



County Manager's Proposed FY 2024 Budget

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"Arlington will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important."

— Adopted by the Arlington County Board January 26, 2002



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Arlington County, Virginia, for its Annual Budget for the fiscal year beginning July 1, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

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Arlington County Profile Coming soon!

GUIDE TO READING THE PROPOSED BUDGET

The budget is broken down by sections. Although the Table of Contents outlines what is contained in each section, this guide serves to assist the reader in better understanding how the budget is structured.

COUNTY MANAGER'S BUDGET MESSAGE

The County Manager, who serves as the Chief Administrative Officer of the County, summarizes the proposed budget, highlighting the most significant issues addressed in the budget and the major policy issues the County Board will be addressing during their budget deliberations.

BUDGET SUMMARIES (Section A)

Section A contains fund descriptions, tables, and charts that summarize the budget. The major components of this section are as follows:

- **Fund Descriptions:** For accounting purposes, fiscal activities in the County are separated by fund type. The fund descriptions outline the categories of funds used for budget purposes. This section also includes a table that shows which departments are budgeted in which funds.
- **Expenditure Summary - All Funds:** This summary illustrates all the County Government and School Board expenditures by fund type.
- **Expenditure and Revenue Summary by Fund:** This summary shows FY 2024 proposed revenues and expenses broken out by accounting categories for all funds which will be appropriated as part of the adopted budget (excluding Schools funds). Note that transfers out to other funds are included in the expenditures of the source fund.
- **Pie Charts:** The revenue chart illustrates the revenue sources that comprise Arlington's General Fund revenues. The expense chart details how the budget is distributed among various services within the General Fund.
- **General Fund Summary:** This summary illustrates major categories of General Fund expenditures and revenues. The General Fund is the primary operating fund of the County.
- **County Government Summary:** This summary provides a three-year (FY 2022 Actual, FY 2023 Adopted, and FY 2024 Proposed) detail of staffing levels (authorized full-time equivalent positions, or FTEs) and expenditures by department and fund.
- **Summary of Impacts of GASB 87 and 96 Implementation:** This summary shows FY 2022 actual expenditures and revenues received for the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software.
- **Expenditure Comparison:** This summary provides a three-year department-level detail of expenditures, including the change between the current year adopted budget and the proposed budget.
- **Proposed Budget Position Changes:** This chart summarizes the changes in full time equivalent positions (FTEs) between the FY 2023 adopted budget and the FY 2024 proposed budget, highlighting positions added, transferred between departments, frozen, or eliminated.
- **Compensation Summary:** This section includes information on the General Fund and all fund totals budgeted in FY 2024 for employee salaries and benefits, and historical information on employee compensation and retirement rates.

REVENUE SUMMARY (Section B)

A summary of proposed tax and fee changes, and descriptions of major revenue sources are included.

GENERAL FUND DEPARTMENT BUDGET NARRATIVES (Section C)

Arlington County government services are provided by departments that focus on particular areas such as human services or public safety. These departments typically, but not always, can be further subdivided into various lines of business. Section C provides information about each of the County's General Fund departments.

The **Department Summary Narrative** provides the following information:

- **Mission Statement:** The department mission statement is a brief comment about the department's function in County government.
- **Department Budget/General Fund Budget:** A pie chart indicating how the department's proposed expenditure budget relates in size to the entire General Fund budget. The pie chart also notes what percent of the department's budget is from federal/state funding, local funding (net tax support), and other funding (generally fees).
- **Department Lines of Business:** An organization chart with the principal divisions or first tier of the department's organizational structure and the department's lines of business. Lines of business are shown in bold type; some lines of business also list sub-activities. A separate budget narrative for each bolded line of business can be found in the web version of the proposed budget.
- **Significant Budget Changes:** This section highlights the major issues and changes in expenditures, revenues, and full-time equivalent positions (FTEs). Remarks are included with up (↑) and down (↓) arrows to indicate whether the budget changes show increases or decreases.
- **Department Financial Summary:** The Department Financial Summary is intended to provide information regarding the categories of expenditures, revenues and full-time equivalent positions (FTEs) by providing the FY 2022 actual, FY 2023 adopted budget, FY 2024 proposed budget, and the percent change from FY 2023 to FY 2024. Expenses and revenues are categorized as follows:
 - **Personnel** - This category includes expenses for salaries, wages, and employee fringe benefits such as retirement, health, and life insurance.
 - **Non-Personnel** - This category includes expenses for goods or services provided to the County by vendors or by County internal service funds (see Glossary for definition of internal service funds); expenses for items that are used or consumed in the course of operation of the program or department; and expenses for initial, additional, or replacement items of office or operating equipment not funded through the capital budget.
 - **Intra-County Charges and Inter-Departmental Credit** - These categories represent charges by one unit of County government to support another unit's activities.
 - **Fees** - These are monies received by the County as payment for services, goods, or use of a facility. Examples are residential refuse disposal fees, user fees for recreation facilities, and various permit and inspection fees.
 - **Grants** - Grants are a contribution of funding, usually from state or federal agencies, to be used for a specific purpose or activity.
 - **Net Tax Support** - The funds that the County Board may allocate from local tax revenues to fully finance or to supplement revenues received by a department or

program. Net tax support is the remainder determined by subtracting all department specific state and federal aid, fees, and charges from the total cost of the programs.

- **The Position Summary (FTEs)** shows authorized permanent positions and temporary positions by full-time equivalent (see glossary for further information on how FTEs are calculated). The summary also identifies any FTEs which are frozen, meaning the positions are not funded or authorized in the FY 2024 proposed budget, but may be restored in a future budget.
- **Expenses & Revenues by Line of Business** - Except in the smallest departments, the department summary narrative also includes a table which summarizes the breakout of the departmental expenditure budget and revenue budget by lines of business, reflecting FY 2022 actual expenses, FY 2023 adopted expenses, FY 2024 proposed expenses, the percent change from FY 2023 to FY 2024, FY 2024 proposed revenue, and FY 2024 net tax support.
- **Authorized FTEs by Line of Business** – The table shows authorized full-time equivalents by line of business for FY 2023 adopted and FY 2024 proposed. The FY 2023 adopted column includes both permanent and temporary positions. For FY 2024, the permanent and temporary positions appear in separate columns followed by a total column.

Line of Business Narratives

More specific information about how departments provide services and accomplish their goals is provided in the line of business narratives.

- **Program Mission:** The line of business narratives begin with a Program Mission, stating why the program exists, and a brief description of key activities and services provided.
- **Performance Measures:** Line of business narratives contain performance measures, which typically span six years from FY 2019 Actual to FY 2024 Estimate. Measures are developed to reflect programmatic goals, objectives, and resources. These measures are designed to track performance and are regularly updated to better reflect changing goals. When measures are revised, prior year data is often not available. Current and proposed fiscal year measures are expressed as estimates.
- **Ten Year History:** The history displays major changes within the department over time and summarizes expenditures, revenue, and authorized FTEs. Entries shown in *italics* indicate adjustments made during the course of the fiscal year through supplemental appropriations, and are not actions taken as part of the adopted budget process.

Section C also contains information on other General Fund expenditure categories not included in departmental budgets, including expenditures for Debt Service, Metro, Regionals/Contributions, and Non-Departmental (including certain insurance costs, building rent, contingents, and other miscellaneous expenses).

ENTERPRISE, SPECIAL REVENUE, AND INTERNAL SERVICE FUNDS (Section D)

Found in Section D are summaries of the funds that are not represented in the General Fund (excluding Pay-As-You-Go, General Obligation (GO) bonds, Utilities Capital, and Master Lease). Definitions of fund types are located in Section A under Fund Descriptions. Operating (fund) statements are also included for these funds. These operating statements include budgeted amounts in the FY 2023 Adopted column while the FY 2023 Re-Estimate column includes a projection of FY 2023 actual expenses and revenues.

PAY-AS-YOU-GO CAPITAL AND MASTER LEASE (Section E)

Pay-As-You-Go Capital refers to County projects, typically valued at \$100,000 or more, that are financed in the same fiscal year the project is initiated. No borrowing or issuing of bonds is undertaken to implement these projects. Section E summarizes the projects planned by Arlington County in FY 2024 for general capital projects and utilities capital. A description of projects funded through master lease financing is also included.

GLOSSARY AND APPENDICES (Section F)

A glossary is located in Section F. The glossary defines key budget and accounting terms used throughout the entire document. The glossary also contains commonly used acronyms. Also included in Section F is a consolidated summary of the governmental operating funds displaying revenues, expenditures, and beginning and ending balances for each fund. This section also includes a description of the County's budget process, information on the County's financial and debt management policies, a description of the County's comprehensive plan, a summary of the County's housing programs, a chart with selected fiscal indicators for the County, and the Arlington County Profile.

FY 2024 BUDGET CALENDAR

The calendar for development of the FY 2024 budget is provided below. The fiscal year begins July 1, 2023, and ends June 30, 2024.

September 2022	Budget kickoff for departmental staff. This includes policy and line item direction, and fiscal parameters for developing requests.
October, November	Departments submit budgets to the Department of Management and Finance, Management and Budget Section. Department of Management staff reviews submissions.
December, January	County Manager develops budget recommendations. Various public outreach activities including a video and an on-line budget feedback tool.
February 18	County Manager's FY 2024 Proposed Budget is submitted to the County Board.
February 23	School Superintendent submits Superintendent's Proposed Budget to the School Board.
March - April	County Board holds a series of budget work sessions with County departments, Constitutional Offices, and the School Board.
March	County Manager submits FY 2023 mid-year review of expenditures and revenues to the County Board.
March 28	County Board holds a public hearing on the proposed FY 2024 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees.
March 30	County Board holds a second public hearing on the proposed FY 2024 budget including County expenses and real estate tax, personal property tax rates, and other taxes and fees.
April 22	County Board adopts FY 2024 Budget and Appropriations Resolutions for the County government, the public schools, and Pay-As-You-Go Capital. County Board adopts the CY 2023 real estate tax rates and other FY 2024 taxes and fees.
May 11	School Board adopts FY 2024 school budget.
July 1	FY 2024 begins.

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Fiscal Year 2024 Proposed Budget Message

To the County Board and the Arlington Community:



As with each year, my proposed budget is a statement of priorities for this community. We hire and pay amazingly dedicated and talented staff and provide hundreds of programs to deliver excellent services to our residents. Doing this against a backdrop of continued distress in housing affordability, growing needs for behavioral health care, the record setting commercial office vacancy rates, and inflationary pressures affecting our staff and residents is a challenge. However, as I have often noted, we are a resilient community. We continue to see healthy growth in revenues, and the budget I offer to you for Fiscal Year (FY) 2024 lays out a preliminary blueprint for balancing all these pressures and resources.

In November 2022, we anticipated a gap of over \$30 million between anticipated revenues and expenditures. Real estate assessments – especially in the commercial sector – were positive rather than negative as we had predicted. Much of the commercial sector's strength is due to new construction. We also have seen extremely strong revenue growth in our meals and sales taxes and have seen a rebound close to pre-pandemic levels of our Transit Occupancy taxes. This good news along with adjustments to expenditures through changes in business practices and selected elimination of vacant positions has allowed us to propose a budget with some targeted additions to handle the growing needs in housing and social services.

- The FY 2024 General Fund budget totals \$1.54 billion, a 2.8% increase over FY 2023 adopted levels. The budget assumes no changes in the real estate (\$1.013/\$100 value) and stormwater tax rate (\$0.017/\$100 value). The average residential tax burden will increase \$454 or 4%. This includes a \$369 increase in real estate taxes, a \$101 increase in household solid waste fees, and \$26 increase in water/sewer rates offset by a drop in the personal property tax burden of \$41. The increase in the solid waste rate reflects the end of a long-term agreement with our outside vendor that had favorable rates and the need to renegotiate a contract in an industry that, like many others, is experiencing high wage growth and increased fixed cost pressures. Also, most fees are increasing slightly over 5% to reflect the inflationary cost pressures for programs.

- Overall, revenue is estimated to grow 3.7% above FY 2023 adopted levels. Real estate assessments are up 3.6% (growth of 4.5% residential and 2.6% commercial) and there is strong growth in sales taxes (up 10.7%), meals taxes (up 15.4%) and personal property (up 7.6%) with non-tax revenue (e.g., interest, fines) dropping 3%.
- As always, my first commitment has been to our employees. During the past twelve months, we have completed the first set of collective bargaining with employees in nearly 50 years. After negotiations with our Police, Fire, and Service/Labor/Trades (SLT) represented employees, I am including the funding for the bargained for wage increases in this budget. Fire and SLT employees, along with those employees outside bargaining units would receive 4.5% wage increases in FY 2024 along with a one-time bonus payment of \$2,000 (gross), Sheriff's deputies would receive an 8.5% increase, and our Police would receive a 10% increase. We will continue to fund our job studies, pay for a 4% assumed increase in health care premiums, expand parental leave from 8 to 10 weeks, and will propose, to be effective July 1, 2023, expanding the County's DROP program from 3 to 4 years. If there is additional revenue available as we continue budget deliberations, I hope the Board will consider allocating those funds in a targeted way to assist with salaries in areas where we are hard-pressed to recruit and staff important functions.
- In selected areas, we are adding resources for pressing human service needs, economic development, and our natural resources. Our combined investments for housing, including AHIF, eviction prevention, housing grants, permanent supportive housing, housing choice vouchers, case management, and quality standards inspection is over \$76 million. We are funding the debt service needed to meet our commitment to Barcroft apartments through a combination of AHIF funds and redirecting proceeds from the Columbia Pike Tax Increment Financing fund. A separate section of this message describes our efforts.
- We are excited that the newly announced proposal by VHC Health at the Carlin Springs property holds promise for more beds for residents with mental health challenges. While this project proceeds through the review process, we continue to work diligently to fill the vacancies in our behavioral health care staff. With vacancy rates for some program staff at 30%, proposing new staff is fanciful given these challenges.
- The proposed budget leaves nearly \$4.4 million of one-time funding unallocated – not because we lack pressing needs for funding but to allow for further development and work on the highest and best use of this funding.

Addressing County Board Direction

This year the County Board directed preparation of a budget that maintained our commitment to the principles of financial stability and the direction in the Equity Resolution from 2019, while addressing the needs for employee compensation, the impacts of inflation in program delivery, and maintaining commitments to Arlington Public Schools. The [direction](#), in addition to focusing on funding collective bargaining agreements and housing needs (see above), also spotlighted:

- **Service and Program Efficiencies:** The budget proposes cuts of \$5.6 million and eliminates 20.3 positions. These positions are either vacant or have incumbents who will retire. While we are struggling to fill vacancies across the enterprise, the reductions will at least temporarily pull back on commitments made previously by the Board in the areas of planning, auditing, and management resources. Detailed write-ups on these reductions follow the message.
- **Prudent utilization of one-time funding:** The FY 2022 Adopted budget relied on \$16.0 million in one-time funding for ongoing County programs. These funds were part of the Covid relief dollars received from the Federal government to cover lost revenues. The FY 2023 Adopted budget lowered that amount to \$12 million, and my proposal for FY 2024 is based on the use of \$6.5 million – taking us closer to our goal to eliminate the use of one-time funds for these purposes by FY 2026.
- **Follow the principles of revenue sharing:** The Proposed budget provides \$607.6 million, an increase of 4% or \$23.2 million over Fiscal Year 2023. Each year, the percentage of tax revenues we share with APS is determined by calculating the portion of the current year budget (FY 2023) provided to APS. For FY 2024, this percentage is 46.8% of local tax revenues. The County continues to provide over \$10 million in resources out of the County budget to assist APS with a range of their services – including School health nurses, crossing guards, DHS programs helping children and families, and maintaining safe routes to Schools.

Program Updates

In the hundreds of pages that follow there is considerable detail on program performance and ongoing work of County programs. In the [December 2022 budget direction](#), the County Board also asked for updates in the following areas:

- **Stormwater utility fee proposal:** On January 31, 2023, the County Board held a work session with staff to discuss the recommended fee structure, credit

program, and issues surrounding the utility fee proposal. The County will be transitioning to funding the Stormwater program with a utility fee beginning in calendar year 2024. The fee will be charged based on the measured impervious area on each property. Along with this budget, we will ask for adoption of a credit program that can be used by residents to plan for the future implementation of the utility fee in calendar year 2024 and enable property owners to begin applying for credits on November 1, 2023. The [Stormwater Utility project page](#) has additional information on the fee structure, credit program and impacts on property owners.

- **Resources needed for collective bargaining:** While I am not asking for additional resources in FY 2024 for collective bargaining, the creation of five full-time positions and the hundreds of hours dedicated to Police and Fire union negotiations in FY 2023 were a significant amount of effort. As negotiations continue and the schedule becomes clearer, I may be back asking for additional resources in the future.
- **Investments in environmental priorities:** The budget includes funding for 22 electric vehicles in continued fleet transition efforts as well as support for AIRE Initiatives, tree maintenance, invasive species management, and tree planting.
- **Implementation of the Police Practices Group recommendations:** We continue to support the investments made to stand up the Crisis Intervention Center at DHS and expand automated traffic safety efforts. The budget also continues to support the Independent Policing Auditor and the Community Oversight Board and enhanced training and officer wellness programs.
- **Implementation of the Equity Resolution:** The budget continues expanded County-wide and departmental based staff training, professional development, employee resource groups, and support for research assistants (see [FY 2022 Realizing Arlington's Commitment to Equity – RACE annual report](#) for more on these efforts). We will be expanding dialogues in the community on privilege and bias and update our race and ethnicity dashboard and history timeline. Also, each of the budget investments we made was reviewed with an eye towards equity. The focus on adding resources for housing and social services continues our work towards providing equitable access and resources that will lead to a more thriving community.
- **Long-range sustainability of rent relief and aid programs:** The proposed budget commits over 8% of County funding to housing affordability with continued funding for Housing Grants, Housing Choice Vouchers, and Eviction Prevention. The extension of these programs shows our continued commitment to providing a safety net for our community. Over the past few

years, these programs were increased to provide much needed assistance to our most vulnerable communities. While these programs are needed long-term, we continue to evaluate the criteria used to ensure that we are using funding most effectively. To that end, recommendations related to the Housing Grants workgroup are expected in the Spring.

- **Capital investments:** The proposed budget funds PAYG capital, short-term financing, and uses General Obligation bonds and bond premiums to invest in parks, transportation public safety, facilities, neighborhood conservation, and technology. With increasing supply chain and inflationary cost pressures, many project cost estimates have increased since the adopted CIP. Even with those increases, most, but not all, projects adopted in the FY 2023 – FY 2032 CIP are funded in the FY 2024 Proposed budget. Most of the investment is focused on maintaining existing assets with some smaller amounts directed to new programs and infrastructure.
- **Commercial resiliency efforts:** Over the past year, a series of changes to the Zoning Ordinance have been proposed and adopted by the County Board. Also, a dedicated staff team continues to work with prospective businesses to expand potential uses of commercially zoned office spaces. Two newly hired Arlington Economic Development staff have joined to focus on this work. The budget also includes a proposed \$1 million fund to provide targeted incentives to businesses interested in locating in Arlington and continues the expanded efforts for our small business BizLaunch and ReLaunch programs at Arlington Economic Development.

What is Next?

Looking back one year ago to the proposal I made for Fiscal Year 2023, I discussed the rebound of revenues from Covid, the permanent shift to a workforce that does much more of its job outside a formal office setting, the pressures of inflation on the wages of staff, and increased commercial office vacancy rates. Twelve months later, many of these same trends continue. We no longer have the infusion of Federal dollars we relied on to bridge ourselves to the other side of the pandemic, and we continue to face profound challenges in affordability and assistance needed in our housing market and commercial office vacancy rates at record highs.

The FY 2024 proposed budget continues the transition to a future that looks very different from the world we lived in prior to COVID. While the lower values for commercial office property were masked this year by new construction, we anticipate that over the next several years, this cornerstone of our real estate tax revenue will see diminished values as office owners shed leases and workers and businesses adapt to the new teleworking situation. Our efforts to bring new uses to our commercial spaces continue and the strength of our mixed-use urban corridors where residents

live near restaurants and entertainment is a solid foundation to weather the reduction in the Monday to Friday infusion of workers. However, much work remains for us, and we welcome the upcoming conversations with the Board and the community as we review this budget proposal.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Mark Schwartz".

