



City of Arlington FY 2009 Annual Adopted Budget

Neighborhood Services
Economic Development
Capital Investment
Strategic Support





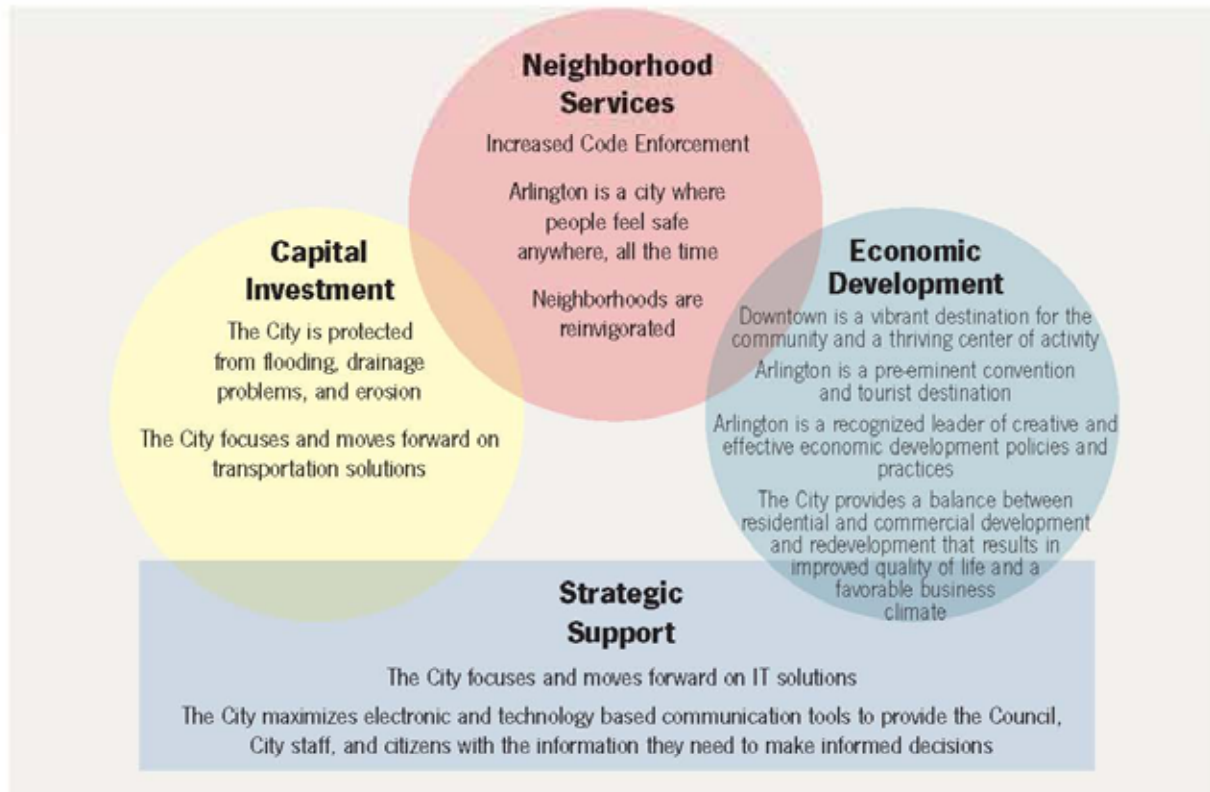
City of Arlington Performance Plan

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.



VALUES

The City Provides Outstanding Customer Service

Staff exceeds expectations in delivering core service and daily operations

City values diversity, creates positive 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**

Table Of Contents

Manager’s Message	3
Organization Charts	25
Business Plan	27
Capital Investment	
Economic Development	
Neighborhood Services	
Strategic Support	
Outcomes	
Long Range Plan	69
Financial Summaries	77
Operating Funds - FY 2009 Operating Position	78
Selected Financial Reserves - FY 2009 Operating Position	82
General Fund Summary	83
Policy Administration	
City Attorney’s Office	87
City Manager’s Office	89
City Auditor	91
Judiciary	93
Neighborhood Services	
Community Services	95
Fire	99
Library Services	101
Parks and Recreation	103
Police	105
Economic Development	
Aviation	107
Community Development and Planning	109
Economic Development	111
Capital Investment	
Environmental Services	113
Public Works and Transportation	115

Table Of Contents

Strategic Support

Financial Services	117
Information Technology.....	119
Management Resources	123
Municipal Court	127
Workforce Services	129

Enterprise Funds

Water And Sewer Fund	131
Storm Water Utility Fund	135

Special Revenue Funds

Convention & Event Services Fund	139
Park Performance Fund	143
Street Maintenance Fund	147

Internal Service Funds

General Services Fund	151
Fleet Services Fund	153
Information Technology Services Fund	155
Communication Services Fund	157

Debt Service Fund	161
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Capital Improvement Program	165
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Appendix

Appendix 1 - FY 2009 Authorized Full-Time Positions	215
Appendix 2 Statement of Financial Principles	234
Appendix 3 Fund Accounting Information	239
Appendix 4 Budget Process	243
Appendix 5 Facts and Figures	245
Appendix 6 Ad Valorem Tax Structure	251
Appendix 7 Budget Glossary	255
Appendix 8 Budget Calendar	261



Introduction

The FY 2009 Adopted Budget has been prepared at a time when the national and regional economic picture creates new challenges. However, investments in Economic Development, Strong, Safe, Attractive Neighborhoods, and Capital Investment have created a stronger local base for the City. Safe, strong neighborhoods, job creation, and investments in our infrastructure provide Arlington with a foundation that minimizes the impact of the national and regional economic troubles. 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 2009, and an analysis of our long-term future, in order to assist us in our work to plan for the City's future.

The national economy is weakening. Inflation, bankruptcies and foreclosures are all increasing. Arlington has been somewhat insulated from these effects, but they cannot be completely avoided. Therefore, the FY 2009 Budget continues our investment in City priorities through the utilization of reallocated resources, utilization of incremental growth, and emphasis on partnership and working together.

The inside front cover of this document has a graphic representation of the interconnectedness 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.

Neighborhood Services

Our Safe and Strong Neighborhood Initiative includes community policing, proactive and effective code enforcement, investment in youth, and enhanced park and library services. Positive trends include reduction of crime, not due just to city service delivery, but in partnership with our neighborhoods. The Library continues its commitment to reducing illiteracy with the opening of the Southwest Branch library and the development of satellite community libraries in partnership with AISD and MISD. Our commitment to reinvigorating neighborhoods is further enhanced by the implementation of two new initiatives, i.e., the Vacant Structure Initiative and adding Duplexes to our annual inspection process. The renovation of several facilities, including the Lake Arlington Golf Course, Harold Patterson Sports Complex, Meadowbrook Sculpture Garden, and Veterans Memorial Park demonstrate our continued commitment to providing quality parks and green spaces. The completion of the EOC demonstrates our continued commitment to ensuring that Arlington is a city where people feel "safe anywhere, all the time."

Manager's Message

We moved forward with implementation of a fire management study, bringing on four additional fire positions. Teams of employees, working with the community, have worked to improve five fragile neighborhoods in our community. Very soon we shall begin reaping the benefits of our new Animal Services Center, and achieved synergy by opening the adjacent dog park.

Economic Development

At the Arlington Municipal Airport, FY 2008 was a year of careful planning in preparation for major improvements to come. In the next year, private development will bring additional hangars, office facilities, and a jet terminal campus to the airport. In addition, the airport will reconstruct the damaged T-Hangar and construct an additional aircraft apron. At the Convention Center, a new automated exterior LED marquee provides a more modern look, while behind the scenes the CVB is using a new booking software that integrates a website, a digital marketing center, and sales software for an improved booking experience for customers. The Economic Development team has been working steadfastly with local business partners, and has produced new marketing materials to help expand the current scope of effort. Interest in the Great Southwest Industrial District has spurred more redevelopment activity. The Community Development and Planning department assisted local developers with getting several important projects off the ground in FY 2008, including redevelopment of the Forum 303 Mall into the Pioneer 360 Business Center, expansion of the Arlington Highlands, and further progress on the mixed-use Viridian project. A strong focus on neighborhoods brought about the collaboration between citizens and city staff to create the Oak Hill Neighborhood Plan, which was adopted in March.

Several important projects began in 2008. Scheduled to open in the fall, the construction of Founders Plaza and Levitt Pavilion is well underway. The Plaza will solidify the revitalization of the Center Street Corridor and create a public space with civic identity. Also in the downtown area, recent renovation of the Vandergriff Building brought back to life a piece of Arlington's history.

As you will recall, the Chamber of Commerce notified us earlier this year that they did not intend to renew their contract with the City. Though the City will no longer fund the Chamber, the partnership with the Chamber for economic growth continues.

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.

Manager's Message

The City has been involved in numerous capital projects throughout the community this year, while meeting the challenge of rapidly escalating costs. The Southwest Library has opened and two new buildings, the Animal Services Center, Founders Park, and the South Police Service Center, are nearing completion. \$12 million received through the Street Maintenance Sales Tax is continuing to allow for improvements to our existing street network. A Traffic Management Center is now operational, providing for better traffic flow through the Entertainment District.

Partnering with the Texas Department of Transportation, the City has created a partnership and leveraged funds that have resulted in the award of two significant highway construction contracts for improvements to IH 30 and intersection improvements at SH 180/SH 360.

A 32.5 million gallon treatment capacity expansion of the John Kubala Water Treatment Plant has begun, with funding through the Texas Water Development Board, which will save ratepayers \$4 million over the life of the bonds issued for this project. This will allow Arlington to meet the water demands of our growing community. Regional cooperation amongst water providers has resulted in better use of our water supplies. Water conservation programming within the department includes opportunities for residents to receive fixtures to help reduce consumption, and lower their bills.

In our continued efforts to be good environmental stewards, the Environmental Services group has continued the policy of purchasing lower emission vehicles and hybrid vehicles. The Arlington Landfill continues to be a well-managed revenue source for the City. Refuse from several local municipalities is now directed toward this facility. Working with partners such as ICLEI (Local Governments for Sustainability), NCTCOG, the Citizens Environmental Committee, and local groups, awareness of issues such as air and water quality, litter, and LEEDS/Green building standards are all being discussed and plans formulated to make Arlington Clean and Green.

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 2008, and their refinement will continue into the future. The Municipal Court has improved operations, 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. The legislative and lobbying team are preparing for future sessions at both the State and Federal level.

Manager's Message

Conclusion

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 2009. This plan outlines our organization's Vision, Mission, the Mayor and Council's priorities for the coming year, and our values of 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.

Economic Overview

In the April 2008 *Insight* report by A. Gary Shilling, a major recession for the nation was predicted. The most recent July edition asserted that the economy is in fact in recession, seeing the collapse of the housing market and the resulting impact on Wall Street as the primary cause. Rising fuel costs, increasing unemployment rates, and sluggish GDP growth are all contributing to a very real sense of uneasiness about the future, a feeling that is starting to show some effect on the North Texas region.

Turning the focus inward, local indicators are starting to reflect some of the same financial issues that have been impacting the nation as a whole. Arlington is seeing a significant decline in the amount of residential construction activity. If Arlington follows the national trend, the decrease in housing starts coupled with dropping home values could result in a stagnant property tax base. And while actual foreclosures have not shown much of an increase, houses are staying on the market for a longer period of time, and average home sale prices are starting to dip.

Historically, the unemployment rate in Arlington has been lower than the state average, but that changed in June, when Arlington's rate of 4.3% matched that of the state. As the cost of doing business rises, companies could be faced with tough decisions about staffing, resulting in even greater levels of unemployment for the area.

It's not all bad news, though.

While sales tax revenue for FY 2008 has not been as strong as desired, it is still within reach of budget. Escalating gas prices are forcing consumers to cut back in other areas, and discretionary spending may become a prime target, including money spent on vacations and entertainment. In an effort to keep some of that spending at home, the Arlington Convention and Visitors Bureau recently launched a "staycation" ad campaign to encourage local residents to take advantage of the many destinations available right here in our own backyard.

Also, once again the marketing company Development Counselors International's "Winning Strategies" report finds Texas holding the top position for "most favorable business climate." Texas has held this position for the last four surveys, with the surveys being completed every three years. Positive factors that encourage this perception are a strong workforce, and a good tax and pro-business climate. The Arlington-Fort Worth area is getting a lot of very positive attention from the business world as well, and recently came in number fifty in the list of Best Cities To Do Business, and number nine in the Large Sized Cities subcategory, according to *Inc.* magazine and *Newgeography.com*.

Manager's Message

And while retail sales may be a little shaky, occupancy rates for commercial real estate seem to be doing fine. The vacancy rate for industrial facilities for Arlington overall has gone from 9 percent in the second quarter of 2007 down to 7.7% in the second quarter of 2008, a decrease of 1.3%. Arlington's office space has also seen a decline in vacancy, though not quite as dramatic, down by 0.5% from 13.5% in second quarter 2007 to 13% in second quarter 2008.

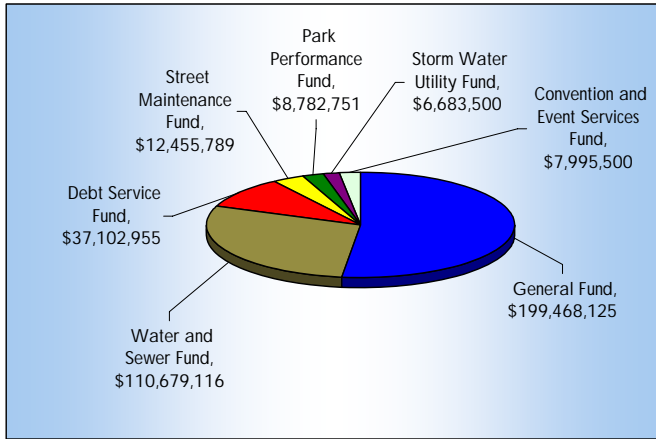
Moving forward in this time of a sluggish economy, a primary focus will continue to be on redevelopment of Arlington, especially in the Great Southwest Industrial area, Downtown, Entertainment District, I-20 Corridor, and overall neighborhood quality. Recent development in the Entertainment District, including the new Cowboys Stadium, has spurred greater interest in opportunities to build a strong downtown for Arlington. Construction has begun on the new Levitt Pavilion across from City Hall, and activity on Division Street is showing great promise. Strengthening our neighborhoods and infrastructure will help Arlington be poised and ready for when the economy starts making a rebound.

Manager's Message

FY 2009 Operating Budget

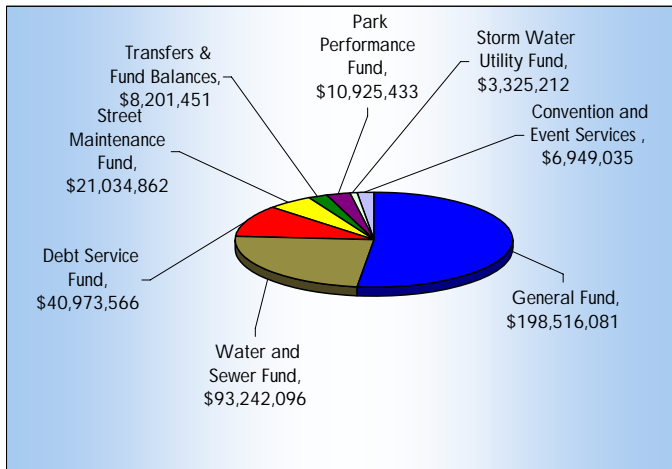
The total operating budget for the 2009 fiscal year is \$383,167,736. The following charts indicate how the revenues and expenditures are distributed across fund types.

Revenues



	Amount	Percent of Total
General Fund	\$199,468,125	52.1%
Water and Sewer Fund	\$110,679,116	28.9%
Debt Service Fund	\$37,102,955	9.7%
Street Maintenance Fund	\$12,455,789	3.3%
Park Performance Fund	\$8,782,751	2.3%
Storm Water Utility Fund	\$6,683,500	1.7%
Convention and Event Services Fu	\$7,995,500	2.1%
Total FY 2009 Revenues	\$383,167,736	100.0%

Expenditures



	Amount	Percent of Total
General Fund	\$198,516,081	51.8%
Water and Sewer Fund	\$93,242,096	24.3%
Debt Service Fund	\$40,973,566	10.7%
Street Maintenance Fund	\$21,034,862	5.5%
Transfers & Fund Balances	\$8,201,451	2.1%
Park Performance Fund	\$10,925,433	2.9%
Storm Water Utility Fund	\$3,325,212	0.9%
Convention and Event Services	\$6,949,035	1.8%
Total FY 2009 Expenditures	\$383,167,736	100.0%

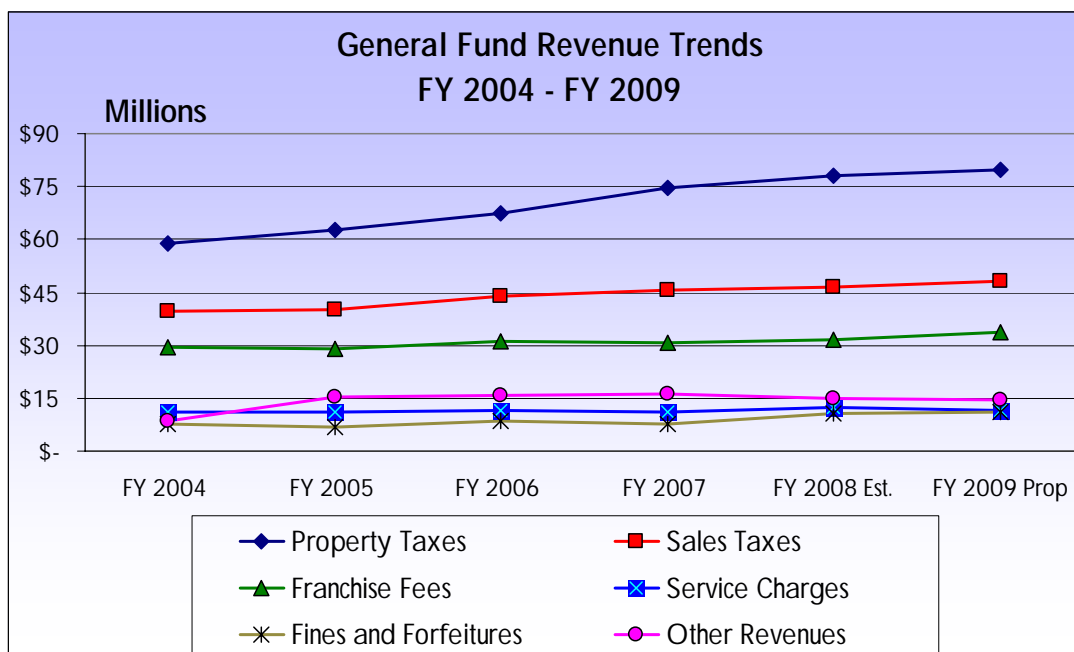
Manager's Message

FY 2009 General Fund Budget Revenues

As we enter the 2009 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.

	<u>FY 2007 Actual</u>	<u>FY 2008 Estimate</u>	<u>FY 2009 Adopted</u>
Property Taxes	\$ 74,432,447	\$ 77,979,013	\$ 79,944,148
Sales Taxes	45,685,017	46,368,418	48,223,154
Franchise Fees	30,697,193	31,569,798	33,653,799
Service Charges	10,663,416	12,388,854	11,365,090
Fines and Forfeitures	7,886,821	10,581,800	11,473,587
Other Revenues	<u>16,544,161</u>	<u>14,736,018</u>	<u>14,808,347</u>
Total Revenues	\$ 185,909,055	\$ 193,623,901	\$ 199,468,125

Revenue projections provide the framework for determining the allocation of resources among the City's service delivery groups in the FY 2009 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% in FY 2009.



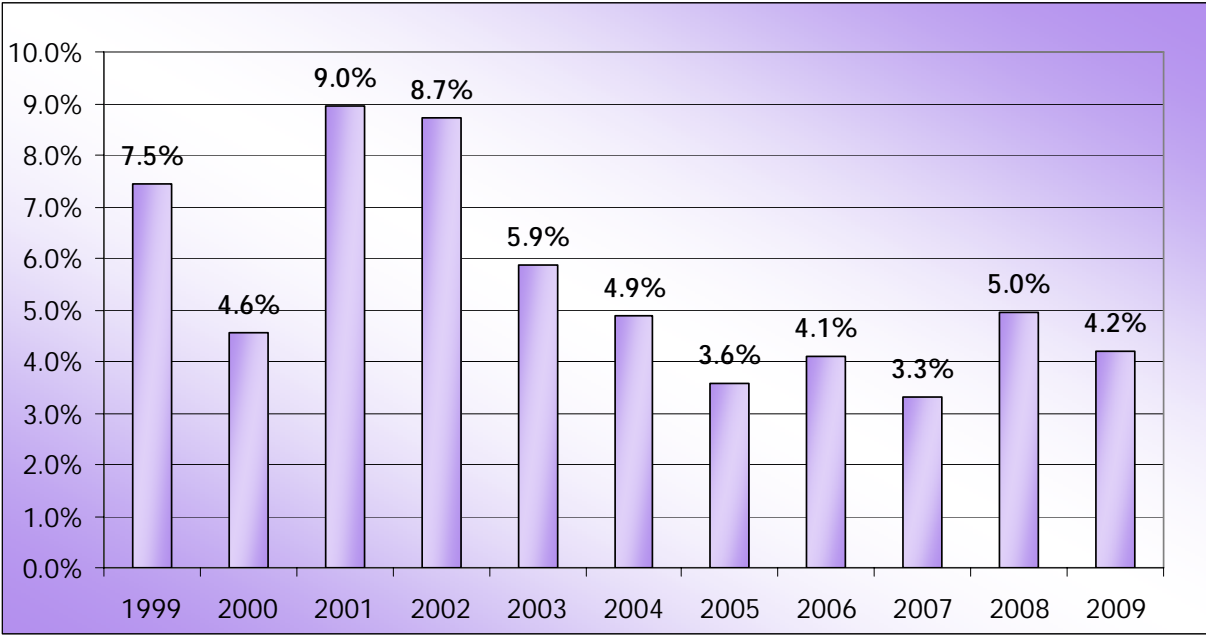
Property Taxes - \$79.9 Million, 40.2% of General Fund Revenues

The largest single revenue source for the General Fund is the Property Tax. In FY 2009, this revenue represents 40.2% of General Fund revenues, a slight decrease from the FY 2008 Budget. The total assessed value of taxable property in the City is \$18.2B. The General Fund's portion of the total property tax rate is 44.67 cents per \$100 of assessed value. After the growth that occurs in the TIRZs, this results in revenues of \$79,944,148.

	FY 2008	FY 2009	Increase/(Decrease)
General Fund Tax Rate	44.670	44.670	-
Debt Service Tax Rate	20.130	20.130	-
Total Property Tax Rate	64.80	64.80	-

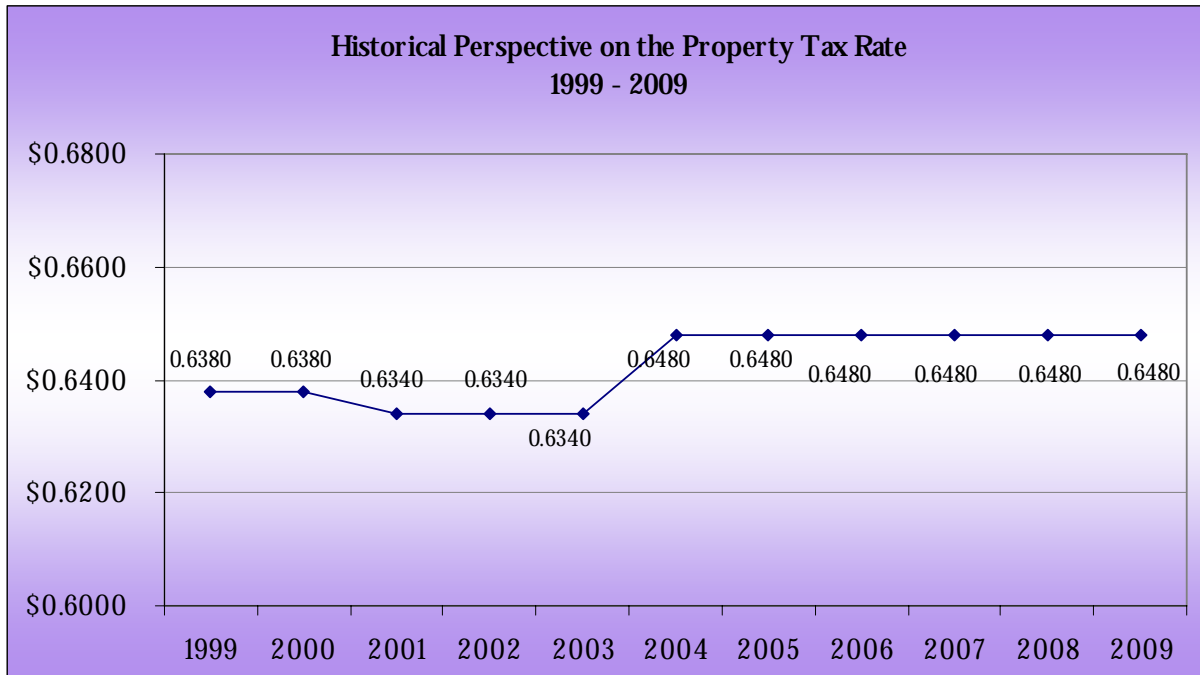
The chart below demonstrates that while AV growth has slowed, it has stabilized at around 4% per year.

**Assessed Value of Property Tax Base
Percent Change, FY 1999 –FY 2009**



Manager's Message

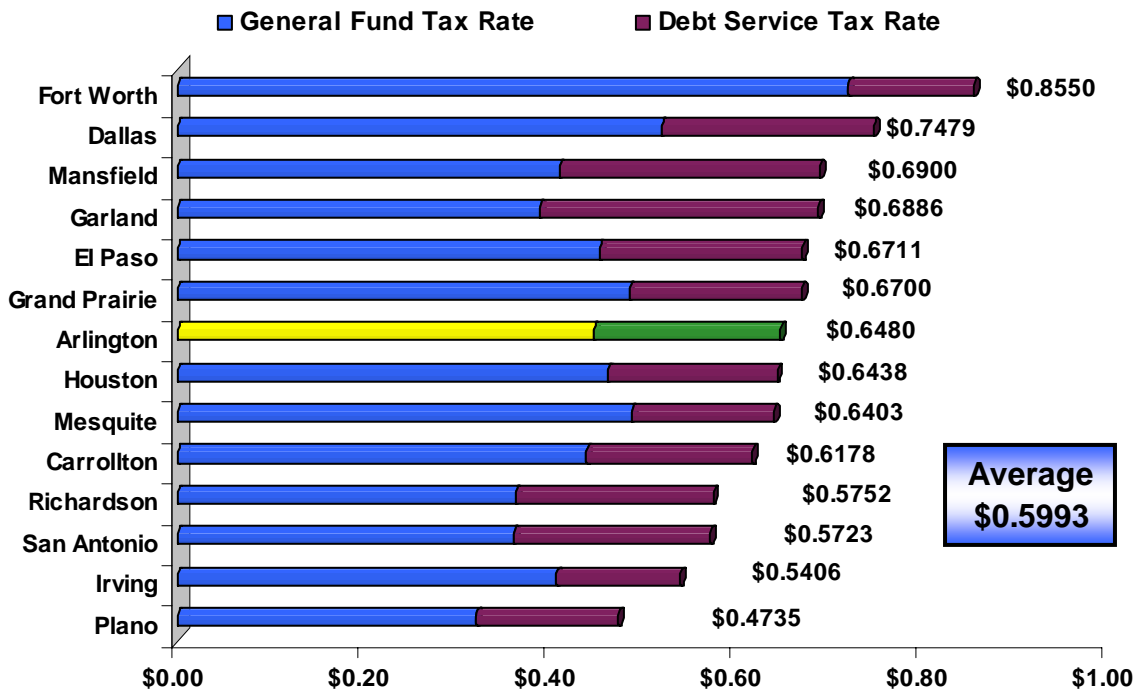
The City has remained committed to finding alternative methods for raising revenues other than increasing the tax rate. The City has not increased the tax rate in five years.



Manager's Message

In FY 2008, the City's tax rate was slightly above the average for the cities that Arlington compares with in Texas.

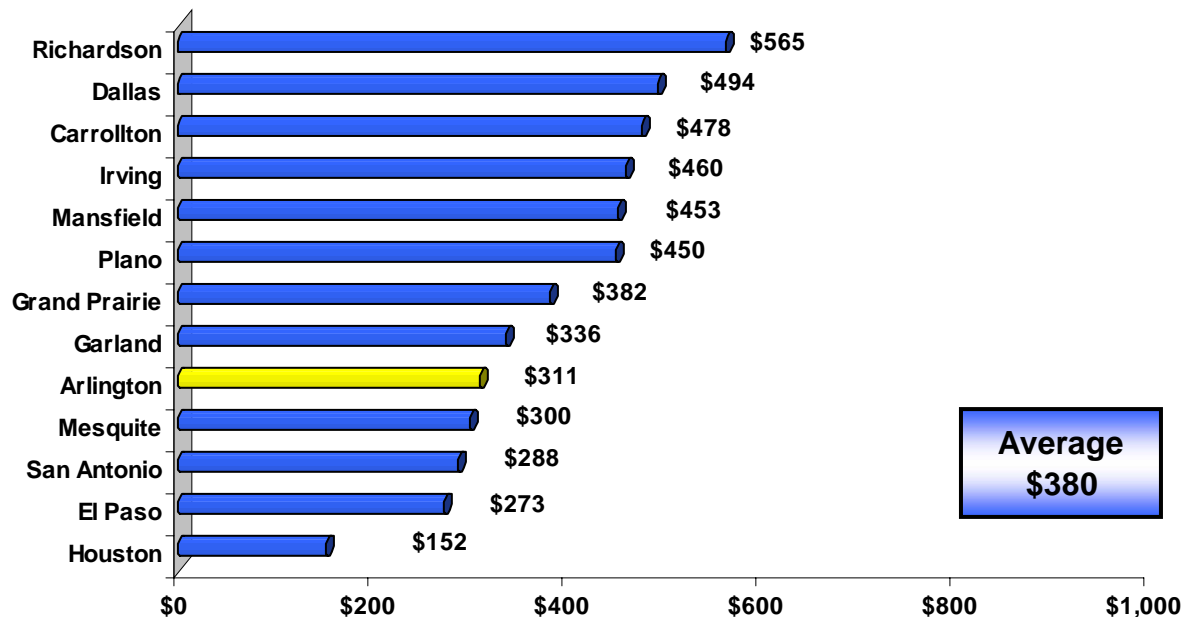
FY 2008 AD VALOREM TAX RATE



Manager's Message

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

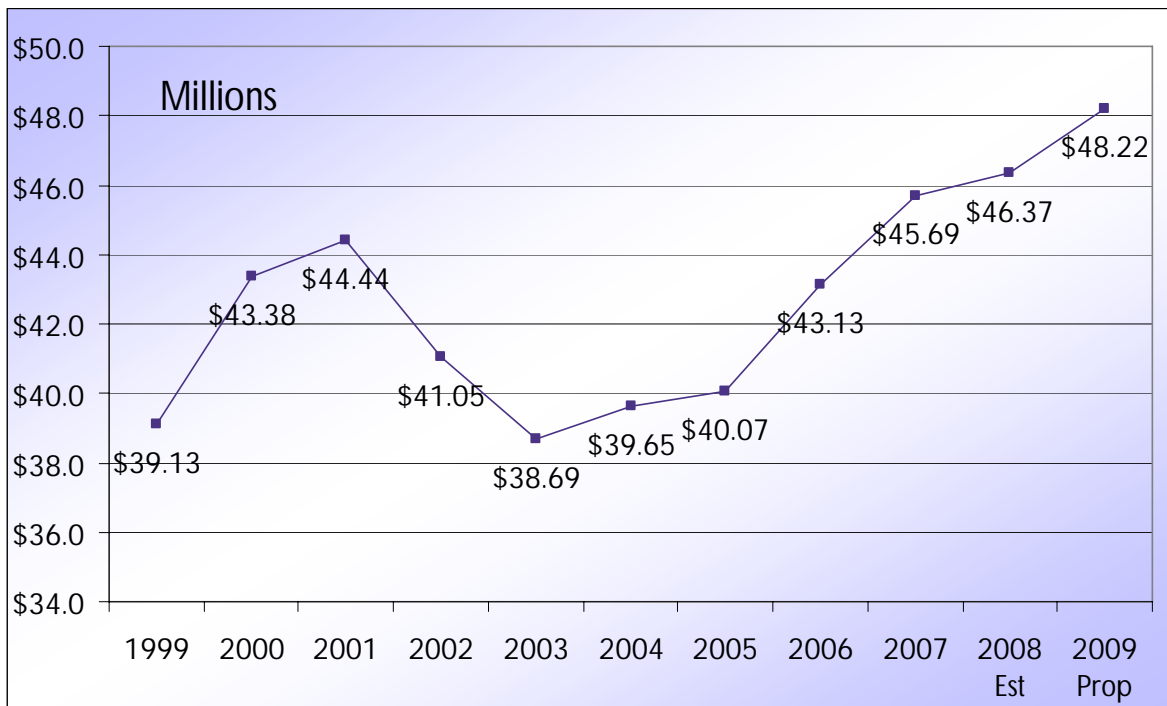
FY 2008 TAX LEVY PER CAPITA



Sales Taxes - \$48.2 Million, 24.2% 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 2009 is projected at \$48,223,154. These taxes represent 24.2% of General Fund revenue in FY 2009, up from 24% in the FY 2008 budget. The following chart illustrates sales tax revenue trends during the past decade.

Manager's Message



Other Revenues – \$70.9 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 16.9% of General Fund revenues in FY 2009, up from 16.2% in the FY 2008 budget. The electric utility pays the most in franchise fees, and is expected to pay \$12.9 million in FY 2009. Other Franchise Fees include telephone, cable television, garbage collection, water, and gas utilities.

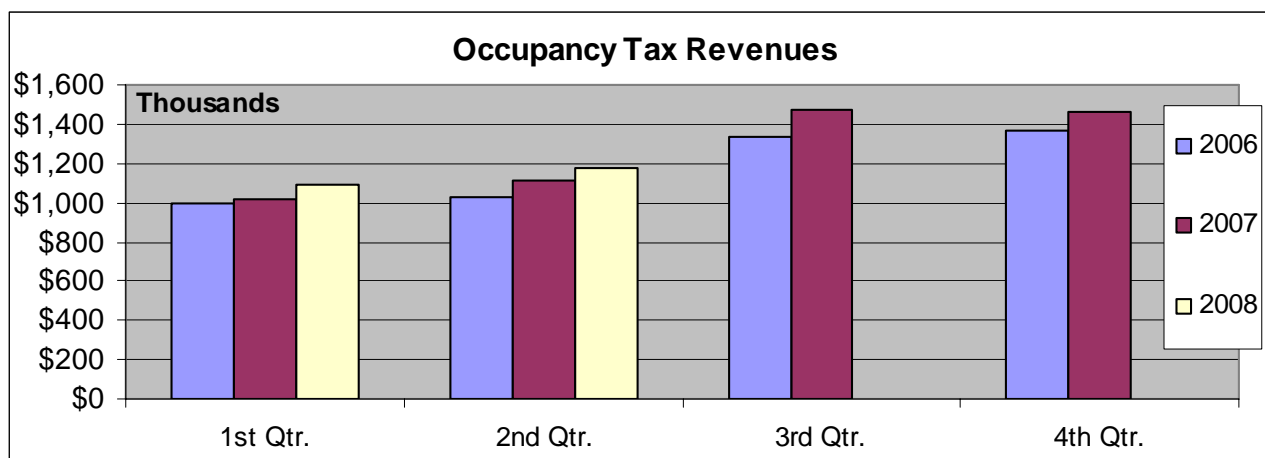
Service Charges are collected by the City for the use of facilities or services. These include pool and recreation center fees, various inspections and reviews conducted by City personnel, and transfers from other City funds to reimburse the General Fund for services rendered. In FY 2009, these revenues represent 5.7% of General Fund revenues, down from 6.3% in the FY 2008 budget.

Fines and forfeitures are obtained primarily from fines assessed by the City's Municipal Court. In FY 2009, these revenues are budgeted to be \$1.04 million more than in FY 2008, due primarily to increased collections in Municipal Court.

Manager's Message

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 2009, these revenues are budgeted to be \$160,929 less than the amount budgeted for in FY 2008, due primarily to decreases in interest earnings.

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 2009. Tourism is a critical part of the City's economic development program, and our expectation is that Hotel Occupancy Tax will continue to grow.



Expenditures

As is usually the challenge, needs far exceed the revenues for the next fiscal year. In order to meet that challenge, the FY 2009 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 FY 2009 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.*

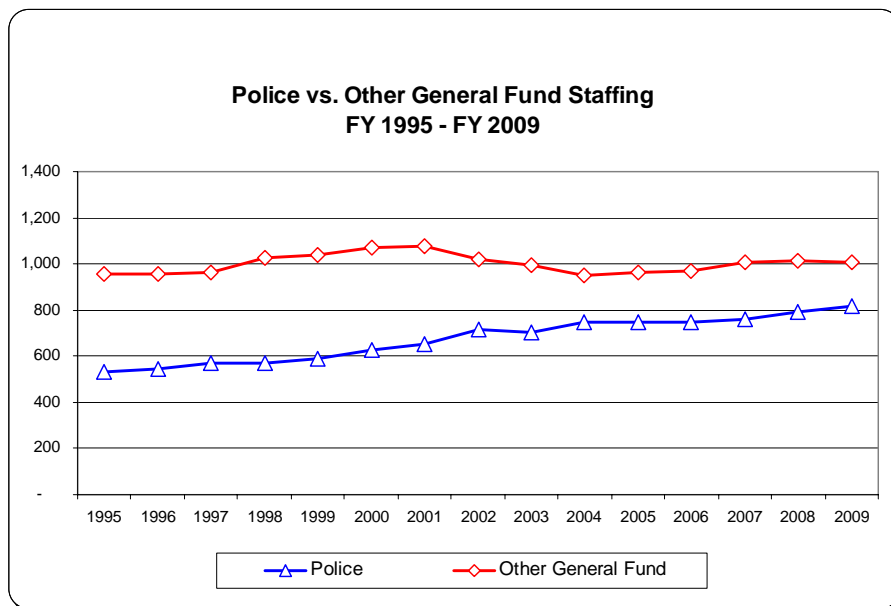
The Neighborhood City Service Team includes the Police and Fire Departments, Libraries, Parks and Recreation, and Community Services. The Council Priorities for Neighborhood Services:

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

- Public Safety Personnel
 - Twelve Police Officers to be added in the final quarter of the year
 - Special Events Unit, consisting of a Fire Captain, Police Lieutenant and Two Sergeants
 - Four Detention Officers
 - Six Dispatchers for the South District
 - Two support staff for the South Arlington Police Center
 - Four Firefighters
 - Fire Special Operations Captain
 - Funding for additional Fire overtime and paramedic pay
 - Full-time Fingerprint Technician
 - Increase in Police shift differential
- One-Time Expenditures
 - Warning siren for Entertainment District
 - Fire engine funding
 - 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 to see results from its two decade emphasis on public safety. FY 2007 and 2008 in particular have seen significant increase in public safety spending. FY 2006 ended with 561 sworn officers. FY 2007 added another 21 officers, with 25 added in FY 2008. While the number of non-police positions has increased 5.5% over the last 15 years, Police positions have increased 44.7%, as demonstrated in the following chart.

