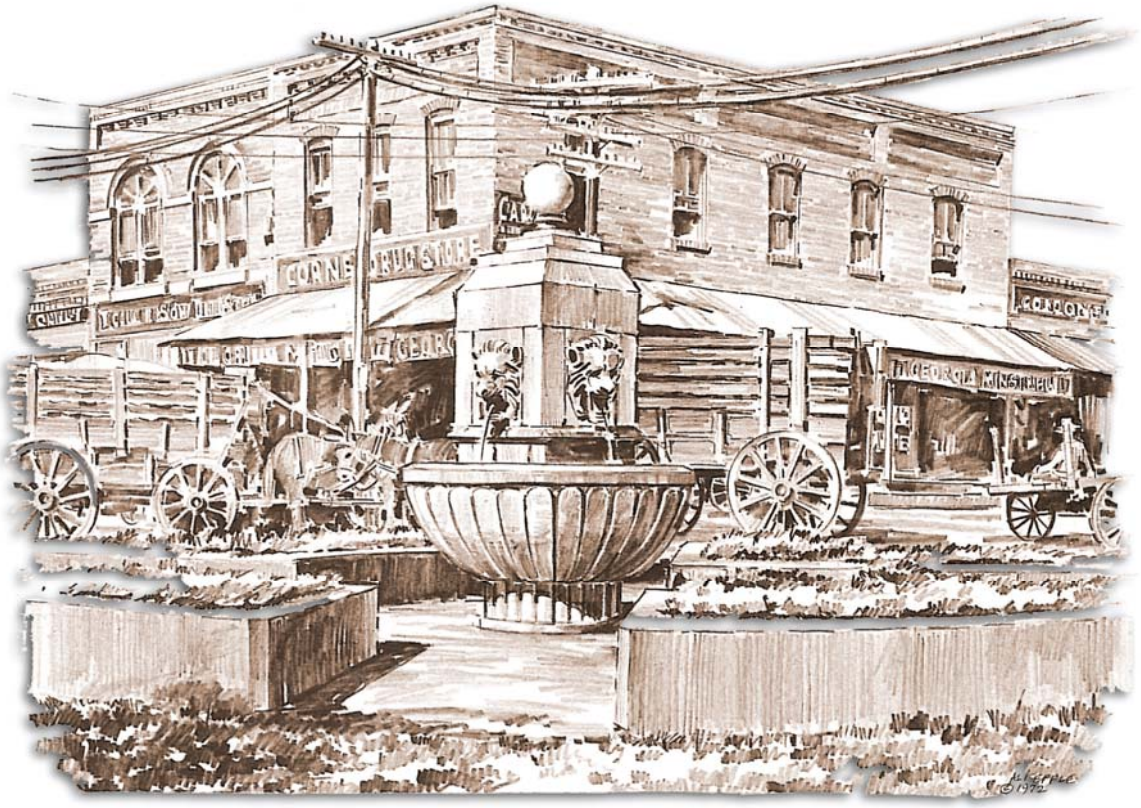
130th ANNIVERSARY



CELEBRATING THE CITY OF ARLINGTON'S JULY 19, 1876

City of Arlington

FY 2007 Annual Operating

BUDGET

Economic Development Neighborhood Services Capital Investment Strategic Support

In Arlington's 130th year, the Mayor and City Council identified community priorities. This document outlines how the City will fund and accomplish our ten priorities.

Arlington celebrates its 130th year with the dedication of a historic marker and publishing of a historic chronology of our progress. We intend in FY 2007 to continue our history of accomplishment.

The City of Arlington Performance Plan is as follows:

City of Arlington Performance Plan

VISION

Arlington is committed to being a pre-eminent city, providing an exemplary environment in which to live, learn, work and play.

MISSION

The City of Arlington enacts the will of the people through their active, inclusive participation and provides the services they demand in a quality, cost effective manner. To accomplish this mission, we will:

- Practice responsive, effective governance
- Be unrelenting in our efforts to improve service quality, cost, and effectiveness
- Create and maintain effective partnerships
- Value diversity in the organization and the community
- Be accountable to citizens and each other for our actions
- Uphold the highest professional and ethical standards

FY 2007 Council Priorities

	Core Business Functions (Strategic Support)	Neighborhood Services	Economic Development	Capital Investment
Budget Priorities	The City Pays Its Employees Market Competitive Wages	Increased Code Enforcement	Downtown Is a Vibrant Destination for the Community and a Thriving Center of Activity	City Focuses and Moves Forward on Transportation Solutions
	The City Focuses on the Recruitment and Retention of Front-Line Employees	Arlington is a City Where People Feel Safe Anywhere, All the Time	Restructure the P&Z into separate planning and zoning boards and commissions to more effectively develop a consensus regarding a community plan and optimize the City's development and redevelopment efforts	The City Finds Innovative Uses for City-Owned Property and Property Interests
	The City Provides Outstanding Customer Service	Our Community Offers Quality Cultural, Learning, and Leisure Opportunities	Arlington is an active participant in the global marketplace	The City Implements Traffic Calming Measures
	The City Improves Service Through IT Solutions			
	The City Effectively and Prudently Uses Public Funds			
Strategic Foundation	Improve the City's Legislative and Lobbying Efforts	Reinvigorate Neighborhoods	Focus on Development of Downtown	Develop Green Building Standards
	Examine the Role Of IT in the City Organization	Increase Code Enforcement	Expand the Commercial Tax Base	Catch Up and Keep Up with Infrastructure
	Provide Outstanding Customer Service at City Hall	Improve Housing	Raise the Profile of the Arts	Develop a One Start Shop
			Examine the Economic Development Structure	

VALUES

Working Together To Make Arlington Better

Responsiveness and Respectful to our customers and co-workers

Innovative in identifying possibilities, exploring options, and creating solutions

Committed to excellence

Relating to our customers and each other with **Integrity**

Cover drawing of historic downtown Arlington by Al Kepple.

Table of Contents

Manager's Message 1

Organization Charts 21

Business Plan 25
- Economic Development 31
- Neighborhood Services 37
- Strategic Support 49
- Capital Investment 65

Long Range Plan 71

Financial Summaries
- Operating Funds - FY 2007 Operating Position 100
- Selected Financial Reserves - FY 2007 Operating Position 104

General Fund Summary 105

Policy Administration
- City Attorney's Office 109
- City Manager's Office 111
- City Auditor 113
- Judiciary 115

Neighborhood Services
- Community Services 117
- Fire 123
- Library Services 127
- Parks and Recreation 131
- Police 135

Economic Development
- Aviation 139
- Community Development and Planning 141
- Economic Development 145

Capital Investment
- Environmental Services 147
- Public Works and Transportation 151

Strategic Support
Financial Services 157
Information Technology 161
Management Resources 165
Municipal Court 167
Workforce Services 169

Enterprise Funds
Water And Sewer Fund 173

Special Revenue Funds
Convention & Event Services Fund 179
Park Performance Fund 183
Street Maintenance Fund 187

Internal Service Funds
General Services Fund 189
Fleet Services Fund 193
Information Technology Services Fund 195

Debt Service Fund 199

Capital Improvement Program.....203

Appendix
Appendix 1 - FY 2007 Authorized Full-Time Positions.....277
Appendix 2 - Statement of Financial Principles.....279
Appendix 3 – Fund Accounting Information 285
Appendix 4 – Budget Process 289
Appendix 5 – Facts and Figures 291
Appendix 6 – Ad Valorem Tax Structure 297
Appendix 7 – Budget Glossary 301

Manager's Message

Honorable Mayor and City Council:

The following is the Fiscal Year 2007 Adopted Budget for the operating funds of the City of Arlington, as well as the City's 2007 Business Plan.

Introduction

The FY 2007 Adopted Budget has been prepared in an economic environment of cautious optimism. While the City still faces challenges, there is an opportunity this year to make significant progress toward the community priorities identified by the Mayor and City Council. This document will provide a current economic overview, a snapshot of our projected revenues and expenditures for FY 2007, and an analysis of our long-term future, in order to assist us in our work to plan for the City's future.

Last year, we restructured and reallocated resources to better align with the Mayor and City Council priorities. Arlington's improving revenue picture, coupled with an ongoing, diligent examination of expenditures, present the opportunity to make substantial and sustainable headway in the key priority categories of Neighborhoods, Economic Development, Capital Investment, and Strategic Support. The previous page is a graphic representation of the way in which these City Service Teams work to comprehensively address the Council's priorities. By ensuring that communication and collaboration flow horizontally across departments, as well as vertically, with City Management, the City Council, and our citizens, the City's resources are maximized and the community reaps the greatest benefit.

As we got started last year, we called our first business plan/budget, "Throwing Out the First Pitch." This year, as we continue forward, we say we are "Charting the Course for Arlington's Future." With extensive investment in both private and public facilities, the Champion Arlington strategy and newly created leadership team, and our launch of the Arlington Strong Neighborhood Initiative, we are making decisions today that will better position us for tomorrow.

Neighborhood Services

During FY 2006, we saw the development of our cross-departmental neighborhood team, with virtually every City department involved in neighborhood outreach and neighborhood service delivery. The efforts to expand and build on neighborhood partnerships will continue as we work together to reinvigorate and build stronger neighborhoods. Reinstating the Neighborhood Academy will provide the opportunity for citizens to be proactively involved in building their capacity to improve their neighborhoods. In the adopted budget, additional resources are allocated to strategically focus our redevelopment efforts in key neighborhoods that need attention. Significant investments will be made in public safety with the implementation of four new initiatives, the DWI Task Force, the Traffic Light Enforcement, the Auto Burglary Prevention and the

Sex Offender Residency Restriction programs. Finally, our parks and library are expanding in our neighborhoods. The adopted budget addresses staffing for the Southwest Branch Library and maintenance for new City parks.

Economic Development

We have increased our economic development capacity and outlined a new plan, the Champion Arlington Economic Development Strategy, which will position us to take full advantage of economic development opportunities now and in the future. The implementation of this strategy will be overseen by the Champion Arlington Steering Committee, a leadership team that moves beyond the traditional alliance of the City and the Chamber to include a broader representation of community leaders from minority chambers of commerce, local businesses, public schools, and local colleges and universities. FY 2007 will also see the first year of operation of the downtown management organization. This group will continue work to implement the Downtown Arlington Unified Master Plan and build coalitions of interest between downtown stakeholders. New efforts will be explored to expand City resources from the organization, including Brownfield assessment grants from the Environmental Protection Agency.

Capital Investment

In a city which has just celebrated its 130th anniversary, we face tremendous challenges in building and maintaining our infrastructure. To address these, we created a City Service Team focused around the strategic objective of maintaining and building infrastructure. The Capital Investment team has a bird's-eye-view of all of the City's infrastructure needs, tracking the lifespan of all public assets. This will allow City infrastructure resources to be spent in the most efficient and effective way possible in new construction, timely maintenance and scheduled replacement. According to current projections, over the next five years $1.5 billion in public/private investment in infrastructure will occur. While the Entertainment District is enjoying both private and public growth and construction, the City has been involved in numerous capital projects throughout the community this year. Construction continues on the Southwest Branch Library and the Street Maintenance Sales Tax was reauthorized by voters and will allow us to continue to improve our existing street network.

Strategic Support

Successful implementation of CityNet and AMANDA occurred this year, and we will continue to invest in technology next year to continue to improve on the work we do. The pay package adopted for FY 2007 continues a multi-year effort to reach market competitiveness. We know that our employees are our greatest asset, and we must invest in them in order to provide the quality service our citizens have come to expect. The Strategic Support Service Team will work in FY 2007 to ensure that employees have the training, facilities and equipment they need to do their jobs safely and professionally. In the coming

fiscal year, this group will also assist the organization in finding revenue generation opportunities and ways to be more effective and efficient in our service delivery.

As you look through the budget, you will see that each of the Council's ten priorities for this year is addressed through business plan initiatives and resources. Those priorities are:

- Focusing on the recruitment and retention of front-line employees
- Improving service through IT solutions
- Increasing code enforcement
- Being a City where people feel safe anywhere, all the time
- Offering quality, cultural, learning, and leisure opportunities
- Having a vibrant downtown
- Restructuring the Planning and Zoning Commission to develop consensus and optimize development and redevelopment efforts
- Participating actively in the global marketplace
- Focusing and moving forward on transportation solutions
- Finding innovative uses for City-owned property and property interests
- Implementing traffic calming measures
- Reinvigorating neighborhoods

These priorities are the focal point of the City of Arlington's Performance Plan for FY 2007. This plan outlines our organizations Vision, Mission, the Mayor and Council's priorities for the coming year, and our values or how our employees are going to do their jobs.

Economic Overview

We are all well aware of the unpredictability of these times. The global market, on-going conflicts in the Middle East, terrorist acts in countries throughout the world, and rising energy prices create many good reasons for prudent financial stewardship and conservative fiscal management. For years, our state and federal partners have been reducing support for local government. Today, we see increasing efforts to attach more mandates and limit local autonomy. More than ever, our future depends on our own determination, creativity, and willingness to work together as a community-focused organization, invested in the priorities that make Arlington the great place it is to live, work, and play.

According to economist Dr. Kathleen Cooper, the national economy is expected to achieve substantial growth over the next several years. The Tarrant County population is expected to grow by almost 1 million by 2040, and employment is predicted to grow by 1.24 percent annually during that period. Real gross domestic product, adjusted for inflation, is expected to climb by 3.39 percent each year. The long-term annual growth rate for real personal income is expected to be 3.4 percent.

The North Texas economy is expected to perform better than these national predictions. According to Dr. Bernard Weinstein and the Economic Development Center at the University of North Texas, the worst of the economic downturn is over, and the economy in the region is coming back stronger than ever. Arlington is outdistancing its neighbors in terms of employment. Unemployment in Arlington is 4.5 percent (down .45 from the same period last year); whereas Dallas has 5.5 percent and Fort Worth has 5.0. Job growth has been occurring in Arlington as well. Over the last year, Arlington has added 4,274 new jobs, an increase of 2.2 percent. Residential real estate sales are up 10 percent from last year, and the median price for homes is up 4 percent. Commercial permits are up $79 million from last year.

However, not all the indicators are positive. Arlington will continue to face challenges, particularly with sales tax growth, as our fastest growing demographic is low to moderate income households, which generally spend less. Occupancy rates for commercial real estate are varied. Office buildings are experiencing a 13 percent vacancy rate, and the vacancy rate for industrial facilities ranges from 9.7 to 15.4 percent, depending upon sub-market.

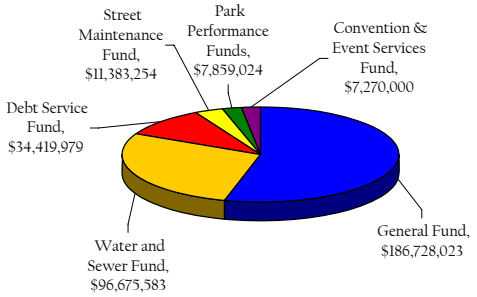
It is critical in the short term that we welcome more visitors to Arlington. The Cowboy stadium and Glorypark will be the catalyst to an even greater metroplex destination – the Arlington Entertainment District.

The good news is that we are experiencing some positive economic growth. However, this must be tempered with the other challenges we face that will cause this growth to be gradual. These factors make a compelling case for a strong, effective economic development program that brings well paying jobs and commercial industry to Arlington, and attracts the development of quality housing.

FY 2007 Operating Budget

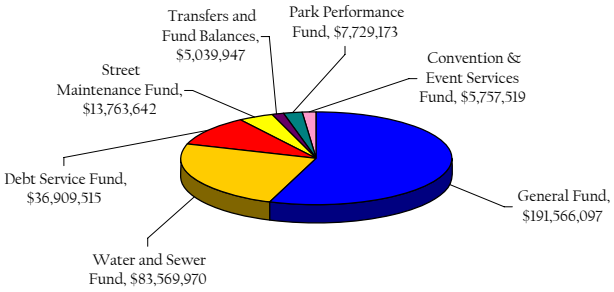
The total operating budget for the 2007 fiscal year is $344,335,863. The following charts indicate how the revenues and expenditures are distributed across fund types.

Revenues



	Amount	Percent of Total
General Fund	$186,728,023	54.2%
Water and Sewer Fund	$96,675,583	28.1%
Debt Service Fund	$34,419,979	10.0%
Street Maintenance Fund	$11,383,254	3.3%
Park Performance Fund	$7,859,024	2.3%
Convention & Event Services Fund	$7,270,000	2.1%
Total FY 2007 Revenues	$344,335,863	100.0%

Expenditures



	Amount	Percent of Total
General Fund	$191,566,097	55.6%
Water and Sewer Fund	$83,569,970	24.3%
Debt Service Fund	$36,909,515	10.7%
Street Maintenance Fund	$13,763,642	4.0%
Transfers and Fund Balances	$5,039,947	1.5%
Park Performance Fund	$7,729,173	2.2%
Convention & Event Services Fund	$5,757,519	1.7%
Total FY 2007 Expenditures	$344,335,863	100.0%

FY 2007 General Fund Budget Revenues

As we enter the 2007 fiscal year, the City continues to face short-term budgetary challenges. City employees understand this and have committed to assessing operations and identifying areas where resources can be reallocated, not added. These challenges motivate the workforce to look for better, more efficient ways to do business.

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Projected
Property Taxes	$ 62,700,899	$ 68,214,761	$ 73,977,267
Sales Taxes	40,072,031	42,461,921	44,585,017
Franchise Fees	28,928,436	31,481,962	31,330,358
Service Charges	11,179,440	10,717,333	11,872,393
Fines and Forfeitures	6,915,940	8,076,491	10,093,003
Other Revenues	15,203,350	14,726,901	14,869,985
Total Revenues	$ 165,000,096	$ 175,679,369	$ 186,728,023

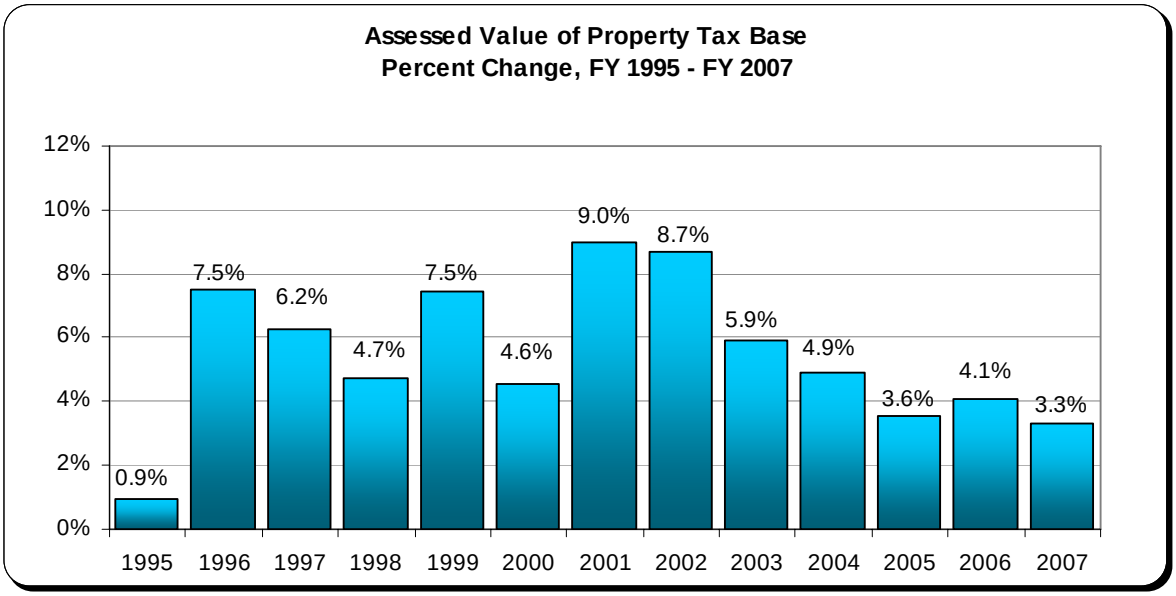
Revenue projections provide the framework for determining the allocation of resources among the City's service delivery groups in the adopted FY 2007 Budget. The revenue picture, as shown in the table below, indicates there is some reason for guarded optimism for the future. The City's tax base is growing at a steady rate. Sales tax revenues have stabilized, and are expected to increase 5% in FY 2007.

Property Taxes - $74.0 Million, 39.6 Percent of General Fund Revenues

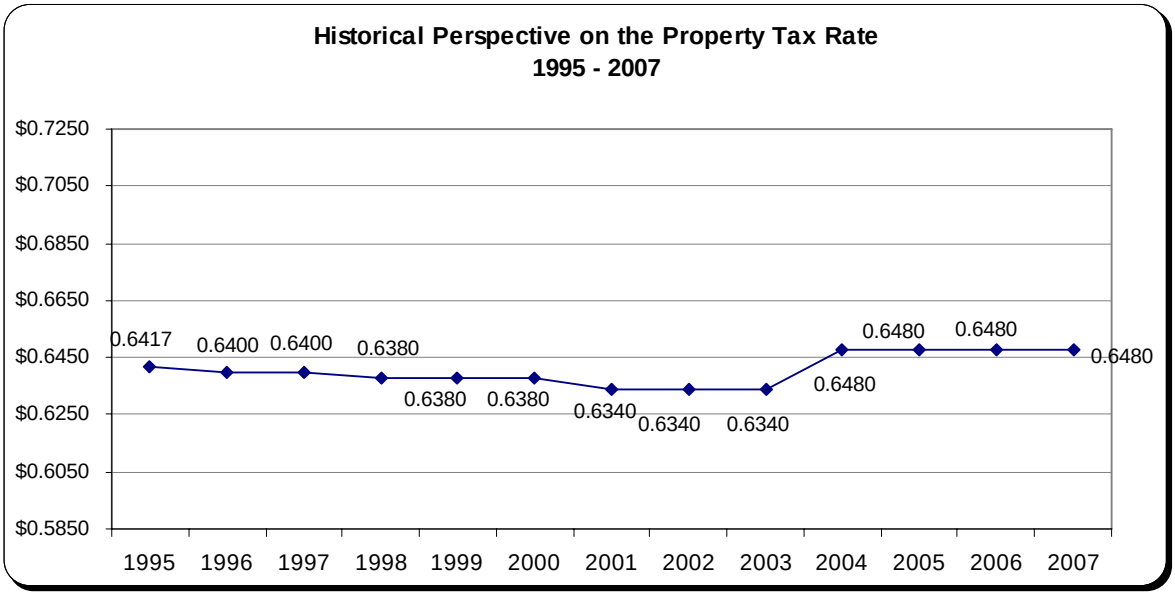
The largest single revenue source for the General Fund is the Property Tax. In FY 2007, this revenue represents 39.6 percent of General Fund revenues, the down slightly from the FY 2006 Budget. The total assessed value of taxable property in the City is $16,640,883,811, and the General Fund's portion of the total property tax rate is 44.68 cents per $100 of assessed value. This results in revenues of $73,977,267.

	FY 2006	FY 2007	Increase/(Decrease)
General Fund Tax Rate	42.44	44.68	2.24
Debt Service Tax Rate	22.36	20.12	(2.24)
Total Property Tax Rate	64.80	64.80	0.00

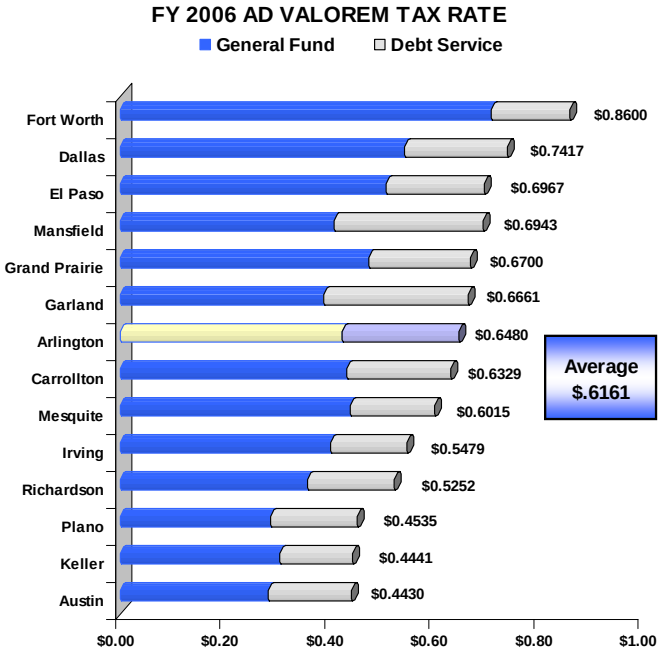
The $5.8M increase in revenue for the Ad Valorem tax is due to both the decreased need in FY 2007 for tax supported debt, and the increase in the tax base as shown below.



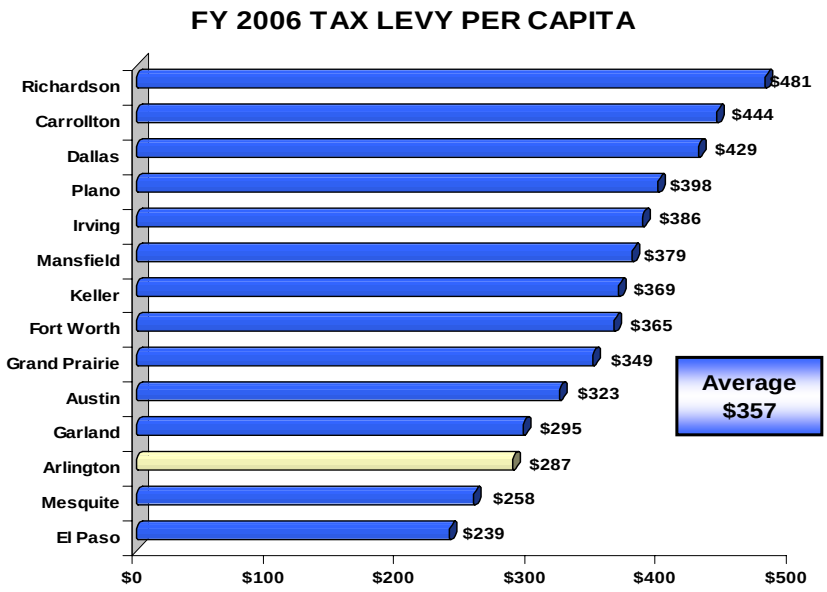
The City has remained committed to finding alternative methods for raising revenues other than increasing the tax rate. The City has not increased the tax rate in three years.



In FY 2006, the City's tax rate was slightly above the average for the cities that Arlington compares with in Texas.

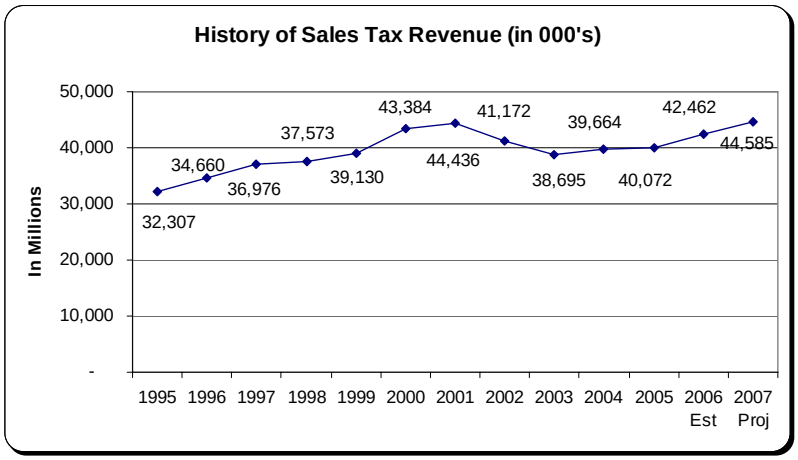


However, because of lower local property values and various property tax exemptions, Arlington collects less per capita than the average of these cities.



Sales Taxes - $44.6 Million, 23.9 Percent of General Fund Revenues

The City's portion of the total 8.0-cent sales tax rate is 1.75 cents. Six and one-quarter cents is retained by the state, the General Fund receives 1 cent, one-half cent provides funding for the construction of the Cowboys stadium, and one-quarter cent provides funding for street maintenance. General Fund sales tax revenue for FY 2007 is projected at $44,585,017. These taxes represent 23.9 percent of General Fund revenue in FY 2007, up from 23.6 percent in the FY 2006 budget. The following chart illustrates sales tax revenue trends and the annual percentage change during the past decade, as well as demonstrating the incremental increases we have seen over the last two years.



Other Revenues – $68 Million, 36.5% of General Fund Revenue

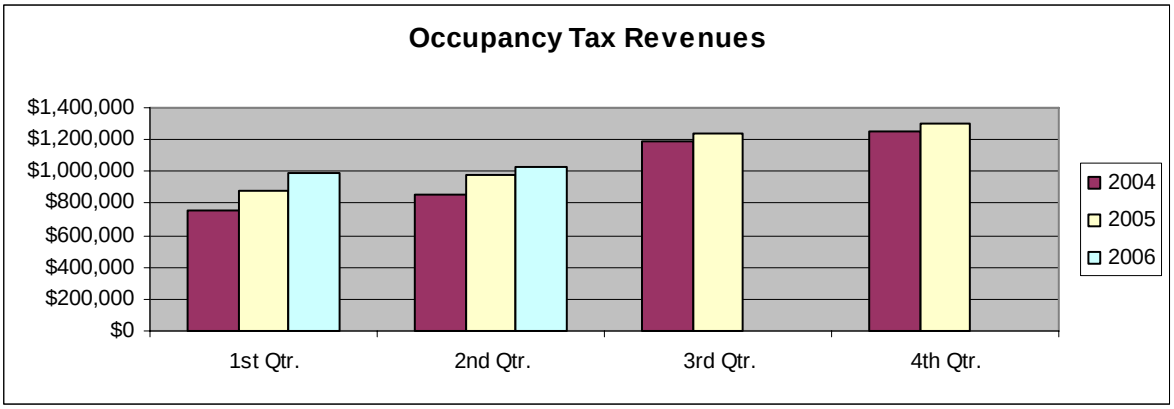
Franchise Fees are paid by utilities for the use of City streets, alleys and property in providing utility service to citizens. These revenues represent 16.7 percent of General Fund revenues in FY 2007, down from 17.9 percent in the FY 2006 budget. The electric utility pays the most in franchise fees, and is expected to pay $12.5 million in FY 2007. Other Franchise Fees include the telephone, cable television, garbage collection, water, and gas utilities.

Service Charges are collected by the City for the use of facilities or services. These include pool and recreation center fees, various inspections and reviews conducted by City personnel, and transfers from other City funds to reimburse the General Fund for services rendered. In FY 2007, these revenues represent 6.4 percent of General Fund revenues, up from 6.1 percent in the FY 2006 budget.

Fines and forfeitures are obtained primarily from fines assessed by the City's Municipal Court. In FY 2007, these revenues are budgeted to be $2,016,512 more than in FY 2006 estimate.

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 2007, these revenues are budgeted to be $143,084 over the amount budgeted for in FY 2006.

Although not a General Fund revenue, the City's Hotel Occupancy Tax has grown, the debt on the main Convention Center, with the exception of the Grand Hall, has been retired and the Convention Center and Arlington Convention and Visitors Bureau have identified program realignments. Consequently, no subsidy will be required for the Convention and Events Services Fund from the General Fund in FY 2007. Tourism is a critical part of the City's economic development program, and our expectation is that Hotel Occupancy Tax will continue to grow. In the coming year, a feasibility study will be conducted to examine the possible benefits of expanding the Convention Center.



Expenditures

As is usually the challenge, needs far exceed the revenues for the next fiscal year. In order to meet that challenge, the adopted FY 2007 Budget focuses resources on outcomes in high priority areas such as neighborhoods, economic development, and re-development. The budget funds core services and enhanced code enforcement efforts. It invests in facilities and infrastructure, and allows for the replacement of operating and capital equipment. The adopted FY 2007 Budget allocates the limited new resources to address Council Priorities. A breakdown of the budget by City Service Team is as follows:

Neighborhood Services

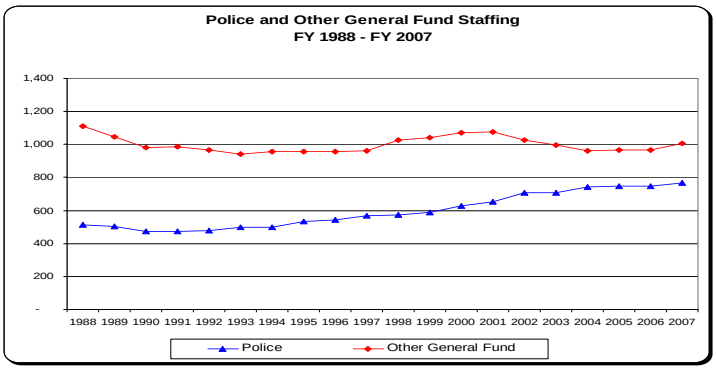
Mission – *To strengthen neighborhoods by providing services which maintain public safety and health, enhance livability, protect property values, and encourage responsible neighbors.*

This City Service Team includes the Police and Fire Departments, Libraries, Parks and Recreation and Community Services. The Council Priorities for Neighborhood Services:

Arlington is a City Where People Feel Safe Anywhere, All the Time

- Public Safety Personnel
  - Twelve Patrol Officers to answer additional calls for service
  - Eight Officers for Vehicle Theft and Burglary
  - Nine DWI Enforcement Officers
  - Sex Offender Monitoring Position
  - Four Firefighter positions to increase on-truck staffing
  - Fire Prevention Inspector
  - Emergency Management Planner
- $4.3M in Recurring and One-Time Expenditures
  - Jail expansion
  - Jail electronics
  - Three fire trucks instead of two
  - Various Fire tools and equipment
  - Autocite hand-held ticketing devices
- Continue to finance homeland security enhancements using federal Urban Area Safety Initiative (UASI) grant funding

The City of Arlington is continuing its two decade emphasis on public safety. FY 2006 and 2007 in particular have seen significant increases in public safety spending. FY 2006 began with funding for 527 officers. Mid-year, workload required an increase of 24 officers, for a new total funding for 551 sworn officers. FY 2007 recommends funding another 30 officers, increasing the total staffing over two fiscal years by 54, a 10% increase. While the number of non-police positions has decreased more than 13% in recent years, Police positions have increased 45%, as demonstrated in the following chart.



Increased Code Enforcement

- Add Five Code Enforcement Inspectors for proactive, targeted inspections
- Increase spending on graffiti removal and abatement
- Identify stagnant swimming pools throughout the City and work to correct or abate

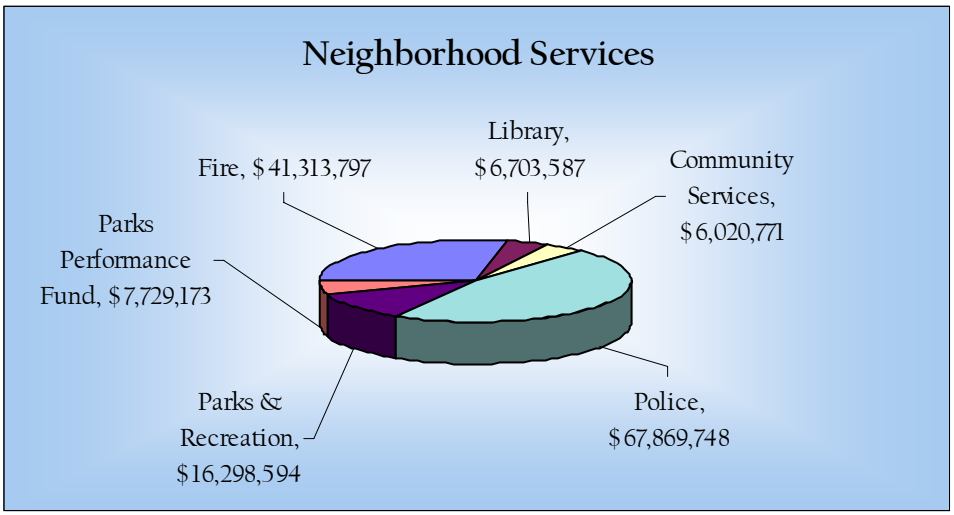
Our Community Offers Quality Cultural, Learning, and Leisure Opportunities

- Open Southwest Branch library (9 positions)
- Maintenance for new parks (3 positions)
- Add hours to allow library branches to be open six days a week

Reinvigorating Neighborhoods

- Expanding Neighborhood coordination team
- Focusing on specific neighborhoods for revitalization and improvement

The following chart details the FY 2007 resources allocated to accomplish the priorities and other outcomes Neighborhood Services is responsible for:



For FY 2007, the Neighborhood Services Group will be strengthening neighborhoods through excellence in public service.

Economic Development

Mission – *To strengthen our competitive future by creating a community environment and customer service spirit that attracts new residents, consumer spending, and quality investment and job creation led by the private sector*

The Community and Economic Development City Service Team consists of Community Development and Planning, the Convention and Event Services Fund, Aviation, and the contracts with the Convention and Visitors Bureau and the Chamber of Commerce. The Council Priorities for Economic Development:

Downtown is a Vibrant Destination for the Community and a Thriving Center of Activity

- Implemented Downtown Management Corporation
- Implement Downtown Arlington Unified Master Plan

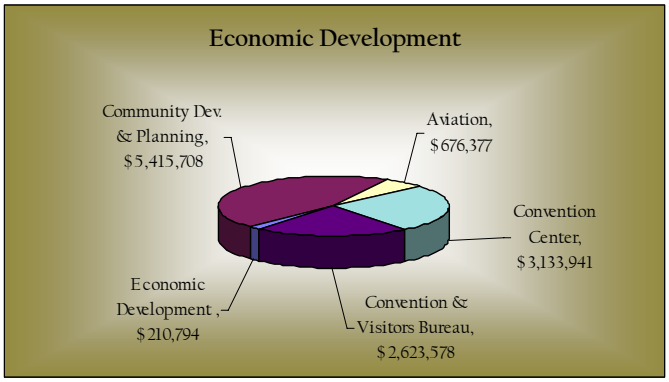
The City Revisits and Restructures the Planning and Zoning Commission

- Continue to develop design standards to improve the quality of development
- Development and implementation of DIG (Development Issues Group) recommendations on development guidelines and ordinances

Arlington is an active participant in the Global Marketplace

- Open an Office of International Protocol

The following chart details the FY 2007 resources allocated to accomplish the priorities and other outcomes Economic Development is responsible for:



For FY 2007, the Economic Development group will be strengthening neighborhoods through excellence in public service.

Capital Investment

Mission – *The Capital Investment mission is to ensure that all development and construction activities for capital programs in the city meet the current and future needs of the community*

The Capital Investment City Service Team consists of Public Works, Water Utilities, and Environmental Services. The Council Priorities for Capital Investment are:

City Focuses and Moves Forward on Transportation Solutions

- Add Transportation Planner
- Continue street improvement with the Street Maintenance Sales Tax
- Work on Legislation to fund transportation alternatives

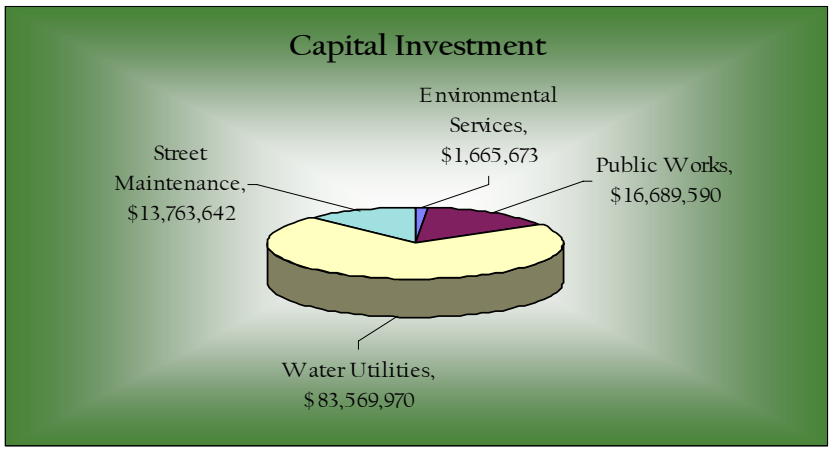
The City Finds Innovative Uses for City-Owned Property

- Continue to study options for programming natural gas proceeds
- Continue development of Harold Patterson Sports Complex with private partners

The City Implements Traffic Calming Measures

- Update street construction standards to require traffic calming strategies
- Assist with demonstration projects throughout the community that utilize traffic calming strategies

The following chart details the FY 2007 resources allocated to accomplish the priorities and other outcomes Capital Investment is responsible for:



For FY 2007, the Capital Investment Group will be strengthening our competitive future by creating a community environment and customer service spirit.

Strategic Support

Mission – *The Strategic Support City Service Team embraces the City's vision by dedicating resources to partner with customer departments in our continuing mission to ensure Arlington's commitment to being a pre-eminent city.*

Strategic Support City Service Team includes Information Technology, Management Resources, Workforce Services, Financial Services, and Municipal Court. The Council Priorities for Strategic Support:

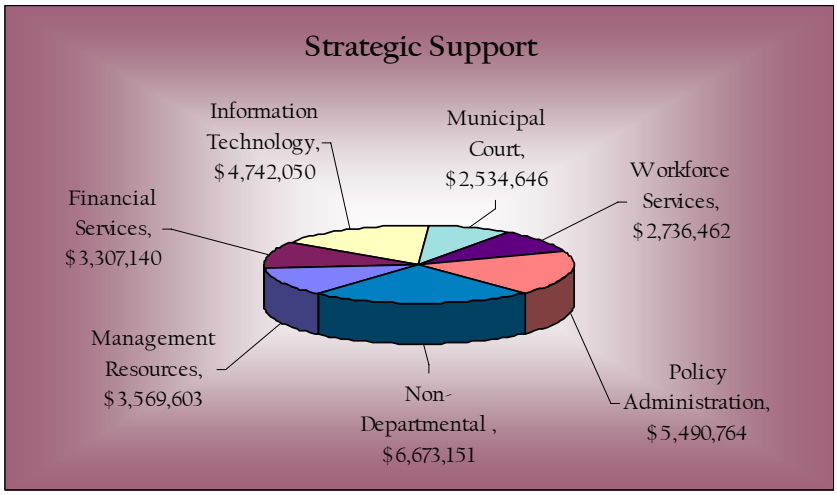
The City Focuses on the Recruitment and Retention of Front-Line Employees/Ensuring Employee Wages are Market Competitive

- 5.75% Pay Package is single largest new expenditure at $6.1M for the General Fund
- Subsidizing employees insurance deductibles

Operations are improved through IT solutions

- New hardware to allow for additional data storage
- Three customer service positions
- New equipment to improve the City's web environment
- Technology support for additional courtroom in expanded the court facility

The following chart details the FY 2007 resources allocated to accomplish the priorities and other outcomes Strategic Support is responsible for:



For FY 2007, the Strategic Support Group will be achieving community goals through support service delivery.

The Future

Short Term

The City of Arlington is moving to a multi-year budget. It is critical that we continue to outline strategies and assess our opportunities constantly. We are continuously identifying issues that have not as yet occurred but stand to affect our future success. During the next fiscal year, several studies will be complete and service delivery issues will be better defined. These challenges include:

- Recommendations from the Fire Management Study
- Potential for a New Municipal Courtroom at the MOT
- Recommendations from the IT Study
- Additional Fleet Costs
- 2008 Bond Election items
- Unfunded Liabilities

Long Term

The decisions made in this budget will have an impact on the City's financial position for years to come. In the last few years, we have seen long-term forecasts that project significant deficits. By reducing or aligning expenditures to better fit revenue growth, coupled with slight economic growth, we project smaller deficits. While the City may never see the dramatic growth of the 1990s, slow progress is expected to continue.

The financial forecast on the next page illustrates the City's financial position projected forward. The forecast was prepared based on the following assumptions:

- Employee compensation increases of 5.75% in FY 2007 and 5.25% in FY 2008; 4% in FY 2009 through FY 2011
- Property tax value growth of 3.3% in FY 2007; 3% in FY 2008 through FY 2011
- Sales tax growth of 5% in FY 2007; 4% in FY 2008 through FY 2011
- Two percent growth in supplies and maintenance costs in each year
- $1.35 million included in each year to fund the purchase of Fire apparatus
- Funding for an additional class of 12 police officers in every year through 2010
- Five percent increase in health insurance costs in FY 2008 though FY 2011

GENERAL FUND
FY 2007 OPERATING POSITION

	Budgeted FY 2006	Estimated FY 2007	Estimated FY 2008	Estimated FY 2009	Estimated FY 2010	Estimated FY 2011
GENERAL FUND REVENUES	$ 172,818,056	$ 186,728,023	$ 191,792,294	$ 198,442,249	$ 203,681,451	$ 209,208,087
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	$ 3,034,674	$ 3,179,225	$ 3,354,082	$ 3,538,557	$ 3,733,178	$ 3,938,502
Conv. & Event Svcs. Fund Indirect Cost	241,881	337,855	$ 356,437	$ 376,041	$ 396,723	$ 418,543
One-time Funds	-	5,310,312				
APFA Fund Indirect Cost	783,625	(845,000)	(845,000)	(845,000)	(845,000)	(845,000)
To Special Transportation Fund	(876,194)	(816,380)	(881,984)	(915,792)	(915,792)	(915,792)
To Street Maintenance Fund	(2,283,194)	(2,301,527)	(2,428,111)	(2,561,657)	(2,702,548)	(2,851,188)
TOTAL INTERFUND TRANSFERS	$ 900,792	$ 4,864,485	$ (444,576)	$ (407,851)	$ (333,439)	$ (254,935)
TOTAL AVAILABLE FUNDS	$ 173,718,848	$ 191,592,508	$ 191,347,718	$ 198,034,398	$ 203,348,012	$ 208,953,152
GENERAL FUND EXPENDITURES	$ 173,684,631	$ 191,566,097	$ 198,161,663	$ 205,160,213	$ 212,770,320	$ 219,612,812
ENDING BALANCE	$ 34,217	$ 26,411	$ (6,813,944)	$ (7,125,815)	$ (9,422,308)	$ (10,659,660)

A more detailed picture of Arlington's future is presented later in this book, in *Arlington's Economic and Financial Outlook*. It enumerates the forecast for the future, both regionally and locally. It outlines the impact of many of the exciting opportunities and projects in our near future.

Although the forecast defines deficit challenges in each year ahead, it is an improving picture. It is an outlook that can be improved as we continue to focus on our priorities of improving our service delivery, building our economic base, and expanding our neighborhood and community partnerships.

Conclusion

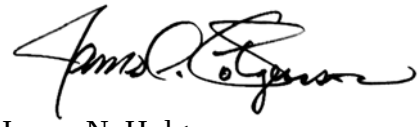
"Charting a course for Arlington's future" is a shared responsibility and opportunity. It means creating linkages and synergies with all of our partners. It involves developing neighborhoods together and creating economic opportunity together. It requires outlining what we need for the future and the most effective strategies for getting there. It means leaving a legacy of good policy and budgetary decision-making.

Although the City's budget challenges persist, there are reasons for optimism. Capitalizing on economic development opportunities, preserving neighborhood quality, and harnessing the cooperation and collaboration of a willing workforce will assist in ensuring a thriving future for the community. Focusing on priorities and making investments that provide a return will enhance our financial health and strengthen our long term position, allowing us to seize the opportunities that come our way.

In conclusion, I want to thank the Mayor, City Council and City Staff for all of their hard work on preparing this adopted budget. The development of the annual budget is one of the most important efforts that we undertake each year.

Our course is set, the resources aligned and we are ready to work together to make Arlington even better!

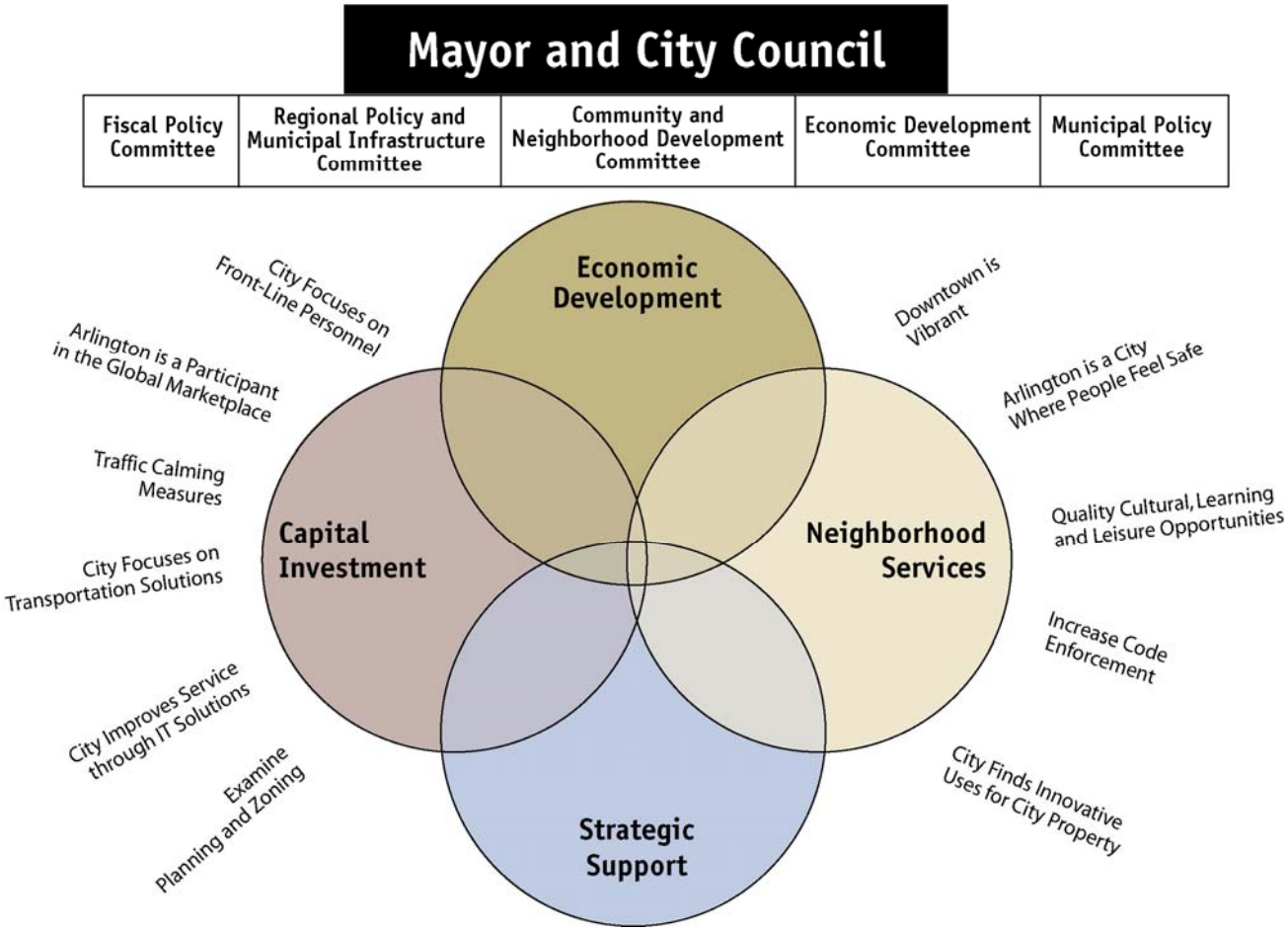
Sincerely,



James N. Holgersson
City Manager

Organization Charts Tab

Organization Charts



Economic Development
Citizens City Council
City Focuses on Front-Line Personnel
Arlington is a City where People Feel Safe
Quality Cultural, Learning and Leisure Opportunities
Arlington is a Participant in the Global Marketplace
City Focuses on Transportation Solutions
Examine Planning and Zoning
City Finds Innovative Uses for City Property
Traffic Calming Measures
Downtown is Vibrant
Increase Code Enforcement
City Improves Service through IT Solutions
Neighborhood Services
Capital Investment
Strategic Support

City Manager
Strategic Support
Management Resources
Financial Services
Workforce Services
Information Technology
Municipal Court
Neighborhood Services
Community Services
Parks and Recreation
Libraries
Police
Fire
OEM
Capital Investment
Environmental Services
Water Utilities
Public Works and Transportation
Economic Development
Economic Development
Community Development and Planning
Aviation
Convention Center
Convention and Visitors Bureau/ Chamber of Commerce

ARLINGTON

Business Plan Tab

Business Plan

Vision Where are we going?

Arlington is committed to being a pre-eminent city, providing an exemplary environment in which to live, learn, work and play.

Mission What business are we in?

The mission of the City of Arlington is to enact the will of the people through their active inclusive participation and to provide the services they demand in a quality, cost effective manner

Budget Priorities

STRATEGIC SUPPORT

- *The City Focuses on Front-line Personnel*
  Highlights:
  - CAO - Furniture/Remodel $8,850
  - Financial Svcs - Contract for external auditors $ 25,949
  - Mgmt Resources - Add Revenue Enhancement Specialist $92,115
  - Mayor & Council - Council Assistant - $66,000
  - Workforce Svcs - APFA $45,000
  - Workforce Svcs - Property appraisal $10,000

- *Operations are Improved Through IT Solutions*
  Highlights:
  - Financial Svcs - Analysis Software $24,000
  - IT - Temporary Staff $103,800
  - IT - Web Environment Refresh $250,000
  - IT - DVR Implementation support $70,000
  - IT - Multiple IT Projects $345,000
  - IT - IT Network Admin/Cust Spt positions $380,000
  - Mgmt Resources - Camera equipment $25,000
  - Municipal Court - Computers for new court rooms at MOT $40,000
  - Workforce Svcs - Implement remaining phases of CityNet HRIS system $83,000

NEIGHBORHOOD SERVICES

- *Increased Code Enforcement*
  Highlights:
  - Community Svcs – Increase Code Enforcement $450,000
  - Community Svcs – AMANDA $54,402
  - Community Svcs – Graffiti abatement $120,000

- *Arlington is a City Where People Feel Safe Anywhere, All the Time*
  Highlights:
  - Fire - Hose and fittings $61,900
  - Fire - SCBA Gear $85,800
  - Fire - 3 Fire engines instead of engine and quint $217,660
  - Fire – Four new firefighter positions to increase staffing on Hazardous Materials Engine $225,000
  - Police - Add twelve additional Police Officers $1,058,350
  - Police - Add nine new positions for DWI Task Force $418,828
  - Police - Develop Traffic Light Enforcement Program $156,612
  - Police - Sex Offender Inspector position $66,000
  - Police - Jail Electronics $385,000
  - Police - Jail Expansion $600,000
  - Police - Sky Lift $60,500
  - Police – Autocite $440,000
  - Police - DVR on patrol vehicles $360,000
  - Police - Neighborhood Pilot Program $150,000 (onetime) & $66,000
  - Police - Auto Burglary prevention $500,000
  - Police - Lab/Pound study $100,000

- *Our Community Offers Quality Cultural, Learning, and Leisure Opportunities*
  Highlights:
  - Library - Move-in, staff and operate the new SW Branch Library $598,110
  - Parks - Add staff to effectively manage the City's indoor and outdoor pools $94,191
  - Parks - Maintenance for new and upcoming parks $271,753

- Parks - Landscape maintenance at SW Branch Library and Center Street redevelopment $38,500
- Parks - Parks Security Program $25,000
- Parks - Irrigation Devices $15,000
- Parks – Vehicles $150,000
- Parks - Phone System $8,900
- Parks - Tennis Center Maintenance $20,000
- Parks - Fitness Equipment at Meadowbrook $19,500
- Parks - Dam repairs $165,000
- Parks - Playground maintenance $48,000

ECONOMIC DEVELOPMENT

- *Downtown Is a Vibrant Destination for the Community and a Thriving Center of Activity*
  Highlights:
  - CD&P - Adds a Transportation Planner position $104,858
  - CD&P - One Start Shop remodel $200,000
  - CD&P – AMANDA Phase II $95,200
  - CD&P – Software $5,000
  - CD&P - Design Standards $20,000
  - Economic Development - Implement Economic Development Department $90,000
  - Economic Development - Implement Office of International Protocol $38,000

- *The City Revisits and Restructures the Planning and Zoning Commission*
  Highlights:
  - CD&P - Review and Update the Zoning Ordinance and Subdivision Rules & Regulations $200,000

CAPITAL INVESTMENT

- *City Focuses and Moves Forward on Transportation Solutions*
  Highlights:
  - Environmental Svcs - Fleet Vehicle replacements $250,000
  - Public Works - Purchase grapple truck for drainage crew $133,900

- Public Works - Add additional inspection staff for proposed CIP projects $290,204

- *The City Finds Innovative Uses for City-Owned Property and Property Interests*
  Highlights:
  - Public Works - Building Maintenance $205,000
  - Public Works - City Hall Fire Alarms $250,000
  - Public Works - Maintenance of Buildings - Central Library Elevator $40,000
  - Public Works - Change out lighting fixtures $226,800
  - Public Works - Complete Storm Water Fee Analysis Study $33,400
  - Public Works - Begin Storm Water Management Plan $350,000
  - Environmental Svcs - Storm Water Regional Monitoring Program $100,000

- *The City Implements Traffic Calming Measures*
  Highlights:
  - Public Works - Add an additional engineer to implement Tarrant County projects $77,431
  - Public Works - Replacement of Street Marker Signs $104,000

Priority Service Delivery

The following will outline the vision, mission, and outcomes for each City Service Team, as well as the goals, budget, and performance measure information associated with the community priorities.

