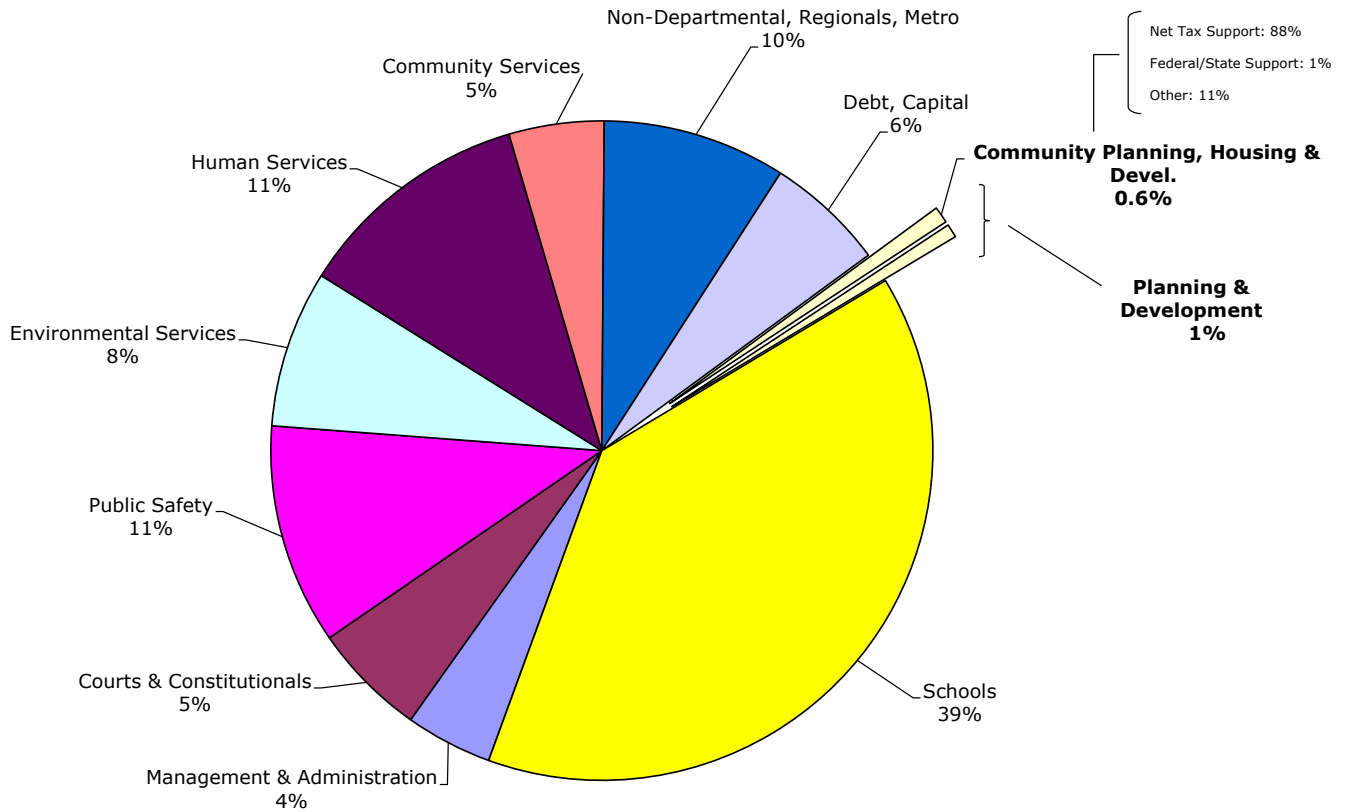
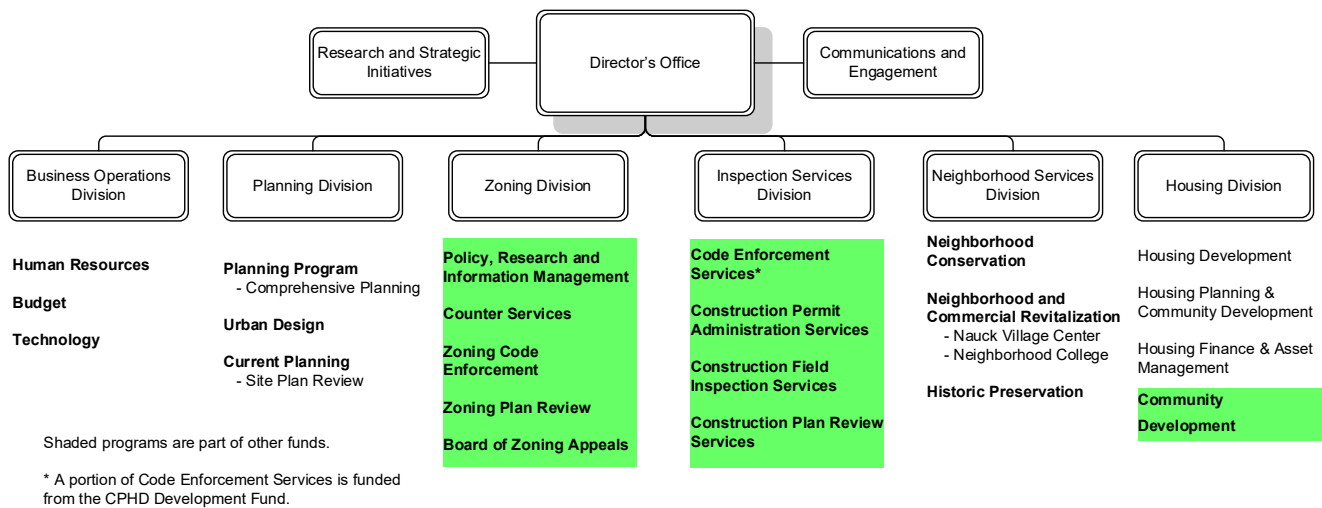


Our Mission: To promote the improvement, conservation, and revitalization of Arlington's physical and social environment

FY 2023 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2023 proposed expenditure budget for the Department of Community Planning, Housing and Development is \$11,944,216, a three percent increase from the FY 2022 adopted budget. The FY 2023 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, slightly higher retirement contributions based on current actuarial projections, adjustments to salaries resulting from administrative job family studies (\$10,891), and the personnel changes noted below:
 - The addition of a Communications Specialist II position in the Director’s Office funded from anticipated personnel budget savings (1.0 FTE).
 - An increase to an existing Management Analyst position in the Director’s Office funded from anticipated personnel budget savings (0.10 FTE).
 - An increase to an existing Associate Planner in Neighborhood Conservation funded from existing Capital funds (0.5 FTE).
- ↑ Non-personnel increases due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$11,724), one-time funding added for housing inspections (\$100,000), and the ARPA funded item described below.
- ↑ Revenue increases due to a projected increase in large planning projects (\$199,021) and a four percent increase to Development Services related fees (\$46,364), partially offset by a landscape plan review fee change (\$1,696).
- As part of the FY 2022 adopted budget, the County Board approved use of American Rescue Plan Act (ARPA) funding to restore programs and positions that had been proposed as cuts. The FY 2023 proposed budget also continues funding for these reductions including:
 - Principal Planner position (\$150,929, 1.0 FTE)
 - Consultant and Contracted Services funds – Housing Division (\$95,000)
- As a part of FY 2021 close-out, the County Board approved additional allocations of the remaining ARPA funding for additional programs based on the Guiding Principles presented by

DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT
DEPARTMENT BUDGET SUMMARY

the County Manager in September; the Board directed the County Manager to include funding for these programs in the FY 2023 proposed budget including:

- Committed Affordable Unit (CAF) Property Oversight and Tenant Support: Mediation/Alternative Dispute Resolution (\$30,000 one-time).
- Broadband Study (\$150,000 one-time). Note: This budget is in the County's Non-Departmental account.

DEPARTMENT FINANCIAL SUMMARY

	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	% Change '22 to '23
Personnel	\$10,490,279	\$10,716,979	\$10,967,526	2%
Non-Personnel	621,895	834,966	976,690	17%
Total Expenditures	11,112,174	11,551,945	11,944,216	3%
Fees	1,783,544	1,075,979	1,319,668	23%
Miscellaneous*	111,880	100,000	100,000	-
Total Revenues	1,895,424	1,175,979	1,419,668	21%
Net Tax Support	\$9,216,750	\$10,375,966	\$10,524,548	1%
Permanent FTEs	82.50	81.00	82.60	
Temporary FTEs	-	-	-	
Total Authorized FTEs	82.50	81.00	82.60	

* FY 2021 actuals include Industrial Development Authority (IDA) revenue which is transferred annually to CPHD from the IDA. The IDA has the ability to finance tax-exempt bonds for affordable housing developers. This revenue is based on a portion of the fees that affordable housing developers pay to the IDA for this service.

Expenses & Revenues by Line of Business

	FY 2021 Actual Expense	FY 2022 Adopted Expense	FY 2023 Proposed Expense	% Change '22 to '23	FY 2023 Proposed Revenue	FY 2023 Net Tax Support
Director's Office	\$965,631	\$1,276,469	\$1,281,213	-	-	\$1,281,213
Business Operations	1,091,047	730,191	726,180	-1%	-	726,180
Comprehensive Planning	1,973,950	2,133,366	2,203,188	3%		2,203,188
Current Planning	1,627,351	1,685,527	1,756,923	4%	\$1,319,668	437,255
Urban Design	471,342	500,762	515,170	3%	-	515,170
Code Enforcement Services	1,009,050	1,086,270	1,110,421	2%	-	1,110,421
Neighborhood Conservation	342,175	314,181	329,561	5%	-	329,561
Neighborhood and Commercial Revitalization	370,482	361,342	366,379	1%	-	366,379
Historic Preservation	515,533	611,870	623,536	2%	-	623,536
Housing Division Administration	2,745,614	2,851,967	3,031,645	6%	100,000	2,931,645
Total	\$11,112,174	\$11,551,945	\$11,944,216	3%	\$1,419,668	\$10,524,548

Authorized FTEs by Line of Business

	FY 2022 FTEs Adopted	FY 2023 Permanent FTEs Proposed	FY 2023 Temporary FTEs Proposed	FY 2023 Total FTEs Proposed
Director's Office	8.50	9.60	-	9.60
Business Operations	5.00	5.00	-	5.00
Comprehensive Planning	14.00	14.00	-	14.00
Current Planning	12.50	12.50	-	12.50
Urban Design and Research	3.00	3.00	-	3.00
Code Enforcement Services*	8.00	8.00	-	8.00
Neighborhood Conservation	5.50	6.00	-	6.00
Neighborhood and Commercial Revitalization	2.00	2.00	-	2.00
Historic Preservation	4.00	4.00	-	4.00
Housing Division Administration	18.50	18.50	-	18.50
Total	81.00	82.60	-	82.60

** In addition to the Code Enforcement Services staff noted above, there are also 4.00 Code Enforcement Staff that are funded out of the CPHD Development Fund.*

PROGRAM MISSION

To provide the Department of Community Planning, Housing and Development (CPHD) the leadership and support it needs in order to promote the improvement, conservation, and revitalization of Arlington's physical and social environment.

The Director's Office includes the Research and Strategic Initiatives (RSI) and the Communications and Engagement groups. These groups work with the Director to provide departmental support.

Research and Strategic Initiatives

- Advance strategies, negotiations, and internal and external coordination that achieve optimum monetary and community value/benefits for the County in real estate transactions related to joint development projects.
- Explore and identify opportunities for joint development projects that effectively advance established County goals and objectives.
- Advise the County Manager and County Board on matters related to land transactions/development agreements.
- Support the work of the CPHD Director and department by leading or participating in special projects and assignments that transcend divisional or departmental boundaries; support leadership team meetings.
- Lead, manage, and conduct evaluations of CPHD programs to identify service delivery issues or opportunities, and recommend and implement solutions.
- Maintain, monitor, and report on demographic and development trends in the County on a regular basis, respond to research and data requests from both internal and external customers, and lead Census-related matters.
- Develop long range population and employment forecasts for future County growth and future Arlington Public Schools students.

Communications and Engagement

- Develop and execute communications and public engagement strategies for Department initiatives and projects.
- Advise staff and leadership teams on the most effective methods of communications and engagement.
- Build relationships with community groups and other partners to help achieve engagement goals.
- Facilitate the use of technology engagement resources including the Department's public webpages, e-newsletter software, social media, surveys, and online engagement tools.
- Coordinate media relations, press releases, article pitches, and news story tracking.
- Serve as the Department liaison to and support the County Manager's Office of Communications and Public Engagement.
- Provide editorial review of written content for quality control.

PROGRAM MISSION

To marshal combined expertise to propel the Department toward success by providing objective and innovated tools and solutions to its budget, human resource development, special projects, and technology challenges. To be a vital partner in the Department's pursuit of making Arlington a forward-looking community that is a great place to work, live, and play.

Departmental Management and Leadership

- Monitor conditions, assess needs, and conduct strategic and tactical planning on divisional and department-wide issues.
- Provide leadership and coordination and recommend policies and activities to enhance departmental effectiveness.
- Provide centralized operational support for the Department's six major divisions and the Director's Office.