Manager's Message



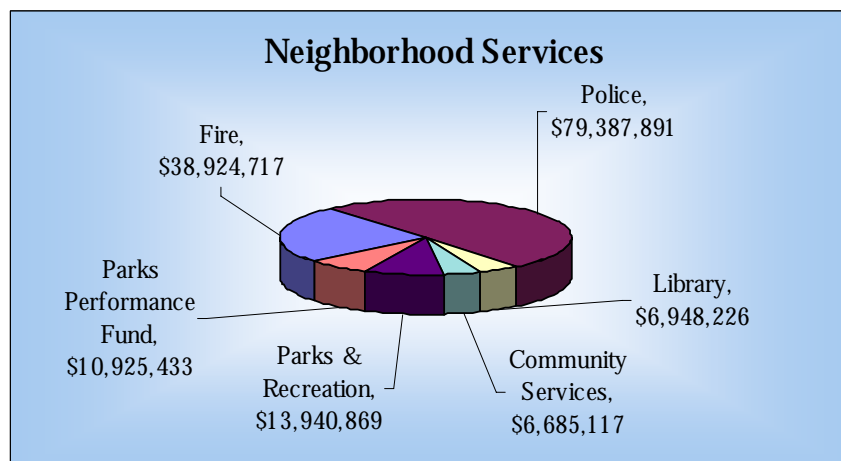
Increased Code Enforcement

- Added two Code Compliance Officers
- Added two staff for vacant structure initiative
- Addition of two full-time staff (converting part-time) for graffiti abatement

Reinvigorating Neighborhoods

- Neighborhood Planner to develop neighborhood plans
- Youth/Gang Coordinator

The following chart details the FY 2009 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 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

- Completion of Levitt Pavilion
- Construct Central Plaza
- Construction of Center Street Pedestrian Trail

Arlington is a Pre-eminent Tourism and Convention Destination

- Convention Center expansion and improvement

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

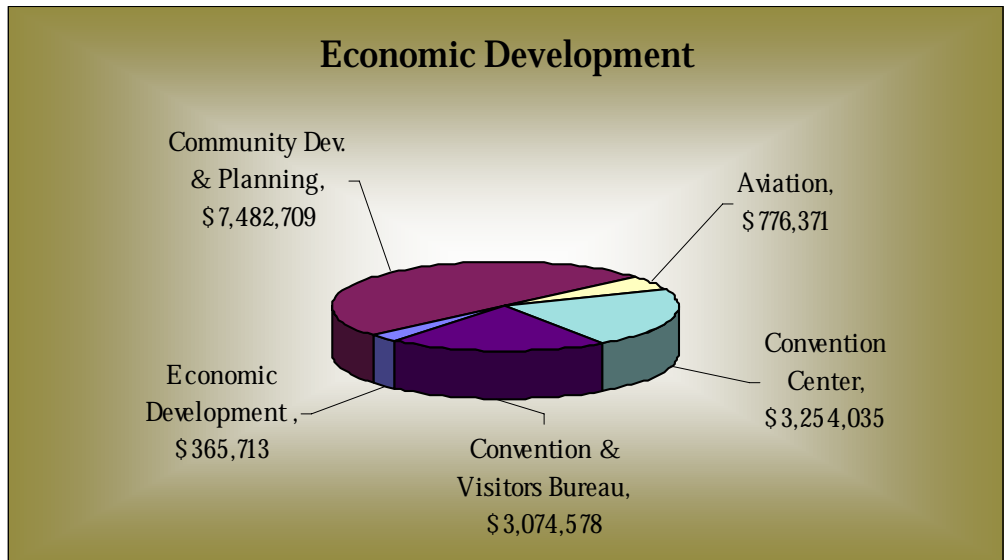
- High Oak Redevelopment
- Phase II of Impact Fee Program review
- TIRZ Coordinator

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

- AMANDA System Programming
- Addition of one Gas Well Inspector
- Viridian Planned Development and TIRZ
- Forum 303 Redevelopment
- Airport Hangar Development

Manager's Message

The following chart details the FY 2009 resources allocated to accomplish the priorities and other outcomes Economic Development is responsible for:



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 and Transportation, Water Utilities, and Environmental Services. The Council Priorities for Capital Investment are:

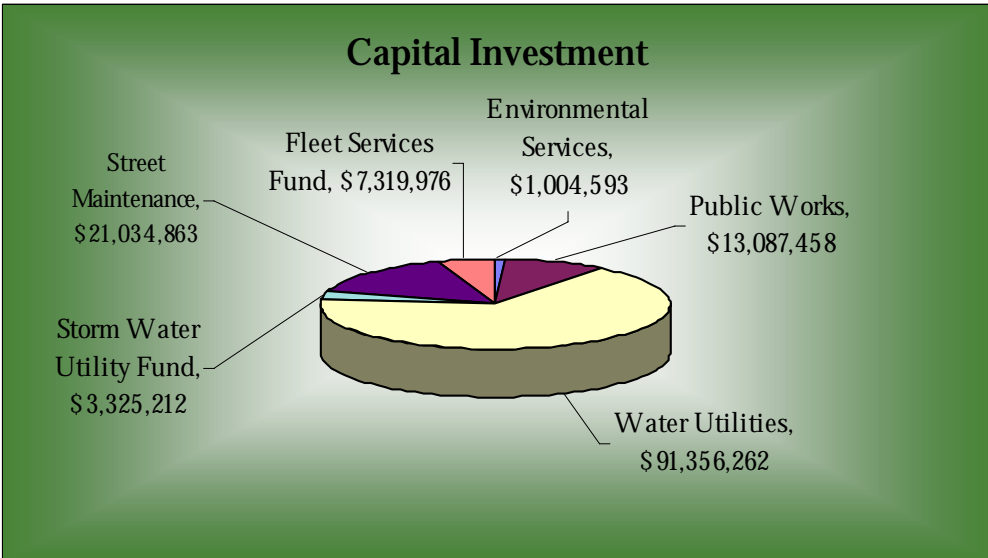
City Focuses and Moves Forward on Transportation Solutions

- Streets and Traffic realignment
- Work on Legislation to fund transportation alternatives

The City is Protected from Flooding

- Formulate Storm Water Utility Fund (twenty-three positions, five new)
- Begin execution of the year three initiatives of the Storm Water Management Plan
- Install up to 52 new traffic monitoring cameras and 12 dynamic message signs, and connect to the Traffic Management Center

The following chart details the FY 2009 resources allocated to accomplish the priorities and other outcomes Capital Investment is responsible for:



Manager's Message

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.*

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

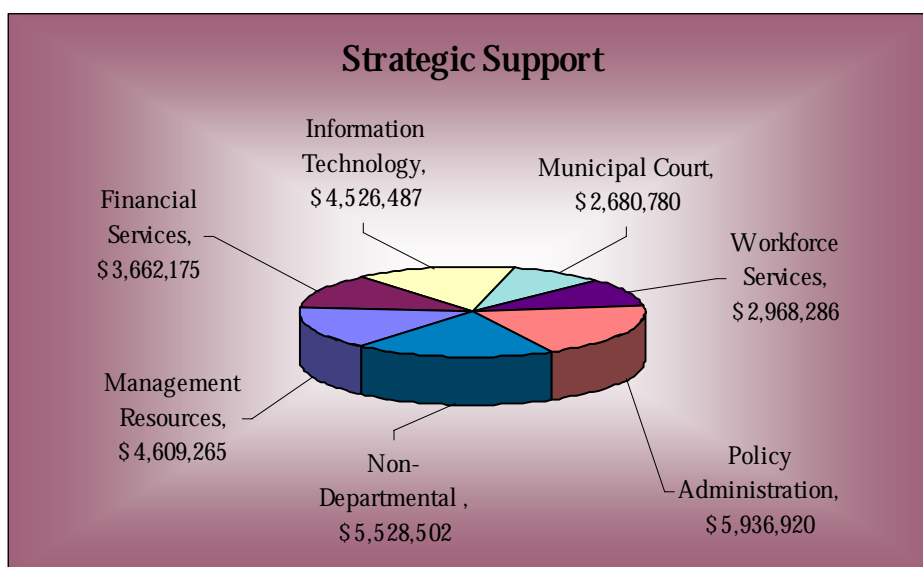
The City Focuses and Moves Forward on IT Solutions

- Kronos, Lawson, and AMANDA software
- Network security upgrade
- Enterprise License Agreement
- Lawson Upgrade

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

- Replace charge-back system in General Services

The following chart details the FY 2009 resources allocated to accomplish the priorities and other outcomes Strategic Support is responsible for:



The Future

Short Term

The City of Arlington considers its budget as a living plan. 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 2009 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.

	FY 2009 Budget		2010 EST.		2011 EST.		2012 EST.		2013 EST.		2014 EST.
GENERAL FUND REVENUES	\$ 199,468,125	\$	208,124,832	\$	215,410,378	\$	221,169,037	\$	227,025,804	\$	233,028,544
INTERFUND TRANSFERS:											
Water and Sewer Fund	\$ 3,383,857	\$	3,414,312	\$	3,445,040	\$	3,476,046	\$	3,507,330	\$	3,538,896
Conv. & Event Svcs. Fund	354,748	\$	357,940	\$	361,162	\$	364,412	\$	367,692	\$	371,001
Stormwater Fund	350,000	\$	353,150	\$	356,328	\$	359,535	\$	362,771	\$	366,036
One-time Funds	4,350,000		-		-		-		-		-
TIRZ Reimbursements	88,891		88,891		88,891		88,891		88,891		88,891
APFA Fund	(845,000)		(861,900)		(879,138)		(896,721)		(914,655)		(932,948)
Special Transportation Fund	(992,623)		(1,002,549)		(1,012,575)		(1,022,700)		(1,032,927)		(1,043,257)
To Parks Performance Fund	\$ (2,232,851)		(2,255,180)		(2,277,731)		(2,300,509)		(2,323,514)		(2,346,749)
To Street Maintenance Fund	(2,301,527)		(2,301,527)		(2,301,527)		(2,301,527)		(2,301,527)		(2,301,527)
To Traffic	(3,087,375)		(3,118,249)		(3,149,432)		(3,180,926)		(3,212,735)		(3,244,862)
INTERFUND TRANSFERS	\$ (931,881)	\$	(5,325,112)	\$	(5,368,981)	\$	(5,413,498)	\$	(5,458,674)	\$	(5,504,519)
TOTAL AVAILABLE FUNDS	\$ 198,536,245	\$	202,799,720	\$	210,041,397	\$	215,755,539	\$	221,567,130	\$	227,524,025
GENERAL FUND EXPENDITURES	\$ 198,516,081	\$	209,573,611	\$	217,405,022	\$	225,538,753	\$	232,854,779	\$	239,002,542
ENDING BALANCE (cumulative)	\$ 20,164	\$	(6,773,891)	\$	(7,363,625)	\$	(9,783,215)	\$	(11,287,649)	\$	(11,478,517)

Manager's Message

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

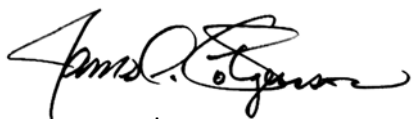
Our success means creating linkages and synergies with all of our partners. It involves working together, reinvigorating neighborhoods, and creating economic opportunity. It requires visioning for the future and developing the most effective strategies for achieving the goals. It means leaving a legacy 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 and enhancing 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.

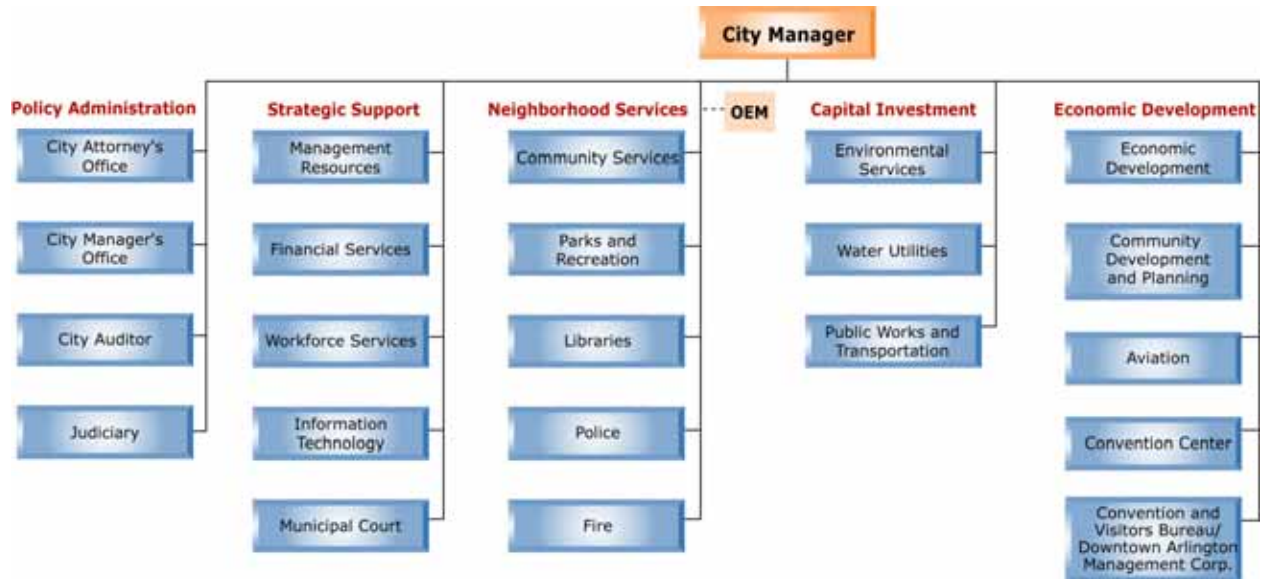
Thank you for the time and work that you will put into the development of this year's budget. We now look to the political leadership of the City Council which, in cooperation with the City staff, will partner with the community as we move forward with the FY 2009 budget and subsequent alignment of available resources with the Council's priorities.

Sincerely,



James N. Holgersson
City Manager

Organization Charts



Organization Charts





City of Arlington FY 2009 Annual Business Plan

Neighborhood Services
Economic Development
Capital Investment
Strategic Support



City of Arlington Business Plan FY 2009

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 slower rate. This lends itself to an attitude of guarded optimism as we enter FY 2009, 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 2009 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 2009, 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.



In FY 2009, the Neighborhood Services team will continue to work collaboratively to implement Council's top priorities. The Safe and Strong Neighborhood Initiative includes community policing, proactive and effective code enforcement, investment in youth, and enhanced park and library services. Positive trends include reduction of crime, not due just to city service delivery, but in partnership with our neighborhoods. The Library continues its commitment to reducing illiteracy with the opening of the Southwest Branch library and the development of satellite community libraries in partnership with AISD and MISD. The City's commitment to reinvigorating neighborhoods is further enhanced by the implementation of two new initiatives, i.e., the Vacant Structure Initiative and adding Duplexes to the annual inspection process. The renovation of several facilities, including the Lake Arlington Golf Course, Harold Patterson Sports Complex, Meadowbrook Sculpture Garden, and Veterans Memorial Park demonstrate continued commitment to providing quality parks and green spaces. The completion of the EOC ensures that Arlington is a city where people feel "safe anywhere, all the time." Teams of employees, working with the community, have worked to improve five fragile neighborhoods in the community. Very soon the City shall begin reaping the benefits of the new Animal Services Center, and achieved synergy by opening the adjacent dog park.

Neighborhood Services

Gilbert Perales, Deputy City Manager

Introduction

HIGHLIGHT

In the ongoing effort to increase code enforcement, reinvigorate neighborhoods and improve housing, the vacant building initiative was created. Beginning October 1, 2008 this program will increase accountability for owners of vacant properties by requiring registration with the city, provision of emergency contact information and a maintenance plan for the physical condition of their properties. With this initiative, the department aims to improve the overall health of the community and neighborhoods.



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, 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 Compliance, Environmental Health, Vital Statistics, Animal Services, Housing Assistance, and Handitran. The mission of the Department of Community Services is to engage, connect, and protect the citizens of the City of Arlington.

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, programs, 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

Gilbert Perales, Deputy City Manager

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 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

A new five-year contract with AMR for ambulance service will take effect October 1, 2008. Notable provisions of the contract include an increase by one unit to eight ambulances on duty at all times, performance standards for special events, and comprehensive "Green" policies. Additionally, AMR is moving the company's divisional headquarters to Arlington as part of the contract.



Neighborhood Services

Gilbert Perales, Deputy City Manager

HIGHLIGHT

The "GOcard" is a new library card FOR Arlington children, with a unique design created BY Arlington children. The GOcard program encourages kids to use their library card to check out check out books, music, DVDs, as well as to use the Internet and access Live Homework Help and locate resources to assist them with schoolwork and hobbies. The program is made possible by generous support from ATMOS energy.

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**
- 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.



Get The Green Light To A Successful Future!



Neighborhood Services

Gilbert Perales, Deputy City Manager

- 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.

HIGHLIGHT

The Parks and Recreation Department will be offering a program called 'Naturally Fun Passport' next year as an incentive to get kids and families to enjoy the city's Parks and Recreation offerings as well as the great outdoors. Planned events such as fishing, hiking trips, golf, walking and other activities will be organized and tracked on the passport to encourage participation.



Neighborhood Services

Gilbert Perales, Deputy City Manager

HIGHLIGHT

The Arlington Reads Literacy initiative at the East Arlington Branch Library will continue to expand to include basic education tutoring for adults (including reading instruction, GED preparation and ESL), family literacy programming for families with young children, as well as special training in financial and health literacy. Tutoring for children in grades 1-3 will continue in the Learning Zone. Instruction is provided by volunteer tutors, as well as through computer software offered in the Family Literacy Lab

Performance Measures

- % of valid violations reported by Code Rangers
- 99% or better graffiti complaints addressed in 48 hours
- Maintain or increase the number of identified substandard structures brought into compliance
- Less than 5% of Animal Services complaints carried over to next day
- 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
- Library materials per capita



Neighborhood Services

Gilbert Perales, Deputy City Manager

- 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
- % of probable cause warrants cleared by Warrant Unit
- DWI arrests per 1,000 population
- Hazardous moving violations citations issued

HIGHLIGHT

Weed and Seed programming will be expanded to help reduce crime and reinvigorate East-side target neighborhoods. Specific focus will be on increasing after school programming, quarterly community health fairs, neighborhood clean up projects and creating additional satellite branch libraries in apartment communities.



Neighborhood Services

Gilbert Perales, Deputy City Manager

HIGHLIGHT

In order to encourage families to swim safe this summer, The Arlington Fire Department developed a Pool Safety checklist and is performing free pool safety checks. The Fire Department is also performing boat safety checks at Lake Arlington which can be used to lower insurance premiums.

Projects

In order to achieve the Council's priorities in FY 2009, the Neighborhood Services Team has chosen to accomplish the following projects:

- Expand Weed and Seed programming to help reduce crime and reinvigorate East-side targeted neighborhoods.
- Open South Police Service Center and provide adequate services to citizens.
- Implement new electronic fingerprinting software.
- Expand the Public Safety Athletic League programs.
- Implement beat realignment and realign citywide geographic deployment to optimize resources.
- Prepare security, traffic and operational plans for events at the new Cowboys Stadium set to open in May 2009.
- Implement new Branding Standards for police vehicles, patches, website and publications
- Implement an on-site animal sterilization program at the new Animal Services Center.
- Develop an in-house Basic Animal Control certification training program.
- Develop Standard Operating Procedures for the operation of the new vet clinic.
- Implement an education partnership program with the southeast library.
- Begin implementation of Vacant Structure Initiative, including registration, inspection and compliance monitoring.
- Develop strategy to identify and close all dangerous and substandard swimming pools and begin three year implementation.
- Adopt amended IPMC (International Property Maintenance Code) to enhance code compliance effectiveness.
- Create and implement a web based information / inspection report for food establishment and day care inspections.
- Research and implement vector control inspection best practices.
- Implement new Handitran software.



Neighborhood Services

Gilbert Perales, Deputy City Manager

- Create a weatherization program designed to improve energy efficiency of income qualified owner occupied homes.
- Facilitate homeownership for income qualified families through the acquisition and rehabilitation of inventory held by federal agencies (FHA and Fannie Mae).
- Southeast neighborhood park acquisition
- 2008-09 Capital Program neighborhood improvements
- The Naturally Fun Passport
- Facility Needs Assessment
- Southwest Nature Preserve Master Plan
- Johnson Creek Stream Restoration Phase 1 Construction
- Johnson Creek Stream Restoration Environmental Impact Study
- Caelum Moor reconstruction
- Harold Patterson Sports Center Phase 1
- Implement the City's youth strategy
- Complete reconstruction projects for Fire Stations #3 and #4.
- Oversee execution of new ambulance provider contract.
- Implement special events management process.
- Conduct joint responder exercises in preparation for large-scale special events.
- Implement recommendations from the Fire Management Study.
- Finance public safety enhancements using Homeland Security grant funds
- Create a vision of what the community wants and needs from Central Library Services and convert that vision into a master plan.
- Plan and develop effective strategies for assessing, improving and marketing the Special Collections (Foundation/Grants Collection, Small Business Users Collection & Genealogy/Local History Collection) at the Central Library.
- Further develop the Arlington Reads Literacy program to provide services to adult learners and to families in Arlington
- Plan and implement a Library Card Campaign with the goal of providing every child in Pre-K through 6th grade a library card and encouraging them to use it regularly
- 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.

HIGHLIGHT

The new Animal Services Center will open fall 2008. Key functionality gains in the new facility include a community/animal training room, a spay neuter/wellness clinic, an adoption mall, expanded canine kennels and feline cages, as well as four meet and greet rooms for customers and animals. The new location will provide for synergy with the



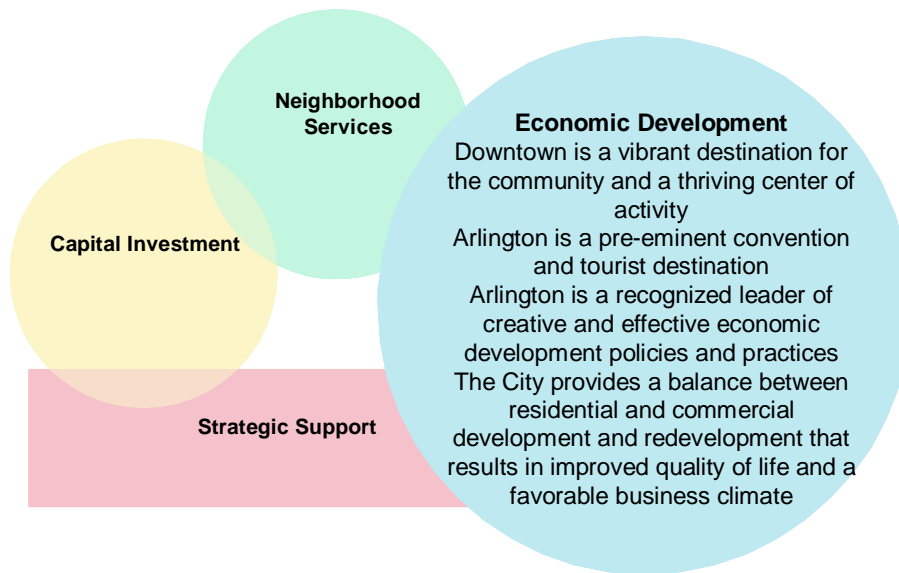
Neighborhood Services

Gilbert Perales, Deputy City Manager



Economic Development

Trey Yelverton, Deputy City Manager



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.

In FY 2009, the Aviation department will focus on expanding the commercial tax base by facilitating over nine million dollars in private sector development of hangars and a jet terminal campus. The Airport will continue infrastructure improvements including construction of a new parking apron, replacement T-hangar, and terminal building in order to compete for future private development opportunities.

The Community Development and Planning department strives to become ever more customer-focused in FY 2009 with the implementation of a Visual Interactive Code (VIC) of the new Zoning Ordinance. The VIC will help citizens and developers navigate the City's regulations in a more efficient way.

The Convention Center has several projects planned to upgrade the Center, including replacing the carpet and roof. As road construction continues to improve mobility in the entertainment district, so do efforts to enhance the pedestrian experience via walkways to and from the Convention Center north entry.

The Office of Economic Development continues to implement the goals of the Champion Arlington strategy with a specific focus on the Great Southwest District and redevelopment of the Downtown Arlington area.

Economic Development

Trey Yelverton, Deputy City Manager

HIGHLIGHT

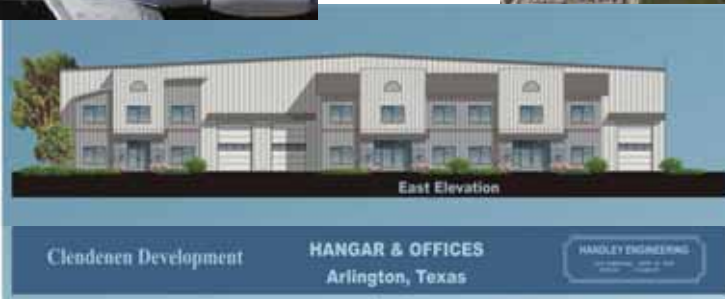
Airport Development on the Horizon

Arlington Air Associates, LLC began construction in June, 2008 of a \$5M private development of hangar and office facilities on approximately 190,000 s.f. of leased airport property. This new facility will potentially be the base for 20 additional medium to large corporate jet aircraft.

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.



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.

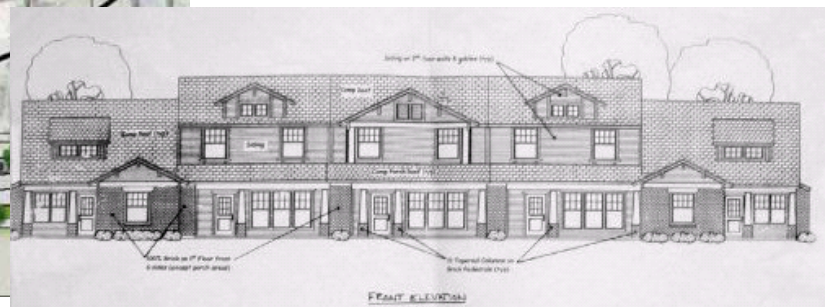
HIGHLIGHT

Center Street Development

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 generally bounded by Randol Mill, Collins, Abram/Second St., and Davis. This target area will be expanded to Crowley Road in FY09.

The Center Street. Townhome project is a housing development that includes 5 new townhomes. This development is located at the corner of Center St. and Rogers.

Complementary infrastructure along Center Street will include amenities such as sidewalks, as well as pedestrian seating areas and lighting.



Economic Development

Trey Yelverton, Deputy City Manager

HIGHLIGHT

Viridian is “Best Deal”

Viridian captured the 2007 Best Announced Deal Award during the 16th Annual Dallas Business Journal Best Real Estate Deals of the Year Awards Ceremony.

The Viridian development will provide the City with over 5,000 additional residential units, and 3.5 million square feet of mixed-use commercial development that will include retail and small office land uses. The project is expected to include \$1 billion in residential capital development, \$395 million in commercial capital development, and \$271 million in public infrastructure development.

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



Economic Development

Trey Yelverton, Deputy City Manager

HIGHLIGHT

Bowling Congress Comes to Arlington

The United States Bowling Congress Board of Directors will relocate its headquarters from Milwaukee, WI to Arlington's Entertainment District later this year, joining the Bowling Proprietors' Association of America, which has been in Arlington since 1972. The new USBC \$14 million international campus will contain office space for approximately 200 employees and include a 12-to-16 lane combined equipment testing and training center.

Performance Measures

- Number of Aircraft Operations
- Airport Hangar Occupancy Rate
- Airport Cost Recovery Revenue/Expense Ratio
- Convention Center Food and Beverage Sales
- Number of New Convention Center Business Events
- Number of Return Convention Center Business Events
- Convention Center Event Satisfaction Ratings
- Convention Center Cost Recovery
- Convention Center Square Foot Occupancy
- Number of Municipal Partnerships
- Number of Trends Identified by Community Development and Planning
- Number of Plans Completed On-Time and Within Budget



- Number of Neighborhood Organizations Formed
- Number of Matching Grants awarded
- Number of Neighborhood Academy graduates
- Increase in Commercial Tax Base through Private Capital Investment
- Percentage Increase in Property and/or Sales Tax from locations/expansions complete through efforts of the Office of Economic Development
- Number of Jobs Created/Retained as a result of efforts of the Office of Economic Development
- Percentage Increase in Property Tax Valuation in Downtown TIF District
- Occupancy Level in the Great Southwest Industrial District
- Number of Business Related Delegations assisted through the Office of International Protocol

HIGHLIGHT

Exciting Happenings at the Convention Center

PepsiCo held its National Fleet Summit at the Arlington Convention Center in 2008. This event opportunity was developed through the strong client relationships, the versatility and service reputation of the Arlington Convention Center. Originally planned as a regional event, the Summit was expanded to meet national corporate goals, subsequently increasing attendance and creating additional economic impact for Arlington. Based on the success, the event has re-booked. The repeat impact of these types of building block events sustains the importance of Arlington Convention Center to the growth and support of the community.



Economic Development

Trey Yelverton, Deputy City Manager

HIGHLIGHT

Arlington Highlands

Work is underway on a \$60 million expansion to the \$200 million Arlington Highlands. The 19.47-acre expansion will deliver spaces for tenant finishout in late spring or early summer. A 2.09-acre tract will be sold to a franchisee of Chicago-based Hyatt Hotels & Resorts Inc. for a seven-story lifestyle hotel ready to open in fall 2008 along with the next wave of retailers. The expansion phase's anchors include a 33,000-square-foot Dave & Buster's and 24,000-square-foot Splitsville. Arlington Highlands East's lineup will also include Houlihan's, Red Robin and Bone Daddy's, a Boudreaux restaurant and a spa. At build-out, the entire development will sport 115 retailers in 800,000 square feet.

Projects

In order to achieve the Council's priorities in FY 2009, the Economic Development Team has chosen to accomplish the following projects:

- Facilitate the Briarhill Neighborhood Plan
- Complete the Phase I update of Impact Fees and begin Phase II analysis
- Implement entertainment district wayfinding program
- Implement multi modal transportation study
- Contribute available grant funding resources in support of owner occupied housing, mixed use developments, business facade improvements, pedestrian infrastructure, housing rehabilitation, and homebuyer assistance activities
- Encourage citizen participation and education through the Neighborhood Academy and summit and leadership programs
- Continue the Neighborhood Matching Grant program to award city funds to neighborhoods for public projects
- Increase membership and participation in the Neighborhood Network database
- Facilitate development of Viridian Project and approval of interlocal agreements with participating taxing jurisdictions
- Expand Business Recruitment & Expansion program with a goal of visiting 25 companies next year

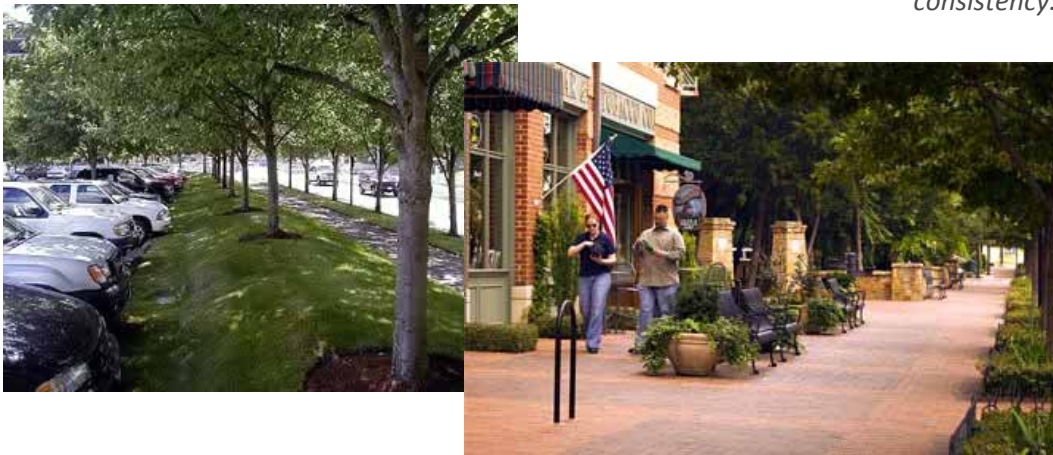


- Facilitate the retention and expansion of existing business within the Great Southwest Industrial District by conducting a minimum of 24 retention visits within the District, focusing on those companies whose leases expire within 24 months
- Submit Great Southwest Grant Application to the Arlington Tomorrow Foundation for Art Related Project in the District
- Facilitate development of Center Street Station
- Coordinate production of marketing materials to highlight economic development opportunity in the City including a marketing brochure for Tierra Verde and the Great Southwest Industrial District
- Create brochure for use in marketing Arlington's strategic advantages for international business locations for distribution to international partners
- Begin the Design Phase for the New Airport Terminal Building
- Begin the Design Phase for the Terminal Area Corporate Aircraft Parking Apron
- Begin the Construction Phase for the T-Hangar Reconstruction
- Complete the Convention Center Expansion Feasibility Study
- Establish a Convention Center "Green Building" committee to recommend environmental strategies feasible for implementation
- Oversee Convention Center Roof Replacement

HIGHLIGHT

Entertainment District Overlay Standards

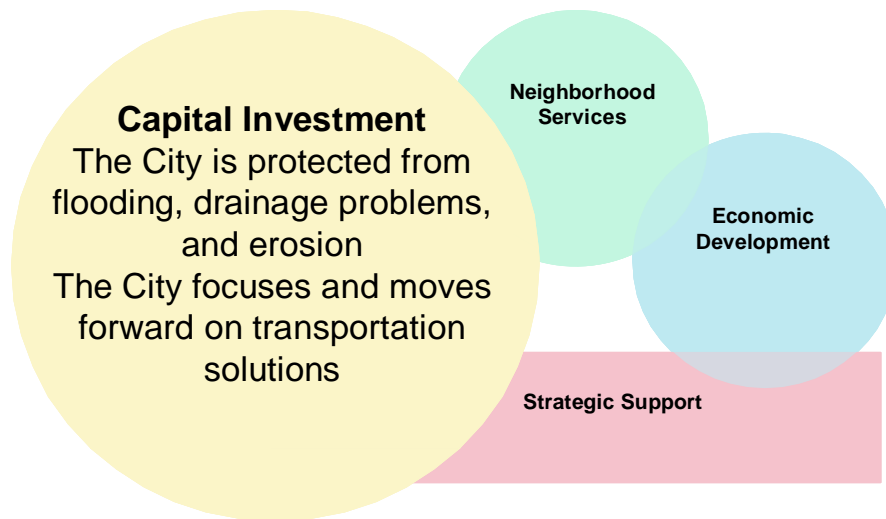
Adopted in June 2008, the Entertainment District Overlay Standards were created to help define the character of new development and redevelopment in the Entertainment District and are consistent with the vision of strong urban, high quality, pedestrian-oriented development in the area. The Overlay encompasses roughly 2,750 acres and is divided into seven sub-districts. Each sub-district has unique standards and is linked to the overall character of the Overlay through public realm design elements, such as roadside design, street lighting and street furniture. The standards were carefully designed to allow enough flexibility for creative building solutions, while being prescriptive in areas necessary to preserve consistency.



Economic Development

Trey Yelverton, Deputy City Manager





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, while meeting the challenge of rapidly escalating costs. A 32.5 million gallon treatment capacity expansion of the John Kubala Water Treatment Plant has begun, plus the Animal Services Center, Founders Park, and the South Police Service Center, are all nearing completion. Two significant highway construction contracts for improvements to IH 30 and intersection improvements at SH 180/SH 360 are currently underway, and \$12 million received through the Street Maintenance Sales Tax is continuing to allow for improvements to our existing street network. In our continued efforts to be good environmental stewards, the Environmental Services group has continued the policy of purchasing lower emission vehicles and hybrid vehicles. The Arlington Landfill continues to be a well-managed revenue source for the City. Refuse from several local municipalities is now directed toward this facility.

Capital Investment

Fiona Allen, Deputy City Manager

HIGHLIGHT

*Since its inception in January of 2008, the **Green Policy Council**, comprised of employees representing every department in the City of Arlington, has implemented a bottled water initiative, for the use of tap water and reusable/recyclable cups rather than bottled water at City events and for administrative uses, created an environmentally sensitive integrated pest management policy, created a Going Green at Work portal page on the employee intranet, introduced battery recycling at City facilities, and led the employee education efforts for the single-stream commercial recycling pilot program at*



Introduction

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.*

Within the Capital Investment Team are Environmental Services, Public Works and Transportation, and Water Utilities.

The **Environmental Services Department** includes the Solid Waste (Landfill) and Recycling programs, Landfill Lease Administration, Storm Water Pollution Prevention, and the Fleet Services Fund. The department was created 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, Parks and Recreation, and the Office of Communication, the Environmental Services Department coordinates programs and public education efforts on recycling, composting, disposal of hazardous household materials, storm water pollution prevention, citywide clean-up events, and other environmental initiatives.

The **Department of Public Works and Transportation** is responsible for the design, construction, maintenance and operation of streets, sidewalks, traffic signals, street lights, and the storm water collection system. It is also responsible for property acquisition, mineral leasing on City property, 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, Field Operations, Engineering Operations, Inspection, Survey, Construction Management, Facility Services, Real Estate Services, Operations Support, Information Services, and Business Services. The budget for the Field Operations Division includes funds from the Street Maintenance Sales Tax, the Storm Water Utility Fund and the General Fund.



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

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.*



Capital Investment

Fiona Allen, Deputy City Manager

HIGHLIGHT

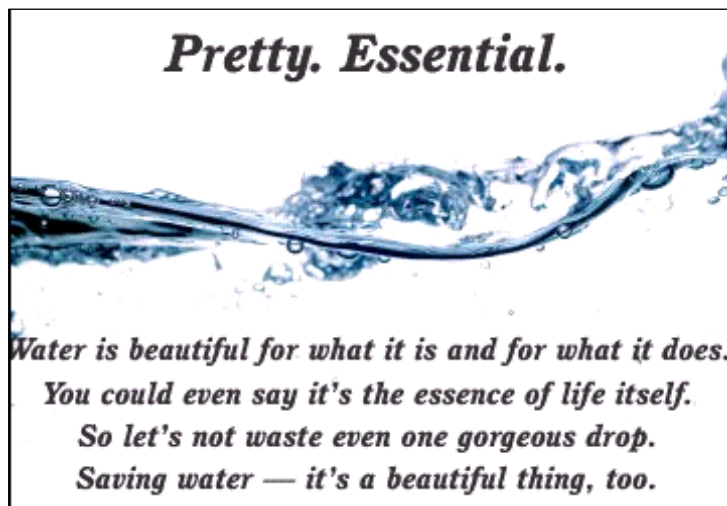
*As part of the enhanced **water conservation program**, consumers who demonstrate a need will be able to receive a new, low-flow toilet, which will reduce water consumption as well as the customer's payment.*



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 in identifying and addressing infrastructure needs.
- Facilities and equipment are available that serve the needs of employees and customers.



Capital Investment

Fiona Allen, Deputy City Manager

HIGHLIGHT

Smartest Yard of the Week contest is an event to recognize Arlington residents who have incorporated environmentally friendly yard management and design into a "Smart Yard" using the design concepts from Texas SmartScape™ and similar sources. This event is only open to residences.



