%	20%	
Water	Radio Transmitter installations	10,394	7,275	6,500	10,000	
Water	Linear footage of water and sewer lines designed by the City Engineering staff	65,166	31,099	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%	91%	89%	92%	> 88%	
Water	Achieve ≤ 8 Sanitary Sewer Overflows per 100 miles of sewer main	6.86	12.8	6.8	≤ 8	
Water	Water line breaks per 100 miles of pipe	New Measure in FY 2021		12	5.8	
Water	Interrupt time per customer	New Measure in FY 2021		< 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

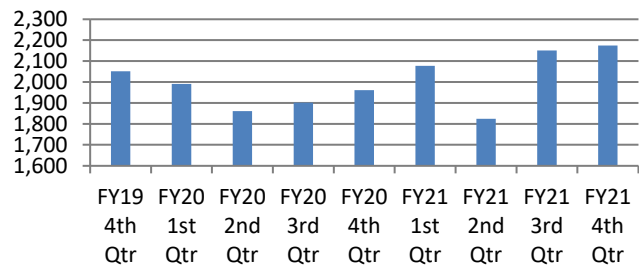
Project	Performance Measure(s)	Department(s)
Core PS 1.1.1	<ul style="list-style-type: none"> <li>Crimes Against Person</li> <li>Crimes Against Property</li> <li>Crimes Against Society</li> </ul>	Police

**Summary:**

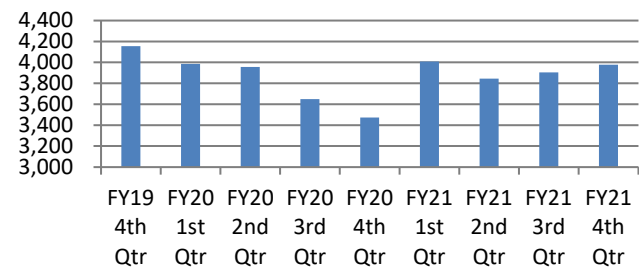
The City of Arlington has experienced a reduction in crime for the past seven years. Sustaining this reduction in crime continues to be at the forefront of the mission for the Police Department. Geographic accountability, technology, intelligence, and community engagement all play a vital role when implementing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

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.

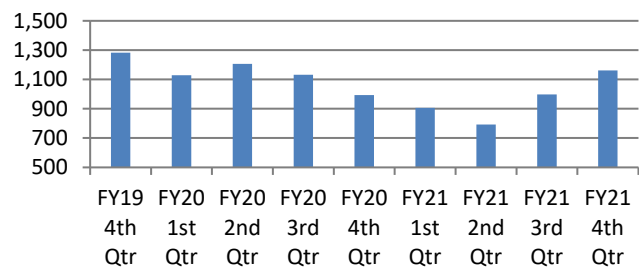
**Crime Rate Reduction Project: Crimes Against Person\***



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



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



\* Charts show the three crime code categories used in NIBRS. Data extracted on 10/5/21

# 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	<ul style="list-style-type: none"> <li>Injury Crashes</li> <li>DWI Crashes</li> <li>CMV Inspections</li> </ul>	Police

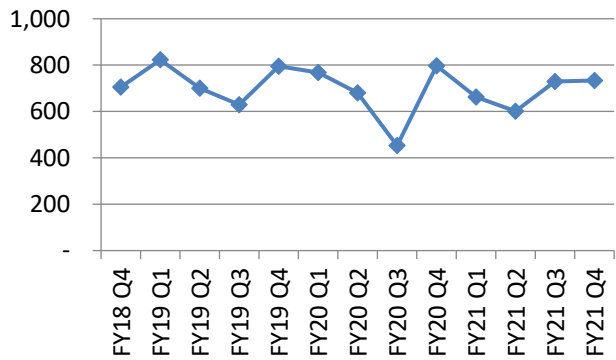
**Summary:**

Every year, millions of people travel the roadways throughout the city. Reaching their destination safely is of the utmost concern. In 2019, a total of 13,111 crashes occurred within Arlington city limits, a slight increase of 1.28% from 2018 (12,945).

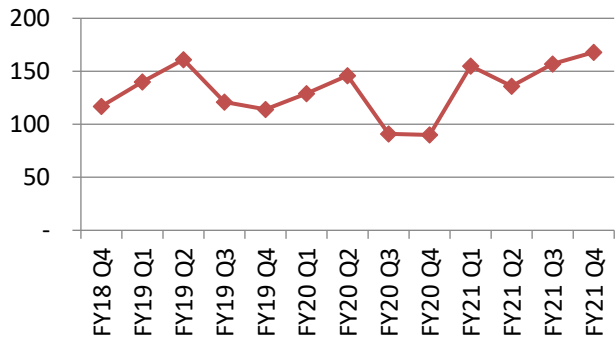
In order to continue crash reduction in the city, the department will continue using a new, multi-faceted approach that will overlay crash information with crime information. This approach is called the Data-Driven Approaches to Crime and Traffic Safety (DDACTS). The goal of utilizing this data analytics approach is to decrease the number of vehicle crashes in the City. Effective enforcement and education efforts will be complementing factors to the data. The Department continues to receive a comprehensive traffic safety grant through the Texas Department of Public Safety.

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

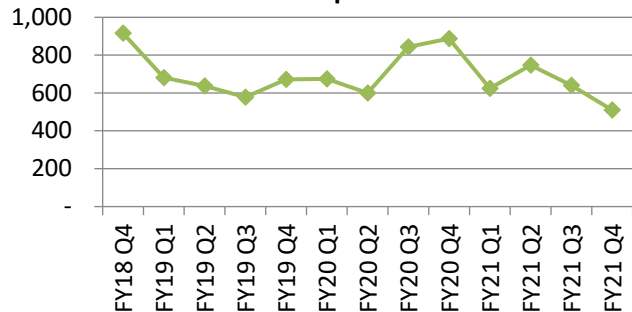
**Injury Crashes**



**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

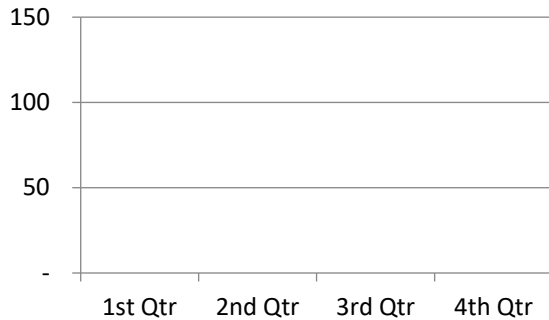
**Summary:**

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.

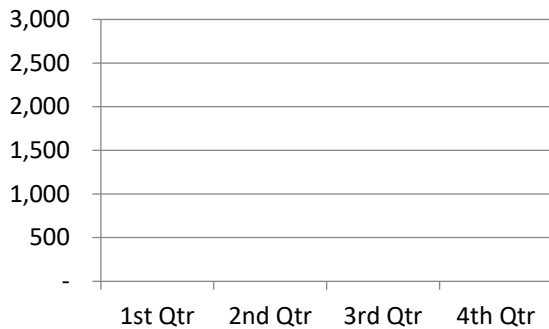
Department investigators work quickly to expedite the most serious of cases and those with high risk indicators. While investigators work the criminal aspect of the case, the Victim Services Unit provides resources to victims and family members with the goal of lessening the short and long-term trauma 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.

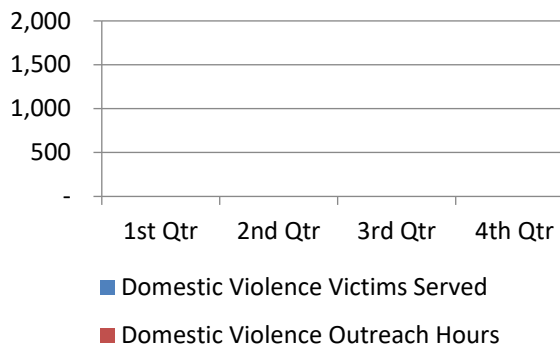
**Onscene Response**



**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	Project RAISE (Risk, Assessment, Intervention, Safety, and Engagement) <ul style="list-style-type: none"> <li>High Risk Intimate Partner Violence (IPV) Victims</li> <li>Outreach Hours Dedicated to IPV Victims</li> </ul>	Police															
<p><u>Summary:</u></p> <p>Project RAISE (Risk, Assessment, Intervention, Safety, and Engagement) consists of a victim centered Multi-Disciplinary Team of social service, community, and criminal justice agencies partnering together to address the issues that high-risk family violence victims face. Project RAISE offers a professional support system to help develop a safe and healthy climate for the victim.</p> <p>Project RAISE focuses on the intervention of the high-risk intimate partner violence (IPV) locations within each geographic district per month. The safety risk of each location is evaluated by monitoring the number of calls, history of violence, and the severity of violence. An in-depth assessment is completed for the victim including a history of violence, barriers to service, needs assessment, and previous resources. This is accomplished through a Co-Responder Team onsite visit. The team consists of a Victim Services Crisis Counselor and a patrol officer. Safety planning and crisis intervention is provided to the victim in order to offer alternatives to a violence-free household.</p> <p>Awareness of these ongoing situations provides an opportunity to intervene.</p>		<p style="text-align: center;"><b>RAISE Victims Served and Outreach Hours</b></p> <table border="1"> <caption>RAISE Victims Served and Outreach Hours Data</caption> <thead> <tr> <th>Quarter</th> <th>RAISE Victims Served</th> <th>RAISE Outreach Hours</th> </tr> </thead> <tbody> <tr> <td>1st Qtr</td> <td>0</td> <td>0</td> </tr> <tr> <td>2nd Qtr</td> <td>0</td> <td>0</td> </tr> <tr> <td>3rd Qtr</td> <td>0</td> <td>0</td> </tr> <tr> <td>4th Qtr</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Quarter	RAISE Victims Served	RAISE Outreach Hours	1st Qtr	0	0	2nd Qtr	0	0	3rd Qtr	0	0	4th Qtr	0	0
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# Business Plan

## Public Safety

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

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

Project		Performance Measure(s)	Department(s)
Core PS 1.1.5	Mental Health Calls for Service	Calls for Service with a Mental Health Component	Police

Summary:

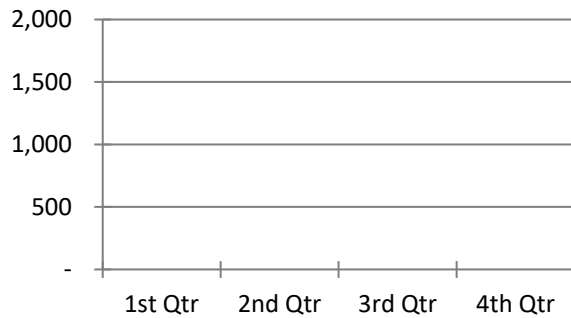
Individuals with Mental Illness/Intellectual and Developmental Disabilities are vulnerable members of our community who deserve to be treated with dignity and respect.

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.

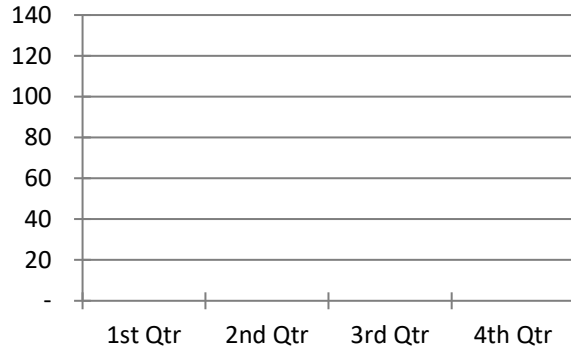
Our partnership with the MHMR Law Liaison project provides APD an opportunity to interject a mental health professional into these encounters and work in conjunction with officers to achieve stabilization, develop positive rapport with law enforcement and provide connectivity to services.

Arlington Police Department utilizes a hybridized 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 Mental Health/IDD with resources. BHROs are also paired together to form a Crisis Intervention Team for calls and follow-ups that have a higher threat level.

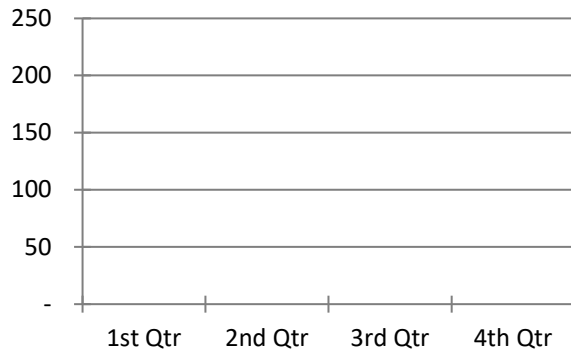
**Calls for Service – Mental Health Component**



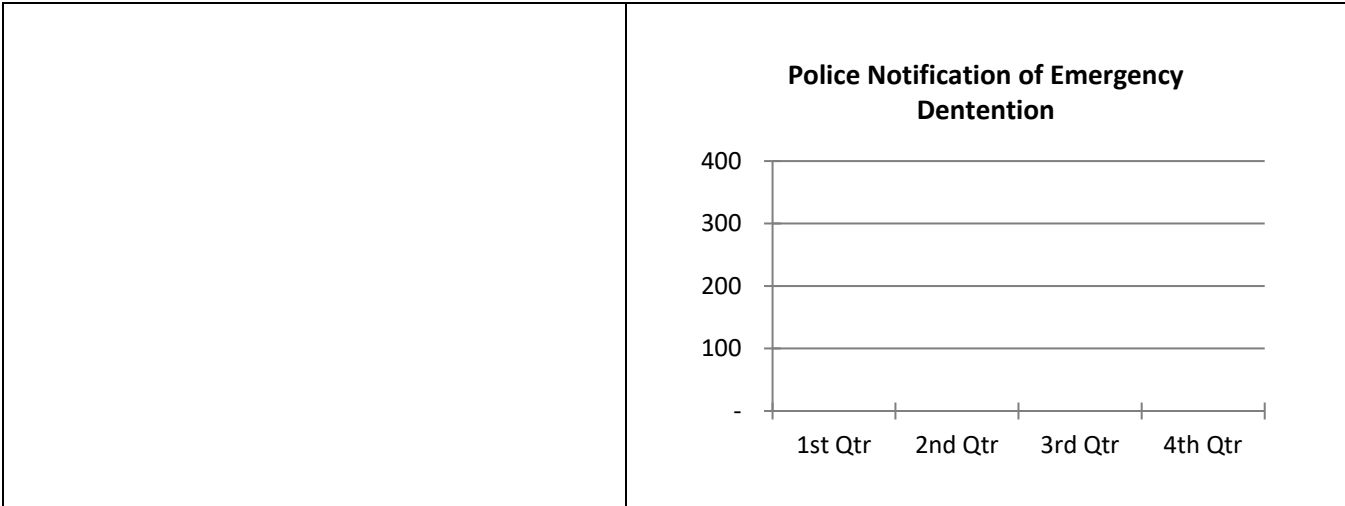
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# Business Plan



# Business Plan

Public Safety																		
Goal 1: Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment																		
Objective 2: Protect Public Well-being																		
Project		Performance Measure(s)	Department(s)															
Core PS 1.2.1	Vision Zero	Reduce traffic related fatalities and serious injuries	Public Works & Transportation															
<p><u>Summary:</u></p> <p>Vision Zero is a traffic safety concept whose goal is to reduce fatalities and serious injuries on roadways to zero. An action plan including engineering, planning, education, enforcement, and prosecution was developed. Analysis actions, evaluation actions, engineering actions, other departmental actions, preparation actions, and safety preventative actions are included in the action plan. These actions lead into the ongoing development of the crash profiles and crash mitigation strategies.</p> <p>In FY 2022, work will continue to implement the Safe Route to School (SRTS) Program, accident 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.</p>																		
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	Year 2 of the 2 <sup>nd</sup> Bunker Gear Set Implementation	Project Completion	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. FY 2022 will be year 2 of the 3-year project to implement a 2<sup>nd</sup> set of bunker gear for firefighters and is funded by a grant from the Arlington Tomorrow Foundation.</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>Oct. 2021</td> <td></td> </tr> <tr> <td>Take Staff Report to Council</td> <td>Nov. 2021</td> <td></td> </tr> <tr> <td>Purchase Bunker Gear</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>Close out Grant with ATF</td> <td>Dec. 2021</td> <td></td> </tr> </tbody> </table>		Milestone	Target Date	Status	Size Employees	Oct. 2021		Take Staff Report to Council	Nov. 2021		Purchase Bunker Gear	Dec. 2021		Close out Grant with ATF	Dec. 2021	
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# 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 & Transportation											
<p><u>Summary:</u></p> <p>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 projects that began construction prior to FY 2022 as well as the planned FY 2022 projects. Project milestones listed in the table will be updated as they occur during the year. These projects include larger drainage and erosion projects. Maintenance projects and small drainage improvement projects are not included in this report because they are typically bid in multiple phases.</p>			<table border="1"> <thead> <tr> <th>Stormwater Capital Improvements Project</th> <th>Structures Protected</th> </tr> </thead> <tbody> <tr> <td>California Lane (All Phases)</td> <td>60</td> </tr> <tr> <td>Harvest Hills (All Phases)</td> <td>47</td> </tr> <tr> <td>Kee Branch Trib 4 (All Phases)</td> <td>N/A</td> </tr> <tr> <td>Matthews Court (All Phases)</td> <td>74</td> </tr> </tbody> </table>		Stormwater Capital Improvements Project	Structures Protected	California Lane (All Phases)	60	Harvest Hills (All Phases)	47	Kee Branch Trib 4 (All Phases)	N/A	Matthews Court (All Phases)	74
Stormwater Capital Improvements Project	Structures Protected													
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Kee Branch Trib 4 (All Phases)	N/A													
Matthews Court (All Phases)	74													
Stormwater Capital Improvement Project	Estimated Bid Dates	Actual Bid Dates	Estimate Completion	Actual Completion										
California Lane Drainage Improvements Phase 1	June 2022													
Harvest Hills Drainage Improvements Phase 1	Aug. 2019													
Indian Trail Erosion	Mar. 2020	May 2020	Oct. 2021											
Kee Branch Trib 4 Erosion Phase 2 – Bradley to Andalusia	Dec. 2020	Aug. 2021	Jan. 2023											
Matthews Court Drainage Improvements Phase 1 and 2	June 2019	Dec. 2019	Mar. 2021											
Matthews Court Drainage Improvements Phase 3	Dec. 2021													

# 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	Council Environmental Taskforce – Update Stormwater Pollution Prevention Code and Implementation of Private Stormwater Infrastructure Inspection Program	Establish a Private Stormwater Infrastructure Inspection Program	Public Works & Transportation															
<p><u>Summary:</u></p> <p>In 2020, the Environmental Task Force (ETF) completed a report that included recommendations for Stormwater Management to update the Stormwater Pollution Control Ordinance (SWPCO) to align with federal and state requirements and implement an inspection program of private stormwater infrastructure. Updating City stormwater rules to align with federal and state requirements, allows the City to mitigate flood risks, protect stormwater infrastructure, educate citizens, and protect water quality.</p> <p>Staff presented an overview of the code updates to the Municipal Policy Committee in June 2021. Regulated stakeholder outreach for the SWPCO updates began in the July 2021.</p> <p>The Environmental Task Force Report Recommendations for Stormwater Management include the following tasks:</p> <ul style="list-style-type: none"> <li>• Task 1: Update Stormwater Pollution Prevention Ordinance to require future maintenance of private stormwater infrastructure.</li> <li>• Task 2: Identify a minimum of ten (10) properties with post-construction BMPs (platted after 2003).</li> <li>• Task 3: Develop an outreach program to notify responsible parties of post-construction BMP responsibilities.</li> <li>• Task 4: Implement inspection program for private stormwater infrastructure after completion of Tasks 1, 2, and 3.</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>Dec. 2021</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Mar. 2022</td> <td></td> </tr> <tr> <td>Task 3</td> <td>July 2022</td> <td></td> </tr> <tr> <td>Task 4</td> <td>Sept. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Task 1	Dec. 2021		Task 2	Mar. 2022		Task 3	July 2022		Task 4	Sept. 2022	
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# 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 2.1.3	Council Environmental Taskforce – Implement a Comprehensive Stormwater Plan and examine long-term financial needs	Present long-term financial options to City Council to consider possible Stormwater Utility Fee update.	Public Works & Transportation					
<p><u>Summary:</u></p> <p>In 2020, the Environmental Task Force (ETF) completed a report that included recommendations for Stormwater Management to prepare a Comprehensive Stormwater Plan that prioritized stormwater programs and projects. A Comprehensive Stormwater Plan, along with updating City stormwater rules to align with federal and state requirements, allows the City to mitigate flood risks, protect stormwater infrastructure, educate citizens, and protect water quality. The Comprehensive Stormwater Plan was presented to Council in February 2021.</p> <p>The Environmental Task Force Report Recommendations for Stormwater Management include the following tasks:</p> <ul style="list-style-type: none"> <li>Task 1: Examine long-term financial needs to support the CSP and present fee update options to City Council.</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. 2021</td> <td></td> </tr> </tbody> </table>	Milestone	Estimated Completion	Actual Completion	Task 1	Oct. 2021	
Milestone	Estimated Completion	Actual Completion						
Task 1	Oct. 2021							

# Business Plan

## Public Safety

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

#### Objective 2: Complete Watershed Studies for Each Watershed within the City

Project		Performance Measure(s)	Department(s)											
Core PS 2.2.1	Watershed Studies	Achieve FEMA acceptance of all watershed studies by the end of FY 2022	Public Works & Transportation											
<p><u>Summary:</u></p> <p>Comprehensive watershed studies are important to evaluate current and future flood risk and identify problem areas that will guide the stormwater program. These watershed studies:</p> <ul style="list-style-type: none"> <li>• Update the hydrology for current developed conditions</li> <li>• Update the hydraulic models based on the new flows and current creek conditions</li> <li>• Identify and prioritize problem areas and generate conceptual solutions for these areas</li> <li>• Assess the stream bank conditions for erosion</li> <li>• Update the Flood Insurance Rate Maps based on the new information</li> </ul> <p>This data benefits the citizens of Arlington by informing them of the flood risk for their homes, so they can take protective action. It also identifies flood protection projects to be incorporated into the Stormwater Capital Improvement Plan. Arlington's nine major watersheds have been grouped into six major study areas. The Stormwater Division plans to include watershed studies in its budget each year until all the major watersheds in the City have been studied.</p> <p>This project will strategically plan mitigation tasks to proactively rectify deficiencies identified in the watershed studies completed in FY 2019. During FY 2021, work will be concentrated on the following three tasks:</p> <ul style="list-style-type: none"> <li>• Task 1: Provide community outreach on the City's improvement to the Community Rating System.</li> <li>• Task 2 Provide community outreach for all FEMA approved LOMR data to be included in FEMA's PMRs.</li> <li>• Task 3: Provide community outreach on the upcoming Flood Rating 2.0.</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>Dec. 2021</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Jan. 2022</td> <td></td> </tr> <tr> <td>Task 3</td> <td>Mar. 2022</td> <td></td> </tr> </tbody> </table>	Milestone	Estimated Completion	Actual Completion	Task 1	Dec. 2021		Task 2	Jan. 2022		Task 3	Mar. 2022	
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# Business Plan

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Objective 3: Enhance Awareness of Stormwater Risk																											
Project		Performance Measure(s)	Department(s)																								
Core PS 2.3.1	Stormwater Education Outreach	<ul style="list-style-type: none"> <li>Number of public education campaigns conducted</li> <li>Number of stormwater pollution safety presentations given at elementary schools</li> <li>Number of community events attended</li> </ul>	Public Works & Transportation																								
<p><u>Summary:</u></p> <p>The Stormwater Education program provides community education about the problems and solutions to stormwater pollution, floodplain development, flood safety and preparedness.</p> <p>Community education can make a difference in both the quantity and quality of stormwater that reaches our local waterways. Community education includes programming with schools within the city limits to provide stormwater education to students.</p> <p>Stormwater Education outreach efforts include, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>Provide the community with information on responsible development</li> <li>Provide property owners with information and tools to protect their families and property from flood damage through flood preparedness.</li> <li>Education outreach to schools within AISD to provide stormwater education such as “Turn Around Don’t Drown”.</li> <li>Increase awareness of illicit discharges and improper disposal of materials.</li> </ul>		<table border="1"> <thead> <tr> <th rowspan="2">Outreach Task</th> <th colspan="4">Number Achieved</th> </tr> <tr> <th>1<sup>st</sup> Qtr.</th> <th>2<sup>nd</sup> Qtr.</th> <th>3<sup>rd</sup> Qtr.</th> <th>4<sup>th</sup> Qtr.</th> </tr> </thead> <tbody> <tr> <td>Attend 10 Children’s Events (Includes schools, library programs, after school programs, summer camps, etc.)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Placement of 360 “No Dumping” storm drain inlet decals</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Attend 10 community events to provide stormwater education materials</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Outreach Task	Number Achieved				1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	Attend 10 Children’s Events (Includes schools, library programs, after school programs, summer camps, etc.)					Placement of 360 “No Dumping” storm drain inlet decals					Attend 10 community events to provide stormwater education materials				
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Project		Performance Measure(s)	Department(s)												
Core PS 2.3.2	Program for Public Information (PPI)	Develop and implement new projects listed in the PPI Plan adopted by Council and approved FEMA's Community Rating System (CRS) in FY 2020	Public Works & Transportation												
<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: Update and implement the Flood Response Preparation outreach as identified in the PPI Plan adopted by City Council for CRS.</li> <li>• Task 2: Prepare a post card for non-flood zone (SHFA) delineated area to be endorsed by the Mayor.</li> <li>• Task 3: Review flood outreach information to assess including additional languages.</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>Oct. 2021</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Dec. 2022</td> <td></td> </tr> <tr> <td>Task 3</td> <td>Mar. 2022</td> <td></td> </tr> </tbody> </table>		Outreach Task	Estimated Completion	Actual Completion	Task 1	Oct. 2021		Task 2	Dec. 2022		Task 3	Mar. 2022	
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Project		Performance Measure(s)	Department(s)												
Core PS 2.3.3	Stream Gauge Infrastructure Upgrade and Communication	Implement a flood hazard notification system based on stream gauge data	Public Works & Transportation												
<p><u>Summary:</u></p> <p>The City of Arlington currently has six stream gauges. These gauges collect important information such as rainfall accumulation, rainfall increments, and water levels. The stream gauge uses the ALERT (Automated Local Evaluation in Real Time) 1 system which needs an upgrade as hardware improves. This real time data will assist in response time for activating barricade infrastructure, emergency operations, and engineering assessments. During FY 2021, the Floodplain Group will perform the following three tasks:</p> <ul style="list-style-type: none"> <li>• Task 1: Upgrade two existing stream gauges to Automated Local Evaluation in Real Time 2 (ALERT 2) system to increase the accuracy and performance of flood detection systems.</li> <li>• Task 2: Identify low crossings based on watershed studies and Emergency Operations to determine two new locations to install stream gauges.</li> <li>• Task 3: Identify grants and possible funding opportunities to assist in installing at least six additional gauges within the City limits.</li> </ul> <p>This data collected by the stream gauges benefits 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>Nov. 2021</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Jan. 2022</td> <td></td> </tr> <tr> <td>Task 3</td> <td>May 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Task 1	Nov. 2021		Task 2	Jan. 2022		Task 3	May 2022	
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Objective 3: Enhance Awareness of Stormwater Risk															
Project		Performance Measure(s)	Department(s)												
Core PS 2.3.4	Council Environmental Taskforce – Implement a Comprehensive Stormwater Plan	Implement a Comprehensive Stormwater Plan along with supporting construction policies and financial resources.	Public Works & Transportation												
<p><u>Summary:</u></p> <p>In 2020, the Environmental Task Force (ETF) completed a report that included recommendations for Stormwater Management to prepare a Comprehensive Stormwater Plan that prioritized stormwater programs and projects. A Comprehensive Stormwater Plan, along with updating City stormwater rules to align with federal and state requirements, allows the City to mitigate flood risks, protect stormwater infrastructure, educate citizens, and protect water quality. The Comprehensive Stormwater Plan was presented to Council in February 2021.</p> <p>The Environmental Task Force Report Recommendations for Stormwater Management include the following tasks:</p> <ul style="list-style-type: none"> <li>Task 1: Update Stormwater Pollution Prevention Ordinance require post-construction drainage surveys and future maintenance of private stormwater infrastructure.</li> <li>Task 2: Implement outreach program and inspection program for private stormwater infrastructure after Stormwater Pollution Prevention Ordinance is updated.</li> <li>Task 3: Examine long-term financial needs to support the CSP and present fee update options to City Council.</li> </ul>		<table border="1"> <thead> <tr> <th>Task</th> <th>Estimated Completion</th> <th>Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Task 1</td> <td>Dec. 2021</td> <td></td> </tr> <tr> <td>Task 2</td> <td>Mar. 2022</td> <td></td> </tr> <tr> <td>Task 3</td> <td>Oct. 2021</td> <td></td> </tr> </tbody> </table>		Task	Estimated Completion	Actual Completion	Task 1	Dec. 2021		Task 2	Mar. 2022		Task 3	Oct. 2021	
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# Business Plan

Public Safety Scorecard						
Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Fire	Dispatch and Response	9-1-1 calls answered within 10 seconds	92.26%	92.9%	90%	90%
Fire		Fire P1 and P2 (emergency) calls dispatched within 25 seconds (average)	14.95	15.14	25.00	25.00
Fire		Average Total Response Time (Dispatch to First Unit On scene in M:SS Format)	5:48	6:06	6:22	5:20
Fire		Fires – Response objective = 320 seconds or (5:20)	5:22	5:33	6:12	5:20
Fire		Emergency Medical Service – Response objective = 300 seconds or (5:00)	5:42	5:59	5:33	5:00
Fire		Police E and P1 (emergency) calls dispatched within 2 minutes (average)	1.98	1.75	2.00	2.00
Fire		Police E and P1 (emergency) calls dispatched within 120 seconds	81.76%	83.68%	80%	80%
Police		Call Response time to priority 1 calls (From Call is taken by Dispatch to First Unit on Scene)	9.41	10.56	11.25	9.3
Police		Citizen satisfaction with police services [annual survey]	69%	81%	75%	75%
Police		Unit Response Time (From First APD Unit is dispatched to First Unit on Scene)	92.26%	92.9%	90%	90%
Fire	Prevention	Percent of Outdoor Warning Sirens Successfully Tested	New Measure in FY 2021		7.6	9.3
Fire		Fire Prevention Business Inspections	69%	44%	95%	95%
Fire		Fire Prevention Business Violations Addressed	12,326	16,513	4,478	15,500
PDS		% of routine food establishment inspections completed on time	3,603	3,262	1,000	4,500
PDS		% of non-compliant gas well site components corrected within 2 days following notification to operator	New Measure FY 2021		100%	100%
PWT		Percent of City maintained drainage inlets inspected compared to goal of 10,804	92%	100%	54%	100%
PWT		Percent of 360 concrete channels inspected	97%	100%	51%	100%
Court	Crime and Compliance	% of Warrants Cleared	155%	301%	104%	100%
Court		Municipal Court Clearance Rate	New Measures in FY 2021		118%	100%
Court		Time To Disposition within 30 days [measured quarterly]	New Measures in FY 2021		60%	50%
Court		Age of Active Pending Caseload [measured quarterly]	New Measures in FY 2021		41 Days	50 days
Court		Cost per Disposition	New Measures in FY 2021		\$47.39	\$49.33
Court		Reliability and Integrity of Case Files	New Measures in FY 2021		100%	100%
Court		Management of Legal Financial Obligations-Rate	New Measures in FY 2021		89%	70%
Court		Annual Access and Fairness Survey Index Score [measured in 3 <sup>rd</sup> quarter]	New Measures in FY 2021		75%	75%
Police		Committed Time to all calls (minutes)	70.1	76.97	77.15	< 84.5
Police		DWI Crashes	535	456	582	< 450

# Business Plan

## Public Safety Scorecard (cont.)

Dept.		Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Police		Domestic Violence Victims Served	9,888	5,933	6,652	5,400
Police		Human Trafficking Victims Served [measured quarterly]	12	33	12	10
Police		Injury Crashes	2,782	2,753	2,542	< 3,084
Police		Outreach Hours Dedicated to Domestic Violence	6,977	4,818	4,198	> 3,600
Police		Fatality Crashes [measured quarterly]	25	31	42	< 24
Police		CVE Inspections	2,381	2,192	2,450	> 2,000
Police		Overall Crime	New Measures in FY 2022			< 31,260
Fire	Workload Measures	9-1-1 Dispatch Center Calls for Service (calls from 9-1-1 phone switch)	378,305	376,047	380,000	430,000
Fire		Police Calls for Service Handled and Processed by PD Dispatch	334,612	285,797	232,000	325,000
Fire		Emergency Calls	1,299	1,122	1,300	1,500
Fire		Priority 1 Calls	76,492	68,437	64,200	70,000
Fire		Priority 2 Calls	53,736	48,514	45,000	52,000
Fire		Priority 3 Calls	203,085	167,724	122,000	125,000
Fire		Officer Initiated (not included in total)	61,015	55,103	36,240	37,000
Fire		Ambulance Dispatched Calls for Service	57,536	56,563	62,400	65,000
Fire		Fire Dispatched Calls for Service	46,457	43,971	51,250	53,000
Fire		Fires	3,493	3,284	3,400	3,800
Fire		Emergency Medical Service	36,992	34,511	38,000	40,000
Fire		Other	5,972	6,176	10,000	5,000
Fire		Dispatched Animal Services After-Hours Calls for Service	1,340	969	800	9,000
Fire		Fire Department Incidents (un-audited)	44,134	41,068	47,750	50,000
Fire		Fires	1,333	857	900	1,000
Fire		Emergency Medical Service	20,845	19,271	20,000	20,000
Fire		Other Emergency Incidents	22,092	20,940	28,000	28,000
Fire		Fire Department RMS Unit Responses (un-audited)	61,511	58,335	72,000	72,000

# 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 2022 OPERATING POSITIONS

<b>Funding Source / Use</b>	<b>General Fund</b>	<b>Water and Sewer Fund</b>	<b>Convention and Event Services Fund</b>
Beginning Balance	\$ -	\$ -	\$ 1,152,768
Total Revenues	\$ 265,488,878	\$ 170,409,245	\$ 12,430,490
Total Interfund Transfers	\$ 8,971,398	\$ (21,803,856)	\$ (3,349,150)
Total Available Funds	\$ 274,460,276	\$ 148,605,389	\$ 10,234,108
Total Expenditures	<u>\$ 274,455,039</u>	<u>\$ 148,535,209</u>	<u>\$ 10,177,291</u>
Ending Balance	\$ 5,237	\$ 70,180	\$ 56,818

# Financial Summaries

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## FY 2022 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>
\$ 286,057	\$ 929,534	\$ 2,634,536	\$ 3,824,256	\$ 8,827,152
\$ 14,426,785	\$ 22,010,324	\$ 18,440,134	\$ 64,394,150	\$ 567,600,006
\$ 2,684,395	\$ (11,390,454)	\$ 6,725,140	\$ 1,536,324	\$ (16,626,203)
\$ 17,397,237	\$ 11,549,404	\$ 27,799,811	\$ 69,754,730	\$ 559,800,955
<u>\$ 17,152,904</u>	<u>\$ 11,244,302</u>	<u>\$ 26,225,422</u>	<u>\$ 66,667,778</u>	<u>\$ 554,457,944</u>
\$ 244,333	\$ 305,102	\$ 1,574,389	\$ 3,086,952	\$ 5,343,011



# Financial Summaries

## FY 2022 REVENUES AND EXPENDITURES

Revenues by Type	General Fund	Water and Sewer Fund	Convention and Event Services Fund
Property Taxes	\$ 114,376,400	\$ -	\$ -
Sales Taxes	73,372,505	-	-
Hotel Occupancy and Other Taxes	2,719,069	-	8,164,241
Water Sales and Wastewater Charges	-	160,418,750	-
Franchise Fees	36,808,078	-	-
Licenses and Permits	7,004,517	-	-
Leases and Rents	4,968,687	-	-
Fines and Forfeitures	8,370,255	-	-
Service Charges and Recreational Programs	16,988,671	9,179,950	1,766,249
Interest and Miscellaneous Revenues	<u>880,696</u>	<u>810,545</u>	<u>2,500,000</u>
<b>Total FY 2022 Revenues</b>	<b>\$ 265,488,878</b>	<b>\$ 170,409,245</b>	<b>\$ 12,430,490</b>

### Expenditures by Classification

Salaries and Benefits	\$ 200,431,798	\$ 17,674,487	\$ 2,220,088
Supplies, Maintenance, and Training	70,183,678	129,874,722	7,807,203
Capital Outlays	<u>3,839,563</u>	<u>986,000</u>	<u>150,000</u>
<b>Total FY 2022 Expenditures</b>	<b>\$ 274,455,039</b>	<b>\$ 148,535,209</b>	<b>\$ 10,177,291</b>

# Financial Summaries

## FY 2022 REVENUES AND EXPENDITURES

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ -	\$ -	\$ -	\$ 63,417,625	\$ 177,794,025
-	-	18,343,126	-	91,715,632
-	-	-	-	10,883,310
-	-	-	-	160,418,750
-	-	-	-	36,808,078
-	-	-	-	7,004,517
-	-	-	-	4,968,687
-	-	-	-	8,370,255
14,426,785	21,889,000	-	-	64,250,655
-	121,324	97,008	976,525	5,386,098
\$ 14,426,785	\$ 22,010,324	\$ 18,440,134	\$ 64,394,150	\$ 567,600,006
\$ 10,752,860	\$ 3,352,496	\$ 5,939,368	\$ -	\$ 240,371,097
5,691,524	7,418,806	19,331,054	66,667,778	306,974,765
708,520	473,000	955,000	-	7,112,083
\$ 17,152,904	\$ 11,244,302	\$ 26,225,422	\$ 66,667,778	\$ 554,457,945

# Financial Summaries

## FY 2022 RESERVES

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

### SELECTED FINANCIAL RESERVES FY 2022 OPERATING POSITIONS

	UNALLOCATED	WORKING CAPITAL	BUSINESS CONTINUITY	LANDFILL LEASE	OTHER POST EMPLOYMENT BENEFITS
Balance on October 1, 2020	\$ 7,353,325	\$ 20,425,903	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriations/Mid-Year Adjustments	-	-	-	-	-
Transfers In/(Out)	602,164	1,672,676	-	-	-
Balance on September 30, 2021	\$ 7,955,489	\$ 22,098,579	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904
Appropriations/Mid-Year Adjustments	-	-	-	-	-
Transfers In/(Out)	-	-	-	-	-
Balance on September 30, 2022	\$ 7,955,489	\$ 22,098,579	\$ 4,062,075	\$ 17,151,326	\$ 1,717,904

### Unallocated Reserve

This reserve is the City's fund for emergencies and unanticipated expenses. The balance in this reserve is equal to at least three percent of General Fund recurring expenditures and will be \$7,955,489 at the beginning of FY 2022.

### Working Capital Reserve

The purpose of the Working Capital Reserve is to set aside one month of net General Fund expenditures and will be \$22,098,579 at the beginning of FY 2022.

### 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 2022

In the aggregate, the reserves described above represent 20.0 percent of the General Fund's recurring expenditures in FY 2022.

# 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 2022, General Fund revenues and transfers are budgeted at \$274,460,276 and expenditures are budgeted at \$274,455,039.

## GENERAL FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>GENERAL FUND REVENUES</b>	\$ 259,697,707	\$ 247,611,855	\$ 253,989,874	\$ 265,488,878
<b>INTERFUND TRANSFERS:</b>				
Water and Sewer Fund Indirect Cost	\$ 4,387,975	\$ 4,387,975	\$ 4,518,625	\$ 4,427,528
Convention & Event Services Fund Indirect Cost	-	481,549	481,549	447,382
Storm Water Fund Indirect Cost	578,959	578,959	578,959	790,950
To IT for One-time Projects	(1,020,960)	-	-	(800,000)
To Fleet Services for Vehicles	-	(2,189,000)	(2,189,000)	(679,265)
From SWUF for Engineering Reviews	88,699	88,699	88,699	88,699
(To)/From Convention & Event Services	(1,800,000)	-	-	-
Use of FY 2021 ending balance to fund reserves	-	-	(2,033,734)	-
General Fund Ending Balances	(4,478,996)	4,478,996	4,478,996	6,825,941
Reserved for Future Years	(7,000,000)	-	-	-
Release of Prior Year Encumbrances	3,051,555	-	-	-
FY 2021 Budget Amendment, ARP Funds	-	6,100,000	-	-
From ATF Fund (Parks in FY 2022)	600,000	450,000	450,000	3,944,563
From Economic Development Corporation (EDC)	-	-	-	227,363
From General Gas Fund for One-time Costs	372,821	-	-	-
From Parks Gas Fund for TRGC Debt Reimbursement	1,237,850	1,221,850	1,221,850	1,205,850
To Park Performance Fund, Social Equity Support	(140,000)	(280,000)	(280,000)	-
To Special Transportation Fund - Handitran	(164,737)	(1,200,000)	(200,000)	(600,000)
To Street Maintenance Fund for Traffic	(4,730,467)	(4,519,717)	(4,450,722)	(5,491,086)
To Street Maintenance Fund	(1,105,372)	(1,416,527)	(1,277,297)	(1,416,527)
To Innov/Venture Capital Fund, Ballpark Lease/Settlement	(2,197,500)	-	-	-
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (12,320,173)	\$ 8,182,784	\$ 1,387,925	\$ 8,971,398
<b>TOTAL AVAILABLE FUNDS</b>	\$ 247,377,534	\$ 255,794,639	\$ 255,377,798	\$ 274,460,276
<b>GENERAL FUND EXPENDITURES</b>	\$ 247,359,107	\$ 255,685,931	\$ 247,005,979	\$ 274,455,039
<b>ENDING BALANCE</b>	\$ 18,427	\$ 108,708	\$ 8,371,819	\$ 5,237

# General Fund Summary

## GENERAL FUND EXPENDITURES

### GENERAL FUND FY 2022 Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>FIRE</b>				
Administration	\$ 5,297,855	\$ 4,811,343	\$ 4,924,843	\$ 5,534,696
Business Services	1,033,049	999,101	1,079,028	1,017,998
Operations	38,694,663	38,735,020	37,533,431	39,063,716
Prevention	2,126,339	2,243,447	2,300,520	2,366,598
Medical Services	423,550	553,153	691,464	693,394
Training	896,057	744,534	808,497	759,018
Resource Management	1,464,724	1,983,102	2,443,710	1,676,787
Emergency Management	231,219	302,673	309,683	311,977
Special Events	354,434	338,681	337,221	359,159
Gas Well Response	286,317	373,516	288,889	377,975
<b>TOTAL</b>	<b>\$ 50,808,207</b>	<b>\$ 51,084,570</b>	<b>\$ 50,717,286</b>	<b>\$ 52,161,317</b>
<b>LIBRARY</b>				
Administration	\$ 2,037,103	\$ 1,688,219	\$ 1,663,481	\$ 2,047,762
Operations & Facility Mgmt.	2,359,218	2,420,346	2,253,314	2,649,250
Content & Technical Services	1,928,401	2,022,580	1,944,352	2,942,778
Program Mgmt. & Community Engagement	1,462,663	1,480,491	1,376,636	1,713,695
<b>TOTAL</b>	<b>\$ 7,787,386</b>	<b>\$ 7,611,636</b>	<b>\$ 7,237,783</b>	<b>\$ 9,353,485</b>
<b>CODE COMPLIANCE</b>				
Administration	\$ 810,927	\$ 927,817	\$ 891,225	\$ 851,025
Code Compliance	2,726,141	2,542,444	2,447,480	2,996,287
Animal Services	2,263,362	2,615,004	2,582,313	2,540,415
Multifamily Inspection	371,093	370,333	373,417	383,899
<b>TOTAL</b>	<b>\$ 6,171,523</b>	<b>\$ 6,455,598</b>	<b>\$ 6,294,435</b>	<b>\$ 6,771,626</b>

# General Fund Summary

## GENERAL FUND FY 2022 Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>POLICE</b>				
Administration	\$ 12,611,940	\$ 11,081,391	\$ 11,117,335	\$ 12,679,489
Jail	5,852,235	5,262,178	5,345,651	5,289,914
Quartermaster & Fleet	1,918,934	1,136,386	1,469,107	744,940
Patrol	51,487,528	50,674,699	49,975,273	50,746,323
Traffic	6,777,918	6,573,626	6,651,611	6,628,138
SWAT	2,772,276	2,742,871	2,714,500	5,062,551
Event Management	852,735	821,812	835,314	1,742,522
Criminal Investigations	4,375,629	4,246,541	4,318,417	4,053,442
Special Investigations	5,393,835	5,456,443	5,469,294	5,550,664
Covert Investigations	2,814,873	2,797,624	2,593,044	3,054,198
Administrative Support	1,365,207	1,413,440	1,440,095	1,449,919
Records Services	1,883,501	1,963,422	1,799,633	1,981,212
Technology	1,663,491	2,002,927	1,854,973	2,026,092
Fiscal Services	1,854,598	1,784,716	1,831,060	1,825,587
Mental Health & Community Advocacy	1,090,999	1,078,644	1,109,387	2,479,204
Crime Prevention	3,347,356	3,297,760	3,357,623	4,000,410
Victim Services	449,534	567,789	559,164	580,718
Training	3,540,583	3,426,903	3,601,164	3,512,373
Technical Services	4,560,070	4,752,933	4,737,361	4,333,519
Body Worn Camera Operations	842,943	1,002,428	941,266	1,015,792
<b>TOTAL</b>	<b>\$ 115,456,185</b>	<b>\$ 112,084,533</b>	<b>\$ 111,721,271</b>	<b>\$ 118,757,007</b>
<b>PARKS AND RECREATION</b>				
Administration	\$ 2,458,579	\$ 2,108,043	\$ 2,055,518	\$ 2,421,260
Marketing	382,953	378,818	371,532	401,788
Planning	605,387	342,336	328,672	3,771,671
Business Services	823,102	817,678	814,603	841,848
Recreation Program Administration	125,462	134,501	131,027	178,066
The Beacon Operations	121,375	440,154	347,664	432,013
Field Maintenance	5,265,015	5,478,421	5,454,421	5,670,028
Asset Management	2,027,068	1,798,754	1,806,531	2,608,554
Forestry	1,702,834	1,676,232	1,661,894	1,968,194
North District	1,538,360	1,594,706	1,560,453	1,601,358
South District	1,370,868	1,375,550	1,342,393	1,379,004
<b>TOTAL</b>	<b>\$ 16,421,002</b>	<b>\$ 16,145,192</b>	<b>\$ 15,874,708</b>	<b>\$ 21,273,785</b>

# General Fund Summary

## GENERAL FUND FY 2022 Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>PUBLIC WORKS AND TRANSPORTATION</b>				
Administration	\$ 1,370,037	\$ 1,404,644	\$ 1,402,445	\$ 1,511,311
Traffic Engineering	1,117,857	902,011	874,777	1,051,066
School Safety	267,527	505,477	512,066	505,007
Engineering CIP	953,133	832,744	783,067	898,317
Inspections	1,619,446	1,561,058	1,528,435	1,644,115
Survey	259,408	200,021	166,440	257,491
Business Services	674,263	629,047	627,035	670,343
Information Services	342,892	251,762	222,566	314,749
Operations Support	247,899	220,154	223,840	231,014
<b>TOTAL</b>	<b>\$ 6,852,462</b>	<b>\$ 6,506,918</b>	<b>\$ 6,340,670</b>	<b>\$ 7,083,412</b>
<b>ASSET MANAGEMENT</b>				
Administration	\$ 614,603	\$ 581,086	\$ 575,643	\$ 605,491
Construction Management	493,849	472,142	484,561	490,632
Solid Waste Operations	317,975	278,207	264,400	302,778
Custodial	860,440	851,366	862,076	854,052
Facility Repair	3,475,172	3,480,828	3,883,993	5,987,591
<b>TOTAL</b>	<b>\$ 5,762,039</b>	<b>\$ 5,663,629</b>	<b>\$ 6,070,673</b>	<b>\$ 8,240,543</b>
<b>ECONOMIC DEVELOPMENT</b>				
Economic Development	\$ 499,655	\$ 647,373	\$ 624,593	\$ 713,626
Land Bank	607,057	597,357	579,567	658,712
<b>TOTAL</b>	<b>\$ 1,106,712</b>	<b>\$ 1,244,730</b>	<b>\$ 1,204,161</b>	<b>\$ 1,372,338</b>
<b>PLANNING AND DEVELOPMENT SERVICES</b>				
Administration	\$ 1,098,788	\$ 1,141,159	\$ 1,139,849	\$ 1,113,943
Development Services	3,267,875	3,399,202	3,330,663	3,853,970
Environmental Health	573,962	678,203	637,191	818,666
Business Services	853,956	868,948	809,278	924,788
Mosquito Borne Virus Mitigation	118,089	100,000	100,000	100,000
<b>TOTAL</b>	<b>\$ 5,912,669</b>	<b>\$ 6,187,511</b>	<b>\$ 6,016,981</b>	<b>\$ 6,811,367</b>
<b>OFFICE OF STRATEGIC INITIATIVES</b>				
	\$ 3,435,143	\$ 3,542,313	\$ 3,317,946	\$ 5,798,994
<b>AVIATION</b>				
	\$ 1,076,873	\$ 1,058,206	\$ 988,051	\$ 1,051,290

# General Fund Summary

## GENERAL FUND FY 2022 Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>CITY MANAGER'S OFFICE</b>				
City Manager's Office	\$ 1,069,399	\$ 1,084,425	\$ 1,077,330	\$ 1,298,346
Mayor & Council	51,007	61,058	54,450	61,305
Transit Support	12,986	21,204	11,312	21,204
<b>TOTAL</b>	<b>\$ 1,133,393</b>	<b>\$ 1,166,687</b>	<b>\$ 1,143,092</b>	<b>\$ 1,380,855</b>
<b>INTERNAL AUDIT</b>	\$ 687,560	\$ 674,475	\$ 646,283	\$ 694,523
<b>JUDICIARY</b>	\$ 987,536	\$ 989,661	\$ 965,270	\$ 1,003,317
<b>CITY ATTORNEY'S OFFICE</b>				
Administration	\$ 1,267,207	\$ 1,313,226	\$ 1,268,506	\$ 1,303,981
Litigation	1,373,189	1,315,035	1,313,113	1,376,970
Municipal Law	848,833	944,004	909,195	1,026,658
Citizen Services	779,830	832,441	766,025	833,985
<b>TOTAL</b>	<b>\$ 4,269,059</b>	<b>\$ 4,404,706</b>	<b>\$ 4,256,839</b>	<b>\$ 4,541,594</b>
<b>HUMAN RESOURCES</b>				
Administration	\$ 529,987	\$ 609,685	\$ 611,637	\$ 596,682
Employee Operations	698,051	638,329	613,979	752,009
Employee Services	313,013	71,669	71,120	118,400
Workforce Investment	562,779	603,448	579,913	704,143
Risk Management	1,281,052	1,719,048	1,674,055	1,934,855
Civil Service Operations	441,449	420,932	409,486	458,214
<b>TOTAL</b>	<b>\$ 3,826,331</b>	<b>\$ 4,063,111</b>	<b>\$ 3,960,189</b>	<b>\$ 4,564,303</b>
<b>FINANCE</b>				
Administration	\$ 865,064	\$ 1,020,219	\$ 932,130	\$ 1,082,868
Accounting	927,065	931,948	926,330	1,112,320
Purchasing	740,373	757,798	753,505	588,001
Treasury	1,874,393	1,970,241	1,930,997	2,103,321
Payroll/Payables	588,211	547,235	560,772	423,631
Office of Management and Budget	729,874	695,170	708,767	734,696
<b>TOTAL</b>	<b>\$ 5,724,981</b>	<b>\$ 5,922,612</b>	<b>\$ 5,812,500</b>	<b>\$ 6,044,836</b>
<b>COMMUNICATION &amp; LEGISLATIVE AFFAIRS</b>				
Office of Communication	\$ 723,838	\$ 971,370	\$ 947,254	\$ 1,123,342
Action Center	993,463	964,922	972,458	1,145,230
Executive and Legislative Support	1,766,136	1,856,468	1,848,998	1,876,538
Intergovernmental Relations	178,697	155,292	158,733	155,292
<b>TOTAL</b>	<b>\$ 3,662,133</b>	<b>\$ 3,948,052</b>	<b>\$ 3,927,443</b>	<b>\$ 4,300,401</b>



# General Fund Summary

## GENERAL FUND FY 2022 Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>NON-DEPARTMENTAL</b>				
Non-Departmental	\$ 8,089,790	\$ 7,288,621	\$ 7,357,115	\$ 4,600,520
Non-Departmental Projects	4,700	3,141,851	1,709,874	1,512,819
Non-Departmental METF	-	300,000	-	300,000
ERP Systems	699,831	2,920,312	3,050,962	2,966,663
<b>TOTAL</b>	<b>\$ 8,794,321</b>	<b>\$ 13,650,784</b>	<b>\$ 12,117,952</b>	<b>\$ 9,380,002</b>
<b>BUSINESS DIVERSITY OFFICE</b>	\$ -	\$ -	\$ -	\$ 463,102
<b>MUNICIPAL COURT</b>	\$ 3,196,435	\$ 3,281,007	\$ 3,092,446	\$ 3,406,941
<b>HEALTH INSURANCE SAVINGS</b>	\$ (2,454,032)	\$ -	\$ -	\$ -
<b>ITSF CHARGEBACK SAVINGS</b>	\$ (2,243,537)	\$ -	\$ -	\$ -
<b>FLEET FUEL/VEHICLE SAVINGS</b>	\$ (777,560)	\$ -	\$ -	\$ -
<b>COMM. SERVICES CHARGEBACK SAVINGS</b>	\$ (237,716)	\$ -	\$ -	\$ -
<b>FIRE CAPITAL PROJECT OVERAGE</b>	\$ -	\$ -	\$ 1,400,000	\$ -
<b>ARP FUNDED EXPENSES TO GRANT FUND</b>	\$ -	\$ -	\$ (6,100,000)	\$ -
<b>TOTAL - GENERAL FUND</b>	<b>\$ 247,359,107</b>	<b>\$ 255,685,931</b>	<b>\$ 247,005,979</b>	<b>\$ 274,455,039</b>

# General Fund Summary

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## GENERAL FUND REVENUES

General Fund revenue classifications range from Taxes (primarily Sales and Property), which comprise 71.7 percent of General Fund revenues, to Miscellaneous Revenues, which comprise less than 0.5 percent.

### Taxes

The largest single revenue source for the General Fund is Ad Valorem taxes, also known as property taxes. The proposed property tax rate for FY 2022 is \$0.6198 per \$100 valuation. Of this tax rate, 66.1 percent, or \$0.4098, will be used for General Fund activities. The remaining 33.9 percent, or \$0.2100, will be used for debt service. General Fund property tax revenue for FY 2022 is estimated to be \$114,376,400 from the total tax base of \$31,585,577,528. The General Fund's portion of the sales tax rate is 1 percent. Sales tax revenue for FY 2022 is estimated at \$73,372,505. Other taxes include the Criminal Justice Tax, Bingo Tax, and Liquor Tax.

### Franchise Fees

Franchise Fees are those fees paid by utilities for the use of City streets, alleys, and property in providing their services to citizens, and account for 13.9 percent of the General Fund revenues. The largest of these is the Electric Franchise Fee, at \$12.71 million. Other Franchise Fees include the Telephone, Water, Cable Television, and Gas utilities, and royalties from the Landfill.

### Service Charges

Service Charges account for 6.4 percent of General Fund revenues, at \$16,988,671. 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 3.2 percent of General Fund revenue, at \$8,370,255. Municipal Court fines account for virtually all Fines and Forfeitures, at \$8,250,618. Licenses and Permits account for 2.6 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 \$7,004,517. Leases and Rents are estimated at \$4,968,687, or 1.9 percent of total revenues in the fund. The City's landfill lease, at \$2.45 million, is the largest revenue source in this category. The final revenue category is Miscellaneous at \$880,696, or 0.3 percent.

## INTERFUND TRANSFERS

Interfund transfers for FY 2022 include three broad categories. The first of these is indirect costs, which are payments by non-General Fund departments for services received from the General Fund. These services include payroll, information technology, accounting, and building use. Indirect costs total \$5,665,860 for FY 2022. Support for other funds includes amounts paid by the General Fund to the Special Transit Fund (\$600,000), the Street Maintenance Fund (\$6,907,613), the Information Technology Fund for one-time projects (\$800,000), and funding for vehicle purchases (\$679,265) to the Fleet Services Fund. The transfers also include the receipt of funds for one-time expenditures; these include \$5,150,413 from the ATF and natural gas funds, \$6,825,941 from prior year ending balance, and \$227,363 from the Economic Development Corporation. In the aggregate, the net impact of interfund transfers in FY 2022 is \$8,971,398 transferred into the General Fund.

# General Fund Summary

## GENERAL FUND FY 2022 Revenues

REVENUE ITEM	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>TAXES:</b>				
Ad Valorem Taxes	\$ 115,890,452	\$ 107,110,384	\$ 107,217,494	\$ 114,376,400
Sales Tax	64,195,349	61,594,299	71,513,163	73,372,505
Major Event Trust Fund Revenue	-	300,000	-	300,000
Criminal Justice Tax	340,155	312,118	304,500	307,559
State Liquor Tax	1,600,753	2,214,707	1,743,049	2,036,123
Bingo Tax	73,907	79,693	82,594	75,387
<b>TOTAL TAXES</b>	<b>\$ 182,100,616</b>	<b>\$ 171,611,201</b>	<b>\$ 180,860,800</b>	<b>\$ 190,467,974</b>
<b>LICENSES AND PERMITS:</b>				
Building Permits	\$ 3,411,783	\$ 2,940,000	\$ 4,000,000	\$ 3,250,000
Electrical Permits	120,641	115,000	120,000	120,000
Plumbing Permits	325,614	300,000	330,000	320,000
Mechanical Permits	162,589	147,763	165,000	200,275
Swimming Pool Permits	102,600	99,500	98,350	99,550
Business Registration	210,786	200,000	220,000	189,525
Certificates of Occupancy	107,107	123,000	115,000	110,000
Boathouse / Pier License	13,399	13,399	13,399	13,399
Small Cell Permits, Inspections, Rentals	369,602	225,000	225,000	145,000
Food Establishment Permits	633,761	655,605	700,000	725,000
Alcoholic Beverage License	114,560	100,000	110,000	110,000
Food Handlers Permit	5,450	5,500	10,000	6,000
Dog and Cat License	45,735	50,723	41,161	50,723
Euthanasia Fees, Other Animal Fees	14,835	14,255	12,505	17,042
Animal Services - Owner Surrender Fees	15,410	26,900	11,060	14,000
Burglar Alarm Permit	653,699	673,000	673,000	673,000
Abandonment Fees	5,000	6,000	5,000	6,000
Child Care License / Permit	44,215	57,800	58,000	60,000
Fire Permits	177,853	216,743	195,350	216,743
Fire Inspection Fees	332,195	322,700	139,929	322,700
Fire OT and Re-inspection Fees	9,233	17,600	20,000	17,600
Fire Operational Permits	159,335	258,141	51,552	258,141
Securing Code Violations	5,971	3,243	4,331	3,769
Irrigation Permits	69,625	54,000	55,000	60,000
Special Event Parking	9,150	12,000	9,150	14,800
Other Licenses / Permits	1,385	1,150	1,413	1,250
<b>TOTAL LICENSES AND PERMITS</b>	<b>\$ 7,121,533</b>	<b>\$ 6,639,022</b>	<b>\$ 7,384,200</b>	<b>\$ 7,004,517</b>

# General Fund Summary

## GENERAL FUND FY 2022 Revenues

REVENUE ITEM	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>SERVICE CHARGES:</b>				
Vital Statistics	\$ 295,007	\$ 300,000	\$ 315,000	\$ 315,000
Rezoning Fees	125,234	118,000	200,000	200,000
Plat Review and Inspection Fees	512,914	620,000	710,000	600,000
Landscape / Tree Preservation Fees	6,550	14,000	7,500	8,000
Building Inspection Fees	51,110	78,500	40,000	50,000
Drilling / Gas Well Inspection Fees	101,500	-	-	-
Gas Well Reinspection Fee	863,200	925,600	923,000	910,000
Gas Well Supplemental Fee	20,000	12,500	22,500	25,000
Plan Review Fee	1,792,824	1,157,000	1,400,000	1,407,850
Public Works Reimbursements	689,122	650,000	500,000	650,000
Inspection Transfer	1,119,987	1,100,000	1,064,000	1,100,000
Survey Transfer	133,097	140,000	100,000	120,000
Real Estate Transfer	202,644	375,000	300,000	225,000
Construction Management Fees	30,217	134,000	91,000	269,000
Saturday Inspection Fees	25,830	30,000	28,000	30,000
Food Service Application Fees	52,950	60,000	100,000	63,000
Police Admin. Services Revenue	37,691	31,341	20,000	40,820
Jail Support Revenues	3,284	3,735	3,284	3,162
Abandoned Vehicle Search Fees	7,650	10,000	7,650	11,000
Police Towing	141,500	97,240	97,240	121,550
PILOT - Water	4,433,583	4,524,780	4,524,780	4,619,591
PILOT - SWUF	618,122	661,371	661,371	750,170
PILOT - Housing	-	200,000	200,000	-
Impoundment Fees	38,443	43,668	30,745	34,594
Animal Adoption Fees	83,242	103,368	68,611	91,998
Animal Awareness / Safety Program	1,540	2,800	2,275	2,800
Vet Services	11,982	13,969	8,224	10,103
Multi-Family Annual Inspections	635,122	629,108	633,630	635,543
Extended-Stay Annual Inspections	173,804	160,981	150,226	150,226
Hotel Inspections	450	44,000	11,000	44,000
Short Term Rental Revenue	47,500	49,000	50,000	52,500
Dangerous Structure Demolition Fees	-	7,375	33,471	7,375
Nuisance Abatement	41,551	41,524	31,143	39,285
Multi-Family Re-Inspections	1,950	3,450	3,450	3,900
Duplex Registration / Re-Inspections	21,476	15,850	18,748	19,060
Food Establishment Re-Inspection	8,925	11,250	11,250	12,000
Swimming Pool Re-Inspections	1,350	2,753	2,550	2,850
Water Department Street Cuts	64,164	160,000	376,000	160,000
Fire Initial Inspection	52,453	66,600	51,291	66,600
Park Bond Fund Reimb.	75,298	70,000	70,000	70,000
Transportation Bond Fund Reimb.	116,000	116,000	116,000	116,000
AISD - SRO Program, PD and Fire	2,161,540	2,032,282	1,867,538	2,117,538
Mowing Services	86,468	92,985	92,659	99,330
State Reimbursement - Transportation	46,597	62,153	77,685	62,153
Non-Resident Library Cards	21,933	24,921	20,674	24,921
Miscellaneous revenue, for infrastructure	-	1,284,752	-	1,284,752
Other Service Charges	465,423	350,000	366,250	362,000
<b>TOTAL SERVICE CHARGES</b>	<b>\$ 15,421,227</b>	<b>\$ 16,631,856</b>	<b>\$ 15,408,745</b>	<b>\$ 16,988,671</b>

# General Fund Summary

## GENERAL FUND FY 2022 Revenues

REVENUE ITEM	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>FRANCHISE FEES:</b>				
Electrical Utility	\$ 12,570,192	\$ 12,853,825	\$ 12,922,157	\$ 12,712,009
Gas Utility	2,525,889	2,465,325	2,740,895	2,495,607
Water Utility	9,506,314	9,616,295	9,807,678	9,781,045
Telephone Utility	2,716,527	2,634,488	2,541,732	2,654,998
Sanitation Franchise	2,168,691	2,179,714	2,170,178	2,280,374
Storm Clean-Up Fees	58,336	58,237	58,757	59,014
Methane Royalties	316,035	478,200	478,200	418,934
Brush Royalty	49,878	-	-	-
City Department Waste Rebate	65,249	-	-	-
Landfill Gross Revenues	4,242,327	4,615,077	4,316,542	4,695,832
Cable TV Franchise	2,082,959	1,850,525	1,733,581	1,710,265
<b>TOTAL FRANCHISE FEES</b>	<b>\$ 36,302,397</b>	<b>\$ 36,751,686</b>	<b>\$ 36,769,720</b>	<b>\$ 36,808,078</b>
<b>FINES AND FORFEITURES:</b>				
Municipal Court Fines	\$ 3,548,624	\$ 3,115,891	\$ 2,858,358	\$ 2,996,500
Child Safety Fees	25,144	42,111	33,200	35,717
Uniform Traffic Fines	5,455,292	6,495,909	4,599,060	4,890,999
Time Payment Fees	86,923	79,468	114,112	115,252
Issue / Arrest Fees	262,115	311,434	202,400	212,150
Library Fines	71,863	119,637	61,015	119,637
<b>TOTAL FINES AND FORFEITURES</b>	<b>\$ 9,449,961</b>	<b>\$ 10,164,450</b>	<b>\$ 7,868,145</b>	<b>\$ 8,370,255</b>
<b>LEASES AND RENTS:</b>				
Sheraton Ground Lease	\$ 311,015	\$ 320,345	\$ 315,492	\$ 326,752
101 Center Ground Lease	60,000	60,000	60,000	60,000
Terminal Building Lease	88,948	68,971	89,907	78,682
Hangar Rental	215,544	214,084	214,084	214,454
Tie Down Charges	34,320	29,260	30,232	29,040
Land and Ramp Lease	827,581	843,332	881,340	895,922
Ballpark Lease, One-time in FY 2020	1,000,000	-	-	-
Cell Phone Tower Leases	246,683	205,900	229,000	236,500
Landfill Lease	2,548,807	2,373,592	2,373,592	2,453,458
Landfill Lease, Deferred revenue	457,259	457,259	457,259	457,259
Pipeline License Agreements	62,850	75,000	60,000	60,000
Message Board Rentals	108,661	50,000	56,000	50,000
Misc. Leases / Rents (Copier Concession)	95,006	100,500	97,485	106,620
<b>TOTAL LEASES AND RENTS</b>	<b>\$ 6,056,674</b>	<b>\$ 4,798,243</b>	<b>\$ 4,864,391</b>	<b>\$ 4,968,687</b>

# General Fund Summary

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## GENERAL FUND FY 2022 Revenues

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>REVENUE ITEM</b>				
MISCELLANEOUS REVENUE:				
Interest	\$ 2,349,717	\$ 747,747	\$ 555,047	\$ 578,946
Auction Income	11,987	30,500	33,717	30,250
Risk Management Damages	141,903	220,000	220,000	250,000
Ballpark Settlement Agreement	727,500	-	-	-
Beverage Contract	<u>14,192</u>	<u>17,150</u>	<u>25,109</u>	<u>21,500</u>
<b>TOTAL MISCELLANEOUS REVENUE</b>	\$ 3,245,299	\$ 1,015,397	\$ 833,873	\$ 880,696
<b>TOTAL - GENERAL FUND REVENUES</b>	\$ 259,697,070	\$ 247,611,855	\$ 253,989,874	\$ 265,488,878

# General Fund Summary

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# General Fund

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	Aviation	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 & Transportation	Office of Strategic Initiatives



# 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

- 35 Authorized Positions
- Budget Break Down
 

Personnel Services	\$2,747,927
Operating Expenses	5,492,616
<b>Total</b>	<b>\$8,240,543</b>

### Business Plan Goals and Objectives

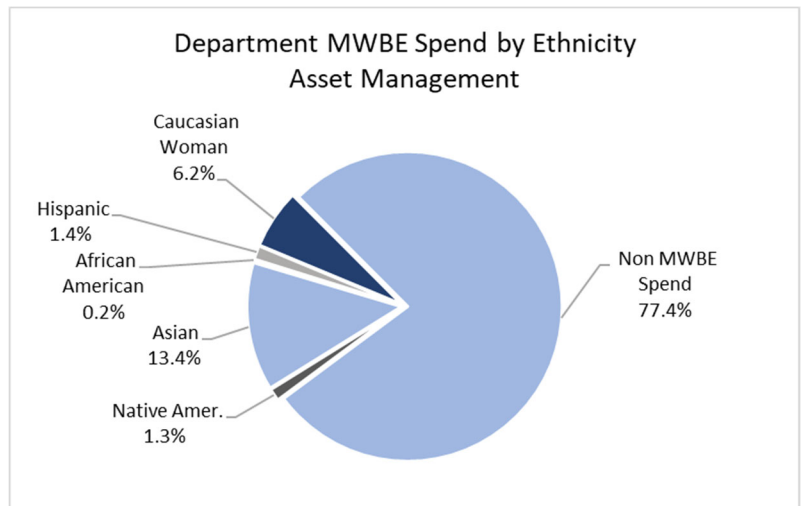
- **Goal:** Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington
  - **Objective:** Address Education and Workforce Training Disparities
- **Goal:** Provide Activities, Educational Opportunities, and Services that Meet the Needs of the Community
  - **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 Equipment
  - **Objective:** Maintain City Standards for all Municipal Buildings
- **Goal:** Support and Expand Programs to Reduce Environmental Impacts
  - **Objective:** Protect and Preserve the Natural Environment

### Revenue Highlights

- |  |                    |
|--|--------------------|
| • Landfill Gross Revenue                       | \$4,122,454        |
| • Sanitation Franchise Fees, Methane Royalties | 2,699,308          |
| • Landfill Lease                               | 2,453,458          |
| • Construction Management Fees                 | 269,000            |
| <b>• Total</b>                                 | <b>\$9,544,220</b> |

### Budget Highlights

- New Building System Mechanic \$55,462
- New Painter \$55,462
- One-time Funding for Maintenance of Buildings Emergency Generator Elzie Odom / Beacon \$2,277,405



# 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Asset Management	69.0%	13.8%	3.4%	10.3%	3.4%	0.0%	0.0%	24.1%	75.9%

\* Includes General Fund and Fleet Services Fund Employees

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Asset Management Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
<b>General Fund</b>				
Overall satisfaction of Construction Management's services "exceeds" or "meets" expectations	92%	92%	90%	90%
Overall satisfaction of facility maintenance and repair services "exceeds" or "meets" expectations	92%	93%	93%	95%
Overall satisfaction of custodial services contractor "exceeds" or "meets" expectations	87%	72%	94%	90%
Major building components operating within their designed life:				
Roofs:				
Asphalt [25 Years of Service Life]	New Measure in FY 2020	88%	88%	95%
Metal [25 Years of Service Life]	New Measure in FY 2020	68%	68%	95%
Built-up [25 Years of Service Life]	New Measure in FY 2020	68%	68%	95%
Modified [25 Years of Service Life]	New Measure in FY 2020	100%	100%	95%
Misc. [25 Years of Service Life]	New Measure in FY 2020	50%	50%	95%
HVAC [15 Years of Service Life]	New Measure in FY 2020	59%	59%	85%
Generators [20 Years of Service Life]	New Measure in FY 2020	74%	74%	95%
Elevators:				
High Usage [15 Years of Service Life]	New Measure in FY 2020	56%	56%	85%
Low Usage [35 Years of Service Life]	New Measure in FY 2020	80%	80%	85%
Boilers [25 Years of Service Life]	New Measure in FY 2020	63%	63%	95%
Water Heaters [15 Years of Service Life]	New Measure in FY 2020	18%	18%	85%

# General Fund

Asset Management Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
<b>Environmental</b>				
Citizen perception of trash collection services [annual survey]	76%	78%	80%	80%
Citizen perception of residential recycling services [annual survey]	81%	75%	80%	80%
Recycling Collected Curbside (Tons)	24,126	24,250	24,512	Maintain or Increase
Library Recycling Collected (Tons)	172	158	134	Maintain or Increase
Leaf Recycling Program (Tons)	291	300	300	Maintain or Increase
Number of multi-family recycling outreach presentations given	9	2	4	6
Missed collection calls per 10,000 services	New Measure in FY 2022			< 2.5
Residue in Recycling (COG Survey)	New Measure in FY 2022			< 39%

## Asset Management Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 614,603	\$ 581,086	\$ 575,643	\$ 605,491
Construction Management	493,849	472,142	484,561	490,632
Solid Waste Operations	317,975	278,207	264,400	302,778
Custodial	860,440	851,366	862,076	854,052
Facility Repair	3,475,172	3,480,828	3,883,993	5,987,591
<b>TOTAL</b>	<b>\$ 5,762,039</b>	<b>\$ 5,663,629</b>	<b>\$ 6,070,673</b>	<b>\$ 8,240,543</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	33	33	33	35
Personnel Services	\$ 2,496,654	\$ 2,454,013	\$ 2,387,282	\$ 2,747,927
Operating Expenses	3,265,385	3,209,616	3,683,390	5,492,616
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,762,039</b>	<b>\$ 5,663,629</b>	<b>\$ 6,070,673</b>	<b>\$ 8,240,543</b>

# General Fund

## AVIATION: Trent Ballard, Manager

### Department Narrative

The FAA classifies Arlington Municipal Airport as a Reliever Airport, an airport that provides a convenient alternative to DFW and Love Field for corporate and cargo operations, recreational flying, and flight training. The Airport's economic impact to the local economy is estimated to be over \$230 million annually, based on a 2018 Texas Aviation Economic Impact Study. There are 22 businesses and one flight testing facility currently based at the airport. Airport revenues cover operational costs. Income is derived from leasing land for development, providing aircraft hangars and tie-down spaces, and renting office space in the terminal building. The management team is responsible for contract administration, aviation grant acquisition and administration, and management of daily operations. Aviation Operations staff provides facility and infrastructure maintenance, vegetation management, wildlife control, and 24/7 security for the Airport's 600+ acres.

### At A Glance

- 9 Authorized Positions
- Budget Break Down
 

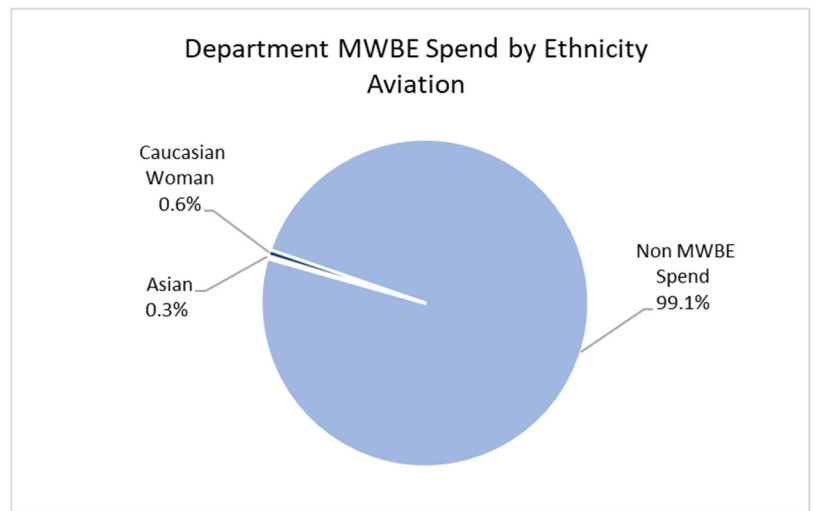
Personnel Services	\$763,385
Operating Expenses	287,905
<b>Total</b>	<b>\$1,051,290</b>

### Business Plan Goals and Objectives

- 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 Public Infrastructure

### Revenue Highlights

- |                                   |                    |
|-----------------------------------|--------------------|
| Land and Ramp Leases              | \$895,922          |
| Hangar Rentals / Tie-Down Charges | 243,494            |
| Terminal Building Leases          | 78,682             |
| <b>Total</b>                      | <b>\$1,218,098</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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Aviation	63.6%	36.4%	0.0%	0.0%	0.0%	0.0%	0.0%	18.2%	81.8%

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

# General Fund

## Scorecard

Aviation Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Operating cost recovery	110%	113.07%	100%	100%
Total aircraft operations	79,753	90,204	87,132	82,000
Hangar occupancy rate	100%	100%	100%	100%

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	9	9	9	9
Personnel Services	\$ 788,851	\$ 775,177	\$ 705,321	\$ 763,385
Operating Expenses	288,022	283,029	282,730	287,905
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,076,873</b>	<b>\$ 1,058,206</b>	<b>\$ 988,051</b>	<b>\$ 1,051,290</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.

### Business Plan Goals and Objectives

- **Goal:** Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington
  - **Objective:** Address Economic Disparities

### Budget Highlights

- 4 FTEs moved from Finance Department \$389,343
- One-time Funding for Business Diversity Admin Startup \$5,000
- Increased Recurring Funding for Business Diversity Admin Startup \$15,000

### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Business Diversity Office	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city’s contribution to employee health coverage.

### Scorecard

Business Diversity Office Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
MWBE Participation: Good-faith effort on applicable City procurements to include construction and professional services	15%	25%	25%	30%

### Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	-	-	-	4
Personnel Services	\$ -	\$ -	\$ -	\$ 433,293
Operating Expenses	-	-	-	29,809
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 463,102</b>

# General Fund

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

### Department Narrative

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

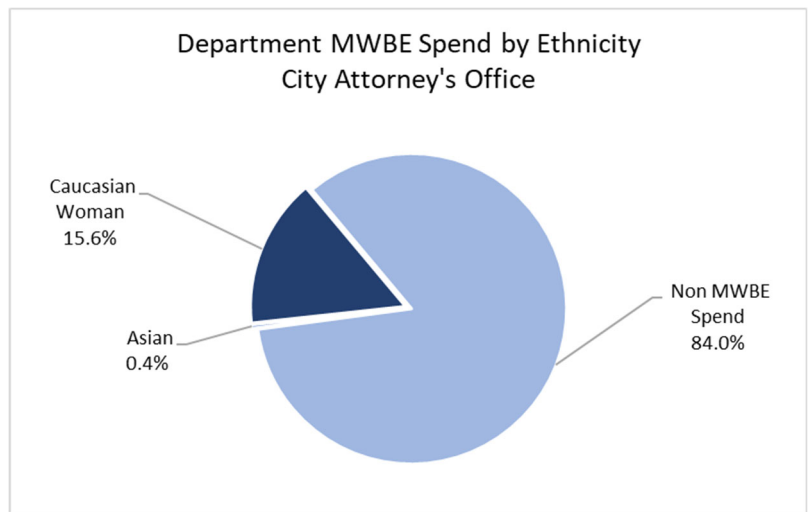
### At A Glance

- 39 Authorized Positions
- Budget Break Down
 

Personnel Services	\$4,119,503
Operating Expenses	422,091
<b>Total</b>	<b>\$4,541,594</b>

### Budget Highlights

- New Senior Attorney Position \$124,900



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
City Attorney's Office	55.3%	10.5%	23.7%	5.3%	0.0%	0.0%	5.3%	78.9%	21.1%

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

# General Fund

## Scorecard

City Attorney's Office Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
% of contracts reviewed within five business days	100%	100%	100%	95%
% of Municipal Court cases disposed	82%	81%	68%	60%
Revenue received through collections	\$542,630	\$625,232	\$390,000	\$390,000
% of investigations reviewed within 20 days	100%	93%	95%	100%
% of discrimination/harassment allegations reviewed within 30 days	100%	100%	100%	70%
Average amount paid per lawsuit	\$24,706	\$13,711	\$40,000	\$30,000
Number of liability cases successfully closed	17	12	12	12
% of lawsuits handled in-house	80%	82%	70%	70%
Hearings on abatement of nuisance, dangerous and substandard buildings, sexually oriented businesses	81	52	14	75

## City Attorney's Office Expenditures

	Actual F2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 1,267,207	\$ 1,313,226	\$ 1,268,506	\$ 1,303,981
Litigation	1,373,189	1,315,035	1,313,113	1,376,970
Municipal Law	848,833	944,004	909,195	1,026,658
Citizen Services	779,830	832,441	766,025	833,985
<b>TOTAL</b>	<b>\$ 4,269,059</b>	<b>\$ 4,404,706</b>	<b>\$ 4,256,839</b>	<b>\$ 4,541,594</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	38	38	38	39
Personnel Services	\$ 3,836,779	\$ 3,958,691	\$ 3,846,822	\$ 4,119,503
Operating Expenses	432,280	446,015	410,017	422,091
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,269,059</b>	<b>\$ 4,404,706</b>	<b>\$ 4,256,839</b>	<b>\$ 4,541,594</b>



# General Fund

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

### Department Narrative

The City Auditor is an officer appointed by the City Council. The City Auditor's Office is responsible for conducting 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 Staff Auditor and Internal Auditor Positions Conversion \$13,000

### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
City Auditor's Office	75.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	50.0%	50.0%

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

### Scorecard

City Auditor's Office Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Recommendations with Management concurrence	100%	100%	100%	100%
Special projects completed	100%	100%	100%	100%

### Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	5	5	5	5
Personnel Services	\$ 630,518	\$ 618,519	\$ 590,327	\$ 641,489
Operating Expenses	57,042	55,956	55,956	53,034
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 687,560</b>	<b>\$ 674,475</b>	<b>\$ 646,283</b>	<b>\$ 694,523</b>

# General Fund

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

### Department Narrative

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

### 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
  - **Objective:** Address Housing Disparities
  - **Objective:** Address Education and Workforce Training Disparities
  - **Objective:** Address Health and Wellness Disparities

### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
City Manager's Office	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

### City Manager's Office Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
City Manager's Office	\$ 1,069,399	\$ 1,084,425	\$ 1,077,330	\$ 1,298,346
Mayor & Council	51,008	61,058	54,450	61,305
Transit Support	12,986	21,204	11,312	21,204
<b>TOTAL</b>	<b>\$ 1,133,393</b>	<b>\$ 1,166,687</b>	<b>\$ 1,143,092</b>	<b>\$ 1,380,855</b>

### Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	3	3	4	4
Personnel Services	\$ 959,157	\$ 987,333	\$ 990,457	\$ 1,211,567
Operating Expenses	174,236	179,354	152,635	169,288
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,133,393</b>	<b>\$ 1,166,687</b>	<b>\$ 1,143,092</b>	<b>\$ 1,380,855</b>

# 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

- 68 Authorized Positions
- Budget Break Down
 

Personnel Services	\$5,105,240
Operating Expenses	1,613,386
<b>Total</b>	<b>\$6,771,626</b>

### Budget Highlights

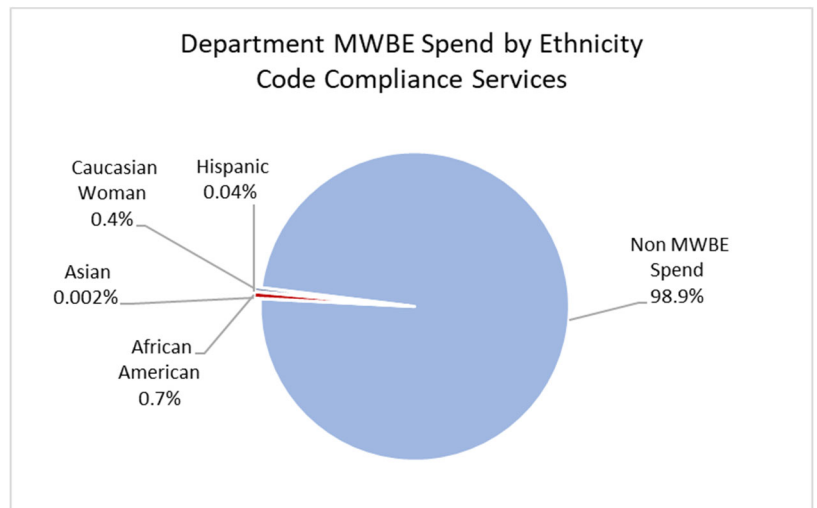
- 2 New Code Compliance Officer I Positions \$123,793
- One-time Funding for New Positions \$56,316
- One-time Funding for Animal Services Access Control System \$81,354

### Business Plan Goals and Objectives

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

### Revenue Highlights

- Multi-Family Inspections \$635,543
- Extended Stay Annual Inspection 150,226
- Swimming Pool Permits 99,500
- Mowing Services 99,330
- Animal Adoption Fees 91,998
- Dog & Cat Licenses 50,723
- Nuisance/Abatement Fees 39,285
- Impoundment Fees 34,594
- Owner Surrender Fee 14,000
- Total** **\$1,215,249**



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Code Compliance	53.7%	29.9%	11.9%	1.5%	0.0%	0.0%	3.0%	50.7%	49.3%

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

# General Fund

## Scorecard

Code Compliance Services Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Number of Animal Services' volunteer hours	14,723	7,331	4,800	10,000
Number of code inspection activities completed	87,474	83,309	73,913	80,000
Number of animal licenses sold in Arlington	5,171	4,200	4,000	5,189
Live Release Rate	80%	86%	90%	89%
Average number of days from initial code complaint to first action	2	1	2	3
Percent of cases resolved through voluntary compliance	48%	71%	78%	65%
Percent of inspection activities that are proactive	36%	27%	21%	29%

## Code Compliance Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 810,927	\$ 927,817	\$ 891,225	\$ 851,025
Code Compliance	2,726,141	2,542,444	2,447,480	2,996,287
Animal Services	2,263,362	2,615,004	2,582,313	2,540,415
Multifamily Inspection	371,093	370,333	373,417	383,899
<b>TOTAL</b>	<b>\$ 6,171,523</b>	<b>\$ 6,455,598</b>	<b>\$ 6,294,435</b>	<b>\$ 6,771,626</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	68	66	66	68
Personnel Services	\$ 4,278,400	\$ 4,475,334	\$ 4,320,822	\$ 5,105,240
Operating Expenses	1,893,123	1,980,264	1,973,612	1,613,386
Capital Outlay	-	-	-	53,000
<b>TOTAL</b>	<b>\$ 6,171,523</b>	<b>\$ 6,455,598</b>	<b>\$ 6,294,435</b>	<b>\$ 6,771,626</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	\$3,510,184
Operating Expenses	790,217
<b>Total</b>	<b>\$4,300,401</b>

### Budget Highlights

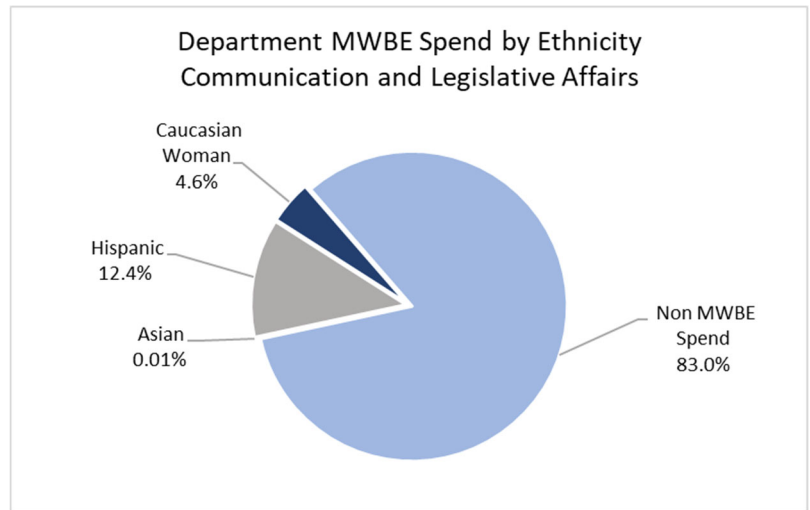
- 3 New Action Center Agents \$157,523
- 2 New Communications Coordinators (1 as FTE Only) \$91,628
- Increased Recurring Funding for the Citibot Community Engagement Program \$24,000

### Business Plan Goals and Objectives

- **Goal:** Expand and Enhance the City's Image
  - **Objective:** Promote Community Engagement
  - **Objective:** Develop a Sense of Place
- **Goal:** Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
  - **Objective:** Build a Strong and Diverse Business Community
- **Goal:** Ensure Availability of Information, Programs, and City Services
  - **Objective:** Implement New Technology
  - **Objective:** Increase Convenience for the Customer
- **Goal:** Continue Responsible Fiduciary Emphasis for the Organization and Council
  - **Objective:** Seek New or Alternative Funding Sources

### Revenue Highlights

- Alcoholic Beverage Licenses \$110,000
- Vital Statistics 315,000
- **Total \$425,000**



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Communication & Legislative Affairs	36.2%	34.0%	27.7%	0.0%	0.0%	0.0%	2.1%	78.7%	21.3%

\* Includes General Fund and Document Services Fund Employees

# General Fund

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Communication & Legislative Affairs Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Action Center first call resolution	97%	97%	98%	97%
% of Action Center calls abandoned	17%	12%	8%	10%
Action Center calls answered	255,281	265,015	250,000	250,000
Legal deadlines met for City Council agenda posting	100%	100%	100%	100%
Percentage of citizens who agree they receive the info they need when calling a City facility	60%	65%	64%	60%
Increase YouTube views to reach 3,000,000 views per year	3,570,801	3,678,224	250,000	3,000,000
Increase Social Media Followers – FaceBook, Instagram and Twitter [reported quarterly]	18%	12%	10%	25%
Increase Visits to MyArlingtonTX.com and Arlingtontx.gov (Baseline = 518,623 visits)	(11%)	47%	50%	20%
Register birth records in the Record Acceptance Queue from the State within one business day	97%	98%	95%	95%
Ask Arlington App Downloads – based on percent of population	1%	1%	1%	5%
Ask Arlington App Satisfaction – Number of 5-star ratings	1,032	336	500	500

## Communication and Legislative Affairs Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Office of Communication	\$ 723,838	\$ 971,370	\$ 947,254	\$ 1,123,342
Action Center	993,463	964,922	972,458	1,145,230
Executive and Legislative Support	1,766,135	1,856,468	1,848,998	1,876,538
Intergovernmental Relations	178,697	155,292	158,733	155,292
<b>TOTAL</b>	<b>\$ 3,662,133</b>	<b>\$ 3,948,052</b>	<b>\$ 3,927,443</b>	<b>\$ 4,300,401</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	41	41	41	46
Personnel Services	\$ 2,924,022	\$ 3,152,313	\$ 3,149,235	\$ 3,510,184
Operating Expenses	738,111	795,739	778,208	790,217
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,662,133</b>	<b>\$ 3,948,052</b>	<b>\$ 3,927,443</b>	<b>\$ 4,300,401</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

