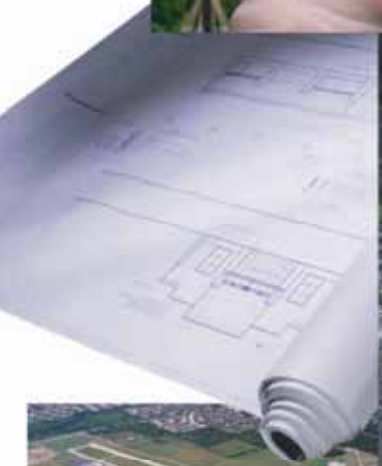

City of Arlington
FY 2008 Annual
Adopted Budget

ARLINGTON

Economic Development Neighborhood Services Capital Investment Strategic Support

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.

Neighborhood Services

Increased Code Enforcement

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

Neighborhoods are reinvigorated

Capital Investment

The City is protected from flooding, drainage problems, and erosion

The City focuses and moves forward on transportation solutions

Economic Development

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

Arlington is a pre-eminent convention and tourist destination

Arlington is a recognized leader of creative and effective economic development policies and practices

The City provides a balance between residential and commercial development and redevelopment that results in improved quality of life and a favorable business climate

Strategic Support

The City focuses and moves forward on IT solutions

The City maximizes electronic and technology based communication tools to provide the Council, City staff, and citizens with the information they need to make informed decisions

VALUES

The City Provides Outstanding Customer Service	Staff exceeds expectations in delivering core service and daily operations	City values diversity, creates positives relationships and maintains effective partnerships with the community and organizations	Uphold the highest professional and ethical standards	City achieves results through planned actions and measurable performance

Working Together To Make Arlington Better

Responsiveness and Respectful to our customers and co-workers

Innovative in identifying possibilities, exploring options, and creating solution

Committed to excellence

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

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Introduction

The FY 2008 Adopted Budget has been prepared at a time when Arlington is poised for significant change and growth. The City still faces challenges, but under the leadership of the Mayor and City Council, we are making significant strides. This document will provide a current economic overview, a snapshot of our projected revenues and expenditures for FY 2008, and an analysis of our long-term future, in order to assist us in our work to plan for the City's future.

Arlington's economy is gradually improving, allowing us to make sustainable progress on the community's priorities of Reinvigorating Neighborhood, Economic Development, Capital Investment, and Strategic Support. The back of the front cover of this document has a graphic representation of the inter-connectedness of City Service Teams, working collaboratively to implement Council Priorities. Communication and responsibility flows across the organization in all directions so that the City's resources are maximized and the community receives the greatest benefit.

Last year, the course was charted for Arlington's future. With new development and new economic engines, with significant investment in City facilities and infrastructure improvements, and with new opportunities to leverage our resources with our community partners, "Arlington is poised for excellence."

Neighborhood Services

During FY 2007, our cross-departmental City Service Teams built momentum as they worked to improve Arlington. We moved forward with implementation of a fire management study, bringing on four additional fire fighters. The City's fire insurance rating was upgraded from a 3 to a 2, resulting in reduced rates for homeowners. The Housing Authority received 2 national awards, and 135 families received first-time homebuyer assistance. Partnerships with our community partners have resulted in a new wildscape for Veterans Park, development or Webb Community Park, MLK Nature Trail and many others. The Parks Department has received awards in architecture and aquatic park design. The Arlington Reads programs have made progress in furthering literacy. One hundred fourteen Code Rangers have been trained this year, to be our eyes and ears out in our neighborhoods. We are seeing results as more and more code violations are being reported. Arlington's Crime lab received national accreditation, and with additional public safety resources, police response to vehicle burglaries was reinstituted. This program has increased residents' feelings of safety in their neighborhoods. The Arlington Strong Neighborhoods Initiative outreach efforts have resulted in the recruitment of 479 new neighborhood partners. One of the visible achievements of all of these efforts is that Arlington received the U.S. Conference of Mayor's 2007 City Livability Award.

Economic Development

The Champion Arlington Plan, the City's economic development strategy, has paid dividends in FY 2007. Progress on Glorypark, announced as one of the best announced deals of 2006 by the *Dallas Business Journal*, continues. The Arlington Highlands retail center was completed, and will eventually result in 4,000 jobs and $2.8M in sales tax revenues for the City. The building permits for the Harrison Aviation Fixed Base Operator have been issued, which will result in a $11M improvement on the Arlington Municipal Airport property. Two hundred eighty five jobs were retained by incenting the North Central Council of Government to remain in Arlington. The One-Start Shop was completed in FY 2007, resulting in improved customer service and responsiveness to our development community in Arlington.

Capital Investment

As new development is occurring, the Capital Investment Team faces significant challenges in building and maintaining our 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. The City has been involved in numerous capital projects throughout the community this year. Construction is virtually complete on the Southwest Branch Library, the new Animal Services Center is underway, and the annual $10 M in Street Maintenance Sales Tax is helping us make significant improvements to our existing street network. The Traffic Management Center is now operational, providing for better flow through the Entertainment District. The City has received a grant for hybrid vehicles, and plans are in place to transition five percent of the City fleet to hybrids.

Strategic Support

Information technology improvements to our internal finance and payroll system, Citynet, and continued implementation of AMANDA for development tracking were focal points in FY 2007, and their refinement will continue into the future. The Municipal Court successfully moved to the Municipal Office Tower and staffing was increased, resulting in more timely hearings and trials. Progress on alternative revenue sources was made, as the Grants Champion Team and Revenue Enhancement Team were formed. Much of the City Council's legislative agenda was accomplished through its new legislative and lobbying program.

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

- Being a City where people feel safe anywhere, all the time
- Neighborhoods are reinvigorated
- Increasing code enforcement
- Improving service through IT solutions

- The City maximizes its electronic technology to enhance communication
- Downtown is a vibrant destination
- Arlington is a pre-eminent tourist and convention destination
- Arlington is a recognized leader of creative and effective economic development policies and practices
- The City provides a balance between residential and commercial development and redevelopment that result in improved quality of life and a favorable business climate
- The City is protected from flooding
- The City moves forward on transportation solutions

These priorities are the focal point of the City of Arlington's Business Plan for FY 2008. This plan outlines our organization's 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.

While the City's Business Plan outlines our plan of work for the coming year and how our resources will be invested, the plan cannot be accomplished by the City alone. Successful implementation is only possible with the help of our community partners and creative, alternate funding opportunities. We will work with our public, private, and non-profit partners to find new solutions and strategies, and we will seek out grants, corporate sponsorships, and other new revenue sources, aside from property taxes, to accomplish the important work we do.

We look forward to excellence in FY 2008!

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. In April 2007, unemployment in Arlington was 3.9 percent (down .8 from the same period last year), which mirrored the Texas average. Significant job growth has been occurring in Arlington as well. In March 2007, Arlington had the largest net job growth in the past four years.

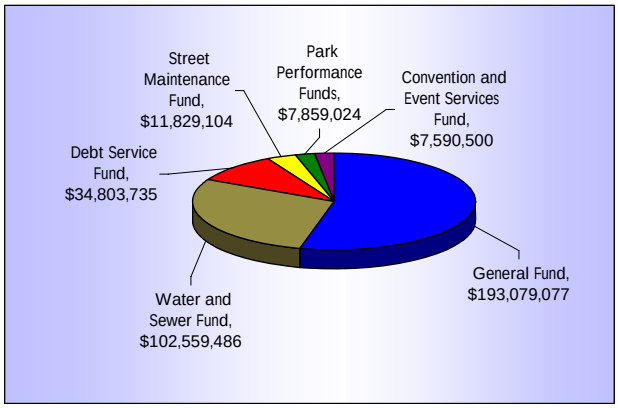
However, not all the indicators are positive. Arlington will continue to face challenges, particularly with sales tax growth, as our fastest growing demographic is low to moderate income households, which generally spend less. Occupancy rates for commercial real estate are varied. Office buildings are experiencing a 13.9 percent vacancy rate, and the vacancy rate for industrial facilities ranges from 9.0 to 13.4 percent, depending upon sub-market.

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 2008 Operating Budget

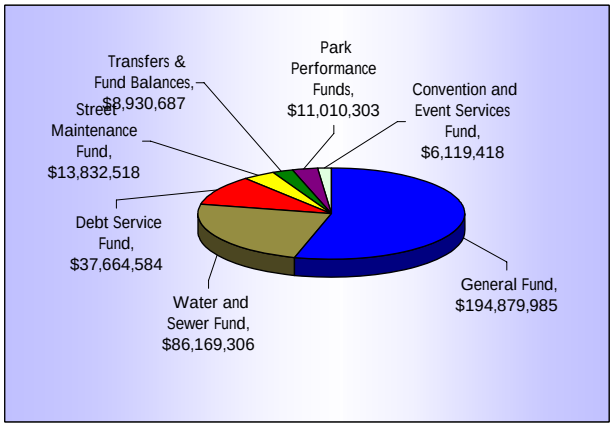
The total operating budget for the 2008 fiscal year is $358,666,801. The following charts indicate how the revenues and expenditures are distributed across fund types.

Revenues



	Amount	Percent of Total
General Fund	$193,079,077	53.8%
Water and Sewer Fund	$102,559,486	28.6%
Debt Service Fund	$34,803,735	9.7%
Street Maintenance Fund	$11,829,104	3.3%
Park Performance Funds	$8,804,899	2.5%
Convention and Event Services Fu	$7,590,500	2.1%
Total FY 2008 Revenues	$358,666,801	100.0%

Expenditures



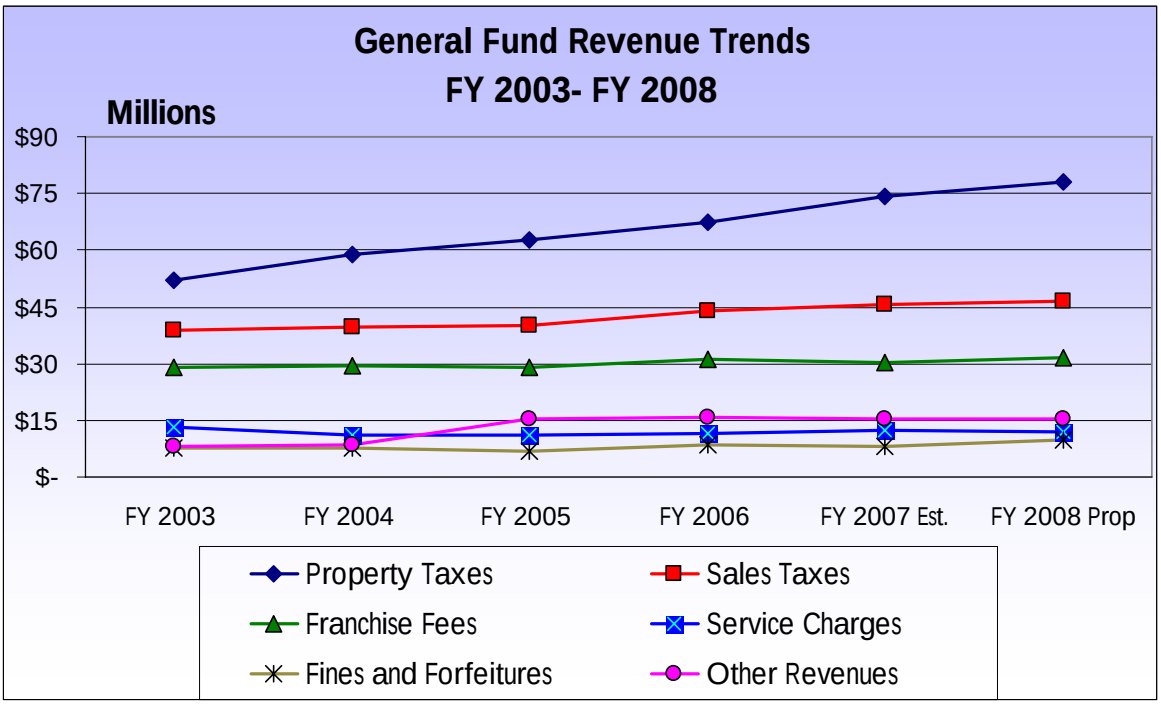
	Amount	Percent of Total
General Fund	$194,879,985	54.3%
Water and Sewer Fund	$86,169,306	24.0%
Debt Service Fund	$37,664,584	10.5%
Street Maintenance Fund	$13,832,518	3.9%
Transfers & Fund Balances	$8,930,687	2.5%
Park Performance Funds	$11,010,303	3.1%
Convention and Event Services Fu	$6,119,418	1.7%
Total FY 2008 Expenditures	$358,606,801	100.0%

FY 2008 General Fund Budget Revenues

As we enter the 2008 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 2006 Actual	FY 2007 Estimate	FY 2008 Adopted
Property Taxes	$ 67,505,199	$ 74,167,841	$ 78,024,169
Sales Taxes	43,992,803	45,685,017	46,368,418
Franchise Fees	31,140,287	30,421,160	31,354,447
Service Charges	11,603,199	12,181,528	12,077,304
Fines and Forfeitures	8,371,017	8,128,847	9,991,920
Other Revenues	15,983,091	15,437,645	15,262,819
Total	$ 178,595,595	$ 186,022,038	$ 193,079,077

Revenue projections provide the framework for determining the allocation of resources among the City's service delivery groups in the adopted FY 2008 Budget. The revenue picture, as shown in the chart 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 4 percent in FY 2008.



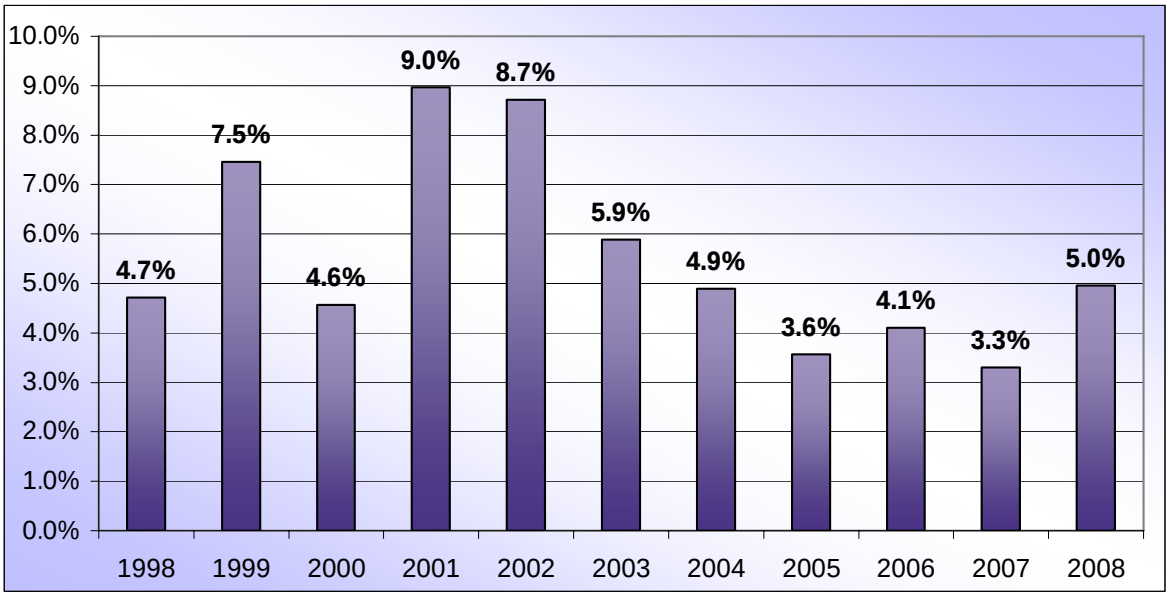
Property Taxes - $78.0 Million, 40.4 Percent of General Fund Revenues

The largest single revenue source for the General Fund is the Property Tax. In FY 2008, this revenue represents 40.4 percent of General Fund revenues, a slight increase from the FY 2007 Budget.. The total assessed value of taxable property in the City is $17,466,794,066, and the General Fund's portion of the total property tax rate is 44.67 cents per $100 of assessed value. This results in revenues of $78,024,169.

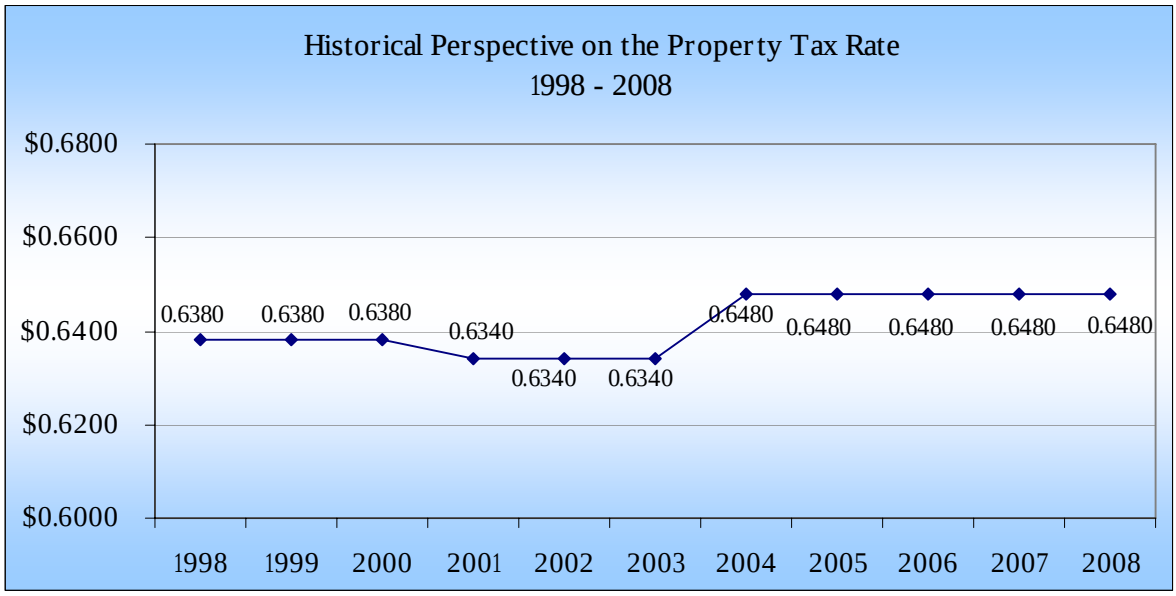
	FY 2007	FY 2008	Increase/(Decrease)
General Fund Tax Rate	44.680	44.670	(0.01)
Debt Service Tax Rate	20.120	20.130	0.01
Total Property Tax Rate	64.80	64.80	-

The $3.9M increase in revenue for the Ad Valorem tax is the increase in the tax base, including new construction as shown below.

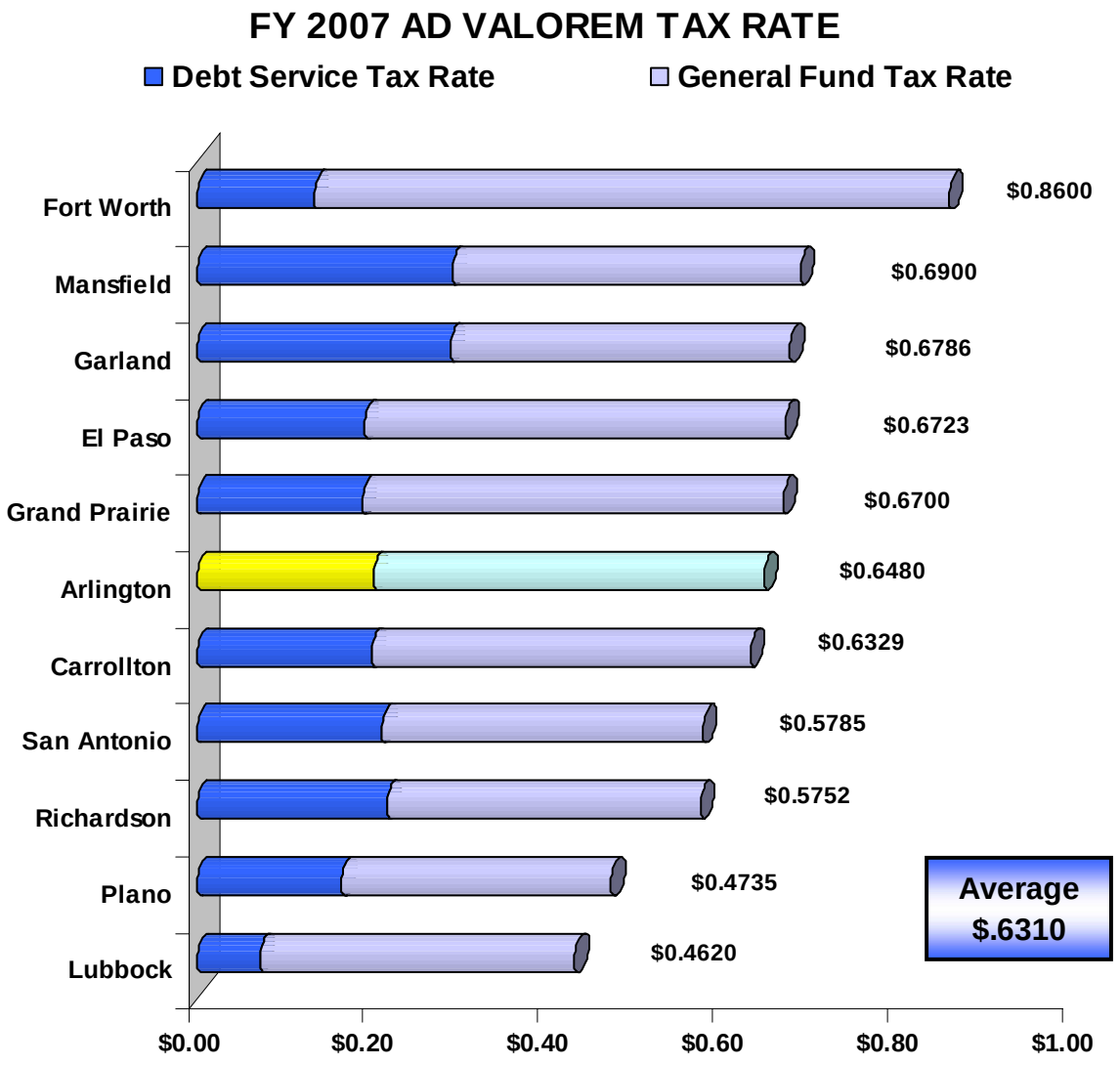
Assesed Value of Property Tax Base
Percent Change, FY 1998 -FY2008



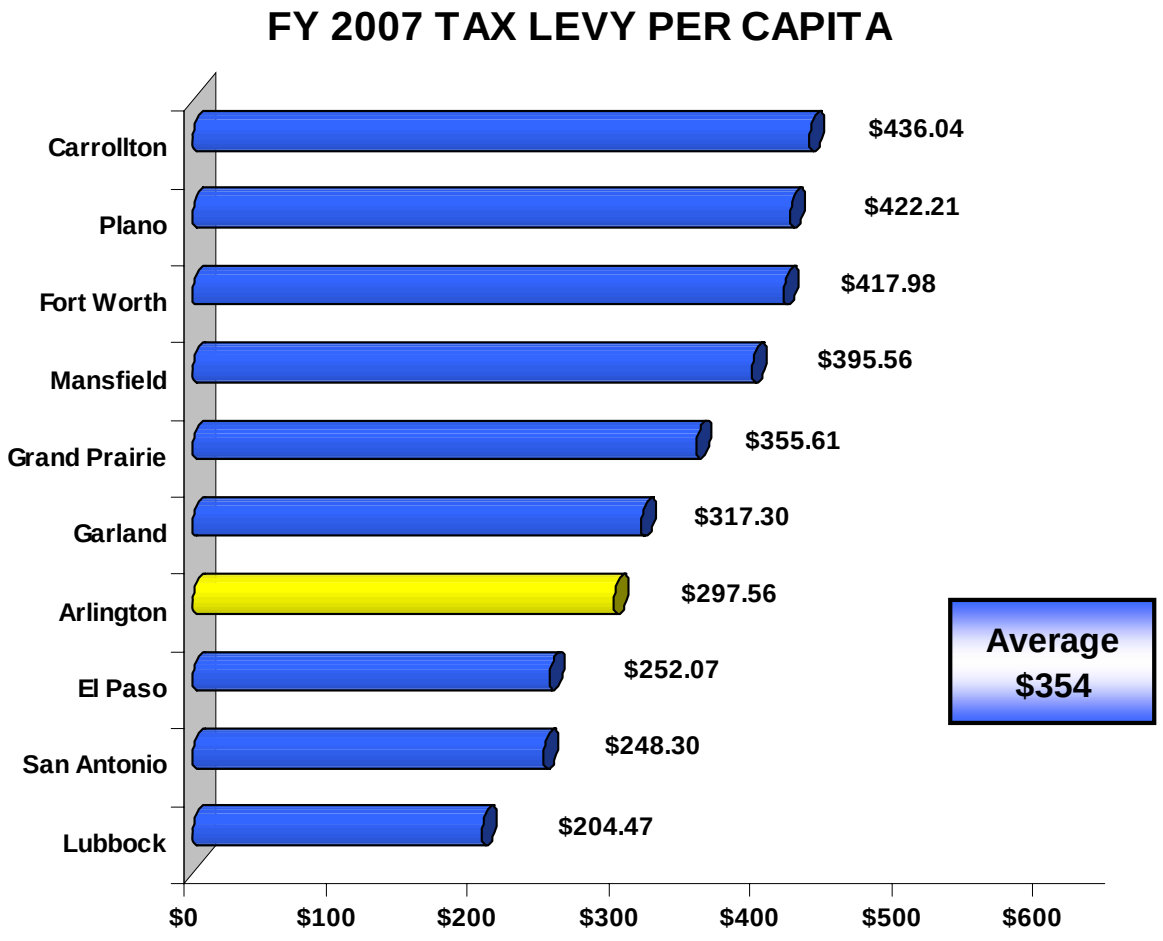
The City has remained committed to finding alternative methods for raising revenues other than increasing the tax rate. The City has not increased the tax rate in four years.



In FY 2007, the City's tax rate was slightly above the average for the cities that Arlington compares with in Texas.

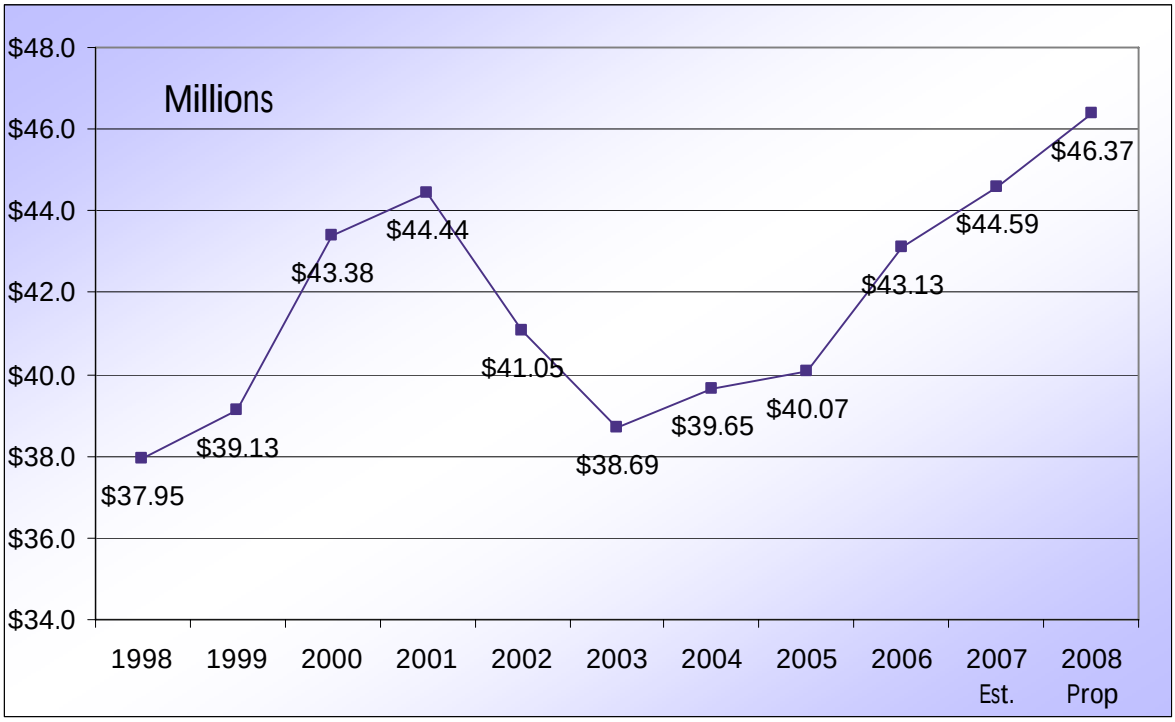


However, because of lower local property values and various property tax exemptions, Arlington collects less per capita than the average of these cities.



Sales Taxes - $46.4 Million, 24.0 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 2008 is projected at $46,368,418. These taxes represent 24.0 percent of General Fund revenue in FY 2008, up from 23.9 percent in the FY 2007 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 – $68.7 Million, 35.6% of General Fund Revenue

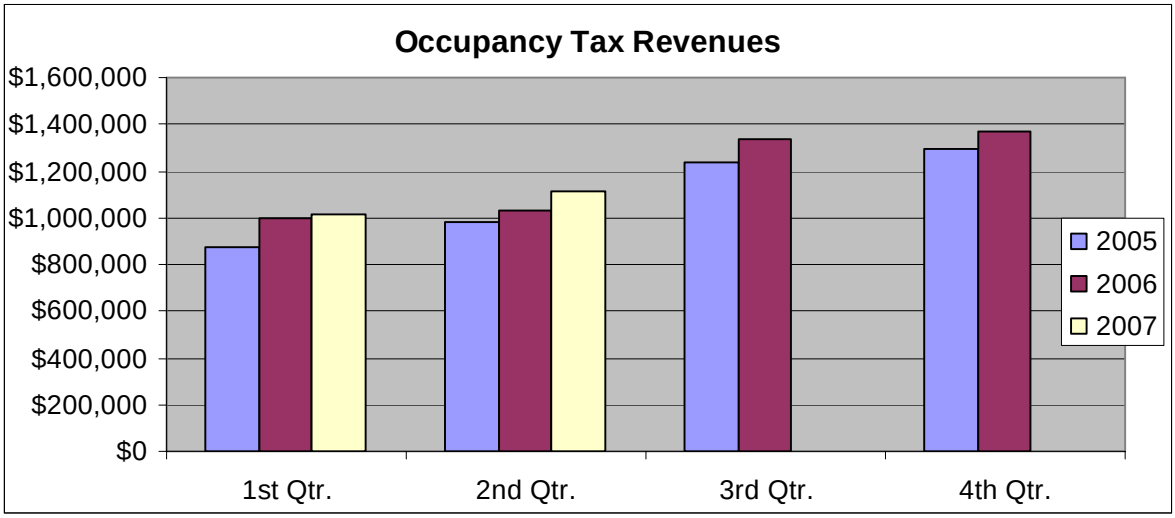
Franchise Fees are paid by utilities for the use of City streets, alleys and property in providing utility service to citizens. These revenues represent 16.2 percent of General Fund revenues in FY 2008, down from 16.7 percent in the FY 2007 budget. The electric utility pays the most in franchise fees, and is expected to pay $12.6 million in FY 2008. 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 2008, these revenues represent 6.3 percent of General Fund revenues, down from 6.4 percent in the FY 2006 budget.

Fines and forfeitures are obtained primarily from fines assessed by the City's Municipal Court. In FY 2008, these revenues are budgeted to be $101,083 less than in FY 2007, due primarily to a decrease in red light revenue.

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 2008, these revenues are budgeted to be $564,211 over the amount budgeted for in FY 2007.

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 2008. Tourism is a critical part of the City's economic development program, and our expectation is that Hotel Occupancy Tax will continue to grow.



Other Operating Funds

Convention and Event Services Fund

This fund supports the operation of the Arlington Convention Center, the Convention and Visitors Bureau, and the debt service on the Convention Center and Convention and Visitors Bureau buildings. The fund also provides support for the Fielder Museum and downtown Arlington. The fund's largest source of revenue is the hotel occupancy tax. Increased occupancy tax revenues combined with the pay off of debt on the original Convention Center building eliminated the need for a General fund subsidy in FY 2006.

Street Maintenance Fund

The Street Maintenance Fund is used to repair the City's aging street inventory. It is primarily supported by a ¼-cent sales tax approved by the voters of Arlington in September 2002. The additional tax became effective on January 1, 2003. Other sources of support include a transfer

from the General Fund of $2,301,527. Sales taxes are expected to generate approximately $11.7 million in FY 2007.

Water and Sewer Fund

The Water and Sewer Fund oversees the provision of drinking water and wastewater disposal services to residents and businesses. Expenses in the Water and Sewer Fund are for functions such as Field Operations, Water Treatment and Customer Service. The fund also pays debt service, purchases water, and contributes to various capital reserves to avoid future debt issuance. Total Water and Sewer Fund expenditures for FY 2008 are $86.2 million. Interfund transfers for FY 2006 total $16 million.

The largest revenue for the fund is Water Sales of $52 million. Residential conservation rates for FY 2008 range from $1.28 for 2,000 gallons of consumption to $3.50 per 1,000 gallons for consumption over 15,000 gallons per month. These rates incorporate the cost of raw water, treatment, distribution and maintenance and are expected to generate water revenues of $52 million. The second largest revenue source is from Wastewater Treatment Charges. This is the charge for normal strength sewage discharged within the corporate limits of the City. The total revenue expected is $42.7 million, based on an FY 2008 rate of $2.65 per 1,000 gallons. Total FY 2008 revenues for the Water and Sewer Fund are estimated to be $102 million.

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 2008 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 2008 Budget allocates the limited new resources to address Council Priorities. A breakdown of the budget by City Service Team is as follows:

Neighborhood Services

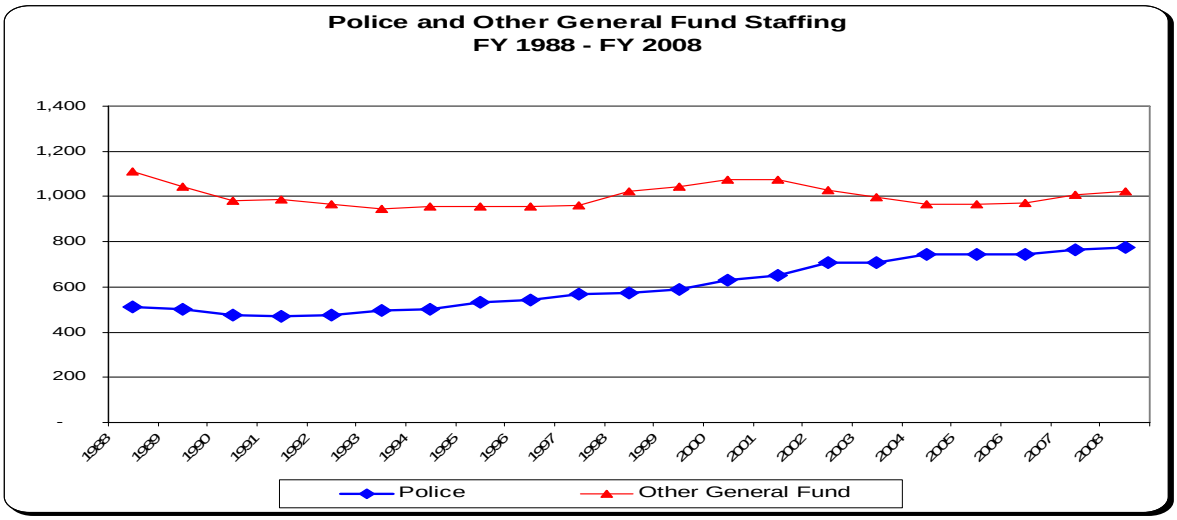
Mission – *To strengthen neighborhoods by providing services which maintain public safety and health, enhance livability, protect property values, and encourage responsible neighbors.*

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
  - Six Fire Positions
- One-Time Expenditures
  - Electronic Fingerprinting
  - Automated License Plate Recognition
  - Fire Engine Upgrade to a quint
  - Various Fire tools and equipment for ready reserve engine
- 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 increase in public safety spending. FY 2006 ended with funding for 551 sworn officers. FY 2007 funded another 29 officers, and 12 will be added in FY 2008. While the number of non-police positions has decreased more than 8% in recent years, Police positions have increased 51%, as demonstrated in the following chart.



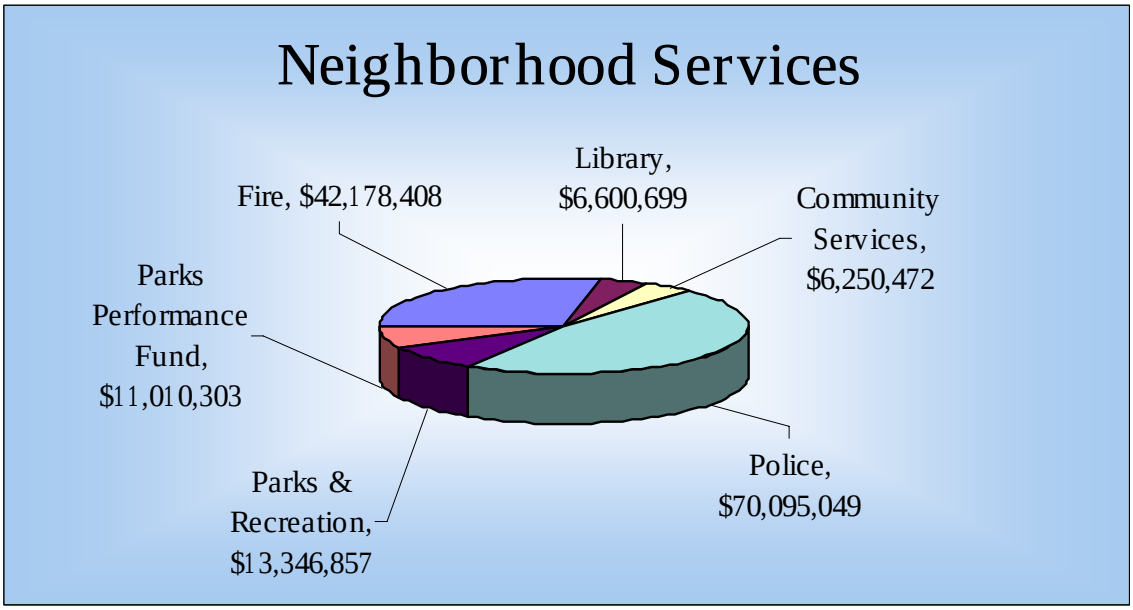
Increased Code Enforcement

- Added Four Code Enforcement Inspectors for proactive, targeted inspections
- Funding for AMANDA Phase III

Reinvigorating Neighborhoods

- Neighborhood coordination funding
- Focusing on specific neighborhoods for revitalization and improvement

The following chart details the FY 2008 resources allocated to accomplish the priorities and other outcomes Neighborhood Services is responsible for:



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

- New Signs for Downtown
- Construct Central Plaza

Arlington is a Pre-eminent Tourism and Convention Destination

- Funded Event Coordinator
- Upgrade Convention Center Entrance

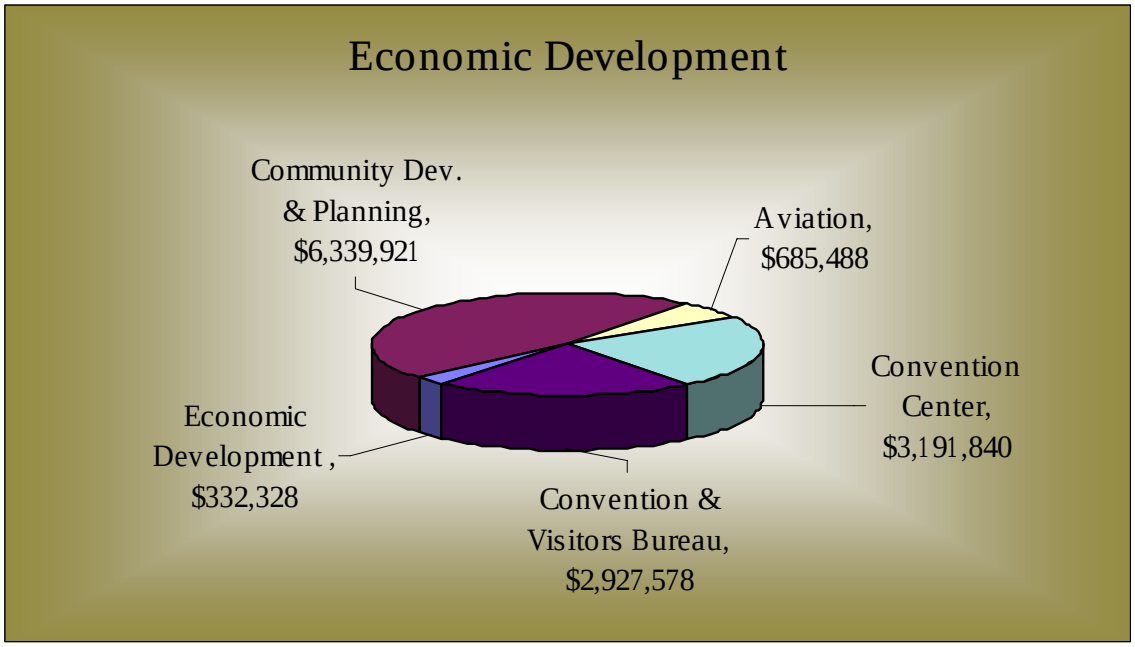
Arlington is a recognized leader of creative economic development policies and practices

- Create a Housing Strategy
- Update Impact Fee Program

The City Provides a Balance Between Residential and Commercial Development and Redevelopment that Results in Improved Quality of Life and a Favorable Business Climate

- Create a Local Government Corporation to Facilitate Appropriate Economic Development Projects

The following chart details the FY 2008 resources allocated to accomplish the priorities and other outcomes Economic Development is responsible for:


Economic Development
Community Dev. & Planning, $6,339,921
Aviation, $685,488
Convention Center, $3,191,840
Economic Development , $332,328
Convention & Visitors Bureau, $2,927,578

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:

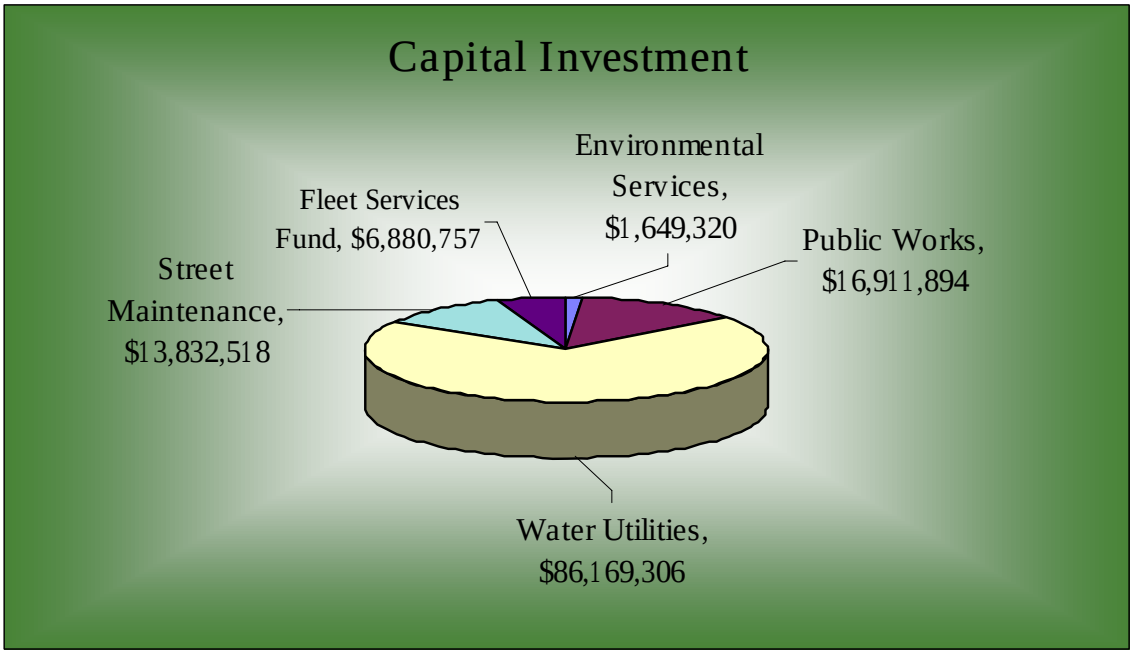
City Focuses and Moves Forward on Transportation Solutions

- Add Traffic Technician
- Implement Traffic Management Center
- Work on Legislation to fund transportation alternatives

The City is Protected from Flooding

- Implement new Stormwater Fee
- One-time funding for Stormwater Capital Projects

The following chart details the FY 2008 resources allocated to accomplish the priorities and other outcomes Capital Investment is responsible for:



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:

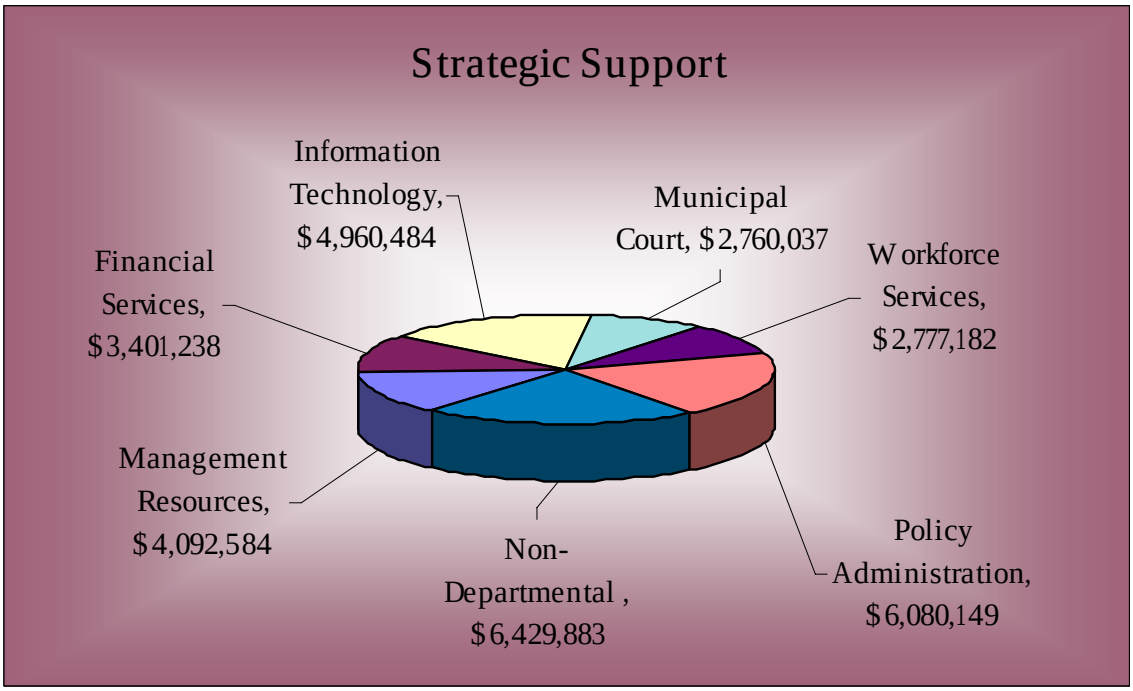
The City Focuses and Moves Forward on IT solutions

- Contract Staff Augmentation
- Voice Mail System Replacement
- Technology Refresh

The City Maximizes Electronic and Technology Based Communication Tools to Provide the Council, City Staff, and Citizens with the Information They Need to Make Informed Decisions

- New Broadcast Cameras
- Agenda/Video Management System

The following chart details the FY 2008 resources allocated to accomplish the priorities and other outcomes Strategic Support is responsible for:



The Future

Short Term

The City of Arlington is moving to a multi-year budget. We understand that we need to be outlining strategies and assessing our situation at least every six months. Consequently, we are already outlining items that have not as yet occurred but will during the 2008 Fiscal Year that will have a budgetary impact. After the first few months of the fiscal year, some service delivery issues will be better defined, and we will have an even more accurate revenue picture.

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 following forecast illustrates the City's financial position, assuming the continuation of existing services, competitive pay and benefits for our workforce, moderate growth in our primary revenue sources, and the opening of new facilities outlined in the capital improvement program.

	2007 BUDGET	2008 PROPOSED	2009 ESTIMATED	2010 ESTIMATED	2011 ESTIMATED	2012 ESTIMATED
GENERAL FUND REVENUES	$ 186,728,023	$ 193,079,077	$ 198,380,110	$ 208,384,185	$ 213,880,748	$ 219,591,869
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	$ 3,179,225	$ 3,381,091	$ 3,516,335	$ 3,656,988	$ 3,803,268	$ 3,955,398
Conv. & Event Svcs. Fund Indirect Cost	337,855	354,748	368,938	383,695	399,043	415,005
APFA Fund Indirect Cost	(845,000)	(845,000)	(881,335)	(919,232)	(958,759)	(999,986)
Special Transportation Fund	(816,380)	(1,079,673)	(1,002,138)	(1,041,436)	(1,069,734)	(1,080,431)
To Parks Performance Fund	-	(2,458,041)	$ (2,458,041)	(2,458,041)	(2,458,041)	(2,458,041)
To Street Maintenance Fund	(2,301,527)	(2,301,527)	(2,301,527)	(2,301,527)	(2,301,527)	(2,301,527)
From One-time Sources of Funds	5,310,312	4,671,244				
From One-time Funds (Amendment)	466,000	-	-	-	-	-
INTERFUND TRANSFERS	$ 5,330,485	$ 1,722,842	$ (2,757,768)	$ (2,679,553)	$ (2,585,751)	$ (2,469,582)
TOTAL AVAILABLE FUNDS	$ 192,058,508	$ 194,801,919	$ 195,622,342	$ 205,704,632	$ 211,294,998	$ 217,122,287
GENERAL FUND EXPENDITURES	$ 192,032,097	$ 194,779,985	$ 197,699,019	$ 201,837,464	$ 207,854,968	$ 214,810,392
ENDING BALANCE (cumulative)	$ 26,411	$ 21,934	$ (2,076,677)	$ 3,867,168	$ 3,440,029	$ 2,311,895

A more detailed picture of Arlington's future is presented later in this book, in *Arlington's 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

"Poised for Excellence" 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.

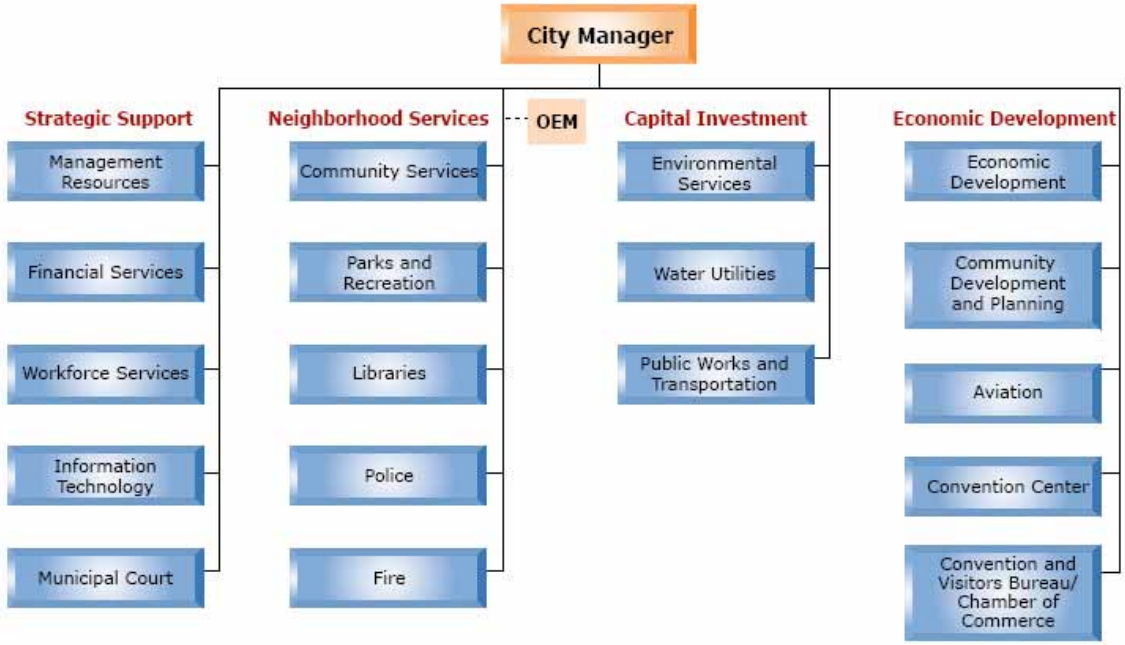
In conclusion, I want thank the Mayor, City Council, and City staff for all of their hard work in getting to this point. The development of the annual budget is one of the most important efforts that we undertake each year.