Performance Measures

- Annual Linear Footage of Water and Sewer Lines Constructed
- Billing Accuracy
- Meter Read Accuracy Rate
- Percentage of Meter Services Customer Orders Completed within 24 Hours
- System Meter Accuracy (Accounted for Water)
- TCEQ Annual Plant Inspection (No Violations)
- TCEQ Sampling Completed By End of Month
- All Permitted Industries Inspected Annually
- All Commercial Backflow Assemblies Inspected Annually
- Number of Industries With One Year Follow-Up (After Grease Violation)
- Number of Customers Contacted/Educated through FOG Outreach
- Water Breaks per 100 Miles of Line
- Interrupt Time/Customer (Hrs/Customer)
- Percentage of Water Quality Flushes from Lab Completed Within 4 Hours
- Number of Dead End Main Flushes
- Linear Feet of Unidirectional Flushing
- Percentage of Valves Exercised
- Overflows per 100 Miles of Sewer Mains
- Percentage of 6" thru 15" Sewer Lines Cleaned per Year (Linear Feet vs Total)

ARLINGTON WATER UTILITIES

Respected & Trusted Leaders In The Water Industry



Capital Investment

Fiona Allen, Deputy City Manager

HIGHLIGHT

The Public Works and Transportation Department is responsible for:

- Percent of respondents to annual survey rating timeliness of facility repair services "excellent" or "good"
- Percent of respondents to annual survey rating quality of facility repair services "excellent" or "good"
- Percent of respondents to annual survey rating custodial services "excellent" or "good"
- Percent of crossing guard posts covered by crossing guards
- Average response time in working days for traffic signal repair
- Average response time in working days for traffic signal replacement
- % street markers replaced to comply with phased-in federal requirements
- Average Cooper Street Northbound Travel Time
- Percent of concrete channels inspected annually
- Percent of storm water service requests responded to within 3 bus days
- Road Rehabilitation Expenditures per Capita
- Citizen Ratings of Road Condition as "Good" or "Mostly Good"
- Average time to complete pothole repairs (working days)
- Paved lane miles assessed as being in satisfactory or better condition as a percentage of paved lane miles assessed
- Citizen ratings of residential trash collection services
- Citizen ratings of residential recycling services
- Diversion rate (tons to landfill/tons recycled)
- Number of public education events
- Tons of recyclable collected through City of Arlington internal recycling program
- Maintain 95% fleet availability rate
- One day maintenance turn around for 80% of repairs
- Average of no more than 3 "re-work" repairs per month
- Internal customers overall satisfaction with services received

- 2,976 Lane Miles of Streets
- 1,110 Miles of sidewalks
- 320 Traffic Signals
- 20,968 Street Lights
- 43,405 Signs
- 619 Miles of pavement markings
- 263 Miles of storm sewer pipe
- 11,086 Storm sewer inlets
- 156 Public Buildings



Capital Investment

Fiona Allen, Deputy City Manager

HIGHLIGHT

“Clean Green Arlington” is the City’s environmental strategic plan, initiatives of which include:

- *Maximizing the City’s available landfill*
- *Increasing the community recycling rate*
- *Preventing litter*
- *Mitigating pollution*
- *Promoting environmental stewardship*
- *Protecting community health*



Going **GREEN** in ARLINGTON

Projects

In order to achieve the Council’s priorities in FY 2009, the Capital Investment City Service Team has chosen to accomplish the following projects:

- Implementation of a single-use plastic film bag reduction strategy to reduce litter, conserve landfill space, increase community health and esthetics and mitigate costly clean up and current pollution to the storm water system.
- Determination of a reduction goal and creation of action plan based on the municipal and community emission inventory (Carbon Footprint).
- In conjunction with the Green Policy Council, create and implement a Green Fleet policy including “green” vehicle replacement standards, comprehensive fleet utilization standards, and fuel saving initiatives.
- Successfully complete the single-stream pilot program at City Hall, the Municipal Office Tower and Central Library and expand the City’s single-stream recycling program to additional satellite facilities.
- Secure grant funding for commuter bus services to the Fort Worth Intermodal Center to increase the City’s financial capacity to bring alternative transportation options to Arlington’s resident, visitors and workforce.
- Continue with the implementation of Keep Greater Arlington Beautiful, a Keep Texas Beautiful Affiliate, through a public-private and neighboring area municipality partnership.
- Creation of a unified webpage on the City of Arlington website for all environmental initiatives regardless of departmental responsibility.
- Increase Green Team members in the Entertainment District of Arlington
- Enhance leaf management program through education, partnerships and cost-effective programs
- Develop an online reservation system for motor pool vehicles
- Develop a system to manage maintenance and repairs of specialized equipment separately from the primary fleet services contract
- Hire the Storm Water Executive Manager
- Begin execution of the year three initiatives of the Storm Water Management Plan
- Hire a Storm Water Engineer
- Add additional drainage crew and equipment to Storm Water Utility

HIGHLIGHT

*The **Storm Water Utility Fund** will become an operational unit in FY09 that will bring together all functions from Public Works and Transportation and Environmental Services to enhance the City's efforts at effective management of storm water runoff. A Storm Water Executive Manager will be hired and the division's initiatives will include beginning the implementation of the Storm Water Management Plan, hiring a Storm Water Engineer, and adding additional personnel and equipment to the drainage crew.*

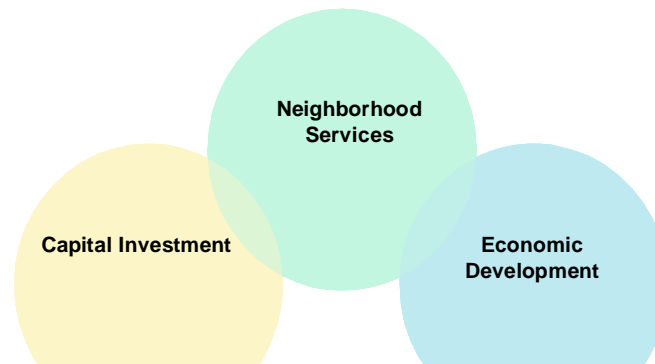
- Expand the existing Intelligent Transportation System (ITS) for the Entertainment District to address additional traffic from the opening of the new Dallas Cowboys stadium
- Install up to 52 new traffic monitoring cameras and 12 dynamic message signs, and connect to the Traffic Management Center
- Install reversible lane infrastructure systems on portions of selected streets for special event traffic
- Install advance traveler information systems including Highway Advisory Radio and localized 511 Call for dissemination of area-wide traffic information to event patrons
- Develop a comprehensive operations manual
- Continue with major street construction projects including Randol Mill from 360 to the eastern city limits, Stadium Drive from Chapman cutoff to Division, Green Oaks Boulevard from 360 to Ballpark Way and Arkansas Lane from Collins to Cooper
- Work on Legislation to fund transportation alternatives
- Hire a real estate representative to focus on gas well related initiatives
- Backflow prevention enhancements will be evaluated. The goal is to protect the drinking water system from contamination or pollution.
- Construction of the John Kubala Water Treatment Plant (JKWTP) expansion is ongoing, increasing capacity from 65 MGD to 97.5 MGD is scheduled to be completed in the Spring of 2010.
- The approved \$42.4 million Capital Improvement Program (CIP) will be funded through bond proceeds and a \$3.5 million transfer from the operating fund. The Water Utility will update its asset valuation model to help plan future CIPs.
- \$9.75 million from the operating budget will be used for the renewal and rehabilitation program allowing for replacement of aging water and wastewater infrastructure.
- Implement automated meter reading technology in a targeted area.
- The Department will implement a pilot program for water quality monitoring that monitors key water quality factors in the distribution system through the use of sensors and remote monitoring.
- 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 Plan will be updated in coordination with regional efforts with a focus on increasing water conservation awareness and effectiveness.



Capital Investment

Fiona Allen, Deputy City Manager





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 Council priorities that these departments will be working on are the Network Core and Backbone Technology Refresh, AMANDA Phase III, GovMax and InCode software implementation, and a Voice Mail system replacement. Some other notable projects that the Strategic Support team will be accomplishing throughout the year include beginning the implementation of a document management strategy, implementing a corporate sponsorship program to diversify City revenue sources, working with UTA to provide technical and non-technical training opportunities for employees, and enhancing organizational culture by launching a customized ethics training program and improving the performance management process.

Strategic Support

Bob Byrd, Deputy City Manager

HIGHLIGHT



Arlington was awarded the Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for 9/30/07, marking the 30th year the City has received this award



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 preparing the City's Comprehensive Annual Financial Report, processing payments to City vendors, preparing City payroll, procuring goods and services, monitoring consolidated tax collection efforts, and directing the City's cash and debt portfolio management activities. The mission of the department is to ensure responsible oversight of the City's debt portfolio, investments, financial transactions, and financial reporting. Programs in the department include Administration, Accounting, Payroll/Accounts Payable, Purchasing and Treasury Management.

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

- Strategic planning and system security
- Mainframe operations and support
- Staff desktop computer support
- Geographic Information System operation, maintenance, and development
- Database administration services
- Web services including administration, maintenance and development

Programs of the department include Business Support, Information Services, Geoprocessing, Information Security, Communication Services, Network Services, and Customer Support.

Strategic Support

Bob Byrd, Deputy City Manager

The **Management Resources Department** provides support and information to assist the City Manager and the Mayor and City Council in management decision-making. The department facilitates the development and tracking of the City's business plan and performance-based budget. It also focuses on information content development and distribution, knowledge management, and acts as a strategic partner with departments to implement special initiatives with City-wide impact. Programs in the department include the Office of Communication, Knowledge Management, the Action Center, which provides first-call resolution on non-emergency related concerns, the City Secretary's Office, Intergovernmental Relations, the Office of Management and Budget, and administrative support for the Mayor, Council and City Manager's offices.

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

The **Workforce Services Department** 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 optimize organizational effectiveness by attracting, developing, engaging and retaining a talented and diverse workforce to support the City's mission and vision. Programs in the department include 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

Bob Byrd, Deputy City Manager

HIGHLIGHT

Management Resources manages and oversees the implementation of the GovMax software, which will improve budgeting and financial reporting and facilitate management decision-making.



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



Outcomes

The Strategic Support City Service Team 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 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

Bob Byrd, Deputy City Manager

- The City's interests are protected through legislative and lobbying efforts.
- Effective and prudent use of public funds.
- The City of Arlington's Municipal Court, Judiciary, and City Attorney's Office system provides fair and timely treatment of all clients.
- The City will engage the workforce and provide an inclusive environment in which to deliver service excellence in partnership with the community.

HIGHLIGHT

The Information Technology Department Supports 466 network switches



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



Strategic Support

Bob Byrd, Deputy City Manager

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 of network communications problems resolved within 24 hours
- Up-time percentages for all mission critical computer systems
- Percentage of repair calls for application services resolved within 24 hours
- Accuracy of revenue and expenditure forecasting
- Citizens agree City keeps them informed
- Days to resolve citizen concerns
- Court cases files, revenues received, warrants issued
- Percentage reduction in number of health insurance claims
- Percentage of full-time employees participating in volunteer programs
- Maintain average cost per arbitration
- Recovery of damages to City property



Strategic Support

Bob Byrd, Deputy City Manager

- Court cases filed
- Court revenues collected
- Number of warrants issued
- Number of employee safety training classes conducted
- Liability claims per 10,000 population served
- Participation rate in new wellness program



MUNICIPAL COURT

WORKING TOGETHER TO MAKE ARLINGTON BETTER



Strategic Support

Bob Byrd, Deputy City Manager



Projects

In order to achieve the Council's priorities in FY 2009, the Strategic Support City Service Team will strive to accomplish the following projects:

- GovMax budget and performance reporting system is implemented.
- The CIP process and reporting is improved.
- Develop proposal for City broadcast studio.
- Implement proposed document management strategy.
- Complete design, permitting and construction of the City Council Chamber and customer service center at City Hall.
- Develop Strategic Plan related to Youth Services the community.
- Implement AMANDA Phase III call center management system.
- Implement consultant-recommended communication technology improvements
- Work with City Council on the 81st Legislative Session (begins January 09) and Agenda for 111th Congress (begins January 09)
- Lawson Business intelligence (reporting)
- GovMax integration with Lawson
- Establish performance monitoring practice and procedures
- Voice Mail system replacement, Phase II
- Network Core and Backbone Technology Refresh
- AMANDA Phase III
- Server Virtualization
- E-mail System Upgrade
- Energy conservation initiatives
- Conduct PC Inventory semi-annually
- Implement the INCODE court management system.

Projects

- Implement additional AUTOCITE hand held ticket writers in partnership with the Arlington Police department and IT department.
- Provide electronic communication tools in each court.
- Replace current court recording system with state of the art electronic systems.
- Define parameters for management of Arlington Tomorrow Foundation investment portfolio
- Evaluation and adoption of Investment policy
- Evaluate bank card alternative for non-direct deposit payroll checks
- Develop user-friendly reports to meet departments' information needs for capital projects, procurement and other financial reporting
- Final documentation and annual review of processes, related internal controls and management reports
- Sales tax compliance audits including TIRZ sales tax reporting and hotel-motel tax
- Secure services of financial advisory firm on on-going basis
- Identify opportunities for MWBE training and participation in City procurements
- Implement a program to perform inspections on City facilities emphasizing visitor and employee safety
- Analyze the nature of worker injuries to determine safety training needs
- Implement Ethics training and reporting hotline
- Revamp New Employee Orientation
- Prepare and analyze statistical reports to gauge the effectiveness of benefits and wellness programs



Strategic Support

Bob Byrd, Deputy City Manager



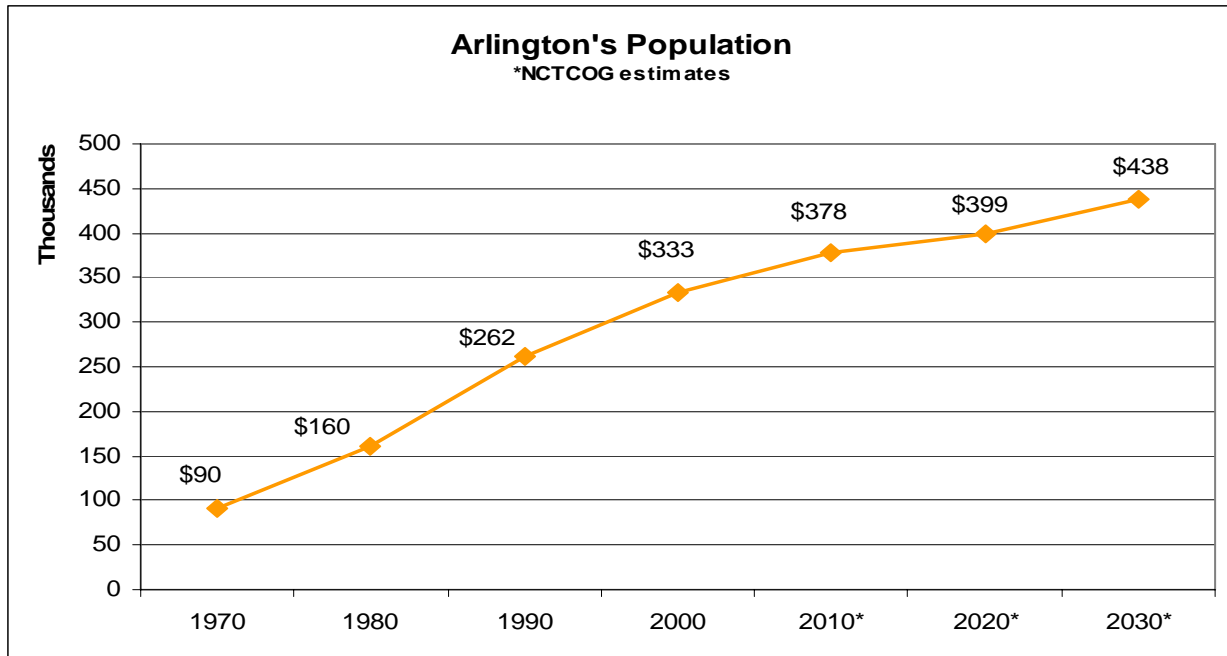
Since its beginning in 1876, Arlington's growth has occurred in concentrated periods; from the initial expansion which followed the railroad into the community, to the negotiations which brought the General Motors plant to Arlington in 1955. More recently, a steady growth in retail and tourism through 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, economy willing Arlington seems poised for another burst of growth and development.

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.

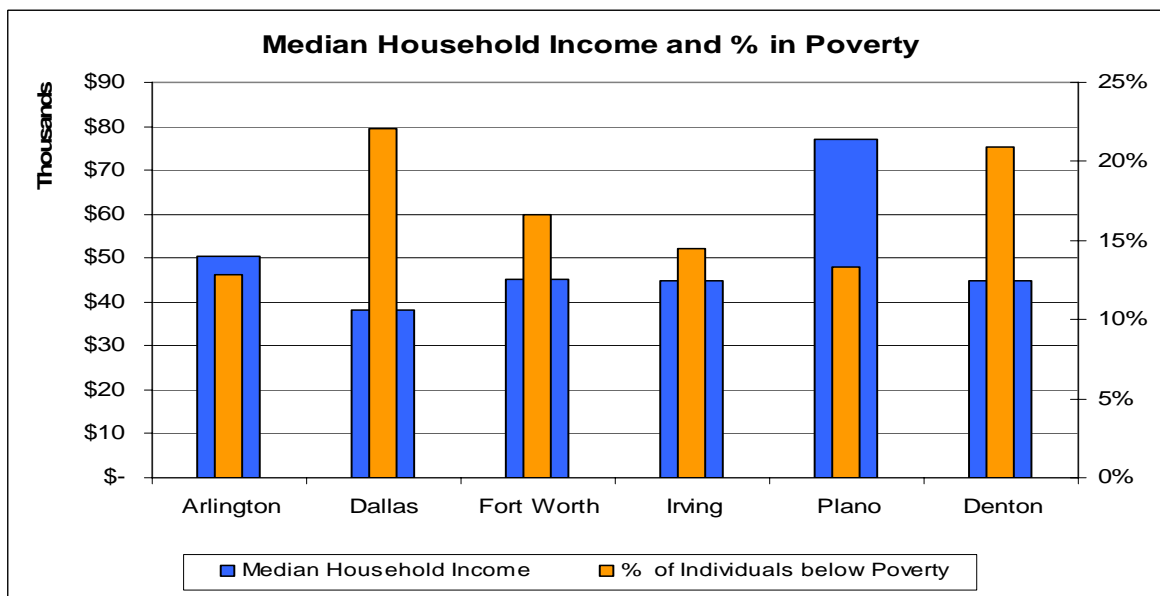
Population and Characteristics

Arlington has seen moderate growth in the last few years in population. Between 2000 and 2006, the population increase by approximately 7 percent from 332,969 to 357,370, according to the American Community Survey. In comparison, Irving saw only a 2 percent increase, and Dallas just under 4 percent increase, while Fort Worth increased their population by nearly 21 percent and Denton by almost 33 percent during the same time period. Population forecasts from the North Central Texas Council of Governments (NCTCOG) suggest that Arlington's population will reach 377,912 by 2010, and continue to grow to 437,862 by 2030. Arlington seems well on it's way to reaching that number, having had more than 10 percent increase already, according to NCTCOG's estimated population of 369,150 in 2008. Looking back in history, Arlington's population has increased by over 400 percent since 1970, when the population was a mere 90,229. The chart below shows both the history and the future projections for Arlington's population.

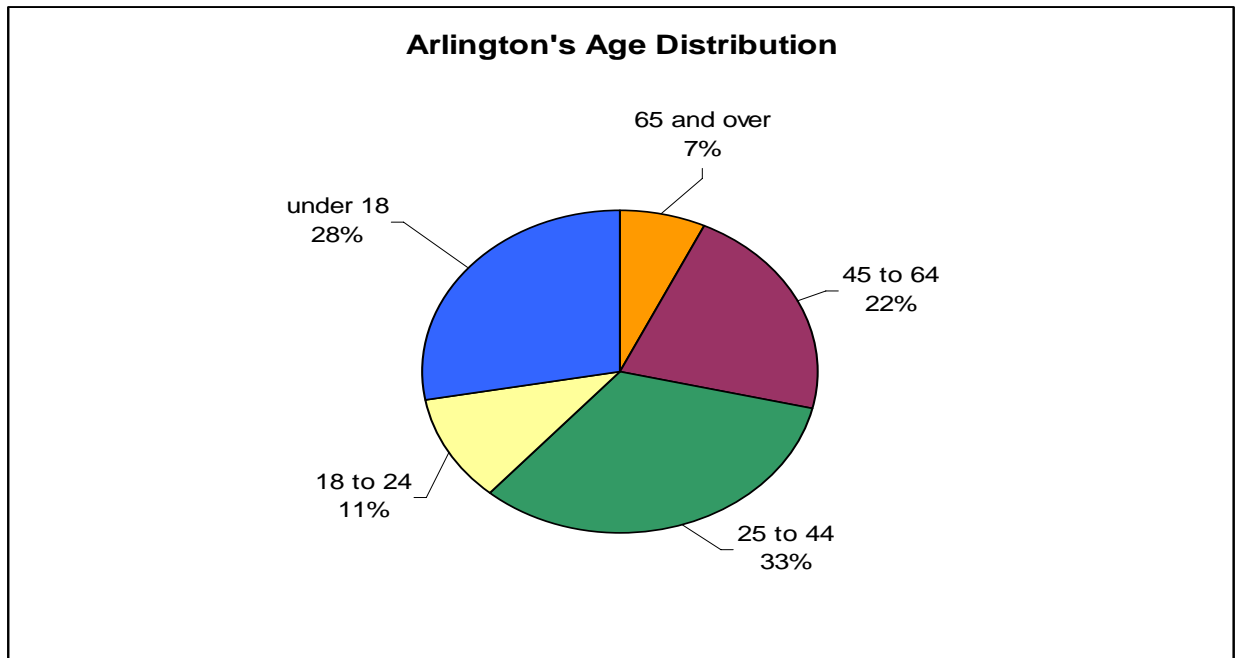
Long Range Plan



According to the 2006 American Community Survey (ACS), families made up 67 percent of the households in Arlington. The average household size was 2.8, and 13 percent of the population were in poverty. The median household income for Arlington was \$50,582. The chart below compares Arlington's median household income and percentage of persons in poverty with other surrounding cities in the Metroplex.



The ACS reports the median age for Arlington residents in 2006 to be 31.6 years. This is slightly older than the 2000 median age for Arlington of 30.7, but lower than both the state average of 33.1 years, and the national average of 36.4. Persons under the age of 20 make up 31 percent of the city's population, while another 62 percent are between 20 and 65. Persons over age 65 make up the remaining 7 percent, significantly less than the state average of 9.9 percent and the national average of 12.4 percent in this age range.

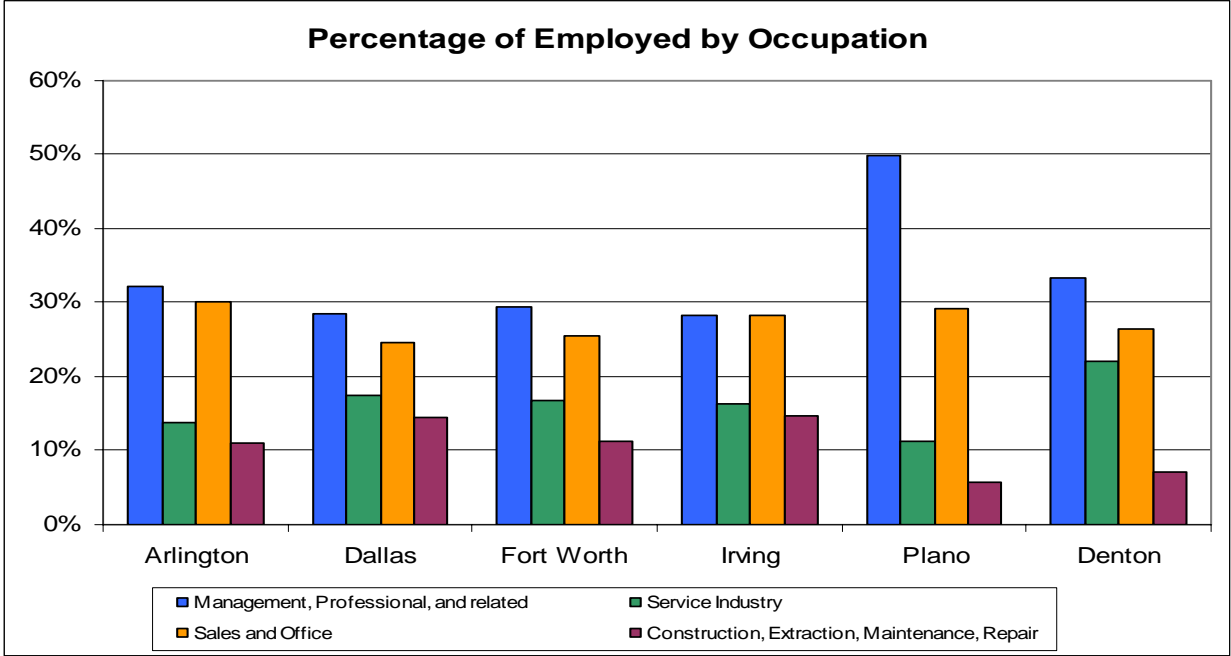


Just over half of the population of Arlington is of minority status. The greatest portion of minorities is Hispanic, with 26.3 percent, up 8 percent from 2000, followed by Black/African American with 17.3 percent and Asian with 5.7 percent.

For persons in Arlington over 25 years and older, 84.0 percent are high school graduates or higher. This is better than the state average of 78.6 percent, and right in line with the national average of 84.1 percent. Persons who have obtained a bachelor's degree or higher account for 27.7 percent of those over 25, slightly higher the state average of 24.7 percent, but below the national average of 27 percent.

Educational services, health care, and social assistance occupations was the largest industry in Arlington with 15 percent of the employed workforce, followed by Retail Trade at 13 percent, and Manufacturing at 13 percent. The most common occupations were Management, professional, and related occupations at 32 percent, Sales and office occupations at 30 percent, and Service occupations at 14 percent. The chart below compares Arlington's most common occupations with those of surrounding cities in the Metroplex.

Long Range Plan

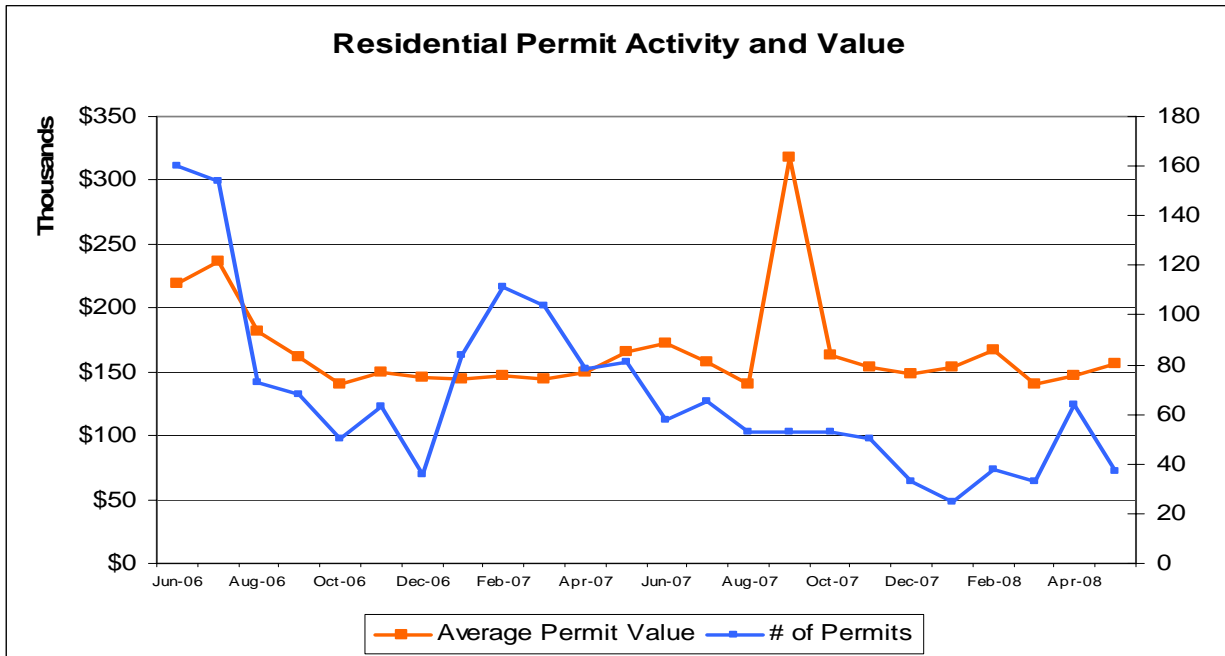


Fifty-eight percent of Arlington’s occupied housing units are owner occupied. The median monthly housing costs for mortgaged owners was \$1,415, and 35 percent of owners with mortgages reported spending 30 percent or more of their household income on housing costs. Of the remaining 42 percent who rent, the median monthly housing costs were \$759, and 47 percent reported spending 30 percent or more of their household income on housing costs.

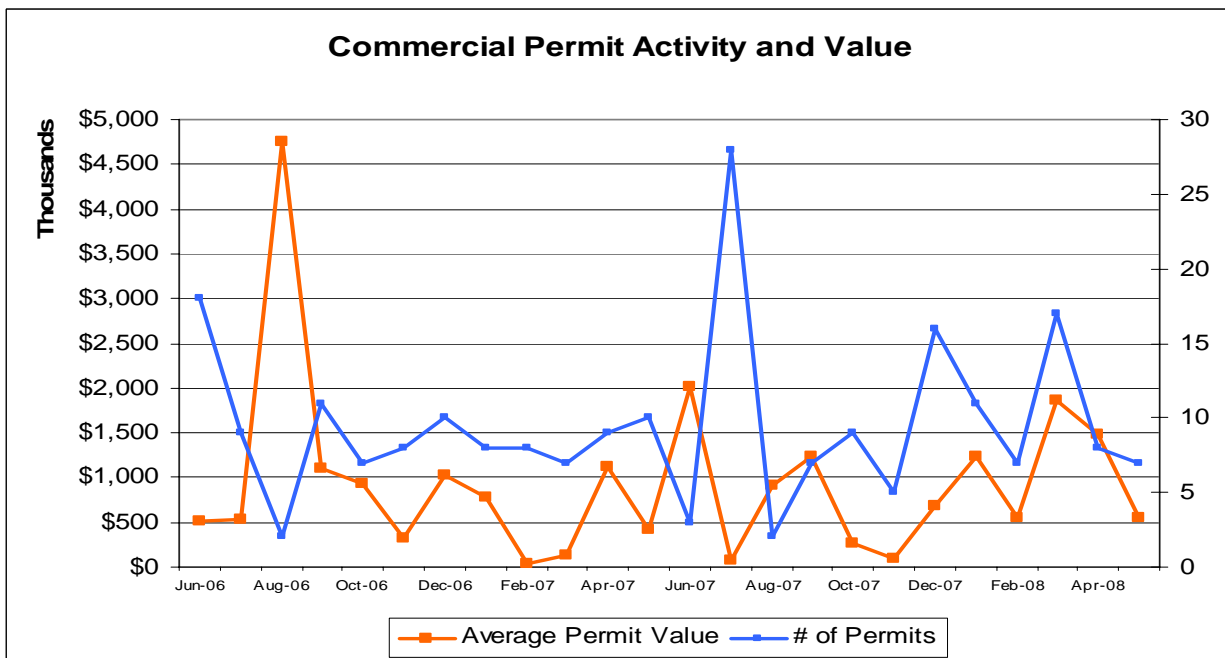
Overall, the population of Arlington is young families with school-aged children. This will be reflected in a high demand for educational services and recreational opportunities that meet the needs of this demographic group, and greater ease of mobility as a growing workforce seeks to find viable solutions to traffic congestion and poor air quality.

Trends in Development

The last year has seen a significant decline in the amount of residential permit activity. Between June 2006 and May 2007, there were 1,062 residential permits reported for Arlington. For the same time period between 2007 and 2006, there were only 562, almost 50 percent less. In addition, the average residential permit value dropped from \$172,953 to \$167,037.



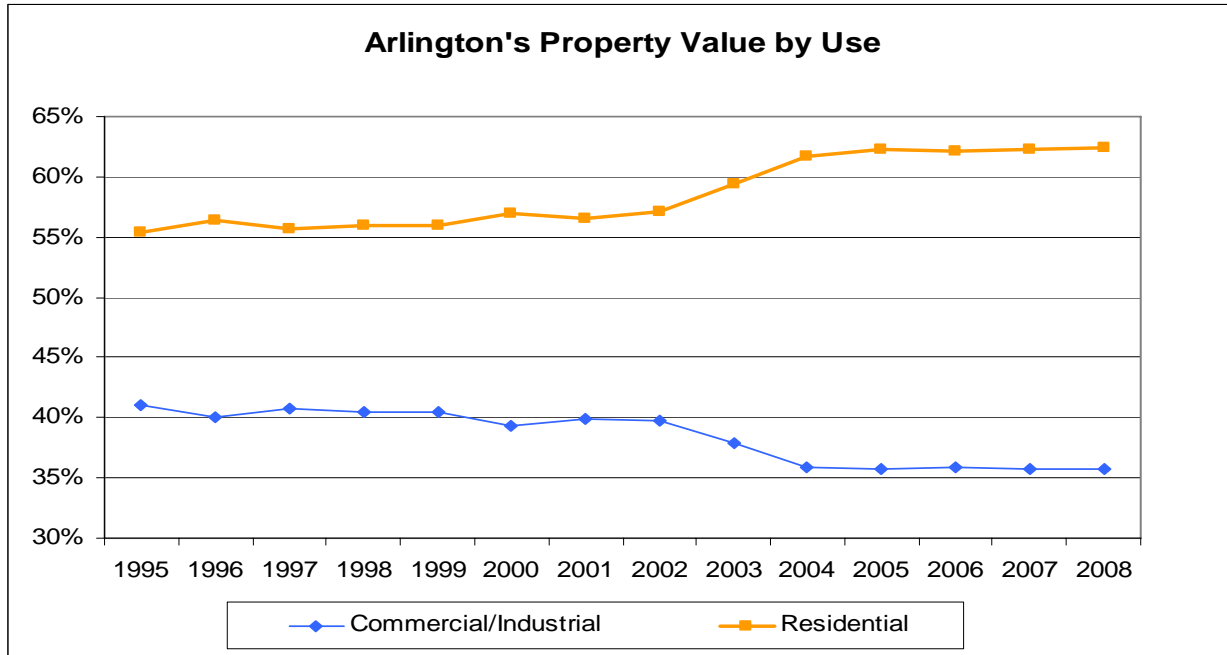
On the other hand; Commercial permits have increased slightly, from 107 permits issued between June 2006 and May 2007, to 120 permits for June 2007 to May 2008. The average value for commercial permits has also increased from \$716,881 to \$809,617.



As Commercial property use continues to grow and Residential declines, there will hopefully be a greater balance between the property values by use for Arlington. The chart below shows the shift in property value by use that occurred beginning in 2003. The City Council selected this

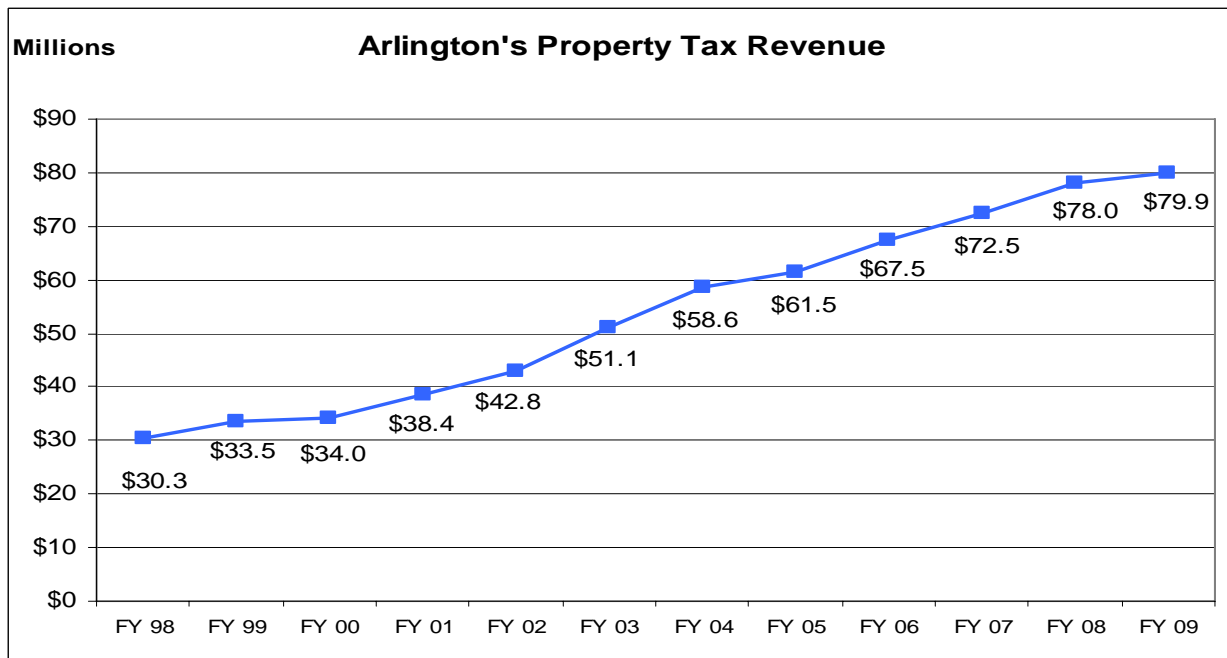
Long Range Plan

effort as a priority and economic development initiatives such as the Champion Arlington Strategy work to reverse this trend in the coming years.



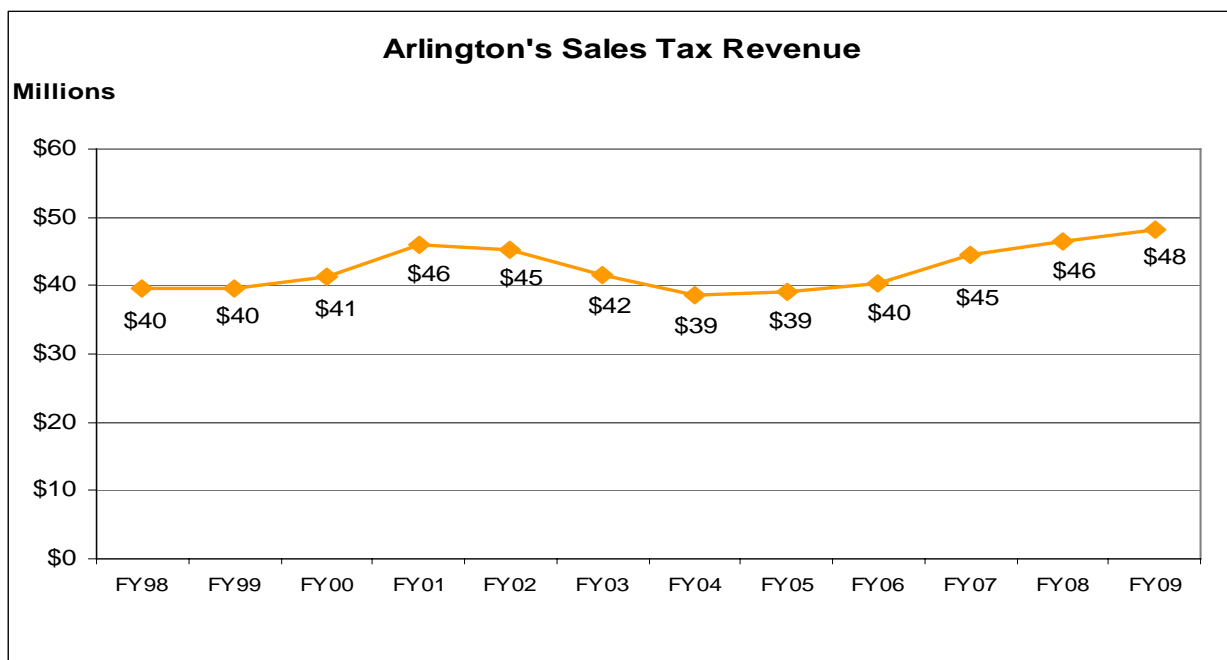
Revenues

Arlington's revenue comes from several sources, but the two most significant ones are property and sales taxes. The first of these, property tax, has certainly seen growth in the last ten years.



Property tax is a fairly steady revenue source for the City of Arlington, having little fluctuations in assessed value. The FY 2009 Budget anticipates \$79.9 million in property tax revenue. When looking ahead to future years, the anticipated Assessed Value property growth is three percent. This is due primarily to the limited amount of undeveloped land in the area, resulting in an increased focus on redevelopment, often a much greater challenge both for developers and investors.

Sales tax has made a recovery since the decline after September 11th. Recently, the new construction of the Arlington Highlands has helped boost the Arlington economy. The chart below shows the history of Sales Tax Revenue.



Future expansion of the sales tax base is anticipated as the completion of the new Cowboys Stadium grows ever closer. Economic conditions are anticipated to support sales tax growth 4% throughout the five year forecast plus additional \$1.1 million in revenue for new stadium in FY 2010.

Conclusion

With a relatively youthful and diverse population, slow and steady property tax value growth, and increasing investment in Commercial property in the City, Arlington is well prepared to weather any financial difficulties in the coming years.

Long Range Plan

Increased efforts in redevelopment, and maintaining and expanding the infrastructure will help solidify the foundations of our communities, allowing them to grow ever stronger. In the future years, greater investment in public safety, neighborhoods, and youth will prepare Arlington even further to be not only a vacation and leisure destination, but an even better place for families to call home.

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.