Mark Schwartz

County Manager

HOUSING AFFORDABILITY

Affordable housing remains one of our community's biggest challenges—one exacerbated by the COVID-19 pandemic and the ensuing economic crisis. For more than ten years, annual budget discussions about housing have focused on increasing housing supply and sustaining housing affordability while meeting the increasing demand for housing subsidies. In the last five years alone, over \$500 million has been invested in housing and housing related programs. Included in this total is the significant investment (\$150 million) made to preserve the Barcroft Apartments in partnership with Jair Lynch and Amazon. This one project alone preserved 1,334 affordable housing units.

With so many people in our community facing threats to housing, coupled with already increasing housing demands, housing supply shortfalls, and rising housing costs, solutions must be multifaceted—balancing support for individuals in need with efforts to increase supply and ensure supply is well-maintained. The FY 2024 proposed budget continues and expands the resources needed to many vulnerable in our community including greater emphasis on direct support, such as eviction prevention and housing support, while continuing to work with our many partners to increase housing supply.

The FY 2024 proposed budget reflects that we are in a time of transition. The County continues to see growth in demand as well as increasing rents for our rental assistance programs. Similarly, even as criteria for eviction prevention support evolves and becomes more stringent following the emergency needs of the pandemic, need for this support remains at historically high levels. As anticipated, how the County funds the preservation of housing supply is also in transition. The investment in a \$150 million line of credit to support the Barcroft Apartment purchase requires significant resources. AHIF funding, coupled with a new dedication of Columbia Pike TIF funding to this project, will support the debt service of this historic preservation of affordable units. However, a project of this scale and with this significant investment will naturally require us to carefully weigh our future investments.

Staff continue to gather data on housing program trends, and we will be working with the County Board on a process to review the eligibility criteria and operations of the Housing Grant program. The Housing Grant workgroup is planning to present their final recommendations to the County Board in the spring 2023.

The proposed budget includes over \$76 million—over 8% of the County's budget—in investments in housing affordability, as outlined in the table below. The budget follows the County Board guidance of maintaining the prior year's *ongoing* funding level to the Affordable Housing Investment Fund (AHIF) of \$9.7 million and includes

\$14.4 million to support the County's Housing Grant program, \$24.2 million of federal support in the form of Housing Choice Vouchers, and \$3.6 million in eviction prevention support. Support for our most vulnerable through the Permanent Supportive Housing program totals \$5.4 million including \$100,000 for a program to inspect these properties and ensure tenants' living conditions are improved and regularly monitored, similar to our recent efforts with Committed Affordable Units' (CAF) inspections. Details about these programs and others can be found following the table below.

FY 2024 Proposed Budget Funding for Housing

Direct Housing Assistance:

Housing Grants	\$14.4 million
Housing Choice Vouchers	\$24.2 million
Permanent Supportive Housing	\$5.4 million
Eviction Prevention	\$3.6 million
Real Estate Tax Relief for the Elderly and Disabled & Disabled Veterans	\$5.0 million

Affordable Housing Supply:

Affordable Housing Investment Fund	\$9.7 million
Columbia Pike TIF	\$1.7 million

Other:

Other Housing Programs	\$12.7 million

TOTAL	\$76.7 million

Direct Housing Assistance

Housing Grants: The County's Housing Grants Program provides rental assistance to low-income Arlington residents who meet at least one of the following criteria: 65 years of age or older, totally and permanently disabled, working families with at least one child under the age of 18, and clients of a County-operated or County-supported mental health program. These grants cover a portion of monthly rent; the amount is determined based on household income, household size, and total rent with a goal of having tenants pay no more than 40 percent of their income towards rent.

In FY 2024, the projected number of households served will increase 4.9 percent, from 1,478 to 1,551. Currently, 89.6 percent of Housing Grants clients are at or below 30 percent of Area Median Income (AMI).

The Manager's FY 2024 Proposed Budget includes an increase in the maximum allowable rents to ensure subsidies keep pace with the rental market. The maximum

allowable rents lag the market by two years. This additional funding, along with increased funding to meet projected needs, increases the Housing Grants budget from \$14.3 million to \$14.4 million. The County will continue to review eligibility criteria and adjust as needed to ensure the subsidy is deep enough to help Arlington residents maintain their housing.

Housing Choice Voucher Program (HCVP): The federally funded and locally administered Arlington Housing Choice Voucher Program helps low-income families at or below 50% of Area Median Income, the elderly, and people with disabilities obtain safe, decent, and affordable housing in the private market. In recent years, there has been an increase in the number of Housing Choice Vouchers allocated to Arlington County. In FY 2023, the program has a total of 1,707 federal and 10 state-awarded housing vouchers; however, the budget authority for these vouchers is outpaced by ongoing market rents. Approximately 93% of the Housing Choice Voucher program budget authority is expended each year on rental subsidies. In FY 2024, the projected number of Arlington households receiving a Housing Choice Voucher will increase to 1,511.

Permanent Supportive Housing: The County's Permanent Supportive Housing (PSH) program provides affordable housing and supportive services for individuals and families who are homeless or at risk of becoming homeless as well as those who have very low incomes and serious, persistent issues, such as substance use, mental illness or other disabilities, or HIV/AIDS. Demand for Permanent Supportive Housing subsidies has been increasing, with 301 contracted units in FY 2020, 320 units in FY 2021, and 319 in FY 2022 from all funding sources (local and state). The number of contracted units are projected to increase to 352 in FY 2023 and 363 in FY 2024. In addition to the \$5.3 million of state and local funding for rental subsidies, this budget also includes \$100,000 in ongoing funding to fund Housing Quality Standard (HQS) inspections for all locally funded Permanent Supportive Housing units, as well as any other subsidized units on an as-needed basis, to address ongoing maintenance and repair concerns and strengthen oversight of these units.

CAF Inspections: The COVID-19 pandemic strained the conditions of Committed Affordable Units (CAFs), as in-person inspections were shifted to virtual reviews, and non-emergency maintenance and repairs often were deferred due to safety and resource considerations. In FY 2023, the County Board approved \$150,000 in one-time funding to enable increased HQS inspections in the CAF portfolio. CPHD anticipates completing 2,000 CAF unit inspections in spring 2023 as a result of this funding, specifically in properties that have not had substantial renovations within the last five years. Additionally, staff, with the support of community organizations, is providing resident outreach and education as well as listening sessions to learn more about the resident experience at our CAF properties. Staff plans to continue these efforts in FY 2024.

Real Estate Tax Relief: The Real Estate Tax Relief Program provides an exemption and/or deferral of real estate taxes for qualified Arlington homeowners age 65 and

older and certain totally and permanently disabled homeowners who have the property title and meet income, asset, and other eligibility requirements.

The availability of this program supports seniors and permanent/totally disabled homeowners to continue living in Arlington. Approximately 900 homeowners receive full or partial exemptions or deferrals in tax relief each year. In the calendar tax years 2023 and 2024, the total number of homeowners participating in the program is projected to remain flat.

Eviction Prevention: The Department of Human Services (DHS) has historically provided eviction prevention assistance to Arlington residents in need to assist them with rent, rent arrears, security deposits, and utility payments. Since the onset of the COVID-19 pandemic, DHS has experienced an exponential increase in requests from Arlington residents for eviction prevention assistance. The table below details growth in this program in recent years.

Fiscal Year	Unduplicated count of residents served	Average number of times residents received assistance	Total Payments	Average Payment Amount
FY 2020	1,555	1.6	2,500	\$1,001
FY 2021	1,586	2.6	4,091	\$1,230
FY 2022	1,685	1.5	2,517	\$1,618
FY 2023 through January 13, 2023	1,025	2.1	2,178	\$2,246

The increase over the past year is due largely to the state portal for rental assistance closing in July 2022, so Arlington residents still in need have been relying on local eviction prevention assistance.

Effective October 1, 2022, DHS tightened eligibility requirements for eviction prevention assistance to serve households at or below 50% of Area Median Income (AMI), as opposed to the previous eligibility requirement of 80% of AMI.

Effective January 1, 2023, eligibility requirements were further tightened to serve only households who had a late notice on rent or an eviction notice, and \$7,000 cap on assistance per household annually was implemented.

While we anticipate eviction prevention assistance to decrease over time, the need for eviction prevention assistance remains high in our community, so I am allocating \$3,000,000 of one-time funding in the FY 2024 budget as the program transitions to a more stable long-term level.

Affordable Housing Supply

Each of these initiatives in the proposed budget meets the goals and objectives contained in the Affordable Housing Master Plan, which underwent a review in 2022. The County Board's Housing Arlington initiative, bolstered by investments in AHIF, is also underway and efforts will continue into FY 2024.

Columbia Pike TIF: Established in December 2013, the Columbia Pike Tax Increment Financing Area (TIF) aims to help finance affordable housing initiatives in support of the Columbia Pike Neighborhoods Area Plan. This 30-year plan establishes the future vision for the primarily multi-family residential areas located between the commercial nodes along the Columbia Pike corridor. The Plan established a goal of preserving all existing 6,200 market rate affordable units (MARKS). Columbia Pike TIF revenues are utilized to fund affordable housing initiatives needed to mitigate the impact of redevelopment along Columbia Pike, particularly related to the preservation of affordable housing.

Revenue from this TIF has been set aside for the Transit-Oriented Affordable Housing (TOAH) Fund, which was designed to support to developers to cover infrastructure costs and County fees for projects where they use Low Income Housing Tax Credits.

Beginning with the FY 2024 proposed budget, both balances and new revenue in this TIF are proposed to be dedicated to the County's largest investment in preserving affordable housing along Columbia Pike – preserving the affordability of the 1,334-unit Barcroft Apartments. Funding from the TIF will be coupled with AHIF funding to pay principal and debt service on the \$150 million loan provided by the County in December 2021 to support the acquisition of the property by Jair Lynch Real Estate Partners. This County loan, in combination with a \$160 million low-rate loan from the Amazon Housing Equity Fund, will support the preservation of all Barcroft apartments as affordable units.

Affordable Housing Investment Fund and Housing Development Resources:

The County's Affordable Housing Investment Fund (AHIF) remains our main vehicle to both preserve and create long-term affordable housing by making low-interest loans available to developers. Over the past five years, the County has produced or preserved an average of 675 committed affordable units (CAFs) annually; this average has increased over prior years due to the December 2021 preservation of Barcroft Apartments. As of June 30, 2022, the County has 74 CAFs that are affordable to households earning less than 30 percent of the area median income (AMI).

Annual County Board budget appropriations are one source of funding for AHIF, but the County also relies on annual loan repayments and developer contributions from site plan projects to provide funding for new projects. Since FY 2018, net tax support has accounted for approximately 46 percent of the annual AHIF budget; the remaining 54 percent has been funded with loan repayments, developer contributions, and other sources such as federal dollars. These different sources help diversify AHIF's funding and provide a buffer when annual appropriations or other

sources decline. The FY 2024 proposed budget includes \$9.7 million in AHIF funding, which coupled with funding from the Columbia Pike TIF will meet the debt service costs on the \$150 million line of credit used to support the County's loan to this project.

Further, the County has a renewed focus on community benefits as part of site plan projects for funding as well as land opportunities, particularly because land can be the most difficult and costly portion to obtain for an affordable housing project. In this regard, the County continues to work on the Crystal Houses redevelopment, which includes the conveyance of a 0.9-acre parcel of land to the County for development of committed affordable housing. In FY 2023, the County concluded a 12-month process to identify a master developer for the Crystal Houses site that includes both the County parcel and infill parcels to be conveyed by Amazon. These efforts will continue in FY 2024. I anticipate FY 2024 will see an initial commitment of AHIF funds to the Crystal House infill project, led by the Arlington Partnership for Affordable Housing (APAH) and EYA as the newly selected master developer for the site.

PLANNING FOR ARLINGTON COUNTY'S LIBRARY SYSTEM

With the FY 2024 proposed budget, we continue our commitment to Arlington Public Library, a highly valued and trusted resource in the community. The pandemic and subsequent labor market issues hit library services particularly hard due to structural staffing issues (an over reliance on temporary employees). Now that we are “back to normal”, the County Manager is recommending a review of future facility and materials funding for the system. How will the library continue to provide a high level of service and access for our most vulnerable residents over the next decade in a changing environment?

Over the last several years, the library has continued to prioritize high quality public service and leveling the playing field of opportunity for all residents. A few initiatives include:

- In FY 2023, the County Board approved 8.5 new permanent FTEs as a first step towards moving away from the Library's over-reliance on temporary staff. This reliance is both unfair to regularly scheduled temporary staff, who do not earn benefits, and can make it challenging to provide consistent, predictable, and high-quality service to library patrons.
- In keeping with national and local trends, the County Board eliminated library overdue fines on July 1, 2020, which data showed the disproportionately negative impact on Black and Hispanic residents use of the library system.

Over the next several years, two new facilities will come online: Crystal City and Columbia Pike. However, the FY 2024 proposed budget is funding some public service costs with one-time funds (\$406,453). Library collections (print books, e-books, online resources, and other specialized collections) have been partially funded through one-time funds for many years. The one-time funding of \$680,000 (out of a total collections budget of \$2,242,742) in FY 2024, continues a trend of meeting the growing cost of collections and long hold times for popular titles with one-time funds.

In the second half of 2023, the County Manager's Office and Arlington Public Library leadership will engage with the community in longer-term strategic discussions about these issues and how to best provide library services in a changed and changing environment.

Arlington's population has grown from 135,449 in 1950 to an estimated 235,500 in 2022. The arrival of Metrorail in 1977 changed the landscape of Arlington and spurred development of two of the three main current planning corridors in the County – the Rosslyn-Ballston Corridor and the Richmond Highway Corridor. Together with the Columbia Pike Corridor, 84 percent of Arlington's population growth is

forecasted to occur in these three planning corridors between 2020 and 2045.

Since 1950, the general siting of Arlington public library locations has remained largely unchanged. In 1950, the library locations in Arlington were Aurora Hills, Cherrydale, Clarendon (now Central), Columbia Pike, Glencarlyn, Fairlington (now Shirlington), and Westover. Some of the most significant changes to Arlington Public Library over this time period include:

- Central library opened on the current site in 1961. Additions were made to Central Library in 1967-1968 and 1990-1994.
- After moving several times, Columbia Pike settled into its current location in 1975.
- In January 1989, a Government Reference Library opened in the County government building at 2100 Clarendon Boulevard (now Bozman). This location moved to a new public-oriented site in the building's lobby in 2007 and began to house a small browsing collection. The location was not open nights or weekends.
- Shirlington moved less than a half mile way and into a new building in 2006.
- Westover moved down the street to a new building in 2009.

After nearly 15 years, Arlington Public Library is about to embark on a time of growth, which brings the opportunity to reach new and more Arlington residents with library services. A newly renovated Courthouse location will open in March 2023. The expanded location will offer children's services for the first time and offer similar hours to other neighborhood-based locations, including evening and Saturday hours. As part of a residential redevelopment project, JBG Smith is financially supporting a new 7,200 square foot library location at 1901 S. Bell Street. This will be a full-service library location and is scheduled to open in 2025. With Arlington Public Schools' planned expansion of the Arlington Career Center building, which has housed the Columbia Pike library since 1975, the County purchased just under an acre at 3108 Columbia Pike in 2022. The location is identified as a potential site for a future Columbia Pike library and for co-location of County Board priorities, such as affordable housing. The site currently has a surface parking lot.

The public library plays a pivotal role in leveling the playing field of opportunity and providing free access to all community members regardless of income or status. Using data and an equity lens framework, the strategic discussion will look at how current and future library services and locations can best meet the needs of all Arlington residents, today and in the future. Topics to be discussed will likely include how to prioritize competing needs of new locations, established locations, a sustainable budget for library collections, and a staffing model that provides the highest level of reliability and service for residents.

We hope to include preliminary recommendations in the FY 2025 budget.

MULTI-YEAR FORECAST & FUTURE OUTLOOK

Consistent with the County's debt and financial policies, staff has prepared a multi-year financial forecast. This forecast is intended to help inform, and provide greater awareness to, the Board and the community of medium and long-term budget pressures as policy and service delivery choices are considered.

The County is required to adopt a balanced budget annually, so any projected shortfalls would be eliminated through a combination of expenditure and service reductions, revenue increases (either increased taxes or fees), or a combination of the two. The County is constrained in its revenue growth by restrictions in its ability to change taxes and fees.

Recent budgets have relied on decreasing amounts of one-time sources of revenue as the County responded to the COVID-19 pandemic and began adjusting to how services would be implemented in the post-pandemic world. While the FY 2024 proposed budget includes almost \$7 million in one-time funding to support ongoing needs, it is anticipated that by FY 2025 or FY 2026 that reliance on one-time funding for ongoing needs will be eliminated.

This transition to a structurally balanced budget coupled with the potential for diminished office values, expenditure pressures requiring continued investment in affordable housing and the support of residents that use it, mental health services, WMATA budget challenges, and employee compensation will require the County to balance its priorities in budgets in the coming years.

This forecast assumes continuing the FY 2024 level of services into the future with a factor for growth. Comparing these anticipated expenditures with forecasted revenue growth, future budgets show anticipated budget gaps of approximately \$18.1 million in FY 2025 growing to about \$47.6 million in FY 2029 driven principally by expenditure growth continuing to outpace revenue growth.

Revenue

Since the onset of the COVID-19 pandemic and ensuing economic disruption, revenues have shown significant volatility. Revenue projections have been difficult, especially when trying to predict the impact of macro-economic trends locally to Arlington County. While insulated from some national pressures, Arlington experienced significant impacts to various tax and non-tax sectors. Revenue from the County's hotel taxes (transient occupancy tax) experienced a significant decline in FY 2021 of over 65%. Other non-tax fee-based sources dropped off significantly including parking meter and transportation revenue as well as fees from Parks & Recreation programs.

FY 2023 and FY 2024 mark the recovery of most major revenue sources to pre-pandemic levels. The real estate assessment tax base continued to grow in CY 2023 despite the sudden increase in interest rates beginning in the second half of CY 2022. Looking ahead, uncertainty in the commercial office market with high office vacancies and increasing interest rates may impact real property growth over the next several years. Commercial property values contribute to almost 45% of the total real estate tax base. If companies continue to reduce their office space footprint to adapt to the new teleworking environment, the County will have

to attract even more business to absorb the vacant space or transition to alternative uses of those spaces.

The forecast assumes a slightly lower growth rate for real property assessment than the last 10–15-year average. Tax growth is assumed to increase from 1% - 4% depending on the source -- with stronger growth assumed for business taxes and the various consumption taxes growing at a slightly lower rate.

County tax revenue continues to recover from the economic impacts of the pandemic with BPOL, meals, sales, and transient occupancy tax trending higher than anticipated while other areas like utility and communication tax continue to decline over time. There are also a number of non-tax sources that continue to lag from pre-pandemic levels (e.g., parking meters). In the future, a major driver of the projected budget gaps will be how quickly revenues recover and grow.

Expenditures

On the expenditure side, the forecast assumes that we will continue our commitments to our workforce, fund the operating costs of capital projects, address the core needs of our growing population, and maintain support for our schools in line with the revenue sharing agreement. Additionally, the forecast accounts for the replacement of the federal one-time funds received through the American Rescue Plan Act (ARPA) with additional ongoing support. Along with normal budget pressures, FY 2025 and beyond will also require funding for any continued inflationary pressures, collective bargaining impacts on compensation, and prevailing wage requirements on the cost of capital investment, Metro, costs supporting Barcroft apartments, and other priorities.

With the discussion of budget priorities, it is evident that some programs would benefit from additional resources, but given the current budget climate, will not receive them. These additional resources range widely from continuation of pandemic-level support to residents and businesses to more traditional services like streetlight maintenance, library materials, and community engagement resources. Any changes in service levels to fund priority areas will be considered in each year's budget process.

Investments in our workforce: Maintaining our competitiveness will be essential to continuing the County's effort to retain a high-quality workforce and recruit talented employees. Each year, compensation and benefits will be evaluated to determine how we continue to be competitive and realize our Total Compensation Philosophy while fulfilling the commitments of the collective bargaining agreements.

Housing Affordability: Affordable housing remains one of our community's biggest challenges. With increasing housing demands, housing supply shortfalls, and rising housing costs, the County must pursue solutions that are multifaceted—balancing support for individuals in need with efforts to increase supply. Please see the Housing Affordability section in the County Manager's message for more details.