Economic Development

Vision Where are we going?

Arlington is a community of choice, known for its thriving neighborhoods, commercial and entertainment districts, well maintained infrastructure, good jobs, quality housing choices, and educated workforce.

Mission What business are we in?

The Community and Economic Development mission is to strengthen our competitive future by creating a community environment and customer service spirit that attracts new residents, consumer spending, and quality investment and job creation led by the private sector.

Outcomes What will it look like when we get there?

- *Downtown is a vibrant destination for the community and a thriving center of activity.*
- *The City revisits and restructures the Planning and Zoning Commission.*
- *The commercial tax base is expanding.*
- *The economic development structure has been examined and improved.*
- *The City has a One Start Shop.*
- *Neighborhoods are reinvigorated.*
- *The City has a diverse stock of housing.*
- *Neighborhoods are safe, attractive and healthy.*

Downtown is a vibrant destination for the community and a thriving center of activity.

Multi-Year Goals

- Focus on implementation of the Downtown Arlington Unified Master Plan.

Annual Objectives (12 months)

Goal: Focus on the implementation of the Downtown Arlington Unified Master Plan.

- Formation of a downtown management organization to forge alliance between property owners, business interests, residents, and the City to improve and enhance the economic vitality and overall environment of Downtown. ***(CMO,*** *Community Development and Planning)*

The City revisits and restructures the Planning and Zoning Commission.

Multi-Year Goals

- Attract investment through progressive planning.

Annual Objectives (12 months)

Goal: Attract investment through progressive planning.

- Continue to develop design standards to improve the quality of development. ***(Community Development and Planning,*** *Community Services)*

The commercial tax base is expanding.

Multi-Year Goals

- Diversify options for commercial development.
- Grow and diversify the economy of Arlington.
- Leverage public resources to stimulate private investment for development and redevelopment.
- Enhance strategic alliances for economic development.
- Leverage public resources to stimulate private investment for development and redevelopment.

Annual Objectives (12 months)

Goal: Diversity options for commercial development

- Airport Master Plan/Airport Layout Plan Update *(**Aviation**, TxDOT)*
- Pavement Rehabilitation and Airport Improvements – Construction Phase *(**Aviation**, TxDOT)*
- Install Instrument Landing System (ILS) at the municipal airport. *(**Aviation**, FAA)*
- Integrate Arlington's transportation infrastructure into the region's transportation planning and development. *(**Public Works & Transportation**, CMO)*

Goal: Grow and diversify the economy of Arlington.

- Establish a municipal Office of Economic Development in keeping with the Champion Arlington Economic Development Strategy. ***(Economic Development)***
- Establish an office to oversee international protocol for the City of Arlington. ***(Economic Development)***

Goal: Leverage public resources to stimulate private investment for development and redevelopment.

- Set City Council guidelines for the issuance of debt supported by tax increment district revenues. The following tasks and completion dates are anticipated: 1) Analyze TIRZ debt policies of other cities and rating agency guidelines – December 2006; 2) Present findings to City Council/Council Committee – February 2007; 3) Bring revised financial policies with TIRZ debt guidelines to City Council for consideration – April 2007. *(**Financial Services,** CMO)*

Goal: Enhance strategic alliance for economic development.

- Evaluate and update the structure, bylaws and uses of existing special financing districts and entities. Create a special improvement district inclusive of I-30 and Entertainment District. *(**CMO,** CAO, Community Development and Planning, Public Works and Transportation)*

Goal: Leverage public resources to stimulate private investment for development and redevelopment.

- Implement project and financing plans of established Tax Increment Financing Districts. *(**CMO,** Community Development and Planning, CAO, Finance, Chamber)*

The economic development structure has been examined and improved.

Multi-Year Goals

- Leverage Brownfields redevelopment program (city-wide).
- Increase regional and national awareness of Arlington as a leisure destination that will result in increase visitor spending.
- Optimize economic development resources.
- Attract investment through progressive planning.

Annual Objectives (12 months)

Goal: Leverage Brownfields redevelopment program (city-wide).

- Submit applications for community-wide assessment grants (petroleum and hazardous materials). *(**Community Development and Planning**, Environmental Services, City Manager's Office, Community Services, Parks and Recreation, Real Estate)*

Goal: Increase regional and national awareness of Arlington as a leisure destination that will result in increase visitor spending.

- Execute the first year initiatives proposed in the ACVB's Three Year Destination Marketing Plan. (***Convention & Event Services Fund)***

Goal: Optimize economic development resources.

- Conduct second year of hotel occupancy tax audits. The following tasks and completion dates are anticipated: 1) Select 1/3 of City hotels for second year of audit – November 2006; 2) Perform audits – January-May 2007. ***(Financial Services,*** *CMO)*

Goal: Attract investment through progressive planning.

- Purchase the economic or fiscal impact analysis model selected in FY 2006. ***(Financial Services)***

The City has a One Start Shop.

Multi-Year Goals

- Provide predictable and responsive development services.

Annual Objectives (12 months)

Goal: Provide predictable and responsive development services.

- Implement a One-Start development process. ***(Community Development and Planning**, Public Works and Transportation, Water Utilities, Fire)*

Neighborhoods are reinvigorated.

Multi-Year Goals

- Develop pedestrian infrastructure and capital plan for downtown area and adjacent residential areas.

Annual Objectives (12 months)

Goal: Develop pedestrian infrastructure and capital plan for downtown area and adjacent residential areas.

- Create a planning document that specifies the types of pedestrian facilities that are needed in specific locations, and provides reasonable cost estimates for future budgeting purposes. *(**Community Development and Planning**, Public Works)*

The City has a diverse stock of housing.

Multi-Year Goals

- Develop specific goals for Neighborhood Revitalization Strategy Areas.

Annual Objectives (12 months)

Goal: Develop specific goals for Neighborhood Revitalization Strategy Areas.

- Develop owner occupied housing, mixed use projects, business façade improvements, pedestrian infrastructure, and homebuyer assistance activities. *(**Community Services**, Community Development and Planning)*

Neighborhoods are safe, attractive, and healthy .

Multi-Year Goals

- Design and implement pedestrian walkways along Center Street from Randol Mill, south to Johnson Creek.

Annual Objectives (12 months)

Goal: Design and implement pedestrian walkways along Center Street from Randol Mill, south to Johnson Creek.

- To create a pedestrian system that will provide for pedestrian mobility and help to foster mixed use and residential development along the Center Street corridor. *(**Community Development and Planning**, Parks and Recreation)*
-

ARLINGTON

Neighborhood Services

Vision Where are we going?

Neighborhood Services' vision is that every neighborhood is a desirable place to live, learn, work and play.

Mission What business are we in?

The Neighborhood Services mission is strengthening neighborhoods by providing services and building partnerships that protect health and safety, improve livability, and cultivate responsible citizens.

Outcomes What will it look like when we get there?

- *Increase code enforcement.*
- *Arlington is a city where people feel safe anywhere, all the time.*
- *Our community offers quality cultural, learning and leisure opportunities.*
- *The profile of the arts is raised.*
- *Neighborhoods are reinvigorated.*
- *The City has a diverse stock of housing.*
- *Citizens have access to affordable programs that support youth and families.*
- *Enforcement of property maintenance, health, and animal codes fosters healthy and attractive neighborhoods.*
- *Neighborhoods are safe, attractive, and healthy.*
- *Quality parks, facilities, and green spaces increase the attractiveness and desirability of Arlington.*
- *Arlington is protected from fire damage through fire prevention, education, and suppression.*
- *Citizens and visitors are provided superior emergency medical care and treatment.*
- *9-1-1 calls are answered and dispatched without delay in accordance with published standards.*
- *Provide safe and efficient transit services for senior and disabled citizens.*

Increase code enforcement.

Multi-Year Goals

- Enhance code compliance.
- Increase code enforcement capacity to equal one code officer per Police beat.

Annual Objectives (12 months)

Goal: Enhance code compliance.

- Establish geographic accountability for all Community Services inspectors.
- Increase percentage of animals returned, adopted or placed *(Community Services, Police, Parks, Library, PAWS, Pet Rescue, Inc., HSUS)*
- Initiate a pilot project to use cross-functional work teams and citizen participation to increase code compliance. *(Community Services, Police, Fire, Parks, Water, Public Works & Transportation, Community Development and Planning)*

Goal: Increase code enforcement capacity to equal one code officer per Police beat.

- Increase Code Enforcement officer staffing to 28.

Arlington is a city where people feel safe anywhere, all the time.

Multi-Year Goals

- Develop a plan to address chronic homelessness.
- Enhance public safety.
- Provide adequate responses to a wide range of public safety threats.
- Maintain cost-effective EMS services.
- Improve the level of security in parks and recreational facilities.
- Manage crime/safety issues and initiatives as well as the perception of community safety.
- Reduce DWI accidents and encourage compliance through enforcement.
- Reduce fatality accidents and increase traffic law compliance through technology and enforcement opportunities.
- Create a program to monitor and manage the new Sex Offender Residency Restriction Ordinance enacted July 2006.
- Ensure the operations integrity of core service operations.
- Increase surveillance and deterrence.
- Develop and implement a graffiti abatement program.
- Complete and implement recommendations from Fire Department Management Study.
- Improve Fire Insurance rating.

Annual Objectives (12 months)

Goal: Develop a plan to address chronic homelessness.

- Develop a ten-year plan to end chronic homelessness. ***(Community Services)***

Goal: Enhance public safety.

- Finance public safety enhancements using Urban Area Security Initiative (UASI) grant dollars. *(**Fire**, Police, Financial Services, Management Services)*
- Develop a Comprehensive Emergency Management workplan. *(Fire)*
- Complete a comprehensive internal evaluation of Dispatch Services. *(Fire)*
- Manage multiple fire station and facility capital improvement projects. *(Fire)*
- Conduct a Fire Department Management Study. *(Fire, CMO, Admin Services)*
- Achieve designation as a "Heart Ready" Community. *(Fire, AMR, UTA, American Heart Association)*
- Improve the fire insurance rating, a critical component in the cost of fire insurance *(Fire, Water, Dispatch Services, Chamber)*

Goal: Provide adequate responses to a wide range of public safety threats.

- Purchase additional fire suppression fittings and hose to meet industry standards. ***(Fire)***
- Harden likely targets in the entertainment district against identified threats (UASI) *(Police, Fire, ACVB Board, Chamber of Commerce)*
- Design and construct the new Animal Services Center *(Community Services, Library, Parks, RUFF, PAWS)*

Goal: Maintain cost-effective EMS services

- Complete and evaluate EMS market survey. ***(Fire)***
- Develop RFP for new ambulance provider contract. ***(Fire)***
- Complete a comprehensive internal evaluation of Dispatch Services. ***(Fire)***

Goal: Improve the level of security in parks and recreation facilities.

- Develop a strategy to increase security and strengthen the public's perception of safety in parks and recreation facilities. ***(Parks and Recreation,*** *Police)*

Goal: Manage crime/safety issues and initiatives as well as the perception of community safety.

- Meet workload demands (increase calls for service, increased citizen involvement) and projected new demands (economic development) while keeping pace with attrition. ***(Police)***
- Seek opportunities to provide personal safety education to community groups *(Police, Community Watch Groups)*
- Partner with community organizations for greater emphasis on crime prevention *(Police, Community Watch Groups)*
- Increase community watch group coverage *(Police, Community Watch Groups)*

Goal: Reduce DWI accidents and encourage compliance through enforcement.

- Create a dedicated DWI/Special Enforcement Traffic Unit to improve safety of the citizens of Arlington from intoxicated drivers. ***(Police)***

Goal: Reduce fatality accidents and increase traffic law compliance through technology and enforcement opportunities.

- Develop a Traffic Light Enforcement Program to increase enforcement at major intersections, increase compliance, reduce fatality accidents. ***(Police)***

Goal: Create a program to monitor and manage the new Sex Offender Residency Restriction Ordinance enacted July 2006.

- Effectively determine 1000' buffer zones near schools, day care centers and parks, notify "habitual" sex offenders of residency restrictions within those buffer zones, and enforce the ordinance through issuing citations. ***(Police)***

Goal: Ensure the operations integrity of core service operations.

- Replace door locking management system in the Jail. ***(Police)***
- Expand current Jail facility to provide for the expanding population. ***(Police)***

Goal: Increase surveillance and deterrence.

- Obtain a Sky Lift tower to be used as a force multiplier and deterrent through high visibility and improved surveillance capacity. ***(Police)***

Goal: Develop and implement a graffiti abatement program.

- Hire staff, obtain equipment, create protocol, and train volunteers to remove graffiti in accordance with city ordinances. ***(Community Services)***

Our community offers quality cultural, learning and leisure opportunities.

Multi-Year Goals

- Support the literacy and workforce development initiatives of our community's educational institutions.
- Citizens have access to affordable programs for youth and families.
- Increase citizen awareness of and support for local arts and leisure opportunities.
- Citizens are provided lifetime learning and fitness opportunities.

Annual Objectives (12 months)

Goal: Support the literacy and workforce development initiatives of our community's educational institutions.

- Expand the size and scope of Learning Zone Operations at the East Arlington Branch and partner with community agencies, such as Hope Tutoring and LIFT, to provide increased opportunities for developing family literacy. *(**Library**, Parks and Recreation)*

Goal: Citizens have access to affordable programs for youth and families.

- Promote enjoyment and appreciation of literature and reading through Arlington Reads, a partnership between the Arlington Public Library, UTA, AISD and TCC. *(**Library**)*

Goal: Increase citizen awareness of and support for local arts and leisure opportunities.

- Complete funding for and open an arts/technology lab within the Central Library that provides teenagers opportunities to increase their awareness of, and skills in, the arts (written, spoken, visual, and musical). *(**Library**, Parks and Recreation)*

Goal: Citizens are provided lifetime learning and fitness opportunities.

- Effectively manage the City's indoor and outdoor aquatic programs and operations. *(**Parks and Recreation,** CMO, City Attorney's Office, Workforce Services, Management Resources - OMB)*
- Invest in quality facilities that meet neighborhood priorities by opening the Southwest Branch Library. *(**Library**)*
- Create a vision of what the community wants and needs from Central Library services in Arlington and convert the vision into a master plan. *(**Library**)*

The profile of the arts is raised.

Multi-Year Goals

- Promote public art through community partnerships.

Annual Objectives (12 months)

Goal: Promote public art through community partnerships.

- Identify a partner for re-creation of the Caelum Moor environmental art. *(**Parks and Recreation**, City Attorney's Office, City Manager's Office)*

Neighborhoods are reinvigorated.

Multi-Year Goals

- Ensure sustainability by leveraging resources, increasing citizen participation and encouraging stakeholder collaborations.

Annual Objectives (12 months)

Goal: Ensure sustainability by leveraging resources, increasing citizen participation and encouraging stakeholder collaborations.

- Hire a neighborhood specialist, host focus group discussions, conduct a city wide neighborhood summit, reintroduce the neighborhood academy curriculum, and coordinate a month long neighborhood celebration program. *(**Neighborhood Coordinator,** Police, Community Services)*
- Encourage formulation of neighborhood organizations such as Homeowner's Associations, community watch groups, citizens' on patrol groups, etc. *(**Neighborhood Coordinator,** Community Services, Police)*
- Strengthen the neighborhood network by improving communications between city departments and neighborhood organizations, develop a neighborhood resource guide, and a begin a neighborhood grant funding program *(**Neighborhood Coordinator,** Planning & Development, Office of Communications)*

The City has a diverse stock of housing.

Multi-Year Goals

- Complete the redevelopment of the Jordan Lane and High Oak neighborhoods.

Annual Objectives (12 months)

Goal: Complete the redevelopment of the Jordan Lane and High Oak neighborhoods.

- Develop 11 single family, detached homes on 11 lots located on Jordan Lane and sell the homes to qualified, low income, first time homebuyers. ***(Community Services)***
- Develop single family, owner occupied homes in the High Oak neighborhood. *(**Community Services,** Community Development and Planning)*

Citizens have access to affordable programs that support youth and families.

Multi-Year Goals

- Collaborate on community programs that invest in youth and families.

Annual Objectives (12 months)

Goal: Collaborate on community programs that invest in youth and families.

- Fund and provide technical assistance to service agencies with Community Development Block Grant funds. ***(Community Services)***
- Collaborate with the Arlington Alliance for Youth in their efforts to provide a web-based clearinghouse for information on activities for youth in Arlington ***(Library,** Parks and Recreation*).
- Develop park partnerships, including the Harold Patterson commercial development project, Dog Park, Veterans Memorial, Meadowbrook Sculpture Garden, Webb Community Park, SW Nature Preserve, Parkway Central Park, Gibbons Park, etc. ***(Parks and Recreation***).

- Assess best practices and create action steps to becoming an America's Promise 100 Best Community. ***(Parks and Recreation**, Library, Police, Neighborhood Initiatives*).

Enforcement of property maintenance, health, and animal codes fosters healthy and attractive neighborhoods.

Multi-Year Goals

- Enhance code compliance.
- Implementation of the next phase of the Development Tracking Software (AMANDA) – Code Enforcement, Health Inspections and Animal Services.
- Focus on implementation of Asilomar Accords uniform animal shelter reporting system.
- Assess feasibility of expanding the Action Center to a 311 Call Center.

Annual Objectives (12 months)

Goal: Enhance code compliance.

- Increase abatements of public nuisances on private property when property owners fail to come into compliance voluntarily. ***(Community Services,** Municipal Court)*
- To respond to all health and life-safety requests of inspections the same day, and to all non-life safety or health requests for inspections within 3 business days. ***(Community Services)***
- Perform 5,040 scored, food-based inspections annually. ***(Community Services)***
- Perform all ordinance required multifamily occupancy inspections annually ***(Community Services)***
- Conduct 48 DSS (Dangerous and Substandard Structures) judicial hearings annually. ***(Community Services***)
- Identify and develop a database of known vacant structures. ***(Community Services***)
- Develop and implement a new Code Ranger program to allow citizen participation in identifying neighborhood issues. ***(Community Services***)
- Renovate the Vandergriff Building by addressing building code issues and preserving the historic nature of the building through the use of federal Community Development Block Grant funds. ***(Community Services)***
- *Identify, report and update food based inspection scores on the City Web page monthly. . (**Community Services***)
- Ensure compliance with state law and city ordinances on sale and consumption of alcoholic beverages; maintain enforcement of SOB ordinances. ***(City Attorney's Office,** Police Department)*

Goal: Implementation of the next phase of the Development Tracking Software (AMANDA) – Code Enforcement, Health Inspections and Animal Services.

- Replace current software and mainframe applications used by divisions with one software that tracks all activity by parcel of land, from initial development through maintenance; analyze current business practices for the new software to be fully utilized to create more efficient work processes; create reports that provide staffing performance measures and comprehensive analyses of trends in the community and specific properties that impact neighborhoods. ***(Community Services,** Community Development and Planning, Public Works and Transportation, Water Utilities, Information Technology)*

Goal: Focus on implementation of Asilomar Accords uniform animal shelter reporting system.

- Implement the use of the Asilomar Accords in order to uniformly report animal shelter statistical data. ***(Community Services)***

Goal: Assess feasibility of expanding the Action Center to a 311 Call Center.

- Conduct an enterprise assessment of needs and resources; establish best industry practices in similar cities. ***(Community Services)***

Neighborhood are safe, attractive, and healthy .

Multi-Year Goals

- To provide decent, affordable rental housing for eligible, lower income persons.
- Improve housing and livability conditions for eligible homeowners.

Annual Objectives (12 months)

Goal: To provide decent, affordable rental housing for eligible, lower income persons.

- To provide decent, affordable rental housing for eligible, lower income persons, including the elderly and persons with disabilities. ***(Community Services)***

Goal: Improve housing and livability conditions for eligible homeowners.

- Bring sub-standard, owner occupied housing in compliance with applicable building code. ***(Community Services)***
- Develop a neighborhood beautification program that improves livability by increasing the urban tree canopy. (***Parks and Recreation,*** *Neighborhood Initiatives, Community Services*)

Quality parks, facilities, and green spaces increase the attractiveness and desirability of Arlington .

Multi-Year Goals

- Develop and implement quality parks and open spaces that are environmentally sustainable.
- Programs and services are accessible to the community's unique and growing needs.
- Provide quality facilities in accordance with established maintenance standards.

Annual Objectives (12 months)

Goal: Develop and implement quality parks and open spaces that are environmentally sustainable.

- Restore Johnson Creek to an environmentally sustainable and attractive recreational amenity. *(**Parks and Recreation**, City Manager's Office)*
- Identify funding to construct an alternate water line for use of reclaimed water from the Fort Worth Village Creek Wastewater Treatment Plant. *(**Parks and Recreation,** Water Utilities*)

Goal: Programs and services are accessible to the community's unique and growing needs

- *Implement repairs to the SW Nature Preserve with funding appropriated from the Operating Budget. (**Parks and Recreation**)*
- *Develop master plans for the Hugh Smith Recreation Center, Harold Patterson Sports Center and the Southwest Nature Preserve projects. (**Parks and Recreation**)*
- *Develop a master plan for the delivery of recreational services throughout the City.*

Goal: Provide quality facilities in accordance with established maintenance and industry standards.

- Invest in quality facilities that meet customers' health and fitness needs at the Meadowbrook Recreation Center. *(**Parks and Recreation**)*
- Implement Tennis Center renovations with funding appropriated from the Operating Budget. *(**Parks and Recreation**)*
- Implement playground renovations with funding appropriated from the Operating Budget. *(**Parks and Recreation**)*

Arlington is protected from fire damage through fire prevention, education and suppression.

Multi-Year Goals

- Enhance public safety.

Annual Objectives (12 months)

Goal: Enhance public safety.

- Maintain emergency response times. ***(Fire)***
- Contain 50 percent of structure fires to the room of origin. ***(Fire)***
- Complete and implement recommendations from Fire Department Management Study. ***(Fire)***

Citizens and visitors are provided superior emergency medical care and treatment.

Multi-Year Goals

- Increase patient survivability with emergency medical care.

Annual Objectives (12 months)

Goal: Increase patient survivability with emergency medical care.

- Improve rates for successful intubation of patients requiring advanced airway management. ***(Fire)***
- Achieve designation as a "Heart Ready" community. ***(Fire**, Parks and Recreation, Management Resources)*

9-1-1 calls are answered and dispatched without delay in accordance with published standards.

Multi-Year Goals

- Maintain a high level of service delivery.
- Meet and maintain the national standard of protocol proficiency on medical calls.

Annual Objectives (12 months)

Goal: Maintain a high level of service delivery.

- Answer at least 92 percent of all 9-1-1 and 10-digit emergency calls within six (6) seconds or less. ***(Fire)***
- Maintain an average dispatch time of two (2) minutes or less on police priority one and emergency calls. ***(Fire)***
- Maintain an average dispatch time of twenty-five (25) minutes or less on Fire priority one and two calls. ***(Fire)***

Goal: Meet and maintain the national standard of protocol proficiency on medical calls.

- Maintain ninety percent compliance rate on all Emergency Medical Dispatch (EMD) calls. ***(Fire)***

Provide safe and efficient transit services for senior and disabled citizens.

Multi-Year Goals

- To utilize technology to provide improved levels of services to Handitran clients.
- To maintain public confidence regarding the safety of the Handitran service.

Annual Objectives (12 months)

Goal: To utilize technology to provide improved levels of services to Handitran clients.

- Replace Handitran scheduling and dispatch software in order to support Handitran operational needs and maintain IT support and adherence to established standards. *(**Community Services**, Information Technology)*

Goal: To maintain public confidence regarding the safety of the Handitran service.

- Increase Handitran bus driver requirements to include obtaining a Commercial Driver's License. ***(Community Services)***

Provide safe and efficient transit services for senior and disabled citizens.

Multi-Year Goals

- To utilize technology to provide improved levels of services to Handitran clients.
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Annual Objectives (12 months)

Goal: To utilize technology to provide improved levels of services to Handitran clients.

- Replace Handitran scheduling and dispatch software in order to support Handitran operational needs and maintain IT support and adherence to established standards. *(**Community Services**, Information Technology)*

Goal: To maintain public confidence regarding the safety of the Handitran service.

- Increase Handitran bus driver requirements to include obtaining a Commercial Driver's License. ***(Community Services)***

Strategic Support

Vision Where are we going?

Achieving Community Goals through Support Service Delivery

Mission What business are we in?

Provide operating departments with the tools and support necessary to ensure quality customer service to the community.

Outcomes What will it look like when we get there?

- *Operations are improved through IT solutions.*
- *The City focuses on front line-personnel.*
- *Examine Information Technology and its role in the organization.*
- *City provides outstanding customer service.*
- *The City's legislative and lobbying program is improved.*
- *Develop green building standards.*
- *Citizens, visitor and business owner expectations are met in core services and daily operations.*
- *Arlington is an environmentally sound city.*
- *IT systems, data, and communications are available to all users at all times.*
- *Effective and prudent use of public funds*
- *The City of Arlington Municipal Court, judiciary and the City Attorney's Office system provides fair treatment for all clients while maximizing revenues through effective operations.*
- *Facilities and equipment that serve the needs of employees and customers.*
- *The City has a qualified, trained, productive and motivated workforce.*
- *The Mayor and City Council, city staff and citizens have the information they need to make informed decisions about the City government.*

Operations are improved through IT solutions.

Multi-Year Goals

- Migrate applications off the mainframe.
- Gather and maintain accurate vendor data.
- Perform all pcard cost-allocation and supervisor approval in the SDOL systems.
- Accounting staff will be cross-trained and take on new functions to increase the knowledge and abilities of individual accountants.
- Provide technology support to expand court facility.
- Maintain/sustain CityNet HRIS system.
- Leverage public resources to stimulate private investment for development and redevelopment.
- Enhance code compliance.
- Implement technology solutions to more effectively carry out the City's work.
- Utilize technology to enhance infrastructure operation and maintenance.

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Annual Objectives (12 months)

Goal: Migrate applications off the mainframe.

- Migrate departmental and enterprise applications off the City's mainframe; select and obtain client-server based replacement application; rewrite and/or develop replacement customer applications internally; and/or migrate to a hosted solution. ***(Information Technology)***

Goal: Gather and maintain accurate vendor data.

- System-wide update of the current 6,000+/- vendor database for M/WBE status, as well as contact information. ***(Financial Services)***

Goal: Perform all pcard cost-allocation and supervisor approval in the SDOL system.

- Facilitate database conversions/updates and end-user training to provide a means for allocating costs and supervisor approval in the Smart Data Online MasterCard system. ***(Financial Services)***

Goal: Accounting staff will be cross-trained and take on new functions to increase the knowledge and abilities of individual accountants.

- Staff will update procedures for duties, incorporating the changes that have occurred from the new Lawson software. Staff will cross-train, using revised procedures, so that there will be depth and adequate back-up. Transfer some grant reporting responsibilities from Accounting Supervisor to Financial Accountants. ***(Financial Services)***

Goal: Provide technology support to expanded court facility.

- Access to court software for judge, court clerk, prosecutor, and defendant both in the courtroom and during the courtroom proceedings. ***(Municipal Court)***

Goal: Maintain/sustain CityNet HRIS system.

- Continue implementation of remaining phases of the CityNet HRIS system as planned and develop the expanded role of the newly implemented HRIS system in the organization. ***(Workforce Services)***

Goal: Leverage public resources to stimulate private investment for development and redevelopment.

- Purchase planning tools/software to assist with Council priority projects. The technology will allow the graphic depiction of the impact of projects/choices/etc. in order to make investment decisions. ***(Community Development and Planning)***

Goal: Enhance code compliance.

- Research success of AutoCite program at the Police Department. Analyze the benefits of AutoCite units for Code Enforcement and the compatibility of AutoCite with Amanda Phase II. ***(Community Services****, Police Department, Municipal Court, Information Technology)*

Goal: Implement technology solutions to more effectively carry out the City's work.

- Improve telecommunication capabilities and reduce operating costs. ***(Parks and Recreation,*** *Information Technology)*

Goal: Utilize technology to enhance infrastructure operation and maintenance.

- Improve telephone system for enhanced customer service. ***(Water Utilities)***
- Purchase additional hardware to allow playing of informational messages for customers while waiting in an Arlington Water Utilities call center and other City department queues. *(**Water Utilities**, Courts, Community Development and Planning)*

City provides outstanding customer service.

Multi-Year Goals

- Create "One Start" Development Services Center.
- To meet or exceed the Service Level Agreements (SLAs) established by the Information Technology Executive Committee (ITEC).
- Retool Workforce Services.
- Customer Driven Benefit Program.
- Ensure that staffing in the Mayor and Council Office is adequate to provide the needed assistance to Arlington's citizens and to the Mayor and Council members.
- Provide efficient and accurate issuance, processing and tracking of citations.
- Improve responsiveness to help reduce vehicle burglaries.
- Process vital records within three days to enable Arlington citizens to acquire needed documents.
- Process applications for various permits within three working days. Assist walk-in customers with complaints and/or concerns by providing information necessary to arrive at acceptable solutions.
- Answer all incoming calls within 35 seconds; process and route citizen complaints and concerns to appropriate staff; and monitor Everest complaints to ensure compliance with Everest designated time frame.
- Utilize technology to enhance operation and maintenance.

Annual Objectives (12 months)

Goal: Create "One Start" Development Services Center.

- Consolidate personnel from multiple departments who have primary development review responsibilities into a single organizational unit designed to take applications, conduct reviews, and issue permits to the general public. ***(CMO,*** *Community Development and Planning, Public Works and Transportation, Water Utilities, Community Services)*

Goal: To meet or exceed the Service Level Agreements (SLAs) established by the Information Technology Executive Committee (ITEC).

- Complete information technology customer requests satisfactorily and in compliance with the Service Level Agreements (SLAs.) ***(Information Technologies)***
- Maintain server and communication infrastructure in compliance with the Service Level Agreements (SLAs.) ***(Information Technologies)***

Goal: Retool Workforce Services.

- Provide quality customer service to internal and external customers through system tools, defined processes and a workforce that is qualified, trained, productive and motivated. ***(Workforce Services)***

Goal: Consumer Driven Benefit Program.

- Develop consumer driven benefit programs that meet the needs of the employee in providing benefits that encourage stability and motivate retention, as well as, supports the needs of the citizen by maintaining fiscal integrity and responsibility. ***(Workforce Services)***

Goal: Ensure that staffing in the Mayor and Council Office is adequate to provide the needed assistance to Arlington's citizens and to the Mayor and Council members.

- Create a fourth staff position in the Mayor and Council Office that can provide added support to elected officials as well as assisting citizens and other interested parties who contact the Office. ***(Management Resources)***

Goal: Provide efficient and accurate issuance, processing and tracking of citations.

- Obtain handheld citation issuing devices (Autocites) to improve efficiency and accuracy. ***(Police)***

Goal: Improve responsiveness and help reduce vehicle burglaries..

- Address the all too common crime of vehicle burglaries through dispatching officers to the scene. ***(Police)***

Goal: Process vital records within three days to enable Arlington citizens to acquire needed documents.

- Register all births and deaths occurring in Arlington and issue certified copies of vital records to qualified applicants. ***(Community Services)***

Goal: Process applications for various permits within three working days. Assist walk-in customers with complaints and/or concerns by providing information necessary to arrive at acceptable solutions.

- Process applications for food handlers, child care workers, taxi drivers, certified pool operators and certified food managers within designated timeframe. Provide prompt and courteous assistance to walk-in customers. ***(Community Services)***

Goal: Answer all incoming calls within 35 seconds; process and route citizen complaints and concerns to appropriate staff; and monitor Everest complaints to ensure compliance with Everest designated time frame.

- Ensure all complaints are entered into appropriate software to be routed to field staff in order to expedite investigation of complaint; call appropriate field staff when life safety issues are involved for immediate response. ***(Community Services)***

Goal: Utilize technology to enhance infrastructure operation and maintenance.

- Replace voice recording system for Customer Services at City Hall and Dispatch Services and Customer Service at the South Service Center. ***(Water Utilities)***

The City's legislative and lobbying program is improved.

Multi-Year Goals

- Implement the legislative and lobbying process.
- Utilize Council members and other stakeholders to address issues facing Arlington with state and federal officials.
- Partner with regional jurisdictions on common concerns.

Annual Objectives (12 months)

Goal: Implement the legislative and lobbying process.

- Develop and implement the City's new legislative/lobbying process, including bill tracking database system and procedure for obtaining input on pending legislation from departments.

Goal: Utilize Council members and other stakeholders to address issues facing Arlington with state and federal officials.

- Identify opportunities for Council members and staff to participate in state and federal policy making.

Goal: Partner with regional jurisdictions on common concerns.

- Distribute legislative agenda to the offices of Arlington's state-level elected officials in Austin.

Develop green building standards.

Multi-Year Goals

- The City will develop strategies for reducing energy consumption and saving costs through the implementation of "green" building standards for City buildings.

Annual Objectives (12 months)

Goal: The City will develop strategies for reducing energy consumption and saving costs through the implementation of "green" building standards for City buildings.

- Extend the economic life of public assets and reduce long-term maintenance and repair costs by developing a facilities management program to address current and future maintenance requirements. ***(Public Works and Transportation,*** *Environmental Services)*

Citizen, visitor and business owner expectations are met in core services and daily operations.

Multi-Year Goals

- Attractive investment through progressive planning.
- Use existing resources proactively and creatively.
- Develop and maintain up-to-date plans and adequate standards for infrastructure; deliver outstanding customer service.

Annual Objectives (12 months)

Goal: Attractive investment through progressive planning.

- Review and update the Zoning Ordinance and Subdivision Rules and Regulations. ***(Community Development and Planning)***

Goal: Use existing resources proactively and creatively.

- Continue five-year plan to balance Water Utilities' fixed and variable cost recovery. ***(Water Utilities)***

Goal: Develop and maintain up-to-date plans and standards for infrastructure; deliver outstanding customer service.

- Consider alternative service delivery models for in-house pavement markings program. ***(Public Works and Transportation)***

Arlington is an environmentally sound city.

Multi-Year Goals

- Sediment and pollution detected in storm water run off are in compliance with federal, state and municipal storm water regulations.
- Stabilize energy costs by negotiating for competitive electric energy prices and developing long term energy solutions.

Annual Objectives (12 months)

Goal: Sediment and pollution detected in storm water run off are in compliance with federal, state and municipal storm water regulations.

- Quality of storm water run off measured in the city improves. ***(Environmental Services)***

Goal: Stabilize energy costs by negotiating for competitive electric energy prices and developing long term energy solutions.

- Lock in competitive price for 2007, 2008 and a long term energy contract. ***(City Attorney's Office)***

IT systems, data and communications are available to users at all times.

Multi-Year Goals

- To meet or exceed the Service Level Agreements (SLAs) established by Information Technology Executive Committee (ITEC.)
- The City's data and voice networks will be more actively monitored and issues addressed more quickly.
- Improve customer service for desktop PC and printer requests.
- Ensure the ability to perform backup and recovery function of critical enterprise systems and data.
- Maintain use of necessary computer software and hardware.

Annual Objectives (12 months)

Goal: To meet or exceed the Service Level Agreements (SLAs) established by the Information Technology Executive Committee (ITEC.)

- Obtain contract and/or consulting services to augment City of Arlington Information Technology staff during completion of the IT Operational Analysis. ***(Information Technology)***
- Maintain server and communication infrastructure in compliance with the Service Level Agreements (SLAs.) ***(Information Technology)***

Goal: The City's data and voice networks will be more actively monitored and issues addressed more quickly.

- Train and certify Customer Service Support Specialist with Dell to improve PC support activities. ***(Information Technology)***

Goal: Improve customer service for desktop PC and printer requests.

- Create and fill one Customer Support Specialist for twelve months and one Customer Support Specialist position for six months. ***(Information Technology)***

Goal: Ensure the ability to perform backup and recovery function of critical enterprise systems and data.

- Create and fill one Network Administrator II position to manage data storage in the enterprise. ***(Information Technology)***

Goal: Maintain use of necessary computer software and hardware.

- Continue UPS and network equipment maintenance to provide the continued level of service; purchase continued rights to use Lawson and Kronos as a part of CityNet ***(Information Technology)***

Effective and prudent use of public funds.

Multi-Year Goals

- Maintain the integrity and continued feasibility of selected benefit programs.
- Achieve market rate targets by 2008.
- Facilitate quarterly, detailed training for M/WBE firms through the Chamber of Commerce.
- Effectively plan for the City's future debt position and associated debt service tax rate requirement.
- Close lawsuits with dispositive motions, trials and appeals.
- Centralize the software maintenance for the AutoCAD application. Improve efficiencies in licensing management.
- Annual audit of the City's CAFR and Single Audit of Federal and State Awards.
- Appraise the City's facilities to ensure adequate coverage is maintained.
- Enhance City revenues.
- Identify funding needed to meet infrastructure requirements.
- Ensure proper staffing for efficiency and service provision.

Annual Objectives (12 months)

Goal: Maintain the integrity and continued feasibility of selected benefit programs.

- Review the funds deposited and disbursed from the City's Workers' Compensation Fund, Employee/Employer 401(k) plan contributions, Disability Income Plan and the Part-time Seasonal Temporary Deferred Income Plan. Compare the City of Arlington Benefits with other local entities. ***(Workforce Services)***

Goal: Achieve market rate targets by 2008.

- Continue our multi-year strategy to offer a compensation package that is competitive in the marketplace in order to attract and retain people in our City. ***(Workforce Services)***

Goal: Facilitate quarterly, detailed training for M/WBE firms through the Chamber of Commerce.

- Create training syllabus for M/WBEs on specific details of bid/proposal response and how to do business with the City of Arlington and similar public entities. ***(Financial Services)***

Goal: Effectively plan for the City's future debt position and associated debt service tax rate requirement.

- Analyze current debt ratio targets and set new targets or debt ratio goals. The following tasks and completion dates are anticipated: 1) Update debt ration comparisons to other cities – October 2006; 2) Present comparisons and target options to City Council/Council Committee by January 2007; 3) Bring revised financial policies to City Council for consideration – April 2007. ***(Financial Services,*** *Management Resources)*

Goal: Close lawsuits with dispositive motions, trials and appeals.

- Successfully close 16 cases. ***(City Attorney's Office)***

Goal: Centralize the software maintenance for the AutoCAD application. Improve efficiencies in licensing management.

- Move funds for AutoCAD licenses to the Information Technology Internal Service Fund. Centralize the AutoCAD software ordering process in concert with installation process. ***(Information Technology,*** *Public Works, Water Utilities)*

Goal: Annual audit of the City's CAFR and Single Audit of Federal and State Awards.

- Receive an unqualified opinion on the CAFR and no material findings on the Single Audit. ***(Financial Services)***

Goal: Appraise the City's facilities to ensure adequate coverage is maintained.

- Financial responsibility of the City's assets and ensuring adequate coverage for those assets. ***(Workforce Services)***

Goal: Enhance City revenues.

- Hire a Revenue Enhancement Specialist to work with City departments to improve efficiency and increase funding by streamlining department operations and securing grand funding for various municipal projects respectively. ***(Management Resources)***

Goal: Identify funding needed to meet infrastructure requirements.

- Re-establish an ongoing Capital Reserve fund specifically for major repair, replacement, and/or renovation costs for the Convention Center facility (as identified in the Multi-Year Capital Improvement Plan. ***(Convention and Event Service Fund)***

Goal: Ensure proper staffing for efficiency and service provision.

- Conduct a competitive services review of the Crime Scene Unit and determine feasibility of an Auto Pound. ***(Police)***

Facilities and equipment that serves the needs of the employees and customers.

Multi-Year Goals

- Accommodate growth and increased use of facilities.
- Ensure the ability to perform back up and recover function of critical enterprise systems and data.
- Provide adequate data storage for the enterprise including Police and Fire departments.
- Maintain City data and voice communication network availability.
- The department, through its contract with First Vehicle Services (FVS), will ensure maximum daily fleet availability and minimum vehicle downtime for fleet vehicles and equipment.
- Develop and maintain up-to-date plans and standards for infrastructure; construct and maintain high-quality facilities.
- Maintain current service levels.
- Maintain an efficient and competent inventory of vehicles and equipment.

Annual Objectives (12 months)

Goal: Accommodate growth and increased use of facilities.

- Provide adequate accommodations for citizens and departmental use of the City Attorney's Office meeting facilities. ***(City Attorney's Office)***

Goal: Ensure the ability to perform backup and recover function of critical enterprise systems and data.

- Add two fiber channel switches for SAN connectivity; Increase backup space for the enterprise. ***(Information Technology)***

Goal: Provide adequate data storage for the enterprise including Police and Fire departments.

- Increase storage space available. ***(Information Technology)***

Goal: Maintain City data and voice communication network availability.

- Replace portions of network equipment that is now or soon to be end of life as well as unmanaged high speed communications equipment with managed equipment. ***(Information Technology)***

Goal: The department, through its contract with First Vehicle Services (FVS), will ensure maximum daily fleet availability and minimum vehicle downtime for fleet vehicles and equipment.

- Replace vehicles when vehicles reach the end of their stated lifecycles as specified in the contract with FVS. ***(Environmental Services)***

Goal: Develop and maintain up-to-date plans and standards for infrastructure; construct and maintain high-quality facilities.

- Perform critical maintenance on select City facilities in FY 07. ***(Public Works and Transportation)***

Goal: Maintain current service levels.

- Retrofit Self-Contained Breathing Apparatus used by firefighters to withstand chemical, biological, radiological and nuclear agents. ***(Fire,*** *Finance)*
- Replace emergency response vehicles in accordance with apparatus replacement schedule. ***(Fire,*** *Finance)*

Goal: Maintain an efficient and competent inventory of vehicles and equipment.

- Replace vehicles and equipment at levels necessary to provide efficient service delivery. ***(Parks and Recreation,*** *Environmental Services)*

The City has a qualified, trained, productive and motivated workforce.

Multi-Year Goals

- Enhance code compliance.
- Provide all Dispatch employees with adequate continuing education for continuous employee development.
- Expand employee leadership skills through a cross-training program. .
- Complete the City's Workforce Investment Plan.

Annual Objectives (12 months)

Goal: Enhance code compliance.

- Ensure all multi-family, environmental health specialists and code enforcement staff have state-required credentials and state-required continuing education units that are required annually. ***(Community Services)***

Goal: Provide all Dispatch employees with adequate continuing education for continuous employee development.

- Telecommunicators, training assistants, and supervisors maintain twenty-four (24) hours of in-service training per calendar year. ***(Fire)***

Goal: Expand employee leadership skills through a cross-training program.

- To ensure that managers and supervisors are adequately prepared for promotional opportunities and to provide flexibility in leadership roles. ***(Water Utilities)***

Goal: Complete the City's Workforce Investment Plan.

- Execute training and development programs, such as the Leadership Academy, Management Symposium, Change Management and Customer Service training. ***(Workforce Services)***

The Mayor and City Council, city staff and citizens have the information they need to make informed decisions about the City government.

Multi-Year Goals

- To support ongoing communication to Arlington's citizenry using web, broadcast, media and publication avenues.
- Citizen awareness of local arts and leisure opportunities increase.
- Use existing resources proactively and creatively.
- To provide timely access to City records for internal and external customers.

Annual Objectives (12 months)

Goal: To support ongoing communications to Arlington's citizenry using web, broadcast, media and publications avenues.

- Continue communication to all Arlington citizens about the Stadium Venue Project, through the City's Communication Team; continue funding of the equipment needed for the City's broadcast channel. ***(Management Resources)***

Goal: Citizen awareness of local arts and leisure opportunities increase.

- Create a branding campaign for the Parks and Recreation Department. ***(Parks and Recreation****, Management Resources)*

Goal: Use existing resources proactively and creatively.

- Enhance the promotion of Arlington's commitment to water conservation through public education and other conservation program measures. ***(Water Utilities)***

Goal: To provide timely access to City records for internal and external customers.

- Present CMO with a digital document management strategy for citywide records provision, retention, and destruction. ***(Management Resources)***

Capital Investment

Vision Where are we going?

Achieving sustainable development through strategic investment in infrastructure.

Mission What business are we in?

The Capital Investment mission is to ensure that all development and construction activities for capital programs in the city meet the current and future needs of the community.

Outcomes What will it look like when we get there?

- *City focuses and moves forward on transportation solutions.*
- *Find innovative uses for City-owned properties and property interests.*
- *The City implements traffic calming measures.*
- *The City is making progress in catching up and keeping up with infrastructure needs*

City focuses and moves forward on transportation solutions (i.e. commuter rail).

Multi-Year Goals

- Ensure adequate transportation planning for the City.

Annual Objectives (12 months)

Goal: Ensure adequate transportation infrastructure planning for the City.

- Create a position that assesses transportation needs, works with development to maximize the efficiency and safety of the transportation network, leverages transportation dollars and identifies opportunities to address needs. Incorporates the various transportation modes into a comprehensive network. ***(Community Development and Planning,*** *Public Works and Transportation)*

Find innovative uses for City-owned properties and property interests.

Multi-Year Goals

- The City is making progress in catching up with our infrastructure needs.

Annual Objectives (12 months)

Goal: The City is making progress in catching up with our infrastructure needs.

- Reinvest lease or sale revenue for renovations at the Harold Patterson Sports Center. ***(Parks and Recreation****, City Attorney's Office, Real Estate Services, City Manager's Office)*
- Use pavement management system data to better determine street maintenance needs. ***(Public Works and Transportation)***
- Implement CarteGraph to track Facilities Maintenance activities. ***(Public Works and Transportation)***

The City implements traffic calming measures.

Multi-Year Goals

- Reduce speed and volume of traffic in our residential neighborhoods.

Annual Objectives (12 months)

Goal: Reduce speed and volume of traffic in our residential neighborhoods.

- Implement traffic calming devices in a minimum of two existing neighborhoods and one developing neighborhood each year. ***(Public Works and Transportation)***

The City is making progress in catching up and keeping up with infrastructure needs.

Multi-Year Goals

- Develop and maintain up-to-date plans and standards for infrastructure.
- Meet regulatory compliance relating to the operation of the wastewater collection system.
- Identify funding needed to meet infrastructure requirements.
- Execute the Capital Improvement Program.
- Utilize technology to enhance infrastructure operation and maintenance.
- Provide effective equipment for employees.
- Construct and maintain high-quality facilities.
- Keep abreast of regional transportation issues and funding opportunities.

Annual Objectives (12 months)

Goal: Develop and maintain up-to-date plans and standards for infrastructure.

- Public education related to elimination of fats, oils and grease (FOG) that are discharged to the sanitary sewer system. ***(Water Utilities)***
- Minimize delays in the isolation of water system breaks and ensure that the water infrastructure is maintained in optimal condition through optimal expenditures. ***(Water Utilities)***
- Monitor and adjust irrigation/conservation commodity rates as necessary. ***(Water Utilities)***
- Develop integrated and updated wastewater collection system model and Wastewater Master Plan to ensure continued effective and efficient infrastructure planning, analysis and investment. ***(Water Utilities)***
- Complete design for expansion of the John Kubala Water Treatment Plant. ***(Water Utilities)***
- Begin implementation of the recommendations of the CPRC on storm water issues by hiring a consultant to develop a Storm Water Management Plan. ***(Public Works and Transportation,*** *Water Utilities)*
- Review and update Water Utilities ordinances, specifications, and details. ***(Water Utilities)***
- Implement billing cycle revisions to more evenly distribute billing related activities. ***(Water Utilities)***
- Enhance billing system business continuity and disaster recovery planning and processes. ***(Water Utilities)***
- Reconcile Trinity River Authority and City of Arlington billed waste water flows. ***(Water Utilities)***
- Begin implementation of the recommendations of the CPRC on storm water issues by performing a Storm Water Utility Cost of Services Analysis and Design Study. ***(Public Works and Transportation****, Water Utilities)*
- Monitor and adjust irrigation/conservation commodity rates as necessary. ***(Water Utilities)***
- Update Water Master Plan update. (***Water Utilities***)
- Update street construction design standards. Develop Pavement Design Manual (***Public Works & Transportation***)

- Develop and implement parking and traffic management program during Entertainment District construction and ongoing operations. ***(Public Works & Transportation**, Community Development and Planning, Community Services, Police, Fire)*

Goal: Meet regulatory compliance relating to the operation of the wastewater collection system.

- Eliminate sanitary sewer overflows. ***(Water Utilities)***

Goal: Identify funding needed to meet infrastructure requirements.

- Develop and begin execution of a maintenance program for street marker signs. ***(Public Works and Transportation)***
- Identify gaps between needs and resources for the 17 identified infrastructure components. ***(Public Works and Transportation,*** *Parks, Water Utilities, IT)*
- Develop and begin execution of a five-year maintenance program for each infrastructure component. ***(Public Works and Transportation,*** *Parks, Water Utilities)*
- Upgrade fire alarms in City Hall. ***(Public Works and Transportation)***
- Hire an additional engineer to initiate implementation of awarded Tarrant County Bond projects. ***(Public Works and Transportation)***

Goal: Provide effective equipment for employees.

- Maintain infrastructure through the purchase of a grapple truck. ***(Public Works and Transportation)***
- Investigate hydro-excavation equipment ***(Water Utilities)***
- Develop laboratory equipment replacement schedule ***(Water Utilities)***

Goal: Execute the Capital Improvement Program.

- Develop and implement parking and traffic program during Entertainment District Construction and ongoing operations ***(Public Works and Transportation)***
- Add new Inspection staff to meet demand for Water Utilities and Public Works and Transportation CIP inspection ***(Public Works and Transportation)***
- Select and implement project management software (***Water Utilities***)
- Select and implement multi-year capital project funding software (***Management Resources***)
- Invest in quality facilities that meet neighborhood priorities (***Parks and Recreation***, *Public Works and Transportation, Police, Fire Library).*
- Begin implementation of the recommendations of the CPRC on Stormwater issues. ***(Public Works & Transportation***, *Water Utilities)*
- Complete design and initiate construction of the IH-30 and the Division/SH 360 improvements. ***(Public Works & Transportation***, *Water Utilities, TxDOT)*
- Complete design for expansion of the Kubala Water Treatment Plant. ***(Water Utilities)***
- Initiate implementation of awarded Tarrant County Bond projects. ***(Public Works & Transportation***, *Water)*
- Prepare for 2008 citywide bond election. ***(All)***

Goal: Utilize technology to enhance infrastructure operation and maintenance.

- Implement Phase II of the signal system upgrade project. ***(Public Works and Transportation,*** *IT)*
- Implement funding to facilitate Parks and Recreation compliance with City ordinances aimed at improving water conservation practices. ***(Parks and Recreation,*** *City Attorney's Office)*
- Replace the current online bill payment system with a real time web billing system interface (***Water Utilities***)
- Complete purchase and installation of mobile data computers in Water Utilities (***Water Utilities***)
- Upgrade Maximo work order system in Treatment (***Water Utilities****)*

Goal: Construct and maintain high-quality facilities.

- Upgrade of the Central Library Elevator Control. ***(Public Works and Transportation****)*
- Identify gaps between needs and resources for the 17 identified infrastructure components. ***(Public Works & Transportation****, Water Utilities, Parks and Recreation, Fire, IT)*
- Develop and begin execution of a five year maintenance program for each infrastructure component. ***(Public Works & Transportation****, Water Utilities, Support Services, Parks, IT)*

Goal: Keep abreast of regional transportation issues and funding opportunities.

- Integrate Arlington's transportation infrastructure into the region's transportation planning and development. ***(CMO,*** *Public Works and Transportation)*

Long Range Plan Tab

Arlington's Economic and Financial Outlook

Introduction

Since its beginning in 1876, Arlington's growth has occurred in concentrated periods; from the initial expansion which followed the railroad into the community, to the negotiations which brought the General Motors plant to Arlington in 1955. More recently, a steady growth in retail and tourism through the 1980's and 1990's brought a healthy increase in revenue streams to Arlington. However, a decline in consumer interest in retail and the terrorist attacks on September 11, 2001 led to declines in both hotel occupancy and sales tax revenues, bringing tough financial times through 2002 and 2003. As Arlington moves through the mid-point of this decade, a slow and steady recovery of both of these revenue streams is being realized, accompanied by continued but slower growth in property values. With new retail developments set to open in the next five to seven years, a new plan for the redevelopment of downtown, and the construction of the new Cowboys stadium with accompanying development in the Entertainment District, Arlington seems poised for another burst of growth and development.

As Arlington works to position itself to take advantage of these opportunities, it is important for the City to be cognizant of the challenges that are also present. Arlington has previous experience with the cyclical nature of retail trends and the tendency for consumers to visit newer retail establishments, often forsaking older stores and malls. The Parks at Arlington Mall is a noted exception to this rule. Now 18 years old, its sales figures of $464 per square foot are second only to Dallas' Northpark Center in the Dallas-Fort Worth Area for sales per square foot, demonstrating that quality retail can endure over time. Growth and success in the tourism sector is often dependent on the same perception of "newness" among consumers, and Arlington is working successfully to bring this element to its Entertainment District with the new Cowboys stadium and the proposed Glorypark mixed-use development. Both tourism and retail success can be largely dependent on the ability of individuals to travel, either from outside of Texas or a neighboring city. Any impediments to travel, from increased gas prices to fear of terrorist attacks, could significantly and rapidly effect the success of these two sectors, emphasizing the need to diversify Arlington's economy.

As this development and redevelopment continues, Arlington must do what it can to ensure that its citizens receive the maximum benefit from the resources that have been invested in its economy. Arlington's population is generally younger than that of the entire state, but it still faces a significant number of residents, over 20 percent of its current population, that will move past the age of 65 in the next 20 years. The growing service needs of this age group, coupled with increasingly severe municipal revenue restrictions, such as the property tax ceiling recently passed for those homeowners who are over 65 or disabled, could lead to tough spending decisions by future leaders. Arlington's affordable cost of living, proximity to air and highway transportation and its

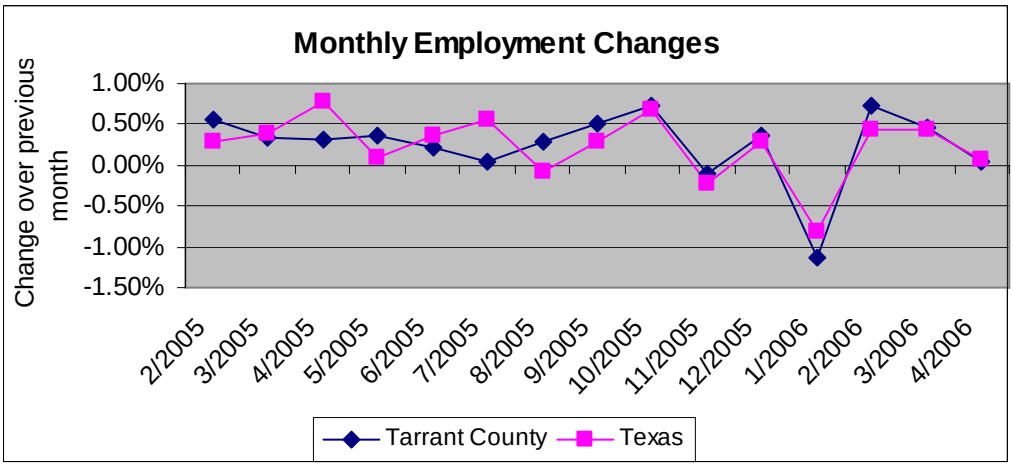
well- respected healthcare sector may encourage these baby boomers to maintain their residences in Arlington. This could lead to an increased need in certain citizen services, without the full benefit of property tax growth due to exemptions. However, maintaining these residents will keep their spending dollars in the community. Population gained from immigration will also play a significant role in Arlington, as it will in the entire state of Texas, and the relative benefits and challenges that these groups bring to the community will continue to be debated.

The following information is provided to further illustrate the current state of Arlington's economy. It also includes some past trends and future forecasts to describe the City's current economic state, as well as some estimates of its future financial status. This information was assembled to serve as a resource for the budget decision-making process and provide insights for long-range planning.