Financial Summaries

FY 2009 OPERATING POSITIONS

Funding Source / Use	General Fund	Water and Sewer Fund	Convention and Event Svcs. Fund
Beginning Balance	\$ -	\$ 457,173	\$ 333,816
Total Revenues	\$ 199,468,125	\$ 110,679,116	\$ 7,995,500
Total Interfund Transfers	\$ (931,881)	\$ (17,362,433)	\$ (1,328,315)
Total Available Funds	\$ 198,536,245	\$ 93,773,856	\$ 7,001,001
Total Expenditures	<u>\$ 198,516,081</u>	<u>\$ 93,242,096</u>	<u>\$ 6,949,035</u>
Ending Balance	\$ 20,164	\$ 531,760	\$ 51,966

Financial Summaries

FY 2009 OPERATING POSITIONS

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ 280,683	\$ -	\$ 3,866,112	\$ 4,109,598	\$ 9,047,383
\$ 8,782,751	\$ 6,683,500	\$ 12,455,789	\$ 37,102,955	\$ 383,167,736
\$ 1,963,177	\$ (3,225,824)	\$ 5,388,902	\$ 4,129,878	\$ (11,366,495)
\$ 11,026,611	\$ 3,457,676	\$ 21,710,803	\$ 45,342,431	\$ 380,848,623
<u>\$ 10,925,433</u>	<u>\$ 3,325,212</u>	<u>\$ 21,034,862</u>	<u>\$ 40,973,566</u>	<u>\$ 374,966,287</u>
\$ 101,178	\$ 132,464	\$ 675,940	\$ 4,368,865	\$ 5,882,336

Financial Summaries

FY 2009 REVENUES AND EXPENDITURES

Revenues by Type	General Fund	Water and Sewer Fund	Convention and Event Svcs. Fund
Property Taxes	\$ 79,944,148	\$ -	\$ -
Sales Taxes	48,223,154	-	-
Hotel Occupancy and Other Taxes	1,504,550	-	5,500,000
Water Sales and Wastewater Charges	-	103,469,116	-
Franchise Fees	33,653,799	-	-
Licenses and Permits	4,474,875	-	-
Leases and Rents	5,176,117	-	-
Fines and Forfeitures	11,473,587	-	-
Service Charges and Recreational Program	11,365,090	5,670,000	2,495,500
Interest and Miscellaneous Revenues	3,652,805	1,540,000	-
Total FY 2008 Revenues	\$ 199,468,125	\$ 110,679,116	\$ 7,995,500

Expenditures by Classification

Salaries and Benefits	\$ 151,208,830	\$ 14,178,626	\$ 2,045,608
Supplies, Maintenance, and Training	45,478,119	78,149,555	4,903,427
Capital Outlays	1,829,131	913,916	-
Total FY 2009 Expenditures	\$ 198,516,081	\$ 93,242,096	\$ 6,949,035

Financial Summaries

FY 2009 REVENUES AND EXPENDITURES

Park Performance Fund	Storm Water Utility Fund	Street Maintenance Fund	Debt Service Fund	Totals
\$ -	\$ -	\$ -	\$ 37,102,955	\$ 117,047,103
-	-	12,055,789	-	60,278,943
-	-	-	-	7,004,550
-	-	-	-	103,469,116
-	-	-	-	33,653,799
-	-	-	-	4,474,875
-	-	-	-	5,176,117
-	-	-	-	11,473,587
8,782,751	6,583,500	-	-	34,896,841
-	100,000	400,000	-	5,692,805
\$ 8,782,751	\$ 6,683,500	\$ 12,455,789	\$ 37,102,955	\$ 383,167,736
\$ 6,611,096	\$ 1,444,457	\$ 5,131,792	\$ -	\$ 180,620,409
4,179,337	1,328,756	15,903,070	40,973,566	190,915,829
135,000	552,000	-	-	3,430,047
\$ 10,925,433	\$ 3,325,212	\$ 21,034,862	\$ 40,973,566	\$ 374,966,285

Financial Summaries

2009 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 2009 OPERATING POSITION

	UNALLOCATED RESERVE	WORKING CAPITAL RESERVE	UTILITY RATE CASE RESERVE	LANDFILL LEASE RESERVE	OTHER POST EMPLOYMENT BENEFITS RESERVE
Beginning Balance	\$ 5,811,937	\$ 16,144,205	\$ 500,000	\$ 20,573,000	\$ 1,717,904
Appropriated Amounts	-	-	-	-	-
Transfers In / (Out)	-	-	-	-	-
Ending Balance	\$ 5,811,937	\$ 16,144,205	\$ 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 2009 is estimated to be \$5,811,937.

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 2009.

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 approximately 21 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 2009, General Fund revenues and transfers are budgeted at \$198,536,245 and expenditures are budgeted at \$198,516,081.

General Fund Summaries

GENERAL FUND FY 2009 OPERATING POSITION

Funding Source / Use	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Revenues				
Taxes	\$ 121,566,703	\$ 125,821,137	\$ 125,798,708	\$ 129,671,852
Franchise Fees	30,697,193	31,354,447	31,569,798	33,653,799
Service Charges	10,663,416	12,090,304	12,388,854	11,365,090
Fines & Forfeitures	7,886,821	10,230,757	10,581,800	11,473,587
Licenses & Permits	4,069,306	4,755,408	4,056,024	4,474,875
Leases & Rents	5,485,705	4,731,864	4,726,845	5,176,117
Miscellaneous	5,199,746	4,333,997	4,501,872	3,652,805
Total Revenues	\$ 185,568,890	\$ 193,317,914	\$ 193,623,901	\$ 199,468,125
Interfund Transfers				
Indirect Costs	\$ 4,060,181	\$ 2,890,839	\$ 2,890,839	\$ 4,088,605
Support for Other Funds	(3,160,129)	(5,839,241)	(5,708,898)	(9,459,376)
Other transfers, net	-	-	-	1,738,891
One-Time Funds	5,310,312	5,879,244	5,879,244	2,700,000
Total Interfund Transfers	\$ 6,210,364	\$ 2,930,842	\$ 3,061,185	\$ (931,881)
Total Available Funds	\$ 191,779,254	\$ 196,248,755	\$ 196,685,085	\$ 198,536,245
Expenditures				
Neighborhood Services	\$ 138,508,159	\$ 138,654,833	\$ 138,601,392	\$ 145,886,821
Community and Economic Development	7,155,265	7,691,081	7,651,722	8,624,793
Capital Investment	15,848,995	19,598,261	19,525,014	14,092,051
Strategic Support	21,289,616	24,397,273	24,288,110	23,975,495
Policy Administration	5,353,126	5,885,379	5,969,875	5,936,920
Total Expenditures	\$ 188,155,162	\$ 196,226,827	\$ 196,036,113	\$ 198,516,081
Ending Balance	\$ 3,624,092	\$ 21,928	\$ 648,972	\$ 20,164

General Fund Revenues

General Fund revenue classifications range from Taxes (primarily Sales and Property), which comprise 65.1 percent of General Fund revenues, to Miscellaneous, which comprise 1.8 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 2009 is \$0.6480 per \$100 valuation. Of this tax rate, 68.9 percent, or \$0.4467, will be used for General Fund activities. The remaining 31.1 percent, or \$0.2013, will be used for debt service. General Fund property tax revenue for FY 2009 is estimated to be \$79,944,148 from the total tax base of \$18,201,437,747. The General Fund's portion of the sales tax rate is 1 percent. Sales tax revenue for FY 2009 is estimated at \$48,223,154. This is a four percent increase from the FY 2008 estimate. 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 16.9 percent of General Fund revenues. The largest of these is the Electric Franchise Fee, at \$12,902,835. Other Franchise Fees include the Telephone, Water, Cable Television, and Gas utilities and royalties from the Landfill.

- **Service Charges**

Service Charges account for 5.7 percent of General Fund revenues, at \$11,365,090. 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 5.8 percent of General Fund revenue, at \$11,473,587. Municipal Court fines account for 89 percent of Fines and Forfeitures, at \$10,217,763. Licenses and Permits account for 2.2 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 \$4,474,875. Leases and Rents are estimated at \$5,176,117, or 2.6 percent of General Fund revenue. The annual lease of the Rangers Ballpark in Arlington for \$2,000,000 and the leasing of the City's landfill at \$1.96 million

General Fund Summaries

are the two largest revenues sources. The final revenue category is Miscellaneous at \$3,652,805, or 1.8 percent.

Interfund Transfers

Interfund transfers for FY 2009 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 \$4,088,605 for FY 2009. Support for other funds includes amounts paid by the General Fund to the Special Transit Fund (\$992,623), Parks Performance Fund (\$2,232,851), 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

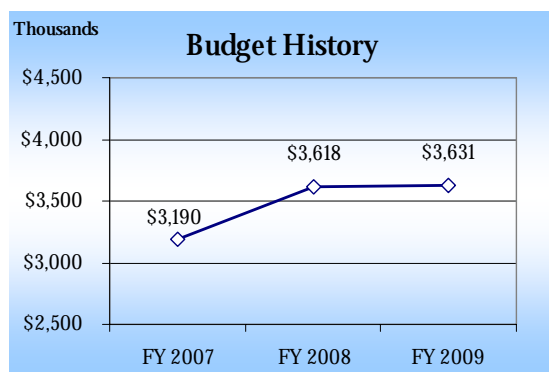


The City Attorney's Office provides legal counsel and advice to the Mayor, members of the City Council, and all departments of the City. The City Attorney's Office is responsible for representing the City of Arlington in lawsuits brought by and against the City in county, district, and federal courts 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 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	37	37	38
Personnel Services	\$ 3,039,078	\$ 3,305,582	\$ 3,238,104
Operating Expenses	228,411	432,254	392,634
Capital Outlay	-	-	-
TOTAL	\$ 3,267,489	\$ 3,737,836	\$ 3,630,738

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Policy Administration

City Attorney

Description	One-Time	Recurring
Meet-and-Confer, Arbitration paralegal position	\$ -	\$ 50,000
Totals:	\$ -	\$ 50,000

City Attorney's Office Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 3,267,489	\$ 1,003,000	\$ 989,132	\$ 1,015,704
Litigation	-	879,299	716,402	695,963
Municipal Law	-	706,255	777,072	674,646
Citizen Services	-	1,029,294	1,255,231	1,244,426
TOTAL	\$ 3,267,489	\$ 3,617,849	\$ 3,737,836	\$ 3,630,738

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Adopted	Target
Percentage of contracts reviewed within five business days	66%	90%	92%	95%
Percentage of legal assignment >60 days old from time of assignment	NA	NA	10%	10%
Percentage of Municipal Court cases disposed	49%	53%	55%	45%
Revenue received through collections	\$283,049	\$585,000	\$180,000	\$168,000
Percentage of investigations reviewed within 20 days	85%	81%	50%	100%
Percentage of discrimination/harassment allegations reviewed within 30 days	100%	100%	70%	100%
Average amount paid per lawsuit	\$10,234	\$15,000	\$15,500	\$5,000
Number of liability cases successfully closed	14	15	10	12
Percentage of lawsuits handled in-house	69%	65%	50%	70%

Policy Administration

City Manager's Office
Jim Holgersson, City Manager

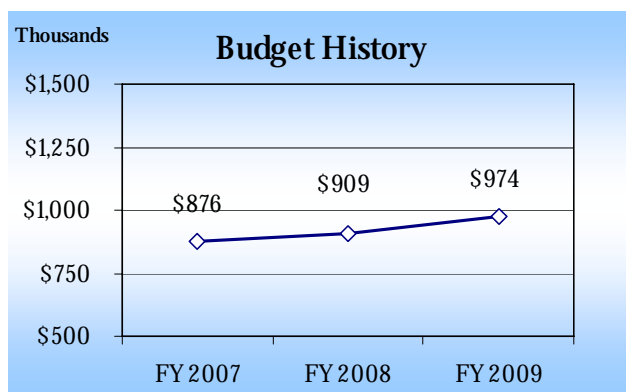


The City Manager's Office is responsible for professional management through the direction, administration, and execution of City policy. The City Manager, appointed by the City Council, is the Chief Executive Officer of the City. The City organization is divided into four groups: Neighborhood Services, 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 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	6	4	4
Personnel Services	\$ 881,346	\$ 833,338	\$ 872,340
Operating Expenses	62,449	74,763	101,439
Capital Outlay	-	-	-
TOTAL	\$ 943,795	\$ 908,101	\$ 973,779

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees.

Policy Administration

City Manager's Office

City Manager's Office Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Office of Mayor & Council	\$ 37,687	\$ 46,466	\$ 45,767	\$ 49,414
City Manager's Office	<u>906,109</u>	<u>862,735</u>	<u>862,334</u>	<u>924,365</u>
TOTAL	\$ 943,795	\$ 909,201	\$ 908,101	\$ 973,779

Policy Administration

City Auditor
Patrice Randle, City Auditor

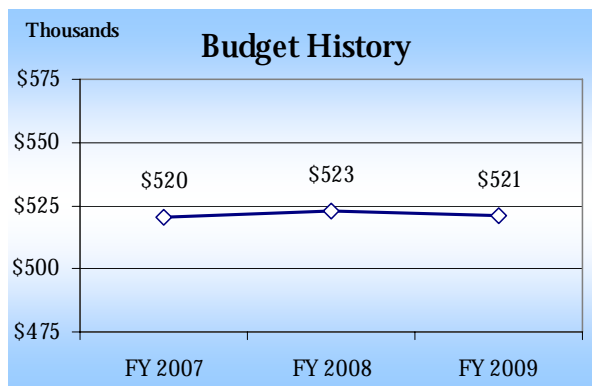


The City Auditor is an officer appointed by the City Council. The City Auditor’s Office is responsible for conducting financial, compliance, contract/vendor, information systems and tax audits. The City Auditor’s Office also plays a critical role in performance audits, and occasionally performs special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

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Authorized Positions	6	6	6	6
Personnel Services	\$ 399,978	\$ 499,515	\$ 457,753	\$ 492,235
Operating Expenses	21,906	23,338	26,867	29,024
Capital Outlay	-	-	-	-
TOTAL	\$ 421,884	\$ 522,853	\$ 484,620	\$ 521,259

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 FY 2009 budget includes a 1.5% one-time compensation payment to employees.

Policy Administration

City Auditor

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Adopted	Target
Annual Audit Plan completion	71%	71%	80%	85%
Percentage of Audit recommendations implemented	73%	80%	80%	80%

Policy Administration

Judiciary

Stewart Milner, JD, Judge



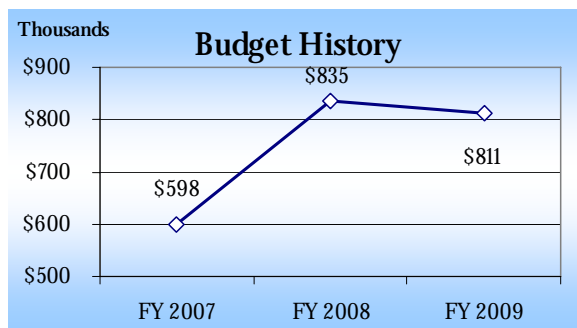
The Municipal Court Judiciary provides a number of services to citizens and other departments of the City. The primary function of the Judiciary is the administration of justice in the Arlington Municipal Court. The main focus of this administration of justice includes the adjudication of Class "C" misdemeanor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

The Judiciary also conducts some civil matter hearings involving property, dangerous buildings, dangerous animals and the disposition of cruelly-treated animals.

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Authorized Positions	5	5	6	6
Personnel Services	\$ 680,362	\$ 729,783	\$ 728,598	\$ 761,640
Operating Expenses	39,596	105,693	110,720	49,504
Capital Outlay	-	-	-	-
TOTAL	\$ 719,958	\$ 835,476	\$ 839,318	\$ 811,144

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 FY 2009 budget includes a 1.5% one-time compensation payment to employees.

Policy Administration

Judiciary



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 department’s mission 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.

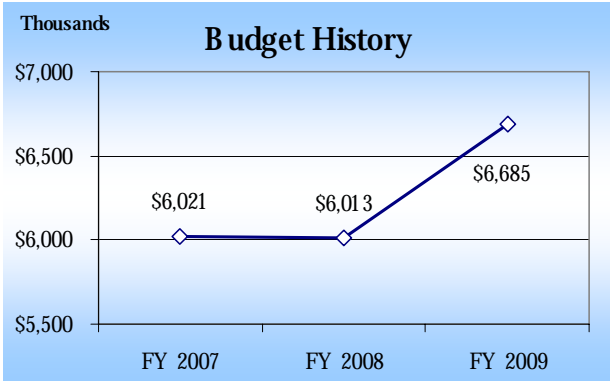
Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	72	77	83
Personnel Services	\$ 3,529,593	\$ 4,654,074	\$ 4,965,110
Operating Expenses	2,351,984	1,261,549	1,645,006
Capital Outlay	-	87,099	75,000
TOTAL	\$ 5,881,577	\$ 6,002,722	\$ 6,685,117

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.

Neighborhood Services

Community Services



Budget Highlights

The increase in the FY 2009 budget is attributable a 1.5% one-time compensation payment to employees as well as the following additional resources which were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
2 Code Compliance Officers	\$ 52,730	\$ 111,366
2 positions for Vacant Structure Initiative		\$ 182,543
Animal Food		\$ 15,600
Totals:	\$ 52,730	\$ 309,509

Community Services Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Animal Services	\$ 1,397,349	\$ 1,371,235	\$ 1,458,019	\$ 1,548,880
Code Enforcement	-	2,384,231	2,629,305	3,182,300
Environmental Health	-	641,837	557,109	560,208
Operations Support	3,651,813	537,987	386,205	365,836
Administration	585,002	1,038,316	932,264	987,278
Transit Support	247,412	39,820	39,820	40,616
TOTAL	\$ 5,881,576	\$ 6,013,427	\$ 6,002,722	\$ 6,685,117

Neighborhood Services

Community Services

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
% of initial health inspections with satisfactory scores	97%	98%	98%	98%
Maintain 99% or better graffiti complaints addressed within 48 hours	98%	99%	99%	99%
% of animal calls for service carried over to next business day	10%	11%	5%	<5%
% of vital records processed within 3 business days	90%	91%	92%	92%
Number of animals rescued increases	598	885	1200	1200
Handitran on-time performance increases	97%	97%	98%	98%

Neighborhood Services

Community Services



Neighborhood Services

Fire Department
Robin Paulsgrove, Fire Chief



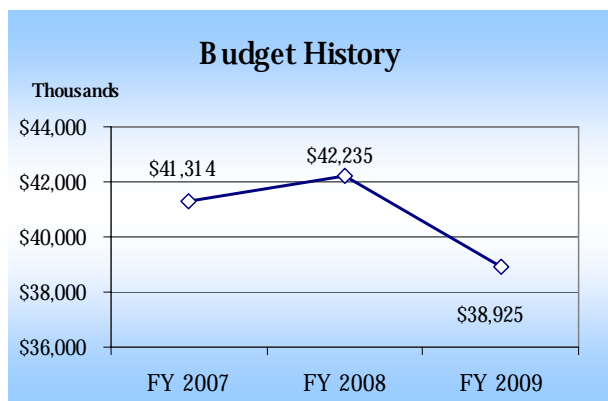
The Fire Department is responsible for fire prevention, fire suppression, rescue, hazardous materials mitigation, emergency medical services, and emergency management coordination. The department also monitors the performance of the ambulance contractor. The mission of the department is to maintain a 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 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	407	414	320
Personnel Services	\$ 34,915,486	\$ 36,327,831	\$ 32,163,390
Operating Expenses	4,318,180	4,132,182	5,287,610
Capital Outlay	1,677,212	1,773,845	1,473,717
TOTAL	\$ 40,910,878	\$ 42,233,857	\$ 38,924,717

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 2009 budget is attributable to Dispatch Services moving to another fund. A 1.5% one-time compensation payment to employees is included in the budget as well as the following additional resources which were provided to address Council priorities and other outcomes:

Neighborhood Services

Fire Department

Description	One-Time	Recurring
Additional ready reserve engine	\$ 50,000	
Additional fire apparatus funding	\$ 254,997	
Warning sirens for entertainment district	\$ 80,000	
4 Firefighters		\$ 240,107
Special Events Captain		\$ 132,000
Fire Investigator		\$ 58,319
Special Operations Captain		\$ 116,532
Paramedic stipend		\$ 63,800
Additional overtime		\$ 108,000
Totals:	\$ 384,997	\$ 718,758

Fire Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 764,071	\$ 2,344,250	\$ 2,341,667	\$ 3,266,481
Business Services	-	488,584	469,367	618,990
Operations	28,778,891	28,837,437	28,678,475	31,099,464
Prevention	1,119,902	1,045,537	1,007,368	1,122,482
Medical Services	555,800	399,457	490,987	496,830
Training	617,066	581,352	658,557	614,882
Resource Management	1,914,530	1,254,447	1,301,029	1,315,832
Emergency Management	204,461	310,483	276,727	389,756
Dispatch	6,956,155	6,973,068	7,009,679	-
TOTAL	\$ 40,910,878	\$ 42,234,614	\$ 42,233,857	\$ 38,924,717

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
% Fire first on-scene emergency responses where total time <=5 minutes (dispatch to arrival, first unit response)	52%	53%	53%	90%
Schedule fire inspections conducted	8,976	9,025	10,000	10,000
Fire code violations cited	4000	3360	4000	4000
Citizens trained in CPR	5812	6580	7200	7200
Siren tests conducted	9	9	12	12

Neighborhood Services

Libraries

Cary Siegfried, Director



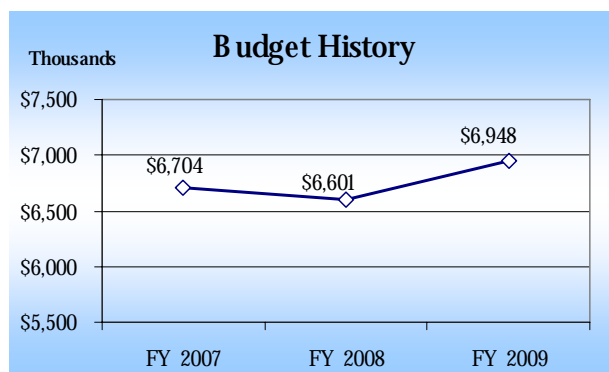
The Library Services Department is responsible for providing library services, equipment and collections for the citizens of Arlington, including materials for all ages, in a variety of languages and formats. Principal library services include public computing, reference and research expertise, information 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 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	71	71	71
Personnel Services	\$ 4,396,508	\$ 4,685,424	\$ 4,869,944
Operating Expenses	2,208,738	1,905,149	2,078,282
Capital Outlay	-	-	-
TOTAL	\$ 6,605,247	\$ 6,590,573	\$ 6,948,226

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Neighborhood Services

Libraries

Description	One-Time	Recurring
Collection Development		\$ 50,000
Sunday Hours at Southeast Branch Library		\$ 16,539
	Totals: \$	\$ -
		\$ 66,539

Library Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 459,721	\$ 699,998	\$ 704,819	\$ 815,593
Branch Services	2,397,914	2,702,971	2,662,354	2,701,314
Bibliographic Services	1,421,339	1,314,107	1,260,079	1,375,463
Electronic Services	931,660	595,444	600,339	633,726
Central Library Services	<u>1,394,613</u>	<u>1,288,182</u>	<u>1,362,982</u>	<u>1,422,130</u>
TOTAL	\$ 6,605,247	\$ 6,600,701	\$ 6,590,573	\$ 6,948,226

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Citizen satisfaction with overall Library services	90%	92%	95%	95%
Registered borrowers as a percentage of service area population	34.9%	35.2%	40%	50%
Circulation per capita	4.61	4.74	5	7.5
Library materials per capita	1.64	1.68	1.7	2
Library self-service transactions	1,545,281	1,663,542	1,700,000	1,800,000
Library program participation increases	67,337	68,784	69,000	70,000

Neighborhood Services

Parks and Recreation
Pete Jamieson, Director

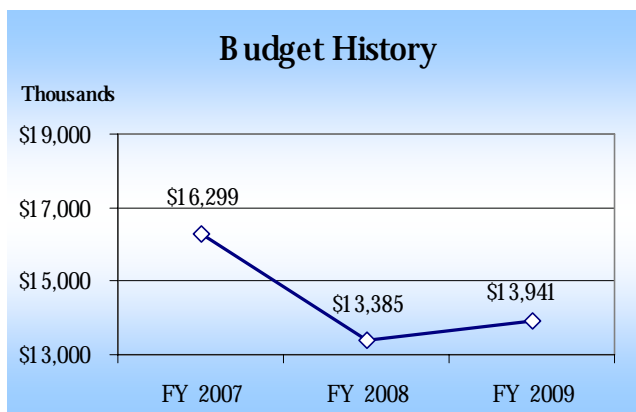


The Parks and Recreation Department is responsible for the majority of the City's leisure service programs and resources. The mission of the department is to provide quality facilities and services that are responsive to a diverse community and sustained with a focus on partnerships, innovation and environmental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

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	130	115	122
Personnel Services	\$ 8,810,148	\$ 6,296,331	\$ 6,772,028
Operating Expenses	7,413,901	6,900,230	6,993,117
Capital Outlay	-	157,000	175,724
TOTAL	\$ 16,224,049	\$ 13,353,561	\$ 13,940,869

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Neighborhood Services

Parks and Recreation

Description	One-Time	Recurring
New parks maintenance		\$ 500,000
Totals:	\$ -	\$ 500,000

Parks and Recreation Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
North District	\$ 1,050,814	\$ 1,044,576	\$ 1,015,161	\$ 1,041,784
Central District	986,595	1,116,614	1,063,071	1,176,983
South District	998,378	1,095,086	1,060,783	1,080,920
Sports Field Maintenance	3,345,347	3,624,771	3,772,619	3,593,686
Streetscaping	1,949,921	926,648	913,423	1,186,618
Asset Management	805,635	2,352,054	2,339,204	2,350,555
Planning	1,046,425	1,190,270	1,138,574	1,200,293
Administration	1,166,586	1,234,540	1,194,639	1,239,837
Marketing	-	-	-	184,464
Recreation Program Admin	-	-	-	102,460
Business Services				783,269
Recreation	499,043	-	-	-
TOTAL	\$ 11,848,745	\$ 12,584,559	\$ 12,497,474	\$ 13,940,869

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Adopted	Target
Measure: Citizen rating of overall quality of Parks (ICMA)	90%	80%	90%	99%
Measure: Citizen rating of facility safety (ICMA)	85%	75%	85%	99%
Measure: Citizen rating of median and rights-of-way maintenance	68%	64%	68%	80%

Neighborhood Services

Police Department
Theron Bowman, PhD, Police Chief



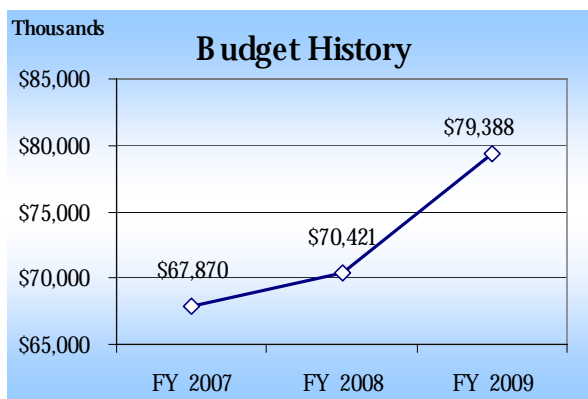
The City of Arlington’s Police Department enforces state and local criminal laws. The department’s uniformed officers are on the front lines dealing with crime detection and prevention. Investigators analyze and help prosecute crimes, and the central jail facility holds adult prisoners. The Police Department 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 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	768	793	816
Personnel Services	\$ 59,332,249	\$ 63,568,599	\$ 66,378,585
Operating Expenses	7,653,481	6,637,810	12,921,616
Capital Outlay	1,900,680	214,270	87,690
TOTAL	\$ 68,886,409	\$ 70,420,679	\$ 79,387,891

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 2009 budget are attributable to the dispatch services function moving becoming an internal service fund charged to departments and a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Neighborhood Services

Police Department

Description	One-Time	Recurring
4 Detention Officer positions		\$ 197,200
12 Police officers for two months.		\$ 200,000
2 administrative staff/utilities for South Service Center		\$ 123,000
3 Special Events Team positions	\$ 116,850	\$ 354,013
Additional funding for shift differential pay		\$ 227,000
Youth Coordinator		\$ 89,000
Fingerprint Technician (from part-time to full-time)		\$ 20,000
Totals:	\$ 116,850	\$ 1,210,213

Police Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Community Affairs	\$ 2,786,001	\$ 3,199,539	\$ 3,142,047	\$ 3,484,071
Investigations	9,443,935	10,258,731	10,323,475	10,333,380
Jail Operations	4,034,463	3,163,768	3,088,422	3,405,598
Operations Support	5,610,180	5,962,433	6,287,051	6,775,351
Patrol	38,059,485	39,589,680	39,529,578	41,050,064
Personnel	1,995,313	2,029,857	1,732,072	1,675,207
Administration	948,615	911,447	1,105,294	7,138,155
Business Services	6,008,418	5,305,224	5,212,740	5,526,066
TOTAL	\$ 68,886,409	\$ 70,420,679	\$ 70,420,679	\$ 79,387,891

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Response time to top priority calls (minutes)	6.61	6.5	6.0	6.0
Total police responses	199,616	190,428	190,000	190,000
Percentage of UCR Part I crimes cleared	20%	20%	20%	20%
% of probable cause warrants cleared by Warrant Unit	87%	95%	95%	95%
DWI arrests per 1,000 population	3.37	3.85	3.8	3.8
Hazardous moving violation citations issued	50,746	50,568	50,800	50,800

Economic Development

Aviation
Bob Porter, Manager



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

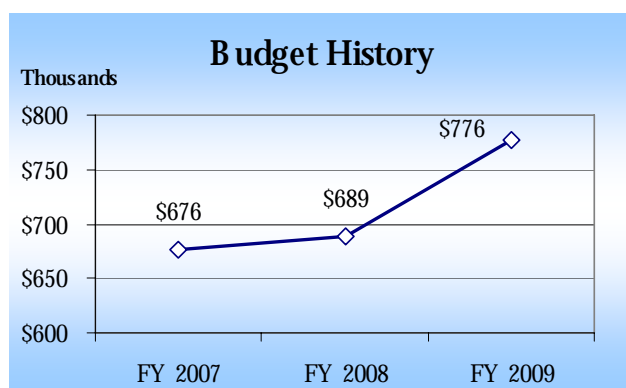
Approximately 100 acres of land is programmed for private sector aviation development. Currently the airport has 23 aviation-related businesses and a flight testing facility.

Approximately 40,000 visitors arrive at the airport each year, adding vitality to the local economy. The airport generates the majority of its revenue from leasing activities, including land leases, aircraft hangars, tie-downs, and office space in the terminal. Direct airport revenues cover much of the operational costs. The Aviation management team is responsible for contract administration, acquisition and administration of aviation grants, and management of daily operations. Aviation operations staff provides facility and infrastructure maintenance, vegetation management, and airport security for the airport's 500+ acres.

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Authorized Positions	8	8	8	8
Personnel Services	\$ 507,423	\$ 508,227	\$ 562,137	\$ 578,749
Operating Expenses	152,546	180,835	172,659	197,623
Capital Outlay	-	-	-	-
TOTAL	\$ 659,969	\$ 689,062	\$ 734,796	\$ 776,371

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 2009 budget are attributable to changes in staff and a 1.5% one-time compensation payment to employees.

Economic Development

Aviation

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Total number of aircraft operations	153,413	147,500	150,000	144,000
Hangar Occupancy Rate	100%	100%	100%	100%
Revenue to Expense Ratio	0.70	0.67	0.85	0.75

Economic Development

Community Development and Planning

James F. Parajon, AICP, Director

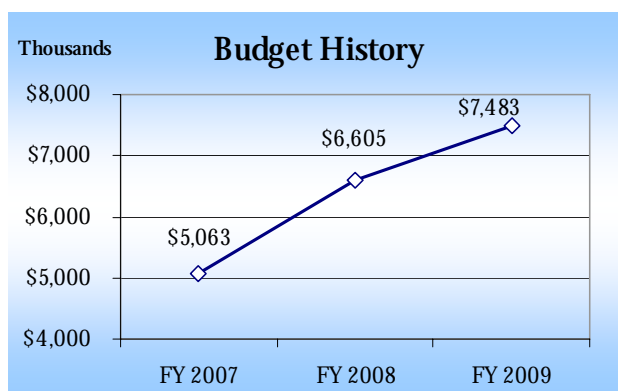


The Community Development and Planning Department strives to enhance Arlington’s quality of life by guiding the economic development activities of the city to ensure safe, sound construction of buildings and structures. The department is centered on two key functional areas – the One Start Development 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 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	69	73	73
Personnel Services	\$ 4,393,048	\$ 5,086,007	\$ 5,286,491
Operating Expenses	1,895,421	1,895,421	1,895,421
Capital Outlay	-	1,569	17,000
TOTAL	\$ 6,288,469	\$ 6,534,435	\$ 7,482,709

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 increase in the FY 2009 budget is attributable to a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Economic Development

Community Development and Planning

Description	One-Time	Recurring
Gas Well Inspector		\$ 92,050
Neighborhood Planning Specialist		\$ 74,879
AMANDA Programming		\$ 127,000
High Oak Repayment	\$ 657,000	
Totals:	\$ 657,000	\$ 293,929

Community Development and Planning Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 443,193	\$ 682,174	\$ 686,714	\$ 747,859
Neighborhood Initiatives	138,830	194,770	204,952	291,677
Strategic Planning	1,455,939	1,638,337	1,453,329	2,082,642
Development Services	<u>4,250,507</u>	<u>4,089,410</u>	<u>4,189,441</u>	<u>4,360,531</u>
TOTAL	\$ 6,288,469	\$ 6,604,691	\$ 6,534,435	\$ 7,482,709

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Number of Reports Completed on Time	450	480	460	460
% of Budget within Budget	99%	99%	99%	99%
Number of Plans Completed	3	3	3	3
Number of Trends Identified	2	4	2	4
Number of Neighborhood Organizations Formed	91	96	+6 each year	102
Number of Matching Grants Awarded	10	7	20	20
Number of Academy Graduates	63	63	64	65

Economic Development

Economic Development
Robert Sturns, Director

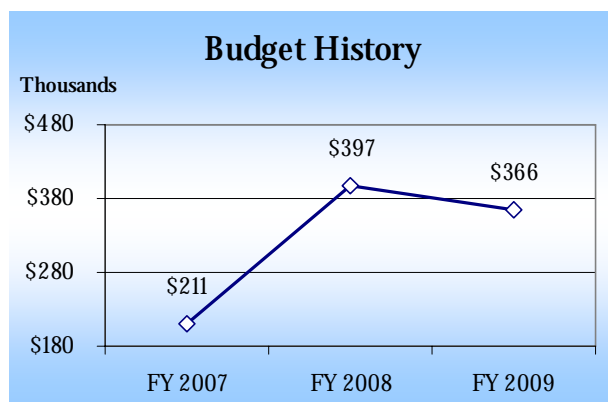


The City of Arlington has developed a new economic development strategy, called Champion Arlington, which will strengthen the community's competitive future by creating an environment of quality investment and job creation. The creation of the Office of Economic Development within the City was an essential 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 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Authorized Positions	3	3	3	3
Personnel Services	\$ 119,321	\$ 297,693	\$ 284,706	\$ 280,638
Operating Expenses	87,506	99,635	97,785	85,074
Capital Outlay	-	-	-	-
TOTAL	\$ 206,827	\$ 397,328	\$ 382,491	\$ 365,713

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

Decreases in the FY 2009 Budget are a result of a realignment of resources and corresponding activities between the Economic Development Program and the Community Development and Planning Department.

Economic Development

Economic Development

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Increase the City's Commercial Tax Base through Private Capital Investment	\$202.3 M	N/A	\$250.0 M	N/A
Percentage Increase in Property and/or Sales Tax from locations/expansions completed through efforts of the Office of Economic Development	N/A	N/A	5.00%	N/A
Number of Jobs Created/Retained as a result of efforts by the Office of Economic Development	N/A	N/A	500	N/A
Percentage Increase in Property Tax Valuation in Downtown TIF District	12%	20%	25%	22%
Retain/maintain Occupancy Level in the Great Southwest Industrial District	89.30%	89%	90%	90%
Number of Business Related Delegations Assisted through the Office of International Protocol	4	5	6	6

Capital Investment

Environmental Services

Vacant



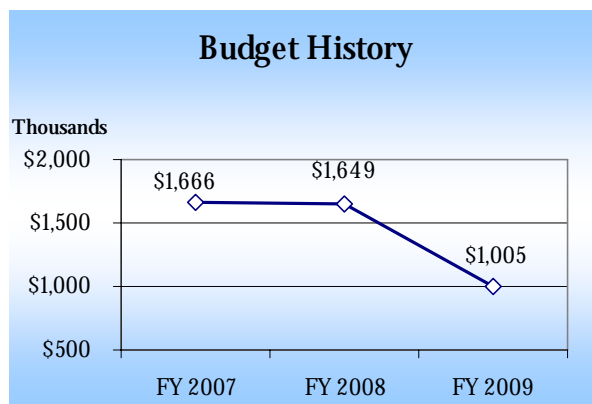
The Environmental Services Department includes the Solid Waste (Landfill) and Recycling programs, Landfill Lease Administration, Storm Water Pollution Prevention, and the Fleet Services Fund. The department was created to bring together programs designed to preserve and improve the quality of the natural environment in Arlington. Working in partnership with other departments, including Public Works and Transportation, Water Utilities, Parks and Recreation, and the Office of Communication, the Environmental Services

Department coordinates programs and public education efforts on recycling, composting, disposal of hazardous household materials, storm water pollution prevention, citywide clean-up events, and other environmental initiatives.

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	10	10	4
Personnel Services	\$ 857,490	\$ 841,648	\$ 435,455
Operating Expenses	694,795	736,331	569,138
Capital Outlay	-	19,644	-
TOTAL	\$ 1,552,285	\$ 1,597,623	\$ 1,004,593

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 2009 budget is attributable to the Storm Water Management division and other personnel moving to the newly created Storm Water Utility Fund.

Capital Investment

Environmental Services

Environmental Services Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 270,312	\$ 309,540	\$ 248,702	\$ 231,641
Storm Water Management	539,021	637,773	634,492	-
Solid Waste Operations	<u>742,952</u>	<u>702,007</u>	<u>714,429</u>	<u>772,952</u>
TOTAL	\$ 1,552,285	\$ 1,649,320	\$ 1,597,623	\$ 1,004,593

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Adopted	Target
Citizen rating of trash collection services	88%	90%	90%	90%
Citizen rating of residential recycling services	90%	90%	90%	90%

Capital Investment

Public Works and Transportation

Bob Lowry, Director

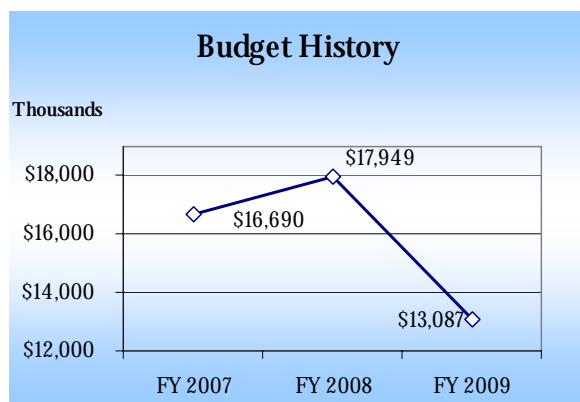


The Department of Public Works and Transportation is responsible for the design, construction, maintenance and operation of streets, sidewalks, traffic signals, street lights, and the storm water collection system. It is also responsible for property acquisition, mineral leasing on City property, and 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, Field Operations, Engineering Operations, Inspection, Survey, Construction Management, Facility Services, Real Estate Services, Operations Support, Information Services, and Business Services. The budget for the Field Operations Division includes funds from the Street Maintenance Sales Tax, the Storm Water Utility Fund and the General Fund.

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	125	133	91
Personnel Services	\$ 7,744,728	\$ 9,318,841	\$ 7,151,629
Operating Expenses	6,507,002	8,541,308	5,935,829
Capital Outlay	44,979	67,242	-
TOTAL	\$ 14,296,710	\$ 17,927,391	\$ 13,087,458

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

The decrease in the FY 2009 budget is attributable to movement of staff to the Storm Water Utility Fund. In addition, the Traffic division was moved to the Street Maintenance Fund as a result of a departmental reorganization. The table on the following page shows additional resources that were provided to address Council priorities and other outcomes.