Metro: The Metro General Manager provided his FY 2024 proposed budget in December 2022. The WMATA operating budget totals \$2.4 billion, while the capital budget also totals \$2.4 billion. The operating budget is funded primarily from passenger fares and other revenues, with the balance paid by the local funding jurisdictions. In FY 2024, federal funding

continues to be included again as a one-time funding source to offset revenue and expenditure impacts that have continued since the COVID--19 pandemic; however, those funds are expected to be fully depleted in FY 2024. Arlington's share of the local jurisdictional operating subsidy, net of revenues, is approximately seven percent of the regional total.

Prior to COVID-19, Metrorail provided over 175 million passenger trips and Metrobus provided over 120 million trips annually. Currently those amounts have dropped to 116 million and 106 million, respectively. The Metrorail system serves 11 stations in Arlington along four lines (Orange, Silver, Yellow, and Blue) and Metrobus has over 10,000 bus stops throughout the region. Many transit services in Arlington operate seven days per week providing up to 18 hours of daily coverage. Metro serves an overall population of approximately four million within a 1,500 square mile jurisdiction.

Passenger and system revenues historically funded over half of the annual cost of operations. In FY 2024, it is projected that fare revenues will remain substantially below historical levels and only cover approximately 22 percent of operating expenditures. The federal government approved relief funding that will continue to help WMATA in FY 2024 to offset some of the ongoing revenue and expenditure impacts due to the COVID-19 pandemic. The balance of operating funding comes from local jurisdictional subsidies.

At this time, WMATA is projecting a \$527 million gap in FY 2025 that continues to grow to \$731 million by FY 2029, primarily due to continued low ridership post-pandemic along with normal expenditure growth. Absent a substantial rebound in ridership, or an external funding source, the \$527 million gap in FY 2025 would represent a roughly \$45 million increase to Arlington's operating subsidy.

In this forecast, the County is assuming that the WMATA budget gap will be reduced to a \$100 million gap in FY 2025 through a variety of measures. This would be roughly an extra \$10 million in gross subsidy for Arlington. That brings the FY 2025 gross subsidy for Arlington to \$99 million, or a \$13 million increase year-over-year when including normal 3% budget growth. Because the County could choose to fund a portion of this increase with balances at NVTC, this forecast assumes that the General Fund will absorb less than \$2 million of that potential \$13 million increase.

Debt: Debt service as forecasted in the FY 2024 budget is expected to increase at a moderate level over the next few fiscal years. This is due to several large, planned projects in the County's Adopted FY 2023 – FY 2032 Capital Improvement Plan such as a new fire station at the west end of Columbia Pike, replacement of the Columbia Pike library, and improvements to Gateway Park in Rosslyn. These are in addition to ongoing capital commitments for parks and facilities maintenance capital, Metro, paving, Lubber Run Community Center, Long Bridge Aquatics and Fitness Center, Jennie Dean Park, and Fire Station 8.

Arlington Public Schools (APS): The estimates shown for the Schools transfer reflect the current revenue-sharing percentage (46.8 percent of local taxes) as outlined in the Revenue Sharing Principles adopted by the County Board and School Board in January 2015; this percentage may change based on budget deliberations. Continued collaboration with APS could yield efficiency, better service delivery, and savings for both the County and APS.

As the County's financial position improves, there will continue to be measured and strategic investments that meet the needs of our community.

Multi-Year Financial Forecast														

FY 2024 Proposed Budget Reductions and Realignments

General Fund Impact

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)

Summary of Reductions and Realignments

Arlington Economic Development

Director's Office – AED Assistant Director	\$205,888	1.0 (V)

Description of Current Service: The AED Assistant Director position is a senior leadership position that is responsible for managing the department's daily operations. This position serves as a representative of the AED Director's Office and oversees a portfolio of three operational divisions. In addition, the Assistant Director manages economic development policy initiatives, incentives, grants, and the department's budget. The position duties also include interfacing/coordinating with other County departments and agencies (DMF, CAO, COR, DTS, and IDA) to achieve County initiatives.

Impact of Reduction: Eliminating this position will require the transfer of duties to other positions and increase the number of direct reports to the Director and Deputy Director. This change will negatively impact AED's ability to manage core economic development programs/initiatives in a timely fashion and will likely result in slower response times to other County agencies and internally within the department, particularly with items needing strategic coordination.

Cultural Affairs – Reduce Overtime Budget	\$50,000	-

Description of Current Service: The overtime funding in the facilities management and technical support team was used to pay for staff overtime primarily when supporting evening and weekend events and activities.

Impact of Reduction: There will be minimal impact to programming and delivery of services. Over the last few years, there has been a reduced need for staff overtime due to changes in staff work hours to accommodate events and activities. Additionally, temporary staff are utilized to augment and provide needed coverage for events and activities.

County Attorney's Office

County Attorney's Office - Personnel Service Line Reduction	\$51,206	-

Description of Current Service: The responsibilities of a currently vacant Assistant County Attorney III are to provide legal services in local government law to the Department of Environmental Services with a focus on transportation, public utilities, stormwater management, the County's Chesapeake Bay Preservation Ordinance, solid waste, and public procurement related to these areas. This budget reduction will downgrade this position's level to an Attorney I.

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)

Impact of Reduction: Downgrading this senior level position could result in the County Attorney's Office being unable to attract highly skilled senior level candidates who specialize in local government law areas. In addition, downgrading this position will result in additional workload for other staff and the potential use of additional Outside Legal Counsels.

County Board Office

County Board Auditor – Freeze vacant Senior Auditor position	\$138,184	1.0 (V)

Description of Current Service: This vacant Senior Auditor position was created as a part of the FY 2023 adopted budget.

Impact of Reduction: This reduction may limit the execution of the audit workplan in FY 2024. This proposal is for a one-time freeze of a position in FY 2024.

County Manager's Office

Communications and Public Engagement – Media Relations/Communications Manager	\$216,054	1.0 (V)

Description of Current Service: This position is responsible for managing the Media Relations Program in the County Manager's Office, which includes developing and/or managing all press releases for the County; responding to press calls and inquiries; and building relationships with key journalists.

Impact of Reduction: The position is currently vacant, and the duties of the position have been reassigned to other Communications staff in the Manager's Office and to other communications staff members throughout the organization. The impact of this reduction should be minimal.

Office of Climate Coordination and Policy – Environmental Management Specialist, Associate	\$138,184	1.0 (V)

Description of Current Service: This position, created in FY 2023, was designed to support the work of the Office of Climate Coordination and Policy.

Impact of Reduction: The elimination of this vacant position will result in re-assignment of its duties to other personnel in the County Manager's Office and/or the Department of Environmental Services.

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)
Office of the Commissioner of Revenue		

Departmentwide – Reduction of various costs for suppliers' services

\$14,300

-

Description of Current Service: The Commissioner of Revenue's office utilizes the services of some outside vendors to support office operations. Operational efficiencies that began during the COVID-19 pandemic have led to decreased spending with some suppliers.

Impact of Reduction: The reduction will have minimal impact, as some process efficiencies have reduced costs for the use of the following suppliers' services: Federal Express - courier services; LexisNexis Accurint - an online search engine used by staff to discover individuals and businesses to determine their tax liability; Lorton Data - the National Change of Address service for the Vehicle Personal Property and Business Tax Divisions; and Merkle - a data imaging service for the processing of revenue payments and certain documents received by mail.

Property Tax and Business Tax Divisions - Paperless Initiative for the Vehicle Personal

\$41,784

-

Description of Current Service: Eliminate mailing to existing CAPP (Customer Assessment Payment Portal) customers in the Vehicle Personal Property Tax Division and to those with active business tax accounts in the Business Tax Division.

Impact of Reduction: Customers will no longer receive assessment notifications through USPS. Savings are realized by eliminating printing and postage costs.

- For the Vehicle Personal Property Tax Division (\$9,500): Eliminating letters to existing CAPP (Customer Assessment Payment Portal) customers and instead sending a web notice when a vehicle is added by the Department of Motor Vehicles (DMV) will save postage, back-end Merkle fees, and printing costs. The Vehicle Personal Property Division sends approximately 30,000+ DMV letters a year so this change will reduce postage, mailings, and the associated costs.
- For the Business Tax Division (\$32,284): The implementation of the new paperless initiative will eliminate mailing of the Business Tax Division's customer information, i.e., Business License, Business Tangible, Meals Tax, and Transient Occupancy Tax Returns as well as customer Business License Tax Certificates.

Community Planning, Housing and Development

Historic Preservation – Reduction of Consultant Services

\$43,500

-

Description of Current Service: The consultant services funding supports a variety of departmental and Board initiatives that require outside expertise.

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)
<i>Impact of Reduction:</i> This reduction will require the Department to re-prioritize various historic preservation and departmental initiatives including archaeological monitoring and large scale historic/cultural research and documentation. It will also delay the implementation of the Historic Preservation Master Plan Update including updating the Historic Resources Inventory and completing the African American multiple property documentation.		
Departmentwide – Reduction in Various Non-Personnel Categories	\$16,752	-
<i>Description of Current Service:</i> These non-personnel funds support the standard business operations of the Department.		
<i>Impact of Reduction:</i> This reduction reduces printing and software licenses, which will require work processes to be amended.		
Director’s Office – Eliminate Management Analyst Position	\$74,941	0.6 (V)
<i>Description of Current Service:</i> This position provides direct support to the Department Director, the Business Operations Division, and the County Manager’s Office of the Chief Race and Equity Officer.		
<i>Impact of Reduction:</i> This elimination of the position will result in a shifting of administrative responsibilities to another department staff member who is currently supporting another business unit. It will also shift some responsibilities to the Business Operation Division and the County Manager’s Office, thus putting strain on existing staff in those operations. The elimination could result in delays in work completion in all affected units.		
Comprehensive Planning – Eliminate Associate Planner Position	\$161, 729	1.0 (V)
<i>Description of Current Service:</i> This position is responsible for communicating and promoting the Comprehensive Plan as well as conducting community engagement to facilitate and communicate the desired vision and outcomes for the County related to the Plan.		
<i>Impact of Reduction:</i> This elimination would reduce the overall capacity and resources of the Comprehensive Planning team to support projects identified in the Division’s annual work program. This could result in delays in completing project work.		
Code Enforcement – Transfer of a Code Enforcement Inspector to the Development Fund	\$133,001	1.0 (F)

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)

Description of Current Service: This position enforces state and local property related codes to ensure the safe occupancy and use of existing structures.

Impact of Reduction: This reduction moves one filled Code Enforcement position (1.0 FTE) to the CPHD Development Fund. The Department has previously moved code enforcement positions (4.0 FTEs) to the Development Fund. Moving this position has no impact to the current service levels being provided by the Code Enforcement Section.

Department of Environmental Services

Facilities Management Bureau (FMB) – Eliminate an Accounting Technician I

\$88,847

1.0 (V)

Description of Current Service: This position has historically been responsible for paying and reviewing invoices, gathering supporting documentation for invoices, and general accounting work for FMB. The previous incumbent retired in January 2021.

Impact of Reduction: Since the previous incumbent's retirement, FMB has trained an existing employee to take over these responsibilities and expand their job duties. This new organizational structure has been more efficient. Eliminating the position will have minimal impact on the organization.

FMB – Eliminate a Facilities Project Specialist

\$150,835

1.0 (V)

Description of Current Service: This position manages the planning, design, and construction processes for complex building and facility projects.

Impact of Reduction: Based on the projected workload in the Adopted CIP FY 2023 – FY 2032, FMB can effectively execute projects without this position in FY 2024. However, eliminating this position may require an out-year staffing request if workload changes. An increase in workload without this position could slowdown project execution.

FMB - Reduce Motor-pool vehicles

\$20,000

-

Description of Current Service: The motor-pool is managed by FMB and includes 17 vehicles that County staff can reserve for official County business such as project site visits, off-site meetings, and County programming. This reduction will reduce the motor-pool from 17 to 14 vehicles.

Impact of Reduction: DES continues to actively monitor vehicle usage in the Department and across the County post-pandemic. The County workforce has continued a hybrid of working from the office and working from home, which has decreased the usage of the motor-pool. Based on a review of mileage and usage of the motor-pool over the last year, this reduction will right-size the fleet to meet the current demand.

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)
Solid Waste Bureau (SWB) – Transfer a portion of Recycling Center costs to Household Solid Waste Rate (HSWR)	\$123,348	-
<i>Description of Current Service:</i> The County offers two community recycling drop off locations and three glass only drop off locations for residents and businesses. The usage of the drop off locations increased substantially when glass was eliminated from the residential curbside recycling program. <i>Impact of Reduction:</i> This recommendation transfers a portion of the cost to operate the community recycling drop off locations to be funded with the household solid waste rate, adding \$3.72 to the annual rate, to align funding with the users of the service.		
SWB – Rock-n-Recycle	\$20,000	-
<i>Description of Current Service:</i> Rock-n-Recycle is an annual event hosted by the SWB to highlight solid waste management services available to the community and to engage broadly about sustainability. The event has also been used to engage the community regarding the Solid Waste Management Plan and food scraps collection. The event is targeted for the whole family with 22 information, demonstration, and participation areas for the public to see and do things including “touch-a-truck” and heavy-duty vehicle demonstrations for children. <i>Impact of Reduction:</i> The SWB has hosted this event for a total of three years with an interruption during COVID. The last event was held in September 2022 with 852 attendees. The proposed reduction will mean the event will no longer be offered for residents reducing engagement and educational opportunities		
Arlington County Commuter Services - Increase transportation capital funding	\$400,000	-
<i>Description of Current Service:</i> Arlington County Commuter Services (ACCS) is almost 100 percent funded through state grants. A portion of the program has received net tax support (\$100,000) and state NVTC transit aid (\$300,000). Since this funding can be used for other transit purposes, these funds will be redirected to other programs and offset the existing net tax support of the Department. <i>Impact of Reduction:</i> The program costs previously funded with these sources will now be funded by the transportation capital fund. The Adopted CIP FY 2023 – FY 2032 included funding for ACCS.		
Transportation Planning and Capital Projects (TPCPM) – Transfer 1 Capital Project Coordinator to the Transportation Capital Fund (TCF)	\$59,409	-
<i>Description of Current Service:</i> Capital Project Coordinators are tasked with the scoping, development, and delivery of transportation capital projects working in concert with other Bureaus		

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)

in Transportation as well as DES. Currently, a portion of one of seven positions is supported by the General Fund.

Impact of Reduction: This proposed expenditure savings would transfer the General Fund cost to the Transportation Capital Fund (TCF) for this position. There are a total of seven Capital Project Coordinators funded by the TCF and this adjustment would fully fund all seven positions and increase the personnel cost burden on the Transportation Capital Fund.

Multiple Lines of Business – Budget savings and efficiencies

\$130,526

-

Description of Current Service: A detailed review of spending patterns was conducted across the Department of Environmental Services (DES). The following reductions were identified, which have resulted from efficiencies and operational changes.

- Director's Office: \$17,000 in savings in postage to reflect less mailings being sent to the community post pandemic.
- Transportation Engineering and Operations
 - \$10,000 in software license savings
 - \$20,472 in print shop charges
- Multiple Lines of Business:
 - \$13,000 in office supplies reflecting the new hybrid work environment and less supplies being purchased.
 - \$11,800 in miscellaneous (unclassified services) line items
- Water Sewer Streets
 - \$58,254 in heavy duty vehicle rental

Impact of Reduction: Given the historical spending trends in these lines of business, these reductions should have minimal impacts on service delivery.

Department of Human Services

**Behavioral Healthcare Outpatient Services –
Reduction in Job Avenue Service Capacity**

\$192,885

-

Description of Current Service: Job Avenue is a contracted service that assists clients with Serious Mental Illness (SMI) and/or co-occurring SMI and Substance Use Disorders (SUD) to obtain and maintain employment and/or education.

Impact of Reduction: The number of clients served by the program has steadily declined from 313 in FY 2019 to 175 in FY 2022, a reduction of 138 or a 44% decrease. The proposed \$192,885 net tax support reduction would reduce the program's budget by 34% and reduce Job Avenue's contracted employment specialists from 6.5 contractors to 3.8 contractors. With the reduction of contracted employment specialists, caseloads will increase from 27 to 46, and include a mix of clients with varying levels of engagement in the staff's caseload. If the participation levels increase, there could be delays in providing support or a waitlist may be implemented.

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)

The Virginia Department for Aging and Rehabilitative Services (DARS) provides similar services to Job Avenue, and it is expected that 15-20 clients would qualify for DARS services as an alternative to Job Avenue. Should the eligible clients successfully transfer to DARS, the caseload of the remaining contractors would decrease from 46 to 41.

Department of Management and Finance

Management & Budget – External hosting of Arlington Wallet

\$103,400

-

Description of Current Service: Arlington Wallet is an externally hosted online financial transparency tool that provides reports and visualization dashboards of the County's financial data for the public to see and understand how the County spends and receives money.

Impact of Reduction: Transitioning from an externally managed solution to an internally developed solution will result in the savings noted above as well as better leveraging of existing Microsoft licensing and staff resources.

No impacts to the public are anticipated. The existing functionality can be replicated, or nearly replicated, to the functionality of the existing externally hosted solution in exchange for these cost savings. DMF will need to ensure that additional staff are trained on Microsoft PowerBI so that adequate resiliency exists.

Purchasing – Prevailing Wage Analyst

\$98,967

1.0 (V)

Description of Current Service: This position supports the Prevailing Wage and Living Wage Administration in the Department of Management and Finance.

Impact of Reduction: This position was added in FY 2022 to support the implementation of Prevailing Wage and the administration of Living Wage. Since then, robust software was purchased to help manage these tasks, and with existing staff, this position is not needed to manage the programs. However, once the Prevailing Wage Program is operating at full contract capacity, it is possible that this staffing reduction could limit the amount of field compliance work the County is able to conduct. Compliance work will still occur but would potentially be limited to fewer site visits.

Purchasing – "Transportation Capital Fund" Procurement Officer compensation

\$132,443

1.0 (V)

Description of Current Service: The Purchasing Division administers the procurement and solicitation management processes for all County operations, including solicitations for the Transportation Capital Fund (TCF). Due to recruitment challenges, the Division has reallocated work to existing General Fund staff and has been able to support the needs of the Transportation program.

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)
<i>Impact of Reduction:</i> Elimination of this vacant position will not significantly impact the current demands of the Transportation Program as this workload is being spread across the entire Division. However, the reduction of a position will reduce capacity in the Division to support the procurement needs of the entire organization.		
Real Estate Assessments – Staff Support Technician	\$37,998	0.5 (F)

Description of Current Service: This position performs administrative and technical support for the Department of Real Estate Assessments.

Impact of Reduction: This position is currently utilized in the Department of Real Estate Assessments as a half time position with the current incumbent. A portion of the budgetary funding will be eliminated to reflect the current staffing needs of the Department. There will be no impact to the delivery of services in the Department.

Department of Parks and Recreation

Community Recreation – Reduce Non-Personnel Services	\$65,000	-

Description of Current Service: The Community Recreation division procures a variety of resources and materials to deliver dynamic programming and events to the community. The Department reviewed a number of non-personnel expenditure categories and determined that some budgetary reductions could be made for FY 2024.

Impact of Reduction: A reduction in various non-personnel areas will impact the funding available for resources and materials used to deliver programs, including youth and family programming, 55+ senior programming, therapeutic recreation, and community arts programming. These cost reductions may be offset by increased participant supply fees or affect the capacity and number of free programs available.

Community Recreation – Reduce Level of Temporary Staff Utilized by the Community Recreation Division	\$240,000	3.23 (V)

Description of Current Service: Temporary staff are utilized to augment and support the Department's permanent staff in delivering various summer camp and year-round programs including youth and family programming, 55+ senior programming, therapeutic recreation, and community art programming.

Impact of Reduction: Reduction to temporary staffing levels should not have a significant impact on the services provided to the public. The Department's ability to support a variety of needs in the various summer camp and year-round programs including youth and family programming, 55+ senior programming, therapeutic recreation, and community art programming at the current staffing levels may be slightly impacted.

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)
Parks and Natural Resources – Reduce levels of services across the Parks and Natural Resources division by reducing operating supplies/equipment	\$125,000	-

Description of Current Service: The Parks and Natural Resources division procures a variety of operating supplies and operating equipment items throughout the year to carry out its daily maintenance and operations tasks. The Department reviewed a number of non-personnel expenditure categories and determined that some budgetary reductions could be made for FY 2024.

Impact of Reduction: While this reduction will have internal impacts, requiring DPR to prioritize which operating supplies and equipment needs are fulfilled throughout the year, it will not have an impact on services provided to the public.