Arlington's Economy

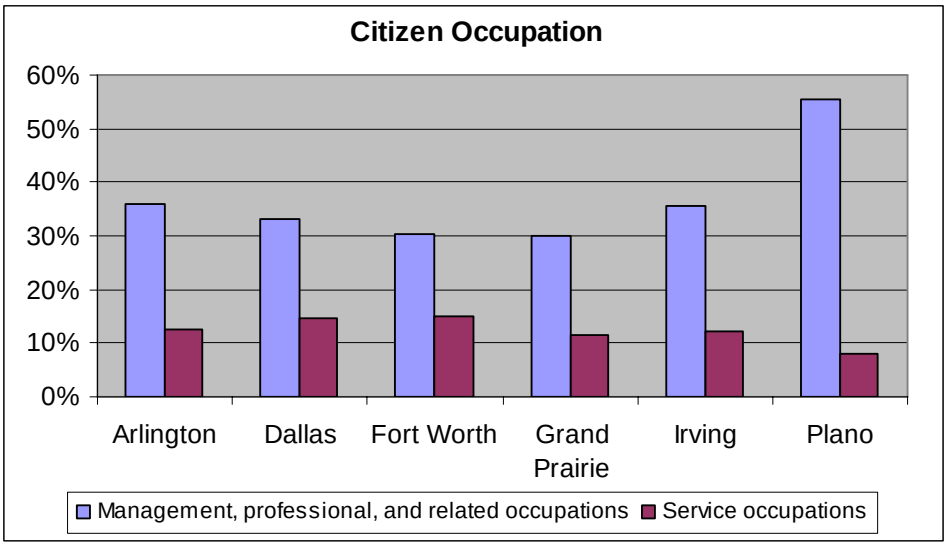
Throughout most of its history, Arlington's economy has been shaped and influenced by the surrounding area, the Metroplex and the North Texas region. Within the last five years, Arlington's profile among its neighbors has been significantly elevated due to several new development opportunities, not the least of which is the new Cowboys stadium. While this higher profile may translate into a more independent economy, the increasingly pervasive regionalism, that has grown to define so many other aspects of the area, is likely to have significant influence on Arlington's economy as well.

Employment – Arlington's employment growth and decline has generally mirrored that of the entire state. According to the 2000 Census, 61 percent of Arlington workers (105,170 individuals) over the age of 16 work outside of the city limits. This makes the financial health of Arlington households largely dependent on the health of the regional economy. However, the creation of additional jobs within the city could build up a greater local resistance to regional economic difficulties. The unemployment rate for May 2006 in the Dallas/Plano/Irving and Fort Worth/Arlington metropolitan districts, respectively 4.9 percent and 4.8 percent, were lower than the Texas unemployment rate of 5.1 percent and significantly lower than other Texas communities such as Beaumont/Port Arthur at 6.7 percent and McAllen/Edinburg/Mission at 7.6 percent.



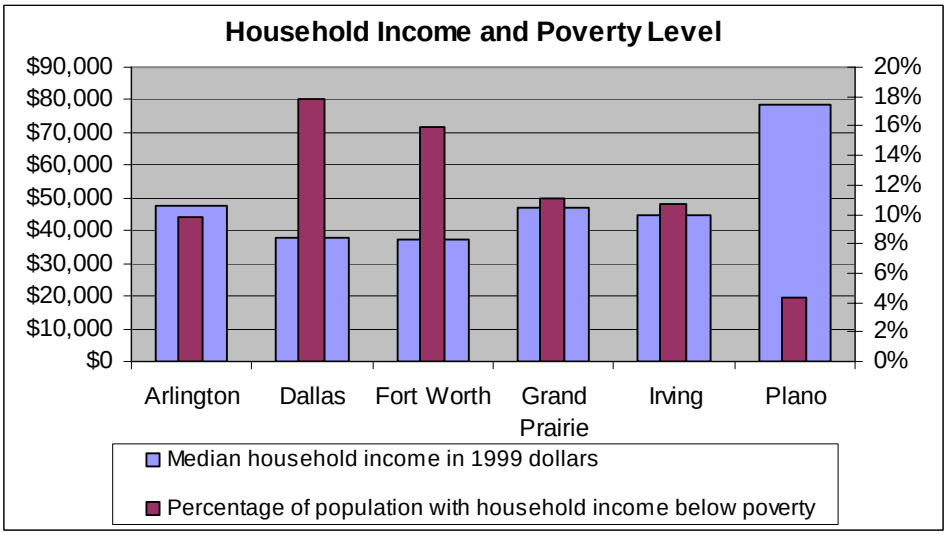
Source – www.tracer2.com, Texas Labor Market information

Arlington has a relatively high percentage of its workforce in the management and professional positions. Just like its neighbor to the east, Irving, Arlington has 36 percent of its workforce in management and other professions and 12 percent of its workers in service occupations, according to the 2000 U.S. Census. Regional growth in management and professional industries along with a strong local educational system and an ability to attract young professionals as new Arlington residents will be important to the future of the local economy.



Source: U.S. Census Bureau, 2000 Census

The distribution between management/professional and service occupations is reflected in median household income and poverty statistics from the 2000 Census. Arlington's median household income of $47,622 is much higher than Dallas, Fort Worth, or the state median, $39,927. Although Arlington has only 10 percent of its population living in households below the poverty level, this is still a significant number of people, 32,496, who may seek assistance services from the City or local social service entities.



Source: U.S. Census Bureau, 2000 Census

In a January 2006 presentation to the Arlington Chamber of Commerce Economic Outlook Conference, Bernard Weinstein, citing information from the U.S. Bureau of Labor Statistics, pointed out an anomaly in Metroplex job growth. In examining five year periods between 1990 and 2005, he noted that the Dallas-Fort Worth-Arlington area was the only major Texas Metropolitan Statistical Area (MSA) with overall job losses in the time period between 2000 and 2005.

This five year period saw a net loss of 47,500 jobs from the Metroplex area after additions of over half a million jobs (535,100) between 1995 and 2000, and almost a quarter million jobs (237,100) between 1990 and 1995. With anticipated population increases in the region, leaders should attempt to reverse this trend over the second half of this decade to better support the regional population.

According to population growth models created by the Texas State Data Center and State Demographer Steve Murdoch, even a modest in-migration assumption would increase the Tarrant County population by 31 percent from 2000 to 2020 for a total population of 1,895,743. Similar growth in Arlington would put the city's 2020 population at just under 436,000, an addition of over 100,000 new residents. Many of these new residents could be immigrants from other countries who may have educational or other training needs in order to maximize their participation in the local economy. Successfully meeting those needs could benefit the new workers as well as the local tax base.

Industry – Major Arlington employers include well-known national companies such as General Motors, Bell Helicopter, National SemiConductor, and Siemens Dematic Postal Automation. The University of Texas at Arlington, Tarrant County College and the Arlington Independent School District also provide a significant number of education related jobs in the community. Since 1957, the Great Southwest Industrial District, located along the city's eastern border with Grand Prairie, has been home to numerous businesses and currently houses 1,500 businesses, 900 of which are within Arlington.

Major planned expansions in retail, entertainment and health care industries will further enhance Arlington's existing economic base. Retail expansion is planned for several areas including: the Entertainment District surrounding the current Texas Rangers stadium and the future Cowboys stadium, the new Arlington Highlands shopping center to be located along I-20 in south Arlington, and a potential opportunity for newly accessible areas along I-30 after the Texas Department of Transportation completes its reconstruction of this important regional east-west corridor. The new Cowboys stadium represents an important step in the continued work to enhance Arlington's Entertainment District and will provide synergy for a number of new and existing developments in that area. The healthcare industry continues to expand in Arlington with the announcement by Texas Health Resources of the construction of a major new wing at its existing facility at Arlington Memorial Hospital.

In an annual survey of 1,200 Arlington businesses done by Dr. Jeffrey McGee, UTA School of Business, in conjunction with the Arlington Chamber of Commerce, the 235 responses that were received indicated that most were expecting more growth in the local economy than in the state or national economy. Forty-three percent believe business conditions for their business will be better within 12 months, and 51 percent say the "overall business climate" in Arlington is good, with an additional 6 percent saying that it is excellent. Only 33 percent said that it was only fair.

Regional Economy

A June 2006 report from the Federal Reserve Bank of Dallas indicated that the overall Texas economy was continuing to advance at a steady rate, as based on the Texas Business-Cycle Index, a measure of current economic indicators. Both Dallas and Fort Worth metro areas reflected this advance with increases in overall employment and modest increases in the business-cycle index. In particular, the Dallas economy showed job growth in educational and health services, financial activities and manufacturing, with the Fort Worth economy anticipating job growth in the financial services area. The growth of both of these metro areas, along with that of the entire state, seems to indicate that the state and the region are on pace to correct the economic decline experienced after the fall of 2001. Although some areas, Dallas in particular, took longer than the state and many other areas to begin this recovery, the trend has been in place since early 2004 and the Federal Reserve Bank of Dallas seems to anticipate its continuation.

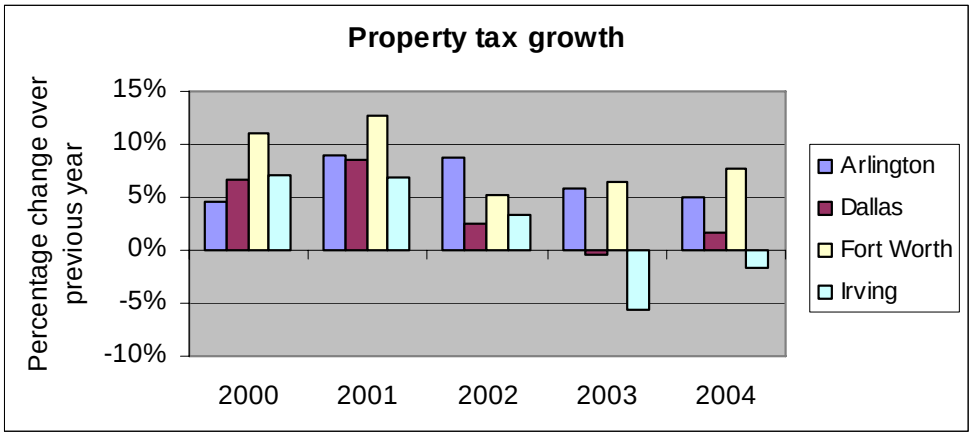
Joining this optimistic attitude is Dr. Kathleen Cooper, dean of the University of North Texas College of Business Administration and former undersecretary for economic affairs of the U.S. Department of Commerce. Commenting on a recent gross domestic product report by the U.S. Department of Commerce, she said "The U. S. economy exhibited its underlying strength in the first quarter [of 2006] with growth of 4.8 percent. Particularly noteworthy were the excellent performances of investment spending and exports. Growth has been robust since mid-2003, except for the tepid pace in the fourth quarter of last year that resulted in fears of an approaching recession. Today's numbers should quash that worry."

However, there are still some areas for concern in the regional economy. For example, Tarrant County's foreclosure rate for May 2006 was up 14 percent from April with a total of 2,186 total properties entering the foreclosure procedure. This is a new foreclosure filing for every 259 households, a rate that is four times the national average. (www.realtytrac.com, June 26, 2006, Dallas-Fort Worth Foreclosures Increase Second Straight Month According to Realtytrac May U.S. Foreclosure Market Report) However, both the Arlington and the larger regional economy, with which it is intertwined, seem to have a solid base of employment and industry with new opportunities for expansion ahead.

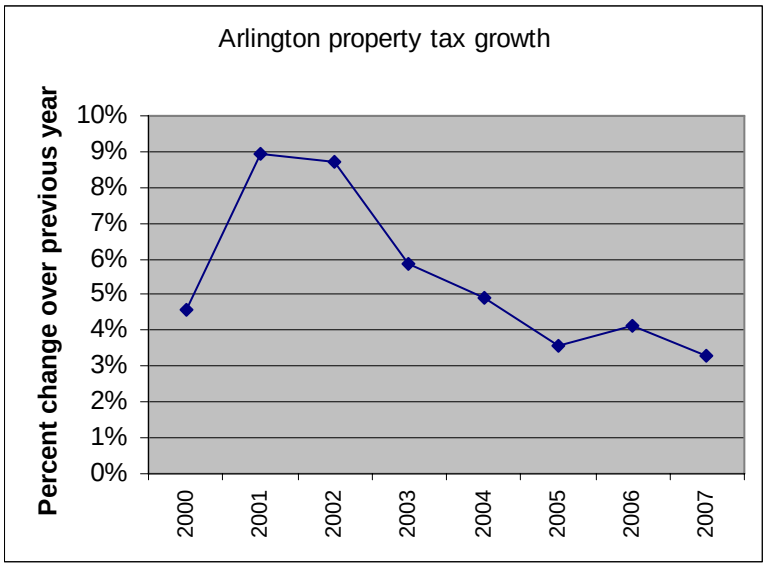
Arlington's Revenue Picture

Arlington's revenue comes from several sources. Three of the most visible and significant ones are property taxes, sales taxes, and hotel occupancy taxes. For the past six years, Arlington's property taxes have been the steadiest source of revenue out of the three. Continued recovery in Arlington's retail and tourism industry, coupled with growth in these sectors could see these sources outstrip property tax growth in the coming years. However, these two revenue streams are also the most vulnerable to larger economic forces, such as regional unemployment and inflation, which influence consumer spending decisions.

Property tax – Property tax has seen steady, if modest, growth over the past six years. In comparison to its neighbors, Arlington's growth has missed both the highs and the lows present in certain communities. In June 2006, a national analysis, "House Prices in America" by Global Insight and National City Corporation, found that both the Dallas and Fort Worth housing markets were undervalued by 19 percent and 18.5 percent respectively. Although Arlington was not included in the report, some inferences could be drawn regarding local property values. The fact that these two neighboring cities, along with a number of other Texas communities, were found to have undervalued property seems to indicate that local properties are accurately valued. Finally, apartment demand in North Texas decreased markedly from a net increase of over 6,000 units in the first quarter of 2006 to only 440 in the second quarter of the same year, according to M/PF YieldStar, an apartment consulting firm. Although this trend can be seen as typical during the time of year as school ends, an element of the change can be attributed to an increase in home-buying as well. (Dallas Morning News, Steve Brown, "Apartment demand plummets", 7/5/06)



Source – Tarrant Appraisal District



Source: Tarrant Appraisal District

Growth in property values has been increasing but at a slower rate than the City has been accustomed to. Future property value increases are projected to be modest but steady. These conservative estimates are based on the remaining open land available for new development and an expectation of the present growth trend.

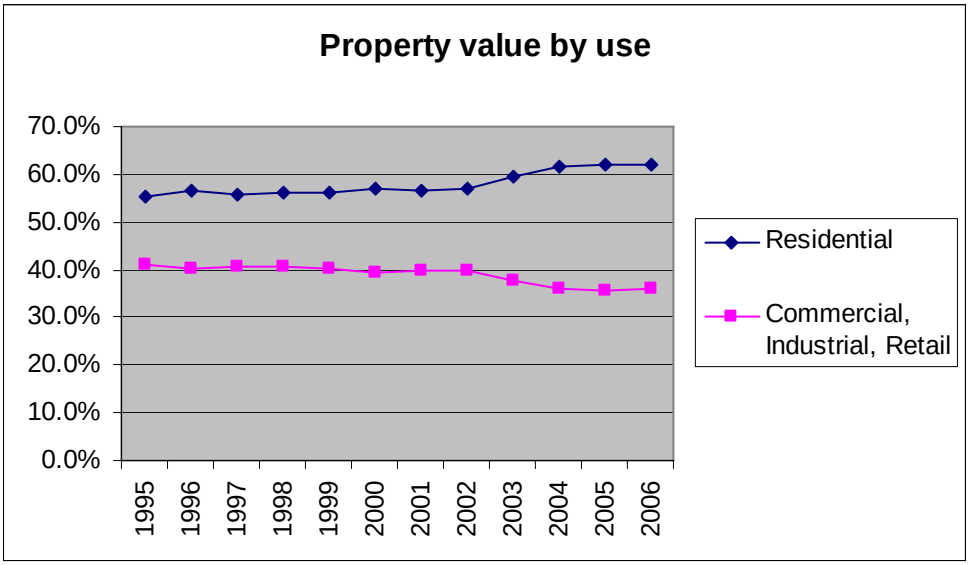
There are challenges on the horizon related to property taxes. A recent statewide push by tax interest groups has brought several new and proposed limits on the ability of cities to raise revenues. On February 5, 2005, Arlington voters passed a tax ceiling for homeowners who are disabled or over 65. This irreversible change in our tax ordinance will cause a total estimated revenue loss over the next ten years (assuming property value growth of 4.9 percent over next 10 years) of an estimated $6.1 million.

Estimated General Fund Revenue from Property Tax Revenue

Fiscal Year	Estimated Property Valuation	Percent Change
Projected 2007	$16,640,883,811	3.3%
Projected 2008	$17,140,110,325	3.0%
Projected 2009	$17,654,313,635	3.0%
Projected 2010	$18,183,943,044	3.0%
Projected 2011	$18,729,461,335	3.0%

Source: Office of Management and Budget

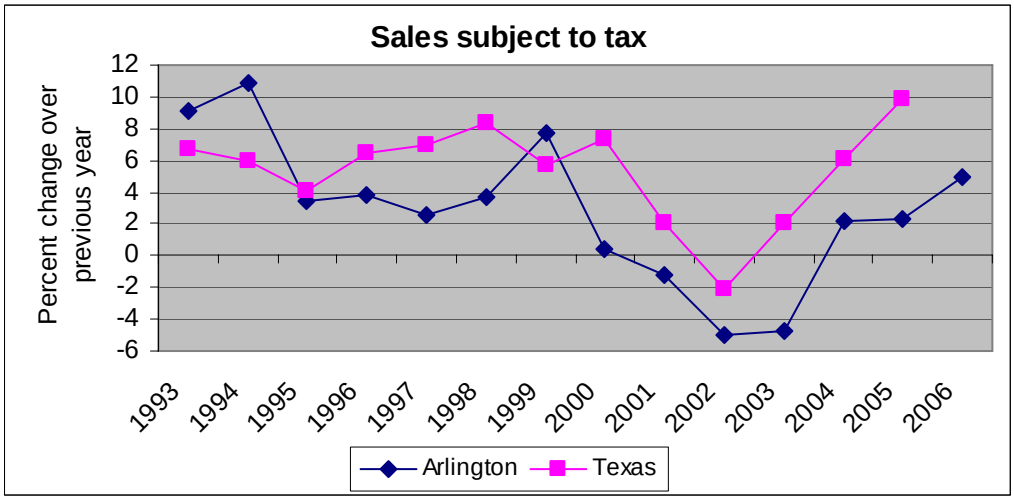
Arlington's gap between residential and commercial/industrial total property values has been steadily growing between FY 2002 and FY2005. However, a slight reversal of the trend was seen in FY 2006. With less than 2 percent of land still undeveloped, this ratio can only be further changed by greatly increasing the value of existing commercial/industrial property or by converting some existing residential property to commercial/industrial.



Source: Tarrant Appraisal District

Sales tax – Arlington's sales tax trend has largely reflected the ups and downs of the state and national economy. As both economies tumbled in the wake of the September 11th terrorist attacks, so did Arlington's. However, Arlington has seen earlier struggles beginning in 1995, a time when statewide sales tax purchases were on the rise. While State law prohibits Arlington from getting specific information regarding its sales tax payers, it is believed that much of this slump is attributable to retail competitiveness that occurred as many newer malls were built in the Metroplex during this period. However, with several new retail developments slated for construction in Arlington over the next five years, such as Arlington Highlands and Glorypark, regional retail sales should once again return to Arlington. Although this will provide a boost to revenues, if consumer interest is not sustained as other areas build new retail developments, Arlington will again see a decline in sales tax revenue and face another aging and immobile retail sector. By keeping up with consumer expectations, older retail space can be maintained and even increase sales over time.

Arlington's recovery from the 2001 and 2002 slump was also slower than the state's as a whole, taking until 2004 to move into positive territory and then leveling off while the state's rate continued to rocket upwards. The most recent sales tax figures from Arlington seem to indicate that Arlington's pace of recovery has picked up speed. However, sales tax revenues have not regained the peak levels seen between 1999 and 2001, which generated City revenues of upwards of $40 million per year. City staff is carefully watching federal lawmakers as they debate the issue of streamlined sales tax. Congress is working to decide if sales tax on internet purchases should be charged at the point of sale or at the point of purchase. The City has not taken a position on this issue, since it is difficult to predict which method of collection would be most beneficial to Arlington and its citizens.



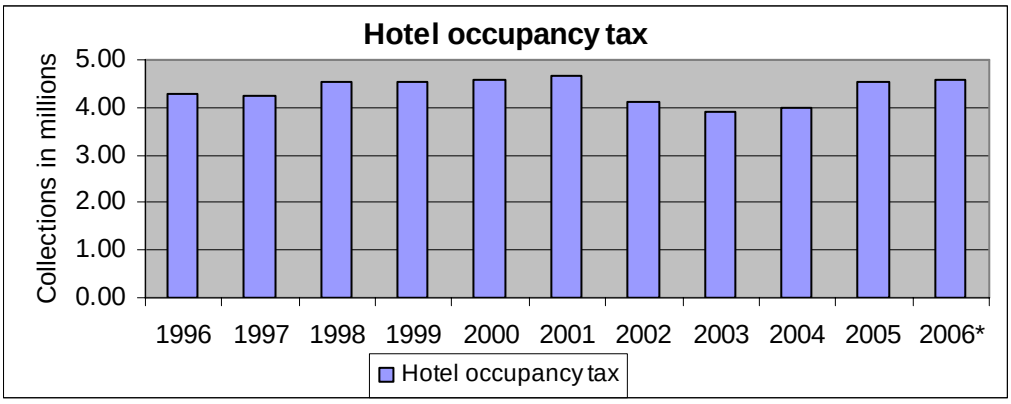
Source: Texas Comptroller of Public Accounts website, www.cpa.state.tx.us

Recent sales tax growth has been increasing rapidly but only in comparison to the serious declines of the years between 2000 and 2003. Although this trend looks dramatic on paper, the continuation of this rate of growth is questionable. Once the Arlington economy recovers fully from the decade's early decline, overall growth may level off considerably. For this reason, estimated sales tax revenues over the next five years are predicted to be fairly moderate, despite an influx of new retail over the same period of time. However, moderate growth is still growth, and estimates predict an increase of 23 percent between now and 2011.

Fiscal Year	Estimated Sales Tax Revenue
2007	$44,585,925
2008	$46,368,418
2009	$50,423,154
2010	$52,440,081
2011	$54,537,684

Source: Office of Management and Budget

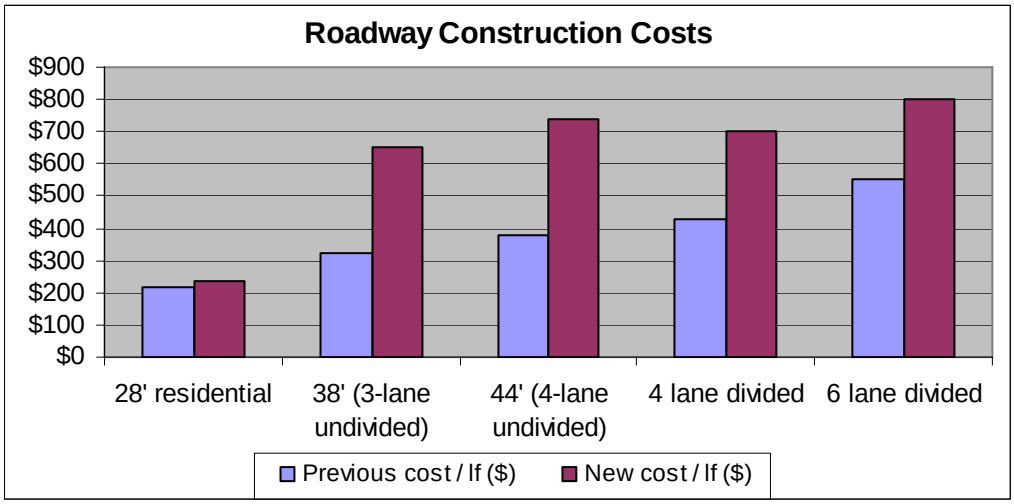
Hotel Occupancy Tax – While Hotel Occupancy Tax (HOT) makes up a much smaller percentage of Arlington's revenues than either sales or property taxes, it is an important indicator of the city's economic health because of its relationship to tourism. A historic view of Arlington's HOT collections shows a dramatic two-year decline of over 16 percent following the terrorist attacks in 2001. Five years later, the estimated collections in 2006 of $4.6 million have not yet reached the previous high of $4.68 million collected in 2001. However, the upward trend seems to be firmly on track and should continue based on increasing attractions in Arlington, particularly in the Entertainment District.



* Estimated by Office of Management and Budget
Source: Comptroller of Public Accounts

Arlington's Expenditures Challenges

Inflation – Over the past six years, inflation rates have averaged around 2.5 percent increasing over the past two years. These increases have been driven by recent spikes in energy costs, and have left a significant mark in the City's expenditures. On an annual basis, a 2.5 percent inflation rate applied to the portion of the budget that does not include salaries and benefits is a first year increase of $750,000, a number which will be compounded in subsequent years. Another significant area of cost inflation for any municipal government is building materials. The City's Public Works Department maintains standard estimated costs for the cost per linear foot (cost/lf) for building roads. When these costs were recently refigured, average overall costs almost doubled, due in large part due extraordinary increases in the cost of steel and concrete.



Source: Public Works & Transportation Department

Capital Funding Needs

New Facilities: The City is planning on several new facilities to accommodate an expanding population and the additional services required for that population. Currently, a new branch library in southwest Arlington is being constructed, and construction will begin on the new Animal Services Center and the new South Arlington Public Safety Center in FY 2007. Staff is in various stages of identifying funding to expand the South Arlington Public Service Center and to construct a new terminal building at the Arlington Municipal Airport.

Parks Deficit: The total estimated infrastructure gap for the Parks and Recreation Department is $35.0 million. This amount includes projects in 55 locations, including parks, golf courses, and various centers. Included is the estimated replacement cost of the Hugh Smith Recreation Center of $8 million, and building replacements and golf course work estimated at just over $3 million.

Street maintenance: Quality streets are a high priority to Arlington's citizens as demonstrated by their strong endorsements of a quarter cent street maintenance sales tax in 2002 and 2006. This portion of the sales tax generates 85 percent of the approximately $12 million that Arlington spends annually on street maintenance. This funding allows the City to do preventive maintenance on about 200 miles of residential or arterial streets each year. The Public Works and Transportation Department also prioritizes those roads which are beyond repair and will require rebuilding. On average, the City spends about $4.8 million on rebuilding streets every year. The 2006 Tarrant County Bond Package, approved by voters in May, will bring just over $20 million in matching funds for 13 transportation improvements to build street capacity in Arlington. Work to be done includes the expansion of five intersections, one new road and seven widening projects.

In 2005, the Public Works and Transportation Department contracted with Applied Research Associates to provide an accurate and consistent measure of the quality of Arlington streets. Preventative maintenance is only done on streets with an Overall Condition Index (OCI) rating of 60 or above. Good preventive maintenance on these streets extends their useful life and allows the City to avoid having to completely rebuild them. Staff estimates that over the next four years, $50 million will be spent on this type of maintenance.

Approximately 30 percent, or 871 lane miles, of Arlington's streets are rated with an OCI score below 70. The chart below shows the percentage of streets rated excellent, good, fair and poor (failed - OCI less than 60). The streets scoring below 70 are candidates for rebuilding because preventive maintenance is no longer as cost effective. Only emergency repairs are performed on these streets. In a 2005 internal audit, City auditors estimated that the backlog of streets to be rebuilt at that time was approximately $214 million. Arlington's current annual rate of spending on street rebuilding does not allow it to make up any ground on this needs inventory.

Facility maintenance: The current list of facility maintenance projects over the next five years totals just over $2.3 million. This list of projects only includes the backlog of major repairs and equipment replacements that have been deferred or unfunded in previous years. It does not include any new projects such as the City Hall third floor remodel. Due to the nature of building maintenance, the list is fluid and additional needs, depending on their urgency, could require more immediate attention than the items currently on the list.

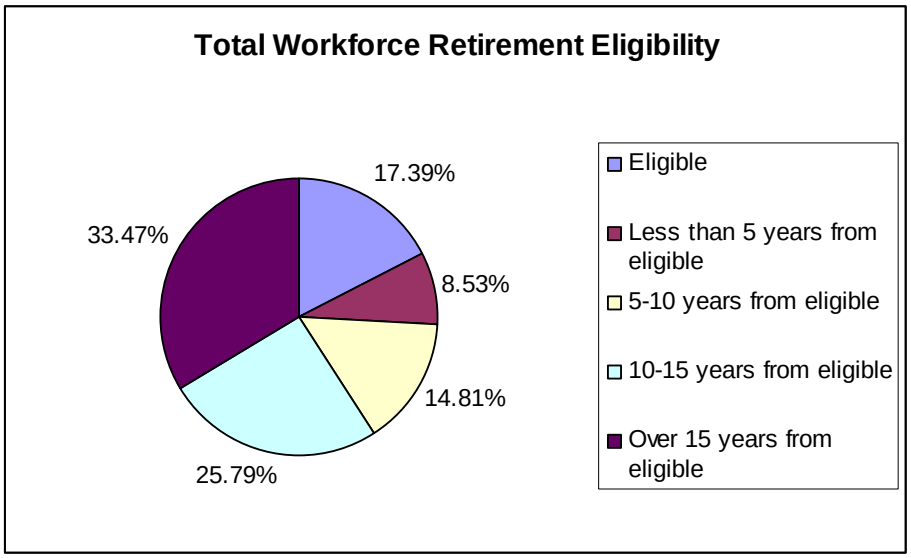
Personnel Costs

Public Safety Funding: In addition to the generally increasing public safety needs stemming from a growing population, the opening of the Cowboys stadium in 2010 will bring with it a need for additional police officers. The Police Department is planning to add one additional class per year for the four years from 2007 to 2010. The annual cost of one class of police officers per year is approximately $1 million.

Retirement Bubble: The February 2006 issue of *Governing Magazine* focused on a common issue facing many municipal governments, the pending retirements of baby boomer employees. In an article titled "Expert Exodus," Christopher Conte cited

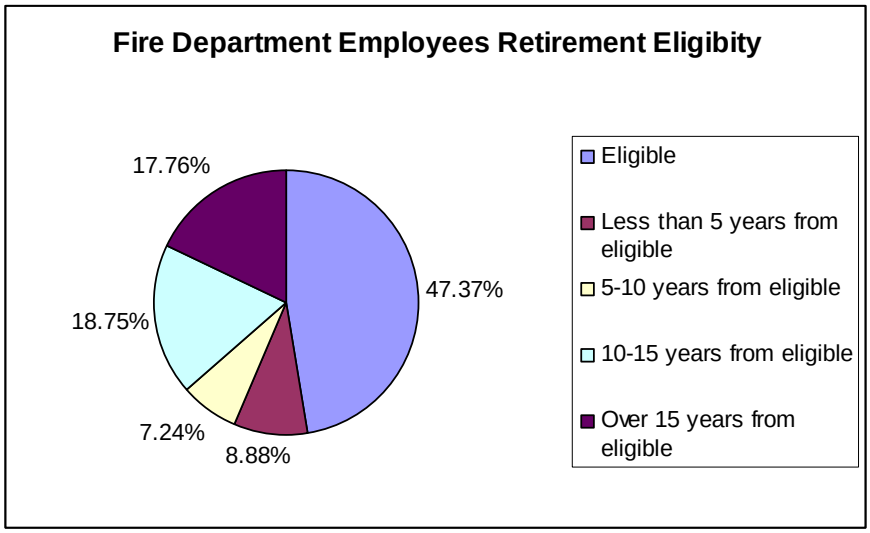
statistics from the Conference Board, a business research group, which indicated that by 2010, 40 percent of the public and private sector workforce, or 64 million employees would reach retirement age. Conte cites a reason for greater concern by municipal governments when he states, "in 2002, 46.3 percent of government workers were 45 or older, compared with 31.2 percent of private-sector workers, according to the Rockefeller Institute of Government." The author further points out that the hiring and budget cutting cycles of the past 50 years have exacerbated the baby boom retirement pinch. The employees now nearing retirement were hired during the expansion of government from 1960 to 1980. During the period between 1980 and 2000, most governments were curtailing growth due to restricted funding leaving fewer workers with less than 20 years of service.

Arlington is no exception to these trends. In 2006, almost 26 percent of its total workforce, or 553 employees, can retire within the next five years. Seventeen percent of that group is already eligible to retire, having worked for the City for over 20 years. These numbers do not include workers who reach retirement age who have not spent the majority of their careers at the City of Arlington. Although the City may not incur the same expenses for supplying benefits to these workers, it would still need to replace them in the workforce.

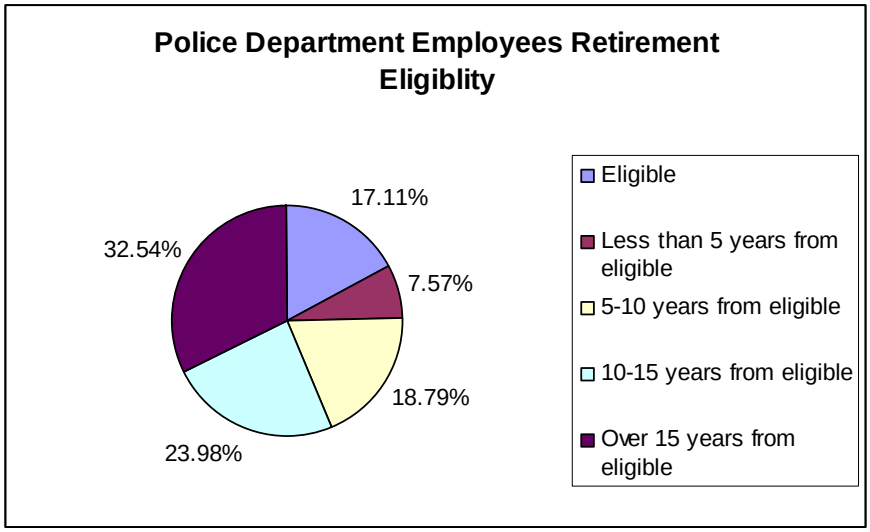


Source: Office of Management and Budget

Within specific departments, the retirement bubble presents a more acute need than others. Particularly within the Fire and Police Departments, a much larger percentage of the workforce is eligible to retire either immediately or within the next five years. Almost half of the Fire Department's workforce, 144 employees, is currently eligible for retirement from the City of Arlington, and another 8.88 percent will be eligible for retirement in the next five years. Within the Police Department, 17.11 percent of the workforce is currently eligible for retirement with another 7.57 percent reaching that point within the next five years. Although this is a significant number of employees, the largest portion of APD employees (32.54 percent) is over 15 years from retirement.

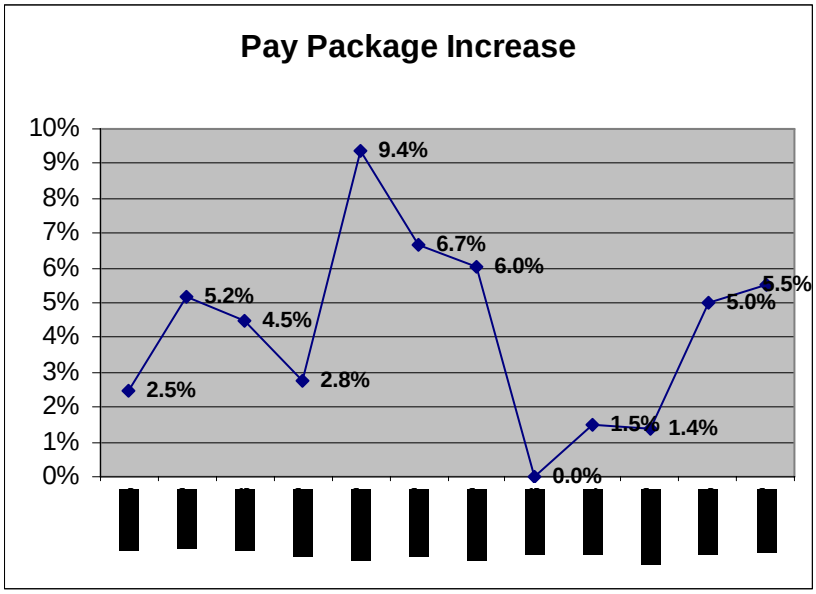


Source: Office of Management and Budget



Source: Office of Management and Budget

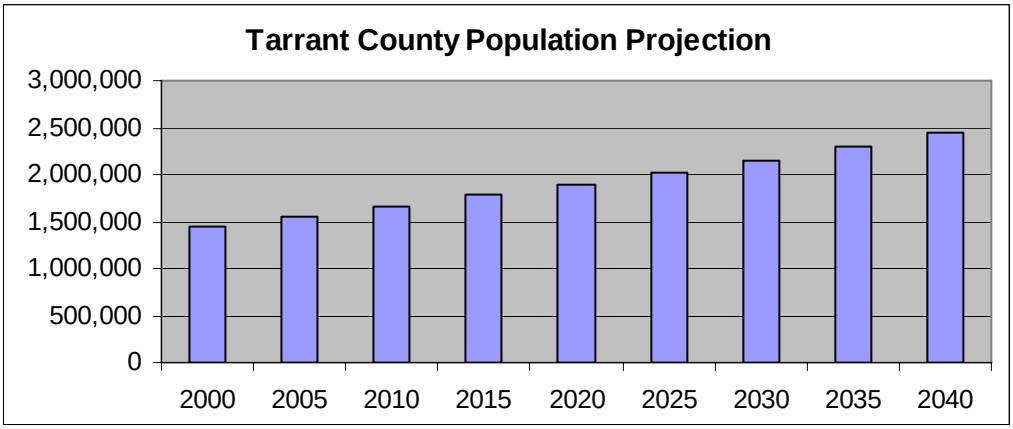
Pay Packages: A review of past pay package increases given to Arlington employees reflects the revenue constraints seen in the same years. The adopted FY 2007 Annual Operating Budget contains an average 5.5% pay package increase that would be awarded based on job performance.



Source: Office of Management and Budget
***** Average of differing pay package increases given to different civilian and uniformed job categories.
****** Does not include a one-time 5% of salary bonus.

OPEB future funding: The need for OPEB (Other Post Employment Benefit) liability requirement was generated by recent guidelines published by GASB, the General Accounting Standards Board. The new guidelines required public and private entities to account for future post employment benefits, like retiree health care. In 2005, the estimate for the City's liability was $140 million. An actuarial study is being undertaken by Workforce Services on Arlington's current OPEB liability. This study will give a current estimate of the liability and annual funding requirement. To date the City has designated $1,718,000 of the current general fund balance to fund the current OPEB liability.

Increase in Demand for Services – The Texas State Data Center and State Demographer Steve Murdoch are predicting significant increases in population throughout the Texas in the next 15-20 years. Utilizing a modest in-migration assumption of 0.5, they predict that Tarrant County will grow by 31 percent from 2000 to 2020, putting the total population of the county at 1,895,743. Similar growth in Arlington would put the city's 2020 population at just under 436,000, an addition of over 100,000 new residents.



Source – Texas State Data Center, 0.5 migration scenario

Regional Issues – In addition to a variety of challenges that exist within Arlington's borders or on City property, a number of issues are currently developing regionally which could have a major impact on Arlington but which are not completely under the City's control. These include the proposed Trans-Texas Corridor toll way and high speed rail routes, anticipated state-wide pushes for appraisal and revenue caps when the Texas Legislature meets for its 80th Regular Session in January 2007, the fate of the recently negotiated Wright amendment agreement in Congress, and regional commuter rail plans.

The routes of both the Trans-Texas Corridor and the high speed rail routes, currently just concepts, have a variety of groups supporting them, each with a different view of the ideal route for each to take. The plan currently favored by the Texas Department of Transportation for the Trans-Texas Corridor would take the roadway east of Dallas, bypassing Tarrant County, while the direction favored by local planners and community leaders would create a loop around the Metroplex, providing greater access to Dallas and Tarrant counties.

Additionally, proposed revenue and appraisal caps, although defeated in the special sessions of the 79th Legislative Session, look more likely to pass during the 80th Regular Legislative Session, which begins in January of 2007. The passage could be assisted by strong support from the Houston delegation, and the results of poll questions on the Republican primary ballot which indicated that upwards of 70 percent of these voters supported lowering the state appraisal cap (currently at 10 percent) and limiting the amount that a local government can increase revenues without seeking voter approval. The cost of such measures can be difficult to estimate, but the Tarrant Appraisal District predicted that a 5 percent appraisal cap would have cost the City of Arlington over $3.5 million in FY 2005, a number that could be compounded over time as the appraised value continues to fall short of the real value of Arlington properties. For the same fiscal year, proposed revenue cap language would have forced the City Council to seek voter approval to maintain the previous year's property tax rate.

The Wright amendment agreement between the cities of Dallas and Fort Worth, and American Airlines and Southwest Airlines, if agreed to by Congress, would leave the

Wright amendment restrictions in place until 2014 and then lift the travel restrictions from Love Field state by state. Although Southwest would allow through ticketing to non-Wright amendment states from Love Field, it would also have to cut back its gates at the smaller airport. American Airlines' agreement to these terms seems to indicate that it has less fear of the implications predicted prior to negotiations. A study by Simat Helliesen & Eichner Inc. indicated that it would take 20 years for D/FW Airport to recover from the damage caused by the immediate removal of the Wright Amendment. Results of this action would include a reduction in 21 million passengers per year – 35 percent of current traffic or a loss of 204 flights daily. A great deal of Arlington's future economic success depends on the ability of visitors to travel to our tourism and retail attractions. Because a significant number of these visitors arrive via the D/FW Airport, any harm inflicted on the Airport, would have repercussions for Arlington's economy.

Arlington's lack of public transportation, particularly commuter rail service, is seen as an impediment to the city's growth and sustainability. Several local governments from North Texas have discussed seeking support from the Texas Legislature to provide a local option to increase sales tax beyond the current 8.25 percent cap to fund public transit. This would provide an opportunity for Arlington to possibly join a regional commuter transit system because its current sales tax rate of 8 percent does not provide enough potential to fund such an effort.

Opportunities

Champion Arlington – In the fall of 2006, the Council began an effort to review the City's economic development strategy by forming a steering committee to "Champion Arlington." The group met over a series of months, holding several community-wide town hall meetings to solicit input and developed five objectives for the City's future economy. The implementation of those objectives will be guided by the Champion Arlington Leadership Council, chaired by the Mayor and supported by City and Chamber staff. The new format will allow a greater examination of Arlington's work to develop its economy. Extensive involvement of community stakeholders will move forward these efforts with greater urgency and purpose. A major objective of the effort will also be to develop a brand identity and comprehensive marketing strategy for the City of Arlington.

Cowboys Stadium – According to an economic impact study done by Economic Research Associates in August of 2004, the new Cowboys stadium will have a significant economic impact on Arlington's economy. The six-year construction period, from 2005 to 2009, is estimated to generate $71.8 million in economic output city-wide and support 457 full-time jobs. Additionally, when it is operational beginning in 2009, the stadium will have an annual economic output of $238 million and an annual fiscal impact on the City of $1.8 million in sales and hotel occupancy tax revenues. These estimates include on-going stadium operations, NFL football games and other regular events, like concerts, high school and college sporting events, and festivals. A separate estimate was done to quantify the potential impact of certain very large events such as a Super Bowl, an NCAA Final Four basketball tournament or a national political

convention. Each of these events was estimated to have a potential fiscal impact on the City from $1.5 to $4.3 million for a single event.

Often the revenue generated by large events such as those described above can be negated by the additional costs of preparing a community for an event of that scale. Particularly in this time of heightened security concerns, required public safety upgrades can be extremely extensive and costly. During the 79th Regular Session of the Texas Legislature SB 1253, by State Senator Kim Brimer, was passed to assist local governments with these costs. This piece of law (Local Government Code, Section 398.006) provides a means by which a local government can receive an advance reimbursement from the state of one half of the anticipated amount of increased state sales tax revenues, or one half of the amount of the estimated sales tax increase. Anticipated revenues and expenses must be presented in an economic impact study to be certified by the Comptroller of Public Accounts. If the Comptroller certifies the study, reimbursable expenses can include event security, transportation services, facility rent or utilities, facility maintenance or janitorial services, and event promotion. The City will also be using various vehicles to build and maintain the area surrounding the Stadium, the Entertainment District. Options include municipal management districts and public improvement districts. Economic development tools such as these could be used to fund a variety of programs to improve the entire District.

Glorypark – Announced in May 2006, Glorypark is a mixed-use project co-developed by Hicks Holdings LLC and Steiner + Associates. The development is anticipated to have 1.5 million square feet of retail space with its first phase open in the fall of 2008. Located in the area surrounding the Texas Rangers stadium, the development will include office, hotel, retail and residential space. Although specific investment and revenue numbers have not been projected yet, this development is anticipated to be one of the largest of its kind in this region.

Other development – In addition to these critical projects, Arlington has a number of other major developments that are essential to the future of its economy. The Arlington Highlands, an upscale shopping development in the southern sector of the city, is planned to be located along I-20 and Matlock. The appraised value of the area is currently $25,857,390. This project is expected to increase taxable real property values in the zone by over $100 million, personal property values in the zone by over $30 million, and generate annual sales of over $160 million. Phase I of the project is anticipated to be open in November 2006 with additional phases potentially opening some time later. This will significantly increase Arlington's profile as a regional retail center.

The Lamar-Collins Mixed Use Overlay District was established by the City Council to encourage mixed-use development in the North Arlington area. This modern style of development promotes walk-able neighborhoods and could serve to attract and retain young working professionals in Arlington. By creating an area where office, retail, restaurant and residential can co-exist in the same block, developers could emulate the success of the Uptown neighborhood of Dallas or Sundance Square in Fort Worth.

By providing greater access into Arlington and by providing visual reminders, the I-30 redevelopment project will build Arlington's existing economy while also allowing for significant development along this major Metroplex freeway. Scheduled to be completed by the time the new Cowboys Stadium opens in 2010, the Three Bridges Project will provide new access to Arlington's downtown and entertainment districts with new bridges for Center Street and Baird Farm Road.

In an effort to redevelop its downtown center, the City worked closely with its downtown partners, the Chamber, UTA & the County, to create a Downtown Master Plan. Downtown and Mixed Use Design Standards were adopted in October 2005 and staff is moving forward to establish a new Downtown organization to lead redevelopment in this area. Additionally, the Downtown effort has begin to move forward with several funding sources already secured such as; $3.3 million from North Central Texas Council of Governments for land banking and pedestrian infrastructure; municipal Community Development Block Grant funding to create pedestrian facilities along Center Street; and funding from the Junior League of Arlington to construct a fountain plaza to celebrate their 25th anniversary in 2007.

Working to maximize the development in Arlington, the Arlington City Council has established four Tax Increment Reinvestment Zones (TIRZs). TIRZs are used to finance infrastructure development by utilizing a certain portion of the increasing property tax on a certain area. The availability of this economic development tool to City leaders, along with lower property costs and relatively under-developed sectors of the city, makes Arlington an attractive destination for investors seeking to find locations for cutting edge developments.

Multiyear Forecast Assumptions

Taking into consideration the economic background and conditions discussed previously, a multiyear forecast of the City's General Fund has been prepared. This forecast takes into account the following assumptions:

Assessed Value property growth in FY 2007 will be 3.3 percent and in future years through FY 2011 it will be 3 percent.

Economic conditions will support sales tax growth of 5 percent in FY 2007 and continue to remain healthy throughout the rest of the forecast at 4 percent. The impact of the Cowboy Stadium will be $2.2 million in FY 2009 and will be in addition to the 4% growth.

The Workforce Services Department will propose 5.5 percent compensation increases each year through FY 2011.

Departments will request two percent increases in supply costs throughout the forecast to account for increases in the cost of utilities, gas, contracts, and supplies.

Departmental budget requests that have been reviewed and recommended by the Office of Management and Budget have been included in the FY 2007 expenditure numbers.

Certain public safety items have been assumed as funded in the forecast. Each year of the forecast includes $1.3 million for the purchase of a Fire apparatus. Also, each year of the forecast includes funding for an additional class of twelve police officers through FY 2010.

A 5 percent increase in the cost of employee health care is assumed through the forecast.

GENERAL FUND
FY 2007 OPERATING POSITION

	Budgeted FY 2006	Estimated FY 2007	Estimated FY 2008	Estimated FY 2009	Estimated FY 2010	Estimated FY 2011
GENERAL FUND REVENUES	$ 172,818,056	$ 186,728,023	$ 191,792,294	$ 198,442,249	$ 203,681,451	$ 209,208,087
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	$ 3,034,674	$ 3,179,225	$ 3,354,082	$ 3,538,557	$ 3,733,178	$ 3,938,502
Conv. & Event Svcs. Fund Indirect Cost	241,881	337,855	$ 356,437	$ 376,041	$ 396,723	$ 418,543
One-time Funds	-	5,310,312				
APFA Fund Indirect Cost	783,625	(845,000)	(845,000)	(845,000)	(845,000)	(845,000)
To Special Transportation Fund	(876,194)	(816,380)	(881,984)	(915,792)	(915,792)	(915,792)
To Street Maintenance Fund	(2,283,194)	(2,301,527)	(2,428,111)	(2,561,657)	(2,702,548)	(2,851,188)
TOTAL INTERFUND TRANSFERS	$ 900,792	$ 4,864,485	$ (444,576)	$ (407,851)	$ (333,439)	$ (254,935)
TOTAL AVAILABLE FUNDS	$ 173,718,848	$ 191,592,508	$ 191,347,718	$ 198,034,398	$ 203,348,012	$ 208,953,152
GENERAL FUND EXPENDITURES	$ 173,684,631	$ 191,566,097	$ 198,161,663	$ 205,160,213	$ 212,770,320	$ 219,612,812
ENDING BALANCE	$ 34,217	$ 26,411	$ (6,813,944)	$ (7,125,815)	$ (9,422,308)	$ (10,659,660)

GENERAL FUND REVENUES

REVENUE ITEM	Budgeted FY 2006	Estimated FY 2007	Estimated FY 2008	Estimated FY 2009	Estimated FY 2010	Estimated FY 2011
TAXES						
Ad Valorem Taxes	$ 68,130,900	$ 73,977,267	76,582,013	78,402,807	80,754,891	83,177,538
Sales Tax	41,647,925	44,585,017	46,368,418	50,423,154	52,440,081	54,537,684
Criminal Justice Tax	420,000	420,000	420,000	420,000	420,000	420,000
State Liquor Tax	980,000	980,000	980,000	980,000	980,000	980,000
Bingo Tax	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL TAXES	$ 111,278,825	$ 120,062,284	$ 124,450,431	$ 130,325,961	$ 134,694,972	$ 139,215,222
LICENSES AND PERMITS						
Building Permits	$ 2,092,508	$ 2,280,146	$ 2,314,348	$ 2,349,063	$ 2,384,299	$ 2,420,064
Electrical Permits	104,654	99,500	100,993	102,507	104,045	105,606
Plumbing Permits	142,307	137,000	139,055	141,141	143,258	145,407
Mechanical Permits	104,960	99,800	101,297	102,816	104,359	105,924
Swimming Pool Permits	80,000	70,000	70,815	71,640	72,475	73,319
Business Registration	215,304	210,100	213,433	216,820	220,260	223,754
Certificates of Occupancy	117,456	112,300	125,997	141,364	158,606	177,950
Boathouse / Pier License	8,540	8,540	8,541	8,543	8,544	8,546
Food Establishment Permits	465,000	470,000	470,000	470,000	470,000	470,000
Alcoholic Beverage License	75,829	77,258	78,714	80,198	81,710	83,250
Food Handlers Permit	140,000	155,000	171,245	189,192	209,019	230,935
Dog and Cat License	60,000	60,000	58,020	56,104	54,253	52,462
Animal Microchips	12,000	12,000	12,000	12,000	12,000	12,000
Animal Vaccines	13,000	13,000	13,000	13,000	13,000	13,000
Burglar Alarm Permit	900,000	900,000	913,500	927,203	941,111	955,227
Abandonment Fees	2,500	2,500	2,304	2,124	1,958	1,805
Child Care License / Permit	30,000	33,000	30,764	28,679	26,736	24,924
Fire Permit / Inspection Fees	110,000	112,500	114,710	116,963	119,261	121,604
Securing Violations	-	15,000	15,000	15,000	15,000	15,000
Other Licenses / Permits	400	400	400	400	400	400
TOTAL LICENSES / PERMITS	$ 4,674,458	$ 4,868,044	$ 4,954,136	$ 5,044,757	$ 5,140,293	$ 5,241,177

SERVICE CHARGES						
Vital Statistics	$ 200,000	$ 375,000	$ 380,625	$ 386,334	$ 392,129	$ 398,011
Zoning Board of Adjustment	7,056	6,000	5,128	4,383	3,746	3,202
Rezoning Fees	140,000	140,000	142,950	145,963	149,039	152,180
Subdivision Filing Fees	127,400	110,000	106,641	103,384	100,227	97,167
Plat Review / Inspection	350,000	350,000	361,486	373,349	385,602	398,256
Landscape / Tree Preservation Fees	15,315	12,000	12,000	12,000	12,000	12,000
Building Inspection Fees	38,226	33,000	33,000	33,000	33,000	33,000
Pools / Program Fees	891,000	851,500	864,273	877,237	890,395	903,751
Public Works Reimbursements	365,337	360,857	335,775	310,693	285,611	260,529
Inspection Transfer	598,833	813,497	788,415	763,333	738,251	713,169
Survey Transfer	391,721	219,000	219,000	219,000	219,000	219,000
Real Estate Transfer	55,000	55,000	55,000	55,000	55,000	55,000
Storm Water Utility Fees	1,058,638	1,948,849	1,987,826	2,027,582	2,068,134	2,109,497
Saturday Inspection Fees	10,000	10,000	10,200	10,404	10,612	10,824
Sales of Maps and Ordinances	59,244	10,000	10,000	10,000	10,000	10,000
Food Service Application Fees	38,881	40,000	41,911	43,913	46,012	48,210
Police Admin. Services Revenue	100,000	100,000	102,560	105,186	107,879	110,640
Water Data Service Charge	478,997	478,997	478,997	478,997	478,997	478,997
PILOT - Water / Landfill	2,683,193	2,827,386	2,883,934	2,941,612	3,000,445	3,060,454
Impoundment Fees	40,000	40,000	38,449	36,959	35,526	34,149
Animal Shelter Fees	18,000	18,000	18,594	19,208	19,843	20,498
Library Cards for Non-Residents	5,500	3,000	2,348	1,838	1,438	1,126
Apartment Inspection	654,120	669,894	669,894	669,894	669,894	669,894
Flood Plain Study / Inquiries	3,650	-	-	-	-	-
Street Cuts	125,000	140,000	140,000	140,000	140,000	140,000
Fire Initial Inspection	45,000	49,450	51,479	53,592	55,791	58,081
Park Bond Fund Reimb.	235,260	199,093	162,926	126,759	90,592	90,000
Finance Bond Fund Reimb.	54,903	36,602	36,602	36,602	36,602	36,602
Transportation Bond Fund Reimb.	95,000	95,000	95,000	95,000	95,000	95,000
AISD - SRO Program	841,349	1,073,924	1,073,924	1,073,924	1,073,924	1,073,924
Mowing Services	42,500	42,500	43,350	44,217	45,101	46,003
State Reimbursement - Transport.	65,724	65,724	65,724	65,724	65,724	65,724
Bob Duncan Community Center	166,000	172,000	172,000	172,000	172,000	172,000
Other Service Charges	435,000	526,120	526,120	526,120	526,120	526,120
TOTAL SERVICE CHARGES	$ 10,435,847	$ 11,872,393	$ 11,916,131	$ 11,963,208	$ 12,013,634	$ 12,103,007

FRANCHISE FEES						
Electrical Utility	$ 12,300,000	$ 12,543,375	$ 12,637,450	$ 12,732,231	$ 12,827,723	$ 12,923,931
Gas Utility	2,000,000	2,317,250	2,334,629	2,352,139	2,369,780	2,387,553
Water Utility	4,451,514	4,686,529	4,733,394	4,780,728	4,828,536	4,876,821
Telephone Utility	7,200,000	6,809,692	6,624,557	6,444,456	6,269,252	6,098,810
Sanitation Franchise	1,200,000	1,236,000	1,273,080	1,311,272	1,350,611	1,391,129
Landfill Royalties	1,900,000	1,998,000	1,998,000	1,998,000	1,998,000	1,998,000
Taxicab Franchise	72,000	100,000	106,485	113,390	120,743	128,572
Cable TV Franchise	1,515,173	1,600,523	1,599,031	1,597,541	1,596,053	1,593,079
Telecomm. Franchise	38,989	38,989	38,989	38,989	38,989	38,989
TOTAL FRANCHISE FEES	$ 30,677,676	$ 31,330,358	$ 31,345,616	$ 31,368,747	$ 31,399,685	$ 31,436,884
FINES AND FORFEITURES						
Municipal Court	$ 7,793,500	$ 9,755,790	$ 10,243,580	$ 10,755,758	$ 11,293,546	$ 11,858,224
Library	266,500	337,213	356,843	377,537	399,432	422,596
TOTAL FINES/FORFEITURES	$ 8,060,000	$ 10,093,003	$ 10,600,422	$ 11,133,296	$ 11,692,978	$ 12,280,820
LEASES AND RENTS						
Wyndham Ground Lease	$ 550,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000
Municipal Office Tower Leases	73,552	73,552	77,230	77,230	77,230	77,230
Terminal Building Lease	27,820	27,816	28,479	29,159	29,854	30,566
Hangar Rental / Tie Down Charges	268,730	226,887	236,881	247,375	258,394	269,964
Land and Ramp Lease	208,190	214,090	220,693	227,500	234,517	246,243
Ballpark Lease	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Cell Phone Tower Leases	40,000	50,000	50,000	50,000	50,000	50,000
Landfill Lease	1,700,000	1,834,684	1,895,363	1,958,105	2,072,981	2,140,062
Misc. Leases / Rents	59,000	55,126	55,126	55,126	55,126	55,126
TOTAL LEASES/RENTS	$ 4,927,292	$ 4,732,155	$ 4,813,772	$ 4,894,495	$ 5,028,102	$ 5,119,191
MISCELLANEOUS REVENUE						
Interest	$ 1,777,458	$ 1,558,920	$ 1,558,920	$ 1,558,920	$ 1,558,920	$ 1,558,920
Auction Income	36,500	19,000	19,000	19,000	19,000	19,000
Recovery of Damages	150,000	150,000	150,000	150,000	150,000	150,000
Ballpark Settlement Agreement	800,000	800,000	800,000	800,000	800,000	900,000
Utility Rate Case Interest Income	-	1,218,000	1,160,000	1,160,000	1,160,000	1,160,000
Comm. Devel. Block Grant Reimb.	-	23,866	23,866	23,866	23,866	23,866
TOTAL MISCELLANEOUS	$ 2,763,958	$ 3,769,786	$ 3,711,786	$ 3,711,786	$ 3,711,786	$ 3,811,786
TOTAL - GENERAL FUND REVENUES	$ 172,818,056	$ 186,728,023	$ 191,792,294	$ 198,442,249	$ 203,681,451	$ 209,208,087

FY 2007 GENERAL FUND EXPENDITURES

NEIGHBORHOOD SERVICES

	BUDGETED FY 2006	ESTIMATED FY 2007	ESTIMATED FY 2008	ESTIMATED FY 2009	ESTIMATED FY 2010	ESTIMATED FY 2011
FIRE TOTAL	$ 38,840,672	$ 41,033,607	$ 42,781,531	$ 43,839,966	$ 45,285,285	$ 46,787,806
LIBRARY TOTAL	$ 5,787,713	$ 6,705,048	$ 6,955,127	$ 7,160,743	$ 7,373,902	$ 7,594,896
COMMUNITY SERVICES TOTAL	$ 5,509,721	$ 6,058,662	$ 6,239,840	$ 6,450,556	$ 6,669,226	$ 6,896,164
POLICE TOTAL	$ 60,941,942	$ 67,899,037	$ 70,161,627	$ 73,513,064	$ 76,994,467	$ 79,552,654
PARKS AND RECREATION TOTAL	$ 14,968,652	$ 16,297,888	$ 16,679,031	$ 17,132,810	$ 17,601,884	$ 18,086,816

CAPITAL INVESTMENT

	BUDGETED FY 2006	ESTIMATED FY 2007	ESTIMATED FY 2008	ESTIMATED FY 2009	ESTIMATED FY 2010	ESTIMATED FY 2011
ENVIRONMENTAL SERVICES TOTAL	$ 1,546,486	$ 1,673,185	$ 1,732,969	$ 1,783,497	$ 1,835,754	$ 1,889,804
PUBLIC WORKS TOTAL	$ 13,843,389	$ 16,729,791	$ 17,153,174	$ 17,657,397	$ 18,179,088	$ 18,718,902

ECONOMIC DEVELOPMENT

	BUDGETED FY 2006	ESTIMATED FY 2007	ESTIMATED FY 2008	ESTIMATED FY 2009	ESTIMATED FY 2010	ESTIMATED FY 2011
PLANNING AND DEVEL. SVCS. TOTAL	$ 4,560,811	$ 4,969,194	$ 5,145,941	$ 5,324,367	$ 5,509,545	$ 5,701,740
ECONOMIC DEVELOPMENT	$ -	210,812	220,667	228,410	236,458	244,823
AVIATION	$ 641,089	$ 676,541	$ 703,807	$ 726,087	$ 749,208	$ 773,202

STRATEGIC SUPPORT

CITY MANAGER'S OFFICE TOTAL	$ 939,120	$ 1,248,330	$ 1,306,670	$ 1,352,631	$ 1,400,375	$ 1,449,974
INTERNAL AUDIT TOTAL	$ 521,269	$ 520,508	$ 547,892	$ 569,398	$ 591,773	$ 615,052
CITY ATTORNEY'S OFFICE TOTAL	$ 2,866,799	$ 3,114,389	$ 3,270,692	$ 3,393,996	$ 3,522,201	$ 3,655,505
JUDICIARY TOTAL	$ 572,283	$ 598,433	$ 621,832	$ 640,272	$ 659,450	$ 679,396
WORKFORCE SERVICES TOTAL	$ 2,593,762	$ 2,736,809	$ 2,852,042	$ 2,946,389	$ 3,044,211	$ 3,145,642
MANAGEMENT RESOURCES TOTAL	$ 9,655,418	$ 10,508,136	$ 10,818,439	$ 11,106,108	$ 11,405,156	$ 11,716,074
FINANCIAL SERVICES TOTAL	$ 3,116,625	$ 3,307,628	$ 3,419,103	$ 3,530,201	$ 3,645,329	$ 3,764,639
	BUDGETED FY 2006	**ESTIMATED FY 2007**	**ESTIMATED FY 2008**	**ESTIMATED FY 2009**	**ESTIMATED FY 2010**	**ESTIMATED FY 2011**
INFORMATION TECHNOLOGY TOT/	$ 4,313,578	$ 4,742,731	$ 4,950,306	$ 5,118,357	$ 5,292,694	$ 5,473,562
MUNICIPAL COURT	$ 2,465,301	$ 2,535,368	$ 2,600,973	$ 2,685,963	$ 2,774,314	$ 2,866,162
TOTAL - GENERAL FUND	**$ 173,684,631**	**$ 191,566,097**	**$ 198,161,663**	**$ 205,160,213**	**$ 212,770,320**	**$ 219,612,812**

Financial Summaries Tab

Financial Summaries

This section provides an overview of the City's operating funds. The first two-page matrix, on pages 100-101 shows fund operating positions with beginning balances, revenues, net transfers, expenditures, and ending balances. The second two-page matrix, on pages 102-103, provides details of revenues by type and expenditures by classification. The last page provides details for the City's financial reserves.