Capital Investment

Public Works and Transportation

Description	One-Time	Recurring
Real Estate Representative (Gas Wells)	\$ -	\$ 78,478
Transportation Consultant	\$ 105,000	\$ -
Totals:	\$ 105,000	\$ 78,478

Public Works and Transportation Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 1,199,168	\$ 1,146,028	\$ 991,540	\$ 1,570,112
Business Services	847,325	752,867	760,833	664,324
Construction Management	411,225	409,333	469,525	536,982
Custodial	497,600	516,835	530,916	521,662
Engineering CIP	750,778	1,025,911	929,559	933,633
Facility Repair Renovation	2,031,121	3,728,408	3,724,467	1,883,812
Information Services	-	409,717	395,198	383,636
Inspections	1,198,780	1,491,549	1,516,127	1,562,610
Operations Support	-	152,741	239,719	331,301
Real Estate Services	323,174	371,014	390,907	461,659
School Safety	439,276	482,405	484,351	510,026
Storm Water Maintenance	460,718	452,135	452,240	-
Survey	234,062	246,485	236,863	230,055
Traffic Engineering	3,371,169	3,661,571	3,698,234	3,497,646
Traffic Operations - Signals	1,247,825	1,637,107	1,654,142	-
Traffic Operations - Signs	1,284,489	1,464,835	1,452,771	-
TOTAL	\$ 14,296,710	\$ 17,948,941	\$ 17,927,391	\$ 13,087,458

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Adopted	Target
Percent cost growth due to change orders during construction	4.25%	5%	5%	5%
Percent of crossing guard posts staffed	100%	100%	100%	100%
Percent of customers satisfied or very satisfied with Construction Management Services	N / A	70%	80%	80%
Percent cost growth due to change orders during construction	-0.9%	5%	5%	5%
Number of construction projects inspected	N / A	125	125	N / A

Strategic Support

Financial Services
Anna Mosqueda, Director



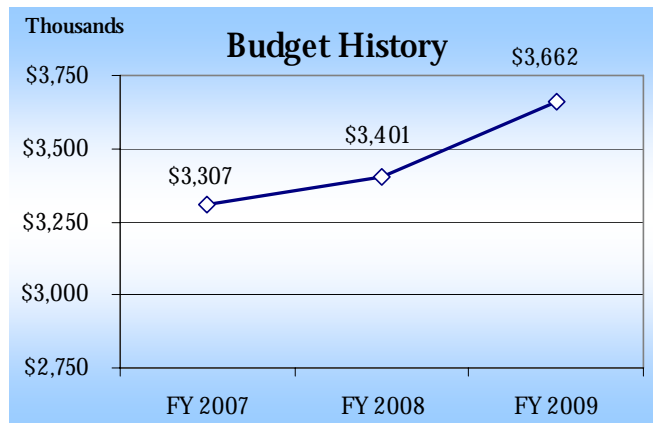
The Financial Services Department is responsible for preparing the City's Comprehensive Annual Financial Report, processing payments to City vendors, preparing City payroll, procuring goods and services, monitoring consolidated tax collection efforts, and directing the City's cash and debt portfolio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

and Treasury Management.

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	31	31	32
Personnel Services	\$ 2,013,088	\$ 2,118,777	\$ 2,298,099
Operating Expenses	1,166,035	1,280,965	1,364,076
Capital Outlay	-	-	-
TOTAL	\$ 3,179,123	\$ 3,399,742	\$ 3,662,175

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Strategic Support

Financial Services

Description	One-Time	Recurring
TIRZ Coordinator	\$ -	\$ 88,891
Increase in external audit costs	\$ -	\$ 17,750
Increase in Tarrant Appraisal District costs	\$ -	\$ 51,000
Increase in Tarrant County tax collection costs	\$ -	\$ 10,000
Totals:	\$ -	\$ 167,641

Financial Services Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 534,090	\$ 668,136	\$ 773,516	\$ 780,660
Accounting	542,746	525,400	475,637	468,959
Payroll/Payables	598,437	585,093	565,885	603,394
Purchasing	395,220	395,407	421,340	417,519
Treasury	<u>1,108,631</u>	<u>1,227,201</u>	<u>1,163,365</u>	<u>1,391,644</u>
TOTAL	\$ 3,179,123	\$ 3,401,238	\$ 3,399,742	\$ 3,662,175

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
CAFR with "clean opinion", GFOA Certificate for Excellence, Achievement of Excellence in Procurement	Yes	Yes	Yes	Yes
Protests / Sustained Protests of Purchasing division's competitive procurement process	2 / 0	1 / 0	0 / 0	1 / 0
Net debt to assessed valuation	1.7%	1.7%	1.7%	2.0%
Debt Service expenditures to total expenditures of General Fund plus Debt Service	16.9%	16.6%	16.1%	20.0%
Net tax-supported debt per capita	\$665	\$793	\$793	\$850
Percentage of vendor payments made in 5 days or less	98%	95%	95%	95%
Percentage of voided Accounts Payable checks	1.07%	0.95%	1.00%	1.00%

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

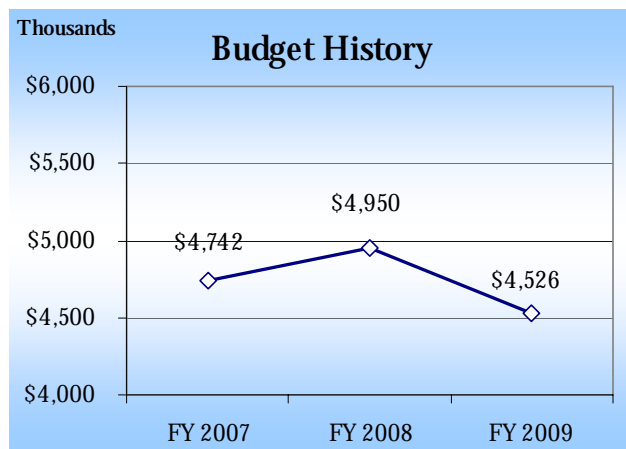
Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	34	34	34
Personnel Services	\$ 2,814,405	\$ 3,139,288	\$ 3,195,726
Operating Expenses	1,616,819	1,768,002	1,330,762
Capital Outlay	-	36,600	-
TOTAL	\$ 4,431,223	\$ 4,943,890	\$ 4,526,487

Strategic Support

Information Technology

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 FY 2009 budget includes a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Lawson Version 9.0 upgrade	\$ -	\$ 87,000
Totals:	\$ -	\$ 87,000

Information Technology Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 1,743,753	\$ 1,418,354	\$ 1,508,719	\$ 1,148,960
Application/Database Support	1,043,500	1,117,160	1,080,838	1,149,464
Business Services	941,799	923,564	972,625	870,373
Graphical Information Services	702,171	606,645	526,404	480,141
Web Services	-	-	-	220,918
Project Management Offices	-	726,443	649,345	413,718
Information Security	-	158,119	205,960	242,914
TOTAL	\$ 4,431,223	\$ 4,950,284	\$ 4,943,890	\$ 4,526,487

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Accuracy of IT warehoused inventory	NA	NA	98%	98%
Operational support for departments to ensure availability of tools necessary to achieve outcomes	NA	95%	95%	95%
Resolve high-priority work orders within one business day	95%	95%	95%	95%
Availability of ArcIMS and ArcSDE during operating window of 6:00 am to 10:00 pm	99.9%	99.9%	99.9%	99.9%
Uptime for intranet and internet	99.0%	99.9%	99.9%	99.9%
AMANDA and Court software production availability, business hours	NA	99.9%	99.9%	99.9%
Lawson and Kronos production availability, 24 x 7	NA	99.9%	99.9%	99.9%
Resolve critical work orders within four hours	NA	95%	95%	95%

Strategic Support

Information Technology



Strategic Support

Management Resources

April Nixon, Director



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

Divisions in the department include the Office of Communication, which conveys the City's position on issues and works with the media, Knowledge Management, which collaborates with Information Technology on deployment of a City-wide knowledge management process, the Action Center, which provides first-call resolution on non-emergency related concerns, the City Secretary's Office, Intergovernmental Relations, the Office of Management and Budget, which is responsible for monitoring and reporting on City functions, and administrative support for the Mayor, Council and City Manager's offices.

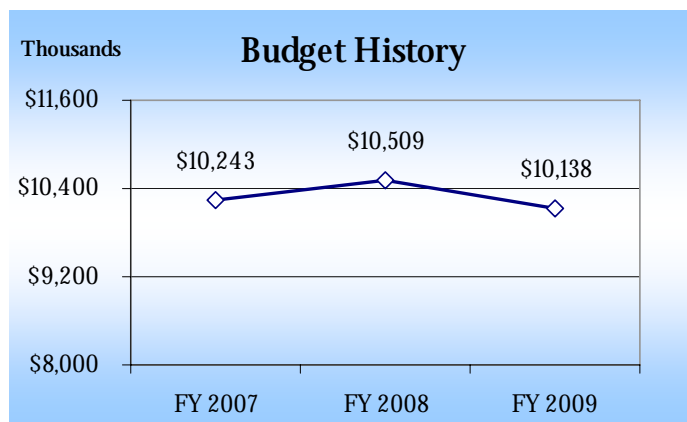
Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	42	42	44
Personnel Services	\$ 5,268,168	\$ 7,259,238	\$ 7,407,123
Operating Expenses	3,326,443	3,248,704	2,730,644
Capital Outlay	-	-	-
TOTAL	\$ 8,594,610	\$ 10,507,942	\$ 10,137,767

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.

Strategic Support

Management Resources



Budget Highlights

The FY 2009 budget includes a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Bond Election Costs	\$ 100,000	\$ -
Council Assistant / Scheduler position	\$ -	\$ 47,772
Youth Strategy development	\$ 35,000	\$ -
Totals:	\$ 135,000	\$ 47,772

Management Resources Expenditures				
	Actual	Budgeted	Estimated	Adopted
	FY 2007	FY 2008	FY 2008	FY 2009
Administration	\$ 460,927	\$ 413,664	\$ 447,173	\$ 346,025
Knowledge Management	406,146	557,644	525,077	623,519
Office of Communication	928,152	880,687	824,010	832,247
Executive and Legislative Support	409,359	1,301,754	1,319,481	1,491,491
Intergovernmental Relations	536,127	226,825	246,523	273,731
Office of Mgmt. & Budget	865,112	883,112	881,106	1,042,252
Nondepartmental	<u>4,988,787</u>	<u>6,244,846</u>	<u>6,264,572</u>	<u>5,528,502</u>
TOTAL	\$ 8,594,610	\$ 10,508,532	\$ 10,507,942	\$ 10,137,767

Strategic Support

Management Resources

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Days to close citizen complaints	1.75	2.0	2.0	1.75
Percentage of priority bills with positive outcome for the City	78%	NA	75%	75%
Legal deadlines met for City Council agenda posting	200	215	220	220
Percentage of citizens who agree the City keeps them informed	80%	76%	85%	85%
Rating on providing citizens access or input to government	73%	65%	80%	80%
Action Center calls answered	60,668	75,000	85,000	85,000
Percentage of Action Center calls abandoned	7.5%	24%	10%	10%
Everest Concerns	7,217	8,500	9,000	9,000
Everest Concerns - Average number of days to close (DTC)	2.08	3.0	3.0	3.0

Strategic Support

Management Resources



Strategic Support

Municipal Court
David Preciado, Director



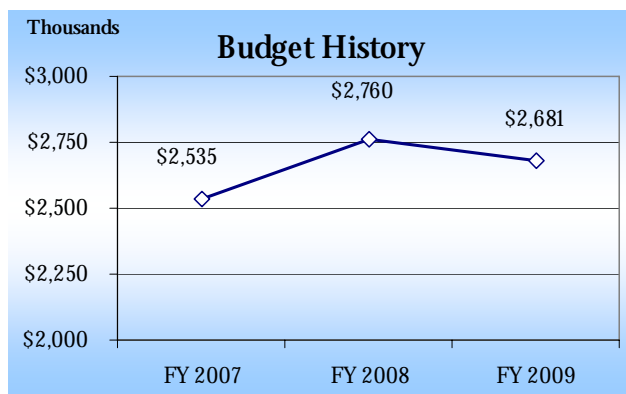
Judicial authority resides in the Municipal Court of Record, which is responsible for the interpretation and adjudication of Class "C" criminal misdemeanors enacted by the Texas Legislature or the Arlington City Council. Court proceedings include required appearance dockets for each case filed against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

juvenile understanding of the judicial system.

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Authorized Positions	46	46	46	46
Personnel Services	\$ 2,217,796	\$ 2,431,600	\$ 2,359,606	\$ 2,207,629
Operating Expenses	677,403	328,437	395,182	473,151
Capital Outlay	35,167	-	-	-
TOTAL	\$ 2,930,366	\$ 2,760,037	\$ 2,754,788	\$ 2,680,780

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 FY 2009 budget includes a 1.5% one-time compensation payment to employees. Also in FY 2009, one full-time and two part-time positions have moved from the Municipal Court to the City's Action Center.

Strategic Support

Municipal Court

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Cases filed	138,652	140,000	143,000	175,000
Revenues collected	\$7,766,634	\$10,001,000	\$10,370,350	\$10,370,350
Warrants issued	25,960	45,000	48,000	54,000

Strategic Support

Workforce Services
Joyce Williams, Director



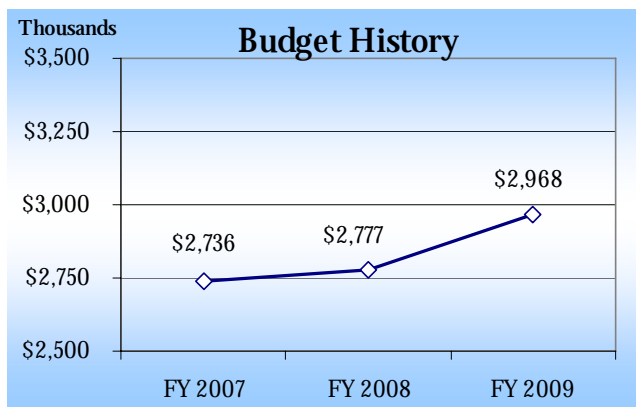
The Workforce Services Department focuses on recruitment/selection, training and development, organizational development, employee relations, compensation, benefits design and administration, risk management, and safety for the City. The mission of the department is to optimize organizational effectiveness by attracting, developing, engaging and retaining a talented and diverse workforce to support the City's mission and vision.

Divisions in the department include Operations, Employee Services, Organizational Development and Risk Management.

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	23	23	23
Personnel Services	\$ 1,552,485	\$ 1,797,394	\$ 1,853,913
Operating Expenses	601,810	884,352	1,114,373
Capital Outlay	-	-	-
TOTAL	\$ 2,154,294	\$ 2,681,747	\$ 2,968,286

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Strategic Support

Workforce Services

Description	One-Time	Recurring
Tuition reimbursement increases	\$ -	\$ 28,000
Totals:	\$ -	\$ 28,000

Workforce Services Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 503,501	\$ 618,970	\$ 599,005	\$ 555,963
Employee Operations	458,831	679,021	663,877	632,199
Employee Services	383,084	440,656	471,627	527,831
Organizational Development	475,916	677,768	589,850	655,739
Risk	<u>332,962</u>	<u>360,768</u>	<u>357,388</u>	<u>596,555</u>
TOTAL	\$ 2,154,294	\$ 2,777,182	\$ 2,681,747	\$ 2,968,286

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Reduce FY09 health fund claims & expense by 4% from FY08 expenses	\$15,323,515	\$13,400,000	\$12,864,000	-4%
% of FT employee participation in City Volunteer Program and # of hours donated	NA	NA	NA	2% and 2500 hours
Maintain avg. cost per elected arbitration in FY09 consistent with avg. cost per elected arbitration in FY08	\$3,843	\$4,200	\$4,200	\$4,200
To collect subrogation recoveries of a minimum of 45% of the total damages to City property	39%	42%	45%	45%
To conclude 90% of all liability claim files within Texas Dept. of Insurance time frames	91%	96%	90%	90%

Enterprise Funds

Water and Sewer Fund Julia J. Hunt, P.E., Director



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

WATER AND SEWER FUND FY 2009 OPERATING POSITION

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
BEGINNING BALANCE	\$ 2,957,529	\$ 72,296	\$ 72,296	\$ 457,173
TOTAL REVENUES	\$ 91,456,298	\$ 102,559,486	\$ 102,251,074	\$ 110,679,116
INTERFUND TRANSFERS:				
General Fund - Indirect Cost	\$ (3,179,225)	\$ (3,381,091)	\$ (3,381,091)	\$ (3,383,857)
APFA Fund - Indirect Cost	\$ (105,000)	\$ (105,314)	\$ (105,314)	\$ (105,314)
Storm Water - Indirect Cost	\$ -	\$ -	\$ -	\$ 187,260
Debt Service, Municipal Office Tower	(84,806)	(82,831)	(82,831)	(80,169)
Operating Reserve	-	(287,627)	(287,627)	(1,220,408)
Fleet Replacement Reserve	-	-	-	-
Renewal/Rehabilitation Fund	(6,975,000)	(8,750,000)	(9,100,000)	(9,500,000)
Conservation Fund	-	(160,000)	(160,000)	240,055
Infrastructure Maintenance Reserve Fund	-	-	-	-
Capital Projects Fund	<u>(5,725,000)</u>	<u>(3,400,000)</u>	<u>(5,400,000)</u>	<u>(3,500,000)</u>
TOTAL INTERFUND TRANSFERS	\$ (16,069,031)	\$ (16,166,863)	\$ (18,516,863)	\$ (17,362,433)
TOTAL AVAILABLE FUNDS	\$ 78,344,796	\$ 86,464,919	\$ 83,806,507	\$ 93,773,856
TOTAL EXPENDITURES	\$ 77,425,521	\$ 86,169,306	\$ 83,349,334	\$ 93,242,096
ENDING BALANCE	\$ 919,275	\$ 295,613	\$ 457,173	\$ 531,760

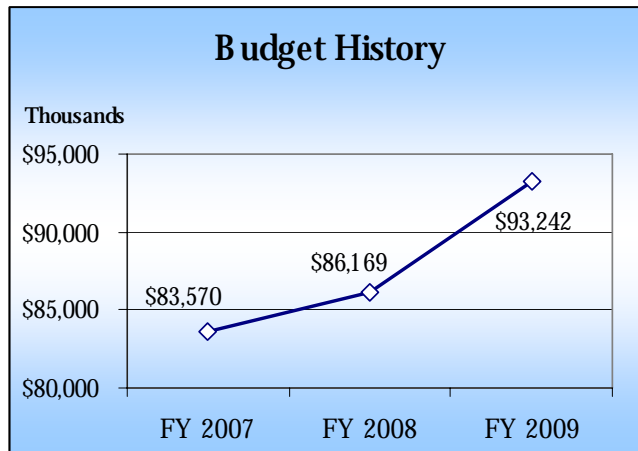
Enterprise Funds

Water and Sewer Fund

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	219	218	219
Personnel Services	\$ 12,917,184	\$ 13,248,637	\$ 14,178,626
Operating Expenses	64,261,779	69,348,052	78,149,555
Capital Outlay	246,559	752,645	913,916
TOTAL	\$ 77,425,521	\$ 83,349,334	\$ 93,242,096

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Sewage Treatment - Trinity River Authority	\$ -	\$ 915,441
Expansion of Conservation Program	\$ 70,000	\$ -
Remittance Processor Replacement	\$ 152,056	\$ -
Treatment Electrical Service	\$ -	\$ 600,000
Chemical Cost Increase	\$ -	\$ 700,000
Treatment Technician	\$ -	\$ 45,452
Private Sewer Service Repair	\$ -	\$ 298,000
Totals:	\$ 222,056	\$ 2,558,893

Water and Sewer Fund

Water Utilities Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Water Administration	\$ 54,299,493	\$ 60,608,965	\$ 58,487,538	\$ 65,105,116
Water Customer Services	3,148,161	3,523,458	3,376,597	3,475,926
Water Conservation Program	-	160,000	122,769	240,055
Water Engineering	1,101,823	1,023,496	954,943	1,047,903
Water Field Operations	3,865,092	3,926,261	3,896,785	3,903,275
Water Financial Services	-	235,926	223,222	239,793
Water I/I Operations	2,272,657	2,641,559	2,292,536	2,648,349
Water Information Services	1,165,747	1,575,143	1,426,489	1,504,426
Water Laboratory	870,365	797,825	752,690	869,585
Water Meter Services	2,516,101	2,809,766	2,600,112	2,728,008
Water Operations Support	850,011	901,741	877,211	977,296
Water Resource Services	482,964	530,067	474,009	523,133
Water Treatment	<u>6,853,107</u>	<u>7,435,098</u>	<u>7,864,433</u>	<u>9,979,233</u>
TOTAL	\$ 77,425,521	\$ 86,169,306	\$ 83,349,334	\$ 93,242,096

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Annual linear footage of water and sewer lines constructed	145,419	80,000	100,000	N / A
Billing accuracy	99.6%	99.8%	99%	99%
Meter read accuracy	99.8%	99.8%	99.9%	99.9%
Percentage of customer orders completed within 24 hours	98.9%	99.5%	99.5%	99.5%
Percentage of time TCEQ water quality requirements met	100%	100%	100%	100%
Interrupt time per customer (hours per customer)	1.6	2.1	2	<4.0

Water and Sewer Fund



Enterprise Funds

Storm Water Utility Fund

Bob Lowry, Director



The Storm Water Utility Fund is responsible for the design, construction and maintenance of the City's storm water drainage systems.

STORM WATER UTILITY FUND FY 2009 OPERATING POSITION

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
BEGINNING BALANCE	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ 6,683,500
INTERFUND TRANSFERS:				
To General Fund - Indirect Costs				(350,000)
To Working Capital Reserve				(2,500,000)
To General Fund - Engineering/Inspections/Survey				(188,564)
To Water and Sewer Fund	-	-	-	(187,260)
TOTAL INTERFUND TRANSFERS	\$ -	\$ -	\$ -	\$ (3,225,824)
TOTAL AVAILABLE FUNDS	\$ -	\$ -	\$ -	\$ 3,457,676
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 3,325,212
ENDING BALANCE	\$ -	\$ -	\$ -	\$ 132,464

Enterprise Funds

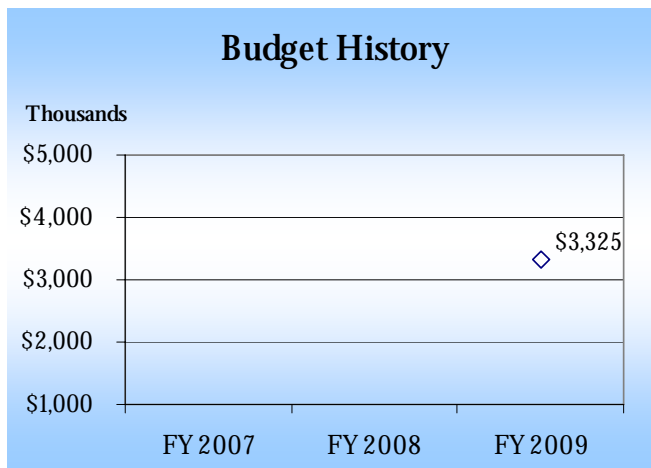
Storm Water Utility Fund

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	0	0	23
Personnel Services	\$ -	\$ -	\$ 1,444,457
Operating Expenses	-	-	1,328,756
Capital Outlay	-	-	552,000
TOTAL	\$ -	\$ -	\$ 3,325,212

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



Beginning as a new fund in FY09, the Storm Water Utility Fund is designed to group together similar resources to address the City's need to manage the quality and drainage issues associated with storm water runoff. Resources were transferred from Public Works and Transportation and Environmental Services. The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Drainage Crew		\$ 1,066,073
Totals:	\$ -	\$ 1,066,073

Enterprise Funds

Storm Water Utility Fund

Storm Water Utility Fund Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ -	\$ -	\$ -	\$ 902,876
Storm Water Management	-	-	-	1,763,432
Environmental Management	-	-	-	524,540
Environmental Education	-	-	-	134,364
TOTAL	\$ -	\$ -	\$ -	\$3,325,212

Program Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Adopted	Target
Percent of storm water service requests responded to within 3 business days	Not tracked	100%	100%	100%
Percent of concrete channels inspected annually	95%	95%	95%	95%

Enterprise Funds

Storm Water Utility Fund



Special Revenue Funds

Convention and Event Services Fund

Mark Wisness, Director



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 2009 OPERATING POSITION

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
BEGINNING BALANCE	\$ 929,610	\$ 626,754	\$ 1,170,105	\$ 333,816
TOTAL REVENUES	\$ 7,823,556	\$ 7,891,500	\$ 7,879,090	\$ 7,995,500
INTERFUND TRANSFERS:				
Debt Service - Grand Hall	(1,261,017)	(1,270,595)	(1,270,595)	(1,268,829)
Debt Service - Existing Debt	-	-	-	-
Conv & Visitors Bureau Debt Service	(112,613)	(108,713)	(108,713)	(104,738)
To Founders Plaza	(150,000)	-	(250,000)	-
To/From Capital Maintenance Reserve	(150,000)	(150,000)	(150,000)	225,000
To Debt Service	-	-	(400,000)	175,000
To General Fund - Indirect Costs	(337,855)	(354,748)	(354,748)	(354,748)
TOTAL INTERFUND TRANSFERS	\$ (2,011,485)	\$ (1,884,056)	\$ (2,534,056)	\$ (1,328,315)
TOTAL AVAILABLE FUNDS	\$ 6,741,680	\$ 6,634,198	\$ 6,515,139	\$ 7,001,001
TOTAL EXPENDITURES	\$ 5,680,680	\$ 6,420,419	\$ 6,181,323	\$ 6,949,035
ENDING BALANCE	\$ 1,061,000	\$ 213,780	\$ 333,816	\$ 51,966

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

Special Revenue Funds

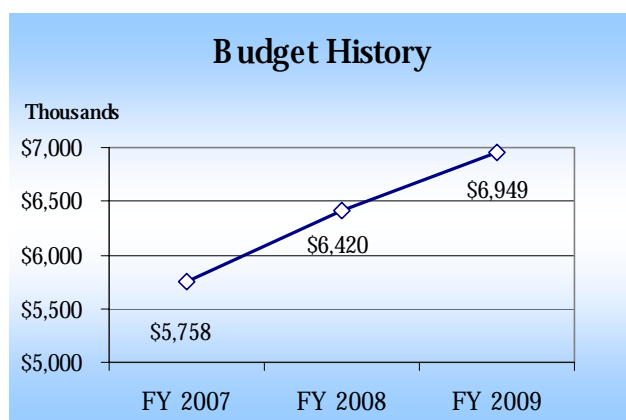
Convention and Event Services Fund

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 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	31	32	32
Personnel Services	\$ 1,745,569	\$ 1,923,309	\$ 2,045,608
Operating Expenses	3,901,355	4,258,014	4,903,427
Capital Outlay	33,756	-	-
TOTAL	\$ 5,680,680	\$ 6,181,323	\$ 6,949,035

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Facility Improvements	\$ 375,000	
Totals:	\$ 375,000	\$ -

Special Revenue Funds

Convention and Event Services Fund

Convention and Event Services Fund Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Convention Center	\$ 2,887,102	\$ 3,021,841	\$ 2,782,745	\$ 3,454,035
Convention & Visitors Bureau	2,623,578	3,228,578	3,228,578	3,325,000
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	\$ 5,680,680	\$ 6,420,419	\$ 6,181,323	\$ 6,949,035

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Event (Client) Satisfaction Rating	4.62	4.8	4.8	4.8
Food and Beverage Sales (Gross Revenue)	\$1,679,715	\$2,000,000	\$1,800,000	\$2,150,000
New Business (Number of Events)	49	50	50	50
Return Business (Number of Events)	148	150	150	150
Facility Functionality (Client) Satisfaction Rating	4.6	4.8	4.8	4.8
(Event) Utility Sales Revenue	\$264,677	\$270,000	\$225,000	\$265,000
Cost Recovery	89%	90%	90%	90%
Square Foot Occupancy	80%	80%	80%	80%
Municipal Partnership	63	56	56	50

Special Revenue Funds

Convention and Event Services Fund

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Confirmed Bookings – Group Tour	131	115	115	115
Booked Room Nights – Group Tour	6,633	4,500		4,500
Booked Visitors – Group Tour	8,220	5,000	5,000	5,000
Booked Room Nights – Tourism Programs	45,238	43,000	43,000	43,000
Booked Visitors – Tourism Programs	158,333	98,500	98,500	98,500
Return on Total Operating Costs	\$18.33	\$19.00	\$19.00	\$19.00
Return on Convention Sales/Marketing	\$14.68	\$15.00	\$15.00	\$15.00
Return on Tourism Sales/Marketing	\$21.97	\$22.00	\$22.00	\$22.00
Confirmed New Bookings – Convention Center	17	18	18	18
Confirmed Repeat Bookings – Convention Center	22	15	15	15
Confirmed Repeat/Assist Bookings – Convention Center	8	8	8	8
Booked Room Nights (estimated) – Convention Center	32,564	40,000	40,000	40,000
Booked Attendance (estimated) – Convention Center	207,750	100,000	60,000	60,000
Confirmed Bookings – Hotel	44	40	40	40
Booked Room Nights – Hotel	7,491	9,000	9,000	9,000
Booked Attendance – Hotel	156,714	100,000	10,000	10,000

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 2009 OPERATING POSITION**

	Actual	Budget	Estimate	Adopted
	FY 2007	FY 2008	FY 2008	FY 2009
BEGINNING BALANCE	\$ 249,834	\$ 116,931	\$ 7,000	\$ 280,683
REVENUES:				
Golf	\$ 3,934,038	\$ 4,299,203	\$ 4,091,889	\$ 4,351,833
Recreation	3,061,714	4,055,696	4,094,281	4,082,164
Field Maintenance	<u>343,473</u>	<u>450,000</u>	<u>355,795</u>	<u>348,754</u>
TOTAL REVENUES	\$ 7,339,225	\$ 8,804,899	\$ 8,541,965	\$ 8,782,751
INTERFUND TRANSFERS:				
Debt Service - Tierra Verde	\$ (536,263)	\$ (531,312)	\$ (265,656)	\$ (530,578)
Debt Service - Elzie Odom Rec	(248,677)	(252,398)	(126,199)	(255,517)
Transfer from General Fund	-	2,458,041	2,458,041	2,232,851
From Golf Surcharge Fund	<u>453,672</u>	<u>531,312</u>	<u>531,312</u>	<u>516,421</u>
TOTAL INTERFUND TRANSFER	\$ (331,268)	\$ 2,205,643	\$ 2,597,498	\$ 1,963,177
TOTAL AVAILABLE FUNDS	\$ 7,257,791	\$ 11,127,473	\$ 11,146,463	\$ 11,026,611
EXPENDITURES:				
Golf	\$ 4,224,454	\$ 4,725,644	\$ 4,446,225	\$ 4,914,124
Recreation	2,590,837	5,841,267	6,070,801	5,662,556
Field Maintenance	<u>436,262</u>	<u>443,392</u>	<u>348,754</u>	<u>348,754</u>
TOTAL EXPENDITURES	\$ 7,251,553	\$ 11,010,303	\$ 10,865,780	\$ 10,925,433
ENDING BALANCE	\$ 6,238	\$ 117,170	\$ 280,683	\$ 101,178

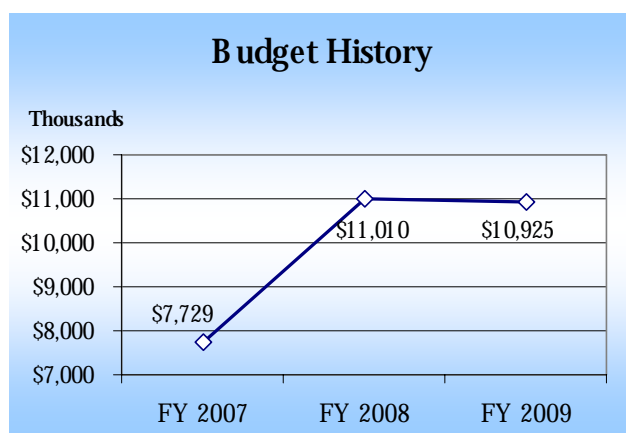
Special Revenue Funds

Park Performance Fund

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	61	81	75
Personnel Services	\$ 4,109,661	\$ 6,703,796	\$ 6,611,096
Operating Expenses	3,010,660	4,120,375	4,179,337
Capital Outlay	131,232	41,608	135,000
TOTAL	\$ 7,251,553	\$ 10,865,780	\$ 10,925,433

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

The FY 2009 budget includes a 1.5% one-time compensation payment to employees.

Park Performance Fund Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Golf	\$ 4,224,454	\$ 4,725,644	\$ 4,446,225	\$ 4,914,124
Recreation	2,590,837	5,841,267	6,070,801	5,662,556
Field Maintenance	436,262	443,392	348,754	348,754
TOTAL	\$ 7,251,553	\$ 11,010,303	\$ 10,865,780	\$ 10,925,433

Special Revenue Funds

Park Performance Fund

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Adopted	Target
Measure: Rounds of golf played	119,057	117,866*	141,400	141,400
Measure: Citizen rating of Parks and Recreation programs (ICMA)	86%	80%	90%	99%
Measure: Cost recovery of recreation centers	68%	74%	74%	74%
*Lake Arlington Golf Course was closed for the summer months.				

Special Revenue Funds

Park Performance Fund



Special Revenue Funds

Street Maintenance Fund Bob Lowry, Director



The Street Maintenance Fund provides for preventative maintenance including resurfacing, concrete repair, crack-seal, and surface sealing of residential and arterial roadways, and supports weather related emergency response. Traffic controls, including signs, signals and markings are also supported within this fund.

STREET MAINTENANCE FUND FY 2009 OPERATING POSITION

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
BEGINNING BALANCE	\$ 3,634,252	\$ 374,762	\$ 3,568,000	\$ 3,866,112
TOTAL REVENUES	\$ 12,111,221	\$ 11,829,104	\$ 11,829,104	\$ 12,455,789
INTERFUND TRANSFERS:				
From General Fund	\$ 2,301,527	\$ 2,301,527	\$ 2,301,527	\$ 2,301,527
From General Fund for Traffic	\$ -	-	-	\$ 3,087,375
TOTAL INTERFUND TRANSFERS	\$ 2,301,527	\$ 2,301,527	\$ 2,301,527	\$ 5,388,902
TOTAL AVAILABLE FUNDS	\$ 18,047,000	\$ 14,505,393	\$ 17,698,631	\$ 21,710,803
TOTAL EXPENDITURES	\$ 14,479,000	\$ 13,832,519	\$ 13,832,519	\$ 21,034,862
ENDING BALANCE	\$ 3,568,000	\$ 672,874	\$ 3,866,112	\$ 675,941

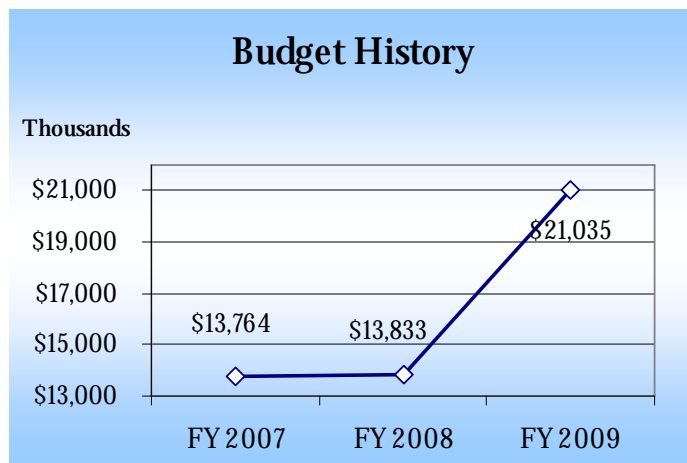
Special Revenue Funds

Street Maintenance Fund

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	62	62	93
Personnel Services	\$ 2,673,640	\$ 2,834,839	\$ 5,131,792
Operating Expenses	11,805,360	10,997,680	15,903,070
Capital Outlay	-	-	-
TOTAL	\$ 14,479,000	\$ 13,832,519	\$ 21,034,862

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

Increases in the FY 2009 budget are attributable to a 1.5% one-time compensation payment to employees and the appropriation of funds from the undesignated, unreserved fund balance. In addition, the Traffic division from Public Works transferred into the Street Maintenance Fund as a result of a departmental reorganization.

Street Maintenance Fund Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Sales Tax / Fee supported division	\$ 12,457,953	\$ 11,726,006	\$ 11,726,006	\$ 15,645,960
General Fund supported division	2,021,047	2,106,513	2,106,513	2,301,527
Traffic Signals - GF supported	-	-	-	1,822,249
Traffic Signs & Markings - GF supported	-	-	-	1,265,127
TOTAL	\$14,479,000	\$13,832,519	\$13,832,519	\$21,034,862

Special Revenue Funds

Street Maintenance Fund

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Adopted	Target
Average response time in working days for traffic signal repair	4	3.75	3.5	3.5
Average travel time on northbound Cooper Street	20:55	19:25	19:25	18:34 – 22:42
Percent of stormwater service requests responded to within 3 business days	Not tracked	100%	100%	100%
Citizen ratings of road condition as “good” or “mostly good”	54%	56%	58%	80%
Road rehabilitation expenditures per capita	\$27	\$27	\$28	N / A

Special Revenue Funds

Street Maintenance Fund



Internal Service Funds

General Services Fund April Nixon, Director

The General Services Fund, part of the Management Resources Department, provides City departments with printing services, engineering document duplication services, mail and courier services, records management and storage support, and xerographic services. The source of revenue for this fund is charges to departments for these services. The largest expenditure of the fund is inventory for resale. Divisions in General Services include Administration, Mail Services, the Information Resource Center, and Records Management.

GENERAL SERVICES FUND FY 2009 OPERATING POSITION

	Adopted FY 2009
BEGINNING BALANCE	\$ -
REVENUES:	
Sales - Mail Services	\$ 888,808
Sales - IRC	1,144,100
Sales - Records Management	<u>476,302</u>
TOTAL REVENUES	\$ 2,509,210
 TOTAL AVAILABLE FUNDS	 \$ 2,509,210
 TOTAL EXPENDITURES	 \$ 2,487,030
 ENDING BALANCE	 \$ 22,180

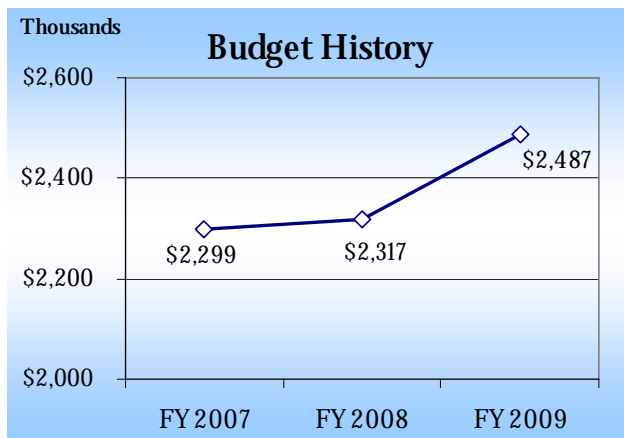
Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	10	10	11
Personnel Services	\$ 509,397	\$ 552,018	\$ 638,508
Operating Expenses	1,455,979	1,765,431	1,848,522
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 1,965,376	\$ 2,317,449	\$ 2,487,030

Internal Service Funds

General Services Fund

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

General Services Fund Expenditures				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administration	\$ 412,803	\$ 2,317,449	\$ 2,317,449	\$ 229,716
Mail Services	980,391	-	-	1,080,132
Info. Resource Center	572,182	-	-	1,088,678
Records Management	-	-	-	88,504
TOTAL	\$ 1,965,376	\$ 2,317,449	\$ 2,317,449	\$ 2,487,030

Description	One-Time	Recurring
Special Projects Coordinator position	\$ -	\$ 82,176
Increase in warehouse rental costs for records storage	\$ -	\$ 24,000
Totals:	\$ -	\$ 106,176

Internal Service Funds

Fleet Services Fund

Vacant



As part of the Environmental Services Department, 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 2009 OPERATING POSITION

	Adopted FY 2009
BEGINNING BALANCE	\$ 1,268,000
TOTAL REVENUES	\$ 7,194,655
INTERFUND TRANSFERS:	
To Fuel Reserve	\$ (583,369)
One-time Funds to General Fund	<u>(500,000)</u>
TOTAL INTERFUND TRANSFERS	\$ (1,083,369)
TOTAL AVAILABLE FUNDS	\$ 7,379,286
TOTAL EXPENDITURES	\$ 7,319,976
ENDING BALANCE	\$ 59,310

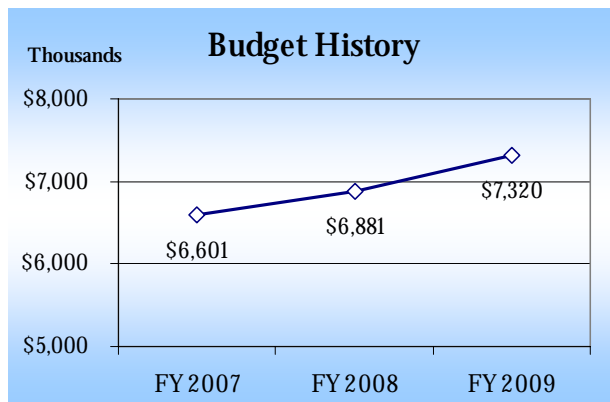
Internal Service Funds

Fleet Services Fund

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Authorized Positions	2	2	2	1
Personnel Services	\$ 158,511	\$ 169,512	\$ 216,374	\$ 104,762
Operating Expenses	4,982,645	5,331,247	5,926,205	6,215,214
Capital Outlay	1,779,643	1,380,000	1,380,000	1,000,000
TOTAL	\$ 6,920,799	\$ 6,880,759	\$ 7,522,579	\$ 7,319,976

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 2009 budget are attributable to a 1.5% one-time compensation payment to employees. The following additional resource was provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Fuel Increase	\$ -	\$ 805,604
Totals:	\$ -	\$ 805,604

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Adopted	Target
Maintain fleet availability rate	95%	98%	95%	95%
Average fleet re-work repairs per month	3.8	3.1	3.0	3.0

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).