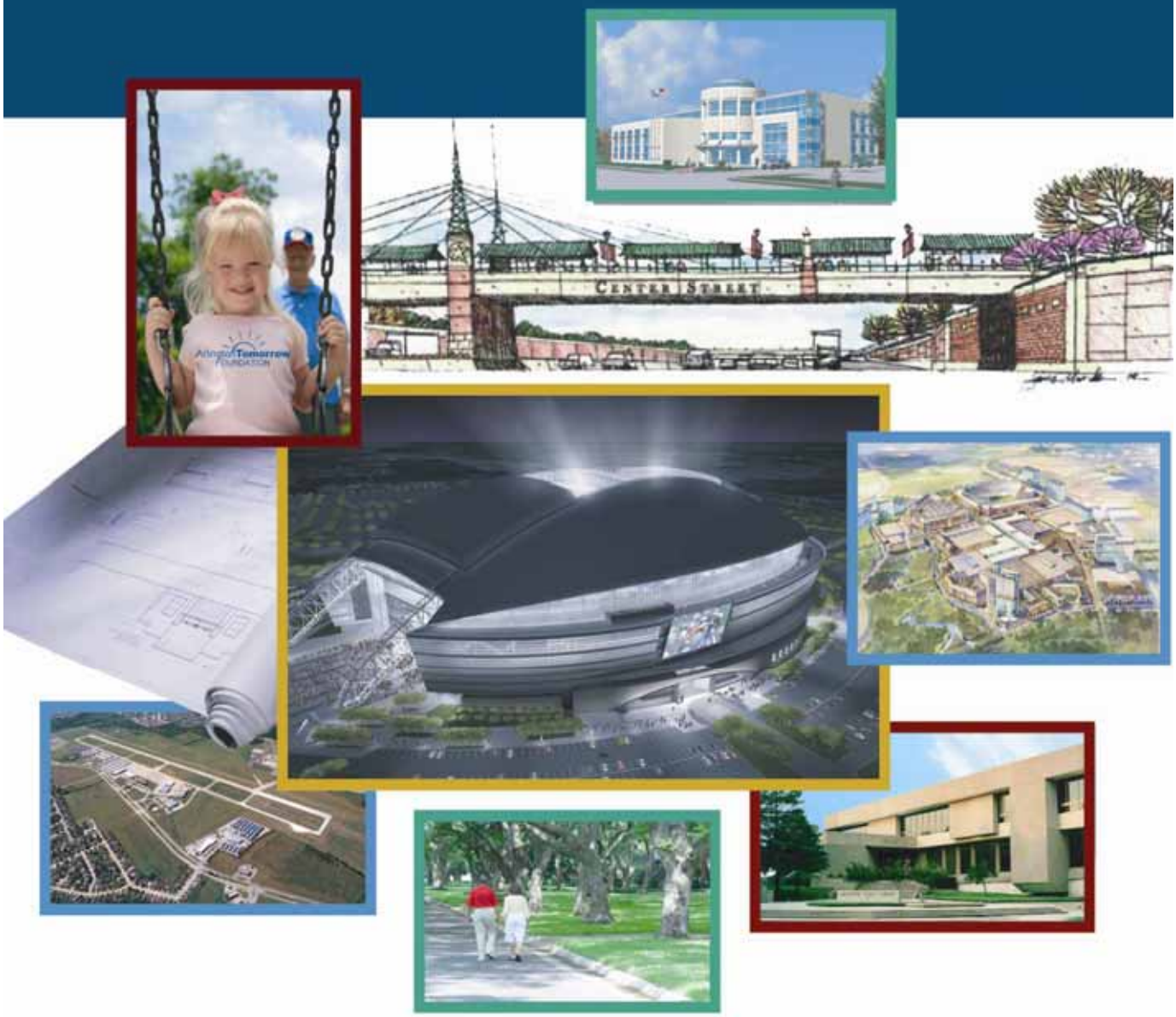
Thank you for the time and work that you will put into the development of this year's budget. We look forward to responding to the City Council and the community as we move forward in development of the 2008 Budget.

Sincerely,

James N. Holgersson
City Manager

Organization Charts





City of Arlington
FY 2008 Annual
Business Plan

ARLINGTON

Neighborhood Services | Economic Development | Capital Investment | Strategic Support

City of Arlington Business Plan FY 2008

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.

Values
Working together to make Arlington better.
Responsive 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.

Introduction
The City has seen a healthy upward trend in Property Tax revenue over the last five years due to increased valuation of property, and Sales Tax revenue has grown as well, though at a much slower rate. This lends itself to an attitude of guarded optimism as we enter FY 2008, as the needs of the City still outdistance the stretch of the revenues. It is only through careful allocation of resources that we will successfully accomplish our goals.
Each year, the City Council determines what outcomes are the funding priorities for the upcoming fiscal year. Using these priorities as a framework, the Business Plan is developed to serve as a guide as we steer our course towards achieving those priorities. Projects included in the 2008 Business Plan were selected based on how well they fit the priorities of the Council, and their ability to leverage resources outside of the City. For the fiscal year 2008, the City Council selected thirty-two outcomes, eleven of which were chosen as the priorities.
The Business Plan is organized by City Service Team, with each section providing detail about the resources available and projects to be endeavored on our way to accomplishing the priorities and outcomes of the City.

Neighborhood Services

In FY 2008, the Neighborhood Services team will continue to build on a foundation of quality service delivery. This year, the Arlington Strong Neighborhood Initiative will focus on North Arlington by partnering with businesses in the Lamar/Collins area to develop crime prevention programs and utilize the multi-family inspection program to improve property values. Additionally, the Weed and Seed program will allow the Police Department to reinvigorate targeted neighborhoods by initiating a five-year program to seed changes in crime and social issues, including youth violence and homelessness. By continuing the Neighborhood Matching Grants program, the City further invests in community partnerships that invigorate neighborhoods and capitalize on their assets. Library Services will offer expanded services to neighborhoods by opening the Family Learning Lab at the East Arlington Branch to assist with adult literacy needs, as well the need of parents to assist their children in building literacy skills. The Parks and Recreation Department will focus on restoring Johnson Creek, returning it to a valuable neighborhood benefit as well as an environmentally sustainable asset. The Fire Department will be developing a request for proposal for the selection of a new ambulance service provider, a vital piece of the “safe anywhere, all the time” priority of the City Council. Additionally the opening of the Animal Services Center will provide citizens with a valuable resource for protecting the health and safety of citizens and pets

Neighborhood Services

Gilbert Perales, Deputy City Manager

HIGHLIGHT

The Citizens' Police Academy is offered to citizens as an opportunity to develop citizen awareness and public understanding of law enforcement. The 33 hour training program includes hands-on and classroom instruction on topics such as crime scenes, canine unit, vice and narcotics, and crime prevention. Classes are conducted in English, Spanish and Vietnamese.

Introduction

Mission: The Mission of the Neighborhood Services City Service Team is to strengthen neighborhoods by providing services which maintain public safety and health, enhance livability, protect property values, and encourage responsible neighbors. The Neighborhood Services Team is comprised of Community Services, Fire, Libraries, Neighborhood Initiatives, Parks and Recreation, and Police.

The **Community Services Department** is responsible for serving Arlington's citizens by providing services which promote healthy neighborhoods. This is accomplished by facilitating partnerships between neighborhoods, community organizations, and local government. Programs of the department include Code Enforcement, Environmental Health, Vital Statistics, Animal Services, Grants Management, Housing Assistance, and Handitran. Additionally, the Office of Neighborhood Initiatives works closely with the Department as a liaison between Neighborhood organizations and the City.

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. Programs of the department include Fire Operations, Fire Prevention, Medical Services, Training, Resources Management, Emergency Management, Dispatch, and Business Services.

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. Programs of the department include Branch Services, Central Library Services, Bibliographic Services, and Electronic Services.

Neighborhood Services

The goal of **Arlington's Strong Neighborhood Initiative** is to reinvigorate Arlington's neighborhoods and ensure sustainability by leveraging resources, increasing citizen participation and encouraging community stakeholder collaborations. Success of Arlington's Strong Neighborhood Initiative (ASNI) relies on strategic alliances and partnerships between city departments and citizens that capitalize on the influences of collaborative efforts. Emphasis of the initiative focuses on mobilizing citizens for dialogue, deliberations, and collaborative problem solving.

The **Parks and Recreation Department** is responsible for the majority of the City's leisure service programs and resources. The department strives to offer exceptional customer service to citizens, provide equitable and convenient access to parks and facilities for the user public, preserve and protect environmental values in parks, design and implement quality facilities and programs, and provide safe and secure recreational environments. Programs of the department include Parks Maintenance, Golf, Recreation Programs, and Field Maintenance.

The **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. Programs of the department include Patrol, Investigations, Community Affairs, Jail Operations, Operations Support, Business Services and Personnel.

HIGHLIGHT

The vision of the Arlington Fire Department is: One Department, One Direction. Safe. Competent. Committed.

Neighborhood Services

HIGHLIGHT

ARLINGTON STRONG NEIGHBORHOOD INITIATIVE

The initiative was reestablished by City Council in February 2006 and to date 26 neighborhood organizations have joined the neighborhood network; over 300 citizens have attended the 2006 & 2007 Neighborhood Summits; over 50 citizens: adults and youth have graduated from the 2007 Neighborhood Academy; and 9 neighborhood projects have received matching grant funds.

Outcomes

The Community Services Department determines success based on the achievement of the following City Council outcomes:

- **Arlington is a place where people feel safe anywhere, all the time.**
- **Increased Code Enforcement**
- **Neighborhoods are Reinvigorated**
- Enforcement of property maintenance, health, and animal codes fosters healthy and attractive neighborhoods.
- Provide safe and efficient transit services for senior and disabled citizens.
- The City has a housing development strategy.
- Improve customer service.

Neighborhood Services

- Arlington is protected from fire damage through fire prevention, education, and suppression services.
- The City is prepared for natural and man-made disasters.
- 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.
- The City focuses on front-line personnel.
- The city has a qualified, trained, productive, and motivated workforce.
- Our community offers quality, affordable, cultural, learning, and leisure opportunities for youth, families, and citizens of all ages.
- Quality parks, facilities, and green spaces increase the attractiveness and desirability of Arlington.

The South Police Service Center will be located at 1030 W. Green Oaks Blvd. and will provide services to businesses and citizens residing in the fastest growing area in Arlington. Voters approved funding for construction through a 2003 bond election. The facility is expected to open in October 2008.

HIGHLIGHT

The Parks Department has increased its focus on youth development, which includes support for the Mayor's Youth Commission. The Commission works to improve communication and understanding on the issues facing our youth, and implement programs that will enhance youth readiness.

Partners

The Neighborhood Services Team works with a wide variety of partners, including:

- United Way/Arlington Human Service Planners
- Arlington Independent School District
- Mansfield Independent School District
- University of Texas at Arlington
- Tarrant County College
- Hope Tutoring
- Reading & Radio Resources
- Talking Book Program – Texas State Library
- Arlington Arts Alliance
- American Heart Association
- The Texas Rangers
- Rotary International
- AMR Ambulance
- CareFlite
- Laerdal Corporation.
- Federal, State, County, and other municipal entities

ANIMAL SERVICES

ENCOURAGING RESPONSIBLE PET OWNERSHIP

Neighborhood Services

- River Legacy Foundation
- Arlington Conservation Council
- Sculpture Garden Foundation, Rotary Clubs,
- Arlington Alliance for Youth
- 14 separate sports organizations, including the YMCA
- 165 Community Watch Groups
- Citizens Police Academy Alumni
- Citizens on Patrol
- Police Foundation – Arlington
- Alliance for Children
- United States Attorney's Office
- Boys and Girls Club
- Safe City Crime Commission (Crimestoppers of Tarrant County)
- Safe Haven of Tarrant County
- Code Rangers
- Faith-based and non-profit organizations
- Neighborhood groups
- City of Arlington partners

Performance Measures

- *Number of violations reported by Code Rangers*
- *Number of graffiti cases addressed*
- *Housing units rehabilitated increases*
- *Citizens trained in CPR*
- *9-1-1 Calls answered in six seconds or less*
- *Fire code violations*
- *Average Response Time for first-on unit*
- *Increase in Patron Satisfaction*
- *Circulation per capita*
- *Percentage of population as registered borrowers*

Neighborhood Services

- *Number of New Neighborhood Organizations*
- *Number of Neighborhood Grants Awarded*
- *Number of Neighborhood Summit Attendees*
- *Number of Citizens Attending Neighborhood Academy*
- *Citizen Satisfaction with Parks and Recreation Programs*
- *Rounds of Golf Played*
- *Cost recovery at recreation centers*
- *Uniform Crime Report - Crimes reported per capita*
- *Percentage of Uniform Crime Report Part I crimes cleared*
- *Number of Community Watch Groups*

Neighborhood Services

HIGHLIGHT

The Graffiti Abatement Team (GAT) was established in January of 2007. Since that time, the GAT has received more than 1,000 reports of graffiti. The team has responded to 99% of these complaints within 48 hours.

Projects

In order to achieve the Council's priorities in FY 2008, the Neighborhood Services Team has chosen to accomplish the following projects:

- Create and implement an inspection plan addressing all known vacant structures
- Develop a strategy that identifies and closes all dangerous and substandard swimming pools in Arlington
- Contribute available grant funding resources in support of owner occupied housing, mixed use developments, business façade improvements, pedestrian infrastructure, housing rehabilitation, and homebuyer assistance activities
- Assist very low income persons to reside in safe, decent rental housing
- Complete the construction of the Animal Services Center.
- Implement an on-site animal sterilization program
- Encourage citizen participation and education through the Neighborhood Academy and Neighborhood Summit programs
- Continue the Neighborhood Matching Grant program to award city funds to neighborhoods for public projects.
- Complete the Emergency Operations Center (EOC) and back up EOC remodel projects.
- Complete the Request for Proposal process for the FY 2008 ambulance provider contract.
- Complete a internal review of Dispatch Services
- Develop emergency services ordinance proposal.
- Implement recommendations from the Fire Management Study.
- Finance public safety enhancements using Homeland Security grant funds
- Equip one additional Ready Reserve Engine.
- Identify partnership opportunities with area school districts or other community organizations to extend branch library services further into the community.
- Open a Family Learning Lab at the East Arlington Branch Library to assist with adult literacy needs, as well as for parents to assist their children in building literacy skills.
- Expand the Library's collection of materials to include an expanded array of downloadable media, including audiobooks and video.

Neighborhood Services

- Expand self-service options to include payment of fines and fees at Quick Check machines and to include e-commerce and payment by credit card options.
- Enhance community partnerships that invigorate neighborhoods and capitalize on their assets by continuing the Neighborhood Matching Grants program.
- Promote civic participation, responsibility, and leadership by hosting quarterly Neighborhood Leaders forum and encouraging youth involvement.
- Grow the economic, social, and cultural vitality of our diverse community by targeting resources and giving focus to strengthening neighborhoods and working with our partners on the Building Equitable Communities program.
- Renovate the golf greens at Lake Arlington Golf Course.
- Develop a program needs assessment.
- Implement elements of the City's youth strategy .
- Implement a pilot program for recycling at park facilities.
- Develop master plan for the Southwest Nature Preserve .
- Continue efforts to re-create the Caelum Moor environmental artwork in the entertainment district.
- Restore Johnson Creek to an environmentally sustainable and attractive recreational amenity.
- Implement phase one of Harold Patterson Sports Center improvements.
- Improve contract maintenance service levels.
- Develop Weed and Seed program elements to help reduce crime and reinvigorate target neighborhoods.
- Open South Police Service Center and provide adequate services to citizens.
- Implement new electronic fingerprinting software.
- Expand the Public Safety Athletic League program.
- Develop strategy to help coordinate citywide geographic deployment.
- Expand/update the Jail housing facility (build dormitory to accommodate arrestees).
- Expand/update the Jail electronics system (repair/replace outdated electronic locking mechanism).
- Utilize License Plate Recognition software to enhance enforcement efforts.

Neighborhood Services
Community Services

Lee Hitchcock, Director

HIGHLIGHT

The Community Services Department posts annual property inspections (API) scores for apartment communities, extended stay hotel/motels and triplex/quadplex properties online. A score of 70 or higher is passing.

Projects

In order to achieve the Council's priorities in FY 2008, the Community Services Department has chosen to accomplish the following projects:

- Create and implement an inspection plan addressing all known vacant structures
- Develop a strategy that identifies and closes all dangerous and substandard swimming pools in Arlington
- Contribute available grant funding resources in support of owner occupied housing, mixed use developments, business façade improvements, pedestrian infrastructure, housing rehabilitation, and homebuyer assistance activities
- Assist low income persons to reside in safe, decent rental housing
- Complete the construction of the Animal Services Center.
- Implement an on-site animal sterilization program
- Encourage citizen participation and education through the Neighborhood Academy and Neighborhood Summit programs
- Continue the Neighborhood Matching Grant program to award city funds to neighborhoods for public projects.

Construction on the new Arlington Animal Services Center began in April of 2007. The facility is expected to open in the Spring of 2008. Features of the new center include:

- Adoption Mall/animals viewed through glass for increased adoptions
- 143 - Canine kennel/condos
- 139 - Feline cages/cat condos
- 4 - Meet/greet animal and get acquainted rooms
- "Green" design elements throughout

Resources

People

77 Full-time employees

Dollars

Community Services Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Animal Services	$ 1,147,599	$ 1,206,028	$ 1,163,395	$ 1,371,235
Code Enforcement	1,852,908	1,950,568	1,878,944	2,384,231
Environmental Health	597,511	628,986	605,852	641,837
Operations Support	656,930	689,816	664,693	537,987
Administration	993,442	1,041,066	1,015,808	1,038,316
Transit Support	426,301	435,815	435,625	276,866
TOTAL	$ 5,674,691	$ 5,952,278	$ 5,764,317	$ 6,250,472

HIGHLIGHT

Beginning October 1, 2007, the Community Services Department implemented the provisions of the new Nuisance Ordinance. These amendments raise the standards in Arlington helping make neighborhoods safer, stronger and more attractive.

Neighborhood Services

Fire

Robin Paulsgrove, Fire Chief

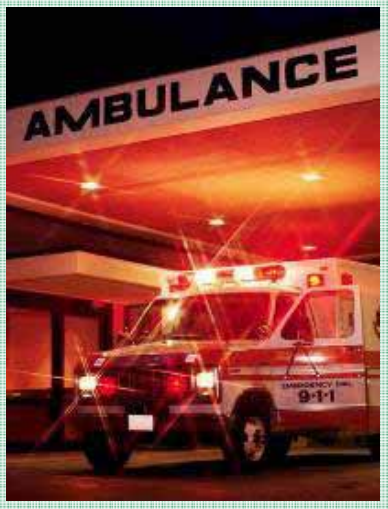
HIGHLIGHT

The Fire Department secured $3.8 million in Homeland Security Grants for City homeland security initiatives in FY 2008.

Projects

In order to achieve the Council's priorities in FY 2008, the Fire Department has chosen to accomplish the following projects:

- Complete the Emergency Operations Center (EOC) and back up EOC remodel projects.
- Complete the Request for Proposal process for the FY 2008 ambulance provider contract.
- Complete a comprehensive internal review of Dispatch Services
- Develop emergency services ordinance proposal.
- Implement recommendations from the Fire Management Study.
- Finance public safety enhancements using Homeland Security grant funds
- Equip one additional Ready Reserve Engine.



Resources

People

413 Full-time employees

Dollars

Fire Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 2,084,552	$ 2,388,193	$ 2,379,826	$ 2,344,250
Business Services	447,560	477,987	474,950	488,584
Operations	26,617,002	27,906,343	28,063,096	28,781,231
Prevention	963,766	1,026,214	1,019,465	1,045,537
Medical Services	366,282	391,740	389,207	399,457
Training	534,224	570,508	567,190	581,352
Resource Management	1,096,300	1,266,802	1,264,988	1,254,447
Emergency Management	282,229	304,020	302,000	310,483
Dispatch	6,040,229	6,831,833	6,461,064	6,973,068
TOTAL	$ 38,432,143	$ 41,163,639	$ 40,921,786	$ 42,178,408

FIRE DEPARTMENT

CPaRlington

The City of Arlington has been chosen as the premier city for a program which aims to improve cardiac arrest survival by teaching 10% of the city's population how to perform CPR. This city initiative, CPaRlington, utilizes a self-directed training method for teaching and learning the lifesaving skills of CPR.
Over 10,000 citizens have been trained in CPR.

HIGHLIGHT

In FY 2007 the Fire Department successfully completed the ISO rating process, lowering insurance rates resulting in insurance savings to Arlington residents.

Neighborhood Services

Library Services

Cary Siegfried, Director

HIGHLIGHT

George W. Hawkes Central Library is the largest library facility. The community is also served by six branch facilities, including the newest branch in Southwest Arlington which opened in October 2007.

Projects

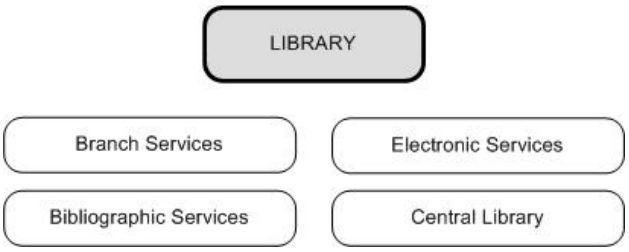
In order to achieve the Council's priorities in FY 2008, the Library Services Department has chosen to accomplish the following projects:

- Identify partnership opportunities with area school districts or other community organizations to extend branch library services further into the community.
- Open a Family Learning Lab at the East Arlington Branch Library to assist with adult literacy needs, as well as for parents to assist their children in building literacy skills.
- Expand the Library's collection of materials to include an expanded array of downloadable media, including audiobooks and video.
- Expand self-service options to include payment of fines and fees at Quick Check machines and to include e-commerce and payment by credit card options.

The Southwest Library opened in October 2007. The library has 11,200 square feet, a collection of 50,000 items and 22 computers for both adults and children. Annual attendance is expected to be 300,000 patrons a year.

Resources

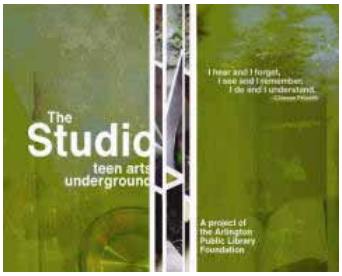
People



71 Full-time employees

Dollars

Library Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 636,735	$ 720,215	$ 719,555	$ 699,998
Branch Services	2,314,578	2,712,270	2,651,294	2,702,971
Bibliographic Services	1,232,439	1,373,364	1,386,254	1,314,107
Electronic Services	532,925	608,254	604,613	595,442
Central Library Services	1,110,893	1,289,482	1,268,083	1,288,182
TOTAL	$ 5,827,571	$ 6,703,585	$ 6,629,799	$ 6,600,699



ArlingtonLibrary.org
Arlington, Texas Public Library Online

The Library Services Department's website allows patrons to reserve, renew and research library materials from the internet. The full text of many research and popular periodicals are available through the Library's research database. Additionally, the site allows patrons to borrow downloadable materials directly to digital devices. The site offers access to the "Answer Zone" allowing for live chat and assistance with a reference librarian. The Library's website receives over 600,000 hits per year.

Neighborhood Services

Office of Neighborhood Initiatives

Gilbert Perales, Deputy City Manager

HIGHLIGHT

Good neighbors Strong Neighborhoods!

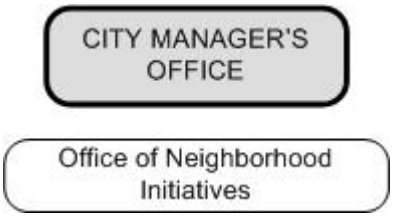
Reinvigorating Arlington's Neighborhoods, a council priority that has inspired citizens to get involved with reinvesting in their neighborhoods and their neighbors.

Projects

In order to achieve Council's priorities in FY 2008, Arlington Strong Neighborhood Initiative will focus on accomplishing the following projects:

- Encourage citizen participation and education through the Neighborhood Academy and Neighborhood Summit programs.
- Enhance community partnerships that invigorate neighborhoods and capitalize on their assets by continuing the Neighborhood Matching Grants program.
- Promote civic participation, responsibility, and leadership by hosting quarterly Neighborhood Leaders forum and encouraging youth involvement.
- Grow the economic, social, and cultural vitality of our diverse community by targeting resources and giving focus to strengthening neighborhoods and working with our partners on the Building Equitable Communities program.

Resources



2 Full-time employees

Dollars

Office of Neighborhood Initiatives	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Neighborhood Initiatives	-	305,744	220,000	194,770

HIGHLIGHT

Some of the newest members of the neighborhood network include:

Briarhill NA

Ruidosa Ridge NA

Rolling Hills NA

HANA

Oak Hill Neighbors

Bay Springs HOA

Fossil Lake HOA

Neighborhood Services

Parks and Recreation

Pete Jamieson, Director

HIGHLIGHT

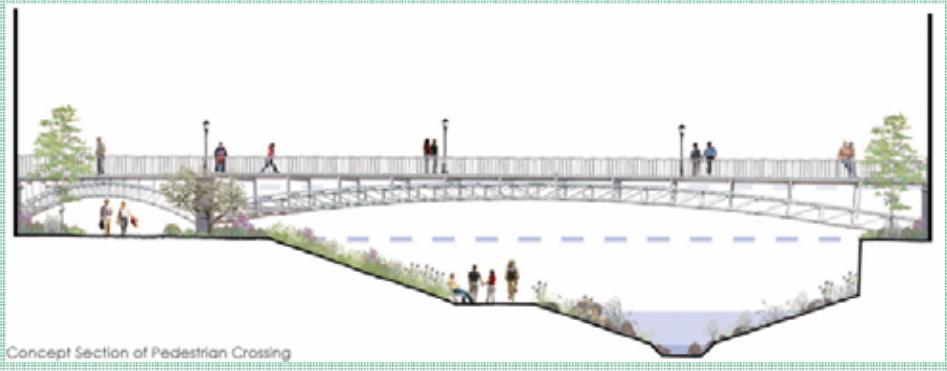
The Parks and Recreation Department offers four public golf courses, including the highly recognized Tierra Verde Golf Club and Ventana Grille. The Tierra Verde course was the first municipal course in the world to be recognized as an Audubon Signature Sanctuary.

Projects

In order to achieve the Council's priorities in FY 2008, the Parks and Recreation Department has chosen to accomplish the following projects:

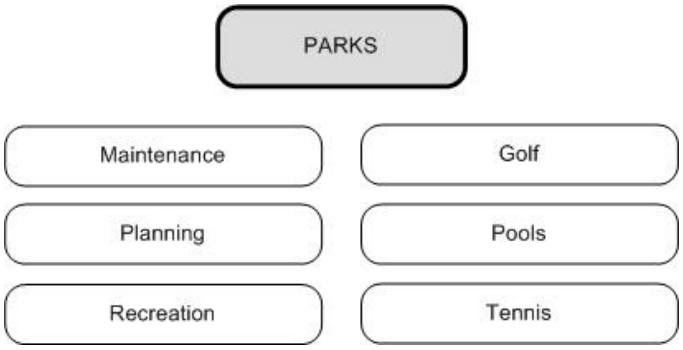
- Renovate the golf greens at Lake Arlington Golf Course.
- Develop a program needs assessment.
- Implement elements of the City's youth strategy .
- Implement a pilot program for recycling at park facilities.
- Develop master plan for the Southwest Nature Preserve.
- Continue efforts to re-create the Caelum Moor environmental artwork in the entertainment district.
- Restore Johnson Creek to an environmentally sustainable and attractive recreational amenity.
- Implement phase one of Harold Patterson Sports Center improvements.
- Improve contract maintenance service levels.

The Johnson Creek conservation plan seeks to find a balance between land development and environmental protection. The plan is addresses multiple objectives, most importantly the restoration of the severely eroded creek banks. Erosion and sedimentation is a threat to the environmental, recreational and development opportunities throughout the corridor.



Resources

People



196 Full-time employees

Dollars

Parks and Recreation Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
North District	$ 1,216,433	$ 1,328,641	$ 1,317,748	$ 1,063,768
Central District	1,212,140	1,321,404	1,313,408	1,080,228
South District	1,235,198	1,348,791	1,338,118	1,116,280
Sports Field Maintenance	2,699,806	2,940,116	2,925,733	2,398,367
Streetscaping	2,152,528	2,317,902	2,335,854	2,017,696
Asset Management	1,766,463	2,074,599	2,074,427	1,678,808
Planning	1,241,383	1,339,824	1,346,372	1,088,576
Administration	2,877,617	3,113,312	3,120,685	2,508,885
Business Services	468,081	514,005	506,732	394,249
TOTAL	$ 14,869,647	$ 16,298,595	$ 16,279,077	$ 13,346,857

HIGHLIGHT

The Arlington Tennis Center is an award winning public facility that currently hosts 39 local, regional, and national tournaments each year. The center offers 20 outdoor lighted courts, a full-service pro shop and locker rooms with showers.

Neighborhood Services

Police

Theron Bowman, PhD, Police Chief

HIGHLIGHT

The Department's Public Safety Athletic League (PAL) program utilizes sports and other activities to establish relationships with the youth of the community and law enforcement officers. As officers invest their time, the youth gain a respect, trust, and an understanding of the police department. PAL is the City making an investment in the youth of the community. This investment will ultimately impact the community as a whole through strengthened relationships and reduction in juvenile offenses.

Projects

In order to achieve the Council's priorities in FY 2008, the Police Department has chosen to accomplish the following projects:

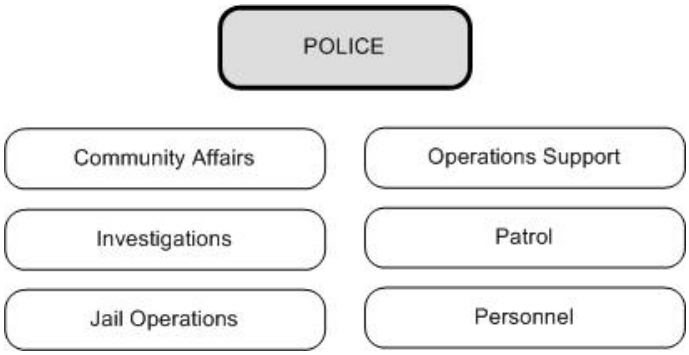
- Develop Weed and Seed program elements to help reduce crime and reinvigorate target neighborhoods.
- Open South Police Service Center and provide adequate services to citizens.
- Implement new electronic fingerprinting software.
- Expand the Public Safety Athletic League program.
- Develop strategy to help coordinate citywide geographic deployment.
- Expand/update the Jail housing facility (build dormitory to accommodate arrestees).
- Expand/update the Jail electronics system (repair/replace outdated electronic locking mechanism).
- Utilize License Plate Recognition software to enhance enforcement efforts.

The Weed & Seed program will enhance enforcement and social services for a targeted area encompassing several east side neighborhoods. This five-year program "seeds" changes in crime and social issues, including youth violence and homelessness. Staff will act as liaisons to the community and to city personnel to create a self-sustaining non-profit organization beyond the five-year period. Weed & Seed programs typically receive $1 million over five years in grant funds to build their respective programs.

WEED & SEED

Resources

People



780 Full-time employees

Dollars

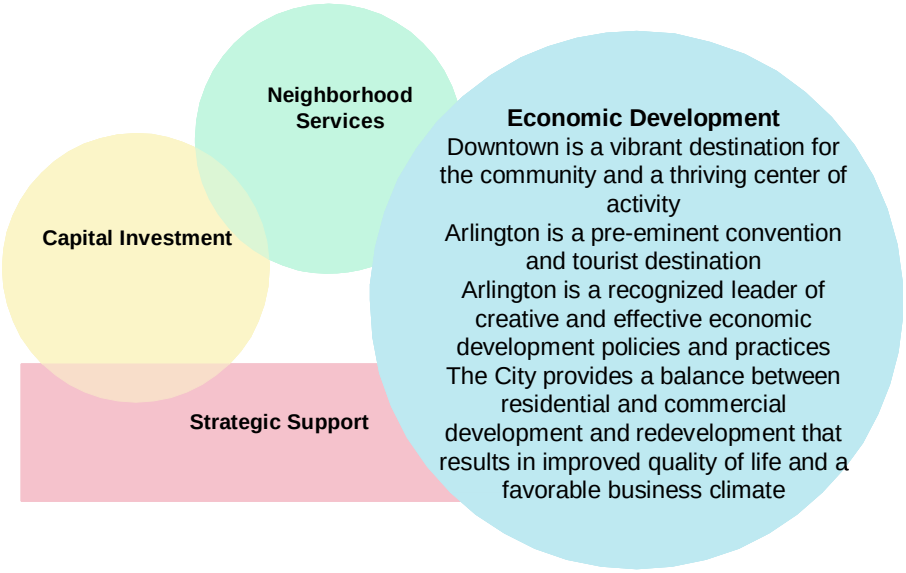
Police Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Community Affairs	$ 2,867,735	$ 3,017,169	$ 3,018,968	$ 3,171,790
Investigations	8,578,144	9,104,385	9,119,556	9,667,094
Jail Operations	2,831,144	3,985,741	3,990,273	3,127,458
Operations Support	5,076,234	5,524,248	5,529,455	5,616,675
Patrol	32,330,247	34,774,447	34,795,211	37,217,455
Personnel	1,758,007	1,878,494	1,880,518	1,960,193
Administration	3,840,573	4,510,372	4,571,248	4,175,992
Business Services	4,684,080	5,104,888	5,129,863	5,158,393
TOTAL	$ 61,966,163	$ 67,899,744	$ 68,035,091	$ 70,095,049

HIGHLIGHT

The Police Department will purchase Automated license plate recognition (ALPR) technology which uses special cameras and software to "read" vehicle license plates and check the registration against a database of stolen / wanted vehicles. Adoption of ALPR will allow officers to recover more stolen vehicles, arrest more criminals and prevent crime.

ARLINGTON

Economic Development



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

The Aviation department focuses on expanding the commercial tax base in FY 2008 as they begin the design phase for two construction projects at the Airport, and enter the construction phase for another. The Community Development and Planning department strives to become ever more efficient through the introduction of a new Express Plan Review option that is anticipated to begin in FY 2008. This year we also see Glorypark entering Phase 1, and Forum 303 Mall taking the next step towards redevelopment. The Convention Center has several projects planned to increase the appeal of the Center, including replacing the exterior marquee and adding a covered walkway connection to the north entrance. The Champion Arlington strategy moves forward as the Economic Development department plans to focus attention and energy on the Great Southwest District, as well as the Downtown Arlington area.

Economic Development

Trey Yelverton, Deputy City Manager

HIGHLIGHT

The Federal Aviation Administration classifies ***Arlington Municipal Airport*** *as a Reliever Airport, which makes the airport eligible for improvements to accommodate larger general aviation business jets.*

Introduction

Mission: The mission of the Economic Development Service Team is to strengthen our competitive future by creating a community environment and customer service spirit that attracts new residents, consumer spending, quality investment, and job creation led by the private sector. The Economic Development team consists of Aviation, Community Development and Planning, Convention Center, and Economic Development.

The primary tasks performed by **Aviation** include maintenance of buildings, grounds, and airport infrastructure; land leasing and terminal building office leasing; airport security; and hangar and tie-down rental for the **Arlington Municipal Airport**, a full-service general aviation "reliever" airport owned and operated by the City of Arlington. Aviation staff applies for federal financial assistance grants to fund airport planning studies and to supplement bond funds for construction of improvements to the airport infrastructure. In addition, Aviation oversees the enforcement of FAA, state, and local airport rules.

Economic Development

The **Community Development and Planning Department** guides the economic development activities within the city by striving to ensure sound construction of structures within the context of the Comprehensive Plan. The department also provides planning and analysis services for targeted areas and assists in determining design standards for the city.

The **Convention and Event Services Fund** includes the funding for debt service and operation of the Arlington Convention Center, the Arlington Convention and Visitors Bureau (ACVB), operational support to the Fielder House Museum, and funding to the Chamber Arts Alliance. Fund revenues are from convention center operations and Hotel/Motel Occupancy Tax.

The **Economic Development Office** is focused on the five goals of the Champion Arlington Strategy, and is tasked with creating an environment and customer service spirit that attracts new residents, consumer spending, quality investment, and job creation. The Office was established in FY 2007.

The purpose of the Chamber Arts Alliance is to promote, encourage and assist in the application of the arts. Hotel occupancy taxes totaling $100,000 are used to fund the grant program. The program is designed to foster a high level of quality, creativity and diversity in all forms of arts and cultural programs in Arlington and to forge new partnerships with the city's arts and cultural agencies and private sector.

HIGHLIGHT

State legislation has passed authorizing the creation of a ***Municipal Management District for the Great Southwest****. Such districts are political subdivisions of the state, and can assess property taxes on commercial property within the district to fund services other than standard city services. The Great Southwest Industrial Park Association is a 501(c)(3) professional association dedicated to the promotion and maintenance of the Great Southwest Industrial Park.*

Economic Development

HIGHLIGHT

The City of Arlington received recognition from the American Subcontractors Association for the Dallas Cowboys Stadium project and the economic development vision for northeast Arlington. The Vision Award is judged on a number of factors, including project size, design, appeal, and community adaptation. Past recipients of the Vision Award have included the Dallas Fort Worth International Airport Terminal, Gaylord Texas, Radio Shack Corporation headquarters and the Hillwood Capital Victory Center.

Outcomes

The Economic Development Team determines success based on the achievement of the following City Council outcomes:

- **The City provides a balance between residential and commercial development and redevelopment that result in improved quality of life and a favorable business climate.**

- **Arlington is a pre-eminent convention and tourist destination.**

Glorypark

Glorypark mixed use development will provide 90,000 sf retail and restaurants, 150,000 sf office space, and 300 residential units. Based on a 2006 Economic Impact Study conducted by Economic Research Associates, Glorypark will generate stable year net annual revenue of $4.3 million.

Economic Development

- **Arlington is a recognized leader of creative and effective economic development policies and practices.**
- **Downtown is a vibrant destination for the community and a thriving center of activity.**
- The profile of the Arts is raised.
- The commercial tax base is expanding.

HIGHLIGHT

*A new **pedestrian infrastructure and capital plan** for the downtown area and adjacent residential areas specifies the types of pedestrian facilities that are needed in specific locations, and provides reasonable cost estimates for future budgeting purposes.*

Forum 303 Redevelopment

- Demolition of the mall and construction of 1.1 million sf office/ warehouse space
- Total Phase I estimated taxable value of $55 million
- Estimated 301 jobs: 5% Executive, 15% Mid-Level, 80% Entry Level

The City provided incentives to make this project happen, with the goal of removing a blighted, environmentally unsafe facility and redeveloping the site into a quality office/manufacturing complex.

Economic Development

The 5 goals of the Champion Arlington Strategy are:

1) Grow and diversify the economy of Arlington.

2) Maintain a competitive workforce.

3) Focus on redeveloping existing areas.

4) Enhance Arlington's quality of life.

5) Promote cooperation and inclusiveness in community initiatives.

Performance Measures

- *Number of Aircraft Operations*
- *Hangar Occupancy Rate*
- *Cost Recovery Revenue/Expense Ratio*
- *Food and Beverage Sales*
- *Number of New Business Events*
- *Number of Return Business Events*
- *Hours of Public Meetings Attended*
- *Number of Plans Completed On-Time and Within Budget*
- *Review of Zoning and Platting Applications Completed within 10 business days*

Economic Development

- *Percent Increase of Commercial Square Footage Available Downtown*
- *Number of Delegations Hosted through Office of International Protocol*
- *Percent Increase in Occupancy In Great Southwest District*
- *Percent of Grant Funds Awarded*
- *Number of Arts Groups Awarded Grant Funds*
- *Match Funds provided for Grant Awards*
- *Percent of Grants Expenditures versus Award*

HIGHLIGHT

The Arlington Convention Center's strengths include ***customer service and relationships*** *that foster repeat business, and a central location within the metroplex, drawing outside dollars into the economy even for "local" events.*

Partners

The Economic Development Team partners with the following agencies and groups:

- Federal Aviation Administration
- Texas Department of Transportation
- North Texas Council of Governments
- Arlington Chamber of Commerce
- Arlington Downtown Management Corporation
- Arlington Convention and Visitors Bureau (ACVB)

Innovative Career and Business Development at the Arlington Chamber of Commerce

The Chamber received approval from the UT System to operate and manage the Arlington Technology Incubator, thereby streamlining the process to get technologies developed at UTA commercialized and in the market quicker. In addition to UT's approval, the Chamber also was awarded nearly $900,000 by HUD to renovate the incubator building to co-locate the Center for Entrepreneurial Development.

Economic Development

- Neighborhood Organizations
- Business Associations
- Regional Governments
- Real Estates Agencies
- Building Code Associations
- City Departments

Instrument Landing System (ILS)

An Instrument Landing System, ILS, was installed at the airport in December 2007 with 100% funding from the Federal aviation Administration. The ILS provides precision electronic information to pilots which provide guidance to the runway. The precision approach increases safety and enhances operations during inclement weather conditions.

HIGHLIGHT

Center Street Development Project

The City of Arlington created a Neighborhood Revitalization Strategy Area (NRSA) as part of its 2005–2010 Consolidated Plan. Resources are concentrated in an NRSA to revitalize an area in need. The area is bordered roughly by Randol Mill, Collins, Abram and Davis.

Economic Development

HIGHLIGHT

Arlington Highlands

A "lifestyle center," an open-air design that combines big-box retailers with smaller merchants and encourages shoppers to walk from store to store. The center will have more than 110 stores with more than 800,000 square feet of space.

Projects

In order to achieve the Council's priorities in FY 2008, the Economic Development Team has chosen to accomplish the following projects:

- Pavement Rehabilitation and Airport Improvements – Construction Phase
- New Airport Terminal Building – Design Phase
- Terminal Area Corporate Aircraft Parking Apron – Design Phase
- T-Hangar Reconstruction
- Facilitate South Center Street Extension
- Adopt Airport Master Plan
- Facilitate redevelopment of Forum 303 Mall.
- Facilitate development of Viridian.
- Implement Brownfields Community-wide Assessment Grants.
- Establish Design Standards for Entertainment District
- Review existing Residential Design Standards
- Initiate Glorypark Phase I
- Develop Express Plan Review option
- Create a Housing and Redevelopment Strategy

Economic Development

- Initiate the Update of the Zoning Ordinance
- Revise the Comprehensive Plan
- Replace Exterior LED Marquee
- Add Covered Walkway Connection
- Remodel the Executive Conference Center
- Develop Parking Management Plan
- Initiate Green Building Strategies
- Update Emergency Manual to Incorporate Homeland Security Initiatives
- Update Reservations Policies to reflect changes in Market
- Facilitate development of Viridian Project.
- Develop marketing materials to conduct outreach and recruitment activities.
- Develop Champion Arlington website to meet International Development Council standards.
- Determine future of existing Municipal Management District for Great Southwest Industrial District

HIGHLIGHT

*The Greater Fort Worth Builders Association presented its **2007 Partnership Award** to Arlington Mayor Pro Tem Ron Wright. The Partnership Award recognizes a city or county official who has stimulated or fostered a strong partnership between the construction industry, municipal government and the community. The award recognizes the direct and indirect benefits of new home construction and advocates for reasonable city policies, codes, and ordinances that impact the building industry.*

Economic Development
Aviation

Bob Porter, Manager

HIGHLIGHT

Traffic counts indicate Arlington is the ***busiest general aviation reliever airport*** *in the DFW area and the 2nd busiest reliever in the state.*

Projects

In order to achieve the Council's priorities in FY 2008, the Aviation Department has chosen to accomplish the following projects:

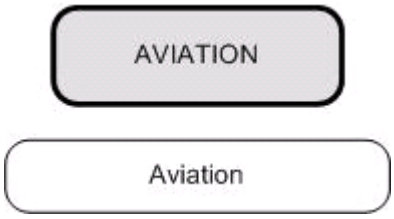
- Pavement Rehabilitation and Airport Improvements – Construction Phase
- New Airport Terminal Building – Design Phase
- Terminal Area Corporate Aircraft Parking Apron – Design Phase
- T-Hangar Reconstruction
- Facilitate South Center Street Extension
- Adopt Airport Master Plan

New Air Traffic Control Tower

State and local elected officials celebrated the opening of the new Air Traffic Control Tower at the Arlington Municipal Airport in October, 2006. The air traffic control tower is funded by a government/private industry partnership whose mission is to ensure an efficient network of control towers is maintained to provide safety to the users of the national space system.

Resources

People



8 Full time employees

Dollars

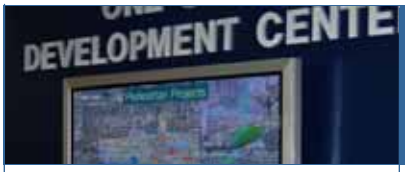
Aviation Expenditures	Actual FY2006	Budgeted FY2007	Estimated FY2007	Adopted FY2008
Aviation	$ 654,957	$ 676,378	$ 680,639	$ 685,488
TOTAL	$ 654,957	$ 676,378	$ 680,639	$ 685,488

New Hangar Development

City Council authorized the execution of a land lease, 219,408 sf., for a **$5M private development of hangar and office facilities** which will potentially be the base for 24 additional medium to large corporate jet aircraft.

HIGHLIGHT

A formal economic impact study in 2005 estimated the total direct, indirect and induced annual impacts of Arlington Municipal Airport on local economy: ***786 jobs, $93.3 million*** *injected into the economy (includes direct effects of payroll and sales and indirect effect of spending from 39,870 general aviation visitors) both of which lead to off-airport payroll and sales.*



Economic Development

Community Development & Planning

Jim Parajon, AICP, Director

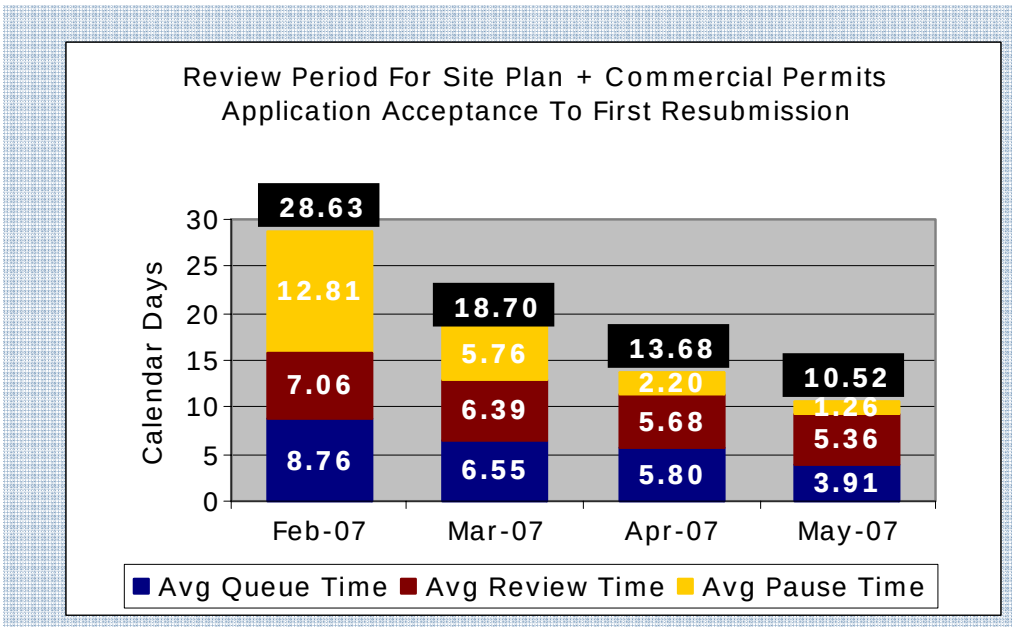
HIGHLIGHT

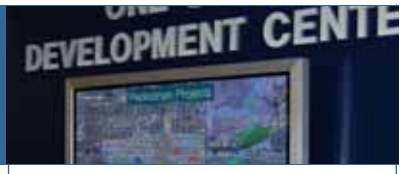
*Opening of the **One Start Development Center** at City Hall demonstrates a complete makeover of the Community Development and Planning Department in philosophy and technology. A customer's first stop is the Information Desk where they are greeted by a Professional of the Day who directs them through the development process, which includes permitting, building inspection and plan review.*

Projects

In order to achieve the Council's priorities in FY 2008, the Community Development and Planning Department has chosen to accomplish the following projects:

- Facilitate redevelopment of Forum 303 Mall.
- Facilitate development of Viridian.
- Implement Brownfields Community-wide Assessment Grants.
- Establish Design Standards for Entertainment District
- Review existing Residential Design Standards
- Initiate Glorypark Phase I
- Develop Express Plan Review option
- Create a Housing and Redevelopment Strategy
- Initiate the Update of the Zoning Ordinance
- Revise the Comprehensive Plan





Resources

People

71 Full time employees

Dollars

Community Development and Planning Expenditures	Actual FY2006	Budgeted FY2007	Estimated FY2007	Adopted FY2008
Administration	$ 444,084	$ 719,943	$ 695,832	$ 662,174
Strategic Planning	1,212,771	1,643,535	1,544,869	1,788,337
Development Services	2,575,969	4,119,947	3,938,305	3,889,410
TOTAL	$ 4,232,824	$ 6,483,425	$ 6,179,006	$ 6,339,921

HIGHLIGHT

*The **Village on the Green at Tierra Verde ("VG") Overlay District** was established to provide an area which will be a financially and environmentally sustainable community memorable for its rural character, village-like atmosphere, mix of high quality housing options and complementary commercial activity.*

Economic Development

Convention Center

Mark Wisness, Director

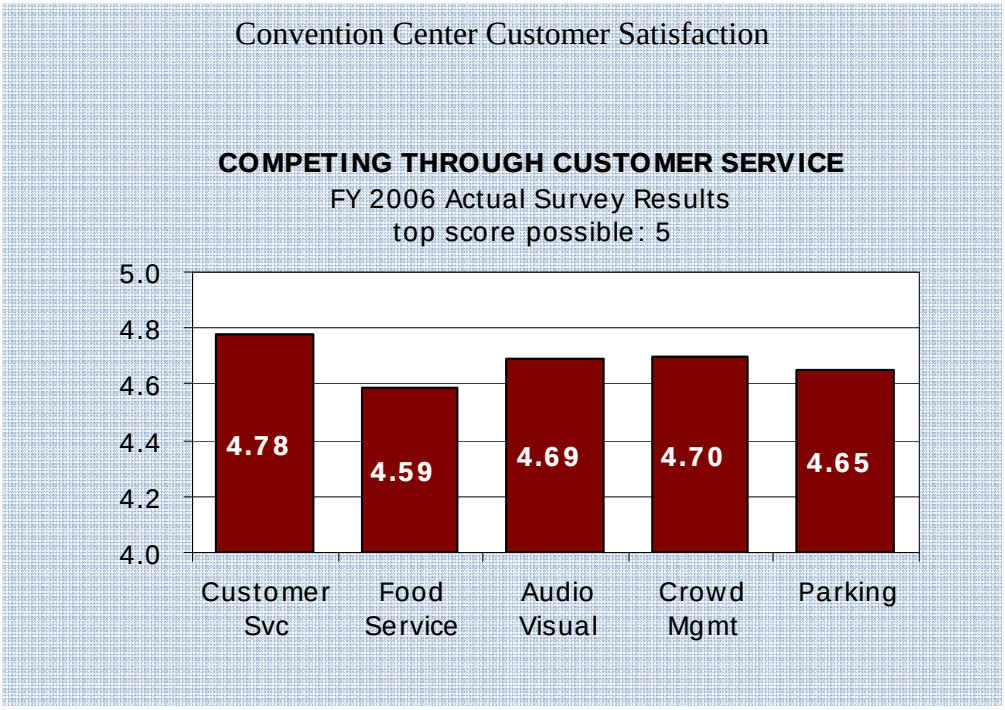
HIGHLIGHT

In Fiscal Year 2006, the convention center ***hosted 250 events*** *and* ***311,000 attendees****.*

Projects

In order to achieve the Council's priorities in FY 2008, the Convention Center Department has chosen to accomplish the following projects:

- Replace Exterior LED Marquee
- Add Covered Walkway Connection
- Remodel the Executive Conference Center
- Develop Parking Management Plan
- Initiate Green Building Strategies
- Update Emergency Manual to Incorporate Homeland Security Initiatives
- Update Reservations Policies to reflect changes in Market



Resources

People

32 Full time employees

Dollars

Convention and Event Services Fund Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Convention Center	$ 2,648,291	$ 3,113,941	$ 3,091,183	$ 3,021,840
Convention & Visitors Bureau	2,233,019	2,623,578	2,623,578	2,927,578
Arts Funding	100,000	100,000	100,000	100,000
Downtown Revitalization	50,000	50,000	50,000	50,000
Fielder Museum	20,000	20,000	20,000	20,000
TOTAL	$ 5,051,310	$ 5,907,519	$ 5,884,761	$ 6,119,418

WBTshowcase
world's best technologies

The WBTshowcase is the nation's premier event showcasing the largest collection of undiscovered technologies emanating from top universities, labs, and research institutions from across the country and around the globe. The event has been held at the Arlington Convention Center for the past four years and is co-hosted by the Office of the Governor of Texas, the City of Arlington, and the Arlington Chamber of Commerce.