FY 2007 OPERATING POSITIONS

Funding Source / Use	General Fund	Water and Sewer Fund	Convention and Event Svcs. Fund
Beginning Balance	$ -	$ 26,930	$ 537,074
Total Revenues	$ 186,728,023	$ 96,675,583	$ 7,270,000
Total Interfund Transfers	$ 4,864,485	$ (13,119,345)	$ (1,861,485)
Total Available Funds	$ 191,592,508	$ 83,583,168	$ 5,945,589
Total Expenditures	$ 191,566,097	$ 83,569,970	$ 5,757,519
Ending Balance	$ 26,411	$ 13,198	$ 188,070

FY 2007 OPERATING POSITIONS

Park Performance Fund	Street Maintenance Fund	Debt Service Fund	Totals
$ 264,718	$ 499,998	$ 3,445,832	$ 4,774,552
$ 7,859,024	$ 11,383,254	$ 34,419,979	$ 344,335,864
$ (248,677)	$ 2,301,527	$ 2,243,376	$ (5,820,119)
$ 7,875,065	$ 14,184,779	$ 40,109,187	$ 343,290,295
$ 7,729,173	$ 13,763,642	$ 36,909,515	$ 339,295,917
$ 145,892	$ 421,136	$ 3,199,672	$ 3,994,378

FY 2007 REVENUES AND EXPENDITURES

Revenues by Type	General Fund	Water and Sewer Fund	Convention and Event Svcs. Fund
Property Taxes	$ 73,977,267	$ -	$ -
Sales Taxes	44,585,017	-	-
Hotel Occupancy and Other Taxes	1,500,000	-	4,830,000
Water Sales and Wastewater Charges	-	89,888,583	-
Franchise Fees	31,330,358	-	-
Licenses and Permits	4,868,044	-	-
Leases and Rents	4,732,155	-	-
Fines and Forfeitures	10,093,003	-	-
Service Charges and Recreational Program	11,872,393	5,642,000	2,440,000
Interest and Miscellaneous Revenues	3,769,786	1,145,000	-
Total FY 2007 Revenues	$ 186,728,023	$ 96,675,583	$ 7,270,000

Expenditures by Classification			
Salaries and Benefits	$ 147,319,282	$ 14,005,201	$ 1,943,857
Supplies, Maintenance, and Training	40,145,815	68,632,756	3,777,162
Capital Outlays	4,101,000	932,013	36,500
Total FY 2007 Expenditures	$ 191,566,097	$ 83,569,970	$ 5,757,519

FY 2007 REVENUES AND EXPENDITURES

Park Performance Fund	Street Maintenance Fund	Debt Service Fund	Totals
$ -	$ -	$ 34,419,979	$ 108,397,246
-	11,146,254	-	55,731,271
-	-	-	6,330,000
-	-	-	89,888,583
-	-	-	31,330,358
-	-	-	4,868,044
-	-	-	4,732,155
-	-	-	10,093,003
7,859,024	-	-	27,813,417
-	237,000	-	5,151,786
$ 7,859,024	$ 11,383,254	$ 34,419,979	$ 344,335,864

$ 4,512,724	$ 3,311,127	$ -	$ 171,092,190
3,081,450	10,421,475	36,909,515	162,968,173
135,000	31,040	-	5,235,553
$ 7,729,173	$ 13,763,642	$ 36,909,515	$ 339,295,916

2007 Reserves

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

SELECTED FINANCIAL RESERVES
FY 2007 OPERATING POSITION

	UNALLOCATED RESERVE	WORKING CAPITAL RESERVE	UTILITY RATE CASE RESERVE	LANDFILL LEASE RESERVE	OTHER POST EMPLOYMENT BENEFITS RESERVE
Beginning Balance	$ 5,329,220	$ 15,570,702	$ 500,000	$ 20,573,000	$ 1,717,904
Appropriated Amounts	-	-	-		-
Transfers In / (Out)	-	-	-	-	-
Ending Balance	$ 5,329,220	$ 15,570,702	$ 500,000	$ 20,573,000	$ 1,717,904

Unallocated Reserve

This reserve constitutes the City's fund for emergencies and unanticipated expenses. The balance in this fund at the beginning of FY 2007 is estimated to be $5,329,220.

Working Capital Reserve

The purpose of the Working Capital Reserve is to set aside one month of net General Fund expenditures, as required by bond agencies.

Utility Rate Case Reserve

The Utility Rate Case Reserve is used for unexpected litigation relating to the rates charged by utilities in Arlington. The Rate Case Reserve is adequately funded for FY 2007.

Landfill Lease Reserve

Funding was provided from the lease of the Landfill in March of 2005. The balance of this reserve, coupled with the Unallocated and Working Capital Reserves, is equivalent to 30 percent of General Fund expenditures, therefore additional contributions will not be needed for several years.

Other Post Employment Benefits Reserve

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

General Fund Summary Tab

General Fund Summary

As the primary operating fund of the City, the General Fund is used to account for resources associated with core government services. These services include Police, Fire, Community Services, Park Operations that are not self-supporting, Libraries, Public Works, and other traditional government activities. Property taxes, sales taxes and franchise fees are the primary revenue sources for the General Fund. In FY 2007, General Fund revenues and transfers are budgeted at $191,592,508 and expenditures are budgeted at $191,566,097.

GENERAL FUND
FY 2007 OPERATING POSITION

Funding Source / Use	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Proposed FY 2007
Revenues				
Taxes	$ 104,207,873	$ 111,278,825	$ 112,176,682	$ 120,062,284
Franchise Fees	28,928,436	30,677,676	31,481,962	31,330,358
Service Charges	11,179,440	10,435,847	10,717,333	11,872,393
Fines & Forfeitures	6,915,940	8,060,000	8,076,491	10,093,003
Licenses & Permits	4,475,559	4,674,458	4,872,424	4,868,044
Leases & Rents	6,742,591	4,927,292	4,744,043	4,732,155
Miscellaneous	2,550,257	2,763,958	3,610,434	3,769,786
Total Revenues	$ 165,000,096	$ 172,818,056	$ 175,679,369	$ 186,728,023
Interfund Transfers				
Indirect Costs	$ 4,512,870	$ 3,276,555	$ 3,276,555	$ 3,517,080
Support for Other Funds	5,994,106	(2,375,763)	(2,258,724)	(3,962,907)
One-Time Funds	-	-	-	5,310,312
Total Interfund Transfers	$ 10,506,976	$ 900,792	$ 1,017,831	$ 4,864,485
Total Available Funds	$ 175,507,072	$ 173,718,848	$ 176,697,200	$ 191,592,508
Expenditures				
Neighborhood Services	$ 124,838,148	$ 126,048,700	$ 126,924,763	$ 137,994,242
Community and Economic Development	4,632,631	5,201,900	4,899,659	5,856,547
Capital Investment	14,904,299	15,389,875	15,586,732	18,402,976
Strategic Support	24,766,661	27,044,156	26,273,477	29,312,332
Total Expenditures	$ 169,141,739	$ 173,684,631	$ 173,684,632	$ 191,566,097
Ending Balance	$ 6,365,333	$ 34,217	$ 3,012,568	$ 26,411

General Fund Revenues

General Fund revenue classifications range from Taxes (primarily Sales and Property), which comprise 63.6 percent of General Fund revenues, to Miscellaneous, which comprise 1.6 percent.

- **Taxes**
  The largest single revenue source for the General Fund is Ad Valorem taxes, also known as property taxes. The adopted property tax rate for FY 2007 is $0.6480 per $100 valuation. Of this tax rate, 68.9 percent, or $0.4468, would be used for General Fund activities. The remaining 31.1 percent, or $0.2012, would be used for debt service. Property tax revenue for FY 2007 is estimated to be $73,977,267 from the total tax base of $16,640,883,811. The General Fund's portion of the sales tax rate is 1 percent. Sales tax revenue for FY 2007 is estimated at $44,585,017. This is a five percent increase from the FY 2006 estimate, in retail sales. Other taxes include the Criminal Justice Tax, Bingo Tax, and Liquor Tax.

- **Franchise Fees**
  Franchise Fees are those fees paid by utilities for the use of City streets, alleys, and property in providing their services to citizens, and account for 16.7 percent of General Fund revenues. The largest of these is the Electric Franchise Fee, at $12,543,375. 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 $11,872,393. These fees are charged by the City for the use of City facilities or services. This includes pool and community center fees, various reviews and inspections conducted by City personnel, and transfers from other City funds to reimburse the General Fund for services rendered.

- **All Other Revenues**
  The other revenue sources for the General Fund include Fines and Forfeitures, Licenses and Permits, Leases and Rent, and Miscellaneous. Fines and Forfeitures account for 5.4 percent of General Fund revenue, at $10,093,003. Municipal Court fines account for 96.7 percent of Fines and Forfeitures, at $8,122,000. 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 child care permits. Total revenue for this category is $4,868,044. Leases and Rents are estimated at $4,732,155, or 2.5 percent of General Fund revenue. The annual lease of Ameriquest Field for $2,000,000 and the leasing of the

City's landfill at $1.7 million are the two largest revenues sources. The final revenue category is Miscellaneous at $3,769,786, or 1.9 percent.

Interfund Transfers

Interfund transfers for FY 2007 include two 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 $3,517,880 for FY 2007. Support for other funds includes amounts paid by the General Fund to the Special Transit Fund ($816,380) and the Street Maintenance Fund ($2,301,527).

General Fund Expenditures

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

Policy Administration Tab

City Attorney's Office

Jay Doegey, JD, City Attorney

The City Attorney's Office provides legal counsel and advice to the Mayor, members of the City Council, and all departments of the City. The City Attorney's Office is responsible for representing the City of Arlington in lawsuits brought by and against the City in county, district, and federal courts and for prosecuting all actions in Arlington Municipal Court. The office is responsible for drafting, approving, and preparing resolutions, ordinances, and contract documents presented to the City Council for consideration.

Business Plan Responsibilities

Lead

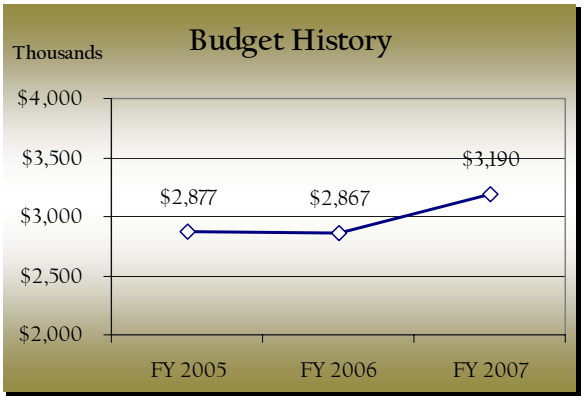
- Ensure compliance with state law and city ordinance on sale and consumption of alcoholic beverages; maintain enforcement of SOB ordinances.
- Lock in competitive price for 2007 and 2008 and a long term energy contract.
- Successfully close 16 cases.
- Provide adequate accommodations for citizens and departmental use of the City Attorney's Office meeting facilities. ($8,850)

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Percent of contract review within 5 days	70%	95%	95%
Municipal Court Case Disposition	48%	45%	43%
Average amount paid per lawsuit	$3,000	$39,036	$18,000
Amount collected	$521,134	$280,307	$180,000
Percent lawsuits handled in-house	61%	68%	65%

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Authorized Positions	33	33	33	34
Personnel Services	$ 2,586,243	$ 2,600,845	$ 2,648,621	$ 2,897,785
Operating Expenses	207,156	265,954	265,968	292,101
Capital Outlay	-	-	-	-
TOTAL	$ 2,793,399	$ 2,866,799	$ 2,914,589	$ 3,189,886

The Summary of Resources table shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph shows the change in budgeted amounts over three years.



Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Furniture/Remodel	$ 8,850	
Totals:	$ 8,850	$ -

City Manager's Office

Jim Holgersson, City Manager

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

Business Plan Responsibilities

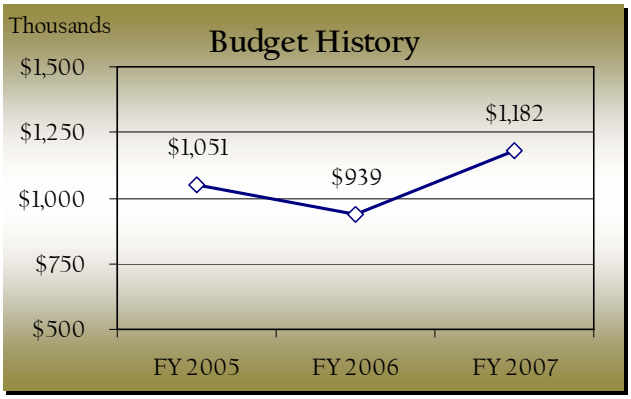
Lead

- Integrate Arlington's transportation infrastructure into the region's transportation planning and development.
- Consolidate personnel from multiple departments who have primary development review responsibilities into a single organizational unit designed to take applications, conduct reviews, and issue permits to the general public.
- Formation of a downtown management organization to forge alliances between property owners, business interests, residents and the City to improve and enhance the economic vitality and overall environment of Downtown.
- Evaluate and update the structure, bylaws, and uses of existing special financing districts and entities. Create a special improvement district inclusive of I-30 and the Entertainment District.
- Implement project and financing plans of established Tax Increment Financing Districts.
- Begin the first phase of the neighborhood pilot program, including coordinating resources, designing a process for reengagement, and establishing a pilot area to narrow focus. Primary activities will include hosting a city wide neighborhood summit, and a neighborhood academy for the pilot area. Secondary activities will include development of a neighborhood plan and a neighborhood funding program to support plan implementation and neighborhood week celebration. ($150,000, plus $66,000, recurring)

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	4	5	6
Personnel Services	$ 879,077	$ 766,349	$ 979,618
Operating Expenses	90,745	95,505	202,502
Capital Outlay	-	-	-
TOTAL	$ 969,822	$ 861,854	$ 1,182,120

The Summary of Resources table shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph shows the change in budgeted amounts over the past three years.



Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Neighborhood Pilot Program	$ 150,000	$ 66,000
Totals:	$ 150,000	$ 66,000

City Manager's Office Expenditures	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Office of Mayor & Council	$ 46,229	$ 64,826	$ 63,761	$ 46,466
City Manager's Office	923,593	783,832	752,127	829,911
Neighborhood Initiatives	-	90,462	45,966	305,744
TOTAL	$ 969,822	$ 939,120	$ 861,854	$ 1,182,120

City Auditor

Patrice Randle, City Auditor

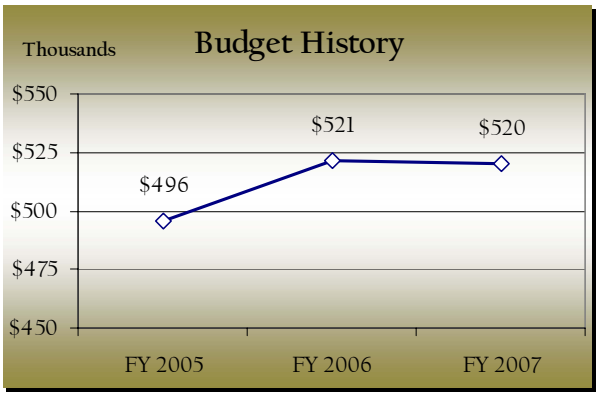
The City Auditor is an officer appointed by the City Council. The City Auditor's Office is responsible for conducting financial, compliance, contract/vendor, information systems and tax audits. The City Auditor's Office also plays a critical role in performance audits, and occasionally performs special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

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Percent of audits completed in Annual Audit Plan	14%	8%	80%
Percent of audit recommendations implemented by management	N/A	N/A	85%
Percent of special projects completed	100%	100%	100%

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Authorized Positions	5	6	6	6
Personnel Services	$ 474,800	$ 500,047	$ 481,667	$ 496,564
Operating Expenses	21,244	21,222	21,879	23,846
Capital Outlay	-	-	-	-
TOTAL	$ 496,044	$ 521,269	$ 503,546	$ 520,410

The Summary of Resources table shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph shows the change in budgeted amounts over three years.



Budget Highlights

No significant budget highlights in FY 2007.

Judiciary

Stewart Milner, JD, Judge

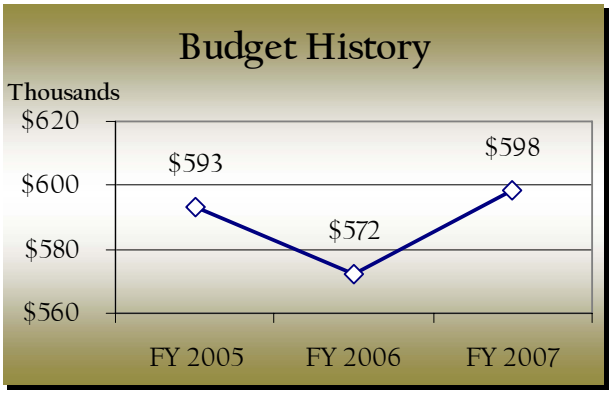
The Municipal Court Judiciary provides a number of services to citizens and other departments of the City. The main function of the City of Arlington Judiciary is the administration of justice in the Arlington Municipal Court. This administration of justice includes the adjudication of Class "C" misdemeanor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

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Authorized Positions	4	4	4	4
Personnel Services	$ 543,167	$ 537,621	$ 544,521	$ 558,859
Operating Expenses	19,968	34,662	30,412	39,489
Capital Outlay	-	-	-	-
TOTAL	$ 563,135	$ 572,283	$ 574,933	$ 598,348

The Summary of Resources table shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph shows the change in budgeted amounts over three years.



Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase.

Neighborhood Services Tab

Community Services

Lee Hitchcock, Director

The Community Services Department is responsible for serving Arlington's citizens by providing services which promote healthy neighborhoods.

The mission of the Department of Community Services is to engage, connect, and protect the citizens of the City of Arlington.

To accomplish this mission the Community Services Department will:

- Engage communities and promote available neighborhood resources
- Connect neighborhoods to each other and City services
- Protect and invest in the visions of the neighborhoods

Activities of the department include Code Enforcement, Environmental Health Inspections, Operations Support, Vital Statistics, Animal Services, Grants Management, Housing Assistance, Action Center, and Handitran.

Business Plan Responsibilities

Lead

- Fund and provide technical assistance to service agencies with Community Development Block Grant Funds.
- Ensure all complaints are entered into appropriate software to be routed to field staff in order to expedite investigation of complaint; call appropriate field staff when life safety issues are involved for immediate response.
- Register all births and deaths occurring in Arlington and issue certified copies of vital records to qualified applicants.
- Process applications for food handlers, child care workers, taxi drivers, certified pool operators and certified food managers within designated timeframe. Provide prompt and courteous assistance to walk-in customers.
- Identify stagnant pools throughout the city; require property owners to assume responsibility to correct the stagnant pool violation; abate the violation when necessary.
- Create a planning document that specifies the types of pedestrian facilities that are needed in specific locations, and provides reasonable cost estimates for future budgeting purposes.
- Replace Handitran scheduling and dispatch software in order to support Handitran operational needs and maintain IT support and adherence to established standards.
- Increase Handitran Bus Driver requirements to include obtaining a Commercial Driver's License.
- Increase abatements of public nuisances on private property when property owners fail to come into compliance voluntarily.

- To respond to all health and life-safety requests of inspection on the same day. To respond to all non-life safety/or health requests for inspections within 3 business days.
- Increase number of food service inspections.
- To provide inspection services and complaint resolution of all problem properties (MF and ES) within established timeframe. Provide inspection of all draft stops in each MF/ES building annually. Inspect all roof replacements on MF/ES occupancies at the time of replacement.
- Increase number of identified substandard structures processed through the DSS program.
- Renovate the Vandergriff Building by addressing building code issues and preserving the historic nature of the building through the use of federal Community Development Block Grant funds.
- Perform risk based food service inspections consistent with permit.
- Develop owner occupied housing, mixed use projects, business façade improvements, pedestrian infrastructure and Homebuyer assistance activities.
- Develop 150 single family owner occupied homes in the High Oak neighborhood.
- Develop a 10 year plan to end chronic homelessness.
- Develop 11 single family detached homes on 11 lots located on Jordan Lane and sell the homes to qualified low income first time buyers.
- To provide decent affordable rental housing for eligible lower income persons including the elderly and persons with disabilities.
- Implement the use of the Asilomar Accords in order to uniformly reporting animal shelter statistical data.
- Ensure all Multi-family, Environmental Health Specialists and Code Enforcement staff have state required credentials and state required continuing education units that are required annually.
- Replace current software and mainframe applications used by divisions with one software that tracks all activity by parcel of land, from initial development through maintenance; analyze current business practices for the new software to be fully utilized to create more efficient work processes; create reports that provide staffing performance measures and comprehensive analyses of trends in the community and specific properties that impact neighborhoods. ($54,402)
- Increase Code Enforcement by adding five additional Code Enforcement Inspector positions. ($450,000)

Performance Measures	FY 2005 Actual	FY 2006 Goal	FY 2006 Actual	FY 2007 Goal
Code Enforcement				
Percentage of code violations corrected voluntarily increases	59%	n/a	57%	65%
The number of identified substandard structures brought into compliance increases	n/a	36	47	50
Rates of induced compliance	41%	n/a	43%	35%
Code Enforcement expenditures per capita	$7.35	$7.09	$7.25	$8.78
Housing				
CDBG Grant support for community organizations or projects increases	$3,118,191	$3,627,032	$2,951,383	$3,263,871
New low-to-moderate-income housing: Number of units completed per $100,000 of public financial assistance for new housing	1	1	6	1
Rehabilitation of low-to-moderate-income housing: Number of units rehabilitated per $100,000 of public financial assistance for housing rehabilitation	20.9	10	10.5	10
Low-to-Moderate-Income Home Ownership Assistance: Number of households assisted per $100,000 of public financial assistance for home ownership	N/A	13	14.86	13
Health				
Satisfactory (<25 score) initial health inspections increase	96%	n/a	97%	97.5%
Animal Services				
Live animal release rate	38%	40%	32%	40%
Number of calls for Animal Services held over to next day decreases	5%	10%	6%	5%
Handitran				
Maintain or decrease the number of preventable accidents per 100,000 miles	0.57	0.54	0.42	0.51

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	66	72	77
Personnel Services	$ 4,114,564	$ 4,199,438	$ 4,403,950
Operating Expenses	1,112,878	1,211,503	1,538,421
Capital Outlay	110,719	78,760	78,400
TOTAL	$ 5,338,161	$ 5,489,701	$ 6,020,771

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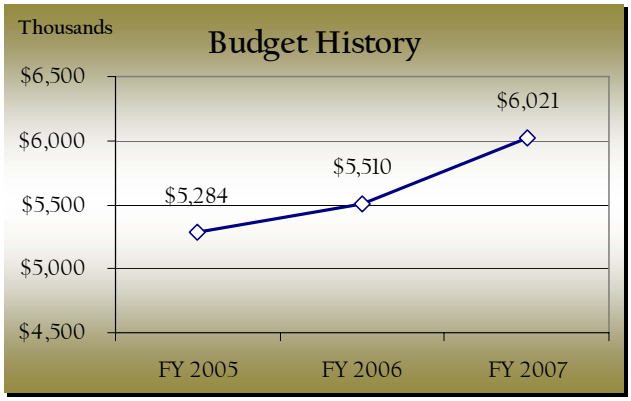


Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Add 5 Inspectors to Increase Code Enforcement		$ 450,000
Graffiti abatement		$ 60,000
Field Technology Improvements	$ 54,402	
Totals:	$ 54,402	$ 510,000

Community Services Expenditures	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Animal Services	$ 1,450,639	$ 1,399,779	$ 1,421,876	$ 1,359,912
Field Operations	2,622,083	2,575,416	2,653,940	3,180,876
NS Administration	335,436	619,823	605,599	675,790
Operations Support	693,078	645,769	572,306	532,755
Transit Support	236,925	268,934	235,980	271,438
TOTAL	$ 5,338,161	$ 5,509,721	$ 5,489,701	$ 6,020,771

The Community Services Department is responsible for improving neighborhoods. This is typically accomplished through the Capital Improvement Program which includes General Obligation and Certificates of Obligation. The following is a list of capital projects that Community Services is planning to accomplish during FY 2007.

Community Services CIP		
PROJECT		C. O.
Animal Services Center Construction	$	1,280,590
Total	$	1,280,590

Fire Department

Robin Paulsgrove, Fire Chief

The Fire Department is responsible for fire prevention, fire suppression, rescue, hazardous materials mitigation, emergency medical services, and emergency management coordination. The department also monitors the performance of the ambulance contractor. The mission of the department is to maintain a fit and healthy team that responds quickly, makes a positive difference, and returns home safely. Divisions in the department include Fire/Rescue, Prevention and Fire/Rescue Support. Divisions in the department include Fire/Rescue, Prevention and Fire/Rescue Support.

Business Plan Responsibilities

Lead

- Finance public safety enhancements using Urban Area Security Initiative (UASI) grant dollars.
- Telecommunicators, Training Assistants, and Supervisors maintain twenty-four (24) hours of in-service training per calendar year.
- Maintain emergency response times.
- Contain 50% of structure fires to the room of origin.
- Improve rates for successful intubations of patients requiring advanced airway management.
- Achieve status as a "Heart Ready" Community.
- Answer at least 92% of all 911 and 10-digit emergency calls within six (6) seconds or less.
- Maintain an average dispatch time of two (2) minutes or less on police priority one and emergency calls.
- Maintain an average dispatch time of twenty-five (25) seconds or less on Fire priority one and two calls.
- Maintain a ninety (90%) percent compliance rate on all Emergency Medical Dispatch (EMD) calls.
- Purchase additional fire suppression fittings and hose to meet industry standards. ($61,900)
- Retrofit Self-Contained Breathing Apparatus used by firefighters to withstand chemical, biological, radiological and nuclear agents. ($85,800)
- Replace emergency response vehicles in accordance with apparatus replacement schedule. ($217,660)

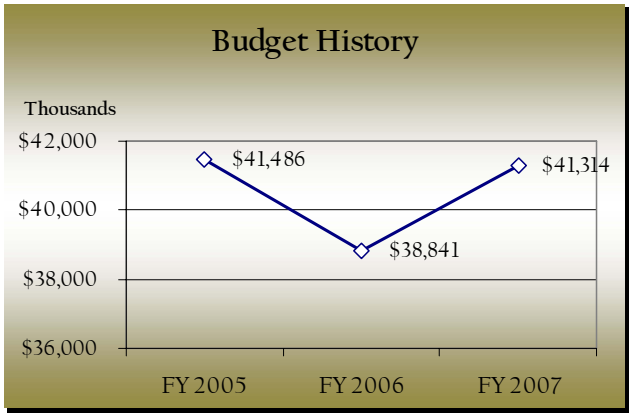
Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Maintain emergency response times of 5:00 or less (Fractile measure of priority 1 and 2 unit responses department-wide)	58%	53%	55%
Turnout time of 1:00 or less	53%	50%	51%
Travel time of 4:00 or less (Fractile measure of priority 1 and 2 unit responses department-wide)	60%	55%	57%
% of 911 calls answered in six seconds or less	93%	93%	92%
Percent of calls for service dispatched within 25 seconds or less	82%	80%	81%

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	302	404	409
Personnel Services	$ 29,570,049	$ 33,478,210	$ 35,410,300
Operating Expenses	4,630,274	3,704,700	4,221,596
Capital Outlay	17,342	1,464,084	1,681,900
TOTAL	$ 34,217,665	$ 38,646,994	$ 41,313,797

The Summary of Resources table shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph on the next page shows the change in budgeted amounts over three years.



Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Hose and fittings	$ 61,900	
SCBA Gear	$ 85,800	
3 Fire engines instead of engine and quint	$ 217,660	
Add 4 additional firefighters		225,000
Totals:	$ 365,360	$ 225,000

Fire Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Fire Administration	$ 700,343	$ 658,373	$ 643,043	$ 731,429
Fire Operations	29,365,530	27,504,452	27,417,867	29,282,178
Fire Prevention	1,390,566	1,188,123	1,182,845	1,245,001
Fire Resource Mgmt	1,458,287	1,483,144	1,484,335	1,796,487
Fire Training	564,985	566,809	587,405	594,997
Medical Ops	663,009	536,391	537,273	537,883
Office of Emergency Mgmt	74,946	149,427	143,471	244,986
Communications Services Admi	-	1,263,801	1,260,443	1,292,443
Dispatch Services	-	5,490,152	5,390,312	5,588,394
TOTAL	$ 34,217,665	$ 38,840,672	$ 38,646,994	$ 41,313,797

The Fire Department is responsible for neighborhood safety. This is partially accomplished through the Capital Improvement program which includes General Obligation and Certificates of Obligation. The following is a list of capital projects that the Fire Department is planning to accomplish during FY 2007.

Fire CIP				
PROJECT		G. O.		C. O.
FIR-004: Fire Station #4 Rebuild	$	1,200,000	$	125,000
FIR-005: Fire Station #3 Rebuild	$	1,230,000	$	130,000
Total	**$**	**2,430,000**	**$**	**255,000**

Libraries

Cary Siegfried, Director

The Library Services Department is responsible for providing library services, equipment and collections for the citizens of Arlington, including materials for all ages, in a variety of languages and formats. Principal library services include public computing, reference and research expertise, information literacy classes for adults and children, community outreach, story times and special literary events for children and teenagers, multicultural activities and special interest seminars for adults. The mission of the Library is to open doors to a world of ideas, information, and imagination, thereby enhancing the economic, social, and cultural vitality of our diverse community. Divisions of the department include Library Administration, Branch Library Services, Central Library Services, Bibliographic Services, and Electronic Services.

Business Plan Responsibilities

Lead

- Expand the size and scope of Homework Center Operations at the East Arlington Branch and partner with community agencies such as Hope Tutoring and LIFT to provide increased opportunities for developing family literacy.
- Promote enjoyment and appreciation for literature through Arlington Reads, a partnership between the Arlington Public Library, and UTA, AISD and TCC.
- Complete funding for and open a technology lab within the Central Library that provides teenagers opportunities to increase their awareness of and skills in the arts (written, spoken, visual, and musical).
- Invest in quality facilities that meet neighborhood priorities opening new Southwest Branch Library. ($598,110)
- Return Library operations to a 6-day per week schedule ($86,469)

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Library Materials per capita	1.44	1.47	1.53
Library program participation	68,081	64,064	66,000
% of Arlington residents with a Library card	32.3%	34.0%	36.2%
Circulation per capita	4.37	4.45	4.79
Operating & Maintenance expenditures per capita	$16.10	$15.95	$18.37
Visitors per capita	3.20	3.24	3.42
Patron Internet Usage Per Capita	3,013	2,111	2,000

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	64	64	71
Personnel Services	$ 4,204,272	$ 4,107,131	$ 4,692,861
Operating Expenses	1,625,120	1,676,031	2,010,726
Capital Outlay	-	-	-
TOTAL	$ 5,829,392	$ 5,783,162	$ 6,703,587

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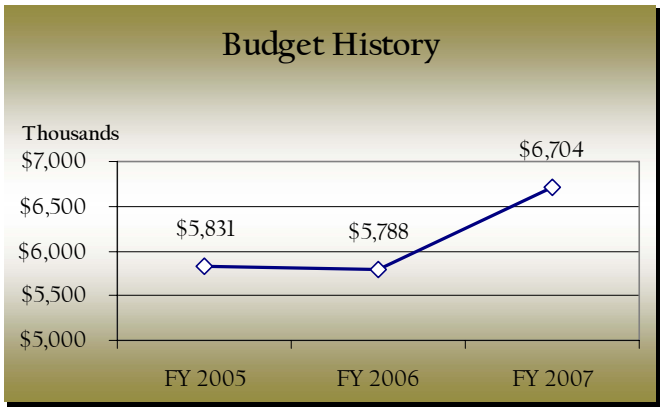

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
6 day/week Library Operations		$ 86,469
Move-in, staff and operate the new SW Branch Library		$ 598,110
Totals:	$ -	$ 684,579

Library Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Bibliographic Services	$ 1,231,357	$ 1,196,431	$ 1,199,087	$ 1,206,924
Branch Library Services	2,223,125	2,156,020	2,115,699	2,872,961
Central Library Services	1,210,210	1,172,906	1,251,931	1,229,871
Electronic Services	691,008	803,202	766,946	907,361
Library Administration	473,692	459,154	449,499	486,470
TOTAL	$ 5,829,392	$ 5,787,713	$ 5,783,162	$ 6,703,587

Parks and Recreation Department

Pete Jamieson, Director

The Parks and Recreation Department is responsible for the majority of the City's leisure service 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.

Business Plan Responsibilities

Lead

- Identify a partner for a re-creation of the Caelum Moor environmental art.
- Reinvest lease or sale revenue for renovations at the Harold Patterson Sports Center.
- Construct an alternate water line for use of reclaimed water from the Fort Worth Village Creek Wastewater Treatment Plant.
- Restore Johnson Creek to an environmentally sustainable and attractive recreational amenity.
- Masterplan future development of the Southwest Nature Preserve.
- Create a branding campaign for the Parks and Recreation Department.
- Effectively manage the city's indoor and outdoor aquatic programs and operations. ($94,191)
- Provide for the maintenance of new and expanded parks and facilities. ($271,753)
- Provide for the maintenance of new city facilities. ($38,500,)
- Strengthen the public's perception of safety in parks and recreational facilities. ($25,000)
- Comply with the city ordinances aimed at improving water conservation practices. ($15,000)
- Replace vehicles and equipment at levels necessary to provide efficient service delivery. ($150,000)
- Improve telecommunication capabilities and reduce operating costs. ($8,900)
- Periodic capital maintenance at the Arlington Tennis Center. ($20,000)
- Invest in quality facilities that meet customer needs. ($19,500)
- Address perimeter fencing and critical repairs to a lake dam. ($165,000)
- Periodic maintenance of playgrounds. ($48,000)

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Citizen Ratings of Overall Satisfaction with Parks and Recreation in the jurisdiction	N/A	86%	87%
Citizen Ratings of the Quality of Parks and Recreation in the jurisdiction	N/A	80%	87%
Citizen Ratings of the Safety of Parks and Recreation in the jurisdiction	N/A	N/A	80%

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	131	125	130
Personnel Services	$ 7,947,373	$ 7,873,933	$ 8,426,830
Operating Expenses	7,172,488	7,271,331	7,721,764
Capital Outlay	50,355	60,000	150,000
TOTAL	$ 15,170,215	$ 15,205,264	$ 16,298,594

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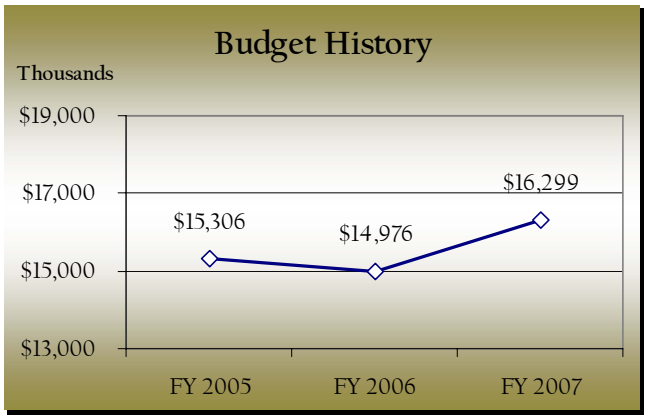

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Add staff to effectively manage the City's indoor and outdoor pools		$ 94,191
Maintenance for new and upcoming parks		$ 271,753
Landscape maintenance at SW Branch Library and Center Street redevelopment		$ 38,500
Parks Security Program		$ 25,000
Kronos hardware		$ 98,971
Irrigation Devices	$ 15,000	
Vehicles	$ 150,000	
Phone System	$ 8,900	
Tennis Center Maintenance	$ 20,000	
Fitness Equipment at Meadowbrook	$ 19,500	
Dam repairs	$ 165,000	
Playground maintenance	$ 48,000	
Totals:	$ 426,400	$ 528,415

Parks and Recreation Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Administration	$ 1,288,640	$ 1,183,193	$ 1,171,011	$ 1,398,358
Park Operations	9,531,453	9,542,139	9,644,462	10,166,117
Park Planning, Design, & CIP	1,273,110	943,033	954,715	1,162,696
Park Programs	3,077,012	3,300,287	3,435,076	3,571,422
TOTAL	$ 15,170,215	$ 14,968,652	$ 15,205,264	$ 16,298,594

The Parks Department is responsible new and improving parks. This is typically accomplished through the Capital Improvement program which includes General Obligation Bonds and Certificates of Obligation. The following is a list of capital projects that Parks is planning to accomplish during FY 2007.

Parks and Recreation CIP		
PROJECT		G. O.
BC Barnes Park	$	250,000
Bowman Branch Acquisition	$	20,000
Clarence Foster Park	$	50,000
Cliff Nelson Recreation Center	$	200,000
Ditto Golf Course	$	200,000
Dottie Lynn Recreation Center	$	300,000
HAD Dunsworth Park	$	30,000
Harold Patterson Sports Center Renovation	$	950,000
Hugh Smith Recreation Center Master Plan	$	30,000
Park Partnership Funds	$	80,000
Pirie Park	$	90,000
Vandergriff Park	$	1,300,000
Village/Rush Creek	$	630,000
Webb Community Park (Phase II)	$	600,000
Total	**$**	**4,730,000**

Police Department

Theron Bowman, PhD, Police Chief

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

Business Plan Responsibilities

Lead

- Meet workload demands (increased calls for service, increased citizen involvement) and projected new demands (economic development) while keeping pace with attrition. ($1,058,350)
- Create a dedicated DWI/Special Enforcement Traffic Unit to improve safety of the citizens of Arlington from intoxicated drivers. ($418,828)
- Develop a Traffic Light Enforcement Program to increase enforcement at major intersections, increase compliance, reduce fatality accidents. ($156,612)
- Effectively determine 1000' buffer zones near schools, day care centers and parks, notify "habitual" sex offenders of residency restrictions within these buffer zones and enforce the ordinance through issuing citations. ($66,000)
- Replace door locking management system in the Jail. ($385,000)
- Expand current Jail facility to provide for the expanding population. ($600,000)
- Obtain a Sky Lift tower to be used as a force multiplier and deterrent through high visibility and improved surveillance capacity. ($60,500)
- Obtain handheld citation issuing devices (Autocites) to improve efficiency and accuracy. ($440,000)
- Outfit the remaining Patrol fleet with digital video recorders (DVR.) ($360,000)
- Conduct a competitive services review of the Crime Scene Unit Lab and determine feasibility of an Auto Pound. ($100,000)
- Address the crime of vehicle burglaries through dispatching officers to the scene. ($500,000)

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Violent Crime in Arlington remains significantly below the national average (per resident)	625.04 (Natl. avg.= 969.2)	741.93 (Natl. avg.= 974.0)	816.12 (Natl. avg. = 1,022.7)
Average dispatch time for Police Priority Calls	2.02	2.31	2.40
Sworn FTEs per 1,000 population	1.58	1.55	1.61
Civilian FTEs per 1,000 population	0.52	0.51	0.51
# of top priority police calls per 1,000 population	172	176	180
Response time in minutes to top priority calls	9.70	10.32	10.50
UCR Part I crimes reported per 1,000 population	63	62	63
Total arrests per 1,000 population	42	43	44
% of UCR Park I crimes cleared	20%	20%	20%
DUI arrests per 1,000 population	2.9	3.0	3.1
Fatal traffic accidents per 1,0000 population	0.09	0.09	0.08

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	745	745	763
Personnel Services	$ 54,790,520	$ 56,014,369	$ 58,709,046
Operating Expenses	9,484,196	5,785,274	7,253,302
Capital Outlay	8,000	-	1,907,400
TOTAL	$ 64,282,716	$ 61,799,643	$ 67,869,748

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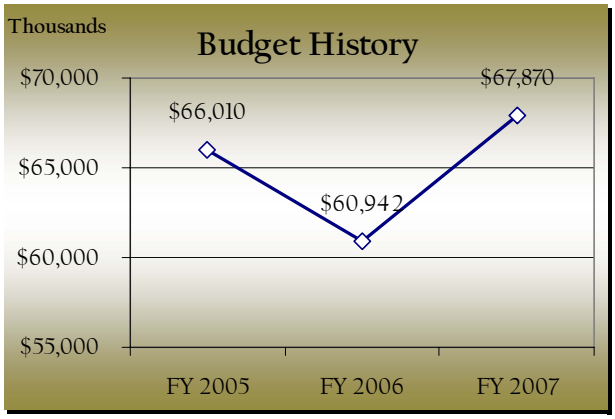

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Add twelve additional Police Officers		$ 1,058,350
Add nine new positions for DWI Task Force		$ 418,828
Develop Traffic Light Enforcement Program		$ 156,612
Sex Offender Inspector position		$ 66,000
Auto Burglary prevention		$ 500,000
Jail Electronics	$ 385,000	
Jail Expansion	$ 600,000	
Sky Lift	$ 60,500	
Autocite	$ 440,000	
DVR on patrol vehicles	$ 360,000	
Lab/Pound study	$ 100,000	
Totals:	$ 1,945,500	$ 2,199,790

Police Expenditures	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
East Division Ops	$ 9,615,074	$ 9,943,145	$ 10,859,242	$ 10,921,430
Investigative Services	8,122,457	8,312,028	8,419,649	8,947,324
Jail Operations	2,810,687	2,919,031	2,870,120	3,970,662
Management Services	10,036,585	5,384,025	5,441,333	5,508,780
North Division Operations	10,717,463	11,461,921	11,318,278	12,647,342
Operations Support	4,984,498	5,176,636	5,253,899	5,541,561
Ops Bureau Admin	671,498	578,462	598,788	1,553,213
Police Administration	737,644	742,500	775,347	769,866
Police Administrative Services	2,396,437	2,510,689	2,537,618	2,909,343
Support Operations	111,492	214,297	262,462	228,559
Training & Recruiting	1,733,612	1,708,302	1,663,072	1,785,580
West Division Ops	12,345,268	11,990,906	11,799,835	13,086,087
TOTAL	$ 64,282,715	$ 60,941,942	$ 61,799,643	$ 67,869,748

Economic Development Tab

Aviation

Bob Porter, Manager

Aviation is responsible for all operations related to the Arlington Municipal Airport. The primary tasks performed by Aviation include land lease activities, terminal building office leasing, airport security, maintenance of the City-owned buildings, airport grounds, runway, taxiways, air craft parking areas, and airport lighting and marking. Aviation applies for federal financial assistance grants to fund construction improvements to the airport infrastructure and to fund airport planning studies. Additionally, this division provides retail services to the flying public in terms of T-hangar and tie down rentals. Aviation enforces the City of Arlington airport rules and regulations and ensures compliance by all persons of the State of Texas and the Federal Aviation Administration rules and regulations. The division coordinates with airport businesses, airport tenants, citizens, civic groups, and other public agencies to promote the economic development of the airport.

Business Plan Responsibilities

Lead

- Airport Master Plan/Airport Layout Plan Update and Environmental Assessment.
- Pavement Rehabilitation and Airport Improvements – Construction Phase.
- Install Instrument Landing System (ILS) at the municipal airport.

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Total number of aircraft operations	NA	137,800	142,000
Zero findings of non-compliance at periodic federal compliance inspections	NA	0	0
Airport employee work hours – Grounds maintenance	NA	2,380	3,000
Airport employee work hours – Equipment/Facilities Maintenance	NA	776	1,000
Airport employee work hours – Operations	NA	4,238	3,800
Airport employee work hours – Security	NA	2,174	2,300

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Authorized Positions	8	8	8	8
Personnel Services	$ 507,485	$ 484,829	$ 494,134	$ 499,449
Operating Expenses	158,016	156,260	156,260	176,928
Capital Outlay	-	-	-	-
TOTAL	$ 665,501	$ 641,089	$ 650,394	$ 676,377

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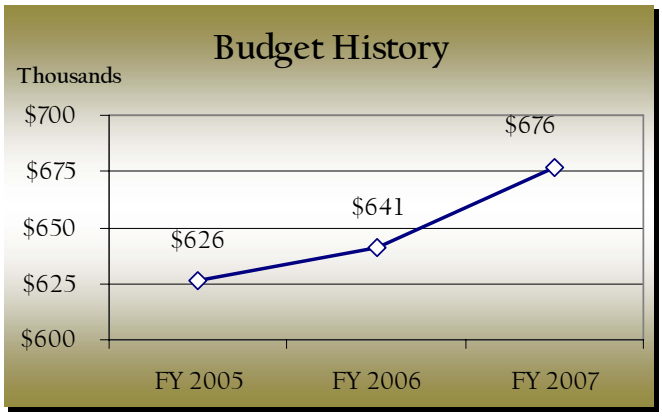

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase.

The Aviation Department is responsible for new and improving airport infrastructure. This is typically accomplished through the Capital Improvement program which includes General Obligation Bonds and Certificates of Obligation. The following is a list of capital projects that Aviation is planning to accomplish during FY 2007.

Aviation CIP		C. O.
PROJECT		
Pavement Rehabilitation	$	250,000
Terminal Building Design	$	150,000
Total	$	400,000

Community Development and Planning

James F. Parajon, AICP, Director

The Community Development and Planning Department strives to enhance Arlington's quality of life by guiding its physical, social and economic development and to enhance private construction of safe, sound and accessible buildings by providing plan review and inspections. The Department is centered around two key functional areas - Community Planning and Building Permits and Inspections. The Community Development division supports the City Council, the Planning and Zoning Commission, Zoning Board of Appeals, and several other city committees associated with our business operations and planning initiatives. This Division conducts studies and prepares recommendations related to the strategic development of the City, administers city development regulations and oversees various special projects intended to meet Council priorities. The Building Permits and Inspections Division is responsible for applying building construction codes, issuing permits for various types of construction, and performing inspections to ensure compliance with codes and regulations.

Business Plan Responsibilities

Lead

- Submit applications for community-wide assessment grants (petroleum and hazardous materials).
- Create a position that assesses transportation needs, works with development to maximize the efficiency and safety of the transportation network, leverages transportation dollars and identifies opportunities to address needs. Incorporates the various transportation modes into a comprehensive network. ($104,858)
- Review and update the Zoning Ordinance and Subdivision Rules and Regulations/Design Standards. ($225,000)
- Finish development of the One-Start process. ($200,000)

Performance Measures	FY 2006 Actual	FY 2007 projected	FY 2007 Goal
Number of hours staff spends in public meetings	NA	1000	1200
Percent of annual work plan projects completed according to schedule	NA	75%	95%
Percent of schedule inspections conducted within 48 hours	NA	80%	95%
Percent of development plans reviewed on schedule	NA	90%	100%
Percent increase in customer satisfaction with service	NA	10% increase	15% increase

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	53	55	55
Personnel Services	$ 3,113,990	$ 3,362,427	$ 3,698,436
Operating Expenses	618,667	886,838	1,320,614
Capital Outlay	234,473	-	44,300
TOTAL	$ 3,967,130	$ 4,249,265	$ 5,063,350

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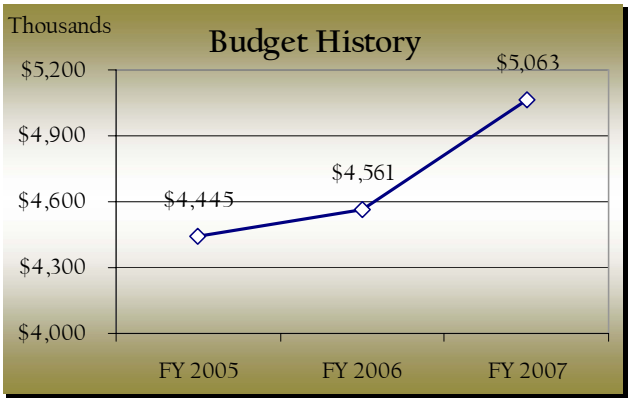

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. Also, the following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Adds a Transportation Planner position		$ 104,858
Review/Update the Zoning Ordinance and Subdivision Rules & Regulations/Design Standards	$ 225,000	
AMANDA Phase II	$ 95,200	
One Start Shop remodel	$ 200,000	
Totals:	$ 520,200	$ 104,858

Community Development and Planning Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Administration	$ 382,186	$ 430,829	$ 418,154	$ 492,979
Building Inspections	2,383,404	2,628,062	2,509,354	3,155,765
Planning	1,201,540	1,501,920	1,321,757	1,414,606
TOTAL	$ 3,967,130	$ 4,560,811	$ 4,249,265	$ 5,063,350

Economic Development

Trey Yelverton, Deputy City Manager

The City of Arlington has developed a new economic development strategy, called Champion Arlington, which will strengthen the community's competitive future by creating an environment and customer service spirit that attracts new residents, consumer spending, quality investment and job creation. The creation of the Office of Economic Development Department within the City was an essential part in this plan. The Office will be focused on the five goals of Champion Arlington: grow and diversify the economy; maintain a competitive workforce; focus on redeveloping existing areas; enhance Arlington's quality of life; and promote cooperation and inclusiveness in community initiatives. The Office will also work to enhance the City's provision of services to achieve a more sustainable revenue balance, and provide the resources and support for entrepreneurs and small businesses.