- 10 Authorized Positions
- Budget Break Down
 

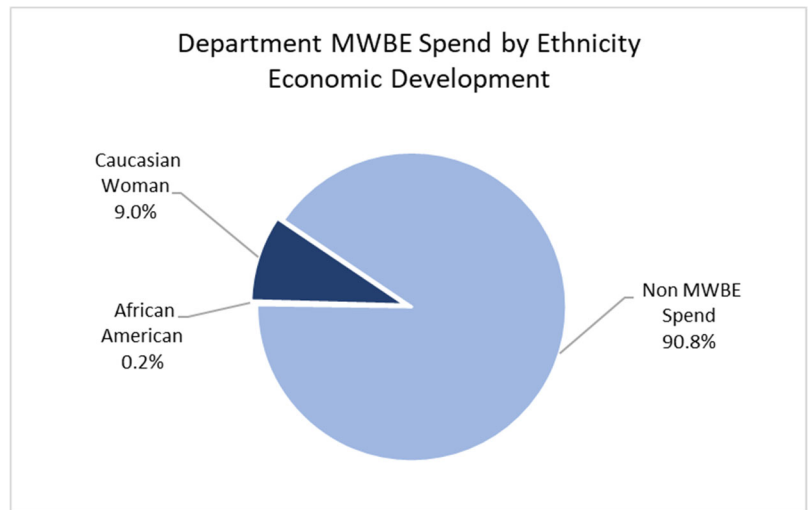
Personnel Services	\$1,060,894
Operating Expenses	311,444
<b>Total</b>	<b>\$1,372,338</b>

### 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
- **Goal:** Ensure Availability of Information, Programs, and City Services
  - **Objective:** Implement New Technology

### Revenue Highlights

- Real Estate Transfer \$225,000
- Cell Tower Leases 236,500
- Small Cell Fees 145,000
- Pipeline License Agreements 60,000
- **Total** **\$660,500**



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Economic Development	75.0%	12.5%	12.5%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%

# General Fund

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Economic Development Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Marketing partnership visits	60	95	80	95
Recruitment leads	95	47	75	95
Leads to prospects	46	35	40	49
On-Site Business Visits	118	96	80	95
Royalties from real estate holdings	\$7,020,775	\$3,584,198	\$4,325,000	\$4,325,000
Recruitment related events attended	20	15	7	15
ROW Permits Issued	New Measure in FY 2021		600	2,200
ROW Permit Damage Investigations	New Measure in FY 2021		40	40
ROW Complaints Investigated/Resolved	New Measure in FY 2021		80	100
Recovery of Damage Claims	New Measure in FY 2021		\$75,000	\$75,000

## Economic Development Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Economic Development	\$ 499,655	\$ 647,373	\$ 624,593	\$ 713,626
Land Bank	607,057	597,357	579,567	658,712
<b>TOTAL</b>	<b>\$ 1,106,712</b>	<b>\$ 1,244,730</b>	<b>\$ 1,204,161</b>	<b>\$ 1,372,338</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	10	10	10	10
Personnel Services	\$ 824,911	\$ 927,786	\$ 887,217	\$ 1,060,894
Operating Expenses	281,801	316,944	316,944	311,444
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,106,712</b>	<b>\$ 1,244,730</b>	<b>\$ 1,204,161</b>	<b>\$ 1,372,338</b>



# General Fund

## FINANCE: Mike Finley, Chief Financial Officer

### Department Narrative

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

### At A Glance

- 39 Authorized Positions
- Budget Break Down
 

Personnel Services	\$3,966,760
Operating Expenses	2,078,076
<b>Total</b>	<b>\$6,044,836</b>

### Business Plan Goals and Objectives

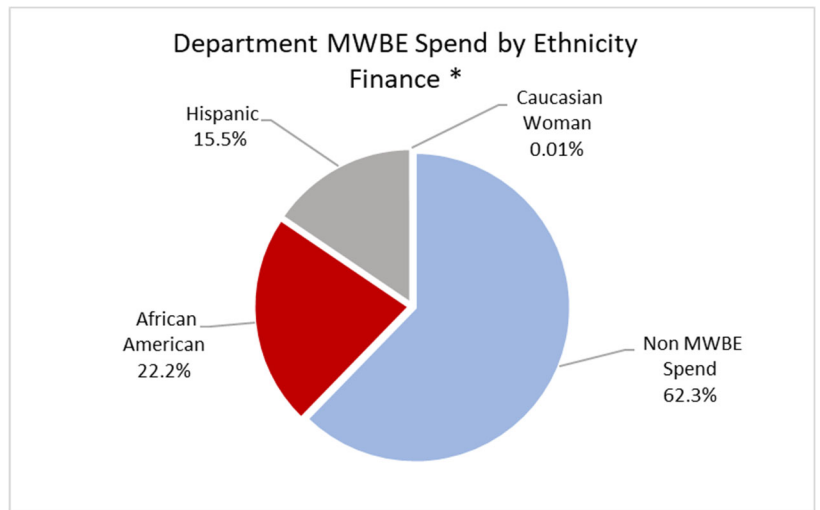
- Goal:** Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington
  - Objective:** Address General Disparities
- Goal:** Ensure Availability of Information, Programs, and City Services
  - Objective:** Provide for the Efficient Access and Appropriate Management of the City's Data

### Revenue Highlights

- State Liquor Tax \$2,036,123
- Interest Revenue 578,946
- Bingo Tax 75,387
- Total \$2,690,456**

### Budget Highlights

- Moved 4 FTEs to new Business Diversity Office (\$389,343)
- 2 New Accounts Payable Clerks \$98,555 (Offset)
- 1 New ED Compliance Administrator \$104,079
- 1 New Grant Administrator (FTE Only)
- Increased Recurring Funding for Financial Sustainability Program \$70,000



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Finance Department	50.0%	18.8%	18.8%	3.1%	0.0%	0.0%	9.4%	71.9%	28.1%

# General Fund

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective January 2022 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Finance Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Debt service expenditures to total expenditures of GF plus Debt Service (Net of Pension Obligation Bonds)	16.9%	16.95%	17.3%	< 20%
Net tax-supported debt per capita (Net of Pension Obligation Bonds)	\$1,110	\$1,139	\$1,121	\$1,245
Net debt to assessed valuation (Net of Pension Obligation Bonds)	1.47%	1.52%	1.46%	< 2%
Comprehensive Annual 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
Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes
Rating agencies ratings on City debt	Affirm	Affirm	Affirm	Affirm
Compliance with debt policy benchmarks	100%	100%	100%	100%
Actual Revenue % of variance from estimates	0.5%	0.35%	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	New Measure in FY 2020	20%	20%	20%
Annual procurement cycle from sourcing process to contract execution < 90 days	New Measure in FY 2020	85	< 90 days	< 90 days

## Finance Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 865,064	\$ 1,020,219	\$ 932,130	\$ 1,082,868
Accounting	927,065	931,948	926,330	1,112,320
Purchasing	740,373	757,798	753,505	588,001
Treasury	1,874,394	1,970,241	1,930,997	2,103,321
Payroll/Payables	588,211	547,235	560,772	423,631
Office of Management and Budget	729,874	695,170	708,767	734,696
<b>TOTAL</b>	<b>\$ 5,724,981</b>	<b>\$ 5,922,612</b>	<b>\$ 5,812,500</b>	<b>\$ 6,044,836</b>

# General Fund

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2020</b>	<b>Budgeted FY 2021</b>	<b>Estimated FY 2021</b>	<b>Adopted FY 2022</b>
Authorized Positions	36	37	39	39
Personnel Services	\$ 3,655,152	\$ 3,781,331	\$ 3,687,420	\$ 3,966,760
Operating Expenses	2,069,829	2,141,281	2,125,080	2,078,076
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,724,981</b>	<b>\$ 5,922,612</b>	<b>\$ 5,812,500</b>	<b>\$ 6,044,836</b>

# General Fund

## FIRE DEPARTMENT: Don Crowson, Fire Chief

### Department Narrative

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

### At A Glance

- 393 Authorized Positions
  - 372 Sworn Positions
  - 21 Civilian Positions
- Budget Break Down
 

Personnel Services	\$44,176,166
Operating Expenses	7,985,151
<b>Total</b>	<b>\$52,161,317</b>

### Business Plan Goals and Objectives

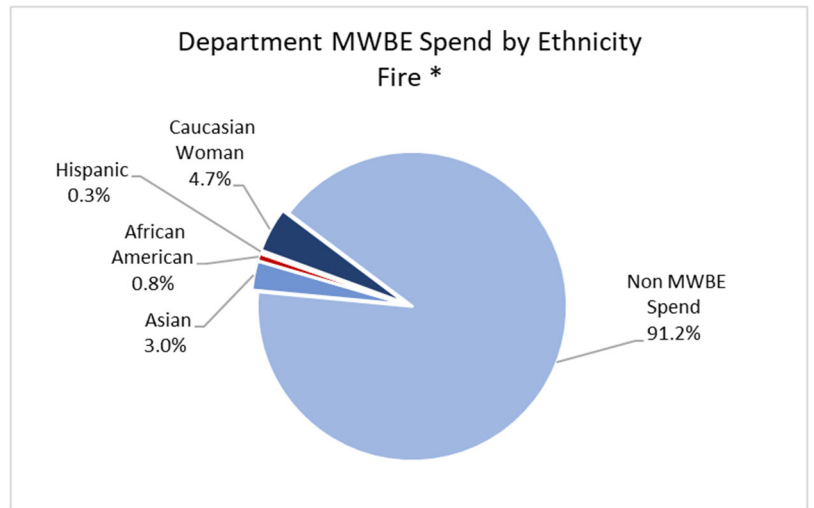
- Goal:** Ensure Availability of Information, Programs, and City Services
  - Objective:** Implement New Technology
- Goal:** Plan, Manage, and Maintain Public Assets
  - Objective:** Maintain City Standards for all Municipal Buildings
- Goal:** Utilize Targeted Initiatives and Industry Best Practices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

### Revenue Highlights

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

### Budget Highlights

- Increased Recurring Funding for Overtime for Implementation of New Juneteenth Holiday \$179,570



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Fire Department	71.1%	18.0%	5.0%	2.2%	0.6%	0.6%	2.5%	5.6%	94.4%

# General Fund

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Fire Department Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Average Total Response Time (Dispatch to First Unit On scene in M:SS Format)	5:48	6:06	6:22	5:20
Fires – Response objective = 320 seconds or (5:20)	5:22	5:33	6:12	5:20
Emergency Medical Service – Response objective = 300 seconds or (5:00)	5:42	5:59	5:33	5:00
Fire Prevention Business Inspections	12,326	16,513	4,478	15,500
Fire Prevention Business Violations Addressed	3,603	3,262	1,000	4,500
AISD Fire Academy Completion Rates	100%	0%	94%	94%
Homeland Security Grant Funding Secured	\$2,682,648	\$3,121,092	\$3,167,592	\$3,100,000
Percent of Firefighters who score in the categories of “Excellent” or “Superior” on annual Health Fitness Assessments	89%	91%	90%	90%
"Percent of Outdoor Warning Sirens Successfully Tested	69%	44%	95%	95%
<b>Workload Measures</b>				
Fire Department Incidents (un-audited)	44,134	41,068	47,750	50,000
Fires	1,333	857	900	1,000
Emergency Medical Service	20,845	19,271	20,000	20,000
Other Emergency Incidents	22,092	20,940	28,000	28,000
Fire Department RMS Unit Responses (un-audited)	61,511	58,335	72,000	72,000

## Fire Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 5,297,855	\$ 4,811,343	\$ 4,924,843	\$ 5,534,696
Business Services	1,033,049	999,101	1,079,028	1,017,998
Operations	38,694,663	38,735,020	37,533,431	39,063,716
Prevention	2,126,339	2,243,447	2,300,520	2,366,598
Medical Services	423,550	553,153	691,464	693,394
Training	896,057	744,534	808,497	759,018
Resource Management	1,464,724	1,983,102	2,443,710	1,676,787
Emergency Management	231,219	302,673	309,683	311,977
Special Events	354,434	338,681	337,221	359,159
Gas Well Response	286,317	373,516	288,889	377,975
<b>TOTAL</b>	<b>\$ 50,808,207</b>	<b>\$ 51,084,570</b>	<b>\$ 50,717,286</b>	<b>\$ 52,161,317</b>

# General Fund

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2020</b>	<b>Budgeted FY 2021</b>	<b>Estimated FY 2021</b>	<b>Adopted FY 2022</b>
Authorized Positions	392	392	393	393
Personnel Services	\$ 43,474,997	\$ 43,711,472	\$ 42,854,720	\$ 44,176,166
Operating Expenses	7,333,210	7,373,098	7,862,566	7,985,151
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 50,808,207</b>	<b>\$ 51,084,570</b>	<b>\$ 50,717,286</b>	<b>\$ 52,161,317</b>

# General Fund

## HUMAN RESOURCES: Yoko Matsumoto, 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

- 27 Authorized Positions
- Budget Break Down
 

Personnel Services	\$2,756,416
Operating Expenses	1,807,887
<b>Total</b>	<b>\$4,564,303</b>

### Business Plan Goals and Objectives

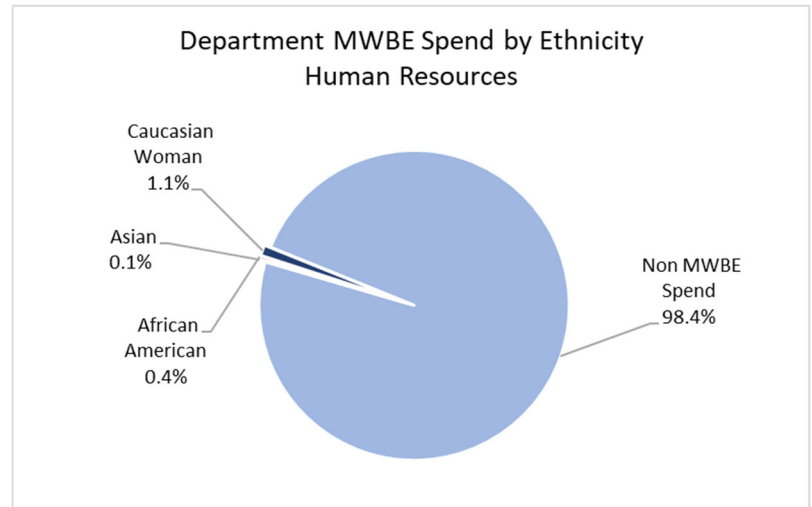
- **Goal:** Continue Responsible Fiduciary Emphasis for the Organization and Council
  - **Objective:** Seek New or Alternative Funding Sources
- **Goal:** Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees
  - **Objective:** Foster and maintain a Work 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 \$250,000

### Budget Highlights

- New Leave and Transition Specialist \$91,628
- Increased Recurring Funding for Property/Casualty Insurance Premiums \$180,033



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Human Resources	45.8%	16.7%	25.0%	8.3%	0.0%	0.0%	4.2%	87.5%	12.5%

# General Fund

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Human Resources Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Workers' Compensation – Frequency (# claims)	335	442	450	370
Workers' Compensation – Severity (\$/claims)	\$6,161	\$2,468	\$4,500	\$3,500
FTEs eligible for Wellness Rate	50%	48%	60%	55%
Employee Turnover Rate:				
Civilian	9.9%	7.8%	9%	9%
Sworn Fire	3%	1.4%	2%	2%
Sworn Police	3.4%	3.5%	4%	4%
City-wide Volunteer Recruitment Expansion	116,034	61,710	60,000	60,000
Percentage of all full-time employees enrolled in the 401k/457 plans	74%	74%	74%	78%

## Human Resources Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 529,987	\$ 609,685	\$ 611,637	\$ 596,682
Employee Operations	698,051	638,329	613,979	752,009
Employee Services	313,013	71,669	71,120	118,400
Workforce Investment	562,779	603,448	579,913	704,143
Risk Management	1,281,052	1,719,048	1,674,055	1,934,855
Civil Service Operations	441,449	420,932	409,486	458,214
<b>TOTAL</b>	<b>\$ 3,826,331</b>	<b>\$ 4,063,111</b>	<b>\$ 3,960,189</b>	<b>\$ 4,564,303</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	26	26	26	27
Personnel Services	\$ 2,275,859	\$ 2,416,693	\$ 2,313,771	\$ 2,756,416
Operating Expenses	1,550,472	1,646,418	1,646,418	1,807,887
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,826,331</b>	<b>\$ 4,063,111</b>	<b>\$ 3,960,189</b>	<b>\$ 4,564,303</b>



# 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Judiciary	50.0%	11.1%	33.3%	0.0%	0.0%	0.0%	5.6%	77.8%	22.2%

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city’s contribution to employee health coverage.

### Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	6	6	6	6
Personnel Services	\$ 904,256	\$ 906,202	\$ 876,774	\$ 927,593
Operating Expenses	83,280	83,459	88,496	75,724
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 987,536</b>	<b>\$ 989,661</b>	<b>\$ 965,270</b>	<b>\$ 1,003,317</b>

# General Fund

## LIBRARIES: Norma Zuniga, Director

### Department Narrative

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

### At A Glance

- 68 Authorized Positions
- Budget Break Down
 

Personnel Services	\$5,741,358
Operating Expenses	3,612,127
<b>Total</b>	<b>\$9,353,485</b>

### Revenue Highlights

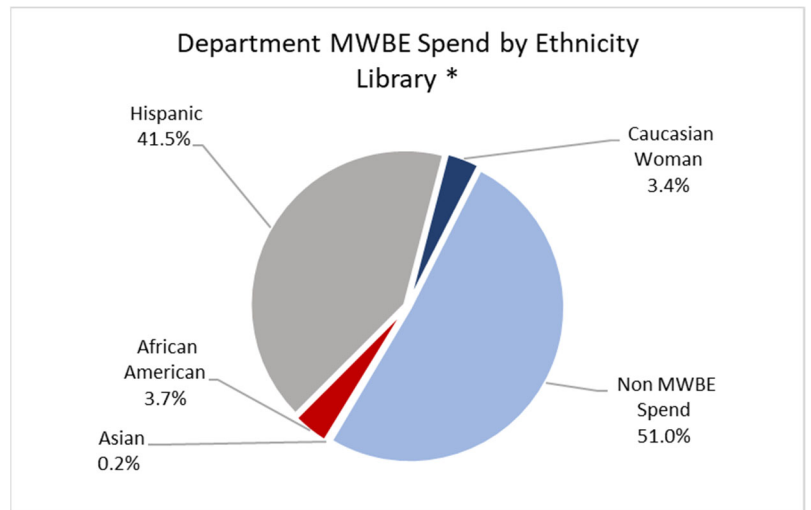
- Overdue Material Fines \$119,637
- Copier Concession 106,620
- Non-Resident Library Cards 24,921
- **Total** **\$251,178**

### 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:** Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities.
  - **Objective:** Build a Strong and Diverse Business Community
- **Goal:** Ensure Availability of Information, Programs, and City Services
  - **Objective:** Implement New Technology
- **Goal:** Provide Activities, Educational Opportunities, and Services that Meet the Needs of the Community
  - **Objective:** Develop and Implement Programming Based on the Needs of the Community

### Budget Highlights

- One-time Funding to Repair and Renovate the Northeast Branch Library Public Restrooms \$40,000
- One-time Funding for Library Books \$750,000



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Libraries	52.9%	28.8%	13.5%	2.9%	0.0%	0.0%	1.9%	72.1%	27.9%

# General Fund

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Libraries Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Citizen satisfaction with overall library services [annual survey]	92%	96%	99%	95%
Visits per capita	2.9	1.5	3.5	3.5
Circulation of Digital materials	238,758	405,972	250,000	262,500
Circulation of Physical materials	1,817,747	1,817,747	1,393,270	1,850,000
Circulation per capita	5.6	5.4	5.5	5.5
Library materials per capita	1.4	1.4	1.8	1.8
Grant and gift funds as a percentage of total general fund allocation	10%	13%	6%	6%
Overall Library facility satisfaction rating (excellent)	93%	88%	85%	80%
% of total registered borrowers with account activity in the last 12 months	25%	32%	40%	40%
Recruitment of ELA, ABE, HIS students	New Measure in FY 2021		475	475
Retention of ELA, ABE, HIS students (students achieve 40 hours of classes)	New Measure in FY 2021		200	225
Restoring volunteer service hours (restore 25% of lost volunteer service hours due to COVID-19)	New Measure in FY 2022			25%
Circulation through ELARC Chromebook Kits	New Measure in FY 2022			1,800
# of passport sessions	New Measure in FY 2022			969
# of passport applications	New Measure in FY 2022			969
# of business programs offered	New Measure in FY 2022			110
# of IET opportunities offered	New Measure in FY 2022			30

## Library Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 2,037,103	\$ 1,688,219	\$ 1,663,481	\$ 2,047,762
Operations & Facility Mgmt.	2,359,219	2,420,346	2,253,314	2,649,250
Content & Technical Services	1,928,401	2,022,580	1,944,352	2,942,778
Program Mgmt. & Comm. Engagement	1,462,663	1,480,491	1,376,636	1,713,695
<b>TOTAL</b>	<b>\$ 7,787,386</b>	<b>\$ 7,611,636</b>	<b>\$ 7,237,783</b>	<b>\$ 9,353,485</b>

# General Fund

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2020</b>	<b>Budgeted FY 2021</b>	<b>Estimated FY 2021</b>	<b>Adopted FY 2022</b>
Authorized Positions	68	68	68	68
Personnel Services	\$ 5,202,353	\$ 5,084,944	\$ 4,744,739	\$ 5,741,358
Operating Expenses	2,585,034	2,526,692	2,493,044	3,612,127
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 7,787,386</b>	<b>\$ 7,611,636</b>	<b>\$ 7,237,783</b>	<b>\$ 9,353,485</b>

# 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

- 37 Authorized Positions
- Budget Break Down
 

Personnel Services	\$2,561,380
Operating Expenses	845,561
<b>Total</b>	<b>\$3,406,941</b>

### Business Plan Goals and Objectives

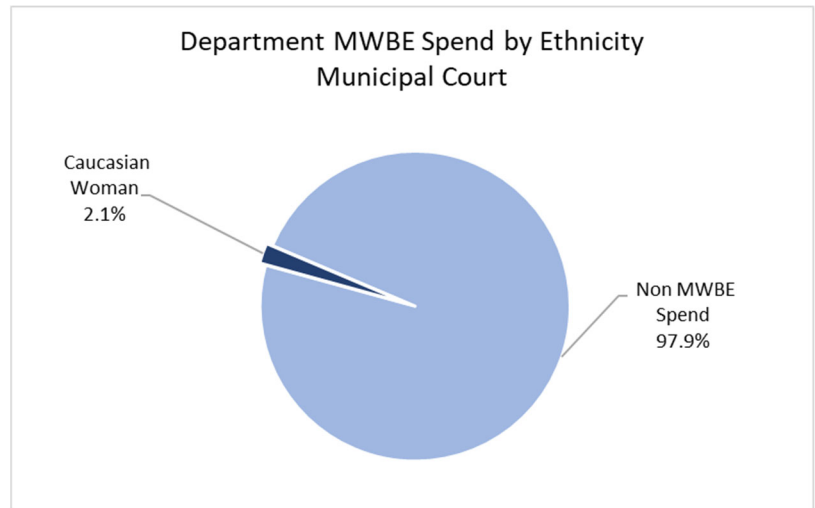
- **Goal:** Ensure Availability of Information, Programs, and City Services
  - **Objective:** Increase Convenience for the Customer

### Revenue Highlights

- Uniform Traffic Fines \$4,890,999
- Court Fines 2,996,500
- Criminal Justice Tax 307,559
- Issue / Arrest Fees 212,150
- Time Payment Fees 115,252
- Child Safety Fees 35,717
- **Total** **\$8,558,177**

### Budget Highlights

- Cut 1 Vacant Deputy Court Clerk III Position (\$48,969)
- One-time Funding for Replacement Scanners \$6,424
- Increased Recurring Funding for Tyler Technologies Annual Maintenance \$50,000



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Municipal Court	30.6%	27.8%	33.3%	5.6%	0.0%	0.0%	2.8%	77.8%	22.2%

# General Fund

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Municipal Court Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Gross Revenue collected	\$17,001,555	\$14,456,446	\$14,730,418	\$15,466,939
Revenue Retained	\$11,813,008	\$10,534,625	\$8,829,183	\$9,270,642
% of revenue retained (less state costs)	69%	73%	68%	68%
% of Warrants Cleared	155%	301%	104%	100%
Municipal Court Clearance Rate	New Measure in FY 2021		118%	100%
Time to Disposition within 30 days	New Measure in FY 2021		60%	50%
Age of Active Pending Caseload	New Measure in FY 2021		41 Days	50 days
Cost per Disposition	New Measure in FY 2021		\$47.39	\$49.33
Reliability and Integrity of Case Files	New Measure in FY 2021		100%	100%
Management of Legal Financial Obligations-Rate	New Measure in FY 2021		89%	70%
Annual Access and Fairness Survey Index Score	New Measure in FY 2021		75%	75%

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	39	38	38	37
Personnel Services	\$ 2,385,274	\$ 2,448,384	\$ 2,292,268	\$ 2,561,380
Operating Expenses	811,161	832,623	800,178	845,561
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,196,435</b>	<b>\$ 3,281,007</b>	<b>\$ 3,092,446</b>	<b>\$ 3,406,941</b>

# General Fund

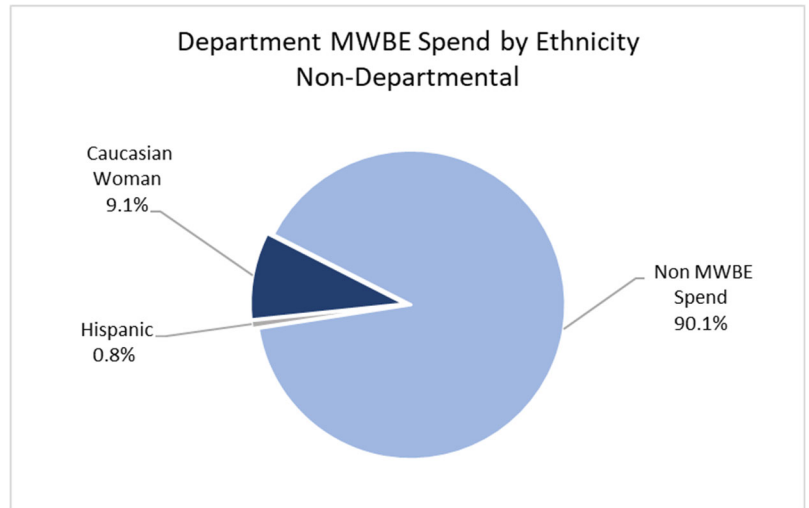
## NON-DEPARTMENTAL: Mike Finley, Chief Financial Officer

### Department Narrative

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

### Budget Highlights

- One-time funding for Phase II ERP Implementation \$1,700,000
- One-time funding for Maintenance of Buildings \$220,317
- Increased Recurring Funding for Phase II ERP Implementation \$575,358
- Increased Recurring Funding for Terminal Pay \$350,000
- Increased Recurring Funding for Unemployment Claims Increase \$55,000



### Non-Departmental Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Non-Departmental	\$ 8,089,790	\$ 7,288,621	\$ 7,357,115	\$ 4,600,520
Non-Departmental Projects	4,700	3,141,851	1,709,874	1,512,819
Non-Departmental METF	-	300,000	-	300,000
ERP Systems	699,831	2,920,312	3,050,962	2,966,663
<b>TOTAL</b>	<b>\$ 8,794,321</b>	<b>\$ 13,650,784</b>	<b>\$ 12,117,952</b>	<b>\$ 9,380,002</b>

# General Fund

## PARKS AND RECREATION: Mike Hunter, Interim 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

- 116 Authorized Positions
- Budget Break Down
 

Personnel Services	\$7,669,395
Operating Expenses	9,989,827
Capital Outlay	3,614,563
<b>Total</b>	<b>\$21,273,785</b>

### Revenue Highlights

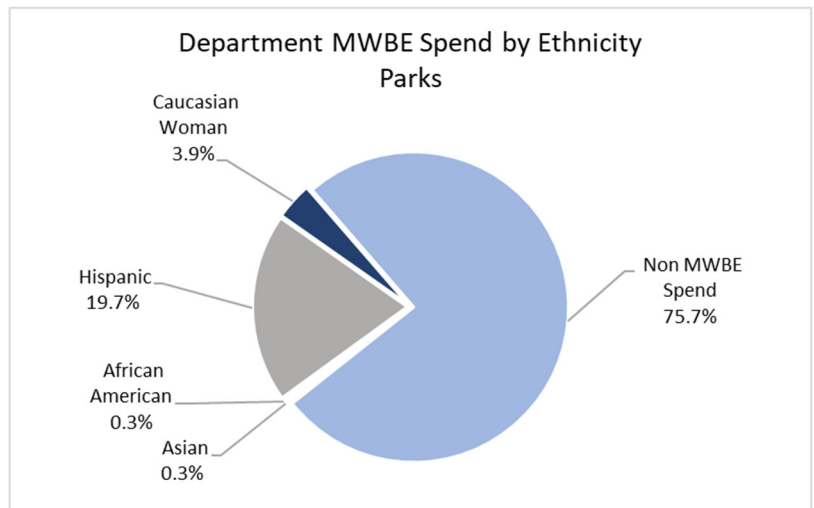
- Park Bond Fund Reimbursements \$70,000

### 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
- Goal:** Support and Expand Programs to Reduce Environmental Impacts
  - Objective:** Protect and Preserve the Natural Environment

### Budget Highlights

- New Marketing Aide \$56,398 (Partially Offset)
- One-time Funding for Centralized Irrigation System Expansion \$66,000
- One-time Funding for Green Screens Program \$70,000
- One-time Parks ATF Funding for:
  - Maintenance Equipment Replacement \$494,563
  - Parking Lot Renovations \$750,000
  - Playground Replacement Program \$1,220,000
  - Erosion Control \$330,000
  - Pond Dredging \$1,150,000
- Increased Recurring Funding for Mowing Contracts CPI Increase \$31,411
- Increased Recurring Funding for Parks Janitorial Contract \$35,332
- Increased Recurring Funding for New Park Development O&M \$68,589
- Increased Recurring Funding for Parks Security \$50,000
- Increased Recurring Funding for Urban Forestry Renewal Program \$50,000





# 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Parks and Recreation	58.0%	19.1%	16.6%	3.3%	0.5%	0.4%	2.1%	47.9%	52.1%

\* Includes General Fund and Park Performance Fund Employees

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Parks and Recreation Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Citizen satisfaction with quality of park and recreation programs and classes [annual survey]	87%	85%	89%	90%
Citizen satisfaction with maintenance of street medians and ROW [annual survey]	58%	61%	62%	80%
Camp Participation	6,159	1,620	3,000	5,000
Rentals (Lake Room, Bob Duncan, Rec Centers, Pavilions, Aquatics)	14,783	10,598	12,000	14,000
Recreation Memberships Sold – Gold Package	New Measure in FY 2022			6,600
Recreation Memberships Sold – Green Package	New Measure in FY 2022			13,200
Recreation Memberships Sold – Blue Package	New Measure in FY 2022			4,400
Swim Lesson Participation	2,375	1,032	4,000	3,500
Outdoor Pool Admissions	105,224	50,180	60,000	100,000
Volunteer Hours	43,743	24,254	25,000	40,000
Total website sessions (naturallyfun.org)	364,157	323,282	300,000	300,000
Total impressions (APRD main Twitter/FB profiles) in millions	6.137	7.18	7	7

# General Fund

## Parks and Recreation Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 2,458,578	\$ 2,108,043	\$ 2,055,518	\$ 2,421,260
Marketing	382,953	378,818	371,532	401,788
Planning	605,387	342,336	328,672	3,771,671
Business Services	823,102	817,678	814,603	841,848
Recreation Program Administration	125,462	134,501	131,027	178,066
The Beacon Operations	121,375	440,154	347,664	432,013
Field Maintenance	5,265,015	5,478,421	5,454,421	5,670,028
Asset Management	2,027,068	1,798,754	1,806,531	2,608,554
Forestry	1,702,834	1,676,232	1,661,894	1,968,194
North District	1,538,360	1,594,706	1,560,453	1,601,358
South District	1,370,868	1,375,550	1,342,393	1,379,004
<b>TOTAL</b>	<b>\$ 16,421,002</b>	<b>\$ 16,145,192</b>	<b>\$ 15,874,708</b>	<b>\$ 21,273,785</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	116	115	115	116
Personnel Services	\$ 7,571,385	\$ 7,444,215	\$ 7,212,380	\$ 7,669,395
Operating Expenses	8,849,617	8,700,977	8,662,328	9,989,827
Capital Outlay	-	-	-	3,614,563
<b>TOTAL</b>	<b>\$ 16,421,002</b>	<b>\$ 16,145,192</b>	<b>\$ 15,874,708</b>	<b>\$ 21,273,785</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

- 65 Authorized Positions
- Budget Break Down
 

Personnel Services	\$5,934,821
Operating Expenses	851,546
Capital Outlay	25,000
<b>Total</b>	<b>\$6,811,367</b>

### Business Plan Goals and Objectives

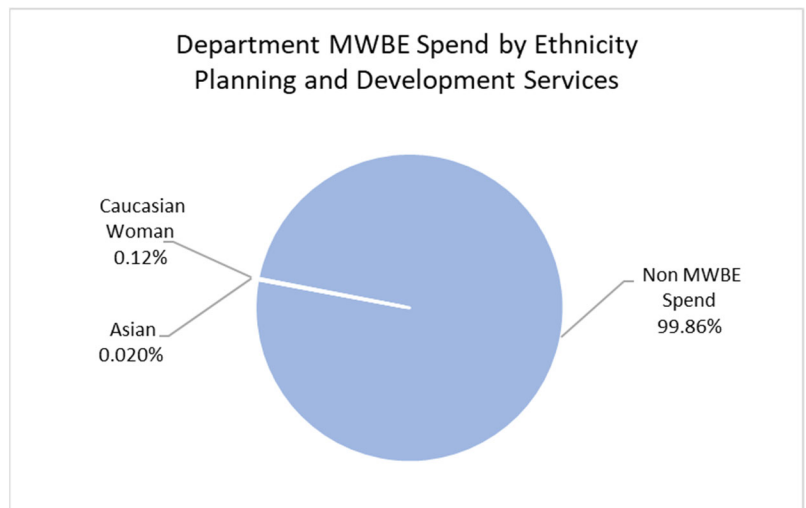
- **Goal:** Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington
  - **Objective:** Address Housing Disparities
- **Goal:** Foster Healthy and Attractive Neighborhoods
  - **Objective:** Gain Compliance of Property Maintenance, Health, and Animal Codes
- **Goal:** Ensure Availability of Information, Programs, and City Services
  - **Objective:** Increase Convenience for the Customer

### Revenue Highlights

• Permits	\$3,890,275
• Plan Review Fees	1,407,850
• Gas Well Inspections & Fees	935,000
• Food Establishment Permits	725,000
• Plat Reviews & Inspections	600,000
• Business Registration Fees	189,525
• Certificates of Occupancy	110,000
• Child Care Licenses & Permits	60,000
• Short Term Rental Revenue	52,500
• <b>Total</b>	<b>\$7,970,150</b>

### Budget Highlights

- New Planning Technician \$60,289 (Offset)
- New Environmental Health Specialist \$77,819
- New Principal Planner \$103,864
- One-time Funding for New FTEs \$41,367



# 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Planning & Development Services	54.1%	21.3%	11.5%	6.6%	0.0%	0.0%	6.6%	55.7%	44.3%

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Planning & Development Services Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Turnaround time to 1st comments for commercial construction plans within 12 business days	99%	100%	96%	95%
Turnaround time for building inspections within 24 hours	100%	100%	100%	100%
Improve customer satisfaction by maintaining 90% or higher "Excellent" customer rating	95%	95%	100%	90%
% of monthly routine food establishment inspections completed on time	84%	84%	82%	90%
% of non-compliant gas well site components corrected within 2 days following notification to operator	New Measure in FY 2021		100%	100%

## Planning and Development Services Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 1,098,788	\$ 1,141,159	\$ 1,139,849	\$ 1,113,943
Development Services	3,267,874	3,399,202	3,330,663	3,853,970
Environmental Health	573,962	678,203	637,191	818,666
Business Services	853,956	868,948	809,278	924,788
Mosquito Borne Virus Mitigation	118,089	100,000	100,000	100,000
<b>TOTAL</b>	<b>\$ 5,912,669</b>	<b>\$ 6,187,511</b>	<b>\$ 6,016,981</b>	<b>\$ 6,811,367</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	61	62	62	65
Personnel Services	\$ 5,034,005	\$ 5,268,004	\$ 5,192,931	\$ 5,934,821
Operating Expenses	856,207	896,007	799,735	851,546
Capital Outlay	22,456	23,500	24,315	25,000
<b>TOTAL</b>	<b>\$ 5,912,669</b>	<b>\$ 6,187,511</b>	<b>\$ 6,016,981</b>	<b>\$ 6,811,367</b>

# 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

- 906 Authorized Positions
  - 694 Sworn Positions
  - 212 Civilian Positions
- Budget Break Down
 

Personnel Services	\$97,315,119
Operating Expenses	21,294,888
Capital Outlay	147,000
<b>Total</b>	<b>\$118,757,007</b>

### Revenue Highlights

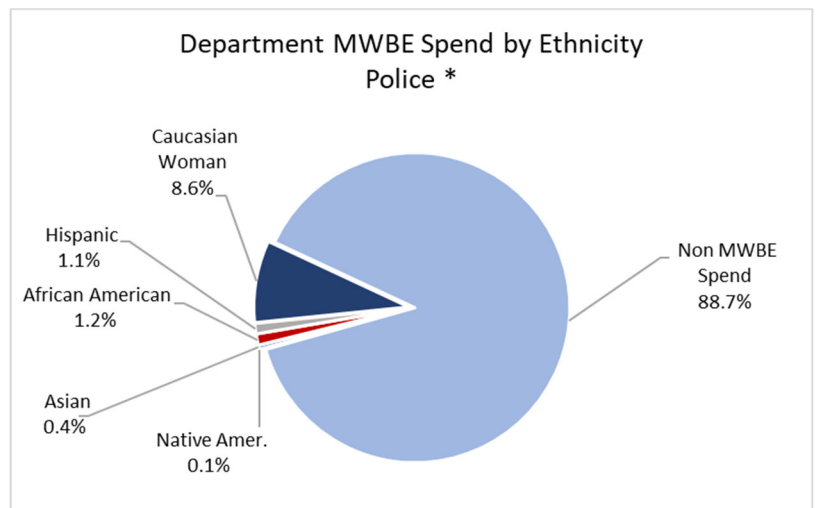
- AISD – SRO Program 2,117,538
- Burglar Alarm Permits 673,000
- **Total** **\$2,790,538**

### 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:** Improve Operational Efficiency
  - **Objective:** Organize to Improve Operational Efficiency
- **Goal:** Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safe Environment
  - **Objective:** Improve Quality of Life and Place

### Budget Highlights

- New Health and Wellness Fitness Instructor (Position Trade)
- New Behavioral Health Unit \$1,216,429
  - 1 Sergeant
  - 4 Police Officers
  - 4 Masters Clinicians
- One-time Funding for Behavioral Health Unit \$275,974
- Increased Recurring Funding for Overtime for Implementation of New Juneteenth Holiday \$264,141



# 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Police Department	57.1%	17.6%	18.2%	4.0%	0.9%	0.1%	2.1%	31.5%	68.5%

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Police Department Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Citizen satisfaction with police services [annual survey]	69%	81%	75%	75%
Injury Crashes	2,381	2,753	2,542	< 3,084
DWI Crashes	535	456	582	< 450
Fatality Crashes	25	31	42	< 24
CVE Inspections	2,381	2,192	2,450	> 2,000
Overall Crime	New Measure in FY 2022			< 31,260
<b>Workload Measures</b>				
Call Response time to priority 1 calls (From Call is taken by Dispatch to First Unit on Scene)	9.41	10:56	11.25	9.3
Committed Time to all calls (minutes)	70.1	76.97	77.15	< 84.5
Unit Response Time (From First APD Unit is dispatched to First Unit on Scene)	New Measure in FY 2021		7.6	9.3
<b>Community Engagement</b>				
APD Volunteer Hours	28,991	16,545	9,218	9,600
Domestic Violence Victims Served	9,888	5,933	6,652	5,400
Human Trafficking Victims Served	12	33	12	10
Police Explorer Members	23	24	20	12
New Police Athletic League (PAL) Participants	134	0	120	120
Hometown Recruiting Students Enrolled in AISD	20	16	16	25
Hometown Recruiting Students Enrolled in UTA	5	6	7	6
Hometown Recruiting Students Enrolled in TCC	27	31	30	11
Outreach Hours Dedicated to Domestic Violence	6,977	4,818	4,198	> 3,600
Community Watch Sector Meetings	New Measure in FY 2021		1	12
Citizen Graduations for Community Based Policing Outreach Programs	New Measure in FY 2021		60	60
Citizen on Patrol/COP Mobile Hours	New Measure in FY 2021		1,080	600

# General Fund

## Police Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 12,611,940	\$ 11,081,391	\$ 11,117,335	\$ 12,679,489
Jail	5,852,235	5,262,178	5,345,651	5,289,914
Quartermaster & Fleet	1,918,934	1,136,386	1,469,107	744,940
Patrol	51,487,528	50,674,699	49,975,273	50,746,323
Body Worn Camera Operations	842,943	6,573,626	6,651,611	6,628,138
Traffic	6,777,918	2,742,871	2,714,500	5,062,551
SWAT	2,772,276	821,812	835,314	1,742,522
Event Management	852,735	4,246,541	4,318,417	4,053,442
Criminal Investigations	4,375,629	5,456,443	5,469,294	5,550,664
Special Investigations	5,393,835	2,797,624	2,593,044	3,054,198
Covert Investigations	2,814,873	1,413,440	1,440,095	1,449,919
Administrative Support	1,365,207	1,963,422	1,799,633	1,981,212
Records Services	1,883,501	2,002,927	1,854,973	2,026,092
Technology	1,663,491	1,784,716	1,831,060	1,825,587
Fiscal Services	1,854,598	1,078,644	1,109,387	2,479,204
Mental Health & Community Advocacy	1,090,999	3,297,760	3,357,623	4,000,410
Crime Prevention	3,347,356	567,789	559,164	580,718
Victim Services	449,534	3,426,903	3,601,164	3,512,373
Training	3,540,583	4,752,933	4,737,361	4,333,519
Technical Services	4,560,070	1,002,428	941,266	1,015,792
<b>TOTAL</b>	<b>\$ 115,456,185</b>	<b>\$ 112,084,533</b>	<b>\$ 111,721,271</b>	<b>\$ 118,757,007</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	879	897	897	906
Personnel Services	\$ 95,678,815	\$ 92,884,719	\$ 92,344,630	\$ 97,315,119
Operating Expenses	19,777,370	19,199,814	19,376,640	21,294,888
Capital Outlay	-	-	-	147,000
<b>TOTAL</b>	<b>\$ 115,456,185</b>	<b>\$ 112,084,533</b>	<b>\$ 111,721,271</b>	<b>\$ 118,757,007</b>

The FY 2022 Proposed Police Department Budget is in compliance with HB 1900. The FY 2022 Budget must be equal to or greater than the larger of the FY 2020 or FY 2021 Adopted Budgets. In addition to the Police Department General Fund Budget, the Police Department Total Spend also includes the following:

	FY 2020	FY 2021	FY 2022
<b>Police GF Budget</b>	\$117,847,630	\$112,084,533	\$118,757,007
<b>Police TMRS</b>		\$5,112,168	\$5,112,168
<b>Police ARP Funding</b>			\$5,418,923
<b>Total</b>	\$117,847,630	\$117,196,701	\$129,288,098

# General Fund

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

### Department Narrative

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

### At A Glance

- 54 Authorized Positions
- Budget Break Down
 

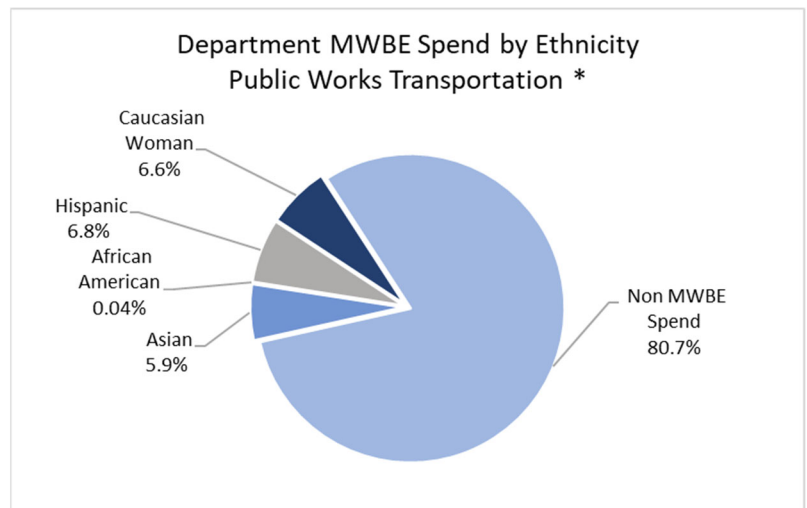
Personnel Services	\$5,828,082
Operating Expenses	1,255,330
<b>Total</b>	<b>\$7,083,412</b>

### 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
- **Goal:** Support and Expand Programs to Reduce Environmental Impacts
  - **Objective:** Protect and Preserve the Natural Environment
- **Goal:** Utilize Targeted Initiatives and Industry Best Practices and Policies to Foster a Safer Environment
  - **Objective:** Protect Public Well-Being

### Revenue Highlights

- |                                |                    |
|--------------------------------|--------------------|
| • Inspection Transfer          | \$1,100,000        |
| • Engineering Services Charges | 650,000            |
| • Street Cuts                  | 160,000            |
| • <b>Total</b>                 | <b>\$1,910,000</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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Public Works and Transportation	44.7%	24.2%	23.7%	2.7%	0.9%	0.5%	3.2%	24.2%	75.8%

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

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Public Works and Transportation Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
<b>General Fund</b>				
Citizen perception of traffic levels are acceptable as "strongly agree" or "somewhat agree" [annual survey]	39%	39%	48%	Maintain or Increase
Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	37%	41%	47%	Maintain or Increase
Citizen perception of overall satisfaction with the management of traffic flow during peak hours as "excellent" or "good" [annual survey]	39%	39%	47%	Maintain or Increase
Travel time on northbound Cooper from Turner-Warnell to I-30 (goal: 21 min 9 sec)	21:54	20:54	20:43	21:09 (+/- 2 min 7 sec)
Travel time on southbound Cooper from I-30 to Turner-Warnell (goal: 21 min 4 sec)	21:49	21:50	19:24	21:04 (+/- 2 min 6 sec)
Travel time on northbound Collins from South Green Oaks to North Green Oaks (goal: 19 min 38 sec)	19:42	20:44	19:31	19:38 (+/- 1 min 58 sec)
Travel time on southbound Collins from North Green Oaks to South Green Oaks (goal: 19 min 34 sec)	18:27	19:45	18:04	19:34 (+/- 1 min 57 sec)
Travel time on eastbound Division from Bowen to SH-360 (goal: 10 min 24 sec)	11:36	11:00	10:44	10:24 (+/- 1 min 2 sec)
Travel time on westbound Division from SH-360 to Bowen (goal: 10 min 52 sec)	11:21	8:17	9:30	10:52 (+/- 1 min 5 sec)
Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 (goal: 13 min 49 sec)	13:49	13:49	12:41	13:49 (+/- 1 min 23 sec)
Travel time on westbound Pioneer Parkway from SH-360 to Green Oaks (goal 14 min 12 sec)	13:40	14:04	12:45	14:12 (+/- 1 min 25 sec)
% of traffic signals receiving annual preventative maintenance compared to goal of 535	100%	99%	52%	100%

# General Fund

## Public Works and Transportation Expenditures

	<b>Actual FY 2020</b>	<b>Budgeted FY 2021</b>	<b>Estimated FY 2021</b>	<b>Adopted FY 2022</b>
Administration	\$ 1,370,037	\$ 1,404,644	\$ 1,402,445	\$ 1,511,311
Traffic Engineering	1,117,857	902,011	874,777	1,051,066
School Safety	267,527	505,477	512,066	505,007
Engineering CIP	953,133	832,744	783,067	898,317
Inspections	1,619,446	1,561,058	1,528,435	1,644,115
Survey	259,408	200,021	166,440	257,491
Business Services	674,263	629,047	627,035	670,343
Information Services	342,892	251,762	222,566	314,749
Operations Support	247,899	220,154	223,840	231,014
<b>TOTAL</b>	<b>\$ 6,852,462</b>	<b>\$ 6,506,918</b>	<b>\$ 6,340,670</b>	<b>\$ 7,083,412</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2020</b>	<b>Budgeted FY 2021</b>	<b>Estimated FY 2021</b>	<b>Adopted FY 2022</b>
Authorized Positions	54	54	54	54
Personnel Services	\$ 5,561,843	\$ 5,281,380	\$ 5,115,464	\$ 5,828,082
Operating Expenses	1,290,619	1,225,538	1,225,206	1,255,330
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 6,852,462</b>	<b>\$ 6,506,918</b>	<b>\$ 6,340,670</b>	<b>\$ 7,083,412</b>

# General Fund

## OFFICE OF STRATEGIC INITIATIVES: Alicia Winkelblech, Officer

### Department Narrative

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

### At A Glance

- 9 Authorized Positions
- Budget Break Down
 

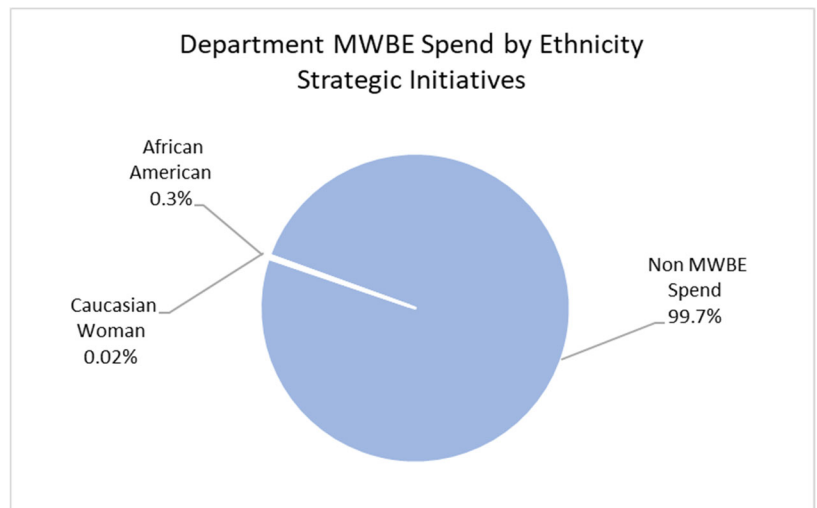
Personnel Services	\$909,502
Operating Expenses	4,889,492
<b>Total</b>	<b>\$5,798,994</b>

### 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:** Expand and Enhance the City’s Image
  - **Objective:** Promote Community Engagement
  - **Objective:** Develop a Sense of Place
- **Goal:** Explore Creative, Alternative Transportation Opportunities
  - **Objective:** Promote Regional Connectivity
  - **Objective:** Optimize Effectiveness and Efficiency of Existing Transportation System
- **Goal:** Enhance Economic Impact Through Development and Redevelopment Efforts, Partnerships, and Investment Opportunities
  - **Objective:** Foster Development and Redevelopment in Targeted Areas
- **Goal:** Ensure Availability of Information, Programs, and City Services
  - **Objective:** Provide for the Efficient Access and Appropriate Management of the City’s Data
- **Goal:** Partner with Local Organizations to Educate and Mentor
  - **Objective:** Strengthen Education and Enrichment Programs
  - **Objective:** Retain Arlington Graduates and Improve Department Recruitment Pools

### Budget Highlights

- One-time Funding for Thoroughfare Development Plan Update \$150,000
- Increased Recurring Funding for Via On-Demand Rideshare \$2,250,000



# 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Office of Strategic Initiatives	68.8%	18.8%	12.5%	0.0%	0.0%	0.0%	0.0%	68.8%	31.3%

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Office of Strategic Initiatives Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
First time homebuyers assisted with down payment and closing costs	6	8	14	14
Achieve CDBG goals in PY 2021 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2022	100%	100%	100%	100%
Achieve HOME goals in PY 2021 Action Plan by committing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2022	100%	100%	100%	100%
Via On-Demand Rideshare Ridership	233,717	179,995	195,000	300,000
Number of Impressions on Nextdoor by Neighborhood Engagement Program	292,315	338,342	200,000	140,000
Number of neighborhood grants awarded	14	7	10	10
Amount of neighborhood grants awarded	\$150,000	\$100,225	\$100,000	\$100,000
Number of Arlington Urban Design Center Projects Completed	40	24	24	24
Datasets or Interactive Web Maps Published	New Measure in FY 2021		6	5
Open Data Portal Users	New Measure in FY 2021		10,453	2,400
Number of persons served with CARES Act funding	New Measure in FY 2022			2,000
Number of Arlington Residents using United Way's 211 line	New Measure in FY 2022			4,000

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	9	9	9	9
Personnel Services	\$ 819,606	\$ 845,176	\$ 823,240	\$ 909,502
Operating Expenses	2,615,537	2,697,137	2,494,706	4,889,492
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,435,143</b>	<b>\$ 3,542,313</b>	<b>\$ 3,317,946</b>	<b>\$ 5,798,994</b>

# General Fund

## TRANSPORTATION DEPARTMENT:

### Department Narrative

In alignment with the City's Enhance Regional Mobility strategic priority, the City is contemplating the creation of a centralized Transportation Department. If created the Transportation Department will include oversight of the city's transportation enterprises, including Via, Aviation and Handitran services. With the city-wide expansion pilot of Via On-Demand Rideshare underway and its increased popularity in ridership, the City is investigating the feasibility of permanently funding the enhanced rideshare service.



### Budget Highlights

- Increased Recurring Funding for Via On-Demand Rideshare \$2,250,000  
(Approved in Strategic Initiatives, if this Department is Created, the Funding would Move Here)

### City-wide Budget Impacts

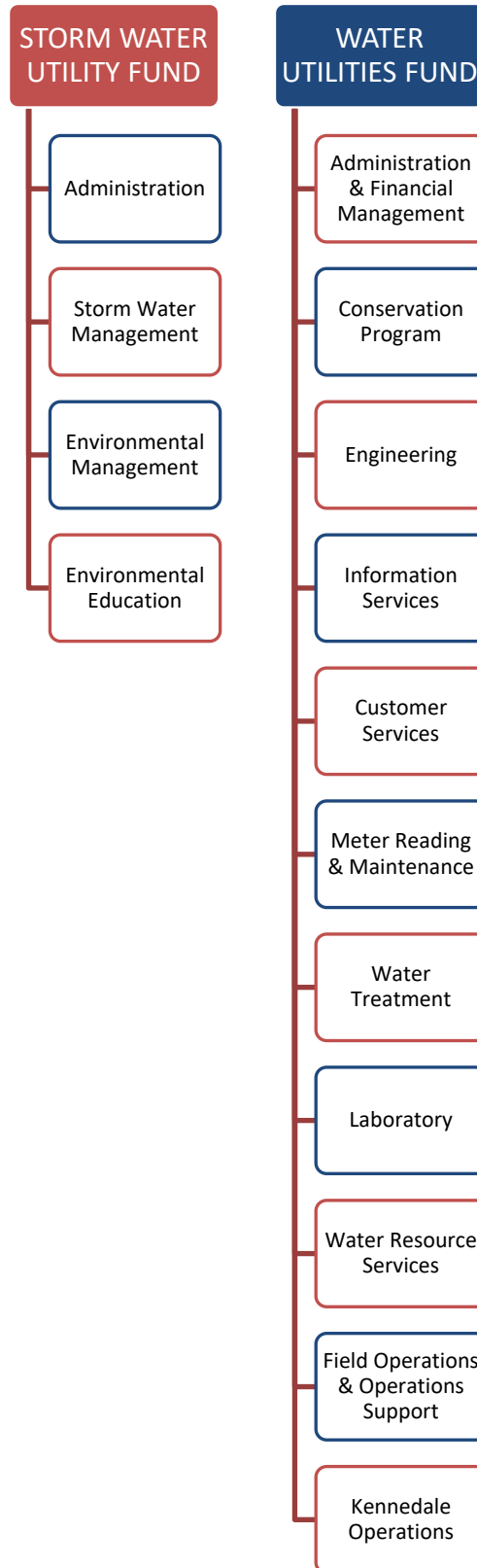
FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

### Scorecard

Transportation Department Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Via On-Demand Rideshare Ridership	233,717	179,995	195,000	300,000

# 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

- 38 Authorized Positions
- Budget Break Down
 

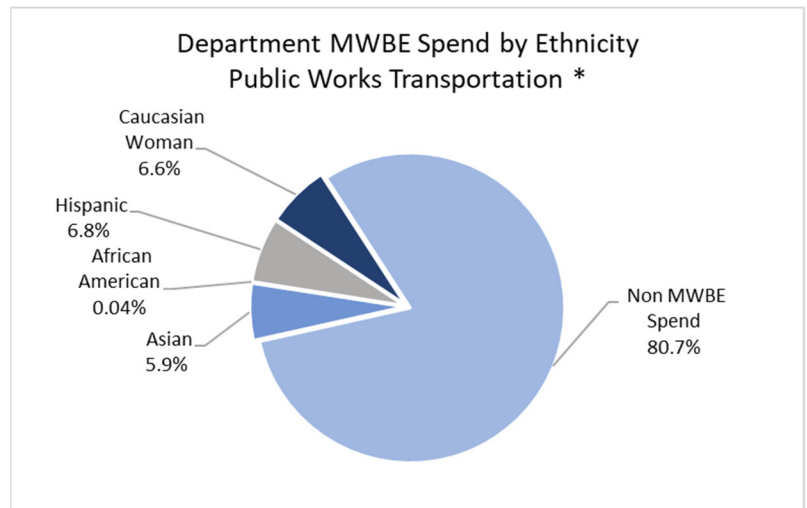
Personnel Services	\$3,352,496
Operating Expenses	7,418,806
Capital Outlay	473,000
<b>Total</b>	<b>\$11,244,302</b>

### Business Plan Goals and Objectives

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

### Budget Highlights

- New Civil Engineer \$104,324
- Increased Recurring Funding for Payment in Lieu of Taxes \$88,799
- Increased Recurring Funding for Debt Service \$500,819
- Increased Recurring Funding for Stormwater Quality Manager Reclassification \$14,249



# 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Public Works and Transportation	44.7%	24.2%	23.7%	2.7%	0.9%	0.5%	3.2%	24.2%	75.8%

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

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Storm Water Utility Fund Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Percent of City maintained drainage inlets inspected compared to goal of 10,804	92%	100%	54%	100%
Percentage of concrete channels inspected compared to goal of 360	97%	100%	51%	100%

## Storm Water Utility Fund Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 6,138,871	\$ 7,130,646	\$ 7,161,986	\$ 7,814,742
Storm Water Management	2,090,443	1,935,850	1,940,845	2,078,794
Environmental Management	963,072	1,126,325	1,079,229	1,213,142
Environmental Education	130,969	134,021	135,015	137,624
Premium/Proceeds Offset	(420,674)	-	-	-
<b>TOTAL</b>	<b>\$ 8,902,681</b>	<b>\$ 10,326,842</b>	<b>\$ 10,317,076</b>	<b>\$ 11,244,302</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	32	37	37	38
Personnel Services	\$ 2,673,293	\$ 3,100,939	\$ 2,814,867	\$ 3,352,496
Operating Expenses	5,844,034	6,778,903	7,052,209	7,418,806
Capital Outlay	385,355	447,000	450,000	473,000
<b>TOTAL</b>	<b>\$ 8,902,681</b>	<b>\$ 10,326,842</b>	<b>\$ 10,317,076</b>	<b>\$ 11,244,302</b>



# Enterprise Funds

## STORM WATER UTILITY FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 761,567	\$ 432,569	\$ 481,273	\$ 929,534
<b>REVENUES:</b>				
Storm Water Fee Revenue - Commercial	\$ 9,248,937	\$ 9,454,900	\$ 9,700,000	\$ 10,398,000
Storm Water Fee Revenue - Residential	10,290,382	10,493,900	10,720,000	11,491,000
Interest and Miscellaneous Revenue	420,848	132,653	123,800	121,324
<b>TOTAL REVENUES</b>	\$ 19,960,167	\$ 20,081,453	\$ 20,543,800	\$ 22,010,324
<b>INTERFUND TRANSFERS:</b>				
To General Fund - Indirect Costs	\$ (578,959)	\$ (578,959)	\$ (578,959)	\$ (790,950)
To General Fund for Engineering Reviews	(88,699)	(88,699)	(88,699)	(88,699)
To Debt Service Fund - TMRS Reimbursement	-	(140,683)	(140,683)	(140,683)
To Pay-Go Capital Projects	(10,500,000)	(8,800,000)	(8,800,000)	(10,200,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (11,337,780)	\$ (9,778,463)	\$ (9,778,463)	\$ (11,390,454)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 9,383,954	\$ 10,735,559	\$ 11,246,610	\$ 11,549,404
<b>EXPENDITURES:</b>				
Administration	\$ 6,138,871	\$ 7,130,646	\$ 7,161,986	\$ 7,814,742
Storm Water Management	2,090,443	1,935,850	1,940,845	2,078,794
Environmental Management	963,072	1,126,325	1,079,229	1,213,142
Environmental Education	130,969	134,021	135,015	137,624
Premium/Proceeds Offset	(420,674)	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 8,902,681	\$ 10,326,842	\$ 10,317,076	\$ 11,244,302
<b>ENDING BALANCE</b>	\$ 481,273	\$ 408,717	\$ 929,534	\$ 305,102

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

- 216 Authorized Positions
- Budget Break Down
 

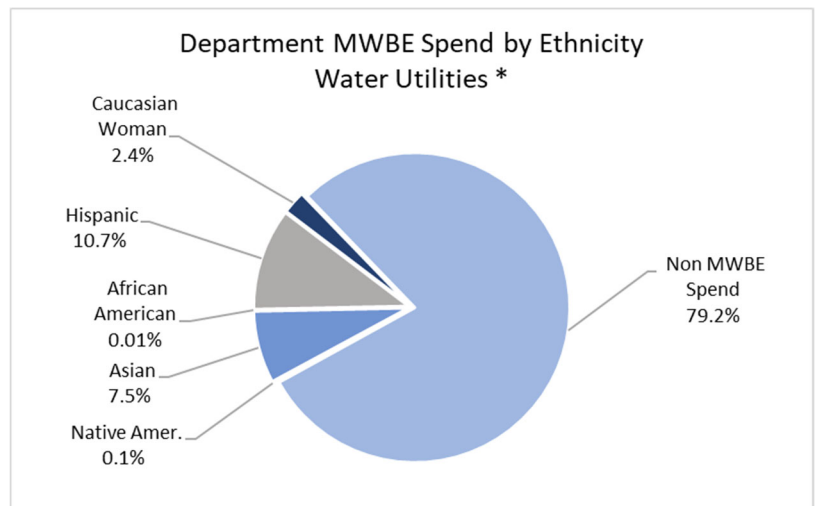
Personnel Services	\$17,674,487
Operating Expenses	129,877,766
Capital Outlay	986,000
<b>Total</b>	<b>\$148,535,209</b>

### Business Plan Goals and Objectives

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

### Budget Highlights

- New Quality Assurance Specialist \$91,628
- New GapVax Crew \$116,470
  - 1 Senior Utility Technician
  - 1 Lead Utility Technician
- New SSL ROW Program \$457,336 (Offset)
  - 2 Water and Sewer Crew Chiefs
  - 1 Senior Utility Technician
  - 3 Lead Utility Technicians
  - 2 Utility Tech Apprentices
- One-time Funding for SSL ROW Program \$421,000
- One-time Funding for Bad Debt \$300,000
- One-time Funding for Mail Processor \$20,000
- One-time Funding for Web Portal Enhancements \$135,482
- Increased Recurring Funding for PILOT \$104,070
- Increased Recurring Funding for Franchise Fees \$164,750
- Increased Recurring Funding for Debt Service \$2,154,309
- Increased Recurring Funding for Misc. Operating Expenses \$72,734
- Increased Recurring Funding for PT Staff and Pay Adjustment \$95,994



# 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Water Utilities Fund	47.9%	28.2%	18.1%	1.6%	1.1%	0.0%	3.2%	20.7%	79.3%

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Water Utilities Fund Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Clean a minimum of 20% of sewer lines size 6"-15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	25%	27%	22%	20%
Linear footage of water and sewer lines designed by the City Engineering staff	65,166	31,099	30,000	30,000
Radio Transmitter installations	10,394	7,275	6,500	10,000
High hazard backflow assemblies with certified testing completed	100%	100%	100%	100%
Avoid any TCEQ, OSHA, SDWA and NPDES violations	100%	100%	100%	100%
Achieve an employee workplace injury of ≤ 2 injuries per 1,000 hours	0.010	0.012	0.001	≤ 2
Maintain metered ratio rolling average above 88%	91%	89%	92%	>88%
Achieve ≤ 8 Sanitary Sewer Overflows per 100 miles of sewer main	6.86	12.8	7	≤ 8
Water line breaks per 100 miles of pipe	New Measure in FY 2021		12	5.8
Interrupt time per customer (hours per customer)	New Measure in FY 2021		< 4	< 4

# Enterprise Funds

## Water Utilities Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 109,563,761	\$ 116,044,832	\$ 114,509,139	\$ 118,401,007
Financial Services	334,571	317,930	292,318	328,662
Conservation Program	41,624	92,000	97,007	102,000
Engineering Operations	969,467	820,727	624,253	828,977
Engineering Planning	1,180,929	1,118,610	1,005,883	1,126,721
Customer Services	1,804,503	2,075,576	1,982,987	2,643,804
Engineering Support	-	1,786,321	1,801,970	1,822,394
Meter Maintenance	1,355,933	1,381,164	1,221,142	1,437,792
Meter Reading	476,558	431,431	441,914	445,606
Water Treatment PB	3,789,084	2,859,750	3,624,857	2,898,066
Water Treatment JK	1,562,267	3,078,072	1,650,325	3,116,760
Treatment Maintenance	2,125,848	2,463,205	1,950,475	2,495,784
Laboratory	942,941	955,941	927,015	1,083,948
Water Resource Services	691,110	760,226	681,259	796,438
Field Operations South	7,311,756	7,884,112	8,002,778	8,718,051
Operations Support Office	2,408,479	1,104,968	1,222,502	1,141,366
Kennedale Operations	2,121,806	1,119,792	1,706,037	1,147,833
<b>TOTAL</b>	<b>\$ 136,680,637</b>	<b>\$ 144,294,657</b>	<b>\$ 141,741,863</b>	<b>\$ 148,535,209</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	205	205	205	216
Personnel Services	\$ 15,363,423	\$ 16,219,268	\$ 15,084,559	\$ 17,674,487
Operating Expenses	120,782,027	127,510,389	126,112,305	129,874,722
Capital Outlay	535,187	565,000	545,000	986,000
<b>TOTAL</b>	<b>\$ 136,680,637</b>	<b>\$ 144,294,657</b>	<b>\$ 141,741,863</b>	<b>\$ 148,535,209</b>

# Enterprise Funds

## WATER UTILITIES FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 110,092	\$ -	\$ -	\$ -
<b>REVENUES:</b>				
Water Sales	\$ 82,692,521	\$ 79,635,942	\$ 81,036,395	\$ 83,498,442
Sewer Charges	71,618,272	73,057,808	73,057,808	76,920,308
Hauler Fees	24,568	40,000	33,142	40,000
Garbage / Drainage Billing Fee	404,449	392,000	408,608	408,000
Sewer Charges - Other	438,779	425,000	396,531	425,000
Sewer Surcharges	186,868	150,000	149,746	150,000
Class Rate Sewer Surcharge	754,584	950,000	803,996	950,000
Sewer Tap Installation Fees	93,176	-	110,407	-
Water Sales - Other	84,600	55,000	43,185	55,000
Water Taps	560,784	390,000	476,534	390,000
Laboratory Fees	159,036	150,000	151,100	160,000
Concrete Sales	1,403	-	-	-
Other Revenue	890,472	300,000	1,471,059	300,000
Water Convenience Fee	3	-	-	-
Water Activation Fee	411,518	320,000	365,725	350,000
Reclaimed Water Sales	200,186	100,000	132,025	136,000
Backflow Assembly and Tester Regis.	192,797	180,000	207,019	211,000
Wholesale Water Sales to DWG	257,323	77,791	160,271	77,791
Non-rate Revenue DWG	125,104	41,656	66,775	41,656
Wholesale Water Sales to Bethesda	408,856	279,000	333,735	279,000
Non-rate Revenue Bethesda	225,008	149,400	183,067	149,400
Kennedale O&M	1,025,000	1,119,792	1,681,037	1,020,000
Wholesale Water Sales to Kennedale	-	68,163	68,163	68,163
Non-rate Revenue Kennedale	-	36,500	36,500	36,500
GIS Services	5,686	3,000	4,800	3,000
Plat Review & Inspection Fees	235,064	120,000	364,625	120,000
Special Services Charges	2,043,365	2,100,000	438,539	2,100,000
Impact / Sewer	483,298	315,000	474,955	315,000
Impact / Water	1,101,463	645,000	1,042,106	645,000
TRA Reimbursement	608,550	5,806,930	5,806,930	532,000
Cell Tower Lease	60,310	60,000	48,856	60,000
Gas Royalties - Water Utilities	12,943	10,000	11,312	10,000
Miscellaneous Revenue	-	-	900,000	147,440
Subrogation Receipts	180,746	-	150,000	-
Interest Income	2,801,520	738,860	827,087	810,545
<b>TOTAL REVENUES</b>	<b>\$ 168,288,250</b>	<b>\$ 167,716,842</b>	<b>\$ 171,442,038</b>	<b>\$ 170,409,245</b>

(contintued on next page)

# Enterprise Funds

## WATER UTILITIES FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
TRANSFERS:				
General Fund - Indirect Cost	\$ (4,387,975)	\$ (4,387,975)	\$ (4,518,625)	\$ (4,427,528)
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)
Debt Service Reserve	-	(781,718)	(978,812)	-
Operating Reserve	-	(320,427)	(320,427)	-
Rate Stabilization Fund	720,461	720,461	1,500,000	2,575,000
Renewal / Rehabilitation Fund	(16,800,000)	(17,500,000)	(24,300,000)	(18,989,843)
Renewal / Rehabilitation Reimbursement	(350,112)	(227,556)	(286,342)	(227,556)
To Innovation / Venture Capital Fund	(11,000,000)	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ (31,647,504)</b>	<b>\$ (23,231,143)</b>	<b>\$ (29,638,135)</b>	<b>\$ (21,803,856)</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 136,750,838</b>	<b>\$ 144,485,699</b>	<b>\$ 141,803,903</b>	<b>\$ 148,605,389</b>
EXPENDITURES:				
Salaries and Benefits	\$ 15,110,676	\$ 15,849,215	\$ 14,560,406	\$ 17,268,393
O&M Expenditures	12,941,714	14,805,675	14,507,383	15,175,879
Trinity River Authority	38,668,639	42,028,655	40,701,836	42,028,655
Tarrant Regional Water District	20,413,775	25,982,663	22,020,315	25,982,663
Bond Principal	25,065,529	22,365,000	26,949,295	23,520,000
Bond Interest	8,122,565	7,447,557	6,599,133	8,431,866
Bond Handling Fees	57,365	105,000	65,000	120,000
Bond Issuance Costs	238,673	450,025	300,000	450,025
Kennedale Operations	2,121,805	1,119,792	1,706,037	1,147,833
Franchise Fees	9,506,314	9,616,295	9,807,678	9,781,045
PILOT	4,433,583	4,524,780	4,524,780	4,628,850
<b>TOTAL EXPENDITURES</b>	<b>\$ 136,680,637</b>	<b>\$ 144,294,657</b>	<b>\$ 141,741,863</b>	<b>\$ 148,535,209</b>
<b>ENDING BALANCE</b>	<b>\$ 70,200</b>	<b>\$ 191,042</b>	<b>\$ 62,040</b>	<b>\$ 70,180</b>

The two largest revenue sources for the Water Utilities Department are the Water Sales and Sewer Charges, \$83,498,442 and \$76,920,308 respectively, comprising 94% 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.

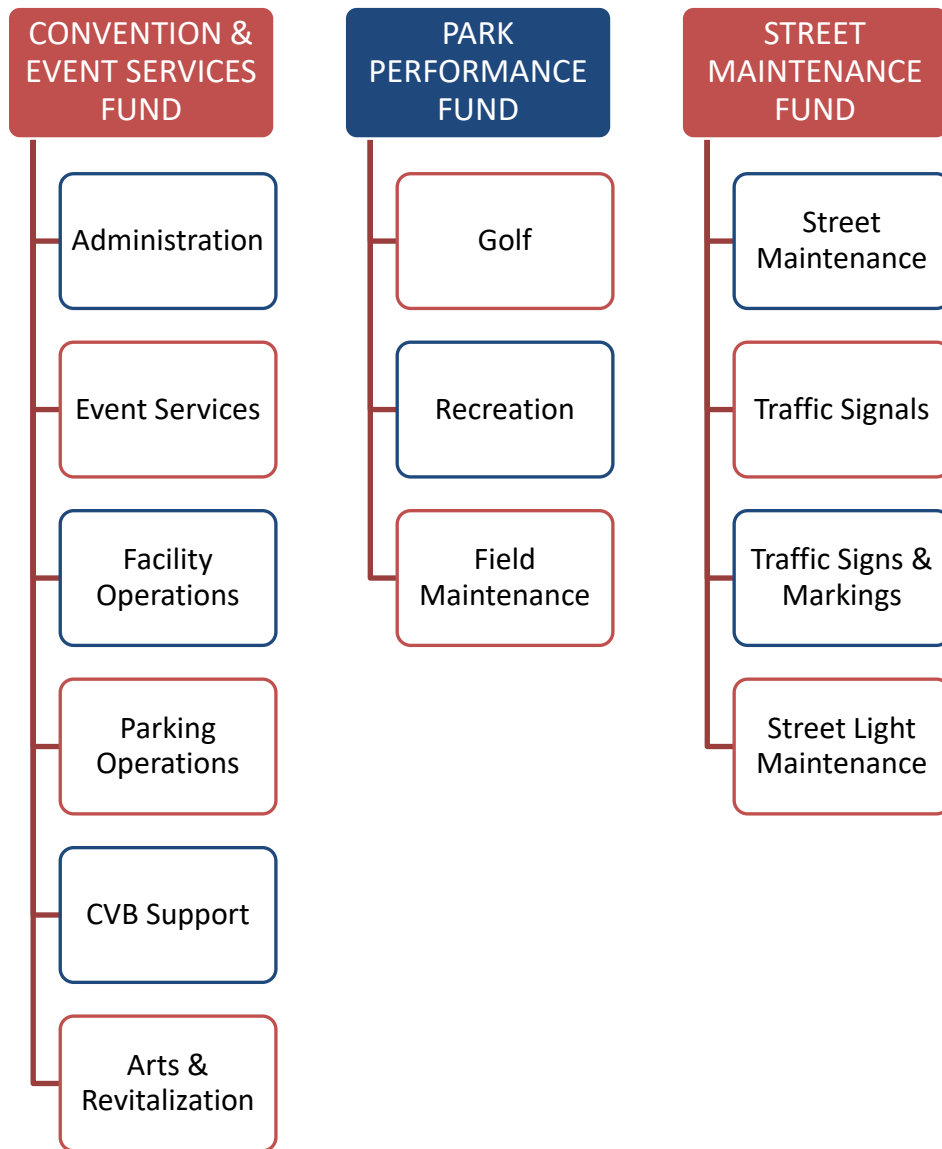
# Enterprise Funds

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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, Interim 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.

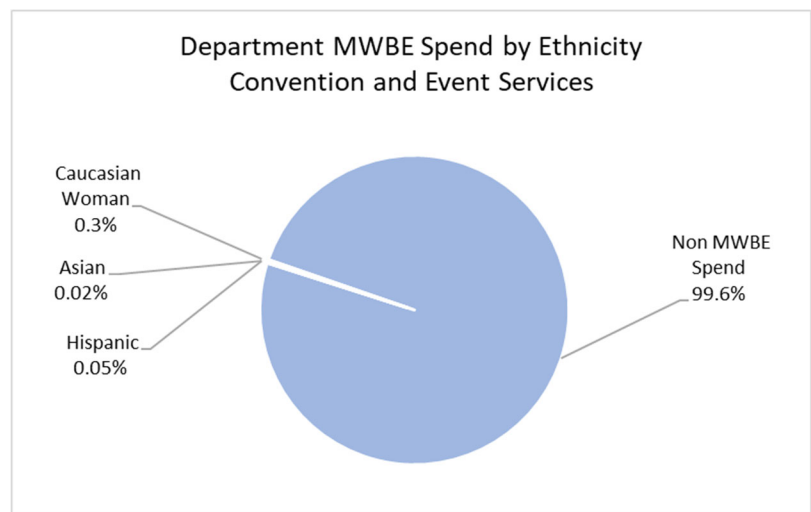
### At A Glance

- 30 Authorized Positions
- Budget Break Down
 

Personnel Services	\$2,220,088
Operating Expenses	7,807,203
Capital Outlay	150,000
<b>Total</b>	<b>\$10,177,291</b>

### Budget Highlights

- Restore FY 2021 Budget Reductions \$900,000
- Increased Recurring Funding for CVB \$400,000



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Convention & Event Services Fund	48.0%	36.0%	12.0%	4.0%	0.0%	0.0%	0.0%	32.0%	68.0%

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

# Special Revenue Funds

## Scorecard

Convention and Event Services Fund Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Cost Recovery	51%	10%	40%	75%
Event (Client) Satisfaction Rating (Overall)	4.7	4.7	4.5	4.8
Square Foot Occupancy Percentage	50%	24%	30%	52%
New Events Held during year (booked by Center)	13	6	6	12
Return Events Held during year (booked by Center)	76	27	20	55

## Convention and Event Services Fund Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Expo Center	\$ 2,740,574	\$ 3,064,309	\$ 2,829,490	\$ 3,297,002
Convention & Visitors Bureau	5,400,000	7,900,000	7,900,000	6,550,000
Arts & Revitalization	-	100,289	100,289	250,289
Downtown Revitalization	-	50,000	50,000	50,000
Fielder Museum	30,000	30,000	30,000	30,000
<b>TOTAL</b>	<b>\$ 8,170,574</b>	<b>\$ 11,144,598</b>	<b>\$ 10,909,779</b>	<b>\$ 10,177,291</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	31	30	30	30
Personnel Services	\$ 1,443,769	\$ 1,969,289	\$ 1,876,178	\$ 2,220,088
Operating Expenses	6,726,805	9,175,309	9,033,601	7,807,203
Capital Outlay	-	-	-	150,000
<b>TOTAL</b>	<b>\$ 8,170,574</b>	<b>\$ 11,144,598</b>	<b>\$ 10,909,779</b>	<b>\$ 10,177,291</b>

# Special Revenue Funds

## CONVENTION AND EVENT SERVICES FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 770,015	\$ 14,296	\$ -	\$ 1,152,768
<b>REVENUES:</b>				
Occupancy Tax	\$ 6,134,295	\$ 6,885,516	\$ 7,934,936	8,164,241
Cowboys Stadium Rent / Naming Rights	2,500,000	2,500,000	2,500,000	2,500,000
Convention Center Revenues:				
eSports Lease	\$ 250,000	\$ 1,250,000	\$ -	\$ 250,000
Audio-Visual	42,126	80,000	12,000	80,000
Catering	27,068	120,000	5,000	120,000
Communication Services	9,055	20,000	2,300	20,000
Concessionaire Reimbursement	9,669	10,000	25,000	10,000
Concessions - Food	2,297	26,000	-	26,000
Concessions - Liquor	506	18,000	-	18,000
Esports Parking Revenue	5,614	-	-	-
Event Labor & Expense	5,275	5,135	1,000	5,135
Miscellaneous	4,016	2,000	2,655	2,000
Parking	71,338	150,000	75,000	202,500
Parking - Special Event	93,620	300,000	170,000	201,000
Rental - Grand Hall	22,736	310,000	250,000	310,000
Rental - Equipment	17,738	26,600	8,000	30,590
Rental - Exhibit Hall	92,043	375,000	300,000	375,000
Rental - Kitchen	250	250	-	-
Security Revenue	23,580	8,024	4,000	8,024
Utility Services	60,021	108,000	20,000	108,000
Total Convention Center Revenues	\$ 736,953	\$ 2,809,009	\$ 874,955	\$ 1,766,249
<b>TOTAL REVENUES</b>	\$ 9,371,248	\$ 12,194,525	\$ 11,309,891	\$ 12,430,490
<b>INTERFUND TRANSFERS:</b>				
From General Gas Funds for ATF Corpus	\$ 2,933,209	\$ 3,022,200	\$ 3,022,200	\$ 3,113,892
To ATF Corpus Reimbursement	(2,933,209)	(3,022,220)	(3,022,220)	(3,113,892)
To ATF, Granting & Interest	(1,218,462)	(1,129,471)	(1,129,471)	(1,037,780)
FY 2021 Budget Amendment, ARP Funds	-	4,227,684	4,227,684	-
To Communication Services ISF	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)
To Innovation Venture Capital	(1,000,000)	-	-	-
(To) From Maintenance Reserve	200,000	-	-	-
To Debt Service Fund - TMRS Reimbursement	-	(113,707)	(113,707)	(113,707)
(To) From General Fund	1,800,000	-	-	-
To General Fund - Indirect Costs	-	(481,549)	(481,549)	(447,382)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (1,968,743)	\$ 752,656	\$ 752,656	\$ (3,349,150)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 8,172,520	\$ 12,961,477	\$ 12,062,547	\$ 10,234,108

(continued on next page)

# Special Revenue Funds

## CONVENTION AND EVENT SERVICES FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
EXPENDITURES:				
Administration	\$ 721,837	\$ 743,508	\$ 693,604	\$ 845,268
Event Services	442,186	436,497	437,189	460,121
Facility Operations	1,505,465	1,800,184	1,645,197	1,910,492
Parking Operations	68,186	84,120	53,500	81,120
ACC Departmental Projects	2,900	-	-	-
Convention & Visitors Bureau	5,400,000	7,900,000	7,900,000	6,550,000
Arts & Revitalization	-	100,289	100,289	250,289
Downtown Revitalization	-	50,000	50,000	50,000
Fielder Museum	30,000	30,000	30,000	30,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,170,574</b>	<b>\$ 11,144,598</b>	<b>\$ 10,909,779</b>	<b>\$ 10,177,291</b>
<b>ENDING BALANCE</b>	<b>\$ 1,946</b>	<b>\$ 1,816,879</b>	<b>\$ 1,152,768</b>	<b>\$ 56,818</b>

# Special Revenue Funds

## PARK PERFORMANCE FUND: Mike Hunter, Interim 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.

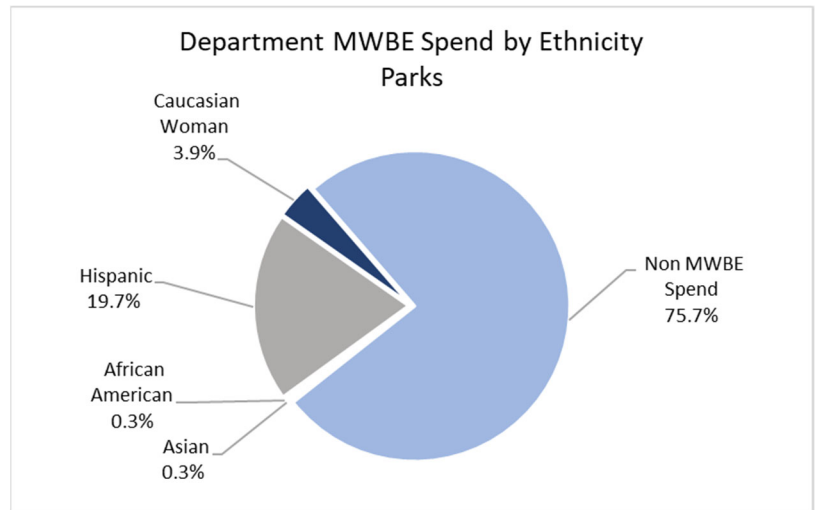
### At A Glance

- 93 Authorized Positions
- Budget Break Down
 

Personnel Services	\$10,752,860
Operating Expenses	5,691,524
Capital Outlay	708,520
<b>Total</b>	<b>\$17,152,904</b>

### Budget Highlights

- 2 New Line Cooks \$76,965 (Offset)
- One-time Funding for Tierra Verde Golf Club Improvements \$755,000
- Increased Recurring Funding for EAST Indoor Pool Staffing \$42,210



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Parks and Recreation	58.0%	19.1%	16.6%	3.3%	0.5%	0.4%	2.1%	47.9%	52.1%

\* Includes General Fund and Park Performance Fund Employees

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

# Special Revenue Funds

## Scorecard

Park Performance Fund Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Cost recovery of Parks Performance Fund	75%	73%	76%	78%
Cost recovery of Golf Performance Fund	86%	85%	100%	100%
Quality of programs and services	94%	96%	95%	95%
Quality of facilities	91%	97%	95%	95%
Participation in programs and classes	150,617	111,099	100,000	150,000
% of online registrations	15.1%	42%	18%	18%
Rounds of golf played	61,285	110,138	123,500	123,000
Number of unplayable golf days (Mon-Thurs)	55	57	46	33
Number of unplayable golf days (Fri-Sun/Holidays)	44	26	26.5	25

## Park Performance Fund Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Golf	\$ 5,962,606	\$ 7,592,606	\$ 7,378,109	\$ 8,455,542
Recreation	5,034,916	7,913,020	5,934,520	8,134,998
Field Maintenance	267,217	558,356	413,983	562,364
<b>TOTAL</b>	<b>\$ 11,264,739</b>	<b>\$ 16,063,982</b>	<b>\$ 13,726,613</b>	<b>\$ 17,152,904</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	88	91	91	93
Personnel Services	\$ 7,312,508	\$ 10,427,938	\$ 8,591,996	\$ 10,752,860
Operating Expenses	3,810,215	5,433,524	4,983,616	5,691,524
Capital Outlay	142,016	202,520	151,000	708,520
<b>TOTAL</b>	<b>\$ 11,264,739</b>	<b>\$ 16,063,982</b>	<b>\$ 13,726,613</b>	<b>\$ 17,152,904</b>

# Special Revenue Funds

## PARK PERFORMANCE FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 189,416	\$ 162,273	\$ 442,096	\$ 286,057
<b>REVENUES:</b>				
Golf	\$ 5,797,663	\$ 7,620,101	\$ 7,295,857	\$ 7,494,723
Recreation	2,328,955	6,232,243	4,280,529	6,230,062
Field Maintenance	537,747	702,000	702,000	702,000
Interest Revenue	103,867	-	-	-
<b>TOTAL REVENUES</b>	\$ 8,768,232	\$ 14,554,344	\$ 12,278,386	\$ 14,426,785
<b>INTERFUND TRANSFERS:</b>				
Transfer from General Fund, Social Equity Support	\$ 140,000	\$ 280,000	\$ 280,000	\$ -
Transfer from Parks ATF, Social Equity Support	-	-	-	700,000
Transfer from Park Fee Fund 4003	1,780,000	800,000	140,000	1,300,000
Transfer from Golf Surcharge Fund 4004	567,000	550,878	872,188	684,395
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 2,487,000	\$ 1,630,878	\$ 1,292,188	\$ 2,684,395
<b>TOTAL AVAILABLE FUNDS</b>	\$ 11,444,648	\$ 16,347,495	\$ 14,012,670	\$ 17,397,237
<b>EXPENDITURES:</b>				
Golf	\$ 5,962,606	\$ 7,592,606	\$ 7,378,109	\$ 8,455,542
Recreation	5,034,916	7,913,020	5,934,520	8,134,998
Field Maintenance	267,217	558,356	413,983	562,364
<b>TOTAL EXPENDITURES</b>	\$ 11,264,739	\$ 16,063,982	\$ 13,726,613	\$ 17,152,904
<b>ENDING BALANCE</b>	\$ 179,909	\$ 283,513	\$ 286,057	\$ 244,333

# 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

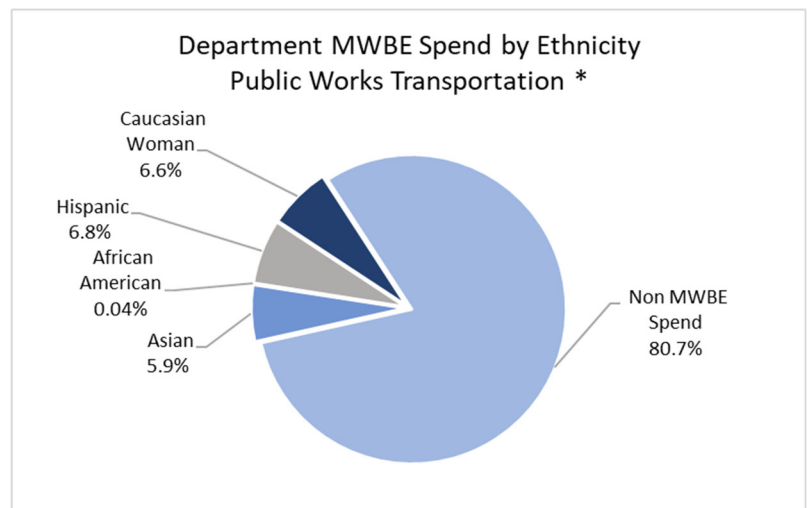
Personnel Services	\$5,939,368
Operating Expenses	19,331,054
Capital Outlay	955,000
<b>Total</b>	<b>\$26,225,422</b>

### 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

- One-time Funding for Maintenance of Streets \$4,500,000
- One-time Funding for LED Streetlight Conversion \$200,000
- One-time Funding for Sidewalk Program \$1,000,000
- Increased Recurring Funding for School Zone Flashing System Upgrade \$80,000





# 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Public Works and Transportation	44.7%	24.2%	23.7%	2.7%	0.9%	0.5%	3.2%	24.2%	75.8%