HIGHLIGHT

*The Arlington Convention and Visitor's Bureau engages in **Destination Marketing** for the Arlington area. Their sales and marketing efforts in FY 2007 resulted in over **$48 million** in visitor spending for Arlington.*

Economic Development

Economic Development

Robert Sturns, Manager

HIGHLIGHT

*Arlington has a new strategic framework, **Champion Arlington**, to connect all stakeholders in understanding current challenges and then developing cohesive plans to address them. Five key goals form the fundamental framework for current economic development activities.*

Projects

In order to achieve the Council's priorities in FY 2008, the Economic Development Department has chosen to accomplish the following projects:

- Facilitate development of Viridian Project.
- Develop marketing materials to conduct outreach and recruitment activities.
- Develop Champion Arlington website to meet International Development Council standards.
- Determine future of existing Municipal Management District for Great Southwest Industrial District.

New Cowboys Stadium

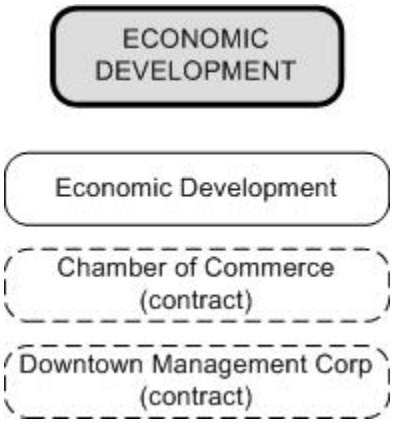
The City of Arlington is proud to be the new home of the Dallas Cowboys Stadium, which will host the Cotton Bowl beginning in 2010 and Super Bowl XLV game day festivities in 2011.
The stadium will have a capacity of 100,000 fans when it opens in 2009.

Economic Development

Economic Development

Resources

People



3 Full time employees

Dollars

Economic Development Expenditures	Actual FY2006	Budgeted FY2007	Estimated FY2007	Adopted FY2008
Economic Development	$ -	$ 210,794	$ 201,644	$ 332,328
TOTAL	$ -	$ 210,794	$ 201,644	$ 332,328

International Protocol Office

The City established the International Protocol Office in 2007 to enhance Arlington's international presence through event participation and stakeholder relationships and to serve as support mechanism to further informational economic development efforts. The Office has already assisted in hosting delegations from Kenya and China.

HIGHLIGHT

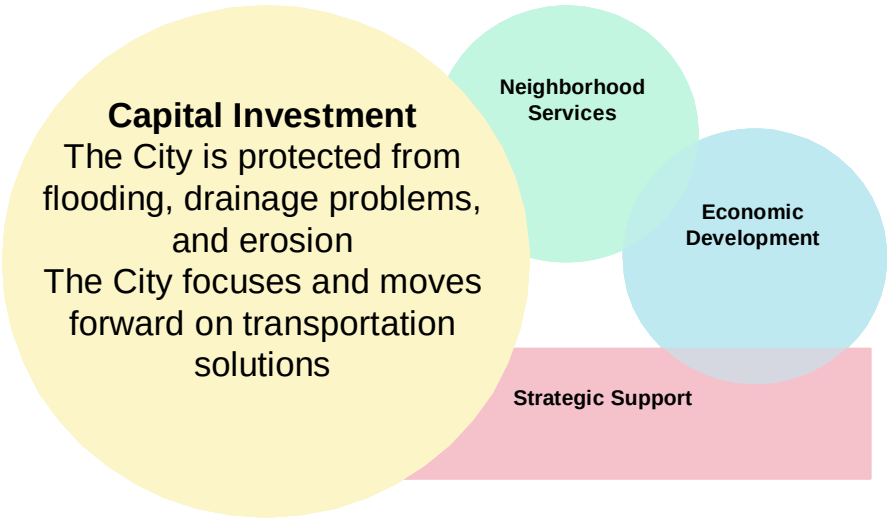
Three Arlington development projects were recognized by the Dallas Business Journal as some of the ***Best Real Estate Deals of the Year 2006****. These projects competed with over 400 nominations for 17 development and real estate categories.*

- *Best New Development in Retail:* ***Arlington Highlands***
- *Best Announced Deal of 2006:* ***Glorypark***
- *Best Land Deal of 2006:* ***Lakes of Bird's Fort***

Dallas Business Journal

ARLINGTON

Capital Investment



With new development, we face significant challenges in building and maintaining our 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 allows City infrastructure resources to be deployed in the most efficient and effective way possible in new construction, timely maintenance and scheduled replacement. While the Entertainment District is enjoying both private and public growth and construction, the City is involved in numerous capital projects throughout the community this year. Construction of the Southwest Branch Library was recently completed; the new South Public Safety Center and the new Animal Services Center are underway, and the annual $10 M in Street Maintenance Sales Tax is helping us make significant improvements to our existing street network. The Traffic Management Center is now operational, providing for better flow through the Entertainment District. The City has received a grant for hybrid vehicles, and plans are in place to transition 5 percent of the City fleet to hybrids.

Capital Investment

Fiona Allen, Deputy City Manager

HIGHLIGHT

An Environmental Initiatives Strategic Theme was recently created by an interdepartmental team. It contains 4 broad goals to be accomplished through 14 task- oriented objectives.

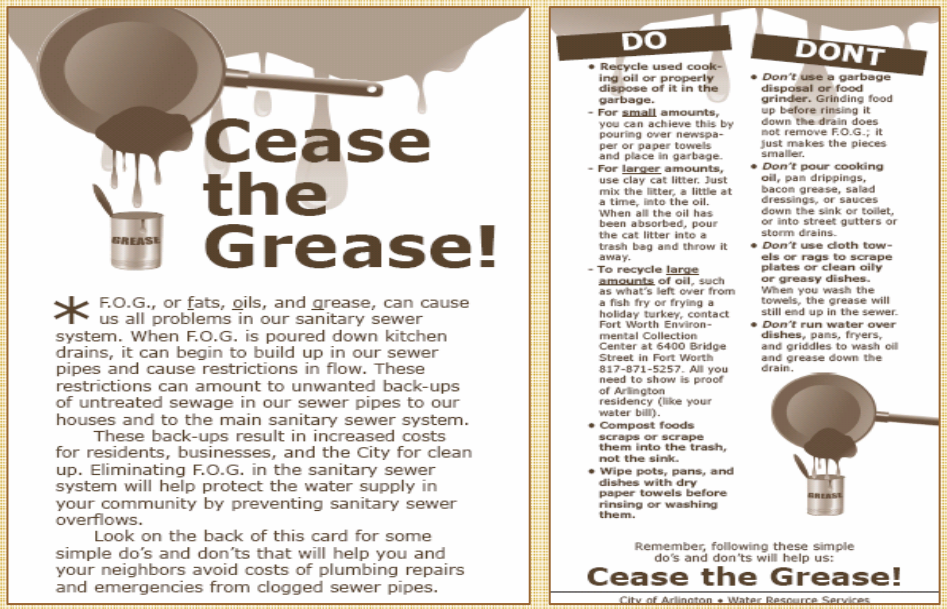
One of these objectives is the creation of an employee driven Green Policy Council (GPC) that will be charged with reviewing internal policies and procedures to make recommendations on how the City's operations can be an example to the community of a cleaner and greener organization.

Introduction

Mission: The mission of the Capital Investment City Service Team is to ensure that all development and construction activities for capital programs in the city meet the current and future needs of the community. Within the Capital Investment Team are Environmental Services, Public Works and Transportation, and Water Utilities.

The **Environmental Services** Department's responsibilities include both daily operations such as Fleet Services, Storm Water Management, Solid Waste and Recycling, and numerous strategic initiatives such as the Green Policy Council, carbon footprint analysis and emission reduction action planning, evaluation of environmentally sustainable procurement and energy performance contracts that drive the City of Arlington towards the Council's goal of being environmentally sound.

Educating the public about Fats, Oils and Grease (F.O.G.) is essential. The public service announcement below is one of many ways that Arlington Water Utilities demonstrates best practices to residential consumers.



Cease the Grease!

* F.O.G., or fats, oils, and grease, can cause us all problems in our sanitary sewer system. When F.O.G. is poured down kitchen drains, it can begin to build up in our sewer pipes and cause restrictions in flow. These restrictions can amount to unwanted back-ups of untreated sewage in our sewer pipes to our houses and to the main sanitary sewer system.

These back-ups result in increased costs for residents, businesses, and the City for clean up. Eliminating F.O.G. in the sanitary sewer system will help protect the water supply in your community by preventing sanitary sewer overflows.

Look on the back of this card for some simple do's and don'ts that will help you and your neighbors avoid costs of plumbing repairs and emergencies from clogged sewer pipes.

DO

- Recycle used cooking oil or properly dispose of it in the garbage.
  - For small amounts, you can achieve this by pouring over newspaper or paper towels and place in garbage.
  - For larger amounts, use clay cat litter. Just mix the litter, a little at a time, into the oil. When all the oil has been absorbed, pour the cat litter into a trash bag and throw it away.
  - To recycle large amounts of oil, such as what's left over from a fish fry or frying a holiday turkey, contact Fort Worth Environmental Collection Center at 6400 Bridge Street in Fort Worth 817-871-5257. All you need to show is proof of Arlington residency (like your water bill).
- Compost foods scraps or scrape them into the trash, not the sink.
- Wipe pots, pans, and dishes with dry paper towels before rinsing or washing them.

DONT

- *Don't* use a garbage disposal or food grinder. Grinding food up before rinsing it down the drain does not remove F.O.G.; it just makes the pieces smaller.
- *Don't* pour cooking oil, pan drippings, bacon grease, salad dressings, or sauces down the sink or toilet, or into street gutters or storm drains.
- *Don't* use cloth towels or rags to scrape plates or clean oily or greasy dishes. When you wash the towels, the grease will still end up in the sewer.
- *Don't* run water over dishes, pans, fryers, and griddles to wash oil and grease down the drain.

Remember, following these simple do's and don'ts will help us:

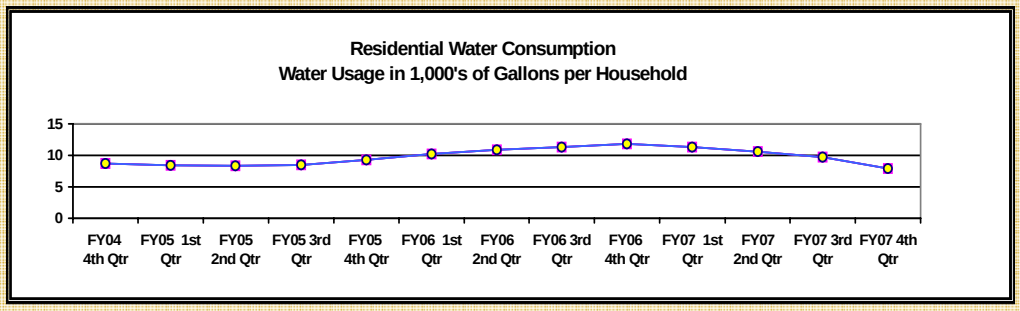
Cease the Grease!

City of Arlington • Water Resource Services

Capital Investment

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 of maintenance facilities. Divisions in the department include Traffic Engineering, Traffic Operations, Streets and Drainage, Engineering Services, Inspection and Survey, Facility Construction Management, Facility Services, and Real Estate Services.

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 maintains accounting and financial services. The department provides geographic information support to some other City departments.



HIGHLIGHT

In FY08, Arlington Water Utilities will enhance its efforts in encouraging conservation by hiring a conservation specialist to implement new water saving activities such as high efficiency toilet distribution and water audits. Construction will begin on expanding the John Kubala Water Treatment Plant capacity from 65 MGD to 97.5 MGD and the customer billing system will be upgraded to allow online donations and real-time account information retrieval.

Capital Investment

HIGHLIGHT

Scheduled for this year is the implementation of Phase II of the signal system upgrade project, which will greatly facilitate deployment of Intelligent Transportation System (ITS) devices such as traffic monitoring cameras and changeable message signs throughout the city.

ITS will also enable more efficient handling of special event traffic in the entertainment district. This will result in reduced travel delay, decreased congestion and improved air quality for the citizens of Arlington.

Outcomes

The Capital Investment Team determines success based on the achievement of the following City Council outcomes:

- **The City is protected from flooding, drainage problems, and erosion.**
- **The City focuses and moves forward on transportation solutions**
- The City is making progress is identifying and addressing infrastructure needs.
- Facilities and equipment are available that serve the needs of employees and customers.
- Arlington provides high quality drinking water and ensures safe disposal of waste water.
- Arlington is an environmentally sound city.

Traffic Management Center

Partners

- Other City Departments
- The University of Texas at Arlington
- Environmental Protection Agency
- ICLEI - Local Governments for Sustainability
- Citizens Environmental Committee (CEC)
- Citizens Policy Review Committee (CPRC)
- Tarrant County
- TXDOT
- Neighboring Cities
- Tarrant Regional Water District
- Trinity River Authority

HIGHLIGHT

Arlington Water Utilities is responsible for:

- *Serving a population of 365,000*
- *98,200 accounts*
- *1,380 miles of public water lines with an average age of 23 years*
- *1,200 miles of public sanitary sewer lines with an average age of 25 years*
- *2 Water Treatment plants*
- *Water Treatment capacity – 174 MGD (million gallons per day)*
- *Average daily water use – 65 MG*
- *Average wastewater collected – 38 MGD*

HIGHLIGHT

Arlington Water Utilities, in conjunction with the Economic Development team, partnered with several City of Arlington corporate entities to advertise on one of the City's elevated tanks. Collaborations like this set a precedent for the many opportunities we have to partner with members of the community to reach common goals.

Performance Measures

- *Percent of fleet repairs turned around within 24 hours*
- *Citizen ratings of residential trash collection services*
- *Resolve all Storm Water Quality service requests within 3 business days of receipt*

Capital Investment

- *Linear feet of concrete channels cleaned*
- *Cooper Street northbound travel time*
- *Percent of citizens satisfied or very satisfied with street conditions*
- *Hours per customer of service interruption*
- *Water Main Breaks per 100 Miles of Line*

Capital Investment

Environmental Services

Gina Nash, Interim Director

HIGHLIGHT

On November 10, 2007 at the second annual neighborhood summit, the Environmental Services staff distributed 46 compact fluorescent light (CFL) bulbs to participants who signed the EnergyStar Change a Light Change the World pledge.

As a pledge driver, Arlington has currently recruited 111 pledges to replace 928 bulbs for an energy savings of 261,696 kWh, a cost savings of $24,338 and GHG reduction of 379,552 lbs.

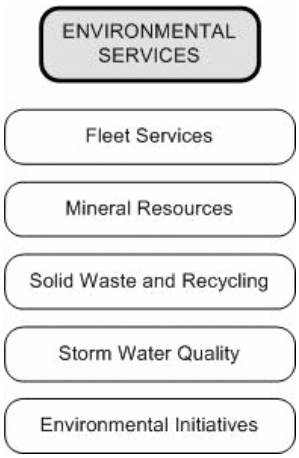
Projects

In order to achieve the Council's priorities in FY 2008, the Environmental Services Department has chosen to accomplish the following projects:

- Selection of a consultant and facilitation of an interdepartmental review of specifications for bids on the expiring Fleet Services contract
- Creation of an organization-wide Green Policy Council (GPC) to research and recommend initiatives that make our organization a leader at clean and green operations
- Completion of an emissions inventory (Carbon Footprint) in partnership with UTA, as a reduction goal and action plan to meet the City's commitment to ICLEI - Local Governments for Sustainability's Climate Protection Agreement
- In partnership with the Green Policy Council, creation of a unified webpage on the City's website for all environmental initiatives regardless of departmental responsibility
- Launch of the City's first commercial recycling pilot program
- Funding and implementation of Keep Arlington Beautiful, a Keep Texas Beautiful affiliate, through a public-private partnership
- Storm water pollution prevention training and education targeted for the construction community
- Feasibility studies on a large-scale composting operation, sustainable procurement and an automotive service repair facility inspection program

Resources

People



- 12 Full Time Employees

Dollars

General Fund:

Environmental Services Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 304,404	$ 324,049	$ 305,115	$ 309,540
Storm Water Management	590,623	668,903	618,011	637,773
Solid Waste Operations	556,882	747,721	658,487	702,007
TOTAL	$ 1,451,909	$ 1,740,673	$ 1,581,613	$ 1,649,320

Fleet Services Fund:

Authorized Positions and Expenditures by Category	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Position	2	2	2	2
Personnel Services	$ 175,915	$ 151,337	$ 157,156	$ 169,511
Operating Expenses	4,987,125	5,219,436	5,087,949	5,231,246
Capital Outlay	705,422	1,230,000	1,317,367	1,480,000
TOTAL	$ 5,868,462	$ 6,600,773	$ 6,562,472	$ 6,880,757

HIGHLIGHT

The Environmental Initiatives Strategic Theme also calls for the launch a pilot program for commercial recycling called the Green Team to encourage corporate citizen participation in efforts to reduce, recycle and reuse valuable resources. The Environmental Services Department will also evaluate the feasibility of creating Keep Arlington Beautiful (a Keep Texas Beautiful affiliate) to further the goal of litter and pollution reduction, as well as promoting beautification and community cleanliness.

Capital Investment

Public Works and Transportation

Bob Lowry, Director

HIGHLIGHT

The Public Works and Transportation Department is responsible for:

2,941 Lane Miles of Streets

974 Miles of sidewalks

313 Traffic Signals

20,413 Street Lights

39,696 Signs

568 Miles of pavement markings

238 Miles of storm sewer pipe

11,086 Storm sewer inlets

156 Public Buildings

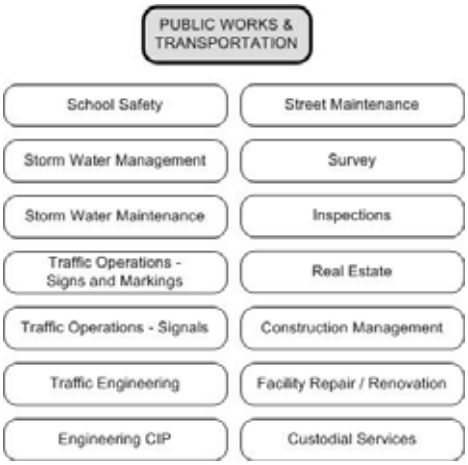
Projects

In order to achieve the Council's priorities in FY 2008, the Public Works and Transportation Department has chosen to accomplish the following projects:

- Enhancement has begun of the Traffic Management Center (TMC) with one new traffic engineer and one new signal specialist to operate the ACTRA computerized signal system. The TMC will be staffed during morning and afternoon rush-hour traffic and every game during the baseball season, events at the Cowboys Stadium, and peak shopping periods for Glory Park. The TMC staff will also coordinate implementation of Intelligent Transportation Systems projects within the entertainment district, and assist with signal timing projects throughout the City.
- The construction of a new South Public Service Center, located adjacent to the Arlington Water Utilities South Service Center, which will allow the department to consolidate workload, work plans, budgets, equipment and staff, which should result in enhanced operational efficiency as many staff members are relocated to the new facility.
- The department will also continue with the implementation of the Citizens Policy Review Committee (CPRC) recommendations, which will include executing year two initiatives of the Storm Water Management Plan, hiring a Storm Water Engineer who will be dedicated primarily to storm water run-off mitigation efforts, and adding additional personnel and equipment to the drainage crew.

Resources

People



- 191 Full Time Employees

Dollars

General Fund:

Public Works and Transportation Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 1,919,867	$ 2,094,975	$ 2,079,834	$ 1,998,507
Business Services	965,070	1,055,631	1,052,018	1,054,585
Construction Management	450,406	346,371	471,114	354,645
Custodial	498,712	543,728	538,995	508,882
Engineering CIP	780,941	852,335	851,419	979,597
Facility Repair Renovation	1,648,746	1,798,139	1,791,998	2,836,976
Inspections	1,228,392	1,340,711	1,340,068	1,381,752
Real Estate Services	336,810	367,612	366,275	365,892
School Safety	447,025	487,396	487,172	482,405
Storm Water Maintenance	300,066	452,036	326,248	329,371
Survey	192,147	209,540	209,405	215,153
Traffic Engineering	3,309,037	3,609,288	3,579,372	3,607,315
Traffic Operations - Signals	1,475,550	1,607,820	1,600,870	1,586,006
Traffic Operations - Signs	1,118,237	1,219,567	1,215,068	1,210,807
TOTAL	$ 14,671,007	$ 15,985,149	$ 15,909,856	$ 16,911,894

Street Maintenance Fund:

Street Maintenance Fund Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Sales Tax / Fee supported division	$ 11,375,847	$ 11,457,049	$ 12,140,655	$ 11,726,006
General Fund supported division	2,040,736	2,306,593	2,306,593	2,106,513
Storm Water Fund supported div.	384,632	-	-	-
TOTAL	$13,801,215	$13,763,642	$14,447,249	$13,832,518

HIGHLIGHT

This year, the department will complete a reorganization of the entire department for heightened operational efficiency. This will include realigning the Business Services staff, the Street Maintenance staff, and transferring personnel into the Storm Water Utility Fund.

Capital Investment

Water Utilities

Julia J. Hunt, P.E., Director

HIGHLIGHT

Through the website www.savearlingtonwater.com customers are provided numerous educational articles, tips for conserving water, proper irrigation practices, and many other informative items to assist the everyday consumer in safeguarding the one resource that none of us can live without.

Arlington Water Utilities partners with the Tarrant Regional Water District and its members in developing regional water conservation policies and public education efforts. Through that partnership, the Southwest Branch Library will be outfitted with Texas SmartScape landscaping and high efficiency irrigation.

Projects

- Enhanced conservation efforts include: hiring a Utilities Conservation Specialist who will conduct water conservation program activities; adding a new rate tier to encourage water conservation; and funding expanded water conservation efforts.
- An upgrade to the Water billing system to Enquesta 3e during FY08 will enhance customer service by allowing online Partnerships for Arlington donations and retrieval of real-time account information.
- Construction of the John Kubala Water Treatment Plant (JKWTP) expansion, increasing capacity from 65 MGD to 97.5 MGD is scheduled to begin in July 2008.
- The approved $42.4 million Capital Improvement Program will be funded through bond proceeds and a $3.4 million transfer from the operating fund. State revolving funds will be pursued for JKWTP expansion.
- $8.75 million from the operating budget will be used for the renewal and rehabilitation program allowing for replacement of aging water and wastewater infrastructure.
- A business continuity/disaster recovery program will be implemented, ensuring that Water Utilities billing operations technology can be sustained in the event of a disaster.
- Among other plans for this year is the development of a Capacity, Management, Operation, and Maintenance (CMOM) program for the Wastewater Collection System to support efforts to eliminate sanitary sewer overflows.
- The Water Conservation and Drought Contingency Plans will also be updated.

Resources

People

- 218 Full Time Employees

Dollars

Water Utilities Expenditures

	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Water Administration	$ 55,642,591	$ 58,492,676	$ 58,428,347	$ 60,848,416
Water Customer Services	3,091,161	3,431,913	3,418,113	3,683,455
Water Engineering	1,030,788	1,002,621	1,079,765	1,023,496
Water Field Operations	4,204,443	3,901,204	3,954,409	3,935,874
Water Financial Services	-	231,766	214,724	235,926
Water I/I Operations	2,531,867	2,686,655	2,496,706	2,443,609
Water Information Services	1,421,703	1,546,124	1,330,920	1,575,143
Water Laboratory	818,017	849,833	825,033	787,825
Water Meter Services	2,651,416	2,825,755	2,674,262	2,809,766
Water Operations Support	830,891	890,135	851,510	901,741
Water Resource Services	519,310	521,117	541,502	530,067
Water Treatment	8,019,236	7,190,172	7,193,125	7,393,987
TOTAL	$ 80,761,423	$ 83,569,971	$ 83,008,416	$ 86,169,306

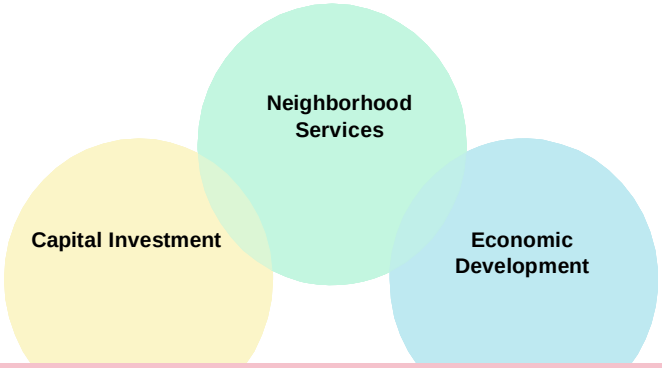
Major components of the Water Administration FY 2008 budget include payments for raw water ($14.4 million), wastewater treatment ($19.3 million), debt service ($16.6 million) and internal service charges ($9 million).

HIGHLIGHT

As part of the enhanced water conservation program, consumers who demonstrate a need will be able to receive a new, low-flow toilet, which will reduce water consumption as well as the customer's payment.

ARLINGTON

Strategic Support



Strategic Support
The City focuses and moves forward on IT solutions
The City maximizes electronic and technology based communication tools to provide the Council, City staff, and citizens with the information they need to make informed decisions

Strategic Support consists of administrative and support departments that are vitally connected to ensure City operations are successful and Citizens, Employees, and Elected Officials are informed and equipped to work together to make Arlington better. Some projects relating to the priorities that the departments within Strategic support will be working on are the Network Core and Backbone Technology Refresh, AMANDA Phase III, a Police Electronic Fingerprinting system, an Agenda/Video Management System, Website redesign, and a Voice Mail system replacement. Some other notable projects that the Strategic Support team will be accomplishing throughout the year are completing the Comprehensive Annual Financial Report (CAFR), developing more effective Capital Project financial reporting, completing the design, permitting and construction of the customer service center at City Hall, operationalizing the Teen Court, begin transitioning into the Court Management Software, and leveraging with UTA to provide technical and non-technical training for employees.

Strategic Support

Bob Byrd, Interim Deputy City Manager

HIGHLIGHT

City was awarded the Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for 9/30/06, marking the 29th year the City has received this award

Accounts payable issues approximately 20,000 vendor checks per year

Introduction

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.

The **Financial Services Department** is responsible for financial reporting which includes the preparation of the City's Comprehensive Annual Financial Report, timely and accurate payments to all City vendors, preparation and processing of City payroll and related IRS reporting and filing, procurement of goods and services, monitoring consolidated tax collection efforts and other revenue collections, debt issuance and capital financing, cash management and investments, financial policy, banking, compliance with Continuing Disclosure reporting and advisory support to all city departments. Programs of the department include Administration, Accounting, Accounts Payable, Payroll, and Purchasing.

The **Information Technology** (IT) activities in the City are budgeted in two separate funds, the General Fund division and Internal Service Fund division of the IT Department are responsible for System 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, Customer Support, Network Services, Personal Computer Support, and Phone Services. Programs of the department include Business Support, Information Services, Geoprocessing, Information Security, Communication Services, Network Services, and Customer Support.

Strategic Support

The Department of **Management Resources** 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. Programs of the department include Administration, Office of Communication, Knowledge Management, Office of Communication, Executive and Legislative Support, Intergovernmental Relations, Office of Management & Budget, Non-Departmental, and the Action Center.

Judicial Authority resides in the four **Municipal Courts** of Record, which are responsible for the interpretation and adjudication of Class "C" criminal misdemeanors enacted by the Texas Legislature or the Arlington City Council. Court proceedings include required appearance dockets for each case filed against a minor as well as hearing and adjudication of certain civil matters involving the city, such as property disposition hearings, nuisance abatement hearings or appeals, red light appeals, dangerous dog and animal cruelty hearings, and dangerous and substandard building hearings. Teen Court proceedings are also held in the interest of furthering juvenile understanding of the judicial system.

Workforce Services is committed to optimizing organizational effectiveness by attracting, developing, engaging and retaining a talented and diverse workforce in support of the City's mission and vision. Programs of the department include, Administration, Employee Operations, Employee Services, Organizational Development, and Risk Management.

HIGHLIGHT

The IT Department:

- *Connected 125 traffic signals to network*
- *Supports 10 firewalls*
- *Supports 2 VPN concentrators*
- *Supports 91 miles of fiber*
- *Supports 192 servers*
- *Handled 15,921 work order requests*
- *Supports 46 wireless access points*

Strategic Support

HIGHLIGHT

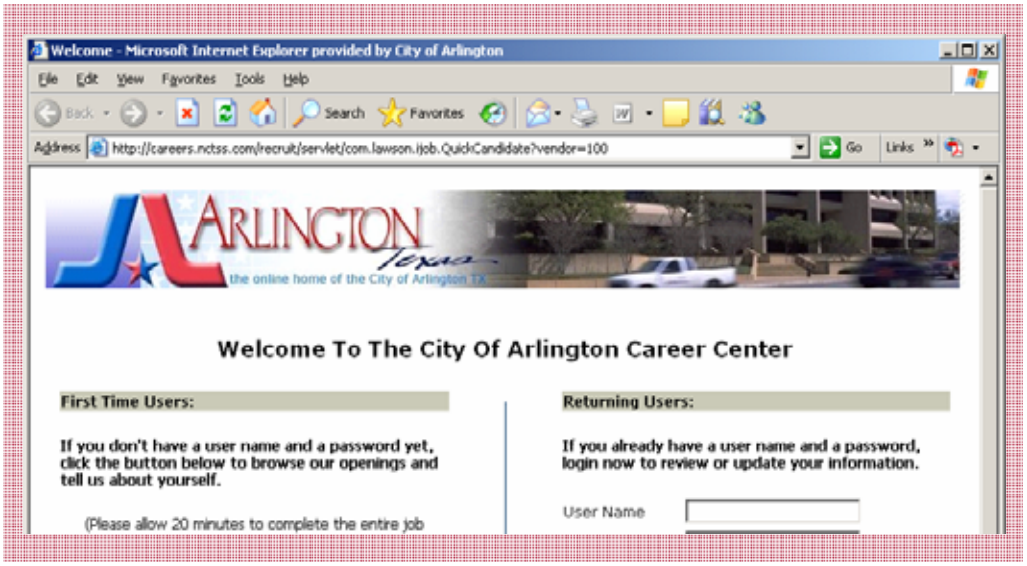
Management Resources manages and oversees the application Everest, which is a Citizen Relationship Management System, for the recording and routing of citizen concerns, inquiries, or suggestions. This system allows any City of Arlington employee to act as a customer service agent.

The Action Center will enhance customer service access and departmental synergies; ultimately making the process of getting answers and solving problems easier.

Outcomes

The Financial Services Department determines success based on the achievement of the following City Council outcomes:

- **The City focuses and moves forward on IT solutions.**
- **The City maximizes electronic and technology based communication tools to provide the Council, City Staff, and citizens with the information they need to make informed decisions.**
- IT systems, data, and communications are available to all users at all times.
- The City's interests are protected through legislative and lobbying efforts.
- Effective and prudent use of public funds.
- The City of Arlington Municipal Court, Judiciary, and City Attorney's Office system provides fair and timely treatment of all clients



Strategic Support

- The City has a qualified, trained, productive, and motivated workforce
- The City's interests are protected through legislative and lobbying efforts.
- Effective and prudent use of public funds.
- The City of Arlington Municipal Court, Judiciary, and City Attorney's Office system provides fair and timely treatment of all clients
- The City has a qualified, trained, productive, and motivated workforce

The **Action Center** is the citizen's connection to all City services. Action Center agents answer questions, initiate requests for service, and enter code violations for review. As the Action Center's mission grows, they will be responsible for answering all non-emergency and general departmental concern calls to the City. The Action Center focus is to develop consistent response standards resulting in increased citizen satisfaction with the governmental enterprise, minimization of redundancy and optimization of resources

HIGHLIGHT

The Municipal Court allows citizens to pay for a citation in many ways other than in person at the Municipal Court building. Citizens can pay by telephone, the internet, or at over 50 different locations in the City of Arlington.

MUNICIPAL COURT
WORKING TOGETHER TO MAKE ARLINGTON BETTER

Performance Measures

- *Vendor payments within 5 days of receipt by Accounts Payable*
- *CAFR is completed in a timely manner*
- *Number of sustained bid protests*
- *Performance of the City's Investment Portfolio compared to Benchmarks*
- *Percentage Network Communications Problems Resolved within 24 Hours*
- *Percentage of Mission Critical Services Available*
- *Percentage of Repair Calls for Application Services Resolved within 24 Hours*
- *Budgetary Estimation Accuracy*
- *Citizen agree City keeps them informed*
- *Number of Town Halls*

Strategic Support

- *Customer use of offsite technology for payments increases*
- *Revenues meet or exceed budget*
- *Increase number of bench trials*
- *Number of Full time new hires*
- *Number of employee safety training classes conducted*
- *Liability claims per 10,000 population served*
- *Participation rate in new wellness program*

HIGHLIGHT

The Information Technology Department Supports 466 network switches

The Information Technology Department Connected 65 City facilities to the facility network

Partners

- Government Financial Officers Association (GFOA)
- International City/County Management Association (ICMA/CPM)
- North Texas Council of Governments
- Texas Municipal League (TML)
- University of Texas at Arlington
- Medical Center of Arlington
- JPMorgan Chase
- Vinson & Elkins
- The PFM Group
- Federal Mediation and Conciliation Service
- First Southwest Asset Management, Inc.
- Linebarger Goggan Blair & Sampson, LLP

MUNICIPAL COURT

WORKING TOGETHER TO MAKE ARLINGTON BETTER

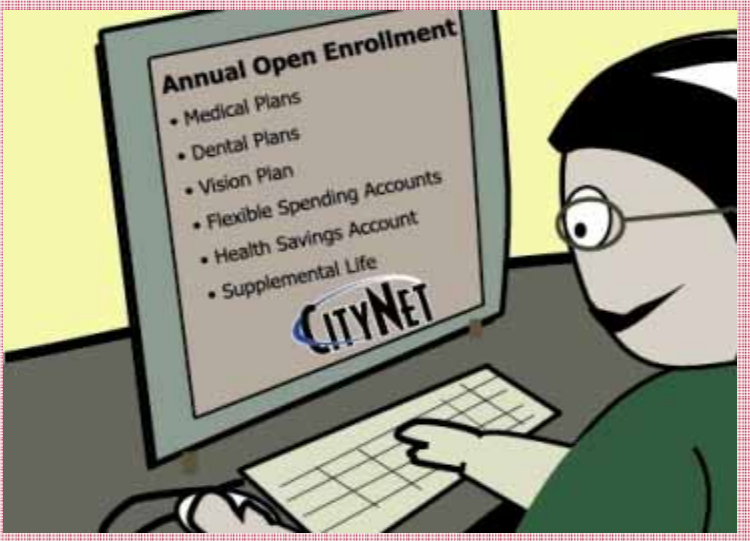
Partners

- MuniServices, LLC
- Premis Consulting
- Fidelity Express
- Tylev Technologies
- Star-Telegram
- United Healthcare
- Microsoft
- Kronos
- Altiris
- Deloitte & Touche, LLP
- Traffic Payments .Com
- Government Payment Services
- Eurostaff
- Hay Consultants
- Dell
- Lawson
- EMC^2
- Legato

HIGHLIGHT

The Unfunded Liability Committee developed recommendations to reduce unfunded liability for OPEB from $138.5 m to $83m.

The Open Enrollment process for health, vision, dental and life insurance is all done through CityNet. Employees can log on to their self service account and make benefit selections from the convenience of their office work stations.



Strategic Support

Financial Services

Anna Mosqueda, Director

HIGHLIGHT

Payroll issues approximately 72,000 payroll checks and direct deposits per year

Treasury managed an investment portfolio averaging $283,895,641 for a 5% return

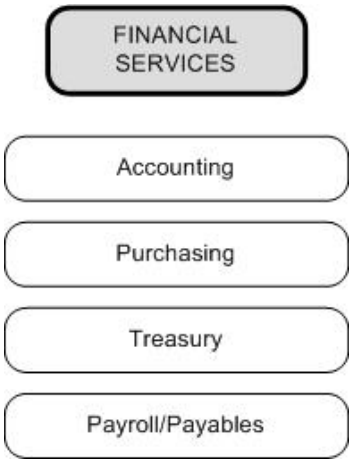
Projects

In order to achieve the Council's priorities in FY 2008, the Financial Services Department will strive to accomplish the following projects:

- Complete ACH and Bankcard payroll
- Improve Centralized Cash Handling
- Sales Tax Audit, Compliance, and Revenue Enhancement Reporting
- Complete the Comprehensive Annual Financial Report (CAFR)
- Develop more effective Capital Project financial reporting
- MWBE Training
- Review and make recommendations regarding major GASB pronouncements

Resources

People



Dollars

Financial Services Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 580,045	$ 600,180	$ 592,455	$ 668,136
Accounting	507,455	520,348	502,265	525,400
Payroll/ Payables	566,254	579,726	560,571	585,093
Purchasing	379,216	390,641	377,548	395,407
Treasury	1,152,295	1,216,243	1,217,661	1,227,201
TOTAL	$ 3,185,265	$ 3,307,139	$ 3,250,500	$ 3,401,238

HIGHLIGHT

Received the Achievement of Excellence in Procurement from the National Purchasing Association (NPI) for the fourth consecutive time

Only 36 cities have accomplished this at least four times

Total dollar amount of POs for goods/services (excluding construction) for which Purchasing is directly responsible - $44,913,929 in FY 2007

Strategic Support
Information Technology

Louis Carr, Chief Information Officer

HIGHLIGHT

Over 1 million people go to the City of Arlington's website a year.

IT Supports 1786 desktops

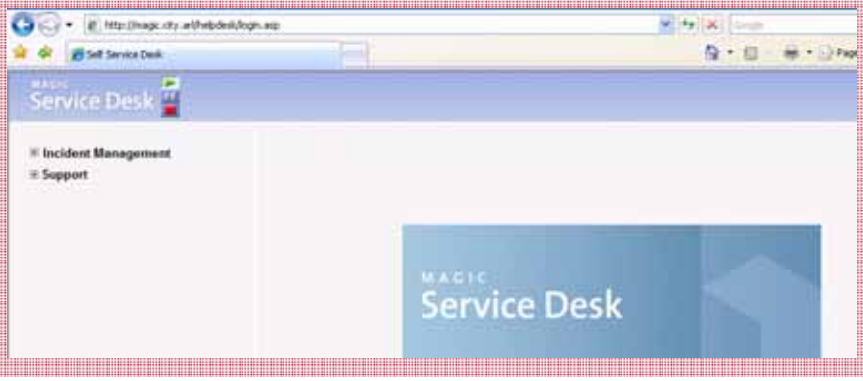
IT Supports 3,106 telephone handsets

Projects

In order to achieve the Council's priorities in FY 2008, the Information Technology Department has chosen to accomplish the following projects:

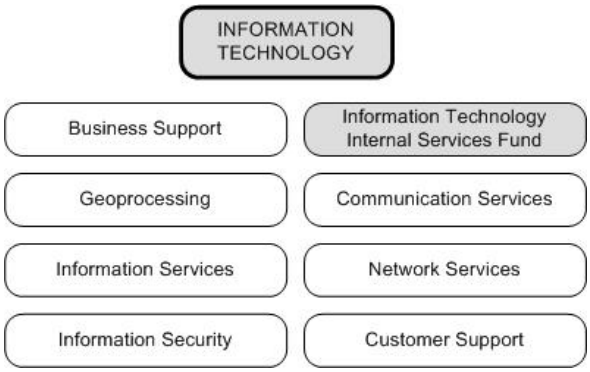
- Lawson Business intelligence (reporting)
- GovMax integration with Lawson
- Increase the City's work with other cities in regional coalitions such as the Texas Municipal League, Big Cities Group.
- Upgrade GIS user community to version 9.2 of GIS software.
- Rollout new web-base mapping service
- Consolidate Oracle database servers
- Install new SQL Server Production and Development Environment
- Establish performance monitoring practice and procedures
- Kronos upgrade/transfer to City IT Management
- Voice Mail system replacement
- Reduce number of password resets through proactive education
- Develop "user friendly" version of security policy
- Network Core and Backbone Technology Refresh
- AMANDA Phase III
- Police Electronic Fingerprinting

The Information Technology Department has an online"Service Desk" where city employees can go for help and log in a service request.



Resources

People



Dollars

Information Technology Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 908,505	$ 1,012,779	$ 997,734	$ 1,418,354
Business Support	893,827	1,040,386	964,158	1,117,160
Business Services	1,017,320	1,085,792	1,126,105	923,564
Geoprocessing	575,553	650,648	627,856	606,645
Information Services	559,819	636,793	606,191	726,443
Information Security	150,945	170,747	165,154	158,119
TOTAL	$ 4,105,968	$ 4,597,145	$ 4,487,198	$ 4,950,284

Information Technology Fund Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Communication Services	$ 1,054,387	$ 1,444,916	$ 1,443,653	$ 2,265,483
Network Services	1,517,489	2,088,427	2,086,352	3,455,593
Customer Support	1,273,779	1,751,017	1,749,520	1,692,730
TOTAL	$ 3,845,655	$ 5,284,360	$ 5,279,525	$ 7,413,806

HIGHLIGHT

44,598 viruses have been blocked

4,200,391 spam emails have been blocked

April Nixon, Director

HIGHLIGHT

The Office of Management & Budget has received the GFOA Distinguished Budget Presentation Award for the last 21 years.

FY 2008 Budget Highlights:

-Increases the number of police officers by 12

-Increases the number of fire positions by 6

-Provides investment in economic development initiatives

-Produces a competitive benefits and compensation package for employees

Projects

In order to achieve the Council's priorities in FY 2008, the Management Resources Department has chosen to accomplish the following projects:

- GovMax budget and performance reporting system is implemented.
- The CIP process is examined and improved.
- Implement eCivis.
- Create City-wide process for submitting award applications.
- Web streaming media and minutes software and hosting solution is implemented for Council Meetings
- Website redesign.
- Implement marketing program for selected brand.
- Participate in regional emergency communications network.
- Present CMO with a digital document management strategy for citywide records provision, retention, and destruction.
- Complete design, permitting and construction of the customer service center at City Hall.
- Researching AMANDA Action Center component.
- Develop and implement a plan for representing the City's interest at the federal level.

Resources

People

Dollars

Management Resources Expenditures

	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 269,209	$ 332,352	$ 319,709	$ 348,398
Knowledge Management	314,994	388,449	387,470	425,589
Office of Communication	600,797	741,543	728,476	870,689
Executive and Legal Support	821,024	1,012,100	999,805	1,091,913
Intergovernmental Relations	162,004	199,674	190,532	207,345
Office of Mgmt. & Budget	664,844	821,789	820,226	900,546
Action Center	-	-	-	246,293
Nondepartmental	6,007,794	6,494,767	6,422,629	6,429,883
TOTAL	$ 8,840,667	$ 9,990,675	$ 9,868,847	$ 10,520,657

GOVERNMENT ACCESS CABLE CHANNEL
"STAY INFORMED..."

HIGHLIGHT

Management Resources oversees and produces live broadcasts of the Arlington City Council Meetings, City Council Work Sessions, and Planning and Zoning Commission Meetings on Cable Channel 16.

Management Resources organizes news conferences, special events, assists the news media, issues press releases, posts information on the City Website and publishes the "Arlington Update City Page Newsletter", and the "Connections Employee Newsletter."

David Preciado, Director

HIGHLIGHT

After 25 years at 200 W. Abram St.,the Arlington Municipal Court is now settling into office spaces in the Municipal Office Tower – three blocks east

Projects

In order to achieve the Council's priorities in FY 2008, Municipal Court has chosen to accomplish the following projects:

- Operationalize Teen Court
- Begin transition of Implementation of Court Management Software
- Conduct periodic Warrant Drives

Resources

People

Dollars

Authorized Positions and Expenditures by Category	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	42	46	46
Personnel Services	$ 2,164,516	$ 2,277,371	$ 2,431,600
Operating Expenses	351,407	368,730	328,437
Capital Outlay	-	40,000	-
TOTAL	$ 2,515,923	$ 2,686,101	$ 2,760,037

HIGHLIGHT

Teen Court is an alternative sentencing program whereby a teen defendant requests or is mandated by a judge to be sent before a court of his/her peers.

The Teen Court program is designed to educate teens about the judicial system so as to make them stakeholders in the "system" and the community.

Joyce Williams, Director

HIGHLIGHT

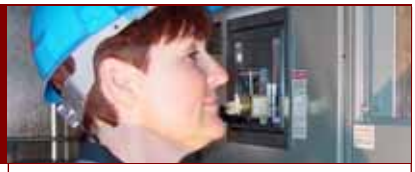
The City filled 600 full-time, part-time, and seasonal employee vacancies in Fiscal Year 2007.

Workforce Services received over 8,000 applications for employment through eRecruiting in FY07.

Projects

In order to achieve the Council's priorities in FY 2008, the Workforce Services Department has chosen to accomplish the following projects:

- Develop strategic workforce management plan that aligns with City's strategic plan and Council Priorities.
- Provide quarterly training/organizational development topics at all manager's meetings to reinforce leadership competencies.
- Leverage UTA to provide technical and non-technical training for employees.
- Revise Workers' Compensation salary continuation program in accordance with the Texas Department of Insurance rules and regulations.
- Implement a city-wide wellness incentive program.
- Implement new health insurance plan.
- Examine and refine Performance Management Process to facilitate pay for performance and employee development through timely evaluation and feedback.
- Cross train additional risk employee to back up current claims specialist to ensure timely citizen response and to anticipate succession needs.
- Enhance and maintain claim tracking database.



Resources

People

WORKFORCE SERVICES

- Employee Operations
- Employee Services
- Organizational Development
- Risk Management

Dollars

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	19	23	23
Personnel Services	$ 1,549,379	$ 1,598,408	$ 1,891,803
Operating Expenses	643,150	849,663	885,379
Capital Outlay	-	-	-
TOTAL	$ 2,192,529	$ 2,448,071	$ 2,777,182

HIGHLIGHT

Initiated 10 Meet & Confer session with public safety association representatives

Cross functional employee group designed a wellness incentive program to encourage employee fitness. Program will be launched in January 2008.

ARLINGTON

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 into the end 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 over the next few 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 19 years old, its sales figures nearing $500 per square foot are second only to Dallas' Northpark Center and Galleria Dallas 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 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,

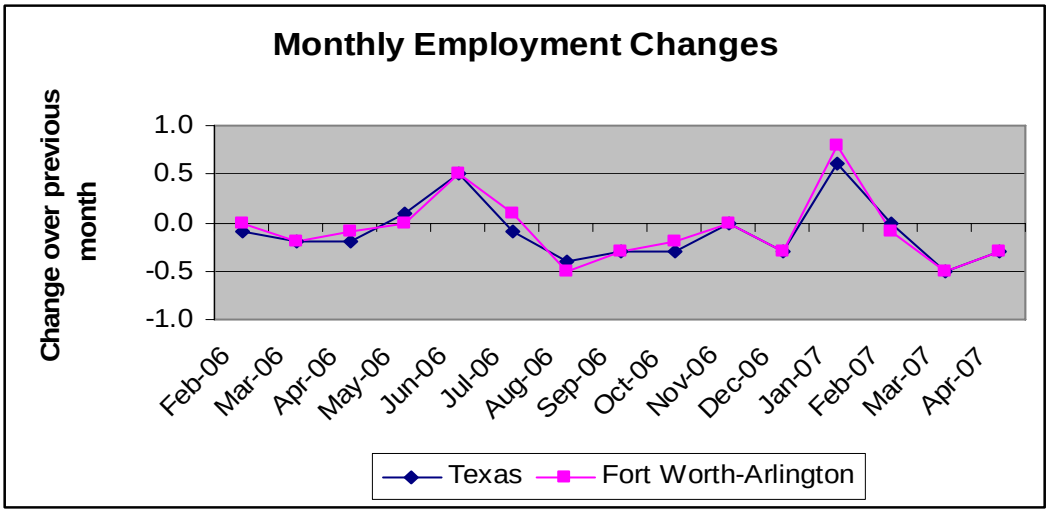
maintaining these residents will keep their spending dollars in the community. Population gained from immigration will also play a significant role in Arlington, as it will in the entire state of Texas, and the relative benefits and challenges that these groups bring to the community will continue to 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

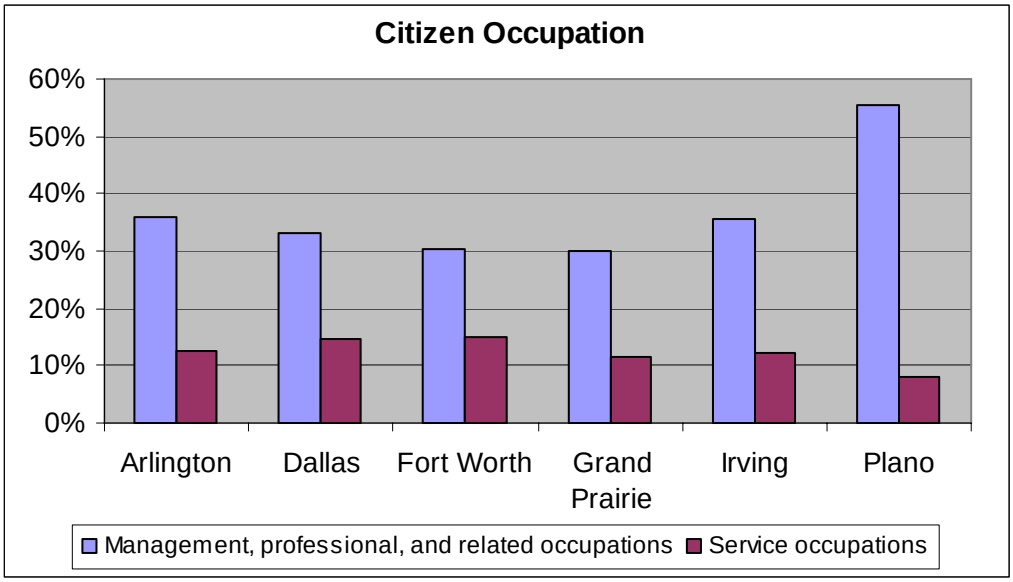
Throughout most of its history, Arlington's economy has been shaped and influenced by the surrounding area, the Metroplex and the North Texas region. Within the last five years, Arlington's profile among its neighbors has been significantly elevated due to several new development opportunities, not the 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 have 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 rates of 3.9 percent for April 2007 in both the Dallas/Plano/Irving and Fort Worth/Arlington metropolitan districts was down from the April 2006 rates of 4.8 percent for Dallas/Plano/Irving and 4.7 percent for Fort Worth/Arlington. While the April 2007 3.9 percent rate mirrored the Texas unemployment rate, it was significantly lower than other Texas communities such as Brownsville/Harlingen at 5.5 percent, El Paso at 5.6 percent and McAllen/Edinburg/Mission at 6.1 percent.



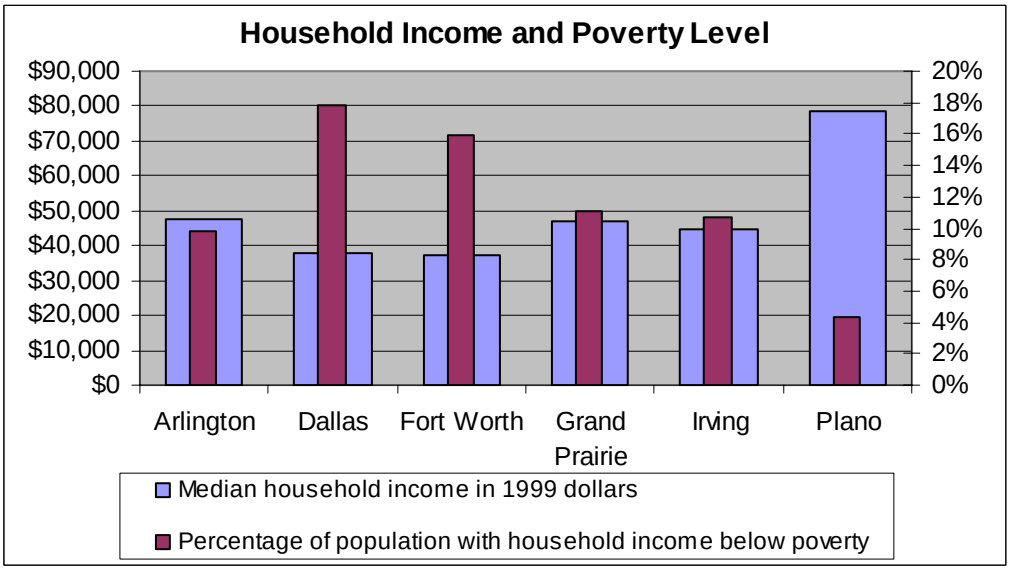
Source – www.tracer2.com, Texas Labor Market information

Arlington has a relatively high percentage of its workforce in 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, additional growth around the Arlington Highlands shopping center 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 Texas Health Resource's 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 296 responses that were received indicated that most were expecting more improvement in the local economy than in the

state or national economy. Forty-seven percent believe business conditions for their business will be better within 12 months, and 50 percent say the "overall business climate" in Arlington is good, with an additional 6 percent saying that it is excellent. Sixty-one percent of area business leaders believe that Arlington is perceived as a potentially favorable business location by persons outside of the City.