Business Plan Responsibilities

Lead

- Establish a municipal Office of Economic Development in keeping with the Champion Arlington Economic Development Strategy. ($90,000)
- Establish an office to oversee international protocol for the City of Arlington. ($38,000)

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Authorized Positions	0	0	0	3
Personnel Services	$ -	$ -	$ -	$ 187,794
Operating Expenses	-	-	$ -	23,000
Capital Outlay	-	-	-	-
TOTAL	$ -	$ -	$ -	$ 210,794

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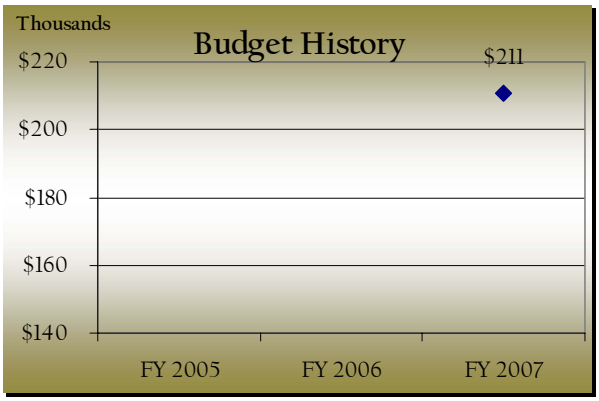


Budget Highlights

This Office will be created in FY 2007. The following resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Implement Economic Development Specialist positions		$ 90,000
Implement Office of International Protocol		$ 38,000
Totals:	$ -	$ 128,000

Capital Investment Tab

Environmental Services

Robert Byrd, Director

Newly organized in FY 2006, the Environmental Services Department includes the City's Storm Water Management division, the Solid Waste (Landfill) and Recycling programs, and the Fleet Services Fund. The goal in creating the department was to bring together programs designed to preserve and improve the quality of the natural environment in Arlington. Working in partnership with other departments, including Public Works and Transportation, Water Utilities, and the Office of Communication, the Environmental Services Department assists in coordinating programs and public education efforts on air quality, water quality and conservation, green building design standards, recycling, disposal of hazardous household materials, and City-wide clean-up events.

Business Plan Responsibilities

Lead

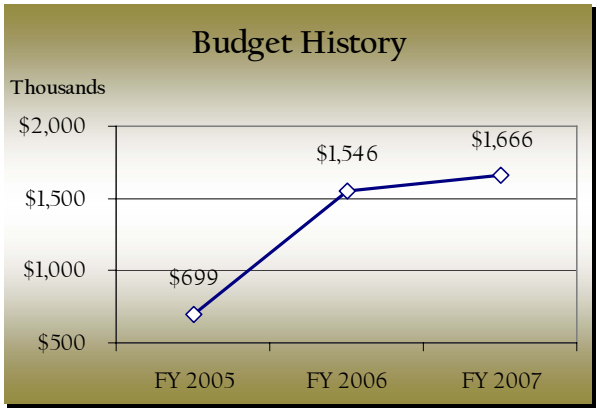
- Replace vehicles when vehicles reach the end of their stated lifecycles as specified in the contract with FVS. ($250,000)
- Quality of storm water run off measured in the city improves. ($100,000)

Performance Measures	FY 2005 Actual	FY 2006 Goal	FY 2006 Actual	FY 2007 Goal
Fleet Services				
Percentage of Fleet Maintenance Expenditures That Are Contracted Out 100%	100%	100%	100%	100%
Maintain average daily vehicle turnaround rate (80%)	70%	80%	72%	80%
Minimize the number of vehicles returned for rework (3 per month)	2.5	3.0	3.3	3.0
Maximize the daily fleet availability rate (95%)	97%	95%	98%	95%
Environmental Services				
Citizen Ratings of Refuse Collection Services	N/A	N/A	N/A	90% good/excellent
Citizen Ratings of Residential Recycling Services	N/A	N/A	N/A	90% good/excellent
Percentage of Vehicles and Heavy Equipment Using Alternative Fuel	2% (15 new Priuses)	1%	0.4% (3 new hybrid trucks)	1%

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	10	10	10
Personnel Services	$ 676,900	$ 867,440	$ 872,033
Operating Expenses	199,570	660,651	793,641
Capital Outlay	-	-	-
TOTAL	$ 876,469	$ 1,528,091	$ 1,665,673

The Summary of Resources table above shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph on the next page shows the change in budgeted amounts over three years.



Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Storm Water Regional Monitoring Program		$ 100,000
Totals:	$ -	$ 100,000

Environmental Services Expenditures	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Environmental Services	$ 494,093	$ 599,452	$ 607,525	$ 722,090
Solid Waste Operations	116,403	717,220	685,418	700,102
Environmental Services Mgmt.	265,973	229,814	235,148	243,481
TOTAL	$ 876,469	$ 1,546,486	$ 1,528,091	$ 1,665,673

Public Works and Transportation

Bob Lowry, Director

The Department of Public Works & Transportation is responsible for the design, construction, maintenance and operation of streets, traffic signals and street lights, construction and maintenance of storm water drainage facilities, property acquisition, and construction and construction and maintenance of city facilities. The mission of the department is to enhance the quality of life and contribute to the overall economic development of the City of Arlington by providing outstanding services that improve mobility, drainage, natural creek and transportation systems for citizens, businesses and visitors. Divisions in the department include Traffic Engineering, Traffic Operations, Streets and Drainage, Engineering Services, Inspection and Survey, Facility Construction Management, Facility Services, Real Estate Services, and Business Services. The Streets budget is included in the Street Maintenance Fund.

Business Plan Responsibilities

Lead

- Develop and implement parking and traffic management program during Entertainment District Construction and ongoing operations.
- Identify gaps between needs and resources for the 17 identified infrastructure components.
- Develop and begin execution of a five-year maintenance program for each infrastructure component.
- Implement Phase II of the signal upgrade project.
- Consider alternate service deliver models for in-house pavement markings programs.
- Maintain infrastructure through the purchase of a grapple truck. ($133,900)
- Add new Inspection staff to meet demand for Water Utilities and PWT CIP inspection. ($290,204)
- Hire an additional engineer to initiate implementation of awarded Tarrant County bond project. ($77,431)
- Begin implementation of the recommendations of the CPRC on storm water issues by performing a Storm Water Utility Cost of Services Analysis and Design Study. ($33,400)
- Begin implementation of the recommendations of the CPRC on storm water issues by hiring a consultant to develop a Storm Water Management Plan. ($350,000)
- Develop and begin execution of a maintenance program for street marker signs. ($104,000)
- Perform critical maintenance on City facilities in FY 07. ($205,000)
- Upgrade fire alarms in City Hall. ($250,000)
- Upgrade of the Central Library Elevator Control. ($40,000)
- Extend the economic life of public assets and reduce long-term maintenance and repair costs by developing a facilities management program to address current and future maintenance requirements. ($226,800)

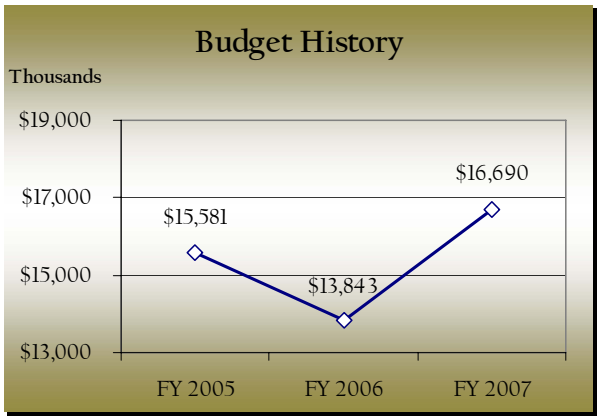
Performance Measures	FY 2005 Actual	FY 2006 Goal	FY 2006 Actual	FY 2007 Goal
Street Maintenance				
Percent of arterial/collector street lane miles with a pavement condition rating below 70	N/A	N/A	36%	35%
Percent of residential street lane miles with a pavement condition rating below 70	N/A	N/A	26%	25%
Percent of budget growth (cost) after project award (final contract amount-original contract amount/original contract amount)	N/A	N/A	3.85%	5%
Percent of budget growth (time) after project award (final time-original estimated time/original estimated time)	N/A	N/A	9.4%	10%
Percent of citizens satisfied or very satisfied with road conditions	63%	N/A	N/A	75%
Facility Services				
Percent of work orders complete within 72 hours	N/A	N/A	90%	95%

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	129	119	124
Personnel Services	$ 7,938,313	$ 7,748,551	$ 9,099,920
Operating Expenses	6,047,380	6,250,090	7,414,671
Capital Outlay	42,136	60,000	175,000
TOTAL	$ 14,027,830	$ 14,058,641	$ 16,689,590

The Summary of Resources table shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph shows the change in budgeted amounts over three years.



Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Purchase grapple truck for drainage crew		$ 133,900
Add additional inspection staff for proposed CIP projects		$ 290,204
Additional engineer to implement Tarrant County projects		$ 77,431
Complete Storm Water Fee Analysis Study		$ 33,400
Begin Storm Water Management Plan		$ 350,000
Replacement of Street Marker Signs		$ 104,000
Building Maintenance	$ 205,000	
City Hall Fire Alarms	$ 250,000	
Maintenance of Buildings - Central Library Elevator	$ 40,000	
Change out lighting fixtures	$ 226,800	
Totals:	$ 721,800	$ 988,935

Public Works and Transportation Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Business Services	$ 110,915	$ 858,477	$ 802,095	$ 906,293
CIP & Development Admin	532,903	133,946	135,639	691,077
Construction Management	403,433	264,133	229,171	248,708
Construction Services	112,573	104,255	106,031	108,801
Custodial	544,128	499,660	502,058	514,541
Engineering Operations	1,160,942	1,488,361	1,342,937	728,956
Facility Services Admin	174,339	177,570	179,871	183,206
Inspections	1,102,331	1,061,928	1,005,336	1,076,088
Engineering Development	-	-	-	677,201
Operations Admin	171,289	145,573	146,149	152,471
PW Administration	449,040	297,003	340,913	329,519
Real Estate Services	238,106	263,105	264,872	384,304
Repair/Renovation	1,978,873	1,763,994	1,759,295	2,390,271
School Safety	460,138	485,077	486,589	500,768
Service Administration	156,862	155,346	117,369	187,615
Survey	454,524	299,597	292,067	294,677
Storm Water Maintenance	-	-	-	581,924
Traffic Engineering	3,052,200	2,975,204	3,587,394	3,351,627
Traffic Operations	751,964	443,558	461,405	503,700
Traffic Signal Crews	1,429,087	1,589,388	1,564,899	1,929,265
Traffic Signs & Markings Crews	744,183	837,215	734,553	948,578
TOTAL	$ 14,027,830	$ 13,843,389	$ 14,058,641	$ 16,689,590

The Public Works Department is responsible for constructing new and maintaining existing streets. This is typically accomplished through the Capital Improvement program which includes General Obligation and Certificates of Obligation. The following is a list of capital projects that Public Works is planning to accomplish during FY 2007.

Public Works CIP				
PROJECT		G. O.		C. O.
Arbrook Blvd (Bowen to Melear)	$	280,000		
Arterial and Collector Rebuild Program	$	3,600,000		
Collins Street (Southeast Pkwy to Mansfield Webb)	$	400,000		
Construction Testing	$	500,000		
Developer Participation Projects	$	550,000		
Direct Project Management Costs	$	1,600,000		
I-30 Bridges land acquisition			$	3,400,000
Lamar Blvd (Collins to Ballpark)	$	270,000		
Little Road (Arkansas to Ronny Snow)	$	2,320,000		
Park Row Drive (Collins to Kent)	$	110,000		
Residential Street Rebuild Program	$	2,850,000		
Residential/Safety Street Lighting	$	25,000		
Right-of-Way Protection	$	50,000		
Sidewalk Program	$	500,000		
Signal Rebuilds and Modifications	$	40,000		
Southeast Pkwy (Sublett to New York)	$	2,175,000		
Street Light Upgrades	$	1,205,000		
Traffic Calming	$	100,000		
Traffic Signal Construction	$	185,000		
Total	$	16,760,000	$	3,400,000

Strategic Support Tab

Financial Services

Anna Mosqueda, Director

The Financial Services Department is responsible for preparing the City's the 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. The mission of the department is to ensure responsible oversight of the City's debt portfolio, investments, financial transactions, and financial reporting. Divisions in the department include Administration, Accounting, Accounts Payable, Payroll, Purchasing and Treasury Management.

Business Plan Responsibilities

Lead

- Conduct second year of hotel occupancy tax audits.
- Analyze current debt ratio targets and set new targets or debt ratio goals.
- Create training syllabus for M/WBEs on specific details of bid/proposal response and how to do business with the City of Arlington and similar public entities.
- Set City Council guidelines for the issuance of debt supported by tax increment district revenues
- System-wide update of the current 6,000+/- vendor database for M/WBE status, as well as contact information.
- Facilitate database conservations/updates and end-user training to provide a means for allocating costs and supervisor approval in the Smart Data Online MasterCard system.
- Update procedures for duties, incorporating the changes that have occurred from the new Lawson software.
- Receive an unqualified opinion on the CAFR and no material findings on the Single Audit. ($25,949)
- Purchase the economic or fiscal impact analysis model selected in FY 2006. ($24,000)

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Procurement card transactions	15,143	15,904	17,000
Purchase Orders: Transactions / $ Amount	10,607 / $37.5m	7,902 / $36.8m	8,500 / $38.0m
Historically Underutilized Businesses (M/WBE): % of Total Spend / $ Amount	5.6% / $2.2m	4.7% / $1.9m	6.1% / $2.5m
Investment portfolio rate of return over Treasury Yield curve: Main % / ASFDA %	83.5% / 77.0%	88.4% / 86.9%	98.0% / 90.0%

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	30	31	31
Personnel Services	$ 1,988,287	$ 1,988,651	$ 2,114,441
Operating Expenses	889,316	1,127,974	1,168,698
Capital Outlay	-	-	24,000
TOTAL	$ 2,877,603	$ 3,116,625	$ 3,307,139

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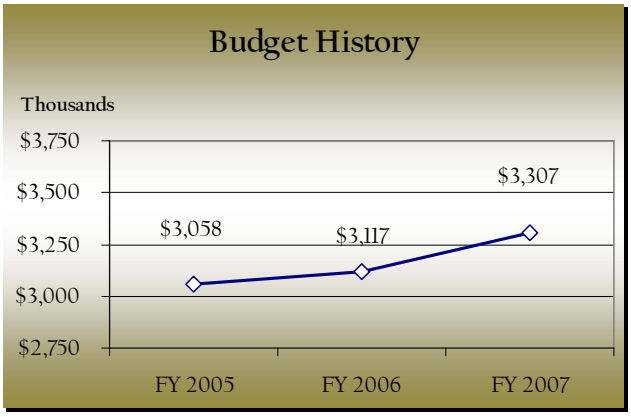


Budget Highlights

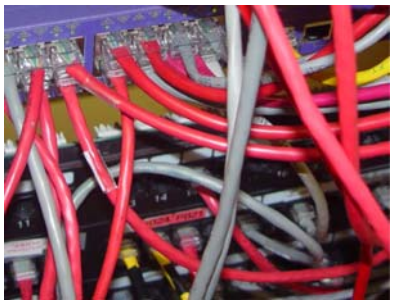
Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Contract for external auditors		$ 25,949
Analysis Software	$ 24,000	
Totals:	$ 24,000	$ 25,949

Financial Services Expenditures				
	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Accounting	$ 488,033	$ 510,262	$ 514,800	$ 533,569
Administration	468,821	545,097	558,098	532,066
Payroll/Payables	461,775	471,145	501,201	592,058
Purchasing	402,190	391,758	382,968	398,569
Treasury	1,056,785	1,198,363	1,159,558	1,250,876
TOTAL	$ 2,877,604	$ 3,116,625	$ 3,116,625	$ 3,307,140

Information Technology

Todd Tanner, Interim Chief Information Officer



The Information Technology (IT) activities in the City are budgeted in two separate funds. The General Fund division of the IT Department is responsible for:

- Department management
- Strategic planning
- Security
- Mainframe application support
- Mainframe technical support
- Mainframe operations
- Business consulting services
- Geographic Information System operation, maintenance, and development
- Database administration services
- Web services including administration, maintenance and development

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

- Meeting departmental commitments
- Building productive relationships within and beyond the Information Technology Department
- Defining, managing and effectively communicating capabilities
- Providing enterprise systems and solutions to meet the City's goals

Divisions in the department include IT Administration, Business Services, Information Services, and Infrastructure Services.

Business Plan Responsibilities

Lead

- Complete information technology customer requests satisfactorily and in compliance with the Service Level Agreements.
- Maintain server and communication infrastructure in compliance with the Service Level Agreements.
- Move funds for AutoCad Licenses to Information Technology InterService Fund. Centralize the software ordering process in concert with the installation processes.
- Migrate departmental and enterprise applications off the mainframe; Select and obtain client-server based replacement application; Rewrite and/or develop replacement custom applications internally.

- Obtain contract and/or consulting services to augment City of Arlington Information Technology staff during completion of the IT Operational Analysis. ($103,800)
- Maintain server and communication infrastructure in compliance with the Service Level Agreements ($250,000)
- Add two fiber channel switches for SAN connectivity; Increase storage space available to the Police department; Increase storage space available to the Fire department; Increase backup space for the enterprise; Replace portions of the network equipment that is now or soon to be end of life; and Replace unmanaged high speed communications equipment with managed equipment.($345,000)
- Purchase continued rights to use Lawson and Kronos as part of CityNet; Create and fill one Network Administrator II position to manage data storage in the enterprise; Create and fill one Customer Support Specialist position for twelve months; Create and fill one customer Support Specialist position for six months; Train and certify Customer Support Specialist with Dell to improve PC support activities; Continue UPS and network equipment maintenance necessary to provide the continued level of service. ($380,000)

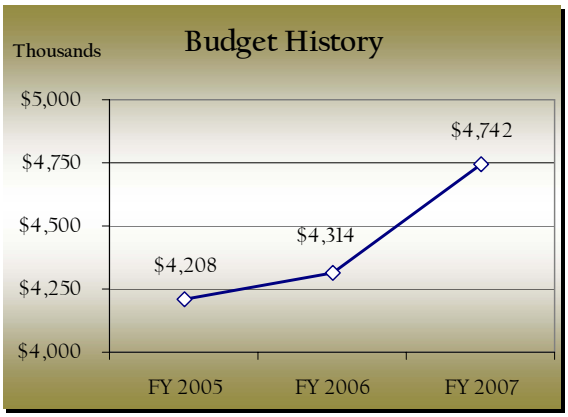
Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
% of Telephone repair calls resolved within 24 hours	N/A	N/A	95%
% of Network repair calls resolved within 24 hours	N/A	N/A	95%
% of Help Desk calls resolved at: time of call; within 4 hours; within 8 hours	N/A	N/A	25%,25%,50%
Customer satisfaction survey results	N/A	N/A	Good

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	37	37	37
Personnel Services	$ 3,251,472	$ 3,132,305	$ 3,423,623
Operating Expenses	837,878	1,173,161	1,318,427
Capital Outlay	-	-	-
TOTAL	$ 4,089,350	$ 4,305,466	$ 4,742,050

The Summary of Resources table shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph shows the change in budgeted amounts over three years.



Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. Also, the following additional resources were provided to address council priorities and other outcomes:

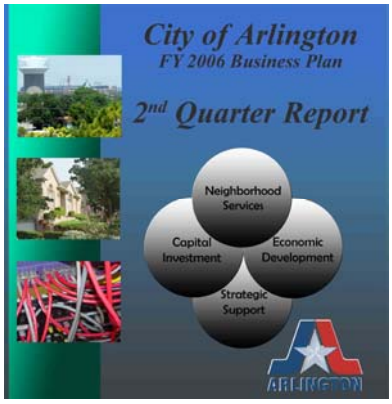
Description	One-Time	Recurring
Temporary Staff	$ 103,800	
Web Environment Refresh	$ 250,000	
Totals:	$ 353,800	$ -

Information Technology Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Business Services	$ 699,722	$ 902,539	$ 905,225	$ 1,145,328
Customer Support	952,367	970,754	966,410	923,650
Geoprocessing	683,737	762,749	748,478	804,867
Information Services	802,177	729,061	619,870	903,618
IT Administration	951,347	948,476	1,065,483	964,586
TOTAL	$ 4,089,350	$ 4,313,578	$ 4,305,466	$ 4,742,050

Management Resources

April Nixon, Director



The Management Resources Department provides support and information to assist the City Manger and the Mayor and City Council in management decision – making. The Department facilitates the development and tracking of the city-wide business plan and performance based budget. It also focuses on information content development and distribution, city-wide knowledge management, and acts as a strategic partner with departments to implement special initiatives with citywide impact.

Divisions in the department include the Office of Communication, which conveys the City's position and works with the media, Knowledge Management, which collaborates with Information Technology on employment of a City-wide knowledge management process, the City Secretary's Office, Office of Management and Budget, responsible for monitoring and reporting on City functions, and administrative support for Mayor, Council and City Manager's offices.

Business Plan Responsibilities

Lead

- Continue funding information distribution on the City's cable broadcast channel. ($25,000)
- Create a fourth staff position in the Mayor and Council Office that can provide added support to elected officials as well as assisting citizens and other interested parties who contact the Office. ($66,000)
- Hire a Revenue Enhancement Specialist to work with City departments to improve efficiency and increase funding by streamlining department operations and securing grant funding for various municipal projects. ($92,115)

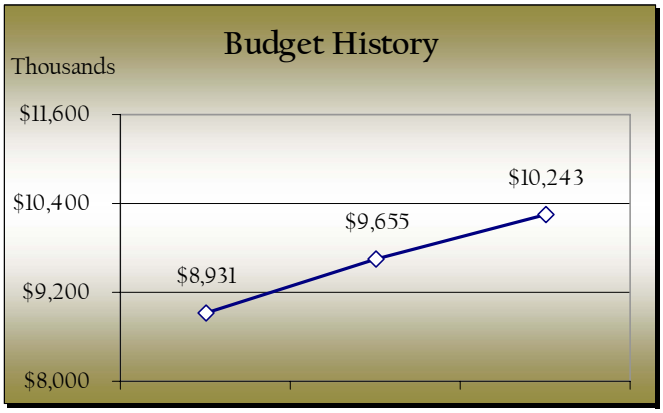
Performance Measures	FY 2005 Actual	FY 2006 Goal	FY 2006 Actual	FY 2007 Goal
Office of Communications				
Percent of citizens who agree the City keeps them informed.	78%	78%	77%	85%
Percent of employees who agree the City keeps them informed.	58%	58%	57%	65%
Office of Management and Budget				
Receive Government Financial Officers Association (GFOA) Distinguished Budget Award	Received	Received	Received	Received
Percent variance of Current Year Estimates (CYE) to actual expenditures – General and Support Services Funds	4.35%	+/- 2%	+/- 2%	+/- 2%
Percent variance of Current Year Estimates (CYE) to actual revenue – General and Support Services Funds	(1.2%)	+/- 2%	+/- 2%	+/- 2%
Percent of operational analysis recommendations accepted as written	NA	NA	92%	90%
Knowledge Management				
Percent of agendas compiled and correct by deadline (Friday close of business)	100%	100%	100%	100%
General Services expenditures recovered through revenues	100%	100%	100%	100%
Intergovernmental Relations				
Percent of priority bills with a positive outcome for the City	NA	N/A	N/A	75%

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Authorized Positions	30	36	36	40
Personnel Services	$ 5,032,491	$ 5,241,282	$ 4,619,049	$ 6,838,001
Operating Expenses	2,834,339	4,414,136	4,406,012	3,404,753
Capital Outlay	133,875	-	-	-
TOTAL	$ 8,000,706	$ 9,655,418	$ 9,025,061	$ 10,242,754

The Budget Summary table shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph shows the change in budgeted amounts over the past three years.



Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Camera equipment	$ 25,000	
Council Assistant		$ 66,000
Add Revenue Enhancement Specialist		$ 92,115
Totals:	$ 25,000	$ 158,115

Management Resources Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Budget	$ 300,044	$ 735,952	$ 703,974	$ 957,485
City Manager's Office Support	342,591	267,723	267,492	280,316
City Secretary's Office	409,040	392,874	362,283	472,807
Administration	295,064	347,020	363,290	436,588
Mayor & Council Support	333,660	332,470	323,225	520,800
MOT	312,335	378,326	373,038	463,438
Non-Departmental	5,118,895	6,371,047	5,794,971	6,198,998
Office of Communication	887,687	819,291	826,073	901,608
Telecommunications	1,390	10,715	10,715	10,715
TOTAL	$ 8,000,706	$ 9,655,418	$ 9,025,061	$ 10,242,754

Municipal Court

David Preciado, Director

The Arlington Municipal Court provides Class C misdemeanor fine collection processing and support for the City. Services include both on site and off site collection, scheduling court appearances, preparation of arrest warrant documents, liaison with local attorneys, clerical support during judicial proceedings, required state reporting, data entry, and collection of past due fines. The Municipal Court works closely with the Judiciary, the City Attorney's Office, and the Arlington Police Department in this effort.

Business Plan Responsibilities

Lead

- Access to court software for judge, court clerk, prosecutors and defendant both in the courtroom and during courtroom proceedings. ($40,000)

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Number of customers paid on internet	n/a	226	3000
Number of warrants issued	7,535	32,817	33,100
Total number of new cases filed	182,021	157,477	159,100

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Authorized Positions	42	42	42	42
Personnel Services	$ 2,273,109	$ 2,180,765	$ 2,185,299	$ 2,177,009
Operating Expenses	317,006	284,536	326,410	317,637
Capital Outlay	-	-	-	40,000
TOTAL	$ 2,590,115	$ 2,465,301	$ 2,511,709	$ 2,534,646

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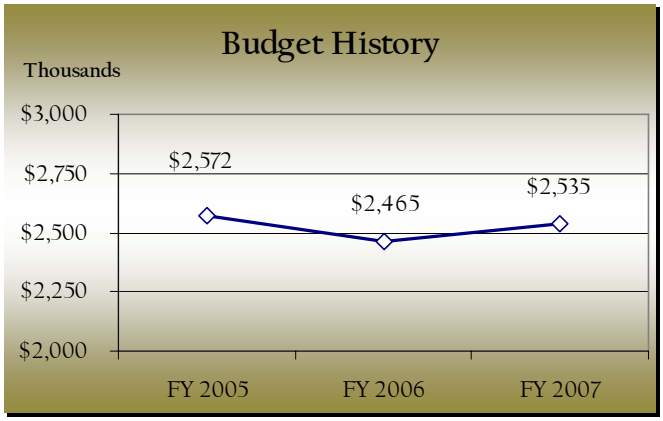

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Computers for new court rooms at MOT	$ 40,000	
Totals:	$ 40,000	$ -

Workforce Services

Lisa Coburn, Interim Director

Workforce Services focuses on recruitment/selection, training and development, organizational development, employee relations, compensation, benefits design and administration, risk management and safety for the City. The mission of the department is to facilitate ongoing workforce communication of policy, practice, competencies, and culture to establish and reinforce organizational expectations and strategically partner with operating departments, thus assisting in the effective and timely delivery of City services. Divisions in the department include Operations, Employee Services, Organizational Development and Risk Management.

Business Plan Responsibilities

Lead

- Provide quality customer service to internal and external customers through system tools, defined benefit processes and a workforce that is qualified, trained, productive and motivated.
- Develop consumer driven benefit programs that meet the needs of the employee in providing benefits that encourage stability and motivate retention, as well as, supports the needs of the citizens by maintaining fiscal integrity and responsibility.
- Continue our multi-year strategy to offer a compensation package that is competitive in the marketplace in order to attract and retain people in our City.
- Review the funds deposited and disbursed from the City's Workers' Compensation Fund, Employee/Employer 401(k) plan contributions, Disability Income Plan and the Part-time Seasonal Temporary Deferred Income Plan. Compare the City of Arlington Benefits with other local entities.
- Execute training and development programs such as the Leadership Academy, Management Symposium, Change Management and Customer Service training.
- Continue implementation of remaining phases of the CityNet HRIS system as planned and develop the expanded role of the newly implemented HRIS system in the organization. ($83,000)
- Financial responsibility of the City's assets and ensuring adequate coverage of those assets. ($10,000)

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Annualized full time employee turnover rate (employee development / job satisfaction)	10%	11%	13%
Percent of full-time employees retained beyond six months (productivity / job satisfaction)	84%	87%	87%
Percent of injuries not resulting in lost time (productivity)	87%	87%	87%

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Authorized Positions	19	19	19	20
Personnel Services	$ 1,732,528	$ 1,733,506	$ 1,605,607	$ 1,832,763
Operating Expenses	653,958	860,256	854,087	903,700
Capital Outlay	-	-	-	-
TOTAL	$ 2,386,486	$ 2,593,762	$ 2,459,695	$ 2,736,462

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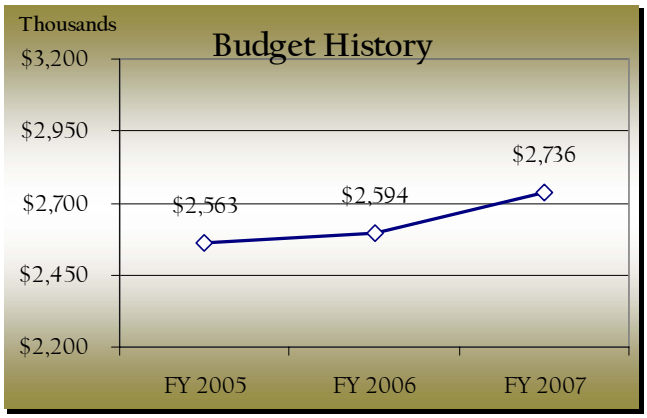

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Implement remaining phases of CityNet HRIS system		$ 83,000
Property appraisal	$ 10,000	
Totals:	$ 10,000	$ 83,000

Enterprise Funds Tab

Water and Sewer Fund

Julie Hunt, P.E., Director

The Water Utilities Department is responsible for providing drinking water and wastewater disposal services to residents and businesses. 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. The department also provides accounting and financial services as well as geographic information support to other City departments.

	Actual FY 2005	Budget FY 2006	Estimate FY 2006	Adopted FY 2007
BEGINNING BALANCE	$ 1,123,294	$ 2,898,709	$ 2,916,934	$ 26,930
TOTAL REVENUES	$ 93,407,016	$ 91,636,277	$100,737,439	$ 96,675,583
INTERFUND TRANSFERS:				
General Fund - Indirect Cost	$ (2,840,502)	$ (3,034,674)	$ (3,034,674)	$ (3,179,225)
APFA Fund - Indirect Cost	$ -	$ -	$ -	$ (105,314)
Debt Service, Municipal Office Tower	(88,770)	(86,905)	(86,905)	(84,806)
Operating Reserve	-	-	(585,000)	-
Fleet Replacement Reserve	(491,956)	-	-	-
Renewal/Rehabilitation Fund	(14,100,000)	(6,500,000)	(8,000,000)	(7,750,000)
Infrastructure Maintenance Reserve Fund	-	-	-	-
Capital Projects Fund	-	(2,000,000)	(9,250,000)	(2,000,000)
TOTAL INTERFUND TRANSFERS	$ (17,521,228)	$ (11,621,579)	$ (20,956,579)	$(13,119,345)
TOTAL AVAILABLE FUNDS	$ 77,009,082	$ 82,913,407	$ 82,697,794	$ 83,583,168
TOTAL EXPENDITURES	$ 74,092,148	$ 79,462,751	$ 82,670,864	$ 83,569,970
ENDING BALANCE	$ 2,916,934	$ 3,450,656	$ 26,930	$ 13,198

Divisions in the department include Business Services (Administration, Information Services, Customer Services, Meter Maintenance and Meter Reading), Operations (Engineering, South Field Operations, Inflow/Infiltration Field Operations, North Field Operations and Operations Support), and Treatment (Water Treatment, Laboratory and Water Resource Services).

Business Plan Responsibilities

Lead

- Public education related to elimination of fats, oils and grease (FOG) that are discharged to the sanitary sewer system.
- Eliminate sanitary sewer overflows.
- Minimize delays in the isolation of water system breaks and ensure that the water infrastructure is maintained in optimal condition through optimal expenditures.
- Evaluate the potential for providing treated water to wholesale customers.
- Monitor and adjust irrigation/conservation commodity rates as necessary.
- Update water distribution system hydraulic model and Master Plan to ensure continued effective and efficient infrastructure planning, analysis and investment.
- Develop integrated and updated wastewater collection system model and Wastewater Master Plan to ensure continued effective and efficient infrastructure planning, analysis and investment.
- Complete design for expansion of the John Kubala Water Treatment Plant.
- Replace voice recording system for Customer Service at City Hall and Dispatch Services and Customer Services at the South Service Center.
- Enhance the promotion of Arlington's commitment to water conservation public education.
- Evaluate producing bottled water with the City of Arlington label.
- Continue five year plan to balance Water Utilities' fixed and variable cost recovery.
- To ensure that managers and supervisors are adequately prepared for promotional opportunities, and to provide flexibility in leadership roles.
- Upgrade current printers utilized by General Services.
- Purchase additional hardware to allow playing of informational messages for customers while waiting in an Arlington Water Utilities call center and other City department queues.
- Improve telephone system for enhanced customer service.

Measure	FY 2005 Actual	FY 2006 Goal	FY 2006 Actual	FY 2007 Goal
Per capita water consumption decreases.	158 gpcd	N/A	184 gpcd	156 gpcd
The number of water line breaks per 100 miles of line decreases.	6.4	N/A	13.6	<10
The number of sanitary sewer overflows decreases.	194	N/A	181	165
Average service interrupt time per line break decreases.	2.3 hours	N/A	2.1 hours	2.0 hours
Percent of time that ozonated water supply capacity exceeds system demand by 10%.	100%	N/A	99.4%	100%
Maintain or exceed current bond ratings.	S&P: AA- Moody: Aa3 Fitch's: AA+	N/A	S&P: AA- Moody: Aa3 Fitch's: AA+	S&P: AA- Moody: Aa3 Fitch's: AA+
Percent unaccounted water decreases.	5.3%	N/A	N/A	5%

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	222	219	219
Personnel Services	$ 13,847,470	$ 12,997,323	$ 14,005,201
Operating Expenses	59,555,310	68,865,561	68,632,756
Capital Outlay	689,368	807,980	932,013
TOTAL	$ 74,092,148	$ 82,670,864	$ 83,569,970

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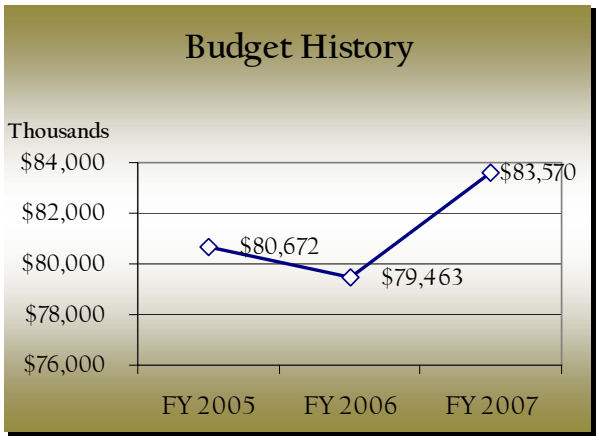

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Capital Improvement Program Reporting	$ 100,000	
Totals:	$ 100,000	$ -

Water Utilities Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Water Administration	$ 50,196,581	$ 56,696,792	$ 56,976,299	$ 59,435,740
Water Customer Services	3,187,205	2,986,342	2,959,001	3,466,191
Water Engineering	1,064,172	1,157,608	1,127,657	1,202,328
Water Field Operations/North	1,987,937	1,817,660	1,761,135	1,836,317
Water Field Operations/South	2,203,711	1,952,615	2,060,824	2,068,926
Water I/I Operations	2,371,342	2,493,727	2,489,811	2,330,742
Water Information Services	1,575,073	1,517,846	1,705,928	1,573,290
Water Laboratory	885,773	819,042	840,155	850,970
Water Meter Maintenance	2,141,047	2,055,650	2,002,843	2,056,994
Water Meter Reading	668,057	627,587	572,570	592,467
Water Opr Support-Office	477,121	400,433	419,912	434,036
Water Opr Support-Warehouse	449,749	450,334	453,698	453,073
Water Resource Services	570,602	502,662	521,936	582,749
Water Treatment Maintenance	1,670,263	1,473,239	1,346,996	1,476,416
Water Treatment Operations	4,643,515	4,511,214	7,432,099	5,209,732
TOTAL	$ 74,092,148	$ 79,462,751	$ 82,670,864	$ 83,569,970

The Water Utilities Department Public Works Department is responsible for new and improving Water infrastructure projects. This is typically accomplished through the

Capital Improvement program which includes General Obligation Bonds and Certificates of Obligation. The following is a list of capital projects that Water Utilities is planning to accomplish during FY 2007.

Water Utilities CIP		
PROJECT		Rev Bonds
Area C Water and Sewer Capacity Improvements, Phase 2	$	100,000
Arkansas at SH360 Transfer Valve	$	60,000
Arkansas: Browning - SH360 W & S Adj	$	1,310,800
Arkansas: Cooper-Collins	$	685,000
Arkansas Elevated Tank	$	170,000
Collins: Arkansas to Glynn Oaks (proposed Tank) B	$	766,000
Collins/Randol Mill Relief Sewer Capacity Improvements	$	780,000
Cravens Park - Silo Road Water and Sewer Adjustment	$	100,000
Developer Participation	$	500,000
Division: Collins-Six Flags Water and Sewer Adjustment	$	1,050,000
Eden/Eden Tap/Mansfield Cardinal Sanitary Sewer	$	630,080
Elevated Tank Pump Stations	$	425,000
Green Oaks Blvd: Ballpark Way to City Limits Adjustment	$	100,000
Harris (Cooper-Ledbetter) 42" & 36" Water Line	$	1,525,000
I-30 Bridges, Phase II	$	4,227,000
John F. Kubala Water Treatment Plant Expansion	$	12,050,000
Johnson Creek Sanitary Sewer 3C	$	1,500,000
Johnson Creek Sanitary Sewer 4B	$	600,000
Kennedale Water - Kee Branch	$	50,000
Mary / East / Rogers 36" WL	$	2,160,000
Meadow/Arkansas-Inwood 20" Water Line	$	300,000
Nathan Lowe and Cravens Park 42" Water Line	$	3,853,845
Pierce Burch Plant Chemical Feed Improvements	$	475,000
Pleasant Ridge Road(Kelly Elliott to Bowen Road)	$	422,850
Rogers & Baird Farm 30"/36" Water Transmission Line	$	1,530,000
Sherry: Arbrook-I-20 16" Water Line	$	175,000
Street Rebuilds/Public Works	$	500,000
Sublett/US287-West 12" Water Line	$	40,000
US287/Eden-Longhorn 24" & 16" Water Line	$	405,000
Total	$	36,490,575

Special Revenue Funds Tab

Convention & Event Services Fund

The Convention and Event Services Fund provides for the operation of the Arlington Convention Center, a public assembly facility that generates revenue by facilitating national, state, and regional meetings and events. The entire community benefits from attendee patronage of hotels, restaurants, retail establishments, tourist venues, and recreation facilities. In addition, the Convention Center provides space and services for local events that promote business and enhance the quality of life in the community. The primary mission of the Convention Center is to drive new dollars into the City's economy.

Divisions in the department include Event Coordination and Oversight, Facility Operations and Maintenance, Parking Operations, and Business Administration.

CONVENTION AND EVENT SERVICES FUND
FY 2007 OPERATING POSITION

	Actual FY 2005	Budget FY 2006	Estimate FY 2006	Adopted FY07
BEGINNING BALANCE	$ -	$ -	$ 91,836	$ 537,074
TOTAL REVENUES	$ 7,026,321	$ 6,983,000	$ 7,056,000	$ 7,270,000
INTERFUND TRANSFERS:				
Debt Service - Grand Hall	$ (1,287,775)	$ (1,261,517)	$ (1,261,517)	$ (1,261,017)
Debt Service - Existing Debt	(657,364)	-	-	-
Conv & Visitors Bureau Debt Service	(120,188)	(116,438)	(116,438)	(112,613)
To Capital Maintenance Reserve	-	-	-	(150,000)
From General Fund - Operating Subsidy	351,727	-	-	-
To General Fund - Indirect Costs	(238,636)	(241,881)	(241,881)	(337,855)
TOTAL INTERFUND TRANSFERS	$ (1,619,836)	$ (1,619,836)	$ (1,619,836)	$ (1,861,485)
TOTAL AVAILABLE FUNDS	$ 5,406,485	$ 5,363,164	$ 5,528,000	$ 5,945,589
TOTAL EXPENDITURES	$ 5,314,649	$ 5,133,648	$ 4,990,926	$ 5,757,519
ENDING BALANCE	$ 91,836	$ 229,516	$ 537,074	$ 188,070

The Convention and Event Services Fund includes the funding for debt service and operations of the Arlington Convention Center, the Arlington Convention and Visitors Bureau, and operational support to the Fielder House Museum. Fund revenues are provided from operations of the Convention Center, and the hotel/motel occupancy tax. The Convention Center operating revenue is derived from facility rental, food and beverage services, parking,

and other event services. The City maintains a contractual relationship with the Convention and Visitors Bureau, an independent organization that develops an annual marketing plan and budget prepared under separate cover for approval by the City Council. City support of Bureau operations is provided by occupancy tax revenues received in the Convention and Event Services Fund.

Business Plan Responsibilities

Lead

- Execute the first year initiatives proposed in the ACVB's three year Destination Marketing Plan.
- Re-establish an ongoing Capital Reserve fund specifically for major repair/replacement/renovation costs for the Convention Center facility (as identified in the Multi-Year Capital Improvement Plan.)

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Cost recovery rate	91%	89%	90%
Convention and Visitors Bureau proposals produced	54	72	80
Customer satisfaction with facility (maximum of 5)	NA	NA	4.8
Customer satisfaction with event planning (maximum of 5)	NA	NA	4.8
Service orders processed	2,033	2,276	2,500

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	33	32	32
Personnel Services	$ 1,936,565	$ 1,744,920	$ 1,943,857
Operating Expenses	3,378,084	3,246,006	3,777,162
Capital Outlay	-	-	36,500
TOTAL	$ 5,314,649	$ 4,990,926	$ 5,757,519

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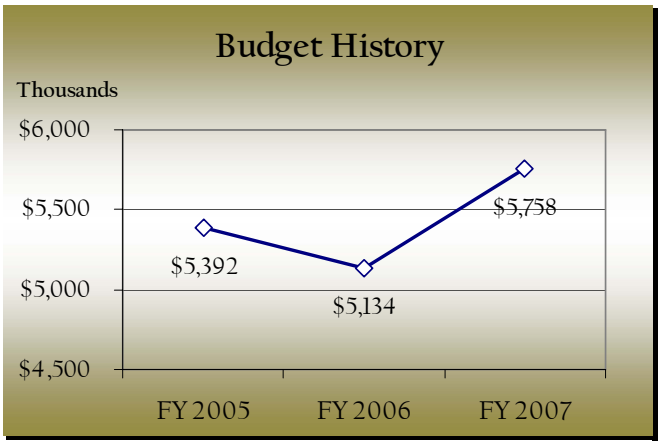

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Equipment		$ 36,500
Champion Arlington	$ 75,000	
Totals:	$ 75,000	$ 36,500

Convention and Event Services Fund Expenditures	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Convention Center	$ 2,660,944	$ 2,596,190	$ 2,453,468	$ 2,963,941
Convention & Visitors Bureau	2,633,705	2,367,458	2,367,458	2,623,578
Arts Funding	-	100,000	100,000	100,000
Downtown Revitalization	-	50,000	50,000	50,000
Fielder Museum	20,000	20,000	20,000	20,000
TOTAL	$ 5,314,649	$ 5,133,648	$ 4,990,926	$ 5,757,519

Park Performance Fund

Pete Jamieson, Director

The Park Performance Fund provides for the City's leisure service 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. Departmental resources are managed and deployed in accordance with the following strategic focus areas:

- Community and Neighborhood Development
- Municipal Policy

The divisions of the Park Performance Fund are: Athletics, Aquatics, Recreation Centers, Golf and Tennis.

PARK PERFORMANCE FUND
FY 2007 OPERATING POSITION

	Actual FY 2005	Budget FY 2006	Estimate FY 2006	Adopted FY 2007
BEGINNING BALANCE	$ 368,158	$ 30,167	$ 185,256	$ 264,718
REVENUES:				
Golf	$ 3,381,579	$ 4,646,900	$ 4,191,674	$ 4,567,167
Recreation	2,986,140	2,893,500	2,919,269	2,741,041
Field Maintenance	240,514	230,000	254,354	550,816
TOTAL REVENUES	$ 6,608,233	$ 7,770,400	$ 7,365,297	$ 7,859,024
INTERFUND TRANSFERS:				
Debt Service - Tierra Verde Golf Cou	$ (539,173)	$ (540,611)	$ (540,611)	(536,263)
Debt Service - Elzie Odom Rec Cent	(245,182)	$ (249,670)	$ (249,670)	(248,677)
From Golf Surcharge Fund	539,173	540,611	540,611	536,263
TOTAL INTERFUND TRANSFER	$ (245,182)	$ (249,670)	$ (249,670)	$ (248,677)
TOTAL AVAILABLE FUNDS	$ 6,731,209	$ 7,550,897	$ 7,300,883	$ 7,875,065
EXPENDITURES:				
Golf	$ 3,895,552	$ 4,578,088	$ 4,388,153	$ 4,785,767
Recreation	2,421,769	2,605,522	2,473,140	2,504,749
Field Maintenance	228,631	184,184	174,872	438,657
TOTAL EXPENDITURES	$ 6,545,953	$ 7,367,794	$ 7,036,165	$ 7,729,173
ENDING BALANCE	$ 185,256	$ 183,103	$ 264,718	$ 145,892

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Golf Revenues as a % of Total Earned Revenue from All Parks Activities	48%	50%	46%
Citizen Ratings of Overall Satisfaction with Parks and Recreation in the jurisdiction	N/A	86%	87%
Citizen Ratings of the Quality of Parks and Recreation in the jurisdiction	N/A	80%	87%

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	66	62	62
Personnel Services	$ 4,152,474	$ 4,188,236	$ 4,512,724
Operating Expenses	2,349,402	2,847,929	3,081,450
Capital Outlay	44,077	-	135,000
TOTAL	$ 6,545,953	$ 7,036,165	$ 7,729,173

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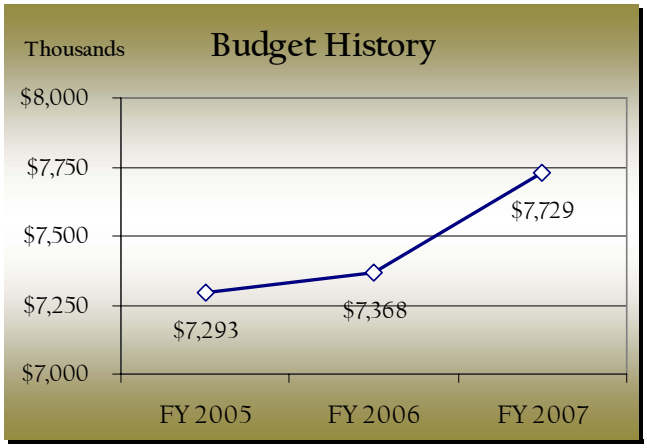

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Field Enhancement Equipment		$ 250,816
Totals:	$ -	$ 250,816

Park Performance Fund Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Golf	$ 3,895,552	$ 4,578,088	$ 4,388,153	$ 4,785,767
Recreation	2,421,769	2,605,522	2,473,140	2,504,749
Field Maintenance	228,631	184,184	174,872	438,657
TOTAL	$ 6,545,953	$ 7,367,794	$ 7,036,165	$ 7,729,173

Street Maintenance Fund

Bob Lowry, Director

The Street Maintenance Fund is responsible for preventative maintenance, and resurfacing, including asphalt mill and overlay, concrete repair, crack-seal, street sweeping and sealing residential and arterial roadways. In addition, the fund supports weather related emergency response and the maintenance of drainage structures and ditches. The mission of the Street Maintenance Fund is to enhance the quality of life and contribute to the overall economic development of the City of Arlington by providing outstanding services that improve drainage and transportation systems for citizens, businesses and visitors.

STREET MAINTENANCE FUND
FY 2007 OPERATING POSITION

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
BEGINNING BALANCE	$ 784,006	$ 881,362	$ 1,344,657	$ 499,998
REVENUES:				
Sales Tax Revenue	$ 10,046,003	$ 10,615,480	$ 10,615,480	$ 11,146,254
Interest Revenue	236,534	26,188	26,188	237,000
TOTAL REVENUES	$ 10,282,537	$ 10,641,668	$ 10,641,668	$ 11,383,254
INTERFUND TRANSFERS:				
From General Fund	$ 2,283,194	$ 2,283,194	$ 2,283,194	$ 2,301,527
From Storm Water Fund	540,621	417,756	447,849	-
TOTAL INTERFUND TRANSFEI	$ 2,823,815	$ 2,700,950	$ 2,731,043	$ 2,301,527
TOTAL AVAILABLE FUNDS	$ 13,890,358	$ 14,223,980	$ 14,717,368	$ 14,184,779
EXPENDITURES:				
Sales Tax / Fee supported division	$ 9,701,044	$ 11,486,970	$ 11,486,970	$ 11,457,049
General Fund supported division	2,250,217	2,282,550	2,282,550	2,306,593
Storm Water Fund supported div.	594,440	447,850	447,850	-
TOTAL EXPENDITURES	$ 12,545,701	$ 14,217,370	$ 14,217,370	$ 13,763,642
ENDING BALANCE	$ 1,344,657	$ 6,610	$ 499,998	$ 421,137

Divisions in the department include street maintenance and stormwater drainage maintenance.

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	75	72	72
Personnel Services	$ 2,760,054	$ 3,342,948	$ 3,311,127
Operating Expenses	9,785,647	10,838,851	10,421,475
Capital Outlay	-	35,570	31,040
TOTAL	$ 12,545,701	$ 14,217,369	$ 13,763,642

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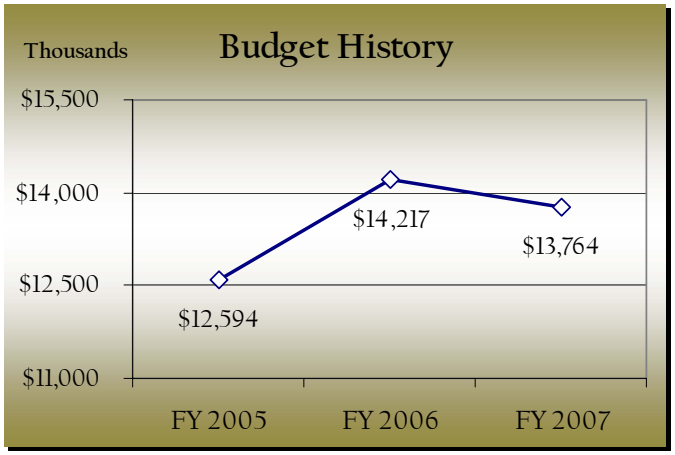

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase.

Street Maintenance Fund Expenditures	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Sales Tax / Fee supported division	$9,701,044	$11,486,970	$11,486,970	$11,457,049
General Fund supported division	2,250,217	2,282,550	2,282,550	2,306,593
Storm Water Fund supported div.	594,440	447,850	447,850	-
TOTAL	$12,545,701	$14,217,370	$14,217,370	$13,763,642

Internal Service Funds Tab

General Services Fund

April Nixon, Director

The General Services Fund provides City departments with printing services, engineering document duplication services, mail and courier services, record management support, xerographic services, and records storage. The source of revenue for this fund is charges to departments for these services. The largest expenditure of the fund is inventory for resale.

General Services, a division of the Management Resources Department, is responsible for providing printing, mail delivery and record retention services to City departments. Divisions in General Services include Administration, Graphic Communications, and the Information Resource Center.

GENERAL SERVICES FUND
FY 2007 OPERATING POSITION

	Adopted FY 2007
BEGINNING BALANCE	$ -
REVENUES:	
Sales - General Services	$ 279,346
Sales - Graphic Services	279,346
Sales - IRC	1,834,106
TOTAL REVENUES	$ 2,392,798
TOTAL AVAILABLE FUNDS	$ 2,392,798
EXPENDITURES:	
Administration	269,193
Graphic Comm. Services	798,314
Info. Resource Center	1,231,153
TOTAL EXPENDITURES	$ 2,298,660
ENDING BALANCE	$ 94,138

Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Percent of expenditures recovered through revenues	100%	100%	100%
Achieve 98% on-time delivery of all contract printing within customers' request date	98%	98%	98%
Achieve an average turnaround time of 40 work hours for contract printing jobs	40	40	40

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	12	13	10
Personnel Services	$ 524,546	$ 533,673	$ 558,120
Operating Expenses	1,335,571	1,556,159	1,740,541
Capital Outlay	-	-	-
TOTAL	$ 1,860,116	$ 2,089,832	$ 2,298,660

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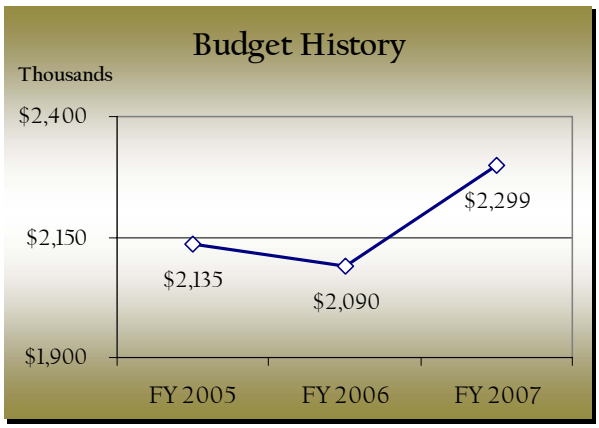

Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase.

General Services Fund Expenditures				
	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Administration	$271,865	$390,580	$390,580	$269,193
Graphic Comm. Services	263,991	796,016	879,659	798,314
Info. Resource Center	1,324,260	903,236	819,593	1,231,153
TOTAL	$1,860,116	$2,089,832	$2,089,832	$2,298,660

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Fleet Services Fund

Robert Byrd, Director

As part of Environmental Services, the Fleet Services Fund is responsible for management of the vehicle service contract for maintenance of City vehicles and equipment. The contract cost represents the primary expense in the fund.

FLEET SERVICES FUND
FY 2007 OPERATING POSITION

	Adopted FY 2007
BEGINNING BALANCE	$ -
REVENUES:	
Fuel	$ 2,486,128
Maintenance & Operation	4,104,522
Miscellaneous	75,000
Other Revenue	-
Subrogation Receipts	-
TOTAL REVENUES	$ 6,665,650
TOTAL AVAILABLE FUNDS	$ 6,665,650
TOTAL EXPENDITURES	$ 6,600,773
ENDING BALANCE	$ 64,877

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Authorized Positions	2	2	2	2
Personnel Services	$ 211,032	$ 153,337	$ 172,222	$ 151,337
Operating Expenses	4,228,608	4,764,518	5,033,610	5,219,436
Capital Outlay	1,584,282	980,000	665,076	1,230,000
TOTAL	$ 6,023,922	$ 5,897,855	$ 5,870,908	$ 6,600,773

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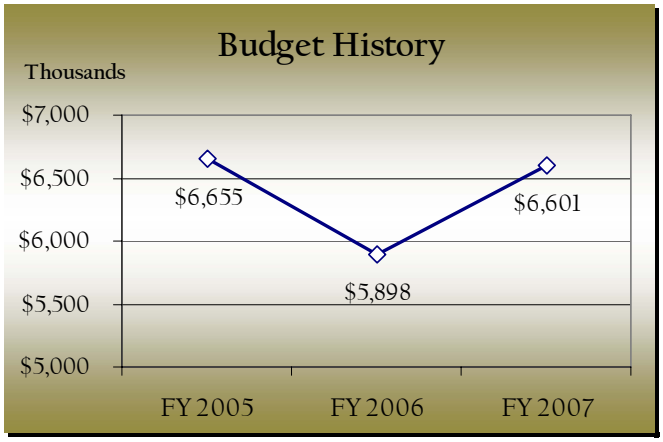


Budget Highlights

Increases in the FY 2007 Budget are attributable to a 5.75% employee compensation increase. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Fleet Vehicle Replacement	$ 250,000	
Totals:	$ 250,000	$ -

Information Technology Fund

Todd Tanner, Interim Chief Information Officer

The Infrastructure Services Division develops and maintains the electronic communication infrastructure used by City employees for data and voice applications such as voice mail, e-mail, Internet access and general office programs such as word processing. Information obtained through the City's Information Technology Executive Committee, Architecture Planning Committee and communication with City departments is used to improve and administer the electronic infrastructure.