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

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Street Maintenance Fund Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Citizen perception of overall condition of streets/roads as "excellent" or "good" [annual survey]	40%	44%	46%	Maintain or Increase
Lane Miles with Overall Condition Index (OCI) < 50	300	347	377	Maintain or Decrease
% of residential street lane miles that have been swept compared to annual goal of 1,604	99%	98%	44%	100%
% of signs replaced that do not meet minimum standards compared to annual goal of 3,000	112%	95%	23%	100%
Percentage of pothole repairs completed within 3 business days	91%	96%	96%	90%
Percentage of initial contact with citizens reporting street maintenance concerns occurring within 2 business days	97%	97%	98%	95%
Number of square yards of failed concrete excavated and replaced	70,399	57,330	25,019	40,000

## Street Maintenance Fund Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2021
Sales Tax supported division	\$ 17,997,333	\$ 22,260,952	\$ 22,260,763	\$ 19,317,809
General Fund supported division	1,105,372	1,416,528	1,277,297	1,416,527
Traffic Signals - GF supported	1,467,518	1,514,571	1,439,611	1,562,678
Traffic Signs & Markings - GF supported	896,625	785,685	767,685	2,108,487
Street Light Maintenance - GF supported	2,366,324	2,219,461	2,243,426	1,819,921
<b>TOTAL</b>	<b>\$ 23,833,172</b>	<b>\$ 28,197,197</b>	<b>\$ 27,988,782</b>	<b>\$ 26,225,422</b>

# Special Revenue Funds

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2020</b>	<b>Budgeted FY 2021</b>	<b>Estimated FY 2021</b>	<b>Adopted FY 2022</b>
Authorized Positions	92	92	92	92
Personnel Services	\$ 4,764,884	\$ 5,637,368	\$ 5,032,280	\$ 5,939,368
Operating Expenses	18,351,954	21,712,329	22,109,154	19,331,054
Capital Outlay	716,334	847,500	847,348	955,000
<b>TOTAL</b>	<b>\$ 23,833,172</b>	<b>\$ 28,197,197</b>	<b>\$ 27,988,782</b>	<b>\$ 26,225,422</b>

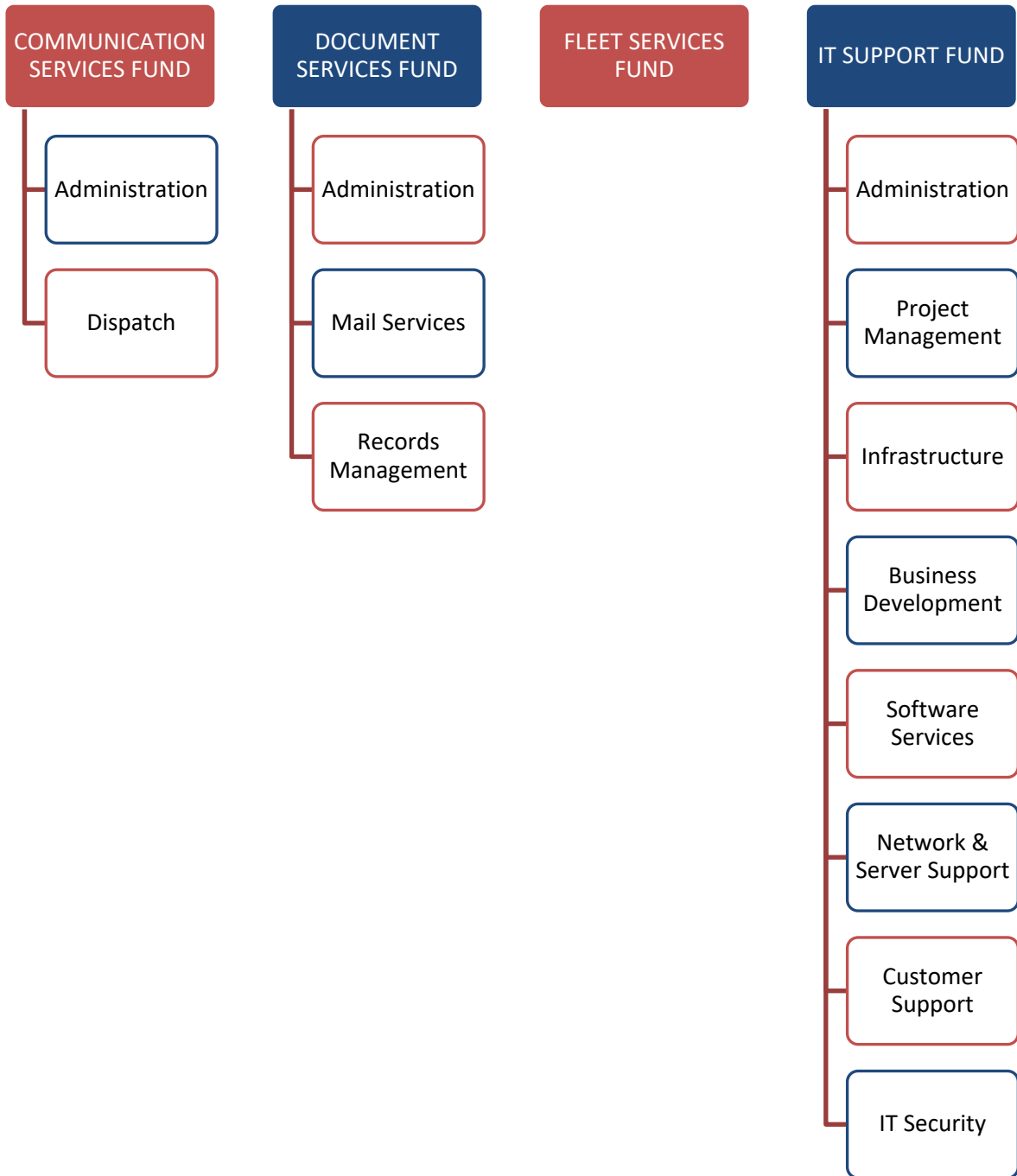
# Special Revenue Funds

## STREET MAINTENANCE FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 3,382,071	\$ 6,066,443	\$ 5,453,245	\$ 2,634,536
<b>REVENUES:</b>				
Sales Tax Revenue	\$ 16,048,837	\$ 15,398,575	\$ 17,878,291	\$ 18,343,126
Interest Revenue	264,177	130,794	98,988	97,008
<b>TOTAL REVENUES</b>	\$ 16,313,014	\$ 15,529,369	\$ 17,977,279	\$ 18,440,134
<b>INTERFUND TRANSFERS:</b>				
Reallocation of Reserves for Encumbrances	\$ 4,104,654	\$ -	\$ -	\$ -
To Debt Service Fund - TMRS Reimbursement	-	(182,473)	(182,473)	(182,473)
Budget amendment (June 2021), ARP funding	-	1,647,248	1,647,248	-
From General Fund	1,105,372	1,416,527	1,277,297	1,416,527
From General Fund for Traffic	4,730,467	4,519,717	4,450,722	5,491,086
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 9,940,493	\$ 7,401,019	\$ 7,192,794	\$ 6,725,140
<b>TOTAL AVAILABLE FUNDS</b>	\$ 29,635,578	\$ 28,996,830	\$ 30,623,318	\$ 27,799,811
<b>EXPENDITURES:</b>				
Sales Tax Supported Division (720101+728501)	\$ 17,997,333	\$ 22,260,952	\$ 22,260,763	\$ 19,317,809
General Fund Supported Division (720102+728502)	1,105,372	1,416,528	1,277,297	1,416,527
Traffic Signals - GF Supported	1,467,518	1,514,571	1,439,611	1,562,678
Traffic Signs & Markings - GF Supported	896,625	785,685	767,685	2,108,487
Street Light Maintenance - GF Supported	2,366,324	2,219,461	2,243,426	1,819,921
<b>TOTAL EXPENDITURES</b>	\$ 23,833,172	\$ 28,197,197	\$ 27,988,782	\$ 26,225,422
<b>ENDING BALANCE</b>	\$ 5,802,406	\$ 799,633	\$ 2,634,536	\$ 1,574,389

# Internal Service Funds

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



# Internal Service Funds

## COMMUNICATION SERVICES FUND: Don Crowson, Fire Chief

### Department Narrative

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

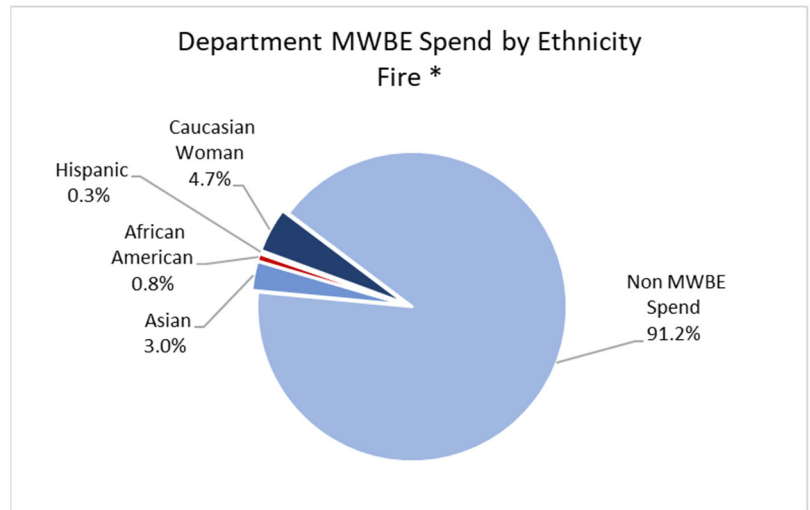
### At A Glance

- 113 Authorized Positions
- Budget Break Down
 

Personnel Services	\$8,921,120
Operating Expenses	3,086,316
<b>Total</b>	<b>\$12,007,436</b>

### Budget Highlights

- 2 FTEs moved from Information Technology Support Fund \$196,865
- One-time Funding for Office Furniture Replacement \$25,000
- Increased Recurring Funding for Pay Increases for Communication Services Staff \$758,635
- Increased Recurring Funding for Radio Tower Lease \$14,219
- Increased Recurring Funding for the CAD System \$46,385
- Increased Recurring Funding for Radio System Maintenance \$19,500
- Increased Recurring Funding for Overtime for Implementation of New Juneteenth Holiday \$24,234



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Communication Services	51.2%	23.3%	23.3%	2.2%	0.0%	0.0%	0.0%	77.7%	22.3%

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

# Internal Service Funds

## Scorecard

Communication Services Fund Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
Fire P1 and P2 Calls Dispatched within 25 Seconds (average)	14.95	15.14	25.00	25.00
Police E and P1 (emergency) calls dispatched within 2 minutes (average)	1.98	1.75	2.00	2.00
9-1-1 calls answered within 10 seconds	92.26%	92.9%	90%	90%
Police E and P1 (emergency) calls dispatched within 120 seconds	81.76%	83.68%	80%	80%
<b>Workload Measures</b>				
9-1-1 Dispatch Center Calls for Service (Calls from 9-1-1 Phone Switch)	378,305	376,047	380,000	430,000
Police Calls for Service Handled and Processed by PD Dispatch	334,612	285,797	232,000	25,000
Emergency Calls	1,299	1,122	1,300	1,500
Priority 1 Calls	76,492	68,437	64,200	70,000
Priority 2 Calls	53,736	48,514	45,000	52,000
Priority 3 Calls	203,085	167,724	122,000	125,000
Officer Initiated (not included in total)	61,015	55,103	36,240	37,000
Ambulance Dispatched Calls for Service	57,536	56,563	62,400	65,000
Fire Dispatched Calls for Service	46,457	43,971	51,250	53,000
Fires	3,493	3,284	3,400	3,800
Emergency Medical Service	36,992	34,511	38,000	40,000
Other	5,972	6,176	10,000	5,000
Dispatched Animal Services After-Hours Calls for Service	1,340	969	800	9,000

## Communication Services Fund

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 1,591,112	\$ 1,743,376	\$ 1,745,373	\$ 1,785,062
Dispatch	9,497,335	8,934,394	8,859,514	10,222,374
<b>TOTAL</b>	<b>\$ 11,088,447</b>	<b>\$ 10,677,770</b>	<b>\$ 10,604,887</b>	<b>\$ 12,007,436</b>

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	111	111	111	113
Personnel Services	\$ 7,869,608	\$ 7,578,145	\$ 7,532,759	\$ 8,921,120
Operating Expenses	3,218,839	3,099,625	3,072,128	3,086,316
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 11,088,447</b>	<b>\$ 10,677,770</b>	<b>\$ 10,604,887</b>	<b>\$ 12,007,436</b>

# Internal Service Funds

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## COMMUNICATION SERVICES FUND FY 2022 Operating Position

	<b>Adopted FY 2022</b>
<b>BEGINNING BALANCE</b>	\$ 689,781
REVENUES:	
Communication Services Chargeback	\$ 9,686,346
Intergovernmental Revenue - Tarrant County	315,099
Other Revenue - UTA	45,887
Other Revenue - Pantego	24,709
Other Revenue - PSAP	<u>160,114</u>
<b>TOTAL REVENUES</b>	\$ 10,232,155
INTERFUND TRANSFERS:	
(To) From Convention & Event Services	\$ 1,750,281
(To) From General Fund for One-Time Costs	<u>-</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 1,750,281
<b>TOTAL AVAILABLE FUNDS</b>	\$ 12,672,217
EXPENDITURES:	
Administration	\$ 1,785,062
Dispatch	<u>10,222,374</u>
<b>TOTAL EXPENDITURES</b>	\$ 12,007,436
<b>ENDING BALANCE</b>	\$ 664,781

# 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.

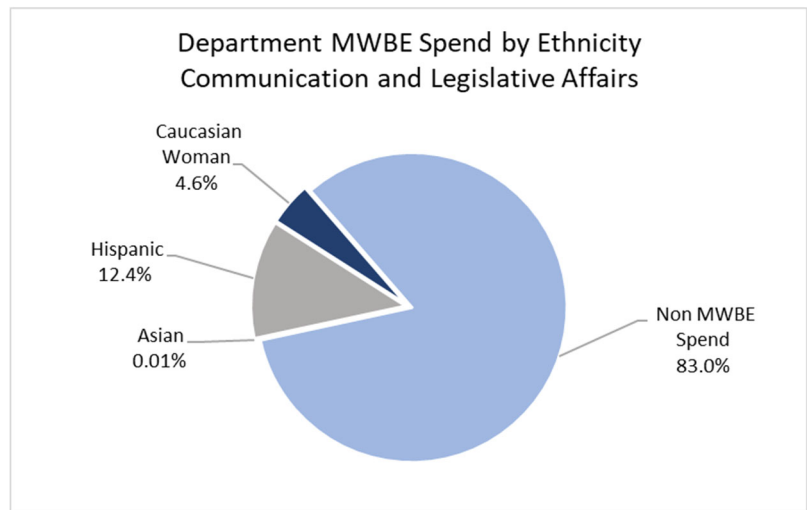
### At A Glance

- 5 Authorized Positions
- Budget Break Down
 

Personnel Services	\$377,014
Operating Expenses	1,950,182
<b>Total</b>	<b>\$2,327,196</b>

### Budget Highlights

- Cut 2 Vacant Mail Clerk 1 Positions (\$82,650)
- Cut 1 Vacant Reprographic Specialist Position (\$53,116)



### 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	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Communication & Legislative Affairs	36.2%	34.0%	27.7%	0.0%	0.0%	0.0%	2.1%	78.7%	21.3%

\* Includes General Fund and Document Services Fund Employees

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.



# Internal Service Funds

## Document Services Fund Expenditures

	<b>Actual FY 2020</b>	<b>Budgeted FY 2021</b>	<b>Estimated FY 2021</b>	<b>Adopted FY 2022</b>
Administration	\$ 1,257,584	\$ 1,240,475	\$ 1,137,308	\$ 1,243,209
Mail Services	966,866	1,072,022	940,643	942,594
Records Management	136,313	133,987	131,478	141,393
<b>TOTAL</b>	<b>\$ 2,360,763</b>	<b>\$ 2,446,484</b>	<b>\$ 2,209,428</b>	<b>\$ 2,327,196</b>

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2020</b>	<b>Budgeted FY 2021</b>	<b>Estimated FY 2021</b>	<b>Adopted FY 2022</b>
Authorized Positions	8	8	8	5
Personnel Services	\$ 477,927	\$ 495,281	\$ 371,095	\$ 377,014
Operating Expenses	1,882,836	1,951,203	1,838,333	1,950,182
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,360,763</b>	<b>\$ 2,446,484</b>	<b>\$ 2,209,428</b>	<b>\$ 2,327,196</b>

# Internal Service Funds

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## DOCUMENT SERVICES FUND FY 2022 Operating Position

	<b>Adopted FY 2022</b>
<b>BEGINNING BALANCE</b>	\$ 63,033
REVENUES:	
Space Rental for Print Shop	\$ 2,556
Managed Print Services - ImageNet	600,000
Sales - Mail Services	1,000,000
Sales - Information Resource Center	500,000
Sales - Records Management	140,000
Parking Meter Revenue	<u>8,000</u>
<b>TOTAL REVENUES</b>	<b>\$ 2,250,556</b>
INTERFUND TRANSFERS:	
To Debt Service Fund - TMRS Reimbursement	\$ (26,595)
Support of Proprietary Fund	<u>100,000</u>
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 73,405</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 2,386,994</b>
EXPENDITURES:	
Administration	\$ 1,243,209
Mail Services	942,594
Records Management	<u>141,393</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,327,196</b>
<b>ENDING BALANCE</b>	<b>\$ 59,798</b>

# Internal Service Funds

## FLEET SERVICES FUND: Nora Coronado, Officer

### Department Narrative

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

### At A Glance

- 1 Authorized Position
- Budget Break Down
 

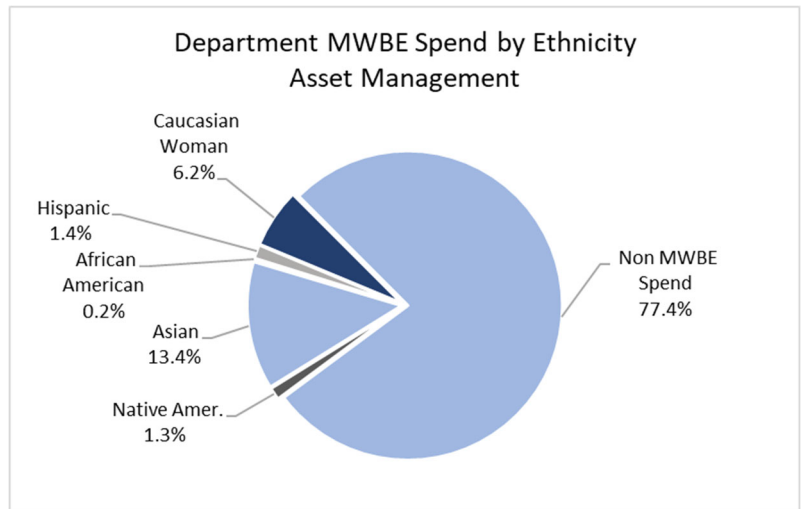
Personnel Services	\$115,778
Operating Expenses	5,417,880
Capital Outlay	2,495,008
<b>Total</b>	<b>\$8,028,746</b>

### 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 Replacements \$679,265
- Increased Recurring Funding for Fleet Maintenance Contract \$431,079
- Increased Recurring Funding for City Wide Fuel \$41,250



### 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 Populatic	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
Asset Management	69.0%	13.8%	3.4%	10.3%	3.4%	0.0%	0.0%	24.1%	75.9%

\* Includes General Fund and Fleet Services Fund Employees

### City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

# Internal Service Funds

## Scorecard

Fleet Services Fund Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
% of City-wide Fleet beyond service life	18%	20%	25%	15%
Percentage of customers satisfied or very satisfied with fleet services	78%	87%	92%	80%
Turnaround Time Standards:				
Target Vehicles/Turnaround in 24 Hours	New Measure in FY 2021		77%	80%
Target Vehicles/Turnaround in 48 Hours	New Measure in FY 2021		26%	85%
Target Vehicles/Turnaround in 72 Hours	New Measure in FY 2022			90%

## Authorized Positions and Expenditures by Category

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Authorized Positions	1	1	1	1
Personnel Services	\$ 63,475	\$ 99,019	\$ 79,322	\$ 115,778
Operating Expenses	3,170,271	4,945,551	5,346,080	5,417,880
Capital Outlay	2,163,379	3,374,823	2,960,014	2,495,088
<b>TOTAL</b>	<b>\$ 5,397,125</b>	<b>\$ 8,419,393</b>	<b>\$ 8,385,416</b>	<b>\$ 8,028,746</b>

# Internal Service Funds

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## FLEET SERVICES FUND FY 2022 Operating Position

	<b>Adopted FY 2022</b>
<b>BEGINNING BALANCE</b>	\$ 137,902
REVENUES:	
Fuel	\$ 1,641,250
Maintenance & Operation	5,602,137
Miscellaneous (Subro, Auctions)	<u>225,000</u>
<b>TOTAL REVENUES</b>	<b>\$ 7,468,387</b>
INTERFUND TRANSFERS:	
From General Fund for Vehicle Replacements (One-time)	<u>\$ 679,265</u>
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 679,265</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 8,285,554</b>
EXPENDITURES:	
Fleet Services	\$ 3,892,408
Fuel	1,641,250
Vehicles	<u>2,495,088</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,028,746</b>
<b>ENDING BALANCE</b>	<b>\$ 256,808</b>

# Internal Service Funds

## INFORMATION TECHNOLOGY: Enrique Martinez, Chief Technology Officer

### Department Narrative

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

### At A Glance

- 58 Authorized Positions
- Budget Break Down
 

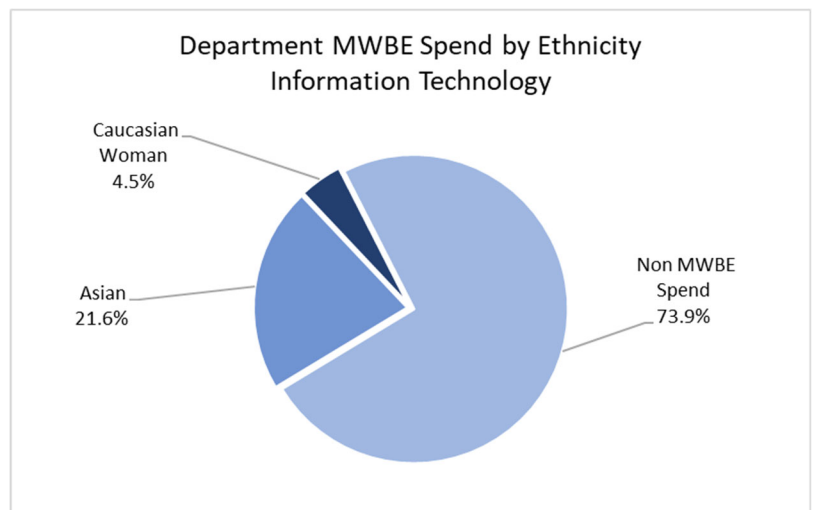
Personnel Services	\$7,296,753
Operating Expenses	8,509,884
<b>Total</b>	<b>\$15,806,637</b>

### Business Plan Goals and Objectives

- **Goal:** Implement Strategies to Eliminate Racism and Other Forms of Discrimination and to Advance Unity in Arlington
  - **Objective:** Address Education and Workforce Training Disparities
- **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

- Moved 2 FTEs to Communication Services Fund (\$196,895)
- New IT Security Analyst \$116,031 (Offset)
- New Security Specialist \$109,351 (Offset)
- One-time Funding for Multi-Factor Authentication \$20,000
- Increased Recurring Funding for Multi-Factor Authentication \$180,000
- Increased Recurring Funding for Software Maintenance and Licenses Cost Increase \$42,710
- Increased Recurring Funding for CodeRed Citizen Notification System \$33,000
- Increased Recurring Funding for Department Reorganization \$80,000
- Enterprise IT Projects: Recurring – \$325,000, One-time – \$780,000
  - Enterprise IT Project – Citizen Reporting Tool
  - Enterprise IT Project – Cartegraph Consulting Services
  - Enterprise IT Project – Inspection Scheduling Phase II
  - Enterprise IT Project – AMANDA Redesign for Planning
  - Enterprise IT Project – eDiscovery Software Replacement



# 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 Populatic	38.6%	29.6%	22.3%	6.5%	0.3%	0.2%	2.6%	50.8%	49.2%
City Organization	55.8%	20.1%	16.9%	3.5%	0.7%	0.2%	2.7%	38.7%	61.3%
IT Support Fund	52.7%	12.7%	12.7%	14.5%	0.0%	0.0%	7.3%	30.9%	69.1%

## City-wide Budget Impacts

FY 2022 expenditures are impacted by a 3% across-the-board compensation adjustment effective October 2021 and a 5.4% increase in the city's contribution to employee health coverage.

## Scorecard

Information Technology Key Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Target
File server availability	99.99%	100%	99%	99%
GIS system availability	99.9%	99.99%	98.6%	99%
Website availability	99.9%	99.81%	98.3%	99%
Network uptime	99.72%	99.88%	99%	99%
Amanda availability	99.9%	99.85%	98.6%	99%
Kronos availability	99.9%	99.99%	98.6%	99%
Email Phishing/Snag Rate	2.46%	3%	2%	2%
Helpdesk abandon rate	8%	6%	8%	8%

## Information Technology Fund Expenditures

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Administration	\$ 324,056	\$ 462,820	\$ 476,538	\$ 553,888
Project Management	1,271,923	888,094	766,978	804,790
Business Development	650,856	609,793	652,984	646,939
Software Services	3,786,957	3,694,548	3,717,556	3,792,418
Network Support	1,837,609	1,769,390	1,682,048	1,793,149
Server Support	2,215,179	2,554,693	2,507,025	2,606,063
Customer Support	3,250,342	3,243,115	3,333,053	3,293,058
IT Security	831,182	796,332	796,332	996,332
IT Projects	274,042	215,000	215,000	1,320,000
<b>TOTAL</b>	<b>\$ 14,442,146</b>	<b>\$ 14,233,785</b>	<b>\$ 14,147,513</b>	<b>\$ 15,806,637</b>

# Internal Service Funds

## Authorized Positions and Expenditures by Category

	<b>Actual FY 2020</b>	<b>Budgeted FY 2021</b>	<b>Estimated FY 2021</b>	<b>Adopted FY 2022</b>
Authorized Positions	58	58	58	58
Personnel Services	\$ 6,981,631	\$ 6,880,905	\$ 6,798,863	\$ 7,296,753
Operating Expenses	7,460,515	7,352,880	7,348,650	8,509,884
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>\$ 14,442,146</b>	<b>\$ 14,233,785</b>	<b>\$ 14,147,513</b>	<b>\$ 15,806,637</b>



# Internal Service Funds

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## INFORMATION TECHNOLOGY SUPPORT FUND FY 2022 Operating Position

	<b>Adopted FY 2022</b>
<b>BEGINNING BALANCE</b>	\$ 218,352
<b>TOTAL REVENUES</b>	\$ 14,906,637
INTERFUND TRANSFERS:	
One-time Funding	\$ 800,000
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 800,000
<b>TOTAL AVAILABLE FUNDS</b>	\$ 15,924,989
EXPENDITURES:	
Administration	\$ 553,888
Project Management	804,790
Business Development	646,939
Software Services	3,792,418
Network Support	1,793,149
Server Support	2,606,063
Customer Support	3,293,058
IT Security	996,332
IT Projects	1,320,000
<b>TOTAL EXPENDITURES</b>	\$ 15,806,637
<b>ENDING BALANCE</b>	\$ 118,353

# 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 2022 is 21.00¢ per \$100 valuation. Total revenues in FY 2022 are budgeted at \$64,394,150.

## DEBT SERVICE FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 3,566,517	\$ 3,113,354	\$ 2,935,008	\$ 3,824,256
<b>REVENUES:</b>				
Ad Valorem Taxes	\$ 48,990,786	\$ 60,977,493	\$ 61,038,470	\$ 63,417,625
Premium / Proceeds	958,672	350,000	401,177	800,000
Interest and Miscellaneous Revenue	585,925	253,337	235,090	176,525
<b>TOTAL REVENUES</b>	\$ 50,535,383	\$ 61,580,830	\$ 61,674,737	\$ 64,394,150
<b>INTERFUND TRANSFERS:</b>				
From Grant Funds - TMRS Reimbursement	\$ -	\$ 168,815	\$ 168,815	\$ 168,815
From Operating Funds - TMRS Reimbursement	-	1,367,509	1,367,509	1,367,509
<b>TOTAL INTERFUND TRANSFERS</b>	\$ -	\$ 1,536,324	\$ 1,536,324	\$ 1,536,324
<b>TOTAL AVAILABLE FUNDS</b>	\$ 54,101,900	\$ 66,230,508	\$ 66,146,069	\$ 69,754,730
<b>EXPENDITURES:</b>				
Principal / Interest Payments	\$ 49,925,532	\$ 62,154,672	\$ 62,144,551	\$ 65,131,528
Issuance Fees	1,450,558	613,000	519,664	1,475,000
Premium/Proceeds Offset	(958,672)	-	(401,177)	-
Agent Fees	58,775	48,000	58,775	61,250
<b>TOTAL EXPENDITURES</b>	\$ 50,476,193	\$ 62,815,672	\$ 62,321,813	\$ 66,667,778
<b>ENDING BALANCE</b>	\$ 3,625,707	\$ 3,414,836	\$ 3,824,256	\$ 3,086,952

# Debt Service Fund

Description of Debt	Outstanding	FY 2022	FY 2022	FY 2022
	Balance	Principal	Interest	Total
Permanent Improvement and Refunding Bonds, Series 2012A	17,210,000	1,565,000	559,319	2,124,319
Permanent Improvement Refunding Bonds, Series 2012B	3,460,000	1,165,000	115,450	1,280,450
Permanent Improvement Bonds, Series 2013A	11,760,000	980,000	431,200	1,411,200
Permanent Improvement Refunding Bonds, Series 2013B	700,000	355,000	21,000	376,000
Permanent Improvement Bonds, Series 2014	9,415,000	725,000	349,413	1,074,413
Combination Tax and Revenue Certificates of Obligation, Series 2014	18,820,000	1,450,000	698,550	2,148,550
Permanent Improvement Bonds, Series 2015A	22,400,000	1,600,000	810,000	2,410,000
Permanent Improvement Refunding Bonds, Series 2015B	7,710,000	1,395,000	231,300	1,626,300
Permanent Improvement Refunding Bonds, Series 2016	36,970,000	3,585,000	1,516,450	5,101,450
Permanent Improvement Bonds, Series 2016A	25,815,000	1,725,000	774,450	2,499,450
Combination Tax and Revenue Certificates of Obligation, Series 2016B	11,995,000	800,000	389,850	1,189,850
Combination Tax and Revenue Certificates of Obligation, Series 2016C	7,075,000	1,415,000	147,868	1,562,868
Permanent Improvement Bonds, Series 2017	46,740,000	2,925,000	1,690,750	4,615,750
Combination Tax and Revenue Certificates of Obligation, Series 2017	3,660,000	610,000	99,125	709,125
Permanent Improvement Refunding Bonds, Series 2017A	15,610,000	2,645,000	675,150	3,320,150
Combination Tax and Revenue Certificates of Obligation, Series 2018	3,535,000	505,000	111,100	616,100
Permanent Improvement Refunding Bonds, Series 2018	46,070,000	2,710,000	1,747,950	4,457,950
Combination Tax and Revenue Certificates of Obligation, Series 2019	4,290,000	540,000	166,150	706,150
Permanent Improvement Refunding Bonds, Series 2019	50,280,000	2,795,000	2,011,500	4,806,500
Combination Tax and Revenue Certificates of Obligation, Series 2020	8,205,000	1,205,000	277,700	1,482,700
Permanent Improvement Refunding Bonds, Series 2020	6,545,000	2,175,000	252,250	2,427,250
Permanent Improvement Bonds, Series 2020A	39,625,000	2,090,000	1,626,800	3,716,800
General Obligation Pension Bonds Taxable, Series 2020	166,045,000	8,975,000	2,379,362	11,354,362
Permanent Improvement Bonds, Series 2021A	31,820,000	1,595,000	1,313,543	2,908,543
Permanent Improvement Refunding Bonds, Series 2021B	8,170,000	805,000	400,300	1,205,300
<b>Total</b>	<b>603,925,000</b>	<b>46,335,000</b>	<b>18,796,529</b>	<b>65,131,529</b>

Paying Agent Fees 61,775  
**Total** 65,193,304

Description of Debt	Outstanding	FY 2022	FY 2022	FY 2022
	Balance	Principal	Interest	Total
Venue Special Tax Revenue Bonds Series 2017	105,010,000	3,800,000	5,091,650	8,891,650
Venue Special Tax Revenue Bonds Series 2018A	266,080,000	-	12,594,000	12,594,000
Venue Special Tax Revenue Bonds Series 2018B	22,650,000	820,000	886,924	1,706,924
Venue Special Tax Revenue Bonds Series 2018C	130,590,000	195,000	6,524,625	6,719,625
<b>Total</b>	<b>524,330,000</b>	<b>4,815,000</b>	<b>25,097,199</b>	<b>29,912,199</b>

Paying Agent Fees 17,460  
**Total** 29,929,659

Description of Debt	Outstanding	FY 2022	FY 2022	FY 2022
	Balance	Principal	Interest	Total
WWS Revenue TWDB Clean Bonds, Series 2010	6,245,000	695,000	85,665	780,665
WWS Revenue Bonds, Series 2012	9,130,000	830,000	289,878	1,119,878
WWS Revenue Bonds, Series 2013A	5,340,000	445,000	200,806	645,806
WWS Revenue & Refunding Bonds, Series 2013B	1,510,000	760,000	45,300	805,300
WWS Revenue TWDB Bonds, Series 2014	2,210,000	170,000	31,229	201,229
WWS Revenue Bonds, Series 2014A	8,645,000	665,000	294,263	959,263
WWS Revenue & Refunding Bonds, Series 2014B	2,540,000	860,000	93,300	953,300
WWS Revenue Bonds, Series 2015A	12,750,000	915,000	437,100	1,352,100
WWS Revenue & Refunding Bonds, Series 2015B	7,085,000	1,195,000	247,850	1,442,850
WWS Revenue TWDB Bonds, Series 2016	1,555,000	105,000	4,866	109,866
WWS Revenue Bonds, Series 2016A	29,390,000	1,960,000	960,150	2,920,150
WWS Revenue TWDB Bonds, Series 2017	3,755,000	255,000	29,700	284,700
WWS Revenue Bonds, Series 2017A	32,225,000	2,015,000	1,173,275	3,188,275
WWS Revenue TWDB Bonds, Series 2017B	9,630,000	605,000	100,231	705,231
WWS Revenue TWDB Bonds, Series 2018	3,915,000	245,000	31,694	276,694
WWS Revenue Bonds, Series 2018A	27,820,000	1,640,000	1,137,575	2,777,575
WWS Revenue Bonds, Series 2019A	23,530,000	1,310,000	915,400	2,225,400
WWS Revenue & Refunding Bonds, Series 2019B	12,245,000	1,740,000	455,050	2,195,050
WWS Revenue TWDB Bonds, Series 2019C	3,990,000	225,000	6,776	231,776
WWS Revenue TWDB Bonds, Series 2019D	71,550,000	3,975,000	87,450	4,062,450
WWS Revenue & Refunding Bonds Taxable, Series 2020A	3,970,000	440,000	158,750	598,750
WWS Revenue Bonds, Series 2021	44,070,000	2,200,000	1,489,677	3,689,677
<b>Total</b>	<b>323,100,000</b>	<b>23,250,000</b>	<b>8,275,983</b>	<b>31,525,983</b>

Paying Agent Fees 41,500  
**Total** 31,567,483

Description of Debt	Outstanding	FY 2022	FY 2022	FY 2022
	Balance	Principal	Interest	Total
Municipal Drainage Utility System Revenue Bonds , Series 2017	7,195,000	450,000	231,638	681,638
Municipal Drainage Utility System Revenue Bonds , Series 2018	4,685,000	280,000	174,094	454,094
Municipal Drainage Utility System Revenue Bonds , Series 2019	6,095,000	340,000	233,850	573,850
Municipal Drainage Utility System Revenue Bonds , Series 2020A	9,350,000	495,000	338,263	833,263
Municipal Drainage Utility System Revenue Refunding Bonds , Taxable Series 2020B	13,310,000	1,505,000	188,728	1,693,728
Municipal Drainage Utility System Revenue Bonds , Taxable Series 2021	8,390,000	420,000	287,384	707,384
<b>Total</b>	<b>49,025,000</b>	<b>3,490,000</b>	<b>1,453,957</b>	<b>4,943,957</b>

Paying Agent Fees 4,500  
**Total** 4,948,457

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

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

## Citizen Bond Election

After stakeholder input is gathered, a comprehensive list of capital improvement projects is identified. As necessary, in May or November of a given year, a bond election is held to allow the general public to vote on the City's ability to sell general obligation bonds to fund this list of projects. The result of the election is a specific dollar amount in general obligation bonds and certificates of obligation that the City is authorized to sell. The City will then use this authorization to sell bonds each year, within the constraints of the City's financial policies, until the authorization has been exhausted. The City held a bond election on November 2018, which gave authorization to sell \$189.5 million in general obligation bonds. The City currently has \$187.8 million in remaining authorization.

## Capital Improvement Plan

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

## Capital Budget

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

Arlington's Capital Budget cycle spans from October to March, when the Capital Budget is adopted. This process begins with the City's Capital Budget Executive Committee. The Committee last met in October 2020 to discuss a priority project list for the use of the remaining City's 2014 Bonds and the 2018 New Bond authorization. In developing the capital budget, the Capital Budget Executive Committee considered a variety of factors on the decision-making process, including:

# Capital Improvement Program

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- 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 2021 for \$36.7 million, utilizing authorization from bond elections held in the most recent Bond Election in 2018.

## Debt Service

As the City incurs debt for the acquisition and construction of capital projects, the City also makes annual payments to repay the bonds previously issued. General obligation bonds are funded wholly through a designated portion of the City's property tax rate, while certificates of obligation incorporate other various funding sources as well as ad valorem taxes. Of the City's total FY 2022 tax rate of \$0.6198 per \$100 in assessed valuation, \$0.21 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 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 2022 tax rate of \$0.6198 is divided between an operating levy (\$0.4098) and a debt service levy (\$0.21). 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.

# Capital Improvement Program

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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 2022, 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 2022 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 2022 Capital Budget and Reimbursement Resolution

### **April**

Internal activities in preparation for the bond sale

### **May**

Adoption of Resolution for Notice of Intent to Sell Bonds

Meeting with Rating Agencies

### **June**

Bond Sale

### **August/September**

Calculate Debt Capacity for FY 2023



# Capital Improvement Program

FISCAL YEARS 2021-2025 CAPITAL BUDGET							
Bond Yr.	Department	Project	Adopted 2021	Preliminary 2022	Preliminary 2023	Preliminary 2024	Preliminary 2025
2018	Fire	Fire Station #8 Rebuild	\$0	\$850,000	\$8,650,000	\$0	\$0
2018	Fire	Fire Station #6 Rebuild	\$0	\$0	\$0	\$800,000	\$8,200,000
<b>FIRE TOTAL</b>			<b>\$0</b>	<b>\$850,000</b>	<b>\$8,650,000</b>	<b>\$800,000</b>	<b>\$8,200,000</b>
2018	Police	Police Evidence Storage Facility	\$6,000,000	\$0	\$0	\$0	\$0
<b>POLICE TOTAL</b>			<b>\$6,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
N/A	Airport	Airport Hangar	\$0	\$0	\$6,300,000	\$0	\$0
N/A	Airport	Airport Land Acquisition	\$0	\$1,400,000	\$0	\$0	\$0
N/A	Airport	Airport Runway	\$150,000	\$220,000	\$0	\$1,270,000	\$1,270,000
N/A	Airport	Airport Drainage	\$150,000	\$200,000	\$0	\$0	\$0
<b>AIRPORT TOTAL</b>			<b>\$300,000</b>	<b>\$1,820,000</b>	<b>\$6,300,000</b>	<b>\$1,270,000</b>	<b>\$1,270,000</b>
2014	Parks & Recreatio	Park Land Acquisition		\$1,000,000	\$0	\$0	\$0
2017	Parks & Recreatio	Active Adult Center	\$0	\$40,500,000	\$0	\$0	\$0
2018	Parks & Recreatio	Richard Simpson Park Improvements - Pha	\$350,000	\$3,700,000	\$0	\$0	\$0
2018	Parks & Recreatio	River Legacy Park Trail Replacement	\$200,000	\$1,150,000	\$0	\$0	\$0
2018	Parks & Recreatio	Johnson Creek Trail (Meadowbrook to Julia	\$0	\$195,000	\$1,105,000	\$2,200,000	\$0
2018	Parks & Recreatio	High Oak Park Improvements - Phase II	\$0	\$0	\$0	\$515,000	\$0
2018	Parks & Recreatio	Youth Athletic Complex Acquisition	\$0	\$1,000,000	\$0	\$2,000,000	\$0
2018	Parks & Recreatio	Multi-Generational Center Design	\$0	\$0	\$0	\$0	\$3,000,000
2018	Parks & Recreatio	River Legacy Park Trail Development	\$2,300,000	\$0	\$0	\$0	\$0
<b>PARKS AND RECREATION TOTAL</b>			<b>\$2,850,000</b>	<b>\$47,545,000</b>	<b>\$1,105,000</b>	<b>\$4,715,000</b>	<b>\$3,000,000</b>
2018	Public Works & Tr	Sublett Road (City Limit to Joplin)	\$10,500,000	\$0	\$0	\$0	\$0
2018	Public Works & Tr	Debbie Lane (City Limits to SH-360)	\$335,000	\$19,250,000	\$0	\$0	\$0
2018	Public Works & Tr	Mansfield Webb Road (Silo to Collins)	\$1,650,000	\$1,470,000	\$11,550,000	\$0	\$0
2018	Public Works & Tr	Mitchell Street (Collins to Perrin)	\$750,000	\$0	\$450,000	\$5,235,000	\$0
2018	Public Works & Tr	Matlock Road (Green Oaks to Sublett)	\$0	\$0	\$1,000,000	\$7,020,000	\$0
2018	Public Works & Tr	Downtown Pedestrian Crossing	\$0	\$0	\$700,000	\$6,300,000	\$0
2018	Public Works & Tr	City Facility Improvements Program	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000
2018	Public Works & Tr	Sidewalk Annual Program	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000
2018	Public Works & Tr	Construction Materials Testing Annual Prog	\$437,000	\$437,000	\$437,000	\$437,000	\$437,000
2018	Public Works & Tr	Grant Matching Funds Annual Program	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000
2018	Public Works & Tr	Irrigation Annual Program	\$68,000	\$68,000	\$68,000	\$68,000	\$68,000
2018	Public Works & Tr	Signal/ITS Program	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
2018	Public Works & Tr	Residential Rebuild Program	\$6,455,000	\$2,300,000	\$9,300,000	\$7,015,000	\$8,870,000
2018	Public Works & Tr	Intersection Improvements (9 locations)	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
<b>PUBLIC WORKS TOTAL</b>			<b>\$27,820,000</b>	<b>\$31,150,000</b>	<b>\$31,130,000</b>	<b>\$33,700,000</b>	<b>\$17,000,000</b>
<b>GRAND TOTAL</b>			<b>\$36,970,000</b>	<b>\$81,365,000</b>	<b>\$47,185,000</b>	<b>\$40,485,000</b>	<b>\$29,470,000</b>

# Capital Improvement Program

FISCAL YEARS 2021-2025 STORM WATER UTILITY CAPITAL BUDGET						
Department	Project	Adopted 2021	Preliminary 2022	Preliminary 2023	Preliminary 2024	Preliminary 2025
Stormwater Utility	Annual Localized Drainage Projects	\$3,500,000	\$1,500,000	\$5,000,000	\$5,000,000	\$2,000,000
Stormwater Utility	Harvest Hills & Briar Meadow Drainage Improvements	\$7,500,000	\$0	\$6,500,000	\$0	\$0
Stormwater Utility	Tributary CC2(360 to Susan) Conceptual Study	\$0	\$0	\$0	\$5,500,000	\$0
Stormwater Utility	2019 Misc Drainage (Collins)	\$500,000	\$0	\$0	\$0	\$0
Stormwater Utility	JC-9 (Cooper to Collins)	\$0	\$250,000	\$0	\$2,500,000	\$2,500,000
Stormwater Utility	California Lane Drainage Improvements	\$0	\$6,500,000	\$5,000,000	\$0	\$3,000,000
Floodplain Management						
Stormwater Utility	Flood Mitigation Buyouts	\$3,000,000	\$0	\$0	\$0	\$0
Maintenance						
Stormwater Utility	Annual Bridge, Channel and Infrastructure Maintenance	\$2,000,000	\$500,000	\$500,000	\$500,000	\$500,000
Stormwater Utility	Annual Maintenance Contract (Misc Concrete)	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	2019 Ditch Maintenance	\$900,000	\$2,000,000	\$2,000,000	\$0	\$0
Stormwater Utility	Lower Johnson Maintenance Ramp	\$1,000,000				
Stormwater Utility	Stormwater Infrastructure Evaluations	\$250,000	\$0	\$0	\$0	\$0
Annual Contracts or Programs						
Stormwater Utility	Construction Materials Testing	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	Irrigation	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Stormwater Utility	Development Review (Flood Study and Detention Analysis)	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000
Stormwater Utility	Stormwater CIP Services	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Stormwater Utility	Stormwater Review Consulting	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Stormwater Utility	Flood Monitoring System	\$30,000	\$20,000	\$20,000	\$20,000	\$20,000
Stormwater Utility	Internal Charges	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Erosion Protection/Repair Projects						
Stormwater Utility	VC(A)-1 Drainage and Erosion Improvements	\$500,000	\$0	\$1,500,000	\$0	\$0
<b>GRAND TOTAL</b>		<b>\$19,870,000</b>	<b>\$11,435,000</b>	<b>\$21,185,000</b>	<b>\$14,185,000</b>	<b>\$8,685,000</b>

# Capital Improvement Program

FISCAL YEARS 2021 - 2025 WATER UTILITY CAPITAL BUDGET						
Department	Project	Adopted 2021	Preliminary 2022	Preliminary 2023	Preliminary 2024	Preliminary 2025
Water Utilities	Technology and Equipment	\$325,000	\$75,000	\$800,000	\$30,000	\$270,000
Water Utilities	Meter Infrastructure	\$2,900,000	\$2,920,000	\$2,920,000	\$2,920,000	\$1,000,000
Water Utilities	Water Operations	\$1,660,000	\$2,110,000	\$2,410,000	\$2,110,000	\$2,030,000
Water Utilities	Elevated Storage Tank	\$50,000	\$50,000	\$50,000	\$50,000	\$5,050,000
Water Utilities	Water and Sewer Main	\$8,425,000	\$8,625,000	\$4,140,000	\$13,380,000	\$13,980,000
Water Utilities	Water Treatment	\$40,500,000	\$3,260,000	\$3,470,000	\$6,100,000	\$1,250,000
Water Utilities	Debbie Lane (City Limit to SH360)	\$0	\$1,500,000	\$0	\$0	\$0
Water Utilities	Intersection Improvements	\$0	\$100,000	\$100,000	\$100,000	\$100,000
Water Utilities	Joint Arterial Street Rebuild	\$0	\$0	\$0	\$300,000	\$3,000,000
Water Utilities	Joint Drainage Projects w/Public Works	\$1,080,000	\$2,000,000	\$1,000,000	\$1,000,000	\$1,500,000
Water Utilities	Mansfield Webb (Silo to Collins)	\$0	\$0	\$400,000	\$0	\$0
Water Utilities	Matlock (Green Oaks to Sublett)	\$0	\$0	\$80,000	\$500,000	\$0
Water Utilities	Mitchell (Collins to Perrin)	\$0	\$0	\$0	\$1,900,000	\$0
Water Utilities	Randol Mill (Cooper to Collins)	\$500,000	\$0	\$0	\$4,000,000	\$0
Water Utilities	Residential Rebuilds	\$1,680,000	\$2,500,000	\$2,900,000	\$2,600,000	\$3,000,000
Water Utilities	Sublett (City Limits to Joplin)	\$400,000	\$0	\$0	\$0	\$0

# Capital Improvement Program

Certificates of Obligation Five Year History								
<u>Fiscal</u>				<u>Final Cost or</u>				<u>Completion</u>
<u>Year</u>	<u>Department</u>	<u>Project</u>	<u>Amount</u>	<u>Cost to Date</u>	<u>Status</u>	<u>Start Date</u>	<u>Date</u>	
2017	Fire	Fire Apparatus	\$1,725,000	\$1,723,855	Completed	Mar-18	May-18	
2017	IT	IT Infrastructure	\$1,800,000	\$1,763,248	Completed	Aug-18	N/A	
		<b>2017 Sub-Total</b>	<b>\$3,525,000</b>	<b>\$3,487,103</b>				
2018	Public Works & Trans.	Facility Maintenance	\$3,200,000	\$2,115,696	Completed	Feb-18	N/A	
2018	IT	IT Infrastructure	\$1,975,000	\$544,809	Completed	Aug-18	N/A	
		<b>2018 Sub-Total</b>	<b>\$5,175,000</b>	<b>\$2,660,504</b>				
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	\$0	In-progress	N/A	N/A	
2019	Public Works & Trans.	Facility Maintenance	\$1,000,000	\$223,441	In-progress	N/A	N/A	
		<b>2019 Sub-Total</b>	<b>\$13,042,336</b>	<b>\$8,013,345</b>				
2020	Fire	Aircraft Rescue & Firefighting (ARFF Unit)	\$750,000	\$0	In-progress	N/A	N/A	
2020	Fire	Fire Heavy Fleet Replacement	\$655,000	\$655,000	Completed	Apr-20	Apr-20	
2020	Fire	Dispatch Services CAD Data Storage	\$800,000	\$581,388	In-progress	Apr-20	Apr-20	
2020	N/A	Storm Water Infrastructure	\$3,200,000	\$0	In-progress	N/A	N/A	
2020	N/A	Radio Lease	\$4,915,000	\$4,915,000	Completed	Oct-20	Jun-21	
		<b>2020 Sub-Total</b>	<b>\$15,235,000</b>	<b>\$6,151,388</b>				
2021	N/A	No CO's Sold	\$0	\$0	N/A	N/A	N/A	
		<b>2021 Sub-Total</b>	<b>\$0</b>	<b>\$0</b>				
<b>Grand Total</b>			<b>\$36,977,336</b>	<b>\$20,312,340</b>				

# Capital Improvement Program

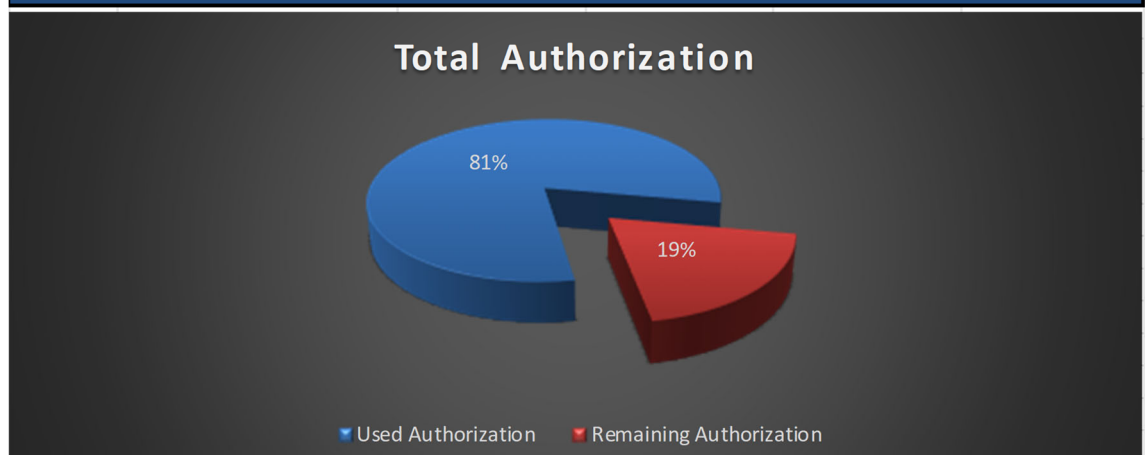
<b>Bond Election History by Bond Election</b>		
<b>1993 Library Bond Election</b>		
	Purpose	Voter Authorized Amount
Proposition 1	Purchase of Library Books	\$2,900,000
Proposition 2	Renovation of Libraries	\$1,445,000
Proposition 3	Construction of Libraries	\$4,420,000
Proposition 4	Mobile Library Facilities	\$570,000
TOTAL		\$9,335,000
<b>1994 Bond Election</b>		
	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
<b>1997 Parks Bond Election</b>		
	Purpose	Voter Authorized Amount
All Propositions	Parks Acquisition, Development, Renovations	\$37,860,000
TOTAL		\$37,860,000
<b>1999 Bond Election</b>		
	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
<b>February 2003 Bond Election</b>		
	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
<b>November 2003 Bond Election</b>		
	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
<b>2005 Parks Bond Election</b>		
	Purpose	Voter Authorized Amount
All Propositions	Parks Acquisition, Development, Renovations	\$13,600,000
TOTAL		\$13,600,000
<b>November 2008 Bond Election</b>		
	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
<b>November 2014 Bond Election</b>		
	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
<b>November 2017 Bond Election</b>		
	Purpose	Voter Authorized Amount
Proposition 1	Parks and Recreation	\$45,000,000
<b>November 2018 Bond Election</b>		
	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
<b>Bond Elections Combined Total</b>		<b>\$976,690,000</b>

# Capital Improvement Program

Bond Election History By Department			
<b>Community Services</b>			
2003	Proposition 1	Animal shelter	\$2,665,000
<b>TOTAL</b>			<b>\$2,665,000</b>
<b>Fire Department</b>			
1994	Proposition 1	Fire Department	\$3,130,000
1999	Proposition 3	Fire Department	\$7,605,000
2003	Proposition 2	Fire Station Facilities	\$4,935,000
2008	Proposition 4	Fire	\$9,090,000
2014	Proposition 4	Fire	\$9,780,000
2018	Proposition 4	Fire	\$18,500,000
<b>TOTAL</b>			<b>\$53,040,000</b>
<b>Library</b>			
1999	Proposition 4	Libraries	\$3,725,000
2003	Proposition 3	Library Equipment	\$2,435,000
2008	Proposition 3	Libraries	\$500,000
2014	Proposition 3	Library	\$6,090,000
<b>TOTAL</b>			<b>\$12,750,000</b>
<b>Parks and Recreation Department</b>			
1994	Proposition 3	Parks and Recreation	\$5,375,000
1997	All Propositions	Parks Acquisition, Development, Renovations	\$37,860,000
2005	All Propositions	Parks Acquisition, Development, Renovations	\$13,600,000
2008	Proposition 1	Parks and Recreation	\$15,500,000
2014	Proposition 1	Parks and Recreation	\$60,000,000
2017	Proposition 1	Parks and Recreation	\$45,000,000
2018	Proposition 2	Parks and Recreation	\$19,165,000
<b>TOTAL</b>			<b>\$196,500,000</b>
<b>Police Department</b>			
1994	Proposition 4	Police Department	\$3,600,000
1999	Proposition 2	Police Department	\$4,250,000
2003	Proposition 4	Police Facilities	\$10,935,000
2018	Proposition 4	Police Facilities	\$6,000,000
<b>TOTAL</b>			<b>\$24,785,000</b>
<b>City Facilities</b>			
2018	Proposition 4	City Facilities	\$8,000,000
<b>TOTAL</b>			<b>\$8,000,000</b>
<b>Public Works and Transportation Department</b>			
1994	Proposition 4	Streets, Drainage, Traffic	\$98,360,000
1999	Proposition 1	Streets and Traffic Mobility	\$85,520,000
2003	Proposition 2	Traffic Flow and Air Quality	\$400,000
2003	Proposition 1	Street and Transportation Improvements	\$83,635,000
2008	Proposition 2	Streets and Traffic	\$103,735,000
2014	Proposition 2	Streets and Transportation	\$160,130,000
2014	Proposition 2	Streets and Transportation	\$137,835,000
<b>TOTAL</b>			<b>\$669,615,000</b>
<b>Bond Elections Combined Total</b>			<b>\$967,355,000</b>

# Capital Improvement Program

Remaining Bond Issuance Authorization by Bond Election					
Bond Year	Proposition/ Department	Total Authorization	Used Authorization	Remaining Authorization	Percent Complete
1994	Fire	\$3,130,000	\$3,130,000	\$0	100.00%
1994	Police	\$3,600,000	\$3,600,000	\$0	100.00%
1994	Parks	\$5,375,000	\$5,375,000	\$0	100.00%
1994	Street, Drainage, Traffic	\$98,360,000	\$98,360,000	\$0	100.00%
1997	Parks	\$37,860,000	\$37,860,000	\$0	100.00%
1999	Library	\$3,725,000	\$3,725,000	\$0	100.00%
1999	Police	\$4,250,000	\$4,250,000	\$0	100.00%
1999	Fire	\$7,605,000	\$7,605,000	\$0	100.00%
1999	Street, Drainage, Traffic	\$85,520,000	\$85,520,000	\$0	100.00%
2003	Traffic Management	\$400,000	\$400,000	\$0	100.00%
2003	Library	\$2,435,000	\$2,435,000	\$0	100.00%
2003	Animal Control	\$2,665,000	\$2,665,000	\$0	100.00%
2003	Fire	\$4,935,000	\$4,935,000	\$0	100.00%
2003	Police	\$10,935,000	\$10,935,000	\$0	100.00%
2003	Street, Drainage, Traffic	\$83,635,000	\$83,635,000	\$0	100.00%
2005	Parks	\$13,600,000	\$13,600,000	\$0	100.00%
2008	Library	\$500,000	\$500,000	\$0	100.00%
2008	Fire	\$9,090,000	\$9,090,000	\$0	100.00%
2008	Parks	\$15,500,000	\$15,500,000	\$0	100.00%
2008	Street, Traffic	\$103,735,000	\$103,735,000	\$0	100.00%
2014	Fire	\$9,780,000	\$9,780,000	\$0	100.00%
2014	Library	\$6,090,000	\$6,090,000	\$0	100.00%
2014	Parks and Recreation	\$60,000,000	\$59,091,000	\$909,000	98.49%
2014	Street, Traffic	\$160,130,000	\$160,130,000	\$0	100.00%
2017	Active Adult Center	\$45,000,000	\$4,500,000	\$40,500,000	10.00%
2018	Fire & Police	\$24,500,000	\$6,000,000	\$18,500,000	24.49%
2018	City Facilities	\$8,000,000	\$1,600,000	\$6,400,000	20.00%
2018	Parks and Recreation	\$19,165,000	\$4,300,000	\$14,865,000	22.44%
2018	Streets and Transportatic	\$137,835,000	\$31,255,000	\$106,580,000	22.68%
<b>TOTAL</b>		<b>\$967,355,000</b>	<b>\$779,601,000</b>	<b>\$187,754,000</b>	<b>80.59%</b>



# Capital Improvement Program

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

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

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

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

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

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

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

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

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

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

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



# Capital Improvement Program

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# Other Budget Information

Approved Budget Proposals General Fund							
Dept.	Budget Proposal	Description	FY 2022 Amount	Offset	Recurring	One-time	FTE
AM	FY22-AM-CS01	Maintenance of Buildings	220,317			220,317	
AM	FY22-AM-NP02	Facility Services - New Staff	112,185		110,925	1,260	2
AM	FY22-AM-NP04	Maintenance of Buildings Emergency Generator Elzie Odom / Beacon	2,279,905		2,500	2,277,405	
Audit	FY22-AUD-NP01	Restore the Staff Auditor position to an Internal Auditor position	7,500		7,500		
Audit	FY22-AUD-NP02	Convert an Internal Auditor Position to a Senior Internal Auditor	5,500		5,500		
Bus. Div.	FY22-BUS-NP01	Business Diversity Admin Startup	20,000		15,000	5,000	
CAO	FY22-CAO-NP02	Senior Attorney - Economic Development	124,900		121,900	3,000	1
CL&A	FY22-CLA-NP01	Outreach Communication Coordinator	91,628		91,628		1
CL&A	FY22-CLA-NP02	Additional Action Center Staff	157,523		157,523		3
CL&A	FY22-CLA-NP03	Citibot Community Engagement Program	24,000		24,000		
CL&A	FY22-CLA-NP04	Communication Coordinator	-		-		1
Code	FY22-CODE-NP01	Animal Services Access Control System	81,354			81,354	
Code	FY22-CODE-NP02	2 Code Compliance Officer I Positions	180,109		123,793	56,316	2
Court	FY22-CRT-CS01	Replacement Scanners	6,424			6,424	
Court	FY22-CRT-CS03	Tyler Technologies Annual Maintenance	50,000		50,000		
Finance	FY22-FIN-NP01	Accounts Payable Program	98,555	98,555			2
Finance	FY22-FIN-NP02	Financial Sustainability Program	265,707	91,628	174,079		2
HR	FY22-HR-CS01	Property/Casualty Insurance Premium Increase	180,033		180,033		
HR	FY22-HR-NP01	Leave and Transition Specialist	91,628		91,628		1
Library	FY22-LIB-NP01	Repair and Renovate the Northeast Branch Library Public Restrooms	40,000			40,000	
Library	FY22-LIB-NP02	Library Books	750,000			750,000	
NDP	FY22-NDP-CS01	Terminal Pay in Non-Departmental	350,000		350,000		
NDP	FY22-NDP-CS03	ERP - Continued implementation and recurring costs	2,275,358		575,358	1,700,000	
NDP	FY22-NDP-CS04	Unemployment Claims Increase	55,000		55,000		
OSI	FY22-OSI-CS01	Via On-Demand Rideshare	2,250,000		2,250,000		
OSI	FY22-OSI-NP02	Thoroughfare Development Plan Update	150,000			150,000	
Parks - GF	FY22-PRK-CS01	Mowing Contracts CPI Increase	31,411		31,411		
Parks - GF	FY22-PRK-CS02	Janitorial Contracts CPI Increase	35,332		35,332		
Parks - GF	FY22-PRK-CS03	Security Request	50,000		50,000		
Parks - GF	FY22-PRK-CS11	Additional Resources for Green Screens Program	70,000			70,000	
Parks - GF	FY22-PRK-NP01	Park Development O&M	68,589		68,589		
Parks - GF	FY22-PRK-NP02	Social Equity (Parks ATF Funding)	700,000		700,000		
Parks - GF	FY22-PRK-NP03	Reclassification Marketing Aide PT to FT	56,398	41,527	14,871		1
Parks - GF	FY22-PRK-NP04	Maintenance Equipment Replacement (Parks ATF Funding)	494,563			494,563	
Parks - GF	FY22-PRK-NP05	Centralized Irrigation System Expansion	66,000			66,000	
Parks - GF	FY22-PRK-NP06	Parking Lot Renovations (Parks ATF Funding)	750,000			750,000	
Parks - GF	FY22-PRK-NP07	Playground Replacement Program (Parks ATF Funding)	1,220,000			1,220,000	
Parks - GF	FY22-PRK-NP08	Erosion Control (Parks ATF Funding)	330,000			330,000	
Parks - GF	FY22-PRK-NP09	Urban Forestry Renewal Program	50,000		50,000		
Parks - GF	FY22-PRK-NP10	Pond Dredging (Parks ATF Funding)	1,150,000			1,150,000	
PDS	FY22-PDS-NP01	Planning Technician - FTE and Administrative Assistant Position Upgrade	60,289	60,289			1
PDS	FY22-PDS-NP02	Environmental Health Specialist - FTE	115,491		77,819	37,672	1
PDS	FY22-PDS-NP03	Principal Planner - FTE	107,559		103,864	3,695	1
Police	FY22-POL-CS11	Increase Police, Fire, and Dispatch Overtime for Juneteenth Holiday	467,945		467,945		
Police	FY22-POL-NP03	Health and Wellness Fitness Instructor (Position Trade)	97,652	97,652			
Police	FY22-POL-NP10	Position Study of Victim Services Supervisor	-		-		
Police	FY22-POL-NP16	Behavioral Health Unit	1,492,403		1,216,429	275,974	9
<b>General Fund Total</b>			<b>17,281,258</b>	<b>389,651</b>	<b>7,202,627</b>	<b>9,688,980</b>	<b>28</b>

Approved Budget Proposals Other Funds							
Dept.	Budget Proposal	Description	FY 2022 Amount	Offset	Recurring	One-time	FTE
Dispatch	FY22-DIS-CS01	Radio Tower Lease	14,219		14,219		
Dispatch	FY22-DIS-CS02	CAD System Maintenance	24,385		24,385		
Dispatch	FY22-DIS-CS03	Radio System Maintenance	19,500		19,500		
Dispatch	FY22-DIS-CS04	CAD System Updates	22,000		22,000		
Dispatch	FY22-DIS-NP01	Office Furniture Replacement	25,000			25,000	
Dispatch	FY22-DIS-NP02	Pay Increases for Communication Services Staff	758,635		758,635		
<b>Communication Services Total</b>			<b>863,739</b>	<b>-</b>	<b>838,739</b>	<b>25,000</b>	<b>-</b>
Fleet	FY22-FLT-CS01	City Wide Maintenance Contract	431,079		431,079		
Fleet	FY22-FLT-CS02	Beyond-Service-Life Fleet Assets Replacements	679,265			679,265	
Fleet	FY22-FLT-CS03	City Wide Fuel	41,250		41,250		
<b>Fleet Total</b>			<b>1,151,594</b>	<b>-</b>	<b>472,329</b>	<b>679,265</b>	<b>-</b>
IT	FY22-IT-CS01	Software Maintenance and Licenses Cost Increase	42,710		42,710		
IT	FY22-IT-NP01	IT Security Analyst Position	116,031	116,031			1
IT	FY22-IT-NP02	IT Security Specialist Position 1	109,351	109,351			1
IT	FY22-IT-NP03	Multi-Factor Authentication	200,000		180,000	20,000	
IT	FY22-IT-NP04	Information Technology Department Reorganization	80,000		80,000		
IT	FY22-IT-NP07	CodeRed Citizen Notification System	33,000		33,000		
IT	FY22-IT-PRO01	Enterprise IT Project - Citizen Reporting Tool	350,000		125,000	225,000	
IT	FY22-IT-PRO02	Enterprise IT Project - Cartegraph Consulting Services for Asset	55,000			55,000	
IT	FY22-IT-PRO03	Enterprise IT Project - Inspection Scheduling Phase II	-				
IT	FY22-IT-PRO06	Enterprise IT Project - AMANDA Redesign for Planning	100,000			100,000	
IT	FY22-IT-PRO07	Enterprise IT Project - eDiscovery Software Replacement	600,000		200,000	400,000	
<b>Information Technology Total</b>			<b>1,686,092</b>	<b>225,382</b>	<b>660,710</b>	<b>800,000</b>	<b>2</b>

# Other Budget Information

Approved Budget Proposals Other Funds							
Dept.	Budget Proposal	Description	FY 2022 Amount	Offset	Recurring	One-time	FTE
CES	FY22-CES-CS01	Restore FY21 Budget Cut - Purchase/Contract	750,000		750,000		
CES	FY22-CES-CS02	Restore FY21 Budget Cut - Capital Outlay	150,000		150,000		
CES	FY22-CES-CS03	Increase Funding for the ACVB	400,000		400,000		
		<b>Convention Event Services Total</b>	<b>1,300,000</b>	<b>-</b>	<b>1,300,000</b>	<b>-</b>	<b>-</b>
PPF	FY22-REC-CS01	EAST Indoor Pool Staffing	42,210		42,210		
PPF	FY22-GLF-CS01	Tierra Verde Golf Club Improvements	755,000			755,000	
PPF	FY22-GLF-CS02	TR Restaurant Food & Beverage Staffing	76,965	76,965			2
		<b>Parks Performance Fund Total</b>	<b>874,175</b>	<b>76,965</b>	<b>42,210</b>	<b>755,000</b>	<b>2</b>
SMF	FY22-SMF-CS01	LED Streetlight Conversion	200,000			200,000	
SMF	FY22-SMF-CS07	Additional One-Time Funding for Street Maintenance	4,500,000	4,500,000			
SMF	FY22-SMF-NP01	School Zone Flashing System Upgrade	80,000		80,000		
SMF	FY22-SMF-NP02	Sidewalk Program	1,000,000			1,000,000	
SMF	FY22-SMF-NP03	Illuminated Street Signs	198,000			198,000	
		<b>Street Maintenance Fund Total</b>	<b>5,978,000</b>	<b>4,500,000</b>	<b>80,000</b>	<b>1,398,000</b>	<b>-</b>
SWUF	FY22-SW-CS01	SWUF PILOT	88,799		88,799		
SWUF	FY22-SW-CS02	SWUF Debt Obligations	500,819		500,819		
SWUF	FY22-SW-NP01	Stormwater Quality Manager Reclassification	14,249		14,249		
SWUF	FY22-SW-NP02	Civil Engineer - Stormwater CIP	104,324		104,324		1
		<b>Storm Water Utility Fund Total</b>	<b>708,191</b>	<b>-</b>	<b>708,191</b>	<b>-</b>	<b>1</b>
Water	FY22-WTR-CS01	PILOT	104,070		104,070		
Water	FY22-WTR-CS02	Bad Debt	300,000			300,000	
Water	FY22-WTR-CS03	Chemicals	46,234		46,234		
Water	FY22-WTR-CS04	Professional Services	16,500		16,500		
Water	FY22-WTR-CS05	GovDelivery	10,000		10,000		
Water	FY22-WTR-CS06	Debt Service	2,154,309		2,154,309		
Water	FY22-WTR-CS07	Franchise Fee	164,750		164,750		
Water	FY22-WTR-NP01	Mail Processor	20,000			20,000	
Water	FY22-WTR-NP02	Web Portal Enhancements	135,482			135,482	
Water	FY22-WTR-NP03	SSL ROW Program	878,336	457,336		421,000	
Water	FY22-WTR-NP04	GapVax	116,470		116,470		2
Water	FY22-WTR-NP05	Quality Assurance Specialist	91,628		91,628		1
Water	FY22-WTR-NP06	PT Staff - Customer Care	40,000		40,000		
Water	FY22-WTR-NP07	PT Staff - Field Ops	50,294		50,294		
Water	FY22-WTR-NP08	Equity Adjustment - Customer Care	5,700		5,700		
Water	FY22-WTR-NP09	Equity Adjustment - Field Ops	-		-		
		<b>Water Utilities Fund Total</b>	<b>4,133,773</b>	<b>457,336</b>	<b>2,799,955</b>	<b>876,482</b>	<b>11</b>
		<b>All Operating Funds Total</b>	<b>33,976,822</b>	<b>5,649,334</b>	<b>14,104,761</b>	<b>14,222,727</b>	<b>44</b>

Approved Budget Proposals American Rescue Plan Grant Fund							
Dept.	Budget Proposal	Description	FY 2022 Amount	Offset	Recurring	One-time	FTE
AM	FY22-AM-CS02	Restore FY21 Budget Cut - Supplies	3,500		3,500		
AM	FY22-AM-CS03	Restore FY21 Budget Cut - Purchase/Contract	22,956		22,956		
AM	FY22-AM-CS04	Restore FY21 Budget Cut - Maintenance and Repair	128,467		128,467		
AM	FY22-AM-CS05	Restore FY21 Budget Cut - Travel/Training	13,400		13,400		
AM	FY22-AM-CS06	Restore FY21 Budget Cut - Interdepartmental Expenses	4,811		4,811		
Audit	FY22-AUD-CS01	Restore FY21 Budget Cut - Supplies	700		700		
Audit	FY22-AUD-CS02	Restore FY21 Budget Cut - Travel/Training	17,545		17,545		
Aviation	FY22-AVN-CS01	Restore FY21 Budget Cut - Supplies	4,350		4,350		
Aviation	FY22-AVN-CS02	Restore FY21 Budget Cut - Maintenance and Repair	18,500		18,500		
Aviation	FY22-AVN-CS03	Restore FY21 Budget Cut - Travel/Training	9,880		9,880		
CAO	FY22-CAO-CS01	Restore FY21 Budget Cut - Supplies	4,755		4,755		
CAO	FY22-CAO-CS02	Restore FY21 Budget Cut - Purchase/Contract	12,214		12,214		
CAO	FY22-CAO-CS03	Restore FY21 Budget Cut - Maintenance and Repair	1,075		1,075		
CAO	FY22-CAO-CS04	Restore FY21 Budget Cut - Travel/Training	41,838		41,838		
CAO	FY22-CAO-CS05	Restore FY21 Budget Cut - Interdepartmental Expenses	12,300		12,300		
CL&A	FY22-CLA-CS01	Restore FY21 Budget Cut - Salaries and Wages	20,268		20,268		
Code	FY22-CODE-CS01	Restore FY21 Budget Cut - Salaries and Wages	7,875		7,875		
Code	FY22-CODE-CS02	Restore FY21 Budget Cut - Supplies	12,000		12,000		
Code	FY22-CODE-CS03	Restore FY21 Budget Cut - Purchase/Contract	50,000		50,000		
Code	FY22-CODE-CS04	Restore FY21 Budget Cut - Miscellaneous Expense	5,000		5,000		
Code	FY22-CODE-CS05	Restore FY21 Budget Cut - Travel/Training	3,700		3,700		
Code	FY22-CODE-CS06	Restore FY21 Budget Cut - Interdepartmental Expenses	6,000		6,000		
Court	FY22-CRT-CS04	Restore FY21 Budget Cut - Salaries and Wages	24,000		24,000		
Court	FY22-CRT-CS05	Restore FY21 Budget Cut - Supplies	1,000		1,000		
Court	FY22-CRT-CS06	Restore FY21 Budget Cut - Maintenance and Repair	50,000		50,000		
Court	FY22-CRT-CS07	Restore FY21 Budget Cut - Travel/Training	110		110		

# Other Budget Information

Approved Budget Proposals American Rescue Plan Grant Fund							
Dept.	Budget Proposal	Description	FY 2022 Amount	Offset	Recurring	One-time	FTE
ED	FY22-ED-CS01	Restore FY21 Budget Cut - Purchase/Contract	3,250		3,250		
ED	FY22-ED-CS02	Restore FY21 Budget Cut - Miscellaneous Expense	20,000		20,000		
ED	FY22-ED-CS03	Restore FY21 Budget Cut - Travel/Training	32,000		32,000		
Finance	FY22-FIN-CS01	Restore FY21 Budget Cut - Purchase/Contract	15,000		15,000		
Finance	FY22-FIN-CS02	Restore FY21 Budget Cut - Travel/Training	42,597		42,597		
Finance	FY22-FIN-CS03	Restore FY21 Budget Cut - Interdepartmental Expenses	15,301		15,301		
Fire	FY22-FIR-CS01	Heavy Fleet Apparatus	2,586,512			2,586,512	
Fire	FY22-FIR-CS02	Fire MDC Replacement	198,441		183,441	15,000	
Fire	FY22-FIR-CS03	Restore FY21 Budget Cut - Supplies	70,500		70,500		
Fire	FY22-FIR-CS04	Restore FY21 Budget Cut - Travel/Training	12,126		12,126		
Fire	FY22-FIR-NP01	Public Health Staffing	144,136		144,136		2
Fire	FY22-FIR-NP02	Battalion 3	419,774		419,774		3
Fire	FY22-FIR-NP03	3rd Squad	340,065		340,065		3
Fire	FY22-FIR-NP04	LRV to Squad Conversion	3,623,222		3,623,222		39
HR	FY22-HR-CS02	Restore FY21 Budget Cut - Salaries and Wages	20,000		20,000		
HR	FY22-HR-CS03	Restore FY21 Budget Cut - Purchase/Contract	10,000		10,000		
HR	FY22-HR-CS04	Restore FY21 Budget Cut - Miscellaneous Expense	4,000		4,000		
HR	FY22-HR-CS05	Restore FY21 Budget Cut - Travel/Training	15,500		15,500		
Judiciary	FY22-JUD-CS01	Restore FY21 Budget Cut - Supplies	1,000		1,000		
Judiciary	FY22-JUD-CS02	Restore FY21 Budget Cut - Travel/Training	1,000		1,000		
Library	FY22-LIB-CS01	Restore FY21 Budget Cut - Supplies	160,788		160,788		
Library	FY22-LIB-CS02	Restore FY21 Budget Cut - Maintenance and Repair	2,008		2,008		
Library	FY22-LIB-CS03	Restore FY21 Budget Cut - Miscellaneous Expense	1,500		1,500		
NDP	FY22-NDP-CS02	Restore FY21 Budget Cut - Purchase/Contract	21,000		21,000		
OSI	FY22-OSI-CS02	Restore FY21 Budget Cut - Salaries and Wages	10,000		10,000		
OSI	FY22-OSI-CS03	Restore FY21 Budget Cut - Supplies	2,500		2,500		
OSI	FY22-OSI-CS04	Restore FY21 Budget Cut - Travel/Training	2,000		2,000		
Parks - GF	FY22-PRK-CS04	Restore FY21 Budget Cut - Salaries and Wages	282,150		282,150		
Parks - GF	FY22-PRK-CS05	Restore FY21 Budget Cut - Supplies	138,800		138,800		
Parks - GF	FY22-PRK-CS06	Restore FY21 Budget Cut - Purchase/Contract	362,240		362,240		
Parks - GF	FY22-PRK-CS07	Restore FY21 Budget Cut - Maintenance and Repair	303,614		303,614		
Parks - GF	FY22-PRK-CS08	Restore FY21 Budget Cut - Travel/Training	4,484		4,484		
Parks - GF	FY22-PRK-CS09	Restore FY21 Budget Cut - Interdepartmental Expenses	3,000		3,000		
Parks - GF	FY22-PRK-CS10	Restore FY21 Budget Cut - Capital Outlay	76,000		76,000		
PDS	FY22-PDS-CS01	Restore FY21 Budget Cut - Salaries and Wages	57,277		57,277		
PDS	FY22-PDS-CS02	Restore FY21 Budget Cut - Purchase/Contract	20,000		20,000		
PDS	FY22-PDS-CS03	Restore FY21 Budget Cut - Travel/Training	5,000		5,000		
Police	FY22-POL-CS02	Department Psychological Services	25,320		25,320		
Police	FY22-POL-CS03	Motor Cycle Use Allotment	18,714		18,714		
Police	FY22-POL-CS04	Employee and Volunteer Support	25,000		25,000		
Police	FY22-POL-CS06	Blood Draw Kits	10,000		10,000		
Police	FY22-POL-CS07	Restore FY21 Budget Cut - Salaries and Wages	100,000		100,000		
Police	FY22-POL-CS08	Restore FY21 Budget Cut - Supplies	40,000		40,000		
Police	FY22-POL-CS09	Restore FY21 Budget Cut - Purchase/Contract	77,328		77,328		
Police	FY22-POL-CS10	Restore FY21 Budget Cut - Travel/Training	85,000		85,000		
Police	FY22-POL-NP01	Blue Chip Program	150,000		150,000		
Police	FY22-POL-NP02	Police Chaplain	142,657		136,633	6,024	1
Police	FY22-POL-NP04	Investigative Sergeants	426,400		372,281	54,119	3
Police	FY22-POL-NP05	Drug Enforcement Agency (DEA) Task force Officer	108,319		95,374	12,945	1
Police	FY22-POL-NP07	Accreditation and Policy Unit Expansion	90,837		90,837		1
Police	FY22-POL-NP09	Geographic CID Detectives	444,785		383,856	60,929	4
Police	FY22-POL-NP11	Convert PT Office Asst to FT for Training Center	49,563		49,563		1
Police	FY22-POL-NP12	Training Center Building Utilization Review	50,000			50,000	
Police	FY22-POL-NP13	California Lane Garage Expansion	510,000		10,000	500,000	
Police	FY22-POL-NP14	3rd Floor Ott Cribbs Remodel	40,000			40,000	
Police	FY22-POL-NP15	Ott Cribbs Expansion	250,000			250,000	
PWK	FY22-PWK-CS01	Restore FY21 Budget Cut - Salaries and Wages	39,778		39,778		
PWK	FY22-PWK-CS02	Restore FY21 Budget Cut - Supplies	43,338		43,338		
PWK	FY22-PWK-CS03	Restore FY21 Budget Cut - Purchase/Contract	10,000		10,000		
PWK	FY22-PWK-CS04	Restore FY21 Budget Cut - Maintenance and Repair	178,874		178,874		
PWK	FY22-PWK-CS05	Restore FY21 Budget Cut - Travel/Training	21,500		21,500		
Dispatch	FY22-DIS-CS05	Restore FY21 Budget Cut - Supplies	10,000		10,000		
Fleet	FY22-FLT-NP01	Police Fleet Vehicle Replacements	1,500,000			1,500,000	
IT	FY22-IT-CS02	Restore FY21 Budget Cut - Supplies	92,730		92,730		
IT	FY22-IT-CS03	Restore FY21 Budget Cut - Maintenance and Repair	339,552		339,552		
IT	FY22-IT-CS04	Restore FY21 Budget Cut - Travel/Training	81,744		81,744		
IT	FY22-IT-PRO04	Enterprise IT Project - Content Management System for Police	675,000		375,000	300,000	
IT	FY22-IT-PRO05	Enterprise IT Project - Electronic Dashboards for Police	600,000		391,000	209,000	
SMF	FY22-SMF-CS02	Restore FY21 Budget Cut - Salaries and Wages	29,685		29,685		
SMF	FY22-SMF-CS03	Restore FY21 Budget Cut - Supplies	18,000		18,000		
SMF	FY22-SMF-CS04	Restore FY21 Budget Cut - Purchase/Contract	100,000		100,000		
SMF	FY22-SMF-CS05	Restore FY21 Budget Cut - Maintenance and Repair	101,000		101,000		
SMF	FY22-SMF-CS06	Restore FY21 Budget Cut - Travel/Training	11,700		11,700		
<b>American Rescue Plan Grant Fund Total</b>			<b>15,999,853</b>	<b>-</b>	<b>10,415,324</b>	<b>5,584,529</b>	<b>58</b>

# Other Budget Information

Declined Budget Proposals General Fund							
Dept.	Budget Proposal	Description	FY 2022 Amount	Offset	Recurring	One-time	FTE
AM	FY22-AM-NP01	Reclassification / Pay Adjustments	25,851		25,851		
AM	FY22-AM-NP03	Full Time Architect Technician	72,769		72,769		1
CAO	FY22-CAO-NP01	PD Legal Advisor (Paralegal) - Litigation & Employment	74,155		71,155	3,000	1
Court	FY22-CRT-CS02	Courtroom Computer Monitors	3,250		3,250		
ED	FY22-ED-NP01	Right-of-Way Inspector	95,393		55,393	40,000	1
Fire	FY22-FIR-NP05	Fire Prevention Internal Affairs	136,437		126,977	9,460	1
OSI	FY22-OSI-NP01	South Cooper Street Corridor Strategy Implementation	200,000			200,000	
Police	FY22-POL-CS01	Departmental Overtime	259,050		259,050		
Police	FY22-POL-CS05	National Night Out	35,000		35,000		
Police	FY22-POL-NP06	Victim Services Counselor Positions	488,623		488,623		6
Police	FY22-POL-NP08	Police Recruit Employment and Training	95,964		95,964		1
PWK	FY22-PWK-NP01	ADA Updated Transition Plan	150,000			150,000	
<b>General Fund Total</b>			<b>1,636,492</b>	<b>-</b>	<b>1,234,032</b>	<b>402,460</b>	<b>11</b>

Declined Budget Proposals Other Funds							
Dept.	Budget Proposal	Description	FY 2022 Amount	Offset	Recurring	One-time	FTE
IT	FY22-IT-NP05	After-hours IT Support Service Pilot	120,000			120,000	
IT	FY22-IT-NP06	IT Locate Services	150,000		150,000		
IT	FY22-IT-NP08	Unfunded FTE - Will Use Existing Funds	-				
<b>Information Technology Total</b>			<b>270,000</b>	<b>-</b>	<b>150,000</b>	<b>120,000</b>	<b>-</b>

# Other Budget Information

## ALL FUNDS SUMMARY FY 2022 Operating Position

Revenues by Type	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Property Taxes	\$ 164,881,238	\$ 168,087,877	\$ 168,255,964	\$ 177,794,025
Sales Taxes	80,244,186	76,992,874	89,391,454	91,715,632
Hotel Occupancy and Other Taxes	8,149,110	9,792,034	10,065,079	10,883,310
Water Sales and Wastewater Charges	154,310,793	152,693,750	154,094,203	160,418,750
Franchise Fees	36,302,397	36,751,686	36,769,720	36,808,078
Licenses and Permits	7,121,533	6,639,022	7,384,200	7,004,517
Leases and Rents	6,056,674	4,798,243	4,864,391	4,968,687
Fines and Forfeitures	9,449,961	10,164,450	7,868,145	8,370,255
Service Charges and Recreational Programs	55,641,668	68,228,241	65,502,834	64,250,655
Interest and Miscellaneous Revenues	<u>10,880,308</u>	<u>5,121,041</u>	<u>5,020,015</u>	<u>5,386,098</u>
<b>Total Revenues</b>	\$ 533,037,868	\$ 552,059,290	\$ 549,216,004	\$ 567,600,006
<b>Expenditures by Classification</b>				
Salaries and Benefits	\$ 222,134,244	\$ 230,562,508	\$ 216,797,897	\$ 240,371,097
Supplies, Maintenance, and Training	262,751,512	295,880,851	295,196,344	306,974,765
Capital Outlays	<u>1,801,347</u>	<u>2,085,520</u>	<u>2,017,663</u>	<u>7,112,083</u>
<b>Total Expenditures</b>	\$ 486,687,103	\$ 528,528,879	\$ 514,011,904	\$ 554,457,945

# Other Budget Information

## GENERAL FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>GENERAL FUND REVENUES</b>	\$ 259,697,707	\$ 247,611,855	\$ 253,989,874	\$ 265,488,878
INTERFUND TRANSFERS:				
Water and Sewer Fund Indirect Cost	\$ 4,387,975	\$ 4,387,975	\$ 4,518,625	\$ 4,427,528
Convention & Event Services Fund Indirect Cost	-	481,549	481,549	447,382
Storm Water Fund Indirect Cost	578,959	578,959	578,959	790,950
To IT for One-time Projects	(1,020,960)	-	-	(800,000)
To Fleet Services for Vehicles	-	(2,189,000)	(2,189,000)	(679,265)
From SWUF for Engineering Reviews	88,699	88,699	88,699	88,699
(To)/From Convention & Event Services	(1,800,000)	-	-	-
Use of FY 2021 ending balance to fund reserves	-	-	(2,033,734)	-
General Fund Ending Balances	(4,478,996)	4,478,996	4,478,996	6,825,941
Reserved for Future Years	(7,000,000)	-	-	-
Release of Prior Year Encumbrances	3,051,555	-	-	-
FY 2021 Budget Amendment, ARP Funds	-	6,100,000	-	-
From ATF Fund (Parks in FY 2022)	600,000	450,000	450,000	3,944,563
From Economic Development Corporation (EDC)	-	-	-	227,363
From General Gas Fund for One-time Costs	372,821	-	-	-
From Parks Gas Fund for TRGC Debt Reimbursement	1,237,850	1,221,850	1,221,850	1,205,850
To Park Performance Fund, Social Equity Support	(140,000)	(280,000)	(280,000)	-
To Special Transportation Fund - Handitran	(164,737)	(1,200,000)	(200,000)	(600,000)
To Street Maintenance Fund for Traffic	(4,730,467)	(4,519,717)	(4,450,722)	(5,491,086)
To Street Maintenance Fund	(1,105,372)	(1,416,527)	(1,277,297)	(1,416,527)
To Innov/Venture Capital Fund, Ballpark Lease/Settlement	(2,197,500)	-	-	-
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (12,320,173)	\$ 8,182,784	\$ 1,387,925	\$ 8,971,398
<b>TOTAL AVAILABLE FUNDS</b>	\$ 247,377,534	\$ 255,794,639	\$ 255,377,798	\$ 274,460,276
<b>GENERAL FUND EXPENDITURES</b>	\$ 247,359,107	\$ 255,685,931	\$ 247,005,979	\$ 274,455,039
<b>ENDING BALANCE</b>	\$ 18,427	\$ 108,708	\$ 8,371,819	\$ 5,237

# Other Budget Information

## WATER UTILITIES FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 110,092	\$ -	\$ -	\$ -
<b>REVENUES:</b>				
Water Sales	\$ 82,692,521	\$ 79,635,942	\$ 81,036,395	\$ 83,498,442
Sewer Charges	71,618,272	73,057,808	73,057,808	76,920,308
Hauler Fees	24,568	40,000	33,142	40,000
Garbage / Drainage Billing Fee	404,449	392,000	408,608	408,000
Sewer Charges - Other	438,779	425,000	396,531	425,000
Sewer Surcharges	186,868	150,000	149,746	150,000
Class Rate Sewer Surcharge	754,584	950,000	803,996	950,000
Sewer Tap Installation Fees	93,176	-	110,407	-
Water Sales - Other	84,600	55,000	43,185	55,000
Water Taps	560,784	390,000	476,534	390,000
Laboratory Fees	159,036	150,000	151,100	160,000
Concrete Sales	1,403	-	-	-
Other Revenue	890,472	300,000	1,471,059	300,000
Water Convenience Fee	3	-	-	-
Water Activation Fee	411,518	320,000	365,725	350,000
Reclaimed Water Sales	200,186	100,000	132,025	136,000
Backflow Assembly and Tester Regis.	192,797	180,000	207,019	211,000
Wholesale Water Sales to DWG	257,323	77,791	160,271	77,791
Non-rate Revenue DWG	125,104	41,656	66,775	41,656
Wholesale Water Sales to Bethesda	408,856	279,000	333,735	279,000
Non-rate Revenue Bethesda	225,008	149,400	183,067	149,400
Kennedale O&M	1,025,000	1,119,792	1,681,037	1,020,000
Wholesale Water Sales to Kennedale	-	68,163	68,163	68,163
Non-rate Revenue Kennedale	-	36,500	36,500	36,500
GIS Services	5,686	3,000	4,800	3,000
Plat Review & Inspection Fees	235,064	120,000	364,625	120,000
Special Services Charges	2,043,365	2,100,000	438,539	2,100,000
Impact / Sewer	483,298	315,000	474,955	315,000
Impact / Water	1,101,463	645,000	1,042,106	645,000
TRA Reimbursement	608,550	5,806,930	5,806,930	532,000
Cell Tower Lease	60,310	60,000	48,856	60,000
Gas Royalties - Water Utilities	12,943	10,000	11,312	10,000
Miscellaneous Revenue	-	-	900,000	147,440
Subrogation Receipts	180,746	-	150,000	-
Interest Income	2,801,520	738,860	827,087	810,545
<b>TOTAL REVENUES</b>	<b>\$ 168,288,250</b>	<b>\$ 167,716,842</b>	<b>\$ 171,442,038</b>	<b>\$ 170,409,245</b>