Human Resource Development

- Provide full-cycle human resource leadership: oversight and support for recruitment, onboarding, performance management, employee relations, compensation and classification, management coaching, training, and payroll and timekeeping.
- Assist with special projects and provide advice and assistance to management on sensitive organizational issues.
- Manage workforce needs and compliance with policies and procedures.

Finance and Budget

- Provide management of the annual budget process for the General Fund and the Development Fund each fiscal year including identification of needs, projections of revenue, and performance measures.
- Manage the adopted budget through effective monitoring, reporting, and sound financial management to include projecting expenditures and revenue, analyzing budget alternatives, and identifying sound opportunities for savings or improved use of resources.
- Perform purchasing and accounting tasks for assigned divisions and special projects and assist other divisions as needed.
- Complete special assignments that solve or enhance CPHD's budgetary and financial matters.

Technology

- Manage and track all technology assets (hardware and software) and renew at the end of the life cycle to ensure staff have the right tools they need to be successful.
- Identify technology trends, issues, and recommend solutions.
- Manage and support technology initiatives that improve work effectiveness to include process redesign using SharePoint and records management.
- Provide technology support and troubleshoot asset issues.

COMPREHENSIVE PLANNING PROGRAM

PROGRAM MISSION

To plan, facilitate, and implement the future growth of Arlington as a diverse grouping of “great places” that achieve a high quality of life for residents and provide a robust economic return for individuals, households, businesses, institutions, and government. Such places will be more resilient and sustainable because they optimize existing infrastructure and resources, generate less waste, and provide a solid foundation for future growth. County planning/community engagement processes strive to be transparent, equitable, and easy to understand by non-professionals to encourage broad public participation in the ongoing project of community development.

Comprehensive Planning will focus on the following objectives:

- Provide master planning work that monitors and maintains all elements of the Comprehensive Plan.
- Develop and review County land use policy.
- Undertake sector plans, small area plans, and General Land Use Plan (GLUP) studies and amendments.
- Staff committees for long range planning and zoning ordinance reviews and amendments.
- Conduct special zoning studies and prepare Zoning Ordinance amendments.

PERFORMANCE MEASURES

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of Columbia Pike form-based code applications approved	0	0	2	2	1	2
Number of major sector/area plans completed	0	1	0	0	3	1
Number of major sector/area plans underway	1	1	2	4	1	0
Number of major County Board initiated studies and special projects underway	2	2	3	2	2	1
Number of major County Board initiated studies and special projects completed	1	1	0	0	0	1
Number of special GLUP studies completed	2	2	0	2	1	2
Number of special GLUP studies underway	0	1	0	1	0	1
Number of Zoning ordinance amendments completed	5	7	4	7	4	4
Number of Zoning ordinance amendments underway	4	4	4	2	4	3

- Major Sector/Area plans are area specific and typically have a duration lasting more than one year. The measures above reflect prior information contained in the Planning Division Work Plan.
- The Number of Major Sector/Area Plans underway increased in FY 2021 consistent with the Planning Division Work Plan and include the Clarendon Sector Plan Update, Crystal City Sector Plan Update on Maximum Building Heights, Plan Langston Boulevard, and the Pentagon City Phased Development Site Plan (PDSP) Update Study. These plans are anticipated to be completed in FY 2022 and FY 2023.

COMPREHENSIVE PLANNING PROGRAM

- The number of Major County Board Initiated Studies and Special Projects Underway in FY 2021 and FY 2022 remains constant due to shifts in the Planning Division Work Plan and the complexity of topics and community engagement. For FY 2022, work is already underway on the Multifamily Reinvestment Study and Missing Middle. Public Facility Planning was delayed during FY 2021 due to COVID-19 and continues to be on hold until further direction is provided. While work was completed in fiscal years 2018 and 2019, the remaining phase of the Child Care Initiative will continue to be evaluated for inclusion in future Planning Division Work Plans.
- The number of Zoning Ordinance amendments completed and the number of Zoning Ordinance amendments underway differed in FY 2021 due to several specifically targeted and prioritized studies that reached completion in the same fiscal year.

PROGRAM MISSION

To provide the Planning Division, department, and Arlington County with architecture, urban design, and landscape architecture services associated with planning studies, development review, and public facilities. These services involve engagement with interdivisional and interdepartmental teams, citizens, real estate development and design professionals, and Arlington County boards, commissions, and committees. To facilitate community engagement and education, advocate for architectural and urban design best practices and develop strategies and sustainable solutions focused on improving the quality of the urban environment.

The Urban Design Team (UD) provides an integrated approach to design services and has enabled the Planning Division to proactively address the following objectives:

- Undertake special short-term urban design and related studies.
- Provide urban design, architectural, and landscape architecture review, assistance, and studies.
- Develop strategies and solutions that focus on improving the quality of the urban environment and public realm.
- Engage with interdivisional and interdepartmental teams to address complex urban design issues in a highly integrated approach.
- Advocate for architectural and urban design best practices.
- Facilitate community engagement and education.

PERFORMANCE MEASURES

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of community outreach events sponsored by Urban Design	5	5	6	3	3	3
Studies and plans initiated	5	5	6	3	3	3

- Due in part to fewer FTEs, organizational changes to staffing and responsibilities, and the impact of COVID-19, fewer outreach events and studies and plans were completed in FY 2021. This trend is anticipated to continue as the Section continues to shift to more of a supporting role in these functions that will be led by other divisions or with other departments.

Supporting Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of administrative changes reviewed for facade changes	85	82	80	90	90	90
Number of administrative changes reviewed for landscape changes	57	59	60	51	60	60
Number of facade inspections	20	19	18	14	18	16
Number of landscape plans reviewed	40	35	33	38	32	32
Number of landscape plan inspections	24	24	24	20	24	24
Number of site plans reviewed	20	21	22	18	22	22

URBAN DESIGN

- In FY 2021, a temporary shift in the way administrative change reviews were tracked led to a decrease in some of the measures. A new comprehensive system has now been built and as a result, the number of change reviews is expected to return to prior levels in FY 2022 and FY 2023.
- The number of landscape plans reviewed is directly tied to the number of approved site plans under construction. Due to the complexity of permitting, financing, and market demand, the number fluctuates from year to year.
- The FY 2021 decrease in landscape plan inspections reflects a decrease in the completion and occupancy of developments. Given the current pace of site plan applications, the number of inspections and site plans reviewed is anticipated to return to their historic levels.

CURRENT PLANNING

PROGRAM MISSION

To plan, facilitate, and regulate the physical build out of Arlington as a diverse grouping of “great places” to achieve a high quality of life for citizens and provide a robust economic return for participating individuals, households, businesses, institutions, and government. Such places will be more resilient and sustainable because they optimize existing infrastructure and resources, generate less waste, and provide a solid foundation for future growth. County planning/implementation processes strive to be transparent, equitable, and easy to understand by non-professionals to encourage broad public participation in the ongoing project of community development.