Regional Economy

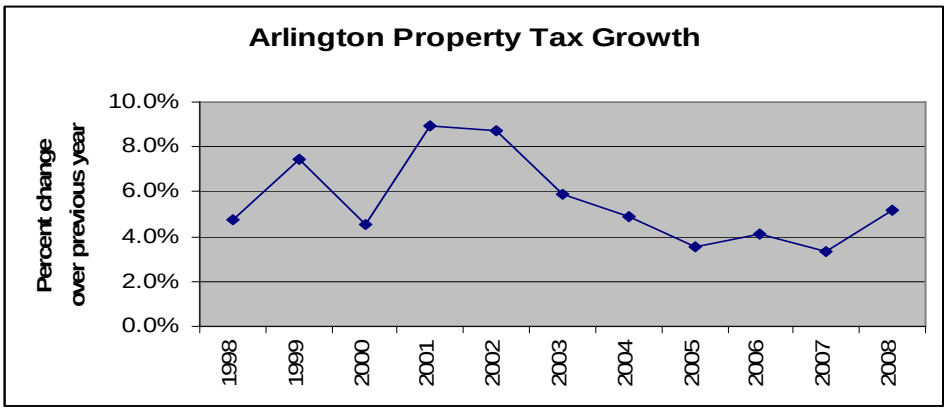
A June 2007 report from the Federal Reserve Bank of Dallas indicated that the overall Texas economy was continuing to advance at a steady rate, as based on the Texas Business-Cycle Index, a measure of current economic indicators. Both Dallas and Fort Worth metro areas reflected this advance with increases in overall employment and modest increases in the business-cycle index. In particular, the Dallas economy has added the most jobs year-to-date among Texas metros with 25,400 jobs added, and the Fort Worth economy has seen significant growth in the construction and mining/natural resources sector with growth of 6.2 percent. 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.

Another burst of growth in the regional economy is the result of the Barnett Shale drilling that has occurred in Tarrant County, along with 13 other counties on the west side of the Metroplex. According to the Dallas Business Journal, Barnett Shale drilling that has swept the region has resulted in an estimated 55,000 permanent jobs and is contributing $5 billion annually to the local economy. It is anticipated that the gas drilling will produce $7 billion in output and 64,375 jobs within the next ten years. Increased tax receipts by retail, property and hotel/motel occupancy taxes, investment and royalty/bonus payments, and personal income from jobs are all facets of the economic impact resulting from the Barnett Shale drilling.

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 the seemingly low values of local property are a reflection of the area market.



Source: Office of Management and Budget

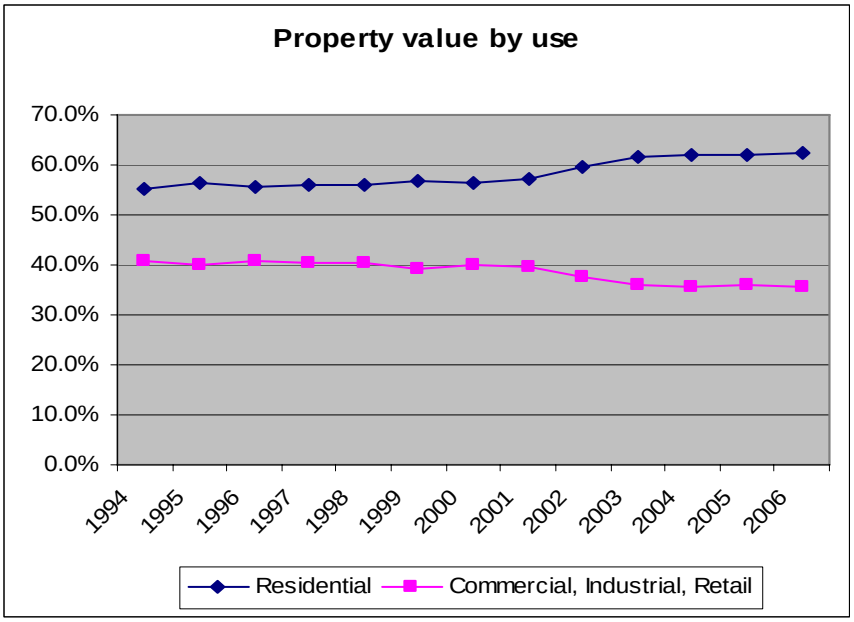
Growth in property values has been increasing but at a slower rate than the City has been accustomed to. Future property value increases are projected to be modest but steady. These conservative estimates are based on the remaining open land available for new development and an expectation of the present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

Estimated General Fund Revenue from Property Tax Revenue

Fiscal Year	Estimated Property Valuation	Percent Change
Actual 2007	$16,640,883,811	3.3%
Adopted 2008	$17,466,794,066	5.0%
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 had 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.



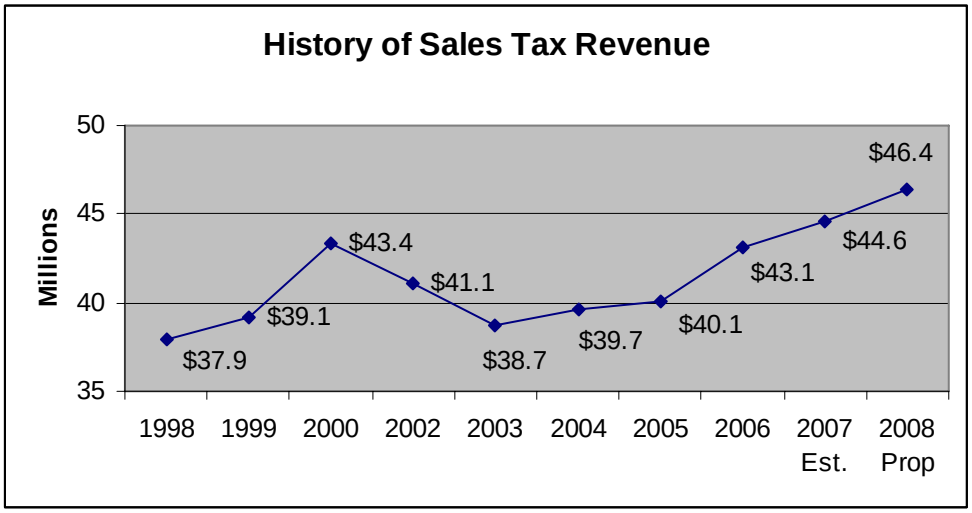
Source: Tarrant Appraisal District

Also an area of concern for Arlington is the increasing number of home foreclosures. According to Foreclosures Listing Services, out of all the North Texas suburban cities, Arlington had the highest number of residential postings filed during the first half of 2007 with 1,488 foreclosure notices. Overall, in the first half of 2007, North Texas saw a 14 percent increase in the number of residential foreclosure postings from the same period in 2006. (Dallas Morning News, Steve Brown, "Suburbs Share Foreclosure Woes", 5/31/07)

Finally, apartment demand in North Texas decreased markedly from a net lease increase of over 5,600 in the first quarter of 2006 to only 480 in the first quarter of 2007, according to M/PF YieldStar, an apartment consulting firm. While this lag in apartment leasing may typically be

offset by an increase in the number of homes sold, economic conditions were cited as a possible reason for the low apartment demand, since home sales continue to be slow. (Dallas Morning News, Steve Brown, "D-FW Apartment Leasing Sluggish", 4/3/07)

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 had seen earlier struggles beginning in 1995, a time when statewide sales tax purchases were on the rise. With several retail developments slated for new or continued construction in Arlington over the next few 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.



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

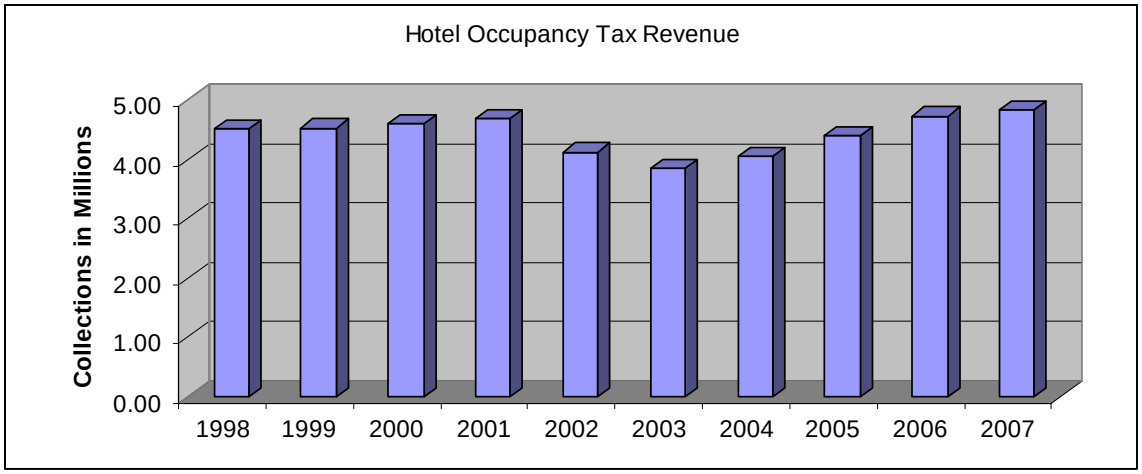
Arlington's recovery from the 2001 and 2002 slump was also slower than the state's as a whole, taking until 2004 to move into positive territory and then leveling off while the state's rate continued to rocket upwards. The most recent sales tax figures from Arlington seem to indicate that Arlington's pace of recovery has picked up speed. However, sales tax revenues have just now regained the peak levels seen between 1999 and 2001, which generated City revenues of upwards of $44 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.

Fiscal Year	Estimated Sales Tax Revenue
2008	$46,368,418
2009	$50,423,154
2010	$52,440,081
2011	$54,537,684
2011	$56,719,191

Source: Office of Management and Budget

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.

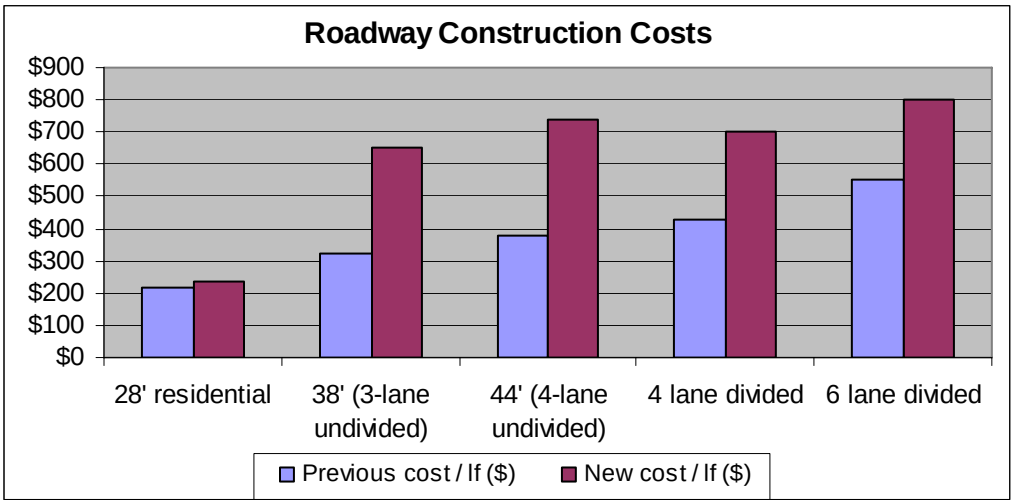
Hotel Occupancy Tax – While Hotel Occupancy Tax (HOT) makes up a much smaller percentage of Arlington's revenues than either sales or property taxes, it is an important indicator of the city's economic health because of its relationship to tourism. A historic view of Arlington's HOT collections shows a dramatic two-year decline of over 16 percent following the terrorist attacks in 2001. However, an upward trend seems to be firmly on track and should continue based on increasing attractions in Arlington, particularly in the Entertainment District.



Source: Office of Management and Budget

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 to extraordinary increases in the cost of steel and concrete.



Source: Public Works & Transportation Department

Capital Funding Needs

New Facilities: The City is continuing the construction of several new facilities to accommodate an expanding population and the additional services required for that population. Construction of the new Southwest Branch Library is nearing completion and construction of the new Animal Services Center and the new South Arlington Public Safety Center began in FY 2007. Staff is in various stages of identifying funding to construct a new multi-purpose public safety and traffic management center in the entertainment district, and a new terminal building at the Arlington Municipal Airport.

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 $14 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.

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. Retesting of the street condition will begin in 2008 and continue on an annual basis with 1/3 of the city being tested each year. 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 streets scoring below 60 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 four 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.

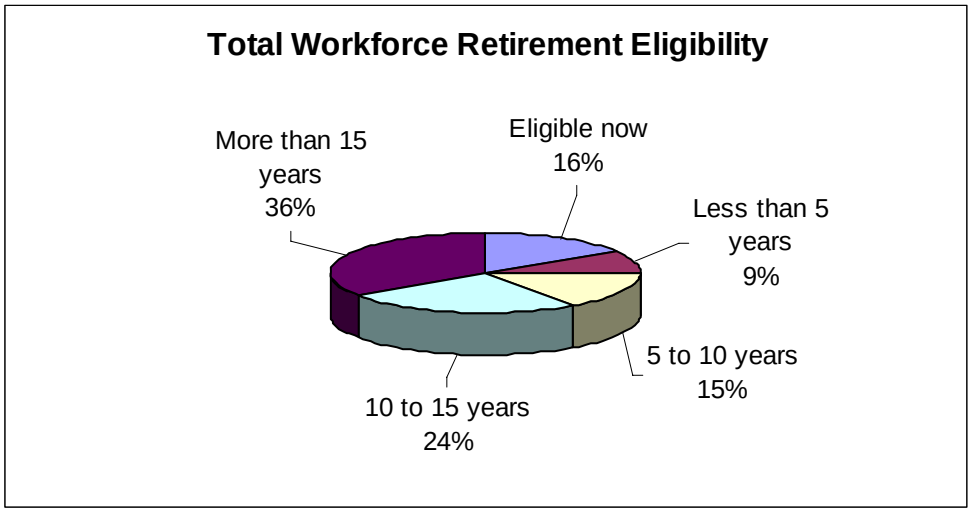
Parks Deficit: The total estimated infrastructure gap for the Parks and Recreation Department is $37.9 million. This amount includes projects in 55 locations, including parks, golf courses, and various centers. Included is the estimated replacement cost of the Hugh Smith Recreation Center of $8 million, and building replacements and golf course work estimated at just over $6.4 million.

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 2009 will bring with it a need for additional police officers. The Police Department is planning to add an additional officer class per year for the four years from 2008 to 2010. The annual cost of one class of police officers per year is approximately $1 million.

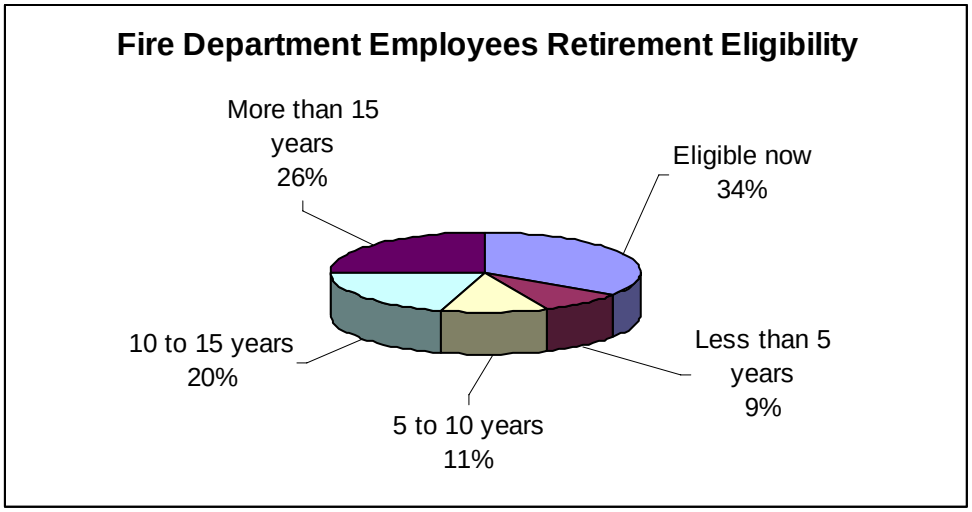
Retirement Bubble: The February 2006 issue of *Governing Magazine* focused on a common issue facing many municipal governments, the pending retirements of baby boomer employees. In an article titled "Expert Exodus," Christopher Conte cited statistics from the Conference Board, a business research group, 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 2007, almost 28 percent of its total workforce, or 595 employees, can retire within the next five years. Sixteen 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.



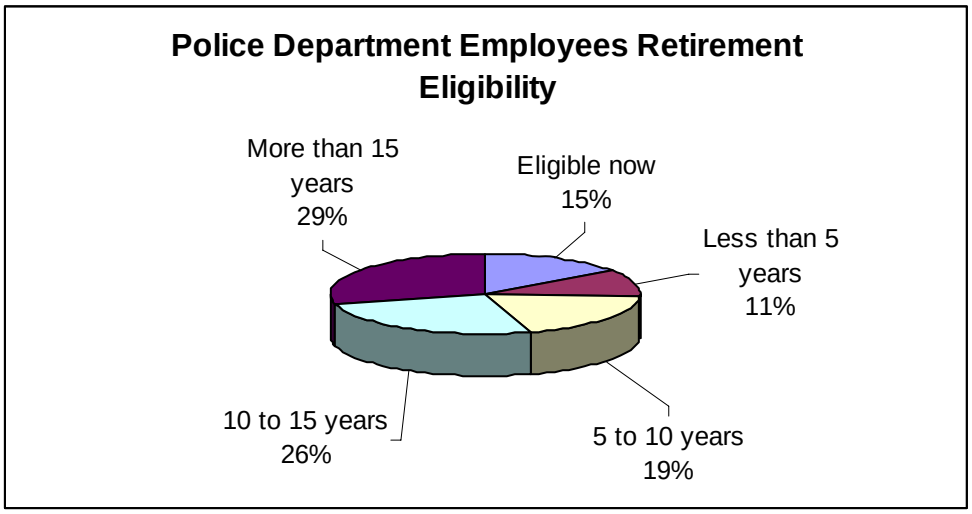
Source: Workforce Services

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, 142 employees, is currently eligible for retirement from the City of Arlington, and another 36 employees will be eligible for retirement in the next five years for a total of 43% within 5 years, 61% of those in the Operations department.



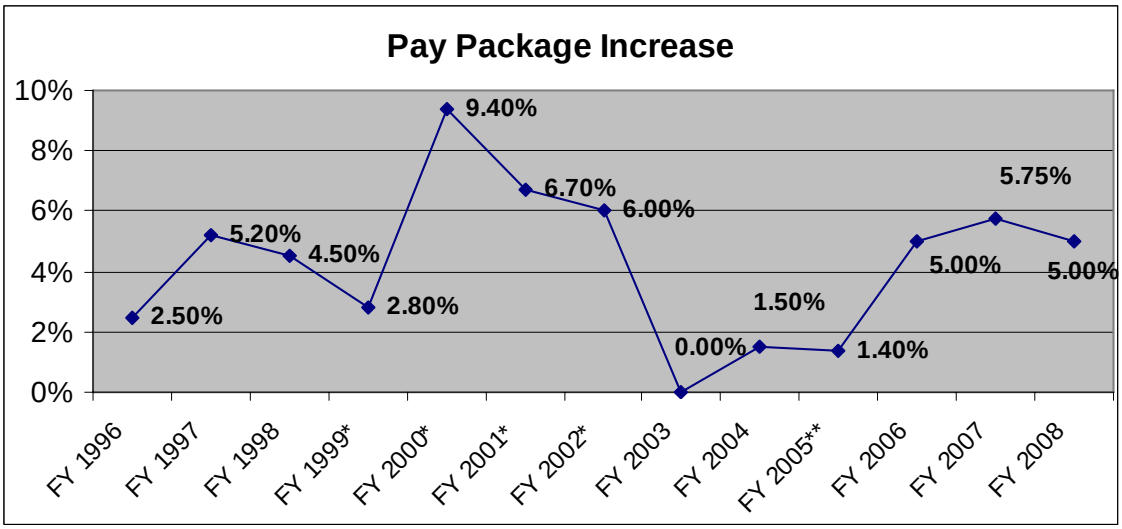
Source: Workforce Services

Within the Police Department, 120 employees are currently eligible for retirement with another 79 employees reaching that point within the next five years, or 26% of the department. Although this is a significant number of employees, the largest portion of APD employees (29 percent) is over 15 years from retirement.



Source: Workforce Services

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 2008 Annual Operating Budget contains a 4 percent recurring pay increase and a 1 percent one-time pay increase.



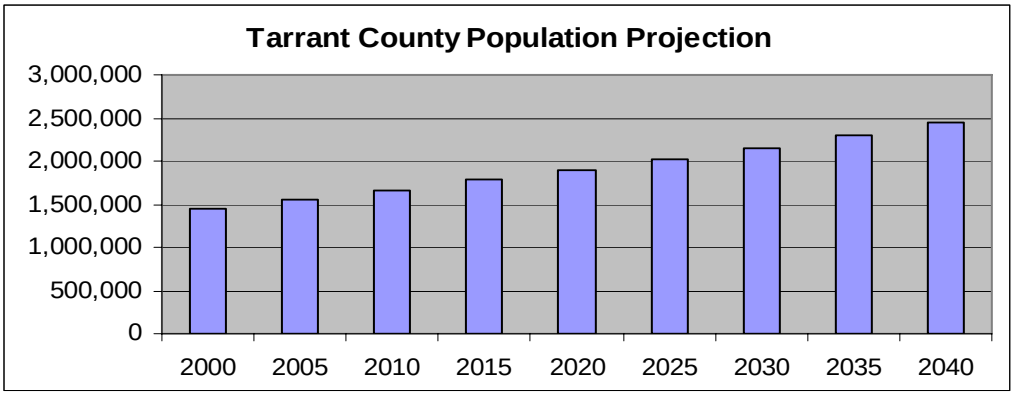
Source: Office of Management and Budget

* 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 2007, the estimate for the City's liability was $138.5 million. Also, the city has a taskforce that is examining options for reducing this liability further. 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 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 tollway and high speed rail routes, the anticipated state-wide pushes for appraisal and revenue caps that were reintroduced when the Texas Legislature met for its 80th Regular Session in early 2007, 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.

While there was a great amount of concern that proposed revenue and appraisal caps would be approved in during the 80th Regular Legislative Session, the bills containing the caps were not able to gather the support needed and never made it out of committee. The cost of such measures can be difficult to estimate, but the Tarrant Appraisal District had 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.

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 called "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. Through a series of monthly meetings, community stakeholders will move forward these efforts with greater urgency and purpose. Some of the objectives completed by the Leadership Council include; improving the City's permitting process, establishing the Logistics and Trade Target Council and the Arlington Art's Council, and obtaining partner commitments from the minority Chamber's of Commerce. A major objective for the upcoming year will be to develop a brand identity and comprehensive marketing strategy for the City of Arlington.

Office of Economic Development – In order to centralize the numerous economic development activities underway by the City, an Office of Economic Development was created. The Office of Economic Development is one of the strategies outlined by the Champion Arlington Economic Development Strategy and was staffed in February 2007. Some of the main initiatives of the office are to coordinate downtown redevelopment efforts with the Downtown Arlington Management Corporation, oversight of the successful revitalization of the Great Southwest Industrial District, and to expand and diversify the commercial tax base in the City.

International Protocol Office – In keeping with the Champion Arlington strategies, the City created an International Protocol Office to complement efforts to develop foreign business and international trade opportunities in Arlington. The Office partners with the Chamber of Commerce International Trade Committee to host delegations from visiting countries and arrange welcomes by City Officials. Visiting countries include delegations from the Republic of Kenya and Tianjin, China and future visits from Montenegro and the Netherlands. In addition to participating in the site visits, the IP office has created a reference library that includes a variety of resources on protocol and etiquette, international business and event planning.

Glorypark – Announced in May 2006, Glorypark is a mixed-use project co-developed by Hicks Holdings LLC and Steiner + Associates. Located in the area surrounding the Texas Rangers stadium, the development will include office, hotel, retail and residential space. A Tax Increment Reinvestment Zone (TIRZ) has been established to facilitate private investment and encourage the highest and best use of land within the district. The TIRZ outlines $48.8 million of funding for public infrastructure improvements in the core area and an additional $66.7 million for flood control, transportation, streetscape, public safety and other amenity improvements within the surrounding TIRZ core area. The project will have over $475 million of investment in Phase I, which will include 90,000 SF of new retail/restaurant space, 150,000 SF of office space and 300 residential units. Based on a 2006 Economic Impact Study conducted by Economic Research Associates, Glorypark will generate stable year net annual revenue of $4.3 million. Additionally, 7,825 full-time equivalent jobs will result from one-time (3,332) and ongoing operations (4,493) of the project. Approximately 1,900 of these jobs are projected to be

filled by Arlington residents. The Dallas Business Journal named the project "Best Announced Deal of 2006".

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 2010, 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 2010, 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 is estimated to have a potential fiscal impact on the City from $1.5 to $4.3 million for a single event. In May 2007, it was announced that Super Bowl XLV would be played in Arlington in 2011.

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.

Arlington Highlands - The Arlington Highlands, an upscale shopping development in the southern sector of the city, is located along I-20 and Matlock. This new development is 836,000 square-feet of retail shopping in south Arlington and includes a pedestrian-friendly greenbelt. The project is being developed by The Retail Connection, and should create about 4,000 new jobs. The 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 held its grand opening in May 2007 and an additional Phase II is in the pre-development stage. The project was named "Best New Development in Retail" by the Dallas Business Journal.

Viridian – A Tax Increment Reinvestment Zone (TIRZ) is under consideration to facilitate development of a 2,371-acre tract of vacant and agricultural land located on the northern border of the City. The proposed project, Viridian, is a new master planned community that will include 3,700 single-family homes, 800 multi-family units and 3.5 million square feet of mixed-use commercial development that will include retail and small office land uses. Other improvements proposed in the plan include land dedicated for parks and open space, a new fire and EMS station, and light rail and bus transit projects. The entire project includes $1 billion in residential capital development, $395 million in commercial capital development and $271 million in public infrastructure development of which a proposed $151 million will be financed by the TIRZ. This project was named "Best Land Deal of 2006" by the Dallas business Journal.

Levitt Pavilion - The Downtown Arlington Management Corporation is working to bring a Levitt Pavilion to the downtown area. The Pavilion will be the only outdoor amphitheater of its kind in Texas, and will allow for free outdoor concerts under the stars. To provide this community gathering place, the City of Arlington is committed to building a park and public plaza in the heart of the central business district, directly across the street from City Hall. The Levitt Pavilion would become the focal point of this Central Plaza. The Levitt Pavilion, will bring an eclectic variety of arts and culture to the central Arlington area. Funding for the project will come in part from the Mortimer Levitt Foundation, which exists to provide funding to communities around the country that share the vision of providing free music under the stars. The first Levitt Pavilion was created in Westport, Connecticut over thirty years ago, which evolved and served as the model for future pavilions.

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 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.

The site of the Forum 303 mall is the subject of a major revitalization project. The 72-acre mall and adjacent Dillard's building is mostly vacant and underutilized. The revitalization project proposes demolishing the existing structures and construction of approximately 1.3 million

square feet of new office/warehouse space. The estimated investment at the site is over $55 million and the project should create 300 jobs.

Texas Health Resources (THR) will be consolidating operations to the Chase Bank building in the Central Business District. THR is negotiating a 10-year lease agreement for approximately 100,000 SF and the total project cost to move to the Chase Bank building is approximately $8.9 million. Because of the consolidation, THR will be relocating 430 employees from offices in Fort Worth, Dallas and Arlington.

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 2008 and future years will be 3 percent.

Economic conditions will support sales tax growth of 4 percent in FY 2008 and continue to remain healthy throughout the rest of the forecast at the same rate. 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 a 4 percent recurring pay increase and 1 percent one-time pay increase for 2008, and 4 percent compensation increases each year thereafter 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.

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 12 police officers, four firefighters, and five code enforcement officers through FY 2010.

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

Long Range Plan: FY 2008 - FY 2012
General Fund Operating Position

	2007 BUDGET	2008 PROPOSED	2009 ESTIMATED	2010 ESTIMATED	2011 ESTIMATED	2012 ESTIMATED
GENERAL FUND REVENUES	$ 186,728,023	$ 193,079,077	$ 198,380,110	$ 208,384,185	$ 213,880,748	$ 219,591,869
INTERFUND TRANSFERS:						
Water and Sewer Fund Indirect Cost	$ 3,179,225	$ 3,381,091	$ 3,516,335	$ 3,656,988	$ 3,803,268	$ 3,955,398
Conv. & Event Svcs. Fund Indirect Cost	337,855	354,748	368,938	383,695	399,043	415,005
APFA Fund Indirect Cost	(845,000)	(845,000)	(881,335)	(919,232)	(958,759)	(999,986)
Special Transportation Fund	(816,380)	(1,079,673)	(1,002,138)	(1,041,436)	(1,069,734)	(1,080,431)
To Parks Performance Fund	-	(2,458,041)	$ (2,458,041)	(2,458,041)	(2,458,041)	(2,458,041)
To Street Maintenance Fund	(2,301,527)	(2,301,527)	(2,301,527)	(2,301,527)	(2,301,527)	(2,301,527)
From One-time Sources of Funds	5,310,312	4,671,244				
From One-time Funds (Amendment)	466,000	-	-	-	-	-
INTERFUND TRANSFERS	$ 5,330,485	$ 1,722,842	$ (2,757,768)	$ (2,679,553)	$ (2,585,751)	$ (2,469,582)
TOTAL AVAILABLE FUNDS	$ 192,058,508	$ 194,801,919	$ 195,622,342	$ 205,704,632	$ 211,294,998	$ 217,122,287
GENERAL FUND EXPENDITURES	$ 192,032,097	$ 194,779,985	$ 197,699,019	$ 201,837,464	$ 207,854,968	$ 214,810,392
ENDING BALANCE (cumulative)	$ 26,411	$ 21,934	$ (2,076,677)	$ 3,867,168	$ 3,440,029	$ 2,311,895

Financial Summaries

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

FY 2008 OPERATING POSITIONS

Funding Source / Use	General Fund	Water and Sewer Fund	Convention and Event Svcs. Fund
Beginning Balance	$ -	$ 72,296	$ 626,754
Total Revenues	$ 193,079,077	$ 102,559,486	$ 7,590,500
Total Interfund Transfers	$ 1,822,842	$ (16,166,863)	$ (1,884,056)
Total Available Funds	$ 194,901,918	$ 86,464,919	$ 6,333,198
Total Expenditures	$ 194,879,985	$ 86,169,306	$ 6,119,418
Ending Balance	$ 21,933	$ 295,614	$ 213,781

FY 2008 OPERATING POSITIONS

Park Performance Fund	Street Maintenance Fund	Debt Service Fund	Totals
$ 116,931	$ 374,762	$ 3,078,992	$ 4,269,735
$ 8,804,899	$ 11,829,104	$ 34,803,735	$ 358,666,801
$ 2,205,643	$ 2,301,527	$ 2,245,849	$ (9,475,058)
$ 11,127,473	$ 14,505,393	$ 40,128,576	$ 353,461,477
$ 11,010,303	$ 13,832,518	$ 37,664,584	$ 349,676,115
$ 117,170	$ 672,874	$ 2,463,992	$ 3,785,362

FY 2008 REVENUES AND EXPENDITURES

Revenues by Type	General Fund	Water and Sewer Fund	Convention and Event Svcs. Fund
Property Taxes	$ 78,024,169	$ -	$ -
Sales Taxes	46,368,418	-	-
Hotel Occupancy and Other Taxes	1,428,550	-	5,071,500
Water Sales and Wastewater Charges	-	95,188,036	-
Franchise Fees	31,354,447	-	-
Licenses and Permits	4,768,408	-	-
Leases and Rents	4,731,864	-	-
Fines and Forfeitures	9,991,920	-	-
Service Charges and Recreational Program	12,077,304	5,741,500	2,519,000
Interest and Miscellaneous Revenues	4,333,997	1,629,950	-
Total FY 2008 Revenues	$ 193,079,077	$ 102,559,486	$ 7,590,500

Expenditures by Classification			
Salaries and Benefits	$ 153,157,070	$ 14,220,515	$ 2,162,404
Supplies, Maintenance, and Training	39,180,055	71,112,951	3,803,013
Capital Outlays	2,542,860	835,840	-
Total FY 2008 Expenditures	$ 194,879,985	$ 86,169,306	$ 5,965,418

FY 2008 REVENUES AND EXPENDITURES

Park Performance Fund	Street Maintenance Fund	Debt Service Fund	Totals
$ -	$ -	$ 34,803,735	$ 112,827,904
-	11,592,104	-	57,960,522
-	-	-	6,500,050
-	-	-	95,188,036
-	-	-	31,354,447
-	-	-	4,768,408
-	-	-	4,731,864
-	-	-	9,991,920
8,804,899	-	-	29,142,703
-	237,000	-	6,200,947
$ 8,804,899	$ 11,829,104	$ 34,803,735	$ 358,666,801

$ 6,619,453	$ 3,343,076	$ -	$ 179,502,518
4,255,850	10,489,443	37,664,584	166,505,896
135,000	-	-	3,513,700
$ 11,010,303	$ 13,832,518	$ 37,664,584	$ 349,522,114

2008 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 2008 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 2008 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 2008.

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 45.

General Fund Summaries

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 2008, General Fund revenues and transfers are budgeted at $194,901,918 and expenditures are budgeted at $194,879,985.

GENERAL FUND
FY 2008 OPERATING POSITION

Funding Source / Use	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Revenues			
Taxes	$ 120,062,284	$ 121,251,858	$ 125,821,137
Franchise Fees	31,330,358	30,421,160	31,354,447
Service Charges	12,066,993	12,181,528	12,077,304
Fines & Forfeitures	10,093,003	8,128,847	9,991,920
Licenses & Permits	4,673,444	4,401,900	4,768,408
Leases & Rents	4,732,155	4,671,799	4,731,864
Miscellaneous	3,769,786	4,863,946	4,333,997
Total Revenues	$ 186,728,023	$ 185,921,038	$ 193,079,077
Interfund Transfers			
Indirect Costs	$ 2,672,080	$ 2,672,080	$ 3,735,839
Support for Other Funds	(3,117,907)	(3,060,682)	(6,684,241)
One-Time Funds	5,776,312	5,776,312	4,771,244
Total Interfund Transfers	$ 5,330,485	$ 5,387,710	$ 1,822,842
Total Available Funds	$ 192,058,508	$ 191,308,748	$ 194,901,918
Expenditures			
Neighborhood Services	$ 138,017,841	$ 137,630,069	$ 138,471,485
Community and Economic Developm	7,370,597	7,061,289	7,357,737
Capital Investment	17,725,822	17,491,468	18,561,214
Strategic Support	23,251,067	22,740,716	24,409,398
Policy Administration	5,666,770	5,574,307	6,080,150
Total Expenditures	$ 192,032,097	$ 190,497,850	$ 194,879,985
Ending Balance	$ 26,411	$ 810,898	$ 21,933

General Fund Revenues

General Fund revenue classifications range from Taxes (primarily Sales and Property), which comprise 65.2 percent of General Fund revenues, to Miscellaneous, which comprise 2.2 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 2008 is $0.6480 per $100 valuation. Of this tax rate, 68.9 percent, or $0.4467, would be used for General Fund activities. The remaining 31.1 percent, or $0.2013, would be used for debt service. Property tax revenue for FY 2008 is estimated to be $78,024,169 from the total tax base of $17,466,794,066. The General Fund's portion of the sales tax rate is 1 percent. Sales tax revenue for FY 2008 is estimated at $46,368,418. This is a four percent increase from the FY 2007 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 16.2 percent of General Fund revenues. The largest of these is the Electric Franchise Fee, at $12,637,450. Other Franchise Fees include the Telephone, Water, Cable Television, and Gas utilities and royalties from the Landfill.

- **Service Charges**
  Service Charges account for 6.3 percent of General Fund revenues, at $12,077,304. These fees are charged by the City for the use of City facilities or services. This includes selected parks 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 5.2 percent of General Fund revenue, at $9,991,920. Municipal Court fines account for 87 percent of Fines and Forfeitures, at $8,691,650. Licenses and Permits account for 2.5 percent of General Fund revenue, and include development-related permits such as building, mechanical, electrical and plumbing permits, and certificates of occupancy. Also included in this category are health and safety items such as fire and child care permits. Total revenue for this category is $4,768,408. Leases and Rents are estimated at $4,731,864, 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 $1.8 million are the two largest revenues sources. The final revenue category is Miscellaneous at $4,333,997, or 2.2 percent.

Interfund Transfers

Interfund transfers for FY 2008 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 $3,735,839 for FY 2008. Support for other funds includes amounts paid by the General Fund to the Special Transit Fund ($816,380), Parks Performance Fun ($2,458,041), Arlington Public Finance Authority (APFA) ($845,000), 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, Workforce 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
City Attorney

Jay Doegey, JD, City Attorney

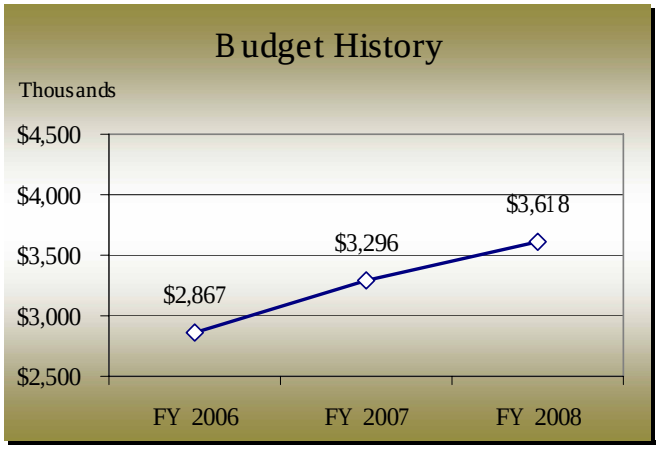
The City Attorney's Office provides legal counsel and advice to the Mayor, members of the City Council, and all departments of the City. The City Attorney's Office is responsible for representing the City of Arlington in lawsuits brought by and against the City in county, district, and federal courts 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.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	33	37	37
Personnel Services	$ 2,664,809	$ 2,945,061	$ 3,198,826
Operating Expenses	186,665	310,192	419,023
Capital Outlay	-	-	-
TOTAL	$ 2,851,474	$ 3,255,253	$ 3,617,849

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

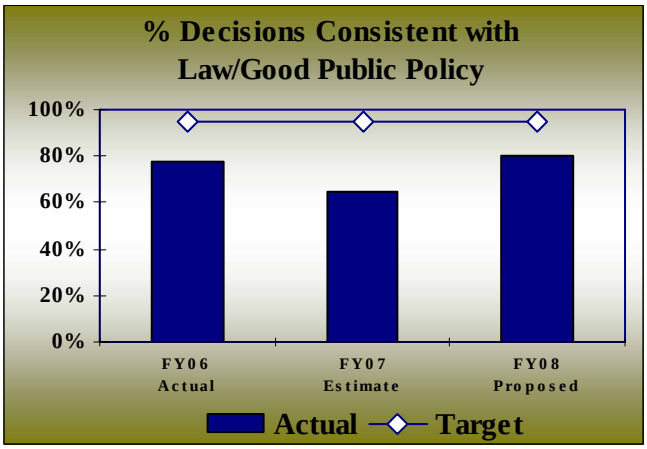
Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

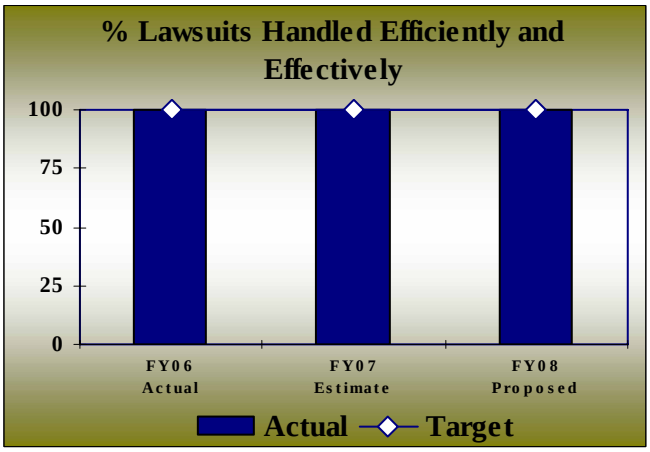
Description	One-Time	Recurring
Electronic discovery consultants	$ 20,000	
Nuisance abatement study	$ 30,000	
Totals:	$ 50,000	$ -

City Attorney's Office Expenditures

	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 716,609	$ 904,678	$ 895,869	$ 1,003,000
Litigation	690,128	772,994	762,707	879,299
Municipal Law	587,383	657,913	649,157	706,255
Citizen Services	857,354	960,301	947,521	1,029,294
TOTAL	$ 2,851,474	$ 3,295,886	$ 3,255,253	$ 3,617,849

Program Performance Measures





Policy Administration

City Manager's Office

Jim Holgersson, City Manager

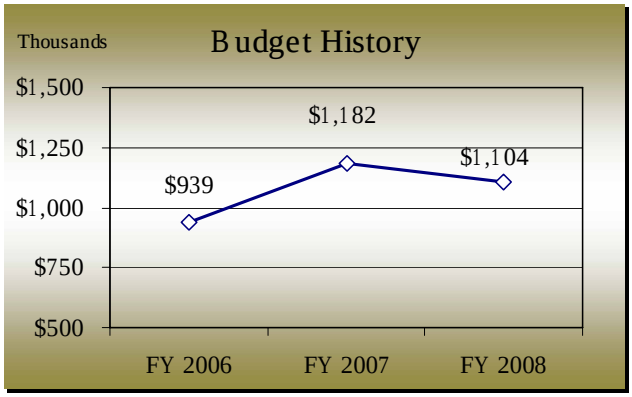
The City Manager's Office is responsible for professional management through the direction, administration, and execution of City policy. The City Manager, appointed by the City Council, is the Chief Executive Officer of the City. The City organization is divided into four groups: Neighborhood Services,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

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	5	6	6
Personnel Services	$ 769,287	$ 1,012,508	$ 1,007,066
Operating Expenses	102,941	144,438	96,905
Capital Outlay	-	-	-
TOTAL	$ 872,228	$ 1,156,946	$ 1,103,972

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.



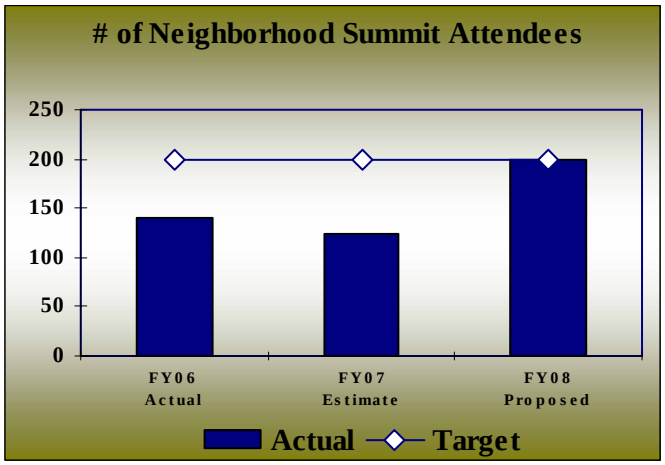
Budget Highlights

Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Neighborhood Initiatives program		$ 20,000
Totals:	$ -	$ 20,000

City Manager's Office Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Office of Mayor & Council	$ 62,136	$ 46,466	$ 42,885	$ 46,466
City Manager's Office	810,092	829,917	894,061	862,735
Neighborhood Initiatives	-	305,744	220,000	194,770
TOTAL	$ 872,228	$ 1,182,127	$ 1,156,946	$ 1,103,972

Program Performance Measures



Policy Administration
City Auditor

Patrice Randle, City Auditor

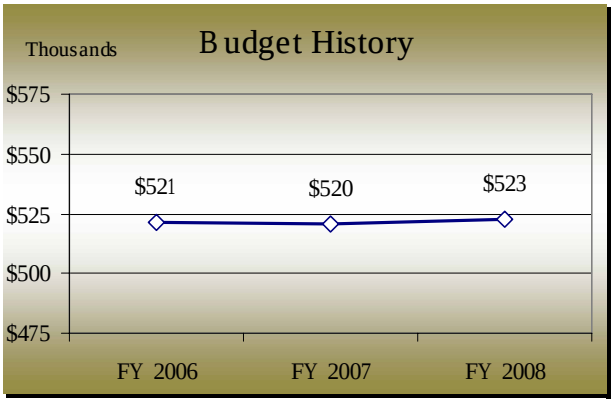
The City Auditor is an officer appointed by the City Council. The City Auditor's Office is responsible for conducting financial, compliance, contract/vendor, information systems and tax audits. The City Auditor's Office also plays a critical role in performance audits, and occasionally performs special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

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Positions	6	6	6	6
Personnel Services	$ 445,111	$ 496,563	$ 429,995	$ 499,516
Operating Expenses	22,735	23,846	24,071	23,337
Capital Outlay	-	-	-	-
TOTAL	$ 467,846	$ 520,409	$ 454,066	$ 522,853

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 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit.

Policy Administration
Judiciary

Stewart Milner, JD, Judge

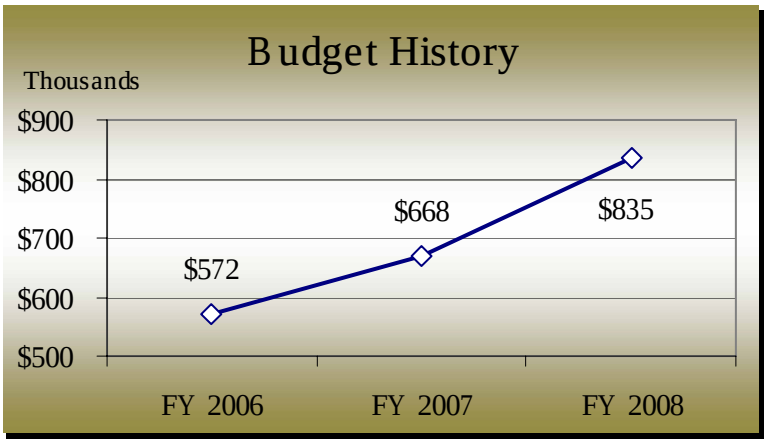
The Municipal Court Judiciary provides a number of services to citizens and other departments of the City. The primary function of the City of Arlington Judiciary is the administration of justice in the Arlington Municipal Court. The main focus of this administration of justice includes the adjudication of Class "C" misdemeanor cases. Additionally, responsibilities include the issuance of felony and misdemeanor arrest warrants, issuance of search and inspection warrants, issuance of emergency mental commitment warrants, and the arraignment or magistration of all prisoners arrested in the City of Arlington.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Positions	4	4	5	5
Personnel Services	$ 563,042	$ 611,860	$ 673,670	$ 729,784
Operating Expenses	32,300	56,488	34,372	105,692
Capital Outlay	-	-	-	-
TOTAL	$ 595,342	$ 668,348	$ 708,042	$ 835,476

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 2008 Budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. Additionally a mid-year budget amendment in FY 2007 added a new judge position. This position is fully funded in FY 2008.