The division's responsibilities include Customer Support (Customer Support Center, Desktop Computer Support, Remote Diagnostic Services), Network Services (Cabling for Network and Phone Services, Data Backup and Restoration, Network Design, Server Implementation and Support, System Deployment and Support, Network Accounts Access, Email), Personal Computer Support (Equipment and Application Installation, Equipment Repair and Maintenance, Support for Microsoft Office and Windows) and Phone Services (Desk Phones, Special Features such as Interactive Voice Response (IVR) and Automated Attendants, Voice Mail).

FY 2007 OPERATING POSITION

	Adopted FY 2007
BEGINNING BALANCE	$ 273,859
REVENUES:	
Telecommunications Services	$ 1,470,007
Network Services	3,647,506
TOTAL REVENUES	$ 5,117,513
TOTAL AVAILABLE FUNDS	$ 5,391,372
EXPENDITURES:	
Telecommunications Services	$ 733,948
Network Services	4,550,412
TOTAL EXPENDITURES	$ 5,284,360
ENDING BALANCE	$ 107,012

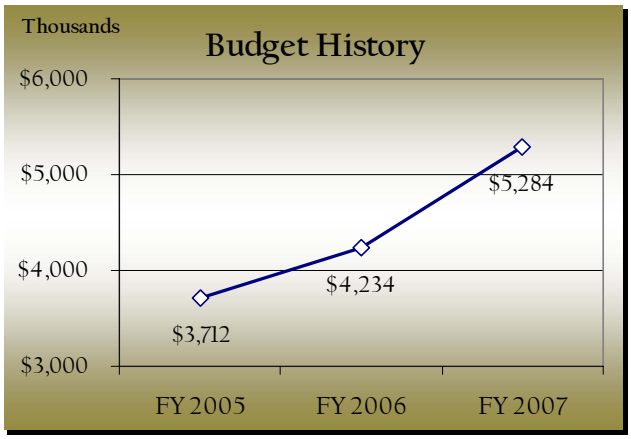
Performance Measures	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal
Maintain 99 percent up-time of mission critical computer and telephone system availability for internal and external customers	99.3%	99.0%	99.0%
Customer service rating achieved, with a goal of 4.0 on a 5.0 scale	4.6	4.0	4.0
Maintain 97 percent up-time of non-mission critical computer and telephone system availability for internal and external customers	99.8%	97%	97%

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2005	Estimated FY 2006	Adopted FY 2007
Authorized Positions	15	16	19
Personnel Services	$ 1,093,255	$ 1,147,423	$ 1,547,372
Operating Expenses	2,603,392	3,159,890	3,736,988
Capital Outlay	15,221	-	-
TOTAL	$ 3,711,867	$ 4,307,313	$ 5,284,360

The Summary of Resources table shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph shows the change in budgeted amounts over three years.



Budget Highlights

Increases in the FY 2007 budget are attributable to other increased software maintenance costs.

Description	One-Time	Recurring
DVR Implementation support	$ 70,000	
Multiple IT Projects	$ 345,000	
Network/Cust Spt positions		$ 104,700
Ent HW/SW Maint		$ 275,300
Totals:	$ 415,000	$ 380,000

Information Technology Fund Expenditures

	Actual FY 2005	Budgeted FY 2006	Estimated FY 2006	Adopted FY 2007
Telecommunications Services	$1,138,750	$1,222,183	$1,151,413	$733,948
Network Services	2,573,116	3,012,083	3,155,900	4,550,412
TOTAL	$3,711,866	$4,234,266	$4,307,313	$5,284,360

Debt Service Fund Tab

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 City's general long-term debt not being financed by proprietary funds. The fund's primary source of revenue is Ad Valorem taxes. The debt service tax rate is 20.12¢ per $100 valuation. Total FY 2007 revenues are estimated at $34,419,979.

DEBT SERVICE FUND
FY 2007 OPERATING POSITION

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
BEGINNING BALANCE	$ 2,993,141	$ 3,372,428	$ 3,372,428	$ 3,445,832
REVENUES:	$ 39,246,688	$ 36,662,688	$ 37,032,408	$ 34,419,979
INTERFUND TRANSFERS:				
Park Performance Fund	$ 784,355	$ 790,281	$ 790,281	$ 784,940
Convention and Event Svcs. Fund	1,945,139	1,377,955	1,377,955	1,373,630
Sanitary Landfill	341,995	-	-	-
Water and Sewer Fund - MOT	88,770	86,905	86,905	84,806
TOTAL INTERFUND TRANSF	$ 3,160,259	$ 2,255,141	$ 2,255,141	$ 2,243,376
TOTAL AVAILABLE FUNDS	$ 45,400,088	$ 42,290,257	$ 42,659,977	$ 40,109,187
TOTAL EXPENDITURES	$ 41,943,778	$ 39,389,145	$ 39,214,145	$ 36,909,515
ENDING BALANCE	$ 3,456,310	$ 2,901,112	$ 3,445,832	$ 3,199,672

SCHEDULE OF TAX BOND INDEBTEDNESS
PRINCIPAL AND INTEREST REQUIREMENTS
FY 2007

	Outstanding Balance 10/1/06	Principal	Interest	Total
Permanent Improvement Refunding Bonds, Series 1992-A	$ 3,350,000	$ 1,720,000	$ 213,563	$ 1,933,563
Permanent Improvement Refunding Bonds, Series 1993	12,210,000	3,560,000	651,838	4,211,838
Combination Tax and Revenue Certificates of Obligation, Series 1996	200,000	200,000	10,800	210,800
Permanent Improvement Bonds, Series 1996	1,230,000	1,230,000	66,113	1,296,113
Permanent Improvement Bonds, Series 1997	5,100,000	1,700,000	261,800	1,961,800
Combination Tax and Revenue Certificates of Obligation, Series 1997	570,000	275,000	26,515	301,515
Combination Tax and Revenue Certificates of Obligation, Series 1998	2,745,000	640,000	124,444	764,444
Permanent Improvement Bonds, Series 1998	3,920,000	980,000	194,285	1,174,285
Combination Tax and Revenue Certificates of Obligation, Series 1998-A	905,000	215,000	41,220	256,220

	Outstanding Balance 10/1/06	Principal	Interest	Total
Permanent Improvement Bonds, Series 1999	7,905,000	1,585,000	418,185	2,003,185
Combination Tax and Revenue Certificates of Obligations, Series 1999-A	110,000	25,000	5,265	30,265
Permanent Improvement Bonds, Series 2000	9,270,000	1,545,000	488,220	2,033,220
Combination Tax and Revenue Certificates of Obligations, Series 2000	600,000	100,000	33,250	133,250
Combination Tax and Revenue Certificates of Obligations, Series 2001-B	5,185,000	680,000	244,163	924,163
Combination Tax and Revenue Certificates of Obligations, Series 2001-C	375,000	25,000	19,612	44,612
Permanent Improvement Refunding Bonds, Series 2001-A	28,845,000	2,375,000	1,512,763	3,887,763
Permanent Improvement Bonds, Series 2001-B	15,050,000	1,240,000	709,319	1,949,319
Combination Tax and Revenue Certificates of Obligations, Series 2002	465,000	155,000	15,190	170,190
Permanent Improvement Bonds, Series 2002	19,040,000	1,190,000	821,992	2,011,992
Permanent Improvement Bonds, Series 2003	31,265,000	2,495,000	1,470,500	3,965,500

	Outstanding Balance 10/1/06	Principal	Interest	Total
Combination Tax and Revenue Certificates of Obligations, Series 2003	1,275,000	75,000	57,375	132,375
Permanent Improvement Bonds, Series 2004	21,735,000	1,210,000	922,125	2,132,125
Permanent Improvement Bonds, Series 2005	67,840,000	55,000	3,230,788	3,285,788
Combination Tax and Revenue Certificates of Obligations, Series 2005	4,725,000	645,000	169,673	814,673
General Obligation Commercial Paper Notes Series 2005	2,000,000	-	343,000	343,000
Combination Tax and Revenue Certificates of Obligations, Series 2006	8,780,000	495,000	382,522	877,522
TOTAL	$ 254,695,000	$ 24,415,000	$ 12,434,517	$ 36,849,515
Paying Agent's Fee				60,000
TOTAL EXPENDITURES				$ 36,909,515

Capital Improvement Program Tab

DEPT	FY07 PROJECT	GO/Rev Bonds	CO
Aviation	Pavement Rehabilitation		$ 250,000
	Terminal Building Design		$ 150,000
	Aviation Total	$ -	$ 400,000
Comm Svcs	Animal Services Center Construction		$ 1,280,590
	Community Services Total	$ -	$ 1,280,590
Fire	FIR-004: Fire Station #4 Rebuild	$ 1,200,000	$ 125,000
	FIR-005: Fire Station #3 Rebuild	$ 1,230,000	$ 130,000
	Fire Total	$ 2,430,000	$ 255,000
Parks	BC Barnes Park	$ 250,000	
	Bowman Branch Acquisition	$ 20,000	
	Clarence Foster Park	$ 50,000	
	Cliff Nelson Recreation Center	$ 200,000	
	Ditto Golf Course	$ 200,000	
	Dottie Lynn Recreation Center	$ 300,000	
	HAD Dunsworth Park	$ 30,000	
	Harold Patterson Sports Center Renovation	$ 950,000	
	Hugh Smith Recreation Center Master Plan	$ 30,000	
	Park Partnership Funds	$ 80,000	
	Pirie Park	$ 90,000	
	Vandergriff Park	$ 1,300,000	
	Village/Rush Creek	$ 630,000	
	Webb Community Park (Phase II)	$ 600,000	
	Parks and Recreation Total	$ 4,730,000	$ -
Public Works	Arbrook Blvd (Bowen to Melear)	$ 280,000	
	Arterial and Collector Rebuild Program	$ 3,600,000	
	Collins Street (Southeast Pkwy to Mansfield Webb)	$ 400,000	
	Construction Testing	$ 500,000	
	Developer Participation Projects	$ 550,000	
	Direct Project Management Costs	$ 1,600,000	
	I-30 Bridges land acquisition		$ 3,400,000
	Lamar Blvd (Collins to Ballpark)	$ 270,000	
	Little Road (Arkansas to Ronny Snow)	$ 2,320,000	
	Park Row Drive (Collins to Kent)	$ 110,000	
	Residential Street Rebuild Program	$ 2,850,000	
	Residential/Safety Street Lighting	$ 25,000	
	Right-of-Way Protection	$ 50,000	
	Sidewalk Program	$ 500,000	
	Signal Rebuilds and Modifications	$ 40,000	
	Southeast Pkwy (Sublett to New York)	$ 2,175,000	
	Street Light Upgrades	$ 1,205,000	
	Traffic Calming	$ 100,000	
	Traffic Signal Construction	$ 185,000	
	Public Works Total	$ 16,760,000	$ 3,400,000

DEPT	PROJECT	GO/Rev Bonds	CO
Water Utilities	Area C Water and Sewer Capacity Improvements, Phase 2	$ 100,000	
	Arkansas at SH360 Transfer Valve	$ 60,000	
	Arkansas: Browning - SH360 W & S Adj	$ 1,310,800	
	Arkansas: Cooper-Collins	$ 685,000	
	Arkansas Elevated Tank	$ 170,000	
	Collins: Arkansas to Glynn Oaks (proposed Tank) B	$ 766,000	
	Collins/Randol Mill Relief Sewer Capacity Improvements	$ 780,000	
	Cravens Park - Silo Road Water and Sewer Adjustment	$ 100,000	
	Developer Participation	$ 500,000	
	Division: Collins-Six Flags Water and Sewer Adjustment	$ 1,050,000	
	Eden/Eden Tap/Mansfield Cardinal Sanitary Sewer	$ 630,080	
	Elevated Tank Pump Stations	$ 425,000	
	Green Oaks Blvd: Ballpark Way to City Limits Adjustment	$ 100,000	
	Harris (Cooper-Ledbetter) 42" & 36" Water Line	$ 1,525,000	
	I-30 Bridges, Phase II	$ 4,227,000	
	John F. Kubala Water Treatment Plant Expansion	$ 12,050,000	
	Johnson Creek Sanitary Sewer 3C	$ 1,500,000	
	Johnson Creek Sanitary Sewer 4B	$ 600,000	
	Kennedale Water - Kee Branch	$ 50,000	
	Mary / East / Rogers 36" WL	$ 2,160,000	
	Meadow/Arkansas-Inwood 20" Water Line	$ 300,000	
	Nathan Lowe and Cravens Park 42" Water Line	$ 3,853,845	
	Pierce Burch Plant Chemical Feed Improvements	$ 475,000	
	Pleasant Ridge Road(Kelly Elliott to Bowen Road)	$ 422,850	
	Rogers & Baird Farm 30"/36" Water Transmission Line	$ 1,530,000	
	Sherry: Arbrook-I-20 16" Water Line	$ 175,000	
	Street Rebuilds/Public Works	$ 500,000	
	Sublett/US287-West 12" Water Line	$ 40,000	
	US287/Eden-Longhorn 24" & 16" Water Line	$ 405,000	
	Water Utilities Total	$ 36,490,575	$ -

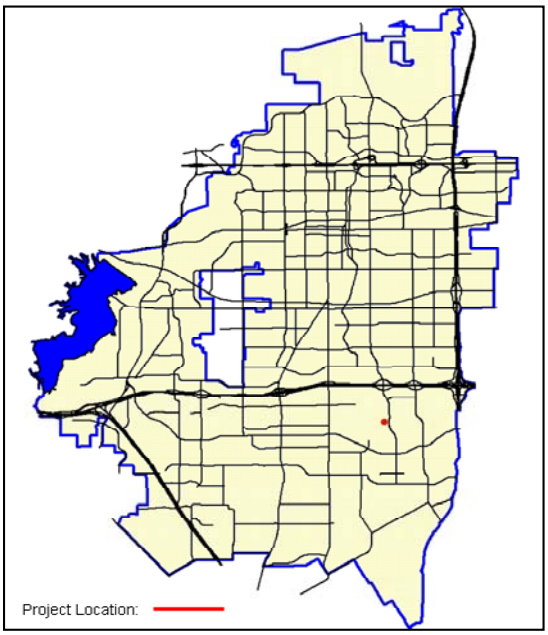
Aviation CIP Project Report

Economic Development

Project: Pavement Rehabilitation

Status Updated: 11/8/2006

Description	
T-hangar taxilane and apron rehabilitation, runway precision markings, construct run-up pad, ILS grading and north area drainage improvements	
Project Number:	0602ARLGN
Construction Start	
Project Completion	
Current Phase	Construction
Bond Election	2007
Project Contract Information	
Project Manager	Bob Porter
Phone Number	817-459-5990
Email Address	porterb@ci.arlington.tx.us
Design Firm	Profile Consultants
General Contractor	TBD



	FY 2005				FY 2006				FY 2007			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Airport Bond Fund	$66,499.00	$0.00		
Certificates of Obligation	$0.00	$250,000.00		
Grant Fund	$148,491.00	$2,700,000.00		

Project Budget & Expenditures		
Current Budget:	$3,164,990.00	
Expended to Date:	$16,499.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life** $0.00
Comments		

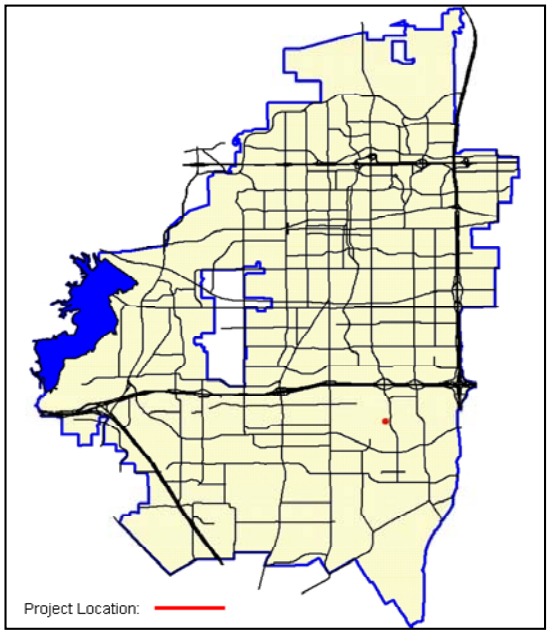
Aviation CIP Project Report

Economic Development

Project: Terminal Building - Design

Status Updated: 11/8/2006

Description	
Design of a new airport terminal building	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2007
Project Contract Information	
Project Manager	Bob Porter
Phone Number	817-459-5990
Email Address	porterb@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Certificates of Obligation	$150,000.00			

Project Budget & Expenditures		
Current Budget:	$150,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		

Community Services CIP Project Report

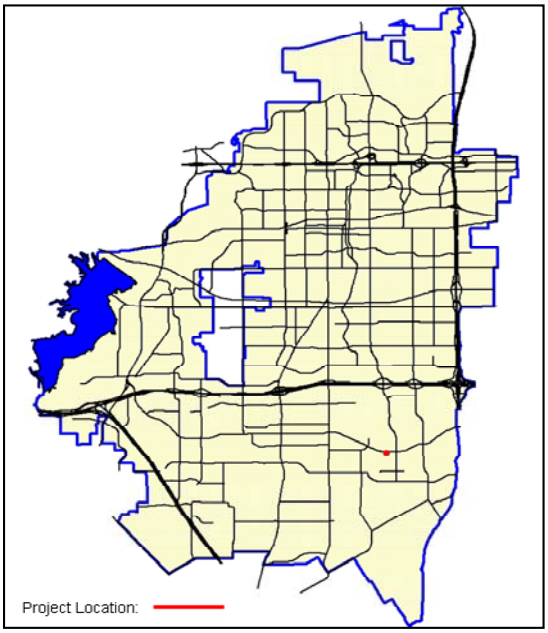
Neighborhood Services

Project: Animal Services Center

Status Updated: 11/15/2006

Description
Construction of Animal Services Center Offsetting Revenues -Donations $409,413 -Landscape/Tree Replacement Fund $60,000 -General Obligation Bond and Interest $2,777,000 -Approximate REA value of existing site $165,000 Total Offsetting Revenues $3,411,413

Project Number:	
Construction Start	
Project Completion	Dec-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Lee Hitchcock, Mike Bass
Phone Number	(817) 459-6231
Email Address	bassm@ci.arlington.tx.us
Design Firm	LBL Architects, Inc.
General Contractor	



	FY 2005				FY 2006				FY 2007			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

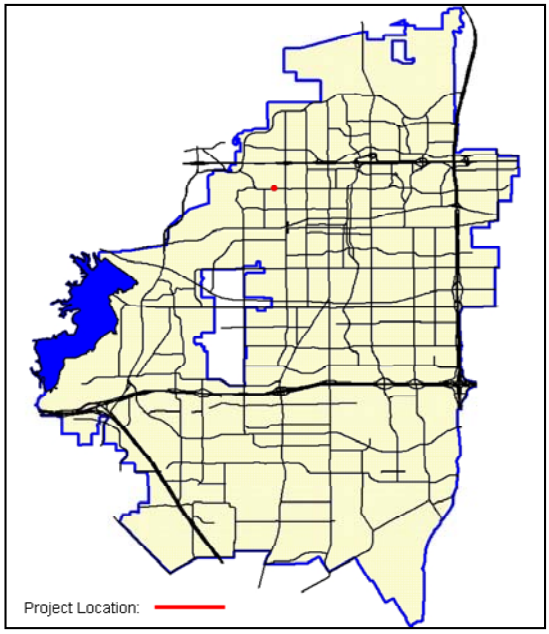
Approved Project Funding				
Funding Source	**FY2003**	**FY2006**	**FY2007**	
Certificates of Obligation	$0.00	$0.00	$1,280,587.00	
Donations	$0.00	$452,529.00	$0.00	
General Fund	$0.00	$337,000.00	$0.00	
General Obligation Bonds	$2,665,000.00	$0.00	$0.00	

Animal Services Center

Project Budget & Expenditures		
Current Budget:	$4,692,000.00	
Expended to Date:	$366,625.46	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
FY 07 Certificate Of Obligation $1,280,587 -Increased cost of construction materials -"Green Building" features		

Fire CIP Project Report
Neighborhood Services
Project: Fire Station #4 Rebuild
Status Updated: 11/15/2006

Description	
Funding for the design and total rebuild of Fire Station #4 located at 1733 West Randol Mill Road. The current Fire Station #4 was built in 1957 and is too small to house Fire's current apparatus. Also, the station is too old for additional modification and does not meet the current joint use (male/female) facility requirements of the Fire Department.	
Project Number:	FIR-004
Construction Start	Apr-07
Project Completion	Dec-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Brian Riley
Phone Number	817-459-5516
Email Address	rileyb@ci.arlington.tx.us
Design Firm	ARB Architects, Inc.
General Contractor	TBD



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**			
Fire Bond	$1,325,000.00			

Fire Station #4

Project Budget & Expenditures		
Current Budget:	$1,325,000.00	
Expended to Date:	$13,629.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $14,100.00	**Life** $465,000.00
Comments		
Press releases through the City PIO will be sent out to the news media prior to the start of the rebuild.		

Fire CIP Project Report

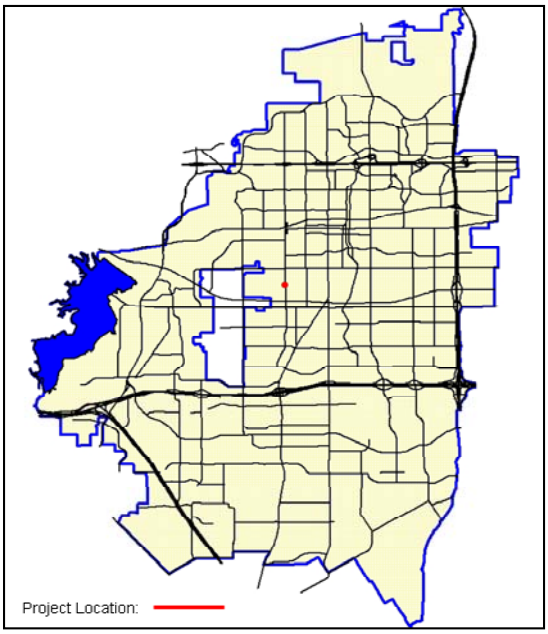
Neighborhood Services

Project: Fire Station #3 Rebuild

Status Updated: 11/15/2006

Description
Funding for the design and total rebuild of Fire Station #3 located at 1820 South Fielder Road. The current Fire Station #3 was built in 1956 and is too small to house Fire's current apparatus. The station is also too old for additional modification and does not meet the current joint use (male/female) facility requirements of the Fire Department.

Project Number:	FIR-005
Construction Start	Mar-07
Project Completion	Nov-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Brian Riley
Phone Number	817-459-5516
Email Address	rileyb@ci.arlington.tx.us
Design Firm	ARB Architects, Inc.
General Contractor	TBD



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**			
Fire Bond	$1,360,000.00			

Fire Station # 3

Project Budget & Expenditures		
Current Budget:	$1,360,000.00	
Expended to Date:	$13,629.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $13,500.00	**Life** $450,000.00
Comments		
Press releases through the City PIO will be sent out to the news media prior to the start of the rebuild.		

Parks and Recreation CIP Project Report

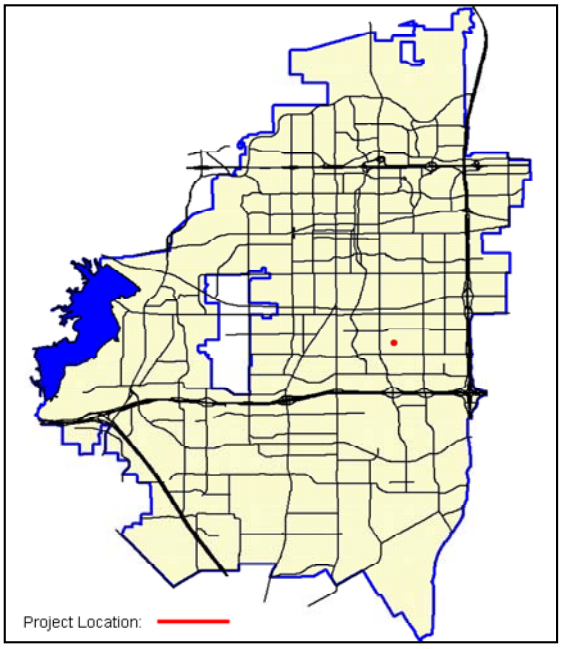
Neighborhood Services

Project: B.C. Barnes Park

Status Updated: 11/13/2006

Description
Funding for this project will be utilized to renovate this park and add some new amenities.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	landremj@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$250,000.00			

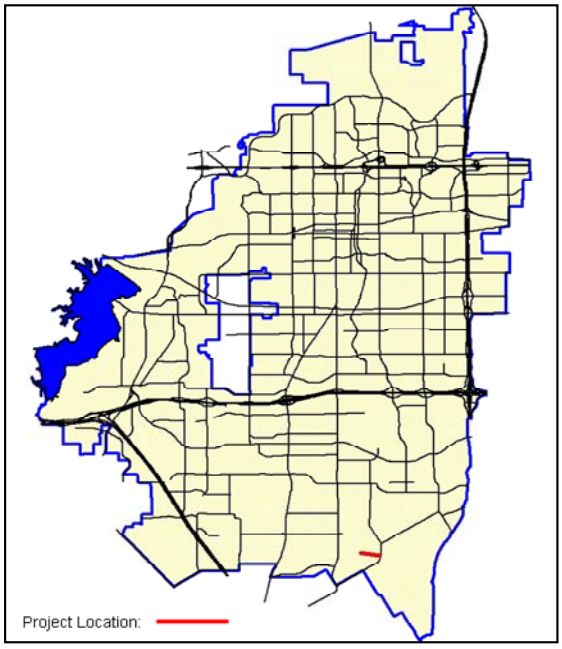
B.C. Barnes Neighborhood Park is located in east Arlington.

Project Budget & Expenditures		
Current Budget:	$250,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $11,500.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Parks and Recreation CIP Project Report
Neighborhood Services
Project: Bowman Branch Floodplain Acquisition
Status Updated: 8/2/2006

Description
Acquisition of flood plain along Bowman Branch in southeast Arlington, particularly along west Spring Miller Court, for future linear park trail development.

Project Number:	NA
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	Gordon Robertson
Phone Number	817-459-5492
Email Address	robertsongd@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Park Bond Fund	$100,000.00	$20,000.00		

Acquire floodplain, particularly along Spring Miller Court, for linea

Project Budget & Expenditures		
Current Budget:	$120,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Funding will be used to acquire floodplain property as willing sellers are identified. The City has begun the process to acquire 704 Spring Miller Court.		

Parks and Recreation CIP Project Report

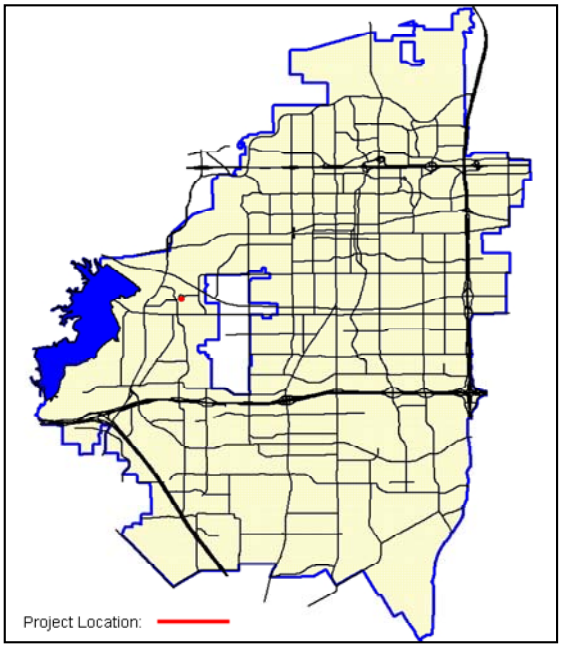
Neighborhood Services

Project: Clarence Foster Park

Status Updated: 11/13/2006

Description
Funding will be utilized to construct area lighting along the walking trail.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	landremj@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$50,000.00			

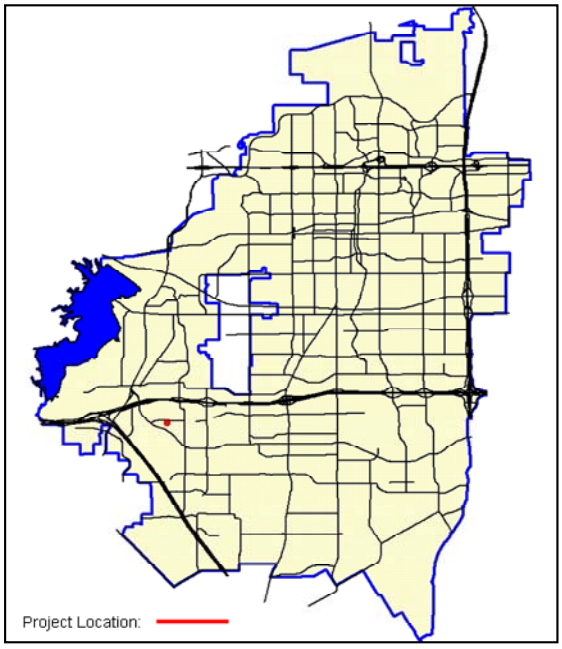
A lighted walking trail at this park was requested by citizens.

Project Budget & Expenditures		
Current Budget:	$50,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $2,500.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Parks and Recreation CIP Project Report
Neighborhood Services
Project: Cliff Nelson Recreation Center
Status Updated: 11/13/2006

Description
This funding will be used to make improvements including expanded classroom space and replacement of the patio/deck with additional shade.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	landremj@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$200,000.00			

Cliff Nelson Recreation Center will soon have expanded classroo

Project Budget & Expenditures		
Current Budget:	$200,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Parks and Recreation CIP Project Report

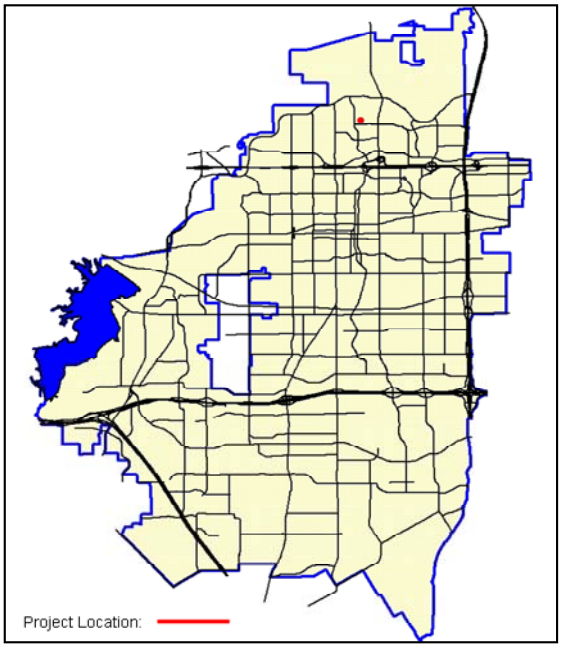
Neighborhood Services

Project: Ditto and Lake Arlington Golf Course Renovations

Status Updated: 11/13/2006

Description
Renovations and improvements at Ditto Golf Course include the renovation of the existing irrigation system and a pond. The greens at Lake Arlington Golf Course will be completely renovated.

Project Number:	
Construction Start	Aug-06
Project Completion	Jun-07
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	Evonne Sandas
Phone Number	817-478-8500
Email Address	sandase@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Park Bond Fund	$400,000.00	$200,000.00		

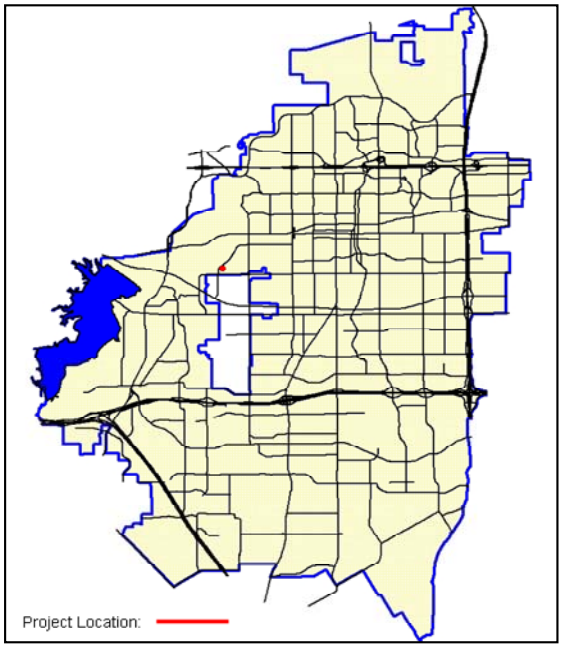
Improvements at Ditto Golf Course are intended to help improve t

Project Budget & Expenditures		
Current Budget:	$600,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life**
Comments		
Project elements were determined in meetings with the City's Golf Advisory Committee and the 2005 Parks Bond Committee. Project to begin in February 2006.		

Parks and Recreation CIP Project Report
Neighborhood Services
Project: Dottie Lynn Recreation Center
Status Updated: 11/13/2006

Description
Funding will be utilized to expand classroom space, renovate the kitchen, and improve the exterior appearance of the building.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	landremj@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$300,000.00			

The exterior of the recreation center will be renovated and update

Project Budget & Expenditures		
Current Budget:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life** $0.00
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Parks and Recreation CIP Project Report

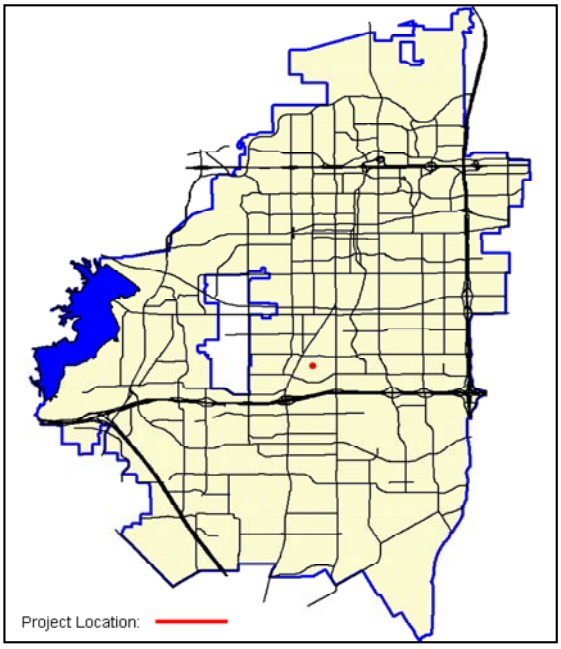
Neighborhood Services

Project: HAD Dunsworth Park

Status Updated: 11/13/2006

Description
Funding for this project will be used to construct a basketball court.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	garnerd@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$30,000.00			

The addition of a basketball court at this park was requested by re

Project Budget & Expenditures		
Current Budget:	$30,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $2,500.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Parks and Recreation CIP Project Report

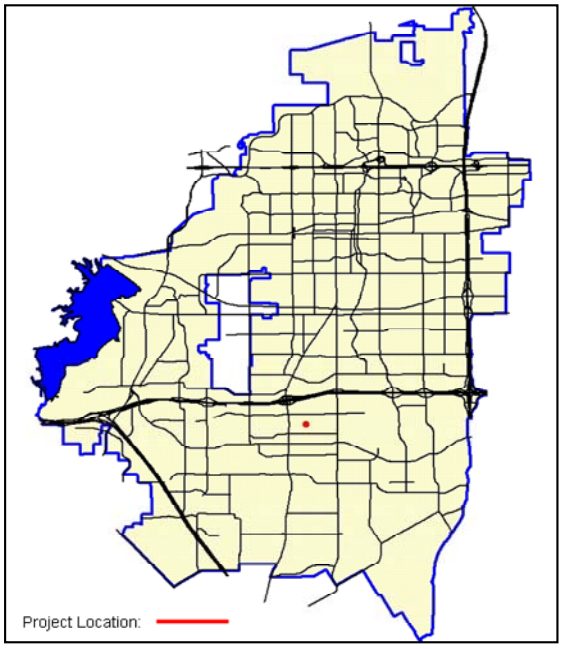
Neighborhood Services

Project: Harold Patterson Sports Center

Status Updated: 11/13/2006

Description
Funding for this project will be utilized to repair portions of existing parking lots, replace irrigation pumps, and renovate two soccer fields.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	garnerd@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$950,000.00			

This popular sports venue requires some parking lot repairs and

Project Budget & Expenditures		
Current Budget:	$950,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Parks and Recreation CIP Project Report

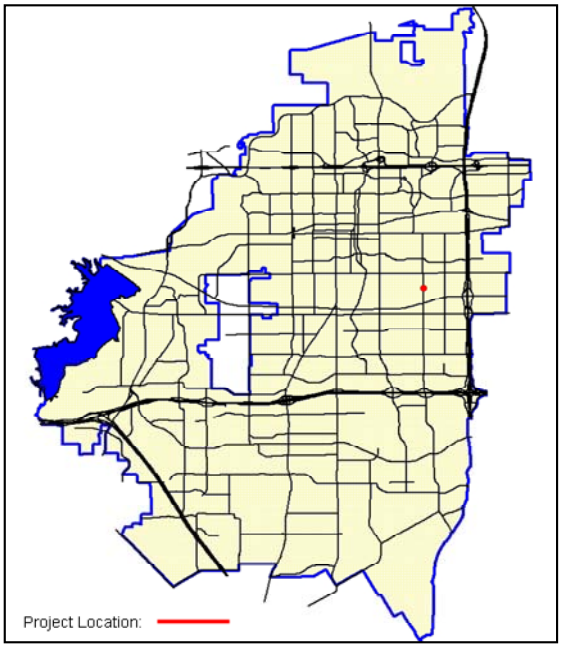
Neighborhood Services

Project: Hugh Smith Recreation Center Master Plan

Status Updated: 11/13/2006

Description
Funding for this project will be utilized to hire a design consultant to assist the Department with master planning and cost estimating for a new recreation center to replace this facility.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	Gordon Robertson
Phone Number	817-459-5492
Email Address	robertsongd@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$30,000.00			

Hugh Smith Recreation Center is located in east Arlington

Project Budget & Expenditures		
Current Budget:	$30,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life**
Comments		
This project was approved as part of the 2005 Park Bond program. Additionally, multiple public input meetings will be held as part of the master planning process.		

Parks and Recreation CIP Project Report
Neighborhood Services
Project: Park Partnership Funds
Status Updated: 11/13/2006

Description
Matching funds to leverage improvements in the various parks with community partners such as neighborhood groups, rotary clubs and other civic-minded organizations.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	Gordon Robertson
Phone Number	817-459-5492
Email Address	robertsongd@ci.arlington.tx.us
Design Firm	
General Contractor	

	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Park Bond Fund	$95,000.00	$80,000.00		

The J.W. Ditto Creative Playground is an example of the type of pa

Project Budget & Expenditures		
Current Budget:	$170,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
The Parks Department is currently accepting applications for these funds and will award the grants in October 2006.		

Parks and Recreation CIP Project Report

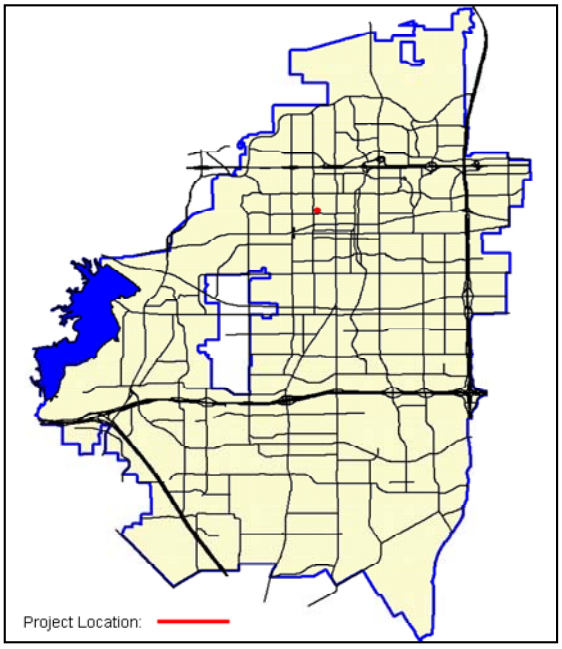
Neighborhood Services

Project: Pirie Park

Status Updated: 11/13/2006

Description
Funding for this project will be utilized to replace the park playground.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	landremj@ci.arlington.tx.us
Design Firm	Oliver Windham and Associate
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$90,000.00			

Pirie Park's playground equipment is outdated.

Project Budget & Expenditures		
Current Budget:	$90,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Parks and Recreation CIP Project Report

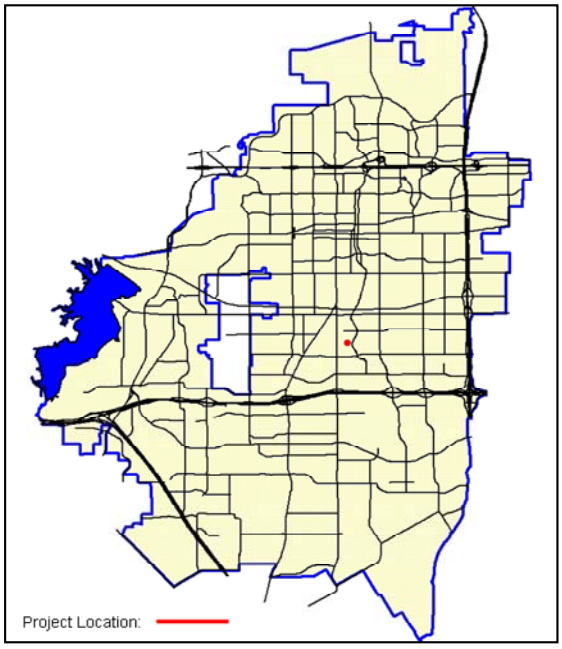
Neighborhood Services

Project: Vandergriff Park

Status Updated: 11/13/2006

Description
This project is proposed to replace the existing asphalt park roadways and parking lots with concrete and to construct a restroom / concession building near the ballfields.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2005
Project Contract Information	
Project Manager	De'Onna Garner
Phone Number	817-459-6937
Email Address	garnerd@ci.arlington.tx.us
Design Firm	Graham and Associates
General Contractor	



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$1,300,000.00			

Project Budget & Expenditures		
Current Budget:	$1,300,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life**
Comments		
This project was approved as part of the 2005 Parks bond Program.		

Parks and Recreation CIP Project Report
Neighborhood Services
Project: Village/Rush Creek Linear Park Land Acquisition
Status Updated: 11/13/2006

Description
Acquire linear park land (floodplain) in the Village or Rush Creek Corridor.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	1997
Project Contract Information	
Project Manager	Gordon Robertson
Phone Number	817-459-5492
Email Address	robertsongd@ci.arlington.tx.us
Design Firm	
General Contractor	

	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2005**	**FY2007**		
Park Bond Fund	$145,000.00	$630,000.00		

The Parks Department is evaluating property in the Village/Rush c

Project Budget & Expenditures		
Current Budget:	$775,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		

Parks and Recreation CIP Project Report

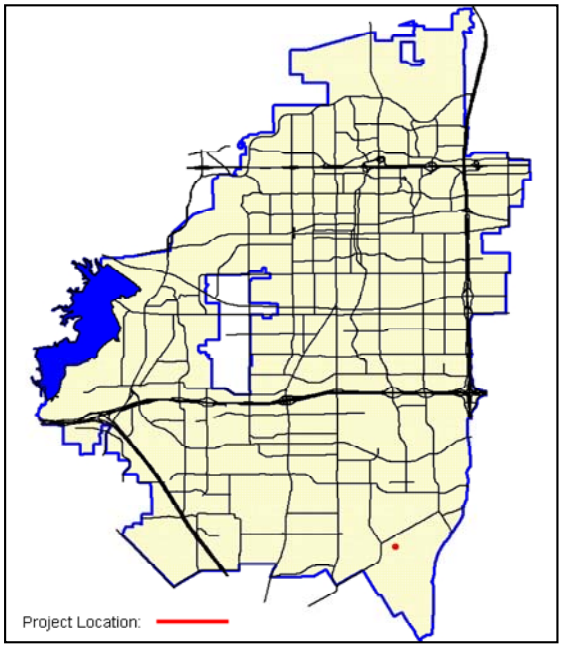
Neighborhood Services

Project: Webb Community Park

Status Updated: 11/13/2006

Description
Funds will allow the Parks Department to continue development of this Community Park in southeast Arlington. Additional parking, athletic fields, walking trails and other amenities are planned.

Project Number:	
Construction Start	
Project Completion	
Current Phase	Design
Bond Election	2005
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	landremj@ci.arlington.tx.us
Design Firm	Schrickel and Rollins and Asso
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Park Bond Fund	$600,000.00			

Webb Community Park was recently opened in southeast Arlingto

Project Budget & Expenditures		
Current Budget:	$600,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $90,000.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program. In addition, Parks staff have held two community meetings in 2006 to discuss development priorities for this park.		

Public Works and Transportation CIP Project Report

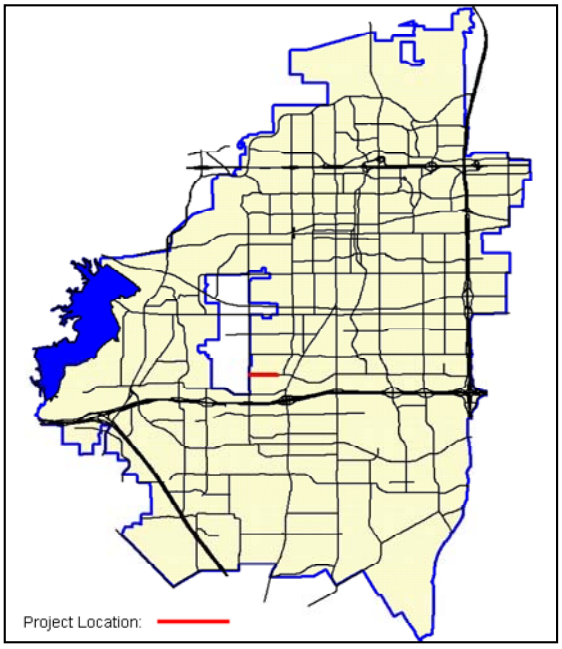
Capital Investment

Project: Arbrook Blvd (Bowen Rd to Melear Dr)

Status Updated: 11/13/2006

Description
This project will rebuild an existing two lane county type roadway to a three lane undivided collector. Construction plans are being redesigned from a 5 lane undivided roadway to a 3 lane undivided due to downgrading of street classification as requested by the neighborhood and approved by City Council. The design contract also includes the re-design of Melear from Pleasant Ridge to Mayfield [ST81-18] which will be constructed concurrently under one project. In addition, a hydraulic analysis is being performed with this contract to provide alternatives to alleviate structure flooding in the area.

Project Number:	ST90-16
Construction Start	Jun-09
Project Completion	Dec-10
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Stu Bauman
Phone Number	817-459-6577
Email Address	baumans@ci.arlington.tx.us
Design Firm	Jerry Parche Consulting Engrs
General Contractor	N/A



	FY 2005				FY 2006				FY 2007			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding

Funding Source	**FY2005**	**FY2007**		
Street Bond Fund	$175,000.00	$280,000.00		

Arbrook Blvd (Bowen Rd to Melear Dr)

Project Budget & Expenditures		
Current Budget:	$7,250,000.00	
Expended to Date:	$97,670.03	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $6,368.00	**Life** $191,032.00

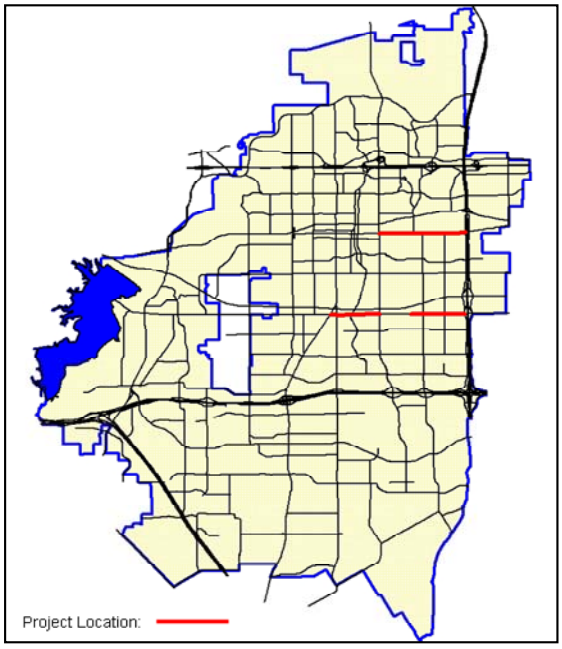
Comments

Funding for FY 2005 (Design), FY 2007 (ROW) & FY 2009 (Const) approved in 2003 Bond Election. Funding for future FY 2009 is contingent upon approval of Capital Budget. Current Budget and expenditures includes Melear Drive project design and construction.

Public Works and Transportation CIP Project Report
Capital Investment
Project: 2007 Arterial and Collector Rebuild
Status Updated: 11/13/2006

Description
Would rebuild major collector and arterial streets that have deteriorated beyond general maintenance and are not funded by the sales tax for street maintenance. These funds have been designated for the design of Abram Street from Collins to SH360 ($800K) and additional construction funding for the Arkansas Lane projects (ST02-06)&(ST05-07)($2.8M).

Project Number:	ST07-01
Construction Start	
Project Completion	
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Mindy Carmichael
Phone Number	817-459-6552
Email Address	carmichaelm@ci.arlington.tx.us
Design Firm	n/a
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Street Bond Fund	$3,600,000.00			

Arkansas Lane from Cooper to Collins

Project Budget & Expenditures		
Current Budget:	$11,000,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $34,174.00	**Life** $1,025,220.00
Comments		
Future bond election and bond sale will be required for ROW and construction in order to proceed with the construction of Abram Street. Current Budget, expenditures and maintenance costs refer to Abram St. Budget and expenditures for Arkansas Lane are tracked under ST05-07.		

Public Works and Transportation CIP Project Report

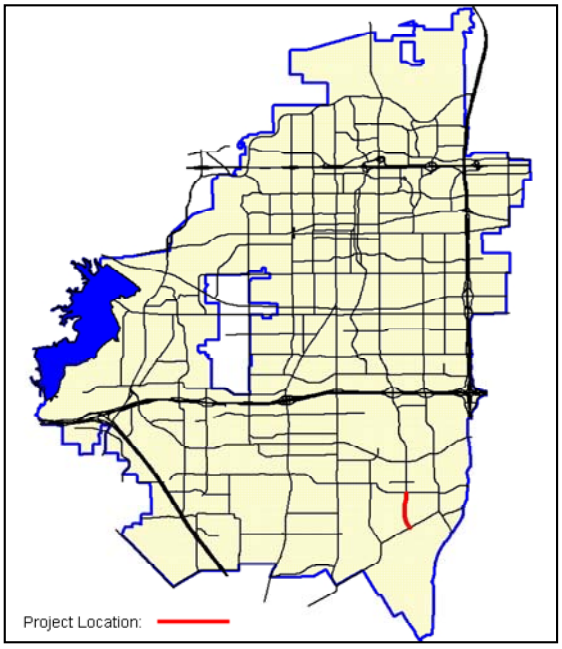
Capital Investment

Project: Collins St (Southeast Parkway to Mansfield Webb Rd)

Status Updated: 11/13/2006

Description
This project will extend S. Collins Street southward to serve the growing southeast Arlington area. This project consist of constructing one half of a future six lane boulevard section and two bridges over major creeks. This project also includes a portion of S. Collins St south of Mansfield Webb Rd to Ballweg Rd.

Project Number:	ST99-07
Construction Start	Jun-08
Project Completion	Dec-09
Current Phase	Design
Bond Election	1999
Project Contract Information	
Project Manager	Andrea Ruales
Phone Number	817-459-6368
Email Address	rualesa@ci.arlington.tx.us
Design Firm	Halff and Associates, Inc.
General Contractor	



	FY 2004				FY 2005				FY 2006			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding

Funding Source	**FY2003**	**FY2007**		
Street Bond Fund	$370,000.00	$400,000.00		

S. Collins St (Southeast Pkwy to Mansfield Webb Rd)

Project Budget & Expenditures		
Current Budget:	$5,500,000.00	
Expended to Date:	$366,808.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $15,435.00	**Life** $463,042.00

Comments

Funding for design was elected in 1999 Bond Election and sold in FY 2003. Funding for ROW was approved in FY 2007 Budget. Construction was approved in 2003 Bond Election but is contingent upon approval of future Capital Budget.

Public Works and Transportation CIP Project Report
Capital Investment
Project: Construction Testing
Status Updated: 11/13/2006

Description
Provide material testing for all roadway infrastructure construction. Without testing, quality of infrastructure could deteriorate causing long-term maintenance costs.

Project Number:	ST06-03
Construction Start	Apr-06
Project Completion	Apr-07
Current Phase	Construction
Bond Election	2003
Project Contract Information	
Project Manager	Steve Cooke
Phone Number	817-459-6564
Email Address	cookes@ci.arlington.tx.us
Design Firm	
General Contractor	Alpha Testing, Inc.

	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Street Bond Fund	$500,000.00	$500,000.00		

Construction Testing

Project Budget & Expenditures		
Current Budget:	$500,000.00	
Expended to Date:	$145,087.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life** $0.00
Comments		
Council authorization to execute contract scheduled for April 25, 2006.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: Developer Participation Projects (2003 Bond Election)
Status Updated: 8/1/2006

Description
City participation in roadways and drainage constructed with developments.

Project Number:	ST05-05
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2003
Project Contract Information	
Project Manager	Jill R. House
Phone Number	817-459-6560
Email Address	housej@ci.arlington.tx.us
Design Firm	
General Contractor	

	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2005**	**FY2006**	**FY2007**	
Street Bond Fund	$400,000.00	$500,000.00	$550,000.00	

Collins Street at Debbie Lane

Project Budget & Expenditures		
Current Budget:	$1,450,000.00	
Expended to Date:	$255,020.60	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life** $0.00
Comments		
A portion of the funding is committed to Harris Crossing.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: Direct Project Management Costs
Status Updated: 8/1/2006

Description
These funds provide engineering, inspection and survey services necessary for the implementation of street bond projects. Without proposed authorization, department would not be able to implement capital street program.

Project Number:	ST06-04
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2003
Project Contract Information	
Project Manager	Jill House
Phone Number	817-459-6560
Email Address	housej@ci.arlington.tx.us
Design Firm	
General Contractor	

	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Street Bond Fund	$1,600,000.00	$1,600,000.00		

Project Budget & Expenditures		
Current Budget:	$3,200,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		

Public Works and Transportation CIP Project Report

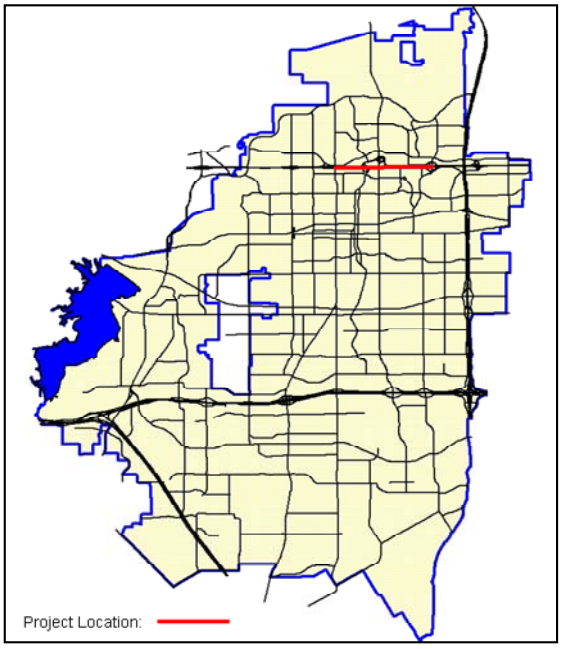
Capital Investment

Project: IH30 Three Bridges Project

Status Updated: 11/13/2006

Description
Provide local funds for the design and right-of-way acquisition for freeway improvements along IH 30 to include bridges at Collins St., Center St. and Baird Farm Rd. to improve safety and access to many Arlington attractions.