Current Planning

- Analyzes, reviews, and prepares staff recommendations on development proposals and use permits.
- Works with citizens and developers on zoning issues, including analyzing and developing land use and development policies.
- Provides planning and administrative services to support the Planning Commission and other appointed commissions and committees involved in the planning and development review process.
- Coordinates the development review process committee for site plans as well as ad-hoc task forces for a variety of land use and development issues.
- Proposes and analyzes legislative changes, coordinates interdepartmental review applications, and undertakes special studies at the request of the County Board and County Manager.

PERFORMANCE MEASURES

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Average site plan review cycle time (days)	218	280	235	270	200	200

- Site Plan review times in FY 2021 were longer than usual due to the SPRC process for three site plans being put on a five-month hiatus due to the COVID-19 pandemic. It is anticipated that site plan review times in FY 2022 will be completed in less time.

Supporting Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of administrative applications	253	228	197	165	200	200
Number of site plans approved by the County Board	5	9	10	8	10	8
Number of use permit and site plan amendment applications and reviews processed	170	192	217	113	200	200
Percent of total items on consent agenda	93%	94%	96%	96%	96%	96%

CURRENT PLANNING

- The number of administrative change applications decreased in FY 2021 due to the slowing of construction activity due to COVID-19. Activity is anticipated to rebound to typical levels during FY 2022 and beyond as more construction activity occurs.
- Site Plan activity in FY 2022 is anticipated to occur at a higher than normal level due to the increased demand for new residential units associated with the delivery of Amazon's HQ2 that is expected to deliver Phase 1 (MetPark) in 2023 and Phase 2 (PenPlace) in 2026.
- The number of use permit and site plan amendment applications decreased during FY 2021 due to the impacts of the COVID-19 pandemic. Live entertainment, outdoor café, and child care use permits typically comprise the majority of use permit applications. The restaurant and entertainment establishments and the child care industries were some of the most impacted businesses during the COVID-19 pandemic.

CODE ENFORCEMENT SERVICES

PROGRAM MISSION

To enforce state and local property related codes at private properties to ensure the safe occupancy and use of existing structures and to improve the quality of life for Arlington residents.

The codes enforced include the Virginia Maintenance Code, a subset of the Virginia Uniform Statewide Building Code; the Condition of Private Property Ordinance; the Noise Control Ordinance; and the Sidewalk Snow Removal Ordinance.

PERFORMANCE MEASURES

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of code enforcement cases identified by staff	2,459	2,356	2,039	2,395	2,400	2,400
Percentage of code enforcement cases identified by staff	79%	80%	71%	81%	80%	80%
Total number of code enforcement cases	3,078	2,942	2,858	2,916	2,900	2,900

- The decrease in number of code enforcement cases identified by staff in FY 2020 reflects the reprioritization of enforcement resources towards imminently dangerous life-safety conditions during the COVID-19 pandemic.
- The FY 2021 increase in the number of cases identified by staff, the percentage of cases identified by staff, and the total number of code enforcement cases all increased due to inspectors reporting directly to the worksite without reporting to the office first.

Supporting Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of private properties cleaned of refuse and garbage or vegetation trimmed as part of the enforcement initiative	9	7	0	0	0	0
Total number of hoarding cases	35	22	22	12	20	20

- The reduction in the number of properties cleaned of refuse or trimmed of vegetation overgrowth starting in FY 2020 reflects the reprioritization of enforcement resources towards imminently dangerous life-safety conditions during the COVID-19 pandemic.
- The number of hoarding cases is expected to increase in FY 2022 as Arlington moves beyond the restrictions of the COVID-19 pandemic and can safely access the conditions at the interior of private properties without increased risks to staff and the public.

NEIGHBORHOOD CONSERVATION

PROGRAM MISSION

To enhance residential areas by providing resident-initiated public improvements in a timely manner based upon regularly-updated neighborhood-developed plans.

PERFORMANCE MEASURES

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of Neighborhood Conservation plans and updates in progress	15	15	15	15	15	15
Number of participating neighborhoods	51	52	52	52	52	52

Supporting Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Plans completed within 3 years	80%	80%	80%	80%	80%	80%

NEIGHBORHOOD AND COMMERCIAL REVITALIZATION

PROGRAM MISSION

To facilitate sustainable communities through training and education, civic participation, the connection of residents to needed services, and the physical improvement of neighborhoods.

Green Valley Village Center (Commercial Revitalization Program)

- Facilitating the redevelopment of Green Valley (Nauck, Shirlington, and the Four Mile Run area).

Neighborhood College

- Managing Neighborhood College, a civic leadership program that increases County residents' communication and conflict management skills, their knowledge of the County government and its services, and how to access services and programs.

PERFORMANCE MEASURES

Commercial Revitalization Program

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of major events held in John Robinson, Jr. Town Square	0	1	0	0	5	5
Number of public/private development projects/activities initiated or reviewed by the Nauck Revitalization Organization	1	0	0	3	N/A	N/A
Number of residents attending events and activities in the John Robinson, Jr. Town Square	0	150	0	0	250	250

- The John Robinson, Jr. Town Square was formally named by the County Board in November 2020 and will be completed in Spring 2022. It is anticipated that events will resume once the square is reopened.
- The Green Valley Revitalization Organization (GVRO) is a citizen advisory committee that is comprised of representatives from the Green Valley Civic Association (GVCA), property owners, and other community stakeholders. The activities of GVRO have been absorbed under the auspices of the GVCA's Executive Committee and are no longer being tracked by the Nauck Revitalization Organization.

Neighborhood College

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Annual enrollment in the Neighborhood College Program	25	22	23	23	71	80
Percent of the Neighborhood College participants satisfied with the program	96%	100%	100%	100%	100%	100%

NEIGHBORHOOD AND COMMERCIAL REVITALIZATION

- The Neighborhood College Program is anticipated to provide two sessions in FY 2022 and FY 2023, which would result in an increase in the annual enrollment in the program. All sessions are anticipated to be held virtually.

HISTORIC PRESERVATION

PROGRAM MISSION

To identify, document, and inspect historically significant architectural, archaeological, and cultural resources in Arlington County and strive to preserve, promote, and protect those resources.

Historic Preservation

- Provides planning, resource identification, and design review for locally designated properties.
- Provides historic district designation, technical assistance to homeowners, and staff support to the Historic Affairs and Landmark Review Board (HALRB).