Neighborhood Services
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

Department programs include Administration, Animal Services, Code Enforcement, Environmental Health Inspections, Operations Support, Grants Management, Housing Assistance, and Handitran.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Budgeted FY 2007	Adopted FY 2008
Authorized Positions	72	77	77
Personnel Services	$ 4,136,709	$ 4,341,404	$ 4,675,014
Operating Expenses	1,391,776	1,467,096	1,492,708
Capital Outlay	146,206	143,778	82,750
TOTAL	$ 5,674,691	$ 5,952,278	$ 6,250,472

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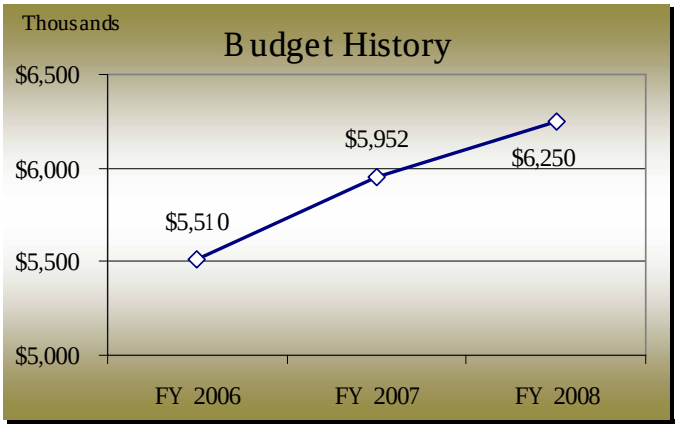


Budget Highlights

Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

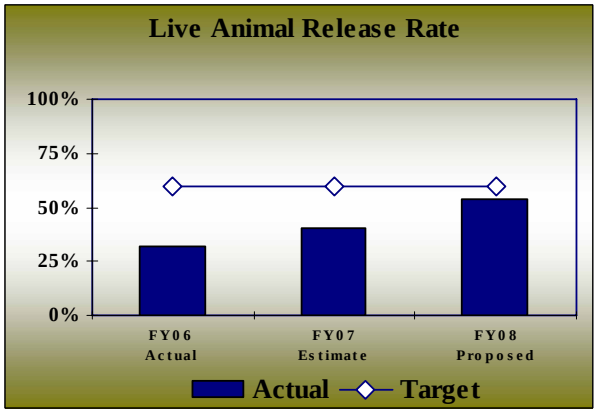
Description	One-Time	Recurring
4 Code Enforcement Officers / 1 Veterinarian	$ 79,000	$ 304,000
Totals:	$ 79,000	$ 304,000

Community Services Expenditures

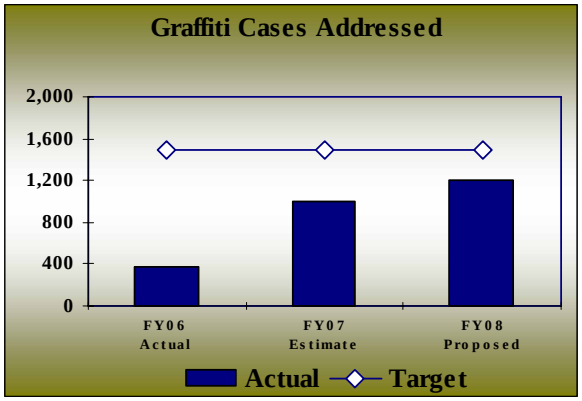
	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Animal Services	$ 1,147,599	$ 1,206,028	$ 1,163,395	$ 1,371,235
Code Enforcement	1,852,908	1,950,568	1,878,944	2,384,231
Environmental Health	597,511	628,986	605,852	641,837
Operations Support	656,930	689,816	664,693	537,987
Administration	993,442	1,041,066	1,015,808	1,038,316
Transit Support	426,301	435,815	435,625	276,866
TOTAL	$ 5,674,691	$ 5,952,278	$ 5,764,317	$ 6,250,472

Program Performance Measures

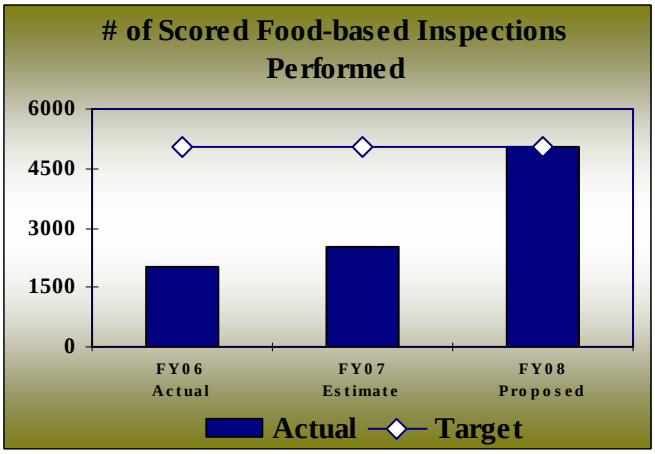
Animal Services



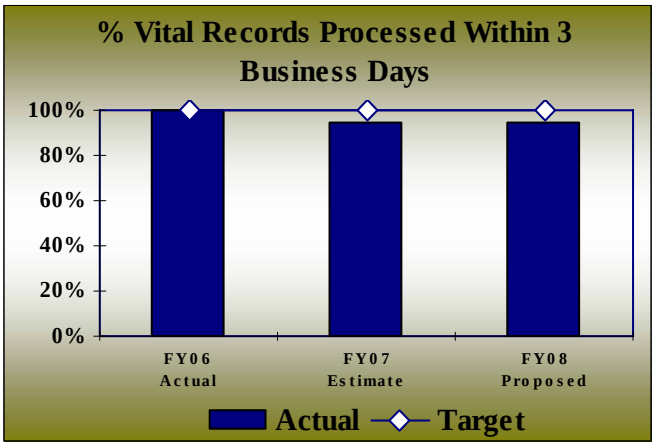
Code Enforcement



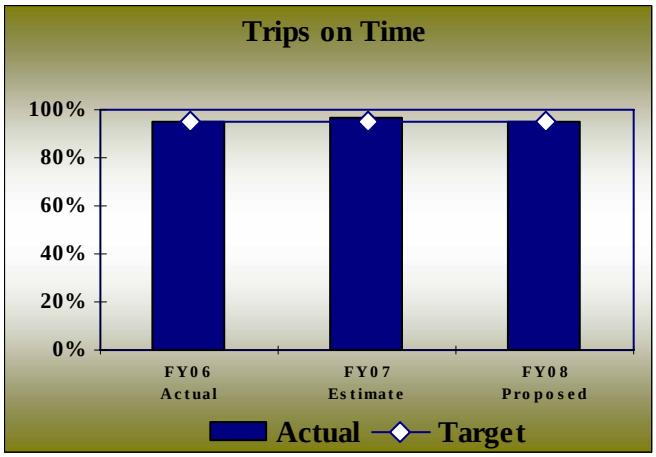
Environmental Health



Operations Support



Transit Support



Neighborhood Services
Fire Department

Robin Paulsgrove, Fire Chief

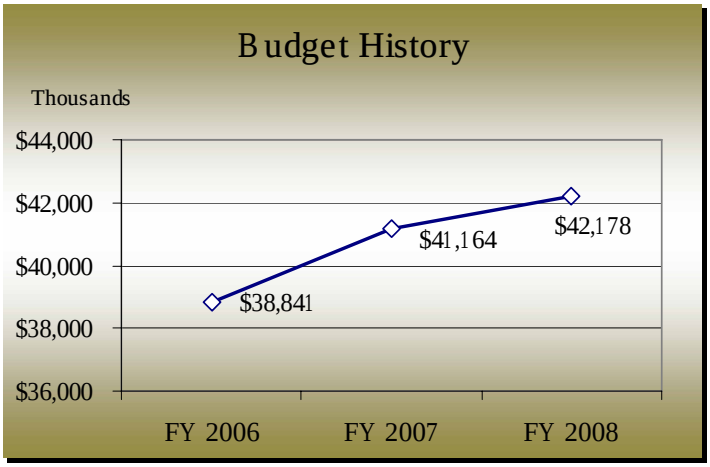
The Fire Department is responsible for fire prevention, fire suppression, rescue, hazardous materials mitigation, emergency medical services, and emergency management coordination. The department also monitors the performance of the ambulance contractor. The mission of the department is to maintain a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

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	403	407	411
Personnel Services	$33,315,287	$35,041,644	$36,282,014
Operating Expenses	3,557,168	4,198,242	4,212,154
Capital Outlay	1,559,688	1,681,900	1,684,240
TOTAL	$38,432,143	$40,921,786	$42,178,408

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

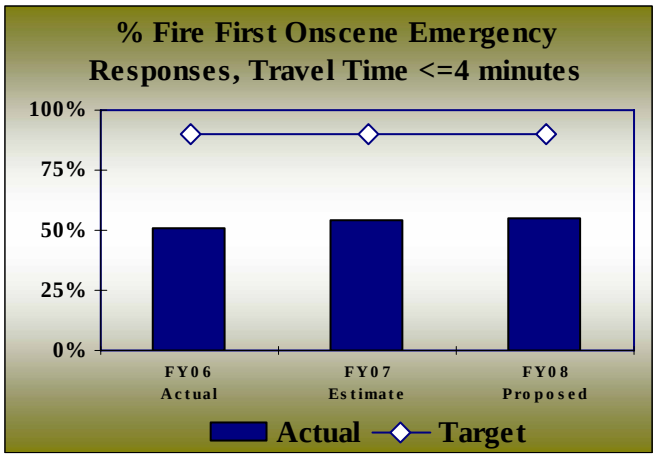
Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Additional ready reserve engine	$ 50,000	
Fire Engine Upgrade - Quint	$ 220,000	
6 Firefighters		$ 355,646
Totals:	$ 270,000	$ 355,646

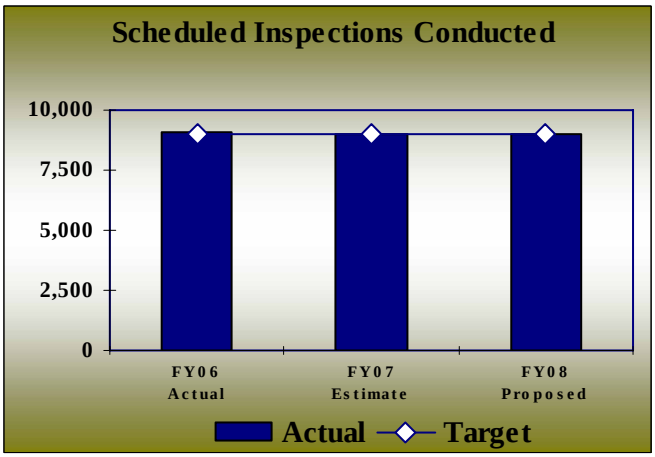
Fire Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 2,084,552	$ 2,388,193	$ 2,379,826	$ 2,344,250
Business Services	447,560	477,987	474,950	488,584
Operations	26,617,002	27,906,343	28,063,096	28,781,231
Prevention	963,766	1,026,214	1,019,465	1,045,537
Medical Services	366,282	391,740	389,207	399,457
Training	534,224	570,508	567,190	581,352
Resource Management	1,096,300	1,266,802	1,264,988	1,254,447
Emergency Management	282,229	304,020	302,000	310,483
Dispatch	6,040,229	6,831,833	6,461,064	6,973,068
TOTAL	$ 38,432,143	$ 41,163,639	$ 40,921,786	$ 42,178,408

Program Performance Measures

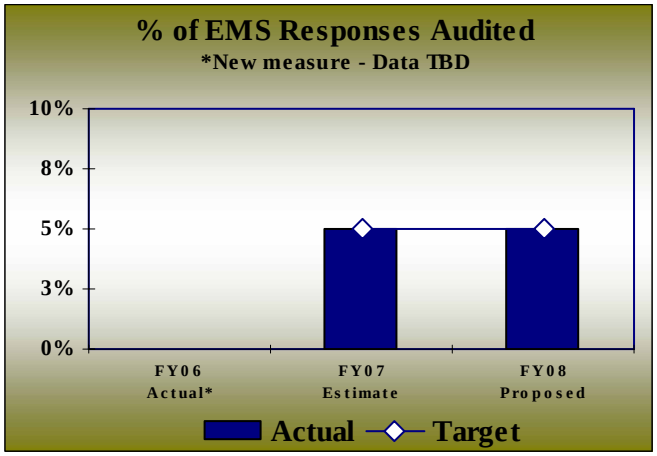
Operations



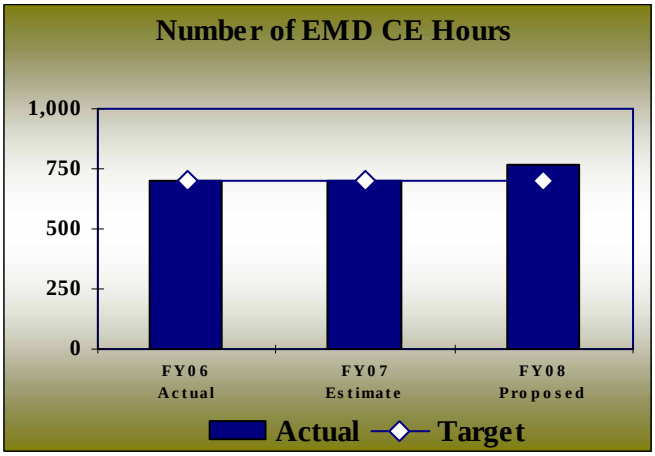
Prevention



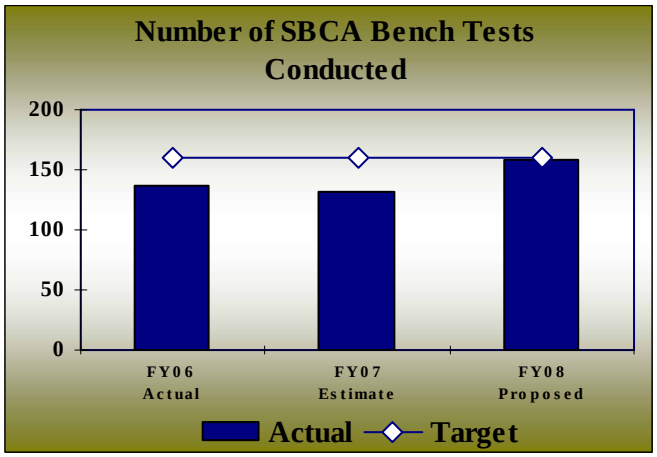
Medical Services



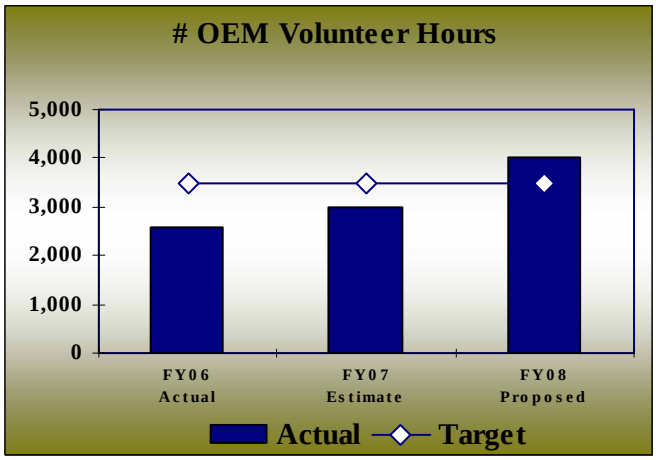
Training



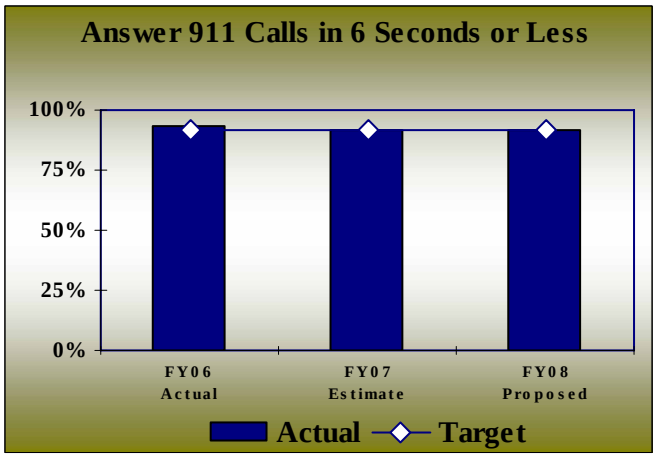
Resource Management



Emergency Management



Dispatch



Neighborhood Services
Libraries

Cary Siegfried, Director

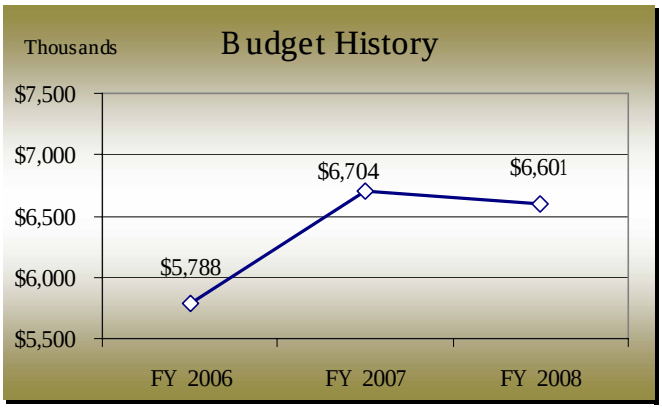
The Library Services Department is responsible for providing library services, equipment and collections for the citizens of Arlington, including materials for all ages, in a variety of languages and formats. Principal library services include public computing, reference and research expertise, information 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.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	64	71	71
Personnel Services	$3,974,352	$4,565,341	$4,708,982
Operating Expenses	1,853,219	2,064,458	1,891,717
Capital Outlay	-	-	-
TOTAL	$5,827,571	$6,629,799	$6,600,699

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 *following page shows the change in budgeted amounts over three years.*



Budget Highlights

Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Library Security		$ 11,662
Totals:	$ -	$ 11,662

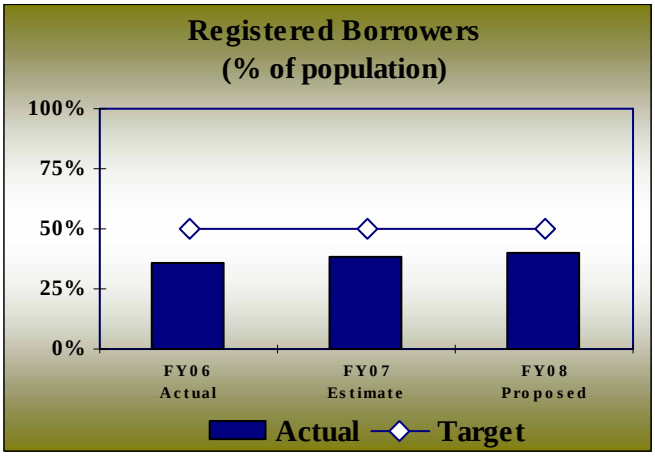
Library Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 636,735	$ 720,215	$ 719,555	$ 699,998
Branch Services	2,314,578	2,712,270	2,651,294	2,702,971
Bibliographic Services	1,232,439	1,373,364	1,386,254	1,314,107
Electronic Services	532,925	608,254	604,613	595,442
Central Library Services	1,110,893	1,289,482	1,268,083	1,288,182
TOTAL	$ 5,827,571	$ 6,703,585	$ 6,629,799	$ 6,600,699

The number of Library materials per capita is considered a measure of success. Collection development is periodically accomplished through the Capital Improvement program which includes General Obligation Bonds and Certificates of Obligation. The following is the capital project that Libraries are planning to accomplish during FY 2008.

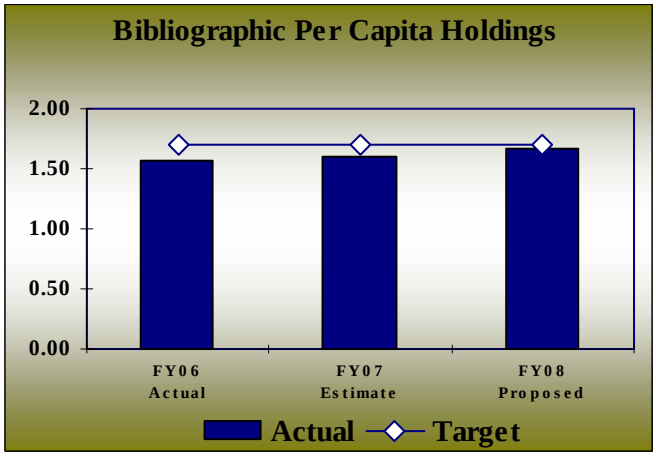
Library CIP		
PROJECT	G.O.	C.O.
LIB-002: Collection Development	$ 500,000	$ -
Total	$ 500,000	$ -

Program Performance Measures

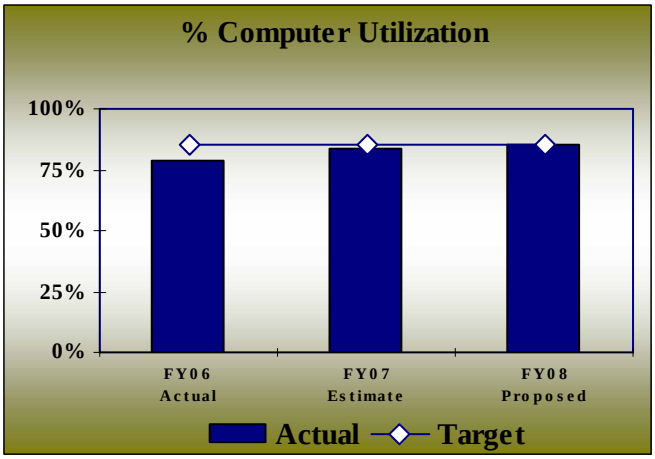
Branch Services



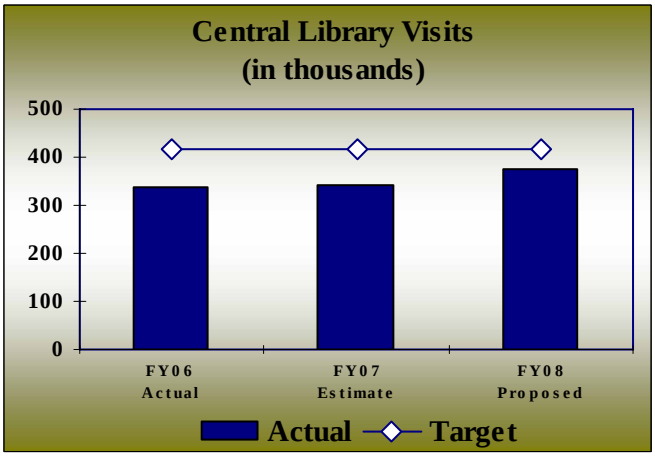
Bibliographic Services



Electronic Services



Central Library



Neighborhood Services
Parks and Recreation

Pete Jamieson, Director

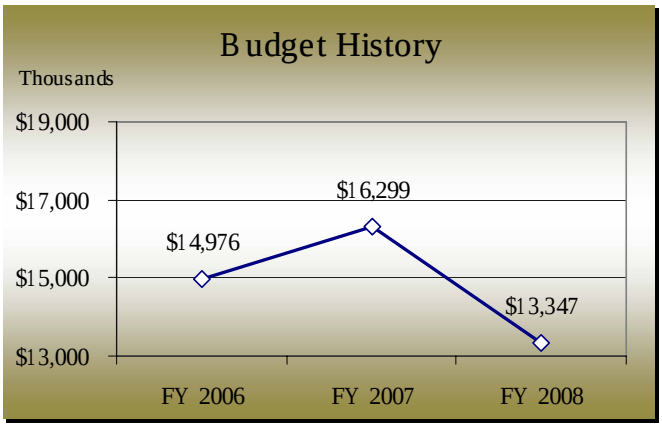
The Parks and Recreation Department is responsible for the majority of the City's leisure service programs and resources. The mission of the department is to provide quality facilities and services that are responsive to a diverse community and sustained with a focus on partnerships, innovation and environmental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

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	125	130	117
Personnel Services	$ 7,537,625	$ 8,154,168	$ 6,460,707
Operating Expenses	7,272,022	7,899,909	6,729,149
Capital Outlay	60,000	225,000	157,000
TOTAL	$14,869,647	$16,279,077	$13,346,857

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 years.



Budget Highlights

In FY 2008, several parks programs and eighteen employees are transferring from the General Fund to the Parks Performance Fund. The General Fund will transfer an equivalent amount of support for these programs in the form of an interfund transfer. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Parks and Municipal Property Maint/LEAF		$ 378,000
Parks Vehicles	$ 82,000	
Totals:	$ 82,000	$ 378,000

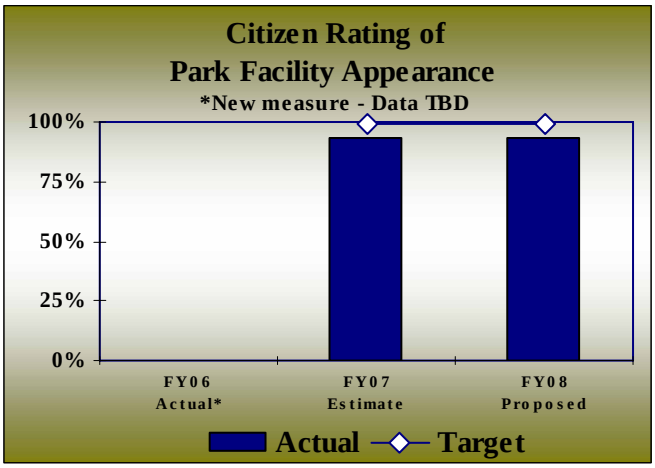
Parks and Recreation Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
North District	$ 1,216,433	$ 1,328,641	$ 1,317,748	$ 1,063,768
Central District	1,212,140	1,321,404	1,313,408	1,080,228
South District	1,235,198	1,348,791	1,338,118	1,116,280
Sports Field Maintenance	2,699,806	2,940,116	2,925,733	2,398,367
Streetscaping	2,152,528	2,317,902	2,335,854	2,017,696
Asset Management	1,766,463	2,074,599	2,074,427	1,678,808
Planning	1,241,383	1,339,824	1,346,372	1,088,576
Administration	2,877,617	3,113,312	3,120,685	2,508,885
Business Services	468,081	514,005	506,732	394,249
TOTAL	$ 14,869,647	$ 16,298,595	$ 16,279,077	$ 13,346,857

The Parks Department is responsible for development of parks 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 Parks is planning to accomplish during FY 2008.

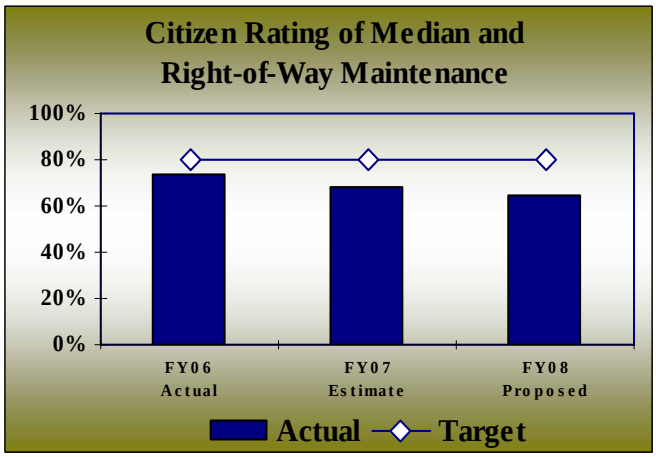
Parks CIP		
PROJECT	G.O.	C.O.
Bowman Branch Acquisition	$ 180,000	
Bowman Branch Trail Connection	1,190,000	
Clarence Thompson Park	150,000	
Cravens Park	400,000	
Lynn Creek Trail Connection	200,000	
OS Gray Park	200,000	
Park Partnership Funds	80,000	
River Legacy Parks	400,000	
Thora Hart Park	50,000	
Treepoint Park	675,000	
Wimbledon Park	300,000	
Total	$ 3,825,000	$ -

Program Performance Measures

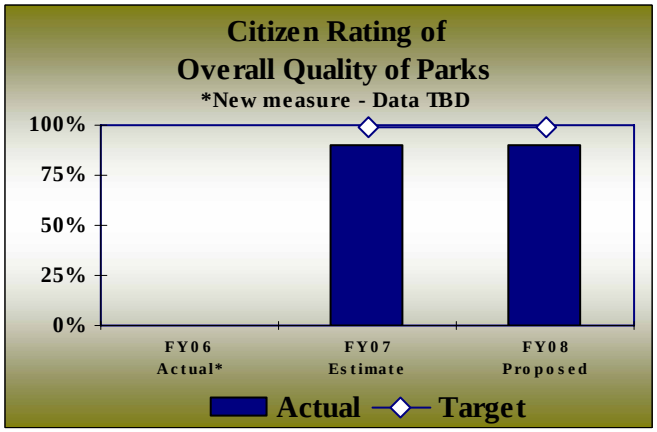
Parks Maintenance



Streetscaping



Planning



Neighborhood Services
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.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	745	768	780
Personnel Services	$55,972,896	$58,834,100	$63,005,258
Operating Expenses	5,993,267	7,293,591	6,607,521
Capital Outlay	-	1,907,400	482,270
TOTAL	$61,966,163	$68,035,091	$70,095,049

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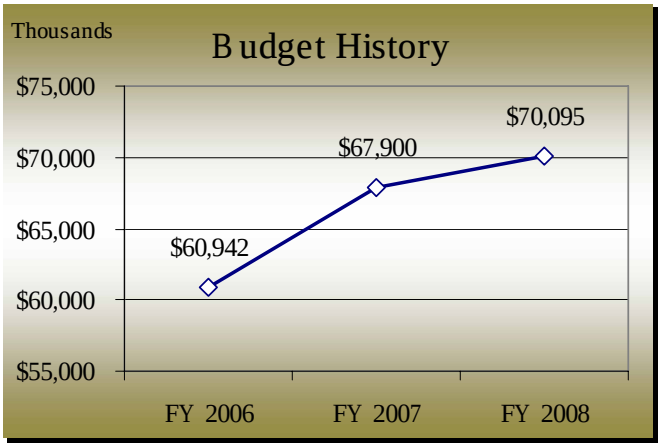


Budget Highlights

Increases in the FY 2008 Budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
12 Police Officers	$ 214,000	$ 854,000
Police Automated License Plate Recognition	$ 93,500	
Electronic Fingerprinting	$ 183,000	
Totals:	$ 490,500	$ 854,000

Police Expenditures

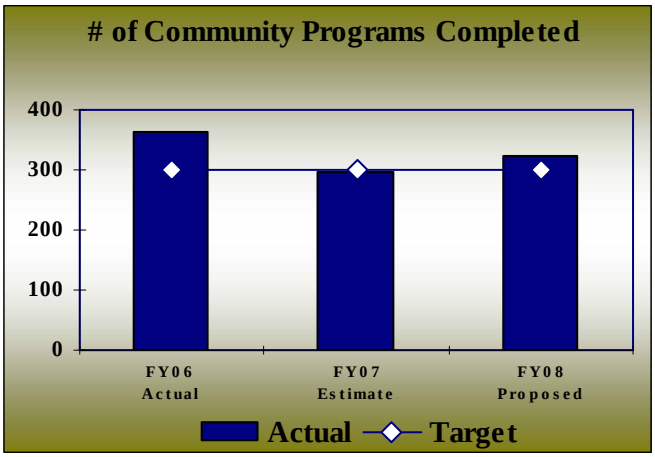
	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Community Affairs	$ 2,867,735	$ 3,017,169	$ 3,018,968	$ 3,171,790
Investigations	8,578,144	9,104,385	9,119,556	9,667,094
Jail Operations	2,831,144	3,985,741	3,990,273	3,127,458
Operations Support	5,076,234	5,524,248	5,529,455	5,616,675
Patrol	32,330,247	34,774,447	34,795,211	37,217,455
Personnel	1,758,007	1,878,494	1,880,518	1,960,193
Administration	3,840,573	4,510,372	4,571,248	4,175,992
Business Services	4,684,080	5,104,888	5,129,863	5,158,393
TOTAL	$ 61,966,163	$ 67,899,744	$ 68,035,091	$ 70,095,049

Police CIP

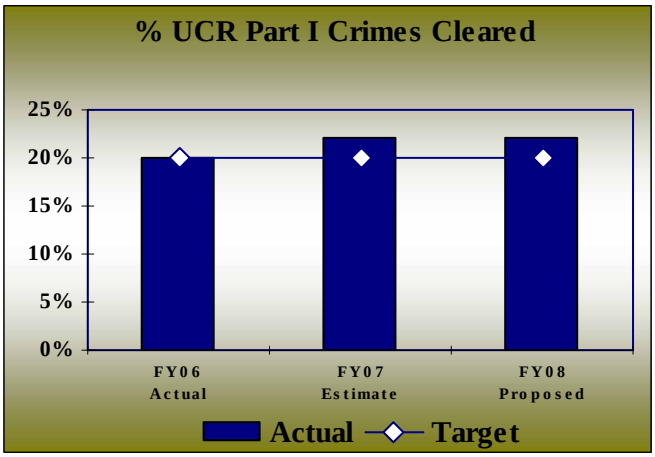
PROJECT	G.O.	C.O.
South Arlington Public Safety Center	$ -	$ 500,000
Total	$ -	$ 500,000

Program Performance Measures

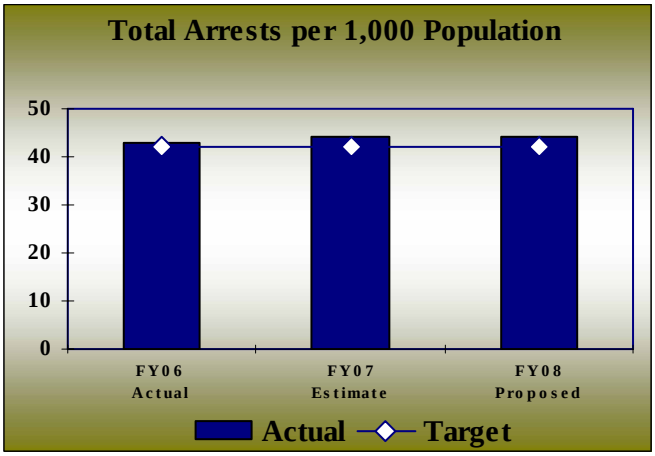
Community Affairs



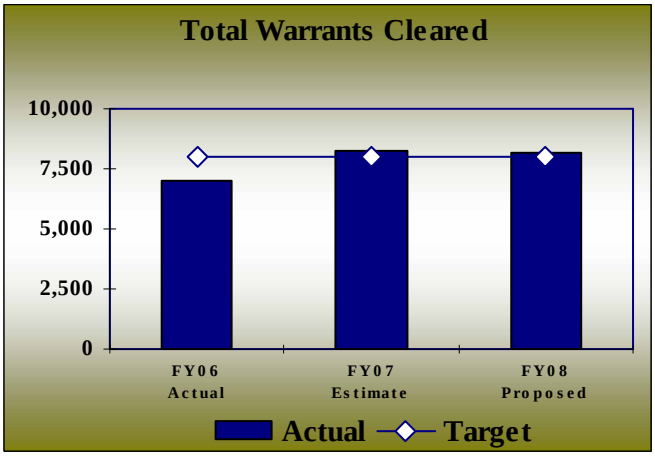
Investigations



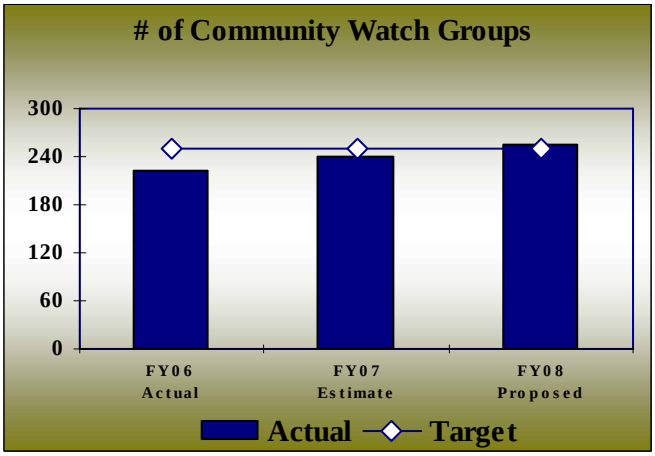
Jail Operations



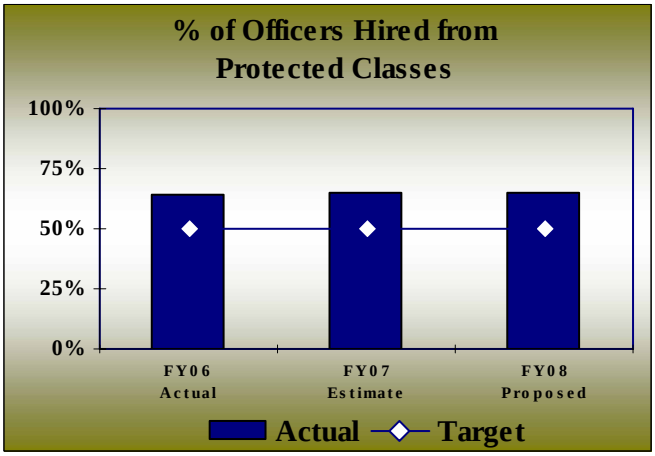
Operations Support



Patrol



Personnel



Economic Development
Aviation

Bob Porter, Manager

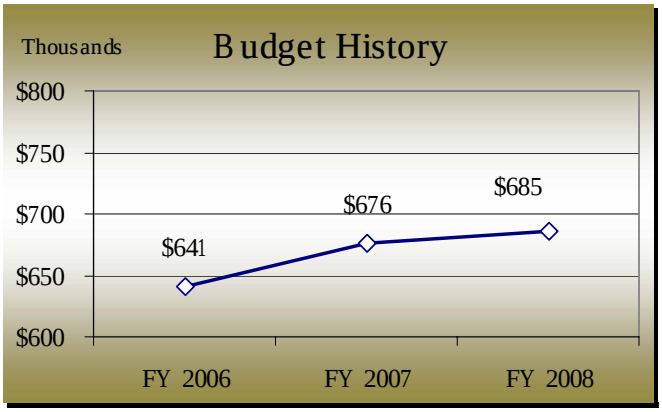
Aviation is responsible for all maintenance and operations related to the Arlington Municipal Airport. The primary tasks performed by Aviation include land lease activities, terminal building office leasing, airport security, maintenance of the City-owned buildings, airport grounds, runway, taxiways, aircraft parking areas, and airport lighting and marking. Additionally, Aviation 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 aviation related businesses, airport tenants, citizens, civic groups, and other public agencies to promote the economic development of the airport.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	8	8	8
Personnel Services	$ 494,900	$ 514,522	$ 504,653
Operating Expenses	160,057	166,117	180,835
Capital Outlay	-	-	-
TOTAL	$ 654,957	$ 680,639	$ 685,488

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

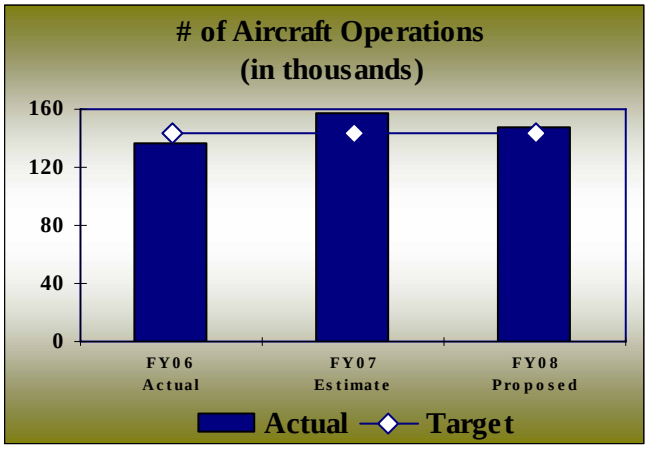
Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit.

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 2008.

Aviation CIP		
PROJECT	G.O.	C.O.
Itinerant Aircraft Parking Apron	$ -	$ 335,000
Total	$ -	$ 335,000

Program Performance Measures

Aviation



Economic Development

Community Development and Planning

James F. Parajon, AICP, Director

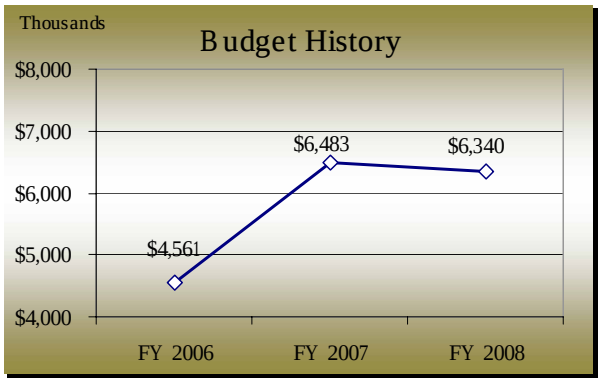
The Community Development and Planning Department strives to enhance Arlington's quality of life by guiding the economic development activities of the city to ensure safe, sound construction of buildings and structures. The Department is centered on two key functional areas – the One Start Development Center and Strategic Planning. The One Start Center provides a customer with assistance in permitting, building inspection and plan review, as well as expertise in water utilities, health, public works and fire inspection. The Strategic Planning Division prepares comprehensive and special plans, design standards, and targeted studies to guide sustainable growth in the city. The department's demographic, mapping, information systems, and administrative support are also found in this group.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	55	69	71
Personnel Services	$ 3,176,041	$ 4,349,903	$ 5,017,616
Operating Expenses	917,386	1,784,803	1,322,305
Capital Outlay	139,397	44,300	-
TOTAL	$ 4,232,824	$ 6,179,006	$ 6,339,921

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

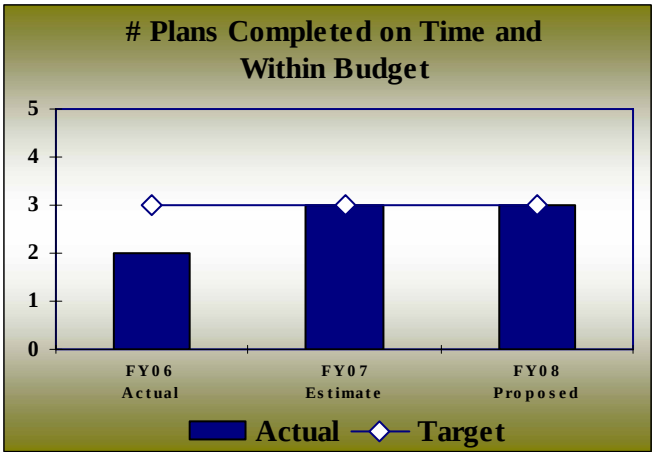
The decrease in the FY 2008 budget is attributable to one-time funding in FY 2007. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Housing Strategy	$ 75,000	
New signs for Downtown	$ 50,000	
Totals:	$ 125,000	$ -

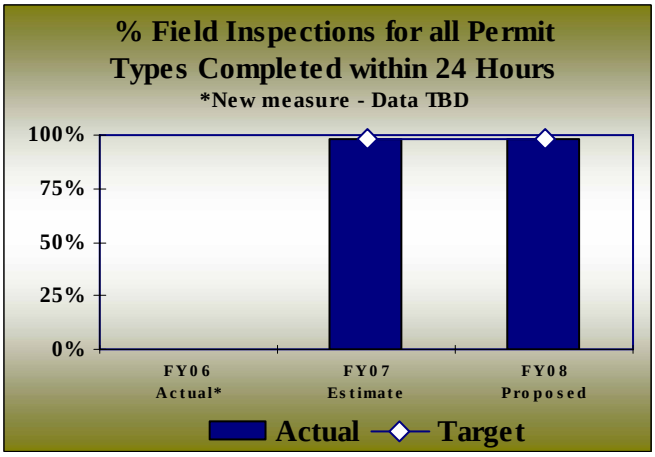
Community Development and Planning Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 444,084	$ 719,943	$ 695,832	$ 662,174
Strategic Planning	1,212,771	1,643,535	1,544,869	1,788,337
Development Services	2,575,969	4,119,947	3,938,305	3,889,410
TOTAL	$ 4,232,824	$ 6,483,425	$ 6,179,006	$ 6,339,921

Program Performance Measures

Strategic Planning



Development Services



Economic Development

Economic Development

Robert Sturns, Director

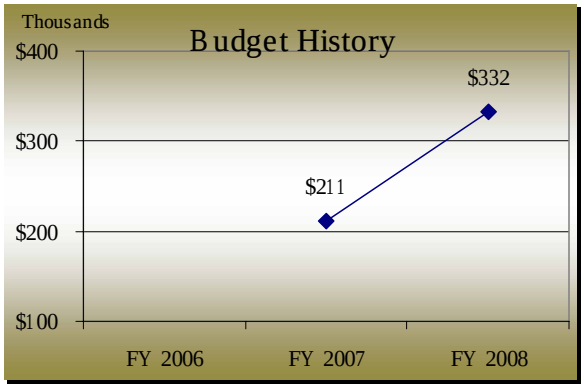
The City of Arlington has developed a new economic development strategy, called Champion Arlington, which will strengthen the community's competitive future by creating an environment and customer service spirit that attracts new residents, consumer spending, quality investment and job creation. The 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.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	0	3	3
Personnel Services	$ -	$ 167,044	$ 309,468
Operating Expenses	-	$ 34,600	22,860
Capital Outlay	-	-	-
TOTAL	$ -	$ 201,644	$ 332,328

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 shows the change in budgeted amounts over three years.

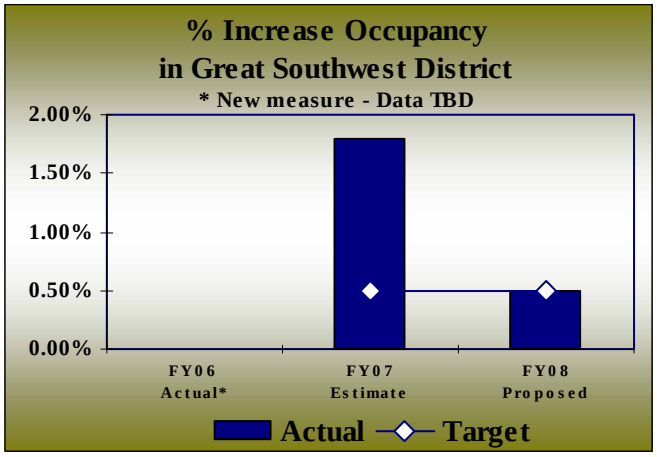


Budget Highlights

This Office was created in FY 2007. Increases in the FY 2008 Budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. Additionally, new positions that were only partially funded in FY 2007 are fully funded in FY 2008.

Program Performance Measures

Economic Development



Capital Investment
Environmental Services

Robert Byrd, Director

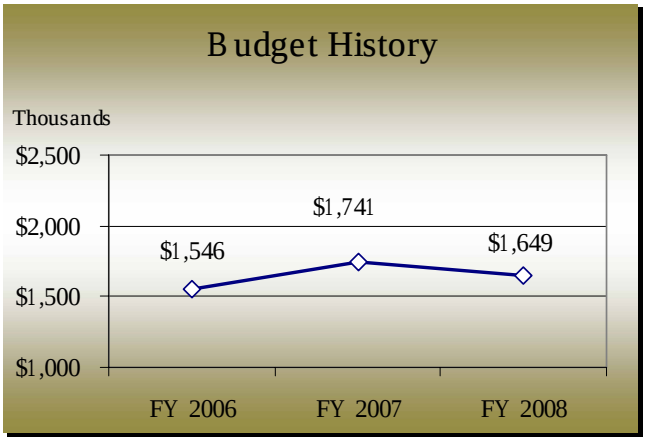
The Environmental Services Department includes the City's Storm Water Management division, the Solid Waste (Landfill) and Recycling programs, and the Fleet Services Fund. The goal in creating the department was to bring together programs designed to preserve and improve the quality of the natural environment 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, recycling, disposal of hazardous household materials, and City-wide clean-up events.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	10	10	10
Personnel Services	$ 894,419	$ 844,633	$ 838,385
Operating Expenses	557,490	736,980	810,936
Capital Outlay	-	-	-
TOTAL	$ 1,451,909	$ 1,581,613	$ 1,649,320

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 shows the change in budgeted amounts over three years.



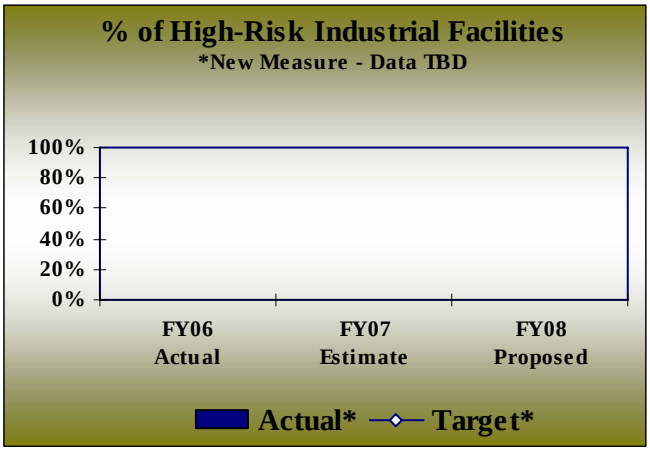
Budget Highlights

The decrease in the FY 2008 budget is attributable to one-time funds budgeted in FY 2007. The following additional resources were provided to address council priorities and other outcomes:

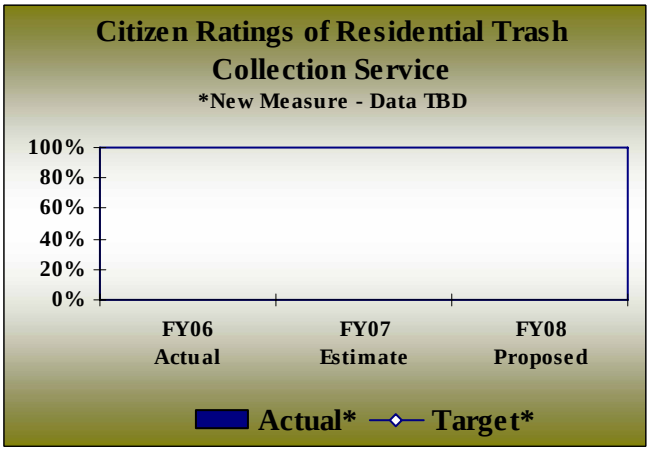
Environmental Services Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 304,404	$ 399,049	$ 305,115	$ 309,540
Storm Water Management	590,623	668,903	618,011	637,773
Solid Waste Operations	556,882	747,721	658,487	702,007
TOTAL	$ 1,451,909	$ 1,815,673	$ 1,581,613	$ 1,649,320

Program Performance Measures

Storm Water Management



Solid Waste



Capital Investment
Public Works and Transportation

Bob Lowry, Director

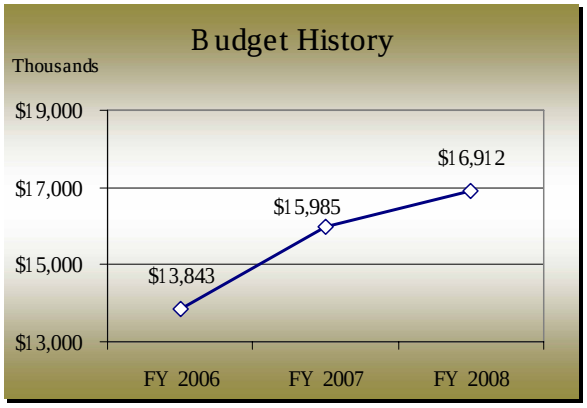
The Department of Public Works & Transportation is responsible for the design, construction, maintenance and operation of streets, traffic signals and street lights, construction and maintenance of storm water drainage facilities, property acquisition, and construction and construction and maintenance of city facilities. The mission of the department is "To enhance the quality of life and promote economic development of the City of Arlington by providing and maintaining quality infrastructure and continually improving mobility." 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 Support Services. The budget for the Streets and Drainage Division includes funds from the Street Maintenance Sales Tax and the General Fund.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	119	125	129
Personnel Services	$ 7,730,117	$ 8,411,510	$ 8,958,350
Operating Expenses	6,761,360	7,323,346	7,903,544
Capital Outlay	179,530	175,000	50,000
TOTAL	$14,671,007	$15,909,856	$16,911,894

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 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Traffic Technician		$ 52,000
Traffic Management Center		$ 150,546
Building Maintenance	$ 1,045,000	
Totals:	$ 1,045,000	$ 202,546

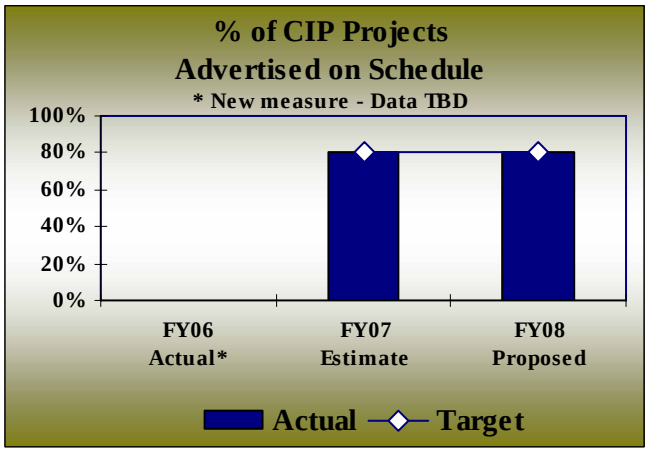
Public Works and Transportation Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 1,919,867	$ 2,094,975	$ 2,079,834	$ 1,998,507
Business Services	965,070	1,055,631	1,052,018	1,054,585
Construction Management	450,406	346,371	471,114	354,645
Custodial	498,712	543,728	538,995	508,882
Engineering CIP	780,941	852,335	851,419	979,597
Facility Repair Renovation	1,648,746	1,798,139	1,791,998	2,836,976
Inspections	1,228,392	1,340,711	1,340,068	1,381,752
Real Estate Services	336,810	367,612	366,275	365,892
School Safety	447,025	487,396	487,172	482,405
Storm Water Maintenance	300,066	452,036	326,248	329,371
Survey	192,147	209,540	209,405	215,153
Traffic Engineering	3,309,037	3,609,288	3,579,372	3,607,315
Traffic Operations - Signals	1,475,550	1,607,820	1,600,870	1,586,006
Traffic Operations - Signs	1,118,237	1,219,567	1,215,068	1,210,807
TOTAL	$ 14,671,007	$ 15,985,149	$ 15,909,856	$ 16,911,894

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 2008.