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# Other Budget Information

## WATER UTILITIES FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>TRANSFERS:</b>				
General Fund - Indirect Cost	\$ (4,387,975)	\$ (4,387,975)	\$ (4,518,625)	\$ (4,427,528)
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)
Debt Service Reserve	-	(781,718)	(978,812)	-
Operating Reserve	-	(320,427)	(320,427)	-
Rate Stabilization Fund	720,461	720,461	1,500,000	2,575,000
Renewal / Rehabilitation Fund	(16,800,000)	(17,500,000)	(24,300,000)	(18,989,843)
Renewal / Rehabilitation Reimbursement	(350,112)	(227,556)	(286,342)	(227,556)
To Innovation / Venture Capital Fund	(11,000,000)	-	-	-
<b>TOTAL TRANSFERS</b>	<b>\$ (31,647,504)</b>	<b>\$ (23,231,143)</b>	<b>\$ (29,638,135)</b>	<b>\$ (21,803,856)</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>\$ 136,750,838</b>	<b>\$ 144,485,699</b>	<b>\$ 141,803,903</b>	<b>\$ 148,605,389</b>
<b>EXPENDITURES:</b>				
Salaries and Benefits	\$ 15,110,676	\$ 15,849,215	\$ 14,560,406	\$ 17,268,393
O&M Expenditures	12,941,714	14,805,675	14,507,383	15,175,879
Trinity River Authority	38,668,639	42,028,655	40,701,836	42,028,655
Tarrant Regional Water District	20,413,775	25,982,663	22,020,315	25,982,663
Bond Principal	25,065,529	22,365,000	26,949,295	23,520,000
Bond Interest	8,122,565	7,447,557	6,599,133	8,431,866
Bond Handling Fees	57,365	105,000	65,000	120,000
Bond Issuance Costs	238,673	450,025	300,000	450,025
Kennedale Operations	2,121,805	1,119,792	1,706,037	1,147,833
Franchise Fees	9,506,314	9,616,295	9,807,678	9,781,045
PILOT	4,433,583	4,524,780	4,524,780	4,628,850
<b>TOTAL EXPENDITURES</b>	<b>\$ 136,680,637</b>	<b>\$ 144,294,657</b>	<b>\$ 141,741,863</b>	<b>\$ 148,535,209</b>
<b>ENDING BALANCE</b>	<b>\$ 70,200</b>	<b>\$ 191,042</b>	<b>\$ 62,040</b>	<b>\$ 70,180</b>

# Other Budget Information

## CONVENTION AND EVENT SERVICES FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 770,015	\$ 14,296	\$ -	\$ 1,152,768
<b>REVENUES:</b>				
Occupancy Tax	\$ 6,134,295	\$ 6,885,516	\$ 7,934,936	8,164,241
Cowboys Stadium Rent / Naming Rights	2,500,000	2,500,000	2,500,000	2,500,000
Convention Center Revenues:				
eSports Lease	\$ 250,000	\$ 1,250,000	\$ -	\$ 250,000
Audio-Visual	42,126	80,000	12,000	80,000
Catering	27,068	120,000	5,000	120,000
Communication Services	9,055	20,000	2,300	20,000
Concessionaire Reimbursement	9,669	10,000	25,000	10,000
Concessions - Food	2,297	26,000	-	26,000
Concessions - Liquor	506	18,000	-	18,000
Esports Parking Revenue	5,614	-	-	-
Event Labor & Expense	5,275	5,135	1,000	5,135
Miscellaneous	4,016	2,000	2,655	2,000
Parking	71,338	150,000	75,000	202,500
Parking - Special Event	93,620	300,000	170,000	201,000
Rental - Grand Hall	22,736	310,000	250,000	310,000
Rental - Equipment	17,738	26,600	8,000	30,590
Rental - Exhibit Hall	92,043	375,000	300,000	375,000
Rental - Kitchen	250	250	-	-
Security Revenue	23,580	8,024	4,000	8,024
Utility Services	60,021	108,000	20,000	108,000
Total Convention Center Revenues	\$ 736,953	\$ 2,809,009	\$ 874,955	\$ 1,766,249
<b>TOTAL REVENUES</b>	\$ 9,371,248	\$ 12,194,525	\$ 11,309,891	\$ 12,430,490
<b>INTERFUND TRANSFERS:</b>				
From General Gas Funds for ATF Corpus	\$ 2,933,209	\$ 3,022,200	\$ 3,022,200	\$ 3,113,892
To ATF Corpus Reimbursement	(2,933,209)	(3,022,220)	(3,022,220)	(3,113,892)
To ATF, Granting & Interest	(1,218,462)	(1,129,471)	(1,129,471)	(1,037,780)
FY 2021 Budget Amendment, ARP Funds	-	4,227,684	4,227,684	-
To Communication Services ISF	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)
To Innovation Venture Capital	(1,000,000)	-	-	-
(To) From Maintenance Reserve	200,000	-	-	-
To Debt Service Fund - TMRS Reimbursement	-	(113,707)	(113,707)	(113,707)
(To) From General Fund	1,800,000	-	-	-
To General Fund - Indirect Costs	-	(481,549)	(481,549)	(447,382)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (1,968,743)	\$ 752,656	\$ 752,656	\$ (3,349,150)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 8,172,520	\$ 12,961,477	\$ 12,062,547	\$ 10,234,108

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# Other Budget Information

## CONVENTION AND EVENT SERVICES FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
EXPENDITURES:				
Administration	\$ 721,837	\$ 743,508	\$ 693,604	\$ 845,268
Event Services	442,186	436,497	437,189	460,121
Facility Operations	1,505,465	1,800,184	1,645,197	1,910,492
Parking Operations	68,186	84,120	53,500	81,120
ACC Departmental Projects	2,900	-	-	-
Convention & Visitors Bureau	5,400,000	7,900,000	7,900,000	6,550,000
Arts & Revitalization	-	100,289	100,289	250,289
Downtown Revitalization	-	50,000	50,000	50,000
Fielder Museum	30,000	30,000	30,000	30,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,170,574</b>	<b>\$ 11,144,598</b>	<b>\$ 10,909,779</b>	<b>\$ 10,177,291</b>
<b>ENDING BALANCE</b>	<b>\$ 1,946</b>	<b>\$ 1,816,879</b>	<b>\$ 1,152,768</b>	<b>\$ 56,818</b>

# Other Budget Information

## PARK PERFORMANCE FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 189,416	\$ 162,273	\$ 442,096	\$ 286,057
<b>REVENUES:</b>				
Golf	\$ 5,797,663	\$ 7,620,101	\$ 7,295,857	\$ 7,494,723
Recreation	2,328,955	6,232,243	4,280,529	6,230,062
Field Maintenance	537,747	702,000	702,000	702,000
Interest Revenue	103,867	-	-	-
<b>TOTAL REVENUES</b>	\$ 8,768,232	\$ 14,554,344	\$ 12,278,386	\$ 14,426,785
<b>INTERFUND TRANSFERS:</b>				
Transfer from General Fund, Social Equity Support	\$ 140,000	\$ 280,000	\$ 280,000	\$ -
Transfer from Parks ATF, Social Equity Support	-	-	-	700,000
Transfer from Park Fee Fund 4003	1,780,000	800,000	140,000	1,300,000
Transfer from Golf Surcharge Fund 4004	567,000	550,878	872,188	684,395
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 2,487,000	\$ 1,630,878	\$ 1,292,188	\$ 2,684,395
<b>TOTAL AVAILABLE FUNDS</b>	\$ 11,444,648	\$ 16,347,495	\$ 14,012,670	\$ 17,397,237
<b>EXPENDITURES:</b>				
Golf	\$ 5,962,606	\$ 7,592,606	\$ 7,378,109	\$ 8,455,542
Recreation	5,034,916	7,913,020	5,934,520	8,134,998
Field Maintenance	267,217	558,356	413,983	562,364
<b>TOTAL EXPENDITURES</b>	\$ 11,264,739	\$ 16,063,982	\$ 13,726,613	\$ 17,152,904
<b>ENDING BALANCE</b>	\$ 179,909	\$ 283,513	\$ 286,057	\$ 244,333

# Other Budget Information

## STREET MAINTENANCE FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 3,382,071	\$ 6,066,443	\$ 5,453,245	\$ 2,634,536
REVENUES:				
Sales Tax Revenue	\$ 16,048,837	\$ 15,398,575	\$ 17,878,291	\$ 18,343,126
Interest Revenue	<u>264,177</u>	<u>130,794</u>	<u>98,988</u>	<u>97,008</u>
<b>TOTAL REVENUES</b>	\$ 16,313,014	\$ 15,529,369	\$ 17,977,279	\$ 18,440,134
INTERFUND TRANSFERS:				
Reallocation of Reserves for Encumbrances	\$ 4,104,654	\$ -	\$ -	\$ -
To Debt Service Fund - TMRS Reimbursement	-	(182,473)	(182,473)	(182,473)
Budget amendment (June 2021), ARP funding	-	1,647,248	1,647,248	-
From General Fund	1,105,372	1,416,527	1,277,297	1,416,527
From General Fund for Traffic	<u>4,730,467</u>	<u>4,519,717</u>	<u>4,450,722</u>	<u>5,491,086</u>
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 9,940,493	\$ 7,401,019	\$ 7,192,794	\$ 6,725,140
<b>TOTAL AVAILABLE FUNDS</b>	\$ 29,635,578	\$ 28,996,830	\$ 30,623,318	\$ 27,799,811
EXPENDITURES:				
Sales Tax Supported Division (720101+728501)	\$ 17,997,333	\$ 22,260,952	\$ 22,260,763	\$ 19,317,809
General Fund Supported Division (720102+728502)	1,105,372	1,416,528	1,277,297	1,416,527
Traffic Signals - GF Supported	1,467,518	1,514,571	1,439,611	1,562,678
Traffic Signs & Markings - GF Supported	896,625	785,685	767,685	2,108,487
Street Light Maintenance - GF Supported	<u>2,366,324</u>	<u>2,219,461</u>	<u>2,243,426</u>	<u>1,819,921</u>
<b>TOTAL EXPENDITURES</b>	\$ 23,833,172	\$ 28,197,197	\$ 27,988,782	\$ 26,225,422
<b>ENDING BALANCE</b>	\$ 5,802,406	\$ 799,633	\$ 2,634,536	\$ 1,574,389

# Other Budget Information

## STORM WATER UTILITY FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 761,567	\$ 432,569	\$ 481,273	\$ 929,534
<b>REVENUES:</b>				
Storm Water Fee Revenue - Commercial	\$ 9,248,937	\$ 9,454,900	\$ 9,700,000	\$ 10,398,000
Storm Water Fee Revenue - Residential	10,290,382	10,493,900	10,720,000	11,491,000
Interest and Miscellaneous Revenue	420,848	132,653	123,800	121,324
<b>TOTAL REVENUES</b>	\$ 19,960,167	\$ 20,081,453	\$ 20,543,800	\$ 22,010,324
<b>INTERFUND TRANSFERS:</b>				
To General Fund - Indirect Costs	\$ (578,959)	\$ (578,959)	\$ (578,959)	\$ (790,950)
To General Fund for Engineering Reviews	(88,699)	(88,699)	(88,699)	(88,699)
To Debt Service Fund - TMRS Reimbursement	-	(140,683)	(140,683)	(140,683)
To Pay-Go Capital Projects	(10,500,000)	(8,800,000)	(8,800,000)	(10,200,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (11,337,780)	\$ (9,778,463)	\$ (9,778,463)	\$ (11,390,454)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 9,383,954	\$ 10,735,559	\$ 11,246,610	\$ 11,549,404
<b>EXPENDITURES:</b>				
Administration	\$ 6,138,871	\$ 7,130,646	\$ 7,161,986	\$ 7,814,742
Storm Water Management	2,090,443	1,935,850	1,940,845	2,078,794
Environmental Management	963,072	1,126,325	1,079,229	1,213,142
Environmental Education	130,969	134,021	135,015	137,624
Premium/Proceeds Offset	(420,674)	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 8,902,681	\$ 10,326,842	\$ 10,317,076	\$ 11,244,302
<b>ENDING BALANCE</b>	\$ 481,273	\$ 408,717	\$ 929,534	\$ 305,102

# Other Budget Information

## DEBT SERVICE FUND FY 2022 Operating Position

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>BEGINNING BALANCE</b>	\$ 3,566,517	\$ 3,113,354	\$ 2,935,008	\$ 3,824,256
<b>REVENUES:</b>				
Ad Valorem Taxes	\$ 48,990,786	\$ 60,977,493	\$ 61,038,470	\$ 63,417,625
Premium / Proceeds	958,672	350,000	401,177	800,000
Interest and Miscellaneous Revenue	585,925	253,337	235,090	176,525
<b>TOTAL REVENUES</b>	\$ 50,535,383	\$ 61,580,830	\$ 61,674,737	\$ 64,394,150
<b>INTERFUND TRANSFERS:</b>				
From Grant Funds - TMRS Reimbursement	\$ -	\$ 168,815	\$ 168,815	\$ 168,815
From Operating Funds - TMRS Reimbursement	-	1,367,509	1,367,509	1,367,509
<b>TOTAL INTERFUND TRANSFERS</b>	\$ -	\$ 1,536,324	\$ 1,536,324	\$ 1,536,324
<b>TOTAL AVAILABLE FUNDS</b>	\$ 54,101,900	\$ 66,230,508	\$ 66,146,069	\$ 69,754,730
<b>EXPENDITURES:</b>				
Principal / Interest Payments	\$ 49,925,532	\$ 62,154,672	\$ 62,144,551	\$ 65,131,528
Issuance Fees	1,450,558	613,000	519,664	1,475,000
Premium/Proceeds Offset	(958,672)	-	(401,177)	-
Premium/Proceeds Offset	-	-	-	-
Agent Fees	58,775	48,000	58,775	61,250
<b>TOTAL EXPENDITURES</b>	\$ 50,476,193	\$ 62,815,672	\$ 62,321,813	\$ 66,667,778
<b>ENDING BALANCE</b>	\$ 3,625,707	\$ 3,414,836	\$ 3,824,256	\$ 3,086,952

# Other Budget Information

## Asset Forfeiture Fund FY 2022 Operating Position

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

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

<b>Revenues:</b>	\$	331,252
<b>Expenditures:</b>		
Salaries:		
DEA Tactical Diversion Squad Task Force	\$	94,362
Equipment, Supplies and Rentals:		214,726
Travel and Training:		22,164
<b>Total Expenditures:</b>	\$	<u>331,252</u>
<b>Anticipated Ending Balance:</b>	\$	-



# Other Budget Information

## Ambulance Services Liquidated Damages Fund FY 2022 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 \$993,773. Revenue is projected at \$947,000; expenses are projected at \$1,326,702.

Beginning Balance	\$ 993,773
<b>Revenues:</b>	
System Use Fees (per contract)	347,000
Liquidated Damages (estimate)	600,000
<b>Total Revenues</b>	<b>\$ 947,000</b>
<b>Total Available Funds</b>	<b>\$ 1,940,773</b>
<b>Expenditures:</b>	
COVID-19 Contingency Funding	250,000
Light Rescue Vehicle Replacement	180,000
EMS Training	140,000
EMS Equipment	120,000
EMS Training Coordinator	112,918
EMS QI Coordinator	101,545
Public Health Unit Support	100,000
ESO Medic Software and Equipment Support	100,000
EMS Academy	50,000
Health Authority Annual Contract	48,000
Travel/Training/Memberships	48,000
Target Solutions Software	43,294
Firehouse RMS Web-Based Software Annual Contract	32,945
<b>Total Expenditures</b>	<b>\$ 1,326,702</b>
<b>Ending Balance</b>	<b>\$ 614,071</b>

# Other Budget Information

## Innovation / Venture Capital Fund FY 2022 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 FY 2009 through FY 2021, expenditures totaling \$106.2m, including \$50m for Texas Live!, have been made in support of various Chapter 380 agreements, interlocal agreements, and other contracts. Among these are major development/redevelopment projects including, Texas Live!, D.R. Horton headquarters relocation, Arlington Commons multi-family housing redevelopment project, Six Flags world headquarters, AISD Natatorium, Park Place student housing redevelopment project, and General Motors' Arlington Logistics Center – the industrial redevelopment of the former Six Flags mall to house suppliers to the General Motors Assembly Plant. Additionally, IVCF expenditures continue to fund projects that spur economic development in the City such as, Summit Racing, Williams Sonoma, GM Financial, L-3 Technologies, and UPS. Upcoming projects include Rent the Runway, Prologis (Arlington Matlock Partners), and exciting new developments in the Entertainment District.

Beginning Balance:	\$ 16,004,775
Revenues:	
Interest	\$ 160,048
Property Tax Revenue - Ch 380 Agreements	882,000
From Tarrant County - 1/2 of TIRZ 7 Consultant Contract	24,750
Total Revenues	<u>\$ 1,066,798</u>
Interfund Transfers:	
Parks Gas Fund to support East Lamar development	<u>\$ 300,000</u>
Total Interfund Transfers	<u>\$ 300,000</u>
Obligations:	
East Lamar development	\$ 3,160,394
L-3	118,500
Williams Sonoma	63,500
Summit Racing	151,000
GM Financial	37,000
General Motors - Arlington Logistics Center	60,000
UPS	399,000
Rent the Runway	48,000
CSI Calendaring	5,000
Southwest Restaurant Equipment - Public Improvements	164,313
AISD Natatorium - Annual Maintenance & Use Payment	100,000
Six Flags Ch. 380 - Annual Grant	200,000
Entertainment District - Phase 1 Project - Residential & Co-Working	4,493,841
TIRZ 7 - Professional Services Agreement	9,423
Park 7	150,000
Prologis - Arlington Matlock Partners	1,319,399
Total Expenditures:	<u>\$ 10,479,370</u>
Ending Balance:	\$ 6,892,202
Future Obligations (FY 2023 - FY 2037):	\$ 18,280,948

# Other Budget Information

## General Gas Fund FY 2022 Operating Position

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

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

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

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

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

Beginning balance, available cash	\$ 3,248,880
Less: Encumbrances	-
Transfer of royalties from Water Utilities Fund	<u>702,330</u>
 Total available resources	 \$ 3,951,210
Less:	
Reserved for increase/decrease in investment value	\$ 8,348
Designated for Neighborhood Grants	12,623
Designated for Land Banking	10,205
Remaining reserve for Lamar/Collins Overlay	-
Reserved for CES Fund for ATF corpus reimbursement, FY 2021	3,022,220
Reserved for CES Fund for ATF corpus reimbursement, FY 2022	663,572
Transfer to General Fund for one-time costs in FY 2022	-
Reserved for Arlington Home Improvement Incentive Program	84,242
Reserved for Arlington Small Business Challenge	<u>150,000</u>
 Total commitments, reserves and transfers	 \$ 3,951,210
 Remaining available balance	 \$ -

# Other Budget Information

## Parks Gas Fund FY 2022 Operating Position

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

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

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

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

Beginning balance, available cash:	\$ 8,908,490
Less: Commitments, reserves and transfers:	
Reserved for increase/decrease in investment value	\$ 36,149
Remaining reserve for Lamar/Collins Overlay	3,700,000
Reserved for Texas Rangers Golf Club debt in 2021	1,221,850
Reserved for Texas Rangers Golf Club debt in 2022	1,205,850
Reserved for Texas Rangers Golf Club debt in 2023	1,189,850
Reserved for future PPF support	962,838
Additional reserve for Arlington Commons	591,953
Deferred revenue, lease bonuses	-
Total commitments, reserves and transfers	\$ 8,908,490
Remaining available balance	\$ -

# Other Budget Information

## Airport Gas Fund FY 2022 Operating Position

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

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

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

Beginning balance, available cash:	\$ 3,397,388
Less:	
Reserved for increase/decrease in investment value	\$ 14,687
Airfield maintenance, FY 2021	85,000
Ramp grant matching funds, FY 2021	50,000
ATCT equipment replacement, FY 2021	90,000
Airfield maintenance, FY 2022	85,000
Ramp grant matching funds, FY 2022	50,000
Compact track loader, FY 2022	75,000
Designated for Debt Service	-
Total commitments and reserves	\$ 449,687
Anticipated remaining balance	\$ 2,947,701

# Other Budget Information

## Court Technology Fund FY 2022 Operating Position

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

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

Projected beginning balance, available cash:	\$	277,069
Revenues:		
Court Technology fees	\$	120,000
Civil Technology fees		<u>7,000</u>
Total Revenues	\$	127,000
Total available resources	\$	404,069
Expenditures:		
Maintenance of Incode Software	\$	105,140
Maintenance of Incode Notify		50,000
Tyler Content Manager		10,525
BIS Digital Recording System Maintenance		18,942
Digital Resources - courtroom equipment maintenance		7,500
Novisign - docket signage		3,800
Incode training		<u>1,950</u>
Total Expenditures	\$	197,857
Remaining available balance	\$	206,212

# Other Budget Information

## Selected Reserves

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

### Self Insurance Funds

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

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

### Operating Fund Reserves

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

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

<u>Fund</u>	<u>Reserve</u>
Group Health	\$ 443,320
Workers Compensation	\$ 161,355
Water Operating Reserve	\$ 19,203,867
Water Rate Stabilization	\$ 7,186,424
Water Lab Equipment	\$ 337,000
Debt Service Reserve	\$ 3,086,952

# Other Budget Information

## Multi-Family Inspection Program Cost Recovery

### Direct Salaries/Benefits/Non-Personnel

Total Multi-Family Salaries/Benefits	374,120.00
Multi-Family Non-Personnel Costs per Year	74,124.15
<b>Direct Multi-Family Expenses</b>	<b>448,244.15</b>

### Indirect Salaries/Benefits/Non-Personnel

Administrative Aide - FMR (85%)	56,764.38
DSS Officers (50%)	75,698.50
DSS Administrative Aide (50%)	29,842.00
Field Operations Manager (50%)	60,147.00
Field Operations Manager/DSS (50%)	60,221.00
Neighborhood Services Analyst (30%)	34,136.70
Sr. Management Analyst (30%)	29,385.60
Code Compliance Services Administrator (50%)	79,534.13
Non-Personnel Costs per Year	45,138.61
<b>Indirect Multi-Family Expenses</b>	<b>470,867.92</b>

### Multi-Family Revenue (FY21 Budgeted)

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

### Cost Recovery

Expenses	919,112.07
Revenue	793,839.00
	<b>86.37%</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

	<b>FY 2020 Actual</b>	<b>FY 2021 Estimate</b>	<b>FY 2022 Adopted</b>
State Legislative Lobbying	\$84,750	\$84,000	\$81,000
Federal Legislative Lobbying	\$50,805	\$67,750	\$67,750
Legal Advertising	\$11,077	\$12,000	\$12,000

# Appendices

## ADOPTED BUDGET ORDINANCE

### Ordinance No. 21-049

**An ordinance approving and adopting the operating budget for the City of Arlington, Texas, for Fiscal Year 2022, beginning October 1, 2021, and ending September 30, 2022, 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 modified from the Proposed Budget that was presented to the City Council on August 3, 2021, is hereby approved and adopted for the operation of the municipal government of the City of Arlington, Texas, during Fiscal Year 2022, beginning October 1, 2021, and ending September 30, 2022, in accordance with Chapter 102 of the Texas Local Government Code. The Fiscal Year 2022 Operating Budget, as proposed and presented to the City Council on August 3, 2021, has been modified as follows:

**General Fund:**

- Increase expenditures by \$2,127,412 to fund the following:
  - \$1,409,358 to fund the employee compensation increase effective on October 4, 2021.
  - \$180,109 to fund two additional Code Compliance officer positions and increase the authorized staffing level in the fund by two positions.
  - \$467,945 to fund the addition of one annual paid holiday on Juneteenth for all City employees.
  - \$70,000 to provide additional resources for the City's green screens program.
- Increase interfund transfers to the Street Maintenance Fund by \$211,901 to fund the employee compensation increase effective on October 4, 2021 and provide funding for illuminated street signs.

The above revisions will increase the budgeted appropriations and interfund obligations in the General Fund by \$2,339,313. These additional appropriations and obligations will be funded by the following revisions to budgeted revenues:

- Increase sales tax revenues by \$1,627,113
- Increase landfill revenues by \$573,378
- Increase permit fee revenues by \$130,650

# Appendices

The revised revenues in the General Fund will increase total revenues in the fund by \$2,331,141. The General Fund's budgeted ending balance for FY 2022 will be \$5,237, which is \$8,172 lower than the ending balance of \$13,409 as shown in the City Manager's Proposed Budget.

## **Other Operating Funds:**

- Increase expenditures in the Water Utilities Fund by \$110,157 to fund the employee compensation increase effective on October 4, 2021. Interfund transfers from the fund will be reduced by the same amount, resulting in no change to the proposed ending balance of \$70,180.
- Increase expenditures in the Park Performance Fund by \$42,251 to fund the employee compensation increase effective on October 4, 2021, resulting in an ending balance of \$244,333.
- Increase expenditures in the Convention and Event Services Fund by \$14,489 to fund the employee compensation increase effective on October 4, 2021. Increase revenues from the hotel occupancy tax by \$46,780, resulting in an ending balance of \$56,818.
- Increase expenditures in the Street Maintenance Fund by \$236,642 to fund the employee compensation increase effective on October 4, 2021 (\$38,642) and cover the costs of illuminated street signs (\$198,000). The increase in sales tax revenue will increase the fund's ending balance to \$1,574,389.
- Increase expenditures in the Storm Water Utility Fund by \$21,912 to fund the employee compensation increase effective on October 4, 2021, which will result in an ending balance of \$305,102.
- Increase expenditures in the Document Services Fund by \$2,304 to fund the employee compensation increase effective on October 4, 2021, which will result in an ending balance of \$59,798.
- Increase expenditures in the Fleet Services Fund by \$836 to fund the employee compensation increase effective on October 4, 2021, which will result in an ending balance of \$256,808.
- Increase expenditures in the Communication Services Fund by \$75,694 to fund the employee compensation increase effective on October 4, 2021 (\$51,460) and fund the addition of one annual paid holiday on Juneteenth for employees (\$24,234). Internal chargebacks into the fund will increase by \$75,694, resulting in no change to the proposed ending balance of \$664,781.
- Increase expenditures in the Information Technology Support Fund by \$49,127 to fund the employee compensation increase effective on October 4, 2021. Internal chargebacks into the fund will increase by \$49,127, resulting in no change to the proposed ending balance of \$118,353.

## II.

Further, the City Manager is hereby given authority to effect interfund transfers necessary to accomplish the budgeted transactions.

(2)

# Appendices

## III.


This ordinance shall become effective from and after its passage, as provided by law.

PRESENTED AND GIVEN FIRST READING on the 7<sup>th</sup> day of September, 2021, at a regular meeting of the City Council of the City of Arlington, Texas; and GIVEN SECOND READING, passed and approved on the 14<sup>th</sup> day of September, 2021, 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

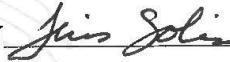
ATTEST:



ALEX BUSKEN, City Secretary

APPROVED AS TO FORM:  
TERIS SOLIS, City Attorney

BY



ARLINGTON

(3)

# Appendices

## FY 2022 ADOPTED FULL TIME POSITIONS

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>ASSET MANAGEMENT</b>				
Administrative Aide I	1	1	1	1
Administrative Analyst I	1	1	1	1
Apprentice Electrician	1	1	1	1
Building Maintenance Worker	1	1	1	1
Building Systems Specialist	1	1	1	1
BSS Master Plumber	2	2	1	1
Building System Mechanic	4	4	4	5
Building Systems Supervisor	1	1	1	1
Carpenter	4	4	4	4
Carpentry Supervisor	1	1	1	1
Construction Specialist	3	3	3	3
Construction Services Manager	1	1	1	1
Contract Coordinator	1	1	1	1
Custodial Services Administrator	1	1	1	1
Director Asset Management	0	0	1	1
Electrician	3	3	3	3
Environmental Programs Coordinator	1	1	1	1
Environmental Services Administrator	1	1	1	1
Facility Services Manager	1	1	1	1
Finish Carpenter	1	1	1	1
Fleet Coordinator	1	1	1	1
Master Electrician	1	1	1	1
Painter	0	0	0	1
Plumber	0	0	1	1
Sr Asset Officer	1	1	0	0
<b>ASSET MANAGEMENT TOTAL</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>35</b>
<b>AVIATION</b>				
Airport Maintenance Technician	4	4	4	4
Airport Manager	1	1	1	1
Airport Operations Supervisor	1	1	1	1
Airport Security Specialist	1	1	1	1
Assistant Airport Manager	1	1	1	1
Office Coordinator	1	1	1	1
<b>AVIATION TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>BUSINESS DIVERSITY OFFICE</b>				
MWBE Coordinator	0	0	0	3
MWBE Program Manager	0	0	0	1
<b>BUSINESS DIVERSITY OFFICE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</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

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Assistant City Attorney	3	3	3	3
Attorney I / II / Sr Attorney	16	16	16	17
City Attorney	1	1	1	1
Deputy City Attorney	3	3	3	3
Paralegal	5	5	5	5
Secretary	5	5	5	5
Sr Management Analyst	1	1	1	1
Sr Office Assistant	2	2	2	2
<b>CITY ATTORNEY'S OFFICE TOTAL</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>39</b>
<b>CITY MANAGER'S OFFICE</b>				
Chief Equity Officer	0	0	1	1
City Manager	1	1	1	1
Deputy City Manager	2	2	2	2
<b>CITY MANAGER'S OFFICE TOTAL</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>
<b>CODE COMPLIANCE SERVICES</b>				
Administrative Aide I	2	2	2	2
Animal Services Administrative Coordinator	2	2	2	2
Animal Services Manager	1	1	1	1
Animal Technician	3	3	3	3
Code Compliance Administrator	1	1	1	1
Code Compliance Officer I/II/Sr Code Compliance Officer	37	37	37	39
Community Services Agent	3	3	3	3
Community Services Supervisor	5	5	5	5
Community Services Technician	1	1	1	1
Field Operations Manager	6	4	4	4
Lead Code Compliance Officer	1	1	1	1
Neighborhood Services Analyst	1	1	1	1
Sr Management Analyst	1	1	1	1
Substandard Structure Inspector	2	2	2	2
Veterinarian	1	1	1	1
Veterinary Tech	1	1	1	1
<b>CODE COMPLIANCE SERVICES TOTAL</b>	<b>68</b>	<b>66</b>	<b>66</b>	<b>68</b>
<b>COMMUNICATION AND LEGISLATIVE AFFAIRS</b>				
Action Center Agent	14	14	14	17
Action Center Manager	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Aide II	3	3	3	3
Administrative Services Coordinator I	3	3	3	3
Broadcast Specialist	1	1	1	1
City Secretary	1	1	1	1
Communication Coordinator	3	3	3	5
Council Assistant	1	1	1	1
Council Coordinator	2	2	2	2
Customer Services Supervisor	1	1	1	1
Deputy City Secretary	1	1	1	1

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
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
Managing Editor	1	1	1	1
Sr Management Analyst	1	1	1	1
Vital Records Coordinator	1	1	1	1
Web Designer	1	1	1	1
<b>COMMUNICATION AND LEGISLATIVE AFFAIRS</b>	<b>41</b>	<b>41</b>	<b>41</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	2	2
Public Works Inspector	1	1	1	1
Real Estate Manager	1	1	1	1
Real Estate Representative	3	3	3	3
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>FINANCE</b>				
Accountant I	0	0	1	1
Accounting Supervisor	1	1	1	1
Accounts Payable Clerk	0	0	0	2
Accounts Payable Supervisor	0	0	1	1
Administrative Aide II	3	3	3	3
Budget Administrator	1	1	2	2
Budget Analyst	0	0	1	1
Budget Manager	1	1	1	1
Budget Technician	1	1	0	0
Buyer	2	2	2	2
Cash Debt Administrator	1	1	1	1
Controller	1	1	1	1
Director of Finance/CFO	1	1	1	1
ERP Project Manager	1	1	1	1
Financial Accountant	1	1	1	1
Financial System Administrator	1	1	1	1
Grant Administrator	0	0	0	1
MWBE Coordinator	1	1	3	0
MWBE Program Manager	0	1	1	0
Payroll Assistant	1	1	0	0
Payroll Supervisor	1	1	1	1
Public Funds Administrator	0	0	0	1
Purchasing Agent	4	4	2	2
Purchasing Manager	1	1	1	1
Sr Budget Analyst	3	3	3	3

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Sr Financial Accountant	4	4	4	4
Sr Public Finance Analyst	1	1	1	1
Sr Purchasing Agent	0	0	2	2
Staff Accountant	3	3	2	2
Treasurer	1	1	1	1
Treasury Analyst	1	1	0	0
<b>FINANCE TOTAL</b>	<b>36</b>	<b>37</b>	<b>39</b>	<b>39</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	9	9	9	9
Deputy Fire Chief Fire Marshal	1	1	1	1
Fire Battalion Chief	3	3	3	3
Fire Captain	19	19	19	19
Deputy Fire Marshall	2	2	2	2
Fire Lieutenant	56	56	56	56
Fire Investigator Bomb Technician	2	2	2	2
Fire Apparatus Operator	76	76	76	76
Fire Prevention Specialist	4	4	4	4
Firefighter / Firefighter Trainee	187	187	189	189
Fire Prevention Inspector / Fire Prevention Trainee	10	10	8	8
<b>Civilian:</b>				
Administrative Aide II	2	2	2	2
Administrative Analyst I	1	1	1	1
Administrative Coordinator	1	1	1	1
Administrative Secretary	2	2	2	2
Administrative Services Manager	1	1	1	1
Emergency Management Administrator	1	1	1	1
Emergency Management Coordinator	1	1	1	1
EMS Administrator	1	1	1	1
Media Technician	1	1	1	1
Office Assistant	1	1	1	1
Operations Analyst	1	1	1	1
Payroll Coordinator	1	1	1	1
Public Health Nurse	0	0	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>372</b>	<b>372</b>	<b>372</b>
<b>Civilian Total</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>21</b>
<b>FIRE GRAND TOTAL</b>	<b>392</b>	<b>392</b>	<b>393</b>	<b>393</b>
<b>HUMAN RESOURCES</b>				
Benefits Specialist	2	2	2	2



# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Compensation Specialist	1	1	1	1
Director of Human Resources	1	1	1	1
Human Resources Assistant	4	4	4	4
Human Resources Civil Service Coordinator	1	1	1	1
Human Resources Consultant	4	4	4	4
Human Resources Information Specialist	2	2	2	2
Human Resources Manager	3	3	3	3
Leave Program Administrator	1	1	1	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>26</b>	<b>26</b>	<b>26</b>	<b>27</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
Staff Auditor	1	1	1	1
<b>INTERNAL AUDIT TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>JUDICIARY</b>				
Court Administrative Aide	1	1	1	1
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
Cataloging Process Supervisor	1	1	1	1
CMVE Administrator	1	1	1	1
Collections Development Acquisitions Supervisor	1	1	1	1
Customer Service Assistant	13	13	13	13
Director Library	1	1	1	1
Librarian	15	15	15	15
Library Business Administrator	1	1	1	1
Library Clerk II	3	3	3	3
Library Development Coordinator	1	1	1	1
Library Network Administrator	1	1	1	1
Library Program Specialist	6	6	6	6
Library Promotions Coordinator	2	2	2	2
Library Services Manager	4	4	4	4

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Library Technology Services Mgr	1	1	1	1
Literacy Coordinator	2	2	2	2
OFM Administrator	1	1	1	1
PMCE Administrator	1	1	1	1
Public Services Coordinator	8	8	8	8
User Support Specialist	1	1	1	1
<b>LIBRARIES TOTAL</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</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	9	9	8	8
Deputy Court Clerk II / III	20	19	20	19
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>39</b>	<b>38</b>	<b>38</b>	<b>37</b>
<b>PARKS AND RECREATION</b>				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Coordinator	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Asset Manager	1	1	1	1
Asset System Analyst	1	1	1	1
Assistant Director Parks	3	3	3	3
Athletic Field Maintenance Supervisor	2	2	2	2
Athletics Sports Coordinator	1	1	1	1
Business Services Manager	1	1	1	1
Carpenter Parks	1	1	1	1
Center Programs Manager	1	1	1	1
Contract Inspector	1	1	1	1
Customer Service Representative	1	1	1	1
Director Parks and Recreation	1	1	1	1
Electronic Media Specialist	1	1	1	1
Facilities Operations Manager	1	1	1	1
Facility Maintenance Supervisor	1	1	1	1
Fitness and Wellness Coordinator	1	1	1	1
Forester	1	1	1	1
Inventory Coordinator	1	1	1	1
Irrigation Technician	5	5	5	5
Landscape Maintenance Supervisor	1	1	1	1
Landscape Technician / Sr Landscape Technician	46	45	45	45
Lead Irrigation Tech	1	1	1	1
Lead Landscape Technician	16	16	16	16
Marketing Aide	0	0	0	1

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
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
Recreation Program Coordinator	2	2	2	2
Service Representative	2	2	2	2
Urban Forestry Land Manager	1	1	1	1
<b>PARKS AND RECREATION TOTAL</b>	<b>116</b>	<b>115</b>	<b>115</b>	<b>116</b>
<b>PLANNING AND DEVELOPMENT SERVICES</b>				
Administrative Assistant	3	3	3	3
Administrative Support Supervisor	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Assistant Building Official	1	1	1	1
Assistant Director of Planning	1	1	1	1
Assistant Utility Engineer	1	1	1	1
Building Official	1	1	1	1
Business Services Manager	1	1	1	1
Civil Engineer	1	1	1	1
Combination Inspector	7	7	7	7
Development Coordinator	1	1	1	1
Development Services Supervisor	1	1	1	1
Director of Planning and Development Services	1	1	1	1
Engineering Operations Manager	1	1	1	1
Engineering Technician	1	1	1	1
Environmental Health Specialist	3	4	4	5
Field Inspections Supervisor	1	1	1	1
Gas Well Coordinator	1	1	1	1
Gas Well Specialist	1	1	1	1
Graduate Engineer	1	1	1	1
Health Services Analyst	1	1	1	1
Health Services Manager	1	1	1	1
Permit Technician	1	1	1	1
Planner	1	1	1	1

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Planning Manager	1	1	1	1
Planning Technician	1	1	1	2
Plans Examiner	4	4	4	4
Plans Examiner Supervisor	1	1	1	1
Principal Planner	1	1	1	2
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	1
Sr Inspector	2	2	2	2
Sr Management Analyst	1	1	1	1
Sr Planner	3	3	3	3
Sr Plans Examiner	3	3	3	3
Streetscape Inspector	1	1	1	1
<b>PLANNING AND DEVELOPMENT SERVICES</b>	<b>61</b>	<b>62</b>	<b>62</b>	<b>65</b>
<b>POLICE</b>				
<b>Sworn:</b>				
Police Chief	1	1	1	1
Assistant Police Chief	2	2	3	3
Deputy Police Chief	8	8	9	9
Police Lieutenant	25	25	24	24
Police Sergeant	104	104	104	105
Police Officer / Recruit	532	547	547	551
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
Administrative Services Manager	1	1	0	0
Application Developer	2	2	2	2
Assistant Director	0	0	1	1
Assistant To Police Chief	1	1	1	1
Budget Analyst	1	1	1	1
Business Resource Manager	1	1	1	1
Chief Administrative Officer	1	1	0	0
Community Services Assistant	1	1	1	1
Crime Analysis Supervisor	1	1	1	1
Crime and Intelligence Analyst	7	7	7	7
Crime Scene Investigator 1 / 2 / 3	11	11	11	11
Data Base Administrator	1	1	1	1
Design Communications Coordinator	0	0	1	1
Detention Officer	40	40	40	40
Detention Supervisor	3	3	3	3
Evidence Property Control Specialist	7	10	10	10
Fingerprint Technician	1	1	1	1

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Fiscal Coordinator	1	1	1	1
Fleet Specialist	3	3	3	3
Grants Coordinator	1	1	1	1
Intermediate Account Clerk	1	1	1	1
Investigative Aide	4	4	4	4
Jail Court Assistant	7	7	7	7
Lead Detention Officer	3	3	3	3
Master Clinician	0	0	0	4
Office Assistant	22	22	22	22
Office Coordinator	4	4	4	4
Operations Analyst	1	1	1	1
Payroll Coordinator Police	1	1	1	1
Police Media Relations Coordinator	2	2	2	2
Police Resource Management Supervisor	1	1	1	1
Police Service Assistant	8	8	8	8
Police Service Specialist	12	12	12	12
Police Technology Specialist	2	2	2	2
Records Management Systems Specialist	1	1	1	1
Records Services Assistant	30	29	29	29
Records Services Coordinator	6	6	5	5
Records Services Supervisor	1	1	1	1
Research and Development Manager	1	1	1	1
School Violence Prevention Program Coordinator	0	1	1	1
Sr Clerk	1	1	1	1
Sr Data Entry Operator	1	1	1	1
Training Development Specialist	1	1	1	1
Victim Services Assistant	1	1	1	1
Victim Services Coordinator	1	1	1	1
Victim Services Counselor	2	2	2	2
Victim Services Supervisor	1	1	1	1
Warrant Clerk	3	3	3	3
Youth Family Specialist	1	1	1	1
<b>Sworn Total</b>	<b>673</b>	<b>688</b>	<b>689</b>	<b>694</b>
<b>Civilian Total</b>	<b>206</b>	<b>209</b>	<b>208</b>	<b>212</b>
<b>POLICE GRAND TOTAL</b>	<b>879</b>	<b>897</b>	<b>897</b>	<b>906</b>
<b>PUBLIC WORKS AND TRANSPORTATION</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	4	4	2	2

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Construction Services Manager	1	1	1	1
Contract Administrator	1	1	1	1
Contract Coordinator	1	1	1	1
Director Public Works & Transportation	1	1	1	1
Engineering Coordinator	1	1	1	1
Engineering Technician	2	2	2	2
Graduate Engineer	0	0	2	2
Information Systems Coordinator	1	1	1	1
Inspections Supervisor	2	2	2	2
ITS Coordinator I	1	1	1	1
ITS Coordinator II	1	1	1	1
Office Assistant	1	1	1	1
Operations Analyst II	1	1	1	1
Project Engineer	2	2	2	2
Public Works Inspector	14	14	14	14
Public Works Operations Support Manager	1	1	1	1
Signal Specialist	2	2	2	2
Sr Engineer	2	2	2	2
Survey Instrument Technician	1	1	1	1
Survey Party Assistant	1	1	1	1
Traffic Engineer	1	1	1	1
Traffic Technician	2	2	2	2
<b>PUBLIC WORKS AND TRANSPORTATION TOTAL</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>
<b>STRATEGIC INITIATIVES</b>				
GIS Technician I	1	1	1	1
Operations Analyst II	1	1	1	1
Planner	1	1	1	1
Planning Manager	2	2	2	2
Planning Technician	1	1	1	1
Principal Planner	1	1	2	2
Sr Planner	1	1	0	0
Sr Strategic Initiatives Officer	1	1	1	1
<b>STRATEGIC INITIATIVES TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>SUBTOTAL GENERAL FUND</b>	<b>1893</b>	<b>1909</b>	<b>1913</b>	<b>1940</b>
<b>COMMUNICATION SERVICES FUND</b>				
911 Calltaker Dispatcher	0	0	88	88
Applications Specialist II	0	0	0	2
Communication Services Administrator	1	1	1	1
Communications Training Analyst	0	0	4	4
Communications Training Assistant	4	4	0	0
Communications Manager	3	3	3	3
Communications Supervisor	13	13	13	13
Service Unit Assistant	2	2	2	2
Telecommunicator	88	88	0	0
<b>COMMUNICATION SERVICES FUND TOTAL</b>	<b>111</b>	<b>111</b>	<b>111</b>	<b>113</b>

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>CONVENTION EVENT SERVICES</b>				
Accountant I	1	1	1	1
Administrative Aide II	1	1	1	1
Assistant Director Convention Center	1	1	1	1
Building Operations Superintendent	1	1	1	1
Booking Coordinator	1	1	1	1
Business Operations Administrator	1	1	1	1
Convention and Event Administrator	1	1	1	1
Custodian	5	5	5	5
Director Convention Event Services	1	1	1	1
Event Coordinator	3	3	3	3
Event Services Worker	6	6	6	6
Facility Systems Administrator	1	1	1	1
Facility Systems Specialist	4	4	4	4
Operations Crew Leader	2	2	2	2
Parking Lot Supervisor	1	0	0	0
Resource Administrator	1	1	1	1
<b>CONVENTION EVENT SERVICES TOTAL</b>	<b>31</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>DOCUMENT SERVICES FUND</b>				
Asset Specialist	1	1	1	1
Document Services Supervisor	1	1	1	1
Mail Clerk I / II	3	3	3	1
Records Center Technician	2	2	2	2
Reprographic Specialist	1	1	1	0
<b>DOCUMENT SERVICES FUND TOTAL</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>5</b>
<b>ECONOMIC DEVELOPMENT CORPORATION</b>				
EDC Coordinator	0	0	1	1
Executive Director EDC	0	0	1	1
<b>ECONOMIC DEVELOPMENT CORPORATION TOTAL</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</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 Aide II	1	1	1	1
Applications Specialist I	3	3	3	3
Applications Specialist II	7	7	8	6
Business Analyst II	4	4	4	4
Chief Information Officer	1	1	1	1
Customer Support Specialist	7	7	7	7
Data Base Administrator	2	2	2	2
Desktop Deployment Administrator	1	1	1	1

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
GIS Administrator	0	0	1	1
GIS Applications Developer	1	1	0	0
IT Asset Specialist	1	1	1	1
IT Budget Supervisor	1	1	1	1
IT GIS Supervisor	1	1	1	1
IT Governance Supervisor	1	1	0	0
IT Manager	4	4	4	4
IT Project Manager	2	2	2	2
IT Reporting Specialist	1	1	1	1
IT Security Analyst	0	0	0	1
IT Supervisor	4	4	4	4
Network Administrator	3	3	3	3
Network Engineer	3	3	3	3
Security Specialist	0	0	0	1
Systems Engineer	6	6	6	6
Web Administrator	2	2	2	2
Web Developer	2	2	2	2
<b>INFORMATION TECHNOLOGY SUPPORT FUND TOTAL</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>
<b>PARKS PERFORMANCE FUND</b>				
Administrative Aide I	2	2	2	2
Aquatics Maintenance Technician I & II	2	2	2	2
Aquatics Manager	1	1	1	1
Aquatics Program Coordinator	1	1	1	1
Assistant Golf Professional	2	2	5	5
Assistant Restaurant Manager	1	1	2	2
Assistant Tennis Professional	2	2	2	2
Athletic Programs Manager	1	1	1	1
Athletics Facility Manager	1	1	3	3
Athletics Sports Coordinator	1	1	0	0
Athletics Sports Manager	1	1	0	0
Banquet Sous Chef	1	1	1	1
Catering Sales Assistant	1	1	0	0
Catering Sales Coordinator	1	1	1	1
Clubhouse Attendant	4	4	1	1
Customer Service Representative	4	4	3	3
East Customer Service Assistant	0	0	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	1	1
Golf Course Superintendent 27	1	1	1	1
Golf Operations Administrator	1	1	1	1
Golf Programs Manager	1	1	1	1
Golf Services Manager	1	1	1	1
Greens Superintendent 18 Hole	1	1	1	1



# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Head Golf Pro 18 Hole	2	2	2	2
Head Golf Pro 27 Hole	1	1	1	1
Landscape Technician / Sr Landscape Technician	19	22	22	22
Lead Indoor Lifeguard	1	1	1	1
Lead Landscape Technician	1	1	0	0
Line Cook	1	1	1	3
Mechanic Parks	2	2	2	2
Park Landscape Supervisor	2	2	3	3
Parks Project Manager I	1	1	1	1
Recreation Program Coordinator	3	3	3	3
Recreation Facility Manager	5	5	5	5
Rental and Lake Services Coordinator	3	3	3	3
Rental and Lake Services Manager	1	1	1	1
Restaurant Manager	2	2	2	2
Service Representative	1	1	1	1
Service Unit Assistant	1	1	1	1
Sports Program Coordinator	1	1	1	1
Superintendent Golf Course Maintenance	1	1	1	1
Tennis Pro Shop Attendant	1	1	1	1
Tennis Services Manager	1	1	1	1
Tournament and Event Coordinator	1	1	1	1
<b>PARKS PERFORMANCE FUND TOTAL</b>	<b>88</b>	<b>91</b>	<b>91</b>	<b>93</b>
<b>STORM WATER UTILITY FUND</b>				
Assistant Director	1	1	1	1
Asset System Analyst	1	1	1	1
Civil Engineer	2	2	1	2
Concrete Specialist	1	1	1	1
Crew Leader	2	2	2	2
Engineering Technician	1	2	2	2
Environmental Education Specialist	1	1	1	1
Environmental Specialist	5	6	6	6
Field Technician	1	1	1	1
Graduate Engineer	3	3	4	4
Heavy Equipment Operator III	5	5	5	5
Project Engineer	0	1	1	1
Public Works Operations Supervisor	1	1	1	1
Sr Engineer	2	2	2	2
Sr Environmental Specialist	0	2	2	2
Sr Field Technician	3	3	3	3
Storm Water Fund Administrator	1	1	1	1
Storm Water Specialist	1	1	1	1
Storm Water Permit Supervisor	1	1	0	0
Storm Water Quality Manager	0	0	1	1
<b>STORM WATER UTILITY FUND TOTAL</b>	<b>32</b>	<b>37</b>	<b>37</b>	<b>38</b>

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>STREET MAINTENANCE FUND</b>				
Administrative Aide I	2	2	2	2
Asset System Analyst	1	1	1	1
Crew Leader	12	12	12	12
Field Tech	16	16	19	19
Heavy Equipment Operator III	6	6	6	6
Markings Specialist	2	2	2	2
Public Works Operations Manager	2	2	2	2
Public Works Operations Supervisor	5	5	5	5
Sign Specialist	5	5	5	5
Signal Specialist I	5	5	7	7
Signal Specialist II	6	6	4	4
Sr Field Technician	24	24	21	21
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	3	3	3	3
Apprentice Service Worker	2	2	2	2
Asset Information Specialist	1	1	1	1
Assistant Director Water Utilities	3	3	3	3
CAD Technician	1	1	1	1
Capital Projects Coordinator	1	1	1	1
Chief Maintenance Technician	1	1	1	1
Chief Treatment Technician	1	1	1	1
Civil Engineer Water	4	4	2	2
Communications Coordinator	1	1	1	1
Customer Assistant	4	4	4	4
Customer Care Business Services Manager	1	1	1	1
Customer Information System Analyst	1	1	1	1
Customer Services Specialist	2	2	2	2
Customer Services Supervisor	1	1	1	1
Deputy City Manager	1	1	1	1
Director Utilities	1	1	1	1
Electrical Systems Supervisor	1	1	1	1
Electrical Technician / Electrical Technician Trainee	3	3	3	3
Engineering Information Specialist	1	1	1	1
Field Operations Sector Manager	3	3	3	3
Financial Administrator	1	1	1	1
GIS Applications Administrator	1	1	1	1
GIS Applications Programmer	1	1	1	1
GIS Supervisor	1	1	1	1
GIS Technician II / III	3	3	4	4
Graduate Engineer	2	2	4	4
Heavy Equipment Operator II	1	1	1	1
Information Services Project Coordinator	1	1	1	1

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
Inventory Coordinator	2	2	2	2
Laboratory Services Manager	1	1	1	1
Laboratory Analyst	2	2	2	2
Laboratory Specialist	2	2	2	2
Laboratory Technician	3	3	3	3
Lead Utility Technician	19	19	16	20
Mechanical Technician / Mechanical Technician Trainee	6	6	6	6
Meter Service Worker	13	13	13	13
Meter Services Crew Chief	3	3	2	2
Meter Services Leader	5	5	5	5
Meter Services Supervisor	2	2	2	2
Office Assistant	1	1	1	1
Office Coordinator	1	1	1	1
Operations Support Manager	1	1	1	1
Quality Assurance Specialist	0	0	0	1
Sample Collector	1	1	1	1
SCADA Analyst	1	1	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	2	2	2	2
Sr Utility Customer Service Representative	2	2	2	2
Sr Utility Technician	7	7	11	13
Treatment Technician / Treatment Technician Trainee	13	13	13	13
Utilities Account Analyst	1	1	1	1
Utilities Customer Service Representative	6	6	6	6
Utilities Environmental Analyst	3	3	3	3
Utility Support Specialist	1	1	1	1
Utility Technician Apprentice	12	12	11	13
Warehouse Inventory Clerk	2	2	2	2
Water Conservation Specialist	1	1	1	1
Water Resource Services Manager	1	1	1	1
Water Resource Technician	3	3	3	3
Water Sewer Crew Chief	19	19	19	21
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 Treatment Maintenance Manager	1	1	1	1
Water Utilities Field Operations Supervisor	4	4	4	4
Water Utilities Training Administrator	1	1	1	1
Water Wastewater Model Engineer	1	1	1	1
<b>WATER UTILITIES FUND TOTAL</b>	<b>205</b>	<b>205</b>	<b>205</b>	<b>216</b>

# Appendices

	Actual FY 2020	Budgeted FY 2021	Estimated FY 2021	Adopted FY 2022
<b>AMERICAN RESCUE PLAN GRANT FUND</b>				
Administrative Secretary (Fire)	0	0	0	1
Epidemiological Analyst (Fire)	0	0	0	1
Deputy Fire Chief (Fire)	0	0	0	3
Fire Apparatus Operator (Fire)	0	0	0	18
Firefighter (Fire)	0	0	0	24
Office Assistant (Police)	0	0	0	1
Police Chaplain (Police)	0	0	0	1
Police Officer (Police)	0	0	0	6
Police Sergeant (Police)	0	0	0	3
<b>AMERICAN RESCUE PLAN GRANT FUND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</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
Handitran	28	28	28	28
Housing	33	34	41	41
Judiciary	7	7	7	7
Library	0	0	1	1
Police	29	29	9	9
Strategic Initiatives	10	10	11	11
<b>OTHER GRANT FUNDS TOTAL</b>	<b>115</b>	<b>116</b>	<b>105</b>	<b>105</b>
<b>SUBTOTAL OTHER FUNDS</b>	<b>743</b>	<b>751</b>	<b>742</b>	<b>813</b>
<b>TOTAL ALL FUNDS</b>	<b>2636</b>	<b>2660</b>	<b>2655</b>	<b>2753</b>

# Appendices

## FY 2022 ADOPTED POSITION ADDS AND CUTS

### GENERAL FUND

1 Building System Mechanic	Asset Mgmt
1 Painter	Asset Mgmt
1 Sr Attorney	City Atty's Office
2 Code Compliance Officer I	Code Compliance
3 Action Center Agent	Com & Leg Affairs
2 Communication Coordinator	Com & Leg Affairs
2 Accounts Payable Clerk	Finance
1 ED Compliance Administrator	Finance
1 Grant Administrator	Finance
1 Leave and Transition Specialist	HR
-1 Deputy Court Clerk III	Mun Court
1 Marketing Aide	Parks
1 Environmental Health Specialist	Planning
1 Planning Technician	Planning
1 Principal Planner	Planning
4 Masters Clinician	Police
4 Police Officer	Police
1 Police Sergeant	Police

**27 NET TOTAL**

### PARK PERFORMANCE FUND

2 Line Cook
<b>2 NET TOTAL</b>

### STORMWATER UTILITY FUND

1 Civil Engineer
<b>1 NET TOTAL</b>

### WATER UTILITIES FUND

4 Lead Utility Technician
1 Quality Assurance Specialist
2 Sr Utility Technician
2 Utility Technician Apprentice
2 Water Sewer Crew Chief

**11 NET TOTAL**

### COMMUNICATIONS SERVICES FUND

2 Applications Specialist II
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**2 NET TOTAL**

### DOCUMENT SERVICES FUND

-2 Mail Clerk I
-1 Reprographic Specialist

**-3 NET TOTAL**

### AMERICAN RESCUE PLAN GRANT FUND

1 Administrative Secretary	Fire
1 Epidemiological Analyst	Fire
3 Deputy Fire Chief	Fire
18 Fire Apparatus Operator	Fire
24 Firefighter	Fire
1 Office Assistant	Police
1 Police Chaplain	Police
6 Police Officer	Police
3 Police Sergeant	Police

**58 NET TOTAL**

### INFORMATION TECHNOLOGY SUPPORT FUND

-2 Applications Specialist II
1 IT Security Analyst
1 Security Specialist

**0 NET TOTAL**

**98 NET POSITION CHANGES**

# Appendices

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## BUDGET DEVELOPMENT CALENDAR – FY 2022

Fri., Jan. 8	Financial Forecast/FY 2022 Preliminary Budget materials distributed FY 2021 1 <sup>st</sup> Quarter Business Plan materials distributed
Tues, Jan. 12	FY 2021 1 <sup>st</sup> Quarter BAR (Budget Analysis Report) materials distributed
Fri., Jan 22	FY 2021 1 <sup>st</sup> Quarter BAR revenue and expenditure estimates due
Fri., Jan 29	1 <sup>st</sup> Quarter Business Plan responses due
Fri., Feb. 5	Financial Forecast/FY 2022 Preliminary materials due back from departments
Tues., Feb. 9	FY 2020 4 <sup>th</sup> Quarter BAR presented to Finance & Audit Council Committee
Thurs., Feb. 18	Director Quarterly Meeting
Fri., Feb. 19– Fri., Feb. 26	Financial Forecast/FY 2022 Preliminary Budget review meetings with CMO/Departments
Thurs, April 1	2 <sup>nd</sup> Quarter Business Plan materials distributed
Mon., April 12	FY 2021 2 <sup>nd</sup> Quarter BAR materials distributed to department contacts
Fri., April 23	FY 2021 2 <sup>nd</sup> Quarter BAR materials due
Fri., April 30	City Council Planning Session; 1 <sup>st</sup> Quarter BAR & Financial Forecast presented 2 <sup>nd</sup> Quarter Business Plan responses due
Mon., May 3	Budget Kickoff, 2:30pm (virtual Teams meeting) Departments begin building base budget in GovMax Departments begin building FY 2022 Business Plan w/goals & objectives
Wed., May 19	FY 2022 Base Budget Submissions due (expenditures & revenues) FY 2022 Business Plan projects due from Departments
Late June	3 <sup>rd</sup> Quarter Business Plan materials distributed
Mon., July 12	3 <sup>rd</sup> Quarter BAR materials distributed
Fri. July 16	3 <sup>rd</sup> Quarter Business Plan responses due 3 <sup>rd</sup> Quarter BAR responses due
Fri., July 23	Certified Property Tax Roll available
Wed., July 28	City Manager's final decisions (tentative)
Tues., Aug. 3	FY 2022 Proposed Budget presentation to City Council & City Secretary <a href="#">Click here to view the FY 2022 Proposed Budget Presentation and Video</a>
Tues., Aug. 10	Council Budget Retreat Resolution on Tax Rate/Resolution calling Public Hearings

# Appendices

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## **BUDGET DEVELOPMENT CALENDAR – FY 2022 (CONTINTUED)**

Tues., Aug. 24	Council Meeting
Mon., Aug. 16 & Mon., Aug. 23	Town Hall Meetings
Wed., Aug. 25	September Certified Property Tax Roll available
Friday, Aug. 27	Final day for Public Notice for public hearing on the budget
Tues., Sept. 7	Public Hearing on the Budget Public Hearing on the Tax Rate Adopt the FY 2022 Budget, Tax Rate, & Water/Sewer Rates – 1 <sup>st</sup> Reading Ratify tax Rate – 1 <sup>st</sup> Reading
Tues., Sept. 14	Adopt the FY 2022 Budget, Tax Rate, and Water/Sewer Rates – 2 <sup>nd</sup> Reading Tax Rate to Tarrant County Ratify tax Rate – 2 <sup>nd</sup> Reading
Wed., Sept. 15	File Approved budget with CSO 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.

**Preliminary Council Review:** The City Manager briefed the City Council on the FY 2021 Preliminary Budget, including revenue and expenditure estimates.

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

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

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

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

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

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

**Tax Rate:** State law requires the calculation of "no-new-revenue" and "voter-approval" tax rates. The "no-new-revenue" rate is that rate which generates the same revenue in the proposed year as in the current year from properties on the tax roll in both years (excludes new property). The "voter-approval" rate is a rate that represents a 3.5 percent increase in the operations/maintenance portion of the total tax rate. A public election must be held if the "voter-approval" rate is exceeded. These rates were provided to Council.



# Appendices

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## **BUDGET PROCESS (CONTINUED)**

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

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

# Appendices

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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

## 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
2019 est.	395,477

#### Population Growth Rate

2010-2019	8.22%
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#### Population Rank of Arlington (2019 est.)

Texas Cities	7th
U.S. Cities	48th

#### Population by Race & Ethnicity (2019 est.)

White	38.6%
Hispanic or Latino (of any race)	29.6%
Black or African American	22.3%
Asian	6.5%
Native Hawaiian/Other Pacific Islander	0.2%
American Indian and Alaska Native	0.3%
Other & Two or More Races	2.5%
Total	100%

#### Median Age

1990	29.1 years
2010	32.1 years
2019 est.	33.3 years

#### Age Distribution (2019 est.)

Under 18	25.6%
18 to 44	40.1%
45 to 64	23.9%
65+	10.4%

#### Median Household Income

1990	\$35,048
2012	\$53,341
2019 est.	\$60,571

**Average Household Size** 2.9

# Appendices

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## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Housing (Annual Development Profile, 2020)

Single-Family Units	104,372
Multi-Family Units	46,531

Building Permit Activity	# Permits
All Residential	5,933
All Non-Residential	1,321
<b>Total</b>	<b>7,254</b>

### Education

#### AISD 2019-20 Enrollment

Elementary	32,908
Junior High	8,629
High School	17,995
<b>Total</b>	<b>59,532</b>

#### UTA Fall 2020 Enrollment

Undergraduate	35,064
Graduate	13,008
<b>Total</b>	<b>48,072</b>

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

No H.S. Diploma	14.8%
High School/GED	23.8%
Some College	23.5%
Associate Degree	7.6%
Bachelor's Degree	20.6%
Graduate/Professional Degree	9.8%

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Economic

<b>Taxable Value</b>	<b>2021 (FY 2022)</b>
Personal Property	\$3,933,123,798
Real Estate	\$28,724,786,853
Mineral Lease	\$88,764,685
Agriculture	\$343,747
Decrease for Pending ARB and Incomplete Accts	(\$1,859,983,938)
<b>Sub-Total</b>	<b>\$30,887,035,145</b>
ARB Estimate	\$971,011,505
Incomplete Estimate	\$330,887,030
<b>Total Estimate</b>	<b>\$32,188,933,680</b>
Tax Rate	\$0.006198
<b>Tax Levy</b>	
Personal Property	\$24,377,501
Real Property	\$178,588,523
Pending ARB accounts / Incomplete Accts	(\$11,528,180)
<b>Sub-Total</b>	<b>\$191,437,844</b>
ARB Estimate	\$6,018,329
Incomplete Estimate	\$2,050,838
<b>Total Tax Levy</b>	<b>\$199,507,011</b>
City Estimate of Litigation Loss	(\$10,816,368)
<b>Sub-Total</b>	<b>\$188,690,643</b>
Change in value for Eco Development	(\$11,796,618)
Collection of Delinquent Taxes and Penalties & Interest	\$900,000
<b>Total Budgeted Revenue</b>	<b>\$177,794,025</b>

# Appendices

## CITY OF ARLINGTON FACTS & FIGURES (CONTINUED)

### Economic (Continued)

#### Tax Rate per \$100 Valuation

City	\$0.6198
AISSD	\$1.3608
County	\$0.229
Tarrant County College District	\$0.13017
Hospital District	\$0.224429
<b>Total</b>	<b>\$2.335199</b>

#### \*Top Ten Taxpayers

#### Valuation

General Motors LLC/General Motors Corp	\$488,865,146
ONCOR Electric Delivery CO LLC	\$217,300,562
WIL-CPT Arlington Highlands 1LP	\$162,657,895
S2 Forest Ridge LP/S2 Manchester/Valencia LLC	\$140,035,426
BMF IV TX	\$136,566,524
Parks at Arlington LP	\$129,035,750
Hart Arlington TX LLC	\$116,353,363
Polk Apartments LLC/East Lamar Apartments LLC	\$103,480,261
CD/Park7 Arlington Owner LP	\$90,983,149
Arlington Live LLC/Arlington Stadium Hotel Owner L	\$85,434,557

#### Budgeted FY 2022

City Sales Tax (General Fund)	\$73,372,505
Property Tax (General Fund and Debt Service Fund)	\$177,794,025

#### 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** – 214,298 (Texas Workforce Commission – June 2021)

**2020 Annual Average Unemployment Rate** – 7.7% (Texas Workforce Commission)

<b>Top 10 Employers</b>	<b># of employees</b>
Arlington ISD	8,000
University of Texas at Arlington	6,000
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	2,600
J.P. Morgan-Chase	1,965
Texas Rangers	1,881

### Ad Valorem Tax Structure Fiscal Year 2022

Estimated Total Valuation	\$33,188,933,681
Tax Rate	\$0.6198
Total Tax Levy	\$199,507,011
Total Projected Revenue	\$177,794,025
General Fund Tax Revenue	\$114,376,400
Interest and Sinking Fund Tax Revenue	\$63,417,625

### Distribution of Tax Rate

<b>Fund</b>	<b>Rate</b>	<b>Percent</b>
General Fund	\$0.4098	66.1%
Interest and Sinking Fund	<u>\$0.2100</u>	<u>33.9%</u>
Total	\$0.6198	100.0%

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### 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 2022 budget process and to assist Council as they consider their future priorities. Ultimately, every annual budget adopted by the City Council is statutorily required to be balanced; therefore, any presentation of unbalanced projected numbers reflect work which must be done every year to get expenditures in line with revenues.

### Current Economic Challenges and Revenue Projections

Although much progress has been made in meeting the challenges of the Covid-19 pandemic, there is still the threat of case surges as new virus variants emerge. Projecting revenue is an inexact science in the best of times, requiring a variety of methodologies and analyses applied to historical trends while factoring in the potential impacts of new City programs and changes in the statutory or regulatory environment. These traditional approaches are more effective in producing reliable revenue estimates in times of relative economic stability; much less so in times of great instability, particularly when change is both dramatic and sudden. It is important to note that the revenue projections contained in this forecast present our best estimates for going forward in FY 2022 and beyond. However, the duration and severity of the pandemic's economic impacts are difficult to predict at this point, since the health crisis that has driven the economic uncertainty has not yet been fully resolved.

### 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 2022 through FY 2026 based on three different assumptions.

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

Although departments spent the most time developing their most-likely scenarios, the dramatic changes in economic climate which began mid-year in FY 2020 and continue in FY 2021 suggest that projections going forward may more closely align with what would be considered "worst-case" during more stable financial periods. Therefore, revenues in this forecast were developed using FY 2021 base revenues with conservative "most-likely" percent changes applied in the out-years.



# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

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

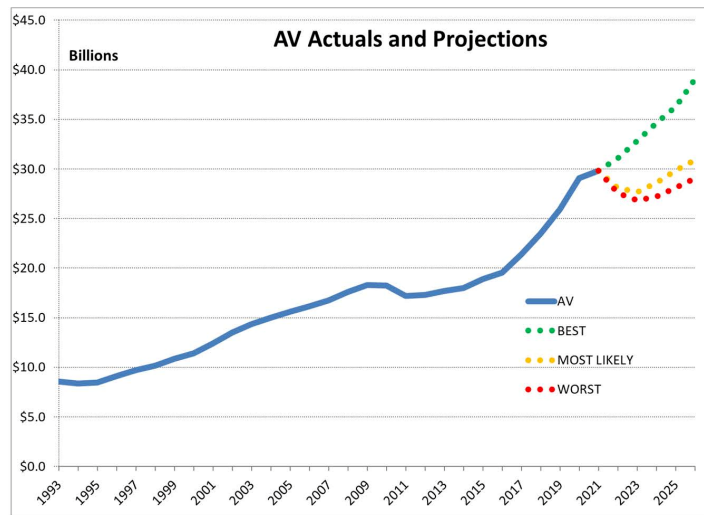
Within the General Fund, 87 percent of all FY 2021 budgeted revenues are contained in the following categories: *ad valorem* (property) taxes, sales taxes, franchise fees, and Municipal Court revenues. If we include certain other specific revenues such as the Water Utility and Stormwater Utility PILOT (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 \$107M in 2021 down to a low of \$86M in 2023. It will take several more years of growth beyond 2026 before AV returns to 2021 levels. Over the 5-year time horizon \$237M debt is issued.

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 29% in 2026 vs. 2021 in M&O. Taxable value will reach \$39B by 2026. Over the 5-year time horizon \$377M in debt is issued.



# Appendices

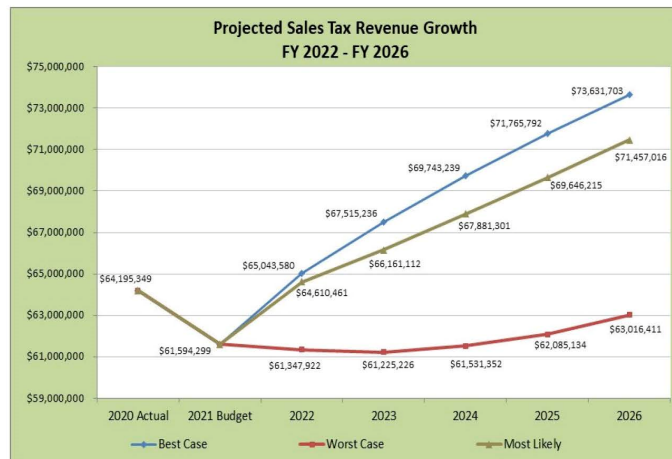
## Comprehensive Financial Forecast FY 2022 – FY 2026

The most-likely case assumes two years of declines before returning to a steady growth pattern in values similar to what the City experienced from 2005-2009. Revenues vary in M&O by (\$12M) to \$5M per year, with an accumulated loss over five years of (\$3M). Over the 5-year time horizon \$225M in debt is issued. After issuance in 2021, the City has \$187M remaining in voter-approved bond authorization.

Increase in Property Values	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Best Case	4.20%	5.83%	5.47%	4.62%	7.80%
Worst Case	-7.48%	-2.70%	1.34%	3.40%	3.40%
Most Likely	-5.87%	-1.44%	3.40%	4.50%	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.

At the outset of the pandemic in the spring of 2020, the City's sales taxes were considered the most threatened of all our revenue sources, due to the loss of retail activity attributable to business closures and capacity restrictions. While the decline was not as steep as originally projected, FY 2020 receipts were \$4.2 million under budget and down \$2.8 million from FY 2019, the first annual decline since the post-9/11 recession of 2002-2004. As a result, the FY 2021 budget was prepared with very cautious assumptions and is approximately \$6.8 million lower than the FY 2020 budget.



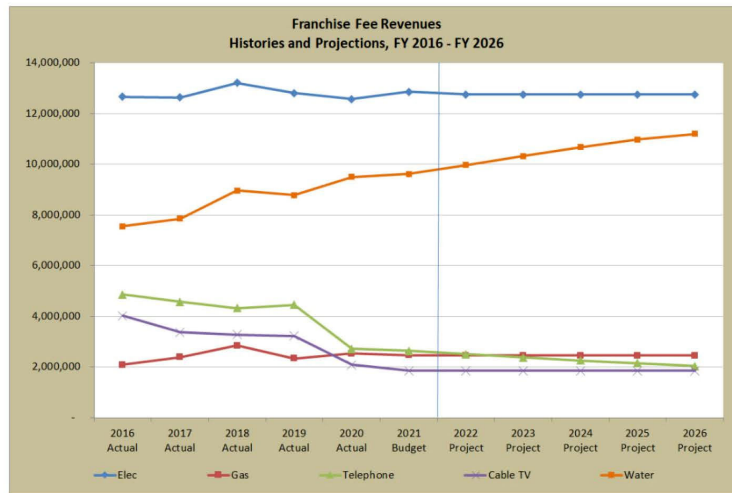
During FY 2021, there are signs that retail activity is gradually improving, but the duration of the economic decline remains challenging to predict, and it will likely be FY 2023 or 2024 before our forecast projections return to the FY 2020 budget level. Our most likely projections for sales taxes show a 4.9% increase above the FY 2021 budget in FY 2022 (which is 2.2% above our current BAR estimate for FY 2021), then annual growth of 2.4% in FY 2023 and 2.6% each year in FY 2024 through FY 2026. Over the five-year period, this projection would result in FY 2026 revenues that are 4.5% above the FY 2020 budget level. The graph above shows the results of all three growth scenarios over the five-year forecast period.

# Appendices

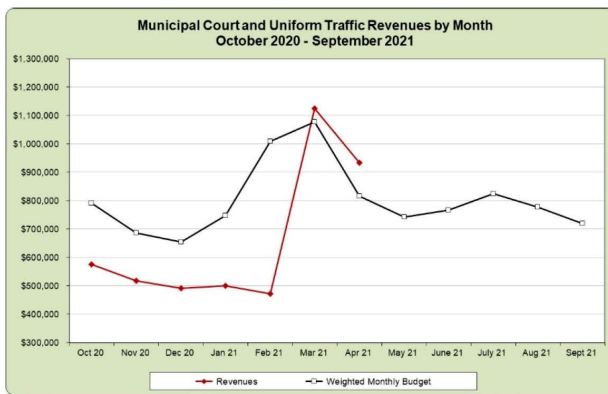
## Comprehensive Financial Forecast FY 2022 – FY 2026

In the aggregate, the FY 2022 projection for **franchise fee revenues** shows an increase of 0.4% from the FY 2021 budgeted level, then increasing by 0.8% each year in FY 2023 and 2024, by 0.6% in FY 2025 and 0.4% in FY 2026. This results in FY 2026 revenues that are 3.0% higher than the 2021 budget.

Franchise fee revenues for electricity, gas, and water usage are largely determined by weather conditions during the winter and summer months; these fees can vary significantly in any given year if we experience extreme cold or extreme heat and drought. Franchise fees are also affected by the continuing evolution of new business models in the telephone and cable television industries. The growth of subscriber services like Hulu+ Live TV and Sling that are not subject

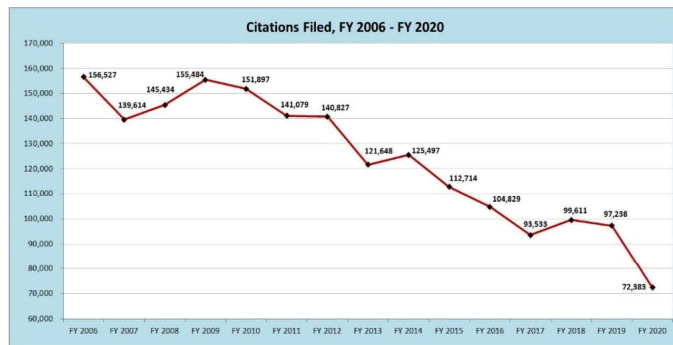


to franchise fees will result in declining revenues in these areas; however, the decline anticipated from recent legislation that limits cable and telephone access line fees has not been as steep as originally projected.



The most likely scenario for **Municipal Court revenues** includes an 11.9% decline in FY 2022 from the FY 2021 budget. Daily operations at the Court were particularly affected by the Covid-19 pandemic, as health concerns forced the Court to close for several weeks during the spring of

2020; activity has still not returned to its pre-pandemic level. The current-year graph to the left shows the Court's two largest revenue sources. The effects of Covid-19 are readily apparent throughout the fall of 2020, along with a sharp decline in revenues received during the February-March warrant initiative, resulting in revenue projections for FY 2021 that are approximately \$2.0 million under budget. Revenues are projected to improve somewhat in FY 2023 through FY 2026, rising by approximately 2.0% each year. However, these projections would essentially bring the Court's revenues back to their FY 2020 levels by FY 2026.



# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

The number of citations filed at the Court has continued to drop (accompanying chart above); FY 2020 citations were 25% below the FY 2019 level and are on pace to fall below 50,000 in FY 2021.

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 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Best Case Revenues	247,611,855	256,844,462	267,137,821	277,908,835	287,765,984	301,684,123
Worst Case Revenues	247,611,855	226,946,175	221,975,797	223,532,262	227,580,438	231,747,853
Proposed & Most Likely Revenues	247,611,855	236,509,407	236,006,602	241,752,861	249,763,015	257,329,934
Change from prior year		(11,102,448)	(502,805)	5,746,259	8,010,155	7,566,918
Percent change from prior year		-4.5%	-0.2%	2.4%	3.3%	3.0%

The continuing impact of Covid-19 is evident throughout these projections, particularly in FY 2022 and 2023. General Fund revenues are anticipated to decline in those years, reflecting the continuing challenges for the City's property and sales tax revenues. Beginning in FY 2024, moderate growth is projected to return; however, General Fund revenues are not expected to return to their budgeted FY 2021 levels until FY 2025. The forecast assumes use of funds from the American Recovery Program to help balance the budget through FY 2024.

The baseline General Fund operating position on the next page assumes projected FY 2022 revenues submitted by departments and includes no new programs or additional funding in FY 2022. One-time funds used in FY 2021 are removed from the forecasted years. Additionally, a complete list of all General Fund revenues under the proposed/most-likely scenario follows.

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### Comprehensive Financial Forecast General Fund BASELINE, FY 2022 - FY 2026



	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>GENERAL FUND REVENUES - Most Likely</b>	\$ 247,611,855	\$ 236,509,407	\$ 236,006,602	\$ 241,752,861	\$ 249,763,015	\$ 257,329,934
<b>INTERFUND TRANSFERS:</b>						
Water and Sewer Fund Indirect Cost	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975
Conv. & Event Svcs. Fund Indirect Cost	481,549	481,549	481,549	481,549	481,549	481,549
Storm Water Indirect Cost	578,959	578,959	578,959	578,959	578,959	578,959
To Fleet Services for vehicles	(2,189,000)	-	-	-	-	-
From SWUF for engineering reviews	88,699	88,699	88,699	88,699	88,699	88,699
General Fund ending balance, FY 2020	4,478,996	-	-	-	-	-
From American Recovery Plan	-	18,000,000	18,700,000	13,200,000	-	-
From ATF Fund	450,000	-	-	-	-	-
From Parks Gas Fund for TRGC debt reimbursement	1,221,850	1,205,850	1,189,850	1,173,850	1,133,850	1,093,850
To Park Performance Fund, social equity support	(280,000)	(420,000)	(560,000)	(700,000)	(700,000)	(700,000)
To Special Transportation Fund (Handitran)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)
To Street Maintenance Fund for Traffic	(4,519,717)	(4,519,717)	(4,519,717)	(4,519,717)	(4,519,717)	(4,519,717)
To Street Maintenance Fund	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 2,082,784	\$ 17,186,788	\$ 17,730,788	\$ 12,074,788	\$ (1,165,212)	\$ (1,205,212)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 249,694,639	\$ 253,696,194	\$ 253,737,390	\$ 253,827,648	\$ 248,597,803	\$ 256,124,721
<b>GENERAL FUND EXPENDITURES</b>	\$ 249,585,931	\$ 244,655,085	\$ 253,629,089	\$ 253,629,089	\$ 253,629,089	\$ 253,629,089
Impact of Full-year of Funding for Expired COPS Grant		\$ 404,112				
Impact of Sworn Step Increases (Police and Fire)		\$ 659,003				
Restore FY 2021 Budget Cuts		\$ 7,910,889				
<b>ENDING BALANCE</b>	\$ 108,708	\$ 67,105	\$ 108,300	\$ 198,559	\$ (5,031,286)	\$ 2,495,632

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

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

Description	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Sales Taxes, General Fund	61,594,299	64,610,461	66,161,112	67,881,301	69,646,215	71,457,016
Prop Taxes, General Fund	107,110,384	94,493,520	90,880,995	93,972,766	99,062,031	104,010,704
Interest, General Fund	747,747	373,874	336,486	370,135	407,148	447,863
PILOT - Water	4,524,780	4,628,850	4,735,313	4,844,226	4,955,643	5,069,623
SWUF Payment in Lieu of Taxes	661,371	676,583	692,144	708,063	724,349	741,009
Housing Payment in Lieu of Taxes	200,000	-	-	-	-	-
State Liquor Tax	2,214,707	2,181,486	2,225,116	2,280,744	2,342,324	2,405,567
Bingo Tax	79,693	82,084	83,561	84,815	85,917	86,776
Electric Franchise Fees	12,853,825	12,750,994	12,750,994	12,750,994	12,750,994	12,750,994
Gas Franchise Fees	2,465,325	2,457,929	2,457,929	2,457,929	2,457,929	2,457,929
Telephone Franchise Fees	2,634,488	2,502,764	2,377,625	2,258,744	2,145,807	2,038,517
Water Franchise Fees	9,616,295	9,972,098	10,321,121	10,682,361	10,981,467	11,201,096
Cable TV Franchise Fees	1,850,525	1,850,525	1,850,525	1,850,525	1,850,525	1,850,525
Major Event Trust Fund Revs.	300,000	300,000	300,000	300,000	300,000	300,000
Other Licenses and Permits	1,150	1,150	1,150	1,150	1,150	1,150
Sheraton Ground Lease	320,345	328,674	337,219	345,987	354,983	364,212
Landfill Deferred Revenue	457,259	457,259	457,259	457,259	-	-
Ground Lease - 101 Center	60,000	60,000	60,000	60,000	60,000	60,000
Auction Revenues	30,500	31,720	32,989	34,308	35,681	37,108
Miscellaneous Revenue	350,000	360,500	371,315	382,454	393,928	405,746
Infrastructure Revenues	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752	1,284,752
Beverage Contract Revenues	17,150	17,150	17,150	17,150	17,150	17,150
Garbage Franchise Fees	2,179,714	2,286,520	2,398,559	2,516,089	2,639,377	2,768,707
Storm Event Clean-Up Fees	58,237	58,586	58,938	59,292	59,647	60,005
Construction Management Fees	134,000	158,500	309,750	81,000	138,000	65,000
Landfill Usage Fees	2,373,592	2,421,064	2,469,485	2,518,875	2,569,252	2,620,637
Methane Gas Royalty	478,200	555,668	555,668	555,668	555,668	555,668
Landfill Gross Revenue	4,615,077	4,555,081	4,741,839	4,936,255	5,054,725	5,176,038
Terminal Building Leases	68,971	78,014	104,768	105,644	106,555	107,330
Hangar Rental	214,084	214,454	214,824	214,824	213,925	214,305
Tie Down Charge	29,260	29,700	32,340	32,340	33,660	33,660
Land/Ramp Lease	843,332	895,903	912,546	956,505	1,516,393	1,580,365
Multi-Family Inspections	629,108	640,147	645,284	649,805	649,805	649,805
Extended Stay Annual Inspections	160,981	150,226	150,226	150,226	150,226	150,226
Animal Awareness/Safety Program	2,800	2,609	2,609	2,609	2,609	2,609
Adoption Fees	103,368	67,080	116,000	116,000	116,000	116,000
Weed and Grass Fees	92,985	106,386	106,386	106,386	106,386	106,386
Dangerous Structure Demolition	7,375	12,750	12,750	12,750	12,750	12,750
Nuisance Abatement Fees	41,524	45,936	45,936	45,936	45,936	45,936

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

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

Description	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Multi-Family Reinspection Fees	3,450	3,900	3,900	3,900	3,900	3,900
Extended Stay Reinspection Fees	300	300	300	300	300	300
Duplex Registrations	15,100	18,310	18,310	18,310	18,310	18,310
Duplex Reinspections	450	750	750	750	750	750
Swimming Pool Reinspections	2,753	3,000	3,000	3,000	3,000	3,000
Vet Services	13,969	7,692	14,644	14,644	14,644	14,644
Animal Services - Owner Surrender Fees	26,900	5,200	26,536	26,536	26,536	26,536
Short Term Rental Inspection Fees	20,500	21,000	21,000	21,000	21,000	21,000
Impoundment Fees	43,668	29,292	48,496	48,496	48,496	48,496
Swimming Pool Permits	99,500	97,775	97,775	97,775	97,775	97,775
Securing Code Violations	3,243	3,769	3,769	3,769	3,769	3,769
Dog and Cat Licenses	50,723	40,004	54,252	54,252	54,252	54,252
Euthanasia Fees	8,955	8,900	11,882	11,882	11,882	11,882
Deceased Animal Pick-Up	2,050	2,176	2,176	2,176	2,176	2,176
Dangerous Animal Fee	3,250	2,863	2,863	2,863	2,863	2,863
Real Estate Transfer	375,000	93,750	154,688	154,688	154,688	154,688
Small Cell Perm, Insp, Rental Fee	225,000	213,750	209,475	205,286	203,233	201,200
Cell Tower Lease	205,900	212,077	218,439	224,992	231,742	238,695
Pipeline License Agreements	75,000	45,000	45,000	45,000	45,000	45,000
Fire Initial Inspections	66,600	66,600	66,600	67,266	67,939	68,618
Fire Permit Fees	216,743	216,743	216,743	216,743	216,743	216,743
Overtime and Reinspection Fees	17,600	13,200	12,540	12,540	14,421	16,584
Fire Inspection Fees	322,700	324,314	325,935	327,565	329,203	330,849
Fire Operational Permits	258,141	206,513	206,513	206,513	206,513	206,513
Risk Management - Damages	220,000	220,000	220,000	220,000	220,000	220,000
Library Cards for Non-Residents	24,921	25,419	25,928	25,928	25,928	25,928
Library Fines	119,637	119,637	119,637	119,637	119,637	119,637
Copier Concessions	100,500	102,510	102,510	102,510	102,510	102,510
Criminal Justice Fees	312,118	299,633	304,128	311,731	319,524	327,512
Municipal Court Fines	3,115,891	2,944,517	3,000,168	3,075,173	3,152,052	3,230,853
Child Safety Fees	42,111	38,532	39,495	39,692	39,891	40,090
Uniform Traffic Fines	6,495,909	5,489,043	5,571,379	5,682,806	5,796,462	5,912,392
Time Payment Fees	79,468	85,428	85,514	85,941	86,371	86,803
Issue / Arrest Fees	311,434	262,383	262,908	263,434	263,961	264,489
Park Bond Fund	70,000	65,100	65,100	65,100	65,100	65,100
Building Inspection Fees	78,500	58,875	61,819	64,910	68,155	70,200
Plat Review and Inspection Fees	620,000	694,400	659,680	606,906	558,353	513,685
Rezoning Fees	118,000	118,000	119,180	115,605	112,136	108,772

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

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

Description	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Food Service App / Change of Owner	60,000	60,000	66,000	72,600	74,778	72,535
Food Service Estab. Reinspections	11,250	5,625	5,063	5,012	4,962	4,912
Short Term Rental App Fee	28,500	20,000	22,500	25,000	27,500	30,000
Landscape / Tree Preservation Fees	14,000	13,230	13,230	13,230	13,230	13,230
Building Permits	2,940,000	3,045,840	3,213,361	3,245,495	3,277,950	3,245,170
Electrical Permits	115,000	105,800	105,800	105,800	105,800	105,800
Plumbing Permits	300,000	322,500	325,725	328,982	332,272	335,595
Mechanical Permits	147,763	164,017	164,017	164,017	164,017	164,017
Business Registration	200,000	205,000	209,100	213,282	217,548	221,899
Certificates of Occupancy	123,000	111,930	115,288	117,594	119,946	122,344
Boathouse / Pier Licenses	13,399	13,399	13,399	13,399	13,399	13,399
Plan Review Fees	1,157,000	1,310,881	1,436,726	1,479,827	1,509,424	1,494,330
Gas Well Annual Reinspections	925,600	910,000	910,000	910,000	910,000	910,000
Gas Well Supplemental Fee	12,500	12,500	12,500	12,500	12,500	12,500
Food Establishment Permits	655,605	701,497	722,542	744,219	766,545	774,211
Food Handlers Permits	5,500	7,150	6,793	6,453	6,130	5,824
Child Care Licenses and Permits	57,800	56,066	57,748	58,903	60,081	60,682
Hotel Inspection Fees	44,000	39,600	41,580	43,659	45,842	48,134
Irrigation Permits	54,000	64,800	71,280	73,418	73,418	71,216
Special Event Parking Renewals	12,000	9,000	10,350	11,385	12,150	12,150
Police Admin	31,341	31,341	32,125	32,125	32,125	32,125
Abandoned Vehicle Search Fees	10,000	7,650	7,650	7,650	7,650	7,650
Police Towing Fees	97,240	97,240	97,240	97,240	97,240	97,240
Burglar Alarm Permits	673,000	666,270	659,607	659,607	659,607	659,607
Contrib from AISD / SRO Program	2,032,282	2,032,282	2,032,282	2,032,282	2,032,282	2,032,282
Jail Support Revenues	3,735	3,283	3,250	3,250	3,250	3,250
Engineering Services Bond Projects	650,000	641,000	641,000	641,000	641,000	641,000
Water Dept Street Cuts	160,000	182,000	182,000	182,000	182,000	182,000
Inspection Transfer	1,100,000	1,029,000	1,029,000	1,029,000	1,029,000	1,029,000
Survey Transfer	140,000	107,000	107,000	107,000	107,000	107,000
Transportation Bond - Operating	116,000	116,000	116,000	116,000	116,000	116,000
Saturday Inspection Fees	30,000	28,000	28,000	28,000	28,000	28,000
Abandonment Fees	6,000	5,500	5,500	5,500	5,500	5,500
State Reimburse - Traffic Signals	62,153	62,153	62,153	62,153	62,153	62,153
Sign Rentals	50,000	56,000	56,000	56,000	56,000	56,000
Vital Statistics	300,000	301,500	303,008	304,523	306,045	307,575
Alcoholic Beverage Licenses	100,000	103,000	106,090	109,273	112,551	115,927

**Proposed & Most Likely Total Revenues**    **247,611,855**    **236,509,407**    **236,006,602**    **241,752,861**    **249,763,015**    **257,329,934**



# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### 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 \$21.03 million in FY 2021. 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 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Cumulative Increase
Employee Insurance	21,029,050	22,101,532	23,317,116	24,576,240	25,903,357	27,302,138	
Increase from prior year		1,072,482	1,215,584	1,259,124	1,327,117	1,398,781	6,273,088
Percent Increase from prior year		5.1%	5.5%	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. The FY 2020 adopted budget included a 2% across-the-board compensation increase; however, that raise was suspended due to the economic climate surrounding the pandemic. No compensation increase was included in the FY 2021 budget. This forecast assumes a 2% raise will be granted via budget amendment in FY 2021 and also in FY 2024 – FY 2026.