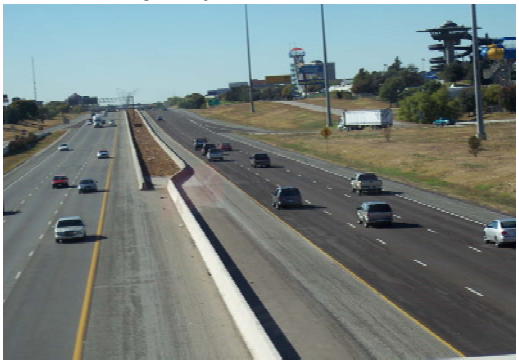
Project Number:	ST01-02
Construction Start	Feb-07
Project Completion	Jul-09
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Keith Brooks
Phone Number	817-459-6535
Email Address	brooksk@ci.arlington.tx.us
Design Firm	Graham Assoc. and Schrickel,
General Contractor	



	FY 2003				FY 2004				FY 2005			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2004**	**FY2005**	**FY2006**	**FY2007**
Street Bond Fund	$3,300,000.00	$3,135,000.00	$3,231,000.00	$3,400,000.00

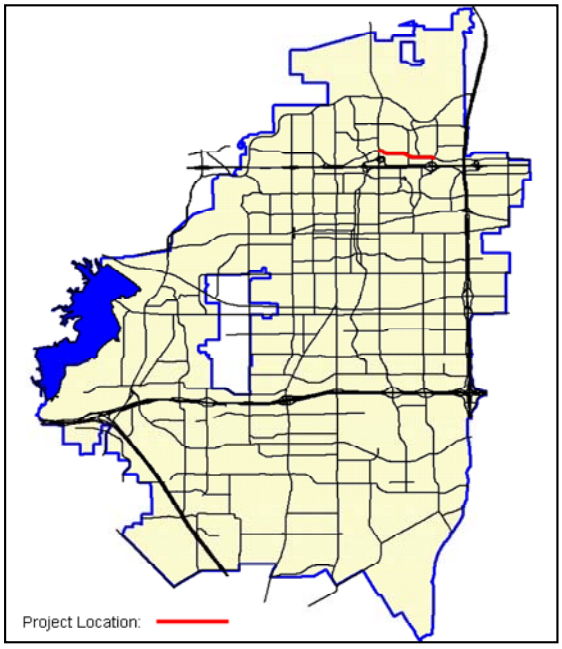
IH 30 Three Bridges Project



Project Budget & Expenditures		
Current Budget:	$13,566,000.00	
Expended to Date:	$9,131,082.61	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Funding for design was approved in FY 2003, FY 2004, FY 2005, and FY 2006. Funding for ROW approved in FY 2007 budget. Construction contract to be let by TxDOT in phases beginning 1/07. First phase to include construction of Center Street Bridge.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: Lamar Blvd (Collins St to Ballpark Way)
Status Updated: 11/13/2006

Description	
Rebuild and widen Lamar Blvd from a four lane divided roadway to a six lane divided boulevard.	
Project Number:	ST07-02
Construction Start	
Project Completion	
Current Phase	Design
Bond Election	1999
Project Contract Information	
Project Manager	Mindy Carmichael
Phone Number	817-459-6552
Email Address	carmichaelm@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Street Bond Fund	$270,000.00			

Lamar Boulevard

Project Budget & Expenditures		
Current Budget:	$5,535,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $29,137.00	**Life** $874,110.00
Comments		
Future bond election and bond sale will be required for ROW and construction in order to proceed with this project.		

Public Works and Transportation CIP Project Report

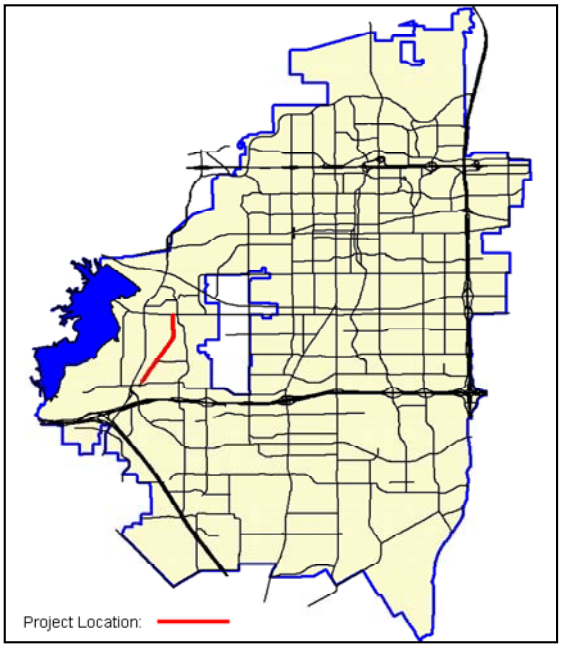
Capital Investment

Project: Little Rd (Arkansas to Ronny Snow)

Status Updated: 11/13/2006

Description
This project will rebuild an existing two lane county type roadway to a 3 lane undivided collector.

Project Number:	ST80-12
Construction Start	Apr-06
Project Completion	Aug-08
Current Phase	Construction
Bond Election	1999
Project Contract Information	
Project Manager	Andrea Ruales
Phone Number	817-459-6368
Email Address	rualesa@ci.arlington.tx.us
Design Firm	Di Scuillo & Terry, Inc & Jerry F
General Contractor	Tiseo Paving, Inc.



	FY 1983				FY 1984				FY 1985			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2004**	**FY2007**		
Street Bond Fund	$2,790,000.00	$2,320,000.00		

Little Rd (Arkansas Ln to Ronny Snow Dr)

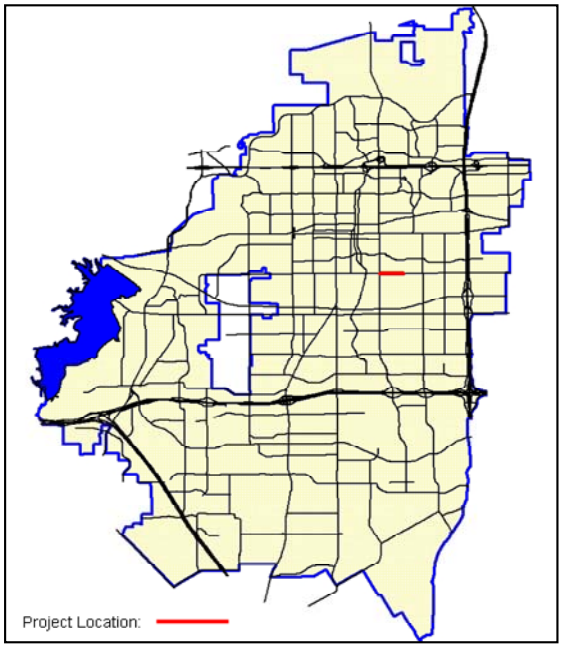
Project Budget & Expenditures		
Current Budget:	$6,300,000.00	
Expended to Date:	$243,055.25	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $17,986.00	**Life** $539,567.00

Comments

Construction funding was approved in FY2004. Bid opening for this project was on 4/18/06. Construction contract with Tiseo Paving scheduled for Council consideration on 8/8/06. Additional construction funds approved in FY 2007.

Public Works and Transportation CIP Project Report
Capital Investment
Project: Park Row Drive (Collins to Kent)
Status Updated: 8/2/2006

Description	
Rebuild four lane undivided roadway.	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	1999
Project Contract Information	
Project Manager	Jill House
Phone Number	817-459-6560
Email Address	housej@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Street Bond Fund	$110,000.00			

Park Row Drive

Project Budget & Expenditures		
Current Budget:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Construction on this project was completed in 2001 with Arterial and Collector Rebuild funds. FY 2007 funds will be utilized for other street projects.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: 2007 Residential Street Rebuild Program
Status Updated: 11/13/2006

Description	
Rebuild existing residential streets that have deteriorated beyond general maintenance	
Project Number:	ST07-03
Construction Start	Jun-07
Project Completion	Jun-08
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Mindy Carmichael
Phone Number	817-459-6552
Email Address	carmichaelm@ci.arlington.tx.us
Design Firm	
General Contractor	

	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Street Bond Fund	$2,850,000.00			

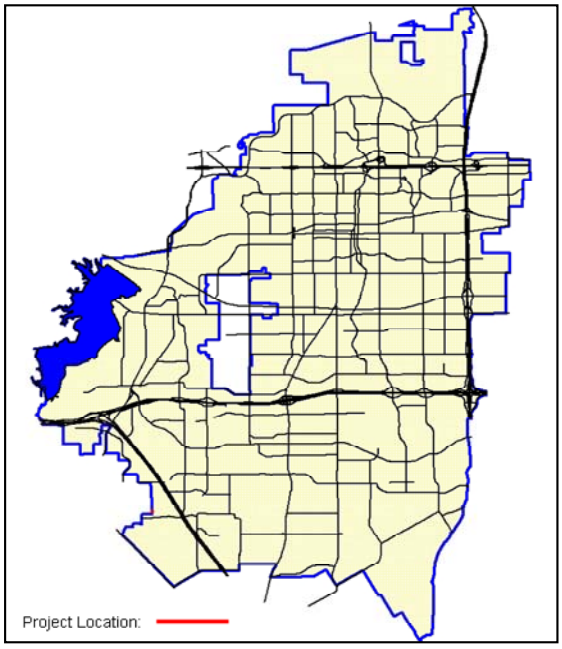
Residential Street Rebuild

Project Budget & Expenditures		
Current Budget:	$2,850,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $7,000.00	**Life** $210,000.00
Comments		
At this time, streets included in the FY2007 program have yet to be identified.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: Residential/Safety Street Lighting
Status Updated: 11/13/2006

Description
Provide for intersection or mid-block illumination for residential streets. Completed locations are 1516 Southwood Blvd and 6815 Joplin Road.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	1999
Project Contract Information	
Project Manager	Chris Baker
Phone Number	817-459-6357
Email Address	bakerc@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
General Obligation Bonds	$25,000.00	$25,000.00		

Streetlight

Project Budget & Expenditures		
Current Budget:	$25,000.00	
Expended to Date:	$1,321.50	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Adds to existing street lights in response to citizen requests in neighborhoods. There are currently no locations in progress.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: Right-of-Way Protection
Status Updated: 11/13/2006

Description
These funds allow for the purchase of small parcels of right-of-way for future turn lanes, installation of signal control equipment, and to eliminate view obstructions.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2003
Project Contract Information	
Project Manager	Keith Melton
Phone Number	817-459-6553
Email Address	meltonk@ci.arlington.tx.us
Design Firm	
General Contractor	

	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
General Obligation Bonds	$50,000.00	$50,000.00		

Project Budget & Expenditures		
Current Budget:	$100,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Funds used as needed for purchasing right-of-way throughout the year.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: 2006/2007 Sidewalk Program
Status Updated: 11/13/2006

Description
Rebuild existing sidewalks that can no longer be repaired by general maintenance and construct new sidewalks for the purpose of enhancing pedestrian safety.

Project Number:	SW06-01
Construction Start	Feb-07
Project Completion	Nov-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Keith Brooks
Phone Number	817-459-6535
Email Address	brooksk@ci.arlington.tx.us
Design Firm	H R. Gray
General Contractor	

	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Street Bond Fund	$500,000.00	$500,000.00		

2006 Sidewalk Program

Project Budget & Expenditures		
Current Budget:	$1,000,000.00	
Expended to Date:	$86,643.82	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $30,000.00	**Life** $900,000.00
Comments		
This project is to address ADA compliance.		

Public Works and Transportation CIP Project Report

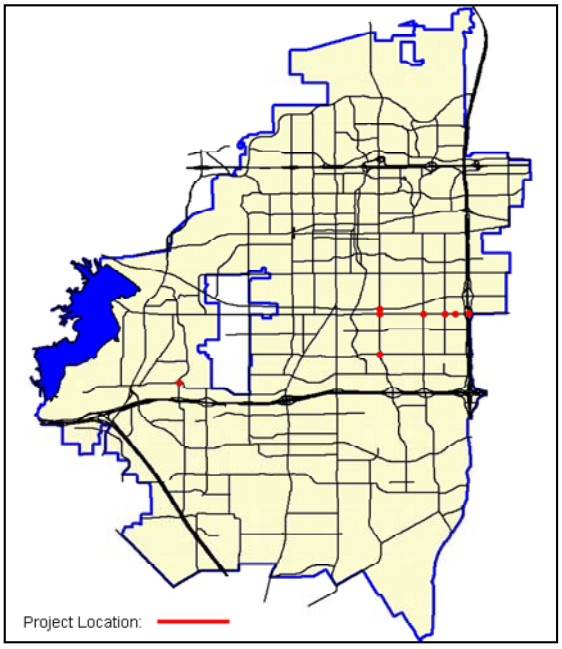
Capital Investment

Project: Signal Rebuilds and Modifications

Status Updated: 11/14/2006

Description
Funds would provide for rebuild and modification of traffic signals affected by street construction/capital improvement projects. The affected intersections will be Arkansas at Sherry, New York, Carter, and 360; Collins at Pioneer, Arkansas, and Mayfield; Kelly Elliott at Pleasant Ridge; and Little at Poly Webb, IH20 N & S frontages, Arborgate, US 287 N & S frontages, and Treepoint.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2003
Project Contract Information	
Project Manager	Paul Iwuchukwu
Phone Number	817-459-6376
Email Address	iwuchukwup@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

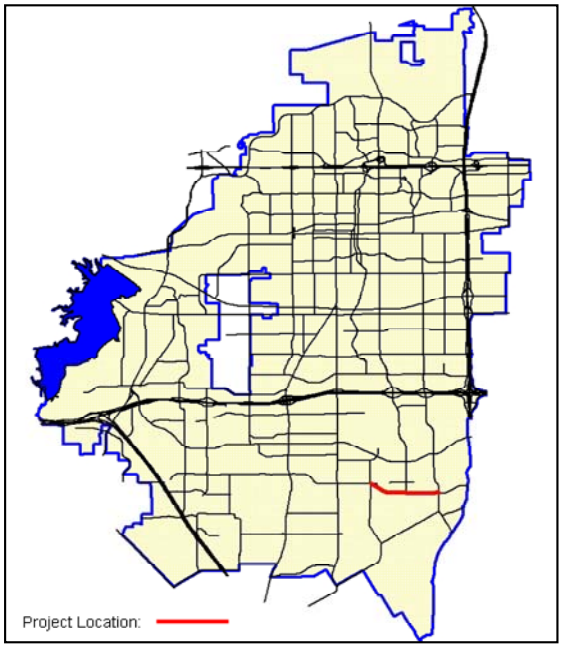
Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
General Obligation Bonds	$385,000.00	$40,000.00		

Signalized intersection

Project Budget & Expenditures		
Current Budget:	$385,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $8,000.00	**Life** $200,000.00
Comments		
Once construction on these roadway projects begins, the signals will then be rebuilt/modified in conjunction.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: Southeast Parkway (E. Sublett Rd - New York Ave)
Status Updated: 11/13/2006

Description	
This project will rebuild an existing two lane county type roadway to a four lane undivided collector.	
Project Number:	ST88-07
Construction Start	May-06
Project Completion	Jan-08
Current Phase	Construction
Bond Election	1999
Project Contract Information	
Project Manager	Bob Watson
Phone Number	817-459-6582
Email Address	watsonbs@ci.arlington.tx.us
Design Firm	Vaselka Engineering
General Contractor	L.H. Lacy Construction



	FY 1988				FY 1989				FY 1990			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2003**	**FY2005**	**FY2007**	
Street Bond Fund	$830,000.00	$3,925,000.00	$2,175,000.00	

Southeast Pkwy (E. Sublett Rd to New York Ave)

Project Budget & Expenditures		
Current Budget:	$6,100,000.00	
Expended to Date:	$278,198.36	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $22,923.00	**Life** $687,703.00
Comments		
Funding for ROW acquisition was approved in FY 2003. Funding for FY 2005 (Const) was approved in the 2003 Bond Election. The construction contract was approved by Council in July 2006. Additional construction funds approved in FY 2007.		

Public Works and Transportation CIP Project Report

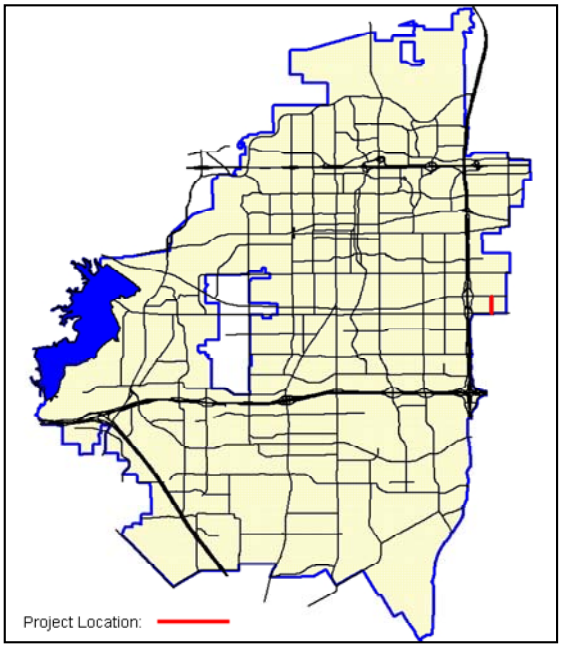
Capital Investment

Project: Street Light Upgrades

Status Updated: 11/15/2006

Description
Funds would provide for parkway or median roadway illumination on Arbrook Blvd from Cooper St to Melear Dr.

Project Number:	4
Construction Start	Feb-07
Project Completion	Jun-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Chris Baker
Phone Number	817-459-6357
Email Address	bakerc@ci.arlington.tx.us
Design Firm	COA
General Contractor	Independent Utility Constructio



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
General Obligation Bonds	$27,531.51			

Streetlight

Project Budget & Expenditures		
Current Budget:	$27,531.51	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design complete. Construction expected to begin 02/07.		

Public Works and Transportation CIP Project Report

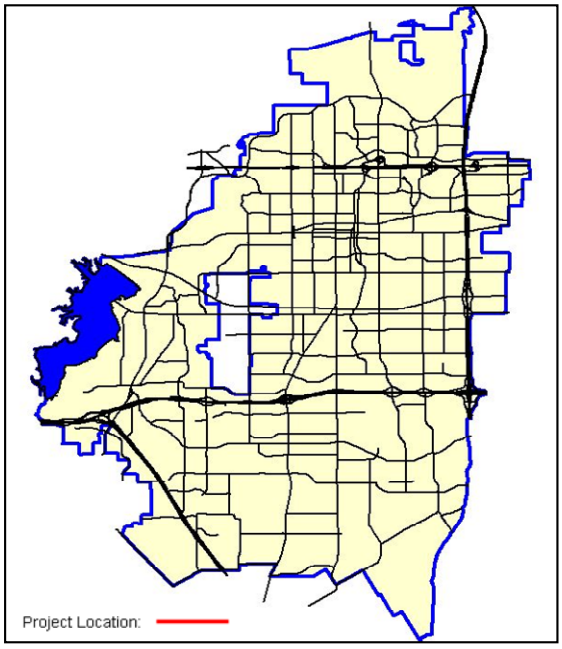
Capital Investment

Project: Street Light Upgrades

Status Updated: 11/15/2006

Description
Funds would provide for parkway or median roadway illumination on Arbrook Blvd from Matlock Rd to Collins St.

Project Number:	9
Construction Start	Mar-07
Project Completion	Jul-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Chris Baker
Phone Number	817-459-6357
Email Address	bakerc@ci.arlington.tx.us
Design Firm	COA
General Contractor	Independent Utility Constructio



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
General Obligation Bonds	$147,065.21			

Streetlight

Project Budget & Expenditures		
Current Budget:	$147,065.21	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design in progress.		

Public Works and Transportation CIP Project Report

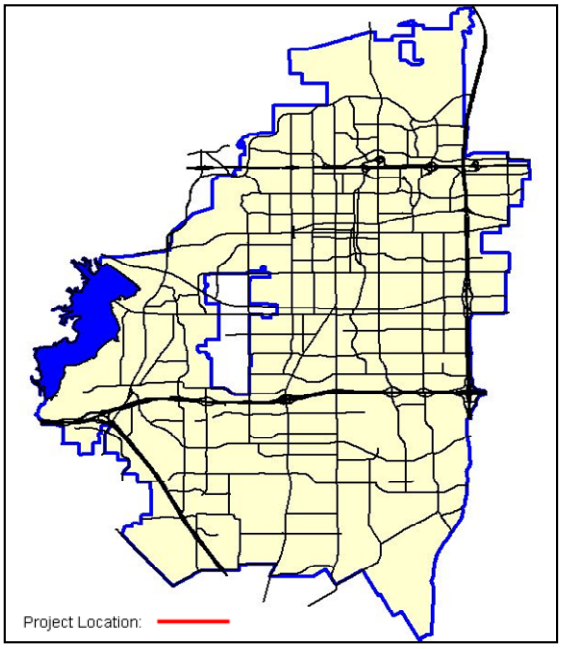
Capital Investment

Project: Street Light Upgrades

Status Updated: 11/15/2006

Description
Funds would provide for parkway or median roadway illumination on Arkansas Ln from Collins St to SH 360.

Project Number:	10
Construction Start	May-07
Project Completion	Aug-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Chris Baker
Phone Number	817-459-6357
Email Address	bakerc@ci.arlington.tx.us
Design Firm	COA
General Contractor	Independent Utility Constructio



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
General Obligation Bonds	$280,968.62			

Streetlight

Project Budget & Expenditures		
Current Budget:	$280,968.62	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design pending.		

Public Works and Transportation CIP Project Report

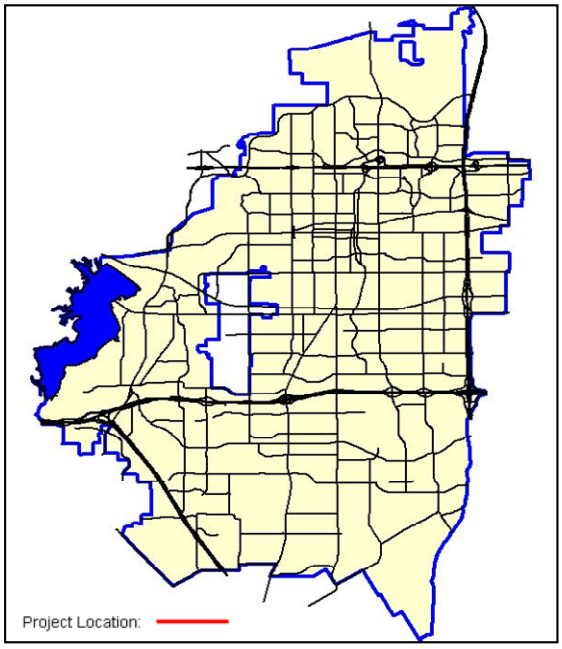
Capital Investment

Project: Street Light Upgrades

Status Updated: 11/15/2006

Description
Funds would provide for parkway or median roadway illumination on Arkansas Ln from Cooper St to Pantego city limits.

Project Number:	11
Construction Start	Jun-07
Project Completion	Sep-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Chris Baker
Phone Number	817-459-6357
Email Address	bakerc@ci.arlington.tx.us
Design Firm	COA
General Contractor	Independent Utility Constructio



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
General Obligation Bonds	$200,000.00			

Streetlight

Project Budget & Expenditures		
Current Budget:	$200,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design pending.		

Public Works and Transportation CIP Project Report

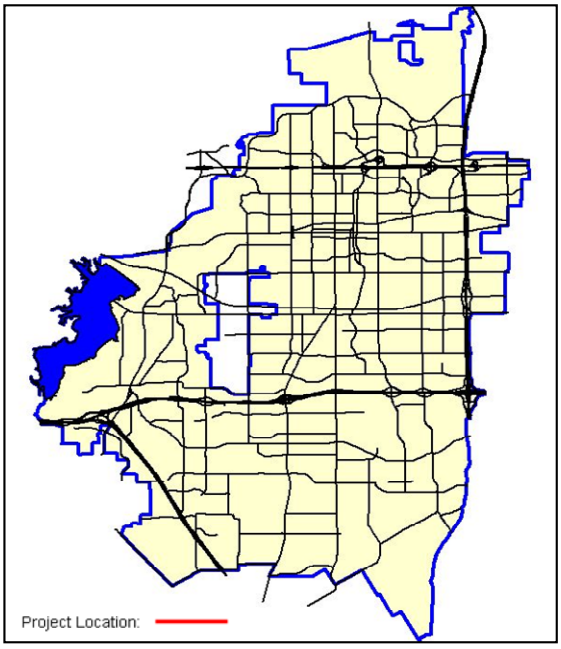
Capital Investment

Project: Street Light Upgrades

Status Updated: 11/15/2006

Description
Funds would provide for parkway or median roadway illumination on Mayfield Rd from Cooper St to Collins St.

Project Number:	12
Construction Start	Jan-07
Project Completion	Mar-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Chris Baker
Phone Number	817-459-6357
Email Address	bakerc@ci.arlington.tx.us
Design Firm	COA
General Contractor	Independent Utility Constructio



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
General Obligation Bonds	$251,881.51			

Streetlight

Project Budget & Expenditures		
Current Budget:	$251,881.51	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design pending.		

Public Works and Transportation CIP Project Report

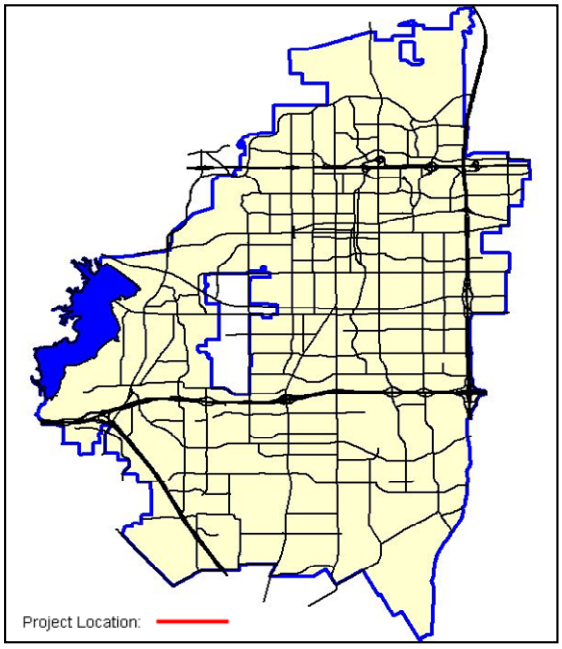
Capital Investment

Project: Street Light Upgrades

Status Updated: 11/15/2006

Description
Funds would provide for parkway or median roadway illumination on Mayfield Rd from Collins St to SH 360.

Project Number:	13
Construction Start	Apr-07
Project Completion	Oct-07
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Chris Baker
Phone Number	817-459-6357
Email Address	bakerc@ci.arlington.tx.us
Design Firm	COA
General Contractor	Independent Utility Constructio



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
General Obligation Bonds	$274,333.49			

Streetlight

Project Budget & Expenditures		
Current Budget:	$274,333.49	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design pending.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: Traffic Calming
Status Updated: 11/13/2006

Description
Develop policy guidelines to incorporate traffic calming techniques into new developments.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Paul Iwuchukwu
Phone Number	
Email Address	
Design Firm	
General Contractor	

	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
General Obligation Bonds	$100,000.00			

Traffic Circle

Project Budget & Expenditures		
Current Budget:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		

Public Works and Transportation CIP Project Report

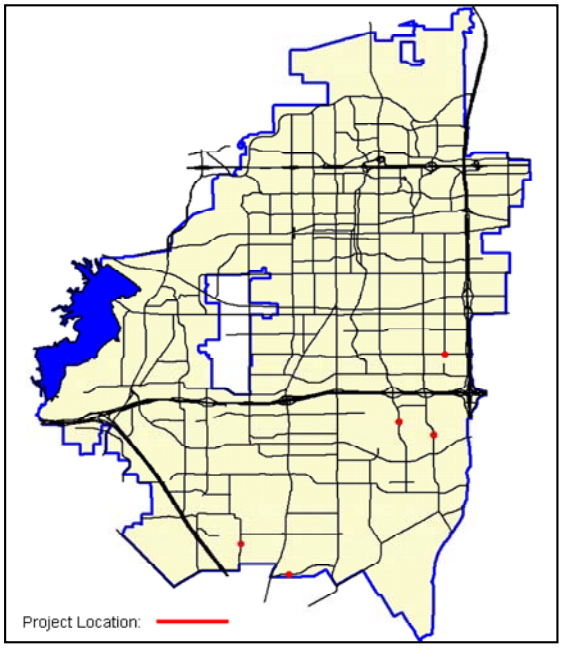
Capital Investment

Project: Traffic Signal Construction

Status Updated: 11/15/2006

Description
These funds would allow for construction of new traffic signals for the purpose of improving traffic safety and traffic flow at the intersections of Mayfield/Sherry, Highbank/New York, Caplin/Collins, Calender/Russell, and Turner Warnell/Walnut Creek.

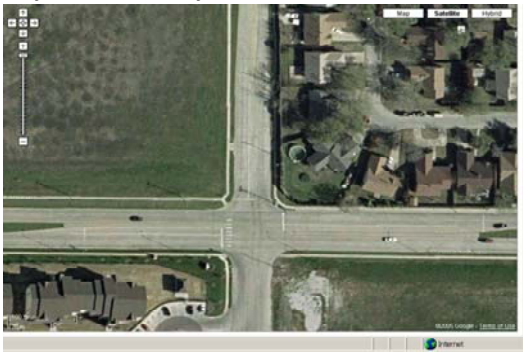
Project Number:	
Construction Start	Apr-06
Project Completion	Dec-06
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Paul Iwuchukwu
Phone Number	817-459-6376
Email Address	iwuchukwup@ci.arlington.tx.us
Design Firm	
General Contractor	



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2005**	**FY2007**		
General Obligation Bonds	$300,000.00	$185,000.00		

Mayfield Road at Sherry Street



Project Budget & Expenditures		
Current Budget:	$485,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $5,000.00	**Life** $125,000.00
Comments		
All five signal locations have met warrants and design is complete. Construction is in progress.		

Water Utilities CIP Project Report

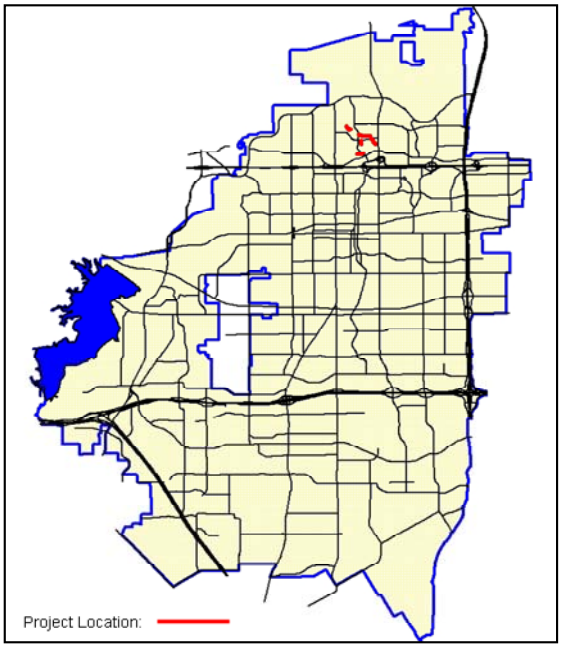
Capital Investment

Project: Area C W&S Capacity Improvements (Phase 2)

Status Updated: 11/17/2006

Description
This project includes the design and construction of sanitary sewer main improvements in the easements including targeted areas of Washington Drive, Madison Drive, Collins Street, Lamar Boulevard, and in the ROW of Crown Colony Drive from County Green to Bermuda Court.

Project Number:	SR05-005
Construction Start	May-07
Project Completion	May-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817)459-6636
Email Address	dul@ci.arlington.tx.us
Design Firm	RJN Group
General Contractor	TBDT



	FY 2005				FY 2006				FY 2007			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2005**	**FY2006**	**FY2007**	
Revenue Bonds	$484,853.00	$567,583.00	$100,000.00	

707 Washington Drive

Project Budget & Expenditures		
Current Budget:	$1,132,436.00	
Expended to Date:	$28,614.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Waiting on easement acquisition to final the construction plans.		

Water Utilities CIP Project Report

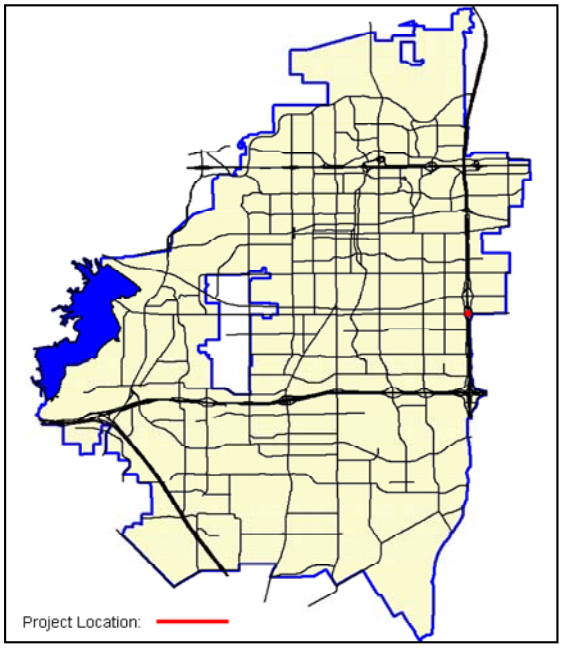
Capital Investment

Project: Arkansas at SH360 Transfer Valve

Status Updated: 11/15/2006

Description
This project includes the design and construction of a transfer valve at Arkansas Lane and SH360 in accordance with the Water Distribution Master Plan.

Project Number:	WA05-026
Construction Start	Mar-08
Project Completion	May-08
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817)459-6632
Email Address	franklinsb@ci.arlington.tx.us
Design Firm	TBDT
General Contractor	TBDT



	FY 2008				FY 2009				FY 2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**	**FY2008**		
Revenue Bonds	$60,000.00	$230,000.00		

Arkansas Lane at SH360: Transfer Valve

Project Budget & Expenditures		
Current Budget:	$290,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
The design phase is estimated to begin during the 1st quarter of FY 2008.		

Water Utilities CIP Project Report

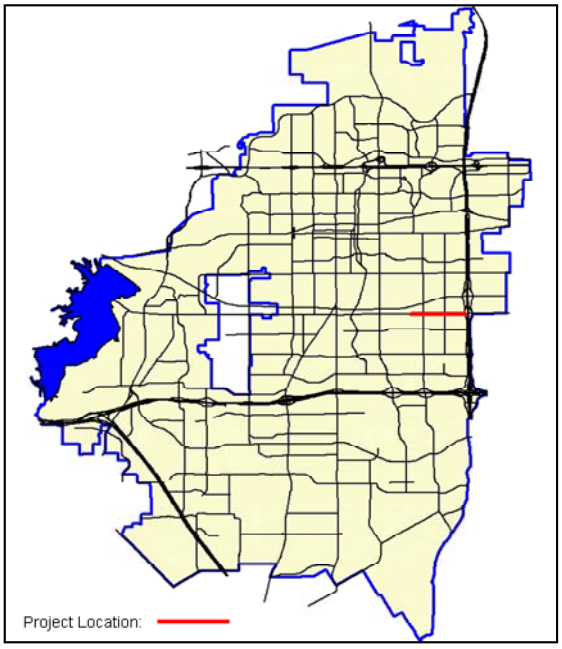
Capital Investment

Project: Arkansas: Browning-360 W&S Adjustments

Status Updated: 11/17/2006

Description
Water and sewer renewals along Arkansas Lane from Browning to 360.

Project Number:	WS03-030
Construction Start	May-08
Project Completion	May-09
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817)459-6636
Email Address	dul@ci.arlington.tx.us
Design Firm	LopezGarcia Group
General Contractor	TBDT



	FY 2008				FY 2009				FY 2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Revenue Bonds	$1,310,800.00			

Arkansas Lane (Browning-360)

Project Budget & Expenditures		
Current Budget:	$1,310,800.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Construction plans 100% complete. This project will be bid with Public Works in conjunction with the reconstruction of Arkansas Lane from Cooper to Collins.		

Water Utilities CIP Project Report

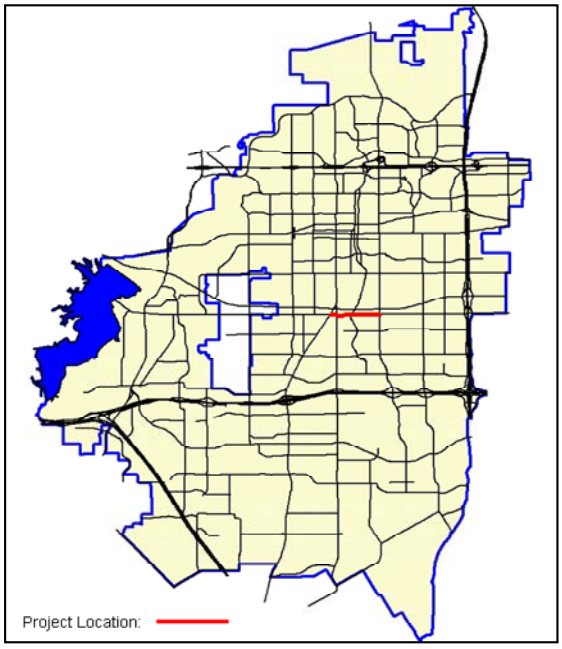
Capital Investment

Project: Arkansas Lane: Cooper - Collins

Status Updated: 11/15/2006

Description
This project includes the design and construction of water and sanitary sewer adjustments needed for paving and drainage improvements for Arkansas Lane from Cooper Street to Collins Street.

Project Number:	WA05-006
Construction Start	Oct-07
Project Completion	Oct-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817)459-6632
Email Address	franklinsb@ci.arlington.tx.us
Design Firm	Schrickel Rollins & Associates
General Contractor	TBDT



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Revenue Bonds	$1,125,000.00	$685,000.00		

Arkansas Lane: Cooper Street to Collins Water and Sewer

Project Budget & Expenditures		
Current Budget:	$1,810,000.00	
Expended to Date:	$9,267.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
There was a change in the scope of work that caused the project to be over budget. $970,000.00 has been identified from prior year funding to address the difference between project budget and FY 2006 funding. Design continued during the 4th quarter of FY 2006.		

Water Utilities CIP Project Report

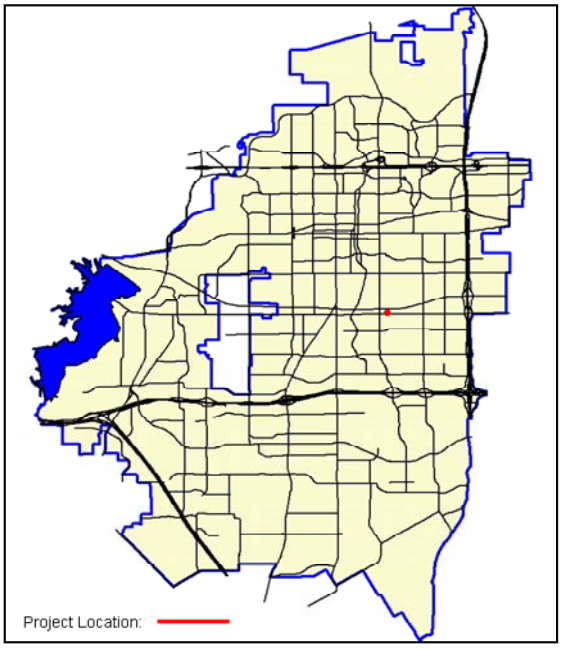
Capital Investment

Project: Arkansas Elevated Tank

Status Updated: 11/15/2006

Description
This project includes the design and construction cost of a 2.0 million gallon elevated storage tank near Collins and Arkansas Lane to serve the upper pressure plane.

Project Number:	WA06-029
Construction Start	Jan-08
Project Completion	Dec-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817) 459-6632
Email Address	franklinsb@ci.arlington.tx.us
Design Firm	CDM
General Contractor	TBDT



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Revenue Bonds	$130,000.00	$2,370,000.00		

1103 E. Arkansas Lane

Project Budget & Expenditures		
Current Budget:	$2,630,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**

Comments

Revised funds being requested for FY2007-$170,000 and FY2008-$2,330,000 through the Business Plan Proposal. The design contract was approved by City Council November 14, 2006. The design phase is estimated to begin 1st quarter FY 2007.

Water Utilities CIP Project Report

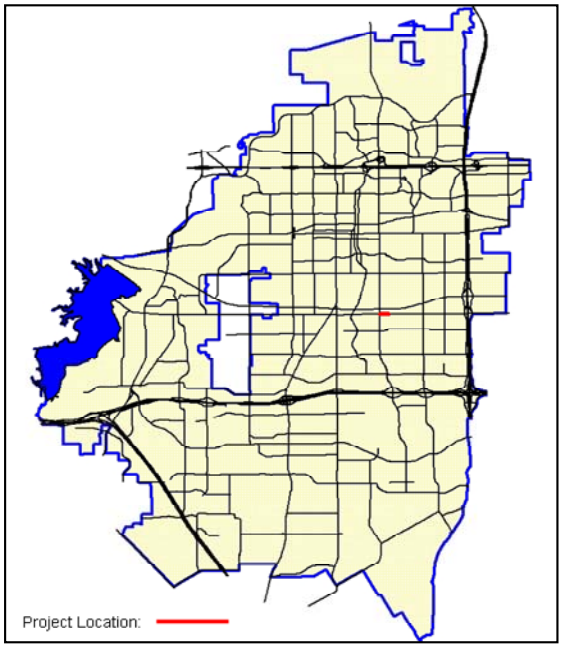
Capital Investment

Project: Collins: Arkansas to Glynn Oaks (proposed tank)

Status Updated: 4/21/2006

Description
A 36-inch water line is proposed to be installed at the Collins Street & Arkansas transfer valve to proposed tank location at 1011 E. Arkansas Lane.

Project Number:	WA02-015 B
Construction Start	
Project Completion	
Current Phase	Design
Bond Election	2002
Project Contract Information	
Project Manager	Ada Pang
Phone Number	817-459-6607
Email Address	panga@ci.arlington.tx.us
Design Firm	Wier & Associates
General Contractor	



	FY 2003				FY 2004				FY 2005			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2002**			
Water Bond Fund	$360,000.00			

Project Budget & Expenditures		
Current Budget:	$360,000.00	
Expended to Date:	$237,873.85	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
This engineering design contract was combined with the two Collins projects WA02-015 and WS02-015. Funding for construction of **$766,000 was approved in year 2006-07**. The land acquisition of approximately 1.029 acres of land required for the future Arkansas Lane Elevated Water Tank construction was approved by Council on April 4.		

Water Utilities CIP Project Report

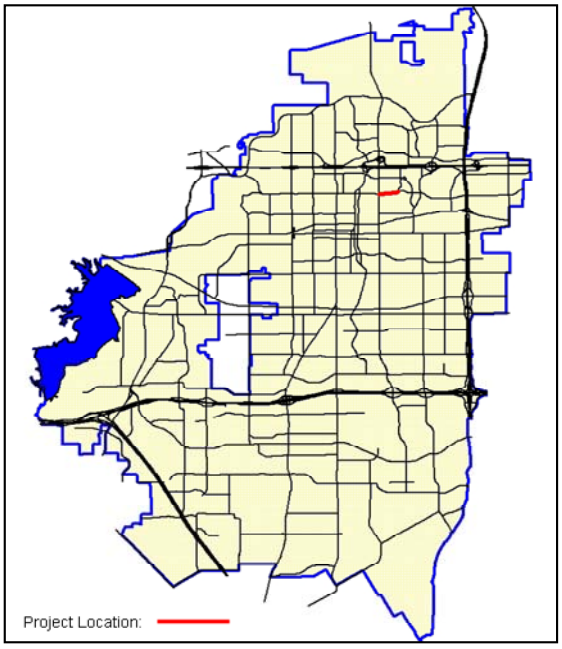
Capital Investment

Project: Collins/Randol Mill Relief Sewer Capacity Improvements

Status Updated: 8/3/2006

Description
This project includes the design and construction for a sanitary sewer capacity improvement along Randol Mill Road, east of Collins.

Project Number:	
Construction Start	Apr-07
Project Completion	Oct-07
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	TBDT
Phone Number	
Email Address	
Design Firm	TBDT
General Contractor	TBDT



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Revenue Bonds	$780,000.00			

Randol Mill east of Collins

Project Budget & Expenditures		
Current Budget:	$780,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Funds being requested for FY2007-$780,000 through the Business Plan Proposal.		

Water Utilities CIP Project Report

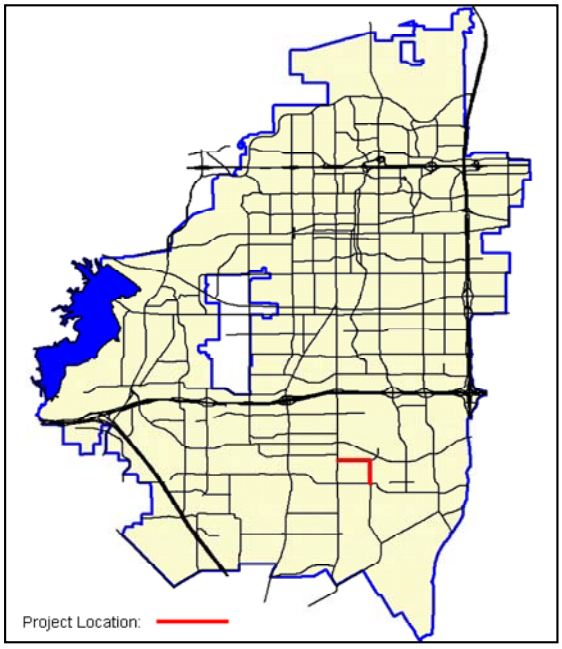
Capital Investment

Project: Cravens Park - Silo Road Water and Sewer Adjustments

Status Updated: 8/3/2006

Description
This project includes the design and construction of water and sanitary sewer adjustments needed for the proposed Cravens Park and Silo Road paving and drainage improvements.

Project Number:	WA06-005
Construction Start	Jun-08
Project Completion	Sep-08
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817) 459-6636
Email Address	dul@ci.arlington.tx.us
Design Firm	TBDT
General Contractor	TBDT



	FY 2008				FY 2009				FY 2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2008**			
Revenue Bonds	$150,000.00			

Cravens Park and Silo Road

Project Budget & Expenditures		
Current Budget:	$400,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Revised funds being requested for **FY2007-$100,000** and FY2008-$300,000 through the Business Plan Proposal.		

Water Utilities CIP Project Report
Capital Investment
Project: Developer Participation
Status Updated: 4/21/2006

Description
City participation in water and sanitary sewer mains constructed with developments. These projects extend and/or expand the capacity of the water and sanitary sewer system to provide service to the residents of Arlington.

Project Number:	
Construction Start	Apr-06
Project Completion	Mar-07
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Ada Pang
Phone Number	(817) 459-6607
Email Address	panga@ci.arlington.tx.us
Design Firm	NA
General Contractor	NA

	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**			
Revenue Bonds	$500,000.00			

Developer Participation

Project Budget & Expenditures		
Current Budget:	$500,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
No developer participation fund projects were approved by Council during the first quarter of FY'06		

Water Utilities CIP Project Report

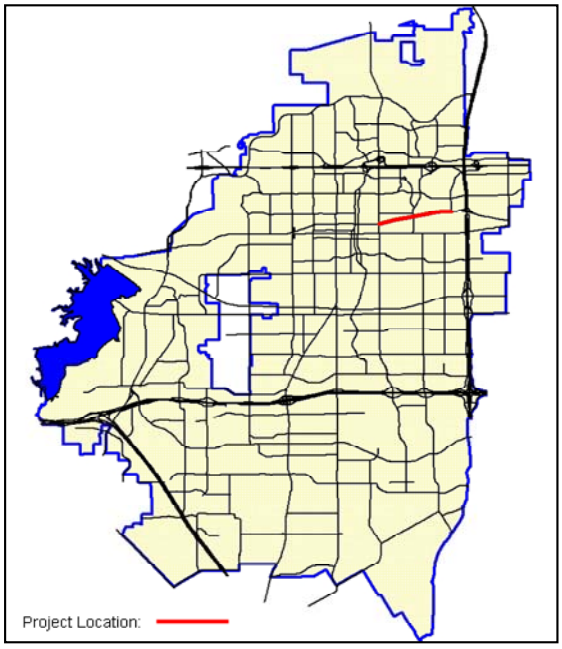
Capital Investment

Project: Division: Collins-Six Flags Water and Sewer Adjustment

Status Updated: 11/14/2006

Description
This project includes the design and construction of water and sanitary sewer renewals and adjustments needed for paving and drainage improvements for Division Street from Collins Street to Six Flags Drive, including interchange.

Project Number:	WS05-017
Construction Start	Feb-07
Project Completion	Aug-07
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	(817)459-6608
Email Address	yanagid@ci.arlington.tx.us
Design Firm	Halff Associates
General Contractor	TBDT



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**	**FY2008**		
Revenue Bonds	$1,050,000.00	$1,400,000.00		

SH360/Division Interchange looking south

Project Budget & Expenditures		
Current Budget:	$2,450,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Construction plans were being designed during the fourth quarter of FY 2006.		

Water Utilities CIP Project Report

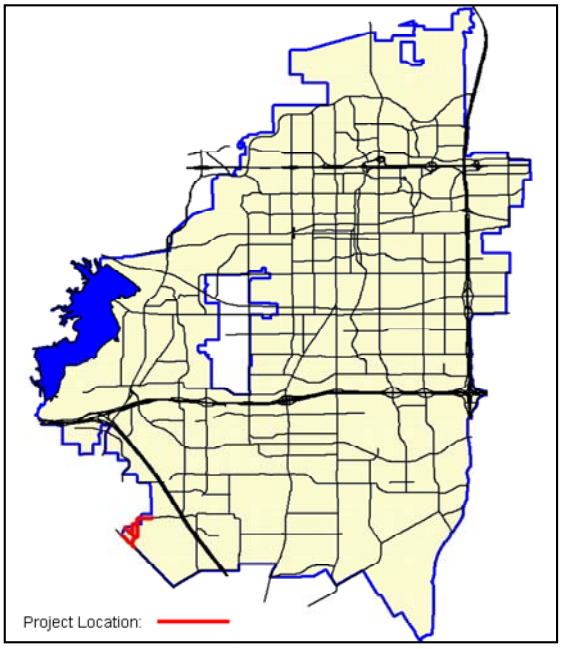
Capital Investment

Project: Eden/Eden Tap/Mansfield Cardinal Sanitary Sewer

Status Updated: 11/15/2006

Description
This project includes the design and construction of a sanitary sewer main extension to serve Eden Road, Eden Tap Road, Mansfield-Cardinal Road and a portion of U.S. 287 Business Highway.

Project Number:	SS05-012
Construction Start	Jun-07
Project Completion	Jan-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817)459-6632
Email Address	franklinsb@ci.arlington.tx.us
Design Firm	Schrickel Rollins & Associates
General Contractor	TBDT



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2005**	**FY2006**	**FY2007**	
Revenue Bonds	$217,473.00	$546,447.00	$630,080.00	

Looking west down Mansfield-Cardinal Rd

Project Budget & Expenditures		
Current Budget:	$1,394,000.00	
Expended to Date:	$96,000.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
An additional $190,675.00 has been identified from prior year funding to address the difference between budget and FY 2006 funding. Design continued during the 4th quarter of 2006.		

Water Utilities CIP Project Report

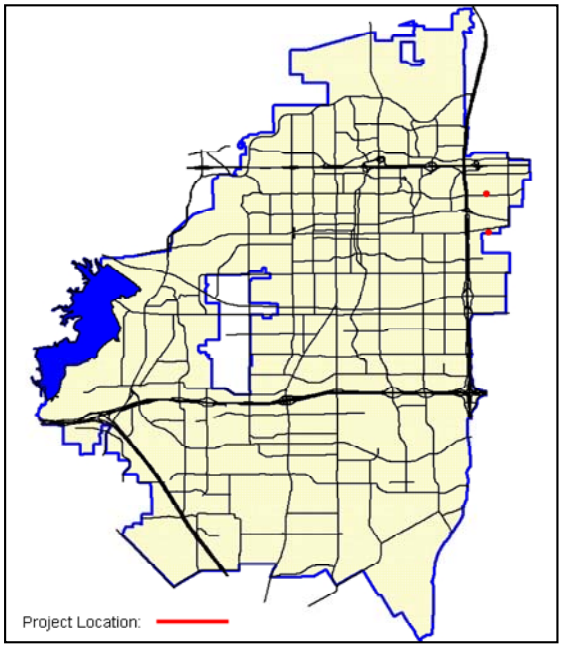
Capital Investment

Project: Elevated Tank Pump Stations

Status Updated: 8/3/2006

Description
This project includes the construction cost of replacing the Great Southwest and Grace-Howell elevated tank pump stations.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Chuck Vokes
Phone Number	(817) 457-7550
Email Address	vokesc@ci.arlington.tx.us
Design Firm	TBDT
General Contractor	TBDT



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Revenue Bonds	$425,000.00			

Great Southwest Elevated Tank

Project Budget & Expenditures		
Current Budget:	$425,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Funds being requested for FY2007-$425,000 through the Business Plan Proposal.		

Water Utilities CIP Project Report

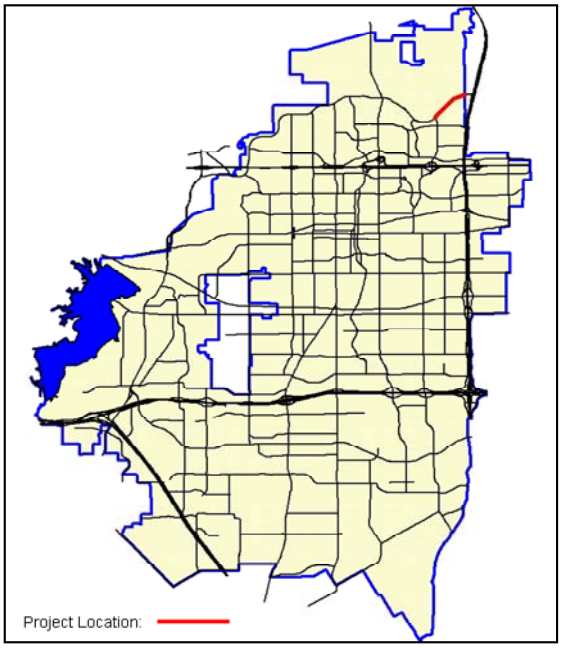
Capital Investment

Project: Green Oaks Blvd. Ballpark Way to SH360

Status Updated: 11/17/2006

Description
This project includes the design and construction of water and sanitary sewer adjsutments needed for the Green Oaks Blvd. from Ballpark Way to the east City Limits.

Project Number:	WS06-032
Construction Start	Mar-08
Project Completion	Jun-09
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817) 459-6636
Email Address	dul@ci.arlington.tx.us
Design Firm	Wier & Associates, Inc.
General Contractor	TBDT



	FY 2008				FY 2009				FY 2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Revenue Bonds	$100,000.00			

Green Oaks - Ballpark Way to City Limits

Project Budget & Expenditures		
Current Budget:	$100,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Funds being requested for FY2007-$100,000 through the Business Plan Proposal.		

Water Utilities CIP Project Report

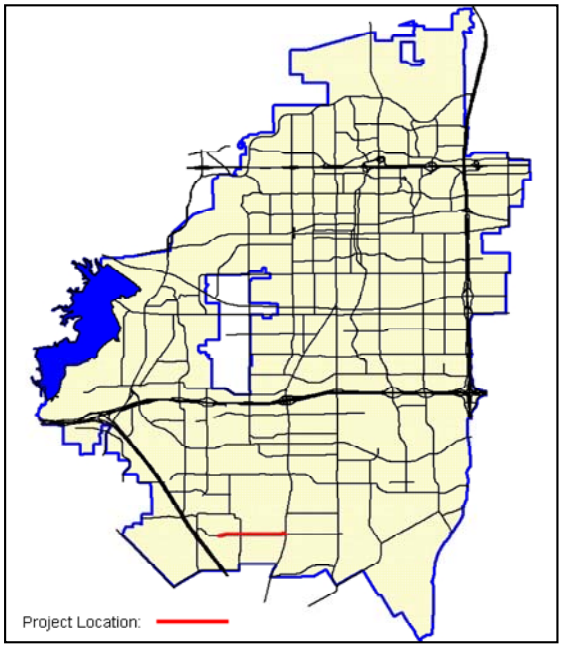
Capital Investment

Project: Harris (Cooper - Ledbetter) 42" & 36" Water Line

Status Updated: 11/15/2006

Description
This project includes the design and construction of a 42" & 36" water line along Harris Road from Cooper Street to Ledbetter Road and is accordance with the Water Distribution Master Plan.

Project Number:	
Construction Start	Sep-07
Project Completion	May-08
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817) 459-6632
Email Address	franklinsb@ci.arlington.tx.us
Design Firm	TBDT
General Contractor	TBDT



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**	**FY2008**		
Revenue Bonds	$1,400,000.00	$310,000.00		

Harris Road (Ledbetter to Cooper)

Project Budget & Expenditures		
Current Budget:	$1,870,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**

Comments

Revised funds being requested for **FY2007-$1,525,000** and FY2008-$345,000 through the Business Plan Proposal.