Parks and Natural Resources – Reduce Level of Temporary Staff Utilized by the Parks and Natural Resources Division	\$80,000	1.95 (V)

Description of Current Service: Temporary staff are an essential part of DPR's business model and are used to augment the Department's permanent staff, assisting with regular maintenance and operations tasks across the park system.

Impact of Reduction: The proposed reduction should not have a significant impact on services provided to the public. The ability to provide refuse collection and landscaping maintenance at current service levels may be slightly impacted.

Department Wide (DPR) – Manage staff vacancies to accrue personnel savings in FY 2024	\$344,000	-

Description of Current Service: Each department has a natural attrition of staff which generates budgetary savings when positions go unfilled for periods of time. The proposed reduction assumes that DPR will hold vacant positions longer before refilling them to accrue budgetary savings reducing net tax support.

Impact of Reduction: By not filling vacant positions in a timely manner, service delivery can be negatively impacted, or workload increased for other filled positions. The Department will need to monitor service delivery throughout DPR programming to ensure unreasonable program impacts are not accruing because positions are being held vacant for longer periods of time.

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)
Facilities & Operations – Reduce budgeted transfer to Arlington Public Schools for shared pool operations and maintenance	\$216,319	-

Description of Current Service: DPR has historically provided an annual payment to Arlington Public Schools (APS) to help offset the costs and potential for lost revenue at the three high school pools when providing space for DPR aquatics programming and the competitive team.

Impact of Reduction: For over a decade, DPR provided all of the community learn-to-swim programming located in APS pools. In FY 2022, APS took over all programming activities in the APS pools. As a result of this transfer, DPR support toward operations and maintenance of the pools is no longer required.

Department of Technology Services

Office of the Chief Information Officer – Gartner Licenses and Memberships	\$95,355	-

Description of Current Service: Gartner is a consulting group that provides guidance on best practices in the field of technology. The service provides select staff with access to published research, advice on technology implementation, and peer networks.

Impact of Reduction: This service provides a centrally located and wide variety of vetted technology related research and expert guidance. Without access to the service, research will take additional time and vetting by DTS staff, and access to conferences and expert guidance will be eliminated.

Enterprise Technology and Applications Services – Microsoft Licenses for Contact Tracing	\$44,000	-

Description of Current Service: Two hundred (200) Microsoft Power App and Flow licenses were purchased for contact tracers working in DHS/Public Health during the COVID-19 pandemic.

Impact of Reduction: With the scaling back of personnel resources dedicated to the County contact tracing efforts during the COVID-19 pandemic, these two hundred Microsoft and Flow licenses do not need to be renewed for FY 2024. If the County were to ramp-up contact tracing in the future, additional funding would be needed to renew these licenses.

Enterprise Technology and Applications Services – Legacy Remote Access Application Maintenance	\$19,747	-

Description of Current Service: In FY 2023, the Department of Technology Services transitioned the County to a new vendor for remote access service as its primary solution. The maintenance

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)
costs for the prior software application are no longer required. The transition allows the County to eliminate the budgeted legacy application maintenance cost.		
<i>Impact of Reduction:</i> The elimination of the maintenance costs will not impact the Department's current operations.		
Enterprise Technology and Applications Services – Virtual Observer Maintenance	\$9,207	-
<i>Description of Current Service:</i> Virtual Observer is a workforce management software that is used to record call center voice transactions.		
<i>Impact of Reduction:</i> This reduction will decrease some of the software's functionality including the ability to create support requests and to stay current with application updates or fixes. This impact is offset by the fact that the County will be moving to a Cloud-based call center in FY 2024. If the product were to fail prior to the migration, Call Centers would not be able to record and playback call center calls or view screen recordings of call takers.		
Enterprise Technology and Applications Services – Public, Educational and Governmental (PEG) Chargeback Increase	\$400,000	-
<i>Description of Current Service:</i> Public, Educational and Governmental (PEG) funds are collected as a percentage of cable franchise fees. The funds are restricted to capital assets associated with the operation of a public, educational, and governmental television channel. The Department of Technology Services supports the planning, development, and implementation of assets that support PEG operations. The department is reimbursed for a portion of personnel and contractor expenses related to PEG assets.		
<i>Impact of Reduction:</i> The additional funds for reimbursement in FY 2024 will reduce the funds available for other PEG eligible investments.		
Enterprise Technology and Applications Services – Eliminate ongoing funding for two intern FTEs and replace with one-time funds for FY 2024	\$226,626	-
<i>Description of Current Service:</i> The Department of Technology Services intern program employs recent college graduates and allows them to gain valuable work experience in local government. The program increases the County's pipeline of eligible candidates for future employment opportunities.		
<i>Impact of Reduction:</i> The intern program is a limited term program for individuals to gain valuable experience working in the Department of Technology Services. For the FY 2024 Proposed budget, one-time funding will replace the ongoing budget to allow for two intern positions to be reduced in FY 2025 when the current incumbents complete their program. Reduction of this program could potentially reduce the pipeline of candidates for future junior level positions with the County. DTS has previously hired interns into full-time County positions from this program.		

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)
Fire Department		
Office of the Chief – Eliminate a Vacant Administrative Assistant VI	\$89,367	1.0 (V)
<i>Description of Current Service:</i> This position handles day-to-day administrative tasks in the Office of the Fire Chief; coordinates office and departmental activities, office supply ordering, and inventory; and serves as the general office manager and initial public liaison for the Department. This position has been vacant since December 2021. <i>Impact of Reduction:</i> The Fire Department will continue to operate without a designated scheduler, office manager, and dedicated daily staff presence. This will require a permanent reassignment of day-to-day office responsibilities such as filing, data entry, and public facing services that will continue to be rotated through uniformed staff personnel and uniformed personnel on light/limited duty. Executive staff will continue automating routine administrative support with assistance from DTS (Department of Technology Services) and PSIT (Public Safety Information Technology), which could potentially put additional strain on those departments.		
Support Services – Eliminate a Vacant Warehouse Technician I	\$75,173	1.0 (V)
<i>Description of Current Service:</i> This position handles personal protective equipment (PPE) and uniform purchases, inventory, and distribution. In addition, this position is a liaison between the Fire Department's Logistics section and a majority of the Department's vendors. The uniformed incumbent retired in January 2023. <i>Impact of Reduction:</i> The Fire Department will re-assign these duties to other staff. The transition may result in delays with external communications with vendors and internal communications and planning within the department for meeting logistical needs.		
Support Services – Eliminate a Vacant Management & Budget Specialist	\$117,116	1.0 (V)
<i>Description of Current Service:</i> This position serves as a dedicated grants manager for the Fire Department as well as manages procurement and accounting duties for Personnel Services and Facilities. This position has been vacant since May 2020. <i>Impact of Reduction:</i> The continued vacancy and proposed elimination of this position will effectively turn what was a four-person financial team into a two-person financial team (a Management Analyst position was eliminated as part of the FY 2019 budget process). The division of labor has also required uniformed personnel to take over grant applications and management, which has greatly reduced the Fire Department's capacity to take on new grant opportunities.		

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)
Support Services – PPE Expense Reduction	\$100,000	-

Description of Current Service: Personal protective equipment (PPE) in the form of bunker gear is worn by firefighters in field operations to keep them safe from excess heat, fire, smoke, and carcinogens.

Impact of Reduction: Due to supply shortages, the Department has been unable to fully expend its current budget to purchase and replace PPE. This reduction will not compromise PPE inventory in FY 2024; however, PPE needs in future years will be monitored as manufacturing delays and other supply chain issues ease.

Police Department

Systems Management Division – Support Management Section: Elimination of Records Management Assistant IV Position	\$76,131	1.0 (V)

Description of Current Service: Records assistants are mainly responsible for: 1) providing customer service to citizens and federal, state, and local law enforcement agencies via telephone and in person by explaining policies and procedures; 2) retrieving and reviewing requested information such as performing criminal history record information requests, incident verifications, and Freedom of Information Act (FOIA) responses; 3) keeping records databases up to date; and 4) processing payments and invoices related to services rendered such as parking tickets and boot removal and processing taxi, vendor licensing applications, and expungement orders. They also complete various administrative tasks for the Systems Management Division as needed.

Impact of Reduction: As this position is currently vacant, its elimination is not expected to have a substantial impact on the current operations of the Records Unit. Should there be a dramatic increase in the number of requested records, payments to be processed, or citizens requesting help from the unit, the work of the records unit could take longer to complete with the elimination of this position.

Department of Public Safety Communications & Emergency Management

Integrated Programs – Eliminate Emergency Management Specialist in Integrated Programs	\$115,614	1.0 (V)

Description of Current Service: This position serves as the Planning Section Chief in the Emergency Operations Center (EOC) during activations. As part of the Integrated Programs Division, this position handles work such as strategic planning, SharePoint configuration and migration, FOIA processing, professional development tracking and alignment, and other roles focused on departmental alignment and growth.

Impact of Reduction: The elimination of a vacant EOC trained command and general staff member has multiple impacts on the overall staffing and preparation for emergency events. With one less

Title, Description, and Impact	Net Tax Support Funding (OT = One- time Savings)	Full Time Equivalents (V = Vacant / F = Filled)

senior member, there will be fewer rotations for staff within the EOC which will lead to repeat activation assignments. In addition, the loss of this position will reduce the number of eligible trainers to assist Emergency Support Personnel as they train for deployment to the EOC.

**Emergency Communications Center (ECC) –
Eliminate Part-Time ECC Administrative Support
Position**

\$66,476

0.75 (V)

Description of Current Service: Administrative support in the ECC is needed to assist with the onboarding of new employees; the handling of administrative technical needs including the procurement of mission-essential tools and technology; and ensuring that facility management needs, such as ongoing cleaning and maintenance of support equipment, occur on a regular basis.

Impact of Reduction: Certain clerical, administrative, facility, and office management support will fall on other positions or potentially be neglected. Due to the limited staffing within the ECC, especially on the operational floor, many of these routine tasks will fall behind .

Non-Departmental

**Non-Departmental - Charge the Customer Service
Office Rent**

\$28,000

-

Description of Current Service: The Customer Service Office of the Utilities Fund has a dedicated space in 2020 14th Street North. While the Customer Service Office is funded by the Utility Fund and not by General Fund net tax support, the General Fund incurs costs related to operating the space the customer service office occupies. This proposal would charge the Utility fund a modest amount of rent to pay for utilities and maintenance of the space.

Impact of Reduction: The proposal will charge rent to the Utilities Fund. The Utilities fund has included this small addition to its overhead in its FY 2024 Proposed Budget. This is in alignment with how DES allocates costs to other funds.

NOTES:

- OT = One-time savings
- V = Vacant position
- F = Filled position

FY 2024 Proposed Budget Reductions and Realignment

Other Funds

Department of Environmental Services – Automotive Equipment Fund

Auto Fund – Freeze for one-year Welder and 2nd Night Shift Supervisor	\$240,292	-

Description of Current Service: The Automotive Equipment Fund has almost 60 positions which manage and maintain the County and Schools vehicle fleet. The night supervisor and welder are currently vacant. The Equipment Bureau in the Auto Equipment Fund has reorganized staffing to accommodate the supervisor vacancy and relied on outside contractors to supplement additional welding needs.

Impact of Reduction: With both positions currently vacant and the reorganization of workload, there is minimal impact expected in FY 2024. However, as the County transitions to an electric fleet and requires new skillsets, staffing levels in the Equipment Bureau may need to be re-evaluated to support a diverse and changing fleet.

NOTES:

- *OT = One-time savings*
- *V = Vacant position*
- *F = Filled position*

FUND DESCRIPTIONS

GENERAL FUND

The General Fund is the primary operating fund of the County and is used to account for the majority of services including fire and police protection, human services, community services such as libraries and parks, and transit operations. The General Fund also provides financing for the operations of other funds such as capital outlay for infrastructure improvements and construction and the County's public-school system. Debt service expenditures for the payments of principal and interest on the County's general long-term debt (excluding bonds and other long-term debt serviced by the Utilities, Ballston Garage, or School Operating Funds) are included in this fund. The major sources of revenue include real estate taxes, other local taxes, licenses, permits, fees, and other miscellaneous charges. Revenues from the state and federal government are also included in this fund.

ENTERPRISE FUNDS

Enterprise funds are used to account for the financing of services to the general public where the operating expenses involved are usually recovered in the form of charges to users.

Utilities Fund

The Utilities Fund is a self-supporting or enterprise fund. This fund includes the operations, maintenance, and construction of the County's water and sanitary sewer system. Debt service on general obligation bonds issued to finance the construction of the sanitary sewer system, water distribution system, and wastewater treatment facility are accounted for in this fund. Revenues for this fund are generated through user charges and payments from other jurisdictions for use of the systems, and system connection fees. The Utilities Fund is managed by the Department of Environmental Services.

Department of Community Planning, Housing and Development (CPHD) Development Fund

This fund includes the operations of the Zoning Administration, Counter Services, Enforcement, Plan Review, and Board of Zoning Appeals Sections of the Zoning Division as well as the Permit Processing, Code Compliance, and Plan Review Sections of the Inspection Services Division. The costs of these programs are fully supported by the fees they charge for permitting, plan review, and inspection services in building construction and zoning. The funding for these programs was segregated from the General Fund into the new enterprise fund beginning in FY 2009 as part of an effort to provide a higher level of customer service. This fund is managed by the Department of Community Planning, Housing, and Development.

Ballston Public Parking Garage Funds

These enterprise funds account for the financing of the operation of the garage for the general public. All of the operating expenses are recovered from the users of the garage. Two separate funds have been established for the garage – one for floors one through seven, and another for the eighth floor, which was constructed at a later date and under separate financing from the first seven floors. These funds are managed by the Departments of Environmental Services and Management and Finance.

INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of services provided by one Arlington County government department or agency to another Arlington County department or agency or another government, where the service is provided on a cost reimbursement basis.

Automotive Equipment Fund

This fund accounts for the costs of operating and maintaining the automotive and construction equipment used by County departments and agencies. The acquisition and replacement of automotive equipment is accounted for in this fund. Revenue is derived primarily from user charges to recover actual costs that include depreciation of equipment. This program is managed by the Department of Environmental Services.

Printing Fund

This fund accounts for the costs of operating a central printing operation, which provides printing and duplicating services for County departments and agencies. Revenue is derived principally from user charges for specific services. The printing operation is managed by the Department of Environmental Services.

SPECIAL REVENUE FUNDS

Special revenue funds are used to account for the proceeds of specific revenue sources which are legally restricted to expenditures for specified purposes.

Ballston Quarter Tax Increment Financing Area (TIF) Fund

The Ballston Quarter TIF funds revenue bonds issued by the Ballston Quarter Community Development Authority (CDA). These bonds funded \$43.4 million of public infrastructure improvements as well as a debt service reserve fund, capitalized interested through project stabilization, and certain costs of issuance. The CDA gives the County a financing mechanism to fund certain public infrastructure costs associated with the Ballston Quarter public-private redevelopment.

This fund accounts for a portion of the incremental real estate tax, sales and use, and meals tax revenues generated within the TIF district boundaries in each year following the base year set as of January 1, 2015, and until the earlier of the final maturity of bonds, March 1, 2046, or the date on which all of the bonds have been paid in full. The TIF district includes the parcels within the CDA boundaries and also the parcels currently occupied by Macy's. This fund is managed by the Department of Management and Finance.

Travel and Tourism Promotion Fund

This fund accounts for the operations of various programs to promote tourism and business travels in the County. One fourth of one percent of the revenue generated by the transient occupancy tax, dedicated to tourism and marketing in Arlington, is accounted for in this fund. Arlington Economic Development manages this fund.

Ballston Business Improvement District (BID) Fund

This fund accounts for the operations of a service district in Ballston within specified boundaries of the business area to provide enhanced services such as marketing, community events, and minor physical enhancements such as banners and wayfinding, beautification, and transportation enhancements such as bike racks and bus shelters. The revenue supporting the fund is generated from an additional real estate tax assessment for properties in the district. Arlington Economic Development (AED) manages this fund.

Rosslyn Business Improvement District (BID) Fund

This fund accounts for the operations of a service district in Rosslyn within specified boundaries of the business area to provide enhanced services such as beautification, cleaning, maintenance, marketing and promotion, community activities, parking, and transportation. The revenue supporting

the fund is generated from an additional real estate tax assessment for properties in the district. Arlington Economic Development (AED) manages this fund.

National Landing Business Improvement District (BID) Fund

This fund accounts for the operations of a service district in Crystal City, Potomac Yard, and Pentagon City within specified boundaries of the business area to provide enhanced services such as economic development, business recruitment and retention, information and marketing, landscaping and beautification, and street and sidewalk cleaning. In September 2019, the Arlington County Board passed an ordinance to expand the boundaries of the BID to include parcels from the Arlington portion of Potomac Yard and Pentagon City submarkets which expanded its geographic boundaries by 76 percent. In April 2020, the County Board passed an ordinance to change the name from the Crystal City BID to the National Landing BID. The revenue supporting the fund is generated from an additional real estate tax assessment for properties in the district. Arlington Economic Development (AED) manages this fund.

Housing and Community Development Fund

This fund accounts for the operations of various housing community development programs, which are financed by block grant and other grant assistance from the U.S. Department of Housing and Urban Development. The Department of Community Planning, Housing, and Development manages this fund.

Housing Choice Voucher Fund

This fund accounts for the revenue from the U.S. Department of Housing and Urban Development for Housing Choice Voucher housing assistance. This program provides tenant based and project based housing assistance to benefit eligible Arlington County residents. The federal funds are used for the administrative costs of the program as well as for the rental subsidy payments. The Housing Choice Voucher program is managed by the Department of Human Services.

Columbia Pike Tax Increment Financing (TIF) Fund

This fund accounts for a portion of the incremental real estate tax revenue generated by properties within the Columbia Pike Neighborhoods Special Revitalization District and the Columbia Pike Special Revitalization District. Funds are used to support affordable housing initiatives within these boundaries needed to mitigate the impact of redevelopment along Columbia Pike. Beginning with the FY 2024 proposed budget, tax revenues from this fund will support debt service related to the preservation of affordable housing units at Barcroft Apartments.

The County Board approved the establishment of the financing mechanism and fund in December 2013 with a real estate assessment tax base value established as of January 1, 2014. In the adopted FY 2018 budget, the County Board adjusted the TIF's baseline to the CY 2018 assessed value. The fund is jointly managed by the Departments of Management and Finance and Community Planning, Housing, and Development.

CAPITAL PROJECTS FUNDS

Stormwater Management Fund

This fund accounts for the revenue from a sanitary district tax adopted in CY 2008. Funds are used to pay for operating and capital costs necessary to upgrade and expand the County's stormwater drainage infrastructure and to support related stormwater management programs. The Stormwater Management fund is managed by the Department of Environmental Services.

Transportation Capital Fund

This fund accounts for the tax revenue from a commercial real estate transportation district established at the end of CY 2007. Beginning in FY 2014, this fund also accounts for the local 30% share of the new tax and fee revenues implemented as part of HB 2313. The tax revenue provides a dedicated funding stream to support transportation infrastructure projects throughout the County. Effective July 1, 2013 with the passage of HB 2313, any decrease in the commercial real estate tax rate will result in an equivalent revenue decrease allocated to the County through the Northern Virginia Transportation Authority (NVTA). The Fund also provides the flexibility to leverage outside funding sources as opportunities arise. The Transportation Capital Fund is managed by the Department of Environmental Services.

Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing (TIF) Fund

This fund accounts for a portion of the incremental real estate tax revenue generated by properties in Crystal City, Potomac Yard, and Pentagon City. Funds are used to pay for infrastructure improvements to further the revitalization of Crystal City and development of the adjacent areas of Potomac Yard and Pentagon City. The County Board approved the establishment of the financing mechanism and fund in October 2010 with a real estate assessment tax base value established as of January 1, 2011. The fund is jointly managed by the Departments of Environmental Services, Management and Finance, Economic Development, Parks and Recreation, and Community Planning, Housing, and Development.

Pay-As-You-Go General Capital and Utilities Capital Funds

These Capital Projects Funds account for the purchase and/or construction of major capital facilities including buildings, roads, and other long-lived improvements. Pay-As-You-Go financing for utilities construction and capital improvements is provided primarily by local tax revenues and utility user fees (fund transfers), developer contributions, and miscellaneous fees and charges. These Pay-As-You-Go capital appropriations are approved as part of the annual operating budget.