	Budgeted FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Cumulative Increase
Compensation Increases	-	3,270,438	-	3,335,847	3,402,564	3,470,615	13,479,463
Cumulative Compensation Increases			3,270,438	6,606,285	10,008,848	13,479,463	

The General Fund Operating Position on the next page assumes the mostly likely scenario for revenues and includes additional funding for forecasted employee health insurance and compensation increases. 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 which must be done every year to get expenditures in line with revenues.

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

General Fund with Health Insurance and Compensation	Comprehensive Financial Forecast General Fund, FY 2022 - FY 2026					
	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>GENERAL FUND REVENUES - Most Likely</b>	\$ 247,611,855	\$ 236,509,407	\$ 236,006,602	\$ 241,752,861	\$ 249,763,015	\$ 257,329,934
<b>INTERFUND TRANSFERS:</b>						
Water and Sewer Fund Indirect Cost	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975	\$ 4,387,975
Conv. & Event Svcs. Fund Indirect Cost	481,549	481,549	481,549	481,549	481,549	481,549
Storm Water Indirect Cost	578,959	578,959	578,959	578,959	578,959	578,959
To Fleet Services for vehicles	(2,189,000)	-	-	-	-	-
From SWUF for engineering reviews	88,699	88,699	88,699	88,699	88,699	88,699
General Fund ending balance, FY 2020	4,478,996	-	-	-	-	-
From American Recovery Plan	-	18,000,000	18,700,000	13,200,000	-	-
From ATF Fund	450,000	-	-	-	-	-
From Parks Gas Fund for TRGC debt reimbursement	1,221,850	1,205,850	1,189,850	1,173,850	1,133,850	1,093,850
To Park Performance Fund, social equity support	(280,000)	(420,000)	(560,000)	(700,000)	(700,000)	(700,000)
To Special Transportation Fund (Handitran)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)
To Street Maintenance Fund for Traffic	(4,519,717)	(4,519,717)	(4,519,717)	(4,519,717)	(4,519,717)	(4,519,717)
To Street Maintenance Fund	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)	(1,416,527)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 2,082,784	\$ 17,186,788	\$ 17,730,788	\$ 12,074,788	\$ (1,165,212)	\$ (1,205,212)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 249,694,639	\$ 253,696,194	\$ 253,737,390	\$ 253,827,648	\$ 248,597,803	\$ 256,124,721
<b>GENERAL FUND EXPENDITURES</b>	\$ 249,585,931	\$ 253,629,089	\$ 253,629,089	\$ 253,629,089	\$ 253,629,089	\$ 253,629,089
<b>ENDING BALANCE</b>	\$ 108,708	\$ 67,105	\$ 108,300	\$ 198,559	\$ (5,031,286)	\$ 2,495,632
Health Insurance Increases (5.1-5.5% annually)		\$ 1,072,482	\$ 2,288,066	\$ 3,547,190	\$ 4,874,307	\$ 6,273,088
Compensation Increases		\$ 3,270,438	\$ 3,270,438	\$ 6,606,284	\$ 10,008,848	\$ 13,479,463
		\$ 4,342,919	\$ 5,558,504	\$ 10,153,474	\$ 14,883,155	\$ 19,752,551
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ (4,275,814)	\$ (5,450,203)	\$ (9,954,915)	\$ (19,914,441)	\$ (17,256,919)



# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### 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 2022 Program Cost	FY 2023 Program Cost	FY 2024 Program Cost	FY 2025 Program Cost	FY 2026 Program Cost
AM	Maintenance of Buildings	220,317	226,927	233,734	240,746	247,969
AM	Reclassification / Pay Adjustments	25,851	25,851	25,851	25,851	25,851
AM	Facility Services - New Staff	106,197	163,069	162,439	162,439	162,439
AM	Facility Decontamination Services	200,000	-	-	-	-
AM	Full Time Architect Technician	68,867	68,867	68,867	68,867	68,867
Audit	Restore the Staff Auditor position to an Internal Auditor position	7,500	7,500	7,500	7,500	7,500
Audit	Convert an Internal Auditor Position to a Senior Internal Auditor	5,500	5,500	5,500	5,500	5,500
Audit	Peer Review	-	5,000	-	-	-
Audit	Migration to TeamMate+	-	33,000	-	-	-
CAO	PD Legal Advisor (Paralegal) - Litigation & Employment	70,521	67,021	67,021	67,021	67,021
CAO	Open Records Attorney I - Police Department	-	93,239	89,739	89,739	89,739
CAO	Attorney II - Litigation	-	105,039	101,539	101,539	101,539
CLA	Restore FY21 Budget Cut - Part-time Action Center Staff	20,268	20,268	20,268	20,268	20,268
CLA	Outreach Communication Coordinator	86,739	86,739	86,739	86,739	86,739
CLA	Additional Action Center Staff	149,000	149,000	149,000	149,000	149,000
CLA	Citibot Community Engagement Program	57,245	61,252	65,540	68,817	68,817
Code	Animal Services Access Control System	81,354	-	-	-	-
Code	Code Compliance Services Part-Time Administrative Staff	-	78,674	78,674	78,674	78,674
Code	Animal Care Coordinator	-	60,120	59,620	59,620	59,620
Code	Animal Enrichment Specialist	-	-	55,086	54,586	54,586
Code	Animal Services Receiving Remodel	-	-	-	60,000	-
Court	Replacement Scanners	6,426	-	-	-	-
Court	Courtroom Computer Monitors	3,250	3,250	3,250	-	-
Court	Tyler Technologies Annual Maintenance	50,000	50,000	50,000	50,000	50,000
Court	Request to Not Fund Deputy Court Clerk II Vacant Frozen	(46,000)	-	-	-	-
ED	Right-of-Way Inspector	92,402	52,402	52,402	52,402	52,402
Finance	Tarrant Appraisal District Assessment Services	53,306	54,905	56,552	58,248	59,750
Finance	Tarrant County Property Tax Billing and Collection	19,840	36,505	49,504	61,090	71,840
Finance	Restore FY21 Budget Cut - Travel & training	8,000	16,000	24,000	30,000	38,000
Finance	MWBE Contract Compliance Coordinator	98,539	98,539	98,539	98,539	98,539
Finance	Accounts Payable Program	-	-	-	-	-
Finance	Financial Sustainability Program	255,278	255,278	255,278	255,278	255,278
Finance	Hotel Occupancy Tax Audit	42,000	-	-	-	42,000

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

Dept.	Title	FY 2022 Program Cost	FY 2023 Program Cost	FY 2024 Program Cost	FY 2025 Program Cost	FY 2026 Program Cost
Fire	Heavy Fleet Apparatus	2,586,512	-	-	-	-
Fire	Fire MDC Replacement	198,441	183,441	183,441	183,441	183,441
Fire	Public Health Staffing	234,945	234,945	234,945	234,945	234,945
Fire	Battalion 3	397,751	397,751	397,751	397,751	397,751
Fire	Squad 3	322,682	322,682	322,682	322,682	322,682
Fire	Fire Prevention Internal Affairs	120,327	120,327	120,327	120,327	118,707
HR	Property/Casualty Insurance Premium Increase	180,033	261,940	443,189	596,234	770,634
HR	Leave and Transition Specialist	86,739	86,739	86,739	86,739	86,739
HR	Workers' Compensation Network ***WC Fund***	75,000	75,000	75,000	75,000	75,000
Library	Repair and Renovate the Northeast Branch Library Public	40,000	-	-	-	-
NDP	Terminal Pay in Non-Departmental	350,000	350,000	350,000	350,000	350,000
NDP	Restore FY21 Budget Cut - Citizen Satisfaction Survey	21,000	21,000	21,000	21,000	21,000
NDP	ERP - Continued implementation and recurring costs	2,275,358	757,629	396,933	228,994	242,778
NDP	Unemployment Claims Increase	55,000	55,000	55,000	55,000	55,000
OSI	Via On-Demand Rideshare	154,842	4,307,376	4,407,376	4,407,376	4,507,376
OSI	Restore FY21 Budget Cut - Travel/Training	2,000	2,000	2,000	2,000	2,000
OSI	Restore FY21 Budget Cut - Supplies Computer Software	2,000	2,000	2,000	2,000	2,000
OSI	Restore FY21 Budget Cut - Intern	10,000	10,000	10,000	10,000	10,000
OSI	Restore FY21 Budget Cut - Office Supplies	-	-	-	-	-
OSI	South Cooper Street Corridor Strategy Implementation	200,000	-	-	-	-
OSI	Thoroughfare Development Plan Update	150,000	-	-	-	-
OSI	Hike and Bike Plan Update	-	100,000	-	-	-
OSI	South SH 360 Corridor Study Implementation	-	-	200,000	-	-
OSI	Comprehensive Plan Update	-	-	-	250,000	-
Parks	Mowing Contracts CPI Increase	31,411	32,039	32,680	33,334	34,002
Parks	Janitorial Contracts CPI Increase	35,332	63,205	63,205	63,205	63,205
Parks	Security Request	50,000	50,000	50,000	50,000	50,000
Parks	Park Development O&M	68,589	147,529	91,384	128,084	68,589
Parks	Social Equity	140,000	280,000	420,000	420,000	420,000
Parks	Reclassification Marketing Aide PT to FT	10,916	10,916	10,916	10,916	10,916
Parks	Maintenance Equipment Replacement	494,563	494,563	494,563	494,563	494,563
Parks	Centralized Irrigation System Expansion	68,000	68,000	-	-	-
Parks	Parking Lot Renovations	750,000	1,025,000	765,000	1,040,000	-
Parks	Playground Replacement Program	1,220,000	1,030,000	480,000	730,000	1,330,000
Parks	Erosion Control	330,000	1,050,000	1,820,000	1,900,000	800,000
Parks	Urban Forestry Renewal Program	50,000	50,000	50,000	50,000	50,000
Parks	Pond Dredging	1,150,000	670,000	2,625,000	880,000	-
Parks	Active Adult Center Base Funding	-	360,317	767,059	713,743	688,743
Parks	Gateway Monument Sign #4	-	-	-	-	653,000
Planning	Permit Tech - FTE	2,676	-	-	-	-
Planning	Environmental Health Specialist - FTE	111,523	73,851	73,851	73,851	73,851
Planning	Principal Planner - FTE	102,670	88,574	88,574	88,574	88,574
Planning	International Accreditation Services Building Certification	-	31,800	8,000	8,000	24,000
Police	Departmental Overtime	259,050	259,050	259,050	259,050	259,050
Police	Department Psychological Services	25,320	25,320	25,320	25,320	25,320
Police	Motor Cycle Use Allotment	18,714	18,714	18,714	18,714	18,714
Police	Employee and Volunteer Support	25,000	25,000	25,000	25,000	25,000
Police	National Night Out	35,000	35,000	35,000	35,000	35,000
Police	Blood Draw Kits	10,000	10,000	10,000	10,000	10,000
Police	Blue Chip Program	150,000	150,000	150,000	150,000	150,000
Police	Police Chaplain	135,417	129,393	129,393	129,393	129,393
Police	Health and Wellness Fitness Instructor	92,763	86,739	86,739	86,739	86,739
Police	Investigative Sergeants	407,601	353,484	353,484	353,484	335,245
Police	Drug Enforcement Agency (DEA) Task force Officer	103,523	90,577	90,577	90,577	85,126
Police	Victim Services Counselor Positions	462,491	462,491	462,491	462,491	462,491
Police	Accreditation and Policy Unit Expansion	86,040	86,040	86,040	86,040	85,126
Police	Police Recruit Employment and Training	91,167	91,167	91,167	91,167	85,126
Police	Geographic CID Detectives	425,597	364,668	364,668	364,668	340,503
Police	Position Study of Victim Services Supervisor	7,755	7,755	7,755	7,755	7,755
Police	Convert PT Office Asst to FT for Training Center	28,488	28,488	28,488	28,488	28,488
Police	Training Center Building Utilization Review	50,000	-	-	-	-
Police	California Lane Garage Expansion	510,000	10,000	10,000	10,000	10,000
Police	3rd Floor Ott Cribs Remodel	40,000	-	-	-	-
Police	Ott Cribs Expansion	250,000	-	-	-	-
Police	Required Taser Upgrade (2025)	-	-	-	950,000	-

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

Dept.	Title	FY 2022 Program Cost	FY 2023 Program Cost	FY 2024 Program Cost	FY 2025 Program Cost	FY 2026 Program Cost
PWKS	ADA Updated Transition Plan	150,000	-	-	-	-
Dispatch	Radio Tower Lease	14,219	30,081	46,403	63,200	80,483
Dispatch	CAD System Maintenance	24,385	49,989	76,873	105,101	134,741
Dispatch	Radio System Maintenance	19,500	39,400	59,900	80,800	102,100
Dispatch	CAD System Updates	22,000	44,000	66,000	88,000	110,000
Dispatch	Office Furniture Replacement	25,000	-	-	-	-
Dispatch	Dispatch Console Furniture Replacement	-	700,000	-	-	-
Dispatch	Dispatch Center Carpet Replacement	-	45,000	-	-	-
Dispatch	Dispatch Chair Replacement	-	60,000	-	-	-
Dispatch	CAD System Replacement	-	-	-	4,000,000	-
Dispatch	CAD Server and Storage Replacement	-	-	-	-	700,000
Fleet	City Wide Maintenance Contract	431,079	530,227	632,250	737,436	845,778
Fleet	Beyond-Service-Life Fleet Assets Replacements	679,265	716,634	579,990	781,906	249,177
Fleet	City Wide Fuel	41,250	82,500	123,750	165,000	206,250
IT	Software Maintenance and Licenses Cost Increase	42,710	42,710	42,710	42,710	42,710
IT	IT Security Analyst Position	109,865	109,865	109,865	109,865	109,865
IT	IT Security Specialist Position 1	103,534	103,534	103,534	103,534	103,534
IT	IT Security Specialist Position 2	103,534	103,534	103,534	103,534	103,534
IT	Multi-Factor Authentication	250,000	225,000	225,000	225,000	225,000
IT	Reclassification of GIS Web Developer Position	-	-	-	-	-
IT	Information Technology Department Reorganization	80,000	80,000	80,000	80,000	80,000
IT	After-hours IT Support Service Pilot	120,000	-	-	-	-
IT	IT Locate Services	150,000	150,000	150,000	150,000	150,000
IT	CodeRed Citizen Notification System	33,000	42,500	42,500	42,500	42,500
IT	Reclassification of Network Engineer to Cabling Specialists	-	-	-	-	-
IT	Department Requested IT Projects	-	-	-	-	-
IT	Unfunded FTE - Will Use Existing Funds	-	-	-	-	-
IT	FY23 - IT Infrastructure Hardware Replacement	-	783,000	-	-	-
IT	Microsoft Enterprise Agreement Renewal	-	250,000	-	-	-
IT	PC Lease Funding	-	200,000	300,000	300,000	300,000
IT	GIS Application Developer Position	-	93,360	93,360	93,360	93,360
IT	Application Specialist II Position	-	103,534	103,534	103,534	103,534
IT	Disaster Recovery Site Planning	-	180,000	-	-	-
IT	PC Support Position	-	95,860	93,360	93,360	93,360
IT	FY24 - IT Infrastructure Hardware Replacement	-	-	407,000	-	-
IT	AMANDA Assessment	-	-	125,000	-	-
IT	Kronos Upgrade or Replacement	-	-	350,000	75,000	75,000
IT	Laserfiche Storage and Professional Services	-	-	50,000	-	-
IT	FY25 - IT Infrastructure Hardware Replacement	-	-	-	1,862,000	-
IT	FY25 - Software Maintenance and Licenses Cost Increase	-	-	-	171,000	-
IT	FY26 - IT Infrastructure Hardware Replacement	-	-	-	-	1,097,000
IT	FY26 - Software Maintenance and Licenses Cost Increase	-	-	-	-	226,000

\*General Fund Total (Including Dispatch, Fleet & IT) 19,371,977 21,730,183 23,193,706 28,740,948 21,644,436

# Appendices

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## Comprehensive Financial Forecast FY 2022 – FY 2026

### **Other Funds**

Non-General Fund departments were also tasked with developing revenue forecasts using the same three scenarios as previously discussed for the General Fund, as well as considering anticipated Current Services or New Program expenditure requests. It should be noted that every annual budget adopted by the City Council is statutorily required to be balanced, therefore any presentation of unbalanced projected numbers reflect work which must be done every year to align expenditures with revenues.

The following pages are the forecasted operating positions for other operating funds.

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### Comprehensive Financial Forecast Water Utilities Fund, FY 2022 - FY 2026



	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>BEGINNING BALANCE</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>REVENUES - Most Likely</b>	\$ 167,716,842	\$ 162,074,695	\$ 165,815,768	\$ 172,462,173	\$ 177,545,166	\$ 181,102,852
<b>INTERFUND TRANSFERS:</b>						
General Fund - Indirect Cost	\$ (4,387,975)	\$ (4,387,975)	\$ (4,387,975)	\$ (4,387,975)	\$ (4,387,975)	\$ (4,387,975)
From Storm Water Fund - Indirect Cost	170,122	170,122	170,122	170,122	170,122	170,122
To Debt Service Fund - TMRS Reimbursement	(904,051)	(904,051)	(904,051)	(904,051)	(904,051)	(904,051)
Debt Service Reserve	(781,718)	-	-	-	(132,896)	(256,624)
Operating Reserve	(320,427)	(150,818)	(1,431)	(419,181)	(800,414)	(707,432)
Rate Stabilization Fund	720,461	-	1,261,672	1,785,495	1,088,642	981,271
Renewal / Rehabilitation Fund	(17,500,000)	(11,000,000)	(15,500,000)	(19,400,000)	(17,200,000)	(15,500,000)
Renewal / Rehabilitation Reimbursement	(227,556)	(227,556)	(227,556)	(227,556)	(227,556)	(227,556)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (23,231,143)	\$ (16,500,278)	\$ (19,589,218)	\$ (23,383,146)	\$ (22,394,128)	\$ (20,832,245)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 144,485,699	\$ 145,574,417	\$ 146,226,550	\$ 149,079,027	\$ 155,151,038	\$ 160,270,608
<b>WATER FUND EXPENDITURES</b>	\$ 144,294,651	\$ 144,294,651	\$ 144,294,651	\$ 144,294,651	\$ 144,294,651	\$ 144,294,651
<b>ENDING BALANCE</b>	\$ 191,048	\$ 1,279,766	\$ 1,931,899	\$ 4,784,376	\$ 10,856,387	\$ 15,975,957
Health Insurance Increases (5.1-5.5% annually)		\$ 89,652	\$ 191,266	\$ 296,519	\$ 407,456	\$ 524,384
Compensation Increases		\$ 256,944	\$ 256,944	\$ 519,027	\$ 786,352	\$ 1,059,024
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 933,170	\$ 1,483,689	\$ 3,968,829	\$ 9,662,578	\$ 14,392,548

#### Current Services

FY22-WTR-CS01 PILOT	104,070	210,533	319,446	430,863	544,843
FY22-WTR-CS02 Bad Debt	300,000	300,000	-	-	-
FY22-WTR-CS03 Chemicals	46,234	93,392	141,494	190,558	240,603
FY22-WTR-CS04 Professional Services	16,500	16,500	16,500	16,500	16,500
FY22-WTR-CS05 GovDelivery	10,000	10,000	10,000	10,000	10,000
FY22-WTR-CS06 Debt Service	(276,251)	(337,563)	(580,898)	1,479,887	2,436,219
FY22-WTR-CS07 Franchise Fee	(293,070)	(73,945)	309,618	602,311	806,323
FY23-WTR-CS01 TRWD - Raw Water Purchases	-	646,489	1,638,705	2,509,631	3,438,540
FY23-WTR-CS02 TRA - Wastewater Treatment	-	305,007	1,778,718	4,115,792	6,501,693
<b>TOTAL - CURRENT SERVICES</b>	\$ (92,517)	\$ 1,170,414	\$ 3,633,583	\$ 9,355,542	\$ 13,994,721

**ENDING BALANCE with Current Services** \$ 1,025,686 \$ 313,275 \$ 335,246 \$ 307,037 \$ 397,828

#### New Programs

FY22-WTR-NP01 Mail Processor	20,000	-	-	-	-
FY22-WTR-NP02 Web Portal Enhancements	135,482	-	-	-	-
FY22-WTR-NP03 SSL ROW Program	421,000	-	-	-	-
FY22-WTR-NP04 GapVax	110,193	110,193	110,193	110,193	110,193
FY22-WTR-NP05 Quality Assurance Specialist	86,739	86,739	86,739	86,739	86,739
FY22-WTR-NP06 PT Staff - Customer Care	40,000	40,000	40,000	40,000	40,000
FY22-WTR-NP07 PT Staff - Field Ops	50,294	50,294	50,294	50,294	50,294
FY22-WTR-NP08 Equity Adjustment - Customer Care	5,700	5,700	5,700	5,700	5,700
FY22-WTR-NP09 Equity Adjustment - Field Ops	-	-	-	-	-
<b>TOTAL - NEW PROGRAMS</b>	\$ 869,408	\$ 292,926	\$ 292,926	\$ 292,926	\$ 292,926

**ENDING BALANCE with Current Services & New Programs** \$ 156,278 \$ 20,349 \$ 42,320 \$ 14,111 \$ 104,902

Estimated Composite Rate Increases	0.00%	0.96%	2.46%	3.21%	3.32%
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# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### Comprehensive Financial Forecast Convention and Event Services Fund, FY 2022 - FY 2026



	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>BEGINNING BALANCE</b>	\$ 14,296	\$ 89,195	\$ 89,195	\$ 89,195	\$ 89,195	\$ 89,195
<b>REVENUES - Most Likely</b>						
Hotel Occupancy Tax	\$ 6,885,516	\$ 7,160,937	\$ 7,590,593	\$ 8,197,840	\$ 8,935,646	\$ 9,829,210
Cowboy Stadium Rent/Naming Rights	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Esports Stadium Rent/Naming Rights	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Convention Center Operating Revenues	1,559,009	1,501,299	1,501,299	-	-	-
<b>TOTAL REVENUES</b>	\$ 12,194,525	\$ 12,412,236	\$ 12,841,892	\$ 11,947,840	\$ 12,685,646	\$ 13,579,210
<b>INTERFUND TRANSFERS:</b>						
From General Gas Funds for ATF Corpus	\$ 3,022,200	\$ 3,113,892	\$ 3,208,364	\$ 3,305,704	\$ 3,405,996	\$ 3,509,349
To ATF Corpus Reimbursement	(3,022,220)	(3,113,892)	(3,208,364)	(3,305,704)	(3,405,996)	(3,509,349)
To ATF, granting & interest	(1,129,471)	(1,037,780)	(943,307)	(845,967)	(745,675)	(642,322)
To Communication Services ISF	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)	(1,750,281)
From American Recovery Plan	-	2,209,627	1,779,971	1,122,724	-	-
To Debt Service Fund - TMRS Reimbursement	(113,707)	(113,707)	(113,707)	(113,707)	(113,707)	(113,707)
To General Fund - Indirect Costs	(481,549)	(481,549)	(481,549)	(481,549)	(481,549)	(481,549)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (3,475,028)	\$ (1,173,690)	\$ (1,508,873)	\$ (2,068,780)	\$ (3,091,212)	\$ (2,987,859)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 8,733,793	\$ 11,327,741	\$ 11,422,214	\$ 9,968,255	\$ 9,683,629	\$ 10,680,546
<b>CES FUND EXPENDITURES</b>	\$ 8,644,598	\$ 8,644,598	\$ 8,644,598	\$ 5,580,289	\$ 5,580,289	\$ 5,580,289
<b>ENDING BALANCE</b>	\$ 89,195	\$ 2,683,143	\$ 2,777,616	\$ 4,387,966	\$ 4,103,340	\$ 5,102,257
Health Insurance Increases (5.1-5.5% annually)		\$ 12,245	\$ 26,124	\$ 40,500	\$ 55,653	\$ 71,623
Compensation Increases		\$ 32,169	\$ 32,169	\$ 64,981	\$ 98,449	\$ 132,586
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 2,638,729	\$ 2,719,323	\$ 4,282,486	\$ 3,949,239	\$ 4,896,048
<b>New Programs</b>						
FY22-CES-NP01 Roof Replacement - Stadium		500,000	-	-	-	-
FY22-CES-NP02 Painting - Outside Metal		46,640	-	-	-	-
FY22-CES-NP03 Kitchen Equipment		265,100	-	-	-	-
FY22-CES-NP04 Event Tables - All Areas		57,600	-	-	-	-
FY22-CES-NP05 Exhibit Hall Lighting upgrade		150,000	-	-	-	-
FY23-CES-NP01 Stage Sections - All Areas		-	220,600	-	-	-
FY23-CES-NP02 Elevator Replacement		-	300,000	-	-	-
<b>TOTAL - NEW PROGRAMS</b>		\$ 1,019,340	\$ 520,600	\$ -	\$ -	\$ -
<b>ENDING BALANCE with New Programs</b>		\$ 1,619,389	\$ 2,198,723	\$ 4,282,486	\$ 3,949,239	\$ 4,896,048



# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### Comprehensive Financial Forecast Park Performance Fund, FY 2022 - FY 2026



	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>BEGINNING BALANCE</b>	\$ 162,273	\$ 283,513	\$ 283,513	\$ 283,513	\$ 283,513	\$ 283,513
<b>REVENUES - Most Likely</b>						
Golf Revenues	\$ 7,620,101	\$ 6,498,040	\$ 6,708,840	\$ 7,472,400	\$ 7,489,800	\$ 7,499,300
Recreation Revenues	6,232,243	4,580,449	4,739,070	5,847,008	6,070,746	6,267,483
Field Maintenance	702,000	700,000	700,000	700,000	700,000	700,000
<b>TOTAL REVENUES</b>	\$ 14,554,344	\$ 11,778,489	\$ 12,147,910	\$ 14,019,408	\$ 14,260,546	\$ 14,466,783
<b>INTERFUND TRANSFERS:</b>						
Transfer from General Fund, social equity support	\$ 280,000	\$ 420,000	\$ 560,000	\$ 700,000	\$ 700,000	\$ 700,000
Transfer from Park Fee Fund 4003	800,000	3,200,000	2,900,000	1,000,000	1,000,000	1,000,000
Transfer from Golf Surcharge Fund 4004	550,878	550,878	550,878	550,878	550,878	550,878
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 1,630,878	\$ 4,170,878	\$ 4,010,878	\$ 2,250,878	\$ 2,250,878	\$ 2,250,878
<b>TOTAL AVAILABLE FUNDS</b>	\$ 16,347,495	\$ 16,232,880	\$ 16,442,301	\$ 16,553,799	\$ 16,794,937	\$ 17,001,174
<b>EXPENDITURES:</b>						
Golf	\$ 7,592,607	\$ 7,592,607	\$ 7,592,607	\$ 7,592,607	\$ 7,592,607	\$ 7,592,607
Recreation	7,913,019	7,913,019	7,913,019	7,913,019	7,913,019	7,913,019
Field Maintenance Expenditures	558,356	558,356	558,356	558,356	558,356	558,356
<b>PARK PERFORMANCE FUND EXPENDITURES</b>	\$ 16,063,982	\$ 16,063,982	\$ 16,063,982	\$ 16,063,982	\$ 16,063,982	\$ 16,063,982
<b>ENDING BALANCE</b>	\$ 283,513	\$ 168,898	\$ 378,319	\$ 489,817	\$ 730,955	\$ 937,192
Health Insurance Increases (5.1-5.5% annually)		\$ 39,797	\$ 84,903	\$ 131,626	\$ 180,871	\$ 232,775
Compensation Increases		\$ 98,620	\$ 98,620	\$ 199,212	\$ 301,816	\$ 406,472
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 30,482	\$ 194,796	\$ 158,979	\$ 248,268	\$ 297,944
<b>Current Services</b>						
FY22-GLF-CS01 Tierra Verde Golf Club Improvements		755,000	-	-	-	-
FY23-GLF-CS02 Lake Arlington Golf Course Improvements		-	800,000	-	-	-
FY22-REC-CS01 EAST Indoor Pool Staffing		42,210	42,210	42,210	42,210	42,210
FY23-REC-CS01 ATC Improvements		-	295,000	-	-	-
<b>TOTAL - CURRENT SERVICES</b>		\$ 797,210	\$ 1,137,210	\$ 42,210	\$ 42,210	\$ 42,210
<b>ENDING BALANCE with Current Services</b>		\$ (766,728)	\$ (942,414)	\$ 116,769	\$ 206,058	\$ 255,734
<b>New Programs</b>						
FY23-REC-NP01 Active Adult Staffing and Budget Funding		-	398,194	1,497,143	1,895,337	1,895,337
FY23-REC-NP02 ATC Restrooms and Concession Area		-	1,200,000	-	-	-
<b>TOTAL - NEW PROGRAMS</b>		\$ -	\$ 1,598,194	\$ 1,497,143	\$ 1,895,337	\$ 1,895,337
<b>ENDING BALANCE with Current Services &amp; New Programs</b>		\$ (766,728)	\$ (2,540,608)	\$ (1,380,374)	\$ (1,689,279)	\$ (1,639,603)

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### Comprehensive Financial Forecast Street Maintenance Fund, FY 2022 - FY 2026



	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>BEGINNING BALANCE</b>	\$ 6,066,443	\$ 799,633	\$ 799,633	\$ 799,633	\$ 799,633	\$ 799,633
<b>REVENUES - Most Likely</b>	\$ 15,529,369	\$ 16,218,013	\$ 16,599,136	\$ 17,035,069	\$ 17,482,771	\$ 17,942,593
INTERFUND TRANSFERS:						
To Debt Service Fund - TMRS Reimbursement	\$ (182,473)	\$ (182,473)	\$ (182,473)	\$ (182,473)	\$ (182,473)	\$ (182,473)
From General Fund	1,416,527	1,416,527	1,416,527	1,416,527	1,416,527	1,416,527
From General Fund for Traffic	4,519,717	4,519,717	4,519,717	4,519,717	4,519,717	4,519,717
<b>TOTAL INTERFUND TRANSFERS</b>	\$ 5,753,771	\$ 5,753,771	\$ 5,753,771	\$ 5,753,771	\$ 5,753,771	\$ 5,753,771
<b>TOTAL AVAILABLE FUNDS</b>	\$ 27,349,582	\$ 22,771,417	\$ 23,152,540	\$ 23,588,473	\$ 24,036,176	\$ 24,495,998
<b>STREET MAINT. FUND EXPENDITURES</b>	\$ 26,549,949	\$ 19,933,949	\$ 19,933,949	\$ 19,933,949	\$ 19,933,949	\$ 19,933,949
<b>ENDING BALANCE</b>	\$ 799,633	\$ 2,837,468	\$ 3,218,591	\$ 3,654,524	\$ 4,102,227	\$ 4,562,049
Health Insurance Increases (5.1-5.5% annually)		\$ 40,234	\$ 85,836	\$ 133,072	\$ 182,859	\$ 235,333
Compensation Increases		\$ 89,585	\$ 89,585	\$ 180,962	\$ 274,167	\$ 369,235
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 2,707,649	\$ 3,043,169	\$ 3,340,490	\$ 3,645,201	\$ 3,957,480
<b>Current Services</b>						
FY22-SMF-CS01 LED Streetlight Conversion		200,000	200,000	-	-	-
FY22-SMF-CS02 Street Maintenance		2,000,000	2,200,000	2,700,000	3,000,000	3,100,000
<b>TOTAL - CURRENT SERVICES</b>		\$ 2,200,000	\$ 2,400,000	\$ 2,700,000	\$ 3,000,000	\$ 3,100,000
<b>ENDING BALANCE with Current Services</b>		\$ 507,649	\$ 643,169	\$ 640,490	\$ 645,201	\$ 857,480

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### Comprehensive Financial Forecast Storm Water Utility Fund, FY 2022 - FY 2026



	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>BEGINNING BALANCE</b>	\$ 432,569	\$ 472,163	\$ 472,163	\$ 472,163	\$ 472,163	\$ 472,163
<b>REVENUES - Most Likely</b>	\$ 20,081,453	\$ 20,467,827	\$ 20,563,201	\$ 20,671,688	\$ 20,781,285	\$ 20,892,053
<b>INTERFUND TRANSFERS:</b>						
To General Fund - Indirect Costs	\$ (578,959)	\$ (578,959)	\$ (578,959)	\$ (578,959)	\$ (578,959)	\$ (578,959)
To General Fund for 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	(8,800,000)	(8,800,000)	(8,800,000)	(8,800,000)	(8,800,000)	(8,800,000)
To Water and Sewer Fund	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)	(170,122)
<b>TOTAL INTERFUND TRANSFERS</b>	\$ (9,778,463)	\$ (9,778,463)	\$ (9,778,463)	\$ (9,778,463)	\$ (9,778,463)	\$ (9,778,463)
<b>TOTAL AVAILABLE FUNDS</b>	\$ 10,735,559	\$ 11,161,527	\$ 11,256,901	\$ 11,365,388	\$ 11,474,985	\$ 11,585,753
<b>STORM WATER FUND EXPENDITURES</b>	\$ 10,263,396	\$ 10,263,396	\$ 10,263,396	\$ 10,263,396	\$ 10,263,396	\$ 10,263,396
<b>ENDING BALANCE</b>	\$ 472,163	\$ 898,131	\$ 993,505	\$ 1,101,992	\$ 1,211,589	\$ 1,322,357
Health Insurance Increases (5.1-5.5% annually)		\$ 16,181	\$ 34,521	\$ 53,518	\$ 73,541	\$ 94,645
Compensation Increases		\$ 49,988	\$ 49,988	\$ 100,976	\$ 152,983	\$ 206,031
<b>ENDING BALANCE with Health Insurance and Comp.</b>		\$ 831,962	\$ 908,996	\$ 947,499	\$ 985,065	\$ 1,021,681
<b>New Programs</b>						
FY22-SW-NP01 Stormwater Quality Manager Reclassification		14,249	14,249	14,249	14,249	14,249
<b>TOTAL - NEW PROGRAMS</b>		\$ 14,249	\$ 14,249	\$ 14,249	\$ 14,249	\$ 14,249
<b>ENDING BALANCE with New Programs</b>		\$ 817,713	\$ 894,747	\$ 933,250	\$ 970,816	\$ 1,007,432

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

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 2022 through FY 2026.

### Comprehensive Financial Forecast Debt Service Fund, FY 2022 - FY 2026



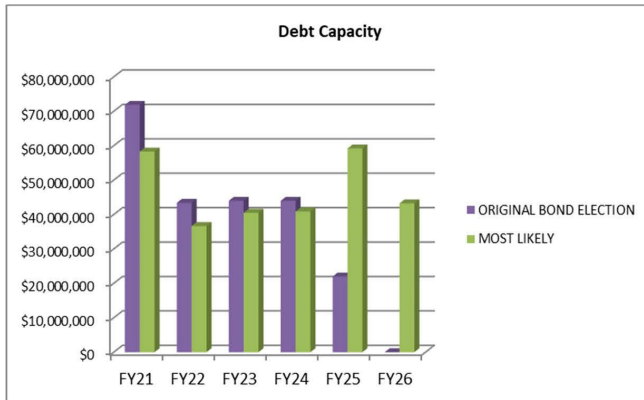
	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>BEGINNING BALANCE</b>	\$ 3,113,354	\$ 3,414,836	\$ 3,438,330	\$ 3,516,692	\$ 3,627,844	\$ 3,622,677
<b>DEBT SERVICE FUND REVENUES - Most Likely:</b>						
Ad Valorem Taxes	\$ 60,977,493	\$ 64,116,233	\$ 65,451,516	\$ 67,659,135	\$ 69,822,247	\$ 70,768,139
Premium	350,000	350,000	350,000	350,000	350,000	350,000
Interest	253,337	126,669	114,002	125,402	137,942	151,736
<b>TOTAL REVENUES</b>	\$ 61,580,830	\$ 64,592,901	\$ 65,915,517	\$ 68,134,537	\$ 70,310,189	\$ 71,269,875
<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>	\$ 1,536,324	\$ 1,536,324	\$ 1,536,324	\$ 1,536,324	\$ 1,536,324	\$ 1,536,324
<b>TOTAL AVAILABLE FUNDS</b>	\$ 66,230,508	\$ 69,544,061	\$ 70,890,172	\$ 73,187,553	\$ 75,474,358	\$ 76,428,876
<b>DEBT SERVICE EXPENDITURES:</b>						
Principal / Interest	\$ 62,154,672	\$ 65,653,300	\$ 66,817,127	\$ 68,820,633	\$ 71,516,058	\$ 72,443,746
Issuance Fees	613,000	399,431	501,853	683,076	278,122	278,122
Agent Fees	48,000	53,000	54,500	56,000	57,500	59,000
<b>TOTAL EXPENDITURES</b>	\$ 62,815,672	\$ 66,105,731	\$ 67,373,480	\$ 69,559,709	\$ 71,851,681	\$ 72,780,868
<b>ENDING BALANCE</b>	\$ 3,414,836	\$ 3,438,330	\$ 3,516,692	\$ 3,627,844	\$ 3,622,677	\$ 3,648,008
<b>DEBT ISSUED</b>	\$ 36,670,000	\$ 40,500,000	\$ 50,885,000	\$ 69,260,000	\$ 28,200,000	\$ 28,200,000

# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### 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.



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 will support the activities of the Arlington Economic Development Corporation and is expected to generate approximately \$16 million in annual revenues.

### Assets

As published in the most recently completed CAFR for the year ending September 30, 2020, the City has capital assets currently valued at \$3.8B and some of these components will be addressed outside of the capital bond program. The City-wide fleet inventory is currently operated with 20% of the vehicles beyond their standard life cycle. The current fleet maintenance contract 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.

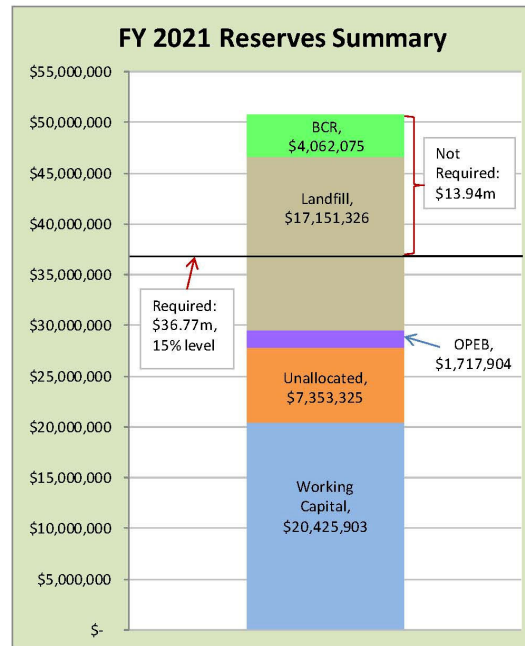
# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

### Reserves and Available Funding

In accordance with the City's Financial Principles, 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:** \$7,353,325 in FY 2021. This reserve is maintained at 3.0 percent of recurring General Fund expenditures (net of one-time costs).
- **Working Capital Reserve:** \$20,425,903 in FY 2021. 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 2021. This reserve was established during the financial challenges experienced by the City during the economic downturn of 2008-2010, and was initially created to support the Challenge Grant Program. It does not have a specified minimum funding level. Use of the reserve is restricted to one-time expenditures or to cover costs necessitated by unforeseen circumstances.
- **Landfill Lease Reserve:** \$17,151,326 in FY 2021. 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 2021. 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 \$50,710,533 at the beginning of FY 2021. This amount is 20.7 percent of recurring General Fund expenditures budgeted for the year. Our Financial Principles stipulate that the City maintain reserves equal to 15 percent of General Fund expenditures. The amount necessary for this reserve level would be \$36,766,626. Therefore, the reserves outlined above currently have a total of \$13,943,907 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

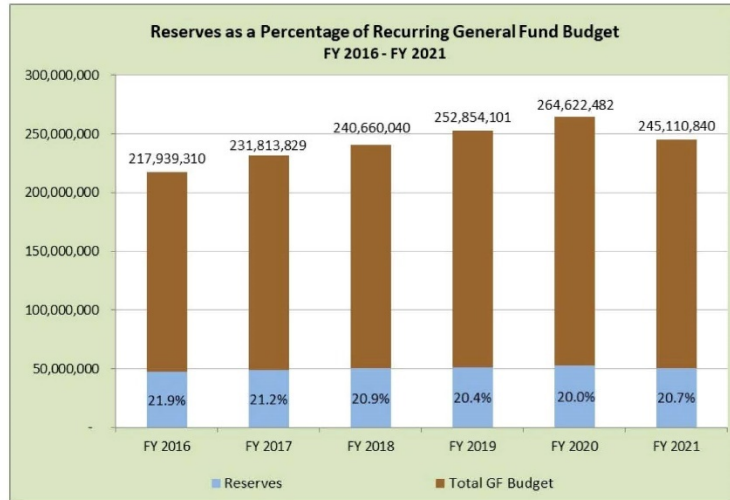
# Appendices

## Comprehensive Financial Forecast FY 2022 – FY 2026

annual budget development process, which requires setting aside an additional amount equal to 11.33 percent of all new, recurring spending included in the budget to fund the reserves. In the past, funding for these reserves has been available from year-end balances from the prior fiscal year. However, as we continue to tighten our expenditure budgets, this process gradually reduces the likelihood that sufficient year-end balances will be available to fully fund our reserve requirements at the level specified in the City's Financial Principles. The effects of this approach are illustrated in the accompanying chart.

In addition to the reserves outlined above, the City also has funding available in the natural gas funds.

In mid-March 2021, there is \$2.94 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 \$3.0 million in available fund balance, which may be spent only on improvements at the City's airport. The Parks Gas Fund shows no available balance; all resources above the amounts reserved for other purposes are set aside for reimbursement of the 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: FY20 Annual Financial Report issued March 3, 2021 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: FY20 Annual Financial Report presented to Finance and Audit Committee March 30, 2021 with report out to City Council the same day.
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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 included in FY 2020 Annual 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 FY21 Proposed Budget was presented to Council on Aug. 4 <sup>th</sup> and adopted by two readings of the ordinance on Sept. 8 <sup>th</sup> and 15 <sup>th</sup> .
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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 FY21 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 FY20, except the Communication Services fund, which is an internal service fund and thus exempt as described above.
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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 1st Quarter BAR was presented to Council at the Spring Planning Session in April. The 2nd Quarter BAR is available on the City's website.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

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 FY21, funding is available in the City's Non-departmental account.
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6. Operating expenditures resulting from the Capital Improvement Program will be prioritized each year.

In Compliance: Yes	Comments: In FY21, 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.
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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 30, 2021.
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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 Department is currently conducting a formal rate study with a consulting firm.
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## 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.
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2. All procurement activity shall be governed by the Purchasing Manual, in accordance with applicable state and local government codes.

In Compliance: Yes	Comments: Manual will be updated to reflect changes made to Policy.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

- 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: Staff is working to amend the Purchasing Policy to include Professional Services with the anticipated goal to begin in FY22.
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- 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: Staff is working to amend the Purchasing Policy to include this provision with the anticipated start date of FY22.
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## Investments

- 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.
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- 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 losses while meeting all City cashflow needs.
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- The Investment Policy shall be approved by City Council each fiscal year.

In Compliance: Yes	Comments: Policy was approved Sept. 15, 2020 for FY21
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## Grants

- 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: New criteria
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- 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: FY20 Single Audit complete 3/3/2021.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

### 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.
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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 attends monthly meetings with TAD.
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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
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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 and reports to Council. This is a new criterion.
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### 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 report(s), internal management reports, and budget reporting.
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2. The funding status of all self-insurance funds will be reported annually.

In Compliance: Yes	Comments: Included in most recent Annual Financial Report footnotes.
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3. 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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# Appendices

## FINANCIAL POLICIES (CONTINUED)

### Fund Balance and Reserves

1. 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 FY21, the City's reserves total 20.7% of recurring General Fund expenditures, which is \$13.94 million in excess of the 15% requirement.
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2. 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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3. 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 FY21, the Water Utilities Fund's reserves total 61.5 days of operating and maintenance expenses (excluding debt), which is \$0.48 million in excess of the minimum of 60 days. This is a new criterion for Storm Water and Street Maintenance funds, but currently 15.7% and 9.9% of expenditures are set aside, respectively. Working capital reserves will be adjusted at year-end to the equivalent of 60 days of expenses excluding debt.
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4. 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 FY21, Rate Stabilization Fund balance is currently 5% of the total Water Utilities expenditure budget.
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5. 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 \$4.48M was used in the FY21 budget for one-time purchases.
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6. All governmental and proprietary funds will have positive cash balances.

In Compliance: Yes	Comments: All funds reported positive cash balances as of 9/30/20.
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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 7.2% of expenditures in FY20
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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 FY21 debt service. Water has 3.99x coverage in revenues / debt service and 1.48x in funds / debt service. Stormwater has 3.98x coverage in revenues / debt service.
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# Appendices

## FINANCIAL POLICIES (CONTINUED)

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 3.99x revenues / annual debt service. Storm Water had a coverage of 3.97x revenues vs maximum debt service expenditures greater than the required 1.25x by the bond covenants that require a DS Reserve.

## 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.

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.

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 March 30, 2021.

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 May 2021.

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.

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 be distributed evenly over the life of the refunded bonds.

In Compliance: Yes

Comments: The City has a current refunding that produced greater than a 15% savings.

# Appendices

## FINANCIAL POLICIES (CONTINUED)

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.
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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: FY20 ratio was 1.52%
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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: FY20 ratio was 16.95%
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3. The ratio of outstanding tax-supported debt to population shall not exceed \$1,265 (as of Feb 2021). 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.

In Compliance: Yes	Comments: FY20 ratio was \$1,139
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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 FY21 CIP on March 31, 2021.
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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. FY20 Disclosure was posted on EMMA on March 30, 2021.
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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. FY20 Disclosure was posted on EMMA on March 30, 2021 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: Refunding 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: FY19 data complete; FY20 data to be updated by 9/1/2021.
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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 FY19. Applications for FY20 submitted 3/2021.
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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: Received for FY19.
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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 President of GTOT, as well as the official reviewer of Investment Policies for GTOT. Thus, a conflict of interest. The Investment Policy will be submitted to GTOT once the Treasury is no longer President in March 2022.
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Adopted by City Council on September 14, 2021.



# Appendices

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## FUND ACCOUNTING INFORMATION

### Governmental Funds

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

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

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

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

### Proprietary Funds

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

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

### Basis of Accounting

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

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

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

# Appendices

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## FUND ACCOUNTING INFORMATION (CONTINUED)

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

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

### Basis of Budgeting

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

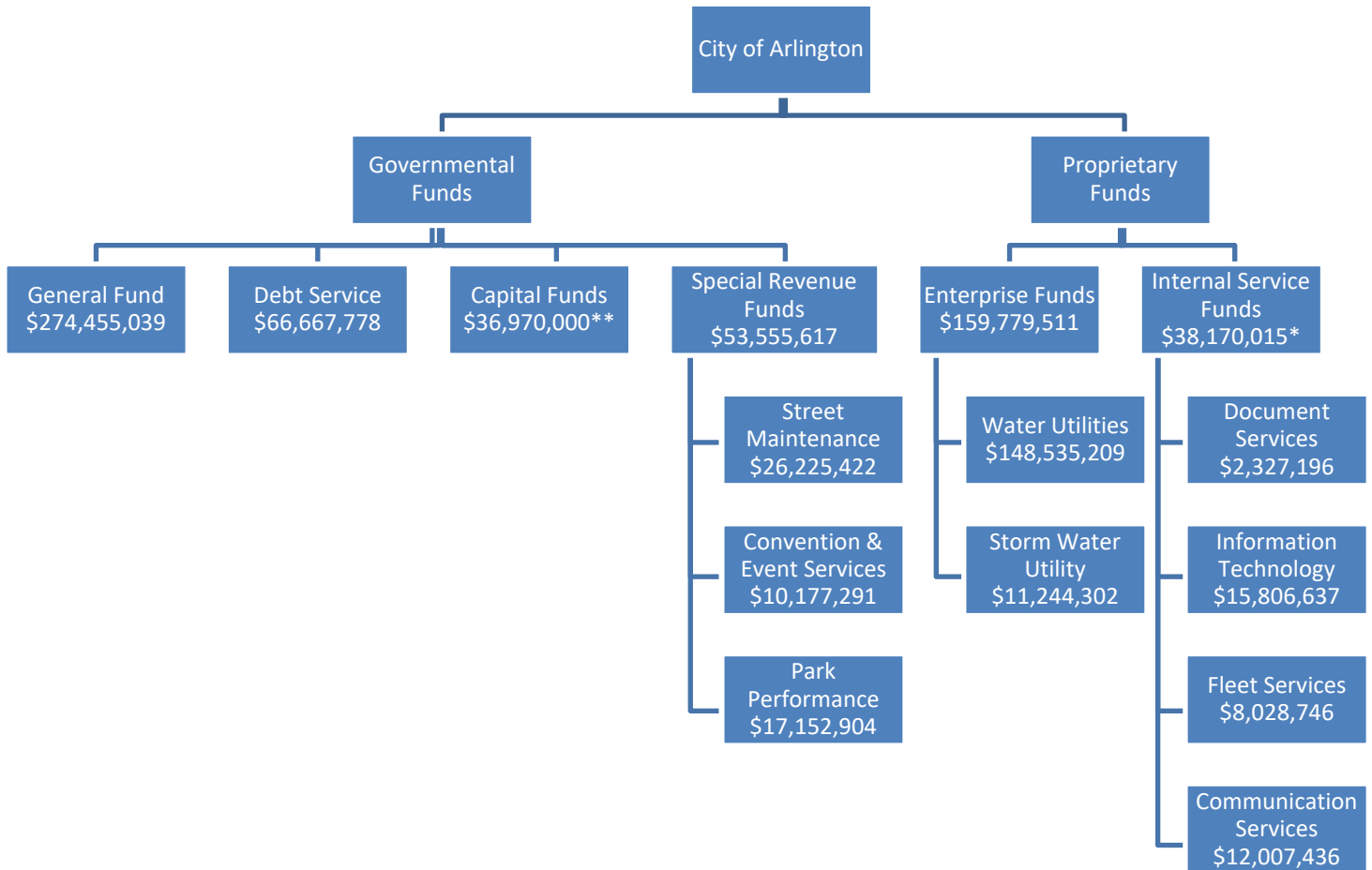
# Appendices

## FUND STRUCTURE

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

*\*Internal Service Departments are funded via chargebacks from other Operating Departments*

*\*\*Does not include the capital budget for Enterprise Funds*



# 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. Assessed value in Arlington for FY 2022 is \$32.19 billion. This is an increase of 7.9% percent from the assessed value of \$29.83 billion for FY 2021.

**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 2022 tax rate is 61.98¢ 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 40.98¢ and 21.00¢ 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.

# Appendices

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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 2022, 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 2022 tax rate for the City of Arlington is 61.98¢.

# 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>
2013	\$ 17,624,036,440	\$0.6480	\$ 114,203,756
2014	\$ 18,035,447,569	\$0.6480	\$ 116,869,700
2015	\$ 18,855,059,512	\$0.6480	\$ 122,180,786
2016	\$ 19,548,821,241	\$0.6480	\$ 126,676,362
2017	\$ 21,319,438,732	\$0.6448	\$ 137,467,741
2018	\$ 23,446,157,391	\$0.6398	\$ 150,008,515
2019	\$ 25,753,273,388	\$0.6348	\$ 160,700,426
2020	\$ 29,073,063,356	\$0.6240	\$ 181,415,915
2021	\$ 29,826,068,820	\$0.6225	\$ 186,412,930
2022	\$ 32,188,933,681	\$0.6198	\$ 199,507,011

# Appendices

## TAX INFORMATION (CONTINUED)

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

Fiscal Year	General Fund		Debt Service Fund		Total Rate	Percent Variance
	Rate	Percent	Rate	Percent		
2003	\$0.3620	57.1%	\$0.2720	42.9%	\$0.6340	0.0%
2004	\$0.3879	59.9%	\$0.2601	40.1%	\$0.6480	2.2%
2005	\$0.4023	62.1%	\$0.2457	37.9%	\$0.6480	0.0%
2006	\$0.4244	65.5%	\$0.2236	34.5%	\$0.6480	0.0%
2007	\$0.4468	69.0%	\$0.2012	31.0%	\$0.6480	0.0%
2008	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2009	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2010	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%
2011	\$0.4330	66.8%	\$0.2150	33.2%	\$0.6480	0.0%
2012	\$0.4393	67.8%	\$0.2087	32.2%	\$0.6480	0.0%
2013	\$0.4423	68.3%	\$0.2057	31.7%	\$0.6480	0.0%
2014	\$0.4423	68.3%	\$0.2057	31.7%	\$0.6480	0.0%
2015	\$0.4353	67.2%	\$0.2127	32.8%	\$0.6480	0.0%
2016	\$0.4460	68.8%	\$0.2020	31.2%	\$0.6480	0.0%
2017	\$0.4538	70.4%	\$0.1910	29.6%	\$0.6448	(0.5%)
2018	\$0.4409	68.9%	\$0.1989	31.1%	\$0.6398	(0.8%)
2019	\$0.4428	69.8%	\$0.1920	30.2%	\$0.6348	(0.8%)
2020	\$0.4467	71.6%	\$0.1773	28.4%	\$0.6240	(1.7%)
2021	\$0.4085	65.6%	\$0.2140	34.4%	\$0.6225	(0.2%)
2022	\$0.4098	66.1%	\$0.2100	33.9%	\$0.6198	(0.4%)

# Appendices

## TAX RATE CALCULATION WORKSHEET

### 2021 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>2020 total taxable value.</b> Enter the amount of 2020 taxable value on the 2020 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>	\$ 28,212,267,587
2.	<b>2020 tax ceilings.</b> Counties, cities and junior college districts. Enter 2020 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 2020 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>2</sup>	\$ 2,663,273,378
3.	<b>Preliminary 2020 adjusted taxable value.</b> Subtract Line 2 from Line 1.	\$ 25,548,994,209
4.	<b>2020 total adopted tax rate.</b>	\$ 0.62250 /\$100
5.	<b>2020 taxable value lost because court appeals of ARB decisions reduced 2020 appraised value.</b>	
	A. Original 2020 ARB values:.....	\$ 2,820,059,782
	B. 2020 values resulting from final court decisions:.....	-\$ 2,480,396,259
	C. 2020 value loss. Subtract B from A. <sup>3</sup>	\$ 339,663,523
6.	<b>2020 taxable value subject to an appeal under Chapter 42, as of July 25.</b>	
	A. 2020 ARB certified value:.....	\$ 1,569,900,044
	B. 2020 disputed value:.....	-\$ 342,124,768
	C. 2020 undisputed value. Subtract B from A. <sup>4</sup>	\$ 1,227,775,276
7.	<b>2020 Chapter 42 related adjusted values.</b> Add Line 5C and Line 6C.	\$ 1,567,438,799

<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)

# Appendices

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	<b>2020 taxable value, adjusted for actual and potential court-ordered adjustments.</b> Add Line 3 and Line 7.	\$ 27,116,433,008
9.	<b>2020 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2020.</b> Enter the 2020 value of property in deannexed territory. <sup>5</sup>	\$ _____ 0
10.	<b>2020 taxable value lost because property first qualified for an exemption in 2021.</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 2021 does not create a new exemption or reduce taxable value. <b>A. Absolute exemptions.</b> Use 2020 market value: ..... \$ 1,889,632 <b>B. Partial exemptions.</b> 2021 exemption amount or 2021 percentage exemption times 2020 value: ..... + \$ 132,400,021 <b>C. Value loss.</b> Add A and B. <sup>6</sup>	\$ 134,289,653
11.	<b>2020 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 2021.</b> Use only properties that qualified in 2021 for the first time; do not use properties that qualified in 2020. <b>A. 2020 market value:</b> ..... \$ 246,300 <b>B. 2021 productivity or special appraised value:</b> ..... - \$ 306 <b>C. Value loss.</b> Subtract B from A. <sup>7</sup>	\$ 245,994
12.	<b>Total adjustments for lost value.</b> Add Lines 9, 10C and 11C.	\$ 134,535,647
13.	<b>2020 captured value of property in a TIF.</b> Enter the total value of 2020 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which 2020 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.	\$ 8,072,497
14.	<b>2020 total value.</b> Subtract Line 12 and Line 13 from Line 8.	\$ 26,981,897,361.00
15.	<b>Adjusted 2020 total levy.</b> Multiply Line 4 by Line 14 and divide by \$100.	\$ 167,962,311.00
16.	<b>Taxes refunded for years preceding tax year 2020.</b> Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2020. 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 2020. This line applies only to tax years preceding tax year 2020. <sup>9</sup>	\$ 314,024.00
17.	<b>Adjusted 2020 levy with refunds and TIF adjustment.</b> Add Lines 15 and 16. <sup>10</sup>	\$ 160,203,838.00
18.	<b>Total 2021 taxable value on the 2021 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> ..... \$ 30,440,136,463 <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: ..... - \$ _____ 0 <b>D. Tax increment financing:</b> Deduct the 2021 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2021 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> ..... - \$ 1,409,396,047 <b>E. Total 2021 value.</b> Add A and B, then subtract C and D.	\$ 29,030,740,416

<sup>5</sup> Tex. Tax Code § 26.012(15)  
<sup>6</sup> Tex. Tax Code § 26.012(15)  
<sup>7</sup> Tex. Tax Code § 26.012(15)  
<sup>8</sup> Tex. Tax Code § 26.03(d)  
<sup>9</sup> Tex. Tax Code § 26.012(13)  
<sup>10</sup> Tex. Tax Code § 26.012(13)  
<sup>11</sup> Tex. Tax Code § 26.012, 26.04(c-2)  
<sup>12</sup> Tex. Tax Code § 26.03(c)

# Appendices

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>2021 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> .....	\$ 888,937,608
B.	<b>2021 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> .....	+ \$ 256,202,720
C.	<b>Total value under protest or not certified.</b> Add A and B.	\$ 1,145,140,328
20.	<b>2021 tax ceilings.</b> Counties, cities and junior colleges enter 2021 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 2020 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>16</sup>	\$ 2,791,519,588
21.	<b>2021 total taxable value.</b> Add Lines 18E and 19C. Subtract Line 20. <sup>17</sup>	\$ 27,384,361,156
22.	<b>Total 2021 taxable value of properties in territory annexed after Jan. 1, 2020.</b> Include both real and personal property. Enter the 2021 value of property in territory annexed. <sup>18</sup>	\$ 0
23.	<b>Total 2021 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 2020. 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, 2020 and be located in a new improvement. New improvements <b>do</b> include property on which a tax abatement agreement has expired for 2021. <sup>19</sup>	\$ 349,830,230
24.	<b>Total adjustments to the 2021 taxable value.</b> Add Lines 22 and 23.	\$ 349,830,230
25.	<b>Adjusted 2021 taxable value.</b> Subtract Line 24 from Line 21.	\$ 27,034,530,926
26.	<b>2021 NNR tax rate.</b> Divide Line 17 by Line 25 and multiply by \$100. <sup>20</sup>	\$ 0.59259 /\$100
27.	<b>COUNTIES ONLY.</b> Add together the NNR tax rates for each type of tax the county levies. The total is the 2021 county NNR tax rate. <sup>21</sup>	\$ 0.00000 /\$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>2020 M&amp;O tax rate.</b> Enter the 2020 M&O tax rate.	\$ 0.40850 /\$100
29.	<b>2020 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> .	\$ 27,116,433,008

<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(6)(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)

# Appendices

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	<b>Total 2020 M&amp;O levy.</b> Multiply Line 28 by Line 29 and divide by \$100	\$ 110,770,629.00
31.	<b>Adjusted 2020 levy for calculating NNR M&amp;O rate.</b>	
	<b>A. M&amp;O taxes refunded for years preceding tax year 2020.</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 2020. This line applies only to tax years preceding tax year 2020. .... + \$ 0.00	
	<b>B. 2020 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 2021 captured appraised value in Line 18D, enter 0. .... - \$ 803,952.00	
	<b>C. 2020 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. .... +/- \$ 8,072,497.00	
	<b>D. 2020 M&amp;O levy adjustments.</b> Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function. .... \$ -7,268,545.00	
	<b>E. Add Line 30 to 31D.</b>	\$ 103,502,084.00
32.	<b>Adjusted 2021 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 27,034,530,926.00
33.	<b>2021 NNR M&amp;O rate (unadjusted).</b> Divide Line 31E by Line 32 and multiply by \$100.	\$ 0.38285 /\$100
34.	<b>Rate adjustment for state criminal justice mandate.</b> <sup>23</sup>	
	<b>A. 2021 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. \$ 0.00	
	<b>B. 2020 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. .... - \$ 0.00	
	<b>C. Subtract B from A and divide by Line 32 and multiply by \$100. ....</b>	\$ 0.00000 /\$100
	<b>D. Enter the rate calculated in C. If not applicable, enter 0.</b>	\$ 0.00000 /\$100
35.	<b>Rate adjustment for indigent health care expenditures.</b> <sup>24</sup>	
	<b>A. 2021 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, 2020 and ending on June 30, 2021, less any state assistance received for the same purpose. .... \$ 0.00	
	<b>B. 2020 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, 2019 and ending on June 30, 2020, less any state assistance received for the same purpose. .... - \$ 0.00	
	<b>C. Subtract B from A and divide by Line 32 and multiply by \$100. ....</b>	\$ 0.00000 /\$100
	<b>D. Enter the rate calculated in C. If not applicable, enter 0.</b>	\$ 0.00000 /\$100

<sup>22</sup> [Reserved for expansion]  
<sup>23</sup> Tex. Tax Code § 26.044  
<sup>24</sup> Tex. Tax Code § 26.0441

# Appendices

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	<p><b>Rate adjustment for county indigent defense compensation.</b> <sup>25</sup></p> <p><b>A. 2021 indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state grants received by the county for the same purpose..... \$ <u>0.00</u></p> <p><b>B. 2020 indigent defense compensation expenditures.</b> Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state grants received by the county for the same purpose. .... \$ <u>0.00</u></p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0.00000</u>/100</p> <p><b>D.</b> Multiply B by 0.05 and divide by Line 32 and multiply by \$100..... \$ <u>0.00000</u>/100</p> <p><b>E.</b> Enter the lesser of C and D. If not applicable, enter 0.</p>	\$ <u>0.00000</u> /100
37.	<p><b>Rate adjustment for county hospital expenditures.</b> <sup>26</sup></p> <p><b>A. 2021 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, 2020 and ending on June 30, 2021. .... \$ <u>0.00</u></p> <p><b>B. 2020 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, 2019 and ending on June 30, 2020. .... \$ <u>0.00</u></p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0.00000</u>/100</p> <p><b>D.</b> Multiply B by 0.08 and divide by Line 32 and multiply by \$100..... \$ <u>0.00000</u>/100</p> <p><b>E.</b> Enter the lesser of C and D, if applicable. If not applicable, enter 0.</p>	\$ <u>0.00000</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 26.0444 for more information.</p> <p><b>A. Amount appropriated for public safety in 2020.</b> Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year..... \$ <u>0.00</u></p> <p><b>B. Expenditures for public safety in 2020.</b> Enter the amount of money spent by the municipality for public safety during the preceding fiscal year..... \$ <u>0.00</u></p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0.00000</u>/100</p> <p><b>D.</b> Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ <u>0.00000</u> /100
39.	<b>Adjusted 2021 NNR M&amp;O rate.</b> Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.	\$ <u>0.38285</u> /100
40.	<p><b>Adjustment for 2020 sales tax specifically to reduce property values.</b> Cities, counties and hospital districts that collected and spent additional sales tax on M&amp;O expenses in 2020 should complete this line. These entities will deduct the sales tax gain rate for 2021 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 2020, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent..... \$ <u>0.00</u></p> <p><b>B.</b> Divide Line 40A by Line 32 and multiply by \$100..... \$ <u>0.00000</u>/100</p> <p><b>C.</b> Add Line 40B to Line 39.</p>	\$ _____/100
41.	<p><b>2021 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>0.39625</u> /100

<sup>25</sup> Tex. Tax Code § 26.0442  
<sup>26</sup> Tex. Tax Code § 26.0443

# Appendices

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	<p><b>Disaster Line 41 (D41): 2021 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>	\$ 0.00000 /\$100
42.	<p><b>Total 2021 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,                      (2) are secured by property taxes,                      (3) are scheduled for payment over a period longer than one year, and                      (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 ..... \$ 65,131,528.00</p> <p><b>B. Subtract unencumbered fund amount</b> used to reduce total debt. .... -\$ 750,000.00</p> <p><b>C. Subtract certified amount spent from sales tax to reduce debt</b> (enter zero if none) ..... -\$</p> <p><b>D. Subtract amount paid</b> from other resources ..... -\$ 1,536,324.00</p> <p><b>E. Adjusted debt.</b> Subtract B, C and D from A. .... \$ 62,845,204.00</p>	\$ 62,845,204.00
43.	<b>Certified 2020 excess debt collections.</b> Enter the amount certified by the collector. <sup>29</sup>	\$ 1,010,082.00
44.	<b>Adjusted 2021 debt.</b> Subtract Line 43 from Line 42E.	\$ 61,835,122.00
45.	<p><b>2021 anticipated collection rate.</b></p> <p><b>A.</b> Enter the 2021 anticipated collection rate certified by the collector.<sup>30</sup> ..... 100%</p> <p><b>B.</b> Enter the 2020 actual collection rate. .... 99.60%</p> <p><b>C.</b> Enter the 2019 actual collection rate. .... 98.83%</p> <p><b>D.</b> Enter the 2018 actual collection rate. .... 100.08%</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%
46.	<b>2021 debt adjusted for collections.</b> Divide Line 44 by Line 45E.	\$ 61,835,122.00
47.	<b>2021 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 27,384,361,156
48.	<b>2021 debt rate.</b> Divide Line 46 by Line 47 and multiply by \$100.	\$ 0.22580
49.	<b>2021 voter-approval tax rate.</b> Add Lines 41 and 48.	\$ 0.62205 /\$100
D49.	<p><b>Disaster Line 49 (D49): 2021 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>	\$ 0.00000 /\$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 §§ 26.04(h), (h-1) and (h-2)



# Appendices

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 2021 county voter-approval tax rate.	\$ <u>0.00000</u> /\$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 2020 or May 2021, 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 2020, enter 0.	\$ <u>0.00</u>
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 2020 or in May 2021.</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 2020.</b> Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ <u>0.00</u>
53.	<b>2021 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0.00</u>
54.	<b>Sales tax adjustment rate.</b> Divide Line 52 by Line 53 and multiply by \$100.	\$ <u>0.00000</u> /\$100
55.	<b>2021 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> .	\$ <u>0.00000</u> /\$100
56.	<b>2021 NNR tax rate, adjusted for sales tax.</b> <b>Taxing units that adopted the sales tax in November 2020 or in May 2021.</b> Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November 2020.	\$ <u>0.00000</u> /\$100
57.	<b>2021 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> .	\$ <u>0.00000</u> /\$100
58.	<b>2021 voter-approval tax rate, adjusted for sales tax.</b> Subtract Line 54 from Line 57.	\$ <u>0.00000</u> /\$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>	\$ <u>0.00</u>
60.	<b>2021 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0.00</u>
61.	<b>Additional rate for pollution control.</b> Divide Line 59 by Line 60 and multiply by \$100.	\$ <u>0.00000</u> /\$100
62.	<b>2021 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).	\$ <u>0.00000</u> /\$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(g)

<sup>36</sup> Tex. Tax Code § 26.04(g)

<sup>37</sup> Tex. Tax Code § 26.045(d)

<sup>38</sup> Tex. Tax Code § 26.045(f)

# Appendices

## 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 before 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 unused increment rate for that year would be zero.

The difference between the adopted tax rate and 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>

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
63.	<b>2020 unused increment rate.</b> Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate. If the number is less than zero, enter zero.	\$ <u>0.00000</u> /\$100
64.	<b>2019 unused increment rate.</b> Subtract the 2019 actual tax rate and the 2019 unused increment rate from the 2019 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$ <u>0.00000</u> /\$100
65.	<b>2018 unused increment rate.</b> Subtract the 2018 actual tax rate and the 2018 unused increment rate from the 2018 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$ <u>0.00000</u> /\$100
66.	<b>2021 unused increment rate.</b> Add Lines 63, 64 and 65.	\$ <u>0.00000</u> /\$100
67.	<b>2021 voter-approval tax rate, adjusted for 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>0.00000</u> /\$100

## 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 2021 NNR M&amp;O tax rate.</b> Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i>	\$ <u>0.00000</u> /\$100
69.	<b>2021 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0.00</u>
70.	<b>Rate necessary to impose \$500,000 in taxes.</b> Divide \$500,000 by Line 69 and multiply by \$100.	\$ <u>00</u> /\$100
71.	<b>2021 debt rate.</b> Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ <u>0.00000</u> /\$100
72.	<b>De minimis rate.</b> Add Lines 68, 70 and 71.	\$ <u>0.00000</u> /\$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>

**NOTE: This section will not apply to any taxing units in 2021.** It is added to implement Senate Bill 1438 (87th Regular Session) and does not apply to a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a declared disaster in 2020, as provided for in the recently repealed Tax Code Sections 26.04(c-1) and 26.041(c-1).

In future tax years, 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.

<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(8-a)

<sup>45</sup> Tex. Tax Code § 26.063(a)(1)

<sup>46</sup> Tex. Tax Code § 26.042(b)

<sup>47</sup> Tex. Tax Code § 26.042(f)

# Appendices

In future tax years, this section will also 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>2020 adopted tax rate.</b> Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0.</u> /\$100
74.	<b>Adjusted 2020 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 2020 and the taxing unit calculated its 2020 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2020 worksheet due to a disaster, enter the 2020 voter-approval tax rate as calculated using a multiplier of 1.035 from Line 49. - or - If a disaster occurred prior to 2020 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 2020, 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 2020 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 2020 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2020 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.	\$ <u>0.</u> /\$100
75.	<b>Increase in 2020 tax rate due to disaster.</b> Subtract Line 74 from Line 73.	\$ <u>0.</u> /\$100
76.	<b>Adjusted 2020 taxable value.</b> Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0.00</u>
77.	<b>Emergency revenue.</b> Multiply Line 75 by Line 76 and divide by \$100.	\$ <u>0.00</u>
78.	<b>Adjusted 2021 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>0.00</u>
79.	<b>Emergency revenue rate.</b> Divide Line 77 by Line 78 and multiply by \$100. <sup>49</sup>	\$ <u>0.</u> /\$100
80.	<b>2021 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.

<b>No-new-revenue tax rate.</b> .....	\$ <u>0.59259</u> /\$100
As applicable, enter the 2021 NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax). Indicate the line number used: _____	
<b>Voter-approval tax rate.</b> .....	\$ <u>0.62205</u> /\$100
As applicable, enter the 2021 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: _____	
<b>De minimis rate.</b> .....	\$ <u>0.00000</u> /\$100
If applicable, enter the 2021 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 Tax Code.<sup>50</sup>

**print here** ▶ Trina Freeman, Sr. Budget Analyst  
Printed Name of Taxing Unit Representative

**sign here** ▶ Trina Freeman Digitally signed by Trina Freeman  
Taxing Unit Representative Date: 2021.07.30 16:42:23 -05'00'

7/30/21  
Date

<sup>48</sup> Tex. Tax Code §26.042(c)  
<sup>49</sup> Tex. Tax Code §26.042(b)  
<sup>50</sup> Tex. Tax Code §§ 26.04(c-2) and (d-2)



# FY 2021 Business Plan

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4th Quarter Update

# 4<sup>th</sup> Quarter Business Plan Update

## Table of Contents

### Champion Great Neighborhoods

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Hotel Inspections	1	Planning
1.1.2	Neighborhood Enhancements Team & Tool Sharing Program	2	Code Compliance
1.1.3	Foster Program Improvements	3	Code Compliance
1.1.4	Unified Development Code (UDC) Annual Update	4	Planning
1.1.5	UDC Amendment – Infill and Redevelopment Standards	5	Planning
1.1.6	UDC Amendment – Ballfield Lighting	6	Planning
1.2.1	Eviction Protection	7	Housing
2.1.1	Annual Homeownership Fair	8	Strategic Initiatives
2.1.2	Neighborhood Engagement Program	9	Strategic Initiatives
2.1.3	Community Engagement	10	Police
2.2.1	Neighborhood Matching Grant Program	11	Strategic Initiatives
2.2.2	Park Improvement Projects	12	Parks

### Enhance Regional Mobility

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Via On-Demand Rideshare	15	Strategic Initiatives
1.1.2	RAPID On-Demand Autonomous Vehicle Pilot	16	Strategic Initiatives
2.1.1	Update Street Condition	17	PWT
2.1.2	IH-30 and SH-360 Interchange	20	PWT
2.1.3	TxDOT Southeast Connector Project (I-20 / I-820 / US287) Interchange	21	PWT
2.2.1	Street Rebuild Projects	20	PWT

### Invest in Our Economy

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Redevelopment of Texas Ranger Golf Course	23	AM, Parks
1.1.2	East Library and Recreation Center	24	AM, Library, Parks
1.1.3	TIRZ Districts	25	Economic Development
1.1.4	South Cooper Street Master Plan	27	Strategic Initiatives
1.1.5	South SH-360 Corridor Development Strategy	28	Strategic Initiatives
1.2.1	Business Recruitment and Retention	29	Economic Development
1.2.2	Small Business Initiative	31	Economic Development
1.2.3	Expansion of Foreign Direct Investment Promotion	33	Economic Development

# 4<sup>th</sup> Quarter Business Plan Update

## Table of Contents

### Invest in Our Economy (cont.)

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.2.4	Targeted Marketing Campaign	34	Economic Development
1.2.5	Land Banking	35	Economic Development
1.2.6	Economic Development Projects	36	Economic Development
1.2.7	Economic Development Corporation	39	Economic Development
1.2.8	State and Federal Legislative Agenda	40	CLA

### Put Technology to Work

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	ERP System Implementation	43	Finance
1.1.2	Enterprise IT Project (FY 2019) – Right-of-Way Process Improvements	44	IT, ED
1.1.3	Enterprise IT Project (FY 2020) – ESRI Modifications	45	IT, OSI
1.1.4	Enterprise IT Project (FY 2019) – Tyler Content Management	46	IT, Court
1.1.5	Open Arlington	47	Strategic Initiatives
1.1.6	CARES Act Funding – Firewalls	48	IT
1.1.7	CARES Act Funding – Support Telework Capabilities	49	IT
1.2.1	Enterprise IT Project (FY 2019) – Police Staffing Software Solution	51	IT, Police
1.2.2	Enterprise IT Project (FY 2020) – Fire Staffing Solution	52	IT, Fire
1.2.3	Body Worn Camera Program Impact	53	Police
1.2.4	SCADA Integrator	54	Water
1.2.5	Phase I – Integrated Library System Research Project	55	Library
1.2.6	Traffic Management Technology Improvements	56	PWT
1.2.7	CARES Act Funding – Action Center Telework Improvements	57	IT
1.2.8	CARES Act Funding – Arlington Smart Lighting & Municipal WiFi	58	IT, PWT
1.2.9	Legislative Session Online Bill Tracker	59	CLA
1.2.10	Cable Channel Improvements	60	CLA
1.2.11	CodeRED Citizen Notification Tool	61	CLA, IT
1.3.1	Enterprise IT Project (FY 2019) – Inspection Scheduling	62	IT, Planning
1.3.2	Enterprise IT Project (FY 2019) – Permits Website Enhancements	63	IT, Planning
1.3.3	Electronic Plan Review Implementation	64	Planning
1.3.4	Enhanced Interactive Development Process Guide	65	Planning
1.3.5	Implement Enhanced Email Procedures	66	Municipal Court

# 4<sup>th</sup> Quarter Business Plan Update

## Table of Contents

### Put Technology to Work (cont.)

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.3.6	Implement Virtual Court Pilot Program	67	Municipal Court
1.3.7	East Innovation Zone	68	CLA, Library, Parks
1.3.8	Update the PDS Customer Service Tool	69	Planning

### Support Youth and Families

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Youth Investment Programs	73	Police
1.1.2	Adult Literacy Enhanced Service Delivery	75	Library
1.1.3	CARES Act Funding – Support Distance Learning	77	IT, Parks
1.2.1	Arlington Urban Design Center	77	Strategic Initiatives
1.2.2	Hometown Recruiting Program	78	Police

### Culture/Recreation/Education

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Camp DREAM	81	Parks
1.1.2	Active Adult Center	82	AM, Parks
1.1.3	AISD Natatorium Partnership	83	Parks
1.1.4	The Beacon	84	Parks
1.1.5	The EAST Library and Rec Center	85	Parks
1.1.6	East Library and Recreation Center	86	Library
1.1.7	Strategic Plan Development	88	Library
1.1.8	Expanded Service Delivery Options	89	Library

### Financial/Economic Development

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Plan/Implement Upcoming GASB Statements	93	Finance
1.1.2	Unity Council Recommendation – Implement Formal MWBE Program	94	Finance
1.1.3	Liability and Subrogation Claims Audit	95	Human Resources
1.2.1	Internal Engineering Services for Water Utilities	96	Water
1.2.2	Open Records Requests/Intergovernmental Agency Requests	97	Police
1.2.3	Implement Third-Party FMLA Administrator	98	Human Resources
1.2.4	Department Communication Campaign	99	CLA

# 4<sup>th</sup> Quarter Business Plan Update

## Table of Contents

### Financial/Economic Development (cont.)

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.3.1	Homeplate Restaurant and Banquet Facility	100	Parks
1.3.2	Workers' Compensation Network Analysis	101	Human Resources
2.1.1	Organizational Succession Planning	102	Human Resources
2.1.2	Comprehensive Learning and Development Program	103	Human Resources
2.1.3	Communications and Workforce Engagement	104	Human Resources
2.1.4	Human Rights Campaign Municipal Equality Index	105	CLA
2.1.5	Planning Commission Training	106	Planning
2.2.1	Employee Benefits RFP	107	Human Resources

### Infrastructure

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Reduce Percentage of Fleet Beyond Service Life	111	Asset Management
1.2.1	Station 1 Rebuild	112	AM, Fire
1.2.2	Fire Training Upgrade	113	AM, Fire
1.2.3	Tierra Verde Golf Course HVAC System	114	AM, Parks
1.2.4	CARES Act Funding – Work-space Improvements	115	Asset Management
1.3.1	Air Traffic Control Tower Liberty Star Voice Recorder Replacement	115	Aviation
2.1.1	Advanced Metering Infrastructure	117	Water
2.1.2	Water Conservation Program	118	Water
2.1.3	Wastewater Collection Initiatives	119	Water
2.1.4	Recycling	120	Asset Management

### Public Safety

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
1.1.1	Crime Reduction	123	Police
1.1.2	Traffic Safety	125	Police
1.1.3	Victim Services Response	127	Police
1.1.4	Project RAISE (Risk, Assessment, Intervention, Safety, and Engagement)	129	Police
1.1.5	Mental Health Calls for Service	130	Police
1.2.1	Vision Zero	132	PWT
1.2.2	Public Outreach for Unmanned Aircraft Policies	133	Aviation
1.2.3	CARES Act Funding – Point of Distribution for Public Health Supplies	134	Fire, AM



# 4<sup>th</sup> Quarter Business Plan Update Table of Contents

## Public Safety (cont.)

<u>Project Number</u>	<u>Project Name</u>	<u>Page</u>	<u>Department(s)</u>
2.1.1	Stormwater Projects	135	PWT
2.2.1	Watershed Studies	136	PWT
2.2.2	Airport Drainage Study	137	Aviation
2.3.1	Stormwater Education Outreach	138	PWT
2.3.2	Program for Public Information	139	PWT
2.3.3	Stream Gauge Infrastructure Upgrade and Communication	140	PWT



# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

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

	Project	Performance Measure(s)	City Service Team (Department)
CGN 1.1.1	Hotel Inspections	Project Completed	Economic Development and Capital Investment (Planning)

Summary:

The Hotel Premise and Sanitation Ordinance was adopted by Council in May 2019. The provision aims to protect public health and promote healthy, successful businesses. Health Services will build partnerships with hotel operators by serving as subject matter experts on health and sanitation topics through inspection, consultation, and in person technical assistance. Staff will perform guest room inspections as an extension of their routine annual inspections that already take place for those establishments that hold a permit for a food or beverage service. Those establishments who do not offer food or beverage service will receive a stand-alone annual health sanitation inspection of the facilities.

Staff will inspect a random selection of 5-10% of the total number of hotel rooms at a minimum of one time per year. Additional inspections may be performed should the inspection official deem necessary to protect public health and safety. Staff will also respond to sanitation complaints. A multi-departmental task force will be set up to address chronic underperforming, hazardous establishments. Inspection results will be made available on Open Arlington in the same manner as all other inspection program's data.

The inspection program launch was delayed due to COVID-19's catastrophic impacts to the hotel industry during FY 2020. The program is being shifted to FY 2021.

Update:

All hotels in the City of Arlington have received at least one routine hotel sanitation as of October 2021. Health completed five hotel-related complaints in the 4<sup>th</sup> quarter.

Project completed.

Milestone	Estimated Completion	Actual Completion
Create SOPs for Hotel Sanitation Inspections	Feb. 2021	Mar. 2021
Complete in-house training for Inspection Staff	Feb. 2021	Mar. 2021
Complete first annual inspection of establishments (with health permit)	Dec. 2021	
Complete first annual inspections of establishments (without existing health permit)	Apr. 2021	Apr. 2021
Provide year-to-date data on sanitation inspection results	Sept. 2021	Mar. 2021

# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

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

	Project	Performance Measure(s)	City Service Team (Department)
CGN 1.1.2	Neighborhood Enhancement Team & Tool Sharing Program	<ul style="list-style-type: none"> <li>Percent of Cases Resolved Through Voluntary Compliance</li> <li>Percent of inspection activities that are proactive</li> </ul>	Neighborhood Services (Code Compliance)

Summary:

Due to COVID-19, all Neighborhood Enhancement Team activities were placed on hold in the Spring of FY 2020. This project is being extended into FY 2021 and expanded to include specific milestones for the Tool Sharing Program.

The Neighborhood Enhancement Team and the Tool Sharing program establish a rapport between residents and the City by facilitating connections with other residents, their neighborhood Code Compliance Officer, other city services and programs, and provides an avenue for voluntary compliance. NET partners with the Office of Strategic Initiatives, neighborhood groups and volunteers to host community clean-up events, where the Block Party and Tool Sharing trailers will be featured. NET uses education and proactive communication with residents in order to enhance public safety and improve beautification efforts.

Update:

During the 4<sup>th</sup> quarter of FY 2021, the Tool Sharing Program completed 158 tool checkouts, bringing the total number of tools checked out to 326 since the program was launched on February 1, 2021.

The Neighborhood Enhancement Team partnered with two communities during the 4<sup>th</sup> quarter. NET conducted a virtual community meeting on July 29, 2021 and hosted a community event on August 26, 2021 with the Western Trails neighborhood. During the event, 19 residents attended the block party. Additionally, NET conducted a virtual community meeting on September 16, 2021 and scheduled a community cleanup event for October 16, 2021 with the NY Meadows/Brandyridge/Brittania Gardens neighborhood.

Milestone	Estimated Completion	Percent Complete
Outfit and stock tool trailer	10/31/2020	100%
Implement tool-sharing program	10/31/2020	100%
Establish volunteer database	12/31/2020	100%
Complete 100 tool checkouts	09/30/2021	100%
Complete 4 neighborhood clean-up events	09/30/2021	100%
Complete 8 neighborhood visits	09/30/2021	100%

# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

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

Project		Performance Measure(s)	City Service Team (Department)
CGN 1.1.3	Foster Program Improvements	Increase volunteer hours	Neighborhood Services (Code Compliance)

Summary:

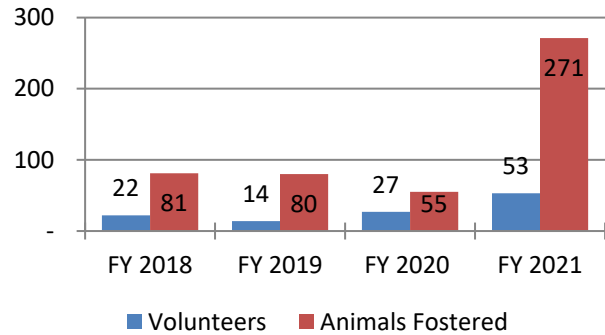
Arlington Animal Services has a foster program in place that has been focused on kittens and puppies in the past. Since the COVID-19 crisis, there has been an increased need for volunteers willing to foster animals of all ages, and with special needs. Management plans to grow the foster program by providing opportunities for more homeless pets including unweaned animals, adult animals and animals in need. Staff will create an online orientation program to broaden the audience of potential volunteers for the foster program and will provide higher quality photos to enhance the marketing of the pets that need to be fostered.

Update:

As of the 4<sup>th</sup> quarter of FY 2021, Arlington Animal Services continues to have an increase in life saving measures through the enhanced foster program. Enhancements include the online orientation for potential foster volunteers and allowing any adoptable pet who has spent more than 14 days in the shelter to be fostered by any approved volunteer, which provides a much-needed break for the pet from the kennel environment. In addition to adoptable dogs, the community now can foster a stray pet they have found versus leaving it at the shelter. The citizen brings the lost pet to the shelter where it is scanned for a microchip, vaccinated, and photographed for the stray pet’s website, allowing for the owner to search for their missing pet. Furthermore, Arlington Animal Services established a private Facebook group for all approved foster volunteers to share pictures and updates. The group also provides a support system for fosters and opens a communication line between AAS staff and members of the foster program.

During FY 2021, a total of 271 animals went into foster care with 101 of these animals being fostered in the 4<sup>th</sup> quarter alone. Unweaned pets continue to be the animals most in need of foster homes and 223 of unweaned animals went into foster care this year.

**Foster Program**



# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

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

	Project	Performance Measure(s)	City Service Team (Department)
CGN 1.1.4	Unified Development Code (UDC) Annual Update	Project Completion	Economic Development and Capital Investment (Planning)

Summary:

The City Council last approved a general update to the Unified Development Code on October 16, 2018. Since then, significant amendments have been made covering the following subjects:

- Short-Term Rentals (April 2019)
- Hotel Design Standards (May 2019)
- Ballfield Lighting (June 2019)
- Plat Shot-Clock and Exterior Materials (October 2019)
- Parking Requirements for Independent Senior Living (June 2020)
- Multi-Family Unit Size (June 2020)
- Tree Preservation & Mitigation (November 2020)

The Annual Update in 2021 will clarify certain requirements, provide minor amendments to certain standards, and correct minor discrepancies in the UDC.

Update:

On April 27, 2021 Council conducted a public hearing and adopted the proposed UDC amendments on first reading. The ordinance was approved on final reading on May 4, 2021.

Project completed.

Milestones	Estimated Completion	Actual Completed
CMO	Jan. 2021	Jan. 2021
Developer’s Roundtable Initial Presentation	Jan. 2021	Jan. 2021
P&Z Work Session	Feb. 2021	Mar. 2021
MPC Committee	Mar. 2021	Mar. 2021
P&Z Action	Apr. 2021	Apr. 2021
CC Work session	Apr. 2021	Apr. 2021
Developer’s Roundtable Presentation	Apr. 2021	Apr. 2021
CC First reading	Apr. 2021	Apr. 2021
CC Final reading	May 2021	May 2021

# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

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

Project		Performance Measure(s)	City Service Team (Department)
CGN 1.1.5	UDC Amendment – Infill and Redevelopment Standards	Project Completion	Economic Development and Capital Investment (Planning)

Summary:

Recent cases coming before City Council have shown that the latest residential subdivision formats and housing product trends are unable to meet the City’s lot dimensional or design standards. Council asked staff to take a surgical approach to the UDC provisions and make amendments such that some flexibility is created for infill developments/redevelopments.

At the Council Retreat held on April 30, Council discussed the project scope in greater depth.

**SCOPE:**

- Residential standards (SF and MF)
- Redevelopment/additions/renovations to homes/developments built earlier than 1984
- Citywide: encouraging teardowns of “under-demolished” properties/ incentives/covenants for long-term maintenance
- Allowing creativity/flexibility
- Encouraging home ownership
- Generational housing within a development
- Allowing different ownership models all on one parcel

Update:

The Focus Group is in the Concept phase of developing recommended changes to the UDC.

Meetings to date:

- July 1, 2021
- July 29, 2021
- August 26, 2021
- September 23, 2021

Milestones	Estimated Completion	Actual Completed
Identify stakeholders and create Focus Group	May 2021	June 2021
Kick-off with Focus Group	June 2021	July 2021
Focus Group meeting*	July 2021	July 2021
MPC briefing 1	Oct. 2021	
Developers Round Table	Oct. 2021	
P&Z work session	Nov. 2021	
MPC briefing 2	Dec. 2021	
Draft standards to P&Z	Feb. 2022	
Developers Round Table	Feb. 2022	
Council work session	Mar. 2022	
P&Z public hearing	Mar. 2022	
Council public hearing (first reading)	Apr. 2022	
Council final reading	Apr. 2022	

\* Focus Group meetings or briefings will take place monthly as needed

# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

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

Project		Performance Measure(s)	City Service Team (Department)
CGN 1.1.6	UDC Amendment – Ballfield Lighting	Project Completion	Economic Development and Capital Investment (Planning)

**Summary:**

At the City Council Work Session related to the Annual UDC Update on April 13, the City Manager mentioned two outstanding items that may require UDC amendments. Council directed staff to look at those two items separately from the annual UDC update project and to go back through the Municipal Policy Committee for a recommendation. One of those items was the height of proposed light poles in AISD’s ballfields.

After meeting with AISD on June 8, staff found concerning items related to the proposed improvements in their ballfields, per the approved Bond Package. Staff will start working on the draft ordinance in July & August.

**Update:**

The MPC has recommended a change to allow light poles exceeding the maximum with residential adjacency to be approved with a 3:1 setback from the residential property.