PERFORMANCE MEASURES

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of monthly inspections completed in locally designated historic districts	50	50	40	41	53	55
Percent of applicants satisfied with the Certificate of Appropriateness (CoA) process	98%	98%	98%	98%	98%	98%
Percentage of Certificate of Appropriateness (CoA) applications approved by staff	98%	99%	99%	99%	99%	99%

- Each single-property district is inspected monthly (37 in total). Multiple-property districts (Maywood, Buckingham, Colonial Village, and Cambridge Courts) require four inspections per month. Additional inspections are completed on an as-needed basis. Monthly inspections in FY 2020 and FY 2021 were temporarily reduced due to the COVID-19 pandemic.

Supporting Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of Administrative Certificates of Appropriateness (ACoAs) approved by staff	25	23	46	60	60	65
Number of Certificate of Appropriateness (CoA) applications approved by HALRB	36	38	25	45	30	50
Number of Federal/State historic preservation-related compliance cases reviewed	40	75	139	93	100	100
Number of National Register of Historic Places nominations submitted for listing/total National Register listings	0/71	0/71	0/71	2/73	0/73	1/74
Number of new locally designated historic districts/total local districts	0/40	0/40	0/40	1/41	0/41	1/42
Number of preservation easements monitored annually	9	11	13	13	15	16
Percent of HALRB members satisfied with program support	98%	98%	98%	98%	98%	98%

HISTORIC PRESERVATION

- A Certificate of Appropriateness (CoA) is required for all proposed exterior alterations, new construction, and demolition within locally-designated historic districts except for painting, routine maintenance, and in-kind repairs. The CoA process normally involves two separate, though related, monthly meetings that are open to the public. Both meetings occurred through February 2020, but due to the COVID-19 pandemic, the HALRB has been convening virtually since July 2020 to ensure applications are reviewed and decided upon in a timely manner.
- The number of Administrative Certificates of Appropriateness (ACoAs) approved by staff increased in FY 2020 and FY 2021 due to the number of requests for items that staff had the authority to approve. It is anticipated that staff approvals will continue to increase as existing local historic guidelines are updated and as new local historic districts are established.
- The number of Certificates of Appropriateness (CoAs) approved by the HALRB increased in FY 2021 due to an increase in home sales within local historic districts, which increases the number of homeowners making improvements to their historic properties.
- The FY 2020 increase in Federal/State historic preservation-related compliance cases is due to a marked increase in the number of telecommunications permits requiring review to assess impacts on historic properties. Increases to the number of such cases are estimated to continue. The FY 2021 decrease in Federal/State historic preservation-related compliance cases is due to the fact that many major projects were delayed and/or put on hold due to the COVID-19 pandemic.
- The FY 2021 increase in listings to the National Register of Historic Places is due to individual property owners nominating their historic properties without the assistance or sponsorship of County staff. Additional National Register listings are expected in the future as staff completes ongoing research on historic properties and/or as individual owners seek designation on their own accord.

PROGRAM MISSION

To achieve the County's affordable housing goals and targets by:

- Designing and implementing single and multifamily housing programs.
- Providing financial and technical assistance to housing developers and community groups.
- Developing goals and strategies to address the community's housing needs.
- Ensuring community awareness of, and access to, rental housing, homeownership, housing programs, and services.
- Monitoring compliance with local, state, and federal requirements.
- Providing leadership and services to ensure a range of housing choices, provide housing information, and facilitate community inclusivity and diversity.

The Housing Division includes three sections: Housing Development, Housing Planning and Community Development, and Housing Finance and Asset Management. These sections, along with the Housing Arlington Coordinator, work collaboratively to implement the Affordable Housing Master Plan (AHMP) goals.

Housing Development

- Assist developers, owners, and community organizations in the development of affordable housing.
- Review and underwrite multi-family rental and single-family homeownership loans using County Affordable Housing Investment Fund (AHIF) and federal funds.
- Obtain loan approvals and close loans.
- Help create and implement the County's financial tools and land-use mechanisms.
- Attain site plan project inclusionary affordable units and/or financial contributions.
- Provide assistance to moderate- and middle-income first-time homebuyers seeking to own their own homes.

Housing Planning and Community Development

- Prepare plans, such as the Affordable Housing Master Plan and Five-Year Consolidated Plan, which details comprehensive goals, policies, and strategies to address housing, homelessness, and community development needs.
- Design strategies for implementation of affordable housing goals, including goals stated in the Affordable Housing Master Plan, and planning and program tools.
- Track the County's success in meeting its goals by producing reports such as the Annual AHMP Report and Consolidated Annual Performance and Evaluation Report (CAPER).
- Through the Housing Information Center and outreach, provide a "one-stop shop" for information regarding tenant-landlord rights and responsibilities, County rent assistance programs, and available committed affordable housing and homeownership opportunities.
- Ensure that developers/landlords comply with applicable relocation guidelines during redevelopment, conversion, or rehabilitation projects where residential tenants may be displaced.
- Ensure compliance with requirements for federal Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Community Services Block Grant (CSBG) programs.
- Administer the competitive Community Development Fund, which provides grants to nonprofit agencies for housing, economic development, and public service programs for low and moderate-income residents.

HOUSING DIVISION

- Facilitate community engagement through staff support to the Housing Commission, Community Development Citizens Advisory Committee, and the Tenant Landlord Commission; develop communication materials such as the bimonthly eNews and Notes publication; and perform outreach and education through workshops and fairs.

Housing Finance and Asset Management

- Administer and manage funding sources for the County’s housing programs including AHIF, HOME, and CDBG funds.
- Prepare budgets and funding projections for the Housing Division and its affordable housing programs.
- Identify, create, and access additional financing tools and related resources as needed and available.
- Monitor compliance of the County’s Committed Affordable (CAF) units with occupancy and other requirements.
- Provide asset management of the County’s single family and multifamily portfolios, including financial monitoring of loan and grant agreements.
- Support and provide technical expertise for the County’s sustainability and green building efforts.
- Oversee administrative functions of the Division.

PERFORMANCE MEASURES

The performance measures for the Housing Division were formulated as part of the Affordable Housing Master Plan. The plan is guided by the County’s Affordable Housing Policy which has three goals: Arlington will have an adequate **supply** of housing available to meet community needs; Arlington County shall ensure that all segments of the community have **access** to housing; and Arlington County will ensure that its housing efforts contribute to a **sustainable** community. The measures below are organized according to these three goals and reflect the outcomes of the Division.