General Obligation (GO) Bond Funds

These fund dollars are derived from the public sale of municipal bonds for which principal and interest (debt service) is paid to investors for the use of the money. Debt service is paid from the General Fund by local tax revenues. The bond funded projects are developed and approved by the County Board as part of the biennial Capital Improvement Plan (CIP). General obligation bonds are also included in the bond referenda which are submitted for approval by voters during the November elections. This fund source finances large capital infrastructure projects such as roads, new or renovated parks and facilities, transportation infrastructure, and other County assets. The average useful life of a project financed is generally ten or more years.

Short-term Financing

This fund source is another source of capital financing to acquire equipment and technology and to perform certain capital maintenance projects that have an average useful life between three and ten years. Due to the short-term maturities of these financing vehicles, interest rates are typically lower than rates on long-term bonds. The County typically procures the goods and services using temporary funding sources, and then draws funds from the financing institution to reimburse the temporary sources. Similar to GO bonds, principal and interest for the financing is paid from the General Fund.

SCHOOL FUNDS

School Operating Fund

This fund accounts for the general day-to-day operations of the County's public school system, financed primarily from County General Fund transfer and from state and federal grants and taxes to be used for educational programs.

School Comprehensive Services Act Fund

This fund accounts for programs and services for at-risk youth with emotional and behavioral problems and their families. The Comprehensive Services Act, passed by the Virginia General Assembly in 1993, restructured the funding streams to better meet the needs of eligible children and their families. State funding provides approximately one-third of the funding for these expenditures with the balance coming from the County's General Fund transfer.

School Debt Service Fund

This fund accounts for the payment of principal and interest on obligated debts incurred for major school construction projects. This fund is supported entirely by the County transfer and carryover funding.

School Food and Nutrition Services Fund

This fund accounts for the operations of the School Food Services program. Revenues are derived from fees, state and federal financing, and other miscellaneous sources relating to School food service operations.

School Grants and Restricted Programs Fund

This fund accounts for the operations of special school programs financed by fees, and grants from state, federal, and local sources.

School Capital Projects Fund

This fund accounts for major and minor construction projects as well as major maintenance for the schools. Funding is from the County's General Fund transfer.

Community Activities Fund

This fund accounts for the operations of various County-Schools joint facilities and programs, which include aquatic facilities, extended day programs, Alternatives for Parenting Teens, community centers, and the Career Center. Financing is primarily provided by a County General Fund transfer and fees collected for specific activities.

FY 2024 PROPOSED BUDGET SUMMARY

FUND DESCRIPTIONS

The following table shows each County department and its associated funds (excluding Schools funds).

	General Fund	Utilities Fund	CPHD Development	Ballston Public Parking Garage	Automotive Equipment Fund	Printing Fund	Ballston Quarter TIF	Travel and Tourism	Rosslyn, Ballston & National Landing BIDs	Community Development Fund	Housing Choice Voucher Fund	Columbia Pike TIF	Stormwater Management Fund	Transportation Capital	Crystal City TIF	Pay-As-You-Go Capital Fund	Utilities Capital Fund
County Board	■																
County Manager	■																
Management and Finance	■						■		■			■			■	■	
Technology Services	■											■				■	
Human Resources	■															■	
County Attorney	■																
Circuit Court	■															■	
General District Court	■																
Juvenile and Domestic Relations Court	■															■	
Magistrate	■																
Public Defender	■																
Commonwealth's Attorney	■																
Sheriff	■															■	
Commissioner of the Revenue	■																
Treasurer	■															■	
Electoral Board	■															■	
Public Safety Communications and Emergency Management	■															■	
Police	■															■	
Fire	■															■	
Environmental Services	■	■		■	■	■	■						■	■	■	■	■
Human Services	■										■					■	
Libraries	■															■	
Economic Development	■						■	■	■						■		
Community Planning, Housing & Development	■		■							■		■			■	■	
Parks and Recreation	■														■	■	

EXPENDITURE SUMMARY (ALL FUNDS)

(Figures in Millions of Dollars)

	FY 2022 Actuals*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 Adopted to '24 Proposed
COUNTY GOVERNMENT				
Operating Expenses	\$1,041.2	\$784.5	\$818.9	4.4%
Capital Outlay	10.5	10.3	11.0	6.8%
Debt Service	73.5	77.1	79.5	3.1%
Other Post Employment Benefits (OPEB) ¹	17.5	16.5	14.9	-9.8%
Contingents ⁷	25.2	26.1	9.0	-65.4%
Subtotal	1,167.9	914.5	933.4	2.1%
OTHER FUNDS³				
Ballston Quarter Tax Increment Financing	2.8	2.0	1.8	-9.7%
Travel & Tourism Promotion	1.5	2.5	2.6	5.7%
Ballston Business Improvement District	1.4	1.4	1.5	3.1%
Rosslyn Business Improvement District	4.1	4.4	4.5	4.4%
National Landing Business Improvement District	4.3	4.6	4.7	3.9%
Community Development	2.0	2.8	3.1	10.1%
Housing Choice Voucher Program	23.8	22.8	24.2	5.9%
General Capital - PAYG	48.4	41.3	38.2	-7.5%
Stormwater Management	19.9	15.9	16.5	3.9%
Transportation Capital ²	43.2	34.5	37.4	8.5%
Crystal City Tax Increment Financing ²	5.8	4.6	4.4	-4.8%
Columbia Pike Tax Increment Financing	0.4	1.5	1.7	19.6%
Utilities (including Utilities capital)	125.1	135.1	139.1	2.9%
Ballston Parking Garage ⁴	14.6	3.7	3.5	-4.5%
CPHD Development	36.9	26.2	27.8	6.1%
Automotive Equipment	16.9	22.5	23.2	3.4%
Printing	4.1	2.0	2.0	1.8%
Subtotal	355.3	327.7	336.4	2.6%
Less Transfers to Other Funds	(12.0)	(11.4)	(12.1)	6.5%
Less Other Fund Transfers ⁵	(19.0)	(19.5)	(18.8)	-3.5%
COUNTY GOVERNMENT SUBTOTAL	1,492.2	1,211.2	1,238.8	2.3%
SCHOOL BOARD ⁶				
School Operating Fund	612.7	632.7	673.9	6.5%
School Children's Services (CSA)	4.9	5.0	5.0	0.5%
School Debt Service	58.3	59.9	64.9	8.4%
School Capital Projects	7.8	5.9	6.8	15.5%
School Food Services Fund	16.9	11.5	13.8	19.5%
School Grants and Restricted Programs	17.8	17.2	18.7	8.7%
Community Activities Fund	15.9	17.5	20.2	15.4%
School Board Subtotal	734.3	749.7	803.3	7.2%
TOTAL COUNTY GOVERNMENT AND SCHOOL BOARD	\$ 2,226.5	\$ 1,960.9	\$ 2,042.1	4.1%

¹ Other Post Employment Benefits (OPEB) includes a transfer to the OPEB Trust Fund and funding for Line of Duty Death and Health Benefits Trust Fund.

² Expenses do not include utilization of fund balance for FY 2023 and FY 2024. Refer to fund narrative for total expenditures.

³ General Obligation Bond (GO bond) funding is not included above.

⁴ Ballston Parking Garage includes the 8th level internal service fund.

⁵ Includes Other Fund transfers to General Fund and inter-fund transfers.

⁶ The FY 2024 School Board budget reflects the preliminary Superintendent's Proposed Budget to the School Board.

⁷ Contingents include housing and Covid-19 response efforts. The COVID-19 response includes only those costs charged directly to a County-wide account in FY 2022; many other costs were spread throughout department operations and are included in County Services above. In FY 2023 and FY 2024, COVID-19 Response includes the budget for the COVID Contingent.

* FY 2022 expenditures include the first year of implementing GASB 87 and 96 adjustments for leases and technology subscriptions. In FY 2022, the GASB 87 and 96 adjustments in the General Fund totaled \$159.2 million and \$28.4 million in all other funds. For more department details, see the GASB 87 and 96 Summary.

Numbers may not add due to rounding.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2024 PROPOSED BUDGET

	General Fund	Ballston Quarter Tax Increment Financing Fund	Travel and Tourism Promotion Fund	Ballston Business Improvement District	Rosslyn Business Improvement District	National Landing Business Improvement District	Community Development Fund	Housing Choice Voucher Program	Pay-As-You- Go Capital Projects
EXPENDITURES BY CATEGORY									
Personnel Services	\$349,179,674	-	\$698,298	-	-	-	\$443,035	\$1,250,233	-
Employee Benefits	158,088,002	-	209,634	-	-	-	118,084	464,099	-
Contractual Services	177,306,247	\$1,841,669	1,730,829	\$1,447,257	\$4,454,768	\$4,647,279	-	262,541	-
Internal Services ¹	17,527,680	-	7,939	-	-	-	-	17,074	-
Other Charges ²	701,685,849	-	-	29,536	90,914	94,842	332,354	22,192,597	-
Materials and Supplies	11,618,550	-	-	-	-	-	-	6,000	-
Capital Outlay	3,227,769	-	-	-	-	-	-	-	\$38,178,080
Other Uses of Funds ³	130,244,107	-	-	-	-	-	2,190,498	-	-
Intra-County Charges for Services	(7,909,357)	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$1,540,968,521	\$1,841,669	\$2,646,700	\$1,476,793	\$4,545,682	\$4,742,121	\$3,083,971	\$24,192,544	\$38,178,080
REVENUES BY CATEGORY									
Local Taxes	\$1,268,381,033	\$1,841,669	\$1,100,000	\$1,476,793	\$4,545,682	\$4,742,121	-	-	-
Licenses, Permits and Fees	8,981,300	-	-	-	-	-	-	-	-
Fines & Forfeitures, Use of Money & Property	22,126,354	-	-	-	-	-	-	\$8,500	-
Outside Charges for Services	69,485,348	-	-	-	-	-	-	-	-
Miscellaneous Revenue	2,546,377	-	-	-	-	-	-	10,000	\$1,087,000
Commonwealth of Virginia	88,839,453	-	1,300,000	-	-	-	-	-	-
Federal Government	18,123,142	-	-	-	-	-	\$3,083,971	24,225,249	-
Other Revenue ⁴	56,816,193	-	-	-	-	-	-	-	26,066,080
Transfers from Other Funds	10,022,473	-	246,700	-	-	-	-	-	11,025,000
TOTAL REVENUES	\$1,545,321,673	\$1,841,669	\$2,646,700	\$1,476,793	\$4,545,682	\$4,742,121	\$3,083,971	\$24,243,749	\$38,178,080

NOTES:

¹ Internal Services primarily includes maintenance, depreciation, and fuel charges for County vehicles, and Print Shop charges for printing services.

² Other Charges primarily includes contingents, transfers to other funds, regional programs, Metro, and rental assistance payments in the Housing Choice Voucher Program.

³ Other Uses of Funds primarily includes debt service, master lease funding, Affordable Housing Investment Fund, and Department of Human Services' public assistance/purchase of service expense

⁴ Other Revenue primarily includes prior year fund balance.

ALL FUNDS REVENUE AND EXPENDITURE DETAIL - FY 2024 PROPOSED BUDGET

	Stormwater Management Fund	Transportation Capital Fund ⁵	Crystal City Tax Incremental Financing Fund ⁵	Columbia Pike Tax Incremental Financing Fund	Utilities Fund	Utilities Capital	Ballston Public Parking Garage	Ballston Public Pkg Garage - 8th Level	CPHD Development Fund	Automotive Equipment Fund	Printing Fund
EXPENDITURES BY CATEGORY											
Personnel Services	\$5,193,154	\$2,677,741	\$314,735	\$307,809	\$22,856,064	-	-	-	\$13,885,232	\$4,963,185	\$572,114
Employee Benefits	1,943,265	944,571	116,763	-	8,055,656	-	-	-	4,792,417	2,033,101	230,982
Contractual Services	2,947,631	408,479	1,500	-	20,829,202	-	\$1,938,724	\$84,275	4,047,783	1,232,851	993,908
Internal Services ¹	2,237,591	5,950	-	-	8,627,832	-	-	-	4,138,060	42,079	9,017
Other Charges ²	132,099	4,995,553	-	1,430,031	13,849,520	-	323,757	26,540	35,102	130,000	-
Materials and Supplies	97,805	2,100	500	-	8,234,643	-	169,900	29,660	104,806	1,912,771	190,000
Capital Outlay	2,475,352	28,340,470	3,946,362	-	275,750	\$29,075,000	624,000	-	778,397	10,691,358	-
Other Uses of Funds ³	1,518,510	-	-	-	28,652,158	-	340,222	-	-	2,234,422	-
Intra-County Charges for Services	-	-	-	-	(1,373,969)	-	-	-	-	-	-
TOTAL EXPENDITURES	\$16,545,407	\$37,374,864	\$4,379,860	\$1,737,840	\$110,006,856	\$29,075,000	\$3,396,603	\$140,475	\$27,781,797	\$23,239,767	\$1,996,021
REVENUES BY CATEGORY											
Local Taxes	\$15,102,589	\$25,728,113	\$4,379,860	\$1,737,840	-	-	-	-	-	-	-
Licenses, Permits and Fees	-	-	-	-	-	-	-	-	\$24,202,313	-	-
Fines & Forfeitures, Use of Money & Property	-	-	-	-	\$100,000	\$350,000	-	-	-	\$300,000	-
Outside Charges for Services	1,442,818	-	-	-	109,717,907	15,315,000	\$2,907,469	\$194,380	6,857	19,931,579	\$1,348,000
Miscellaneous Revenue	-	11,646,751	-	-	188,949	-	-	-	53,925	445,500	-
Commonwealth of Virginia	-	-	-	-	-	-	-	-	-	-	-
Federal Government	-	-	-	-	-	-	-	-	-	-	-
Other Revenue ⁴	-	-	-	-	-	-	489,134	-	-	2,234,422	-
Transfers from Other Funds	-	-	-	-	-	13,410,000	-	-	-	306,000	777,258
TOTAL REVENUES	\$16,545,407	\$37,374,864	\$4,379,860	\$1,737,840	\$110,006,856	\$29,075,000	\$3,396,603	\$194,380	24,263,095	\$23,217,501	\$2,125,258

NOTES:

¹ Internal Services primarily includes maintenance, depreciation, and fuel charges for County vehicles, and Print Shop charges for printing services.

² Other Charges primarily includes contingents, transfers to other funds, regional programs, Metro, and rental assistance payments in the Housing Choice Voucher Program.

³ Other Uses of Funds primarily includes debt service, master lease funding, Affordable Housing Investment Fund, and Department of Human Services' public assistance/purchase of service expense.

⁴ Other Revenue primarily includes prior year fund balance.

⁵ Expenses do not include utilization of fund balance for FY 2024. Refer to fund narrative for total expenditures.

GENERAL FUND SUMMARY

(Figures in Millions of Dollars)

	FY 2022 Actual ⁵	FY 2023 Adopted	FY 2024 Proposed	% Change '23 Adopted to '24 Proposed
EXPENDITURES				
County Services ¹	\$994.6	\$737.9	\$771.1	4.5%
Metro Operations	46.6	46.6	47.8	2.6%
County Debt Service	73.5	77.1	79.5	3.1%
Other Post Employment Benefits (OPEB) ²	17.5	16.5	14.9	-9.8%
Contingents				
COVID-19 Response ³	25.2	8.0	0.1	-98.3%
Affordable Housing Investment Fund (AHIF) ⁴	-	18.1	8.9	-50.8%
Subtotal County Services	1,157.5	904.2	922.4	2.0%
Capital	10.5	10.3	11.0	6.8%
Subtotal County	1,167.9	914.5	933.4	2.1%
Schools Transfer (ongoing)	560.0	563.9	593.6	5.3%
Schools Transfer (one-time)	-	20.5	14.0	-31.7%
Subtotal Schools	560.0	584.4	607.6	4.0%
TOTAL EXPENDITURES	\$1,727.9	\$1,498.9	\$1,541.0	2.8%
REVENUES				
Real Estate Tax	\$830.3	\$852.2	\$883.0	3.6%
Personal Property Tax	127.1	132.7	142.7	7.6%
BPOL Tax	77.9	78.0	81.2	4.1%
Sales Tax	48.0	46.0	50.9	10.7%
Transient Tax	15.1	16.5	22.0	33.3%
Utility Tax	16.8	17.2	15.9	-7.6%
Meals Tax	39.3	39.0	45.0	15.4%
Communications Sales Tax	5.4	5.8	5.3	-7.8%
Other Local Taxes	24.6	21.7	22.4	3.1%
Subtotal Taxes	1,184.4	1,209.0	1,268.4	4.9%
Licenses, Permits and Fees	14.7	7.3	9.0	22.3%
Fines, Interest and Other	32.3	21.0	22.1	5.2%
Charges for Services	54.2	65.6	69.5	6.0%
Miscellaneous	337.2	11.8	12.6	6.2%
Revenue from State	83.7	86.3	88.8	2.9%
Revenue from Federal Government	55.1	34.9	18.1	-48.0%
Subtotal Other	577.2	226.9	220.1	-3.0%
Total Revenue (excluding Fund Balance)	1,761.6	1,435.9	1,488.5	3.7%
Prior Year Fund Balance	194.9	63.0	56.8	-9.8%
TOTAL REVENUES & FUND BALANCE	\$1,956.5	\$1,498.9	\$1,545.3	3.1%

Numbers may not add due to rounding.

¹ Includes General Fund transfers to other operating funds.

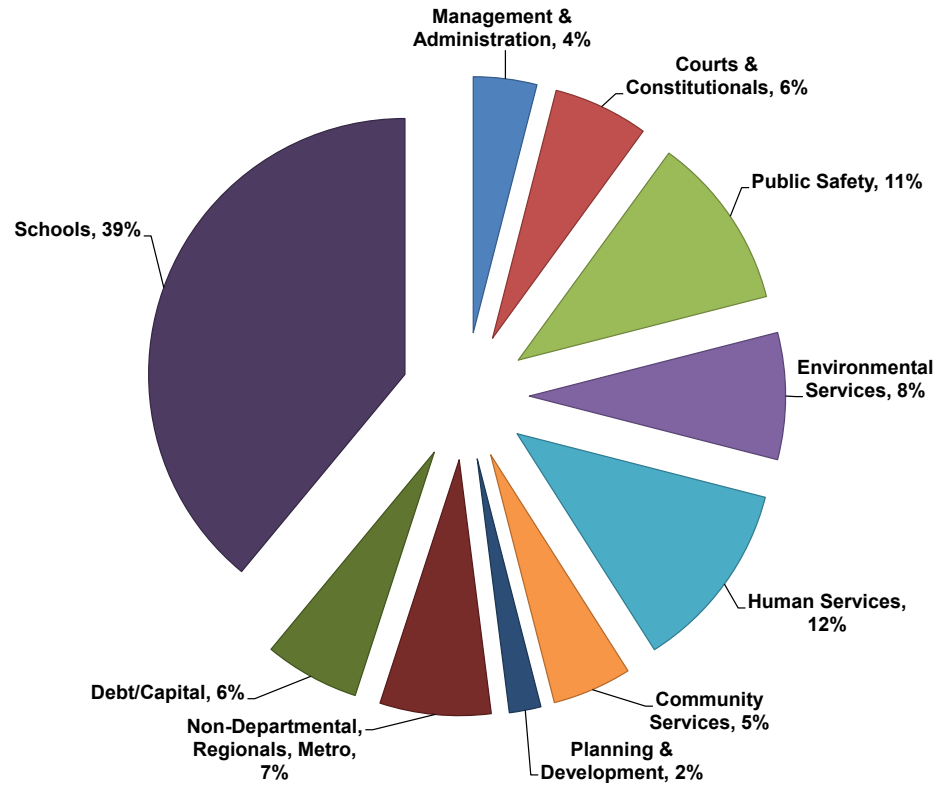
² Includes transfer to the OPEB Trust Fund and funding for Line of Duty Death and Health Benefits Trust Fund.

³ COVID-19 Response includes only those costs charged directly to a County-wide account in FY 2022; many other costs were spread throughout department operations and are included in County Services above. In FY 2023, COVID-19 Response includes the budget for the COVID Contingent.