Milestones	Estimated Completion	Actual Completed
Municipal Policy Committee Session 1	May 2021	May 2021
Municipal Policy Committee Session 2	June 2021	June 2021
Municipal Policy Committee Session 3	June 2021	June 2021
P&Z Work Session	Sept. 2021	Sept. 2021
P&Z Public Hearing	Oct. 2021	
City Council Work Session	Oct. 2021	
City Council First and Final Readings	Nov. 2021	



# Champion Great Neighborhoods

## Goal 1: Foster Healthy and Attractive Neighborhoods

### Objective 2: Provide for a Variety of Housing Options

Project		Performance Measure(s)	City Service Team (Department)
CGN 1.2.1	Eviction Prevention	Fully utilize available resources to assist families avoiding eviction	Shared Services (Housing)

Summary:

During the COVID-19 pandemic, additional federal and state funding was received to assist families from being evicted. Funds are used to pay past due and future rent and utility bills.

- Community Development Block Grant (CDBG) and CDBG-CV funds from COA allocation: \$260,000 and \$735,000; Received in FY 2020
- Texas Eviction Rental Assistance Program (TERAP): \$753,017; Received 01/2021
- Eviction Rental Assistance Program (ERAP): \$21,587,852
- **Total Funds = \$23,335,869**

Funds can be used to assist persons impacted by COVID-19 and who are unable to pay their rent. Assistance can be provided for up to 18 months depending upon the programs used. Both tenants and landlords can apply at [www.arlingtonhousing.us](http://www.arlingtonhousing.us)

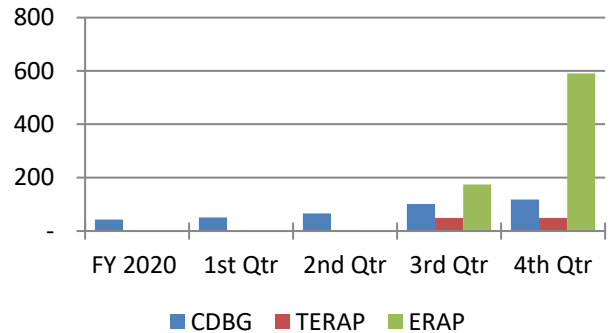
Update:

During the 4<sup>th</sup> quarter, completed the following efforts for eviction prevention:

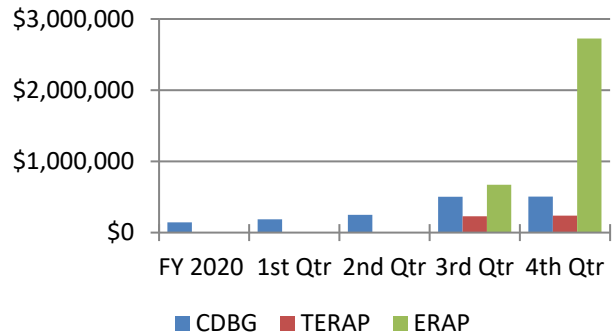
- Hire additional staff; increased to 24, with 9 additional starting in October 2021.
- Completed advertising campaign to include: email blast to 440 landlords, advertising on Facebook & Instagram to estimated audience of 330,000; convenience store gas toppers reaching estimated 450,000; direct mail postcards to 500+ landlord/churches/non-profits; coverage on 3 radio stations with reach to over 500,000; and billboard presence with over 600,000 possible impressions weekly through Dec 2021.
- To provide more room for ERAP staff, obtained additional office space in the Arlington Human Services Building and remodeling Housing office space. Looking for more space.

Next steps: Discussions with nonprofit agencies to expand access points and provide CND committee and City Council with amended policies for their consideration.

**Cumulative Number Served**



**Cumulative Dollars Spent**



# Champion Great Neighborhoods

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

### Objective 1: Promote Community Engagement

	Project	Performance Measure(s)	City Service Team (Department)
CGN 2.1.1	Annual Homeownership Fair	Connect Arlington households to homeownership resources and opportunities	Shared Services (Office of Strategic Initiatives)

Summary:

The goal of the 5<sup>th</sup> 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.

Update:

This project was completed during the previous quarter. Plans for 2022 are underway and will be forthcoming in the future quarterly updates.

Milestone	Estimated Completion	Status
Convene Planning Committee	July/Aug. 2020	Complete
Secure Sponsorships	Feb. – May 2021	Complete
Market Virtual Events	Mar. – June 2021	Complete
Virtual Event Preparation	Jan. – June 2021	Complete
Host Virtual Events	Apr. & June 2021	Complete

# Champion Great Neighborhoods

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

### Objective 1: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)
CGN 2.1.2	Neighborhood Engagement Program	<ul style="list-style-type: none"> <li>Communication with neighborhoods</li> <li>Impressions via social media</li> </ul>	Shared Services (Office of Strategic Initiatives)

Summary:

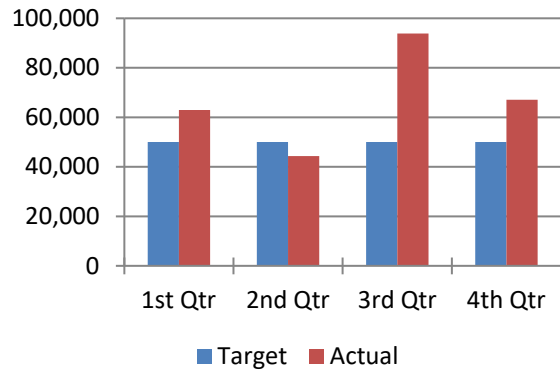
The Neighborhood Engagement Program seeks to engage Arlington citizens with their neighborhoods and with the City. The goals of the program are to help residents Know Your City through communication and education initiatives; Know Your Neighbors through growing social capital; and Build-Up Neighborhoods Together through investing in neighborhood infrastructure.

Initiatives include the Champion Great Neighborhoods newsletter, expanding the use of NextDoor and other social media to reach residents, creating a Neighborhood Leadership Network, hosting semi-annual Neighborhood Leadership summits, the Block Party Trailer program, the Arlington Home Improvement Incentive program, the Neighborhood Matching Grant program, among other efforts. OSI anticipates at least 50,000 impressions on Nextdoor each quarter.

Update:

In the 4<sup>th</sup> quarter, there were 67,097 impressions on 13 neighborhood engagement Nextdoor posts. Nextdoor membership continues to climb, with over 104,811 registered users (up from 101,600 last quarter) and is an effective means of communication for neighborhood-related dialogue with residents. The average number of impressions per post increased from 4,693 last quarter to 5,161 impressions per post this quarter. Staff has learned that posts that engage in comments from residents receive more impressions, so staff will continue to develop content that is interesting and relevant to neighborhoods. However, Nextdoor has changed the algorithm so that residents see fewer posts from public agencies.

**Neighborhood Nextdoor Impressions**



# Champion Great Neighborhoods

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

### Objective 1: Promote Community Engagement

Project		Performance Measure(s)	City Service Team (Department)
CGN 2.1.3	Community Engagement	<ul style="list-style-type: none"> <li>APD Volunteer Hours</li> <li>Virtual Neighborhood Participation</li> <li>ACAPP/Citizen Police Academy Graduates</li> </ul>	Neighborhood Services (Police)

Summary:

The Police Department's main goal is to provide public safety service to the Arlington community. This goal can only be achieved through key collaboration with residents and business partnerships. Local volunteer groups work closely with the department to achieve this goal. These groups include Community Watch Groups, Citizen Patrol groups, Citizen Police Academy graduates, COPS mobile members, and Arlington Clergy and Police Partnership graduates. The department also relies on local business alliances, apartment managers, and youth mentoring programs to serve as crime deterrents and offers opportunities for community involvement. These partnerships provide positive interactions and enhance trust between the public and the department. Continued communication and interaction with the community are crucial to establish genuine relationships to resolve issues within our community.

Update:

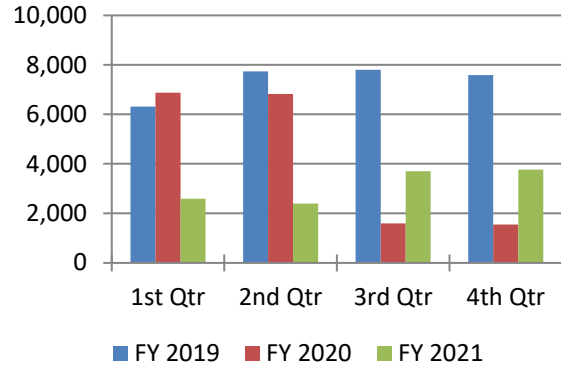
In the 4<sup>th</sup> quarter of the fiscal year, we continued to be active in staying connected with the community and addressing any concerns they may have. Our engagement was mostly done through email, phone calls and video conferencing.

The Crime Prevention Unit is working on coordinating new community events within the next few months. This has been challenging times for everyone, but the community is very supportive of our efforts. Virtual communication has been our focus moving forward. Our directive from the Chief is community engagement and working with our youth.

The unit is focused on National Night Out and Faith and Blue in October, among other programs that we're coordinating for the year to increase our interaction in the community.

APD has partnered with One Community USA to bring Shop Talk to Arlington. We held our first Shop Talk Community Meeting in September at Legacy Barber Shop and have additional meetings planned for this Fall.

**Volunteer Hours**



# Champion Great Neighborhoods

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

### Objective 2: Develop a Sense of Place

	Project	Performance Measure(s)	City Service Team (Department)
CGN 2.2.1	Neighborhood Matching Grant Program	Grants awarded (number and funding amount)	Shared Services (Office of Strategic Initiatives)

Summary:

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

Update:

During this cycle, nine applications were reviewed by the Community and Neighborhood Development Committee. On February 9, 2021, City Council approved seven grant awards in the amount of \$105,910. All grantees attended a training session in February and all contracts were executed by the end of the quarter. All checks were issued to the neighborhoods to begin their projects by April 2021. All projects are currently underway and expected to be completed by the end of the calendar year.

Milestone	Estimated Completion	Actual Completion
Issue Call for Projects	Sept. 2020	Aug. 2020
Council Approval of Grants	Jan. 2021	Feb. 2021
Execution of Contract	Mar. 2021	Mar. 2021
All Funds Granted	May 2021	Apr. 2021

# Champion Great Neighborhoods

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

### Objective 2: Develop a Sense of Place

	Project	Performance Measure(s)	City Service Team (Department)
CGN 2.2.2	Park Improvement Projects	Overall satisfaction with programs and facilities	Neighborhood Services (Parks)

Summary:

**Julia Burgen Park /TxDOT Grant (New Development):**

There is an existing 1.06 miles of trail currently in Julia Burgen Park. This project involves adding approximately .3 miles of concrete trail that will provide a connection from the existing trail to the on-street bike path along Pecan Street, ultimately linking to the UTA campus. Project includes the preparation of bid documents and construction of new trail.

Update:

Plans are nearing 90%, final environmental comments have been addressed, and easement execution is underway.

**River Legacy Park (Re-development):**

Realignment of approximately 1.3 miles of 12' wide concrete trail. Project includes the preparation of bid documents and construction of new trail.

Update:

The archeological survey and permit for the new bridge location have been submitted to the Texas Historic Commission, and the new hydraulic model related to the new bridge is pending COA Stormwater Division review. Design work continues on the new bridge.

**Bowman Branch Linear Park (New Development):**

Construction of approximately 1.4 miles of 12' wide trail from Webb Community Park to New York Avenue.

Update:

The project is complete.

**Harold Patterson Sports Center**

Renovations of multipurpose fields including Concession/restroom building, sports lighting, parking/traffic and beautification.

Update:

Project is substantially complete. Punch-list items are being addressed. Site furnishings are on backorder and expected in November.

Description	Estimated Completion	Actual Completion
Julia Burgen Park TxDOT	Aug. 2022	
River Legacy Park	Oct. 2021	
Bowman Branch Linear Park	Dec. 2020	Aug. 2021
Harold Patterson Sports Center	May 2021	

# City of Arlington Council Priority: Champion Great Neighborhoods

Dept.	Goal Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 1st Qtr. Actual	FY 2021 2nd Qtr. Actual	FY 2020 3rd Qtr. Actual	FY 2021 4th Qtr. Actual	FY 2021 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
General	Overall citizen satisfaction rating for neighborhood in terms of quality of life (annual survey)	69%	69%	70%	71%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	
General	Would recommend Arlington as a place to live (annual survey)	71%	71%	72%	73%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	
General	Citizen perception that Arlington is a great place to raise children (annual survey)	64%	59%	59%	61%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	62%	
General	Citizen perception that Arlington is a beautiful place to live (annual survey)	59%	55%	51%	57%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%	
General	Citizen perception that Arlington provides an exceptional quality of life (annual survey)	61%	57%	55%	59%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	
Housing	Citizen perception that Arlington has a variety of housing options (annual survey)	79%	78%	75%	78%	76%	76%	76%	76%	76%	76%	76%	76%	76%	76%	76%	76%	76%	76%	76%	76%	
Housing	Citizen perception that Arlington is a great place to live for people to reside in safe, decent housing (reported quarterly)	100%	105%	96%	98%	103%	98%	104%	101%	101%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	
Housing	Customer service - customer satisfaction score of excellent/good	New Measure in FY 2021	90%	90%	90%	93%	92%	94%	93%	93%	92%	99%	89%	99%	89%	93%	87%	95%	91%	91%	96%	
OSI	First time homebuyers assisted with down payment and closing costs (reported annually)	7	6	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	
OSI	Achieve CDBG goals in FY 2020 Action Plan by ensuring that CDBG expenditures are spent in a timely manner according to HUD requirements before May 1, 2021 (reported by program)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
OSI	Reduce HOME goals in FY 2020 Action Plan by completing 100% of HOME funds received through prior program years for approved housing activities by July 31, 2021 (reported by program year)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Code	Number of code inspection activities completed	83,827	87,474	83,309	80,000	20,733	19,919	18,765	25,205	78,637	8,854	6,054	5,825	4,539	5,642	6,396	6,046	6,344	8,708	8,752	7,745	
Code	Number of graffiti complaints abated (city/owner)	144	104	229	175	50	55	55	67	216	17	27	20	23	16	23	22	22	23	23	20	12
Code	Number of animal licenses sold in Arlington	6,020	5,171	4,200	5,311	1,047	911	978	1,101	4,037	390	310	347	289	283	379	325	313	340	354	383	364
Code	Live Release Rate	79%	80%	86%	89%	89%	89%	87%	89%	89%	88%	88%	88%	89%	92%	92%	86%	86%	88%	88%	88%	
Code	Average number of days from initial code complaint to first action	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Code	Percent of cases resolved through voluntary compliance	47%	48%	71%	53%	28%	26%	26%	28%	18%	17%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
Code	Percent of inspection activities that are proactive	25%	36%	27%	32%	21%	23%	30%	10%	16%	18%	22%	23%	23%	26%	28%	28%	28%	28%	28%	28%	
Code	New Measure in FY 2020	15,376	14,723	7,331	10,000	1,261	1,190	1,540	91%	87%	87%	83%	83%	83%	85%	89%	88%	88%	93%	93%	88%	
Code	Compliance rate of short-term rentals	139,935	136,034	6,710	10,000	12,430	11,810	16,020	16,137	56,985	6,566	3,466	2,894	3,517	3,399	4,899	5,414	5,327	6,100	4,368	5,649	
HR	Citywide Volunteer Recruitment Expansion	19,654	18,390	7,284	9,250	1,106	915	971	1,511	5,000	467	308	300	300	315	300	300	643	609	609	334	
Library	Volunteer service hours	New Measure in FY 2019	292,315	338,342	200,000	62,995	44,309	93,863	67,097	288,204	29,343	15,174	18,418	8,592	24,667	11,050	5,709	69,266	18,888	4,256	51,026	
OSI	Number of impressions on Nextdoor by Neighborhood Engagement Program	New Measure in FY 2019	14	7	10	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	
OSI	Amount of neighborhood grants awarded (measured annually)	New Measure in FY 2019	\$150,000	\$100,225	\$100,000	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	\$106,910	
OSI	Amount of neighborhood grants awarded (reported annually)	41,568	43,743	24,254	25,000	6,443	8,559	7,698	6,443	6,443	6,443	6,443	6,443	6,443	6,443	6,443	6,443	6,443	6,443	6,443	6,443	
Parks	Volunteer Hours (measured quarterly)	33,577	28,991	16,545	35,000	2,217	2,392	3,697	3,764	12,070	1,207	620	390	749	704	940	1,330	1,312	849	1,228	1,375	
Police	ADP Volunteer Hours	223	223	252	200	51	289,745	299,006	306,727	1,758,829	51	51	51	51	51	51	51	51	51	51	51	
Police	National Night Out Group Participation (measured in October)	60,096	77,312	91,653	92,000	94,302	99,015	96,727	1,758,829	92,514	93,015	94,802	95,368	96,695	97,682	98,251	100,889	101,166	101,166	101,166		
Police	Nextdoor Participation	New Measure in FY 2021	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
Police	Community Watch Sector Meetings	New Measure in FY 2021	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	
Police	Citizen Gratiations for Community Based Policing Outreach Programs (Bi-Weekly)	New Measure in FY 2021	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520		
Police	Citizen Patrol/CP Mobile Hours	New Measure in FY 2021	288	288	288	288	288	288	288	288	288	288	288	288	288	288	288	288	288	288	288	





# Enhance Regional Mobility

## Goal 1: Explore Creative, Alternative Transportation Opportunities

### Objective 1: Promote Regional Connectivity

	Project	Performance Measure(s)	City Service Team (Department)
ERM 1.1.1	Via On-Demand Rideshare	Ridership	Shared Services (Office of Strategic Initiatives)

Summary:

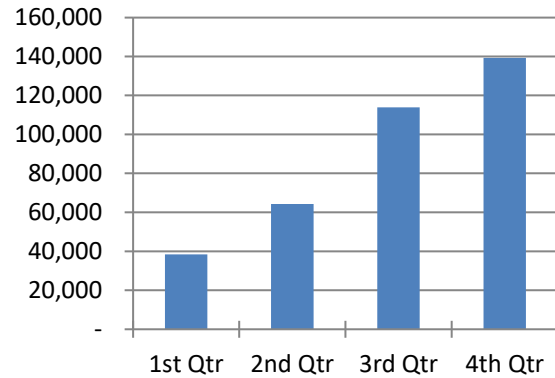
This item supports the Council's "Enhancing Regional Mobility" priority by improving access between Arlington and the rest of the North Texas region. The Via on-demand rideshare service was launched on December 11, 2017 to offer an additional mobility option for residents, employees and visitors.

The app-based rideshare service uses six-passenger vehicles, a smart phone application and dynamic routing to provide efficient on-demand trips and access to a wide range of destinations. As of January 19, 2021, Via will serve the entire City of Arlington and the CentrePort TRE Station. The turn-key operation is operated and maintained by Via, Transportation, Inc. through an annual contract based on City Council approval. Partial funding is provided through the Federal Transit Administration.

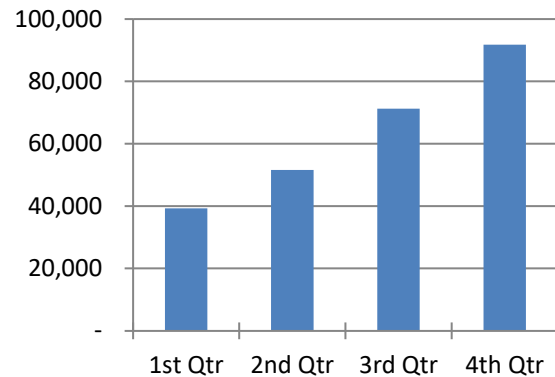
Update:

Via ridership increased during the 4<sup>th</sup> quarter of FY 2021, with a total of 139,264 rides given in this quarter. 784,008 total rides have been taken from program launch through the end of the 4<sup>th</sup> quarter. Account signups have increased as well, with a total of 91,755 accounts through the end of the Fiscal Year. Since expansion to City-wide service in January 2021, there are currently 68 6-passenger vehicles available for the service, and 14 of these vans are wheelchair accessible. A fare adjustment took place on February 15, 2021, shifting fares to a range from \$3 to \$5, depending on trip distance. Trips to and from the CentrePort TRE Station are still \$3. The weekly ViaPass increased from \$15 to \$25 per week.

**Via Ridership**



**Via Active Accounts**



# Enhance Regional Mobility

## Goal 1: Explore Creative, Alternative Transportation Opportunities

### Objective 1: Promote Regional Connectivity

Project		Performance Measure(s)	City Service Team (Department)
ERM 1.1.2	RAPID On-Demand Autonomous Vehicle Pilot	Trips completed	Shared Services (Office of Strategic Initiatives)

Summary:

This item supports the Council's "Enhancing Regional Mobility" priority by improving access within Arlington while complementing the Via On-Demand Rideshare service. The City of Arlington was awarded a \$1.7M grant from the FTA for this project (60% federal, 40% local match including in-kind participation).

The Arlington RAPID project will combine the City's expertise with on-demand rideshare and AV testing to demonstrate the integration of a shared, dynamically routed Level 4 AV fleet into an existing public rideshare transit system. Via will continue to provide the rideshare service and May Mobility will provide the AV technology and fleet. Both the rideshare fleet and the AV fleet will include a wheelchair accessible vehicle, making this service more widely accessible. In partnership with the University of Texas at Arlington, the service will operate in coordination with UTA's fare payment system, allowing students to ride for free. This project will create a one-stop-shop for mobility needs in the service area concentrated around UTA's campus and Downtown, providing a seamless trip planning, booking, and payment experience across modes.

The project will span two and a half years, with the first year dedicated to programming, route mapping, testing, and customer education. The second year will include a 12-month deployment of the integrated services, along with continued customer education, data sharing and analysis, ridership surveys, and service evaluation. The final six months of the project will wrap up evaluation and focus on final reporting and widely sharing lessons learned.

Update:

Since launch on March 23, 2021, the service is in full operation and ridership has increased significantly in the 4<sup>th</sup> quarter. Growing from an average daily ridership of 36 in April, the service averaged over 150 rides per day in September. A total of 10,517 rides were given from launch to the end of the Fiscal Year.

Milestone	Estimated Completion	Actual Completion
Project Kickoff	Mar. 2020	Mar. 2020
AV Route Mapping	Oct. 2020	Oct. 2020
Service Testing	Feb. 2021	Feb. 2021
Begin Rideshare Operations	Mar. 2021	Mar. 2021
Project Completion	Aug. 2022	

Autonomous operations and integration with Via's service are performing smoothly. UTA is conducting ridership surveys and the entire team is monitoring the service and performance data very closely.

# Enhance Regional Mobility

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

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

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

**Summary:**

In February 2013, City Council approved a new “Do Worst First” street condition philosophy through which to prioritize street projects. Fundamental elements of this philosophy are:

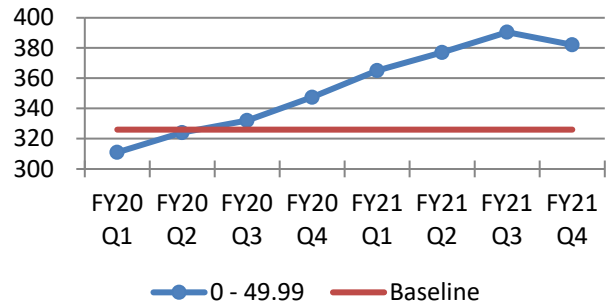
- Streets with an Overall Condition Index (OCI) below 50, called red streets, are in failure, and should be addressed first
- Street maintenance work will be prioritized toward the worst streets first
- Rebuild work will be done on both thoroughfares and residential streets, with thoroughfares given higher priority when choices between the two must be made

With the passage of the 2018 Bond Election and continued focus on maintenance of red streets, the target is to reduce the FY 2015 baseline number of 326 red lane miles to achieve a more balanced network.

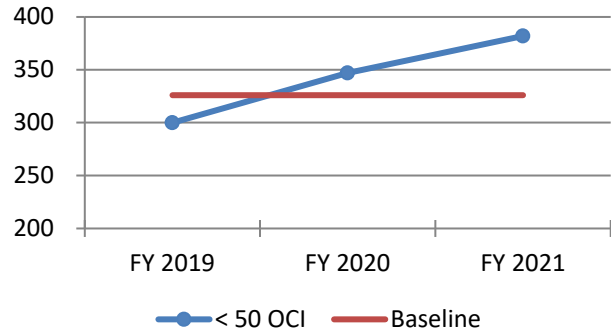
**Update:**

The overall number of lane miles with an OCI <50 decreased from 390 to 382. This decrease is due to revised road width values provided by pavement survey vendor.

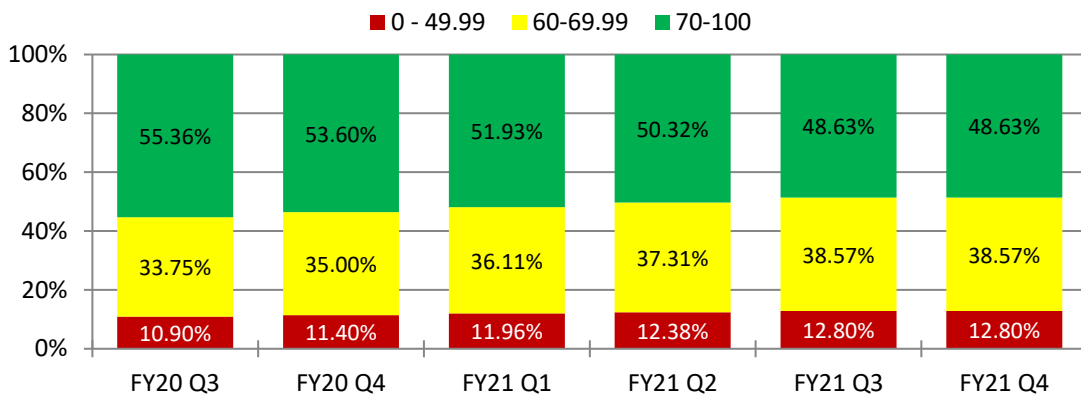
**OCI Progress – Current and Previous Fiscal Years**



**OCI Progress – Three Year History**



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



# Enhance Regional Mobility

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

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

Project		Performance Measure(s)	City Service Team (Department)
ERM 2.1.2	IH-30 and SH-360 Interchange	Overall satisfaction with the management of traffic flow during peak hours	Economic Development and Capital Investment (PWT)

Summary:

The purpose of this project is to improve traffic safety and reduce traffic congestion at the interchange of Interstate 30 and State Highway 360. Formerly a toll road loop interchange, the new infrastructure will include main lane improvements and direct connection ramps to each facility.

This project is split into the following five construction phases:

- Package A: Reconstruction of the Six Flags Drive Bridge over IH-30
- Package B: IH-30/SH-360 interchange improvements
- Package C: Great Southwest Industrial District railroad bridge crossing just south of Randol Mill Road
- Package D: Randol Mill Road interchange improvements
- Package E: Improvements from Abram Street to IH-20

Update:

Construction of Packages A and B continues with additional steps implemented to accelerate the work. The final complete closure of IH-30 occurred during the 4<sup>th</sup> quarter. This closure was necessary for the demolition of the last two bridges.

As of July 2021, TxDOT estimates the project will be completed within the next 24-36 months.

Milestone	Estimated Completion	Actual Completion
Package A Construction	Spring 2022	
Package B Construction	Spring 2022	
Package C Construction	Pending	
Package D Construction	Pending	
Package E Construction	Summer 2020	Apr. 2021

# Enhance Regional Mobility

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

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

Project		Performance Measure(s)	City Service Team (Department)
ERM 2.1.3	TxDOT Southeast Connector Project (I-20 / I-820 / US-287) Interchange	Overall satisfaction with the management of traffic flow during peak hours	Economic Development and Capital Investment (PWT)

Summary:

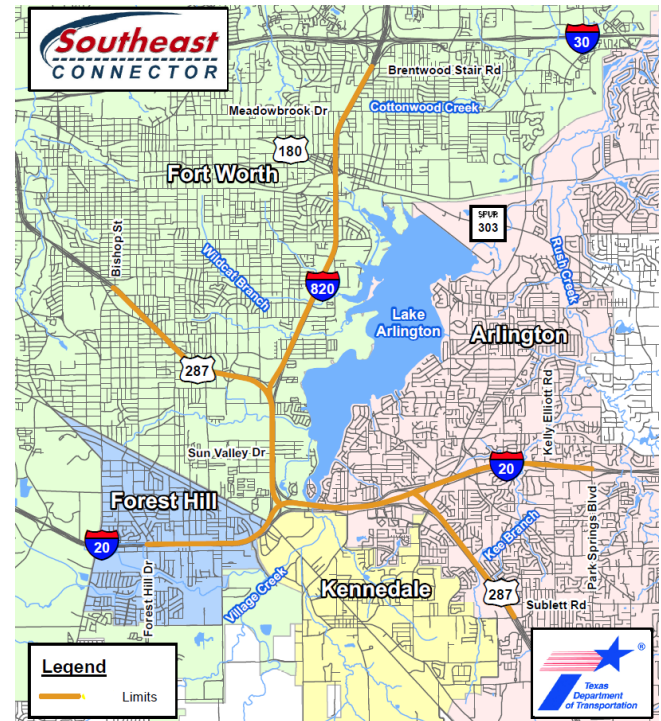
The purpose of this TxDOT project is to improve mobility and safety and provide transportation options for travelers through the area. The project will reconstruct the interchange of Interstates I-20, I-820, and Highway US-287. The new infrastructure will include additional main lanes, bi-directional or reversible barrier separated express or managed 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.

Update:

TxDOT anticipates the conditional award of the construction contract to occur in November 2021 and executed in February 2022.

Construction is estimated to begin in May 2022.



# Enhance Regional Mobility

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

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

	Project	Performance Measure(s)	City Service Team (Department)
ERM 2.2.1	Street Rebuild Projects	Overall satisfaction with the management of traffic flow during peak hours	Economic Development and Capital Investment (PWT)

Summary:

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

The projects listed to the right are expected to receive construction funds in March 2021. The projects listed below include carry-over projects funded in prior years that have not completed construction, as well as the planned FY 2021 projects. Project milestones listed in the table will be updated as they occur during the year.

Update:

City Council approved the awarding of design contracts for the following projects:

- Pleasant Ridge Road (Plumwood Dr. to Enchanted Bay Blvd.)
- Mitchell Street (Collins St. to Sunnyvale Dr.)
- 2021 Residential Rebuilds (Herschel Street)

Roadway Capital Improvements Project	Lane Miles
2018 Residential Rebuild (Daniel Dr.)	1.5
2018 Residential Rebuild (Miriam Ln.)	1.4
2019 Residential Rebuild	0.8
2020 CDBG Vanderbilt Dr. & Hanover Dr.	1.2
Avenue E (SH-360 to Great Southwest Pkwy.)	4.0
Avenue H (SH-360 to Great Southwest Pkwy.)	4.6
Bowman Springs Road (IH-20 to Enchanted Bay Blvd.)	1.1
Calender Road (Harris Rd. to Eden Rd.)	1.4
Eden Road (US-287 to Calender Rd.)	2.0
Harris Road (Calender Rd. to Cooper St.)	2.2
Sublett Road (City Limits to Joplin Rd.)	1.2
Turner Warnell Road (Matlock Rd. to Cooper St.)	6.0

Roadway Capital Improvement Project	Estimated Bid Date	Actual Bid Date	Estimated Completion	Actual Completion
Eden Road (US-287 to Calender Rd.)	June 2018	Aug. 2019	July 2021	Sept. 2021
Calender Road (Harris Rd. to Eden Rd.)	Apr. 2019	May 2020	Nov. 2021	
Avenue H (SH-360 to Great Southwest Pkwy.)	May 2019	Sept. 2019	June 2021	
Harris Road (Calender Rd. to Cooper St.)	May 2019	Nov. 2020	Oct. 2022	
Collins Street (Pioneer Pkwy. to Park Row Dr.)	June 2019	July 2019	May 2021	Mar. 2021
2018 Residential Rebuild (Daniel Dr.)	May 2020	Oct. 2020	Aug. 2021	
2018 Residential Rebuild (Miriam Ln.)	Oct. 2020	Oct. 2020	Nov. 2021	
Bowman Springs Road (IH-20 to Enchanted Bay Blvd.)	June 2020			
2020 CDBG Rebuilds (Vanderbilt Dr. & Hanover Dr.)	July 2020	Sept. 2020	Dec. 2021	
Turner Warnell Road (Matlock Rd. to Cooper St.)	Aug. 2020			
Avenue E (SH-360 to Great Southwest Pkwy.)	Aug. 2020	Nov. 2020	July 2022	
2019 Residential Rebuild	Apr. 2021	Apr. 2021	Mar. 2022	
Sublett Road (City Limits to Joplin Rd.)	Apr. 2021			
Park Row Sidewalks (Johnson Creek to Collins St.)	June 2021	June 2021	Nov. 2021	

# City of Arlington Council Priority: Enhance Regional Mobility

Dept.	Goal Category	Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Annual Target	FY 2021 1st Qtr. Actual	FY 2021 2nd Qtr. Actual	FY 2021 3rd Qtr. Actual	FY 2021 4th Qtr. Actual	FY 2021 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
PWT	Citizen Survey	Citizen perception of overall condition of streets/roads as excellent or good [annual survey]	43%	40%	44%	44%		46%			46%						46%			46%				
PWT		Citizen perception of overall condition of streets/roads as acceptable [annual survey] - levels in Arlington are	43%	39%	39%	39%		48%			48%						48%			48%				
PWT		Citizen perception of excellent or good for traffic flow management in the Entertainment District [annual survey]	41%	37%	41%	41%		47%			47%						47%			47%				
PWT		Citizen perception of overall satisfaction with the management of traffic flow during peak hours as "excellent" or "good" [annual survey]	43%	39%	39%	39%		47%			47%						47%			47%				
OSI	Transportation Services	Via On-Demand Ride-share Ridership																						
		New Measure																						
PWT	Trafic Management	Travel time on northbound Cooper from Turner/Warnell to I-30 [goal: 21 min 9 sec] [measured quarterly]	21.44	21.54	20.54	21.05 (+/- 2 min 7 sec)	18.39	19.20	22.07	20.15	19.17	20.15	13.75	11.20	13.43	16.50	16.60	31.08	37.77	37.35	41.07	47.98	50.20	
PWT		Travel time on southbound Cooper from I-30 to Turner/Warnell [goal: 21 min 5 sec] [measured quarterly]	19.46	21.49	21.50	21.04 (+/- 2 min 8 sec)	19.26	19.23	18.56	18.57	19.26	18.57	19.26	19.26	19.26	19.26	19.23	19.23	19.23	19.23	18.56	18.03	18.03	19.17
PWT		Travel time on eastbound Collins from North Green Oaks to South Green Oaks [goal: 19 min 38 sec] [measured quarterly]	19.23	19.42	20.44	19.00	20.00	20.00	20.00	20.38	20.39	20.05	20.00	20.00	20.00	20.00	19.02	19.02	19.02	20.38	20.38	20.38	20.38	20.39
PWT		Travel time on southbound Collins from North Green Oaks to South Green Oaks [goal: 19 min 34 sec] [measured quarterly]	19.06	18.27	19.45	18.34	19.15	18.34	18.34	21.05	17.46	19.05	19.15	19.15	19.15	19.15	18.14	18.14	18.14	21.05	21.05	21.05	21.05	17.46
PWT		Travel time on eastbound Division from Bowen to SH-360 [goal: 10 min 24 sec] [measured quarterly]	10.47	11.36	11.00	10.30	10.30	10.30	10.30	10.59	10.19	11.08	10.30	10.30	10.30	10.30	10.40	10.59	10.59	10.19	10.19	10.19	10.19	11.08
PWT		Travel time on westbound Division from SH-360 to Bowen [goal: 10 min 52 sec] [measured quarterly]	11.04	11.21	8.17	10.52 (+/- 1 min 5 sec)	8.20	8.20	8.20	10.40	7.09	10.28	8.20	8.20	8.20	8.20	10.40	10.40	10.40	7.09	7.09	7.09	7.09	10.28
PWT		Travel time on eastbound Pioneer Parkway from Green Oaks to SH-360 [goal: 13 min 49 sec] [measured quarterly]	13.26	13.49	13.49	13.49 (+/- 1 min 17 sec)	12.45	12.45	12.38	12.23	12.16	12.30	12.45	12.45	12.45	12.45	12.38	12.38	12.38	12.23	12.23	12.23	12.23	12.16
PWT		Travel time on westbound Pioneer Parkway from Green Oaks to SH-360 [goal: 14 min 12 sec] [measured quarterly]	13.44	13.40	14.04	13.00	13.00	13.00	13.00	13.00	13.00	12.53	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
PWT		Lane Miles with Overall Condition Index (OCI) <50 (FY 2013: approx. 320 lane miles) [measured quarterly]	277	300	347	347	365	365	377	390	382	382	382	382	382	382	382	382	382	382	390	390	390	382
PWT		% of traffic signals receiving annual preventative maintenance compared to goal of 521	110%	100%	99%	100%	100%	26%	23%	20%	31%	100%	7%	12%	7%	8%	6%	9%	7%	6%	7%	7%	10%	14%
PWT		% of signs replaced that do not meet minimum standards compared to annual goal of 3,000	80%	112%	112%	100%	118%	118%	12%	14%	22%	60%	5%	3%	3%	3%	3%	6%	5%	5%	4%	6%	9%	8%





# Invest in Our Economy

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

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

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.1.1	Redevelopment of Texas Rangers Golf Course	<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>	Shared Services (AM) and Neighborhood Services (Parks)

Summary:

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

The project is constructed in the following phases:  
 Phase 1 – Golf Course construction  
 Phase 2 – Maintenance, on-course restrooms; temporary clubhouse and parking lot  
 Phase 3 – Clubhouse

Phase 3, the Clubhouse, is the only phase remaining to complete. The estimated completion timeframe for this phase was revised from July 2019 to December 2019 due to rebidding the construction contract to keep the cost within budget. The completion date was extended until November 2020.

Update:

In the 4<sup>th</sup> quarter of FY 2021, the contractor completed warranty items. Retainage will be released by the end of October 2021.

Milestone	Estimated Completion	Actual Completion
Phase 1 construction drawings complete	June 2016	July 2016
Phase 1 project bid	Aug. 2016	Oct. 2016
Phase 1 construction begins	Nov. 2016	Jan. 2017
Phase 2 construction drawings complete	June 2017	June 2017
Phase 2 project bid	July 2017	Aug. 2017
Phase 2 construction contract award	Sept. 2017	Sept. 2017
Phase 2 construction begins	Sept. 2017	Nov. 2017
Phase 3 construction drawings complete	Oct. 2017	Oct. 2017
Phase 1 construction complete	Nov. 2017	Oct. 2017
Phase 3 project bid	Nov. 2017	Nov. 2017
Phase 3 construction contract award	Dec. 2017	Dec. 2017
Phase 3 construction begins	Mar. 2018	Mar. 2018
Phase 2 construction complete	Aug. 2018	Apr. 2019
Golf course grand opening	Sept. 2018	May 2019
Phase 3 construction complete	Feb. 2021	Feb. 2021
Overall project completion	Feb. 2021	Apr. 2021

# Invest in Our Economy

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

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

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.1.2	East Arlington Recreation Center/Library	<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 Library and Parks Services</li> </ul>	Shared Services (AM) and Neighborhood Services (Library and Parks)

**Summary:**

Working collaboratively with other city departments, as well as with architectural and construction management professionals, to build a new East Arlington Recreation Center and Library Complex.

**Update:**

The grand opening celebration for the 47,249 square-foot joint-use facility was held on November 9, 2020. The celebration was well attended, and the attendees were enthusiastic about the facility and its amenities. An informative video can be found at <https://www.youtube.com/watch?v=nyCyEN8hxfY&feature=youtu.be>

Milestone	Estimated Completion	Actual Completion
Initial Project Schedule/Development Phase	Sept. 2015	Sept. 2015
Architect/Engineer RFQ	Aug. 2015	Aug. 2015
Architect/Engineer Selection Process	Nov. 2015	June 2016
Design Development	Mar. 2018	Mar. 2018
Finalize construction documents	Fall 2018	Dec. 2018
Construction contract award	Fall 2018	Feb. 2019
Permit Process	Fall 2018	Jan. 2019
Construction begins	Fall 2018	Mar. 2019
Finalize selection of furniture and equipment	Fall 2019	Dec. 2019
Recreation Center construction complete	Oct. 2020	Oct. 2020
Move In – Recreation Center	Oct. 2020	Oct. 2020
Library construction complete	Oct. 2020	Oct. 2020
Move In – Library	Oct. 2020	Oct. 2020

# Invest in Our Economy

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

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

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.1.3	TIRZ Districts	<ul style="list-style-type: none"> <li>• Recruitment Leads</li> <li>• Leads to Prospects</li> </ul>	Economic Development and Capital Investment (ED)

**Summary:**

There are three Tax Increment Reinvestment Zones (TIRZ) in Arlington:

**TIRZ #1 – Downtown**

2021 Taxable Value: \$405,387,819

Update:

In May 2021, the TIRZ #1 Board and City Council approved a request for \$240,000 to offset the tenant improvement costs for a grocery store at 101 Center Street. In June 2021, the Board authorized a Chapter 380 agreement with Sutton Frost Cary LLP to build approximately a 21,000 square foot building at the corner of Front Street and Mesquite Street. The proposed agreement would run until December 31, 2030 and provide the company with a performance grant of \$500,000.

**TIRZ #5 – Entertainment District**

2021 Taxable Value: \$984,054,981

Update:

Changes to the TIRZ #5 Project Plan and Financing Plan are being negotiated with Tarrant County. The consultant has been secured and the necessary updates are underway. The City and County continue to negotiate respective participation elements necessary to fund the planned projects. Construction of the 900 room Loews convention hotel began in June 2021.

**TIRZ #6 – Viridian**

2021 Taxable Value: \$1,013,070,073

Update:

The new multifamily units in Viridian have been completed and are presently leasing. The Water's Edge townhouse development on the west side of Collins Street is presently under construction.

TIRZ #1	Date
TIRZ 1 Amended and Restated Participation Agreement – Tax Increment Reinvestment Zone Number One Tarrant County	Feb. 2020
TIRZ 1 Amended and Restated Participation Agreement – Tax Increment Reinvestment Zone Number One Tarrant County Hospital	Feb. 2020
TIRZ 1 Amended and Restated Participation Agreement – Tax Increment Reinvestment Zone Number One Tarrant County College District	June 2020
Tax Increment Agreement by and between Savannah Main 7, LLC	June 2020
Tax Increment Agreement by and between Urban Front, LLC.	June 2020
Agreement Relative to Participation in UTA College Park Project	Dec. 2020
TIRZ 1 incentive agreement with Don W. Muncharth and Associates for the development of a grocery store located at 101 South Center Street.	May 2021
TIRZ Chapter 380 Grant Agreement by and between Sutton Frost Cary LLP	June 2021

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	June 2021

**TIRZ #7 – International Corridor**  
 2021 Estimated Taxable Value: \$972,000,000

Update:  
 Creation of TIRZ #7 was approved by City Council in May 2021. The Board members are being assembled, and the project plan and financing plan consideration will subsequently be approved by the board and City Council. These actions will be followed by Tarrant County’s approval of the participation agreement with TIRZ #7 anticipated in August 2021.

Reimbursement Agreement – Arlington Ballpark District Developer Holding Company	
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

<b>TIRZ #6</b>	<b>Date</b>
Development Agreement	Sept. 2020

<b>TIRZ #7</b>	<b>Date</b>
Interlocal Agreement with Tarrant County relative to the payment for professional planning services	Mar. 2021

# Invest in Our Economy

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

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

Project		Performance Measure(s)	City Service Team (Department)																
IOE 1.1.4	South Cooper Street Master Plan	Completion of Plan	Shared Services (Office of Strategic Initiatives)																
<p><u>Summary:</u></p> <p>The South Cooper Street corridor between UTA Boulevard and Bardin has not ever been the focus of a corridor redevelopment plan. Originally developed between 40-50 years ago, the corridor is in need of attention to address traffic flow, design standards, retail and commercial mix, vacancies, and underutilized property. The Office of Strategic Initiatives will undertake a year-long master planning effort to develop strategies for redevelopment and reinvigoration of the corridor. This project was put on hold from March 2020 to August 2020 due to COVID-19.</p> <p><u>Update:</u></p> <p>During the 3<sup>rd</sup> quarter, the project team completed the final report and received Council adoption of the South Cooper Street Corridor Strategy in May 2021.</p>			<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Issue Request for Qualifications</td> <td style="text-align: center;">Oct. 2019</td> <td style="text-align: center;">Oct. 2019</td> </tr> <tr> <td>Select and Contract with Consultant</td> <td style="text-align: center;">Dec. 2019</td> <td style="text-align: center;">Jan. 2020</td> </tr> <tr> <td>Draft Plan</td> <td style="text-align: center;">Jan. 2021</td> <td style="text-align: center;">Jan. 2021</td> </tr> <tr> <td>Final Plan</td> <td style="text-align: center;">May 2021</td> <td style="text-align: center;">May 2021</td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Issue Request for Qualifications	Oct. 2019	Oct. 2019	Select and Contract with Consultant	Dec. 2019	Jan. 2020	Draft Plan	Jan. 2021	Jan. 2021	Final Plan	May 2021	May 2021
Milestone	Estimated Completion	Actual Completion																	
Issue Request for Qualifications	Oct. 2019	Oct. 2019																	
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# Invest in Our Economy

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

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

Project		Performance Measure(s)	City Service Team (Department)																
IOE 1.1.5	South SH-360 Corridor Development Strategy	Completion of Plan	Shared Services (Office of Strategic Initiatives)																
<p><u>Summary:</u></p> <p>The South SH360 Corridor Development Strategy will establish a vision for SH360 from I-20 to the southern City Limit. The terminal build-out of SH360 is an eight-lane divided highway, and this plan will develop a vision with the community for the optimal use of remaining development opportunities along the corridor, while protecting established residential areas.</p> <p><u>Update:</u></p> <p>In the 4<sup>th</sup> quarter, we hosted a public meeting and an online survey, which received 286 responses, and a second Advisory Committee meeting on August 11, 2021. The project is on track to be complete in early 2022.</p> <p>More information about this project is available at <a href="http://www.arlingtontx.gov/360strategy">www.arlingtontx.gov/360strategy</a>.</p>			<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Estimated Completion</th> <th style="text-align: center;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Issue Request for Qualifications</td> <td style="text-align: center;">Jan. 2021</td> <td style="text-align: center;">Jan. 2021</td> </tr> <tr> <td>Select and Contract with Consultant</td> <td style="text-align: center;">Apr. 2021</td> <td style="text-align: center;">Mar. 2021</td> </tr> <tr> <td>Draft Plan</td> <td style="text-align: center;">Jan. 2022</td> <td></td> </tr> <tr> <td>Final Plan</td> <td style="text-align: center;">Mar. 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	Issue Request for Qualifications	Jan. 2021	Jan. 2021	Select and Contract with Consultant	Apr. 2021	Mar. 2021	Draft Plan	Jan. 2022		Final Plan	Mar. 2022	
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Final Plan	Mar. 2022																		

# Invest in Our Economy

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

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

Project		Performance Measure(s)	City Service Team (Department)
IOE 1.2.1	Business Recruitment and Retention	<ul style="list-style-type: none"> <li>Recruitment Leads</li> <li>Leads to Prospects</li> <li>On-Site Business Visits</li> </ul>	Economic Development and Capital Investment (ED)

**Summary:**

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

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

As recruitment leads are generated and projects arise, they will be identified and tracked 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.

Targeted Industry Leads	Aerospace	Automotive Products	Medical Devices	Industrial Manufacturing	Business and Professional
1 <sup>st</sup> Quarter	2	4	1	2	2
2 <sup>nd</sup> Quarter		1		6	1
3 <sup>rd</sup> Quarter		1		8	5
4 <sup>th</sup> Quarter					

Approved Agreements	Date
First Amendment to the Interlocal Agreement with Tarrant County relative to providing City staff resources to the County for COVID-19 related activities.	Oct. 2020
Lease Agreement with Nanoscope Technologies, LLC, relative to an office and laboratory space use to be located at 1624 New York Avenue	Oct. 2020
Policy Statement for Tax Abatement	Oct. 2020
Chapter 380 Grant Agreement with Arlington Matlock Partners	Oct. 2020
Ordinance establishing Reinvestment Zone Number Forty-Seven	Dec. 2020
Textstars, LLC Tax abatement for a project in Reinvestment Zone Number Forty-Seven	Dec. 2020
Chapter 380 Grant Agreement by and between PHC Equities, LLC	Dec. 2020
A Resolution appointing membership to the Economic Development Corporation	Dec. 2020
A resolution authorizing the execution of an Agreement Relative to TIRZ #1 Participation in UTA College Park Project	Jan. 2021
A resolution authorizing the execution of a Chapter 380 Grant Agreement by and between CD/Park7	Jan. 2021
A resolution approving the assignment of all the rights and obligations accruing to NP Arlington Industrial, LLC	Feb. 2021
A resolution authorizing the execution of a Chapter 380 Grant Agreement by and between Legal Draft Beer Company, LLC	Mar. 2021
A resolution authorizing the execution of an Administrative Services Agreement with the Arlington EDC	Mar. 2021
A resolution approving the Bylaws for the Arlington Economic Development Corporation	Mar. 2021
A resolution authorizing the execution of a Professional Services Contract with TIP Strategies	Mar. 2021
A resolution authorizing the execution of an Interlocal Agreement with Tarrant County for TIRZ #7	Mar. 2021
A resolution calling a public hearing for April 27, 2021 on the creation of a reinvestment zone for tax increment financing,	Apr. 2021

	Arlington Commons Fourth Amended and Restated Master 380 Economic Development Program	May 2021
	Arlington Commons Second Amended and Restated Development Agreement Number One	May 2021
	Arlington Commons First Amended and Restated Development Agreement Number Five (Phase IC)	May 2021
	Arlington Commons First Amended and Restated Tax Abatement Agreement – Phase IC	May 2021
	Arlington Commons Tax Abatement Agreement – Phase ID	May 2021
	Arlington Commons Development Agreement Number Six (Phase ID)	May 2021
	Arlington Commons Tax Abatement Agreement – Phase II	May 2021
	Arlington Commons Development Agreement Number Seven (Phase II)	May 2021
	Third Amendment to the Economic Development Performance Agreement by and between Arlington Convention Center JV, LLC	May 2021
	First Amended and Restated TIRZ 5 Economic Development and Reimbursement Agreement by and among the City of Arlington and Arlington Ballpark District Developer Holding Company, LLC	May 2021
	Creation of Tax Increment Reinvestment Zone Number Seven	May 2021
	TIRZ Chapter 380 Grant Agreement by and between Don W. Muncharth and Associates, Inc. forth in Resolution TIRZI 21-01	May 2021
	A resolution approving the FY 2021 Budget for the Arlington Economic Development Corporation	May 2021
	An ordinance designating a noncontiguous geographic area within the City of Arlington as Tax Increment Reinvestment Zone Number Seven, City of Arlington, Texas, for Tax Increment Financing	June 2021
	TIRZ Chapter 380 Grant Agreement by and between Sutton Frost Cary LLP	June 2021
	Consent to Assignment of Agreement- L3 Technologies, Inc.	June 2021
	Arlington Economic Development Corporation Performance Agreement – Bell Textron Inc.	June 2021
	Chapter 380 Grant Agreement – Rent the Runway, Inc.	June 2021



# Invest in Our Economy

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

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

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.2	Small Business Initiative	On-Site Business Visits	Economic Development and Capital Investment (ED)

Summary:

**Small Business Initiative**

Established in 2018, the small business initiative committee focuses on responding to small business requests, managing the small business website, and staying up to date with partner organizations including the Tarrant County Small Business Development Center, SCORE Fort Worth, TechFW and EpicMavs. Representatives from the Planning and Development, Purchasing, Library and OED departments serve on the committee. In 2021, Staff will focus on business outreach and continue to stay up to date on resources to assist businesses affected by the pandemic.

Update:

The SBA Community Navigator Grant Program, established by the American Rescue Plan Act, will leverage a community navigator grant program to reach the smallest of businesses, with a priority focus on those owned by socially and economically disadvantaged individuals as well as women and veterans. The OED is working with Tarrant County SCORE who will apply for the grant program and develop programming for Arlington businesses.

The Texas Rangers announced a partnership with Comerica Bank, the Call-Up Contest, to assist minority and women owned businesses within 50 miles of Globe Life Field. Staff promoted the contest on social media.

Staff continues to promote the Arlington Public Library's job fair in August and is working with a company to attend the fair or host their own fair in East Arlington.

Staff continues to research COVID-19 relief business resources for the coronavirus small business resource assistance website and the OED's email blast list.

**UTA Center for Entrepreneurship and Economic Innovation (formerly listed as the Business Incubator)**

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

Small Business COVID-19 Relief	Date
Tarrant County Small Business Grant Promotion and Workshops Round 2	Oct. 2020
Tarrant County Grant Round 2 Grant Program Completed	Dec. 2020
Interlocal Agreement Completed	Dec. 2020

Tarrant County Grant Program (Arlington Businesses)	Businesses Funded	Funds Awarded
Round 1	800	\$6,269,685
Round 2	255	\$1,902,115
<b>Total</b>	<b>1,055</b>	<b>\$8,171,800</b>

Tarrant County Grant Program (Tarrant County Businesses) *	Businesses Funded	Funds Awarded
Round 1	2,195	\$17,624,896
Round 2	725	\$5,684,241
<b>Total</b>	<b>2,920**</b>	<b>\$23,309,136</b>
*Includes Arlington businesses	**64.2% are 51% or more MWV Owned	

Center for Entrepreneurship and Economic Innovation	Date
Contracts Completed	Feb. 2020
Construction Meeting	Apr. 2020
CEEI Open for business	June 2021

and the prominence of these institutions and benefit the private sector organizations in the Community.

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

Update:

Staff learned that the business incubator is now the UTA Center for Entrepreneurship and Economic Innovation. (CEEI). The CEEI is manages small business resources previously provided by various university departments including EpicMavs and the annual Mavs Business Competition. The Center will not offer incubation space and is currently in the process of developing their office space to provide workshops and networking opportunities. Staff plans on partnering with the University to provide solutions to missing links in the Arlington small business ecosystem.

# Invest in Our Economy

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

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

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.3	Expansion of Foreign Direct Investment Promotion	Recruitment Related Events Attended	Economic Development and Capital Investment (ED)

Summary:

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

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.

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.

Update:

OED staff hosted a virtual booth at the Select USA summit, a well-known foreign-direct investment tradeshow, to market Arlington globally. The event is usually held in-person in Washington, DC and well attended with business representatives from various countries looking to invest in the U.S. It was held virtually this year due to the ongoing impact from the pandemic. Staff received a list of contacts from the list and obtained a few leads. Additionally, Staff met a company specializing in recruiting FDI leads.

The OED strives to remain in a competitive position by maintaining significant partnerships with key international organizations and businesses that are directly involved with and actively participating in foreign direct investment (FDI) activity. Staff will continue to look for opportunities and creative ways to promote the city for new investments both domestically and abroad.

International Tradeshows/Conferences	Date
IEDC Annual Meeting	Oct. 2020
Select USA	June 2021

# Invest in Our Economy

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

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

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.4	Targeted Marketing Campaign	Marketing Partnership Visits	Economic Development and Capital Investment (ED)

Summary:

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

In keeping with the City’s brand, advertisements will be designed with a consistent theme for placement in a variety of print and electronic publications. An assortment of materials will be produced in keeping with this theme.

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

ED Staff will track their outreach efforts via presentations and partnership events with local organizations.

Update:

As the economic development strategic plan is in the process of being updated, Staff is currently developing a marketing strategy for the OED and EDC to prioritize ad placements and recruitment events.

Ads Placed	Issue
Dallas Regional Chamber Annual ED Guide	Mar. 2021

Tradeshows/Conferences Attended	Date
IEDC Annual Meeting	Oct. 2020
Select USA – Virtual	June 2020

# Invest in Our Economy

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

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

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.5	Land Banking	<ul style="list-style-type: none"> <li>• ROW Permits Issued</li> <li>• ROW Permit Damage Investigations</li> <li>• ROW Complaints Investigated/Resolved</li> <li>• Recovery of Damage Claims</li> </ul>	Economic Development and Capital Investment (ED)

**Summary:**

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.

**Small Cell Permits**

Staff manages applications/yearly fees from public service providers such as AT&T, Sprint, T-Mobile and Verizon. Shot clocks are enforced under this program.

**Right-of-Way Permits**

IT is working closely with the department to create an online ROW permit submittal process to streamline processing and management. Goals will always be to collect past due damages from current contractors and public service providers.

Update:

During the 3<sup>rd</sup> quarter, staff completed 200 right-of-way permits and 19 small cell permits. There are 495 total small cell permits.

Small Cell Right-of-Way Permits	Submitted
1 <sup>st</sup> Quarter	15
2 <sup>nd</sup> Quarter	40
3 <sup>rd</sup> Quarter	19
4 <sup>th</sup> Quarter	

Right-of-Way Permits	Submitted
1 <sup>st</sup> Quarter	126
2 <sup>nd</sup> Quarter	163
3 <sup>rd</sup> Quarter	200
4 <sup>th</sup> Quarter	

# Invest in Our Economy

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

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

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.6	Economic Development Projects	<ul style="list-style-type: none"> <li>• Recruitment Leads</li> <li>• Leads to Prospects</li> <li>• On-Site Business Visits</li> </ul>	Economic Development and Capital Investment (ED)

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, have the ability to 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.

Update:

The developer for Urban Front has been working to identify new tenants for the new spaces that will be created. A new professional office building has been approved by the TIRZ #1 Board will serve as a catalyst for the completion of the Urban Front 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.

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

Update:

MCA is still trying to complete all the pending improvements to the main building and the Intensive Care Unit (ICU). The unprecedented winter storm has made a lasting impact on the construction industry and supply chain networks. As a result, progress has been slower than usual due to slower deliveries and lack of needed materials in some cases to finish the project. The overall goal remains the same to continue to improve the overall functionality of the facility to ensure quality service at all levels in every department. The fire alarms and locking systems have been installed and completed throughout the remaining units for enhanced safety and security. The project is on-track for completion in late Summer.

**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.

Update:

The General Motors assembly plant continues to operate three shifts per day, six days per week, with one shift on Sundays. Even at that pace, they are still reportedly not fully meeting demand for their products. The City water department is coordinating with GM for the construction of a new sewer line to support the plant. Staff is presently working with GM and NCTCOG on creation of a conveyor system to deliver finished product to the rail head for shipment.

**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.

Update:

The U.S. House Natural Resources Committee passed H.R. 1664, the National Medal of Honor Monument Act by unanimous vote. The bill authorizes the creation of a national monument to the Medal of Honor, the nation's highest military award for valor, in Washington, D.C.

UPS	Date
Building Permit Issued	Aug. 2017
Certificate of Occupancy Issued	Pending

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

PHC Equities, LLC	Date
Building Permit Issued	Pending
Certificate of Occupancy Issued	Pending

**United Parcel Service (UPS), Inc.**

Type: Regional Distribution Center

Capital Investment: \$200 million

Size: 1,100,000 sq. ft.

Employees: 1,400

Deal: The Arlington City Council approved a Chapter 380 grant that provides a tax rebate of 85% over seven years on business personal property.

Update:

The facility is now fully operational. The adjustments made to the conveyor system to optimize processing and productivity was successful. UPS has ramped up operations to surpass the initial target capacity of processing 56,000 packages per hour and are able to adjust capacity as needed to reach daily goals. The ultimate goal is to continue to increase capacity to reach a peak of 72,000 packages per hour. The current challenge has been hiring and maintaining constant employment to support this goal and demand. They recently replaced more dead trees along the retaining wall to ensure citizens' and neighborhood satisfaction with low distractions and noise levels. The structured parking facility is still being contemplated but has not been approved.

**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.

Update:

The first 14 units of the Main 7 townhouse development are presently under construction are expected to be completed in August 2021. Post COVID-19 building materials shortages have significantly slowed down construction schedules. Developer has submitted plans to the City for the next 16 units (phase 2).

**PHC Equities, LLC.**

Type: Industrial Warehouse and Office Facility

Capital Investment: \$15-20 million

Size: 162,000 sq. ft.

Employees: 50

Deal: The Arlington City Council approved a Chapter 380 grant agreement that provides a tax rebate of 80% over seven years on real property.

Update:

The project is underway and making progress. P&H Casters' expansion and consolidation project was recently featured on the Dallas Morning News and captured the attention of the region. Staff also highlighted the company and their project in the latest edition of the Invest in Our Economy Newsletter. They are wrapping up grading activity to begin vertical construction. They plan to start construction as soon as their site plan is approved and building permit is issued to continue progress and make up for any delays. Anticipated completion timeframe remains by the end of calendar year 2021.



# Invest in Our Economy

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

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

	Project	Performance Measure(s)	City Service Team (Department)
IOE 1.2.7	Economic Development Corporation	All Economic Development Measures	Economic Development and Capital Investment (ED)

**Summary:**

On November 3, 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 sales tax will become active in April 2021 and is estimated to generate \$15-17 Million per year.

**Update:**

In June, the EDC Board approved an agreement with Bell Textron Inc. Under the proposed agreement, Bell Textron Inc., would construct a new approximate 50,000 square foot facility to house systems integration labs by the end of 2023. The facility would be required to achieve a minimum taxable value of \$15,000,000 and eventually support a minimum of 175 full time jobs with a minimum average salary of \$75,000.

Additionally, TIP Strategies interviewed EDC board members and City Council representatives to learn about their economic development goals for the city. TIP Strategies presented the initial findings to both City Council and the EDC Board.

The Board hired an EDC Economic Development Coordinator, Erica Yingling, who joined the city in June.

The Board and Staff continues to work with the PACE Group to find an Executive Director. Interviews will take place in July.

Milestone	Date
Quarter-Cent Sales Tax approved by Arlington Voters	Nov. 2020
Board of Directors Appointed	Dec. 2020
ED Strategy RFQ sent to consulting agencies	Dec. 2020
ED Strategy Consultant Selected	Feb. 2021
EDC Board Meeting Scheduled	Feb. 2021
Board Orientation	Feb. 2021
Bylaws drafted for review by EDC	Mar. 2021
City Services agreement drafted for review by EDC	Mar. 2021
EDC staffing moving forward with position descriptions and recruitment strategy	Mar. 2021
EDC budget drafted and under review by CMO	Mar. 2021
Real Estate Market and Workforce Discussion	Apr. 2021
FY 2021 EDC Budget Approved	Apr. 2021
ED Strategy Update Discussion	May 2021

Agreements	Date
Performance Agreement with Bell Textron	June 2021

# Invest in Our Economy

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

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

Project		Performance Measure(s)	City Service Team (Department)																		
IOE 1.2.8	State and Federal Legislative Agendas		Shared Services (Communication and Legislative Affairs)																		
<p><u>Summary:</u></p> <p>The Office of Intergovernmental Relations is responsible for developing the City’s State and Federal Legislative Agendas every two years. The development of these legislative agendas involves gathering the input of all department directors, approval by CMO, feedback from the City Council Municipal Policy Committee and final approval and adoption from the City Council.</p> <p><u>Update:</u></p> <p>The Intergovernmental Relations team completed the Legislative Wrap up presentation in June 2021. This presentation highlighted different city-related bills that passed during the 87<sup>th</sup> Texas legislative Session</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Milestone</th> <th style="text-align: center;">Target Date</th> <th style="text-align: center;">Status</th> </tr> </thead> <tbody> <tr> <td>Adoption of 2019-2020 Legislative Agendas</td> <td>1<sup>st</sup> Qtr. FY 2019</td> <td>100%</td> </tr> <tr> <td>Share 2019-2020 Legislative Agendas with entire Arlington Delegation</td> <td>1<sup>st</sup> Qtr. FY 2019</td> <td>100%</td> </tr> <tr> <td>Gather input from Directors and CMO</td> <td>4<sup>th</sup> Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Adoption of 2021-2022 Legislative Agendas</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Share 2021-2022 Legislative Agendas with entire Arlington Delegation</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>100%</td> </tr> </tbody> </table>		Milestone	Target Date	Status	Adoption of 2019-2020 Legislative Agendas	1 <sup>st</sup> Qtr. FY 2019	100%	Share 2019-2020 Legislative Agendas with entire Arlington Delegation	1 <sup>st</sup> Qtr. FY 2019	100%	Gather input from Directors and CMO	4 <sup>th</sup> Qtr. FY 2020	100%	Adoption of 2021-2022 Legislative Agendas	1 <sup>st</sup> Qtr. FY 2021	100%	Share 2021-2022 Legislative Agendas with entire Arlington Delegation	1 <sup>st</sup> Qtr. FY 2021	100%
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# City of Arlington Council Priority: Invest In Our Economy

Dept.	Goal Category	Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Annual Target	FY 2021 1st Qtr. Actual	FY 2021 2nd Qtr. Actual	FY 2021 3rd Qtr. Actual	FY 2021 4th Qtr. Actual	FY 2021 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
General	Business Survey	Citizen perception that Arlington is a great place to operate a business (business survey)	53%	46%	50%	60%											47%							
General	Business Survey	Citizen perception that Arlington is a great place to work (annual survey)	51%	51%	54%	60%											51%							
ED	ROW	ROW Permits Issued (cumulative totals)	New Measure in FY 2021	2,020	2,020	2,020	489	697	489	697	697	42	84	126	163	208	239	345	404	489	575	631	697	
ED	ROW	ROW Permit Damage Investigations (cumulative totals)	New Measure in FY 2021	58	58	58	34	58	34	58	58	7	13	19	22	23	23	24	25	25	34	37	51	58
ED	ROW	ROW Complaints Investigated/Resolved (cumulative totals)	New Measure in FY 2021	75	75	75	61	95	61	95	101	11	22	33	45	49	61	70	78	95	109	139	161	
Planning	ROW	Turnaround time for commercial construction plans within 12 business days	98%	99%	100%	98%	97%	98%	97%	98%	97%	100%	100%	100%	99%	100%	82%	97%	96%	98%	98%	99%	97%	
Planning	ROW	Turnaround time for building inspections within 24 hours	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Planning	ROW	Improve customer satisfaction by maintaining 90% or higher "satisfied" customer rating	97%	95%	95%	90%	97%	97%	97%	97%	99%	100%	100%	100%	100%	100%		100%	100%	90%	100%	100%	100%	
ED	Marketing	Marketing partnership visits (cumulative totals)	New Measure in FY 2019	60	60	95	40	69	69	80	80	7	14	20	29	39	47	49	57	69	72	76	80	
ED	Marketing	Recruitment leads (cumulative totals)	New Measure in FY 2019	95	95	47	75	19	33	48	54	9	13	19	24	31	31	33	35	45	48	52	54	
ED	Marketing	Leads to prospects (cumulative totals)	New Measure in FY 2019	46	46	35	20	12	20	36	38	5	6	12	14	18	20	20	26	31	36	38	38	
ED	Marketing	On-Site Business Visits (cumulative totals)	New Measure in FY 2019	118	118	96	80	29	47	86	126	11	22	29	34	38	47	57	71	86	102	116	126	
ED	Marketing	Royalties from real estate holdings (cumulative totals)	New Measure in FY 2019	\$7,020,775	\$7,020,775	\$3,584,198	\$4,325,000	\$1,038,948	\$2,165,683	\$2,233,467	\$4,518,476	\$361,407	\$750,175	\$1,038,948	\$1,431,206	\$1,856,566	\$2,165,683	\$2,495,148	\$2,883,848	\$3,223,467	\$3,611,347	\$4,041,185	\$4,518,476	
ED	Marketing	Recruitment related events attended (cumulative totals)	New Measure in FY 2019	20	20	15	15	3	3	5	6	3	3	3	3	3	3	3	3	3	5	6	6	



# Put Technology to Work

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

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.1	ERP System Implementation		Finance

**Summary:**

In FY 2020, the City issued an RFP for a new Enterprise Resource Planning (ERP) system. Implementation of the new system, including both the Finance and HR modules, will begin in FY 2021.

- Phase I – Finance Module  
(10/05/2020 – 7/30/2021)
- Phase 2 – Human Capital, Payroll, Budget Modules  
(1/03/2022 – 01/31/2023)
- Phase 3 – Talent Management and Recruiting  
(10/02/2023 – 3/31/2024)

**Update:**

Workday went live August 2<sup>nd</sup>. Post go-live support from Accenture through September focused on outlying issues such as finalization of customize reports. Post go-live system monitoring called for minor adjustments to various end-user security rights, cost centers, and minimal one on one support for end users system navigation.

Milestone	Estimated Completion	Actual Completion
Execute contract with ERP vendor	10/01/2020	10/01/2020
Planning	10/31/2020	10/31/2020
Architect	1/01/2021	1/01/2021
Configure/Prototype	3/01/2021	3/15/2021
Testing	6/01/2021	5/21/2021
Training	6/30/2021	6/30/2021
Go Live	8/02/2021	8/02/2021
System Monitoring	8/31/2021	10/02/2021

# Put Technology to Work

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

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.2	Enterprise IT Project (FY 2019) – Right-of-Way Process Improvements in AMANDA	Project Completion	Shared Services (IT) Economic Development and Capital Investment (ED)

Summary:

Permitting and tracking work in the City's right-of-way is managed with a combination of multi-department meetings and information recorded in AMANDA. This project will update the process in AMANDA and improve documentation of work in the right-of-way areas.

This project will deliver required functionality in two parts:

- Business Registration (BR) Changes: Changes to the BR in AMANDA and ArlingtonPermits.com (Ap.com) will identify businesses and their subcontractors working in the right-of-way. This will be implemented before the Right-of-Way (ROW) permit process allowing businesses to apply for their BR prior to the launch of the ROW permitting process.
- ROW Permit process: Development will include ROW folder in AMANDA and ROW Permit application in Ap.com. A key feature planned for the permit application is the ability to select the street segments where work will be performed from an ESRI GIS map of Arlington.

Update:

Business Registration changes for contractors working in the ROW are in production. Economic Development is providing BR training to ROW contractors.

ROW folder in AMANDA and permit application in AP.com are in development. Progress has been made on AMANDA Engineering and Inspection processes as well as AP.com permit application and ESRI map integration.

Milestone	Target Date	Status
Charter Development	4 <sup>th</sup> Qtr. FY 2020	Complete
Project Planning	4 <sup>th</sup> Qtr. FY 2020	Complete
Design	2 <sup>nd</sup> Qtr. FY 2021	Complete
BR Changes for ROW	4 <sup>th</sup> Qtr. FY 2021	Complete
ROW Permit Process	1 <sup>st</sup> Qtr. FY 2022	In Progress
Project Close	1 <sup>st</sup> Qtr. FY 2022	

Notes:

Schedule refinement extended the overall timeline for project deliverables and closure.

# Put Technology to Work

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

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.3	Enterprise IT Project (FY 2020) – ESRI's Parcel Fabric and Local Government Information Model		Shared Services (IT and Strategic Initiatives)

Summary:

Select a vendor to review the City's Esri data, plan the project, clean/correct errors in the data, perform geometric corrections, add road polygons (right of way) and migrate and implement the City's data to the Partial Fabric and LGIM. The work will be performed in conjunction with OSI and the City's GIS team.

Update:

The OSI and GIS Team worked with the vendors, GISinc and Panda Consulting, to complete the implementation of Esri Parcel Fabric and Address Data Management Solution in the City's GIS Environment.

Milestone	Target Date	Status
Charter Development	3 <sup>rd</sup> Qtr. FY 2020	Complete
Project Planning	4 <sup>th</sup> Qtr. FY 2020	Complete
Vendor Selection	4 <sup>th</sup> Qtr. FY 2020	Complete
Design/Development	1 <sup>st</sup> Qtr. FY 2021	Complete
Implementation	3 <sup>rd</sup> Qtr. FY 2021	Complete
Project Close	3 <sup>rd</sup> Qtr. FY 2021	Complete

# Put Technology to Work

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

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.4	Enterprise IT Project (FY 2019) – Tyler Content Management (Laserfiche replacement)	Project Completion	Shared Services (IT and Municipal Court)

Summary:

The Court Tyler Content Management project will oversee the planning and implementation of Tyler Content Manager (TCM) application suite, the conversion and migration of millions of Court records to the new system and to retire the Courts Laserfiche system.

Update:

During the 4<sup>th</sup> quarter, Tyler continued a lengthy work effort towards remediating documented issues. Two software upgrades later, Tyler has resolved a critical issue related to PDF document recall and displaying within the TCM application. Three less critical but important issues remain that require the vendor to develop software code fixes to resolve. Tyler has committed to delivering corrected software by early 2<sup>nd</sup> quarter FY 2022. Work to perform a smaller document conversion was started but had to be stopped when the process tried to relocate previously converted documents from file storage back into the database, eventually running out of space. After extensive project team discussion, it was mutually determined that the best approach to move forward, was to cleanse all documents out of the TCM system and redo the proof-of-concept document conversions. The proof-of-concept redo will be performed during the 1<sup>st</sup> quarter FY 2022.

Milestone	Target Date	Status
Charter Development	1 <sup>st</sup> Qtr. FY 2019	Complete
Staff Report Approval by Council	4 <sup>th</sup> Qtr. FY 2019	Complete
Procurement	4 <sup>th</sup> Qtr. FY 2019	Complete
Project Planning	1 <sup>st</sup> Qtr. FY 2020	In Progress
System implementation and configuration	1st Qtr. FY 2022	In Progress
Document Conversion and Migration	2nd Qtr. FY 2022	In Progress
Staff Training / Go Live	2nd Qtr. FY 2022	
Project Close	2nd Qtr. FY 2022	

Notes:

This schedule refinement extended the overall timeline to achieve project closure.



# Put Technology to Work

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

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

Project		Performance Measure(s)	City Service Team (Department)
PTW 1.1.5	Open Arlington	Open Datasets Published	Shared Services (Office of Strategic Initiatives)

Summary:

The goal of Open Arlington is to provide the public with a platform for accessing, visualizing and interacting with City data. It acts as a conduit between technical and non-technical users and increases transparency between the City and the public.

The Open Arlington Open Data Portal provides residents with interactive web maps as well as downloadable datasets in spreadsheet or geospatial format. In an effort to provide the public with relevant and insightful information about the City, the Office of Strategic Initiatives continues to research opportunities for developing and publishing new datasets and/or interactive web maps onto the Open Data Portal.

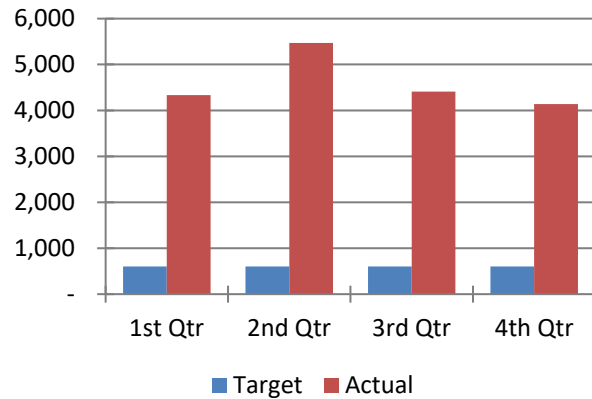
In order to assess the use and effectiveness of the Open Arlington Open Data Portal, the Office of Strategic Initiatives tracks use metrics through Google Analytics. By understanding patterns of use such as number of page views, user patterns, top datasets, etc., OSI can continuously augment the ease and usefulness of Open Arlington.

Update:

4,136 users\* visited the Open Data Portal in the 4<sup>th</sup> quarter of FY 2021, an average of 1,379 users per month. This represents a decrease from the 3<sup>rd</sup> quarter total of 4,411 users. The Open Data Portal now has 46 total datasets, with Health Complaint Locations being added in the 4<sup>th</sup> quarter in addition to the Development Dashboard, an interactive mapping tool for exploring planning and development data.

\*A tracking software glitch recorded zero data 7/10-7/19, so the actual number of visitors was likely higher than 4,136.

**Open Data Portal Users**



# Put Technology to Work

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

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.6	CARES Act Funding – Firewalls	Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (IT)

Summary:

Information Technology (IT) will implement a project to replace the existing perimeter firewalls that will support and/or improve telework capabilities for employees who are working remotely due to COVID-19.

The existing firewalls reached operational capacity and lack the security controls that properly safeguard our technology infrastructure. The proposed investment is necessary to improve our operational resiliency by enhancing our security, availability, and confidentiality.

The new firewalls will provide features that are currently unavailable, and will improve our security posture for our telework environment through:

- Virtual Private Network (VPN) –Increase telework, and remote users secured access to City’s technology resources through the firewall’s capabilities
- Advance Threat Protection – minimize and mitigate malicious files traversing the network
- Intrusion Prevention System (IPS) – detect and prevent unauthorized access to the network that may exploit vulnerabilities

Update:

The firewalls have been installed. The project team is working with the vendor to document the technical architecture and finalize several configuration items prior to project closure.

Milestone	Estimated Completion	Status
Finalize Vendor Selection	4 <sup>th</sup> Qtr. FY 2020	Complete
Secure Statement of Work for professional services	4 <sup>th</sup> Qtr. FY 2020	Complete
Initiate Procurement Process	4 <sup>th</sup> Qtr. FY 2020	Complete
Receive Equipment	4 <sup>th</sup> Qtr. FY 2020	Complete
Deploy Equipment	1 <sup>st</sup> Qtr. FY 2021	Complete
Project Closure	2 <sup>nd</sup> Qtr. FY 2021	Complete

# Put Technology to Work

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

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

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.1.7	CARES Act Funding – Support Telework Capabilities	Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (IT)

**Equipment:**

Information Technology (IT) will implement a project to provide equipment that will support and/or improve telework capabilities for employees who are working remotely due to COVID-19.

Other equipment will provide conference rooms with the capability to create a virtual meeting place for remote and local employees to collaborate in accordance with social distancing recommendations.

**Update:**

Our initial investment of approximately \$1.1M provided 442 mobile devices (tablets, laptops), docking stations, monitors, headsets, conference room virtual meeting equipment, and professional services that augmented City staff during the delivery of equipment in accordance with social distancing recommendations.

After the initial deployment of equipment to the City Departments and employees began teleworking, there have been requests for additional equipment to support and/or improve teleworking capabilities for employees.

Our Phase 2 investment of approximately \$350K will provide 46 mobile devices (tablets, laptops), additional telework equipment (docking stations, monitors, mice, keyboards, headsets), and professional services that will augment City staff during the delivery of equipment in accordance with social distancing recommendations.

**Applications:**

The published application solution to allow access, control, and manageability of on-premise applications to support telework.

The solution will provide access to existing applications that are unavailable for telework due functional limitations experienced with latency. The new configuration extends usability through a published platform with improved operational performance and security.

Equipment Milestones	Estimated Completion	Status
Gather equipment requests from departments	4 <sup>th</sup> Qtr. FY 2020	Complete
Evaluate equipment requests for compliance	4 <sup>th</sup> Qtr. FY 2020	Complete
Initiate Procurement Process	4 <sup>th</sup> Qtr. FY 2020	Complete
Receive Equipment	4 <sup>th</sup> Qtr. FY 2020	Complete
Deploy Equipment	1 <sup>st</sup> Qtr. FY 2021	Complete
Phase 2 Procurement Process	1 <sup>st</sup> Qtr. FY 2021	Complete
Phase 2 Receive Equipment	2 <sup>nd</sup> Qtr. FY 2021	Complete
Phase 2 Deploy Equipment	2 <sup>nd</sup> Qtr. FY 2021	Complete
Project Closure	2 <sup>nd</sup> Qtr. FY 2021	Complete

Application Milestones	Estimated Completion	Status
Vendor Selection	1 <sup>st</sup> Qtr. FY 2021	Complete
Finalize Statement of Work	1 <sup>st</sup> Qtr. FY 2021	Complete
Initiate Procurement Process	1 <sup>st</sup> Qtr. FY 2021	Complete
Receive Equipment	1 <sup>st</sup> Qtr. FY 2021	Complete
Deploy Equipment	1 <sup>st</sup> Qtr. F Y2021	Complete
Deploy Published Application	2 <sup>nd</sup> Qtr. FY 2021	Complete
Project Closure	3 <sup>rd</sup> Qtr. FY 2021	Complete

**Update:**

Equipment hardware has been installed. The Horizon software has been installed, configured and is operational. Water Departments field access to the Enquesta application was migrated to Horizon and began live operation the week of March 15<sup>th</sup>, 2021.

**Account Auditing Tool:**

The account auditing and management tool that will improve our telework security.

The new software will provide features that are currently unavailable, and will improve our security posture for our telework environment through:

- Monitor remote user access trends which can help to identify potential security issues related to access of internal resources from an external user
- Identify weak passwords and enforce password change
- Identifying and reviewing stale or stagnant data on file shares

**Update:**

The Systems Team has completed the procurement, installation, and execution of vendor statement of work. Vendor professional services to onboard application and train Systems Team in use of application has been completed. The Account Auditing tool is now fully operational.

<b>Account Auditing Tool Milestones</b>	<b>Estimated Completion</b>	<b>Status</b>
Vendor Selection	1 <sup>st</sup> Qtr. FY 2021	Complete
Finalize Statement of Work	1 <sup>st</sup> Qtr. FY 2021	Complete
Initiate Procurement Process	1 <sup>st</sup> Qtr. FY 2021	Complete
Receive Software Licensing	1 <sup>st</sup> Qtr. FY 2021	Complete
Implement Solution	2 <sup>nd</sup> Qtr. FY 2021	Complete
Project Closure	2 <sup>nd</sup> Qtr. FY 2021	Complete

# Put Technology to Work

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

### Objective 2: Implement New Technology

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.2.1	Enterprise IT Project (FY 2019) – Police Staffing Software Solution		Shared Services (IT) and Neighborhood Services (Police)

Summary:

The Police Department prepares a workload assessment annually based on historical calls for service and the average committed time patrol officers spend on a call. Based on the results, officers are allocated to the four patrol districts and allocated to the varying shifts. Presently staff relies on a manual paper-based scheduling system. This does not provide supervisors and managers real-time decision-making data related to police resources.

A staffing software solution will automate the annual position bid and officer assignments process. It will also allow supervisory the ability to monitor staffing levels and send alerts if staffing issues deviate from reported thresholds. The chosen solution will be able to run real-time reports and proactively monitor leave usage and injuries. This system integrates with the city’s present Kronos Workforce Timekeeping solution which will eliminate duplicate and manual data entry errors.

Update:

After extensive internal review, the Executive Stakeholders decided to terminate the project.

Milestone	Target Date	Status
Final Selection of Staffing Software Solution	1 <sup>st</sup> Qtr. FY 2019	Complete
Contract Execution	1 <sup>st</sup> Qtr. FY 2019	Complete
Collaborate with Vendor to design work rules and business process	2 <sup>nd</sup> Qtr. FY 2019	Complete
Phased Implementation, Testing, and Training	3 <sup>rd</sup> Qtr. FY 2020	In Progress
Information Technology to make connections between staffing software and Kronos Workforce	2 <sup>nd</sup> Qtr. FY 2020	Complete
Vendor conducted modified testing boot camp with Customer developing the testing strategy and test cases	4 <sup>th</sup> Qtr. FY 2020	Complete
Extensive internal review	3 <sup>rd</sup> Qtr. FY 2021	Complete
Project Close	3 <sup>rd</sup> Qtr. FY 2021	Complete

# Put Technology to Work

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

### Objective 2: Implement New Technology

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.2.2	Enterprise IT Project (FY 2020) – Fire Staffing Solution		Shared Services (IT) and Neighborhood Services (Fire)

Summary:

Implement Kronos TeleStaff staffing solution to create and maintain AFD personnel schedules that support and manage vacation requests, overtime, daily shift changes for multiple shifts, rotating positions and special event assignments.

Update:

During the 4<sup>th</sup> quarter, the UKG Implementation Specialist led both the Fire and Dispatch teams through a series of work sessions to explain the workbook information gathering process, how to complete the spreadsheet tabs and demonstrated a few select examples of how Telestaff uses the setup detail to perform scheduling tasks. The work sessions allowed for a good exchange of dialog, along with product setup questions and answers. Fire Admin has completed their workbook which has been reviewed and accepted by the Implementor. Dispatch is in the process of completing their workbook. The completed workbooks are used by the Implementor to configure the initial system build, which is then followed by interactive a solution development workshops where each team contributes to a structured process of initial system validation and configuration.

Milestone	Target Date	Status
Charter Development	2 <sup>nd</sup> Qtr. FY 2020	Complete
Staff Report Approval by Council	2 <sup>nd</sup> Qtr. FY 2020	Complete
Project Planning	4 <sup>th</sup> Qtr. FY 2021	In Progress
Design / Develop	1 <sup>st</sup> Qtr. FY 2022	In Progress
Implementation / Go Live	2 <sup>nd</sup> Qtr. FY 2022	
Project Close	3 <sup>rd</sup> Qtr. FY 2022	

# Put Technology to Work

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

### Objective 2: Implement New Technology

Project		Performance Measure(s)	City Service Team (Department)
PTW 1.2.3	BWC Program Impact on Internal Affairs	Internal Affairs investigations related to BWCs	Neighborhood Services (Police)

Summary:

The Body Worn Camera (BWC) Program provides officers with a reliable recording of contacts with the public in accordance with the law. The BWC Program seeks to increase accountability for both officers and citizens. BWCs allow for accurate documentation of police-public contacts, arrests, and critical incidents. Officers are directed to activate the BWC during all calls for service or self-initiated activity where enforcement-related activities may occur such as:

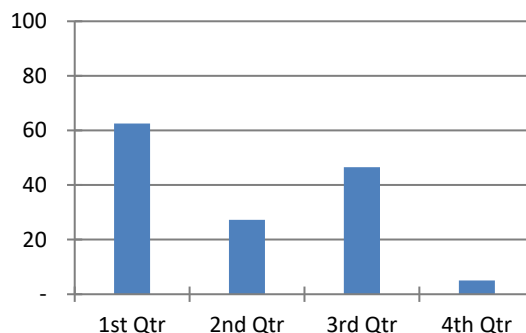
- any enforcement stop
- investigation
- arrest
- search
- use of force
- critical incident
- pursuit
- any encounter that becomes confrontational

The Internal Affairs Division coordinates the investigation into allegations of Police Department employee misconduct. The video obtained from officers who activate their BWC may provide an expedited resolution to citizen complaints. The cameras are instrumental in complaint investigation to assist in determining a fair and impartial finding. Studies have suggested that BWC deployment influence officer and citizen behavior. When people know they are being recorded, they tend to exhibit more positive actions. The use of the cameras promotes socially desirable outcomes which may lead to a decrease in citizen complaints.

Update:

The Internal Affairs Unit consistently reviews Body Worn Camera footage regarding Internal Complaints and General Concerns reported to the unit.

**Hours Reviewing BWC Video**



# Put Technology to Work

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

### Objective 2: Implement New Technology

	Project	Performance Measure(s)	City Service Team (Department)																					
PTW 1.2.4	SCADA Integrator	Update Treatment Production Facilities – SCADA	Economic Development and Capital Investment (Water)																					
<p><u>Summary:</u></p> <p>As the Water Department Treatment Division is substantially updating its production facilities over the next five years, the need for a comprehensive Supervisory Control and Data Acquisition (SCADA) integration project was identified. This project will set programming and hardware standards and modernize the Human Machine Interface (HMI) platform utilized for all water treatment operational processes.</p> <p><u>Update:</u></p> <p>SCADA standards and governance have been finalized and are being implemented through several capital projects. The new SCADA servers have been installed. Automated programming for the LARWPS and the PB WTP Hydrogen Peroxide System are closest to implementation and testing. Many of the projects have begun transitioning to the new HMI graphics.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Milestone</th> <th style="width: 25%;">Estimated Completion</th> <th style="width: 25%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>PBWTD Hydrogen Peroxide System</td> <td>Nov. 2020</td> <td></td> </tr> <tr> <td>SCADA Standards and Governance</td> <td>June 2020</td> <td>Dec. 2020</td> </tr> <tr> <td>JKWTP Chemical Project</td> <td>Sept. 2022</td> <td></td> </tr> <tr> <td>JKWTP Backwash Improvements</td> <td>May 2022</td> <td></td> </tr> <tr> <td>PBWTP Chemical Clearwell and PS Improvements</td> <td>Sept. 2024</td> <td></td> </tr> <tr> <td>LARWPS Shared Operations Improvements</td> <td>Nov. 2024</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Actual Completion	PBWTD Hydrogen Peroxide System	Nov. 2020		SCADA Standards and Governance	June 2020	Dec. 2020	JKWTP Chemical Project	Sept. 2022		JKWTP Backwash Improvements	May 2022		PBWTP Chemical Clearwell and PS Improvements	Sept. 2024		LARWPS Shared Operations Improvements	Nov. 2024	
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# Put Technology to Work

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

### Objective 2: Implement New Technology

Project		Performance Measure(s)	City Service Team (Department)
PTW 1.2.5	Phase I – Integrated Library System research project	Meet project millstones	Neighborhood Services (Library)

Summary:

Research current and new solutions offered for an integrated library system (ILS) platform. This platform handles all the core business processing for the Library, including circulation, inventory control, catalog, and customer account management. Another critical factor is ensuring any proposed product addresses the need to maintain existing integration with other library software and hardware. Because of the complexity of the project and the importance of considering all facets, library staff will work in concert with the two cooperative library partners (MPL & KPL) and City IT staff. The team will ensure the product selected supports current needs and provides opportunities for enhancements and new efficiencies while delivering quality customer service to library patrons.

Update:

After garnering information from a variety of avenues of research and having discussions with a variety of stakeholders, it was determined that current ILS system remains a good fit. It was determined that there are features that are not currently being used to the fullest potential. In FY 2022, the Innovative Polaris ILS annual contract will be renewed with a newfound focus on maximizing existing features and new features recently released or made available.

Milestone	Estimated Completion	Status
Establish a migration research committee comprised of representatives of all areas of the library and partner libraries.	Oct. 2020	100%
Conduct a detailed literature review of current trends and issues in library management systems.	Mar. 2021	100%
Conduct an in-depth needs survey to create a comprehensive outline of requirements.	Apr. 2021	100%
Determine the best platform, whether it is on-site hosted or if a SaaS model.	June 2021	80%
Research available ILS/LSP suited to our library system size, budget, and future needs for development.	Aug. 2021	100%
Investigate what existing supporting software or hardware integrates with the current ILS to determine the impact on specifications.	July 2021	100%
Develop preliminary specifications and minimum requirements based on the research to determine the next steps	Sept. 2021	100%

# Put Technology to Work

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

### Objective 2: Implement New Technology

Project		Performance Measure(s)	City Service Team (Department)
PTW 1.2.6	Traffic Management Technology Improvements	<ul style="list-style-type: none"> <li>Implementation: Installing devices at locations and bringing them online</li> <li>Management: Using device data to improve traffic flow</li> </ul>	Economic Development and Capital Investment (PWT)

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 2021, work to implement new traffic management technology will focus on the following projects:

- Installation of connected vehicle devices at 35 intersections along the Cooper Street (FM157) Corridor.
- Implementing a connected vehicle application to provide signal information.
- Installation of lightbar sensors on City construction vehicles for recognition by WAZE for increased public safety.