INFORMATION TECHNOLOGY - INTERNAL SERVICE FUND FY 2009 OPERATING POSITION

	Adopted FY 2009
BEGINNING BALANCE	\$ 115,458
REVENUES:	
Telecommunications Services	\$ 1,776,723
Network Services	<u>3,868,134</u>
TOTAL REVENUES	\$ 5,644,857
TOTAL AVAILABLE FUNDS	\$ 5,760,315
EXPENDITURES:	
Communication Services	\$ 1,566,798
Network Services	2,200,733
Customer Support	<u>1,905,741</u>
TOTAL EXPENDITURES	\$ 5,673,271
ENDING BALANCE	\$ 87,044

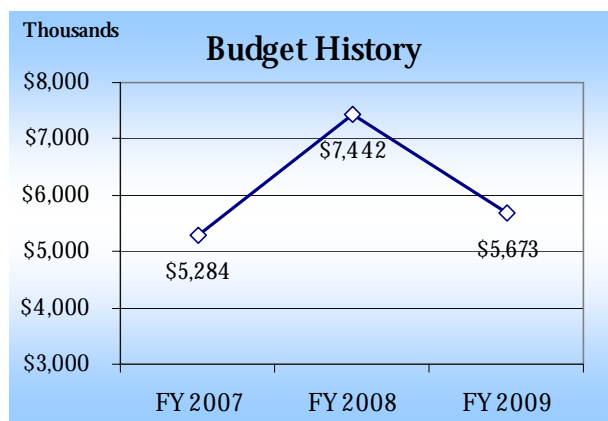
Internal Service Funds

Information Technology Service Fund

Summary of Resources

Authorized Positions and Expenditures by Category			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Authorized Positions	20	20	20
Personnel Services	\$ 1,306,513	\$ 1,546,744	\$ 1,813,830
Operating Expenses	3,532,238	3,759,674	3,859,441
Capital Outlay	-	2,125,000	-
TOTAL	\$ 4,838,751	\$ 7,431,418	\$ 5,673,271

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

Adjustments to the FY 2009 budget include a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
Lawson, Kronos, AMANDA software increases	\$ -	\$ 271,593
Enterprise License Agreement	\$ -	\$ 120,407
Totals:	\$ -	\$ 392,000

Information Technology Fund Expenditures

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Network Support	\$ 1,441,399	\$ 2,265,483	\$ 2,349,780	\$ 1,566,798
Server Support	2,320,364	3,484,185	3,363,538	2,200,733
Customer Support	1,076,988	1,692,730	1,718,100	1,905,741
TOTAL	\$ 4,838,751	\$ 7,442,398	\$ 7,431,418	\$ 5,673,271

Internal Service Funds

Communications Services Fund

Robin Paulsgrove, Fire Chief

As part of the Fire Department, the Communication Services Division provides public safety dispatch operations and radio\wireless data installation and maintenance.

The primary source of revenue to the fund is charges to the Police and Fire Departments for dispatch and radio services. The largest expenditure in the fund is for personnel costs, primarily 9-1-1 dispatching operations.

	Adopted FY 2009
BEGINNING BALANCE	\$ -
REVENUES:	
Communication Services chargeback	\$ 7,245,394
Other revenue	<u>25,000</u>
TOTAL REVENUES	\$ 7,270,394
TOTAL AVAILABLE FUNDS	\$ 7,270,394
EXPENDITURES:	
Administration	\$ 997,993
Dispatch	<u>6,261,382</u>
TOTAL EXPENDITURES	\$ 7,259,375
ENDING BALANCE	\$ 11,019

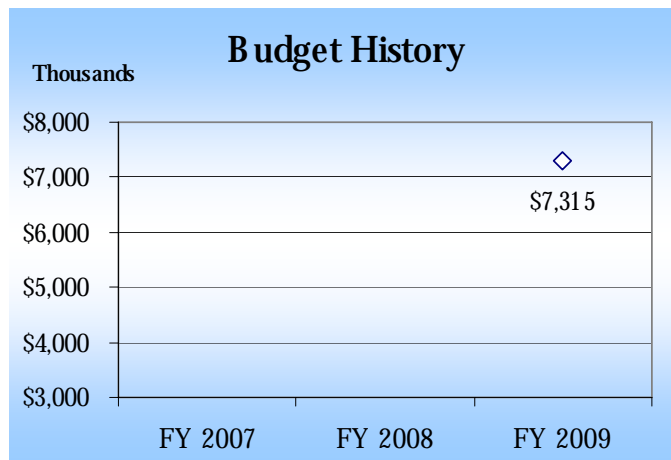
Internal Service Funds

Communication Services Fund

Summary of Resources

Authorized Positions and Expenditures by Category				
	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Authorized Positions	0	0	0	107
Personnel Services	\$ -	\$ -	\$ -	\$ 6,067,457
Operating Expenses	-	-	-	1,191,918
Capital Outlay	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ 7,259,375

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

In FY 2009, Dispatch Services became and internal service fund. In prior years this function was budgeted within the Fire Department. The FY 2009 budget includes a 1.5% one-time compensation payment to employees. The following additional resources were provided to address Council priorities and other outcomes:

Description	One-Time	Recurring
6 Dispatchers for South Service Center		\$ 328,513
Totals:	\$ -	\$ 328,513

Internal Service Funds

Communications Services Fund

Performance Measures

Measure	FY07 Actual	FY08 Estimate	FY09 Proposed	Target
Answer 9-1-1 calls in 6 seconds or less	93%	93%	92%	92%
Avg. dispatch time of 25 secs or less, on Fire priority 1 & 2 calls	20.78	25.00	25.00	25.00
Avg. dispatch time of 2 minutes or less, on Police priority 1 & E calls	2.05	2.01	2.00	2.00

Internal Service Funds

Communication Services Fund



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 2009 revenues are estimated at \$37,102,955.

DEBT SERVICE FUND FY 2009 OPERATING POSITION

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
BEGINNING BALANCE	\$ 3,691,608	\$ 3,078,992	\$ 4,314,179	\$ 4,109,598
REVENUES:				
Ad Valorem Taxes	\$ 33,781,323	\$ 33,813,090	\$ 35,099,680	\$ 36,504,955
Interest	<u>1,222,570</u>	<u>990,645</u>	<u>902,522</u>	<u>598,000</u>
REVENUES:	\$ 35,003,893	\$ 34,803,735	\$ 36,002,202	\$ 37,102,955
INTERFUND TRANSFERS:				
Park Performance Fund	\$ 784,940	\$ 783,710	\$ 391,855	\$ 786,095
Convention and Event Svcs. Fund	1,373,630	1,379,308	1,379,308	1,373,567
TIRZ 5 *	-	-	-	1,890,047
Water and Sewer Fund - MOT	<u>84,806</u>	<u>82,831</u>	<u>82,831</u>	<u>80,169</u>
TOTAL INTERFUND TRANSFERS	\$ 2,243,376	\$ 2,245,849	\$ 1,853,994	\$ 4,129,878
TOTAL AVAILABLE FUNDS	\$ 40,938,877	\$ 40,128,576	\$ 42,170,375	\$ 45,342,431
EXPENDITURES:				
Principal / Interest Payments	\$ 36,506,516	\$ 37,604,584	\$ 37,381,777	\$ 40,163,566
Interest Payments, Commercial Paper	-	-	600,000	750,000
Agent Fees	<u>118,182</u>	<u>60,000</u>	<u>79,000</u>	<u>60,000</u>
TOTAL EXPENDITURES	\$ 36,624,698	\$ 37,664,584	\$ 38,060,777	\$ 40,973,566
ENDING BALANCE	\$ 4,314,179	\$ 2,463,992	\$ 4,109,598	\$ 4,368,865

* TIRZ 5 reimbursements will be from capitalized interest in FY 2009,
and from TIRZ 5 revenues thereafter.

Debt Service Funds

SCHEDULE OF TAX BOND INDEBTEDNESS PRINCIPAL AND INTEREST REQUIREMENTS FY 2009

	Outstanding Balance 10/1/08	Principal	Interest	Total
Permanent Improvement Refunding Bonds, Series 1993	6,000,000	2,620,000	322,500	2,942,500
Permanent Improvement Bonds, Series 1997	1,700,000	1,700,000	80,750	1,780,750
Combination Tax and Revenue Certificates of Obligation, Series 1998	1,435,000	700,000	65,494	765,494
Permanent Improvement Bonds, Series 1998	1,960,000	980,000	91,385	1,071,385
Combination Tax and Revenue Certificates of Obligation, Series 1998-A	470,000	230,000	21,860	251,860
Permanent Improvement Bonds, Series 1999	4,740,000	1,580,000	244,110	1,824,110
Combination Tax and Revenue Certificates of Obligation, Series 1999-A	60,000	20,000	2,940	22,940
Permanent Improvement Bonds, Series 2000	6,180,000	1,545,000	325,995	1,870,995
Combination Tax and Revenue Certificates of Obligation, Series 2000	400,000	100,000	21,250	121,250
Combination Tax and Revenue Certificates of Obligation, Series 2001-B	3,825,000	425,000	188,913	613,913
Combination Tax and Revenue Certificates of Obligation, Series 2001-C	325,000	25,000	16,613	41,613
Permanent Improvement Refunding Bonds, Series 2001-A	24,130,000	2,330,000	1,300,763	3,630,763
Permanent Improvement Bonds, Series 2001-B	12,570,000	1,240,000	608,259	1,848,259
Combination Tax and Revenue Certificates of Obligation, Series 2002	155,000	155,000	5,425	160,425
Permanent Improvement Bonds, Series 2002	16,660,000	1,190,000	738,693	1,928,693
Permanent Improvement Bonds, Series 2003	25,080,000	3,680,000	1,223,625	4,903,625
Combination Tax and Revenue Certificates of Obligation, Series 2003	1,125,000	75,000	49,125	124,125
Permanent Improvement Bonds, Series 2004	19,315,000	1,210,000	825,325	2,035,325
Permanent Improvement Bonds, Series 2005	67,525,000	565,000	3,222,913	3,787,913
Combination Tax and Revenue Certificates of Obligation, Series 2005	3,435,000	645,000	118,073	763,073

Debt Service Funds

SCHEDULE OF TAX BOND INDEBTEDNESS PRINCIPAL AND INTEREST REQUIREMENTS FY 2009

	Outstanding Balance 10/1/08	Principal	Interest	Total
General Obligation Commercial Paper Notes, Series 2005	22,000,000	-	750,000	750,000
Combination Tax and Revenue Certificates of Obligation, Series 2006	7,790,000	495,000	347,885	842,885
Permanent Improvement Bonds, Series 2007	17,180,000	905,000	732,375	1,637,375
Combination Tax and Revenue Certificates of Obligation, Series 2007	6,660,000	520,000	283,919	803,919
Permanent Improvement Bonds, Series 2008	39,880,000	1,995,000	1,905,539	3,900,539
Combination Tax and Revenue Certificates of Obligation, Series 2008A	5,920,000	300,000	299,792	599,792
Combination Tax and Tax Increment Reinvestment Zone Certificates of Obligation, Series 2008B	<u>34,010,000</u>	<u>-</u>	<u>1,890,047</u>	<u>1,890,047</u>
TOTAL	\$ 330,530,000	\$ 25,230,000	\$ 15,683,568	\$ 40,913,566
Agent Fees				<u>60,000</u>
TOTAL EXPENDITURES				\$ 40,973,566



Capital Improvement Program

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 FY09 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, 2003 and 2005 bond election authorizations, which is what comprises the FY08 Capital Budget. It was presented to the City Council along with the FY09 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 13 street, transportation, information technology, library, and parks capital improvement projects totaling just over \$16 million. In addition, there are a total of 36 Water Utilities projects totaling just under \$34 million. Water Utilities projects are funded through the issuance of Revenue bonds plus capital reserve funds.

Capital Improvement Program

FY 2009 Capital Budget				
Department	Project	General Obligation Bonds	Certificates of Obligation	Authorization
Libraries	Collection Development	250,000	-	2003
	Libraries Total *	250,000	-	
Information Technology	Phone Switch		1,700,000	n/a
	Information Technology Total	-	1,700,000	
Parks and Recreation	North Sports Center Master Plan	60,000		2005
	River Legacy Parks	600,000		2005
	Rush Creek Floodplain	300,000		2005
	Rush Creek Trail Connection	600,000		2005
	Treepoint Neighborhood Park (Phase I)	75,000	-	2005
	Parks and Recreation Total **	1,635,000	-	
Public Works and Transportation	City Hall First Floor Remodel		2,800,000	n/a
	Arterial Rebuild/Abram (SH360 to Collins)	3,800,000		2003
	2009 Residential Rebuild	250,000		2003
	2009 Residential Rebuild (Partial funding)	1,665,000		2003
	Green Oaks (Lincoln to Ballpark Way)	2,800,000		1999
	Department Budget	1,500,000	-	2003
	Public Works and Transportation Total	10,015,000	2,800,000	

Grand Totals 11,900,000 4,500,000

Combined Total 16,400,000

* Ends 2003 Authorization

** Ends 2005 Park Bond Authorization

Capital Improvement Funds

FY 2009 Capital Budget - Water Utilities	
Project	Amount
Abram: Cooper-Collins	150,000
Abram: SH360-City Limits	150,000
Arkansas Elevated Tank	676,381
Arkansas Lane (Cooper-Collins)	630,000
Arkansas: Browning-360 Water and Sewer Adjustments	1,400,000
Bowen & SH360 Transfer Valves	106,711
Bowman Springs: IH20-City Limits	80,000
Developer Participation	500,000
Eden Tap/Mansfield Cardinal Sanitary Sewer	750,000
Elevated Tank Pump Stations	300,000
Fairfield Addition Water and Sewer Renewal	100,000
Fort Worth Interconnect	135,000
Golf Club Drive 20" Water Line	1,900,600
Green Oaks Blvd: Lincoln-Ballpark Way Adjustments	10,000
Green Oaks Pump Station Rehab	500,000
Harwell Tank Improvements	105,000
Johnson Creek SS 4B/Line 2A-1	600,000
Johnson Creek 15" SS Road to Six Flags to Center Street	90,000
Johnson Creek 18" SS Roosevelt to Collins	250,000
Lamar: Collins-Ballpark	150,000
Mansfield Interconnect	210,000
Mansfield Webb/Silo Intersection	15,000
Mary/East/Rogers 36" Water Transmission Line	830,303
Matlock: Mayfield-Bardin	100,000
Old Pleasant Ridge & Pleasantview Water and Sewer Renewals	1,700,000
Park Row: SH360-City Limits	130,000
Pecan Street Water & Sanitary Sewer Renewal	65,700
Pierce Burch North Plant Improvements	1,100,000
Pierce Burch South Water Treatment Plant Improvements	400,000
Prestonwood Relief Sanitary Sewer	180,000
Residential Rebuild (Water and Sewer Renewals)	3,530,000
Reuse Application Project	1,000,000
Stadium: Division-Abram	150,000
Tierra Verde Elevated Storage Tank	2,112,040
TxDOT Intersections	45,000
JK Expansion II*	13,800,000
Total Water Utilities	33,951,735
Funding Sources	
Bond Sale Funds - June 2009	17,500,000
Capital Reserve	2,651,735
TWDB Drinking Water State Revolving Fund Financial Assistance	13,800,000
Total Funding Sources	33,951,735

Capital Improvement Program

Information Technology CIP Project Report

Strategic Support

Project: VoIP System - IT

Status Updated: 10/22/2008

Description	
This project acquires and implements a new telephone system to replace the existing system which is over 12 year old technology. The current system is costly to support (\$112,000 annually) and has a rising degree of risk due to availability of parts and the design of the system. If our primary system (located at City Hall) failed today, approximately 80% of all COA employees would be without phone service. The proposed project includes new phones, new features for our call centers and reduced risk due to the nature of the design/architecture.	
Project Number:	N/A
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2006
Project Contract Information	
Project Manager	Gary Allison
Phone Number	817-459-6720
Email Address	gary.allison@arlingtontx.gov
Design Firm	N/A
General Contractor	N/A



	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	FY2006		
Certificates of Obligation	\$1,800,000.00		



Project Budget & Expenditures		
Current Budget:	\$0.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
	\$150,000.00	\$1,500,000.00
Comments		
A cross-functional team evaluated RFP responses from AT&T (Northern Telecom system) and Westron (Shoretel). After product demonstrations and reference checks, the team unanimously recommended proceeding with acquisition of the Westron/Shoretel proposed solution. Once fully implemented, this project will save the COA approximately \$16,000 monthly.		

Capital Improvement Funds

Libraries CIP Project Report
 Neighborhood Services
 Project: Collection Development
 Status Updated: 5/19/2008

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 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	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:	\$432,880.40	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Purchases of material are ongoing. The current materials per capita measure is 1.64.		

Capital Improvement Program

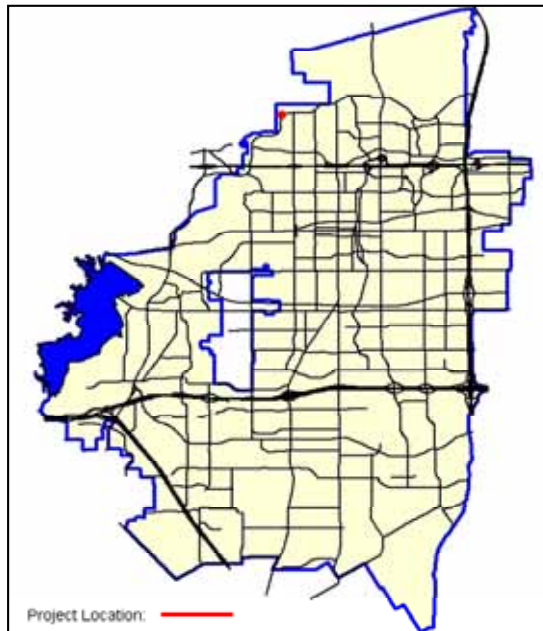
Parks and Recreation CIP Project Report

Neighborhood Services

Project: North Sports Center

Status Updated: 10/19/2008

Description	
Develop Master Plan for proposed sports complex	
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 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	FY2005			
Park Bond Fund	\$60,000.00			



Project Budget & Expenditures		
Current Budget:	\$60,000.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
This project was approved as part of the 2005 Parks Bond Program.		

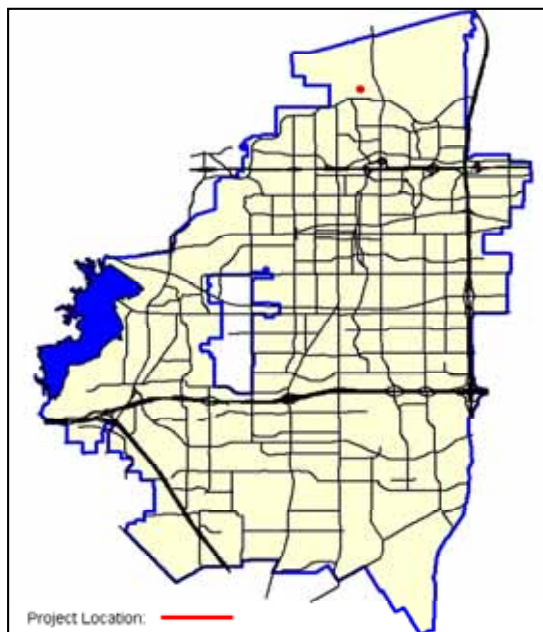
Capital Improvement Funds

Parks and Recreation CIP Project Report

Neighborhood Services
Project: River Legacy Parks

Status Updated: 10/19/2008

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 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	FY2009		
Park Bond Fund	\$400,000.00	\$600,000.00		

Renovations and improvements include reconstructing a portion of



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.		

Capital Improvement Program

Parks and Recreation CIP Project Report

Neighborhood Services

Project: Rush Creek Floodplain Acquisition

Status Updated: 10/19/2008

Description	
Acquisition of flood plain along Rush Creek in south Arlington for floodplain reclamation and future linear park development.	
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 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	FY2005		
Park Bond Fund	\$300,000.00		



Project Budget & Expenditures		
Current Budget:	\$300,000.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Funding will be used to acquire floodplain property as willing sellers are identified.		

Capital Improvement Funds

Parks and Recreation CIP Project Report

Neighborhood Services

Project: Rush Creek Trail Connection

Status Updated: 10/19/2008

Description	
Construction of linear park trail along Rush Creek.	
Project Number:	
Construction Start	
Project Completion	
Current Phase	Design
Bond Election	2005
Project Contract Information	
Project Manager	Kurt Beilharz
Phone Number	817-459-5478
Email Address	kurt.beilharz@arlingtontx.gov
Design Firm	Schrickel Rollins & Associates
General Contractor	



	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	FY2005		
Park Bond Fund	\$600,000.00		



Project Budget & Expenditures		
Current Budget:	\$600,000.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Funding for this project was approved in the 2005 Parks Bond Program.		

Capital Improvement Program

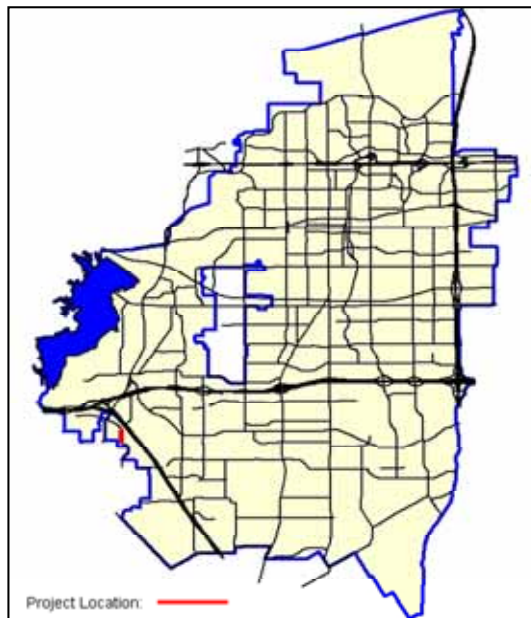
Parks and Recreation CIP Project Report

Neighborhood Services

Project: Treepoint Park

Status Updated: 10/19/2008

Description	
Develop a masterplan of the park. Design and construct phase I park improvements.	
Project Number:	
Construction Start	Mar-09
Project Completion	Aug-09
Current Phase	Design
Bond Election	2005
Project Contract Information	
Project Manager	Jason Landrem
Phone Number	817-459-5489
Email Address	Jason.Landrem@arlingtonx.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	FY2009	
Gas Revenue	\$130,303.00	\$0.00	
Park Bond Fund	\$675,000.00	\$75,000.00	

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



Project Budget & Expenditures		
Current Budget:	\$880,303.00	
Expended to Date:	\$96,630.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual \$46,500.00	Life
Comments		
This project was approved as part of the 2005 Parks Bond program.		

Capital Improvement Funds

Public Works and Transportation CIP Project Report

Capital Investment

Project: 2009 Direct Project Management

Status Updated: 10/9/2008

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:	ST09-02
Construction Start	
Project Completion	
Current Phase	
Bond Election	2003
Project Contract Information	
Project Manager	Jill House
Phone Number	817-459-6560
Email Address	jill.house@arlingtontx.gov
Design Firm	
General Contractor	



	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	FY2009		
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		

Capital Improvement Program

Public Works and Transportation CIP Project Report

Capital Investment

Project: 2009 Residential Rebuild

Status Updated: 10/13/2008

Description	
Rebuild existing residential streets that have deteriorated beyond general maintenance.	
Project Number:	ST09-01
Construction Start	Jan-10
Project Completion	Jan-11
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Bob Watson
Phone Number	817-459-6582
Email Address	bob.watson@arlingtontx.gov
Design Firm	
General Contractor	



	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	FY2009		
Street Bond Fund	\$1,915,000.00		



Project Budget & Expenditures		
Current Budget:	\$3,840,000.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual \$8,900.00	Life \$267,000.00
Comments		
A public meeting will be held prior to construction.		

Capital Improvement Funds

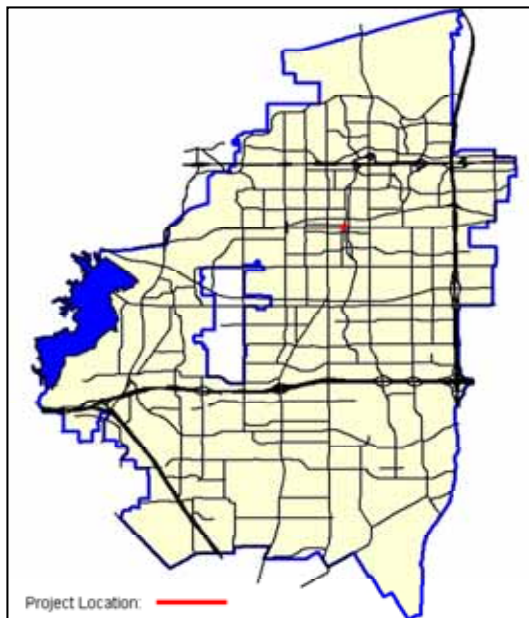
Public Works and Transportation CIP Project Report

Capital Investment

Project: City Hall First Floor Remodel

Status Updated: 10/17/2008

Description	
Remodel first floor of City Hall to include the lobby, map room, restrooms, Hall of Mayors, and Council Chambers.	
Project Number:	PWT-0804
Construction Start	Jun-09
Project Completion	Apr-10
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Alf Bumgardner
Phone Number	817-459-6558
Email Address	Alf.Bumgardner@arlingtontx.gov
Design Firm	TBA
General Contractor	TBA



	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	FY 2004	FY 2005	FY 2006	FY 2007

Rendering of conceptual design



Project Budget & Expenditures		
Current Budget:	\$2,800,000.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual \$0.00	Life \$0.00
Comments		

Capital Improvement Program

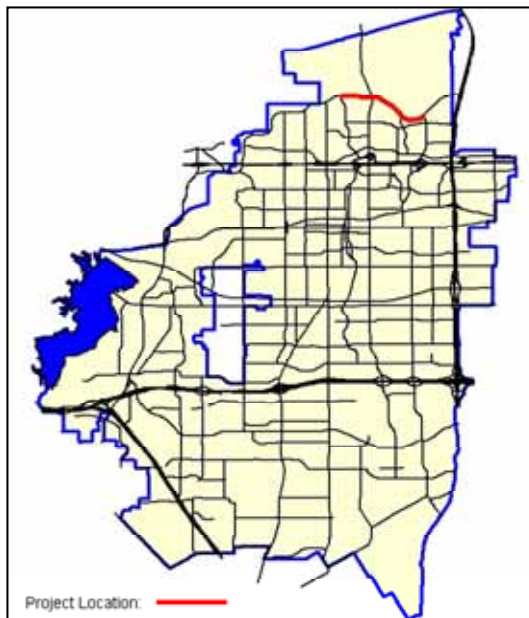
Public Works and Transportation CIP Project Report

Capital Investment

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

Status Updated: 10/23/2008

Description	
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. The Collins Street intersection will be also be reconstructed with this project.	
Project Number:	ST99-09 (64600699)
Construction Start	Jun-09
Project Completion	Nov-10
Current Phase	Design
Bond Election	1999
Project Contract Information	
Project Manager	Andrea Ruales
Phone Number	817-459-6368
Email Address	andrea.ruales@arlingtontx.gov
Design Firm	HNTB
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	FY2009	
Street Bond Fund	\$190,000.00	\$2,800,000.00	



Project Budget & Expenditures		
Current Budget:	\$4,400,000.00	
Expended to Date:	\$216,964.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual \$9,000.00	Life \$270,000.00
Comments		
Currently working on design updates. A public meeting will be held prior to construction.		

Capital Improvement Funds

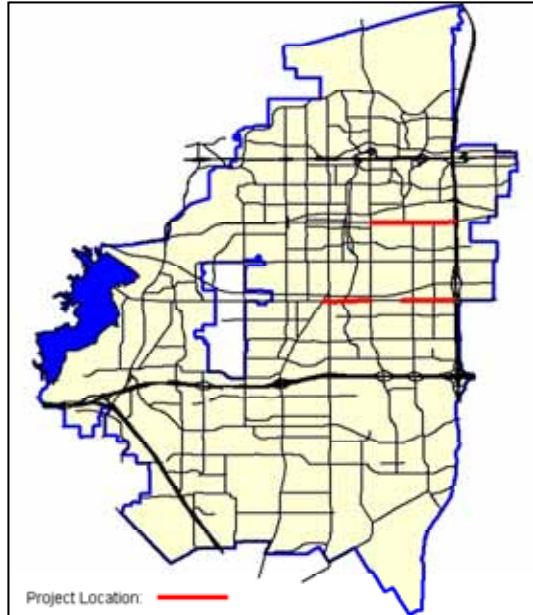
Public Works and Transportation CIP Project Report

Capital Investment

Project: 2007 Arterial and Collector Rebuild/Abram Street

Status Updated: 10/9/2008

Description	
Would rebuild major collector and arterial streets that have deteriorated beyond general maintenance and are not funded by the sales tax for street maintenance. A total of \$3.6M was allocated for Arterial Rebuilds in the 2007 Capital Budget. These funds have been designated for the design of Abram Street from Collins to SH360 (\$1M) and additional construction funding for the Arkansas Lane projects (ST02-06)&(ST05-07)(\$2.6M).	
Project Number:	ST07-01 (64980699)
Construction Start	
Project Completion	
Current Phase	Design
Bond Election	2003
Project Contract Information	
Project Manager	Stu Bauman
Phone Number	817-459-6577
Email Address	stu.bauman@arlingtontx.gov
Design Firm	Wier and Associates
General Contractor	



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

Approved Project Funding			
Funding Source	FY2007	FY2009	
Street Bond Fund	\$3,600,000.00	\$3,800,000.00	

Abram St (Collins St. to SH360)

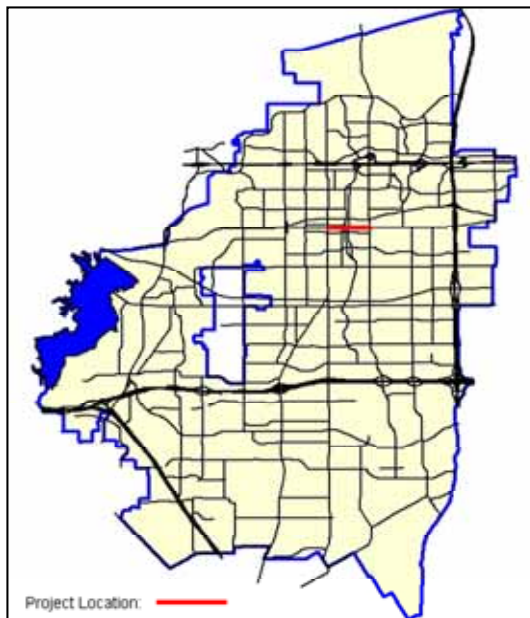


Project Budget & Expenditures		
Current Budget:	\$11,000,000.00	
Expended to Date:	\$350,079.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual \$34,174.00	Life \$1,025,220.00
Comments		
Future bond election and bond sale will be required for construction in order to proceed with the construction of Abram Street. Current Budget, expenditures and maintenance costs refer to Abram St. Design contract authorized by Council on 5/22/07. Budget and expenditures for Arkansas Lane are tracked under ST05-07.		

Capital Improvement Program

Water Utilities CIP Project Report
 Capital Investment
 Project: Abram Street: Cooper - Collins
 Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments for Abram Street from Cooper to Collins.	
Project Number:	
Construction Start	Jun-11
Project Completion	Feb-12
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	dean.yanagi@arlingtonx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$150,000.00		

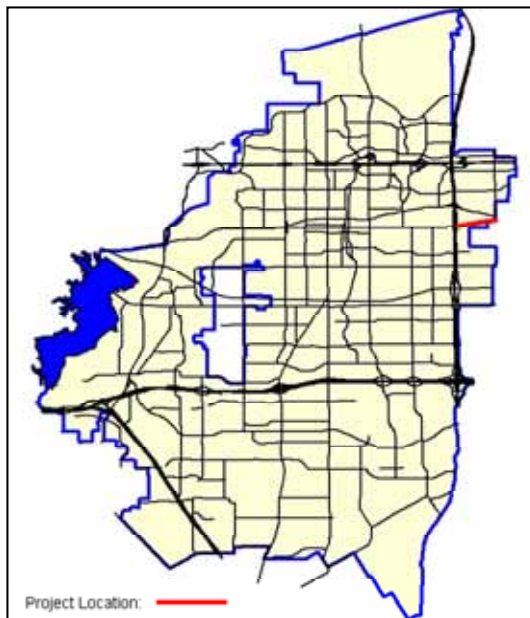


Project Budget & Expenditures		
Current Budget:	\$150,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 3rd quarter FY 2009.		

Capital Improvement Funds

Water Utilities CIP Project Report
 Capital Investment
 Project: Abram Street: SH360 - City Limits
 Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments for Abram Street from SH360 to City Limits.	
Project Number:	
Construction Start	May-12
Project Completion	Dec-12
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	dean.yanagi@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$150,000.00		



Project Budget & Expenditures		
Current Budget:	\$150,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 2nd quarter FY 2009		

Capital Improvement Program

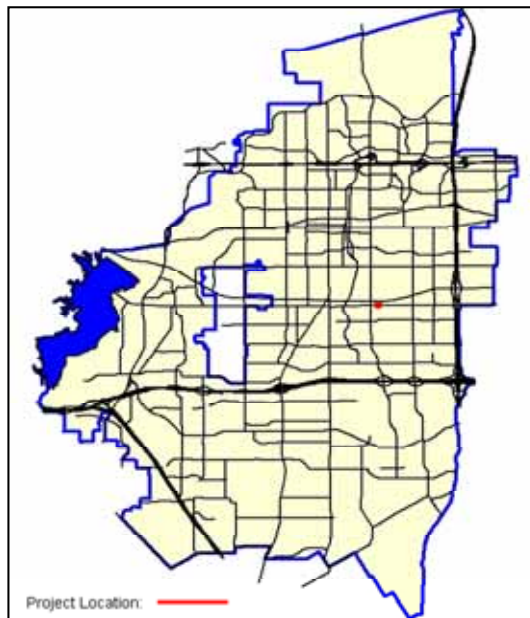
Water Utilities CIP Project Report

Capital Investment

Project: Arkansas Elevated Tank

Status Updated: 10/14/2008

Description	
This project includes the design and construction cost of a 2.0 million gallon elevated storage tank near on Arkansas Lane (1103 E. Arkansas Lane) to serve the upper pressure plane (South Arlington).	
Project Number:	WA06-029
Construction Start	Jan-08
Project Completion	May-09
Current Phase	Construction
Bond Election	
Project Contract Information	
Project Manager	David Smith
Phone Number	(817) 478-5702
Email Address	david.smith@arlingtontx.gov
Design Firm	CDM
General Contractor	Landmark Structures, L.P.



	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	\$3,726,994.00	

1103 E. Arkansas Lane



Project Budget & Expenditures		
Current Budget:	\$4,026,994.00	
Expended to Date:	\$2,944,158.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Construction continued through the 4rd Quarter FY08.		

Capital Improvement Funds

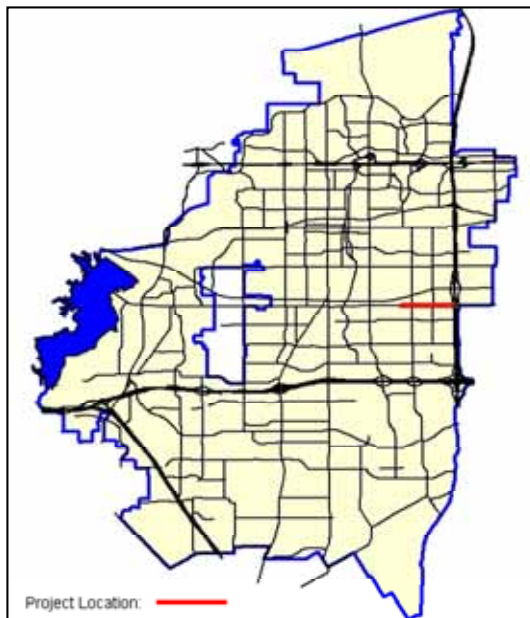
Water Utilities CIP Project Report

Capital Investment

Project: Arkansas: Browning-360 W&S Adjustments

Status Updated: 10/17/2008

Description	
Water and sewer renewals along Arkansas Lane from Browning to 360.	
Project Number:	WS03-030
Construction Start	Jan-09
Project Completion	Jul-09
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	John Morgan
Phone Number	(817)459-6609
Email Address	John.DMorgan@arlingtontx.gov
Design Firm	LopezGarcia Group
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	FY2007	FY2009	
Revenue Bonds	\$1,310,800.00	\$1,400,000.00	

Arkansas Lane (Browning-360)

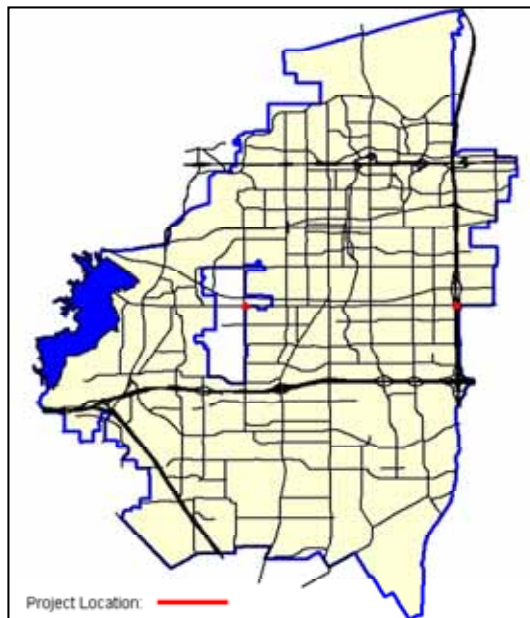


Project Budget & Expenditures		
Current Budget:	\$2,710,800.00	
Expended to Date:	\$81,286.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Construction plans 100% complete. This project will be bid with Public Works.		

Capital Improvement Program

Water Utilities CIP Project Report
 Capital Investment
 Project: Bowen & SH360 Transfer Valves
 Status Updated: 10/14/2008

Description	
This project includes the design and construction of transfer valves at Bowen Road/Arkansas Lane and SH360/Arkansas Lane.	
Project Number:	WA05-026
Construction Start	Jan-09
Project Completion	Apr-09
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	David Smith
Phone Number	(817) 478-5702
Email Address	david.smith@arlingtonx.gov
Design Firm	CDM
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	\$59,000.00	

Arkansas Lane at SH360: Transfer Valve

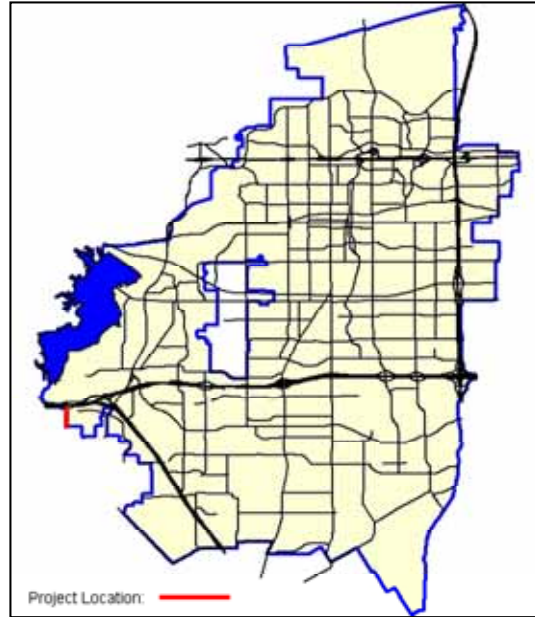


Project Budget & Expenditures		
Current Budget:	\$119,000.00	
Expended to Date:	\$99,326.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Final design was completed and ROW acquisition began during the 4rd quarter of FY08.		