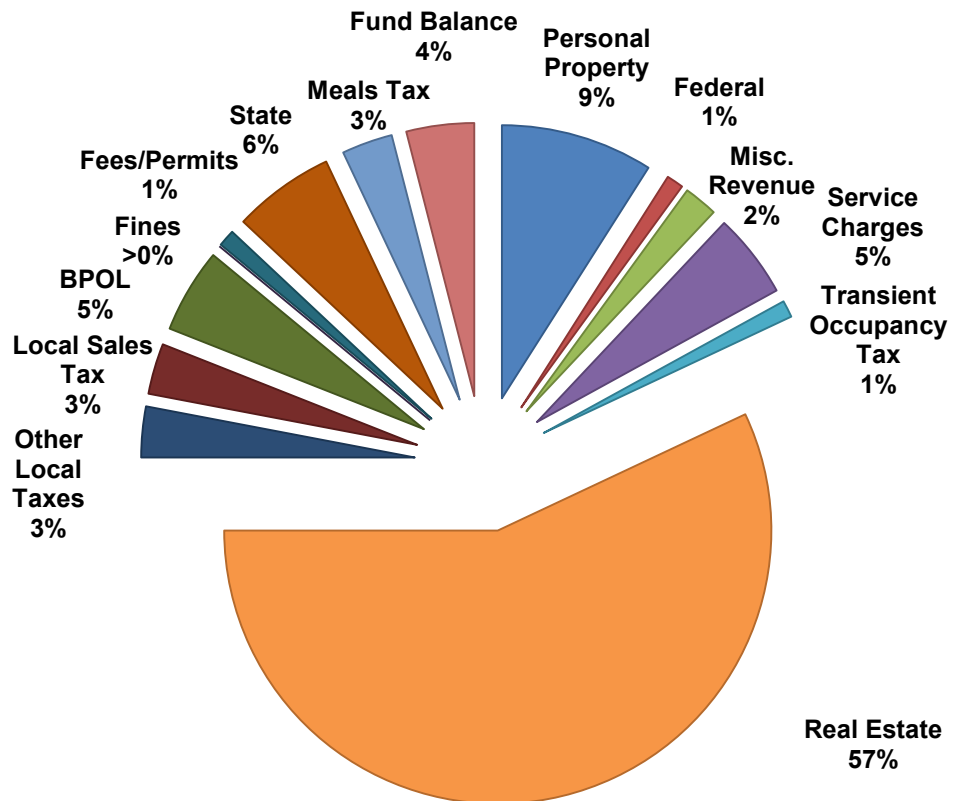
⁴ The federal HOME portion of AHIF is budgeted in the Community Development Fund.

⁵ FY 2022 expenditures include the first year of implementing GASB 87 and 96 adjustments for leases and technology subscriptions. In FY 2022, the GASB 87 and 96 adjustments in the General Fund totaled \$159.2 million and \$28.4 million in all other funds. For more department details, see the GASB 87 and 96 Summary.

FY 2024 Proposed Budget General Fund Expenditures



FY 2024 Proposed Budget General Fund Revenues



COUNTY GOVERNMENT SUMMARY

	FY 2022 Adopted FTEs	FY 2023 Adopted FTEs	FY 2024 Proposed FTEs	FY 2024 Proposed FTEs Frozen/ Funding Eliminated	FY 2022 Actual Expense ³	FY 2023 Adopted Expense	FY 2024 Proposed Expense
GENERAL FUND							
County Board	10.00	12.00	12.00	1.00	\$1,677,209	\$2,031,124	\$2,077,035
County Manager	31.00	35.00	36.00	2.00	4,792,298	6,054,700	6,861,247
Management and Finance	60.50	64.50	63.00	1.50	8,860,644	10,061,086	10,325,435
Technology Services	90.00	91.00	91.00	-	43,426,363	29,193,673	30,244,185
Human Resources	54.18	56.88	56.88	-	10,104,056	11,156,462	11,809,566
County Attorney	18.00	20.00	20.00	-	3,240,554	4,072,083	4,326,676
Circuit Court Judiciary	10.30	10.30	10.30	-	1,322,947	1,349,707	1,304,000
Clerk of the Circuit Court	33.50	34.50	34.50	-	4,143,885	4,315,217	4,564,539
General District Court	1.00	1.00	1.00	-	348,993	423,627	444,273
Juvenile and Domestic Relations Court	59.30	60.30	60.30	1.00	6,420,517	7,705,708	8,178,616
Commonwealth's Attorney	42.00	47.00	48.00	-	5,336,884	5,862,840	6,284,052
Office of the Magistrate	-	-	-	-	28,220	29,986	30,832
Office of the Public Defender	-	-	-	-	309,326	386,120	386,120
Sheriff	297.00	298.00	298.00	20.00	49,246,586	47,167,664	50,637,162
Commissioner of Revenue	53.00	53.00	53.00	1.00	5,679,612	6,049,004	6,474,444
Treasurer	62.66	62.66	62.66	-	6,884,012	7,672,981	8,179,168
Electoral Board	9.80	9.80	9.80	-	1,418,773	1,989,586	2,122,578
Public Safety Comms. & Emergency Mgmt.	74.50	75.50	73.75	1.75	15,310,185	14,591,151	14,606,420
Police	490.00	492.00	491.00	39.60	73,127,540	76,915,884	83,512,292
Fire	374.00	374.00	371.00	3.00	68,759,267	71,934,553	76,082,480
Environmental Services	399.50	408.75	407.65	3.00	107,392,616	114,788,989	119,892,519
Human Services	733.12	767.67	788.77	-	208,010,637	172,625,843	183,016,904
Libraries	130.67	140.19	140.19	-	13,938,064	16,542,254	17,970,646
Economic Development	51.90	52.10	52.10	1.00	9,602,373	10,117,503	9,785,394
Community Planning, Housing & Devel.	81.00	84.60	82.00	2.60	11,492,426	12,350,859	12,471,708
Parks and Recreation	404.24	414.43	411.12	5.18	44,340,809	53,154,373	57,811,475
Non-Departmental/Other	-	-	-	-	323,623,545	83,413,659	56,781,792
Debt Service	-	-	-	-	73,511,781	77,110,907	79,531,024
Regionals/Contributions	-	-	-	-	6,991,115	7,392,026	7,669,143
Metro	-	-	-	-	46,622,208	46,622,208	47,842,394
SUBTOTAL FOR FUND	3,571.17	3,665.18	3,674.02	82.63	1,155,963,446	903,081,777	921,224,119
TRANSFERS TO OTHER FUNDS							
Utilities Capital	-	-	-	-	-	460,000	119,139
Travel & Tourism Promotion	-	-	-	-	396,816	378,033	246,700
Printing	-	-	-	-	254,979	262,658	777,258
Fund 199 (formerly Trust & Agency)	-	-	-	-	760,000	-	-
Other Post Employment Benefits Trust	-	-	-	-	75,271	-	-
SUBTOTAL					1,487,066	1,100,691	1,143,097
Schools Transfer	-	-	-	-	559,993,834	584,382,149	607,601,305
General Capital Projects	-	-	-	-	10,478,484	10,302,176	11,000,000
TOTAL TRANSFERS TO OTHER FUNDS					571,959,384	595,785,016	619,744,402
GENERAL FUND TOTAL	3,571.17	3,665.18	3,674.02	82.63	\$1,727,922,831	\$1,498,866,793	\$1,540,968,521
OTHER FUNDS - OPERATING AND CAPITAL							
Ballston Quarter Tax Increment Financing	-	-	-	-	\$2,822,008	\$2,039,119	\$1,841,669
Travel & Tourism Promotion	7.00	7.00	7.00	-	1,549,957	2,503,033	2,646,700
Ballston Business Improvement District	-	-	-	-	1,435,800	1,431,745	1,476,793
Rosslyn Business Improvement District	-	-	-	-	4,105,081	4,352,535	4,545,682
National Landing Business Improvement Dist.	-	-	-	-	4,321,507	4,566,084	4,742,121
Community Development	4.50	4.50	4.50	-	2,010,872	2,800,236	3,083,971
Housing Choice Voucher Program	12.00	13.00	14.60	-	23,753,874	22,840,894	24,192,544
General Capital - PAYG	-	-	-	-	48,375,823	41,293,187	38,178,080
Stormwater Management	47.00	50.50	53.50	-	19,892,606	15,928,628	16,545,407
Transportation Capital ¹	34.00	41.00	41.00	1.00	43,218,219	34,451,267	37,374,864
Crystal City Tax Increment Financing ¹	7.00	6.50	6.50	-	5,837,286	4,600,160	4,379,860
Columbia Pike Tax Increment Financing	-	-	-	-	406,655	1,453,260	1,737,840
Utilities	255.95	254.95	254.95	-	101,966,602	108,108,804	110,006,856
Utility Capital	-	-	-	-	23,160,719	27,010,000	29,075,000
Ballston Public Parking Garage	-	-	-	-	14,487,002	3,591,583	3,396,603
Ballston Public Parking Garage - 8th Level	-	-	-	-	80,987	111,383	140,475
CPHD Development	116.00	132.00	137.00	-	36,894,358	26,187,835	27,781,797
Automotive Equipment	58.00	58.00	58.00	2.00	16,908,098	22,468,506	23,239,767
Printing	8.00	8.00	7.00	-	4,068,466	1,961,276	1,996,021
TOTAL OTHER FUNDS ⁴	549.45	575.45	584.05	3.00	355,295,920	327,699,535	336,382,050
LESS GENERAL FUND TRANSFERS					(571,959,384)	(595,785,016)	(619,744,402)
LESS OTHER FUND TRANSFERS ²					(19,036,903)	(19,540,453)	(18,849,365)
TOTAL COUNTY GOVERNMENT ⁵	4,120.62	4,240.63	4,258.07	85.63	\$1,492,222,464	\$1,211,240,859	\$1,238,756,804

[1] Expenses do not include utilization of fund balance for FY 2023 and FY 2024. Refer to fund narrative for total expenditures.

[2] Includes Other Fund transfers to General Fund and inter-fund transfers.

[3] FY 2022 expenditures include the first year of implementing GASB 87 and 96 adjustments for leases and technology subscriptions. In FY 2022, the GASB 87 and 96 adjustments in the General Fund totaled \$159.2 million and \$28.4 million in all other funds. For more department details, see the GASB 87 and 96 Summary.

[4] General Obligation Bond (GO bond) funding is not included above.

[5] The implementation of GASB 84 caused some funds, which were previously reported as fiduciary activities, to be included as part of the County's government-wide net position. Those accounts are not shown in the table above but are included in the County's Annual Comprehensive Financial Report. See the ACFR on the County's website for more information:

[Accounting, Reporting and Control – Official Website of Arlington County Virginia Government \(arlingtonva.us\)](#)

Summary of Impacts of GASB 87 and 96 Implementation

The County implemented new Governmental Accounting Standards Board (GASB) standards 87 and 96 in FY 2022. GASB 87 revised the accounting and financial reporting of leases for local governments by establishing a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying nonfinancial asset. Accordingly, the majority of lease obligations will now be reflected as liabilities and assets on the statement of financial positions. GASB 96 addresses the accounting treatment and financial reporting of subscription-based information technology agreements (SBITA). If a SBITA is identified, the government must recognize a subscription liability and a subscription asset at the commencement of the SBITA term.

	FY 2022 Actual Expense	FY 2022 GASB 87 & 96 Expense	FY 2022 Total Expense	FY 2022 Actual Revenue	FY 2022 GASB 87 & 96 Revenue	FY 2022 Total Revenue
GENERAL FUND						
County Board	\$1,677,209	-	\$1,677,209	-	-	-
County Manager	4,792,298	-	4,792,298	\$17,000	-	\$17,000
Management and Finance	8,860,644	-	8,860,644	530,264	-	530,264
Technology Services	26,592,570	\$16,833,793	43,426,363	-	\$16,833,793	16,833,793
Human Resources	10,104,056	-	10,104,056	-	-	-
County Attorney	3,240,554	-	3,240,554	7,436	-	7,436
Circuit Court Judiciary	1,322,947	-	1,322,947	64,515	-	64,515
Clerk of the Circuit Court	4,143,885	-	4,143,885	2,282,644	-	2,282,644
General District Court	348,993	-	348,993	81,546	-	81,546
Juvenile and Domestic Relations Court	6,416,962	3,555	6,420,517	1,806,198	3,555	1,809,754
Commonwealth's Attorney	5,336,884	-	5,336,884	1,961,430	-	1,961,430
Office of the Magistrate	28,220	-	28,220	1,489	-	1,489
Office of the Public Defender	309,326	-	309,326	-	-	-
Sheriff	49,138,536	108,050	49,246,586	10,899,016	108,050	11,007,066
Commissioner of Revenue	5,679,612	-	5,679,612	671,976	-	671,976
Treasurer	6,881,931	2,081	6,884,012	1,704,595	2,081	1,706,676
Electoral Board	1,418,773	-	1,418,773	127,261	-	127,261
Public Safety Communications and Emergency Management	14,782,946	527,239	15,310,185	2,239,977	527,239	2,767,217
Police	72,076,515	1,051,025	73,127,540	904,839	1,051,025	1,955,864
Fire	68,538,276	220,991	68,759,267	8,582,025	220,991	8,803,016
Environmental Services	102,610,427	4,782,189	107,392,616	53,217,148.25	5,415,175	58,632,323
Human Services	153,539,508	54,471,129	208,010,637	45,390,037	54,471,129	99,861,166
Libraries	13,904,289	33,775	13,938,064	293,487	33,775	327,262
Economic Development	8,825,431	776,942	9,602,373	92,504	776,942	869,445
Community Planning, Housing, and Development	11,490,784	1,642	11,492,426	1,803,152	1,642	1,804,795
Parks and Recreation	44,085,768	255,041	44,340,809	12,342,091	251,370	12,593,461
Non-Departmental/Other	243,452,500	80,171,044	323,623,545	1,452,212,369	83,184,586	1,535,396,955
Debt Service	73,511,781	-	73,511,781	-	-	-
Regionals/Contributions	6,991,115	-	6,991,115	-	-	-
Metro	46,622,208	-	46,622,208	-	-	-
Transfers to Other Funds	1,487,066	-	1,487,066	783,472	-	783,472
Schools Transfer	559,993,834	-	559,993,834	-	-	-
General Capital Projects Transfer	10,478,484	-	10,478,484	-	-	-
GENERAL FUND TOTAL	\$1,568,684,335	\$159,238,495	\$1,727,922,831	\$1,598,016,473	\$162,881,353	\$1,760,897,826
OTHER FUNDS - OPERATING AND CAPITAL						
Ballston Quarter Tax Increment Financing	2,822,008	-	2,822,008	2,913,249	-	2,913,249
Travel & Tourism Promotion	1,549,957	-	1,549,957	1,549,957	-	1,549,957
Ballston Business Improvement District	1,435,800	-	1,435,800	1,521,367	-	1,521,367
Rosslyn Business Improvement District	4,105,081	-	4,105,081	4,015,678	-	4,015,678
National Landing Business Improvement District	4,321,507	-	4,321,507	4,512,195	-	4,512,195
Community Development	2,010,872	-	2,010,872	2,010,872	-	2,010,872
Housing Choice Voucher Program	22,672,735	1,081,139	23,753,874	22,672,735	1,081,139	23,753,874
General Capital - PAYG	48,375,823	-	48,375,823	23,170,192	-	23,170,192
Stormwater Management	19,892,606	-	19,892,606	16,008,809	-	16,008,809
Transportation Capital	43,218,219	-	43,218,219	49,625,291	21,877	49,647,168
Crystal City Tax Increment Financing	5,837,286	-	5,837,286	5,547,728	-	5,547,728
Columbia Pike Tax Increment Financing	406,655	-	406,655	1,233,140	-	1,233,140
Utilities	101,947,048	19,554	101,966,602	100,752,447	22,938	100,775,385
Utility Capital	23,160,719	-	23,160,719	24,869,818	-	24,869,818
Ballston Public Parking Garage	2,183,303	12,303,699	14,487,002	2,153,760	12,303,699	14,457,459
Ballston Public Parking Garage - 8th Level	80,987	-	80,987	203,329	-	203,329
CPHD Development	23,322,855	13,571,504	36,894,358	21,147,641	13,571,504	34,719,144
Automotive Equipment	16,904,466	3,632	16,908,098	21,650,326	3,632	21,653,958
Printing	2,646,945	1,421,521	4,068,466	1,940,310	1,421,521	3,361,831
TOTAL OTHER FUNDS	\$326,894,871	\$28,401,049	\$355,295,920	\$307,498,844	\$28,426,310	\$335,925,154

The County's FY 2022 Annual Financial Comprehensive Financial Report is available online at:
<https://www.arlingtonva.us/Government/Departments/DMF/Arlington-County-Accounting-Reporting-and-Control>

EXPENDITURE COMPARISON

	FY 2022 Actual ¹	FY 2023 Adopted	FY 2024 Proposed	% Increase '23 Adopted to '24 Proposed
GENERAL ADMINISTRATION				
County Board	\$1,677,209	\$2,031,124	\$2,077,035	2.3%
County Manager	4,792,298	6,054,700	6,861,247	13.3%
Management and Finance	8,860,644	10,061,086	10,325,435	2.6%
Technology Services	43,426,363	29,193,673	30,244,185	3.6%
Human Resources	10,104,056	11,156,462	11,809,566	5.9%
County Attorney	3,240,554	4,072,083	4,326,676	6.3%
Subtotal: General Administration	72,101,123	62,569,128	65,644,144	4.9%
COURTS AND CONSTITUTIONALS				
Circuit Court	1,322,947	1,349,707	1,304,000	-3.4%
Clerk of the Circuit Court	4,143,885	4,315,217	4,564,539	5.8%
General District Court	348,993	423,627	444,273	4.9%
Juvenile and Domestic Relations Court	6,420,517	7,705,708	8,178,616	6.1%
Commonwealth's Attorney	5,336,884	5,862,840	6,284,052	7.2%
Office of the Magistrate	28,220	29,986	30,832	2.8%
Office of the Public Defender	309,326	386,120	386,120	-
Sheriff	49,246,586	47,167,664	50,637,162	7.4%
Commissioner of Revenue	5,679,612	6,049,004	6,474,444	7.0%
Treasurer	6,884,012	7,672,981	8,179,168	6.6%
Electoral Board	1,418,773	1,989,586	2,122,578	6.7%
Subtotal: Courts and Constitutionals	81,139,757	82,952,440	88,605,784	6.8%
PUBLIC SAFETY				
Public Safety Comms. & Emergency Mgmt.	15,310,185	14,591,151	14,606,420	-
Police	73,127,540	76,915,884	83,512,292	8.6%
Fire	68,759,267	71,934,553	76,082,480	5.8%
Subtotal: Public Safety	157,196,992	163,441,588	174,201,192	6.6%
ENVIRONMENTAL SERVICES	107,392,616	114,788,989	119,892,519	4.4%
HUMAN SERVICES	208,010,637	172,625,843	183,016,904	6.0%
COMMUNITY SERVICES				
Libraries	13,938,064	16,542,254	17,970,646	8.6%
Parks and Recreation	44,340,809	53,154,373	57,811,475	8.8%
Subtotal: Community Services	58,278,873	69,696,627	75,782,121	8.7%
PLANNING AND DEVELOPMENT				
Economic Development	9,602,373	10,117,503	9,785,394	-3.3%
Community Planning, Housing & Devel.	11,492,426	12,350,859	12,471,708	1.0%
Subtotal: Planning and Development	21,094,799	22,468,362	22,257,102	-0.9%
OTHER				
Non-Departmental/Other	323,623,545	83,413,659	56,781,792	-31.9%
Debt Service	73,511,781	77,110,907	79,531,024	3.1%
Regionals/Contributions	6,991,115	7,392,026	7,669,143	3.7%
Metro	46,622,208	46,622,208	47,842,394	2.6%
Subtotal: Other	450,748,648	214,538,800	191,824,353	-10.6%
TOTAL GENERAL FUND OPERATIONS	\$1,155,963,446	\$903,081,777	\$921,224,119	2.0%
OTHER FUNDS - OPERATING & CAPITAL				
Ballston Quarter Tax Increment Financing	2,822,008	2,039,119	1,841,669	-9.7%
Travel & Tourism Promotion	1,549,957	2,503,033	2,646,700	5.7%
Ballston Business Improvement District	1,435,800	1,431,745	1,476,793	3.1%
Rosslyn Business Improvement District	4,105,081	4,352,535	4,545,682	4.4%
National Landing Business Improvement District	4,321,507	4,566,084	4,742,121	3.9%
Community Development	2,010,872	2,800,236	3,083,971	10.1%
Housing Choice Voucher Program	23,753,874	22,840,894	24,192,544	5.9%
General Capital - PAYG	48,375,823	41,293,187	38,178,080	-7.5%
Stormwater Management	19,892,606	15,928,628	16,545,407	3.9%
Transportation Capital ²	43,218,219	34,451,267	37,374,864	8.5%
Crystal City Tax Increment Financing ²	5,837,286	4,600,160	4,379,860	-4.8%
Columbia Pike Tax Increment Financing	406,655	1,453,260	1,737,840	19.6%
Utilities	101,966,602	108,108,804	110,006,856	1.8%
Utilities Capital	23,160,719	27,010,000	29,075,000	7.6%
Ballston Public Parking Garage	14,487,002	3,591,583	3,396,603	-5.4%
Ballston Public Parking Garage - 8th Level	80,987	111,383	140,475	26.1%
CPHD Development	36,894,358	26,187,835	27,781,797	6.1%
Automotive Equipment	16,908,098	22,468,506	23,239,767	3.4%
Printing	4,068,466	1,961,276	1,996,021	1.8%
TOTAL OTHER FUNDS	\$355,295,920	\$327,699,535	\$336,382,050	2.6%
Less Other Fund Transfers ³	(19,036,903)	(19,540,453)	(18,849,365)	-3.5%
TOTAL COUNTY REQUIREMENTS	\$1,492,222,464	\$1,211,240,859	\$1,238,756,804	2.3%

[1] FY 2022 expenditures include the first year of implementing GASB 87 and 96 adjustments for leases and technology subscriptions. In FY 2022, the GASB 87 and 96 adjustments in the General Fund totaled \$159.2 million and \$28.4 million in all other funds. For more department details, see the GASB 87 and 96 Summary.