Update:

The observed travel times were slightly better than last quarter. Timing plans in place prior to COVID-19 were reinstated on several major corridors.

Corridor and Travel Time Goal	Actual Travel Time
NB Cooper St. (Turner-Warnell Rd. to IH-30) 21:09 (+/- 2 min 7 sec)	19:17
SB Cooper St. (IH-30 to Turner-Warnell Rd.) 21:04 (+/- 2 min 6 sec)	18:03
NB Collins St. (S. Green Oaks Blvd. to N. Green Oaks Blvd.) 19:28 (+/- 1 min 58 sec)	20:39
SB Collins St. (S. Green Oaks Blvd. to N. Green Oaks Blvd.) 19:34 (+/- 1 min 57 sec)	17:46
EB Division St. (Bowen Rd. to SH-360) 10:24 (+/- 1 min 2 sec)	11:08
WB Division St. (Bowen Rd. to SH-360) 10:52 (+/- 1 min 5 sec)	10:28
EB Pioneer Pkwy. (Green Oaks Blvd. to SH-360) 13:49 (+/- 1 min 23 sec)	12:16
WB Pioneer Pkwy (SH-360 to Green Oaks Blvd.) 14:12 (+/- 1 min 25 sec)	13:09

# Put Technology to Work

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

### Objective 2: Implement New Technology

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.2.7	CARES Act Funding – Action Center Telework Improvements	Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (IT)

Summary:

Information Technology (IT) will oversee a project to buy equipment and services to support and/or improve telework capabilities for the Action Center Agents who are working remotely as a result of COVID-19. This equipment expense will be submitted for reimbursement under the CARES Act Category 4 expenses for improving telework capabilities for employees.

The Action Center Agents will need the capability to receive calls at home from their calling queue. These calls must be recorded just like they are recorded at work. The functionality must allow the supervisor to remotely monitor (Listen to) calls and produce reports of call activity for all Agents.

The FY 2020 goal is to complete the deployment of all equipment and services by December 30, 2020.

Update:

The project team worked with the vendors to perform a Proof of Concept that provided the telework call recording capabilities for the Action Center Agents. This functionality provides operational call activity metrics and remote access for supervisory review of active calls.

The project team validated the functionality and implemented the solution.

Milestone	Estimated Completion	Status
Gather requirements from the Action Center	4 <sup>th</sup> Qtr. FY 2020	Complete
Perform Proof of Concept	4 <sup>th</sup> Qtr. FY 2020	Complete
Get Purchase Approval	4 <sup>th</sup> Qtr. FY 2020	Complete
Purchase Equipment and Services	4 <sup>th</sup> Qtr. FY 2020	Complete
Receive Equipment	4 <sup>th</sup> Qtr. FY 2020	Complete
Implement Solution	1 <sup>st</sup> Qtr. FY 2021	Complete
Project Closure	2 <sup>nd</sup> Qtr. FY 2021	Complete

# Put Technology to Work

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

### Objective 2: Implement New Technology

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.2.8	CARES Act Funding – Arlington Smart Lighting & Municipal WiFi	Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (IT) and Economic Development and Capital Investment (PWT)

Summary:

The City has started an initiative to build a Wireless Lighting Controls and Public Access WiFi network to provide free Internet Access to designated areas within the City. Our IT Department will be expanding the City provided Wi-Fi services to the designated neighborhood locations.

Some of the specific requirements of the project are:

- Deploy outdoor Municipal WiFi network
- Remotely control luminaires in a lighting network
- Remote control system for monitoring, metering, and managing a lighting network
- Monitor operating status, energy consumption, and possible failures.

Update:

Previously, the Smart Lighting and Mimosa equipment was received. The Ruckus equipment, Network Switches, Wi-Fi Installation services, and Support Services were cancelled due to issues with the vendor.

Received a new quote for the remaining equipment, the installation services, and Support Services from another vendor. Ordered and received the equipment, installation services, and support services.

The initial purchase of equipment and installation services for the project was \$491K. The updated purchase of equipment, installation services, and support services for the project was \$423K.

The Smart Lighting and Wi-Fi installation was a coordinated effort with partnerships between the vendor, the IT Network team, and the Public Works Streetlights Teams.

Milestone	Estimated Completion	Status
Network Planning Phase	2 <sup>nd</sup> Qtr. FY 2021	Complete
Network Design Phase	3 <sup>rd</sup> Qtr. FY 2021	Complete
Purchase Equipment	3 <sup>rd</sup> Qtr. FY 2021	Complete
Receive Equipment	3 <sup>rd</sup> Qtr. FY 2021	Complete
2nd Purchase of Equipment	4 <sup>th</sup> Qtr. FY 2021	Complete
2nd Receive of Equipment	4 <sup>th</sup> Qtr. FY 2021	Complete
Deploy Equipment	4 <sup>th</sup> Qtr. FY 2021	Complete
Network Monitoring	4 <sup>th</sup> Qtr. FY 2021	Complete
Project Closure	1 <sup>st</sup> Qtr. FY 2022	In Progress

The new vendor, SmartWave, is overall responsible for the Wi-Fi network design and installation. They designed the Wi-Fi network, installed the Wi-Fi equipment on the light poles, and installed additional network switches within the signal cabinets. They assisted the IT department with the network configuration. They assisted the PWT department with equipment installation.

The Network Team of the IT department configured the City's Fiber Network to allow the Public Access Wi-Fi to get to the internet from the designed neighborhood location.

The Street Maintenance Team of the PWT department installed the Smart Lighting equipment and assisted SmartWave with the installation of the Wi-Fi equipment.

The project team completed the Smart Lighting and Wi-Fi installation and started broadcasting the Arlington Public Access Wi-Fi for use by the residents of the neighborhood.

The Arlington Public Access Wi-Fi must be used for legal and authorized purposes only. Residents will be able to access the internet using any wireless enabled device and connect to any available internet service. Residents can connect to this Public Access Wi-Fi by searching for #ArlingtonWi-Fi as the SSID name.

# Put Technology to Work

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

### Objective 2: Implement New Technology

	Project	Performance Measure(s)	City Service Team (Department)															
PTW 1.2.9	Legislative Session Online Bill Tracker		Shared Services (Communication and Legislative Affairs)															
<p><u>Summary:</u></p> <p>The Office of Intergovernmental Relations is responsible for advocating on behalf of the City and City Council to other governmental entities. Every two years, the Texas Legislative Session puts a strain on staff resources due to the time necessary to monitor and advocate on proposed legislation. The Online Legislative Session Bill Tracker is an online tool that helps the City of Arlington remain focused, effective and productive during the legislative session that minimizes duplication of work and missed bills by Tracking bill actions and department data and feedback in one consolidated and accessible space.</p> <p><u>Update:</u></p> <p>The Intergovernmental Relations team successfully tracked over 2,000 bills during the 87<sup>th</sup> Texas Legislative Session. This tool will remain evergreen on the Intergovernmental Relations SharePoint site, so employees can look back at the work the City did during the 87<sup>th</sup> Legislative Session.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Target Date</th> <th style="width: 20%;">Status</th> </tr> </thead> <tbody> <tr> <td>Create the Legislative Session Online Bill Tracker as part of the Supervisor Series Class</td> <td>4<sup>th</sup> Qtr. FY 2020</td> <td>100%</td> </tr> <tr> <td>Create Training Materials on how to use the Legislative Session Online Bill Tracker</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Train Department Directors and Key Staff on how to use the Legislative Session Online Bill Tracker</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>100%</td> </tr> <tr> <td>Update Online Bill Tracker, Notify Departments of Needed feedback, and communicate feedback to Legislature</td> <td>3<sup>rd</sup> Qtr. FY 2020</td> <td>100%</td> </tr> </tbody> </table>		Milestone	Target Date	Status	Create the Legislative Session Online Bill Tracker as part of the Supervisor Series Class	4 <sup>th</sup> Qtr. FY 2020	100%	Create Training Materials on how to use the Legislative Session Online Bill Tracker	1 <sup>st</sup> Qtr. FY 2021	100%	Train Department Directors and Key Staff on how to use the Legislative Session Online Bill Tracker	1 <sup>st</sup> Qtr. FY 2021	100%	Update Online Bill Tracker, Notify Departments of Needed feedback, and communicate feedback to Legislature	3 <sup>rd</sup> Qtr. FY 2020	100%
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# Put Technology to Work

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

### Objective 2: Implement New Technology

	Project	Performance Measure(s)	City Service Team (Department)																					
PTW 1.2.10	Cable Channel Improvements		Shared Services (Communication and 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> <p><u>Update:</u></p> <p>Purchased and implemented bulletin board system for cable station. Firmware updates completed for broadcast equipment. New studio headsets ordered for control room and will be delivered in the 1<sup>st</sup> quarter of FY 2022.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Target Date</th> <th style="width: 20%;">Status</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>Update Studio Control Room</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td>40%</td> </tr> <tr> <td>Build New Audio Booth</td> <td>3<sup>rd</sup> Qtr. FY 2022</td> <td>0%</td> </tr> <tr> <td>Update Studio Set</td> <td>4<sup>th</sup> Qtr. FY 2022</td> <td>0%</td> </tr> </tbody> </table>		Milestone	Target Date	Status	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%	Update Studio Control Room	3 <sup>rd</sup> Qtr. FY 2022	40%	Build New Audio Booth	3 <sup>rd</sup> Qtr. FY 2022	0%	Update Studio Set	4 <sup>th</sup> Qtr. FY 2022	0%
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# Put Technology to Work

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

### Objective 2: Implement New Technology

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.2.11	CodeRED Citizen Notification Tool		Shared Services (Communication and Legislative Affairs and IT)

Summary:

The Departments of Communication and Legislative Affairs and Information Technology are working together to implement a new citizen notification tool to better communicate directly to residents. This tool is in addition to the work that the Office of Communication and other departments are already doing to connect with their customers and Arlington residents.

Update:

The finalized SOP was shared with CMO. Our CodeRed customer success account manager provided system overview and user training for our Asset Management team.

Project tracking is complete.

Milestone	Target Date	Status
Contract with a Citizen Notification Tool	2 <sup>nd</sup> Qtr. FY 2021	100%
Create a Standard Operating Procedure on how to use CodeRED	4 <sup>th</sup> Qtr. FY 2021	100%
Train Department Directors and Key Staff on how to use CodeRED	4 <sup>th</sup> Qtr. FY 2021	100%
Utilize CodeRED to communicate to residents	4 <sup>th</sup> Qtr. FY 2021	Complete

# Put Technology to Work

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

### Objective 3: Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PYW 1.3.1	Enterprise IT Project (FY 2019) – Inspection Scheduling	Project Completion	Shared Services (IT) and Economic Development and Capital Investment (Planning)

Summary:

Planning & Development Services (PDS) will implement the Contractor Application (App) within the AMANDA Application. The Contractor App will allow builders and residents to utilize a mobile device to request and view permits, schedule and reschedule inspections, view status of permit/inspection requests, receive next-in-line notifications and results via text or email.

The PDS project team, worked with the vendor, Unisys, to define requirements to improve mobile device functionality for AP.COM. Unisys will develop these improvements to mobile device functionality for AP.COM.

Update:

The project team completed all remaining tasks and closed the project.

Milestone	Target Date	Status
Charter Development	1 <sup>st</sup> Qtr. FY 2019	Complete
Project Planning	2 <sup>nd</sup> Qtr. FY 2019	Complete
Design / Develop	2 <sup>nd</sup> Qtr. FY 2020	Complete
Implementation / Go Live	3 <sup>rd</sup> Qtr. FY 2021	Complete
Project Close	4 <sup>th</sup> Qtr. FY 2021	Complete

Note:

This project was delayed due to the decision to change direction of the project from implementing the Contractor App. This scope change and the initial project delay due to resource constraints have caused delays since the project Charter was signed in 2019.



# Put Technology to Work

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

### Objective 3: Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PYW 1.3.2	Enterprise IT Project (FY 2019) – Arlington Permits Website Enhancements	Project Completion	Shared Services (IT) and Economic Development and Capital Investment (Planning)

Summary:

Arlington Permits website, arlingtonpermits.com, (ap.com) is a resourceful tool for customers of Planning & Development Services (PDS), Fire (FD), Police (PD), and Code Compliance Services (CCS) to obtain information and request services; however, there are deficiencies and improvements that would enhance the overall customer experience.

PDS would like to provide customers the opportunity to pay fees that are not part of the default list and generate payment reports to aid them in reconciling payments. The Arlington Permits website provides customers with the opportunity to pay for permits, request and cancel inspections, update information, retrieve permit and license information.

Update:

The following enhancement work was completed through this the project:

- Civic Portal (redevelopment) – June 3, 2020
- Attachments and Renewals Enhancement – November 2, 2020
- Public Search Enhancement – December 10, 2020
- Non-EPR Attachments Notices – January 11, 2021
- Public Search Commonly Requested Information – March 18, 2021
- Shopping Cart – April 27, 2021
- Subcontractor Info – May 18, 2021
- Limit Plat Application Window – June 22, 2021

The project is closed.

Milestone	Target Date	Status
Project Charter Development	1 <sup>st</sup> Qtr. FY 2019	Complete
Project Planning /Requirements	2 <sup>nd</sup> Qtr. FY 2019	Complete
Vendor SOW	2 <sup>nd</sup> Qtr. FY 2020	Complete
Civic Portal Upgrade Development	2 <sup>nd</sup> Qtr. FY 2020	Complete
Civic Portal Upgrade Implementation / Go Live	3 <sup>rd</sup> Qtr. FY 2020	Complete
Enhance Attachment and Resubmittal	1 <sup>st</sup> Qtr. FY 2021	Complete
Enhance Renewals	1 <sup>st</sup> Qtr. FY 2021	Complete
Enhance Public Search	1 <sup>st</sup> Qtr. FY 2021	Complete
Enhancement Commonly Requested Information	2 <sup>nd</sup> Qtr. FY 2021	Complete
Enhancement Subcontractor Information	3 <sup>rd</sup> Qtr. FY 2021	Complete
Enhance Payment /Shopping Cart	3 <sup>rd</sup> Qtr. FY 2021	Complete
Enhance Apply	3 <sup>rd</sup> Qtr. FY 2021	Canceled
Enhancement Reports and My Services	3 <sup>rd</sup> Qtr. FY 2021	Canceled
Limit Plat Application Window	3 <sup>rd</sup> Qtr. FY 2021	Complete
Project Closing	4 <sup>th</sup> Qtr. FY 2021	Complete

Note: Enhancement work will be delivered in multiple Go Live events.

# Put Technology to Work

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

### Objective 3: Increase Convenience for the Customer

Project		Performance Measure(s)	City Service Team (Department)
PYW 1.3.3	Electronic Plan Review Implementation	Turnaround time for commercial construction plans within 12 business days	Economic Development and Capital Investment (Planning)

Summary:

City Council approved the purchase and implementation of an Electronic Plan Review (EPR) solution for Planning & Development Services, the system was procured at the end of the 2017 – 2018 budget with implementation starting in March 2019. The goal of the technology investment was to streamline the review process as it relates to the development process for platting, zoning, engineering site plan and building plan review.

By implementing the EPR program customers can submit plans electronically. This eliminates the need for plans to be printed therefore saving cost incurred by the customer. Multiple staff members can review the submittals simultaneously thus reducing the turnaround time. This allows Planning and Development Services (P&DS) the opportunity to promote consistency and enhance customer service.

Update:

This project has been completed.

Milestone	Estimated	Actual
Make Site Plan, Public Improvement, Zoning and Plat applications available online for electronic submittal	July 2019	June 2019
Achieve minimum of 10% of applications available via EPR	Oct. 2019	34%
Achieve minimum of 25% of applications available via EPR	Feb. 2020	76%
Performance Metric	Target	Actual
Provide 3 <sup>rd</sup> quarter percentage of users submitting plans via EPR	90%	99%
Provide 4 <sup>th</sup> quarter Percentage of users stating they would recommend EPR to someone else	50%	75%
Provide FY 2021 1 <sup>st</sup> quarter Percentage of users stating they would recommend EPR to someone else	60%	68%

# Put Technology to Work

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

### Objective 3: Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PYW 1.3.4	Enhanced Interactive Development Process Guide	Project Completion	Economic Development and Capital Investment (Planning)

Summary:

With the changes that happened in the last few years concerning technology and COVID-19 restrictions, all permitting activity is now online. Many of our customers can conduct business with the City at the tips of their fingers and in the convenience of their homes/offices. However, we still receive several phone calls regarding how to move through the permitting process. Our staff are always willing and able to help these customers.

Currently, we have technical bulletins and short videos in different locations across our website. However, there still seems to be a disconnect with our customers and these resources. With the Interactive Development Process Guide, we plan to bring all the how-to videos for each process together in a very streamlined process flowchart thereby making it more easily available on google searches so that our customers can get to the specific item they are looking for. We will seek input from our customers and DRT concerning what would be most helpful. We will also be seeking guidance from OOC both on which tools to utilize for the website and for the shooting/editing of some of our how-to videos and interviews.

Update:

Introduced the team, discussed the goal, issues, and end result.

Customer Service Reps discussed issues the applicants were experiencing including not being computer literate, not owning a computer, not knowing where to find information as it wasn't all in one location, and not knowing what to do as beginners.

We are creating a survey, which will be updated throughout the process, to help us identify problems and improve customer service and ease of use.

Milestone	Estimated	Actual
Department brainstorming session	Aug. 2021	Aug. 2021
Seek input from development customers on permitting process	Sept. 2021	
CMO update on the permitting DRAFT	Nov. 2021	
Seek input from health services customers	Dec. 2021	
CMO update on the health DRAFT	Mar. 2022	
Seek input from contracting customers on inspections	Apr. 2022	
CMO update on the inspections DRAFT	June 2022	
Seek input from land development customers	July 2022	
CMO update on the land development DRAFT	Sept. 2022	
Overall update to Council	Oct. 2022	

# Put Technology to Work

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

### Objective 3: Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PYW 1.3.5	Implement Enhanced Email Procedures	Implementation into business practices	Shared Services (Municipal Court)

Summary:

COVID-19 caused the Municipal Court to rapidly adjust and implement two pilot programs to reduce foot traffic and increase customer service accessibility to procedural Justice. The first was enhanced email and web procedures. The Municipal Court has worked with the Judiciary to allow defendants to submit questions and file documents to a single new central email address that is monitored and processed by the Court.

Update:

This fiscal year, the Court processed 8,108 email e-file requests and 2,818 Judge Service Requests. Emailing and e-filing is a system that enables defendants to file documents with the court anytime, anywhere, 24-hours-a-day, seven-days-a-week and increase access and procedural justice for defendants. Response time from when the court receives an email questions are often completed within 72 hours or less. This service has been highlighted on the court's website and also on outgoing correspondence with defendants.

The Municipal Court continues to work with the Judiciary to improve on email/e-filing services. This system provides defendants the opportunity to transition to a technology-based electronic filing (e-filing) system. The Court has established best practices and access to Justice at the Municipal Court Level and fully implemented this initiative into our business practice.

Milestone	Target Date	Status
Review benefits and challenges of the enhanced email procedures	1 <sup>st</sup> Qtr. FY 2021	Complete
Create a paperless workflow in Incode for judge service request	1 <sup>st</sup> Qtr. FY 2021	Complete
Conduct process review and determine effectiveness of pilot programs	2 <sup>nd</sup> Qtr. FY 2021	Complete
Review with Judiciary for continued Standing Order approval	3 <sup>rd</sup> Qtr. FY 2021	Complete
Highlight and promote enhanced email services on website.	3 <sup>rd</sup> Qtr. FY 2021	Complete
Implement into business practices	4 <sup>th</sup> Qtr. FY 2021	Complete

# Put Technology to Work

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

### Objective 3: Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.3.6	Implement Virtual Court pilot program into courtroom dockets	Implementation into business practices	Shared Services (Municipal Court)

Summary:

COVID-19 caused the Municipal Court to rapidly adjust and implement two pilot programs. The second pilot program was a virtual court walk in docket to expand the Court’s accessibly to the public through technology and remote options. The Municipal Court worked with the Judiciary to fast track a mechanism to provide access to the Court by utilizing the Zoom platform to speak with a Judge during a virtual walk-in court session. The Virtual Court also serves as an open proceeding for public access viewing via streamed live sessions.

Update:

This authority to continue to conduct virtual dockets and hearings were brought before the legislature. The 87th (R) session bills – SB 690 and HB were filed and would have amended the Government Code to authorize a court, on the court’s motion or the motion of any party, to conduct a hearing or other proceeding as a “remote proceeding” without the consent of the parties unless the US Constitution or Texas Constitution requires consent.

These bills were not passed during the legislative session nor the issue introduced in the special sessions. Therefore, Municipal Courts are not authorized to continue to conduct Virtual Dockets and hearings once the Governor’s emergency order expires. It is unclear when these emergency declarations will end, and the Court continues to conduct virtual hearings on an extremely limited basis. The Court has fully reimplemented in person dockets and hearings and has established best practices, policies and procedures for virtual dockets should COVID-19 shutdowns return.

Milestone	Target Date	Status
Review benefits and challenges of the virtual court program	1 <sup>st</sup> Qtr. FY 2021	Complete
Conduct process review and determine effectiveness of pilot program.	2 <sup>nd</sup> Qtr. FY 2021	Complete
Review plans with Judiciary for continued Standing Order approval and best practice revisions	3 <sup>rd</sup> Qtr. FY 2021	Complete
Highlight and promote virtual court dockets on court website	3 <sup>rd</sup> Qtr. FY 2021	Complete
Implement into business practices	4 <sup>th</sup> Qtr. FY 2021	Complete

# Put Technology to Work

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

### Objective 3: Increase Convenience for the Customer

	Project	Performance Measure(s)	City Service Team (Department)
PTW 1.3.7	East Innovation Zone		Shared Services (Communication and Legislative Affairs) and Neighborhood Services (Library and Parks)

Summary:

As the City works to advance the City Council priorities of Put Technology to Work, Champion Great Neighborhoods, and Support Youth and Families, it has obtained a grant from the State of Texas to develop an Innovation Zone centered at the East Library and Recreation Center in the total amount of \$750,000.

The East Innovation Zone will provide access to economic mobility opportunities to area residents by bridging the digital divide, create a tech-centered outdoor community space and building sustainable partnerships with area providers.

Update:

In the 4<sup>th</sup> quarter, additional seating and tables were added to the exterior area so the more visitors could work and enjoy the outdoor space of the Innovation Zone. The remaining grant funds were used to purchase 200 Chromebook laptops that the public can check out for 30 days at a time. These were supplemented with 100 hotspots donated by T-Mobile, along with three years of unlimited data service funded by the American CARES Act grant completing the set to provide complete access to Wi-Fi and computing. These features, along with all the other assets purchased with the \$750,000 grant, have resulted in a wonderful complement of space and technology features benefiting the East Arlington community.

Milestone	Target Date	Status
Develop an "Innovation Zone Plan"	3 <sup>rd</sup> Qtr. FY 202	100%
Build out Innovation Zone Plaza outside of the East Library and Recreation Center	1 <sup>st</sup> Qtr. FY 2021	100%

# Put Technology to Work

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

### Objective 3: Increase Convenience for the Customer

Project		Performance Measure(s)	City Service Team (Department)
PTW 1.3.8	Update the PDS Customer Service Survey Tool	Increase the number of survey responses from our customers	Economic Development and Capital Investment (Planning)

Summary:

During the current year, we will be evaluating and updating our customer service survey tool. The current Planning and Development Services survey tool has remained unchanged since 2009. The highest number of surveys returned occurred during FY 2012 with 625 responses. The number of survey responses dropped dramatically in FY 2020 to 91 surveys returned. Additionally, during the 4<sup>th</sup> quarter of FY 2020, PDS launched an ePlan Review Survey which performed much better with an average of 31 responses per month. However, the placement of the survey on ArlingtonPermits.com had applicants using the survey for non-ePlan Review responses. PDS will be working to improve the placement, method, and questions to better understand our customer needs to improve our service levels. As outlined in our department three-year workplan the primary focus will be in four main areas:

- Speed – Response time for conducting plan reviews and inspection requests; staff quickness in response to inquiries
- Certainty – Applicants flowing through the plan review and inspection process as expected
- Customer Experience – Clear direction and explanations of the plan review and inspection process to customers; PDS staff assistance through the process
- Quality of the Service – Staff credibility and competency; knowledge of codes, ordinances for plan reviews and inspections

Update:

Internal meetings were held in the spring to discuss potential questions and determine the best format and placement of the survey link for each workgroup.

In August, draft survey questions were developed and reviewed with the Building Inspections Supervisor. The Building Inspections test survey has been created and is currently being tested using the Constant Contact application. Once the Building

Milestone	Estimated	Actual
PDS internal meetings held to develop an overall plan for better survey placement at different points in the development process	Mar. 2021	Apr. 2021
Research survey tools and develop draft survey questions	Apr. – July 2021	July 2021
Finalize survey questions and phased implementation by workgroup:	July 2021	
Building Permits Issued (Plans Examiners)	July 2021	
Building Inspections Performed	Aug. 2021	
Land Development Zoning, Platting, Site Plans – (Planners/Engineers)	Sept. 2021	
Customer service Representatives	Oct. 2021	
Health Services	Nov. 2021	

Performance Metric*	Target	Actual
Reporting of the survey results will begin three months after survey is launched beginning with Building Permits Issued Plans Examiners	Nov. 2021	
Increased number of responses received quarterly beginning July-September	100 surveys returned each quarter	

\*More metrics will be added as the project moves along.

<p>Inspection survey is finalized, PDS will work with IT to place the survey in inspection notification emails. PDS will print QR codes on business cards for inspectors to hand out in the field.</p> <p>The other workgroup surveys are still being developed.</p> <p>The use of Constant Contact is an interim option until a more robust application can be identified.</p>	
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# City of Arlington Council Priority: Put Technology to Work

Dept.	Goal Category	Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Annual Target	FY 2021 1st Qtr. Actual	FY 2021 2nd Qtr. Actual	FY 2021 3rd Qtr. Actual	FY 2021 4th Qtr. Actual	FY 2021 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.		
IT	System Availability	The server availability	99.99%	99.99%	100%	99%	100%	99.97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
IT		US system availability	99.99%	99.99%	100%	99%	100%	99.97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
IT		Website availability	99.99%	99.99%	100%	99%	100%	99.97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
IT		Mobile app availability	99.99%	99.99%	100%	99%	100%	99.97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
IT		Android availability	99.99%	99.99%	100%	99%	100%	99.97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
IT		iOS availability	99.99%	99.99%	100%	99%	100%	99.97%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
IT		Email Pushing/Sms Rate	5.3%	2.46%	3%	2%	4.83%	1.6%	1.6%	3.25%	0.8%	1.33%	0.8%	1.33%	0.3%	2.3%	0.9%	1.5%	3.7%	0.5%	0.6%	0.8%	11.8%	0.5%	
OSI		New Measure in FY 2020	Datasets or Interactive Web Maps Published (reported annually)			6	5																		
OSI			New Measure in FY 2020	Open Data Portal Users		10,453	16,000	5	4,411	5,468	1,516	1,516	1,516	1,516	1,516	1,516	1,500	2,425	1,543	1,545	1,410	1,656	991	1,592	1,583
Peris		New Measure in FY 2020		Online registrations	207%	13.1%	42%	20%	9.11%	5,408	12,886	6,818	7,897	7,897	7,897	7,897	7,897	7,897	7,897	7,897	7,897	7,897	7,897	7,897	7,897
Peris	New Measure in FY 2020		Total website sessions (including mobile)	4,728	38,527	235,742	36,000	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751	17,751
CLA		New Measure in FY 2020	Total website sessions (excluding mobile)	3,586,260	3,570,021	3,074,214	2,092,020	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843	4,034,843
CLA	New Measure in FY 2020		Increase Social Media Followers - Facebook, Instagram, and Twitter (reported quarterly)	24.2%	18%	12%	25%	1%	5.5%	0.1%	0.7%	7%	1%	1%	1%	1%	1%	5.5%	5.5%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
CLA		New Measure in FY 2020	Increase Visits to MyArlingtonX.com and Arlingtonz.gov (Baseline = 518,623 visits)	(6.3%)	(11%)	427%	20%	47.8%	28.4%	(16%)	(4.6%)	20%						28.4%	28.4%		(1.6%)				
CLA	New Measure in FY 2020		Ask Arlington App Downloads - based on percent of population	0.3%	1%	1%	5%	0.9%	0.03%	0.07%	0.08%	0.37%	0.03%	0.03%	0.02%	0.01%	0.01%	0.01%	0.02%	0.02%	0.02%	0.01%	0.01%	0.01%	
CLA		New Measure in FY 2020	Ask Arlington App Satisfaction - Number of 5-star ratings	74	1,032	336	800	75	68	251	113	317	31	21	21	21	21	26	28	79	94	94	26	48	35
Peris	New Measure in FY 2020		Total impressions (APD main Twitter/IG profiles) in millions	4,107	6,437	7,138	1,893	1,435	1,435	1,893	1,894	681	0.765	0.47	0.393	0.403	0.448	0.565	0.669	0.528	0.7	0.744	0.662	0.658	



# Support Youth and Families

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

### Objective 1: Strengthen Education and Enrichment Programs

	Project	Performance Measure(s)	City Service Team (Department)
SYF 1.1.1	Youth Investment Programs	Volunteer and participation hours	Neighborhood Services (Police)

Summary:

In the last several years, the national media has highlighted stories showing the lack of trust between the community, especially the youth, and their police departments. Nationally, youth mentoring programs consisted with effective implementation of the President’s Task Force on 21<sup>st</sup> Century Policing offer promising approaches to building trust. The department is one of 15 cities participating in the 21<sup>st</sup> Century Policing program to serve as a model of community policing for other police departments. The department continues to be focused on youth engagement and has increased programs to directly engage the youth of the City.

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

- Police Explorer: Program aimed at giving teens exposure to law enforcement careers through competition headed up by local law enforcement officers.
- Police Activities League (PAL): Youth crime prevention program that uses recreational activities to create trust and understanding between youth and police officers.
- Coach 5-0 Program: In partnership with AISD, officers assist in coaching athletics and attend the students’ games.
- Mentoring Arlington Youth (MAY) Program: Mentoring program for middle school boys and girls.
- Hometown Recruiting Program: Based in AISD high schools, this program relies on volunteers from the department to assist in real training scenarios for future APD officers.
- Geographic/Community Partnerships: Providing neighborhood-centric opportunities allow for communities to tailor education and mentorship activities within areas of the city. Partnerships with groups like AISD Elementary School Mentoring and the Boys and Girls Club of Arlington are examples of such partnerships.

Update:

Police Explorers met bi-weekly in July and early August, then resumed meeting weekly after school started. 9 new explorers began the basic academy on September 7, learning basic skills such as radio procedures, handcuffing, traffic control, and search/frisk techniques. This influx of new Explorers brought membership back above 20 participants.

During the months of July and August, officers continued to engage the city’s youth at Boys and Girls clubs, Parks and Rec camps, libraries, and the YMCA. SROs joined in playing games, encouraging, and mentoring children.

Our summer PAL program continued with more camps in July and August. 116 kids attended these camps at Trinity United Methodist Church. The campers participated in a variety of activities including, basketball, volleyball, dodgeball, multiple field trips, visits from SWAT, our mounted patrol unit, and the unmanned aircraft unit. Some of the life skills learned during these camps were safety, personal responsibility, and accountability.

The MAY program has not resumed meetings yet. Coach 5-0 kicked off the fall sports season, with officers attending practices and games for football and volleyball.

The Hometown Recruiting Program partnership with AISD, UTA and TCC continues to provide youth enrolled in the Hometown Recruiting Program with a unique opportunity to learn about the law enforcement profession. The 2021-2022 school year has been a challenging one for obtaining applicants for the Career Technology Center’s elective programs. Enrollment in these programs dropped significantly. The Hometown Recruiting Program had less than half of the normal number of applicants this year due to lack of student engagement.

During the quarter, The APD Hometown Recruiting Program has made an effort to continue to expand its curriculum to mirror that of our own. Sgt. Jared Ross taught Ethics to HRP Class 8 giving them a better understanding of the expectations our department has on integrity and moral conduct. Class 8 has received a new \$1500 annual scholarship opportunity that students will apply for in the Spring. Bridging the Gap Communities in

	<p>partnership with Journey 2 healing hearts has sponsored the inaugural scholarship.</p> <p>SROs hosted a Bike Rodeo each month at the East Arlington Rec Center and Ditto Elementary. Over 40 kids were taught the importance of proper bicycle safety. Additional officers and nonsworn staff assisted with making these events a success.</p> <p>Students participated in the APD Bike Rodeo held at Cravens Park over the summer and the Cops4Kids 5k held in Ft Worth in the Trinity Park area. As the Fall Semester continues, HRP has begun to use the East Library and Rec Center for additional workout options for the classes. HRO is currently working on usage of the pool for a Red Cross Water Safety Certification for HRP members through this facility.</p>
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# Support Youth and Families

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

### Objective 1: Strengthen Education and Enrichment Programs

Project		Performance Measure(s)	City Service Team (Department)
SYF 1.1.2	Adult Literacy enhanced service delivery	<ul style="list-style-type: none"> <li>Recruitment of ESL, ABE, HSE students (includes IET, ITP)</li> <li>Retention of students</li> <li>Virtual and distance learning</li> <li>Certifications (includes HSE diplomas, and IET certifications)</li> </ul>	Neighborhood Services (Library)

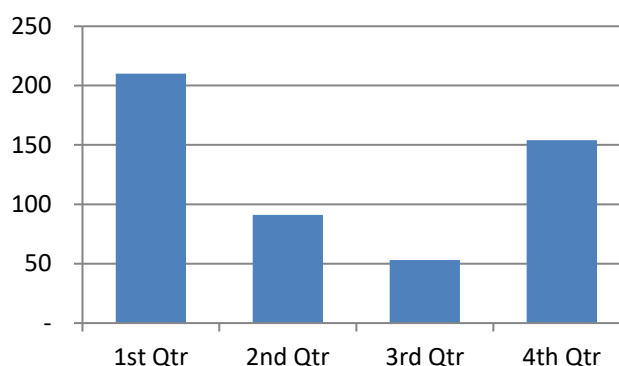
Summary:

The Library's adult education program continues to provide the community with high-quality instruction in high school equivalency, ESL, and citizenship preparation at no cost to the student. As part of the Tarrant County Adult Education and Literacy Consortium (TCAELC) funded through Texas Workforce Commission, the Library also provides eligible students with opportunities to receive integrated educational training that results in certifications in a number of fields such as phlebotomy, Certified Nurses' Assistant, Commercial Driver License, Microsoft Office certification, and more. These certifications allow students to become more marketable and achieve higher paying jobs upon completion. The Library provides instruction and support to internationally trained professionals and students that are already degreed in their home country to make stronger language skills and enhance their employability in our community. This instruction is achieved both through traditional methods of in-person classes, virtual classes, and distance learning utilizing specialized databases. The Library strives to expand these enhanced services to eligible students.

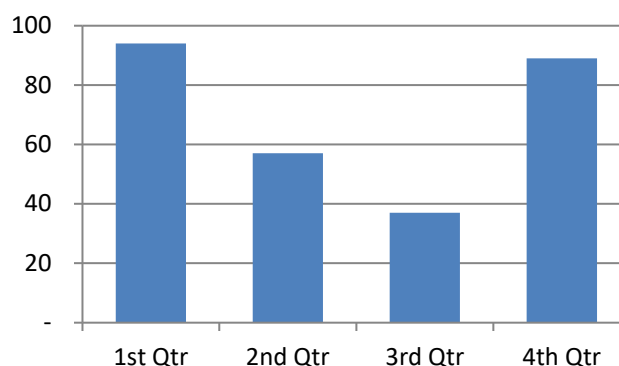
Update:

In the 4<sup>th</sup> quarter, classes moved to a hybrid of in-person and virtual classes. With the start of a new grant project year, recruitment of new students for ESL and HSE classes began. The ESL courses provided 8 classes for in-person instruction and 4 virtual classes instructing 239 students with a cumulative total of 2550.5 hours of direct instruction. Staffing challenges have limited the HSE class offerings. In addition, distance learning through educational software platforms, Burlington English and EssentialEd, offered students the ability to supplement their learning online. Two classes were provided, and 78 students were active on these platforms with 524.25 hours of instruction completed.

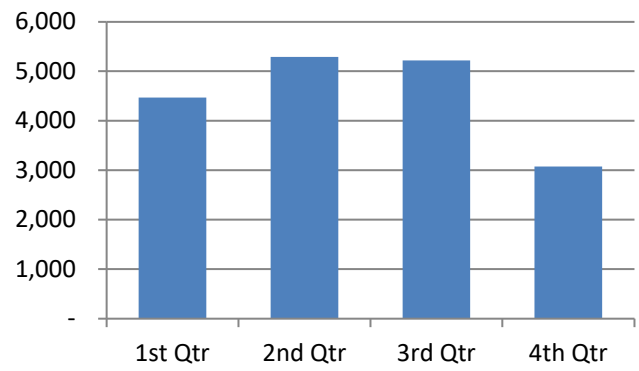
**Recruitment of ESL, ABE, HSE Students (includes IET, ITP)**



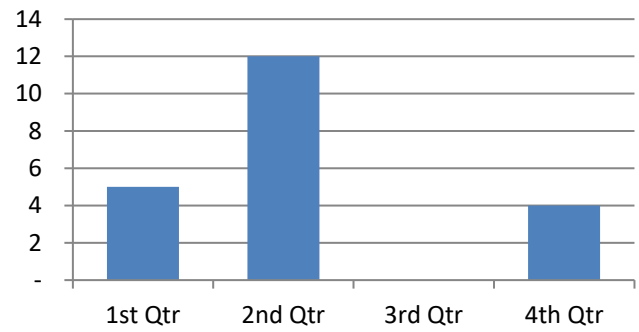
**Student Retention – Students Achieve 40 Hours of Class Learning**



**Virtual and Distance Learning  
Goal – 2,500 Hours**



**Certifications  
(includes HSE diplomas, and  
IET certifications)**



## Support Youth and Families

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

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

Project		Performance Measure(s)	City Service Team (Department)
SYF 1.1.3	CARES Act Funding – Support Distance Learning	Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (IT) and Neighborhood Services (Parks)

Summary:

The City is working to provide free wireless internet connectivity to the community to support a distance learning environment for our students. Our IT Department will be expanding the City provided Wi-Fi services at Parks and Recreation centers and Library locations.

Update:

Wi-Fi equipment has been installed and is operational. Project has been closed.

Milestone	Estimated Completion	Status
Gather Program and Wi-Fi Service Requirements	4 <sup>th</sup> Qtr. FY 2020	Complete
Performed Recreation Center Site Surveys	4 <sup>th</sup> Qtr. FY 2020	Complete
Develop Equipment Requirements	4 <sup>th</sup> Qtr. FY 2020	Complete
Initiate Procurement	2 <sup>nd</sup> Qtr. FY 2021	Complete
Receive Equipment	2 <sup>nd</sup> Qtr. FY 2021	Complete
Deploy Equipment	3 <sup>rd</sup> Qtr. FY 2021	Complete
Project Closure	4 <sup>th</sup> Qtr. FY 2021	Complete

## Support Youth and Families

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

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

Project		Performance Measure(s)	City Service Team (Department)
SYF 1.2.1	Arlington Urban Design Center (AUDC)	Number of projects completed	Shared Services (Office of Strategic Initiatives)

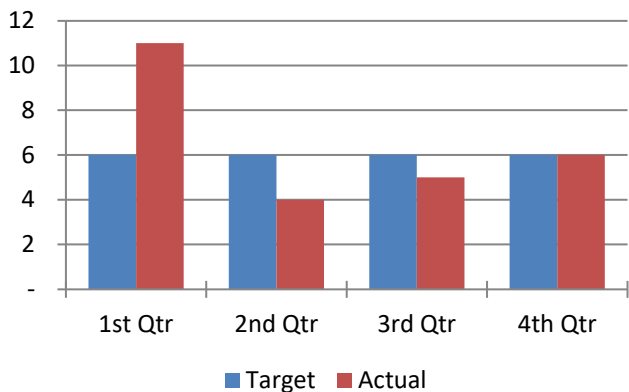
Summary:

The Arlington Urban Design Center, a partnership between the University of Texas at Arlington and the City of Arlington, opened in June 2009. The Design Center provides conceptual renderings to businesses and neighborhoods in Arlington free of charge. Since 2009, the Center has completed over 425 projects and has employed 59 interns. OSI anticipates completing an average of 6 projects per quarter.

Update:

The AUDC is currently staffed with 3 interns and continues to work on multiple different types of projects at all times. The number of incoming projects has fluctuated due to COVID-19 impacts. A total of 6 projects were completed in the 4<sup>th</sup> quarter, and a total of 26 projects were completed in FY 2021.

**AUDC Projects Completed**



# Support Youth and Families

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

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

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

Summary:

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

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

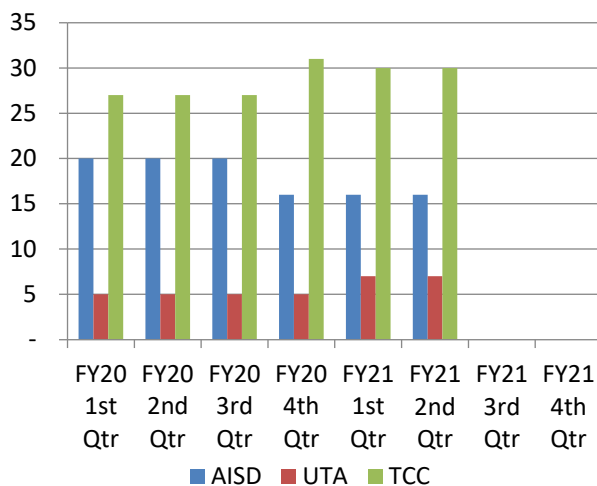
Success of the program will be monitored as student’s move through degree programs at UTA and Tarrant County College, culminating with a fast track hiring process with the Arlington Police Department.

Update:

During the 2<sup>nd</sup> quarter, the Arlington Police Department Hometown Recruiting Program has made multiple trips to the APD Training Center to take advantage of the facilities and expertise of the officers involved with the program. Students trained in vehicle-assault techniques and physical fitness training led by SWAT on site. Multiple specialized units made presentations including the Crimes Against Children Unit, the Homicides Unit, in addition to Geographic Detectives and financial education.

The application process for Class 8 of the Hometown Recruiting Program is in progress. The process involves an online application, a physical fitness test, a panel interview, and background checks giving students a chance to familiarize themselves with the high standards and expectations that law enforcement agencies have.

**Hometown Recruiting Program Participants**





# City of Arlington Council Priority: Support Youth and Families

Dept.	Goal Category	Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Annual Target	FY 2021 1st Qtr. Actual	FY 2021 2nd Qtr. Actual	FY 2021 3rd Qtr. Actual	FY 2021 4th Qtr. Actual	FY 2021 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.
Library	Library Usage	Citizen satisfaction with overall library services (annual survey)	97%	92%	96%	95%	99%	99%	99%	99%	99%												
Library	Library Usage	Customer satisfaction with overall East Arlington Branch library services (surveyed quarterly)	88%	96%	85%	85%	71%	70%	90%	67%	70%			71%									67%
Library	Library Usage	Overall library facility satisfaction rating (excellent)	97%	93%	88%	80%	74%	74%	75%	73%	70%			74%									70%
Library	Library Usage	Works per capita (reported quarterly)	2.7	2.9	2.9	3.5	0.3	0.34	0.5	1.5	1.5			0.3									1.5
Library	Library Usage	% of total registered borrowers with account activity in the last 12 months (measured quarterly)	28%	25%	32%	40%	50%	41%	43%	48%	46%			50%									48%
Library	Library Usage	Virtual Program Engagement (measured quarterly)	New Measure in FY 2021	10,377	3,258	14,400	10,377	3,258	1,244	14,879	0			10,377									0
Library	Library Usage	Recruitment of EJA, ABE, HIS students (measured quarterly)	New Measure in FY 2021	475	475	475	210	95	53	154	512			210									154
Library	Library Usage	Retention of EJA, ABE, HIS students (students achieve 40 hours of classes) (measured quarterly)	New Measure in FY 2021	300	57	300	94	37	89	277	164			94									89
Library	Library Usage	Retention of EJA, ABE, HIS students (students achieve 40 hours of classes) (measured quarterly)	New Measure in FY 2021	318	14	318	14	15	15	116	157			14									116
Library	Library Usage	Circulation per capita (reported quarterly)	5.61	5.6	5.4	5.5	1.4	2.1	2.8	4.3	4.6			0.4									4.3
Library	Library Usage	Circulation of Digital materials	224,268	238,758	405,972	250,000	66,051	62,674	63,863	258,663	22,724			21,357		21,148		21,850	20,747	21,777	20,561	22,198	22,427
Library	Library Usage	Circulation of Physical materials	1,862,700	1,817,747	1,817,747	1,544,000	378,659	317,976	332,674	334,596	1,303,645			125,855		106,808		170,594	109,872	100,920	122,082	124,704	100,444
Library	Library Usage	Circulation through curbside service	New Measure in FY 2021	10,250	6,583	10,250	6,583	5,241	4,893	3,170	19,306			2,499		2,207		1,829	1,829	1,613	1,453	1,027	1,109
Fire	Fire	ASD Fire Academy Completion Rates (reported at end of school year)	56%	100%		94%			76%	76%	76%												
OSI	OSI	Number of Arlington Urban Design Center Projects Completed	New Measure in FY 2019	40	24	24	11	4	5	6	26			2		0		3	2	0	0	1	3
Police	Police	Police Explorer Members	22	23	24	20	20	18	13	54	208			20		19		18	16	13	13	13	21
Police	Police	Police Explorer League (PAL) Participants (reported in summer months)	93	134		120			90	462	462												154
Police	Police	Hometown Recruiting Students Enrolled in ASD	24	20	16	20	16	16	13	13	13			16		16		16	16	16	16	13	13
Police	Police	Hometown Recruiting Students Enrolled in JTA	9	5	6	9	7	7	9	9	9			7		7		7	7	7	7	9	9
Police	Police	Hometown Recruiting Students Enrolled in TCC	14	27	31	11	30	30	21	21	21			30		30		30	30	30	21	21	21



# Culture/Recreation/Education

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

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

Project	Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.1	<ul style="list-style-type: none"> <li>Number of participants</li> <li>Customer surveys</li> <li>Revenue generation to maintain the program</li> </ul>	Neighborhood Services (Parks)

**Summary:**

The Parks and Recreation Department offers a weekly themed, full-day camp program for Arlington youth, ages 5-12. Campers enjoy games, crafts, swimming, field trips and much more. Lunch and an afternoon snack are provided. Camp Dream launched the summer of 2017 at Hugh Smith Recreation Center. Camp DREAM is aimed at children whose guardians are not financially able to afford the registration fee for such an activity.

There is no monetary requirement for the program, but each family is required to attend a minimum of three days per week. Parks and Recreation collaborates with AISD's Office of Student Development and Support Services (SDSS) to identify children who are in transition and without Camp Dream likely remain alone during the summer workday. Applications are collected at Hugh Smith and through the SDSS liaison.

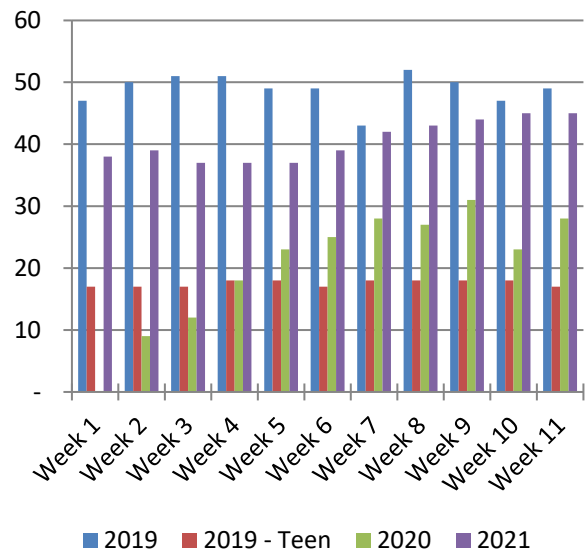
It is the department's attempt to address social equity, ensuring Arlington citizens regardless of financial means have access to their local parks and recreation programming. This program is in alignment with the National Recreation and Park Association three pillars of social equity, health and wellness.

Camp Dream is not a self-sustaining summer program. It requires funding from an outside source. Initially, revenue was provided by the Parks and Recreation Sponsorship Program. Currently, CDBG funding is in place. All funds are to provide funding for summer programming.

**Update:**

Camp DREAM 2021 completed its fourth year. As stated in the previous update, Elevate DREAM 2021 was canceled due to the pandemic. Important to note is that DREAM is offered at multiple centers to maximize the community benefit. Attendance numbers per week are in the existing chart.

**Camp DREAM Participants**



The data reflects increased camp capacity after the effects of COVID-19. Overall, the total percentage fill rate for Camp 2021 was 109%. DREAM was 11% of participants; EAST's camp had the most significant DREAM participation at 49%.

# Culture/Recreation/Education

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

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

	Project	Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.2	Active Adult Center	<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>	Shared Services (AM) and Neighborhood Services (Parks)

Summary:

Working collaboratively with other city departments, as well as with architectural and construction management professionals, to build a new Active Adult Center. Current plans are for the facility to be across the street from the West Police Station and located on the southwest corner of the Pierce Burch Water Treatment site on Green Oaks Boulevard between W. Arkansas Lane and W. Pioneer Parkway.

From February to April of 2019 the City investigated alternative delivery methods for the project. A determination was made to proceed with a request for qualifications.

Bond funding for building construction is anticipated Spring 2021.

Update:

As of the 4<sup>th</sup> quarter of FY 2021, Parkhill, Cooper and Scott Architects have completed 90% of schematic design. Presentations to City Council and the Mayor are planned for August 2021. The Request for Qualifications for the Construction Manager-at-Risk is complete and evaluation of firms in progress.

Milestone	Estimated Completion	Actual Completion
Initial Project Schedule/Development Phase	Jan. 2019	Jan. 2019
Architect/Engineer RFQ	July 2019	July 2019
Architect/Engineer RFQ	July 2019	July 2019
Architect/Engineer Selection Process	Oct. 2019	Dec. 2019
Council Approval of Architect Contract	Dec. 2019	Mar. 2020
CMAR approved delivery method to Council	Fall 2021	Jan. 2020
Finalize construction documents	Spring 2022	
Permit Process	Spring 2022	
Guaranteed Maximum Price to Council	Spring 2022	
Construction begins	Summer 2022	
Finalize selection of furniture and equipment	Fall 2023	
Construction complete	Winter 2024	

# Culture/Recreation/Education

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

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

Project	Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.3 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>	Neighborhood Services (Parks)

Summary:

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

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.

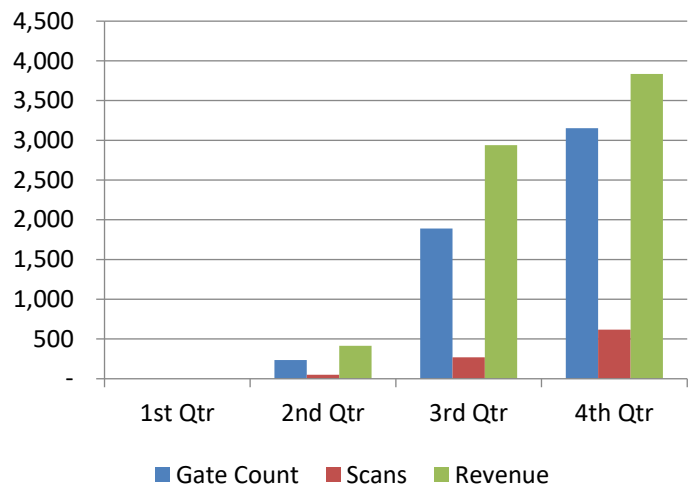
Construction was completed in FY 2020. Due to the COVID-19 pandemic, programming will not begin until December FY 2021. Programmatic planning will begin with Aquatics Staff and the FT Service Unit Assistant to oversee the City’s interest in the facility.

Update:

The 4<sup>th</sup> quarter was the second full quarter for AISD programming. As mentioned in the previous update, programs offered at the AISD location are swim lessons, lifeguard training, and open swim. All members can use either the EAST or AISD for open swim sessions, which means sales for those memberships may not reflect in the AISD revenue account.

Customer surveys (52 total) ascribed an excellent rating to the facility's overall quality (71%), cleanliness of the facility (77%), maintenance of the grounds (77%), safety and security of the facility (73%), and quality of instruction and program (77%). No responses for the topics mentioned above prescribed a rating below good.

**AISD Quarterly Update**



# Culture/Recreation/Education

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

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

Project	Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.4	<ul style="list-style-type: none"> <li>Number of participants</li> <li>Customer surveys</li> <li>Revenue generation to maintain the program</li> </ul>	Neighborhood Services (Parks)

Summary:

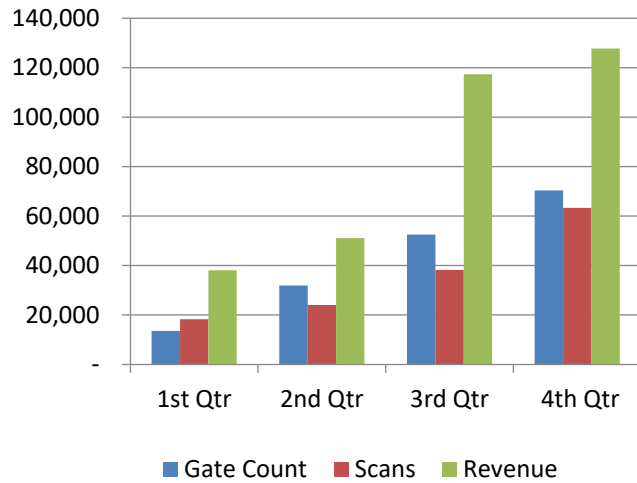
The Beacon is a new facility in Southeast Arlington scheduled to open August FY 2020. FY 2021 will be the first full year of operation for The Beacon. The facility will provide an opportunity for considerable expansion to the already high level of center programming offered by the Parks and Recreation Department. The Beacon will offer private rentals and a variety of year-round programs such as fitness classes, league play, party services, summer camp, after school activities, and fine arts classes.

Update:

The 4<sup>th</sup> quarter closes summer programs and begins fall programming. Beacon began its first after school program during the 4<sup>th</sup> quarter.

Customer survey results for the quarter (23 total) ascribed a good and excellent rating to the facility's overall quality (86%), cleanliness of the facility (94%), maintenance of the grounds (87%), safety and security of the facility (94%), and quality of equipment and amenities (81%).

**The Beacon Quarterly Update**



# Culture/Recreation/Education

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

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

Project		Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.5	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>	Neighborhood Services (Parks)

Summary:

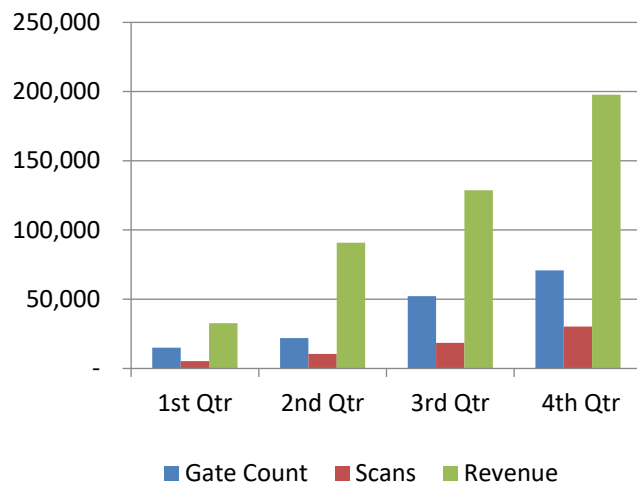
The EAST is a new facility in East Arlington scheduled to open October FY 2021. FY 2021 will be the first full year of operation for EAST. The facility will provide an opportunity for considerable expansion to the already high level of center programming offered by the Parks and Recreation Department.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

Update:

The 4<sup>th</sup> quarter closes summer programs and begins fall programming. EAST restarted its after school program during the 4<sup>th</sup> quarter after closing for relocation from Hugh Smith. The EAST Indoor Pool is also one of two indoor aquatic locations the city operates

Customer survey results for the quarter (66 total) ascribed an excellent rating to the facility's overall quality (83%), cleanliness of the facility (80%), maintenance of the grounds (80%), safety and security of the facility (73%), and quality of equipment and amenities (74%). No responses for the topics mentioned above prescribed a rating below good.

**EAST Quarterly Update**



# Culture/Recreation/Education

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

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

Project		Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.6	East Library and Recreation Center (ELaRC)	<ul style="list-style-type: none"> <li>Overall Satisfaction</li> <li>Visitor count</li> <li>Circulation</li> <li>Public computer sessions/technology usage</li> <li>Program attendance</li> </ul>	Neighborhood Services (Library)

Summary:

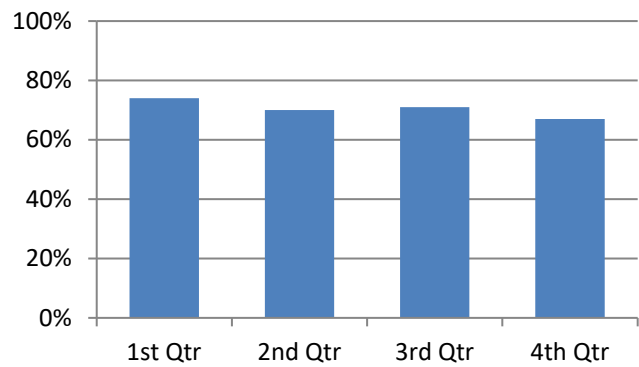
Library staff will observe and adapt to usage patterns at the newly opened joint use East Library and Recreation Center (ELaRC). This facility will be the first joint Library and Park facility in Arlington and will offer multiple new spaces, technology, and resources. The Library and Parks team has already been investigating ways to integrate service delivery for any visitors; some of that will only become apparent after opening the doors and observing how the community interacts with the new facility.

Update:

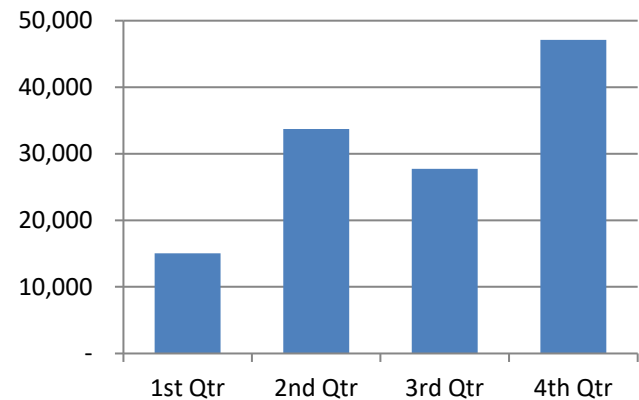
In the 4<sup>th</sup> quarter, visitor count, circulation of physical library materials, and computer sessions continue to increase as the community learns of the location and the resources offered. The community has discovered the laptop locker, resulting in 290 laptops checking out for use within the library.

Science and technology-themed programs continued and were offered in both English and Spanish. Since the facility has opened, 1,539 children have attended STEM-themed programs. Another programming focus has been on careers and business, which included 27 computer learning opportunities in English and Spanish. While attendance is lower than hoped, it is anticipated that as the word is shared within that community, awareness will continue to spread.

**Overall Satisfaction Rating for ELaRC Library Service**

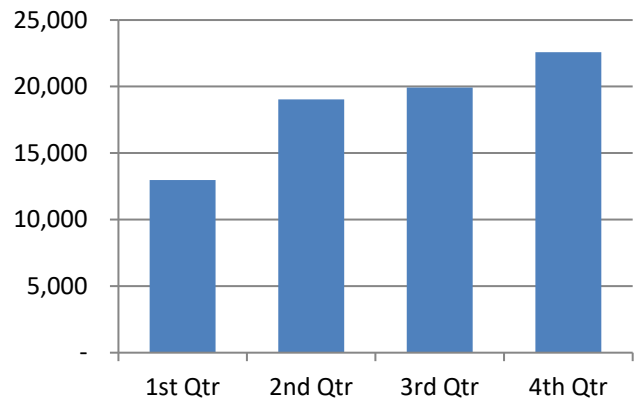


**ELaRC Visitor Count**

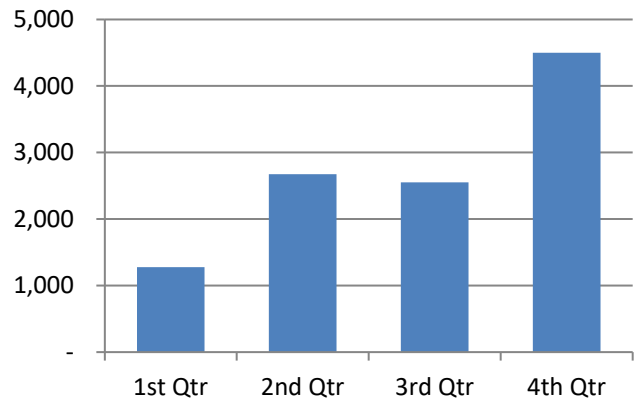




**ELaRC Library Circulation**



**ELaRC Technology Usage**



# Culture/Recreation/Education

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

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

	Project	Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.7	Strategic Plan Development	Achieve Milestones	Neighborhood Services (Library)

Summary:

There have been significant changes in our library system since the last strategic plan. To prepare for the next three years, Library staff and the Library Advisory Board will review the past and assess our successes and challenges. In addition, stakeholders and the community will be asked to provide feedback to help confirm the priorities that our citizens have for library services in Arlington.

With that structure in mind, we will craft the goals that fit with the resulting focus areas, as well as the measures of performance to be used to assess progress toward achieving the goals. Each year, we will outline the activities and projects that will help us reach our goals. But as we review each area's goals, we remember that the goals are only important because of the people they serve and the lives they change.

Update:

The project lost a little momentum due to canceled Library Advisory Board meetings. This objective will continue and extend into FY 2022. It is hoped that the fall board meeting will produce the much-needed feedback as we move into the final phase, which includes focus group and survey input from the community.

Milestone	Estimated Completion	Actual Completion
Create the framework and information gathering methods begin the development phase	Apr. 2021	75%
Develop a final draft of the five-year benchmarking report	Sept. 2021	
Seek staff and board input	Apr. 2021	100%
Seek focus group input and public input	June 2021	50%
Formalize the goals, objectives, and measures based on information gathered	June 2021	50%
Design final strategic plan publication for CMO and City Council approval	Sept. 2021	
Final strategic plan publication	Sept. 2021	

# Culture/Recreation/Education

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

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

Project		Performance Measure(s)	City Service Team (Department)
Core CRE 1.1.8	Expanded service delivery options	<ul style="list-style-type: none"> <li>• Curbside check out</li> <li>• Holds placed for curbside pickup</li> <li>• Virtual program engagement</li> <li>• Number of virtual programs</li> </ul>	Neighborhood Services (Library)

Summary:

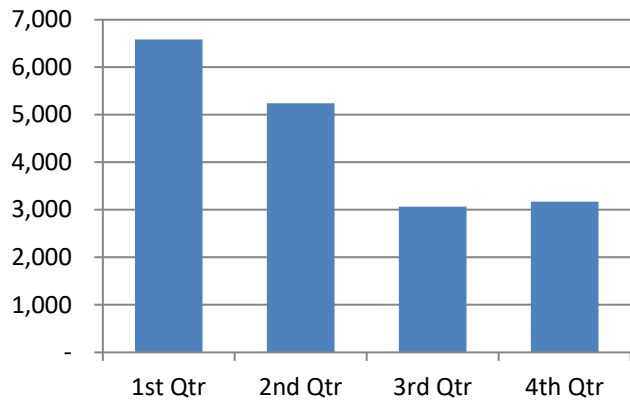
In FY 2021, the library team will delve into what we learned during the COVID-19 closure and build upon service models offered during that time. During the pandemic, the Library shifted from in-person programming and inhouse service to virtual programming and curbside services to continue our engagement with the community during a difficult time. The Library provided virtual storytimes, craft tutorials, book clubs, business classes, and more. The curbside service has been very well received. It allowed the library to stay relevant, remove barriers to access, and provide materials to people who are at home, especially those with children who cannot return to school. Expanding our service delivery model will offer new-found enhancements to library users.

Update:

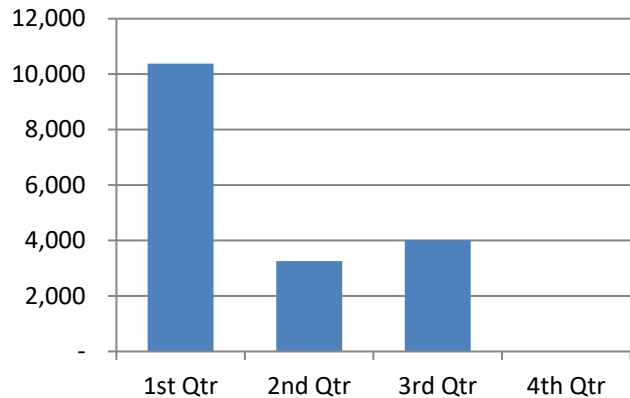
In the 4<sup>th</sup> quarter, a mix of virtual and in-person programming was provided. For Summer Reading Challenge, virtual storytimes, book clubs, chess clubs were offered for patrons to participate from home. Makerspace video tutorials continue on Facebook. Adult virtual programming included book clubs, art, business, and gardening, as well as virtual conversation circles. Adult education classes resumed with a hybrid of in-person and virtual classes. 666 people participated in virtual events.

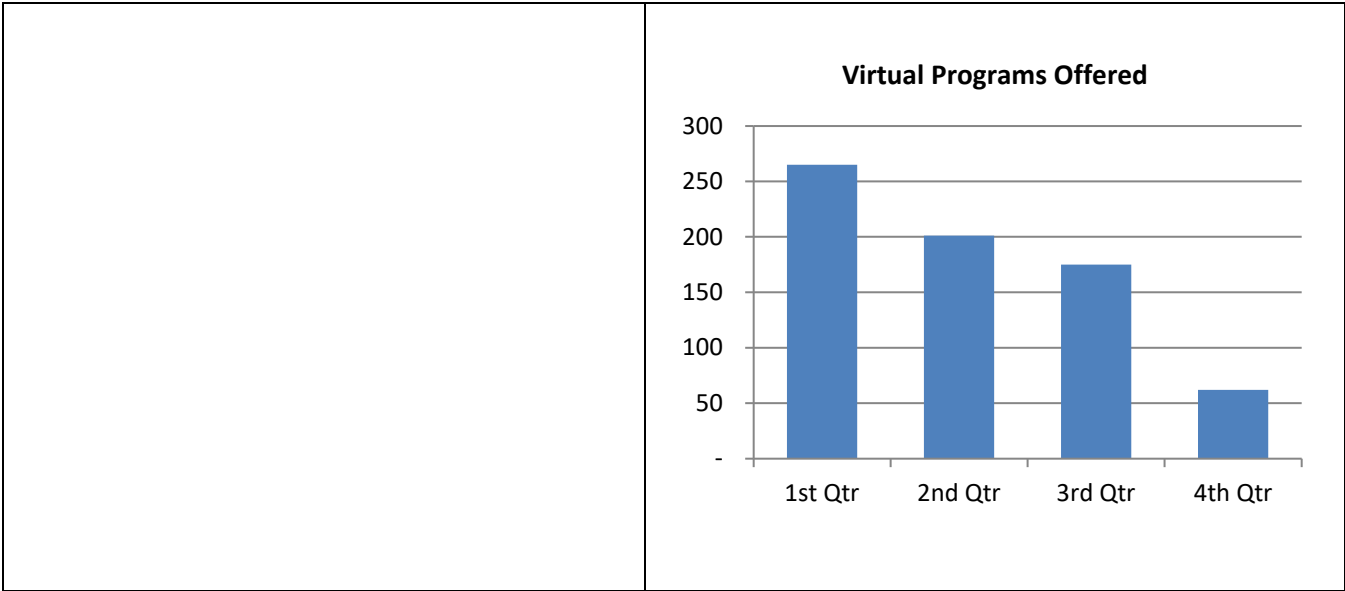
In FY 2021, patrons checked out 19,306 items through the curbside service. Curbside library services continue to decline as the community is getting out and about more. Because service was so popular with the community, the plan is to continue offering this service permanently.

**Curbside Circulation**



**Virtual Program Engagement**





City of Arlington Core Service Area:  
Culture/Recreation/Education

Dept.	Class Category	Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Annual Target	FY 2021 1st Qtr. Actual	FY 2021 2nd Qtr. Actual	FY 2021 3rd Qtr. Actual	FY 2021 4th Qtr. Actual	FY 2021 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
Parks	Programs and classes (annual survey)	Citizen satisfaction with quality of park and recreation programs and classes (annual survey)	84%	87%	85%	85%	88%	88%	88%	88%	88%						89%	89%	89%	89%				
Parks	Programs and classes (reported quarterly)	Quality of facilities (reported quarterly)	92%	94%	92%	92%	97%	97%	97%	97%	97%						97%	97%	97%	97%				
Parks	Programs and classes (reported quarterly)	Quality of facilities (reported quarterly)	90%	91%	91%	91%	97%	97%	97%	97%	97%						97%	97%	97%	97%				
Parks	Programs and classes (reported quarterly)	Active Fitness and Weight Room Memberships	10,586	10,395	5,554	10,000	5,921	8,091	79,384	86,919	204,078	1,731	2,004	2,186	3,791	3,744	25,351	556		79,384			86,919	
Parks	Programs and classes (reported quarterly)	Participation in programs and classes (reported quarterly)	37,724	150,617	111,099	100,000	12,424	25,351	79,384	86,919	204,078	12,424	12,424	12,424	12,424	12,424	12,424	12,424	12,424	12,424	12,424	12,424	12,424	12,424
Parks	Programs and classes (reported quarterly)	Camp Participation (reported quarterly)	5,620	6,159	1,620	2,000	122	98	929	1,124	3,708	219	219	219	219	219	219	219	219	219	219	219	219	219
Parks	Programs and classes (reported quarterly)	Swim Lesson Participation (reported quarterly)	1,799	2,175	1,032	1,200	219	98	929	1,124	3,708	219	219	219	219	219	219	219	219	219	219	219	219	219
Parks	Programs and classes (reported quarterly)	Outdoor Pool Admissions	99,697	105,224	50,180	60,000	31,793	24,203	39,853	52,207	90,072	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515
Parks	Programs and classes (reported quarterly)	Number of sign-ups	84,868	90,289	41,158	45,000	31,793	24,203	39,853	52,207	90,072	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515	11,515
Parks	Programs and classes (reported quarterly)	Number of sign-ups	7,190	14,783	10,598	10,000	2,244	2,414	4,113	3,733	12,504	1,253	502	429	665	504	1,245	1,383	1,374	1,356	1,381	1,056	1,496	
Parks	Programs and classes (reported quarterly)	Number of unplayable golf days (Mon-Thurs)	44	55	57	30	13	17	16	12	57	4	2	7	5	8	4	6	7	4	4	1	3	
Parks	Programs and classes (reported quarterly)	Number of unplayable golf days (Fri-Sun/Holidays)	40	44	26	25	5	5	9	6	31	1	1	3	4	4	8	0	0	0	1	1	1	



# Financial/Economic Development

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

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

Project		Performance Measure(s)	City Service Team (Department)
Core FED 1.1.1	Plan/Implement Upcoming GASB Statements	<ul style="list-style-type: none"> <li>GFOA Certificate of Excellence</li> <li>AFR with clean opinion</li> </ul>	Finance (Accounting)

Summary:

The Governmental Accounting Standards Board (GASB) has issued multiple GASB statements that must be implemented over the next several fiscal years.

FY 2021

- GASB 84 Fiduciary Activities Implementation Guide 2019-2
- GASB 90 Major Equity Interests
- GASB 92 Omnibus 2020 (varies FY 2021 and FY 2022)
- GASB 93 Replacement of Interbank Offered Rates (varies FY 2021 and FY 2022)

FY 2022

- GASB 87 Leases Implementation Guide 2019-3, 2020-1
- GASB 89 Accounting for Interest Cost
- GASB 97 Component Unit Criteria, 457 Plans

FY 2023

- GASB 91 Conduit Debt Obligations
- GASB 94 Public-Private, Public-Public Partnerships and Availability Payment Arrangements
- GASB 96 Subscription-Based Information Technology Arrangements

The anticipated impact of implementing the above statements includes increased staff time to analyse and implement process changes, potential accounting consultation needs, and increased reporting requirements.

Update:

The project is on target.

Milestone	Estimated Completion	Actual Completion
Read GASB statements and identify effective dates.	9/30/2021	9/30/2021
Create implementation timeline for each.	9/30/2021	9/30/2021
Identify reporting, disclosure, and RSI requirements	9/30/2021	9/30/2021
Implement required process changes.	9/30/2021	9/30/2021
Draft changes need for AFR	9/30/2021	
External auditor review of proposed AFR updates	9/30/2021	

# Financial/Economic Development

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

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

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 1.1.2	Unity Council Recommendation – Implement formal MWBE Program	MWBE Participation: Good-faith effort on applicable City procurements to include construction and professional services	Finance (Purchasing)

**Summary:**

Based on the recommendations from the City’s Availability & Disparity Study consulting firm CH Advisors, the city will develop and implement a MWBE Program Policy and Administration manual. The manual will provide information on the city department’s role to increase MWBE participation, City’s overall and project specific goals, MWBE contract compliance, prime contractor/consultant’s MWBE utilization, payment, etc.

Part of implementing a MWBE Program will require additional staff and implementing a MWBE tracking & reporting software to ensure compliance by prime in meeting their MWBE commitment.

**Update:**

Program is implemented and staff is reviewing solicitations for MWBE participation goals. MWBE Manager hire is on track for August 2021 start date. B2Gnow Diversity software is 90% implemented. Need to interface with Workday once live. Final MWBE Coordinator position has been hired and plans to be start on 11/29/21.

Milestone	Estimated Completion	Actual Completion
Submit final report to City Council	9/28/2020	9/20/2020
Meet with CMO to review MWBE Program, process, and procedures	2/01/2021	1/29/2021
Submit draft MWBE Program, process, and procedures to City Council	2/23/2021	2/23/2021
Quarterly meetings with minority chambers and advocacy groups regarding City efforts to increase MWBE utilization	Ongoing	
Hire MWBE Manager	8/01/2021	8/01/21
Implement B2GNow to track MWBE utilization and ad-hoc reports	8/31/2021	
Hire Compliance Coordinator and Business Analyst	7/31/2021	11/29/21



# Financial/Economic Development

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

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

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 1.1.3	Liability and Subrogation Claims Audit	Completion of Final Report	Shared Services (Human Resources)

**Summary:**

The City contracts with a third-party claims administrator; Abercrombie, Simmons & Gillette (AS&G), for workers' compensation (WC), liability and subrogation. During FY 2021, Human Resources will be performing an audit of liability and subrogation claims to ensure effective claims handling. Timely investigation and resolution, compliance with appropriate statutes/ordinances, and measures taken to maximize subrogation recoveries are some aspects the audit will review. The audit process started in May 2021.

**Updates:**

The draft report was received and reviewed by HR. The auditors are making necessary changes to finalize the report. This will be completed in 1<sup>st</sup> quarter FY 2022.

Milestone	Estimated Completion	Status
Selection of claims for audit	3 <sup>rd</sup> Qtr. FY 2021	Complete
Review of claim files by auditor(s)	3 <sup>rd</sup> Qtr. FY 2021	Complete
Draft audit report submitted to HR	4 <sup>th</sup> Qtr. FY 2021	Complete
Claim audit report finalized	1 <sup>st</sup> Qtr. FY 2022	In Progress
Final audit report reviewed with TPA	1 <sup>st</sup> Qtr. FY 2022	Complete

# 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)	City Service Team (Department)
Core FED 1.2.1	Internal Engineering Services for Water Utilities	Design 30,000 Linear Feet in FY 2021	Economic Development and Capital Investment (Water)

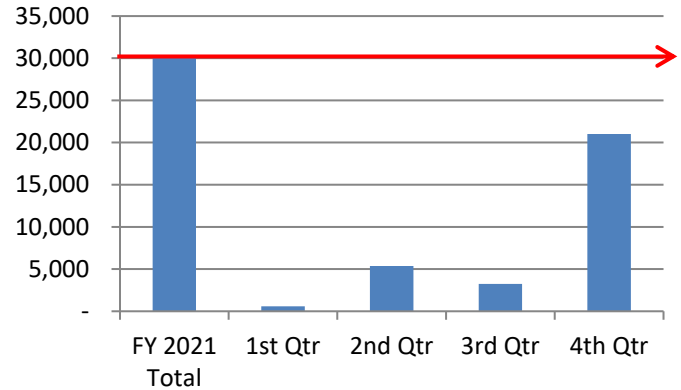
Summary:

The City of Arlington Water Utilities has historically outsourced design phase services to private professional engineering firms. It has been determined that utilizing internal engineering staff for design of specific projects would result in a lower design cost per foot of water and/or sanitary sewer lines. In FY 2014, Water Utilities began performing design utilizing internal engineering staff. The projects proposed for the internal design team consist of small diameter water and sanitary renewal projects.

Update:

The In-house Design team has provided sealed plans for 21,008 linear feet in the 4<sup>th</sup> quarter. The total amount designed to date in FY 2021 is 30,187 linear feet. The In-House Design team has met the goal of 30,000 for FY 2021.

**Linear Feet Designed**



# 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)	City Service Team (Department)
Core FED 1.2.2	Open Records Requests/Intergovernmental Agency Requests	<ul style="list-style-type: none"> <li>Number of Open Records Requests</li> <li>Number of Intergovernmental agency requests</li> </ul>	Neighborhood Services (Police)

**Summary:**

The Records Services Unit serves as the repository for the official records that document the activity of the Police Department. The Texas Public Information Act is a state law that gives any person the right to submit a written request asking for any document related to official city business. The department handles both ORR (Open Record Requests) from the public and IRR (Inter-Agency Record Requests) from other law enforcement agencies or segments of the criminal justice system. The department must provide a response within 10 business days regarding the status of a request, including if it was submitted to the Attorney General to rule whether or not the material is exempt from disclosure. The department continues to look for ways to expedite information for citizens when possible, in an attempt to provide information publicly without waiting for a specific request.

**Update:**

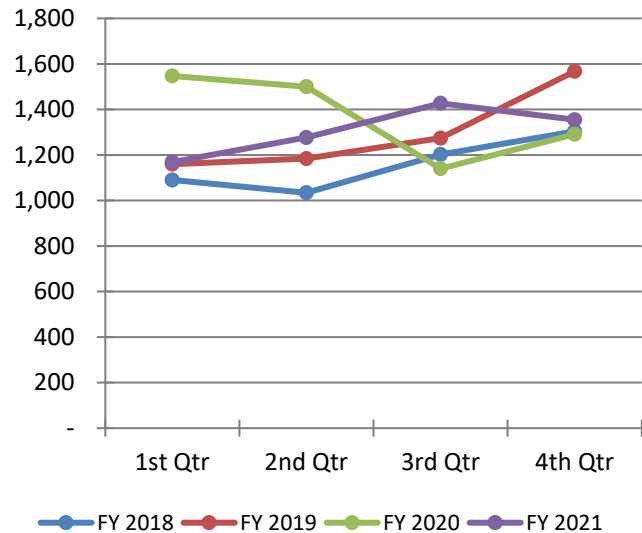
Requests for both police open records (ORR) and interagency records (IRR) dropped about five percent in the last quarter of FY 2021.

- ORRs went from 1,499 in the third quarter to 1,417 in the fourth quarter (-5.4%)
- IRRs fell from 1,427 to 1,355 (-5%) to close out the year.

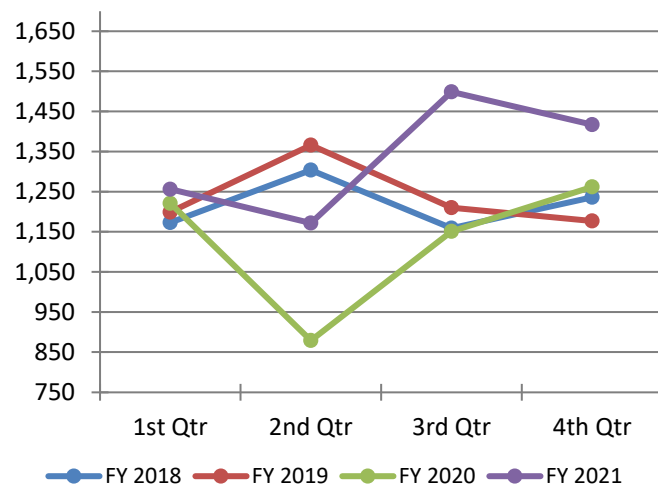
LexisNexis and Metro Reporting led the number of ORRs with 304 (22.4% of the total requests). The remaining requests are from various types of requestors including law firms and insurance agencies.

As expected, the Department of Family Protective Services (DFPS) led the number of IRRs with 378 (26.7% of the total requests). Others at the top of the list in the fourth quarter were Dallas City Hall, Tarrant County and FBI. All of these combined accounted for 55.8% of all interagency requests.

**Number of Open Record Requests**



**Number of Interagency Record Requests**



# 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)	City Service Team (Department)
Core FED 1.2.3	Implementation of Third-Party Administrator for Family Medical Leave and Disability Administration and Leave & Transition Review	Complete Milestones	Shared Services (Human Resources)

**Summary:**

In August 2020, City Council authorized a three-year contract for third-party administration (TPA) for Family Medical Leave and Disability, bid project 20-0035 (MO#08182020-017) to The Standard. As part of the transition, Human Resources is also currently reviewing Leave and Transition-related policies and procedures to include, but not limited to; Health Fitness Impairment (Transitional Duty), Family Medical Leave (FMLA), Military Leave and Leave of Absence.

**Update:**

The comprehensive review of the military leave process will remain in progress until FY 2022.

Milestone	Estimated Completion	Status
RFP Complete	FY 2020	Complete
Implementation planning with the Standard	1 <sup>st</sup> Qtr. FY 2021	Complete
FMLA/Disability implementation efforts and TDA policy review	1 <sup>st</sup> Qtr. FY 2021	Complete
Transition Leave Administration TPA to The Standard	2 <sup>nd</sup> Qtr. FY 2021	Complete
Development informational materials for transitional duty policy/procedures and implementation of new policy and procedures	2 <sup>nd</sup> Qtr. FY 2021	Complete
FMLA policy to be finalized and published and training to be developed	2 <sup>nd</sup> Qtr. FY 2021	Complete
Comprehensive review of the military leave process	1 <sup>st</sup> Qtr. FY 2022	In Progress

# 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)	City Service Team (Department)
Core FED 1.2.4	Department Communication Campaign		Shared Services (Communication and Legislative Affairs)

Summary:

The Office of Communication in collaboration with City departments is working to revamp City-wide customer-facing communications in order to create communication that is sleek, easily digestible by residents, informative and timely.

The City has completed its updates to Public Works & Transportation Construction and Water Construction communications. These two campaigns build off of the “your money in action” tagline and have similar looks. Code Compliance communication also has a friendlier look and is nearing its completion.

Update:

The Office of Business Diversity division has been created, hiring / staffing is in process, as well as creating a physical space for the division’s location.

The MWBE Manager has been hired and the division is slated to be fully staffed the 1<sup>st</sup> quarter of FY 2022. Workspace location has been identified on the 3<sup>rd</sup> floor of City Hall and construction / remodeling is underway with anticipated completion also in the 1<sup>st</sup> quarter of FY 2022.

Milestone	Target Date	Status
Construction Communication	4 <sup>th</sup> Qtr. FY 2019	100%
Water Construction Communication	1 <sup>st</sup> Qtr. FY 2020	100%
Code Compliance Communication	2 <sup>nd</sup> Qtr. FY 2020	100%
Court Communication	2 <sup>nd</sup> Qtr. FY 2020	Canceled
Housing Authority Communication	3 <sup>rd</sup> Qtr. FY 2020	Delayed due to COVID-19
Garbage & Recycling Communication	2 <sup>nd</sup> Qtr. FY 2021	Delayed due to COVID-19
Water Customer Service Communication	3 <sup>rd</sup> Qtr. FY 2021	Delayed due to COVID-19
Office of Business Diversity	1 <sup>st</sup> Qtr. FY 2022	40%

# 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)	City Service Team (Department)
Core FED 1.3.1	Homeplate Restaurant and Banquet Facility at Texas Ranger Golf Course	<ul style="list-style-type: none"> <li>• Percent Cost Recovery</li> <li>• Gross Revenue Generated</li> </ul>	Neighborhood Services (Parks)

Summary:

Upon completion of the Texas Rangers Golf Clubhouse, a new restaurant and banquet facility will open to the public. This is a new revenue unit within the Golf Division and a new opportunity to raise the City's profile within the industry and with public. Actual performance for FY 2021 will vary based on opening date.

Update:

The clubhouse and restaurant facility opened to the public, March 8, 2021. The facility is still in its start-up phase, the first year of operations are expected to be challenging from a cost recovery perspective but we have seen strong initial interest from the surrounding community and expect it to grow. The facility was expected to finish its first year below cost recovery; however, based on currently available reports, the facility has exceeded its cost recovery expectations and balanced at 100%.

Performance		
	Gross Revenue	% Cost Recovery
1 <sup>st</sup> Qtr.	\$81,689	118.5%
2 <sup>nd</sup> Qtr.	\$93,646	77.9%
3 <sup>rd</sup> Qtr.	\$342,123	105.2%
4 <sup>th</sup> Qtr.	\$252,733	101.1%
<b>Total</b>	<b>\$770,191</b>	<b>100%</b>

# 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)	City Service Team (Department)																					
Core FED 1.3.2	Workers' Compensation Network Analysis	Completed Analysis	Shared Services (Human Resources)																					
<p><u>Summary:</u></p> <p>The City may be able to recognize cost savings by establishing its own workers' compensation network in accordance with Texas Labor Code allows a political subdivision to either enter interlocal agreements with other political subdivisions to establish or join workers' compensation networks, by directly contracting with health care providers. The potential exists for overall reduced costs due to better utilization statistics and better control over medical expenses.</p> <p><u>Update:</u></p> <p>Risk Management continues to evaluate available options and will finalize due diligence and review by end of 1<sup>st</sup> quarter FY 2022.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Milestone</th> <th style="width: 25%;">Estimated Completion</th> <th style="width: 25%;">Status</th> </tr> </thead> <tbody> <tr> <td>Assess available options</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Review TDI 2020 Network Report Scorecard for Existing Network performance</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Review of existing claim data against current vendors networks</td> <td>1<sup>st</sup> Qtr. FY 2021</td> <td>Complete</td> </tr> <tr> <td>Conduct Cost/Benefit Analysis</td> <td>4<sup>th</sup> Qtr. FY 2021</td> <td>In Progress</td> </tr> <tr> <td>Present findings to CMO during Comprehensive Financial Forecast</td> <td>2<sup>nd</sup> Qtr. FY 2022</td> <td></td> </tr> <tr> <td>Evaluate Next Steps</td> <td>2<sup>nd</sup> Qtr. FY 2022</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Assess available options	1 <sup>st</sup> Qtr. FY 2021	Complete	Review TDI 2020 Network Report Scorecard for Existing Network performance	1 <sup>st</sup> Qtr. FY 2021	Complete	Review of existing claim data against current vendors networks	1 <sup>st</sup> Qtr. FY 2021	Complete	Conduct Cost/Benefit Analysis	4 <sup>th</sup> Qtr. FY 2021	In Progress	Present findings to CMO during Comprehensive Financial Forecast	2 <sup>nd</sup> Qtr. FY 2022		Evaluate Next Steps	2 <sup>nd</sup> Qtr. FY 2022	
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# 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)	City Service Team (Department)
Core FED 2.1.1	Organizational Succession Planning	Phase I: Establish protocol and process for succession plan. Phase II: Implementation FY 2021	Shared Services (Human Resources)

Summary:

Succession planning is one of the most important HR strategic processes. It identifies key roles and mapping out ways to ensure the city has the right people with the right skills, capabilities, and experiences, in the right place at the right time. The FY 2020 plan was to establish and implement a city-wide succession plan. However, as the team worked through the process, it was determined that a city-wide launch was not the best rollout of the program as there were too many aspects of the process that needed to be established before a city-wide implementation.

The Human Resources shifted from the original plan to focus on establishing the process and implementation of a succession plan in the HR department first, to allow the team the opportunity to work out all the nuances of the process.

In FY 2020, Human Resources established the protocol and process to implement and sustain an Organizational Succession Plan for the City of Arlington

Update:

Nominations from self and leader have occurred. Not all responses have been collected, so analysis and evaluations / final selections cannot occur.

Milestone	Estimated Completion	Status
Identify key milestones of the process	1 <sup>st</sup> Qtr. FY 2021	Complete
Assessments of HR Employees for Succession pipeline	2 <sup>nd</sup> Qtr. FY 2021	In Progress
Launch Growth Wall	2 <sup>nd</sup> Qtr. FY 2021	Complete
Guided performance / coaching discussions document (field guide)	2 <sup>nd</sup> Qtr. FY 2021	Complete
Selection of Succession Candidates	4 <sup>th</sup> Qtr. FY 2021	Behind Schedule
Begin Succession activities / mentorship etc.	4 <sup>th</sup> Qtr. FY 2021	Behind Schedule
OD holds one-on-one Quarterly Check-in on IDPs for HR employees	4 <sup>th</sup> Qtr. FY 2021	Behind Schedule
Review of program success: Review and Adapt	4 <sup>th</sup> Qtr. FY 2021	In Progress



# 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)	City Service Team (Department)
Core FED 2.1.2	Comprehensive Learning and Development Program	<ul style="list-style-type: none"> <li>• Participant numbers</li> <li>• Participant feedback</li> </ul>	Shared Services (Human Resources)

Summary:

Organizational development is a key layer to different aspects of the Human Resources fabric. The comprehensive view of employee training is broken into phases. In FY 2020, COVID-19 interrupted the training plan because much of the Organizational Development team had to shift its focus on developing communication pieces for the pandemic.