Housing Supply

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of CAF units approved by the County Board in the fiscal year	412	255	275	859	1,802	250
Number of CAF units preserved in the fiscal year (i.e., affordability extended)	177	462	0	0	294	0
Rental CAFs: Total approved in the fiscal year	408	255	275	859	1,802	250
Rental CAFs: County Financed	408	239	224	96	1,634	200
Rental CAFs: Bonus/Earned Density	0	0	51	51	50	50
Rental CAFs: Non-Profit Acquisition with Affordability Covenant	0	0	0	619	0	0
Rental CAFs: Neighborhood Form-Based Code	0	16	0	93	118	0

HOUSING DIVISION

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Ownership CAFs: Total approved in the fiscal year (price-restricted ownership unit)	4	0	0	0	0	0
Ownership CAFs: Bonus/Earned Density	4	0	0	0	0	0
Rental housing stock affordable to households under 60% Area Median Income (AMI) as a percentage of the total housing supply	8.8%	9.4%	9.8%	11.6%	11.0%	11.0%
Rental CAFs: Total Number (cumulative)	8,122	8,375	8,650	9,490	11,292	11,542
Total cumulative senior CAF units	1,111	1,111	1,111	1,111	1,111	1,111
Total cumulative family-sized CAF units	4,028	4,239	4,418	4,596	4,777	4,902

- A CAF is a Committed Affordable unit.
- The number of CAF units approved by the County Board in the fiscal year includes new construction CAFs and preservation by acquisition. The amount of CAF units approved in any fiscal year vary based on the number of projects approved by the County Board. Projects often differ in their size and scale.
- The "Number of CAF units approved by the County Board in the fiscal year", "Rental CAFs: Total Approved in the Fiscal Year", "Rental CAFs: Non-Profit Acquisition with Affordability Covenant", and "Rental CAFs: Neighborhood Form-Based Code" reflect an above-average increase in FY 2021 as a result of site plan and neighborhood form-based code units located at the Greenbrier and Crystal House locations.
- The "Number of CAF units preserved in the fiscal year" shows an increase in FY 2022 as a result of Park Shirlington. The amount of CAF units preserved in any fiscal year varies based on the number of projects approved by the County Board. Projects often differ in their size and scale.
- In FY 2022, "Rental CAFs: Total Approved in the Fiscal Year", "Rental CAFs: County Financed", and "Number of CAF units approved by the County Board in the fiscal year" increased significantly due to the Barcroft acquisition which preserved 1,334 CAFs to be affordable for 99 years.
- The Neighborhood Form Based Code applies to multi-family residential areas along Columbia Pike that surround its commercial centers. This innovative, optional zoning district provides incentives for revitalization and guides redevelopment. It will help the County implement the Neighborhoods Area Plan, which defines the community's vision for transforming the Pike.
- Rental housing stock affordable to households under 60 percent AMI as a percentage of the total housing supply includes market rate affordable units (MARKs) at or below 60 percent AMI.

Housing Access

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Annual readership of Housing Newsletter	1,200	1,734	11,534	11,487	11,650	11,500
Number of requests for housing information	1,988	1,341	1,727	2,175	2,000	2,000

HOUSING DIVISION

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of tenants and landlords assisted through the housing information center	831	742	927	1,073	1,000	1,200
Homeownership - homebuyer education by number of participants	238	286	232	849	590	590
Homeownership - number of Moderate Income Purchase Assistance Program (MIPAP) loans	4	4	4	1	11	5
Homeownership - number of outreach events (workshops, etc.)	15	21	32	65	40	40
Number of CAF units approved that are accessible	14	14	38	21	30	35
Percent of accessible CAF units that are occupied by persons with disabilities	58%	58%	55%	60%	56%	58%
Percent of CAF units approved that are accessible	3%	5%	9%	2%	9%	10%
Tenant Assistance Fund - number of participants	51	42	35	19	20	20

- Housing Newsletter readership is based on a subscriber opening the newsletter only once; multiple openings from one subscriber from the same email address are not counted. In FY 2020, the Housing Newsletter subscription list was combined with the subscription list associated with the new Housing Arlington initiative.
- The number of requests for housing information and the number of tenants and landlords assisted through the housing information center increased in FY 2020 and FY 2021 due to assistance provided related to the COVID-19 pandemic. This increase is estimated to continue in future fiscal years.
- “Homeownership – number of outreach events” and “Homeownership – homebuyer education by number of participants” increased in FY 2021 due to several events moving to an online format, thereby allowing additional events and more accessibility to participants. Staff anticipates holding both formats – in person and virtual – in future fiscal years.
- Changes in the “Percent of CAF units approved that are accessible” is due to the scope and size of approved projects throughout the fiscal year.
- Tenant Assistance Funds (TAFs) operate for approximately three years each, and the number of participants in the Tenant Assistance program fluctuates because of large variations in project size.

Housing Sustainability

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
County Loan Funds Allocated in fiscal year (rounded – in millions)	\$25.6	\$18.1	\$26.5	\$16.5	\$20.5	\$26.0
County Loan Funds Disbursed in fiscal year (rounded – in millions)	\$23.1	\$29.8	\$14.2	\$17.7	\$45.3	\$43.8
Total Number of County Loans (cumulative)	102	110	115	118	120	121

DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT
HOUSING DIVISION

HOUSING DIVISION

Critical Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Cumulative value of loans originated and disbursed (\$millions)	\$325.65	\$355.45	\$369.85	\$384.05	\$429.32	\$473.17
County loan repayments and payoffs received in fiscal year (rounded – in millions)	\$5.1	\$10.3	\$3.7	\$3.1	\$1.3	\$1.5
Developer Contributions received in fiscal year (rounded – in millions)	\$10.3	\$2.5	\$6.2	\$26.4	\$1.0	\$1.0
Leveraging Ratio for County Funds Allocated in fiscal year	1:5.2	1:7.3	1:3.7	1:4.3	1:3.0	1:4.7
Leveraging Ratio for County Funds Disbursed in fiscal year	1:6.7	1:5.3	1:5.6	1:4.1	1:4.4	1:5.2
Leveraging ratio of General Fund dollars to all other sources for fiscal year	1:17	1:22	1:12	1:11	1:10	1:14
Number of CAF units reviewed and monitored for program compliance (occupancy compliance monitoring)	3,391	3,727	4,300	2,856	4,300	4,400
Number of CAF units brought into compliance as a result of occupancy monitoring efforts	11	26	15	19	15	15
Number of projects reviewed for compliance with terms of County loan (financial portfolio monitoring)	8	41	39	20	40	40
Percent of projects that are in full compliance with financial terms of County loans	100%	100%	100%	100%	100%	100%
Total number of CAF units inspected (physical inspection monitoring)	283	119	306	329	380	700
Number of CAF units brought into compliance with code as a result of physical inspection	63	41	143	42	150	280