[2] Expenses do not include utilization of fund balance for FY 2022 and FY 2023. Refer to fund narrative for total expenditures.

[3] Includes Other Fund transfers to General Fund and inter-fund transfers.

FY 2024 PROPOSED BUDGET POSITION CHANGES

This table details the added and eliminated full-time equivalent positions (FTEs) in the FY 2024 Proposed Budget.

Interdepartmental reorganizations are shown as transfers. Italic text indicates the FTE was added during FY 2023 but after the FY 2023 budget was adopted.

	FTE Changes: FY 2023 Adopted to FY 2024 Proposed
GENERAL FUND	
County Board Office	
Freeze a Senior Auditor position (1.0 FTE)	-
Total County Board Office	-
County Manager's Office	
Add a Deputy County Manager	1.00
Add two administrative positions	2.00
Eliminate a vacant Media Relations/Communications Manager	(1.00)
Eliminate a vacant Environmental Management Specialist	(1.00)
Total County Manager's Office	1.00
Department of Management & Finance	
Eliminate a vacant Prevailing Wage Analyst position	(1.00)
Reduce a filled Staff Support Technician in Real Estate Assessments	(0.50)
Eliminate funding for a Procurement Officer position	-
Total Department of Management & Finance	(1.50)
Department of Technology Services	
Replace ongoing funding with one-time funding for two interns (2.0 FTE)	-
Total Department of Technology Services	-
Human Resources	
No FTE changes proposed	-
Total Human Resources	-
County Attorney	
No FTE changes proposed	-
Total County Attorney	-
Circuit Court Judiciary	
No FTE changes proposed	-
Total Circuit Court	-
Clerk of the Circuit Court	
No FTE changes proposed	-
Total Circuit Court	-
Juvenile and Domestic Relations Court	
Continue to freeze a Counselor position (1.0 FTE)	-
Total Juvenile and Domestic Relations Court	-
Commonwealth Attorney	
<i>Added a grant-funded limited-term management analyst position</i>	1.00
Total Commonwealth Attorney	1.00
Sheriff	
Continue to freeze ten Deputy Sheriff positions (10.0 FTE)	-
Freeze an additional ten Deputy Sheriff positions (10.0 FTE)	-
Total Sheriff	-
Commissioner of Revenue	
Continue to freeze a Management Specialist position (1.0 FTE)	-
Total Commissioner of Revenue	-

	FTE Changes: FY 2023 Adopted to FY 2024 Proposed
Treasurer	
No FTE changes proposed	-
Total Treasurer	-
Electoral Board	
No FTE changes proposed	-
Total Electoral Board	-
Public Safety Communications & Emergency Management	
Eliminate a vacant Emergency Management Specialist	(1.00)
Eliminate a vacant part-time administrative support position	(0.75)
Total Public Safety Communications & Emergency Management	(1.75)
Police	
Continue to freeze ten police officer positions (10.0 FTE) and crossing guards (2.6 FTE)	-
Eliminate a vacant Records Management Asst. IV position	(1.00)
Freeze additional sworn positions (26.0 FTE)	-
Total Police	(1.00)
Fire	
Eliminate a vacant Administrative Assistant VI	(1.00)
Eliminate a vacant Warehouse Technician I	(1.00)
Eliminate a vacant Management & Budget Specialist	(1.00)
Total Fire	(3.00)
Department of Environmental Services (DES)	
<i>Added a Construction Management Specialist for Water Sewer Streets as part of the FY 2023 Adopted CIP</i>	1.00
<i>Added a permanent security position in the Facilities Management Bureau (converted from overstrength)</i>	1.00
A technical adjustment to remove a 0.10 temporary position in Transportation, Engineering, and Operations	(0.10)
Transfer a Project Management Coordinator to the Transportation Capital Fund	(1.00)
Eliminate a vacant Accounting Technician I	(1.00)
Eliminate a vacant Facilities Project Specialist	(1.00)
Total Department of Environmental Services	(1.10)
Department of Human Services (DHS)	
<i>Added a Security Coordinator for managing security protocols (Director's Office)</i>	1.00
<i>Reclassified a Physician (Public Health) to add a Communications Specialist for departmental programs (Director's Office)</i>	-
<i>Added a Contract Specialist for additional procurement capacity (Director's Office)</i>	1.00
<i>Added a Behavioral Health Specialist for substance use disorder services (Behavioral Healthcare)</i>	0.50
<i>Added a Peer Recovery Specialist for the Assertive Community Treatment Program (Behavioral Healthcare)</i>	1.00
<i>Added a grant-funded two-year limited-term Behavioral Health Therapist for intake support (Behavioral Healthcare)</i>	1.00
<i>Added a grant-funded Management Specialist for data analytics (Behavioral Healthcare)</i>	1.00
<i>Added a grant-funded Behavioral Health Specialist for the Behavioral Health Docket (Behavioral Healthcare)</i>	1.00
<i>Reclassified a temporary grant-funded Human Services Specialist to a permanent grant-funded position for the Behavioral Health Docket (Behavioral Healthcare)</i>	-
<i>Added a grant-funded limited-term Peer Recovery Specialist and Behavioral Health Clinician for the Mobile Support Team</i>	2.00
<i>Reclassified and increased a 0.25 FTE Psychiatrist to a 1.00 FTE Behavioral Health Therapist for forensic discharge planning (Behavioral Healthcare)</i>	0.75
<i>Healthcare)</i>	0.25
<i>Added a grant-funded Human Resources Specialist for Community Services Board programs (Behavioral Healthcare)</i>	1.00
<i>Added five grant-funded positions for RAFT: two Management Specialists, three Human Services Specialists (Aging and Disability)</i>	5.00
<i>Added a Management Specialist for Vocational and Habilitation Programs (Aging and Disability)</i>	0.50
<i>Independence)</i>	1.00

	FTE Changes: FY 2023 Adopted to FY 2024 Proposed
Add a Human Services Specialist for the Aging and Disability Resource Center (Aging and Disability)	0.20
Add a grant-funded Human Services Clinician for the Adult Day Program (Aging and Disability)	0.50
Add a grant-funded Behavioral Health Therapist for the Office-Based Opioid Treatment Program (Behavioral Healthcare)	1.00
Add a Childcare Specialist for state-mandated inspections (Child and Family)	1.00
Add a Management Analyst for quality assurance (Economic Independence)	1.00
Add a Management Analyst for housing and landlord engagement (Economic Independence)	0.40
Total Department of Human Services	21.10
Libraries	
No FTE changes proposed	-
Total Libraries	-
Economic Development	
Add a BizLaunch en Español Administrative Specialist with one-time funding	1.00
Eliminate a vacant AED Assistant Director	(1.00)
Total Economic Development	-
Community Planning, Housing and Development	
Eliminate a vacant Management Analyst	(0.60)
Transfer a Construction Codes III position to the CPHD Development Fund	(1.00)
Eliminate a vacant Associate Planner position	(1.00)
Total Community Development, Housing and Development	(2.60)
Parks and Recreation	
Reduce level of temporary staff utilized by the Parks and Natural Resources division	(1.95)
Reduce level of temporary staff utilized by the Community Recreation division	(3.23)
A technical adjustment to reflect two Lubber Run Community Center positions	2.00
Remove FY 2023 adopted one-time funding for Trek Mobile temporary staff	(0.13)
Total Parks and Recreation	(3.31)
NET POSITION CHANGES: GENERAL FUND	8.84
OTHER FUNDS	
Travel and Tourism	
No FTE changes proposed	-
Total Travel and Tourism	-
Housing Choice Voucher	
<i>Added a Management Analyst</i>	<i>1.00</i>
Add a Management Analyst for housing and landlord engagement (Economic Independence)	0.60
Total Housing Choice Voucher	1.60
Stormwater	
Add a plan review engineer	1.00
Transfer two sewer maintenance positions from the Utilities Fund	2.00
Total Stormwater	3.00
Transportation Capital	
Eliminate DMF Procurement Officer position	(1.00)
Transfer in of a Project Management Coordinator from DES General Fund	1.00
Total Transportation Capital	-
Crystal City Tax Increment Financing	
No FTE changes proposed	-
Total Crystal City Tax Increment Financing Fund	-

		FTE Changes: FY 2023 Adopted to FY 2024 Proposed
Utilities Fund		
Transfer two Sewer Maintenance positions to the Stormwater Fund		(2.00)
Add a Customer Service Representative		1.00
Add a Warehouse Technician		1.00
Total Utilities Fund		-
CPHD Development Fund		
Transfer a Construction Codes III position from the CPHD General Fund		1.00
Add three Construction Plans Examiner II positions		3.00
Add a Zoning Inspector		1.00
Total CPHD Development Fund		5.00
Automotive Equipment Fund		
Freeze Welder and 2nd Night Shift Supervisor in Equipment Fund for one-year		-
Total Automotive Equipment Fund		-
Print Fund		
<i>Technical adjustment to remove a long-term vacancy</i>		(1.00)
Total Print Fund		(1.00)
NET POSITION CHANGES: OTHER FUNDS		8.60
NET POSITION CHANGES: ALL FUNDS		17.44

Compensation

	ALL FUNDS		GENERAL FUND	
	FY 2024 Proposed	Percent of Total	FY 2024 Proposed	Percent of Total
Pay (Salaries)	\$402,234,232	68.99%	\$349,072,632	68.32%
Retirement	88,485,975	15.18%	79,225,361	15.51%
FICA	27,543,095	4.72%	24,013,470	4.70%
Health Insurance - Employees	40,203,684	6.90%	34,608,456	6.77%
Health/Life Insurance - Retirees	790,000	0.14%	790,000	0.15%
Life Insurance - Employees	601,192	0.10%	520,950	0.10%
Commuting & Transportation	2,567,986	0.44%	2,170,770	0.42%
Tuition Reimbursement	345,500	0.06%	345,500	0.07%
Unemployment/Short-Term Disability	280,000	0.05%	280,000	0.05%
Workers Compensation	4,200,000	0.72%	4,200,000	0.82%
Transfer to OPEB Trust Fund	14,100,000	2.42%	14,100,000	2.76%
Miscellaneous	1,666,184	0.29%	1,620,536	0.32%
Total	\$583,017,848	100%	\$510,947,676	100%

Note: Percentages may not add to 100 percent due to rounding.

Pay Enhancements – FY 2004 to FY 2024

The following provides a history of key pay enhancements.

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2024		▪ 4.5% merit increase for General employees ▪ 4.5% merit increase for Fire uniform employees* ▪ 4.5% salary increase for Service/Labor/Trades employees ▪ 8.5% merit increase for Sheriff uniform employees ▪ 10% merit increase for Police uniform employees below the rank of Captain* ▪ Related range movements which means that the lowest part of the pay range and highest part of the range will move ▪ \$2,000 (gross) one-time bonus for all qualifying staff ▪ Increase paid parental leave from 8 to 10 weeks ▪ Increase in the flexible spending account dependent care match from \$1,500 to \$2,000 ▪ Increase in the County's contribution for the health savings accounts for those on the high deductible health plan from \$700 individual/\$1,400 dependent to \$950/\$1,900 ▪ Increase in adoption assistance from \$5,000 to \$9,000 ▪ Establishing 16 hours of paid bereavement (based on a 40 hour work week); leave does not carry over from one fiscal year to the next ▪ Increasing DROP from three to four years <i>* In the FY 2024 Proposed Budget, compensation and benefits for IAFF and ACOP are based on the arbitration awards and tentative agreements as detailed in the Fiscal Impact Studies. Final compensation and benefits will be determined by the signed agreements with each group.</i>
FY 2023		▪ 5.25% merit increase for General employees, 13.5% for uniformed Police, and 8.50% for uniformed Sheriff and Fire employees ▪ 5.0% increase to the minimum and maximum of General Employee grades/ranges and up to 5.5% increase to the minimum and maximum of uniform public safety grades/ranges ▪ Increase to pay-for-performance budget of 0.5% ▪ 2.5-hour reduction in Police work week for uniformed positions ▪ \$1.5 million for the first year of a multi-year effort to address pay compression ▪ \$1,600 (gross) one-time bonus ▪ One-time referral bonus for hard to fill positions - \$1,000 upon hire and \$1,000 after 6 months

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2023 continued		▪ DHS Clinical Services – one-time retention bonus of \$3,500 gross for existing employees; signing bonus \$1,500 gross at hiring, \$1,500 gross later for new employees ▪ Police signing bonus of \$1,500 (gross) upon hire and again after one year (one-time) ▪ Fire – uniform employees one-time retention bonus of \$1,600 gross ▪ Optional one-time cash-out 40 hours of compensation time for General Employees with balances of 80 hours or more and for Public Safety Employees with balances of 120 hours or more ▪ One-time allowance for front-line staff (\$1,000 gross) ▪ One-time funding for additional bonuses, merit awards, and retention efforts (\$500,000) ▪ A one-time increase to shift differential from \$0.75 to \$1.00 per hour for B shift and from \$1.00 to \$1.30 per hour for C shift ▪ A one-time increase to language premium from \$0.69 to \$0.92 per hour ▪ Double the CDL bonus to \$2,000 (one-time) ▪ One-time Fire Swiftwater Premium of \$0.70 per hour for techs and \$1.40 per hour for specialists ▪ Increase several premium pays in Police including Patrol Field Training Officer premium from \$1.34 to \$3.00 per hour, Civil Disturbance Unit premium from \$0.30 to \$0.75 per hour, and SWAT premium from \$0.60 to \$1.00 per hour.
FY 2022	1% effective January 1, 2022	▪ <i>Additional 1% market adjustment effective January 1, 2022, approved at close-out of FY 2021</i> ▪ <i>\$450 (net) one-time bonus approved at close-out of FY 2021</i> ▪ 1% merit increases included ▪ \$900 (net) one-time bonus ▪ 5.0% increase to the minimum and maximum of each pay range for general employees ▪ 1.0% increase to the minimum and maximum of each pay range for public safety employees ▪ Lowest base pay rate / living wage increased to \$17.00/hour from \$15.00/hour for all permanent and temporary employees, excluding student assistants ▪ Increased dependent care match from \$1,000 to \$1,500 ▪ Increased Live Where You Work benefit ▪ Increased paid parental leave from 6 to 8 weeks ▪ Increased maximum tuition reimbursement from \$1,900 to \$2,200 per year ▪ Added Juneteenth Day as a paid holiday

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2021	None	▪ No compensation increases ▪ Increased paid parental leave from 4 to 6 weeks ▪ Increased dependent care match from \$500 to \$1,000 ▪ Increased vacation leave accrual for new/recent hires from 13 days to 16.25 days ▪ Added a one-time Election Day holiday ▪ Eliminated Presidents Day holiday and add a floating holiday ▪ Introduced a Consumer Driven Health Plan
FY 2020	None	▪ Merit increases included ▪ 2.0% increase to the minimum and maximum of each pay range ▪ Increased public safety compensation in Fire, Police and Sheriff by 5.5% as part of the continued implementation of the maintenance study completed in FY 2018. ▪ Expanded dental plan options ▪ Introduced a voluntary, employee paid, long term disability insurance plan
FY 2019	None	▪ Merit increases included ▪ 1.0% increase to the minimum and maximum of each grade/range ▪ Increased public safety compensation in Fire, Police and Sheriff as part of the first-year of a five-year classification and maintenance study for all job classes in the County. ▪ Lowest base pay rate / living wage increased to \$15.00/hour from \$14.50/hour for all permanent and temporary employees, excluding student assistants ▪ Added Adoption Assistance (\$5,000/child) ▪ Increased volunteer leave from 4 hours to 8 hours ▪ Increased location pay from \$80/month to \$110/month for uniformed Sheriff and Police positions
FY 2018	None	▪ Merit increases included ▪ Increased Transit Subsidy by \$50 per month ▪ Implemented a Dependent Care Flexible Spending Account (FSA) employer match of \$500 per employee

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2017	None	▪ Merit increases included ▪ 1.75% increase to the maximum of each grade/range and implementation of open pay ranges ▪ Lowest base pay rate increasing to \$14.50/hour from \$13.13/hour for all permanent employees ▪ Eliminated steps 2 & 3 ▪ Implemented a Commercial Driver's License (CDL) bonus program ▪ Increased New Parent Leave from 2 weeks to 4 weeks
FY 2016	None	▪ Merit/step increases included
FY 2015	1.00% for Step 19 employees	▪ Merit/step increases included ▪ Added extra Christmas and New Year's holidays, CY 2014 only, due to timing of the holidays
FY 2014	None	▪ Merit/step increases included ▪ Eliminated one County Holiday (Columbus Day)
FY 2013	None	▪ Added Step 19, dropped Step 1 ▪ Added Christmas Eve and New Year's Eve holidays, CY 2012 only, due to timing of the holidays ▪ Merit/step increases included ▪ Living wage increased to \$13.13 per hour
FY 2012	None	▪ 1% One-time lump sum payment for employees at step 18 ▪ Merit/step increases included
FY 2011	None	▪ Merit/step increases restored ▪ 2% one-time lump sum payment for employees at step 18 ▪ Increased County-provided life insurance to one times salary, eliminating \$50,000 cap ▪ One-day furlough for all employees [NOTE: the furlough day was cancelled through the use of FY 2010 one-time carryover funds]
FY 2010 Mid-Year	1.00%	▪ As part of FY 2009 close-out, County Board approved a 1% MPA effective January 1, 2010 and added for calendar year 2009 only Christmas Eve and New Year's Eve holidays
FY 2010 Adopted	None	▪ No merit/step increases ▪ \$500 one-time bonus

Fiscal Year	COLA/Market Pay Adjustment	Other Changes
FY 2009	None	- Increased retirement multiplier (defined benefit) for both general and uniformed employees (from 1.5% to 1.7% retroactively for general employees, and from tiered plan to 2.5% retroactively and 2.7% prospectively for uniformed) - For general employees, increased employer's 401(a) contribution to 4.2%; eliminated 401(a) contribution for Public Safety - Established concept of flex credits for benefits ("cafeteria plan") – applying to health and dental insurance for FY 2009 - Living wage increased to \$12.75 per hour
FY 2008	1.50%	Added Christmas Eve and New Year's Eve holidays (calendar 2007 only – Monday holidays)
FY 2007	2.00%	- Targeted market rate adjustments, promotional opportunities and career ladders for public safety ranks - Location pay stipends - Living wage increased to \$11.80 per hour
FY 2006	2.00%	- Overtime based on total hours, including leave - Living wage set at \$11.20 per hour
FY 2005	2.00%	Additional step (18) added to pay plan
FY 2004	1.00%	- Additional 1% lump sum payment in addition to the 1% COLA/MPA - Increased pay scale for Firefighters - Living wage adopted, set at \$10.98 - Reduced employee retirement contribution one percentage point (from 5% to 4% for general employees, and 6% to 5% for uniformed)

Retirement Plans and County Contribution Rates

Employer Contribution Rates – FY 2024 Proposed Budget		
Plan	Employee Type	County Contribution Rate
Defined Benefit	General Employees	14.5% of pay
	Uniformed Employees	40.6% of pay
Defined Contribution (Chapter 46 only)	General Employees	4.2% of base pay only
	Uniformed Employees	None
Deferred Compensation Employer Match	Chapter 46 Employees	Up to \$20/pay (\$520/year)
	Chapter 21 Employees	Up to \$10/pay (\$260/year)
NOTES: Chapter 21 employees were hired before 2/8/1981 Chapter 46 employees were hired on or after 2/8/1981		

Defined Benefit Plan – Funding History Percent of Salary Contributed to Retirement Plan				
Fiscal Year	General Employees		Uniformed Employees	
	County Contribution	Employee Contribution	County Contribution	Employee Contribution
FY 2024	14.5%	4%	40.6%	7.5%
FY 2023	14.3%	4%	39.4%	7.5%
FY 2022	14.2%	4%	39.0%	7.5%
FY 2021	14.6%	4%	38.4%	7.5%
FY 2020	15.1%	4%	38.7%	7.5%
FY 2019	15.0%	4%	38.1%	7.5%
FY 2018	14.9%	4%	37.9%	7.5%
FY 2017	14.4%	4%	35.9%	7.5%
FY 2016	15.9%	4%	37.8%	7.5%
FY 2015, revised	17.9%	4%	39.7%	7.5%
FY 2014	16.6%	4%	38.4%	7.5%
FY 2013	14.6%	4%	36.4%	7.5%
FY 2012	14.6%	4%	36.5%	7.5%
FY 2011	14.4%	4%	35.5%	7.5%
FY 2010	13.8%	4%	35.1%	7.5%
FY 2009 (effective 1/1/09)	13.8%	4%	35.1%	7.5%
FY 2008	9.8%	4%	19.4%	5%
FY 2007	8.3%	4%	16.3%	5%
FY 2006	6.4%	4%	13.6%	5%
FY 2005	4.9%	4%	10.5%	5%
FY 2004	3.5%	4%	7.2%	5%
NOTE: In all fiscal years through December 2008, the contribution amount was calculated against gross salary. Effective January 2009, overtime and premiums are excluded for Chapter 46 employees.				