The Organizational Development team revisited the training plan and reworked the comprehensive plan to align with the changes in the workplace, staffing levels, emerging needs, and changes in the philosophy of how learning and development is offered.

Update:

With the addition of our second OD Specialist, we are now able to launch training material that had been on hold. Compliance trainings are our priority, soon to follow in Q1 are Leadership series and developmental content.

Milestone	Estimated Completion	Status
Supervisor Series Completion	1 <sup>st</sup> Qtr. FY 2021	Complete
Finalize the FY 2021 Training Plan	1 <sup>st</sup> Qtr. FY 2021	Complete
Present New Learning Focus and Direction	2 <sup>nd</sup> Qtr. FY 2021	Complete
Implement/Deliver New Learning Plan	2 <sup>nd</sup> – 4 <sup>th</sup> Qtr. FY 2021	In Progress
Annual Sexual Harassment Training	3 <sup>rd</sup> /4 <sup>th</sup> Qtr. FY 2021	Complete
Annual Ethics Training	1 <sup>st</sup> Qtr. FY 2022	In Progress
Annual PII Training	2 <sup>nd</sup> Qtr. FY 2021	Complete
AEEP Refresh and Preview	1 <sup>st</sup> Qtr. FY 2022	Launch 11/10/2021

# 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)	City Service Team (Department)
Core FED 2.1.3	Communication and Workforce Engagement	Completion of Milestones	Shared Services (Human Resources)

Summary:

In the past two years, the Human Resources had a goal to play a more central role in communicating HR information, and providing integrated resources, to employees with a focus on customer service excellence. The Human Resources rebrand was phase I of this plan.

The next phase is for Human Resources to establish a palette of communication channels, specifically for our internal customers, that will highlight important information for employees to know and engage with; provide situationally-based communications regarding programs and policies that specifically affect employees; and provide access to an organized, easy to access platforms. Items related to this are noted in the Milestone section.

Update:

Projects remain in progress into FY 2022.

Milestone	Target Date	Status
HR Portal Redesign	2 <sup>nd</sup> Qtr. FY 2021	Complete/Ongoing
HR Interactive Newsletter	4 <sup>th</sup> Qtr. FY 2021	In Progress
HR Employee Podcast	3 <sup>rd</sup> /4 <sup>th</sup> Qtr. FY 2021	In Progress
Integrated Employee Communications	Ongoing	Ongoing

# 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)	City Service Team (Department)
Core FED 2.1.4	Human Rights Campaign Municipal Equality Index		Shared Services (Communication and Legislative Affairs)

**Summary:**

The Human Rights Campaign “Municipal Equality Index (MEI) examines how inclusive municipal laws, policies, and services are of LGBTQ people who live and work there.”

In 2009, the City received a final score of 58 out of 100 points. The City strives to reach a HRC MEI score of 100.

**Update:**

As part of its commitment to LGBTQ wellness, the City of Arlington is supporting the HELP Center, a nonprofit LGBTQ health and wellness nonprofit organization based in Tarrant County with a location in downtown Arlington. City support of HELP includes waiving part of the permitting construction costs for the organization’s second Arlington facility, providing concierge level service from multiple departments during the construction phase of the project, and a \$387,750 grant from the Arlington Tomorrow Foundation. HELP provides gender-affirming care and counseling to transgender residents, partnered with APD to provide LGBTQ cultural awareness training to academy cadets, and has provided a variety sexual health services to more than 100 senior citizens.

As part of its charge, the Unity Council endeavors to eliminate inequality and other forms of discrimination and identify ways to support the needs of the LGBTQ community. The Unity Council encompasses the spirit of a Human Rights Commission by promoting inclusivity for LGBTQ residents with more targeted programming and messaging for this community. In the 1<sup>st</sup> quarter of FY 2022, the Unity Council is slated to attend the grand opening of the new HELP facility, tour the facility, and host HELP’s CEO as guest speaker at an upcoming meeting of the Council.

Milestone	Target Date	Status
Anti-Bullying Language to Parks and Recreation and Arlington Public Library	4 <sup>th</sup> Qtr. FY 2021	100%
City provides services to/supports LGBTQ elders	1 <sup>st</sup> Qtr. FY 2022	100%
Present ISR to City Council about the HRC MEI	2 <sup>nd</sup> Qtr. FY 2021	100%
Weave the responsibilities of a Human Rights Commission into an already existing standing committee	3 <sup>rd</sup> Qtr. FY 2021	100%
City provides services to/supports the Transgender community	1 <sup>st</sup> Qtr. FY 2022	100%
City adopts an anti-discrimination in employment and public accommodation ordinance	3 <sup>rd</sup> Qtr. FY 2021	100%
City adopts an anti-discrimination in housing ordinance	3 <sup>rd</sup> Qtr. FY 2021	100%

# 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)	City Service Team (Department)
Core FED 2.1.5	Planning Commission Training	Project Completion	Economic Development and Capital Investment (Planning)

Summary:

Training can improve decisions of the Planning Commission and help commissioners provide best-practice recommendations to the Council. The goal is to both inform and expand the thinking of commissioners about urban planning and the development process.

Planners and other professionals will conduct a series of training sessions ranging from “how to” topics to cutting-edge thinking. Training will take place during P&Z work sessions.

The dates for training may be adjusted depending upon the caseload scheduled for a particular day.

Update:

Training began after new commissioners were appointed in August.

Milestones	Estimated Completion	Actual Completed
Nuts & Bolts of Plats	Aug. 2021	Aug. 2021
Gas Well Regulation	Sept. 2021	Sept. 2021
Arlington Comprehensive Plan	Oct. 2021	
Sign Regulation	Nov. 2021	
Healthy Communities	Dec. 2021	
Affordable Housing and the Tax Credit Process	Jan. 2022	
Smart Codes and Form-Based Codes	Feb. 2022	
Adequacy of Public Facilities	Mar. 2022	
The Complete Neighborhood	Apr. 2022	
Recent Developments in Land Use Law	May 2022	

# 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)	City Service Team (Department)
Core FED 2.2.1	City of Arlington Employee Benefits RFP	Phase I: Complete the RFP process Phase II: (FY 2021): Implementation	Shared Services (Human Resources)

**Summary:**

The RFP process was completed in FY 2020 with City Council authorization of a three-year contract for Employee Medical Plan Administration to United Healthcare Services, Inc (UHC).

The beginning of FY 2021 will hold a huge focus on the finalization of various moving parts to implement the FY 2021 employee benefits program.

**Update:**

Human Resources continues to educate members enrolled in the City's benefit plans on the changes implemented for 2021.

Milestone	Estimated Completion	Status
RFP Complete	FY 2020	Complete
Cornerstone Communication	1 <sup>st</sup> Qtr. FY 2021	Complete
Benefits Guide	1 <sup>st</sup> Qtr. FY 2021	Complete
Annual Enrollment Session (Active & Retiree employees)	1 <sup>st</sup> Qtr. FY 2021	Complete
Retiree Annual Enrollment Session	1 <sup>st</sup> Qtr. FY 2021	Complete
Collaboration with IT to set up logistics for AE	1 <sup>st</sup> Qtr. FY 2021	Complete
Coordinate PCP selection files with vendor	1 <sup>st</sup> Qtr. FY 2021	Complete
Communicate post enrollment information to employees	2 <sup>nd</sup> Qtr. FY 2021	Complete



# City of Arlington Core Service Area: Financial/Economic Development

Dept.	Goal Category	Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 1st Qtr. Actual	FY 2021 2nd Qtr. Actual	FY 2021 3rd Qtr. Actual	FY 2021 4th Qtr. Actual	FY 2021 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.
Aviation	Cost Recovery	Operating cost recovery	106.7%	110%	113.07%	288.54K	643.3K	138.2K	318.88K	111.40K	69.14K	60.47K	85.23K	86.49K	89.53K	46.87K	33.14K	71.18K	71.9K	75.75K	127.43K	137.5K
CE	Cost Recovery	Recovery of Damage Claims (Cumulative)	100%	100%	113.07%	288.54K	643.3K	138.2K	318.88K	111.40K	69.14K	60.47K	85.23K	86.49K	89.53K	46.87K	33.14K	71.18K	71.9K	75.75K	127.43K	137.5K
CE	Cost Recovery	New Measure B (2021)	100%	100%	113.07%	288.54K	643.3K	138.2K	318.88K	111.40K	69.14K	60.47K	85.23K	86.49K	89.53K	46.87K	33.14K	71.18K	71.9K	75.75K	127.43K	137.5K
CE	Cost Recovery	Cost recovery of Parks Performance Fund	78%	75%	79%	24K	71K	78K	88K	88K	73K	74K	74K	72K	72K	71K	74K	75K	78K	80K	88K	88K
CE	Cost Recovery	Cost recovery of Golf Performance Fund	81%	86%	85%	100K	103K	102K	106K	107K	106K	108K	108K	108K	108K	109K	114K	112K	116K	113K	117K	117K
Aviation	Revenue	Total aircraft operations	73,547	79,953	90,204	20,031	22,859	28,427	31,745	31,745	8,761	8,778	7,800	8,865	9,284	7,606	7,209	8,609	8,609	8,994	9,130	10,703
Aviation	Revenue	High occupancy rate	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Aviation	Revenue	Gross Revenue contracted	\$16,403,847	\$17,001,255	\$14,456,446	\$2,705,232	\$6,029,236	\$3,118,182	\$2,913,869	\$12,080,287	\$884,798	\$894,798	\$828,334	\$865,413	\$789,023	\$1,667,968	\$1,206,724	\$979,057	\$951,801	\$956,445	\$1,020,057	\$939,707
Court	Revenue	Revenue retained	\$10,775,588	\$11,833,005	\$10,534,625	\$1,793,350	\$4,150,772	\$2,198,183	\$1,961,592	\$9,591,744	\$681,967	\$591,744	\$550,339	\$583,627	\$585,273	\$1,133,155	\$850,287	\$691,823	\$656,164	\$680,764	\$809,407	\$629,464
Court	Revenue	% of revenue retained (less state costs)	69%	69%	73%	66%	69%	70%	67%	69%	66%	66%	68%	68%	68%	74%	74%	71%	69%	68%	67%	67%
Finance	Debt Service	Debt service expenditures to total expenditures of GF plus operations (Net of Pension Obligation Bonds) (measured quarterly)	16%	16.9%	16.95%	17.94%	16.95%	17.3%	17.3%	17.3%	17.3%	17.3%	17.94%	17.3%	17.3%	16.95%	16.95%	17.3%	17.3%	17.3%	17.3%	17.3%
Finance	Debt Service	Net tax supported debt per capita (Net of Pension Obligation Bonds) (measured quarterly)	\$1,064	\$1,110	\$1,139	\$1,068	\$1,139	\$1,121	\$1,121	\$1,121	\$1,121	\$1,068	\$1,068	\$1,121	\$1,121	\$1,139	\$1,139	\$1,121	\$1,121	\$1,121	\$1,121	\$1,121
Finance	Debt Service	Net debt to assessed valuation (Net of Pension Obligation Bonds) (measured quarterly)	1.74%	1.47%	1.52%	1.39%	1.46%	1.46%	1.46%	1.46%	1.39%	1.39%	1.39%	1.46%	1.46%	1.52%	1.52%	1.46%	1.46%	1.46%	1.46%	1.46%
Finance	Debt Service	Actual Revenue % of variance from estimate (annual measure)	0.47%	0.35%	0.35%	\$3,167,592																
Finance	Debt Service	Homebased Security Grant Funding Secured	\$2,685,011	\$2,682,648	\$3,121,092	\$5,100,000																
Library	Grant and Gift Funds	Grant and gift funds as a percentage of total general fund	21%	10%	13%	6%	5%	9%	9%	6%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	9%
Finance	Compliance	Compliance Annual Financial Report with "clean opinion"	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Finance	Compliance	GFOA Certificate for Excellence - Accounting	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Finance	Compliance	GFOA Certificate for Excellence - Budget	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Finance	Compliance	Rating agencies ratings on City debt	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm	Affirm
Finance	Compliance	Compliance with debt policy benchmarks	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Finance	Compliance	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	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars	5 Stars
Finance	Compliance	Worker Participation (top effort on applicable City contracts to include construction and professional services)	19%	15%	25%	30%	20%	20%	20%	20%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Finance	Compliance	Annual procurement cycle from sourcing process to contract execution < 90 days	New Measure in FY 2020	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Finance	Compliance	Legal deadlines met for City Council Agenda posting	New Measure in FY 2020	85 days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Finance	Compliance	Register birth records in the Record Acceptance Queue from the State within one business day	99%	97%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
HR	Compliance	Workers Compensation - Frequency (if claims)	301	251	442	228	351	170	272	45	45	111	111	45	31	21	21	20	20	38	48	
HR	Compliance	Workers Compensation - Severity (if claims)	50	56	52	28	28	10	10	5	5	5	5	5	5	5	5	5	5	5	5	5
HR	Compliance	Workers Compensation - Return to Work Rate (reported annually)	54%	56%	48%	54%	48%	48%	48%	48%	48%	48%	48%	48%	48%	48%	48%	48%	48%	48%	48%	48%
HR	Compliance	Employee Turnover Rate	8.9%	9.9%	8%	3.9%	2.6%	3.8%	3.5%	13.8%	1.6%	1.3%	1.2%	0.8%	0.9%	0.9%	1.3%	1.2%	1.3%	1.3%	0.8%	1.4%
HR	Compliance	Sworn Fire	2%	3%	2%	0%	0.5%	0.5%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
HR	Compliance	Sworn Police	3%	3.4%	4%	1.1%	0.8%	0.9%	0.7%	3.3%	0.4%	0.4%	0.3%	0.3%	0.3%	0.4%	0.0%	0.9%	0.0%	0.0%	0.1%	0.6%
HR	Compliance	Percentage of all full-time employees enrolled in the 401(k)/529 Plans	75%	74%	74%	74%	75%	76%	77%	76%	73%	74%	74%	74%	75%	76%	76%	77%	77%	78%	78%	77%
Fire	Compliance	Percent of Firefighters who score in the categories of "Excellent" or "Superior" on annual Health Fitness	88%	86%	81%	82%	82%	82%	82%	82%	82%	82%	82%	82%	82%	82%	82%	82%	82%	82%	82%	82%
Library	Compliance	Staff Training Development Hours	2,336	3,865	2,424	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Water	Compliance	Achieve an employee workplace injury of 2 injuries per 1,000 hours	0.01	0.01	0.012	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
ACVB	Compliance	Convention Services - Groups Served	345	342	417	280	280	280	280	280	280	280	280	280	280	280	280	280	280	280	280	280
ACVB	Compliance	Boothed Room Nights - Center	14,782	21,073	14,266	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
ACVB	Compliance	Boothed Room Nights - Hotel	82,005	100,117	77,429	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980	63,980
ACVB	Compliance	Confirmed Bookings - Hotel	91	108	59	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
ACVB	Compliance	Marketing/PR - Media Value	\$2,329,424	\$26,464,325	\$26,729,564	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233	\$2,802,233
ACVB	Compliance	Unique Web Visitors	749,703	691,250	573,938	186,794	118,952	155,921	205,861	648,347	46,711	47,802	92,831	80,233	42,215	46,558	42,083	50,959	63,290	84,271	60,014	61,578
ACVB	Compliance	Confirmed Bookings - Convention	152	42%	372	4	57%	4	181	0	0	0	0	0	0	0	0	0	0	0	0	0
ACVB	Compliance	Confirmed Bookings - Groups Revenue	457	744	608	425	166	155	406	22	32	23	42	30	41	30	50	41	75	47	105	40
ACVB	Compliance	Conversion Percentage	30%	26%	23%	20%	15%	15.78%	17%	17%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
ACVB	Compliance	Total Partners	178	184	168	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
ACVB	Compliance	Hotel Leads - Tourism	57	35	23	64	3	6	18	0	0	0	0	0	0	0	0	0	0	0	0	0
ACVB	Compliance	Attraction Leads (Revenues) - Tourism	78	12	16	16	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
ACVB	Compliance	Event (Client) Satisfaction Rating (Overall)	69	67	16	45	11	0	21	32	0	0	0	0	0	0	0	0	0	0	0	0
CE	Compliance	Event (Client) Satisfaction Rating (Overall)	47.3	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7	47.7
CE	Compliance	Event (Client) Satisfaction Rating (Overall)	51%	50%	24%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%	51%
CE	Compliance	Event (Client) Satisfaction Rating (Overall)	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
CE	Compliance	Event (Client) Satisfaction Rating (Overall)	71	71	71	71	71	71	71	71	71	71	71	71	71	71	71	71	71	71	71	71





# Infrastructure

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

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

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

Summary:

The City has set a target of having no more than 15% of the city-wide fleet operating beyond recommended service life at any one time. Vehicles and equipment that are beyond recommended service life may have more down time and may have less functionality compared to what is currently available on the market. After the service life ends, maintenance and repair are at an extra cost, in addition to the annual contracted maintenance cost. The City pays an extra, hourly rate for:

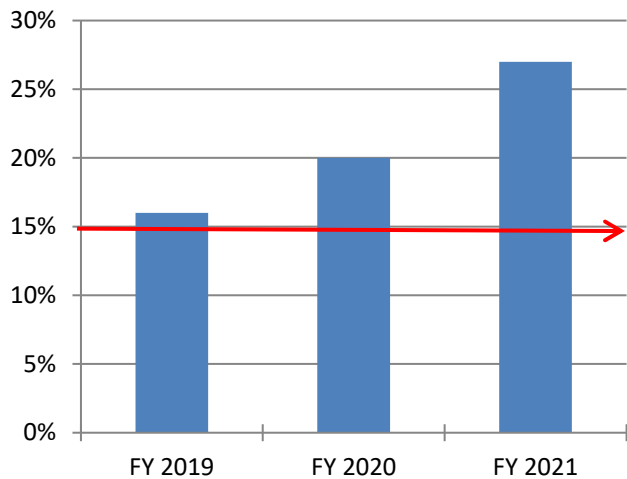
- Repairs Due to Accidents, Damage, Abuse
- Adding or Removing Accessories such as light bars
- Mechanical Failure for Vehicles Beyond Service Life

For FY 2021 the goal is to reduce Beyond Service Life to 15%. To help obtain this goal staff is looking to apply for Grant Funding to help Replace Vehicles to reduce Life cycle.

Update:

As of the 4<sup>th</sup> quarter of FY 2021, 27% of fleet assets are out of life. Since April 2021, Fleet Services ordered 69 new units. This is in addition to the 15 Police units which were also ordered and have been received. Of the 69 units, Fleet has only received 7 new trucks and 6 new Chevy Bolts.

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



There have been delays due to supply chain issues related to the COVID -19 pandemic. Most of the new units are not expected to be delivered until early in the 2<sup>nd</sup> quarter of FY 2022.

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	8,000 hours	Equipment (ex. Backhoe, Loader, Gradall)

# Infrastructure

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

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

Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.2.1 Fire Station 1 Rebuild	<ul style="list-style-type: none"> <li>Overall satisfaction of project management</li> <li>Project completion on time and at budget</li> </ul>	Shared Services (AM) and Neighborhood Services (Fire)

Summary:

To handle the growing needs of the community, and surrounding business districts, the Arlington Fire Department has partnered with Asset Management to re-design the existing Fire Station #1 located at 401 W. Main St. Station #1 is at the heart of the City's downtown area and one of the oldest facilities currently managed by the Fire Department and was most recently remodeled in 1987.

Update:

In 4<sup>th</sup> quarter of FY 2021, City Council approved the Guaranteed Maximum Price (GMP) of \$9,268,184 for construction. Steele & Freeman's GMP achieved 36% MWBE participation for sub-contractors, which exceeded 30% goal.

Application for a site plan permit was submitted and once that has been received an application for a building permit will be submitted.

The next phase of the project will be asbestos abatement and demolition of the existing fire station.

Milestone	Estimated Completion	Actual Completion
Initial Project schedule/development phase	Dec. 2018	Dec. 2018
Architect/engineer RFQ	Oct. 2019	Oct. 2019
Architect/engineer selection process	Nov. 2019	Dec. 2019
Architect/Engineer contract approval and execution	Dec. 2019	Jan. 2019
Manager at Risk contract approval and execution	Dec. 2019	Jan. 2020
Construction Management at Risk process	Fall 2020	Feb. 2020
Design	Sept. 2021	July 2021
Guaranteed Maximum Price to Council	Sept. 2021	Aug. 2021
Permit review process	Aug. 2021	
Council approval	Sept. 2021	Aug. 2021
Vacate station	Sept. 2021	
Demolition phase	Dec. 2021	
Construction phase	Dec. 2021	
Move in	Dec. 2022	

# Infrastructure

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

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

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.2.2	Fire Training Upgrade	<ul style="list-style-type: none"> <li>Overall satisfaction of project management</li> <li>Project completion on time and at budget</li> </ul>	Shared Services (AM) and Neighborhood Services (Fire)

Summary:

To more effectively deal with the growing demand of Fire and EMS service in the City of Arlington, the Arlington Fire Department plans to make improvements at the Fire Department's training center. The training field is located at 5501 Ron McAndrew Dr. and has not had significant improvements in over 15 years.

Update:

Project is pending as the scope of work is determined. No update at this time.

Milestone	Estimated Completion	Actual Completion
Initial Project schedule/development phase	Feb. 2019	Feb. 2019
Architect/engineer RFQ	Dec. 2019	Dec. 2019
Architect/engineer selection process	Jan. 2020	Jan. 2020
Architect/engineer Contract Council approval	Feb. 2020	Feb. 2020
Architect/engineer Contract execution	Mar. 2020	Mar. 2020
Design	TBD	
Guaranteed maximum price sent to Council	TBD	
Permit review process	TBD	
Construction contract execution	TBD	
Construction phase	TBD	
Move in	TBD	

# Infrastructure

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

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

Project		Performance Measure(s)	City Service Team (Department)
Core INF 1.2.3	Tierra Verde Golf Course / Ventana Grille – Geothermal HVAC System	<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>	Shared Services (AM) and Neighborhood Services (Parks)

**Summary:**

The existing geothermal HVAC system currently operating at Tierra Verde Golf Clubhouse and Ventana Grille is beginning to fail causing insufficient cooling throughout the facility. Asset Management will collaborate with the Parks Department to determine the best cost-effective approach to either improve the existing geothermal system or recommend replacement with a conventional HVAC system. As part of the project, temporary temperature control measures will be considered as needed.

The time frame for the request for qualification for mechanical engineer was revised from February 2019 to May of 2019. Additional time was needed to complete a feasibility study to define the scope of work.

**Update:**

This project was completed in the 1<sup>st</sup> quarter of FY 2021.

Milestone	Estimated Completion	Actual Completion
Identify location of existing piping and thermal wells	Jan. 2019	Feb. 2019
RFQ process for Mechanical Engineering firm	Feb. 2019	May 2019
Engineering firm selection process	Feb. 2019	June 2019
Council approval of Engineering firm	Aug. 2019	Aug. 2019
Design, including review of recommended options	Fall 2019	Jan. 2020
Bidding Process	Spring 2020	Mar. 2020
Permit review process	TBD 2020	Apr. 2020
Contractor Council approval	TBD 2020	Apr. 2020
Construction phase	Sept. 2020	Oct. 2020

# Infrastructure

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

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

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 1.2.4	CARES Act Funding – Engineering Controls and Work-space Improvements	Completion of projects by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)	Shared Services (AM)

Summary:

Asset Management (AM) will oversee the design and construction of capital improvement projects to mitigate the spread of COVID-19. These improvements include but are not limited to the installation of engineering controls such clear, plastic sneeze guards, motion-sensor bathroom fixtures, door access at various facilities, air circulation and ventilation modifications. Improvements also include remodeling of existing facilities and reconfiguration of works spaces to comply with social distancing guidelines of maintaining individuals 6 feet apart.

For FY 2020 the goal is complete projects by December 30, 2020.

Update:

For the 4<sup>th</sup> quarter of FY 2021, work is still in progress on the 3<sup>rd</sup> and 6<sup>th</sup> floors of the City Tower. All other work at the City Tower, as well as Ott Cribbs Public Safety Center, and City Hall are complete.

Milestone	Estimated Completion	Actual Completion
Initial Project schedule/development phase	July 2020	Sept. 2020
Develop program for space planning and engineering controls. Architect/engineer RFQ	July – Aug. 2020	Sept. 2020
Architect/engineer selection process	Aug. 2020	Aug. 2020
Architect/Engineer contract approval and execution	Sept. 2020	Sept. 2020
Design	Sept. 2020	Sept. 2020
Permit review process	Sept. 2020	Oct. 2020
Bidding	Oct. 2020	Oct. 2020
Council approval	Oct. 2020	Oct. 2020
Construction phase	Nov. 2020 – Aug. 2021	

# Infrastructure

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

### Objective 3: Maintain City Standards for all Public Infrastructure

Project		Performance Measure(s)	City Service Team (Department)
Core INF 1.3.1	Air Traffic Control Tower Liberty Star Voice Recorder Replacement	Total Cost Recovery	Economic Development and Capital Investment (Aviation)

Summary:

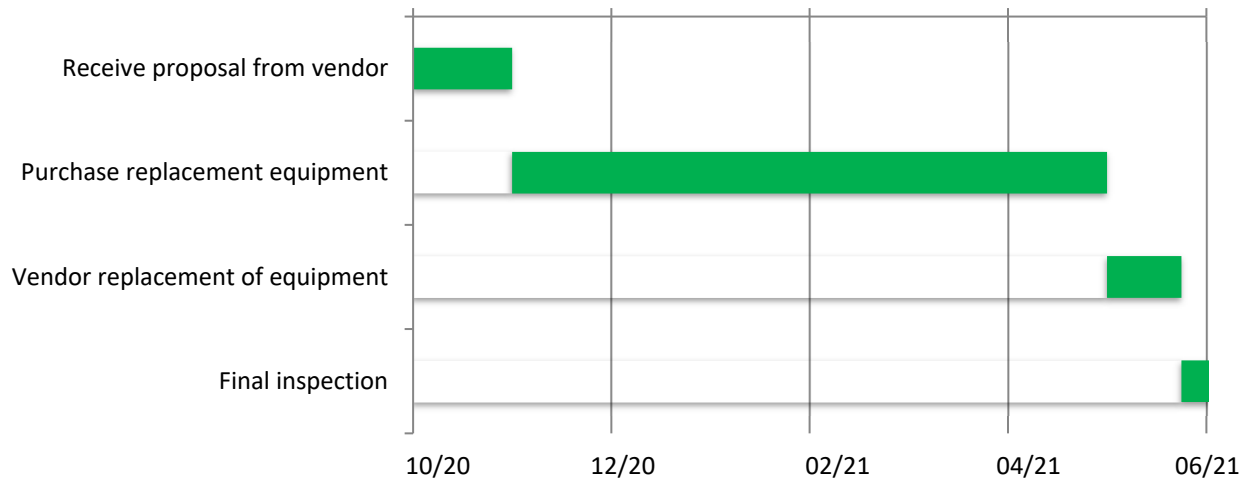
The Airport's Air Traffic Control Tower was built in 2006 as a part of the Federal Aviation Administration Contract Tower Program. A condition of the agreement is that the Airport will maintain a minimum equipment list for the proper operational functions of an Air Traffic Control Tower. In conjunction with our current preventative maintenance contractor, a decision was made to replace the Liberty Star Voice Recording System currently in operation, due to the lack of support from the manufacturer.

Harris Corporation is the sole-source vendor of the voice recording system and will be the vendor used for the replacement equipment. We will request pricing from Harris for the replacement system in October of 2020.

Update:

The equipment was received from Harris Corporation in late April and airport staff completed an inventory inspection to ensure all parts were received. DBT, the Airport's contractor, completed the install at the end of May with a final inspection completed at that time.

#### ATCT Recording System Replacement



# Infrastructure

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

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

Project		Performance Measure(s)	City Service Team (Department)
Core INF 2.1.1	Advanced Metering Infrastructure	Install 4,500 meters and MIUs in FY 2021	Economic Development and Capital Investment (Water)

Summary:

The City of Arlington Water Utilities will install 9,000 meters and MIU's in 2021 through an ongoing meter replacement program and water line renewals.

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.

Update:

Arlington Water Utilities has installed 3,043 meters in the 4<sup>th</sup> quarter of this fiscal year. We installed 8,200 meters this fiscal year. However, we did experience supply chain issues with our supply of MIUs due to the microchip shortage. Our vendor could not fulfill our supply request from May 2021 through the end of the fiscal year. Accordingly, we were only able to install 7,481 MIUs. We did exceed our forecasted modified total of 4,500 MIUs installed. Fiscal Year 2021-22 will continue with the meter change-out goals but will include the MIU totals as supply chain limitations allow as we are expected to receive intermittent re-supply of MIUs until August 2022.

Milestone	Estimated Completion	Actual Completion
Wrap up FY 2020 Installs	Sept. 2020	Sept. 2020
Begin MUI/Meter Installs	Oct. 2020	Oct. 2020
Council Approval of Meter Replacement funding	Feb. 2021	Mar. 2021
Council Approval of Annual Meter Supply Contract	June 2021	Apr. 2021
Complete MIU/Meter Installation for FY 2021	Sept. 2021	Sept. 2021

# Infrastructure

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

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

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 2.1.2	Water Conservation Program	Maintain metered ratio rolling average above 88%	Economic Development and Capital Investment (Water)

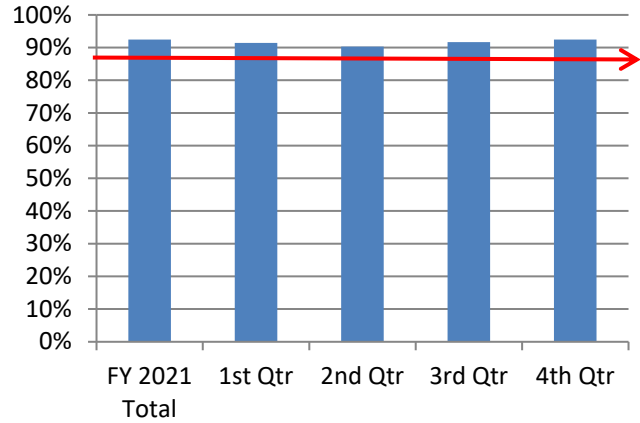
Summary:

The City of Arlington Water Utilities will maintain a metered ratio rolling average above 88%. In FY 2021, Arlington Water Utilities will proactively evaluate 25,000 linear feet of water line for leaks to catch them in the early stages before significant water loss occurs. Arlington Water Utilities will also evaluate and make recommendations to purchase additional leak detection technologies to accomplish this goal.

Update:

The rolling average for the 4<sup>th</sup> quarter is 92.45%

**Metered Ratio**





# Infrastructure

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

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

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 2.1.3	Wastewater Collection Initiatives	Clean 20% of sewer lines 6" through 15"	Economic Development and Capital Investment (Water)

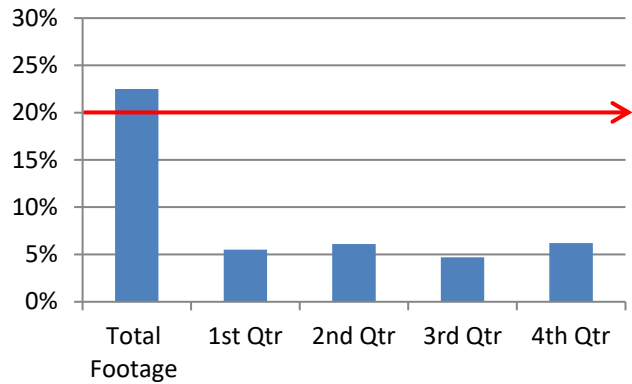
Summary:

The City of Arlington Water Utilities entered into the Sanitary Sewer Overflow (SSO) Voluntary Initiative established by the Texas Commission on Environmental Quality (TCEQ) in 2005. In order to participate, the City of Arlington agreed to evaluate its sanitary sewer system and develop an action plan that includes a schedule of dates detailing when corrective or preventative maintenance will occur. Arlington Water Utilities has also established a goal of cleaning 20% of sewer lines 6" through 15" annually.

Update:

AWU cleaned approximately 6.2 % of the 6-15" sewer lines during the 4<sup>th</sup> quarter of the fiscal year. This equates to 22.51% for the fiscal year. In addition, Arlington Water Utilities has initiated in-house cleaning of lines larger than 15", through the procurement of a vehicle designed to clean these larger lines. Sanitary sewer lines larger than 15" make up 6.2% of the total sanitary sewer lines within the City of Arlington.

**6" - 15" Sewer Lines Cleaned  
(Linear Feet vs. Total Footage)**



# Infrastructure

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

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

	Project	Performance Measure(s)	City Service Team (Department)
Core INF 2.1.4	Recycling	Residential Recycling Collected (Tons)	Shared Services (Asset Management)

Summary:

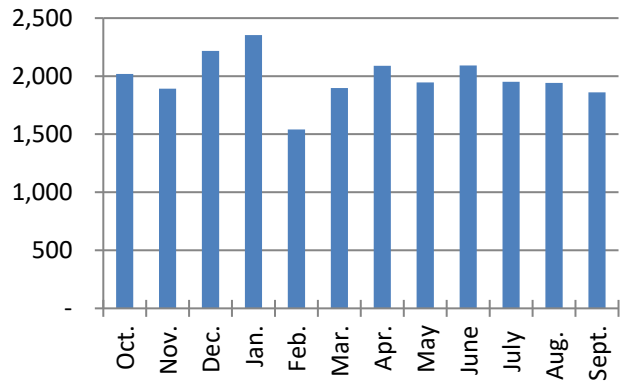
The City of Arlington continues to educate residents on proper recycling to lessen contamination rates, increase participation and improve the quality of residential recycling materials. Staff has actively been participating in a Regional Recycling Campaign through the North Central Texas Council of Governments, and along-side other regional stakeholders, to decrease curbside contamination of residential recyclables and present a unified recycling message across the region. The City of Arlington also provides recycling drop-off locations at each library, which can be used by residents who live in multi-family developments that may not provide recycling services.

Update:

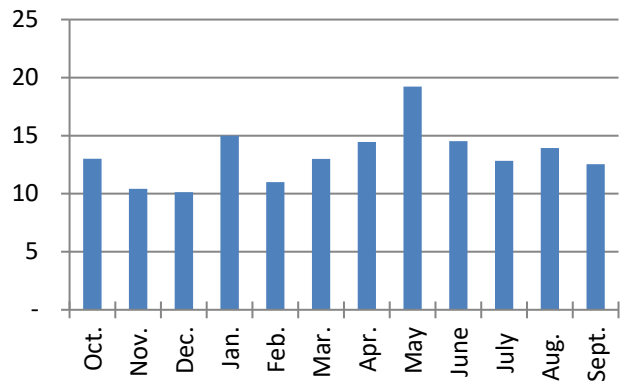
In the 4<sup>th</sup> quarter of FY 2021, the City collected 5,750 tons of curbside recycling and slightly over 39 tons at library drop-off locations. In comparison, during the 4<sup>th</sup> quarter of FY 2020, the City collected 6,348 tons of curbside recycling and slightly over 44 tons at library drop-off locations.

During the 4<sup>th</sup> quarter of FY 2021, the City hosted 3 monthly household hazardous waste collection events. FD firefighters who staffed the events accepted household hazardous waste from 312 homes. During the 4<sup>th</sup> quarter of FY 2020, Arlington did not conduct these events due to COVID-19.

**Residential Curbside Recycled  
Tons Collected**



**Library Recycling Drop-off Locations  
Tons Collected**



# City of Arlington Core Service Area: Infrastructure

Dept.	Goal Category	Key Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Annual Target	FY 2021 1st Qtr. Actual	FY 2021 2nd Qtr. Actual	FY 2021 3rd Qtr. Actual	FY 2021 4th Qtr. Actual	FY 2021 Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
AM		Citizen perception of trash collection services (annual survey)	83%	76%	79%	80%			84%								84%							
AM		Citizen perception of residential recycling services (annual survey)	83%	81%	75%	80%			81%								81%							
AM		Overall satisfaction of Construction Management's services "exceeds" or "meets" expectations	75%	92%	92%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	63%	63%	100%	100%	100%	80%	80%	
AM		Overall satisfaction of facility maintenance and repair services "exceeds" or "meets" expectations (surveyed quarterly)	91%	92%	93%	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	96%	96%	96%	96%	96%	100%	100%	
AM		Overall satisfaction of custodial services contractor "exceeds" or "meets" expectations	80%	87%	72%	90%	92%	94%	94%	96%	98%	97%	97%	97%	97%	100%	100%	100%	100%	97%	97%	94%	94%	
IF		Incidents/abandon rate	7.8%	8%	6%	8%	8%	7.3%	7.3%	6.9%	6.9%	8.3%	8.3%	8.8%	4.9%	4.9%	4.9%	4.9%	6.1%	9.3%	6.7%	8.7%	6.9%	
GA		Citizen Center first call resolution	95%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	96%	
GA		Citizen Center call answered	95%	97%	97%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	
GA		Action Center call answered	254,527	255,261	245,015	250,000	63,790	64,052	68,202	64,052	20,436	23,098	20,025	20,467	17,889	18,690	23,442	22,945	20,331	24,776	21,473	21,597	20,932	
GA		Percentage of citizens who agree they receive the info they need when calling a City facility (annual survey)	64%	64%	65%	60%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%	
AM		% of City-wide fleet beyond service life	2.1%	1.8%	1.3%	1.3%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.7%	2.7%	2.7%	
AM		Percentage of customers satisfied or very satisfied with fleet services	62%	78%	87%	80%	95%	84%	82%	82%	83%	94%	98%	94%	93%	93%	81%	100%	98%	72%			77%	
AM		Turnaround Time Standards:																						
AM		Target Unservice/Unroaded in 24 hours	New Measure in FY 2021	77%	76%	71%	71%	74%	79%	79%	77%	74%	79%	79%	77%	73%	78%	79%	81%	72%	69%	73%	74%	67%
AM		Target Unservice/Unroaded in 48 hours	New Measure in FY 2021	85%	82%	78%	78%	82%	86%	86%	85%	86%	86%	86%	86%	86%	86%	86%	86%	86%	86%	86%	86%	86%
AM		Resolving Collected Curbside (Tons)	23,242	24,226	24,250	Maintain or Increase	6,128	5,793	6,127	23,799	23,799	2,019	1,892	2,217	2,354	1,540	1,898	2,230	2,190	2,180	1,951	1,941	1,860	
AM		Library Recycling Collected (Tons)	180	172	158	Maintain or Increase	34	38	48	39	159	13	10	10	15	11	13	15	15	13	9	12,833	14	
AM		Leaf Recycling Program (Tons) [Fall/Winter]	394	291	300	Maintain or Increase	207	45		252		0	96	111	46,37									
AM		Number of multi-family recycling outreach presentations given	New Measure in FY 2019	9	2	6																		
AM		Major building components operating within their designed life (annual measures):																						
		Asphalt (25 Years of Service Life)	New Measure in FY 2020	88%	95%	88%	95%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	88%	
		Metal (25 Years of Service Life)	New Measure in FY 2020	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	
		Build-up (25 Years of Service Life)	New Measure in FY 2020	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	
		Modified (25 Years of Service Life)	New Measure in FY 2020	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
		Misc. (25 Years of Service Life)	New Measure in FY 2020	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	
		HVAC (15 Years of Service Life)	New Measure in FY 2020	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	
		Generators (20 Years of Service Life)	New Measure in FY 2020	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	74%	
		Elevators:																						
		High Usage (15 Years of Service Life)	New Measure in FY 2020	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	
		Low Usage (15 Years of Service Life)	New Measure in FY 2020	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	
		Boiler (25 Years of Service Life)	New Measure in FY 2020	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	
		Water Heaters (15 Years of Service Life)	New Measure in FY 2020	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	
PWT		% of residential street lane miles that have been swept compared to annual goal of 1,694	121%	99%	98%	100%	19%	30%	17%	33%	99%	16%	3%	0%	13%	10%	7%	5%	3%	9%	8%	5%	20%	
PWT		Requests for pothole repair completed within 3 working days of request	90%	91%	96%	90%	92%	98%	92%	91%	91%	73%	100%	100%	100%	100%	95%	98%	97%	90%	89%	82%	96%	
PWT		Citizens called within two business days of request	64%	97%	97%	97%	98%	99%	98%	98%	98%	97%	97%	98%	98%	98%	99%	99%	99%	100%	100%	99%	97%	
PWT		% of RWU concrete repair requests completed within 5 business days	75%	91%	100%	90%	100%	95%	89%	100%	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
PWT		Concrete repair 60,000 square yards of failed concrete panels annually	46,549	70,399	57,330	40,000	4,657	20,352	13,235	15,241	53,495	558	473	3,636	6,229	4,858	9,265	3,646	4,226	5,363	3,516	5,043	6,680	
Water		Clean a minimum of 20% of sewer lines size 6" - 15" estimated to assure compliance with the TCEQ Sanitary Sewer Overflow Initiative	16.4%	25%	27%	20%	5.5%	4.7%	4.7%	6.21%	22.5%	0%	0%	5.5%	2.2%	1.9%	2%	1.49%	1.48%	1.73%	1.66%	2.07%	2.48%	
Water		Radio Transmitter installations	8,463	10,334	7,275	4,500	1,210	1,463	1,806	3,002	7,481	327	401	482	309	238	896	559	626	621	1,079	975	948	
Water		Linear footage of water and sewer lines designed by the City Engineering staff	81,209	65,166	31,099	30,000	579	5,360	3,240	21,008	30,187	176	403	0	0	5,360	0	0	0	3,240	0	330	10,431	
Water		High hazard backflow assemblies with certified testing completed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Water		Compliance with TCEQ, OSHA, SDWA and NPDSS regulations	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Water		Maintain metered ratio/line average above 88%	88.94%	90%	89%	88%	91.44%	90.10%	91.07%	92.45%	92.45%	93.53%	92.47%	91.44%	91.82%	90.87%	90.33%	91.42%	91.97%	91.07%	92.45%	92.45%	92.45%	
Water		Achieve 48 Sanitary Sewer Overflows per 100 miles of sewer	New Measure in FY 2019	6.86	12.8	8	8	1.0	0.9	1.1	4.0	0.2	0.5	0.2	0.2	0.5	0.3	0.2	0.5	0.2	0.4	0.5	0.2	
Water		Water line breaks per 100 miles of pipe - average of 5.5 per 100 miles of pipe (measured quarterly)	New Measure in FY 2021	1.4	1.8	0.7	5.8	1.4	0.7	5.08	8.00	1.4	1.8	1.4	1.4	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	
Water		Interrupt time per customer (hours per customer)	New Measure in FY 2021	3.25	3.61	2.79	3.99	3.25	2.79	3.99	3.99	0	0	0	0	0	3.61	0	0	2.79	0	0	3.99	



# Public Safety

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

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

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

**Summary:**

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

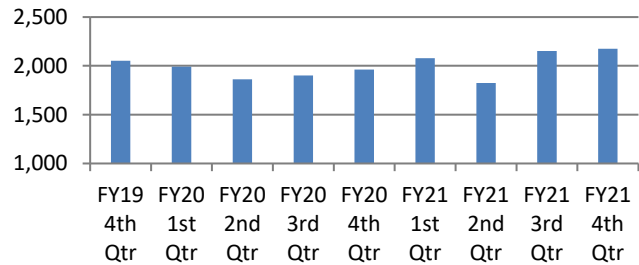
Beginning in January 2017, the Police Department began reporting data as part of the National Incident-Based Reporting System (NIBRS). This system captures more detailed information for each single crime occurrence rather than the traditional Summary Uniform Crime Report (UCR), which is based on a hierarchy 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.

**Update:**

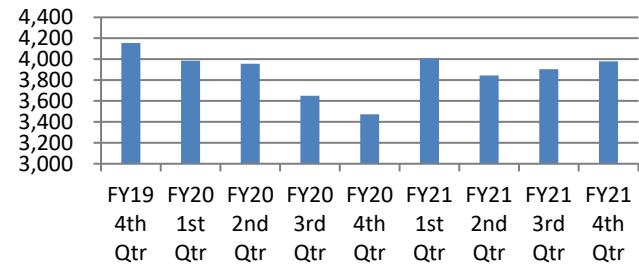
In the 4<sup>th</sup> quarter compared to the previous quarter,

- Crimes Against Person decreased by 3%, including an 18% decrease in Aggravated Assaults.
- Crimes Against Property decreased by 3%, driven by a 42% decrease in Fraud Offenses.
- Crimes Against Society increased by 14% overall.

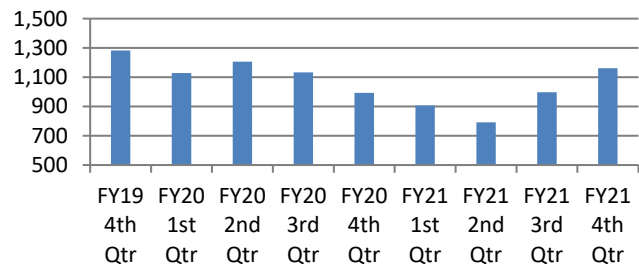
**Crime Rate Reduction Project: Crimes Against Person\***



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



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



\* Charts show the three crime code categories used in NIBRS. Data extracted on 10/5/21

Crime Reduction efforts for this quarter include:

1. The Gun Crimes Unit continues its focus on investigating crimes committed with firearms. In the fourth quarter, the unit was assigned 96 cases. In support of gun-related investigations, the Crime Scene Unit made 466 entries of shell casings into the National Integrated Ballistic Information Network (NIBIN) and received 49 investigative leads. Overall, the department booked 30% more firearms than the previous quarter.
2. Detectives referred 16 cases to APD's federal partners for prosecution.
3. Investigators continue to utilize Arlington Tactical Investigative Unit (ATIU) as a resource. ATIU deployed cameras at 11 different locations.
4. The community remains an integral partner in our crime reduction efforts. This quarter, APD received 122 Crime Stopper tips.

# Public Safety

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

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

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

**Summary:**

Every year, millions of people travel the roadways throughout the city. Reaching their destination safely is of the utmost concern. In 2018, a total of 12,945 crashes occurred within Arlington city limits, a slight increase of 0.24% from 2017 (12,913).

In order to continue crash reduction in the city, the department will continue using intelligence-fed and focused enforcement to maximize efficiency to reduce crashes and crash severity. The department use the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) to operationalize enforcement efforts on a daily, weekly, and monthly basis. Effective enforcement and education efforts will be complementing factors to the data. The Department continues to receive a comprehensive traffic safety grant through the Texas Department of Public Safety.

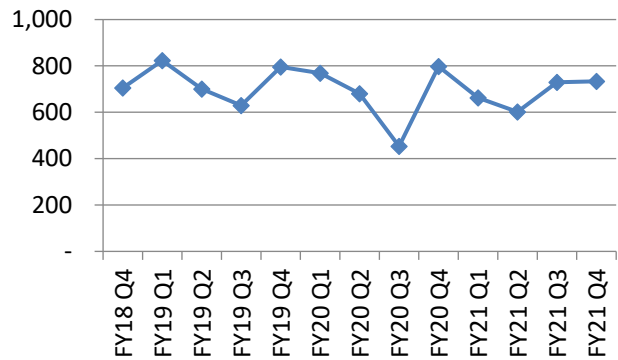
The Department continues to place emphasis on conducting safety inspections of CMVs as part of the Traffic Safety plan. The CMV inspection and enforcement program consists of a full time CMV unit. The CMV enforcement program is supplemented using a CMV grant through the Texas Department of Public Safety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

**Update:**

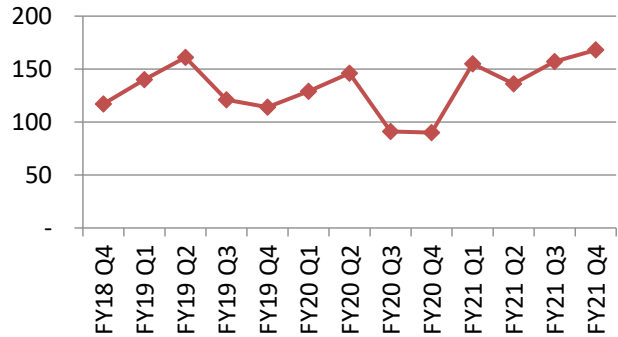
APD continues to focus on the safe and efficient flow of traffic in our city. We have focused our efforts on reducing the number of injury crashes, reckless driving, and DWI related incidents.

The Department has implemented a multi-faceted approach to safety and effective enforcement. Operation Connect/Safe is an intelligence-based enforcement program designed to address crime trends driven by current intelligence and statistics. By responding to the actual data, we can deploy our resources in an efficient and responsive strategy. Part of the strategy focuses on high crash locations and

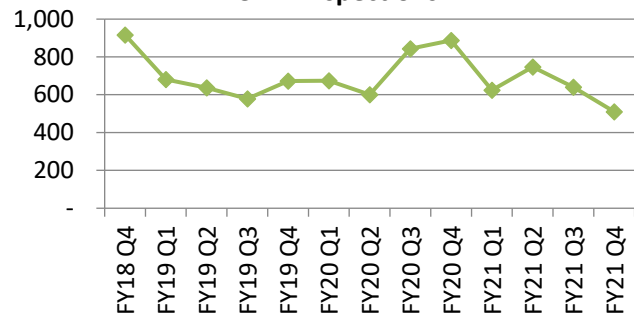
**Injury Crashes**



**DWI Crashes**



**CMV Inspections**



areas seeing an increase in violent crime. The increased and directed enforcement serves as a visual and actual deterrent.

The Department completed another successful year of grant funded enforcement that is designed to reduce dangerous driving conditions on our major highways and surface streets. The CVE grant allows the Department to focus on commercial vehicle safety by inspecting those commercial vehicles that travel through our three major highways. The grants are funded by the Texas Department of Public Safety and the United States Department of Transportation. The end goal of these grants is to improve safety on the highways by having officers use education and enforcement to correct dangerous driving behavior.



# Public Safety

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

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

Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.1.3	Victim Services Response to Crime Victims	<ul style="list-style-type: none"> <li>Total Crime Victims Served</li> <li>On-scene Crisis Response</li> </ul>	Neighborhood Services (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.

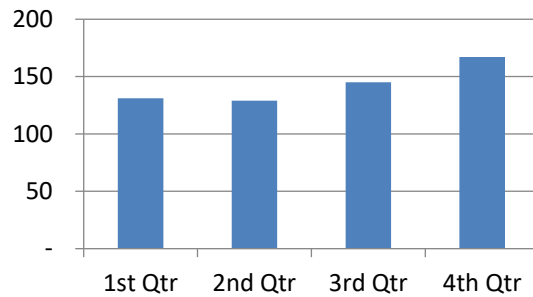
**Update:**

During the 4<sup>th</sup> quarter, the Victim Services Counselors serviced a total of 3,918 crime victims, with a total of 313 on scene crisis intervention responses for victims of crime.

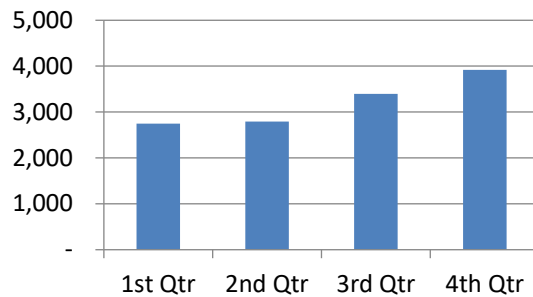
Victim Services Counselors serviced a total of 47 victims and family members with emergency transport needs via taxi vouchers.

The Victim Services Counselors also provided direct case management services to a total of 1,726 victims, with a total of 618 hours dedicated to case

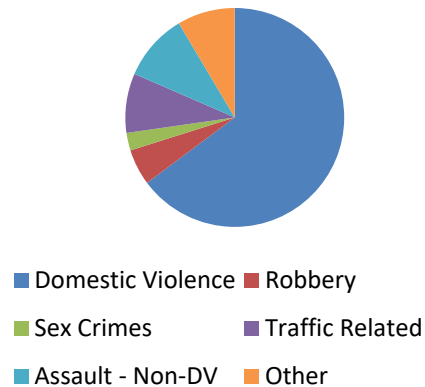
**Onscene Response**



**Crime Victims Served**

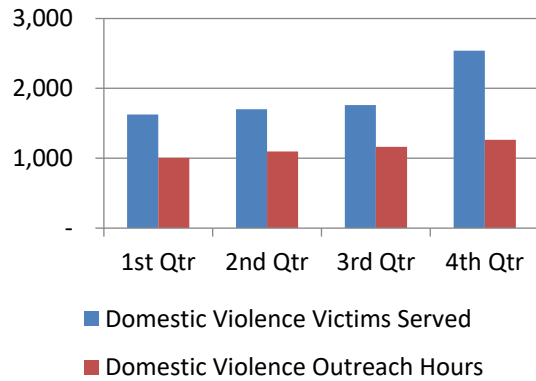


**Victims Served**



management to victims of violent crimes. The Victim Services Department continues to accommodate victims who require moderate case management interventions. These interventions are done by both, virtual means and by way of direct face to face contact, depending on the risk factors. High Risk cases continue to take priority of managing the case face to face with the victim.

**Domestic Violence Victims Served and Outreach Hours**



# Public Safety

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

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

Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.1.4	Project RAISE (Risk, Assessment, Intervention, Safety, and Engagement)	<ul style="list-style-type: none"> <li>High Risk Intimate Partner Violence (IPV) Victims</li> <li>Outreach Hours Dedicated to IPV Victims</li> </ul>	Neighborhood Services (Police)

Summary:

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.

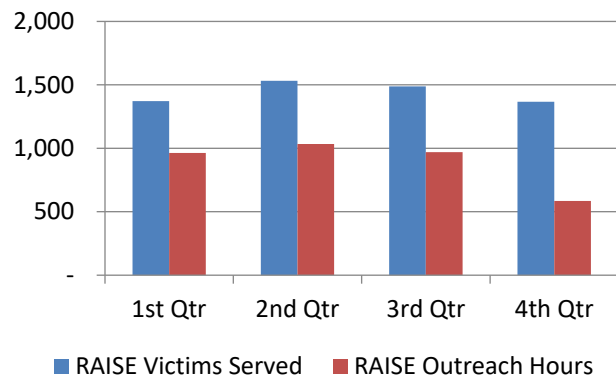
Project RAISE focuses on the intervention of the high-risk intimate partner violence (IPV) locations within each geographic district per month. The safety risk of each location is evaluated by monitoring the number of calls, history of violence, and the severity of violence. An in-depth assessment is 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. Safety planning and crisis intervention is provided to the victim in order to offer alternatives to a violence-free household.

Awareness of these ongoing situations provides an opportunity to intervene.

Update:

This quarter, the Victim Services Unit identified 1,336 victims of IPV. The Victim Services Department provided responsive interventions with a total of 61 cases identified as high risk for IPV, in which required dual response home visit. The VS counselors spent 107 hours serving home visits this quarter. The counselors spent a total of 584 hours working with victims of IPV.

**RAISE Victims Served and Outreach Hours**



The Victim Services Counselors provided assessments, interventions, and referrals to community stakeholders, with an overall effort in decreasing the risk of further violence within the household.

APD virtually staffed a total of 8 high risk cases using the Victim Centered Multi-disciplinary staffing model. The team referred a total of 1,477 cases to One Safe Place for ongoing service delivery and case management.

# Public Safety

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

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

Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.1.5	Mental Health Calls for Service	Calls for Service with a Mental Health Component	Neighborhood Services (Police)

**Summary:**

Individuals with Mental Illness/Intellectual and Developmental Disabilities 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 mental health crisis. In addition to staff time and resources, these are dynamic environments that have potential for harm to both staff and those involved.

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

Mental Health Peace Officers (MHPO) on patrol are partnered with MHMR Law Liaisons to form a CIT. They conduct follow up and engage individuals struggling with Mental Health/IDD with resources.

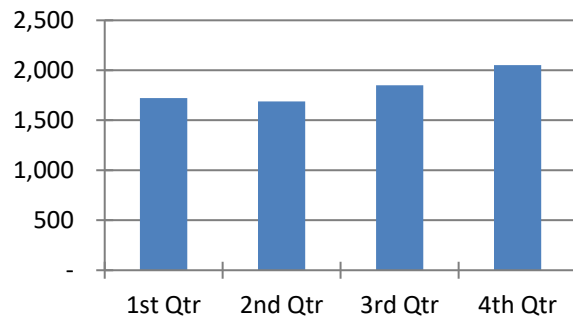
**Update:**

The 4<sup>th</sup> quarter has continued to see growth from both Arlington Police Department and My Health My Resources (MHMR) Tarrant County with expanding commitments to the community we serve.

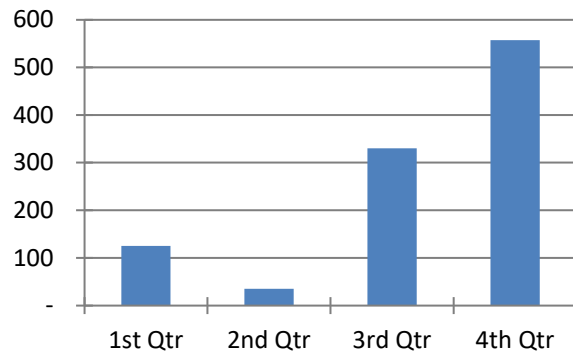
Arlington Police Department Mental Health & Community Advocacy is in the process of writing job descriptions for a sergeant, officers, and clinicians in response to City Council's expansion of the Behavioral Health Law Enforcement Unit. We have been anticipating this expansion for some time and are beginning it well prepared.

MHMR Tarrant has chosen Sharlene Christiansen as their new team lead for the City of Arlington and is continuing to train new Law Liaisons to fill our open positions.

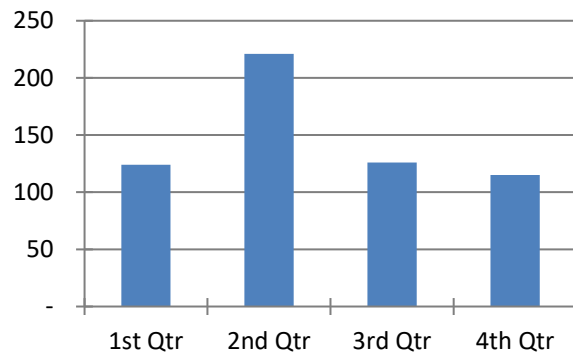
**Calls for Service – Mental Health Component**



**CRT**



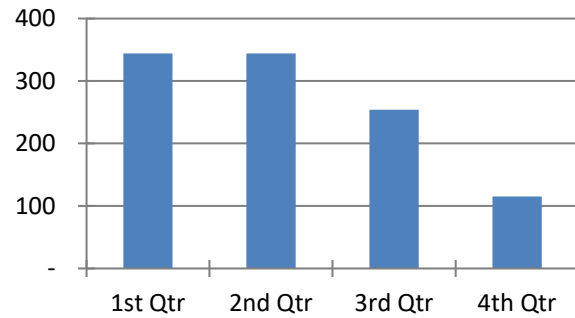
**CIT**



The Behavioral Health Law Enforcement Unit (BHLEU) is finishing a very productive quarter and year at the Training Center and is incredibly thankful for all the support provided by the Training Center staff. With the interruptions to the training calendar caused by COVID-19, the Arlington Police Department was tasked with ensuring all officers attend the Crisis Intervention Training. The BHLEU was able to attain that mandate and finished this quarter with one CIT class for incumbent officers and one for recruit class #60. The Arlington Police Department is fortunate to have community stakeholders and partners who substantially contribute to our trainings.

CIT International 2021 was held in Phoenix, Arizona this year. The Justice Mental Health Collaboration Program Grant was able to provide training funds to the BHLEU. Lt. Kim Harris, Corporal Tony Metcalf, Officer Trevor Clenney, Officer Buffie Verhagen, Officer Angela Bell, and Officer Sean Kinkade attended the conference and were able to benefit from the most up-to-date topics and trends in the nation for CIT response programs.

**Police Notification of Emergency  
Dentention**



# Public Safety

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

### Objective 2: Protect Public Well-being

Project	Performance Measure(s)	City Service Team (Department)
Core PS 1.2.1	Reduce traffic related fatalities and serious injuries	Economic Development and Capital Investment (PWT)

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.

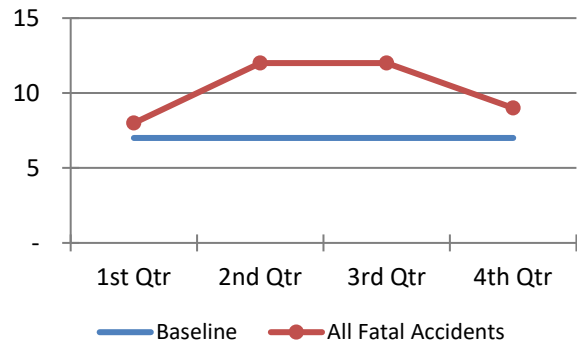
In FY 2021, work will continue to implement the Safe Route to School (SRTS) Program to reduce the FY 2017 baseline number of 6,085 city roadway crashes.

Update:

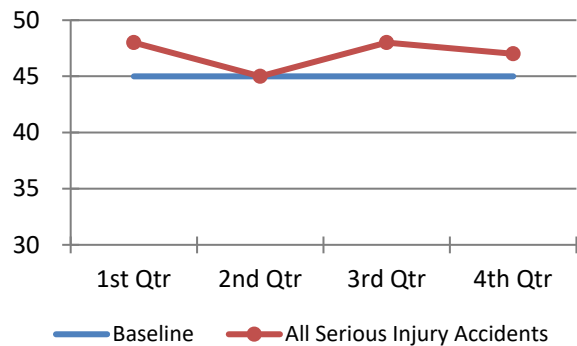
Slight decrease in fatalities over the final quarter of FY 2021.

Leading pedestrian interval was implemented on 19 signals in the downtown area.

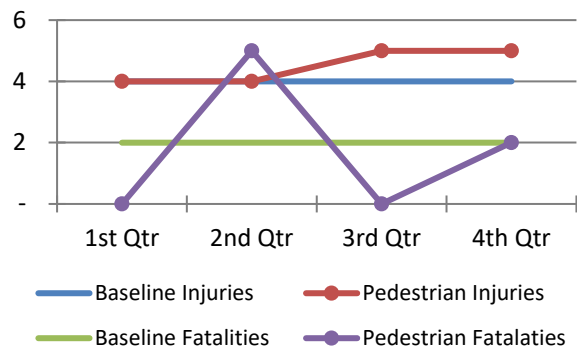
**Traffic Related Fatalities**



**Traffic Related Serious Injuries**



**Pedestrian Fatalities & Serious Injuries**



# Public Safety

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

### Objective 2: Protect Public Well-being

Project		Performance Measure(s)	City Service Team (Department)
Core PS 1.2.2	Public Outreach for Unmanned Aircraft Policies	Total Aircraft Operations	Economic Development and Capital Investment (Aviation)

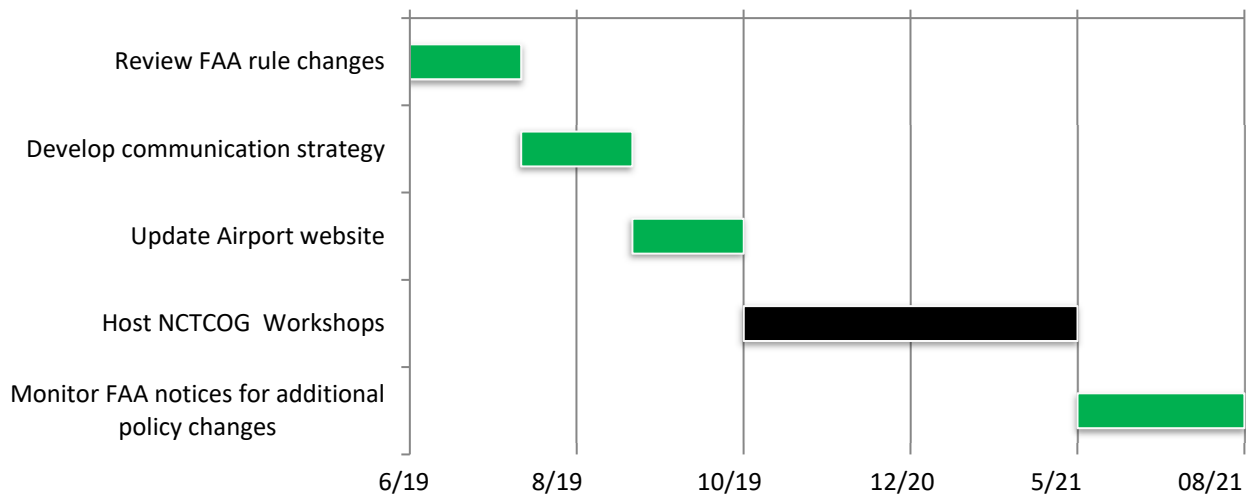
Summary:

The Federal Aviation Administration (FAA) will be releasing new policies regarding Unmanned Aircraft Systems (UAS) in the Hobby category. Airport staff will review the new policies and develop strategies to educate the public on how to properly fly UAS. The Airport website will be updated with information about the new rules and regulations, including hyperlinks to FAA instructions on how to register a UAS, and obtain waivers to fly. The North Central Texas Council of Governments (NCTCOG) has released a Request for Proposal for consulting services, to assist public agencies in developing community engagement regarding safe UAS operations. The Airport will partner with NCTCOG's vendor to host virtual workshops for UAS owners and teach the proper ways to operate a UAS in the region's congested airspace. The Airport will continue to monitor FAA notices for policy changes and update educational materials as needed.

Update:

The Airport continues to monitor FAA policy changes, including new policies on Remote ID and flight over people. The Airport continues to have a presence on the NCTCOG's UAS Safety and Integration Task Force. Airport staff is currently monitoring the UAS detection pilot project ongoing in the Entertainment District and will evaluate possible Airport use in the future.

#### UAS Public Outreach



# Public Safety

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

### Objective 2: Protect Public Well-being

Project	Performance Measure(s)	City Service Team (Department)
Core PS 1.2.3	CARES Act Funding – Point of Distribution for Public Health Supplies	Project completion by the federal deadline for CARES Act Coronavirus Relief Funds (CRF)

**Summary:**

To increase our response capabilities and prepare for future potential pandemics, the Arlington Fire Department is working to establish a Point of Distribution (POD). A POD site is a location that provides medications, vaccinations, and other medical supplies to combat major public health threats such as pandemics and bioterrorism. The main purpose is to quickly distribute vaccines, medications, and medical supplies to a large population of people in the shortest timespan possible to prevent the spread of illness during a public health emergency.

The POD will be located near a portion of Arlington that is easily accessible, close to major medical facilities, and central to the Arlington Fire Department’s response plans. The Department is evaluating where the exact location will be, but the POD will likely be located near the Parks Mall. Initial funding for the POD will be provided through the CARES act to assist the City of Arlington in dealing with the COVID-19 outbreak.

**Update:**

This project was completed in the in the 4<sup>th</sup> quarter of FY 2021.

Milestone	Target Date	Actual Date
Initial Project Design	Spring 2020	Sept. 2020
Location Identification	Spring 2020	Aug. 2020
Design	Spring 2020	Sept. 2020
Permit Review Process	Summer 2020	Sept. 2020
Legal Review Process	Summer 2020	Oct. 2020
Council Approval	Summer 2020	Oct. 2020
Move in (approximate timeline)	Spring 2021	Mar. 2021



# Public Safety

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

### Objective 1: Plan and Implement Stormwater Projects

Project	Performance Measure(s)	City Service Team (Department)
Core PS 2.1.1 Stormwater Projects	Implement projects that mitigate flooding concerns	Economic Development and Capital Investment (PWT)

Summary:

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

The projects listed below include projects that began construction prior to FY 2021 as well as the planned FY 2021 projects. Project milestones listed in the table will be updated as they occur during the year. These projects include larger drainage and erosion projects. Maintenance projects and small drainage improvement projects are not included in this report because they are typically bid in multiple phases.

Update:

Indian Trail Erosion is to protect a critical roadway connection between the City of Arlington and Dalworthington Gardens.

Construction of Phase 1 of the Kee Branch Trib 4 project is substantially complete. Phase 2 was bid during the quarter and construction is anticipated to begin in FY 2022.

Current large flood mitigation projects include the Matthews Court and Harvest Hills locations. Both projects have been split into multiple phases due to funding constraints. The actual bid dates for the subsequent phases will be dependent on construction progress of previous phases.

Stormwater Capital Improvements Project	Structures Protected
Harvest Hills (All Phases)	47
Indian Trail Erosion	1
Kee Branch Trib 4 (All Phases)	N/A
Matthews Court (All Phases)	74
Washington Drive Erosion Project	5

Construction of Matthews Court Phases 1 and 2, which began in June 2020, is ongoing and estimated to be completed in February 2022. Phase 3 is in design and has been expanded to include additional water and sewer improvements. Phase 3 is anticipated to bid in FY 2022.

The Harvest Hills project is being designed and constructed in two phases. Phase 1, which is currently in the easement acquisition phase, includes improvements to the channel to accommodate future neighborhood drainage improvements. Phase 2 includes storm drain and sanitary sewer improvements within the neighborhood. Revised floodplain models that include both phases are currently being reviewed.

Stormwater Capital Improvement Project	Estimated Bid Dates	Actual Bid Dates	Estimate Completion	Actual Completion
Washington Drive Erosion Project	Sept. 2018	Nov. 2019	Mar. 2021	May 2021
Matthews Court Drainage Improvements Phase 1 and 2	June 2019	Dec. 2019	Mar. 2021	
Lower Johnson Creek Dredging	Dec. 2019	Dec. 2019	Oct. 2020	Dec. 2020
Indian Trail Erosion	Mar. 2020	May 2020	Oct. 2021	
Kee Branch Trib 4 Erosion – Deaver Park	Sept. 2020	Aug. 2020	Apr. 2021	Apr. 2021
Kee Branch Trib 4 Erosion – Bradley Lane to Andalusia Trail	Dec. 2020	Aug. 2021	Jan. 2023	
Harvest Hills Drainage Improvements Phase 1	Aug. 2019			

# Public Safety

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

### Objective 2: Complete Watershed Studies for Each Watershed within the City

Project		Performance Measure(s)	City Service Team (Department)
Core PS 2.2.1	Watershed Studies	Achieve FEMA acceptance of all watershed studies by the end of FY 2021	Economic Development and Capital Investment (PWT)

Summary:

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

- Update the hydrology for current developed conditions
- Update the hydraulic models based on the new flows and current creek conditions
- Identify and prioritize problem areas and generate conceptual solutions for these areas
- Assess the stream bank conditions for erosion
- Update the Flood Insurance Rate Maps based on the new information

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

This project will strategically plan mitigation tasks to proactively rectify deficiencies identified in the watershed studies completed in FY 2019. During FY 2021, work will be concentrated on the following three tasks:

- Task 1: Create geodatabase based on flood hazard depths and HAZUS data in the 5-year buyout plan.
- Task 2: Develop an erosion field inspection directive to effectively create an OCI to prioritize projects and to determine potential failures.
- Task 3: Provide community outreach for all FEMA approved LOMR data to be included in FEMA's PMRs.

Milestone	Estimated Completion	Actual Completion
Task 1	Nov. 2020	May 2021
Task 2	Mar. 2021	
Task 3	Dec. 2021	Sept. 2021

Update:

Task 2: This task is delayed until the Engineering Technician and Stormwater Asset Analyst vacancies are filled.

Task 3: Floodplain Administration staff mailed out the FEMA PMR post card notifications to residents in the Rush Creek Watershed in September 2021. This post card provided instructions to the appeal process and information on flood insurance.

A link to the City's interactive map for the FEMA PMR data is accessible to residents for review.

City Stormwater staff is in the process of assisting citizens on questions about upcoming changes to the Rush Creek watershed. The tentative end date for the 90-day period notification is October 30, 2021.

# Public Safety

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

### Objective 2: Complete Watershed Studies for Each Watershed within the City

Project		Performance Measure(s)	City Service Team (Department)
Core PS 2.2.2	Airport Drainage Study	Operating Cost Recovery	Economic Development and Capital Investment (Aviation)

Summary:

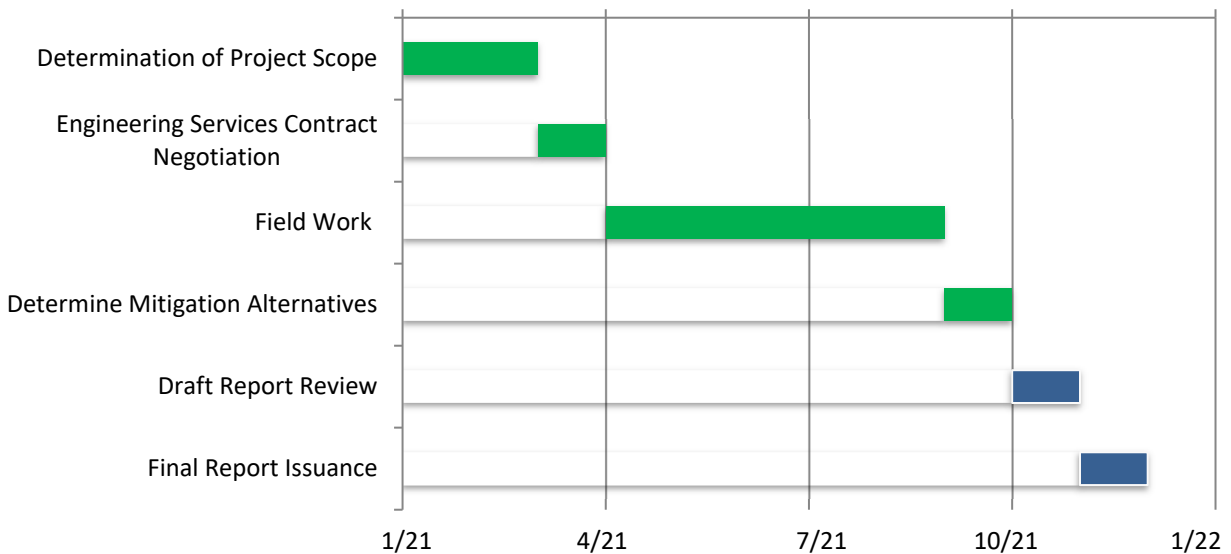
Over the past 25 years, the Airport has seen substantial growth in private sector development along South Collins, construction of a west parallel taxiway, as well as a runway extension, which have all affected drainage patterns throughout the Airport. The extension of Center Street to South Green Oaks will attract development to the Airport's west side. In order to properly plan for this growth, a thorough evaluation of existing drainage patterns is required.

TxDOT Aviation has provided a \$250,000 grant to evaluate the Airport's drainage and formulate a comprehensive plan to mitigate stormwater flow.

Update:

The Airport's engineer of record, RS&H, has completed the draft drainage report. TxDOT Aviation, Public Works and Airport staff are currently reviewing the draft report and proposed mitigation alternatives.

### Mitigate Flood Risks and Protect Stormwater Infrastructure



# Public Safety

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

### Objective 3: Enhance Awareness of Stormwater Risk

Project		Performance Measure(s)	City Service Team (Department)
Core PS 2.3.1	Stormwater Education Outreach	<ul style="list-style-type: none"> <li>Number of public education campaigns conducted</li> <li>Number of stormwater pollution safety presentations given at elementary schools</li> <li>Number of community events attended</li> </ul>	Economic Development and Capital Investment (PWT)

Summary:

The Stormwater Education program provides community education about the problems and solutions to stormwater pollution, floodplain development, flood safety and preparedness.

Community education can make a difference in both the quantity and quality of stormwater that reaches our local waterways. Community education includes programming with schools within the city limits to provide stormwater education to students.

Stormwater Education outreach efforts include, but are not limited to, the following:

- Provide the community with information on responsible development
- Provide property owners with information and tools to protect their families and property from flood damage through flood preparedness.
- Education outreach to schools within AISD to provide stormwater education such as “Turn Around Don’t Drown”.
- Increase awareness of illicit discharges and improper disposal of materials.

Update:

The Stormwater Education Outreach program is currently conducting in-person education outreach sessions at elementary schools.

Outreach Task	Number Achieved			
	1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.
Attend 10 Children’s Events (Includes schools, library programs, after school programs, summer camps, etc.)	4	0	2	1
Placement of 360 “No Dumping” storm drain inlet decals	92	88	97	88
Attend 10 community events to provide stormwater education materials	3	2	6	2

# Public Safety

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

### Objective 3: Enhance Awareness of Stormwater Risk

Project		Performance Measure(s)	City Service Team (Department)
Core PS 2.3.2	Program for Public Information (PPI)	Develop and implement new projects listed in the PPI Plan adopted by Council and approved FEMA's Community Rating System (CRS) in FY 2020	Economic Development and Capital Investment (PWT)

Summary:

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).

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:

- Task 1: Update and implement the Flood Response Preparation outreach as identified in the PPI Plan adopted by City Council for CRS.
- Task 2: Prepare a post card for non-flood zone (SHFA) delineated area to be endorsed by the Mayor.
- Task 3: Update Repetitive Loss Area Analysis (RLAA) Letter and Citizens Guide to Flood Safety annual mailout.

Update:

Task 2: The non-flood zone SFHA postcard has been updated with the current Mayor's signature and endorsement. The updated postcard was mailed to residents and property owners on September 7, 2021.

Outreach Task	Estimated Completion	Actual Completion
Task 1	Apr. 2021	June 2021
Task 2	Sept. 2021	Sept. 2021
Task 3	Aug. 2021	Nov. 2020

# Public Safety

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

### Objective 3: Enhance Awareness of Stormwater Risk

Project		Performance Measure(s)	City Service Team (Department)
Core PS 2.3.3	Stream Gauge Infrastructure Upgrade and Communication	Implement a flood hazard notification system based on stream gauge data	Economic Development and Capital Investment (PWT)

Summary:

The City of Arlington currently has six stream gauges. These gauges collect important information such as rainfall accumulation, rainfall increments, and water levels. The stream gauge uses the ALERT (Automated Local Evaluation in Real Time) 1 system which needs an upgrade as hardware improves. This real time data will assist in response time for activating barricade infrastructure, emergency operations, and engineering assessments. During FY 2021, the Floodplain Group will perform the following three tasks:

- Task 1: Update flood monitoring system with existing data to notify residents and motorists of flood hazards during inclement weather.
- Task 2: Upgrade two existing stream gauges to Automated Local Evaluation in Real Time 2 (ALERT 2) system to increase the accuracy and performance of flood detection systems.
- Task 3: Identify low crossings based on watershed studies and Emergency Operations to determine two new locations to install stream gauges.

This data collected by the stream gauges benefits the citizens of Arlington by informing them about active flood risks in order to take appropriate action. The implementation of a flood hazard notification system will reduce the potential loss of life or injury due to flood hazards from overtopped roadways. The collected data also assists in identifying flood protection projects to be incorporated into the Stormwater Capital Improvement Plan.

Update:

The recently filled Project Engineer position is in the process of implementing all tasks. The updated estimated completion date for Task 1 is November 2021.

Costs for Task 2 are being reviewed to upgrade existing gauge locations to ALERT 2.

Milestone	Estimated Completion	Actual Completion
Task 1	Mar. 2021	
Task 2	Sept. 2021	
Task 3	Sept. 2021	

Task 3: Staff is in the process of selecting at least three locations based on the watershed data and barricade closing locations to install new ALERT 2 stream gauges. This work is focusing on Southeast Arlington due to the lack of existing stream gauge infrastructure.

# City of Arlington Core Service Area: Public Safety

Dept.	Goal Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Annual Target	FY 2021 1st Qtr. Actual	FY 2021 2nd Qtr. Actual	FY 2021 3rd Qtr. Actual	FY 2021 4th Qtr. Actual	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	
Fire	Key Measures	89,130%	92,26%	92,26%	90%	90,9%	89,29%	90,23%	88,6%	89,7%	90,8%	91,1%	90,6%	92,5%	92,5%	91,1%	90,3%	89,2%	89,4%	87,8%	89,5%	
Fire	3-1-1 calls answered within 30 seconds	17,90	14,95	15,14	25,00	14,77	17,10	14,05	19,43	13,17	18,94	12,53	12,53	12,68	12,85	12,79	15,18	14,13	13,13	20,54	13,02	
Fire	FY 2021 Actual	89,130%	92,26%	92,26%	90%	90,9%	89,29%	90,23%	88,6%	89,7%	90,8%	91,1%	90,6%	92,5%	92,5%	91,1%	90,3%	89,2%	89,4%	87,8%	89,5%	
Fire	Emergency Medical Service - Response objective = 300 seconds or (5:00)	5,44	5,48	5,99	5,00	6,06	6,20	6,02	6,02	6,06	6,12	6,14	6,11	7,11	7,11	6,15	6,07	6,06	6,04	6,04	6,14	6,09
Fire	Police E and P1 (emergency) calls dispatched within 2 minutes (average)	2,61	1,98	1,75	2,00	2,20	1,97	2,51	3,18	2,17	2,08	2,34	2,25	2,25	1,73	1,92	2,14	2,57	2,80	2,81	3,08	3,2
Police	Police E and P1 (emergency) calls dispatched within 120 seconds (average)	79,65%	81,76%	83,68%	80%	81,9%	83,38%	71,72%	73,69%	76,68%	80,62%	80,3%	83,97%	84,4%	84,4%	80,3%	76,46%	75,13%	76,13%	73,4%	71,61%	
Police	Police E and P1 (emergency) calls (from Call is taken by Dispatch to First Unit on Scene)	9,68	9,41	10,56	9,3	11,41	11,08	11,62	13,15	11,47	11,36	11,41	11,10	11,10	10,95	11,29	11,64	12,32	12,44	12,84	14,18	
Police	Police E and P1 (emergency) calls (from Call is taken by Dispatch to First Unit on Scene)	7,98	6,94	8,33	7,5	7,54	7,61	8,81	7,97	7,98	7,55	7,54	7,37	7,37	8,05	7,39	8,30	8,75	9,28	7,75	7,92	
Police	Percent of Outdoor Warning Sirens Successfully Tested	76%	69%	44%	95%	84%	64%	31%	94%	68%	78%	92%	91%	91%	98%	94%	91%	91%	91%	92%	98%	
Police	Fire Prevention Business Inspections	12,216	12,126	15,513	15,500	2,312	2,239	3,84	1,808	6,81	5,03	8,07	6,51	5,02	1,086	1,013	1,084	1,347	1,283	1,474	1,311	
Police	Fire Prevention Business Inspections Addressed	3,452	3,603	3,262	4,500	6,02	4,84	1,075	3,042	1,17	2,47	1,38	82	1,166	273	821	361	441	375	289	329	
Planning	% of routine food establishment inspections completed on schedule	New Measure	84%	84%	93%	81%	50%	63%	23%	51%	71%	86%	58%	58%	58%	55%	43%	57%	26%	22%	26%	
Planning	% of non-complaint gas site components corrected within 2 days following notification to operator	New Measure in FY 2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
PWOT	Percent of City maintained drainage inlets inspected compared to goal of 10,804	99%	92%	100%	100%	29%	26%	20%	25%	100%	13%	7%	8%	8%	8%	8%	8%	7%	8%	9%	5%	
PWOT	Percent of 350 concrete channels inspected	99%	97%	100%	100%	29%	23%	20%	23%	100%	13%	7%	8%	8%	8%	8%	8%	7%	8%	9%	5%	
Court	Municipal Court Clearance Rate	100%	153%	301%	100%	121%	110%	70%	69%	104%	143%	110%	116%	114%	114%	117%	125%	66%	76%	73%	53%	
Court	Time To Disposition within 30 days (measured quarterly)	New Measure in FY 2021	50%	63%	100%	63%	60%	58%	74%	63%	100%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	
Court	Time To Disposition within 60 days (measured quarterly)	New Measure in FY 2021	50%	63%	100%	63%	60%	58%	74%	63%	100%	63%	63%	63%	63%	63%	63%	63%	63%	63%	63%	
Court	Reliability and Integrity of Case Files	New Measure in FY 2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Court	Management of Legal Financial Obligations Rate	New Measure in FY 2021	70%	99%	99%	70%	99%	99%	86%	90%	82%	90%	96%	98%	100%	116%	105%	102%	88%	88%	87%	
Court	Annual Access and Fairness Survey Index Score (measured in 4th quarter)	New Measure in FY 2021	75%	76,17	77,62	<70	78,13	76,17	77,62	78,17	78,42	77,41	79,70	72,93	75,89	76,63	77,05	79,18	77,93	81,47	84,74	
Police	Committed Time to all calls (minutes)	71,36	70,1	76,97	70%	78,13	76,17	77,62	81,38	78,33	78,42	77,41	79,70	72,93	75,89	76,63	77,05	79,18	77,93	81,47	84,74	
Police	Arrests (target based on historical estimate)	13,285	14,882	13,422	15,000	2,308	2,006	2,867	2,701	9,382	899	748	661	705	568	733	799	790	818	880	885	
Police	DWI Crashes	449	535	456	<500	159	168	168	161	61	41	53	50	40	40	54	48	50	48	45	61	
Police	Domestic Violence Victims Served	9,713	9,888	9,933	5,250	1,625	1,701	1,760	2,339	7,625	590	525	506	601	594	486	486	500	724	814	870	
Police	Human Trafficking Victims Served (measured quarterly)	46	31	23	12	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Police	Outreach Hours Dedicated to Domestic Violence	4,031	6,977	4,818	3,600	1,005	1,094	1,162	1,264	4,525	327	375	303	425	421	378	267	368	507	424	407	
Police	Fatality Crashes (measured quarterly)	26	31	31	<28	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	
Police	CVE Inspections	3,074	2,811	2,192	>1,980	478	747	640	510	2,375	269	113	214	203	203	330	233	133	269	203	175	
Police	Crimes Against Persons	7,376	7,911	7,603	<8,32	2,077	1,834	2,151	2,174	8,316	637	656	643	637	556	641	674	769	709	694	711	
Police	Crimes Against Property	17,179	16,469	14,753	<22,400	4,008	3,905	3,904	3,897	15,804	1,334	1,339	1,334	1,334	1,109	1,462	1,417	1,803	1,884	1,429	1,458	
Police	Crimes Against Society	4,510	4,961	4,456	<4,740	906	796	997	1,161	3,860	349	316	241	309	214	273	351	361	361	412	342	
Fire	9-1-1 Dispatch Center Calls for Service (calls from 9-1-1 phone switch)	377,656	378,305	376,047	430,000	90,876	90,076	104,440	107,697	402,089	32,424	27,848	30,604	30,853	34,610	33,613	32,746	35,899	35,895	38,135	35,739	
Fire	Police Calls for Service Handled and Processed by PD Dispatch	336,934	334,021	285,797	325,000	58,496	57,953	64,237	68,923	249,219	21,175	19,067	18,254	19,025	16,990	21,463	20,001	22,413	23,131	23,732	22,078	
Fire	Priority 1 Calls	78,102	76,621	68,437	90,000	16,369	15,738	18,104	18,004	68,215	5,801	5,220	5,848	5,274	4,798	5,669	5,843	6,145	6,049	6,144	5,940	
Fire	Priority 2 Calls	57,377	53,266	48,514	52,000	11,005	11,238	11,955	12,595	46,883	3,921	3,729	3,699	3,404	3,959	3,865	3,886	4,121	4,027	4,297	4,259	
Fire	Priority 3 Calls	200,344	203,885	167,724	180,000	30,704	30,237	33,846	37,993	132,800	11,339	10,185	10,244	10,244	11,899	11,260	10,345	12,221	12,579	13,422	11,992	
Fire	Officer Initiated (not included in total)	59,705	61,015	55,103	110,000	9,056	9,064	10,911	12,428	34,144	3,414	3,070	2,971	2,941	2,803	3,200	3,866	3,445	3,520	3,928	9,314	
Fire	Ambulance Dispatched Calls for Service	55,346	57,536	56,563	47,500	15,750	15,448	16,602	16,244	64,044	5,230	4,876	5,644	5,392	4,971	5,139	5,538	5,991	5,473	5,486	5,179	
Fire	Fire Dispatched Calls for Service	46,707	46,457	43,971	40,600	11,384	14,245	12,094	16,447	54,170	3,784	3,613	3,887	4,035	6,471	3,739	3,901	4,157	4,036	4,125	4,687	
Fire	Emergency Medical Service	3,794	3,493	3,284	3,800	800	895	829	953	3,477	269	251	287	259	398	238	278	370	281	316	317	
Fire	Other Emergency Services	36,560	36,921	34,511	32,900	9,374	9,404	9,801	11,095	39,644	3,099	2,989	3,226	3,356	3,070	2,978	3,217	3,771	3,213	3,440	3,823	
Fire	Other Emergency Services After-Hours Calls for Service	6,353	5,972	6,176	4,300	1,730	1,986	1,464	1,429	11,069	423	413	374	420	3,003	523	406	516	542	3,369	515	
Fire	Fire Department Incidents (un-audited)	44,332	44,134	41,098	49,322	10,243	11,312	11,540	13,070	48,485	3,881	3,438	3,944	3,900	5,685	3,547	3,722	3,977	3,843	4,164	4,420	
Fire	Fires	1,003	1,333	857	1,000	204	229	217	227	877	63	59	82	77	84	68	93	77	54	68	59	
Fire	Emergency Medical Service	20,575	20,845	19,271	22,645	4,839	4,839	5,244	6,043	21,285	1,600	1,516	1,723	1,755	1,446	1,618	1,728	1,629	1,667	1,905	2,240	
Fire	Other Emergency Incidents	22,744	22,992	20,940	25,677	5,700	8,094	6,099	6,440	26,323	1,818	1,843	1,939	2,068	4,155	1,861	2,076	2,120	2,181	2,197	2,062	
Fire	Fire Department RMS Unit Response (un-audited)	62,285	61,131	58,335	64,942	16,101	19,742	15,616	18,296	69,755	5,314	4,987	5,800	5,921	8,818	5,003	5,023	5,114	5,144	5,433	6,098	



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Arlington  
Texas**

For the Fiscal Year Beginning

**October 01, 2020**

*Christopher P. Morill*

Executive Director