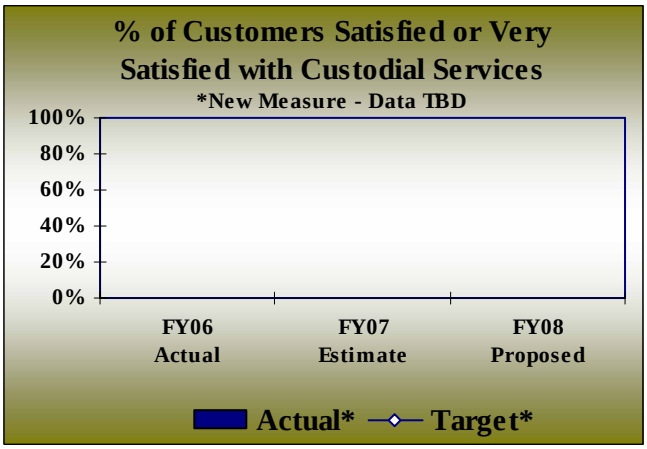
Public Works CIP				
PROJECT		G.O.		C.O.
Collins Street: Southeast Pkwy-Mansfield Webb	$	4,495,000		
Collins Street Additional Funding		2,335,000		
Construction Testing		500,000		
Development Participation Projects		250,000		
Direct Project Management Costs		1,500,000		
Green Oaks Blvd: Ballpark-East City Limits		3,625,000		
GSWID Street Improvements		2,050,000		
I-30 Bridges				2,500,000
Pleasant Ridge Additional Funding		1,000,000		
Residential Street Rebuild Program		2,500,000		
Residential/Safety Street Lighting		25,000		
Right-of-Way Protection		50,000		
Sidewalk Program		500,000		
Signal Rebuilds and Modifications		370,000		
Street Light Upgrades		785,000		
Traffic Signal Construction		345,000		
Total	$	20,330,000	$	2,500,000

Program Performance Measures

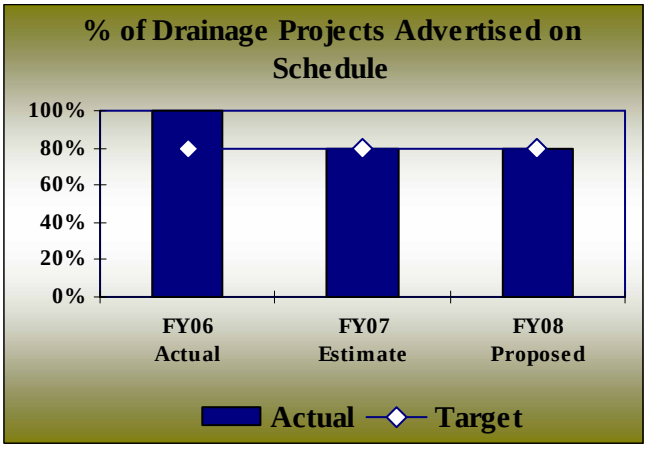
Construction Management



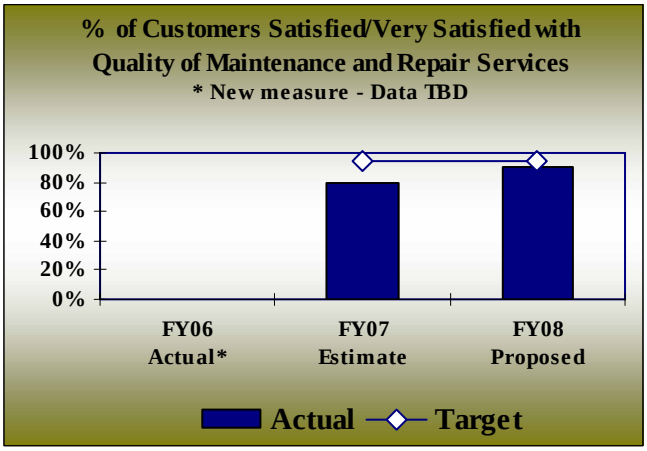
Custodial



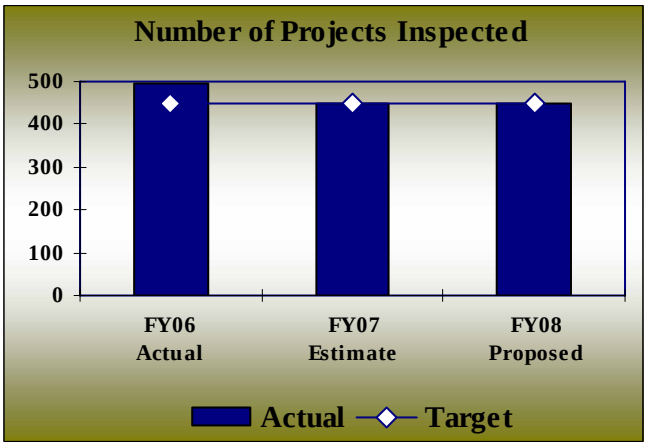
Engineering CIP



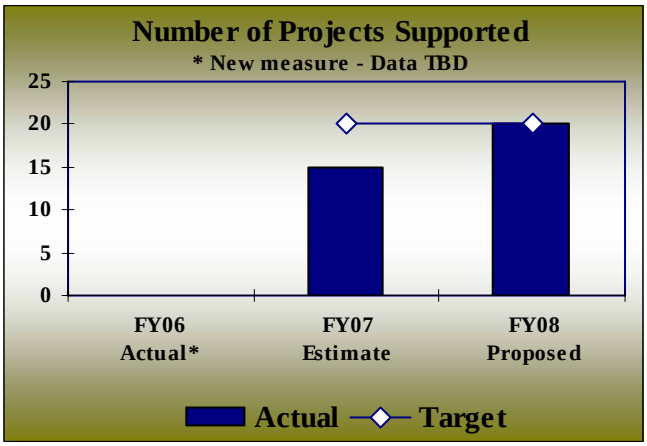
Facility Repair Renovation



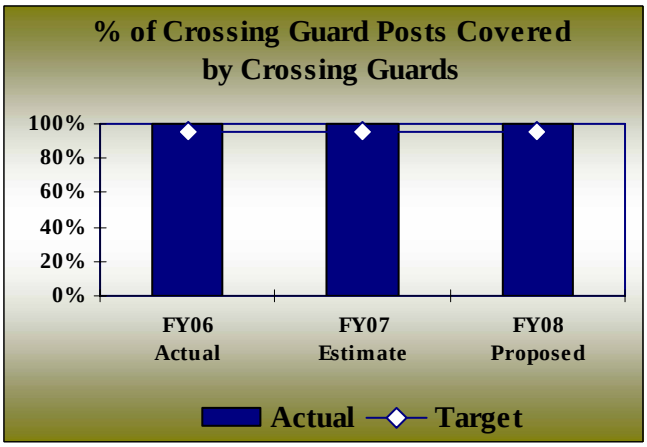
Inspections



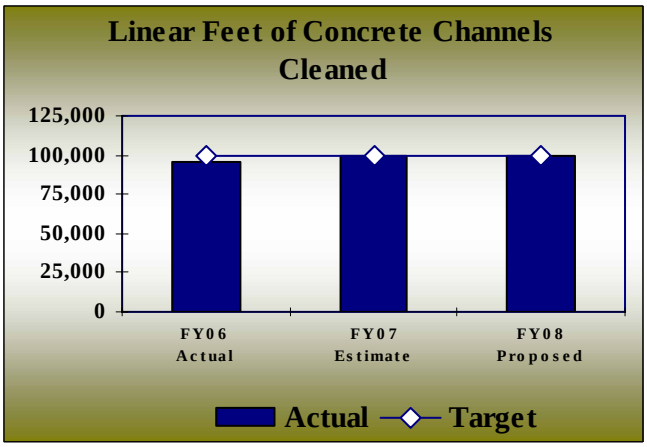
Real Estate



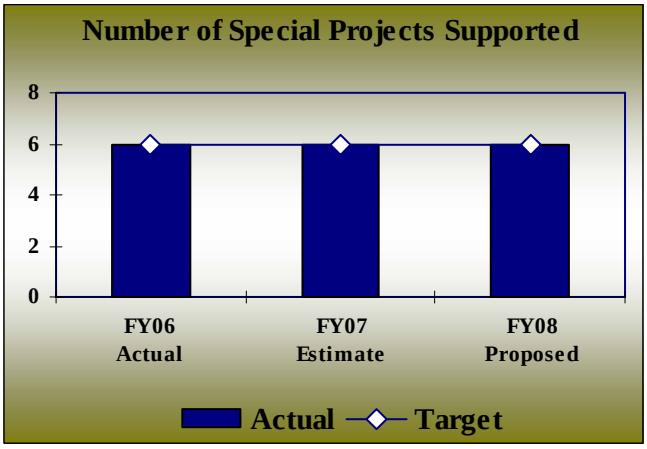
School Safety



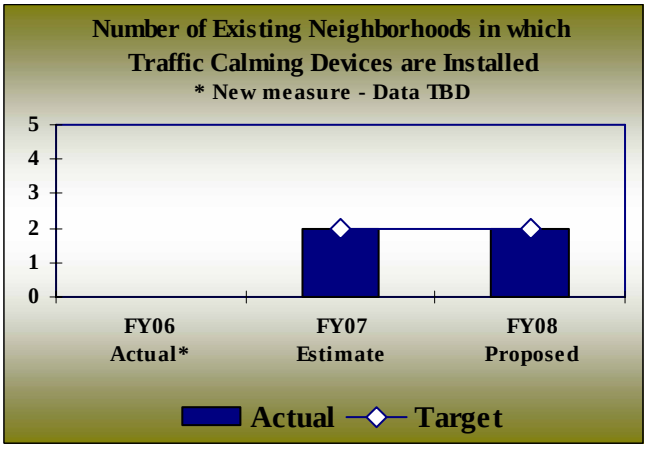
Storm Water Maintenance



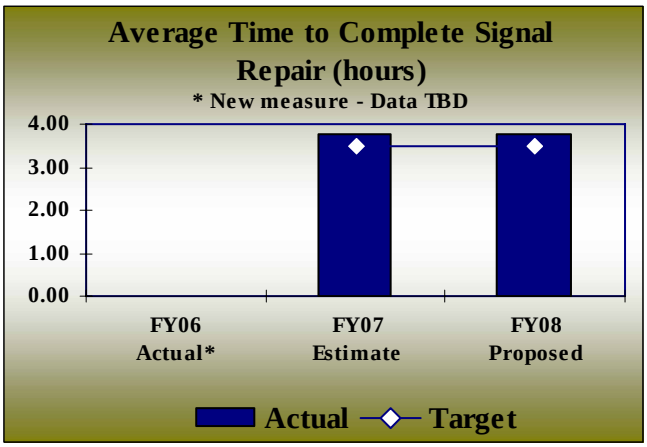
Survey



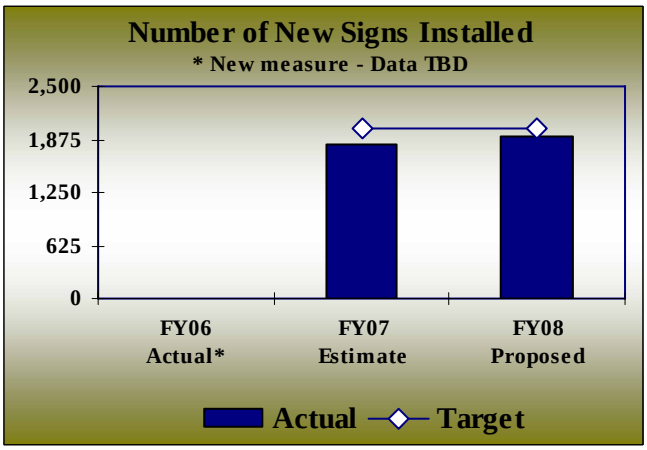
Traffic Engineering



Traffic Ops - Signals



Traffic Ops – Signs



Strategic Support
Financial Services

Anna Mosqueda, Director

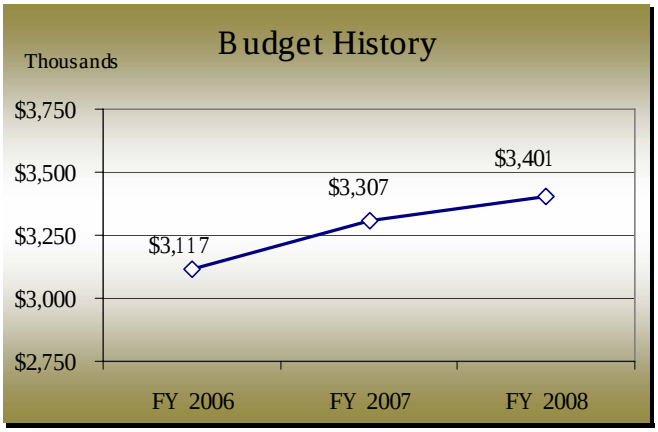
The Financial Services Department is responsible for preparing the City's the Comprehensive Annual Financial Report, processing payments to City vendors, preparing City payroll, procuring goods and services, monitoring consolidated tax collection efforts, and directing the City's cash and debt portfolio 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.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	31	31	31
Personnel Services	$ 2,068,281	$ 2,037,321	$ 2,132,901
Operating Expenses	1,116,984	1,189,178	1,268,337
Capital Outlay	-	24,000	-
TOTAL	$ 3,185,265	$ 3,250,500	$ 3,401,238

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 years.



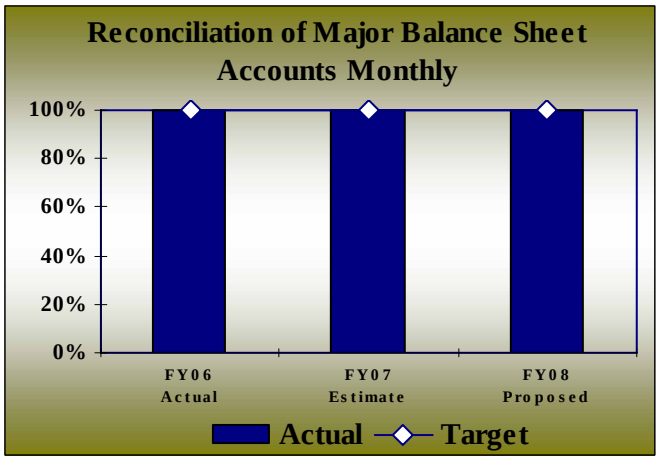
Budget Highlights

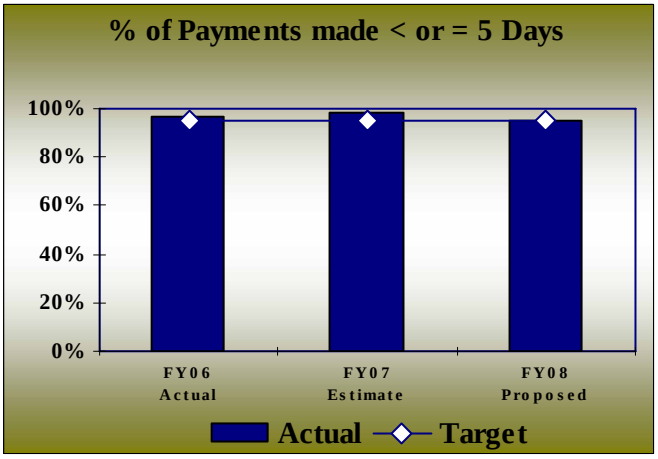
Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Audit Fee Increase		$ 55,500
Totals:	$ -	$ 55,500

Financial Services Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 580,045	$ 600,180	$ 592,455	$ 668,136
Accounting	507,455	520,348	502,265	525,400
Payroll/Payables	566,254	579,726	560,571	585,093
Purchasing	379,216	390,641	377,548	395,407
Treasury	1,152,295	1,216,243	1,217,661	1,227,201
TOTAL	$ 3,185,265	$ 3,307,139	$ 3,250,500	$ 3,401,238

Program Performance Measures





Strategic Support
Information Technology

Louis Carr, 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:

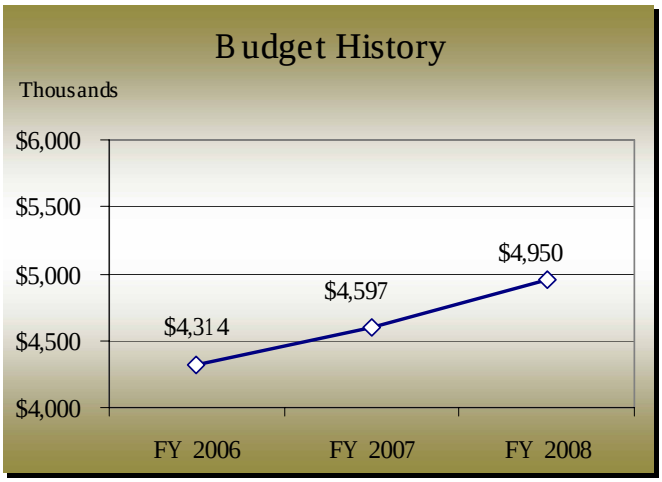
- Meeting departmental commitments
- Building productive relationships within and beyond the Information Technology Department
- Defining, managing and effectively communicating capabilities
- Providing enterprise systems and solutions to meet the City's goals

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	37	34	34
Personnel Services	$ 2,818,704	$ 3,046,444	$ 3,245,908
Operating Expenses	1,287,264	1,440,754	1,667,776
Capital Outlay	-	-	36,600
TOTAL	$ 4,105,968	$ 4,487,198	$ 4,950,284

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

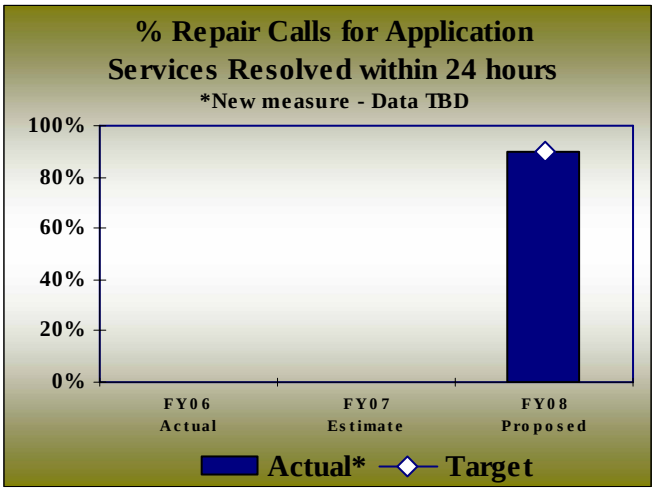
Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. Also, the following additional resources were provided to address council priorities and other outcomes:

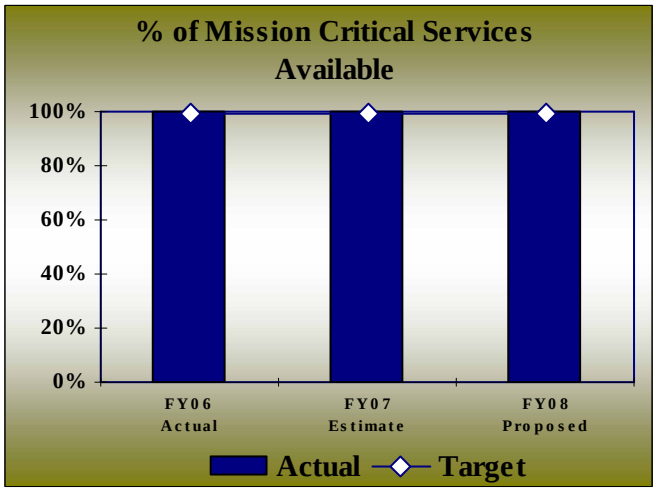
Description	One-Time	Recurring
IT Contractual Personnel and Staff Augmentation	$ 500,000	
Kronos upgrade	$ 97,844	
Oracle database server	$ 30,000	
New SQL server	$ 90,000	
Totals:	$ 717,844	$ -

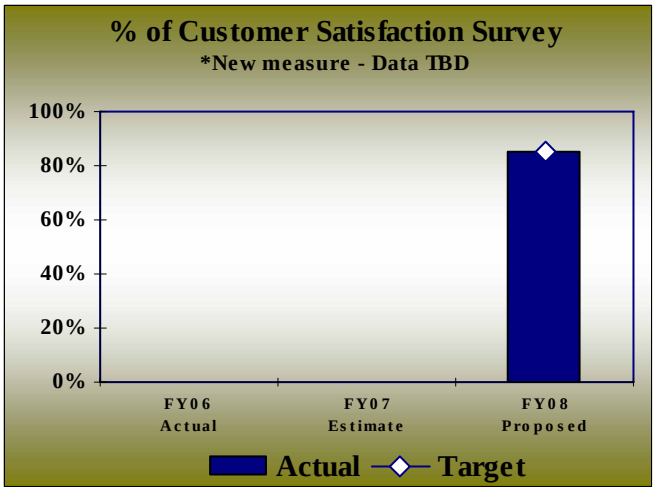
Information Technology Expenditures

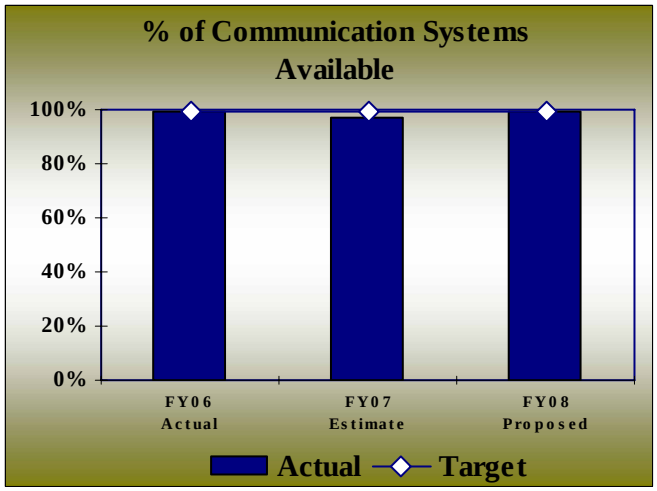
	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 908,505	$ 1,012,779	$ 997,734	$ 1,418,354
Business Support	893,827	1,040,386	964,158	1,117,160
Business Services	1,017,320	1,085,792	1,126,105	923,564
Geoprocessing	575,553	650,648	627,856	606,645
Information Services	559,819	636,793	606,191	726,443
Information Security	150,945	170,747	165,154	158,119
TOTAL	$ 4,105,968	$ 4,597,145	$ 4,487,198	$ 4,950,284

Program Performance Measures









Strategic Support
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.

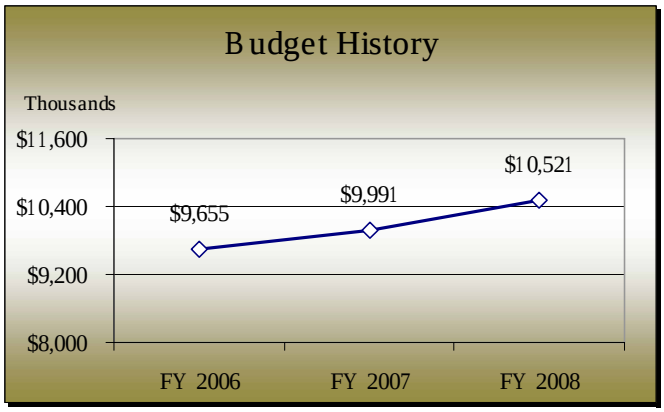
Divisions in the department include the Office of Communication, which conveys the City's position and works with the media, Knowledge Management, which collaborates with Information Technology on employment of a City-wide knowledge management process, the City Secretary's Office, Office of Management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

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	36	42	42
Personnel Services	$ 4,650,925	$ 6,569,360	$ 7,259,219
Operating Expenses	4,189,742	3,299,487	3,211,439
Capital Outlay	-	-	50,000
TOTAL	$ 8,840,667	$ 9,868,847	$10,520,657

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

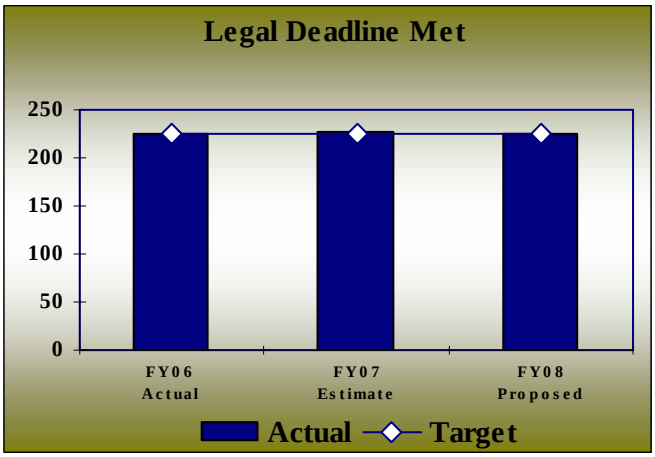
Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Broadcast Cameras	$ 25,000	
Agenda/Video Management System	$ 50,000	
Totals:	$ 75,000	$ -

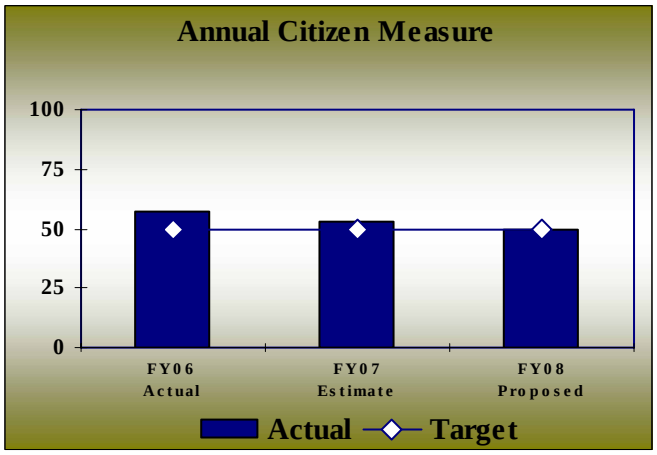
Management Resources Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 269,209	$ 332,352	$ 319,709	$ 348,398
Knowledge Management	314,994	388,449	387,470	425,589
Office of Communication	600,797	741,543	728,476	870,689
Executive and Legal Support	821,024	1,012,100	999,805	1,091,913
Intergovernmental Relations	162,004	199,674	190,532	207,345
Office of Mgmt. & Budget	664,844	821,789	820,226	900,546
Action Center	-	-	-	246,293
Nondepartmental	6,007,794	6,494,767	6,422,629	6,429,883
TOTAL	$ 8,840,667	$ 9,990,675	$ 9,868,847	$ 10,520,657

Program Performance Measures

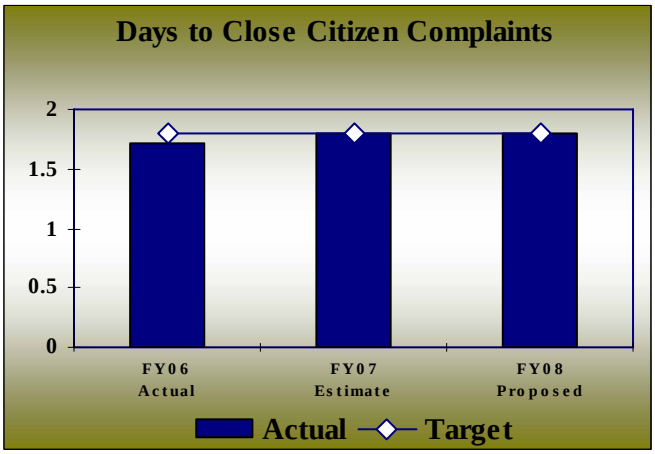
Knowledge Management



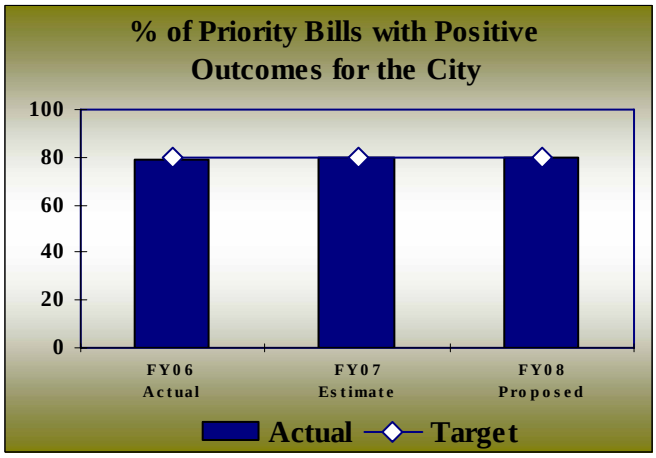
Office of Communication



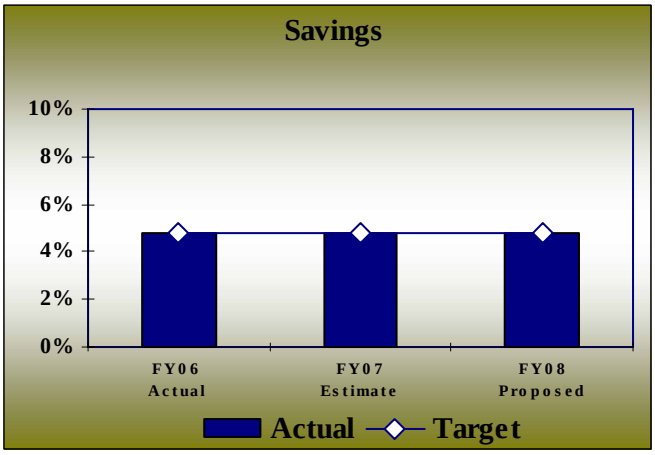
Executive and Legislative Support



Intergovernmental Relations



Office of Management and Budget



Strategic Support
Municipal Court

David Preciado, Director

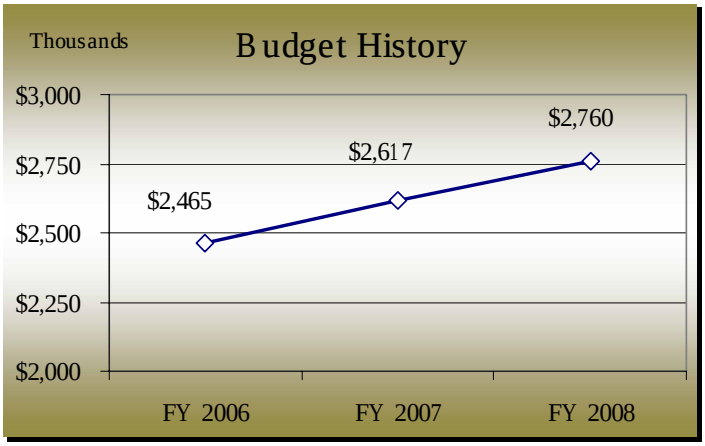
Judicial Authority resides in the four (4) Municipal Courts of Record, which are responsible for the interpretation and adjudication of Class "C" criminal misdemeanors enacted by the Texas Legislature or the Arlington City Council. Court proceedings include required appearance dockets for each case filed against a minor as well as hearing and adjudication of certain civil matters involving the city, such as property disposition hearings, nuisance abatement hearings or appeals, red light appeals, dangerous dog and animal cruelty hearings, and dangerous and substandard building hearings.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	42	46	46
Personnel Services	$ 2,164,516	$ 2,277,371	$ 2,431,600
Operating Expenses	351,407	368,730	328,437
Capital Outlay	-	40,000	-
TOTAL	$ 2,515,923	$ 2,686,101	$ 2,760,037

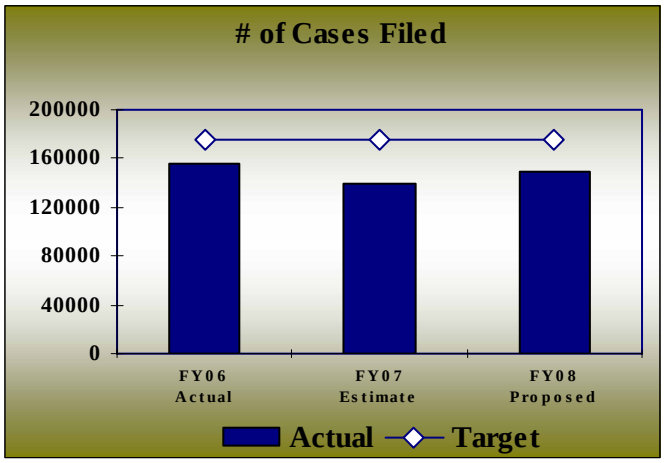
The Summary of Resources table above shows a comparison of actual and estimated expenditures and the adopted budget for the current period. The Budget History graph shows the change in budgeted amounts over the years.

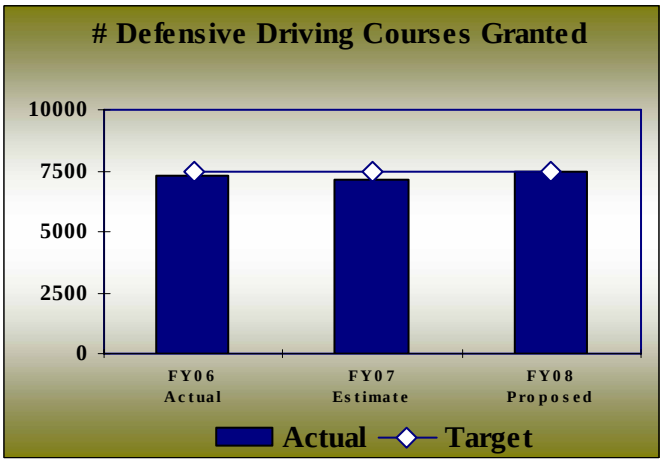


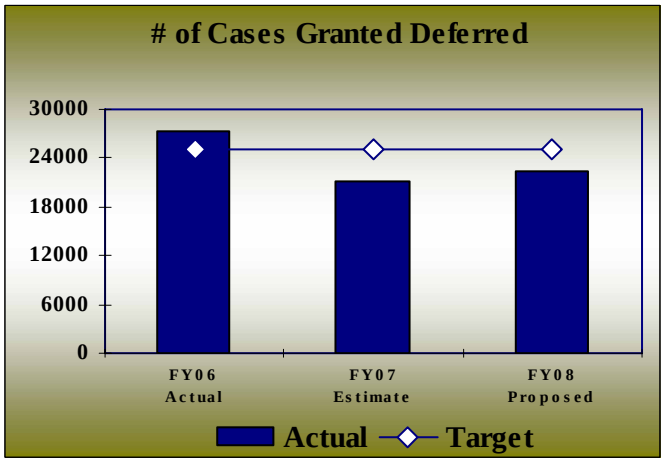
Budget Highlights

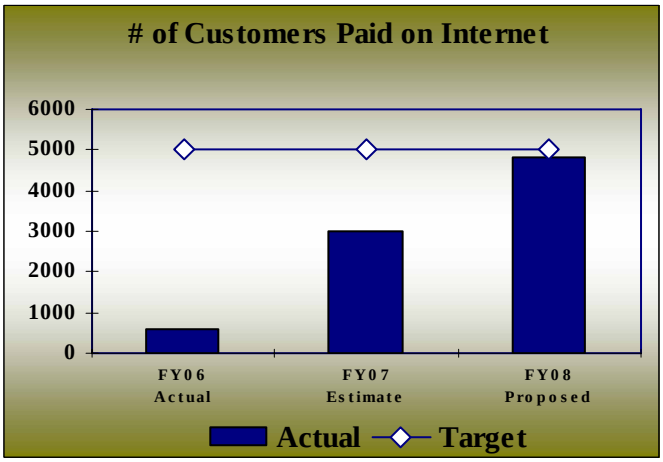
The FY 2007 budget was amended to hire additional staff to support court operations. Additionally, increases in the FY 2008 Budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit.

Program Performance Measures









Strategic Support
Workforce Services

Joyce Williams, Director

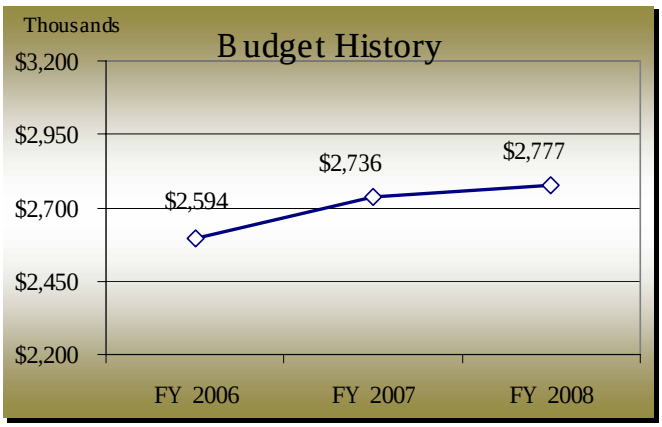
Workforce Services focuses on recruitment/selection, training and development, organizational development, employee relations, compensation, benefits design and administration, risk management and safety for the City. The mission of the department is to facilitate ongoing workforce communication of policy, 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.

Summary of Resources

Authorized Positions and Expenditures by Category

	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Authorized Positions	19	23	23
Personnel Services	$ 1,549,379	$ 1,598,408	$ 1,891,803
Operating Expenses	643,150	849,663	885,379
Capital Outlay	-	-	-
TOTAL	$ 2,192,529	$ 2,448,071	$ 2,777,182

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 years.

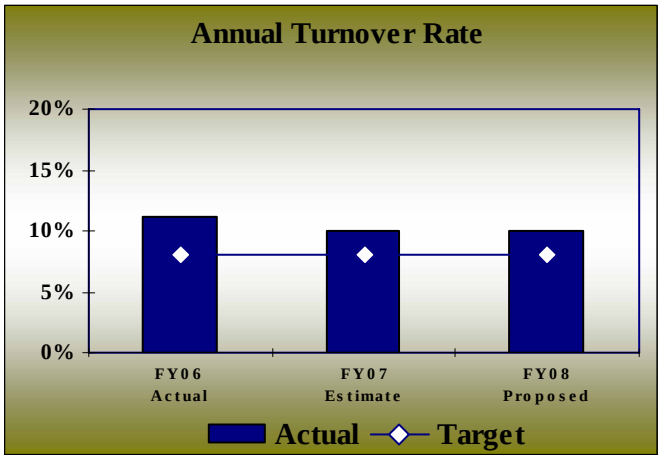


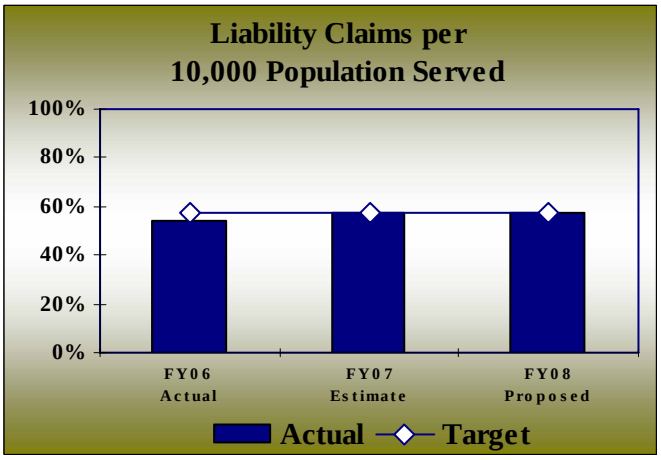
Budget Highlights

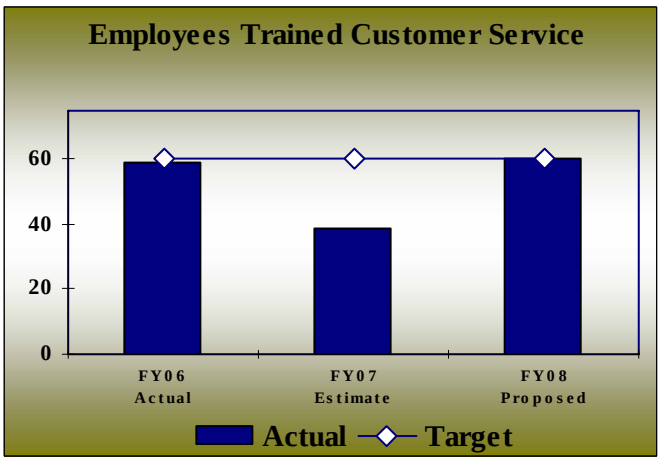
Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit.

Workforce Services Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Administration	$ 473,989	$ 620,603	$ 567,592	$ 618,970
Employee Operations	542,107	664,945	589,996	679,021
Employee Services	353,771	428,966	377,797	440,656
Organizational Development	528,759	671,937	606,654	677,768
Risk	293,903	350,011	306,031	360,768
TOTAL	$ 2,192,529	$ 2,736,462	$ 2,448,071	$ 2,777,182

Program Performance Measures







ENTERPRISE FUNDS
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.

WATER AND SEWER FUND
FY 2008 OPERATING POSITION

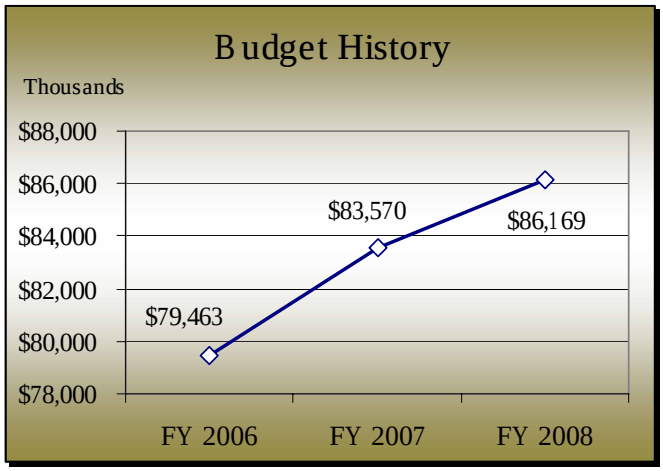
	Actual FY 2006	Budget FY 2007	Estimate FY 2007	Adopted FY 2008
BEGINNING BALANCE	$ 2,898,709	$ 26,930	$ 1,882,427	$ 72,296
TOTAL REVENUES	$104,151,520	$ 96,675,583	$ 97,779,185	$ 102,559,486
INTERFUND TRANSFERS:				
General Fund - Indirect Cost	$ (3,034,674)	$ (3,179,225)	$ (3,179,225)	$ (3,381,091)
APFA Fund - Indirect Cost	$ -	$ (105,314)	$ (105,314)	$ (105,314)
Debt Service, Municipal Office Tower	(86,905)	(84,806)	(84,806)	(82,831)
Operating Reserve	(630,800)	-	-	(287,627)
Fleet Replacement Reserve	(54,000)	-	-	-
Renewal/Rehabilitation Fund	(12,600,000)	(7,750,000)	(8,750,000)	(8,750,000)
Conservation Fund	-	-	-	(160,000)
Infrastructure Maintenance Reserve Fund	-	-	-	-
Capital Projects Fund	(8,000,000)	(2,000,000)	(3,900,000)	(3,400,000)
TOTAL INTERFUND TRANSFERS	$ (24,406,379)	$ (13,119,345)	$ (16,019,345)	$ (16,166,863)
TOTAL AVAILABLE FUNDS	$ 82,643,850	$ 83,583,168	$ 83,642,267	$ 86,464,919
TOTAL EXPENDITURES	$ 80,761,423	$ 83,569,971	$ 83,008,416	$ 86,169,306
ENDING BALANCE	$ 1,882,427	$ 574,752	$ 72,296	$ 295,614

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).

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Position	219	219	219	218
Personnel Services	$ 12,737,015	$ 14,005,202	$ 12,930,736	$ 14,220,515
Operating Expenses	67,552,762	68,632,756	69,163,667	71,112,951
Capital Outlay	471,646	932,013	914,013	835,840
TOTAL	$ 80,761,423	$ 83,569,971	$ 83,008,416	$ 86,169,306

The Summary of Resources table on the previous page 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

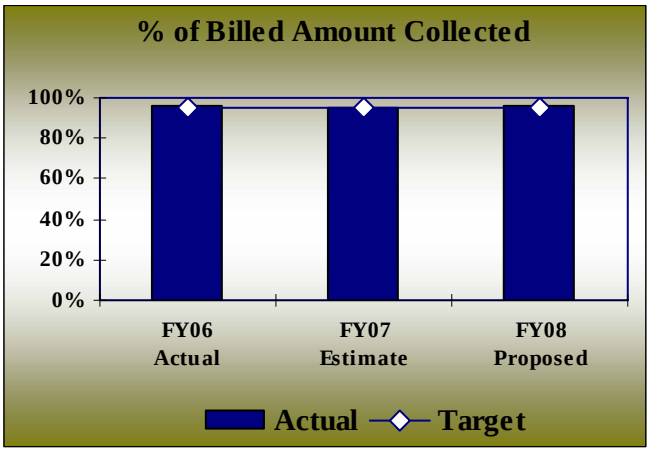
Increases in the FY 2008 Budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Water Conservation Program	$ -	$ 160,000
Totals:	$ -	$ 160,000

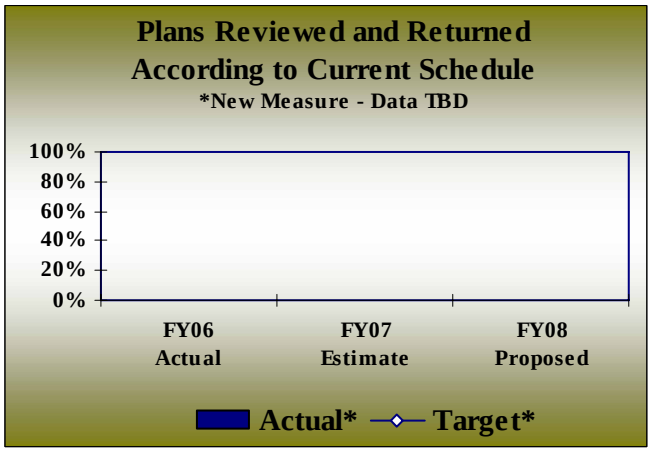
Water Utilities Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Water Administration	$ 55,642,591	$ 58,492,676	$ 58,428,347	$ 60,848,416
Water Customer Services	3,091,161	3,431,913	3,418,113	3,683,455
Water Engineering	1,030,788	1,002,621	1,079,765	1,023,496
Water Field Operations	4,204,443	3,901,204	3,954,409	3,935,874
Water Financial Services	-	231,766	214,724	235,926
Water I/I Operations	2,531,867	2,686,655	2,496,706	2,443,609
Water Information Services	1,421,703	1,546,124	1,330,920	1,575,143
Water Laboratory	818,017	849,833	825,033	787,825
Water Meter Services	2,651,416	2,825,755	2,674,262	2,809,766
Water Operations Support	830,891	890,135	851,510	901,741
Water Resource Services	519,310	521,117	541,502	530,067
Water Treatment	8,019,236	7,190,172	7,193,125	7,393,987
TOTAL	$ 80,761,423	$ 83,569,971	$ 83,008,416	$ 86,169,306

Program Performance Measures

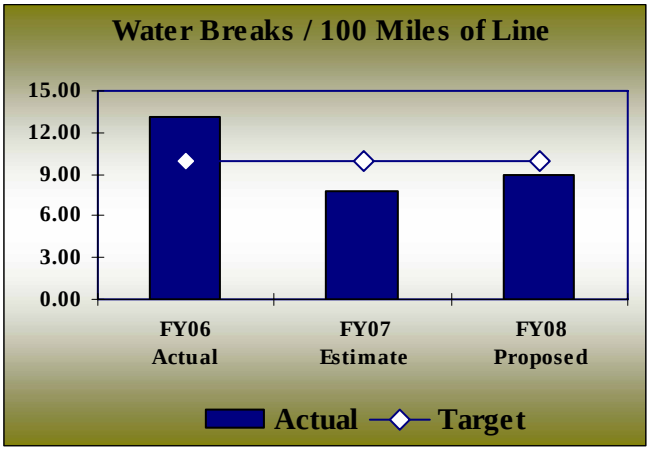
Customer Services



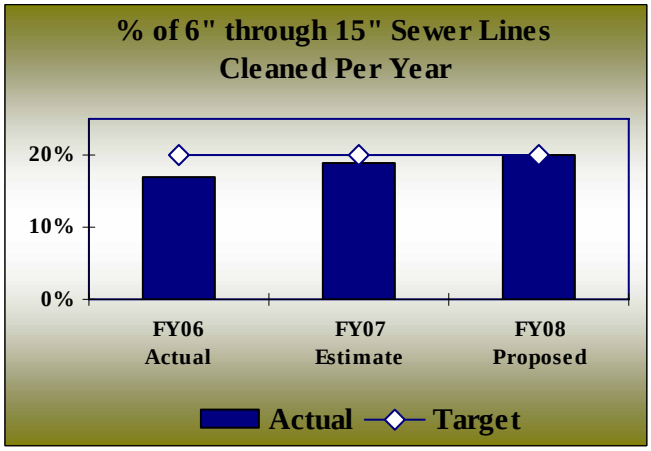
Engineering



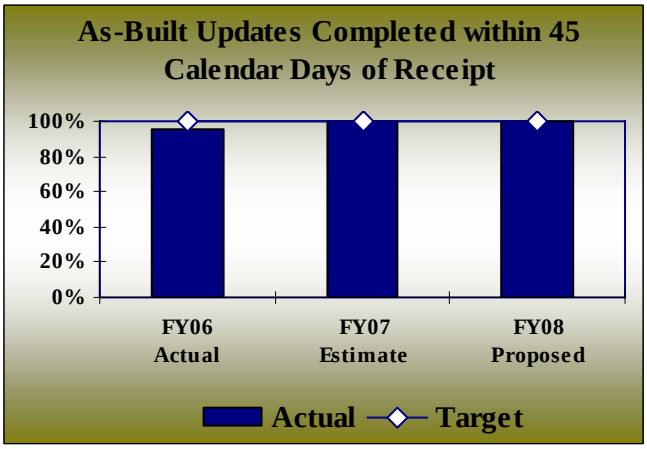
Field Operations



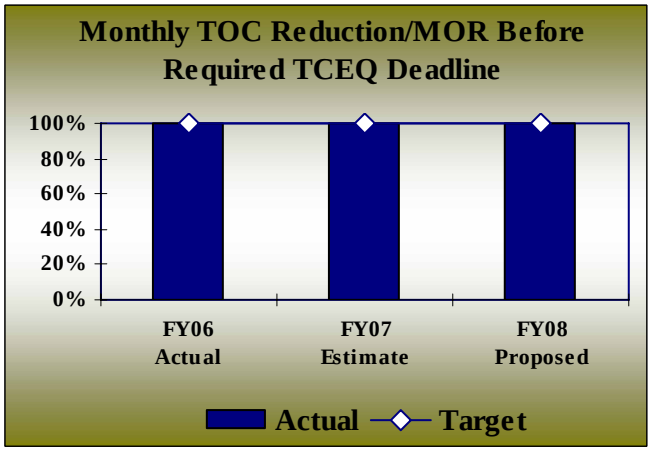
I/I Operations



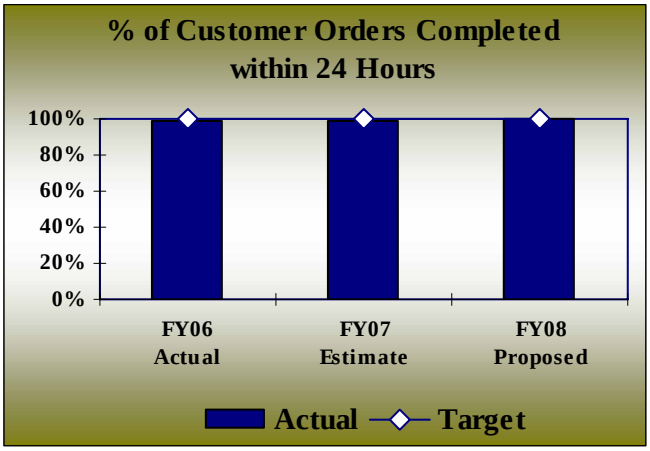
Information Services



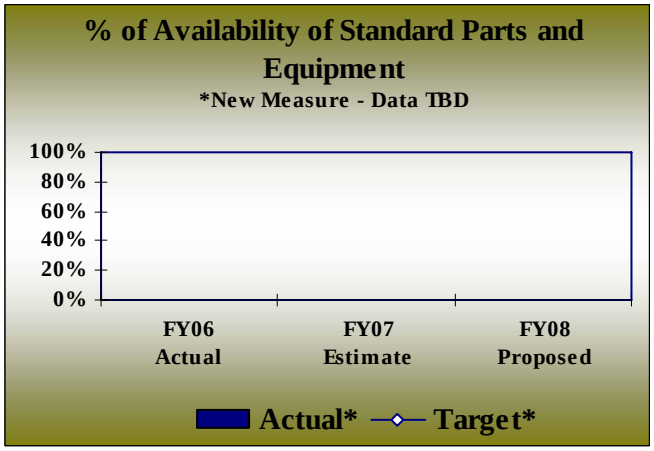
Laboratory



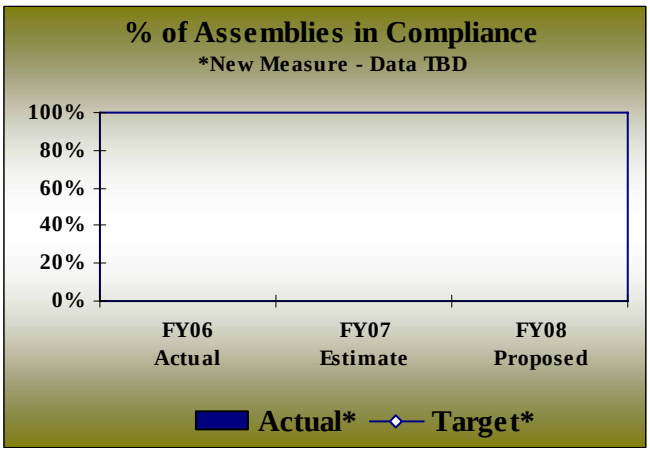
Meter Services



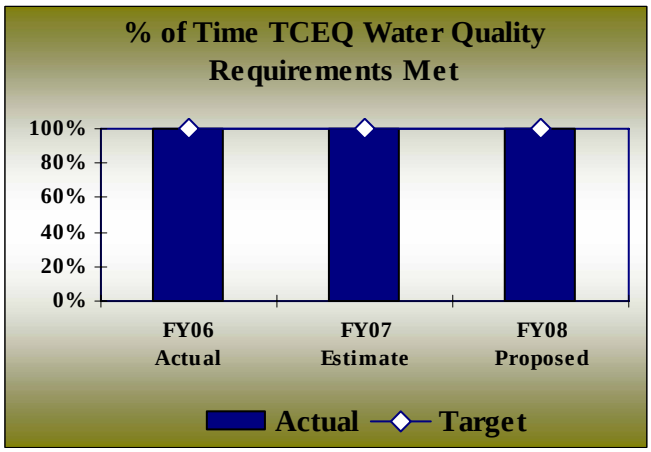
Operations Support



Resource Services



Treatment



The Water Utilities 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 2008.

Water CIP	
PROJECT	Rev Bonds
20" Water Line Along SH360 and Abram in Lower Pressure Plane	$ 80,000
Area C Sewer Improvements/Ballpark-River Rock	180,000
Area C Sewer Improvements/River Legacy Park	320,000
Arkansas Elevated Tank	2,512,000
Arkansas: Cooper-Collins	1,380,000
Bowen/SH360 Transfer Valves and UPP Expansion	100,000
Collins 16" Water Line-SE Parkway-Mansfield Webb Water and Sewer Adj	763,927
Cravens Park - Silo Road Water and Sewer Adjustment	330,000
Development Participation	2,000,000
Eden Road/Matlock/New York 12" and 16" Water Line	55,000
Eden: Collins-New York	40,000
Eden Tap/Mansfield Cardinal Sanitary Sewer	400,000
Fort Worth Interconnect	25,000
Golf Club Drive 20" Water Line	554,400
Grants Parkway 36" Water Line-Collins to Arkansas	903,000
Green Oaks Blvd: Ballpark Way to City Limits Adjustment	50,000
I-30 Bridges, Phase II, Section 3 - Wet-n-Wild Way	1,709,904
John F. Kubala Water Treatment Plant Expansion	18,815,000
Mansfield Interconnect	90,000
Mary / East / Rogers 36" Water Line	1,074,601
Nathan Lowe and Cravens Park 42" Water Line	458,702
North Service Center Remodel	500,000
Pierce Burch Plant Chemical Feed Improvements	2,943,000
Pleasant Ridge Road (Kelly Elliott to Bowen Road)	659,384
Street Rebuilds/Public Works (2007)	500,000
US287/Eden Road 24" and 30" Water Lines	758,762
West Pressure Plane High Service Pump Station & 30" Water Line	3,400,000
West Pressure Plane Elevated Storage Tank	1,764,000
Total	$ 42,366,680

SPECIAL REVENUE FUNDS
Convention and Event Services Fund

The Arlington Convention Center drives economic development and enhances the quality of life in the community by providing excellent facilities, equipment, and support services to conventions, trade shows, consumer shows, events and local celebrations. By hosting these events the Center generates millions of dollars in fiscal return to the City's hospitality, entertainment, and retail sectors. Direct revenue generated by the Center is a component of the Convention and Event Services Fund.