Capital Improvement Funds

Water Utilities CIP Project Report
 Capital Investment
 Project: Bowman Springs: IH20 - City Limits
 Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments for Bowman Springs Road from IH20 to the City Limits.	
Project Number:	
Construction Start	Jul-11
Project Completion	Nov-11
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$80,000.00		



Project Budget & Expenditures		
Current Budget:	\$80,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design phase expected to begin 2nd Quarter FY 2009.		

Capital Improvement Program

Water Utilities CIP Project Report

Capital Investment

Project: Developer Participation

Status Updated: 10/20/2008

Description	
Water Utilities Funding available for participation water and sewer infrastructure related to development projects and the City's master plan.	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
Design Firm	N/A
General Contractor	N/A



	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	FY2009		
Revenue Bonds	\$500,000.00		



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

Capital Improvement Funds

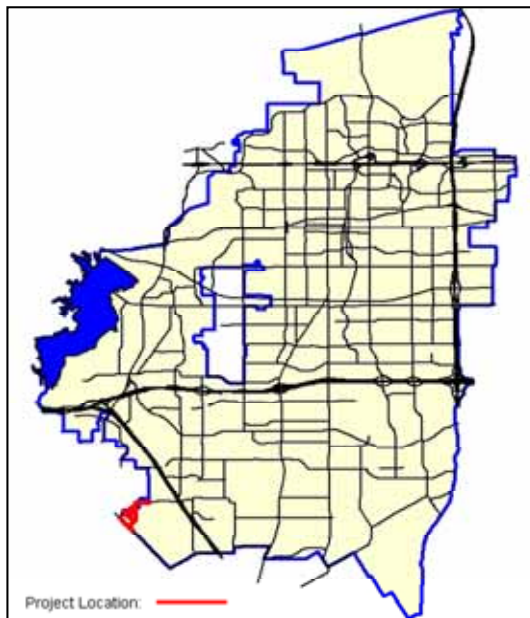
Water Utilities CIP Project Report

Capital Investment

Project: Eden/Eden Tap/Mansfield Cardinal Sanitary Sewer

Status Updated: 10/17/2008

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	Feb-09
Project Completion	Sep-09
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	Val Jean-Bart
Phone Number	(817)459-6610
Email Address	Valery.JeanBart@arlingtontx.gov
Design Firm	Schricket Rollins & 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	FY2007	FY2008	FY2009
Revenue Bonds	\$763,920.00	\$630,080.00	\$400,000.00	\$750,000.00

Looking west down Mansfield-Cardinal Rd

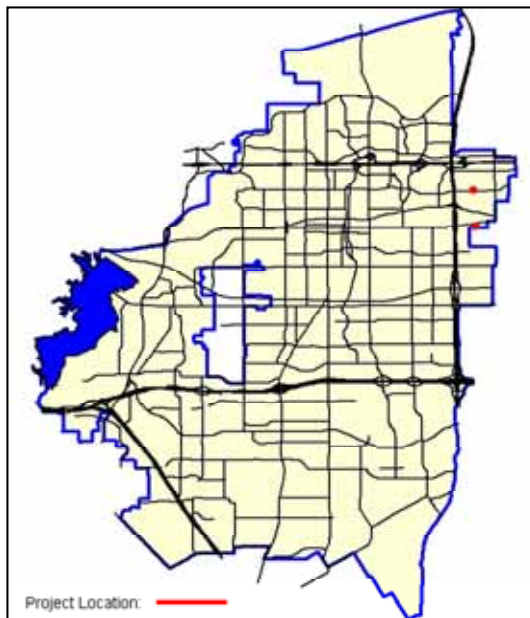


Project Budget & Expenditures		
Current Budget:	\$2,544,000.00	
Expended to Date:	\$173,966.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Coordination regarding the schedule of improvements continued with the City of Kennedale during the 4th quarter of FY 2008.		

Capital Improvement Program

Water Utilities CIP Project Report
 Capital Investment
 Project: Elevated Tank Pump Stations
 Status Updated: 10/14/2008

Description	
This project consists of the replacement of the Great Southwest and Grace-Howell elevated tank pump stations.	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	David Smith
Phone Number	(817) 478-5702
Email Address	david.smith@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	FY2007		
Revenue Bonds	\$425,000.00		

Great Southwest Elevated Tank



Project Budget & Expenditures		
Current Budget:	\$425,000.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design is anticipated to begin in FY09.		

Capital Improvement Funds

Water Utilities CIP Project Report

Capital Investment

Project: Fairfield Addition Water and Sanitary Sewer Renewal

Status Updated: 10/17/2008

Description	
This project includes the design and construction of the water and sewer renewals for the Fairfield Addition and Chatsworth Court.	
Project Number:	CR06-017
Construction Start	Jun-09
Project Completion	Jun-10
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	John Morgan
Phone Number	817-459-6609
Email Address	John.DMorgan@arlingtontx.gov
Design Firm	Transystems
General Contractor	TBDT



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

Approved Project Funding			
Funding Source	FY2007	FY2009	
Water Utilities Operating Budg	\$143,530.00	\$100,000.00	

Lemon Drive



Project Budget & Expenditures		
Current Budget:	\$243,530.00	
Expended to Date:	\$75,428.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
The design phase will continue during the 1st quarter of FY 2009. The construction cost estimate is \$2,915,000.		

Capital Improvement Program

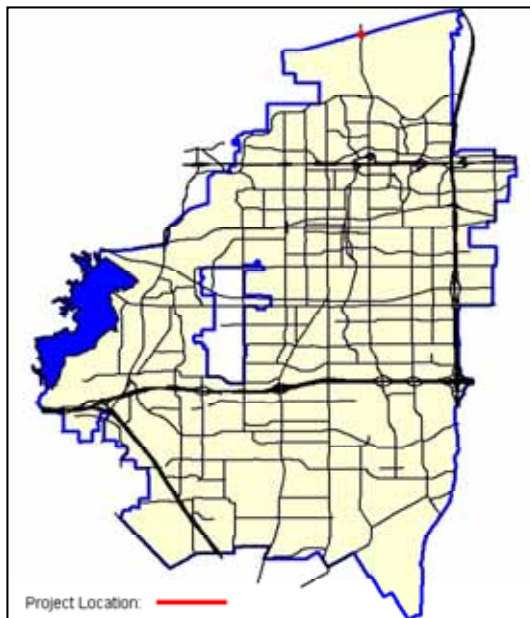
Water Utilities CIP Project Report

Capital Investment

Project: Fort Worth Interconnect

Status Updated: 10/20/2008

Description	
Emergency Interconnect of Water Facilities between the City of Arlington and City of Fort Worth	
Project Number:	
Construction Start	Nov-09
Project Completion	Jan-10
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$135,000.00		



Project Budget & Expenditures		
Current Budget:	\$135,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design phase expected to begin 3rd Quarter FY 2009.		

Capital Improvement Funds

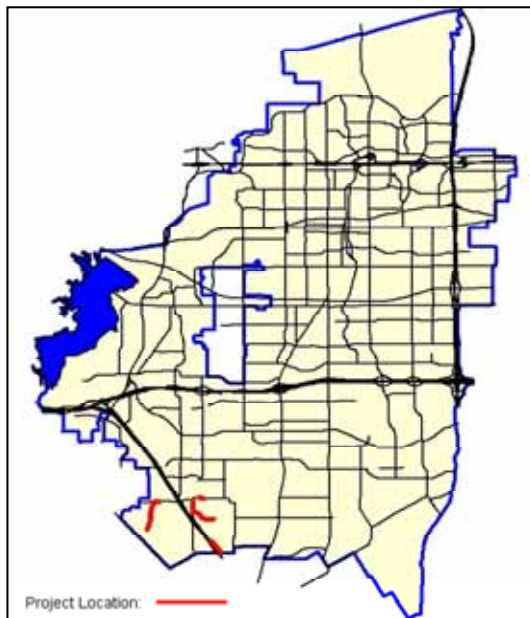
Water Utilities CIP Project Report

Capital Investment

Project: West Pressure Plane System Improvements

Status Updated: 10/20/2008

Description	
30-inch, 24-inch, 20inch water line improvements related to the expansion of the West Pressure Plane.	
Project Number:	
Construction Start	Aug-09
Project Completion	Mar-10
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Brandon Ballew
Phone Number	817-459-6646
Email Address	brandon.ballew@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$1,900,600.00		



Project Budget & Expenditures		
Current Budget:	\$1,900,600.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 1st quarter FY 2009.		

Capital Improvement Program

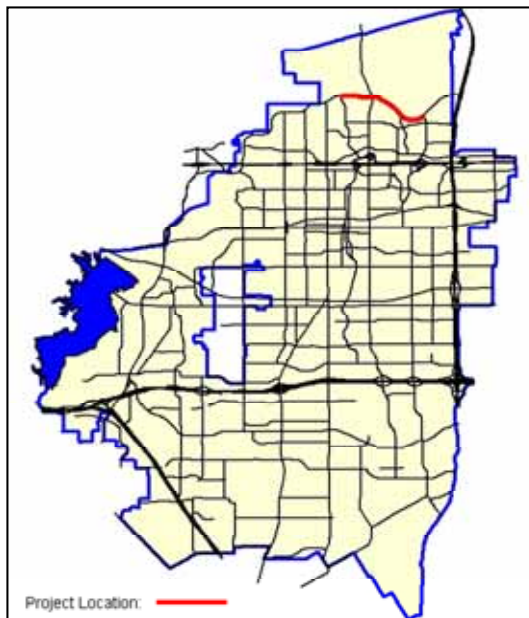
Water Utilities CIP Project Report

Capital Investment

Project: Green Oaks Blvd: Lincoln - Ballpark Way

Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments for Green Oaks Blvd from Lincoln to Ballpark Way.	
Project Number:	
Construction Start	Jan-10
Project Completion	Apr-10
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Lori Du
Phone Number	817-459-6636
Email Address	lori.du@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	FY 2010				FY 2011				FY 2012			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
R.O.W.												
Utility Relocate												
Construction												

Approved Project Funding			
Funding Source	FY2010		
Revenue Bonds	\$10,000.00		



Project Budget & Expenditures		
Current Budget:	\$10,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Construction phase expected to begin 2nd Quarter of FY 2010.		

Capital Improvement Funds

Water Utilities CIP Project Report
 Capital Investment
 Project: Green Oaks Pump Station Rehab
 Status Updated: 10/23/2008

Description	
This project involves miscellaneous improvements to the Green Oaks Pump Station, including pumping equipment, piping, valves, security and landscaping.	
Project Number:	
Construction Start	Feb-10
Project Completion	Jun-11
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	David Smith, P.E.
Phone Number	817-478-5702
Email Address	david.smith@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Water Bond Fund	\$500,000.00		



Project Budget & Expenditures		
Current Budget:	\$500,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
The design of this project has not yet commenced.		

Capital Improvement Program

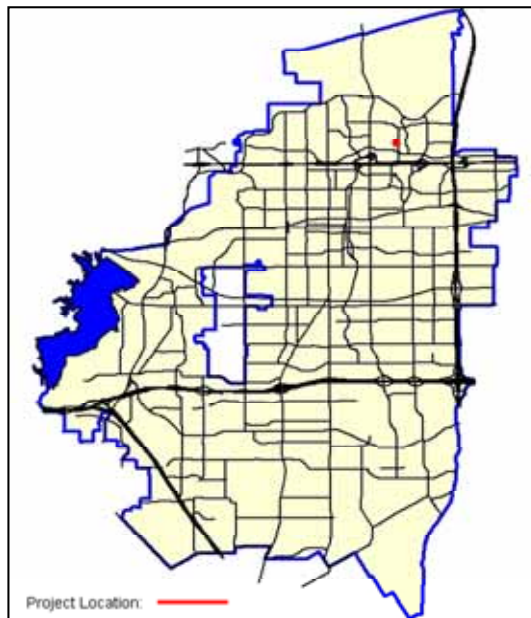
Water Utilities CIP Project Report

Capital Investment

Project: Harwell Tank Improvements

Status Updated: 10/23/2008

Description	
This project involves the design of modifications to the Harwell Elevated Storage Tank to improve overall water system reliability.	
Project Number:	
Construction Start	Mar-10
Project Completion	May-10
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	David Smith, P.E.
Phone Number	817-478-5702
Email Address	david.smith@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Water Bond Fund	\$105,000.00		



Project Budget & Expenditures		
Current Budget:	\$105,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
The design of this project has not yet commenced.		

Capital Improvement Funds

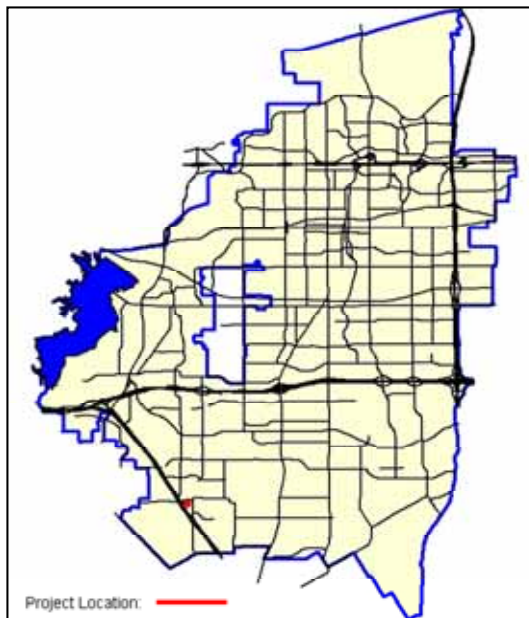
Water Utilities CIP Project Report

Capital Investment

Project: John F. Kubala Water Treatment Plant Expansion

Status Updated: 10/14/2008

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	Jul-08
Project Completion	Jan-10
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	David Smith
Phone Number	(817) 478-5702
Email Address	david.smith@arlingtontx.gov
Design Firm	Carollo Engineers
General Contractor	Archer Western Contractors



	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	FY2005	FY2007	FY2008	
Water Bond Fund	\$7,565,282.00	\$12,050,000.00	\$14,195,000.00	



Project Budget & Expenditures		
Current Budget:	\$33,810,282.00	
Expended to Date:	\$7,325,000.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Construction began during the 4th quarter FY08.		

Capital Improvement Program

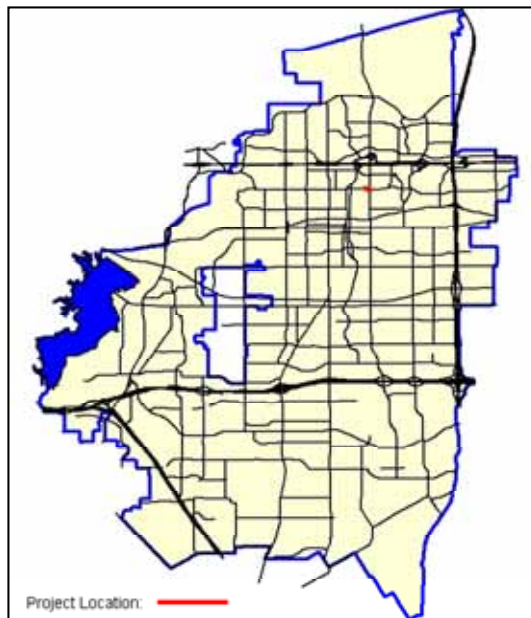
Water Utilities CIP Project Report

Capital Investment

Project: Johnson Creek 18-inch SS: Roosevelt - Collins

Status Updated: 10/20/2008

Description	
The design and construction of an 18-inch Sanitary Sewer Line from Roosevelt to Collins.	
Project Number:	
Construction Start	May-09
Project Completion	Jul-09
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	dean.yanagi@arlingtonx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$250,000.00		



Project Budget & Expenditures		
Current Budget:	\$250,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design phase expected to begin 1st quarter FY 2009.		

Capital Improvement Funds

Water Utilities CIP Project Report

Capital Investment

Project: Johnson Creek Sanitary Sewer 4B, Line 2A-1

Status Updated: 10/17/2008

Description	
Sanitary Sewer main improvements along Johnson Creek from Center Street to Roosevelt.	
Project Number:	SR07-002
Construction Start	Aug-09
Project Completion	Jan-10
Current Phase	ROW
Bond Election	
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	(817) 459-6608
Email Address	dean.yanagi@arlingtontx.gov
Design Firm	Carter & Burgess
General Contractor	N/A



	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	FY2005		
Revenue Bonds	\$600,000.00		



Project Budget & Expenditures		
Current Budget:	\$600,000.00	
Expended to Date:	\$0.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Original design cost were funded from SR98-005.		

Capital Improvement Program

Water Utilities CIP Project Report

Capital Investment

Project: Johnson Creel 15-inch SS: Road To Six Flags - Center

Status Updated: 10/20/2008

Description	
The design and construction of a 15-inch Sanitary Sewer Line from Road to Six Flags to Center Street.	
Project Number:	
Construction Start	Mar-10
Project Completion	Jul-10
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	dean.yanagi@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
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		
Design phase expected to begin 3rd quarter FY 2009.		

Capital Improvement Funds

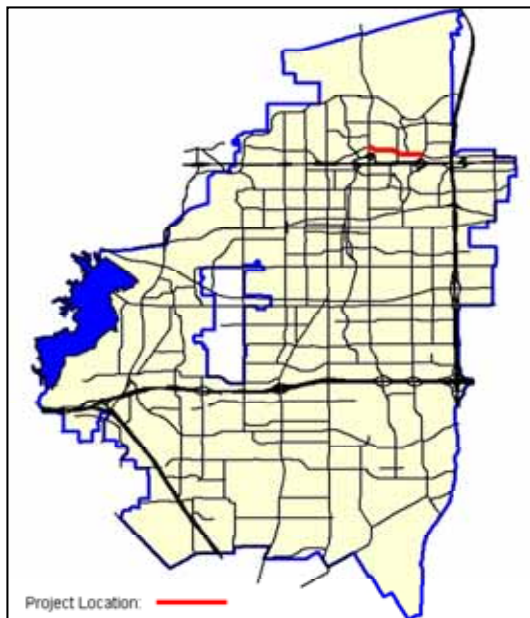
Water Utilities CIP Project Report

Capital Investment

Project: Lamar Blvd: Collins - Ballpark Way

Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments for Lamar Blvd from Collins to Ballpark Way.	
Project Number:	
Construction Start	Mar-13
Project Completion	Sep-13
Current Phase	
Bond Election	2009
Project Contract Information	
Project Manager	Brandon Ballew
Phone Number	817-459-6646
Email Address	brandon.ballew@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$150,000.00		



Project Budget & Expenditures		
Current Budget:	\$150,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 2nd quarter FY 2009.		

Capital Improvement Program

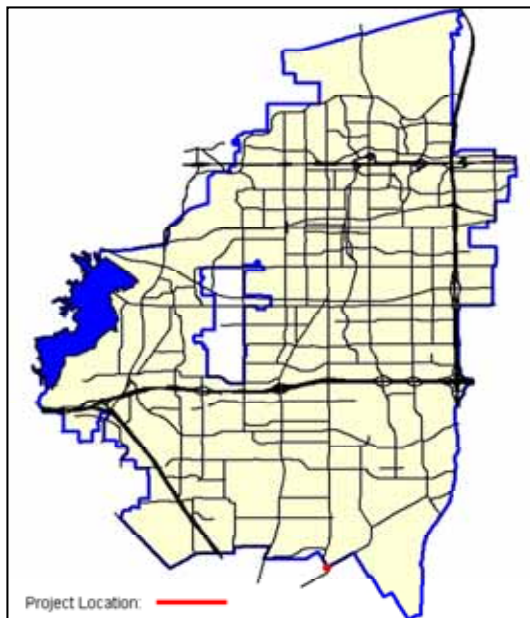
Water Utilities CIP Project Report

Capital Investment

Project: Mansfield Interconnect

Status Updated: 10/20/2008

Description	
Emergency Interconnect of Water Facilities between the City of Arlington and City of Fort Worth.	
Project Number:	
Construction Start	Nov-09
Project Completion	Mar-10
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Brad Franklin
Phone Number	817-459-6632
Email Address	brad.franklin@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$210,000.00		



Project Budget & Expenditures		
Current Budget:	\$210,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 3rd quarter FY 2009		

Capital Improvement Funds

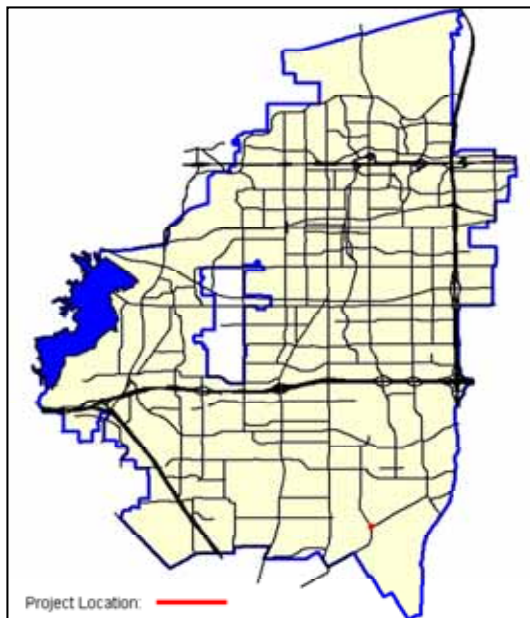
Water Utilities CIP Project Report

Capital Investment

Project: Mansfield Webb & Silo Road Intersection

Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments at the intersection of Mansfield Webb and Silo Road.	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Val Jean-Bart
Phone Number	817-459-6610
Email Address	valery.jean-bart@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$15,000.00		



Project Budget & Expenditures		
Current Budget:	\$15,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 2nd quarter FY 2009.		

Capital Improvement Program

Water Utilities CIP Project Report

Capital Investment

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

Status Updated: 10/17/2008

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	Jun-08
Project Completion	Jun-09
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	Wier Associates, Inc.
General Contractor	Circle "C" Construction



	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	\$594,799.00	\$2,160,000.00	\$1,074,601.00	

East/Division



Project Budget & Expenditures		
Current Budget:	\$4,537,204.00	
Expended to Date:	\$954,071.00	
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. Construction started 06/08.		

Capital Improvement Funds

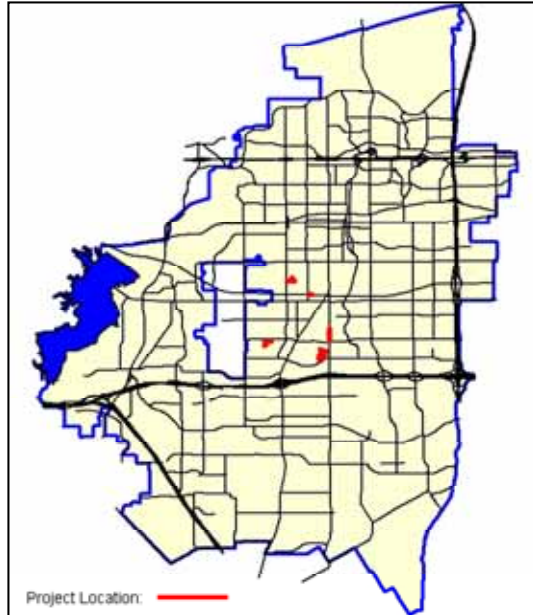
Water Utilities CIP Project Report

Capital Investment

Project: 2007 Water and Sanitary Sewer Renewals (Swafford, Matlock, Tucker, Leighton)

Status Updated: 10/17/2008

Description	
This project includes the design and construction of the water & sewer renewals for Swafford, Matlock, Tucker, and Leighton.	
Project Number:	CR06-014
Construction Start	Mar-09
Project Completion	Mar-10
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	John Morgan
Phone Number	817-459-6609
Email Address	John.DMorgan@arlingtontx.gov
Design Firm	Graham Associates, Inc.
General Contractor	TBDT



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

Approved Project Funding			
Funding Source	FY2007		
Water Utilities Operating Budg	\$149,252.00		

Swafford Street



Project Budget & Expenditures		
Current Budget:	\$149,252.00	
Expended to Date:	\$133,877.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
The design phase will continue during the 1st quarter of FY 2009. The construction cost estimate is \$1,600,000.		

Capital Improvement Program

Water Utilities CIP Project Report

Capital Investment

Project: Old Pleasant Ridge & Pleasantview W&S Renewals

Status Updated: 10/17/2008

Description	
Water & sanitary sewer line renewals and street reclamation along Old Pleasant Ridge Road and Pleasantview Drive.	
Project Number:	WS08-006
Construction Start	Feb-09
Project Completion	Dec-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
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	FY2009	
Revenue Bonds	\$0.00	\$1,700,000.00	
Water Utilities Operating Budg	\$148,700.00	\$0.00	

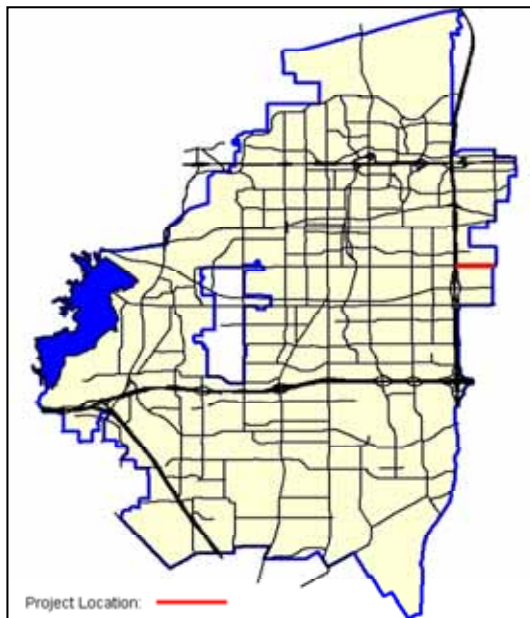


Project Budget & Expenditures		
Current Budget:	\$1,648,700.00	
Expended to Date:	\$82,531.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
The design is 90% complete.		

Capital Improvement Funds

Water Utilities CIP Project Report
 Capital Investment
 Project: Park Row: SH360 - City Limits
 Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments for Park Row from SH360 to City Limits	
Project Number:	
Construction Start	Dec-10
Project Completion	Mar-11
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Brandon Ballew
Phone Number	817-459-6646
Email Address	brandon.ballew@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$130,000.00		



Project Budget & Expenditures		
Current Budget:	\$130,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 3rd quarter FY 2009		

Capital Improvement Program

Water Utilities CIP Project Report
 Capital Investment
 Project: Pierce Burch North Plant Improvements
 Status Updated: 10/23/2008

Description	
This project involves process improvements to the Pierce Burch North Water Treatment Plant, including plant automation, improvements to flocculators, modifications to filter underdrains and equipment and miscellaneous structural and/or mechanical improvements.	
Project Number:	
Construction Start	Jan-10
Project Completion	Oct-11
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	David Smith, P.E.
Phone Number	817-478-5702
Email Address	david.smith@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Water Bond Fund	\$1,100,000.00		



Project Budget & Expenditures		
Current Budget:	\$1,100,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
The design of these improvements has not yet commenced.		

Capital Improvement Funds

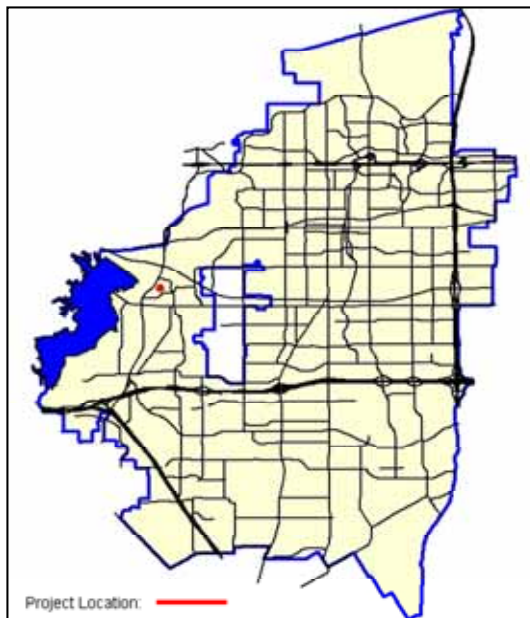
Water Utilities CIP Project Report

Capital Investment

Project: Pierce Burch South Water Treatment Plant Improvements

Status Updated: 10/23/2008

Description	
This project involves upgrading piping and valves in the filter pipe gallery, pre-ozone contactor modifications, structural and mechanical sedimentation basin improvements and filter upgrades	
Project Number:	
Construction Start	May-10
Project Completion	Jan-12
Current Phase	NA
Bond Election	
Project Contract Information	
Project Manager	David Smith, P.E.
Phone Number	817-478-5702
Email Address	david.smith@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Water Bond Fund	\$400,000.00		



Project Budget & Expenditures		
Current Budget:	\$400,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
The design of these improvements has not yet commenced.		

Capital Improvement Program

Water Utilities CIP Project Report

Capital Investment

Project: Prestonwood Relief Sewer

Status Updated: 10/20/2008

Description	
Sanitary Sewer Line improvements from Randol Mill Park to Green Oaks Drive.	
Project Number:	
Construction Start	Apr-10
Project Completion	Dec-10
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	Dean.yanagi@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$180,000.00		



Project Budget & Expenditures		
Current Budget:	\$180,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design phase expected to begin 3rd quarter FY 2010.		

Capital Improvement Funds

Water Utilities CIP Project Report

Capital Investment

Project: 2009 Residential Street Rebuild (W&S Renewal)

Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments for the 2009 Residential Street Rebuilds.	
Project Number:	
Construction Start	Jan-10
Project Completion	Jun-10
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	John Morgan
Phone Number	817-459-6609
Email Address	john.dmorgan@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY 2004	FY 2005	FY 2006	FY 2007



Project Budget & Expenditures		
Current Budget:		
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 3rd quarter FY 2009.		

Capital Improvement Program

Water Utilities CIP Project Report

Capital Investment

Project: Resue Application Project

Status Updated: 10/20/2008

Description	
Improvements related to the construction of Reuse Water Lines from the City of Fort Worth main line.	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Val Jean-Bart
Phone Number	817-459-6610
Email Address	valery.jean-bart@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$1,000,000.00		



Project Budget & Expenditures		
Current Budget:	\$1,000,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		

Capital Improvement Funds

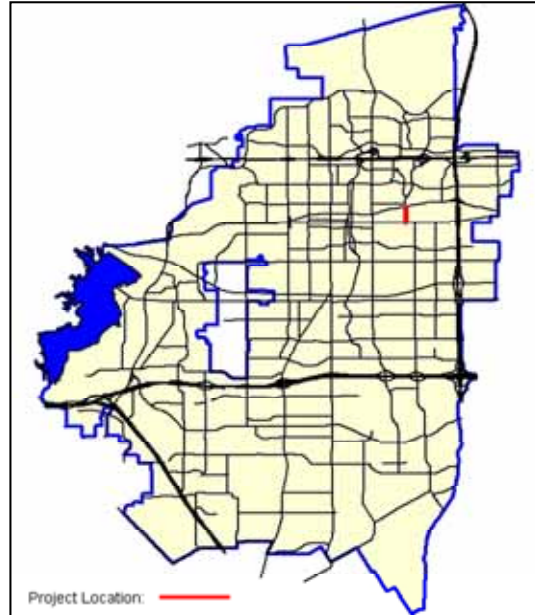
Water Utilities CIP Project Report

Capital Investment

Project: Stadium: Division - Abram

Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments for Stadium Drive from Division to Abram.	
Project Number:	
Construction Start	
Project Completion	
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	Dean Yanagi
Phone Number	817-459-6608
Email Address	dean.yanagi@arlingtonx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$150,000.00		

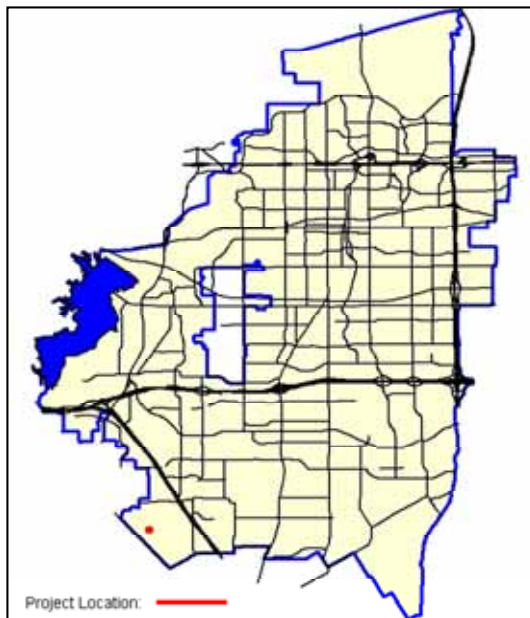


Project Budget & Expenditures		
Current Budget:	\$150,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 2nd quarter FY 2009.		

Capital Improvement Program

Water Utilities CIP Project Report
 Capital Investment
 Project: Tierra Verde Elevated Storage Tank
 Status Updated: 10/14/2008

Description	
This project includes the design and construction of the Tierra Verde Elevated Storage Tank near Golf Club Drive and Mansfield Cardinal Road. This project was formerly referred to as the West Pressure Plane Elevated Storage Tank.	
Project Number:	
Construction Start	Mar-09
Project Completion	Apr-10
Current Phase	Design
Bond Election	
Project Contract Information	
Project Manager	David Smith
Phone Number	817-478-5702
Email Address	david.smith@arlingtontx.gov
Design Firm	CDM
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:	\$45,000.00	
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design began during the 4th quarter FY08.		

Capital Improvement Funds

Water Utilities CIP Project Report

Capital Investment

Project: TXDOT Intersections

Status Updated: 10/20/2008

Description	
Water and Sewer Adjustments at various locations.	
Project Number:	
Construction Start	Jul-11
Project Completion	Dec-11
Current Phase	NA
Bond Election	2009
Project Contract Information	
Project Manager	John Morgan
Phone Number	817-459-6609
Email Address	John.DMorgan@arlingtontx.gov
Design Firm	TBD
General Contractor	TBD



	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	FY2009		
Revenue Bonds	\$45,000.00		



Project Budget & Expenditures		
Current Budget:	\$45,000.00	
Expended to Date:		
Operation & Maintenance Cost		
Maintenance Cost of Improvement	Avg. Annual	Life
Comments		
Design Phase expected to begin 2nd quarter FY 2009.		

Capital Improvement Program



FY 2009 AUTHORIZED FULL-TIME POSITIONS

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
AVIATION				
Airport Maintenance Technician	4	4	4	4
Airport Manager	1	1	1	1
Airport Operations Supervisor	1	1	1	1
Assistant Airport Manager	1	1	0	0
Intermediate Account Clerk	1	1	1	1
Project Coordinator	0	0	1	1
AVIATION TOTAL	8	8	8	8
CITY ATTORNEY'S OFFICE				
Administrative Aide II	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Assistant City Attorney	4	4	3	3
Assistant To the City Attorney	1	1	1	1
Attorney I / II / Sr Attorney	16	17	18	18
Chief Municipal Court Prosecutor	1	0	0	0
City Attorney	1	1	1	1
Office Assistant	2	2	2	2
Paralegal	4	4	4	5
Secretary	6	6	6	6
CITY ATTORNEY'S OFFICE TOTAL	37	37	37	38
CITY MANAGER'S OFFICE				
City Manager	1	1	1	1
Deputy City Manager	3	3	3	3
Neighborhood Coordinator	1	1	0	0
Neighborhood Specialist	1	1	0	0
CITY MANAGER'S OFFICE TOTAL	6	6	4	4
COMMUNITY DEVELOPMENT AND PLANNING				
Map Records Technician	1	1	1	1
Neighborhood Coordinator	0	0	1	1
Neighborhood Specialist	0	0	2	2
Office Manager	0	0	1	1
Operations Analyst II	1	1	1	1
Planner	4	4	0	0
Planning Manager	0	0	3	3
Planning Project Manager I	0	0	5	6
Planning Project Manager II	0	0	2	2
Planning Technician	2	2	2	2
Plans Examiner	3	3	3	3
Plans Examiner Supervisor	1	1	1	1

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Project Engineer	1	1	1	1
Residential Inspector	2	2	0	0
Secretary	1	1	1	1
Sr Account Clerk	1	1	2	2
Sr Clerk	1	1	1	1
Sr Inspector	2	2	2	2
Sr Management Analyst	0	0	1	1
Sr Planner	6	6	0	0
Sr Plans Examiner	2	2	2	2
Sr Programmer Analyst	1	1	0	0
Streetscape Inspector	2	2	2	2
Svc Representative	4	4	3	3
Systems Process Analyst	0	0	1	1
COMMUNITY DEVELOPMENT AND PLANNING TOTAL	69	71	73	73
COMMUNITY SERVICES				
Accounting Aide	2	2	2	2
Administrative Aide I	0	0	0	1
Animal Control Dispatcher	2	2	0	0
Animal Services Administrative Coordinator	1	1	2	2
Animal Services Investigator	1	1	0	0
Animal Services Manager	1	1	1	1
Animal Services Officer	9	9	0	0
Animal Services Supervisor	1	1	0	0
Animal Technician	4	4	0	0
Assistant Director Code Enforcement	2	2	1	1
Bite Investigator Euthanasia Officer	1	1	0	0
Code Compliance Officer I / II / Sr Code Compliance Officer	0	0	38	41
Code Enforcement Inspector Multi Family	2	2	0	0
Code Enforcement Inspector	19	23	0	0
Community Services Administrator	1	1	0	0
Community Services Educator	0	0	1	1
Community Services Supervisor	6	6	7	7
Community Services Agent	0	0	3	3
Community Services Technician	0	0	0	2
Community Services Manager	0	0	1	1
Director of Community Services	1	1	1	1
Environmental Health Specialist	7	7	6	6
Field Operations Manager	3	3	5	5
Grants Accountant	1	1	1	1
Neighborhood Services Analyst	1	1	1	1
Office Assistant	4	4	2	2

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Sr Clerk	1	1	0	0
Sr Management Analyst	1	1	1	1
Veterinarian	0	1	1	1
Vital Records Agent	0	0	2	2
Vital Records Coordinator	1	1	1	1
COMMUNITY SERVICES TOTAL	72	77	77	83
ECONOMIC DEVELOPMENT				
Economic Development Manager	1	1	1	1
Economic Development Specialist	2	2	2	2
ECONOMIC DEVELOPMENT TOTAL	3	3	3	3
ENVIRONMENTAL SERVICES				
Administrative Analyst I	1	1	1	1
Director Environmental Services	1	1	1	0
Environmental Compliance Officer	4	4	4	0
Environmental Engineer	1	1	1	0
Environmental Specialist	1	1	1	0
Environmental Services Administrator	1	1	1	1
Environmental Services Executive Manager	0	0	0	1
Recycling Coordinator	1	1	1	1
ENVIRONMENTAL SERVICES TOTAL	10	10	10	4
FINANCIAL SERVICES				
Accountant I	1	1	1	1
Accounting Assistant	1	1	1	1
Accounting Supervisor	1	1	1	1
Accounts Payable Clerk	3	3	3	3
Administrative Aide I	1	1	0	0
Administrative Aide II	1	1	2	2
Cash Debt Administrator	1	1	1	1
Controller	1	1	1	1
Director Financial Services	1	1	1	1
Financial Accountant	3	3	3	3
Financial System Administrator	1	1	1	1
Intermediate Account Clerk	1	1	1	1
Lead Data Entry Operator	1	1	1	1
Payroll AP Supervisor	1	1	1	1
Payroll Assistant	1	1	1	1
Payroll Coordinator	1	1	0	0
Position Control Coordinator	1	1	1	1
Purchasing Agent	3	3	3	3
Purchasing Assistant	1	1	1	1
Purchasing Manager	1	1	1	1