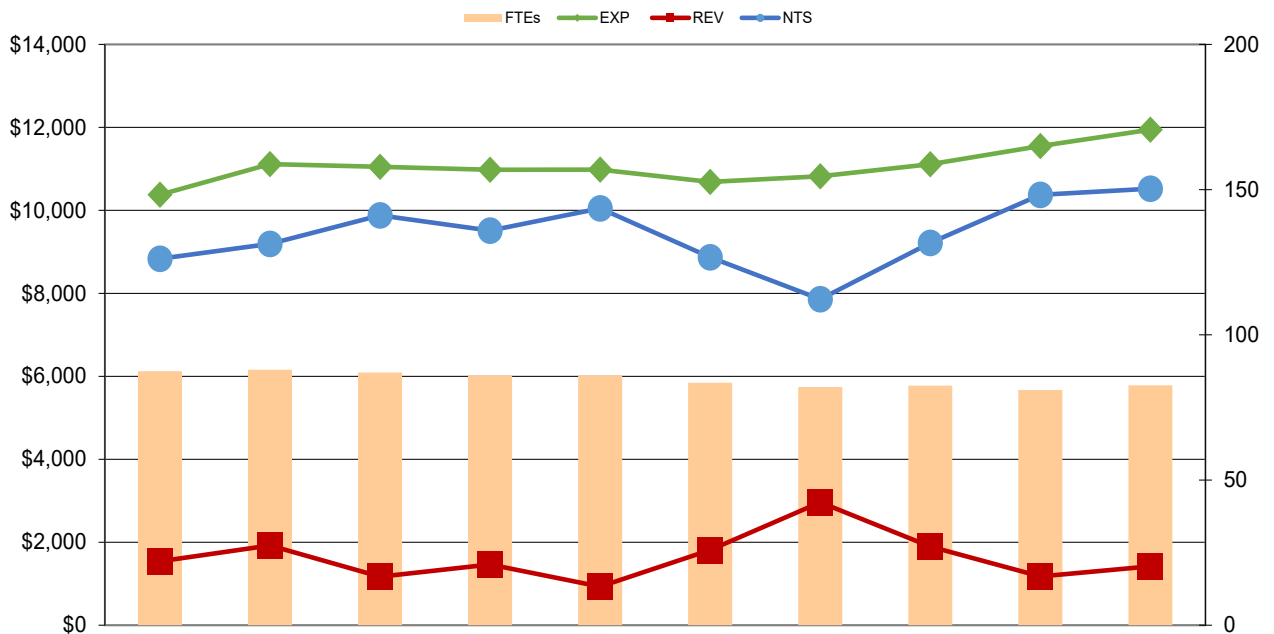
- County Loan Funds include the annual County Board appropriation of General Fund dollars to AHIF, federal funds, loan repayments, developer contributions, and recordation tax.
- Funds Allocated and Funds Disbursed include funds for multifamily development projects only and do not include annual allocations for AHIF Housing Services (\$100,000-\$200,000 annually), Falls Church (approximately \$50,000 annually), Tenant Assistance Funds, and Buckingham Village 3 Debt Service (approximately \$1.7 million annually). Starting in FY 2022, Arlington County will no longer allocate funds to Falls Church.
- Loan repayments are a result of both AHIF/HOME and Community Development Block Grant (CDBG) annual payments and payoffs of outstanding loan balances for single family and multi-family loans. These amounts are expected to be lower in FY 2020 - FY 2023 due to proactive measures taken by the Housing Division in response to the COVID-19 pandemic. These proactive measures include; allowing single family homeowners to delay (and in some cases, forgave) their mortgage payments and for developers to delay repayments on loans so these funds could go towards eviction prevention. As these payments were forgiven or delayed, the County received less of these types of payments than in previous fiscal years.
- Developer contributions to AHIF increased in FY 2021 due to a \$20 million contribution from Amazon related to the project located at Met Park. Otherwise, these amounts are expected

to be lower through FY 2023 due to proactive measures taken by the Housing Division in response to the COVID-19 pandemic.

- The number of CAF units brought into compliance as a result of occupancy monitoring efforts refers to corrections when property managers either set the CAF rents too high or allow over-income tenants to lease up. If errors are found at properties, compliance staff work with property managers to rectify these issues. Compliance staff also strive to prevent such errors through training and review of tenant applications for CAFs.
- The financial monitoring and review of projects with a County loan for larger owners/developers are conducted on an annual basis, while the review of owners/developers with fewer properties are conducted every other year. In FY 2021, staff concentrated on AHC properties only.
- The total number of CAF units inspected represents the total number of units entered and inspected for that fiscal year. Typically, 40-60 percent of units for each year are found to have a deficient condition requiring correction within the compliance period. The compliance period is between 24 hours (for an emergency item like no working smoke detectors in the unit) and 60 days (a torn window screen). A majority of the deficient conditions will have a 30-day compliance period. All deficient conditions are eliminated before the close of the fiscal year with a majority being eliminated within the compliance period. No deficient conditions are left unaddressed.
- The total number of CAF units reviewed, monitored, inspected, and brought into compliance increased in FY 2020 as a result of additional resources. Some of these estimates decreased in FY 2021 due to fewer in-person reviews due to the COVID-19 pandemic. However, in FY 2022 and FY 2023, staff will use outside vendors to assist with these reviews, which will increase the number of reviews and inspections.
- The data for the following performance measures, both actual and estimated, fluctuate based on market conditions and loan closing dates relative to the fiscal year end: "County loan repayments and payoffs received in fiscal year", "Developer Contributions received in fiscal year", and "County Loan Funds Disbursed in fiscal year". The leveraging ratio performance measures are impacted by these fluctuations.
- Funds allocated for tax credit projects typically do not disburse until after tax credits are awarded. Therefore, funds allocated and funds disbursed in a given year may not align.

DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT
TEN-YEAR HISTORY

EXPENDITURE, REVENUE, NET TAX SUPPORT, AND FULL-TIME EQUIVALENT TRENDS



\$ in 000s	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted Budget	FY 2023 Proposed Budget
EXP	\$10,377	\$11,116	\$11,051	\$10,978	\$10,981	\$10,685	\$10,823	\$11,112	\$11,552	\$11,944
REV	\$1,542	\$1,922	\$1,172	\$1,464	\$932	\$1,814	\$2,963	\$1,895	\$1,176	\$1,420
NTS	\$8,835	\$9,194	\$9,879	\$9,514	\$10,049	\$8,871	\$7,860	\$9,217	\$10,376	\$10,524
FTEs	87.50	88.00	87.00	86.00	86.00	83.50	82.00	82.50	81.00	82.60

DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2014	▪ The County Board restored one-time funding for the Homeownership Coordinator position (\$114,943).	1.00
	▪ Eliminated one part-time Principal Planner position (\$61,134).	(0.50)
	▪ Eliminated one Associate Planner position (\$102,737).	(1.00)
	▪ Restored one-time funding (\$18,575) for the Shirlington Education and Employment Center (SEEC).	
	▪ Restored one-time funding (\$50,000) for BUGATA.	
	▪ Restored one-time funding (\$50,000) for ECDC.	
	▪ Decreased revenue due to a decrease in the Community Services Block Grant (\$9,930).	
FY 2015	▪ The County Board added funding to the base budget for the Homeownership Coordinator position, previously funded with one-time funding (\$116,116).	
	▪ Added funding for a Principal Planner position for planning and development activities related to Crystal City and Pentagon City (\$112,349).	1.00
	▪ Transferred half of a Business Systems Analyst position to the CPHD Development Fund.	(0.50)
	▪ Removed one-time funding (\$18,575) for the Shirlington Education and Employment Center (SEEC).	
	▪ Removed one-time funding (\$50,000) for ECDC.	
	▪ Restored one-time funding (\$50,000) for BUGATA.	
FY 2016	▪ The County Board eliminated a Housing Assistant position (\$47,977).	(0.50)
	▪ The County Board restored the FY 2015 one-time funding for BU-GATA (\$50,000).	
	▪ Transferred half a Business Systems Analyst position to the CPHD Development Fund (\$71,739).	(0.50)
	▪ Added ongoing funding (\$18,275) for the Shirlington Education and Employment Center (SEEC).	
	▪ Increased fee revenue for anticipated permits and development activity (\$94,958).	
	▪ Decreased revenue and expense due to a decrease in the state allocation of the Community Services Block Grant (\$15,979).	
FY 2017	▪ The County Board added ongoing funding for the BU-GATA Promotora Program (\$50,000).	
	▪ Grant expenses and revenue increased due to additional Community Services Bock Grant income (\$32,000).	

DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2018	<ul style="list-style-type: none"> ▪ The County Board added an Associate Planner (\$115,698) which was added to Arlington Economic Development by the County Manager in the Proposed Budget and then transferred to CPHD to focus on zoning ordinance changes or other planning work, primarily related to child care facilities. 	1.00
	<ul style="list-style-type: none"> ▪ The County Board eliminated an Office Supervisor based on an anticipated staff retirement (\$88,527). 	(1.00)
	<ul style="list-style-type: none"> ▪ Transferred a Communications Specialist II (\$147,770) from the Business Operations Division to the Permits Administration Division in the CPHD Development Fund. 	(1.00)
	<ul style="list-style-type: none"> ▪ Non-personnel decreased primarily due to an accounting adjustment for how non-personnel and intra-County charges to capital projects are expensed (\$47,660) and adjustments to the annual expense for the maintenance and replacement of County vehicles (\$1,240), offset by an increase in Community Services Block Grant expenses (\$38,550). 	
	<ul style="list-style-type: none"> ▪ Grant revenue increased due to additional Community Services Block Grant income (\$38,550). 	
	<ul style="list-style-type: none"> ▪ <i>The County Board took action after the FY 2018 budget was adopted to transfer the Joint Facilities Advisory Committee (JFAC) support position (\$116,168) from the County Manager's Office into the Planning Division.</i> 	1.00
FY 2019	<ul style="list-style-type: none"> ▪ The County Board eliminated a filled Administrative V position (\$82,250). 	(1.00)
	<ul style="list-style-type: none"> ▪ The County Board eliminated a filled Planning Supervisor position (\$182,885). 	(1.00)
	<ul style="list-style-type: none"> ▪ The County Board eliminated a vacant Principal Planner (\$177,483). 	(1.00)
	<ul style="list-style-type: none"> ▪ The County Board reduced a full-time vacant Code Enforcement Supervisor position into a half-time position (\$68,294). 	(0.50)
	<ul style="list-style-type: none"> ▪ The County Board reduced consultant funding used to implement a department-wide training program (\$35,550). 	
	<ul style="list-style-type: none"> ▪ The County Board added one-time funding to restore consultant services for the Neighborhood College Program, a free civic leadership development program for people who live in Arlington and want to get more involved in their community (\$40,000). 	
FY 2020	<ul style="list-style-type: none"> ▪ The County Board added \$40,000 in ongoing funding to the Neighborhood College Program, no change from the FY 2019 adopted level of funding. 	
	<ul style="list-style-type: none"> ▪ Transferred three code enforcement positions to the Development Fund (\$353,219). 	(3.00)
	<ul style="list-style-type: none"> ▪ Reduced wireless service charges as part of a County-wide review of wireless service providers (\$8,379). 	
	<ul style="list-style-type: none"> ▪ Reduced consultant funds used to implement in department-wide training programs (\$11,850). 	
	<ul style="list-style-type: none"> ▪ Reduced consultant funds within the Historic Preservation line of business (\$8,164). 	

Fiscal Year	Description	FTEs
	<ul style="list-style-type: none"> ▪ Added one and a half Principal Planner positions to support increased activity associated with Amazon (\$225,000). 	1.50
FY 2021	<ul style="list-style-type: none"> ▪ Increased an existing Associate Planner from 0.5 FTE to a 1.0 FTE in the Comprehensive Planning Program (\$64,400). ▪ One-time funding associated with the support of the FY 2020 Census (\$100,000) was removed. ▪ Funding for the Shirlington Employment and Education Center (SEEC) was transferred to the Department of Human Services (\$222,550). ▪ Increased funding for the Historic Preservation program for legal advertising (\$5,000). ▪ Current Planning fees were increased 2.5 percent (\$74,773), and revenue associated with those fees was increased due to an anticipated increase in development activity and ancillary development activity associated with Amazon (\$133,236). 	0.50
FY 2022	<ul style="list-style-type: none"> ▪ The County Board added funding for a one percent merit pay adjustment, a five percent increase in the range, and an increase to the one-time bonus for staff from \$500 to approximately \$900. ▪ The County Board also restored funding for a previously frozen Principal Planner position (\$144,499) in Comprehensive Planning and consultant and contracted services funds in the Housing Division (\$95,000) with American Rescue Plan funding. ▪ Transferred an Administrative Technician I to the CPHD Development Fund (\$68,988). ▪ Eliminated a vacant Administrative Technician I position (\$34,495). ▪ Transferred a portion of the Housing Division’s personnel expenditures to the Community Development Fund (206) to utilize federal funds (\$100,000). ▪ Reduced various non-personnel categories, such as operating supplies and printers (\$20,846). ▪ Revenue decreased due to the projected decrease in large planning projects (\$1,388,794). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$50,030) and a one-time bonus for staff of \$450 (\$43,288).</i> ▪ <i>As part of FY 2021 close-out, the County Board approved ARPA funding for one-time expenses for CAF Property Oversight and Tenant Support: Mediation/Alternative Dispute Resolution (\$30,000) and Affordable Housing Property Assessments (\$300,000) (note: this item is budgeted in the County’s Non-Departmental account).</i> 	(1.00) (0.50)