The staff is organized into four divisions: Administration, Event Coordination, Facility Operations and Maintenance, and Business Services. The primary mission is to provide outstanding service to the clients and users of the Center, to stimulate their desire to return and to enhance the City's reputation for excellence.

CONVENTION AND EVENT SERVICES FUND
FY 2008 OPERATING POSITION

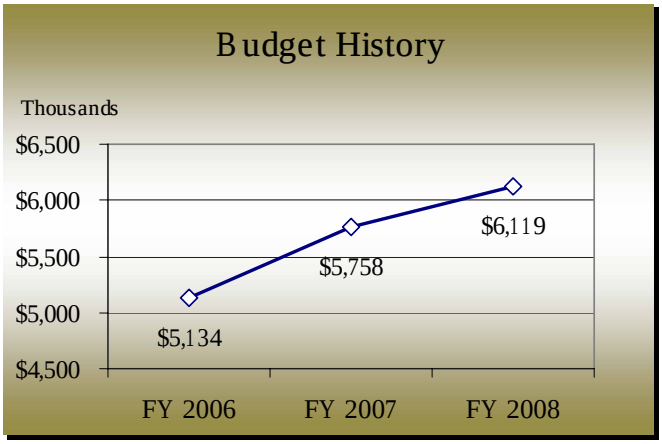
	Actual FY 2006	Budget FY 2007	Estimate FY 2007	Adopted FY 2008
BEGINNING BALANCE	$ 170,000	$ 537,074	$ 929,000	$ 626,754
TOTAL REVENUES	$ 7,429,443	$ 7,270,000	$ 7,444,000	$ 7,590,500
INTERFUND TRANSFERS:				
Debt Service - Grand Hall	$ (1,261,517)	$ (1,261,017)	$ (1,261,017)	$ (1,270,595)
Conv & Visitors Bureau Debt Service	(116,438)	(112,613)	(112,613)	(108,713)
To Capital Maintenance Reserve	0	(150,000)	(150,000)	(150,000)
To General Fund - Indirect Costs	$ (241,881)	$ (337,855)	$ (337,855)	$ (354,748)
TOTAL INTERFUND TRANSFERS	$ (1,619,836)	$ (1,861,485)	$ (1,861,485)	$ (1,884,056)
TOTAL AVAILABLE FUNDS	$ 5,979,607	$ 5,945,589	$ 6,511,515	$ 6,333,198
TOTAL EXPENDITURES	$ 5,051,310	$ 5,907,519	$ 5,884,761	$ 6,119,418
ENDING BALANCE	$ 928,297	$ 38,070	$ 626,754	$ 213,781

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.

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Position	32	32	31	32
Personnel Services	$ 1,827,359	$ 1,943,855	$ 1,735,121	$ 2,162,404
Operating Expenses	3,223,951	3,777,162	3,979,140	3,957,013
Capital Outlay	-	36,500	170,500	-
TOTAL	$ 5,051,310	$ 5,757,517	$ 5,884,761	$ 6,119,418

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 shows the change in budgeted amounts over the past three years.



Budget Highlights

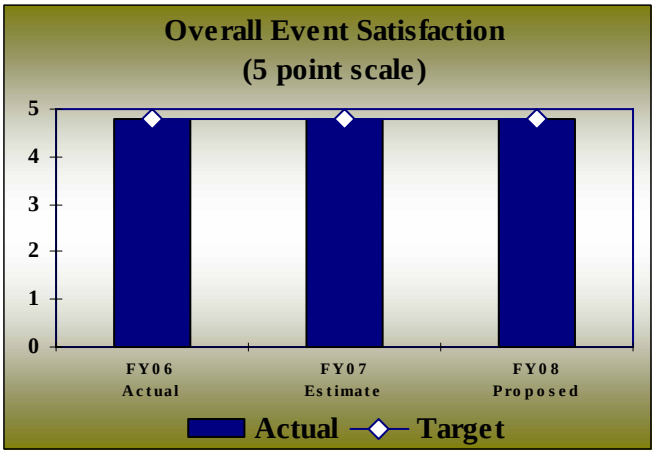
Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Facility Improvements	$ 30,000	
Special Events Coordinator		$ 99,849
Totals:	$ 30,000	$ 99,849

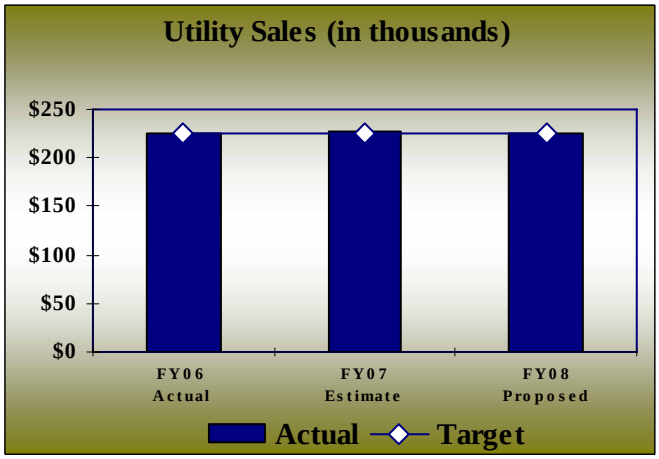
Convention and Event Services Fund Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Convention Center	$ 2,648,291	$ 3,113,941	$ 3,091,183	$ 3,021,840
Convention & Visitors Bureau	2,233,019	2,623,578	2,623,578	2,927,578
Arts Funding	100,000	100,000	100,000	100,000
Downtown Revitalization	50,000	50,000	50,000	50,000
Fielder Museum	20,000	20,000	20,000	20,000
TOTAL	$ 5,051,310	$ 5,907,519	$ 5,884,761	$ 6,119,418

Program Performance Measures

Event Services



Facility Operations



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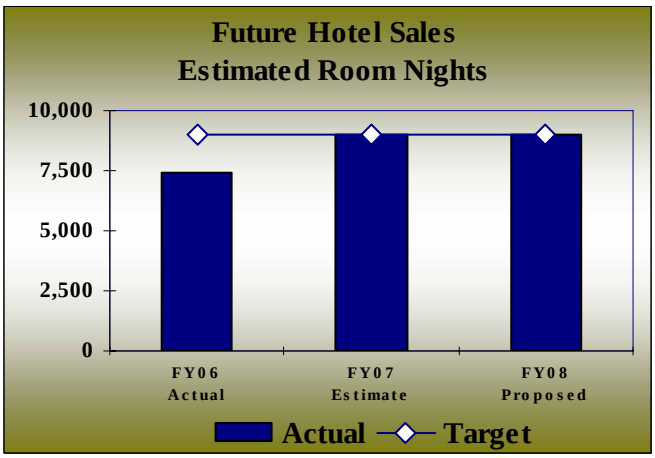
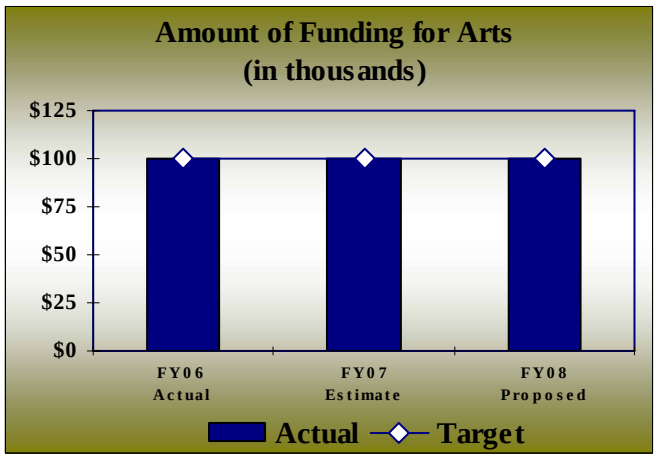


Arts & Revitalization



SPECIAL REVENUE FUNDS
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.

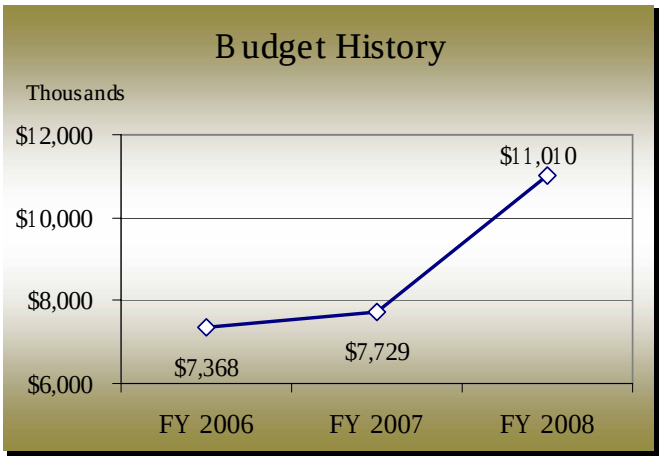
PARK PERFORMANCE FUND
FY 2008 OPERATING POSITION

	Actual FY 2006	Budget FY 2007	Estimate FY 2007	Adopted FY 2008
BEGINNING BALANCE	$ 183,103	$ 264,718	$ 249,834	$ 116,931
REVENUES:				
Golf	$ 3,843,519	$ 4,567,167	$ 4,264,187	$ 4,299,203
Recreation	2,743,307	2,741,041	3,027,531	3,033,696
Recreation - formerly GF	-	-	-	1,022,000
Field Maintenance	358,691	550,816	438,657	450,000
TOTAL REVENUES	$ 6,945,517	$ 7,859,024	$ 7,730,375	$ 8,804,899
INTERFUND TRANSFERS:				
Debt Service - Tierra Verde	$ (540,611)	$ (536,263)	$ (536,263)	(531,312)
Debt Service - Elzie Odom Rec	(249,670)	$ (248,677)	$ (248,677)	(252,398)
Transfer from General Fund	-	$ -	$ -	2,458,041
From Golf Surcharge Fund	540,611	536,263	536,263	531,312
TOTAL INTERFUND TRANSFER	$ (249,670)	$ (248,677)	$ (248,677)	$ 2,205,643
TOTAL AVAILABLE FUNDS	$ 6,878,950	$ 7,875,065	$ 7,731,532	$11,127,473
EXPENDITURES:				
Golf	$ 3,993,815	$ 4,785,767	$ 4,591,796	$ 4,725,644
Recreation	2,484,369	2,504,749	2,887,806	5,841,267
Field Maintenance	198,766	438,657	135,000	443,392
TOTAL EXPENDITURES	$ 6,676,950	$ 7,729,173	$ 7,614,601	$11,010,303
ENDING BALANCE	$ 202,000	$ 145,892	$ 116,931	$ 117,170

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Position	63	61	61	79
Personnel Services	$ 4,032,739	$ 4,512,722	$ 4,349,966	$ 6,619,453
Operating Expenses	2,644,211	3,081,449	3,129,636	4,255,850
Capital Outlay	-	135,000	135,000	135,000
TOTAL	$ 6,676,950	$ 7,729,171	$ 7,614,601	$ 11,010,303

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 three years.



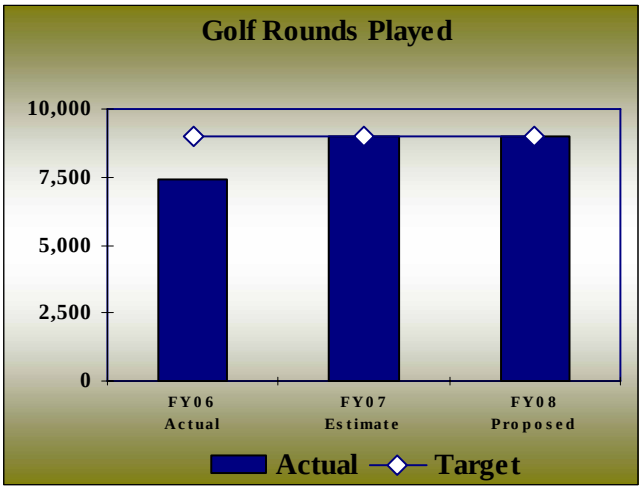
Budget Highlights

In FY 2008, several parks programs and eighteen employees are transferring to the Parks Performance Fund from the General Fund. The General Fund will transfer an equivalent amount of support for these programs in the form of an inter fund transfer.

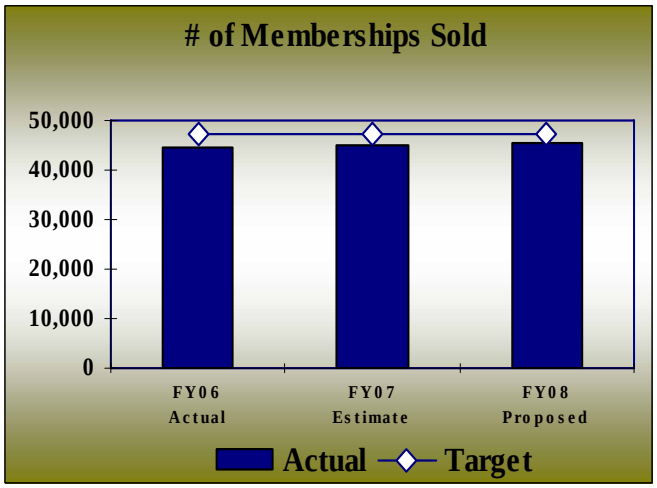
Park Performance Fund Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Golf	$ 3,993,815	$ 4,785,767	$ 4,591,796	$ 4,725,644
Recreation	2,484,369	2,504,749	2,887,806	5,841,267
Field Maintenance	198,766	438,657	135,000	443,392
TOTAL	$ 6,676,950	$ 7,729,173	$ 7,614,601	$ 11,010,303

Performance Measures

Golf



Recreation



SPECIAL REVENUE FUNDS
Street Maintenance Fund

Bob Lowry, Director

The Street Maintenance Fund provides for preventative maintenance including resurfacing, concrete repair, crack-seal, street sweeping and surface sealing of residential and arterial roadways. In addition, the fund supports weather related emergency response and the maintenance of drainage structures and ditches.

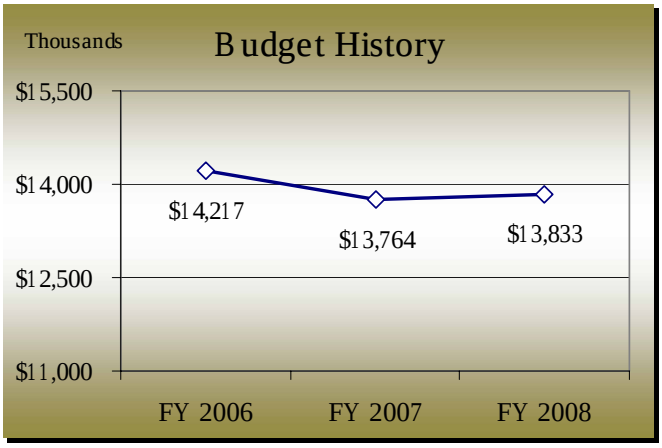
STREET MAINTENANCE FUND
FY 2008 OPERATING POSITION

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
BEGINNING BALANCE	$ 881,362	$ 1,137,230	$ 1,137,230	$ 374,762
REVENUES:				
Sales Tax Revenue	$ 11,035,484	$ 11,146,254	$ 11,146,254	$ 11,592,104
Interest Revenue	409,919	237,000	237,000	237,000
TOTAL REVENUES	$ 11,445,403	$ 11,383,254	$ 11,383,254	$ 11,829,104
INTERFUND TRANSFERS:				
From General Fund	$ 2,283,194	$ 2,301,527	$ 2,301,527	$ 2,301,527
From Storm Water Fund	328,487	-	-	-
TOTAL INTERFUND TRANSFERS	$ 2,611,681	$ 2,301,527	$ 2,301,527	$ 2,301,527
TOTAL AVAILABLE FUNDS	$ 14,938,446	$ 14,822,011	$ 14,822,011	$ 14,505,393
EXPENDITURES:				
Sales Tax / Fee supported division	$ 11,375,847	$ 11,457,049	$ 12,140,655	$ 11,726,006
General Fund supported division	2,040,736	2,306,593	2,306,593	2,106,513
Storm Water Fund supported div.	384,632	-	-	-
TOTAL EXPENDITURES	$ 13,801,215	$ 13,763,642	$ 14,447,249	$ 13,832,518
ENDING BALANCE	$ 1,137,230	$ 1,058,369	$ 374,762	$ 672,875

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Position	72	72	62	62
Personnel Services	$ 2,852,539	$ 3,311,127	$ 2,924,613	$ 3,343,076
Operating Expenses	10,828,354	10,421,475	11,491,596	10,489,443
Capital Outlay	120,323	31,040	31,040	-
TOTAL	$ 13,801,215	$ 13,763,642	$ 14,447,249	$ 13,832,518

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.



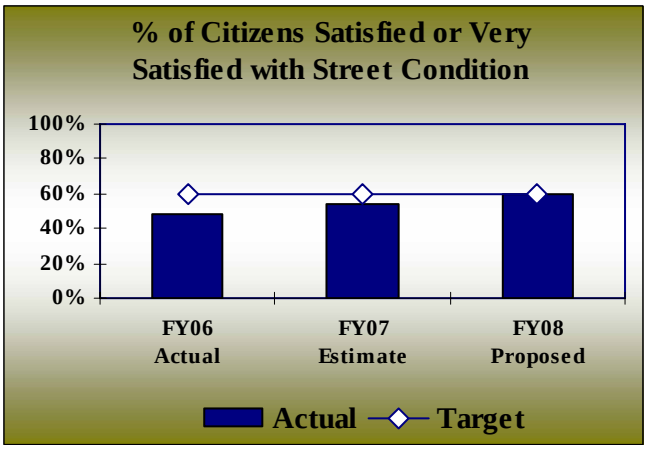
Budget Highlights

Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit.

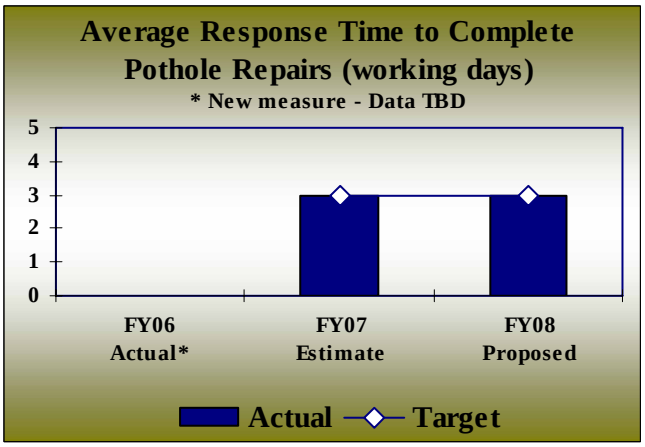
Street Maintenance Fund Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Sales Tax / Fee supported division	$ 11,375,847	$ 11,457,049	$ 12,140,655	$ 11,726,006
General Fund supported division	2,040,736	2,306,593	2,306,593	2,106,513
Storm Water Fund supported div.	384,632	-	-	-
TOTAL	$13,801,215	$13,763,642	$14,447,249	$13,832,518

Program Performance Measures

Street Maintenance – Sales Tax



Street Maintenance – General Fund



INTERNAL SERVICE FUNDS

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 2008 OPERATING POSITION

	Adopted FY 2008
BEGINNING BALANCE	$ -
REVENUES:	
Sales - General Services	$ 284,542
Sales - Graphic Services	276,592
Sales - IRC	1,830,676
TOTAL REVENUES	$ 2,391,810
TOTAL AVAILABLE FUNDS	$ 2,391,810
TOTAL EXPENDITURES	$ 2,317,449
ENDING BALANCE	$ 74,361

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Position	13	10	10	10
Personnel Services	$ 479,387	$ 558,119	$ 650,785	$ 552,294
Operating Expenses	1,364,579	1,730,878	1,592,862	1,765,154
Capital Outlay	-	9,663	9,663	-
TOTAL	$ 1,843,966	$ 2,298,660	$ 2,253,310	$ 2,317,449

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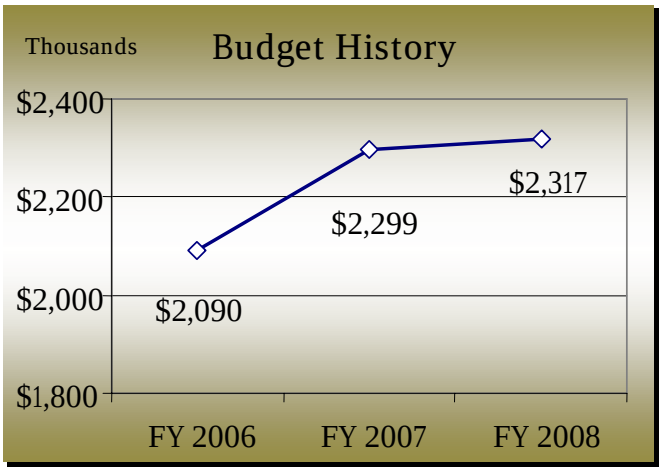

Budget Highlights

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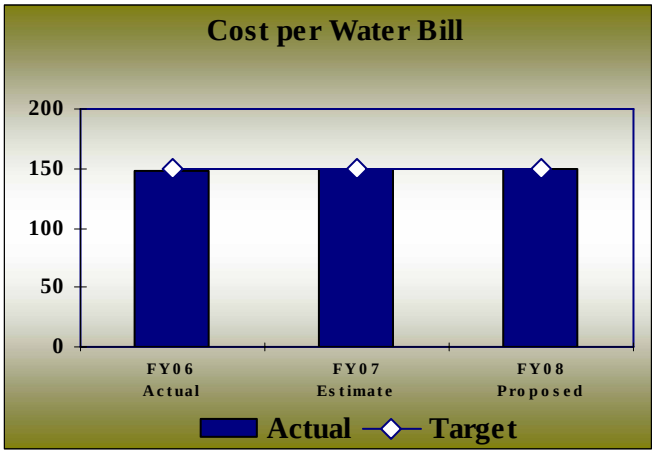


Program Performance Measures

INTERNAL SERVICE FUNDS

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 primary costs in the fund are the contract cost and fuel expenditures.

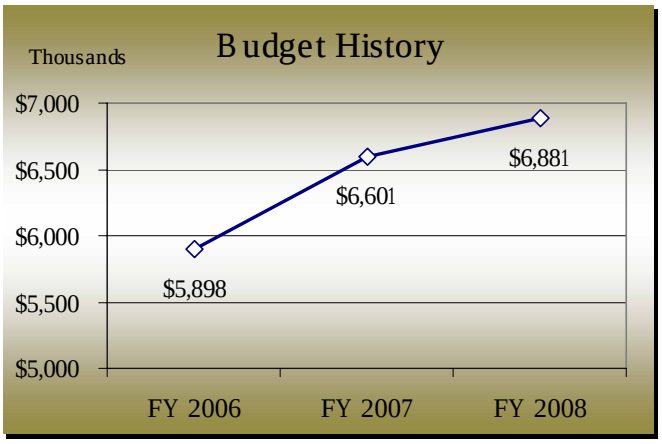
FLEET SERVICES FUND
FY 2008 OPERATING POSITION

	Adopted FY 2008
BEGINNING BALANCE	$ -
REVENUES:	
Fuel	$ 2,308,323
Maintenance & Operation	4,154,341
Miscellaneous	50,000
TOTAL REVENUES	$ 6,512,664
INTERFUND TRANSFERS:	
One-time Funds	$ 400,000
TOTAL INTERFUND TRANSFERS	$ 400,000
TOTAL AVAILABLE FUNDS	$ 6,912,664
TOTAL EXPENDITURES	$ 6,880,757
ENDING BALANCE	$ 31,907

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Position	2	2	2	2
Personnel Services	$ 175,915	$ 151,337	$ 157,156	$ 169,511
Operating Expenses	4,987,125	5,219,436	5,087,949	5,231,246
Capital Outlay	705,422	1,230,000	1,317,367	1,480,000
TOTAL	$ 5,868,462	$ 6,600,773	$ 6,562,472	$ 6,880,757

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.

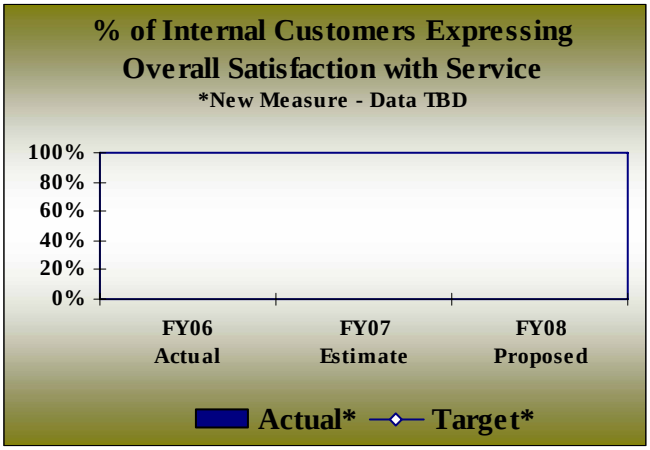


Budget Highlights

Increases in the FY 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
Fleet Vehicle Replacement	$ 500,000	
First Vehicle Services contract increase		$ 30,216
Totals:	$ 500,000	$ 30,216

Program Performance Measures



INTERNAL SERVICE FUNDS

Information Technology Service Fund

Louis Carr, 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).

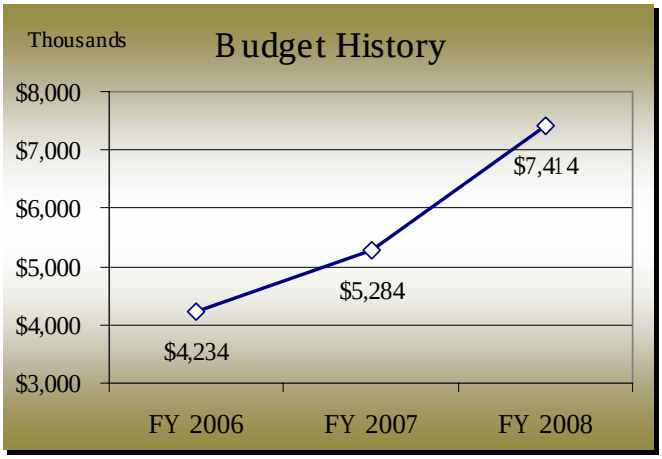
FY 2008 OPERATING POSITION

	Adopted FY 2008
BEGINNING BALANCE	$ 85,626
REVENUES:	
Telecommunications Services	$ 1,773,740
Network Services	3,466,939
TOTAL REVENUES	$ 5,240,679
INTERFUND TRANSFERS:	
One-time Funds	$ 2,297,000
TOTAL INTERFUND TRANSFERS	$ 2,297,000
TOTAL AVAILABLE FUNDS	$ 7,623,305
EXPENDITURES:	
Communication Services	$ 2,265,483
Network Services	3,455,593
Customer Support	1,692,730
TOTAL EXPENDITURES	$ 7,413,806
ENDING BALANCE	$ 209,499

Summary of Resources

Authorized Positions and Expenditures by Category	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Authorized Position	16	19	20	20
Personnel Services	$ 1,107,651	$ 1,547,372	$ 1,543,943	$ 1,612,291
Operating Expenses	2,738,004	3,736,988	3,735,582	3,676,515
Capital Outlay	-	-	-	2,125,000
TOTAL	$ 3,845,655	$ 5,284,360	$ 5,279,525	$ 7,413,806

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 2008 budget are attributable to a 4% recurring pay increase and an average 1% one-time bonus based on merit. The following additional resources were provided to address council priorities and other outcomes:

Description	One-Time	Recurring
IT Contractual Personnel and Staff Augmentation	$ 172,000	
Voice Mail Sytem Replacement	$ 475,000	
Network Core & Backbone technology refresh	$ 400,000	
Totals:	$ 1,047,000	$ -

Information Technology Fund Expenditures	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
Communication Services	$ 1,054,387	$ 1,444,916	$ 1,443,653	$ 2,265,483
Network Services	1,517,489	2,088,427	2,086,352	3,455,593
Customer Support	1,273,779	1,751,017	1,749,520	1,692,730
TOTAL	$ 3,845,655	$ 5,284,360	$ 5,279,525	$ 7,413,806

DEBT SERVICE FUNDS

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 20.13¢ per $100 valuation. Total FY 2008 revenues are estimated at $34,803,735.

DEBT SERVICE FUND
FY 2008 OPERATING POSITION

	Actual FY 2006	Budgeted FY 2007	Estimated FY 2007	Adopted FY 2008
BEGINNING BALANCE	$ 2,993,141	$ 3,445,832	$ 3,445,832	$ 3,078,992
REVENUES:	$ 36,994,320	$34,419,979	$ 34,068,917	$ 34,803,735
INTERFUND TRANSFERS:				
Park Performance Fund	$ 790,281	$ 784,940	$ 784,940	$ 783,710
Convention and Event Svcs. Fund	1,377,955	1,373,630	1,373,630	1,379,308
Sanitary Landfill		-	-	-
Water and Sewer Fund - MOT	86,905	84,806	84,806	82,831
TOTAL INTERFUND TRANSF	$ 2,255,141	$ 2,243,376	$ 2,243,376	$ 2,245,849
TOTAL AVAILABLE FUNDS	$ 42,242,602	$40,109,187	$ 39,758,125	$ 40,128,576
EXPENDITURES:				
Principal / Interest Payments		$36,849,515	$ 36,619,133	$ 37,604,584
Agent Fees		60,000	60,000	60,000
TOTAL EXPENDITURES	$ 39,134,351	$36,909,515	$ 36,679,133	$ 37,664,584
ENDING BALANCE	$ 3,108,251	$ 3,199,672	$ 3,078,992	$ 2,463,992

SCHEDULE OF TAX BOND INDEBTEDNESS
PRINCIPAL AND INTEREST REQUIREMENTS
FY 2008

	Outstanding Balance 10/1/07	Principal	Interest	Total
Permanent Improvement Refunding Bonds, Series 1992-A	$ 1,630,000	$ 1,630,000	$ 103,913	$ 1,733,913
Permanent Improvement Refunding Bonds, Series 1993	8,650,000	2,650,000	464,938	3,114,938
Permanent Improvement Bonds, Series 1997	3,400,000	1,700,000	159,800	1,859,800
Certificates of Obligation, Series 1998-A	690,000	220,000	31,760	251,760
Permanent Improvement Bonds, Series 1999	6,320,000	1,580,000	331,010	1,911,010
Combination Tax and Revenue Certificates of Obligation, Series 1999-A	85,000	25,000	4,115	29,115
Permanent Improvement Bonds, Series 2000	7,725,000	1,545,000	407,108	1,952,108
Combination Tax and Revenue Certificates of Obligation, Series 2000	500,000	100,000	27,250	127,250
Combination Tax and Revenue Certificates of Obligation, Series 2001-B	4,505,000	680,000	216,963	896,963
Combination Tax and Revenue Certificates of Obligation, Series 2001-C	350,000	25,000	18,113	43,113
Permanent Improvement Refunding Bonds, Series 2001-A	26,470,000	2,340,000	1,417,763	3,757,763

	Outstanding Balance 10/1/07	Principal	Interest	Total
Permanent Improvement Bonds, Series 2001-B	13,810,000	1,240,000	659,719	1,899,719
Combination Tax and Revenue Certificates of Obligation, Series 2002	310,000	155,000	10,540	165,540
Permanent Improvement Bonds, Series 2002	17,850,000	1,190,000	781,830	1,971,830
Permanent Improvement Bonds, Series 2003	28,770,000	3,690,000	1,408,125	5,098,125
Combination Tax and Revenue Certificates of Obligation, Series 2003	1,200,000	75,000	53,250	128,250
Permanent Improvement Bonds, Series 2005	67,785,000	260,000	3,229,413	3,489,413
Combination Tax and Revenue Certificates of Obligation, Series 2005	4,080,000	645,000	143,873	788,873
General Obligation Commercial Paper Notes, Series 2005	9,000,000	-	700,000	700,000
Combination Tax and Revenue Certificates of Obligation, Series 2006	8,285,000	495,000	370,160	865,160
Permanent Improvement Bonds, Series 2007	18,085,000	905,000	798,785	1,703,785
Combination Tax and Revenue Certificates of Obligation, Series 2007	7,180,000	520,000	312,643	832,643
TOTAL	$ 262,545,000	$ 24,825,000	$ 12,779,586	$ 37,604,584
Paying Agent's Fee				60,000
TOTAL EXPENDITURES				$ 37,664,584

CAPITAL IMPROVEMENT FUNDS

Improving the quality of life for the community and for the citizens of Arlington requires significant investment in the infrastructure of the City. This is achieved through a long-term infrastructure investment plan referred to as the Capital Improvement Plan (CIP), typically funded by the issuance of general obligation bonds and certificates of obligation. Periodic bond elections are held in which voters authorize, based on the CIP, the issuance of debt by the City in order to help fund specific infrastructure improvement projects. Each fiscal year, the CIP is reviewed and an annual Capital Budget is adopted in order to authorize departments to begin work on specific projects and to commit to a bond sale to fund those projects.

The FY08 Capital Budget was developed by the Capital Budget Executive Committee (CBEC), which consists of directors of every department that has or may have need for funding of projects through the issuance of General Obligation bonds or Certificates of Obligation, plus representatives from the Office of Management and Budget, the Financial Services Department and the City Manager's Office. Together they derived a priority list for the use of remaining 1999 and 2003 bond election authorizations, which is what comprises the FY08 Capital Budget. It was presented to the City Council along with the FY08 Operating Budget; the capital budget was adopted as recommended by CBEC.

In developing the capital budget, the CBEC considered a variety of factors in the decision-making process, including:

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

The result is a list of 30 aviation, street, drainage, transportation, police, library, and parks capital improvement projects totaling just under $28 million. In addition, there are a total of 28 Water Utilities projects totaling just over $42 million. Water Utilities projects are funded through the issuance of Revenue bonds plus capital reserve funds.

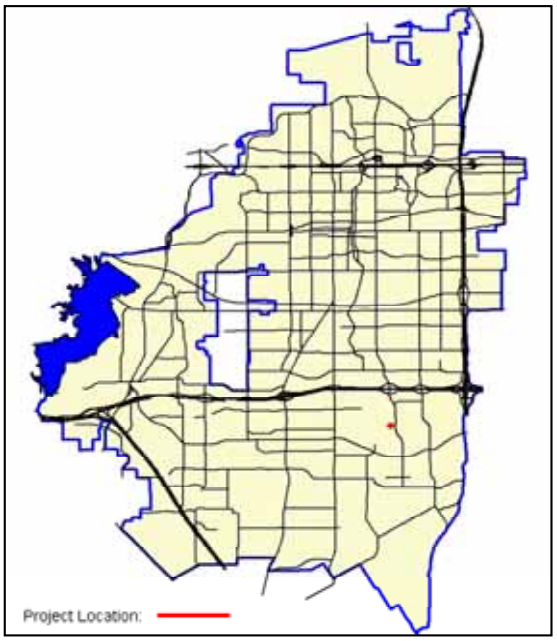
DEPARTMENT	FY08 PROJECT	GO/Rev Bonds	CO
Aviation	Itinerant Aircraft Parking Apron	$ -	$ 335,000
Aviation Total		$ -	$ 335,000
Libraries	LIB-002: Collection Development	500,000	
Libraries Total		$ 500,000	$ -
Parks	Bowman Branch Acquisition	180,000	
and Recreation	Bowman Branch Trail Connection	1,190,000	
	Clarence Thompson Park	150,000	
	Cravens Park	400,000	
	Lynn Creek Trail Connection	200,000	
	OS Gray Park	200,000	
	Park Partnership Funds	80,000	
	River Legacy Parks	400,000	
	Thora Hart Park	50,000	
	Treepoint Park	675,000	
	Wimbledon Park	300,000	
Parks and Recreation Total		$ 3,825,000	$ -
Police	South Arlington Public Safety Center		500,000
Police Total		$ -	$ 500,000
Public Works	Collins Street: Southeast Pkwy-Mansfield Webb	4,495,000	
	Collins Street Additional Funding	2,335,000	
	Construction Testing	500,000	
	Development Participation Projects	250,000	
	Direct Project Management Costs	1,500,000	
	Green Oaks Blvd: Ballpark-East City Limits	3,625,000	
	GSWID Street Improvements	2,050,000	
	I-30 Bridges		2,500,000
	Pleasant Ridge Additional Funding	1,000,000	
	Residential Street Rebuild Program	2,500,000	
	Residential/Safety Street Lighting	25,000	
	Right-of-Way Protection	50,000	
	Sidewalk Program	500,000	
	Signal Rebuilds and Modifications	370,000	
	Street Light Upgrades	785,000	
	Traffic Signal Construction	345,000	
Public Works Total		$ 20,330,000	$ 2,500,000

DEPARTMENT	FY08 PROJECT	Rev Bonds
Water Utilities	20" Water Line Along SH360 and Abram in Lower Pressure Plane	$ 80,000
	Area C Sewer Improvements/Ballpark-River Rock	180,000
	Area C Sewer Improvements/River Legacy Park	320,000
	Arkansas Elevated Tank	2,512,000
	Arkansas: Cooper-Collins	1,380,000
	Bowen/SH360 Transfer Valves and UPP Expansion	100,000
	Collins 16" Water Line-SE Parkway-Mansfield Webb W&S Adj	763,927
	Cravens Park - Silo Road Water and Sewer Adjustment	330,000
	Development Participation	2,000,000
	Eden Road/Matlock/New York 12" and 16" Water Line	55,000
	Eden: Collins-New York	40,000
	Eden Tap/Mansfield Cardinal Sanitary Sewer	400,000
	Fort Worth Interconnect	25,000
	Golf Club Drive 20" Water Line	554,400
	Grants Parkway 36" Water Line-Collins to Arkansas	903,000
	Green Oaks Blvd: Ballpark Way to City Limits Adjustment	50,000
	I-30 Bridges, Phase II, Section 3 - Wet-n-Wild Way	1,709,904
	John F. Kubala Water Treatment Plant Expansion	18,815,000
	Mansfield Interconnect	90,000
	Mary / East / Rogers 36" Water Line	1,074,601
	Nathan Lowe and Cravens Park 42" Water Line	458,702
	North Service Center Remodel	500,000
	Pierce Burch Plant Chemical Feed Improvements	2,943,000
	Pleasant Ridge Road (Kelly Elliott to Bowen Road)	659,384
	Street Rebuilds/Public Works (2007)	500,000
	US287/Eden Road 24" and 30" Water Lines	758,762
	West Pressure Plane High Service Pump Station & 30" WL	3,400,000
	West Pressure Plane Elevated Storage Tank	1,764,000
	Water Utilities Total	$ 42,366,680

Tax-Supported Obligations		
General Obligation Bonds	$	24,655,000
Certificates of Obligation	$	3,335,000
SUB-TOTAL	$	27,990,000
Water Revenue-Supported Obligations		
Bond sale funds - March 2008	$	34,000,000
Capital Reserve		8,366,680
SUB-TOTAL	$	42,366,680
GRAND TOTAL	$	70,356,680

Aviation CIP Project Report
Economic Development
Project: Aircraft Parking Apron
Status Updated: 7/19/2007

Description	
Concrete parking apron designed at a size and a weight bearing capacity to support based and visiting corporate aircraft	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2008
Project Contract Information	
Project Manager	Bob Porter
Phone Number	817-459-5990
Email Address	bob.porter@arlingtontx.gov
Design Firm	TBD
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	**FY2008**			
Certificates of Obligation	$335,000.00			
Grant Fund	$3,350,000.00			

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

Libraries CIP Project Report
Neighborhood Services
Project: Collection Development
Status Updated: 7/24/2007

Description
The current size of the Library's collection is below established standards for libraries serving Arlington's population size. This project supplements the Library's operating budget allocation for the purchase of new library materials in all formats and will result in increases in both the quality and size of the collection, thus allowing us to better meet the needs of library patrons.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2003
Project Contract Information	
Project Manager	Cary Siegfried
Phone Number	817-459-6916
Email Address	cary.siegfried@arlingtontx.gov
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**	**FY2008**	
General Obligation Bonds	$250,000.00	$250,000.00	$500,000.00	

Project Budget & Expenditures		
Current Budget:	$1,000,000.00	
Expended to Date:	$268,253.34	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Purchases of material are ongoing. The current materials per capita measure is 1.62.		

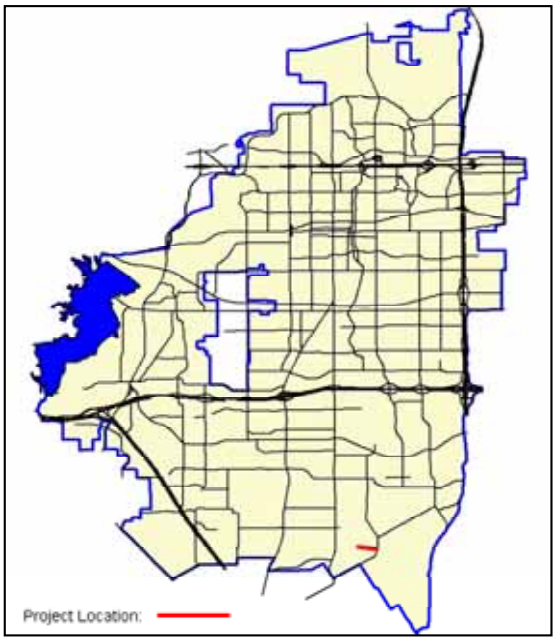
Parks and Recreation CIP Project Report

Neighborhood Services

Project: Bowman Branch Floodplain Acquisition

Status Updated: 7/23/2007

Description	
Acquisition of flood plain along Bowman Branch in southeast Arlington, particularly along Spring Miller Court, for floodplain reclamation and future linear park development.	
Project Number:	NA
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	DeOnna.Garner@arlingtontx.gov
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												

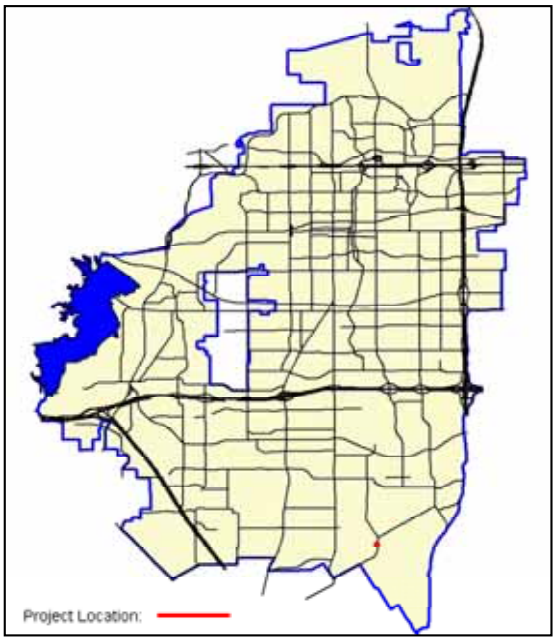
Approved Project Funding				
Funding Source	**FY2008**			
Park Bond Fund	$180,000.00			

Acquire floodplain, particularly along Spring Miller Court, for linea

Project Budget & Expenditures		
Current Budget:	$180,000.00	
Expended to Date:	$8,834.32	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life**
Comments		
Funding will be used to acquire floodplain property as willing sellers are identified.		

Parks and Recreation CIP Project Report
Neighborhood Services
Project: Bowman Branch Trail Connection
Status Updated: 7/23/2007

Description	
Construction of linear park trail along Bowman Branch.	
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	DeOnna.Garner@arlingtontx.gov
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	**FY2008**			
Park Bond Fund	$1,190,000.00			

Construct approximately 1 linear mile of trail.

Project Budget & Expenditures		
Current Budget:	$1,190,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $46,000.00	**Life**
Comments		
Funding for this project was approved in the 2005 Parks Bond Program.		

Parks and Recreation CIP Project Report

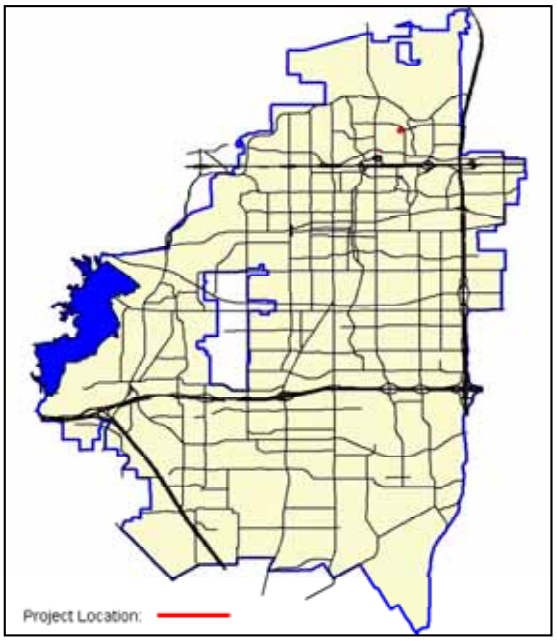
Neighborhood Services

Project: Clarence Thompson Park

Status Updated: 7/23/2007

Description
Renovations and improvements include reconstruction of the existing parking lot and irrigation for the athletic field.

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	Jason.Landrem@arlingtontx.gov
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	**FY2008**			
Park Bond Fund	$150,000.00			

Renovate the existing parking lot and add irrigation for the athleti

Project Budget & Expenditures		
Current Budget:	$150,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $13,000.00	**Life**
Comments		
Funding for this project was approved in the Parks 2005 Bond Program.		

Parks and Recreation CIP Project Report

Neighborhood Services

Project: Cravens Park

Status Updated: 7/23/2007

Description
Renovations include existing trail, volleyball court drainage repairs, erosion repair, bridge replacement and pond dredging.

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	DeOnna.Garner@arlingtontx.gov
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	**FY2008**			
Park Bond Fund	$400,000.00			

Renovate existing trail, volleyball court drainage repairs, erosion

Project Budget & Expenditures		
Current Budget:	$400,000.00	
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: Lynn Creek Trail Connection

Status Updated: 7/23/2007

Description
Extend the existing linear park trail west to Silo Road and east to Matlock Road, and include pedestrian amenities such as benches and trash receptacles.

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	DeOnna.Garner@arlingtontx.gov
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	**FY2008**			
Park Bond Fund	$200,000.00			

Extend the existing linear park trail west to Silo Road and east to

Project Budget & Expenditures		
Current Budget:	$200,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $18,000.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

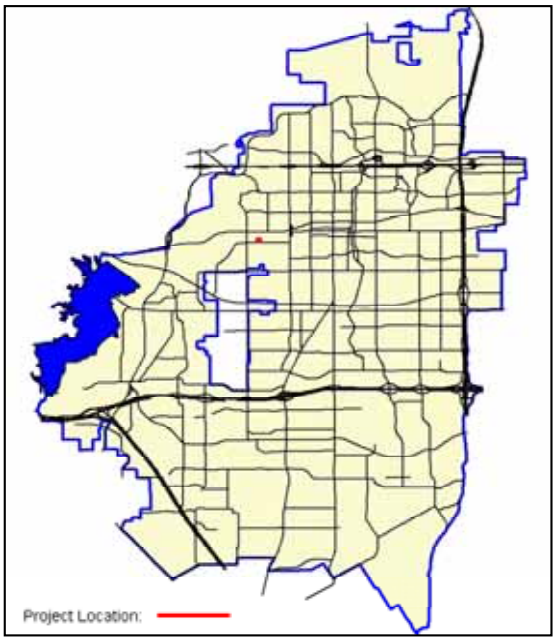
Parks and Recreation CIP Project Report

Neighborhood Services

Project: O.S. Gray Park

Status Updated: 7/23/2007

Description	
Prepare the first phase of an existing 20-acre park located in central Arlington including a parking lot, walking trail, and small pavilion.	
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	DeOnna.Garner@arlingtontx.gov
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	**FY2008**			
Park Bond Fund	$200,000.00			

Improvements proposed for the first phase is a parking lot, walkir

Project Budget & Expenditures		
Current Budget:	$200,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $32,700.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Parks and Recreation CIP Project Report
Neighborhood Services
Project: Park Partnership Funds
Status Updated: 7/23/2007

Description	
Matching funds to leverage improvements in various parks with 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	Jason Landrem
Phone Number	817-459-5489
Email Address	Jason.Landrem@arlingtontx.gov
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	**FY2008**			
Park Bond Fund	$80,000.00			

The J.W. Dunlop Creative Playground is a great example of the typ

Project Budget & Expenditures		
Current Budget:	$80,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $31,000.00	**Life**
Comments		
The Parks Department accepted nine applications for these funds in October 2006.		

Parks and Recreation CIP Project Report

Neighborhood Services

Project: River Legacy Parks

Status Updated: 7/23/2007

Description	
Proposed renovations and improvements include reconstructing a portion of the park roadways, parking lots and playground.	
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	DeOnna.Garner@arlingtontx.gov
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	**FY2008**	**FY2009**		
Park Bond Fund	$400,000.00	$600,000.00		

Renovations and improvements include reconstructing a portion

Project Budget & Expenditures		
Current Budget:	$1,000,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $9,500.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Parks and Recreation CIP Project Report

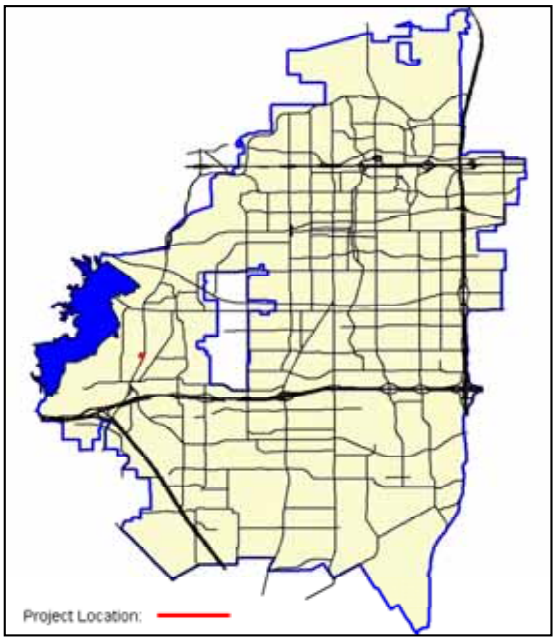
Neighborhood Services

Project: Thora Hart

Status Updated: 7/23/2007

Description
Improvements include the installation of a new park sign and a retaining wall along Green Oaks to correct an erosion problem at the front of the park.

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	Jason.Landrem@arlingtontx.gov
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	**FY2008**			
Park Bond Fund	$50,000.00			

Improvements include the installation of a new park sign and a re

Project Budget & Expenditures		
Current Budget:	$50,000.00	
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.		