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Sr Management Analyst	0	0	0	1
Staff Accountant	2	2	3	3
Treasury Analyst	2	2	2	2
Treasury Manager	1	1	1	1
FINANCIAL SERVICES TOTAL	31	31	31	32
FIRE DEPARTMENT				
Sworn:				
Fire Chief Director Emergency Management	1	1	1	1
Assistant Fire Chief	3	3	3	3
Fire Battalion Chief	12	12	12	13
Fire Captain	16	16	16	17
Fire Lieutenant	48	51	51	51
Fire Apparatus Operator	63	64	64	64
Firefighter / Firefighter Trainee	127	131	131	135
Civilian:				
Administrative Analyst	1	0	0	0
Administrative Analyst I	1	1	1	1
Administrative Analyst III	0	1	1	0
Administrative Aide II	2	2	3	3
Administrative Secretary	3	3	2	2
Administrative Services Manager	1	1	1	1
Apprentice Telecommunicator / Telecommunicator	82	82	83	0
Assistant Fire Marshall	1	1	1	1
Communication Services Administrator	1	1	1	0
Communication Training Assistant	2	2	1	0
Communications Manager	1	1	1	0
Communications Supervisor	14	14	14	0
Curriculum Development Specialist	1	1	1	1
Deputy Fire Marshall	2	2	2	2
Emergency Management Administrator	1	1	1	1
Emergency Management Coordinator	1	1	1	1
Emergency Management Planner	1	1	1	1
EMS Clinical Coordinator	1	1	1	1
EMS Coordinator	2	2	2	2
Fire Investigator Bomb Technician	0	0	2	3
Fire Prevention Inspector	4	3	2	2
Fire Prevention Specialist	1	1	2	2
Fire Protection System Specialist	1	1	0	0
Lead Fire Prevention Inspector	0	0	2	2
Media Technician	1	1	1	1
Office Assistant	1	1	1	1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Operations Analyst	1	1	1	1
Payroll Coordinator	1	1	1	1
Resource Management Assistant	2	2	2	2
Resource Management Specialist	1	1	1	1
Resource Management Supervisor	1	1	1	1
Service Unit Assistant	2	2	2	2
Sr Fire Prevention Specialist	3	2	0	0
Sworn Total	270	278	278	284
Civilian Total	137	135	136	36
FIRE GRAND TOTAL	407	413	414	320
INFORMATION TECHNOLOGY				
Administrative Aide I	1	1	1	1
Administrative Analyst I	1	1	0	0
Administrative Services Coordinator II	1	1	1	1
Administrative Services Manager	1	1	1	1
Assistant Director IT	2	2	2	2
Chief Information Officer	1	1	1	1
Customer Support Specialist	1	1	0	0
Customer Support Coordinator	1	1	1	1
Data Base Administrator	2	2	2	2
Data Base Administrator Webmaster	1	1	1	1
GIS Applications Developer	1	1	1	1
IT Manager	3	3	2	2
IT Security Administrator	1	1	1	1
Operations Analyst I	1	1	3	3
Project Coordinator	3	3	4	4
Sr Computer Operator	2	2	2	2
Sr Programmer Analyst	7	7	7	7
Sr Systems Programmer	1	1	1	1
Systems Analyst Geoprocessing	1	1	1	1
Web Administrator	1	1	1	1
Web Developer	1	1	1	1
INFORMATION TECHNOLOGY TOTAL	34	34	34	34
INTERNAL AUDIT				
Administrative Aide I	0	0	1	1
Assistant City Auditor	1	1	1	1
City Auditor	1	1	1	1
Internal Auditor	2	2	2	2
Office Assistant	1	1	0	0
Staff Auditor	1	1	1	1
INTERNAL AUDIT TOTAL	6	6	6	6

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
JUDICIARY				
Court Administrative Aide	1	1	1	1
Juvenile Case Coordinator	0	0	1	1
Municipal Court Judge	4	4	4	4
JUDICIARY TOTAL	5	5	6	6
LIBRARIES				
Acquisitions Technical Assistant	1	1	1	1
Administrative Services Coordinator I	1	1	1	1
Area Branch Manager	3	3	3	3
Bibliographic Services Administrator	1	1	1	1
Bibliographic Services Team Leader	1	1	0	0
Bibliographic Technical Assistant	3	3	0	0
Cataloging Assistant	0	0	3	3
Cataloging Process Supervisor	0	0	1	1
Circulation Support Coordinator	1	1	1	1
Collections Development Acquisitions Supervisor	0	0	1	1
Customer Service Assistant	13	13	13	13
Director Library	1	1	1	1
Electronic Services Administrator	1	1	1	1
Intermediate Account Clerk	1	1	0	0
Library Materials Supervisor	1	1	1	1
Library Network Administrator	1	1	1	1
Librarian I	11	11	10	10
Librarian II	6	6	6	6
Librarian III	2	2	2	2
Library Clerk II	3	3	3	3
Library Customer Service Supervisor	7	7	7	7
Marketing and Development Coordinator	1	1	1	1
Office Assistant	0	0	1	1
Public Services Administrator	2	2	2	2
Sr Reference Assistant	8	8	8	8
Technology Training Specialist	1	1	1	1
User Support Specialist	1	1	1	1
LIBRARIES TOTAL	71	71	71	71
MANAGEMENT RESOURCES				
Action Center Agent	0	0	4	4
Administrative Aide I	3	3	3	3
Administrative Aide II	0	0	1	1
Administrative Resources Manager	1	1	1	1
Administrative Secretary	1	1	0	0
Administrative Services Coordinator I	3	3	3	3

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Administrative Services Coordinator II	1	1	1	1
Administrative Services Manager	1	1	1	1
Assistant To The Mayor	1	1	0	0
Broadcast Coordinator	1	1	1	1
Broadcast Specialist	1	1	1	1
Budget Manager	1	1	1	1
City Secretary	1	1	1	1
Communication Coordinator	1	1	1	1
Council Assistant	1	1	1	2
Council Coordinator	2	2	2	2
Deputy City Secretary	1	1	1	1
Design Communication Coordinator	1	1	1	1
Director Management Resources	1	1	1	1
Executive Assistant to Mayor and Council	0	0	1	1
Government Affairs Officer	0	0	1	1
Intergovernmental Liaison	1	1	0	0
Knowledge Services Manager	0	0	1	1
Marketing Communication Manager	1	1	1	1
Management Analyst	3	3	2	1
OMB Coordinator	1	1	1	1
Project Coordinator	3	3	3	4
Project Manager	1	1	0	0
Resident Service Assistant	4	4	0	0
Sr Management Analyst	5	5	6	7
Web Designer	0	0	1	1
Web Developer	1	1	0	0
MANAGEMENT RESOURCES TOTAL	42	42	42	44
MUNICIPAL COURT				
Action Center Agent	0	0	1	1
Court Administrative Aide	1	1	1	1
Court Cashier Supervisor	1	1	1	1
Court Customer Service Supervisor	1	1	1	1
Court Support Services Supervisor	1	1	1	1
Deputy Court Clerk 1 Certified	4	4	4	4
Deputy Court Clerk II / III / IV	32	32	32	32
Deputy Court Clerk II Certified	4	4	3	3
Municipal Court Services Director	1	1	1	1
Staff Accountant	1	1	1	1
MUNICIPAL COURT TOTAL	46	46	46	46

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
PARKS AND RECREATION				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Aide II	2	2	1	1
Administrative Coordinator	1	1	1	1
Administrative Services Coordinator II	1	1	1	1
Apprentice Electrician	1	1	1	1
Apprentice Mechanic	1	1	1	1
Aquatics Maintenance Technician I	1	0	0	0
Aquatics Maintenance Technician II	1	0	0	0
Aquatics Program Coordinator	1	0	0	0
Assistant Director Parks	3	2	2	3
Athletic Field Maintenance Supervisor	2	2	2	2
BDC Event Coordinator	1	0	0	0
Business Services Manager	0	0	1	1
Carpenter Parks	1	1	1	1
Center Programs Manager	1	1	0	1
Computer Graphics Specialist	1	1	1	1
Contract Coordinator	1	1	1	1
Contract Inspector	0	0	2	2
Customer Service Assistant	1	0	0	0
Customer Service Representative	2	0	0	0
Director Parks and Recreation	1	1	1	1
Event Services Aide	1	0	0	0
Facility Maintenance Supervisor	1	1	1	1
Forester	0	1	1	1
Inventory Coordinator	1	1	1	1
Irrigation Technician	2	2	2	3
Lake Supervisor	1	1	1	1
Landscape Technician / Sr Landscape Technician	54	57	55	58
Lead Landscape Technician	15	16	15	15
Maintenance Superintendent Asset Management	1	1	1	1
Mechanic Parks	1	1	1	1
Office Assistant	1	1	1	1
Park District Supervisor	3	3	3	3
Park Operations Administrator	1	1	1	1
Parks Accounts Analyst	1	1	1	1
Parks Chief Mechanic	1	1	1	1
Parks Fiscal Services Manager	0	0	1	1
Parks Maintenance Superintendent	1	1	1	1
Parks Marketing Specialist	1	1	1	1

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Parks Operations Analyst	1	1	0	1
Parks Planning Manager	1	1	1	1
Parks Project Manager I	2	2	2	2
Parks Project Manager II	1	1	1	1
Parks Resource Manager	0	0	1	1
Parks Technical Support Manager	1	1	0	0
Recreation Program Coordinator	2	0	0	0
Recreation Facility Manager	5	0	0	0
Service Representative	2	0	0	0
Sports Facilities Manager	1	1	1	1
Sr Citizens Activities Supervisor	1	0	0	0
Service Representative	0	2	2	2
Service Unit Coordinator	1	0	0	0
Urban Forestry Land Manager	1	1	1	1
PARKS AND RECREATION TOTAL	130	117	115	122
POLICE DEPARTMENT				
Sworn:				
Police Chief	1	1	1	1
Assistant Police Chief	2	2	2	2
Deputy Police Chief	6	6	7	7
Police Lieutenant	21	21	22	23
Police Sergeant	78	78	79	81
Police Officer	474	486	498	510
Civilian:				
Accounting Aide	1	1	1	1
Administrative Aide I	1	1	1	1
Administrative Analyst Police	1	1	1	1
Administrative Services Manager	0	1	1	1
Alarm Administrator	1	1	1	1
Application Developer	2	2	2	2
Assistant To Police Chief	1	1	1	1
Community Services Assistant	1	1	1	1
Compliance Analyst	1	1	1	1
Crime Analysis Supervisor	1	1	1	1
Crime Analyst	4	4	4	4
Crime Scene Investigator 1 / 2 / 3	11	10	10	10
Data Base Administrator	1	1	1	1
Detention Officer	0	0	31	35
Detention Supervisor	0	0	3	3
Evidence Property Control Manager	1	1	0	0
Evidence Property Control Specialist	7	7	7	7

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Fingerprint Technician	0	0	0	1
Fiscal Coordinator	1	1	1	1
Fiscal Services Manager	1	1	1	1
Fleet Specialist	2	2	2	2
Information Resource Manager	1	1	1	1
Intermediate Account Clerk	1	1	1	1
Investigative Aide	4	4	4	4
Jail Court Assistant	6	6	6	6
Jail Supervisor	3	3	0	0
Lead Detention Officer	0	0	3	3
Lead Jailer	3	3	0	0
Office Assistant	16	16	16	18
Office Coordinator	2	2	3	3
Operations Analyst	1	1	1	1
Operations Research Analyst	1	1	1	1
Payroll Coordinator Police	1	1	1	1
Police Media Relations Coordinator	1	1	1	1
Police Administrative Services Manager	1	0	0	0
Police Jailer	31	31	0	0
Police Management Services Director	1	1	1	1
Police Policy Analyst	1	1	0	0
Police Program Coordinator	1	1	1	1
Police Report Supervisor	1	1	1	1
Police Reports Operator	22	22	22	22
Police Reports Team Leader	3	3	3	3
Police Resource Management Supervisor	0	0	1	1
Police Service Assistant	8	7	7	7
Police Service Specialist	7	8	8	8
Police Supply Specialist	1	1	0	0
Records Assistant	10	10	9	9
Records Coordinator	1	1	1	1
Records Management Systems Specialist	1	1	1	1
Records Team Lead	2	2	2	2
Research and Development Manager	1	1	1	1
Security Screener	1	1	1	1
Sr Clerk	4	4	4	4
Sr Data Entry Operator	2	2	2	2
Training Development Specialist	1	1	1	1
Victim Services Assistant	1	1	1	1
Victim Services Coordinator	1	1	1	1
Victim Services Counselor	2	2	2	2

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Victim Services Supervisor	2	2	2	2
Warrant Clerk	2	2	2	2
Youth Coordinator	0	0	0	1
Youth Family Specialist	0	1	1	1
Sworn Total	582	594	609	624
Civilian Total	186	186	184	192
POLICE GRAND TOTAL	768	780	793	816

PUBLIC WORKS AND TRANSPORTATION

Accounts Analyst	1	1	1	1
Administrative Aide I	4	4	4	3
Administrative Aide II	2	2	1	1
Administrative Support Specialist	1	1	1	1
Apprentice Electrician	1	1	1	1
Apprentice Signal Electrician	1	1	0	0
Asset System Administrator	0	0	1	1
Assistant Director Public Works	3	3	3	3
Assistant Street Light Technician	1	1	0	0
Building Maintenance Worker	1	1	1	1
Building Systems Specialist	2	2	2	2
Building System Mechanic	3	3	3	3
Carpenter	4	4	4	4
Carpentry Supervisor	1	1	1	1
Cement Mason	1	1	0	0
City Surveyor	1	1	1	1
City Traffic Engineer	1	1	1	1
Civil Engineer	2	3	3	2
Concrete Specialist	0	0	1	0
Construction Specialist	2	2	3	3
Construction Services Manager	2	2	2	2
Contract Administrator	1	1	1	1
Crew Leader	0	0	5	0
Custodial Crew Chief	1	1	1	1
Director Public Works & Transportation	1	1	1	1
Drainage Crew Leader	1	1	0	0
Electrician	3	3	3	3
Engineering Operations Manager	1	1	1	1
Engineering Technician	3	3	3	3
Environmental Manager	1	1	1	1
Facility Services Manager	1	1	1	1
Field Technician	0	0	7	0
Finish Carpenter	1	1	1	1

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Fleet Coordinator	1	1	1	1
Graduate Engineer	2	2	4	4
Heavy Equipment Operator II	1	1	2	0
Heavy Equipment Operator III	2	2	2	0
Information Systems Coordinator	1	1	1	1
Inspections Supervisor	3	3	3	3
Inventory Coordinator	0	0	1	1
ITS Coordinator 1	0	0	1	1
Maintenance Supervisor	2	2	2	0
Master Electrician	1	1	1	1
Master Plumber	1	1	1	1
Office Assistant	0	0	1	1
Operations Analyst II	0	0	1	1
Operations Support Manager	1	1	0	0
Paint Marking Leader	1	1	0	0
Project Engineer	1	1	2	2
Public Works Administrative Manager	1	1	1	1
Public Works Inspector	15	15	15	15
Public Works Operations Manager	0	0	1	0
Real Estate Manager	1	1	1	1
Real Estate Representative	1	1	1	2
ROW Permit Inspector	1	1	1	1
Sign Construction Supervisor	1	1	0	0
Sign Fabricator	1	1	1	0
Sign Service Leader	4	4	0	0
Sign Specialist	0	0	4	0
Signal Electrician	7	7	0	0
Signal Specialist	1	2	2	2
Signal Specialist I	0	0	6	0
Signal Specialist II	0	0	8	0
Signal Technician	6	6	0	0
Sr Building Systems Specialist	1	1	1	1
Sr Clerk	1	1	1	1
Sr Signal Technician	2	2	0	0
Street Sign Service Worker	5	5	0	0
Street Sign Service Worker I	1	1	0	0
Storm Water Fund Administrator	1	1	1	0
Storm Water Specialist	0	0	1	0
Streetlight System Administrator	1	1	1	1
Survey Instrument Technician	1	1	1	1
Survey Party Assistant	1	1	1	1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Traffic Engineer	2	3	0	2
Traffic Signal Engineer	1	1	0	0
Traffic Services Manager	1	1	0	0
Traffic Technician	1	2	2	0
Warehouse Assistant	1	1	0	0
Warehouse Inventory Clerk	1	1	1	1
PUBLIC WORKS AND TRANSPORTATION TOTAL	125	129	133	91
WORKFORCE SERVICES				
Administrative Aide II	1	1	0	0
Administrative Analyst I	1	1	1	1
Benefits Specialist	1	1	1	1
Claims Specialist	1	1	1	1
Compensation Specialist	1	1	1	1
Director Workforce Services	1	1	1	1
Employee Relations Specialist	1	1	2	2
HR Analyst	2	2	0	0
HR Consultant	4	4	0	0
HR Safety Specialist	1	1	0	0
Human Resources Assistant	3	3	0	0
Human Resources Manager	3	3	0	0
Organizational Development Specialist	1	1	2	2
Risk Management Administrator	1	1	1	1
Workforce Services Assistant	0	0	3	3
Workforce Services Manager	0	0	3	3
Workforce Services Analyst	0	0	1	1
Workforce Services Consultant	0	0	4	4
Workforce Services Information Specialist	1	1	1	1
Workforce Services Safety Specialist	0	0	1	1
WORKFORCE SERVICES TOTAL	23	23	23	23
SUB-TOTAL GENERAL FUND				
	1893	1909	1926	1824
COMMUNICATION SERVICES FUND				
Administrative Analyst III	0	0	0	1
Apprentice Telecommunicator / Telecommunicator	0	0	0	89
Communication Services Administrator	0	0	0	1
Communications Training Assistant	0	0	0	1
Communications Manager	0	0	0	1
Communications Supervisor	0	0	0	14
COMMUNICATION SERVICES FUND TOTAL	0	0	0	107

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
CONVENTION CENTER				
Accountant I	0	0	1	1
Administrative Aide I	1	1	0	0
Assistant Building Engineering Specialist	4	4	4	4
Assistant Director Convention Center	1	1	1	1
Building Engineering Specialist	1	1	0	0
Building Operations Superintendent	1	1	1	1
Booking Coordinator	1	1	1	1
Business Analyst	1	1	1	1
Business Manager	1	1	1	1
Convention Events Supervisor	1	1	1	1
Custodian	4	4	4	4
Director Convention Event Services	1	1	1	1
Event Coordinator	3	3	3	3
Event Services Worker	7	7	8	8
Facility Crew Chief	1	1	1	1
Facility Systems Administrator	0	0	1	1
Operations Crew Leader	1	1	1	1
Parking Lot Supervisor	1	1	0	0
Special Events Coordinator	0	1	1	1
Sr Clerk	1	1	1	1
CONVENTION CENTER TOTAL	31	32	32	32
FLEET SERVICES FUND				
Environmental Services Executive Manager	0	0	1	0
Environmental Services Manager	1	1	0	0
Fleet Manager	0	0	1	1
Fleet Technician	1	1	0	0
FLEET SERVICES FUND TOTAL	2	2	2	1
GENERAL SERVICES FUND				
Administrative Secretary	1	1	1	1
Communication Coordinator	0	0	0	1
General Services Manager	1	1	1	1
Mail and Office Services Coordinator	1	1	1	1
Mail Clerk I	2	2	2	2
Mail Clerk II	1	1	1	1
Records Center Technician	1	1	1	1
Reprographic Equipment Operator	2	2	2	2
Reprographic Specialist	1	1	1	1
GENERAL SERVICES FUND TOTAL	10	10	10	11

Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
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INFORMATION TECHNOLOGY - INTERNAL SERVICES FUND

Customer Support Specialist	6	6	6	6
Customer Support Specialist Supervisor	1	1	0	0
IT Supervisor	2	2	3	3
Network Administrator	2	2	0	0
Network Designer	0	0	1	1
Network Specialist	3	3	3	3
Systems Engineer	5	5	7	7
Systems Specialist	1	1	0	0
INFORMATION TECHNOLOGY - INTERNAL SERVICES FUND	20	20	20	20
TOTAL				

PARKS PERFORMANCE FUND

Apprentice Mechanic	1	1	1	1
Aquatics Maintenance Technician II	0	2	2	2
Aquatics Manager	1	1	1	1
Aquatics Program Coordinator	0	1	1	1
Arena Manager	1	1	1	1
Assistant Facility Coordinator Tennis	1	1	1	1
Assistant Director Parks	0	1	1	0
Assistant Restaurant Manager	0	0	1	1
Athletic Programs Manager	1	1	1	1
Athletics Sports Manager	0	0	2	2
BDC Event Coordinator	0	1	1	1
Center Programs Manager	0	0	1	0
Clubhouse Attendant	6	6	6	6
Customer Service Assistant	0	1	1	1
Customer Service Representative	0	2	2	2
Event Services Aide	0	1	1	1
Food Beverage Operator	1	1	0	0
Food Beverage Program Supervisor	1	1	0	0
Golf Business Analyst	1	1	1	1
Golf Facility Manager	1	1	1	1
Golf Programs Manager	1	1	1	1
Golf Services Manager	1	1	1	1
Greens Superintendent 18 Hole	3	3	3	3
Head Golf Pro 18 Hole	3	3	3	3
Head Golf Pro 9 Hole	1	1	1	0
Landscape Technician / Sr Landscape Technician	21	21	21	19
Lead Landscape Technician	2	2	2	2
Mechanic Parks	3	3	3	3
Park Facility Coordinator	1	1	1	1

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Park Landscape Supervisor	1	1	1	1
Parks Operations Analyst	0	0	1	0
Recreation Program Coordinator	3	5	5	5
Recreation Facility Manager	2	7	5	5
Restaurant Manager	0	0	1	1
Sports Facilities Manager	0	0	0	0
Sr Citizens Activities Supervisor	0	1	1	1
Service Unit Coordinator	2	3	3	3
Tennis Facility Manager	1	1	1	1
Tennis Pro Shop Attendant	1	1	1	1
PARKS PERFORMANCE FUND TOTAL	61	79	81	75
STREET MAINTENANCE FUND				
Administrative Analyst I	1	1	1	0
Administrative Aide I	1	1	1	2
Assistant Street Superintendent	1	1	0	0
Contract Inspector	2	2	2	2
Crew Leader	0	0	9	13
Field Tech	0	0	27	33
General Maintenance Worker	7	7	0	0
Heavy Equipment Operator II	6	6	5	5
Heavy Equipment Operator III	5	5	4	4
Maintenance Supervisor	5	5	5	6
Markings Specialist	0	0	2	2
Pavement Asset Analyst	1	1	1	1
Public Works Operations Manager	0	0	1	2
Sign Fabricator	0	0	0	1
Sign Specialist	0	0	0	4
Signal Specialist I	0	0	0	6
Signal Specialist II	0	0	0	8
Sr Field Technician	0	0	4	4
Sr General Maintenance Worker	22	22	0	0
Street Crew Chief	4	4	0	0
Street Leader	6	6	0	0
Street Maintenance Superintendent	1	1	0	0
STREET MAINTENANCE FUND TOTAL	62	62	62	93
STORM WATER UTILITY FUND				
Civil Engineer	0	0	0	1
Concrete Specialist	0	0	0	1
Crew Leader	0	0	0	2
Environmental Compliance	0	0	0	4
Environmental Engineer	0	0	0	1

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Environmental Specialist	0	0	0	1
Field Technician	0	0	0	4
Heavy Equipment Operator II	0	0	0	3
Heavy Equipment Operator III	0	0	0	2
Maintenance Supervisor	0	0	0	1
Storm Water Executive Manager	0	0	0	1
Storm Water Fund Administrator	0	0	0	1
Storm Water Specialist	0	0	0	1
STORM WATER UTILITY FUND TOTAL	0	0	0	23
WATER UTILITIES FUND				
Administrative Aide II	1	1	1	1
Administrative Secretary	2	2	2	2
Apprentice Service Worker	2	2	2	2
Assistant Director Water Utilities	3	3	3	3
Assistant Utility Engineer	1	0	0	0
Chief Electrical Technician	1	1	1	1
Chief Mechanical Technician	2	2	2	2
Chief Treatment Technician	3	3	3	3
Civil Engineer Water	5	4	3	3
Conservation Program Coordinator	0	1	1	1
Customer Information System Analyst	1	1	1	1
Customer Service Supervisor	2	2	2	2
Customer Services Trainer	1	1	1	1
Customer Assistant	4	4	4	4
Customer Services Manager	1	1	1	1
Deputy City Manager	1	1	1	1
Director Utilities	1	1	1	1
Electrical Technician	3	3	3	3
Engineering Information Specialist	1	1	1	1
Field Operations Manager	2	2	1	1
Financial Administrator	1	1	1	1
GIS Applications Developer	1	1	1	1
GIS Applications Programmer	1	1	1	1
GIS Applications Supervisor	1	1	1	1
GIS Researcher	1	1	1	1
GIS Supervisor	1	1	1	1
GIS Technician I / II / III	5	5	5	5
Graduate Engineer	1	1	2	2
Heavy Equipment Operator II	2	2	2	2
Inflow Infiltration Supervisor	1	1	1	1
Information Services Project Coordinator	1	1	1	1

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Laboratory Services Manager	1	1	1	1
Laboratory Analyst	3	3	3	3
Laboratory Specialist	2	2	2	2
Laboratory Technician	3	3	3	3
Maintenance Services Administrator	1	1	1	1
Mechanical Technician Trainee	3	3	3	3
Mechanical Technician	4	4	4	4
Meter Service Worker	12	12	12	12
Meter Services Crew Chief	1	1	1	1
Meter Services Leader	5	5	5	5
Meter Services Manager	1	1	1	1
Meter Services Supervisor Maintenance	1	1	1	1
Meter Services Supervisor Reading	1	1	1	1
Meter Services Trainer	1	1	1	1
Office Assistant	4	4	3	3
Office Coordinator	1	1	1	1
Operations Support Manager	1	1	1	1
Operations Support Supervisor	1	1	1	1
Operations Services Administrator	1	1	1	1
Project Engineer	0	0	1	1
Secretary	1	1	1	1
South Field Operations Manager	0	0	1	1
Sr Account Clerk	2	2	2	2
Sr Meter Reader	11	11	11	11
Sr Programmer Analyst	1	1	1	1
Sr Utility Customer Service Representative	2	2	2	2
Sr Utilities Warehouse	2	2	2	2
Treatment Technician Trainee	1	1	2	2
Treatment Technician	8	8	7	8
Utilities Account Analyst	1	1	1	1
Utilities Administrative Coordinator	1	1	1	1
Utilities Customer Service Representative	15	15	15	15
Utilities Environmental Analyst	3	3	3	3
Utilities Information Services Manager	1	1	1	1
Utilities Programmer Analyst	1	1	1	1
Utilities Service Specialist	6	6	6	6
Utilities Dispatcher	4	4	4	4
Utilities Engineer	1	1	1	1
Utilities Warehouse	1	1	1	1
Utility Support Specialist	1	1	1	1
Utility Technician SB1 / 2 / 3 / 4	34	34	34	34

Appendix 1

	Actual FY 2007	Budgeted FY 2008	Estimated FY 2008	Adopted FY 2009
Water Resource Services Manager	1	1	1	1
Water Resource Technician	2	2	2	2
Water Treatment Manager	1	1	1	1
Water Sewer Crew Chief	16	16	16	16
Water Sewer Leader Meter Reading	1	1	1	1
Water Wastewater Model Engineer	1	1	1	1
WATER UTILITIES FUND TOTAL	219	218	218	219
GRANT FUNDS				
GRANT FUNDS TOTAL	85	85	88	88
SUB-TOTAL OTHER FUNDS	490	508	513	669
TOTAL ALL FUNDS	2383	2417	2439	2493

CITY OF ARLINGTON STATEMENT OF FINANCIAL PRINCIPLES

Accounting, Budgeting, and Financial Planning

- The City will establish accounting practices that conform to generally accepted accounting principles as set forth by the Governmental Accounting Standards Board.
- An independent certified public accounting firm will perform an annual audit and an official comprehensive annual financial report (CAFR) shall be issued no later than 6 months following year-end.
- The independent certified public accounting firm shall provide a management letter, if one is issued, no later than March 31 following the end of each fiscal year.
- The City shall submit the CAFR to the Government Finance Officers Association (GFOA) for the purpose of earning the Certificate of Achievement for Excellence in Financial Reporting.
- The City shall prepare an Annual Operating budget and submit it for City Council approval prior to September 30.
- The Annual Operating Budget shall be prepared such that current revenues plus net operating transfers will be sufficient to support current expenditures.
- Expenditures from all operating funds shall not exceed the budgeted appropriations (as amended) for these funds.
- An adequate level of maintenance and replacement will be funded each year to ensure that all capital facilities and equipment are properly maintained.
- Charges for services and other revenues will be annually examined and adjusted as deemed necessary to respond to cost increases or any other changing circumstances.
- A 3-year financial forecast shall be prepared annually projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget.
- The City shall submit the Annual Operating Budget to the GFOA for the purpose of earning the Distinguished Budget Presentation Award.

CITY OF ARLINGTON
STATEMENT OF FINANCIAL PRINCIPLES
(continued)

Investments

Investments shall be made in conformance with the City's Investment Policy, with the primary objectives of:

- Safety – preservation of capital in the investment portfolio;
- Liquidity – portfolio remain sufficiently liquid to meet operating requirements;
- Yield – goal of rate of return of 102% of U.S. treasury curve at average maturity.

Grants

All grants and other federal and state funds shall be managed to comply with the laws, regulations, and guidance of the grantor, and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.

Tax Collection

The City shall encourage the Tax Assessor-Collector to follow an aggressive policy of collecting property tax revenues. An average collection rate of at least 98% of current levy shall be maintained.

Self-Insurance & Retirement Funds

All retirement and self-insurance funds will be examined annually to ensure that adequate balances are maintained. Unfunded actuarial liabilities in a retirement program are to be amortized over a 25-year period or less. The self-insurance program for workers' compensation shall be funded at a 75% confidence level, and the APFA self-insurance program shall be funded at a 50% confidence level.

Reserves

- The City's working capital reserve in the General Fund shall be maintained at a minimum level of 8.33% (1/12th) of annual General Fund expenditures.
- The City's General Fund unreserved ending balance may only be used for one-time purchases such as capital equipment.
- The total General Fund balance shall be maintained at a minimum of 15% of annual General Fund expenditures.
- The fund balance in the debt service fund shall be maintained at a minimum level of 4.0% of annual debt service expenditures.

CITY OF ARLINGTON STATEMENT OF FINANCIAL PRINCIPLES (continued)

Debt Management

- Debt financing which includes permanent improvement bonds, revenue bonds, certificates of obligation, lease/purchase agreements and other obligations allowed under Texas law shall be used to acquire or construct land and improvements that cannot be funded by current revenues. The term of debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed 25 years.
- Debt will not be used to fund current expenditures.
- Permanent Improvement Bonds shall normally be issued with a level principal structure. This structure equates to an average life of 11 years or less for a 20-year issue. Interest shall be paid in the first fiscal year after a bond sale and principal must be paid no later than the second fiscal year after the bond sale.
- Each year the City will adopt a capital improvement plan. The plan will recommend specific funding of projects for the following two fiscal years and will identify projects for further consideration in years three through five.
- The City is committed to providing continuing disclosure of certain financial and operating data and material event notices as required by Securities and Exchange Commission (SEC) Rule 15c2-12. The Finance Department shall be responsible for the preparation of all disclosure documents and releases required under Rule 15c2-12.
- The City will obtain a rating from at least one nationally recognized bond-rating agency on all issues being sold on the public market. Required information will be presented to the rating agency(s) at least annually in order to maintain ratings on outstanding debt.
- The City shall comply with the Internal Revenue Code Section 148 – Arbitrage Regulations for all tax-exempt debt issued. An annual estimate of arbitrage liabilities shall be obtained by the City and recorded on the financial statements.
- A good faith deposit of 2.0% of the par amount of the bond sale shall be presented by the underwriter in the form of a check or surety acceptable to the City and Bond Counsel prior to the approval of the bonds by the Mayor and City Council.
- The City shall use a competitive bidding process in the sale of debt unless the use of a negotiated process is warranted due to market timing requirements (refunding), or a unique pledge or debt structure. The City will award competitively issued debt on a true interest cost (TIC) basis.

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

Appendix 2

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.

Appendix 3

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 on behalf of the City. Revenue sources from licenses, fines and forfeitures, service charges and other miscellaneous revenues are generally recognized as the cash is received.
2. Expenditures are recognized when the related fund liability is incurred, except for interest and principal on general long-term debt which are recorded when due or otherwise payable.
3. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal budgetary integration.

Basis of Budgeting

The City Council adopts an annual legal budget which covers the General Fund, Debt Service Fund, Enterprise Funds, Internal Service Funds, and certain Special Revenue Funds (Park Performance, Street Maintenance, and Convention and Event Services). All appropriations lapse at fiscal year-end. The budgets for the General Fund, Debt Service Fund and Special Revenue Funds are prepared on the modified accrual basis except for encumbrances, which are treated as budgeted expenditures. The budgets for the Enterprise Funds are prepared on the modified accrual basis and include encumbrances, debt principal retirements and capital outlays as expenditures. Additionally, the Enterprise Funds do not include depreciation as a budgetary expense. Budgetary level of control is exercised at the departmental level. The City Manager, or his designee, is authorized to transfer budgeted amounts within and among departments; however, any revisions that alter total appropriations of the fund must be approved by the City Council.



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 April meeting, departments received an overview of the financial position of the City, and forms and reports necessary to prepare formal new business plan requests. They also received a Target Number, which is the maximum amount they are authorized for their base budget submissions. Additionally, departments received a calendar indicating significant dates for budget meetings and deliberations.

Second Quarter Budget Analysis Report: After kick-off, departments submitted second quarter revenue and expenditure estimates. The OMB prepared a second quarter BAR analyzing variances for the City Manager's Office.

New Business Plan proposal: Departments submitted new business plan proposals (BPPs) in the last week of May. The OMB reviewed BPPs and either approved for inclusion in the base budget or resubmitted to the City Manager's Office.

Preliminary Council Review: The City Manager briefed the City Council on the FY 2009 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.

Appendix 4

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

Public Hearings: During August, Town Hall meetings were held to receive public comments regarding the proposed budget. Two public hearings were 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 was able to 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

Appendix 5

CITY OF ARLINGTON Facts & Figures (continued)

Demographics (American Community Survey, US Census Bureau, 2007)

Population

1980	160,113
1990	261,721
2000	356,861
2007	364,300

Average Annual Population Growth Rate

1980 - 2007	2.3%
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Population Rank of Arlington

Texas Cities	7th
U.S. Cities	50th

Population by Race & Ethnicity

White	65.0%
African-American	18.6%
Asian/Pacific	6.7%
Native American	0.6%
Other	<u>9.1%</u>
Total	<u>100.0%</u>
Of Hispanic Origin	26.9%

Median Age

1990	29.1 years
2007	31.4 years

Age Distribution

Under 18	28.3%
18 to 44	46.7%
45 to 64	18.9%
65+	6.1%

Median Household Income

1990	\$35,048
2007	\$50,447

Average Household Size

2.74

CITY OF ARLINGTON
Facts & Figures
(continued)

Housing (Community Development and Planning, 2007)

Single-Family Units	93,294	
Multi-Family Units	50,151	
Building Permit Activity	# Permit	\$ Value
New Single Family	807	\$ 124,691,015
New Multifamily	10	\$ 11,000,000
New Commercial	56	\$ 53,369,447
New Institutional	49	\$ 10,621,650
Other (Additions, fences, etc.)	<u>3,507</u>	<u>\$ 53,870,410</u>
Total	4,429	\$ 325,646,110

Education

AISD Enrollment (on campus - Texas Education Agency, 2008)

Elementary	36,576
Junior High	8,859
High School	<u>17,363</u>
Total	62,798

UTA Enrollment (UTA Office of Public Affairs, 2008)

Undergraduate	18,810
Graduate	<u>6,078</u>
Total	24,888

Highest Education Level Attained (Over age 25 – ACS, US Census, 2007)

No H.S. Diploma	15.9%
High School/GED	23.8%
Some College	24.3%
Associate Degree	6.9%
Bachelor's Degree	21.3%
Graduate/Professional Degree	7.8%

Appendix 5

CITY OF ARLINGTON Facts & Figures (continued)

Economic

2008 Taxable Value

Personal Property	\$ 2,434,199,379
Real Estate	<u>\$15,767,238,368</u>
Total	\$18,201,437,747

Tax Rate per \$100 Valuation

City	\$0.6480
AISD	\$1.272
County	<u>\$0.629857</u>
Total	\$2.549857

2008 Tax Levy

Personal Property	\$ 14,202,198
Real Property	<u>\$ 98,442,036</u>
Total	\$117,945,317

2008 Top Ten Taxpayers

	Valuation
General Motors Corporation	\$199,225,981 ¹
Parks at Arlington LP	\$150,541,475
Oncor Electric Delivery Co.	\$147,968,679
Arlington Highlands Ltd	\$114,732,975
Southwestern Bell	\$ 74,764,957
Wal-Mart Stores Texas	\$ 62,168,156
Six Flags Over Texas	\$ 61,313,903
Lincoln Square Ltd	\$ 59,061,363
USMD Surgical Hospital	\$ 55,219,031
National Semiconductor	\$ 53,062,627

¹ Reduced by abatement

CITY OF ARLINGTON
Facts & Figures
(continued)

Economic (continued)

	(estimated)			
City Sales Tax Collected	FY 2009	\$	48,223,154	
Property Tax Collected	FY 2009	\$	116,449,103	
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 2008)

Arlington 209,477

Annual Average Unemployment Rate (Texas Workforce Commission – 10/07-09/08)

Arlington 4.15%

2008 Top 10 Employers

of employees

Texas Health Resources	8,252
Arlington Independent School District	8,000
University of Texas at Arlington	2,595
General Motors	2,250
Arlington Memorial Hospital	2,200
City of Arlington	1,700
AmeriCredit	1,300
Medical Center at Arlington	1,100
L3 Communications	800
Aetna	740

**Ad Valorem Tax Structure
Fiscal Year 2009**

Estimated Total Valuation	\$ 18,201,437,747
Tax Rate	\$ 0.6480
Total Tax Levy	\$ 117,945,317
Total Projected Revenue	\$ 116,449,103
General Fund Tax Revenue	\$ 79,944,148
Interest and Sinking Fund Tax Revenue	\$ 36,504,955

Distribution of Tax Rate

Fund	Rate	Percent
General Fund	\$0.4023	62.1%
Interest and Sinking Fund	<u>\$0.2457</u>	<u>37.9%</u>
Total	\$0.6480	100.0%

Appendix 6

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	\$	18,201,437,747	\$0.6480	\$	117,945,317
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
2009	\$	18,201,437,747	\$0.6480	\$	117,945,317

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

Fiscal Year	General Fund		Debt Service Fund		Total Rate	Percent Variance
	Rate	Percent	Rate	Percent		
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%
2009	\$0.4467	68.9%	\$0.2013	31.1%	\$0.6480	0.0%



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 2009 is \$18.2 billion. This is an increase of 4 percent from the assessed value of \$17.4 billion for FY 2008.

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.

Appendix 7

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.

Convention and Event Services Fund: Supports the operation of the Arlington Convention Center, the Convention and Visitors Bureau, and debt service on the Convention Center and Convention and Visitors Bureau building. The fund also provides support for the Fielder Museum and downtown Arlington. Revenues are from hotel occupancy taxes and fees at the Convention Center.

Debt Service: The City's obligation to pay the principal and interest on all bonds and other debt instruments according to a pre-determined payment schedule.

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.

Appendix 7

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 2009, 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.

Street Maintenance Fund: Primarily support by $\frac{1}{4}$ cent sales tax approved by the voters of Arlington in September 2002. Other sources include a transfer from the General Fund.

Appendix 7

Tax Rate: The amount of tax levied for each \$100 of assessed valuation. The FY 2009 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.

Water and Sewer Fund: Oversees the provision of drinking water and wastewater disposal services to resident and businesses. Expenses are for functions such as Field Operation, Water Treatment, and Customer Service. The fund also pays debt service, purchases water, and contributes to various capital reserves to avoid future debt issuance.

FY 2009 Budget Calendar

Wed., Apr 30	Budget Kickoff
Tues.-Thur., May 27 – 29	Council Priority Setting Session
Mon., Jun 2	Business Plan Proposals (BPPs) and Base Budget Submissions due
Mon.-Fri., Jun 2 – 6	Analysts compile department information
Mon.-Fri., Jun 9 – 13	Department Budget Reviews
Mon.- Fri., Jun 23 – 27	Build Preliminary Budget
Mon.- Thur., Jun 30 – Jul 3	Present Preliminary Budget to Deputies
Fri., Jul 25	Certified roll available
Tues., Jul 29	City Manager's final decisions
Tues., Aug 5	FY09 Budget Presentation to City Council Submit Proposed Budget to City Secretary's Office/Publish on Website
Tue., Aug 12	Resolution on Maximum Tax Rate/Resolution Calling Public Hearings
Thur., Aug 14	Publish Notice for Public Hearing on Tax Rate
Tues., Aug 19	Presentations to City Council Council calls a bond election
Wed., Aug 20	Publish Notice for Public Hearing on Budget
Thurs., Aug 21	1 st Public Hearing on Tax Rate
Tues., Sept 2	2 nd Public Hearing on Tax Rate
Wed.-Thur., Sept 3-4	Publish Notice of Vote on Tax Revenue
Thur., Sept 11	1 st Reading of Budget / Public Hearing 1 st Reading of Tax Rate 1 st Reading of Tax Increase
Tues., Sept 16	2 nd Reading of Budget / Public Hearing 2 nd Reading of Tax Rate 2 nd Reading of Tax Increase
Wed., Sept 17	Tax Rate to County