Water Utilities CIP Project Report

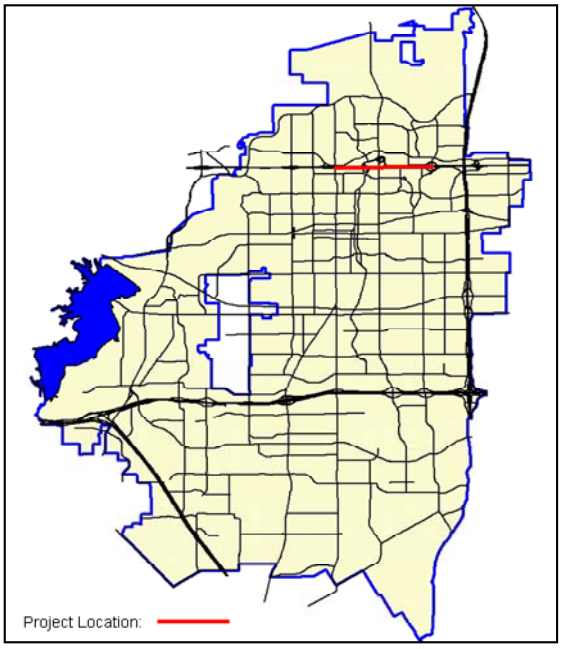
Capital Investment

Project: Interstate 30 Bridges, Phase 2

Status Updated: 11/14/2006

Description
This project includes the design, easement acquisition and construction of water and sanitary sewer adjustments needed for the I-30 expansion and bridge improvements.

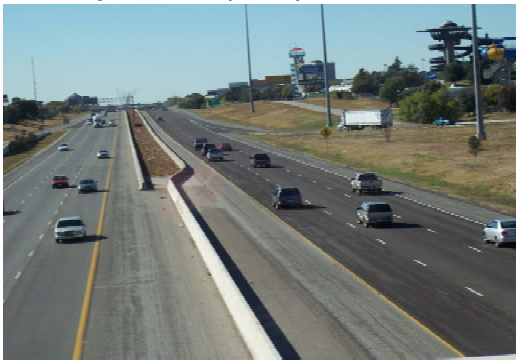
Project Number:	WS04-010
Construction Start	Feb-07
Project Completion	Aug-07
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	(817)459-6608
Email Address	yanagid@ci.arlington.tx.us
Design Firm	Schrickel, Rollins & Associates
General Contractor	TBDT



	FY 2005				FY 2006				FY 2007			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**	**FY2008**	
Revenue Bonds	$389,218.00	$4,227,000.00	$1,933,000.00	

I-30 looking west from Ballpark Way



Project Budget & Expenditures		
Current Budget:	$6,549,218.00	
Expended to Date:	$198,184.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Construction plans were submitted for review during the fourth quarter of FY 2006.		

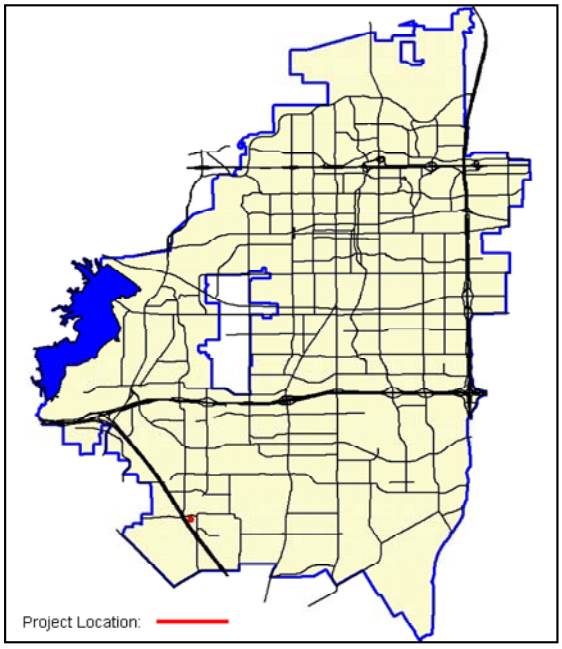
Water Utilities CIP Project Report

Capital Investment

Project: John F. Kubala Water Treatment Plant Expansion

Status Updated: 8/15/2006

Description	
This project includes the design and construction of the JFK Water Treatment Plant expansion to 97.5 MGD.	
Project Number:	
Construction Start	Sep-07
Project Completion	Feb-09
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Chuck Vokes
Phone Number	(817)457-7550
Email Address	vokesc@ci.arlington.tx.us
Design Firm	TBDT
General Contractor	TBDT



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**	**FY2008**	
Revenue Bonds	$2,055,000.00	$12,050,000.00	$14,195,000.00	

Project Budget & Expenditures		
Current Budget:	$28,300,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
The selection process for a design consultant was completed during the 3rd quarter of FY'06		

Water Utilities CIP Project Report

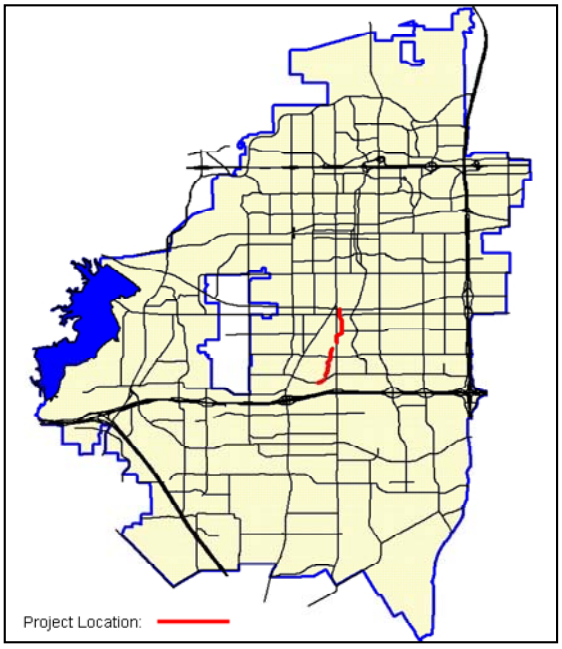
Capital Investment

Project: Johnson Creek Sanitary Sewer 3C

Status Updated: 11/14/2006

Description
Sanitary sewer main improvements along Johnson Creek from Pioneer Pkwy to Arbrook Blvd.

Project Number:	SR04-004
Construction Start	Mar-07
Project Completion	Jan-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	(817) 459-6608
Email Address	yanagid@ci.arlington.tx.us
Design Firm	Carter & Burgess
General Contractor	



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2005**	**FY2006**	**FY2007**	
Revenue Bonds	$700,000.00	$1,800,000.00	$1,500,000.00	

Johnson Creek at Arkansas looking South

Project Budget & Expenditures		
Current Budget:	$4,000,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design cost are funded from SR98-005. Budget indicated for construction.		

Water Utilities CIP Project Report

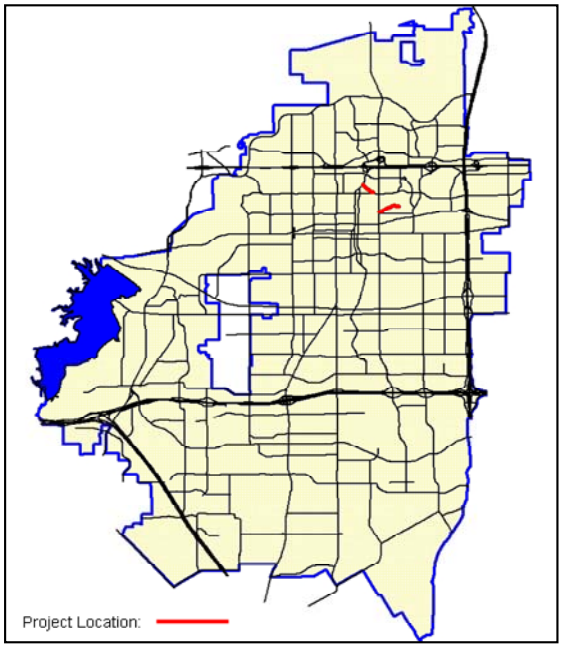
Capital Investment

Project: Johnson Creek Sanitary Sewer 4B

Status Updated: 11/14/2006

Description
Sanitary sewer main improvements north of Sanford Street from Johnson Creek to Collins and North of Randol Mill from Center Street to Roosevelt.

Project Number:	SR04-017
Construction Start	Jun-06
Project Completion	Feb-07
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	(817)459-6608
Email Address	yanagid@ci.arlington.tx.us
Design Firm	Carter & Burgess
General Contractor	



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Revenue Bonds	$600,000.00	$600,000.00		

Project Budget & Expenditures		
Current Budget:	$1,200,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Portions of this project through the Stadium Project Site are being redesigned. Savings from this project have been reallocated to FY 2006 approved projects. Original design cost are funded from SR98-005. Redesign is a Stadium Project Cost. Budget indicated for construction.		

Water Utilities CIP Project Report
Capital Investment
Project: Kennedale Water (Kee Branch)
Status Updated: 11/14/2006

Description
This project is to facilitate the transfer of portions of the Kee Branch Water Line from City of Arlington to the City of Kennedale.

Project Number:	WA99-022
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2007
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	franklinsb@ci.arlington.tx.us
Design Firm	N/A
General Contractor	N/A

	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**			
Revenue Bonds	$50,000.00			

Various Locations - Southwest Arlington

Project Budget & Expenditures		
Current Budget:	$50,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Funds being requested for FY2007-$50,000 through the Business Plan Proposal.		

Water Utilities CIP Project Report

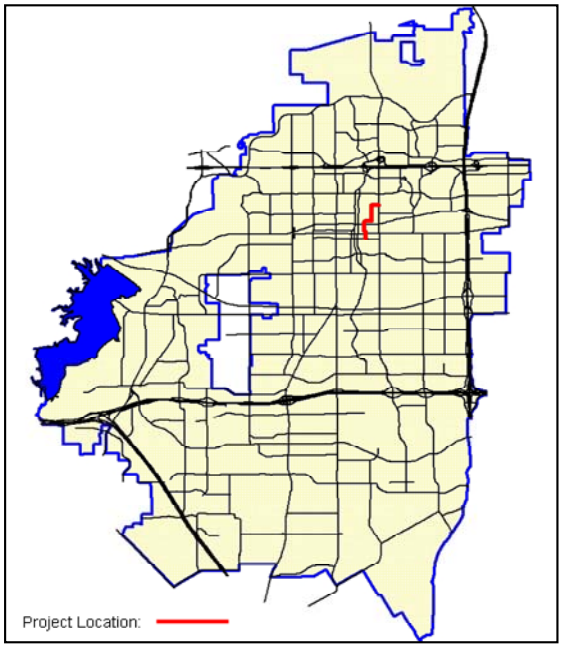
Capital Investment

Project: Mary/East/Rogers 36" Water Transmission Line

Status Updated: 11/17/2006

Description
36" water transmission line along Mary/East/North/Truman/Rogers from Border to N. Collins. Renewal of the existing water & sewer lines within the project limits.

Project Number:	WA05-020
Construction Start	Oct-07
Project Completion	Oct-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817)459-6636
Email Address	dul@ci.arlington.tx.us
Design Firm	Wier Associates, Inc.
General Contractor	TBDT



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**	**FY2008**	
Revenue Bonds	$169,000.00	$2,160,000.00	$1,500,000.00	

East/Division

Project Budget & Expenditures		
Current Budget:	$3,829,000.00	
Expended to Date:	$46,679.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Funds for this project are transferred from the Oak/Sanford/Pennant 36" Water Transmission Line project. The estimate design and construction cost for this project is $4,000,000.		

Water Utilities CIP Project Report

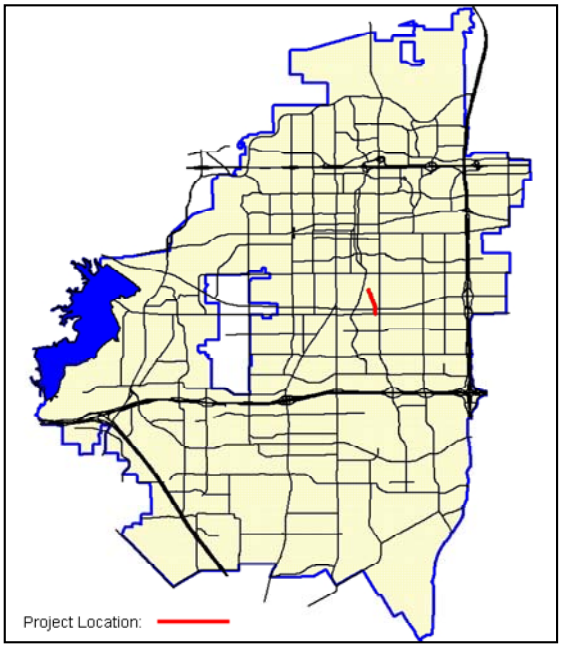
Capital Investment

Project: Meadow Lane/Arkansas-Inwood 20" Water Line

Status Updated: 11/17/2006

Description
Install 20" water line along Meadow Lane from Arkansas to Inwood in accordance with the Water Distribution Master Plan.

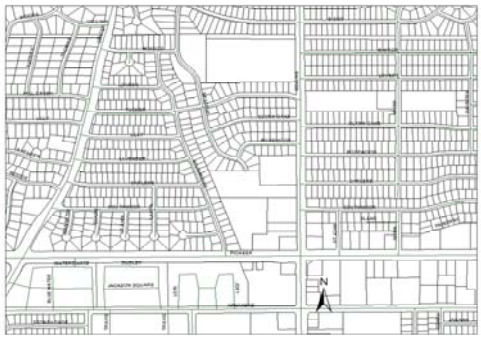
Project Number:	
Construction Start	Apr-08
Project Completion	Dec-08
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	dul@ci.arlington.tx.us
Design Firm	TBDT
General Contractor	TBDT



	FY 2008				FY 2009				FY 2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**	**FY2008**		
Revenue Bonds	$300,000.00	$150,000.00		

Meadow Lane



Project Budget & Expenditures		
Current Budget:	$864,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Revised funds being requested for FY2007-$300,000 and FY2008-$564,000 through the Business Plan Proposal.		

Water Utilities CIP Project Report

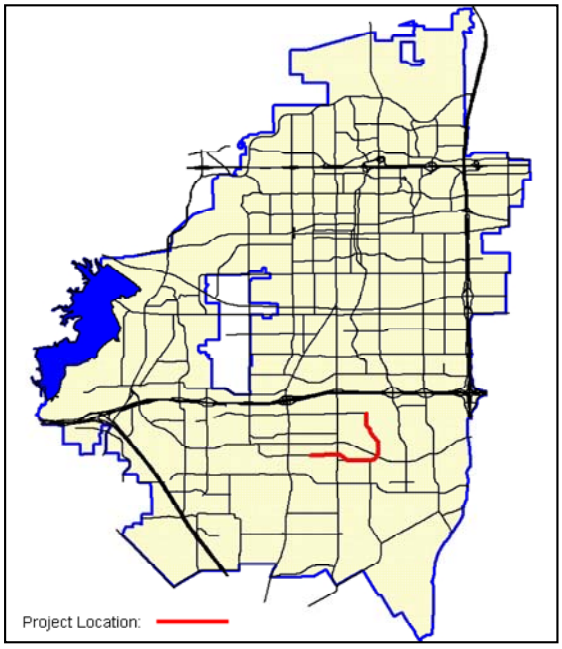
Capital Investment

Project: Nathan Lowe and Cravens Park 42" Water Line

Status Updated: 11/17/2006

Description
This project includes the design and construction of a 42" water transmission line along West Nathan Lowe Road, Cravens Park Drive, and future Center Street in accordance with the Water Distribution Master Plan.

Project Number:	WA04-006
Construction Start	Apr-07
Project Completion	Aug-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817)459-6636
Email Address	dul@ci.arlington.tx.us
Design Firm	Dunaway & Associates
General Contractor	TBDT



	FY 2004				FY 2005				FY 2006			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**	**FY2008**		
Revenue Bonds	$3,853,845.00	$400,000.00		

Cravens Park Drive

Project Budget & Expenditures		
Current Budget:	$4,253,845.00	
Expended to Date:	$278,051.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Currently coordinating franchise utility relocations.		

Water Utilities CIP Project Report

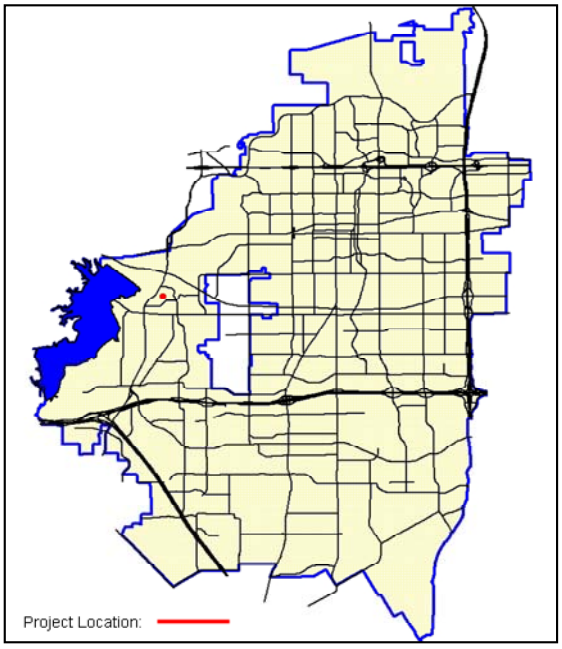
Capital Investment

Project: Pierce Burch Plant Chemical Feed Improvements

Status Updated: 8/15/2006

Description
This project includes the design and construction for the Pierce-Burch Treatment Plant Chemical Feed Improvements. The improvements include modifying chemical feed points for chlorine, ammonia, caustic and fluoride and replacing/repairing clearwell inlet valves and miscellaneous plant valves.

Project Number:	WT70-29
Construction Start	Sep-06
Project Completion	Jul-07
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Chuck Vokes
Phone Number	(817)457-7550
Email Address	vokesc@ci.arlington.tx.us
Design Firm	MWH Americas, Inc.
General Contractor	TBDT



	FY 2005				FY 2006				FY 2007			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Revenue Bonds	$2,485,000.00	$475,000.00		

Project Budget & Expenditures		
Current Budget:	$2,960,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Project design continues.		

Water Utilities CIP Project Report

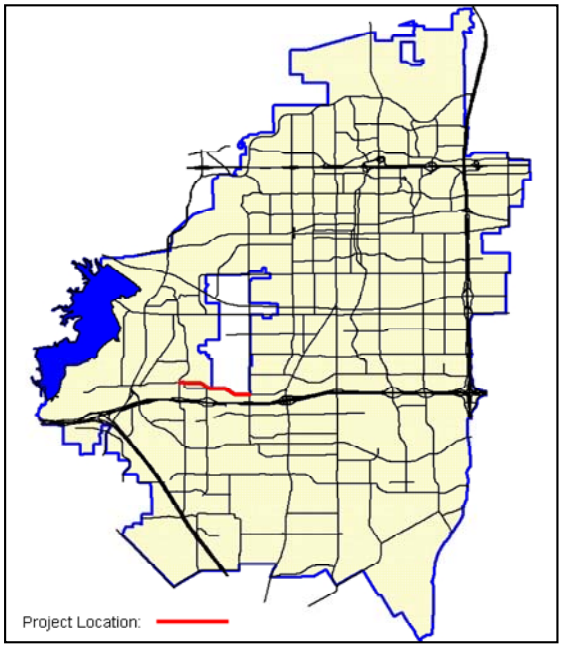
Capital Investment

Project: Pleasant Ridge Road(Kelly Elliott - Bowen Road)

Status Updated: 11/17/2006

Description
Rebuild existing water and sewer mains ahead of street widening. This project will be constructed concurrently with the Pleasant Ridge Rd (Kelly Elliott - Glen Springs) and Pleasant Ridge Rd (Glen Springs to Bowen).

Project Number:	WS02-025
Construction Start	Mar-07
Project Completion	Sep-08
Current Phase	Design
Bond Election	1999
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	dul@ci.arlington.tx.us
Design Firm	Wier & Associates, Inc.
General Contractor	TBDT



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Revenue Bonds	$347,150.00	$422,850.00		

Pleasant Ridge Rd

Project Budget & Expenditures		
Current Budget:	$770,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Currently research on the existing water and sewer lines in the project limits.		

Water Utilities CIP Project Report

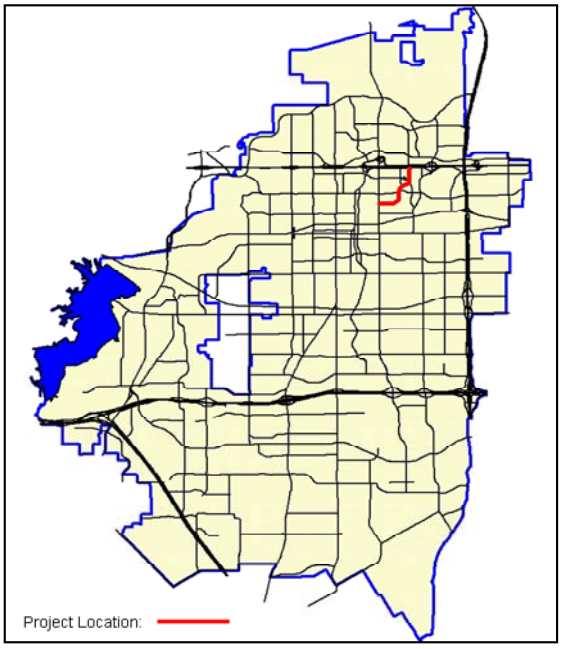
Capital Investment

Project: Rogers & Baird Farm 30"/36" Water Transmission Line

Status Updated: 11/17/2006

Description
30"/36" water transmission line along proposed Rogers and Baird Farm from N. Collins to Nolan Ryan.

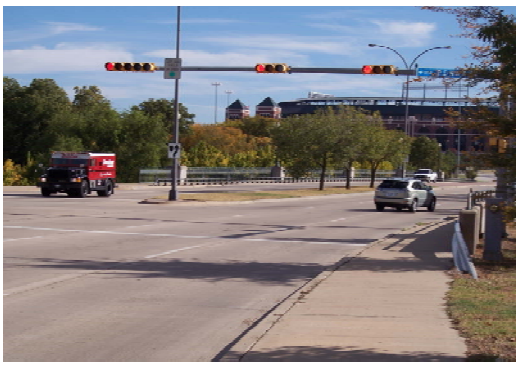
Project Number:	WA05-021
Construction Start	Nov-06
Project Completion	May-07
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817)459-6636
Email Address	dul@ci.arlington.tx.us
Design Firm	Graham Associates, Inc.
General Contractor	Patco Utilities



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Revenue Bonds	$970,000.00	$1,530,000.00		

Randol Mill/Pennant



Project Budget & Expenditures		
Current Budget:	$2,500,000.00	
Expended to Date:	$120,588.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**

Comments

The funds for this project are transferred from the following two projects: Oak/Randol Mill-Sanford 16" Water Line and Oak/Sanford/Pennant 36" Water Transmission Line. Construction started 11/06.

Water Utilities CIP Project Report

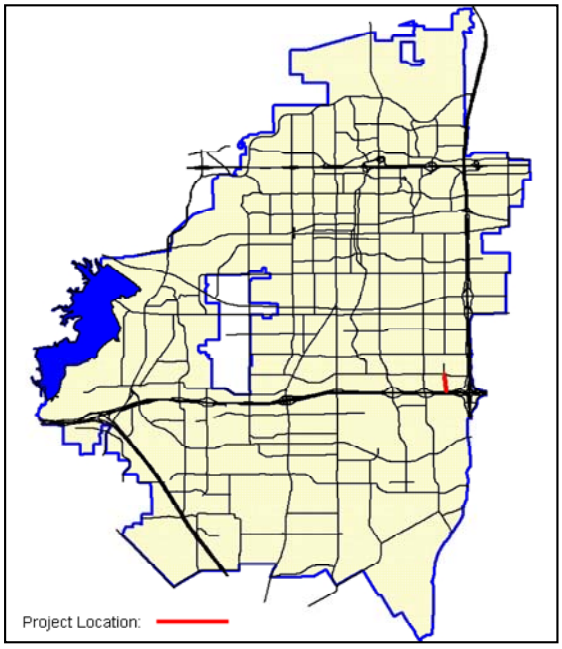
Capital Investment

Project: Sherry: Arbrook to IH-20 16" Water Line

Status Updated: 11/14/2006

Description
This project includes the design and construction cost of a 16" water line along Sherry Street from Arbrook to IH-20.

Project Number:	
Construction Start	Mar-07
Project Completion	May-07
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	(817) 459-6608
Email Address	yanagid@ci.arlington.tx.us
Design Firm	TBDT
General Contractor	TBDT



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2009**	**FY2010**		
Revenue Bonds	$72,500.00	$102,500.00		

Sherry/Arbrook

Project Budget & Expenditures		
Current Budget:	$175,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Revised funds being requested for **FY2007-$175,000** through the Business Plan Proposal.		

Water Utilities CIP Project Report

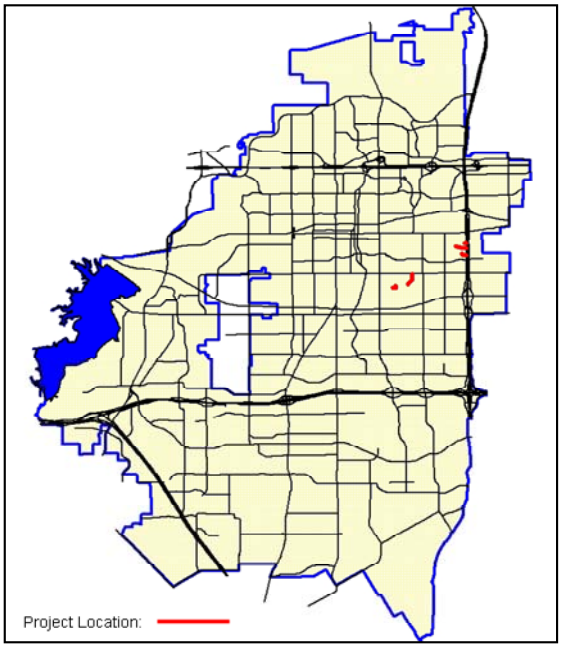
Capital Investment

Project: Street Rebuilds/Public Works

Status Updated: 8/15/2006

Description
This project includes the design and construction of water and sanitary sewer improvements in various streets being reconstructed.

Project Number:	
Construction Start	Aug-06
Project Completion	Aug-07
Current Phase	
Bond Election	
Project Contract Information	
Project Manager	David Smith
Phone Number	(817) 459-6609
Email Address	smithdm@ci.arlington.tx.us
Design Firm	Cheatham & Associates
General Contractor	TBDT



	FY 2006				FY 2007				FY 2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2006**	**FY2007**		
Revenue Bonds	$500,000.00	$500,000.00		

Project Budget & Expenditures		
Current Budget:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
2006 Project is in conjunction with Public Works' Residential Project(ST06-05).		

Water Utilities CIP Project Report

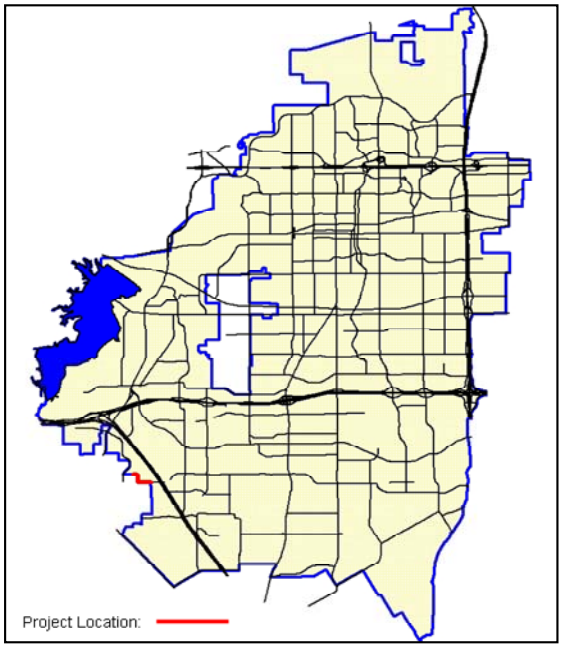
Capital Investment

Project: Sublett/US287 - West 12" Water Line

Status Updated: 11/14/2006

Description
This project includes the design and construction of a 12" water line along Sublett Road from US Highway 287 to the west. This extension is in accordance with the Water Distribution Master Plan.

Project Number:	
Construction Start	Apr-08
Project Completion	Jul-08
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	(817) 459-6608
Email Address	yanagid@ci.arlington.tx.us
Design Firm	TBDT
General Contractor	TBDT



	FY 2008				FY 2009				FY 2010			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**	**FY2008**		
Revenue Bonds	$75,000.00	$135,000.00		

Sublett Road west of U.S. Hwy 287

Project Budget & Expenditures		
Current Budget:	$380,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Revised funds being requested for **FY2007-$40,000** and FY2008-$340,000 through the Business Plan Proposal.		

Water Utilities CIP Project Report

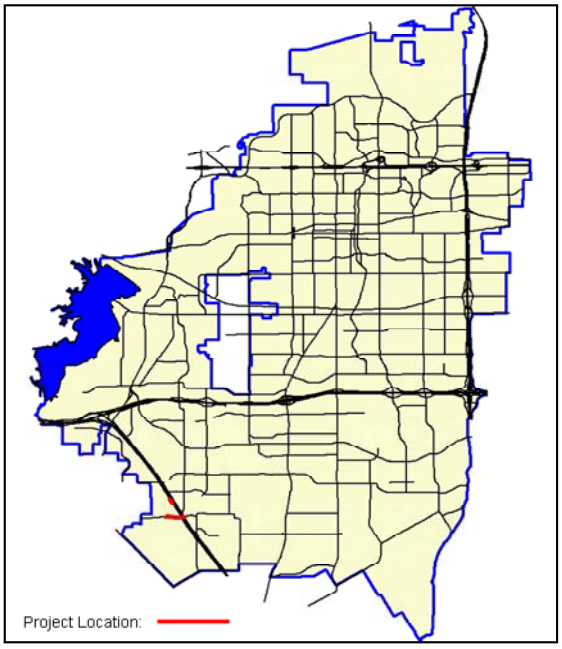
Capital Investment

Project: US287/Eden-Longhorn 24" & 16" Water Line

Status Updated: 11/14/2006

Description
This project includes the design and construction of a 24" and 16" water line along US Highway 287 and Eden Road and is in accordance with the Water Distribution Master Plan.

Project Number:	
Construction Start	Oct-07
Project Completion	Mar-08
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	(817) 459-6608
Email Address	yanagid@ci.arlington.tx.us
Design Firm	TBDT
General Contractor	TBDT



	FY 2007				FY 2008				FY 2009			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding				
Funding Source	**FY2007**	**FY2008**		
Revenue Bonds	$750,000.00	$185,000.00		

US Hwy 287 & Eden Road

Project Budget & Expenditures		
Current Budget:	$1,155,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Revised funds being requested for **FY2007-$405,000** and FY2008-$750,000 through the Business Plan Proposal.		

Appendix Tab

FY 2007 Authorized Full-Time Positions

City Service Team	Summary	FY05 Actual	FY06 Budget	FY06 Estimate	FY07 Proposed
CI	Public Works & Transportation	129	120	119	124
	Environmental Services	10	10	10	10
	Capital Investment Totals	**139**	**130**	**129**	**134**
ED	Community Development & Planning	53	55	55	55
	Aviation	8	8	8	8
	Economic Development	0	0	0	3
	Economic Development Totals	**61**	**63**	**63**	**66**
NS	Fire	302	403	403	409
	Libraries	64	64	64	71
	Community Services	66	72	72	77
	Parks and Recreation	131	125	125	130
	Police	745	745	745	763
	Neighborhood Services Totals	**1308**	**1409**	**1409**	**1450**
SS	Management Resources	30	36	36	40
	City Attorney's Office	33	33	33	34
	City Manager's Office	4	5	5	6
	Auditor	5	6	6	6
	Financial Services	30	31	31	31
	Workforce Services	19	19	19	20
	Information Technology	37	38	37	37
	Judiciary	4	4	4	4
	Muncipal Courts	42	42	42	42
	Strategic Support Totals	**204**	**214**	**213**	**220**
	Sub-Total GF	**1712**	**1816**	**1814**	**1870**
	Sanitary Landfill Fund	2	0	0	0
	Water and Sewer Fund	222	219	219	219
	Convention Center	33	32	32	32
	Parks Performance Fund	66	63	63	61
	Street Maintenance Fund	75	71	72	72
	General Services Fund	12	13	13	10
	Communication Services Fund	101	0	0	0
	Fleet Services Fund	2	2	2	2
	Technology Services Fund	15	15	16	19
	Grants	79	79	79	79
	Sub-Total Other Funds	**607**	**494**	**496**	**494**
	Total	**2319**	**2310**	**2310**	**2364**

ARLINGTON

Appendix 2

CITY OF ARLINGTON
STATEMENT OF FINANCIAL PRINCIPLES

⇒ **Accounting, Budgeting, and Financial Planning**

- The City will establish accounting practices that conform to generally accepted accounting principles as set forth by the Governmental Accounting Standards Board.

- An independent certified public accounting firm will perform an annual audit and an official comprehensive annual financial report (CAFR) shall be issued no later than 6 months following year-end.

- The independent certified public accounting firm shall provide a management letter, if one is issued, no later than March 31 following the end of each fiscal year.

- The City shall submit the CAFR to the Government Finance Officers Association (GFOA) for the purpose of earning the Certificate of Achievement for Excellence in Financial Reporting.

- The City shall prepare an Annual Operating budget and submit it for City Council approval prior to September 30.

- *The Annual Operating Budget shall be prepared such that current revenues plus net operating transfers will be sufficient to support current expenditures.*

- Expenditures from all operating funds shall not exceed the budgeted appropriations (as amended) for these funds.

- An adequate level of maintenance and replacement will be funded each year to ensure that all capital facilities and equipment are properly maintained.

- Charges for services and other revenues will be annually examined and adjusted as deemed necessary to respond to cost increases or any other changing circumstances.

- *A 3-year financial forecast shall be prepared annually projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget.*

- The City shall submit the Annual Operating Budget to the GFOA for the purpose of earning the Distinguished Budget Presentation Award.

CITY OF ARLINGTON
STATEMENT OF FINANCIAL PRINCIPLES
(continued)

Investments

Investments shall be made in conformance with the City's Investment Policy, with the primary objectives of:

- Safety – preservation of capital in the investment portfolio;
- Liquidity – portfolio remain sufficiently liquid to meet operating requirements;
- Yield – goal of rate of return of 102% of U.S. treasury curve at average maturity.

Grants

All grants and other federal and state funds shall be managed to comply with the laws, regulations, and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.

Tax Collection

The City shall encourage the Tax Assessor-Collector to follow an aggressive policy of collecting property tax revenues. An average collection rate of at least 98% of current levy shall be maintained.

Self-Insurance & Retirement Funds

All retirement and self-insurance funds will be examined annually to ensure that adequate balances are maintained. Unfunded actuarial liabilities in a retirement program are to be amortized over a 25-year period or less. The self-insurance program for workers' compensation shall be funded at a 75% confidence level, and the APFA self-insurance program shall be funded at a 50% confidence level.

Reserves

- The City's working capital reserve in the General Fund shall be maintained at a minimum level of 8.33% (1/12th) of annual General Fund expenditures.

- The City's General Fund unreserved ending balance may only be used for one-time purchases such as capital equipment.

- The total General Fund balance shall be maintained at a minimum of 15% of annual General Fund expenditures.

- The fund balance in the debt service fund shall be maintained at a minimum level of 4.0% of annual debt service expenditures.

CITY OF ARLINGTON
STATEMENT OF FINANCIAL PRINCIPLES
(continued)

Debt Management

- Debt financing which includes permanent improvement bonds, revenue bonds, certificates of obligation, lease/purchase agreements and other obligations allowed under Texas law shall be used to acquire or construct land and improvements that cannot be funded by current revenues. The term of debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed 25 years.

- Debt will not be used to fund current expenditures.

- Permanent Improvement Bonds shall normally be issued with a level principal structure. This structure equates to an average life of 11 years or less for a 20-year issue. Interest shall be paid in the first fiscal year after a bond sale and principal must be paid no later that the second fiscal year after the bond sale.

- Each year the City will adopt a capital improvement plan. The plan will recommend specific funding of projects for the following two fiscal years and will identify projects for further consideration in years three through five.

- The City is committed to providing continuing disclosure of certain financial and operating data and material event notices as required by Securities and Exchange Commission (SEC) Rule 15c2-12. The Finance Department shall be responsible for the preparation of all disclosure documents and releases required under Rule 15c2-12.

- The City will obtain a rating from at least one nationally recognized bond-rating agency on all issues being sold on the public market. Required information will be presented to the rating agency(s) at least annually in order to maintain ratings on outstanding debt.

- The City shall comply with the Internal Revenue Code Section 148 – Arbitrage Regulations for all tax-exempt debt issued. An annual estimate of arbitrage liabilities shall be obtained by the City and recorded on the financial statements.

- A good faith deposit of 2.0% of the par amount of the bond sale shall be presented by the underwriter in the form of a check or surety acceptable to the City and Bond Counsel prior to the approval of the bonds by the Mayor and City Council.

- The City shall use a competitive bidding process in the sale of debt unless the use of a negotiated process is warranted due to market timing requirements (refunding), or a unique pledge or debt structure. The City will award competitively issued debt on a true interest cost (TIC) basis.

CITY OF ARLINGTON
STATEMENT OF FINANCIAL PRINCIPLES
(continued)

Debt Management (continued)

- The City welcomes ideas and proposals from investment bankers and will seek to give first consideration to those firms that submit unique and innovative ideas that benefit the City. Unsolicited proposals should be submitted to the City's Finance Department.

- The selection of an underwriter or group of underwriters for a negotiated sale shall be based on the following factors:

  - Participation in the City's competitive sales;
  - Submission of unique or creative proposals;
  - Qualifications of firm;
  - Size and geographic distribution of their sales staff.

- All professional service providers selected in connection with the City's debt issuance and management program shall be chosen through a competitive process such as request for proposals (RFP's) on an as needed basis.

- An advance or current refunding of outstanding debt shall only be considered when present value savings of at least 4.25% of the principal amount of the refunded bonds are produced, unless a debt restructuring or bond covenant revisions are necessary. Savings from refundings will be distributed evenly over the life of the refunded bonds.

- An analysis of the risks and potential rewards of a derivative product for debt management must be prepared before the structure is selected. The City's Bond Counsel must opine that the City is authorized to enter into the necessary agreements under all existing statutes.

- The use of reimbursement resolutions shall be encouraged as a cash management tool for debt funded projects. Reimbursement resolutions may be used for any project that has been approved in the City's Capital Budget. Reimbursement resolutions may be used for other projects if the projects are revenue supported or funded within departments' operating budget.

- The City shall obtain a clear opinion from qualified legal counsel that the City is not liable for the payment of principal and/or interest in the event of default by a conduit borrower. If no such opinion can be obtained, the conduit borrower will be required to purchase insurance or a letter of credit in the City's name in the event of default.

Examples of a conduit issuer are special authorities, tax-increment financing districts, public improvement districts, or industrial development issuers.

Debt Management – Ratio Targets

- The ratio of net debt (total outstanding tax-supported general obligation debt less debt service fund balance) to total taxable assessed valuation shall not exceed 2.0%. This excludes debt of overlapping jurisdictions. The City shall structure its bond issuance to achieve and maintain a debt-to-assessed-value of 2.0% or less.

- The ratio of debt service expenditures to total expenditures (General Fund operating expenditures and debt service combined) shall not exceed 20%.

- The ratio of outstanding net tax-supported debt to population shall not exceed $850.

- The Finance Department shall prepare an analysis of the impact of proposed tax-supported debt prior to the issuance of the additional debt. The analysis shall project the debt ratios described in numbers 1, 2 and 3 above as well as any other applicable debt ratios.

Debt Management –Certificates of Obligation

It is the City's priority to fund capital expenditures with cash or voter approved debt. However, non-voter approved debt may be used for capital expenditures as an alternative to lease/purchase or other financing options if the capital expenditure is:

- Urgent;
- Necessary to prevent an economic loss to the City;
- Revenue generating and expected to cover debt service out of the revenue source;
- Non-voter approved debt is the most cost effective financing option available.

- The average maturity of non-voter approved debt shall not exceed the average life of the capital items financed.

- Capital items financed with non-voter approved debt shall have an expected economic life of at least 3 years.

Adopted by resolution No. 00-526 on August 22, 2000.

ARLINGTON

Appendix 3

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.

Modified accrual basis: The modified accrual basis is used for all other funds. Modifications in the accrual basis for these funds include the following:

1. Revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Primary revenue sources treated as susceptible to accrual include property taxes collected within 60 days of year-end and sales taxes collected and held by the state at year end of behalf of the City. Revenue sources from licenses, fines and forfeitures, service charges and other miscellaneous revenues are generally recognized as the cash is received.

2. Expenditures are recognized when the related fund liability is incurred, except for interest and principal on general long-term debt which are recorded when due or otherwise payable.

3. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration.

Basis of Budgeting

The City Council adopts an annual legal budget which covers the General Fund, Debt Service Fund, Enterprise Funds, Internal Service Funds, and certain Special Revenue Funds (Park Performance, Street Maintenance, and Convention and Event Services). All appropriations lapse at fiscal year-end. The budgets for the General Fund, Debt Service Fund and Special Revenue Funds are prepared on the modified accrual basis except for encumbrances, which are treated as budgeted expenditures. The budgets for the Enterprise Funds are prepared on the modified accrual basis and include encumbrances, debt principal retirements and capital outlays as expenditures. Additionally, the Enterprise Funds do not include depreciation as a budgetary expense. Budgetary level of control is exercised at the departmental level. The City Manager, or his designee, is authorized to transfer budgeted amounts within and among departments; however, any revisions that alter total appropriations of the fund must be approved by the City Council.

ARLINGTON

Appendix 4

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.

Budget Kick-off: At this 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.

Second Quarter Budget Analysis Report: After kick-off, departments submitted second quarter revenue and expenditure estimates. The OMB prepared a second quarter BAR analyzing variances for the City Manager's Office.

New Business Plan proposal: Departments submitted new business plan proposals (BPPs) in the last week of May. The OMB reviewed BPPs and either approved for inclusion in the base budget or resubmitted to the City Manager's Office.

Preliminary Council Review: The City Manager briefed the City Council on the FY 2007 Preliminary Budget, including revenue and expenditure estimates.

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

Council Briefings: City staff provided briefings to the City Council to inform them of new business plan proposals made by General Fund departments and the recommended compensation proposal.

City Manager's Review: Following the presentations to Council, the City Manager met with the Deputy City Managers and the OMB. The City Manager reviewed BPPs and determined which ones to include in his proposed budget.

City Manager Presentation to City Council: On the third 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, public hearings were held to receive public comments regarding the proposed budget. One additional public hearing was conducted in September on the proposed budget, in accordance with applicable provisions of state law.

City Council Deliberations: The City Council reviewed the budget for six weeks. During this time, citizens were able to address Council about specific issues. Also during this time, Council may amend the budget to include programs considered a high priority.

Tax Rate: State law requires the calculation of "effective" and "rollback" tax rates. The "effective" rate is that rate which generates the same revenue in the proposed year as in the current year from properties on the tax roll in both years. The "rollback" rate is a rate that represents an eight percent increase in the operations/maintenance portion of the total tax rate. These rates were provided to Council.

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

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

Appendix 5

CITY OF ARLINGTON
Facts & Figures

CITY GOVERNMENT

Year Founded	1875
Incorporated	April 21, 1884
Charter Adopted	January 17, 1920
Government	Council-Manager
City Council	Mayor and a Council composed of three at-large and five single-member districts

PHYSIOGRAPHIC

Land Area	98.7 square miles
Extraterritorial Jurisdiction	458 acres
Public Parkland	4,652 acres
City Parks	1,394 acres
Community Parks	882 acres
Linear Parks	1,820 acres
Neighborhood Parks	382 acres
Natural Areas	173 acres
Longitude Range	W97° 14'-W97° 03'
Latitude Range	N32° 35'-N32° 48'
Elevation Range	462'-687'
Lake Arlington	
Pool Elevation	550'
Surface Area	2,250 acres
Average Annual Rainfall	36.1"
Average Annual Temperature	66.3°F
Average January Temperature	44.6°F
Average July Temperature	85.9°F

DEMOGRAPHICS

Population

1980	160,113
1990	261,721
2006	362,393

Average Annual Population Growth Rate

1980 - 2004	4.9%

Population Rank (2000 US Census)

Texas	7th
U.S.	54th

Population by Race & Ethnicity (2000 US Census)

White	67.7%	225,379
African-American	13.7%	45,727
Asian/Pacific	6.2%	20,490
Native American	0.5%	1,817
Other	11.9%	39,556
Total	100.0%	332,969
Of Hispanic Origin	18.3%	60,817

Median Age (2000 US Census)

1990	29.1
2000	30.9

Age Distribution (2000 US Census)

Under 18	28.3%	94,198
18 to 44	46.7%	155,495
45 to 64	18.9%	62,837
65+	6.1%	20,439

Median Household Income (2000 US Census)

1990	$35,048
2000	$48,617

Median Household Size (2000 US Census)

Owner-Occupied	2.87
Renter-Occupied	2.38

HOUSING (2006)

Single-Family Units	90,524
Multi-Family Units	51,078

Building Permit Activity (FY 2006)	# Permit	$ Value
New Single Family	1,115	$176,935,328
New Multifamily	35	$11,601,815
New Commercial	77	$161,884,888
New Institutional	6	$76,073,574
Other (Additions, fences, etc.)	2,953	$100,402,480
Total	4,186	$526,898,085

EDUCATION

AISD Enrollment (2006)

Elementary	36,758
Junior High	8,862
High School	17,717
Total	63,337

UTA Enrollment (2005)

Undergraduate	19,567
Graduate	5,785
Total	25,352

Highest Education Level Attained (Over age 25 - 2000 US Census)

No H.S. Diploma	15.0%	30,656
High School/GED	21.0%	42,657
Some College	26.8%	54,418
Associate Degree	6.8%	13,805
Bachelor's Degree	21.6%	44,030
Graduate/Professional Degree	8.8%	17,807

ECONOMIC

FY 2007 Taxable Value

Personal Property	$2,191,580,241
Real Estate	$14,449,303,570
Total	$16,105,819,783

Tax Rate per $100 Valuation

City	$0.6480
AISD	$1.61
County	$0.6473
Total	$2.9053

FY 2007 Tax Levy

Personal Property	$14,186,888.30
Real Property	$93,510,151.86
Total	$107,697,040.16

FY 2007 Top Ten Taxpayers

General Motors Corporation	$197,074,157 (1)
TXU Electric Delivery	146,201,461
Parks at Arlington LP	141,738,142
Southwestern Bell	75,489,133
Six Flags Fund II Ltd	70,128,481
National Semiconductor	49,741,099(1)
JPMorgan Chase Bank	49,045,514
USMD Surgical	47,520,722
Lincoln Square Ltd	46,616,894
Wal-Mart Real Estate	45,182,024

[1] Reduced by abatement

ECONOMIC (continued)

	(estimated)
City Sales Tax Collected FY 2007	$44,585,017
Property Tax Collected FY 2007	$ 108,397,246

Municipal Bond Rating

	Moody's	S&P	Fitch
General Obligation	Aa2	AA	AA
Water/Sewer	Aa3	AA-	AA+

TOURISM

Visitors to Arlington (Arlington Convention and Visitors Bureau)

6.793 million visitors came to Arlington in 2001
- 26% come from the Dallas/Fort Worth metropolitan area
- 37% come from throughout Texas
- 37% come from outside Texas

91% of the visitors choose Arlington as their primary destination and 93% plan to return to Arlington.

Economic Impact (Arlington Convention and Visitors Bureau)

$450 million estimated annual visitor spending. (2003)

70% of tourists visit one local attraction and 20% visit two attractions while here.

EMPLOYMENT

2005 Civilian Labor Force (United States Department of Labor)

Arlington	204,893

2005 Annual Average Unemployment Rate (Texas Workforce Commission)

Arlington	4.9%

2006 Top 10 Employers	**# of employees**
Arlington Independent School District	8,000
University of Texas at Arlington	5,700
Six Flags Over Texas (seasonal)	3,200
General Motors	3,000
The Parks at Arlington (Mall)	3,000
City of Arlington	2,300
Texas Rangers Baseball Club	1,800
Americredit	1,300
Arlington Memorial Hospital	1,300
Providian Financial	1,200

Appendix 6

Ad Valorem Tax Structure
Fiscal Year 2007

Estimated Total Valuation	$	16,640,883,811
Tax Rate	$	0.6480
Total Tax Levy	$	107,832,927
Total Projected Revenue	$	108,397,246
General Fund Tax Revenue		73,977,267
Interest and Sinking Fund Tax Revenue	$	34,419,979

Distribution of Tax Rate

Fund	Rate	Percent
General Fund	$0.4468	69.0%
Interest and Sinking Fund	$0.2012	31.0%
Total	$0.6480	100.0%

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

Fiscal Year		Assessed Valuation	Tax Rate Per $100		Levy
1997	$	9,648,674,923	$0.6400	$	61,751,520
1998	$	10,103,998,636	$0.6380	$	64,463,511
1999	$	10,857,465,086	$0.6380	$	69,270,627
2000	$	11,353,874,426	$0.6380	$	72,437,719
2001	$	12,371,734,763	$0.6340	$	78,436,798
2002	$	13,449,799,994	$0.6340	$	85,271,732
2003	$	14,241,278,027	$0.6340	$	90,289,703
2004	$	14,938,462,524	$0.6480	$	96,801,237
2005	$	15,470,320,256	$0.6480	$	100,247,675
2006	$	16,105,819,783	$0.6480	$	104,365,712
2007	$	16,640,883,811	$0.6480	$	107,832,927

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

Fiscal Year	General Fund Rate	General Fund Percent	Debt Service Fund Rate	Debt Service Fund Percent	Total Rate	Percent Variance
1988	$0.1914	38.3%	$0.3086	61.7%	$0.5000	7.5%
1989	$0.1859	36.5%	$0.3241	63.5%	$0.5100	2.0%
1990	$0.2204	39.7%	$0.3346	60.3%	$0.5550	8.8%
1991	$0.2482	41.4%	$0.3518	58.6%	$0.6000	8.1%
1992	$0.2695	45.1%	$0.3285	54.9%	$0.5980	-0.3%
1993	$0.2674	42.8%	$0.3578	57.2%	$0.6252	4.5%
1994	$0.2674	41.7%	$0.3743	58.3%	$0.6417	2.6%
1995	$0.2519	39.3%	$0.3898	60.7%	$0.6417	0.0%
1996	$0.2685	42.0%	$0.3715	58.0%	$0.6400	-0.3%
1997	$0.2986	46.7%	$0.3414	53.3%	$0.6400	0.0%
1998	$0.3103	48.6%	$0.3277	51.4%	$0.6380	-0.3%
1999	$0.3200	50.2%	$0.3180	49.8%	$0.6380	0.0%
2000	$0.3200	50.2%	$0.3180	49.8%	$0.6380	0.0%
2001	$0.3276	51.7%	$0.3064	48.3%	$0.6340	-0.6%
2002	$0.3429	54.1%	$0.2911	45.9%	$0.6340	0.0%
2003	$0.3620	57.1%	$0.2720	42.9%	$0.6340	0.0%
2004	$0.3879	59.9%	$0.2601	40.1%	$0.6480	2.2%
2005	$0.4023	62.1%	$0.2457	37.9%	$0.6480	0.0%
2006	$0.4244	65.5%	$0.2236	34.5%	$0.6480	0.0%
2007	$0.4468	69.0%	$0.2012	31.0%	$0.6480	0.0%

ARLINGTON

Appendix 7

Budget Glossary

Activities: Discrete tasks accomplished by Departments on an on-going basis.

Accrual Basis: A method of financial accounting whereby revenues and expenses are recognized in the accounting period in which they are earned and incurred. The City's enterprise and internal service funds utilize this basis of accounting.

Ad Valorem Tax: Property taxes based on assessed valuation of property and collected from property owners.

Appropriation: An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are made for fixed amounts and are granted, in the operating budget, for a one-year period.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. Property values in Arlington are established by the Tarrant Appraisal District. Assessed value in Arlington for FY 2007 is $16.641 billion. This is an increase of 3.3 percent from the assessed value of $16.106 billion for FY 2005.

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.

Bond Election: a special election held in order that citizens may cast a ballot for or against a proposal to perform a given capital improvement project. Elections may include approval for the City to issue General Obligation Bonds.

Bond rating: A rating assigned by outside credit rating companies which gives investors an idea of the credit-worthiness of the City.

Bond sales: The sale of General Obligation bonds and other debt instruments in the public market, proceeds from which allow the funding of various capital improvement program (CIP) projects.

BPP: see Business Plan Proposal.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for various municipal services.

Budget Analysis Report: A quarterly report compiled to show fiscal year-end revenue and expenditure projections, which may allow for adjustments in expenditures as needed so as not to exceed the City's annual operating budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

Business Plan: A summary of how the departments comprising the City of Arlington organization plan to achieve outcomes in relation to the priorities of the City Council. The Business Plan is a working document that includes information related to departmental goals and objectives, program-related budgets, and performance measures.

Business Plan Proposal: A document used by departments to provide information relating to desired outcomes; this form includes information regarding the goals and objectives, and request budget dollars and personnel needed to accomplish any given outcome.

CAFR: see Comprehensive Annual Financial Report.

Capital Budget: A budget designated solely for Capital Improvement Program, and which gives details about infrastructure improvements throughout the City.

Capital 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.

CO: see Certificate of Obligation.

Commercial Paper: A type of short-term debt instrument issued to fund capital projects.

Comprehensive Annual Financial Report: A report designed to present the financial position and results of operations of various funds of the City.

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.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. In Arlington, the Water and Sewer Fund and the Sanitary Landfill Fund are enterprise funds.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

Fiscal Year: The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Arlington has specified October 1 to September 30 as its fiscal year.

Franchise Fee: A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, water, natural gas, cable television and sanitation.

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.

Goal: One of a series of accomplishments that either lead to or sustain outcomes.

Green Sheet: A document produced that describes information related to a given project in the Capital Improvement Program.

Homestead Exemption: A deduction from the total taxable assessed value of owner-occupied property. For FY 2007, 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.

Objective: Performance indicator of a program.

Operating Budget: The budget that pertains to daily operations which provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, fuel, and capital equipment.

Outcome: Desired state that will arise from strategically applied resources.

Performance Measures: Quantitative measure of a program's effectiveness or efficiency (e.g., average time to dispatch an emergency 911 call). Often used in conjunction with workload measures (e.g., number of emergency 911 calls received) to evaluate and revise resource allocation strategies.

Position Control: The initiative to fund, monitor and maintain only the number of positions authorized by City Council in any given budget year.

Priority: Certain outcomes that have been selected for a higher level of attention and effort by the City Council

Program: An organized set of related work activities which are directed toward a common purpose or goal and represent a well-defined expenditure of City resources.

Program Budget: A budget which structures budget choices and information in terms of programs and their related activities, (i.e., repairing roads, treating water, etc.), provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance measures).

Program Description: Outlines the function of the program, the various activities involved in the program and other pertinent information about the program. It answers the question, "what does this program do?"

Program Goal: A general statement on the intended effect or purpose of the program's activities. It includes terms such as: to provide (a service), to supply (a given need), to control, reduce, or eliminate (an occurrence), to maintain (standards), or to maximize (quality). A goal is not limited to a one-year time frame and should generally not change from year to year. A goal statement describes the essential reason for the program's existence.

Program Objectives: Objectives are statements of the intended beneficial and/or tangible effects of a program's activities. They are measurable, and related to the proposed budget year. They are specific targets toward which a manager can plan, schedule work activities, and make staff assignments. Objectives should quantifiably be addressed in terms such as: to increase an activity, to maintain a service level, to reduce the incidence, or to eliminate a problem.

Project: Discrete tasks accomplished by Departments on a one-time basis.

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: 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.

SBS: see Salary and Benefits Schedule.

Tax Rate: The amount of tax levied for each $100 of assessed valuation. The FY 2007 tax rate for the City of Arlington is 64.80¢.

Vacancies Report: Related to Position Control, this report allows the projection of budgeted dollar savings due to unfilled positions citywide.

ARLINGTON

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Texas

For the Fiscal Year Beginning

October 1, 2005

President

Executive Director