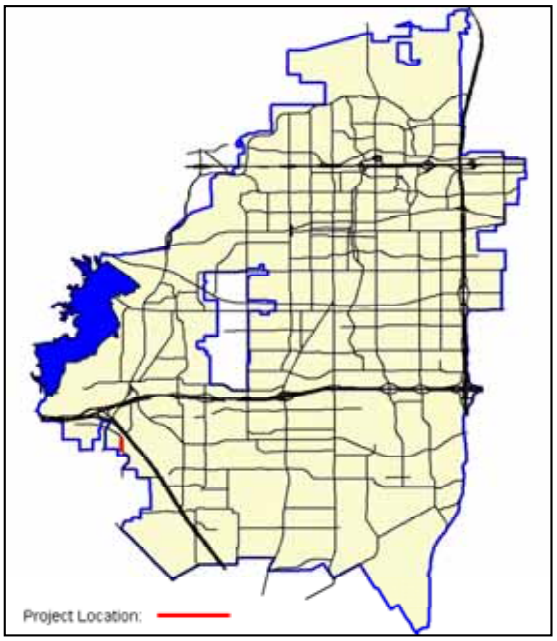
Parks and Recreation CIP Project Report

Neighborhood Services

Project: Treepoint Park

Status Updated: 7/23/2007

Description	
Develop a masterplan of the park. Design and construct phase I park improvements.	
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	Jason.Landrem@arlingtontx.gov
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	**FY2008**			
Park Bond Fund	$675,000.00			

Develop a masterplan of the park. Design and construct phase I p

Project Budget & Expenditures		
Current Budget:	$675,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $70,000.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

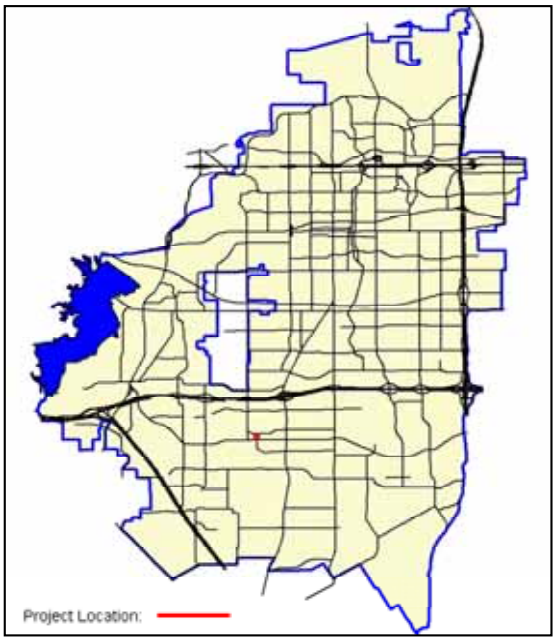
Parks and Recreation CIP Project Report

Neighborhood Services

Project: Wimbledon Park

Status Updated: 7/23/2007

Description	
Renovations include replacing the playground, athletic field irrigation, repairs to existing granite trail, and small picnic shelter.	
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	Jason.Landrem@arlingtontx.gov
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	**FY2008**			
Park Bond Fund	$300,000.00			

Renovations include replacing the playground, athletic field irriga

Project Budget & Expenditures		
Current Budget:	$300,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $16,250.00	**Life**
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Police CIP Project Report

Neighborhood Services

Project: South Arlington Public Safety Center

Status Updated: 7/27/2007

Description
The facility will serve as a police sub-station, similar in form and function to the East and West sub-stations. The facility will feature a police service desk (staffed 24 hours a day and accessible to the public) and community room for public gatherings. Community Services will have office space and personnel assigned to this facility. This bond sale will fund furnishings and equipment for the facility.

Project Number:	
Construction Start	Oct-06
Project Completion	Mar-08
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Larry Barclay
Phone Number	5705
Email Address	barclayl@ci.arlington.tx.us
Design Firm	LBL Architects
General Contractor	not selected

	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	**FY2003**	**FY2008**		
General Obligation Bonds	$9,486,000.00			
Certificates of Obligation		$500,000.00		

Project Budget & Expenditures		
Current Budget:	$9,986,000.00	
Expended to Date:	$413,445.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $106,460.00	**Life** $13,193,800.00
Comments		

Public Works and Transportation CIP Project Report

Capital Investment

Project: Collins St (Southeast Parkway to Mansfield Webb Rd)

Status Updated: 7/17/2007

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. Additional funding is anticipated from Tarrant County to complete Collins to the south into Mansfield.

Project Number:	ST99-07
Construction Start	Sep-08
Project Completion	Mar-10
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 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	**FY2003**	**FY2007**	**FY2008**	
Street Bond Fund	$370,000.00	$400,000.00	$6,830,000.00	

S. Collins St (Southeast Pkwy to Mansfield Webb Rd)

Project Budget & Expenditures		
Current Budget:	$8,500,000.00	
Expended to Date:	$454,061.96	
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 2008 Capital Budget. This project has received Tarrant County Transportation Bond funding. A design contract amendment is scheduled for Council		

Public Works and Transportation CIP Project Report
Capital Investment
Project: Construction Testing
Status Updated: 7/17/2007

Description	
Provide material testing for all roadway infrastructure construction. Without testing, quality of infrastructure could deteriorate causing long-term maintenance costs.	
Project Number:	ST07-06
Construction Start	May-07
Project Completion	Apr-08
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	Team Consultants

	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**		
Street Bond Fund	$500,000.00	$500,000.00		

Construction Testing

Project Budget & Expenditures		
Current Budget:	$1,000,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life** $0.00
Comments		
Council authorized contract on 4/10/07.		

Public Works and Transportation CIP Project Report
Capital Investment
Project: Developer Participation Projects (2003 Bond Election)
Status Updated: 7/17/2007

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**	**FY2008**
Street Bond Fund	$400,000.00	$500,000.00	$550,000.00	$250,000.00

Collins Street at Debbie Lane (Harris Crossing)

Project Budget & Expenditures		
Current Budget:	$1,700,000.00	
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: 7/17/2007

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:	ST07-04
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	**FY2008**			
Street Bond Fund	$1,500,000.00			

Project Budget & Expenditures		
Current Budget:	$1,500,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		

Public Works and Transportation CIP Project Report

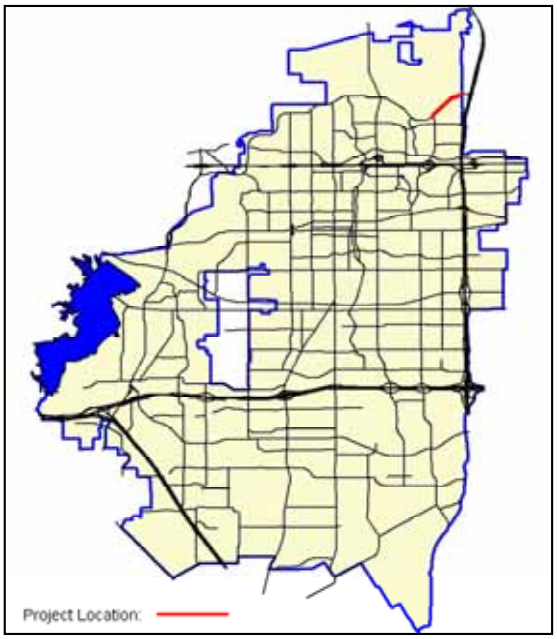
Capital Investment

Project: Green Oaks Blvd (Ballpark Way to SH 360) 5th & 6th Lanes

Status Updated: 7/17/2007

Description
Reconstruct and widen Green Oaks Boulevard from a four lane divided roadway to a six lane divided boulevard. The additional lanes will be taken from the existing median.

Project Number:	ST99-10
Construction Start	Dec-07
Project Completion	Jun-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	Wier & Associates, Inc.
General Contractor	N/A



	FY 2002				FY 2003				FY 2004			
	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	FY2008		
Street Bond Fund	$325,000.00	$3,625,000.00		

Green Oaks Blvd (Ballpark Way to SH 360) 5th & 6th Lanes

Project Budget & Expenditures		
Current Budget:	$4,675,000.00	
Expended to Date:	$198,721.22	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $31,315.00	**Life** $939,453.00

Comments

Funding for design was approved in FY 2002. Funding for ROW & Const were approved in the 1999 Bond Election and are contingent upon approval of 2008 Capital Budget. This project has received Tarrant County Transportation Bond funding.

Public Works and Transportation CIP Project Report
Capital Investment
Project: Great Southwest Industrial District Master Project
Status Updated: 7/17/2007

Description	
Master project for roadway improvements within Great Southwest Industrial District.	
Project Number:	ST04-06
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2003
Project Contract Information	
Project Manager	Mindy G. Carmichael
Phone Number	817-459-6552
Email Address	carmichealm@ci.arlington.tx.us
Design Firm	
General Contractor	NA

	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	**FY2004**	**FY2005**	**FY2006**	**FY2008**
Street Bond Fund	$2,400,000.00	$1,100,000.00	$2,675,000.00	$2,050,000.00

Randol Mill Road (SH360 to Great Southwest Pkwy)

Project Budget & Expenditures		
Current Budget:	$6,175,000.00	
Expended to Date:	$1,183,774.67	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $0.00	**Life** $0.00
Comments		
Funding was approved in 2003 Bond Election. Funds are transfered to individual project account when project is initiated. 2004 Funds were allocated to Six Flags Drive (ST04-04)and upgrade of 24 existing rail crossings. 2005/2006/2008 funds are allocated to Randol Mill Road (ST05-03).		

Public Works and Transportation CIP Project Report

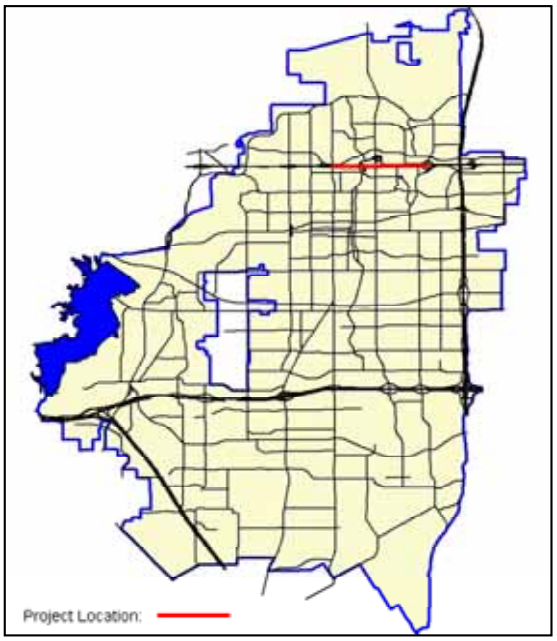
Capital Investment

Project: IH30 Three Bridges Project

Status Updated: 7/17/2007

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	Jun-07
Project Completion	Dec-10
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	Zachary Construction



	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	**FY2005**	**FY2006**	**FY2007**	**FY2008**
Certificates of Obligation	$0.00	$0.00	$3,400,000.00	$2,500,000.00
Street Bond Fund	$3,135,000.00	$3,231,000.00	$0.00	$0.00

IH 30 Three Bridges Project

Project Budget & Expenditures		
Current Budget:	$15,000,000.00	
Expended to Date:	$12,826,629.34	
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 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: Pleasant Ridge Rd (Glen Springs Dr to Bowen Rd)

Status Updated: 7/18/2007

Description
This project will rebuild an existing two lane county type roadway to a four lane divided boulevard. This project will be constructed concurrently with Pleasant Ridge Rd (Kelly Elliott to Glen Springs) project ST84-22A & B and with Park Springs Blvd (Pleasant Ridge to IH 20) project ST84-18A. Design plans were originally completed in 1994, however they require significant updating prior to construction.

Project Number:	ST91-11
Construction Start	Sep-07
Project Completion	Sep-09
Current Phase	Design
Bond Election	1999
Project Contract Information	
Project Manager	Keith Brooks
Phone Number	817-459-6535
Email Address	brooksk@ci.arlington.tx.us
Design Firm	Wier & Associates, Inc.
General Contractor	

	FY 2002				FY 2003				FY 2004			
	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**	**FY2003**	**FY2008**	
Street Bond Fund	$960,000.00	$2,420,000.00	$1,000,000.00	

Pleasant Ridge Rd (Glen Springs Dr to Bowen Rd)

Project Budget & Expenditures		
Current Budget:	$9,100,000.00	
Expended to Date:	$343,891.29	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $13,156.00	**Life** $394,677.00

Comments

Funding for ROW was sold in FY 2002 and construction in FY 2003. Council authorized redesign contract to Schrickel, Rollins and Associates, Inc. on 4/4/06. Current Budget includes all 4 projects, which will be bid as one construction contract. Right-of-way acquisition ongoing in City of Dalworthington Gardens. This project has received funding from the Tarrant County

Public Works and Transportation CIP Project Report
Capital Investment
Project: 2008 Residential Rebuilds
Status Updated: 7/17/2007

Description	
Rebuild existing residential streets that have deteriorated beyond general maintenance. Streets to be rebuilt are undetermined at this time.	
Project Number:	ST08-01
Construction Start	Jun-08
Project Completion	Jun-09
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Bob Watson
Phone Number	817-459-6582
Email Address	watsonbs@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	**FY2008**			
Street Bond Fund	$2,500,000.00			

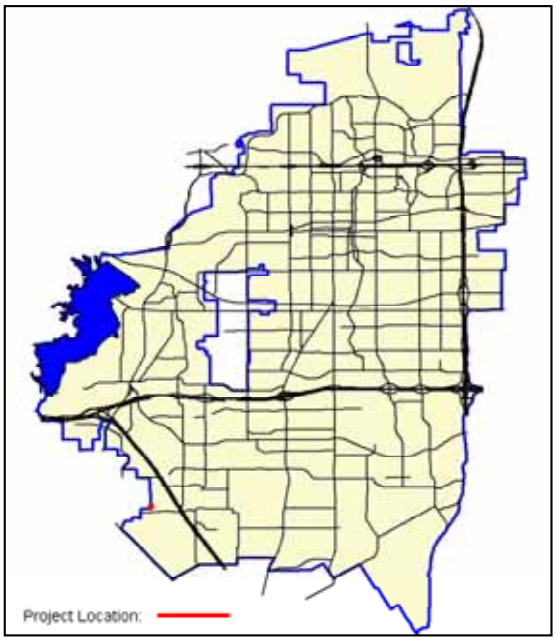
Residential Street Rebuild

Project Budget & Expenditures		
Current Budget:	$2,500,000.00	
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: Residential Street Lighting
Status Updated: 7/20/2007

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**	**FY2008**	
General Obligation Bonds	$25,000.00	$25,000.00	$25,000.00	

Streetlight

Project Budget & Expenditures		
Current Budget:	$50,000.00	
Expended to Date:	$2,419.05	
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: 7/20/2007

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**	**FY2008**	
General Obligation Bonds	$50,000.00	$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: 2008 Sidewalk Program

Status Updated: 7/17/2007

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:	SW08-01
Construction Start	Jun-08
Project Completion	Jun-09
Current Phase	
Bond Election	2003
Project Contract Information	
Project Manager	Daniel Burnham
Phone Number	817-459-6597
Email Address	daniel.burnham@arlingtontx.gov
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	**FY2008**			
Street Bond Fund	$500,000.00			

2008 Sidewalk Program

Project Budget & Expenditures		
Current Budget:	$500,000.00	
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: Signal Rebuilds and Modifications

Status Updated: 7/20/2007

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**	**FY2008**	
General Obligation Bonds	$385,000.00	$40,000.00	$370,000.00	

Signalized intersection

Project Budget & Expenditures		
Current Budget:	$795,000.00	
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: Street Light Upgrades
Status Updated: 7/24/2007

Description	
Funds would provide for parkway or median roadway illumination on various roadways.	
Project Number:	11
Construction Start	
Project Completion	
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	**FY2008**			
General Obligation Bonds	$785,000.00			

Streetlight

Project Budget & Expenditures		
Current Budget:	$785,000.00	
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: Traffic Signal Construction

Status Updated: 7/20/2007

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-07
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**	**FY2008**	
General Obligation Bonds	$300,000.00	$315,000.00	$345,000.00	

Mayfield Road at Sherry Street

Project Budget & Expenditures		
Current Budget:	$960,000.00	
Expended to Date:	$222,736.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual** $5,000.00	**Life** $125,000.00

Comments

First seven signal locations have met warrants and design is complete. Construction is in progress.

Water Utilities CIP Project Report

Capital Investment

Project: 20" WL along SH360 and Abram in the Lower PP

Status Updated: 7/24/2007

Description
This project inlcudes the design and construction of a 20-inch water line along SH360 (Park Row to Abrams) and Abrams (SH360 to Grace Howell Elevated Tank).

Project Number:	
Construction Start	Oct-09
Project Completion	Apr-10
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
Design Firm	TBDT
General Contractor	TBDT

	FY 2009				FY 2010				FY 2011			
	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	$80,000.00			

Project Budget & Expenditures		
Current Budget:	$80,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
$1,562,368 from FY 2009 and FY 2010 to be allocated to this project.		

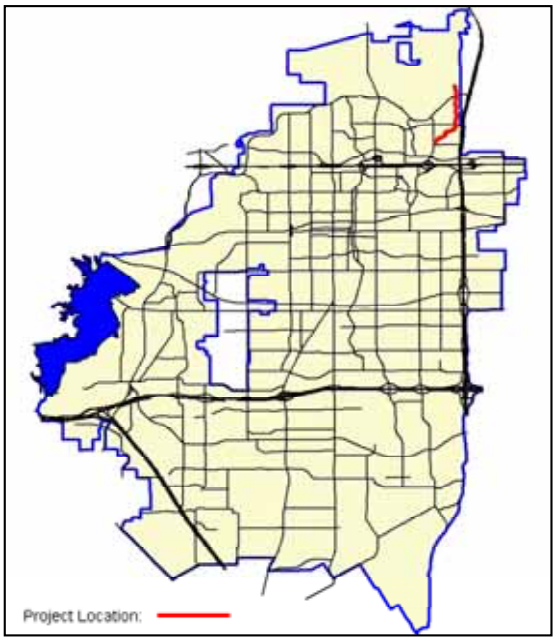
Water Utilities CIP Project Report

Capital Investment

Project: Area C Sewer Improvements/Ballpark-River Rock

Status Updated: 7/24/2007

Description	
Approximately 10,500 linear feet of 15"-21" sewer capacity improvements in northeast Arlington.	
Project Number:	NA
Construction Start	Oct-09
Project Completion	Sep-10
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	lori.du@arlingtontx.gov
Design Firm	NA
General Contractor	NA



	FY 2009				FY 2010				FY 2011			
	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	$180,000.00			

2501 Brown Blvd

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

Water Utilities CIP Project Report
Capital Investment
Project: Area C Sewer Improvements/River Legacy Park
Status Updated: 7/24/2007

Description	
Sanitary sewer capacity improvements in the Area C Sanitary Sewer Basin in the River Legacy Park.	
Project Number:	NA
Construction Start	Jan-09
Project Completion	Jul-09
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	lori.du@arlingtontx.gov
Design Firm	
General Contractor	

	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	$320,000.00			

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

Water Utilities CIP Project Report

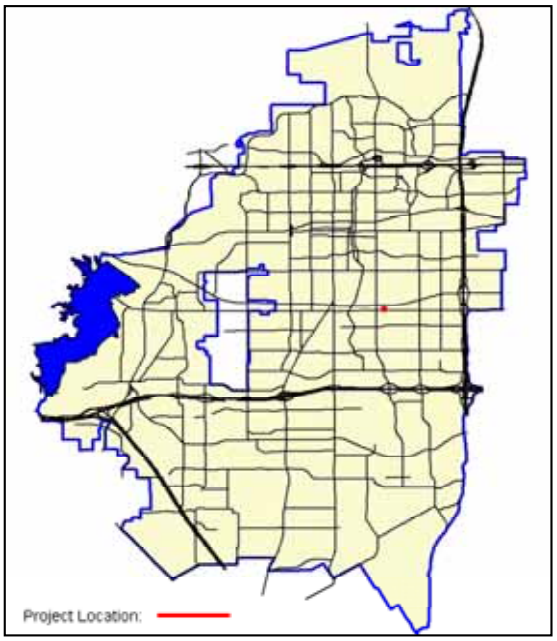
Capital Investment

Project: Arkansas Elevated Tank

Status Updated: 7/24/2007

Description
This project includes the design and construction cost of a 2.0 million gallon elevated storage tank near on Arkansas Lane (1103 E. Arksansas Lane) to serve the upper pressure plane (South Arlington).

Project Number:	WA06-029
Construction Start	Dec-07
Project Completion	May-09
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817) 459-6632
Email Address	brad.franklin@arlingtontx.gov
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	**FY2005**	**FY2007**	**FY2008**	
Revenue Bonds	$130,000.00	$170,000.00	$2,512,000.00	

1103 E. Arkansas Lane

Project Budget & Expenditures		
Current Budget:	$2,812,000.00	
Expended to Date:	$24,290.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
The design phase continued during the 3rd quarter of FY 2007.		

Water Utilities CIP Project Report

Capital Investment

Project: Arkansas Lane: Cooper - Collins

Status Updated: 7/24/2007

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	Feb-08
Project Completion	Sep-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817)459-6632
Email Address	brad.franklin@arlingtontx.gov
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**	**FY2007**	**FY2008**	
Revenue Bonds	$169,000.00	$685,000.00	$1,380,000.00	

Arkansas Lane: Cooper Street to Collins Water and Sewer

Project Budget & Expenditures		
Current Budget:	$2,234,000.00	
Expended to Date:	$11,930.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design continued during the 3rd quarter of FY 2007.		

Water Utilities CIP Project Report

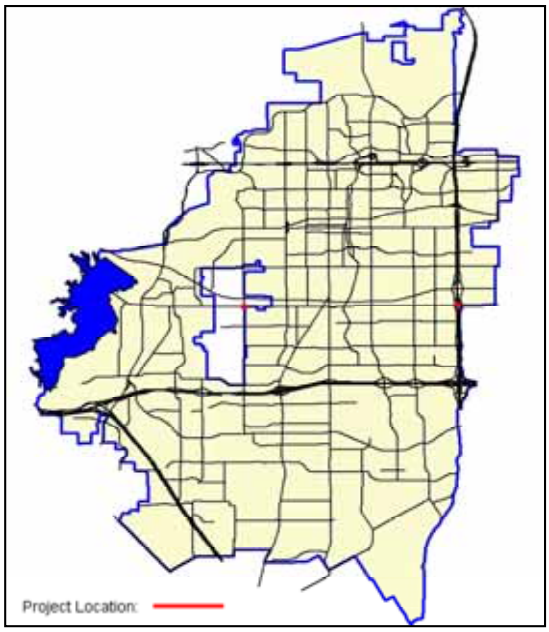
Capital Investment

Project: Bowen & SH360 Transfer Valves and UPP Expansion

Status Updated: 7/24/2007

Description
This project includes the design and construction of transfer valves at Bowen Road/Arkansas Lane and SH360/Arkansas Lane. It also includes several water line improvements which will accommodate the Upper Pressure Plane Expansion in accordance with the Water Distribution Master Plan.

Project Number:	WA05-026
Construction Start	Jul-08
Project Completion	Jan-09
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817)459-6632
Email Address	brad.franklin@arlingtontx.gov
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	$100,000.00		

Arkansas Lane at SH360: Transfer Valve

Project Budget & Expenditures		
Current Budget:	$160,000.00	
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. $652,000 from previously approved funds are being allocated to this project.

Water Utilities CIP Project Report

Capital Investment

Project: Collins St: SE Pkwy - Mansfield Webb 16" WL

Status Updated: 7/24/2007

Description	
This project includes the design and construction of a 16" water line along Collins Street from Southeast Parkway to Ballweg Road in accordance with the Water Distribution Master Plan.	
Project Number:	WA05-024
Construction Start	May-08
Project Completion	Oct-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817)459-6632
Email Address	brad.franklin@arlingtontx.gov
Design Firm	Halff Associates
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	**FY2005**	**FY2008**		
Revenue Bonds	$415,000.00	$763,927.00		

Collins Street: SE Pkwy - Mansfield Webb 16" WL

Project Budget & Expenditures		
Current Budget:	$1,178,927.00	
Expended to Date:	$63,937.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
The design phase of the 16-inch water line will occur in conjunction with Public Works' design of Collins Street paving. Design continued during the 3rd quarter of FY 2007.		

Water Utilities CIP Project Report

Capital Investment

Project: Cravens Park & Silo Water & Sewer Adjustments

Status Updated: 7/24/2007

Description	
Water and sewer adjustments along Cravens Park and Silo between Matlock and Lynn Creek	
Project Number:	WA06-005
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	lori.du@arlingtontx.gov
Design Firm	NA
General Contractor	NA

	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	$100,000.00	$330,000.00		

Project Budget & Expenditures		
Current Budget:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Construction to be coordinated with Public Works Project No. ST87-12.		

Water Utilities CIP Project Report
Capital Investment
Project: Developer Participation
Status Updated: 7/24/2007

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	
Project Completion	
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	David Smith
Phone Number	(817) 459-6609
Email Address	david.smith@arlingtontx.gov
Design Firm	NA
General Contractor	NA

	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	$500,000.00	$2,000,000.00		

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		
One project participation request (Deer Creek Section 3B) was approved during the 3rd quarter FY07. This participation amount will not exceed $71,799.52.		

Water Utilities CIP Project Report

Capital Investment

Project: Eden Road (Matlock to Collins) 12" and 16" Water Line

Status Updated: 7/24/2007

Description	
This project includes the design and construction of water and sanitary adjustments needed for paving and drainage. It also includes the addition of a 12-inch and 16-inch water line. This project will be combined to build with Public Works Project No. ST94-29 for the improvements in Eden Road from Matlock Road to Collins Street.	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
Design Firm	TBDT
General Contractor	TBDT

	FY 2009				FY 2010				FY 2011			
	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	$55,000.00			

Project Budget & Expenditures		
Current Budget:	$55,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
The construction cost estimate is $580,000.		

Water Utilities CIP Project Report

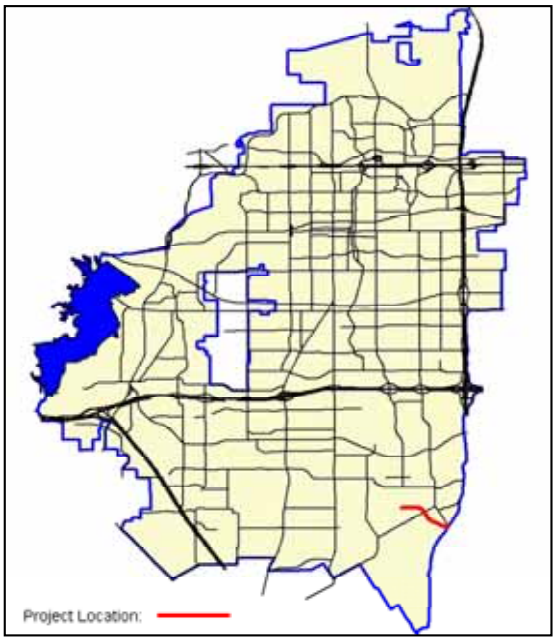
Capital Investment

Project: Eden Road W&S Adjustments (Collins to New York)

Status Updated: 7/24/2007

Description
This project includes the design and construction of water and sanitary adjustments needed for paving and drainage. This project will be combined to build with Public Works Project No. ST94-30 for the improvements in Eden Road from Collins Street to New York Avenue.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
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	$40,000.00			

Project Budget & Expenditures		
Current Budget:	$40,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
The construction cost estimate is $110,000.		

Water Utilities CIP Project Report

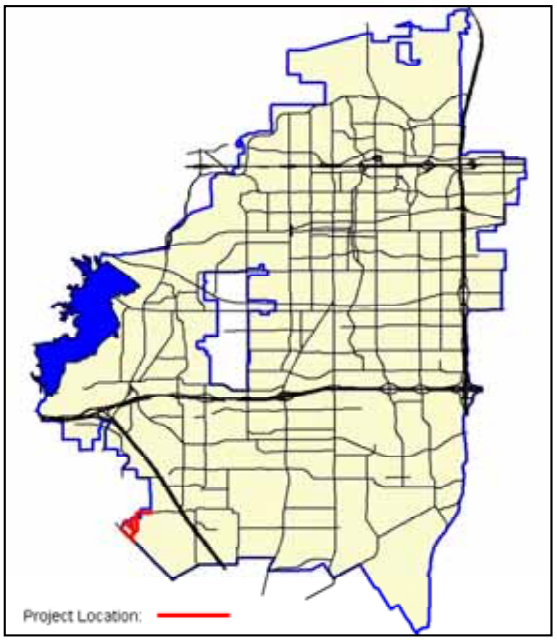
Capital Investment

Project: Eden/Eden Tap/Mansfield Cardinal Sanitary Sewer

Status Updated: 7/24/2007

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	Mar-08
Project Completion	Nov-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	(817)459-6632
Email Address	brad.franklin@arlingtontx.gov
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**	**FY2007**	**FY2008**	
Revenue Bonds	$763,920.00	$630,080.00	$400,000.00	

Looking west down Mansfield-Cardinal Rd

Project Budget & Expenditures		
Current Budget:	$1,794,000.00	
Expended to Date:	$96,000.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design continued during the 3rd quarter of FY 2007. Coordination regarding the schedule of improvements continued with the City of Kennedale during the 3rd quarter of FY 2007.		

Water Utilities CIP Project Report
Capital Investment
Project: Fort Worth Interconnect
Status Updated: 7/24/2007

Description
This project involves the design and construction of an emergency connection between the Fort Worth and Arlington water distribution systems.

Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	David Smith
Phone Number	(817) 459-6609
Email Address	david.smith@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD

	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	$25,000.00			

Project Budget & Expenditures		
Current Budget:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Project location to be determined.		

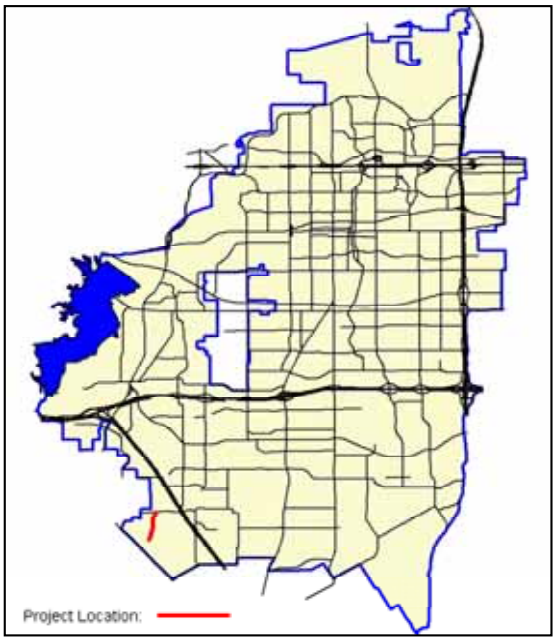
Water Utilities CIP Project Report

Capital Investment

Project: Golf Club Drive 20" Water Line

Status Updated: 7/24/2007

Description	
This project includes the design and construction of a 20-inch water line along Golf Club Drive from Eden Road to the proposed West Elevated Storage Tank.	
Project Number:	
Construction Start	Apr-08
Project Completion	Jul-08
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
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	$554,400.00			

Project Budget & Expenditures		
Current Budget:	$554,400.00	
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

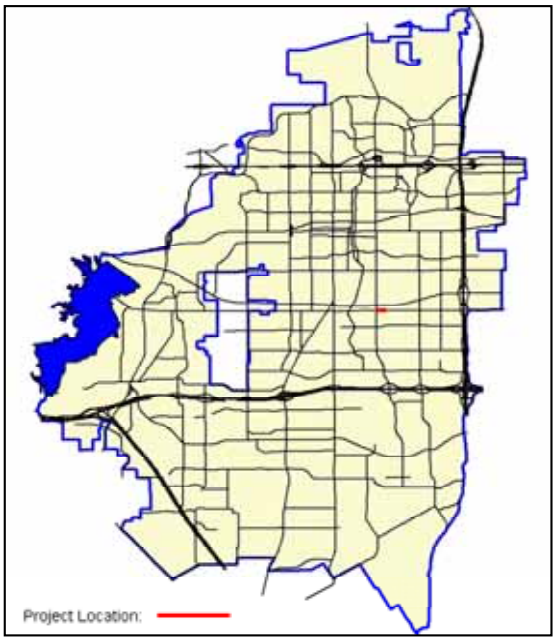
Capital Investment

Project: Grants Parkway 36" WL (Collins to Arkansas)

Status Updated: 7/24/2007

Description
A 36-inch water line is proposed to be installed along Grants Parkway from Collins Street to the proposed Elevated Tank on Arkansas Lane (1103 E. Arkansas Lane).

Project Number:	WA02-015 B / WA07-005
Construction Start	Jun-08
Project Completion	Nov-08
Current Phase	Design
Bond Election	2002
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
Design Firm	Wier & Associates
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	**FY2002**	**FY2008**		
Revenue Bonds	$360,000.00	$903,000.00		

Project Budget & Expenditures		
Current Budget:	$1,263,000.00	
Expended to Date:	$285,633.64	
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. The design phase continued during the 3rd quarter of FY 2007.		

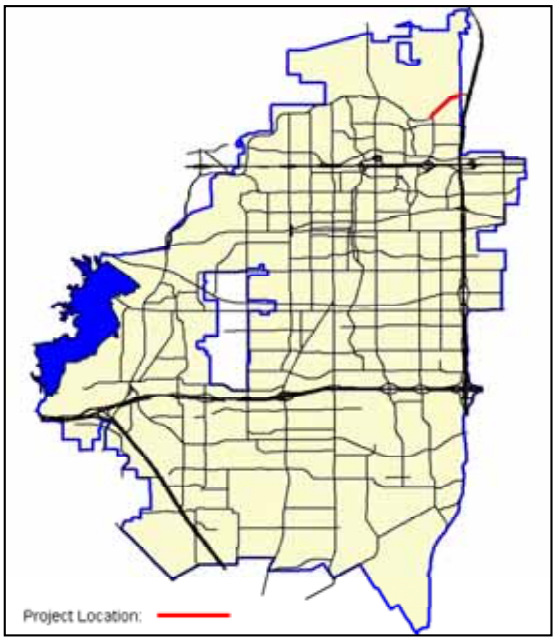
Water Utilities CIP Project Report

Capital Investment

Project: Green Oaks Blvd. Ballpark Way to SH360

Status Updated: 7/24/2007

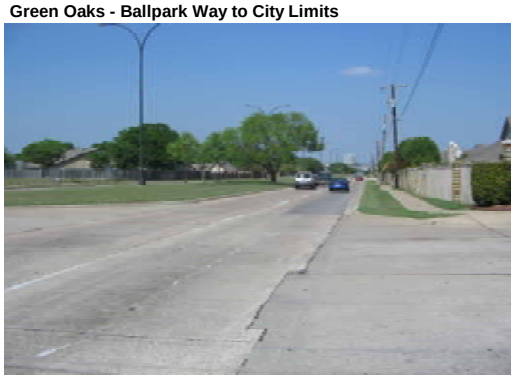
Description	
This project includes the design and construction of water and sanitary sewer adjustments needed for the Green Oaks Blvd. from Ballpark Way to the east City Limits.	
Project Number:	WS06-032
Construction Start	Mar-08
Project Completion	Jun-09
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817) 459-6636
Email Address	lori.du@arlingtontx.gov
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	**FY2007**	**FY2008**		
Revenue Bonds	$100,000.00	$50,000.00		

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		

Water Utilities CIP Project Report

Capital Investment

Project: IH30, Phase 2, Section 3

Status Updated: 7/24/2007

Description
This project includes the construction of water line adjustments needed for the IH30 expansion and bridge improvements.

Project Number:	WS07-010
Construction Start	Aug-07
Project Completion	May-08
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	(817)459-6608
Email Address	dean.yanagi@arlingtontx.gov
Design Firm	Schrickel, Rollins & Associates
General Contractor	S.J. Louis Construction

	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**	**FY2008**	
Revenue Bonds	$2,507,635.00	$4,227,000.00	$1,709,904.00	

I-30 looking west from Ballpark Way

Project Budget & Expenditures		
Current Budget:	$8,444,539.00	
Expended to Date:	$198,184.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**

Comments

Construction plan preparation continued during the second and third quarter of FY 2007. Construction schedule is being coordinated with TXDOT.

Water Utilities CIP Project Report

Capital Investment

Project: John F. Kubala Water Treatment Plant Expansion

Status Updated: 7/25/2007

Description	
This project includes the design and construction of the JFK Water Treatment Plant expansion to 97.5 MGD.	
Project Number:	WT70-33
Construction Start	Jan-08
Project Completion	Aug-09
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Chuck Vokes
Phone Number	(817)457-7550
Email Address	chuck.vokes@arlingtontx.gov
Design Firm	Carollo Engineers
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**	**FY2007**	**FY2008**	
Revenue Bonds	$2,055,000.00	$12,050,000.00	$18,815,000.00	

Project Budget & Expenditures		
Current Budget:	$34,000,000.00	
Expended to Date:	$1,105,070.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Predesign is complete. Final design is approximately 50% complete. Construction contract will be bid in October 2007.		

Water Utilities CIP Project Report
Capital Investment
Project: Mansfield Interconnect
Status Updated: 7/24/2007

Description	
Emergency interconnect between the City of Mansfield and Arlington water distribution systems.	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	David Smith
Phone Number	(817) 459-6609
Email Address	david.smith@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD

	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	$90,000.00			

Project Budget & Expenditures		
Current Budget:	$90,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		

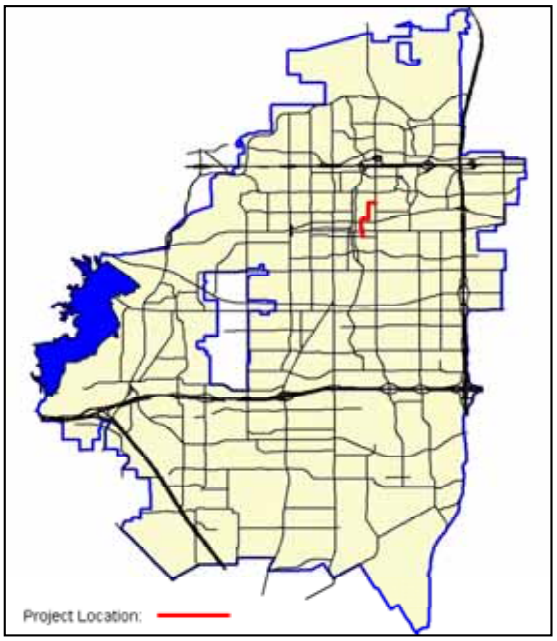
Water Utilities CIP Project Report

Capital Investment

Project: Mary/East/Rogers 36” Water Transmission Line

Status Updated: 7/25/2007

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	Dec-07
Project Completion	Dec-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817)459-6636
Email Address	lori.du@arlingtontx.gov
Design Firm	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	**FY2005**	**FY2007**	**FY2008**	
Revenue Bonds	$594,799.00	$2,160,000.00	$1,074,601.00	

East/Division

Project Budget & Expenditures		
Current Budget:	$4,600,000.00	
Expended to Date:	$128,367.00	
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. Design continued during the 3rd quarter FY07.		

Water Utilities CIP Project Report

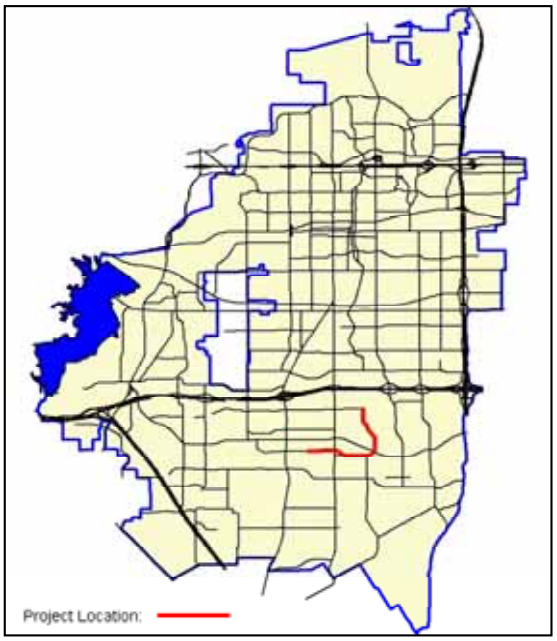
Capital Investment

Project: Nathan Lowe and Cravens Park 42" Water Line

Status Updated: 7/24/2007

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	Aug-07
Project Completion	Aug-08
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	Lori Du
Phone Number	(817)459-6636
Email Address	lori.du@arlingtontx.gov
Design Firm	Dunaway & Associates
General Contractor	Gin Spen, 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	**FY2005**	**FY2007**	**FY2008**	
Revenue Bonds	$259,203.00	$3,853,845.00	$458,702.00	

Cravens Park Drive

Project Budget & Expenditures		
Current Budget:	$4,571,750.00	
Expended to Date:	$405,242.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Construction will start August 07.		

Water Utilities CIP Project Report

Capital Investment

Project: North Service Center Remodel

Status Updated: 1/29/2007

Description	
This project provides for stabilizing and securing the property upon removal of Division Street houses and providing additional parking for city equipment.	
Project Number:	WS00-041
Construction Start	Apr-08
Project Completion	Sep-08
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	John Norman
Phone Number	(817) 459-5904
Email Address	normanj@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**	**FY2008**		
Revenue Bonds	$100,000.00	$500,000.00		

Project Budget & Expenditures		
Current Budget:	$600,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
This project is in the preliminary design phase which includes defining the scope of work and identifying potential areas for additional operational usage of the Service Center area. Pre-site improvements include plans providing additional parking for city equipment and for identifying future storage building location. Houses have been abated and are scheduled for demolition.		

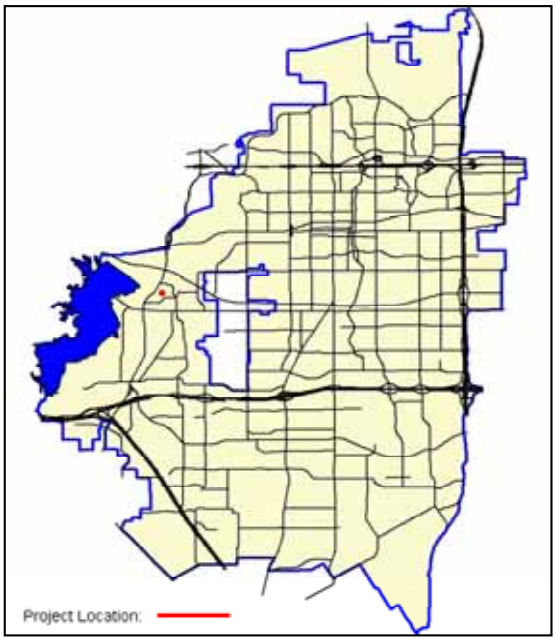
Water Utilities CIP Project Report

Capital Investment

Project: Pierce Burch Plant Chemical Feed Improvements

Status Updated: 7/25/2007

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	Aug-07
Project Completion	May-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Chuck Vokes
Phone Number	(817)457-7550
Email Address	chuck.vokes@arlingtontx.gov
Design Firm	MWH Americas, Inc.
General Contractor	Archer Western



	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	$2,485,000.00	$475,000.00	$2,943,000.00	

Project Budget & Expenditures		
Current Budget:	$35,120,000.00	
Expended to Date:	$357,225.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Project Construction is scheduled to begin in August, 2007 with completion in May, 2008.		

Water Utilities CIP Project Report

Capital Investment

Project: Pleasant Ridge Road(Kelly Elliott - Bowen Road)

Status Updated: 7/24/2007

Description	
This project includes the renewal of existing water and sanitary sewer mains in conjunction with the Pleasant Ridge Road Project (Kelly Elliott to Bowen Road).	
Project Number:	WS02-025
Construction Start	Sep-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	lori.du@arlingtontx.gov
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	**FY2005**	**FY2007**	**FY2008**	
Revenue Bonds	$347,150.00	$422,850.00	$659,384.00	

Pleasant Ridge Rd

Project Budget & Expenditures		
Current Budget:	$1,400,000.00	
Expended to Date:	$49,234.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design continued through the third quarter of FY07.		

Water Utilities CIP Project Report

Capital Investment

Project: 2007 Residential Street Rebuild (Water and Sewer Renewal)

Status Updated: 7/24/2007

Description	
This project includes the design and construction of water and sewer renewals associated with the street rebuilds of Parkview Addition and Hollandale Circle.	
Project Number:	CR07-001
Construction Start	Dec-07
Project Completion	Sep-08
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
Design Firm	Elder Engineering
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	**FY2005**	**FY2007**	**FY2008**	
Revenue Bonds	$195,000.00	$500,000.00	$500,000.00	

Parkview Addition

Project Budget & Expenditures		
Current Budget:	$695,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
Design continued during the 3rd quarter of FY 2007.		

Water Utilities CIP Project Report

Capital Investment

Project: US287/Eden-Longhorn 24" & 16" Water Line

Status Updated: 8/3/2006

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	Aug-07
Project Completion	Feb-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	**FY2008**			
Revenue Bonds	$758,762.00			

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		

Water Utilities CIP Project Report

Capital Investment

Project: West Pressure Plane High Service Pump Station & 30" Water Line

Status Updated: 7/24/2007

Description	
This project includes the design and construction of the West High Service Pump Station and 30-inch water line to Eden Road and US287.	
Project Number:	
Construction Start	Mar-08
Project Completion	Feb-09
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
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	**FY2008**			
Revenue Bonds	$3,400,000.00			

Project Budget & Expenditures		
Current Budget:	$3,400,000.00	
Expended to Date:	$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	**Avg. Annual**	**Life**
Comments		
The design began during the 3rd quarter of FY 2007.		

Water Utilities CIP Project Report

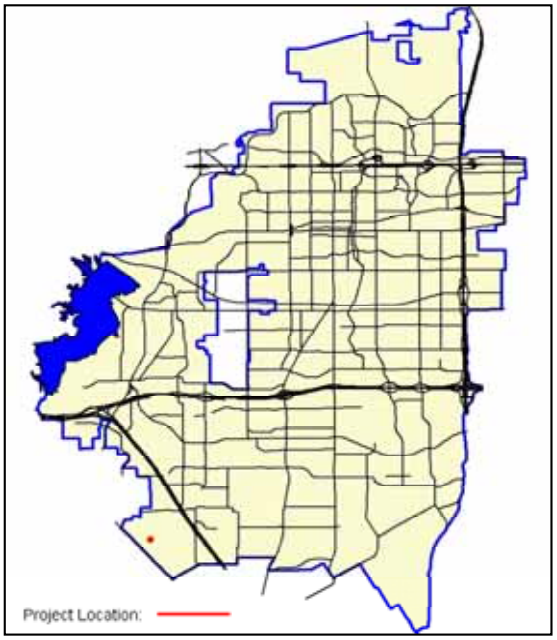
Capital Investment

Project: West Pressure Plane Elevated Storage Tank

Status Updated: 7/24/2007

Description
This project includes the design and construction of the West Pressure Plane Elevated Storage Tank near Golf Club Drive and Mansfield Cardinal Road.

Project Number:	
Construction Start	Jul-08
Project Completion	May-09
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
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	$1,764,000.00			

Project Budget & Expenditures		
Current Budget:	$1,764,000.00	
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.		

. FY 2008 AUTHORIZED FULL-TIME POSITIONS

City Service Team	Summary	FY06 Actual	FY07 Adopted	FY07 Estimate	FY08 Adopted
CI	Public Works & Transportation	119	124	125	129
	Environmental Services	10	10	10	10
	Capital Investment Totals	129	134	135	139
ED	Community Development & Planning	55	55	69	71
	Aviation	8	8	8	8
	Economic Development	0	3	3	3
	Economic Development Totals	63	66	80	82
NS	Fire	403	409	407	413
	Libraries	64	71	71	71
	Community Services	72	77	72	77
	Parks and Recreation	125	130	130	117
	Police	745	763	768	780
	Neighborhood Services Totals	1409	1450	1448	1458
SS	Management Resources	36	40	42	42
	City Attorney's Office	33	34	37	37
	City Manager's Office	5	6	6	6
	Auditor	6	6	6	6
	Financial Services	31	31	31	31
	Workforce Services	19	20	23	23
	Information Technology	37	37	34	34
	Judiciary	4	4	5	5
	Muncipal Courts	42	42	46	46
	Strategic Support Totals	213	220	230	230
	Sub-Total GF	1814	1870	1893	1909
Other Funds	Water and Sewer Fund	219	219	219	218
	Convention Center	32	32	31	32
	Parks Performance Fund	63	61	61	79
	Street Maintenance Fund	72	72	62	62
	General Services Fund	13	10	10	10
	Communication Services Fund	0	0	0	0
	Fleet Services Fund	2	2	2	2
	Technology Services Fund	16	19	20	20
	Grants	79	79	85	85
	Sub-Total Other Funds	496	494	490	508
	Total	2310	2364	2383	2417

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% ($1/12^{th}$) 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.

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

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 2008 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.

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	99.5 square miles
Extraterritorial Jurisdiction	None
Public Parkland	4,576 acres
City Parks	1,394 acres
Community Parks	882 acres
Linear Parks	1,830 acres
Neighborhood Parks	382 acres
Natural Areas	115 acres
Longitude Range	W97° 14'-W97° 03'
Latitude Range	N32° 35'-N32° 48'
Elevation Range	462'-687'
Lake Arlington	
Pool Elevation	550'
Surface Area	2,250 acres
Average Annual Rainfall	36.1"
Average Annual Temperature	66.3°F
Average January Temperature	44.6°F
Average July Temperature	85.9°F

CITY OF ARLINGTON
Facts & Figures
(continued)

DEMOGRAPHICS

Population

1980	160,113
1990	261,721
2004	356,861
2007 (estimate from NCTCOG)	364,300

Average Annual Population Growth Rate

1980 - 2004	2.2%

Population Rank (US Census 2007 Estimate)

Texas	7th
U.S.	49th

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

CITY OF ARLINGTON
Facts & Figures
(continued)

HOUSING (2005)

Single-Family Units	91,330
Multi-Family Units	50,733

Building Permit Activity (2005)	# Permit	$ Value
New Single Family	1,403	$198,736,602
New Multifamily	16	$11,529,843
New Commercial	84	$44,167,533
New Institutional	21	$8,210,125
Other (Additions, fences, etc.)	4,245	$63,002,007
Total	5,769	$325,646,110

EDUCATION

AISD Enrollment (AISD report 12/07)

Elementary	36,552
Junior High	8,825
High School	17,310
Total	62,687

UTA Enrollment (UTA Office of Public Affairs 2007)

Undergraduate	19,205
Graduate	5,620
Total	24,825

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

CITY OF ARLINGTON

ECONOMIC

2007 Taxable Value	
Personal Property	$2,322,418,586
Real Estate	$15,343,361,310
Total	$17,665,779,896

Tax Rate per $100 Valuation	
City	$0.6480
AISD	$1.278
County	$0.636277
Total	$2.562277

2007 Tax Levy	
Personal Property	$14,202,198
Real Property	$98,442,036
Total	$112,644,235

2007 Top Ten Taxpayers	**Valuation**
General Motors Corporation	$182,901,104 [1]
TXU Electric Delivery Co.	$147,804,519
Parks at Arlington LP	$144,693,332
Southwestern Bell	$ 82,000,414
Lincoln Square Ltd	$ 60,015,624
Six Flags Over Texas	$ 59,790,771
National Semiconductor	$ 58,966,392
USMD Surgical Hospital	$ 51,443,186
Arlington Highlands Ltd	$ 49,023,518
HCA-Arlington Inc	$ 40,000,000

[1] Reduced by abatement

CITY OF ARLINGTON
Facts & Figures
(continued)

ECONOMIC (continued)

	(estimated)
City Sales Tax Collected FY 2008	$46,368,418
Property Tax Collected FY 2007	$ 107,491,830

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 chose Arlington as their primary destination and 93% plan to return to Arlington.

Economic Impact (Arlington Convention and Visitors Bureau)

$396,337,168 estimated annual visitor spending.

70% of tourists visit one local attraction and 20% visit two attractions while here.

CITY OF ARLINGTON
Facts & Figures
(continued)

EMPLOYMENT

Civilian Labor Force (Texas Workforce Commission – September 2007)

Arlington	208,417

Annual Average Unemployment Rate (Texas Workforce Commission – Oct. '06 – Sept. '07)

Arlington	4%

2007 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
Texas Rangers Baseball Club	1,800
City of Arlington	1,700
Arlington Memorial Hospital	1,300
AmeriCredit	1,300
Providian	1,200

Ad Valorem Tax Structure
Fiscal Year 2008

Estimated Total Valuation	$ 17,466,794,066
Tax Rate	0.6480
Total Tax Levy	113,184,826
Total Projected Revenue	108,397,246
General Fund Tax Revenue	78,024,169
Interest and Sinking Fund Tax Revenue	$ 34,803,973

Distribution of Tax Rate

Fund	Rate	Percent
General Fund	$0.4467	69.0%
Interest and Sinking Fund	$0.2013	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
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
2008	$	17,466,794,066	$0.6480	$	113,184,826

City of Arlington
Ad Valorem Tax Rate
General Fund and Debt Service Fund
Twenty-Year History

Fiscal	General Fund		Debt Service Fund		Total	Percent
Year	Rate	Percent	Rate	Percent	Rate	Variance
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%
2008	$0.4467	68.9%	$0.2013	31.1%	$0.6480	0.0%

ARLINGTON

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 2008 is $17.5 billion. This is an increase of 5 percent from the assessed value of $16.6 billion for FY 2006.

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.

Balanced Budget: As required by law, revenues and interfund transfers must equal or exceed expenditures for all funds. Additionally, one-time funds cannot be used for recurring expenditures.

Bond Election: a special election held in order that citizens may cast a ballot for or against a proposal to perform a given capital improvement project. Elections may include approval for the City to issue General Obligation Bonds.

Bond rating: A rating assigned by outside credit rating companies which gives investors an idea of the credit-worthiness of the City.

Bond sales: The sale of General Obligation bonds and other debt instruments in the public market, proceeds from which allow the funding of various capital improvement program (CIP) projects.

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 2008, 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 2008 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.