Defined Contribution Plan (Chapter 46 ONLY) – Funding History				
Percent of Base Pay Contributed to Retirement Plan				
Fiscal Year	General Employees		Uniformed Employees	
	County Contribution	Employee Contribution	County Contribution	Employee Contribution
FY 2010 through FY 2024	4.2%	-	-	-
FY 2009 (as of 1/1/09)	4.2%	-	-	-
FY 2003 through FY 2008	2%	-	1%	-

Employee Health Insurance

- A 4.0% increase is proposed in the FY 2024 Proposed Budget.

REVENUES

OVERVIEW

Fiscal Year (FY) 2024 revenues reflect continually changing circumstances in the Northern Virginia economy. Arlington's proximity to the nation's capital, balanced economy, smart growth planning, and highly educated workforce help produce Arlington's steadily recovering revenues.

Real estate tax revenues make up 57 percent of all General Fund revenues. In Calendar Year (CY) 2023, the County expects continued revenue growth from real estate taxes, driven by a 3.6 percent increase in Arlington's property values.

Arlington's residential property tax base grew 4.5 percent, demonstrating the continued attractiveness of our community. New construction represented 0.2 percentage points of the overall residential growth. The detached home and townhome tax base increased by 5.5 percent while the condominium tax base increased by 1.6 percent. The average value of existing residential properties, including condominiums, townhouses, and detached homes, increased from \$762,700 in CY 2022 to \$798,500 in CY 2023, an increase of 4.7 percent.

Commercial property assessments increased by 2.6 percent over the previous year primarily due to new construction, largely in apartments and offices, which contributed 1.6 percentage points to the change in commercial property values. Base assessments for office were down 0.3 percent over last year and base assessments for apartments were slightly up, increasing 0.7 percent. Hotel and general commercial property values both increased over last year, 7.5 percent and 4.0 percent, respectively.

Meanwhile, other revenue streams are experiencing a variety of changes. Local taxes other than real estate are expected to increase, 8.0 percent in the aggregate. Local fees and fines are expected to increase 9.6 percent. Charges for services are up 6.0 percent. Revenue from the Commonwealth is up 2.9 percent while revenue from the federal government is expected to decrease 48.0 percent due to the reduction of funding in FY 2024 from the one-time allocation of American Rescue Plan Act (ARPA) monies in FY 2022.

General Fund Revenues

Excluding fund balance, General Fund revenues for FY 2024 are forecast to be \$1,488,505,480, an increase of 3.7 percent over the FY 2023 adopted budget levels. This change reflects the increase in the assessment base and the steady recovery of various other tax revenues. Total General Fund revenues including fund balance total \$1,545,321,673.

Local Tax Revenues Steadily Recovering

For the FY 2024 proposed budget, General Fund tax revenues are forecast to increase 4.9 percent from the FY 2024 proposed budget. This increase is driven primarily by significant increases to personal property taxes, the transient occupancy tax, sales tax, and meals tax in addition to the 3.6 percent increase in real estate assessments. These gains are partially offset by decreases to various smaller taxes (e.g. utility and recordation taxes).

Taxes other than real estate combined are forecast to increase 8.0 percent in FY 2024. Personal property tax (including business tangible tax) is up 7.6 percent and car rental, meals, and transient occupancy taxes are expected to see double digit increases over FY 2023 levels.

State and Federal Budget Adjustments

FY 2024 revenue from the Commonwealth is expected to be up 2.9 percent while federal government revenues are expected to decrease 48.0 percent. The increase in the Commonwealth revenue can be attributed mainly to increased mental health reimbursements and Law Enforcement Aid funding. These increases are partially offset by decreases to transit aid.

Federal revenue is expected to be down 48.0 percent mainly due to the removal of one-time American Rescue Plan (ARPA) monies in FY 2023.

Real Estate Tax Rate Remains among the Lowest in Northern Virginia

The FY 2024 proposed budget reflects a CY 2023 real estate tax rate of \$1.030, which includes the current base rate of \$1.013 and the adopted County-wide sanitary district rate of \$0.017 for stormwater management. Arlington will continue to have one of the lowest real estate tax rates in the Northern Virginia region, maintaining its history of providing excellent value. Because of assessment growth, the average homeowner will pay \$369 more in real estate taxes in CY 2023 than in CY 2022 at current tax rates, an increase of 4.7 percent.

Revenue Sharing with Arlington Public Schools (APS)

The FY 2024 proposed transfer to APS at existing tax rates is \$593,602,323 in ongoing FY 2024 local tax revenues – a \$29.7 million increase from the FY 2023 adopted budget. These funds are generated from a 46.8 percent share of ongoing local tax revenues.

In addition to the transfer from revenue sharing principles, the Schools will receive \$14.0 million in one-time funding. Total proposed School funding for FY 2024 at the current tax rate is \$607,601,305.

Comparison between Budgeted Revenues and Expenditures

County budget information compares budgeted revenues and expenditures from the current fiscal year to the next fiscal year. Most of the growth calculations in this section, derived from historical trends and other data, are calculated against revised estimates for the current year. This is especially important for real estate revenue since the County's assessment of real estate occurs each January 1, or halfway through the current fiscal year. The value of real estate, determined in the middle of a fiscal year, has a significant impact on the current fiscal year's revenue since the first payment is due in June, prior to the end of the current fiscal year, and drives the forecast for the subsequent fiscal year. Other tax revenue forecasts are revised in the current year if the tax receipts indicate higher or lower year-end revenues although this revenue surplus or deficit is typically not recognized in the budget in the mid-year or third quarter review of the current fiscal year.

Fiscal Outlook

Arlington continues to economically surpass much of the region and the nation as it gradually recovers from the impacts of the COVID-19 pandemic. The County's unemployment rate has remained low compared to the recent peak observed in CY 2020 and is still one of the lowest in the Commonwealth. Home prices remain strong while commercial real estate growth has stalled as vacancies continue to rise, but this has been partially offset by the Amazon headquarters and other development in the County. Despite various challenges remaining from the pandemic, the overall economic outlook is showing signs of a continuing recovery so Arlington is poised to begin FY 2024 with growing revenue streams, an uncertain commercial real estate market, and stable unemployment levels.

Economic Indicators

	CY 2020	CY 2021	CY 2022
Consumer Price Index (national CPI-U average)	1.4%	7.0%	6.5%
Employment Cost Index (private industry workers)	2.4%	4.4%	5.1%
Unemployment – US / Arlington (December)	8.1% / 3.8%	5.3% / 1.8%	3.6% / 1.8%
Mortgage Rate (annual average – 30 year fixed rate)	3.15%	2.96%	5.34%
Federal Fund Rate (annualized)	0.35%	0.08%	1.68%
Retail Sales (based on 1% of Arlington tax revenue)	\$4.0 billion	\$4.2 billion	\$5.1 billion
Office Vacancy Rate – (including sublets)	17.2%	19.6%	22.1%
Tourism – Hotel Occupancy Rate	30%	42%	65%
Tourism – Average Hotel room rate	\$130.51	\$123.66	\$167.45

Sources: Bureau of Labor Statistics, Freddie Mac, Federal Reserve, Smith Travel Research, Costar

TAX COMPETITIVENESS

Arlington County continues to have a tax structure that is highly competitive with the region and with the nation. The proposed real estate tax rate for calendar year (CY) 2023, which includes a base rate of \$1.013 plus a \$0.017 stormwater tax, is one of the lowest in the Northern Virginia region. Charts comparing current (CY 2023) tax rates and tax bills for various Northern Virginia jurisdictions can be found later in this section.

FINANCIAL STANDING

Arlington is one of approximately 48 counties in the United States to be awarded a triple Aaa/AAA/AAA credit rating. In May 2021, the three primary rating agencies all reaffirmed the highest credit rating attainable for jurisdictions. Ratings issued by Fitch, Inc. (AAA), Moody's Investors Service (Aaa), and Standard & Poor's (AAA) validate that Arlington's financial position is outstanding, and it reflects the strong debt position, stable tax base, and sound financial position.

GOVERNMENTAL ACCOUNTING STANDARD BOARD (GASB) STATEMENTS NO. 87 & 96

FY 2022 actual revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. General Fund revenues include \$162,881,353 for these standards. See the County Government Summary for department details in the front section of the budget book.

TAX RATES, USER CHARGES, AND PERMIT FEE CHANGES FOR FY 2024

The following proposed changes for FY 2024 are reflected in total revenue amounts.

General Fund

In the General Fund, changes in revenue are reflected in the department narratives and the General Fund total revenues. The FY 2024 proposed budget includes the following:

- A proposed CY 2023 base real estate tax rate of \$1.013 per \$100 of assessed value, no change over the adopted CY 2022 base real estate tax rate.
- In the Department of Community Planning, Housing, and Development (CPHD) and the Department of Environmental Services (DES), a 5.2 percent inflationary increase to development services fees including site plan fees.
- In the Department of Environmental Services (DES), an increase in the household solid waste rate from \$307.89 to \$408.54 per year.
- In DES, a new fee of \$40.00 per cubic yard for providing topsoil to residents.
- In the Department of Parks and Recreation (DPR), new fees for gymnastics choreography, nature-focused “escape” room programs, and e-sports tournaments.
- In DPR, fee adjustments to more accurately reflect costs and DPR fee policy. These changes include fee adjustments for aquatics teams, gymnastics teams, and adjustments to various program ranges.
- In the Police Department (POL), an increase to fees related to off-duty details including special events (from \$60.00 per hour to \$75.00 per hour) and administrative vehicle use fees (from \$7.25-14.50 per detail to \$2.00 per hour).

Stormwater Fund

- The FY 2024 proposed budget maintains the sanitary district tax for stormwater at \$0.017 per \$100 of assessed value to fund the full cost of operations and planned capital improvements.

Utilities Fund

- The FY 2024 proposed budget includes an overall increase of 1.7 percent to the water/sewer rates across all customer classes for the entire fiscal year. For FY 2024, the average single-family household with median usage of 48 TG annually and assumed winter water usage of 11 TG per quarter would see an increase of \$26 per year. Individual residential customer impacts will vary based on their quarterly water consumption and average winter quarter water usage.

Crystal City, Potomac Yard, Pentagon City Tax Increment Financing (TIF) Fund

- The FY 2024 proposed budget funds the Crystal City, Potomac Yard, and Pentagon City TIF area using CY 2011 district assessments as the base year for valuation. Funding in FY 2024 is 25 percent of the incremental tax payment generated by the projected assessment tax base increase for properties in the defined Crystal City, Potomac Yard, and Pentagon City area. Total FY 2024 revenue for the TIF is projected to be \$4.4 million.

Columbia Pike Tax Increment Financing (TIF) Fund

- In the FY 2018 adopted budget, the Columbia Pike TIF baseline assessed value was reset by the County Board from CY 2014 to CY 2018. Funding for FY 2024 is expected to total \$1.7 million.

Ballston Quarter Tax Increment Financing (TIF) Fund

- The FY 2024 proposed budget reflects the CY 2023 assessed values in the TIF district compared to the 2015 base year. Funding in an amount up to 65 percent of the incremental real property, sales and use, and meals tax revenues will be transferred to the trustee for the Ballston Quarter Community Development Authority (CDA) to fund the project stabilization fund as part of the Ballston Quarter CDA Series 2016A and Series 2016B bond issuance. Funding for FY 2024 totals \$1.8 million.

Transportation Capital Fund

- The FY 2024 proposed budget maintains the tax rate for the Transportation Capital Fund at \$0.125 for each \$100 of real estate assessed value to fund major transportation infrastructure projects. This tax rate is in addition to the real estate tax rate and is assessed to commercially zoned properties in Arlington. Total FY 2024 real estate tax revenue for the Transportation Capital Fund is projected to be \$25.7 million in addition to \$11.6 million of Northern Virginia Transportation Authority (NVTA) local share funding.

Special Assessment District Funds

- The Ballston Business Improvement Service District CY 2023 tax rate remains at \$.045 for each \$100 of real estate assessed value, no change from the CY 2022 tax rate. This tax is imposed to fund additional services in the Ballston area. This service district tax rate is in addition to the real estate tax rate and is assessed to commercially zoned properties in the District.
- The National Landing Business Improvement Service District CY 2023 tax rate remains at \$0.043 for each \$100 of real estate assessed value, no change from the CY 2022 rate. This tax is imposed to fund additional services in the downtown Crystal City, Potomac Yard, and Pentagon City areas. This service district tax rate is in addition to the real estate tax rate.
- The Rosslyn Business Improvement Service District CY 2023 tax rate remains at \$0.078 for each \$100 of real estate assessed value, no change from CY 2022 rate. This tax is imposed to fund additional services in the downtown Rosslyn area. This service district tax rate is in addition to the real estate tax rate.

CPHD Development Fund

- The FY 2024 proposed budget includes a 5.2 percent inflationary increase and 21 percent indirect charge to all Development Fund fees.

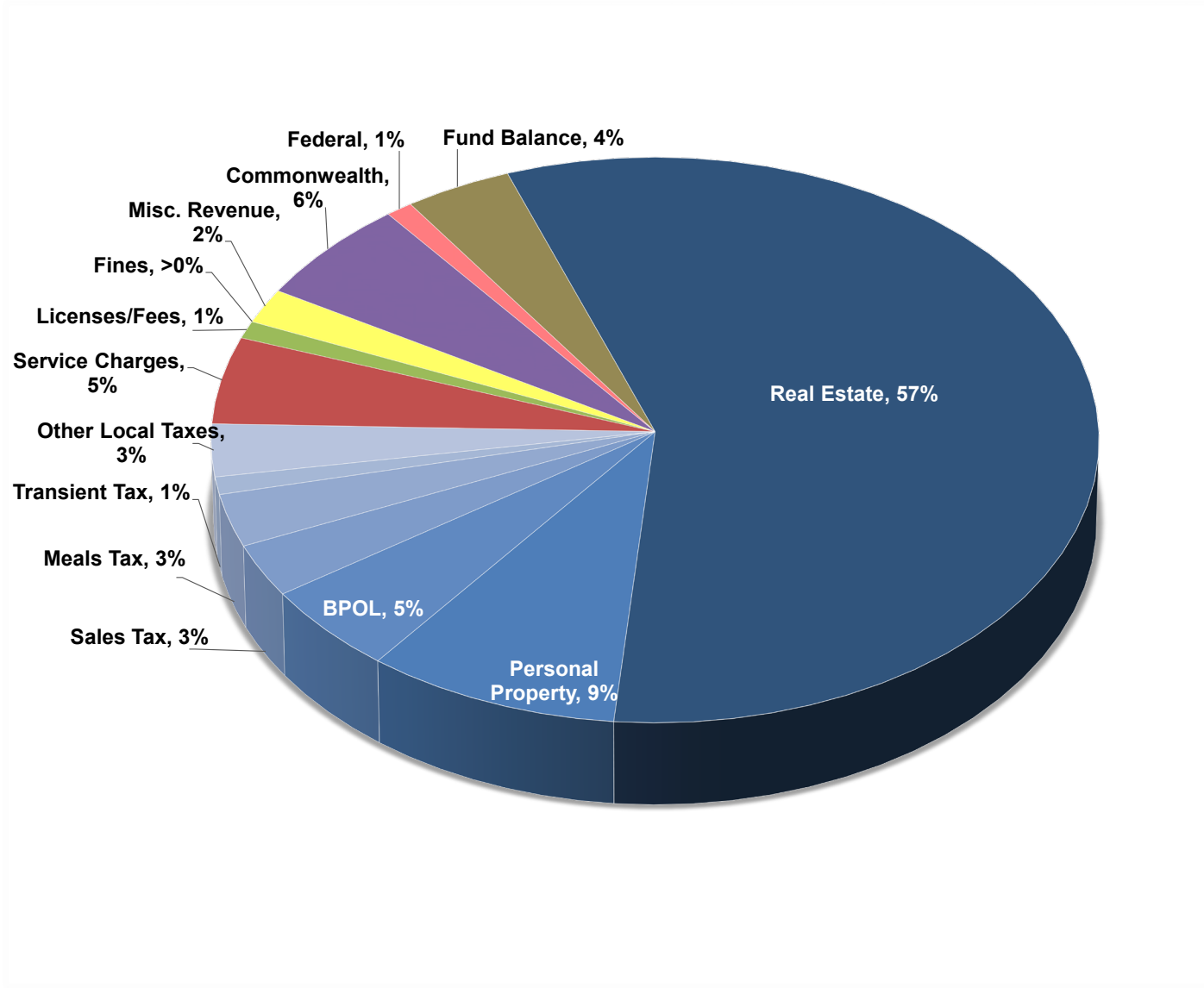
GENERAL FUND REVENUE SUMMARY

The FY 2024 General Fund budget is financed by a variety of revenue sources, which include local taxes, service charges, fees, and state and federal revenue.

- General Fund revenues total \$1.55 billion, an increase of \$46.5 million (3.1 percent) over the adopted FY 2023 budget. Net of fund balance, General Fund revenues are projected to total \$1.49 billion, an increase of \$52.6 million (3.7 percent).
- Local tax revenues are projected to total \$1,268,381,033, an increase of \$59.4 million (4.9 percent) over the FY 2023 adopted budget.
 - Local taxes represent 85 percent of total General Fund revenue (excluding fund balance).
 - Real estate assessments are up 3.6 percent over last year.
 - The proposed real estate tax rate has not changed compared to the FY 2023 adopted level of \$1.013 per \$100 of assessed value.
- License, Permits, and Fee revenue is projected to total \$9.0 million, a 22.3 percent increase over FY 2023 adopted budget levels. This increase is primarily due to increases to site plan and highway permit revenues.
- Fines and parking tickets are estimated to generate \$6.8 million, a 3.6 percent decrease from the FY 2023 adopted budget.
- Interest income is projected to increase 14.0 percent over the FY 2023 adopted budget to \$5.7 million.
- Charges for services revenue is projected to total \$69.5 million, an increase of 6.0 percent from FY 2023 adopted budget.
- State revenue is estimated to total \$88.8 million, a 2.9 percent increase from the FY 2023 adopted budget.
- Federal Government revenue is forecast to total \$18.1 million, a 48.0 percent decrease from the FY 2023 adopted budget, largely due to the reduction of funding in FY 2024 from the one-time allocation of American Rescue Plan Act (ARPA) monies.
- Previous year fund balance carryover totals \$56.8 million funded by additional revenue identified from previous fiscal years.

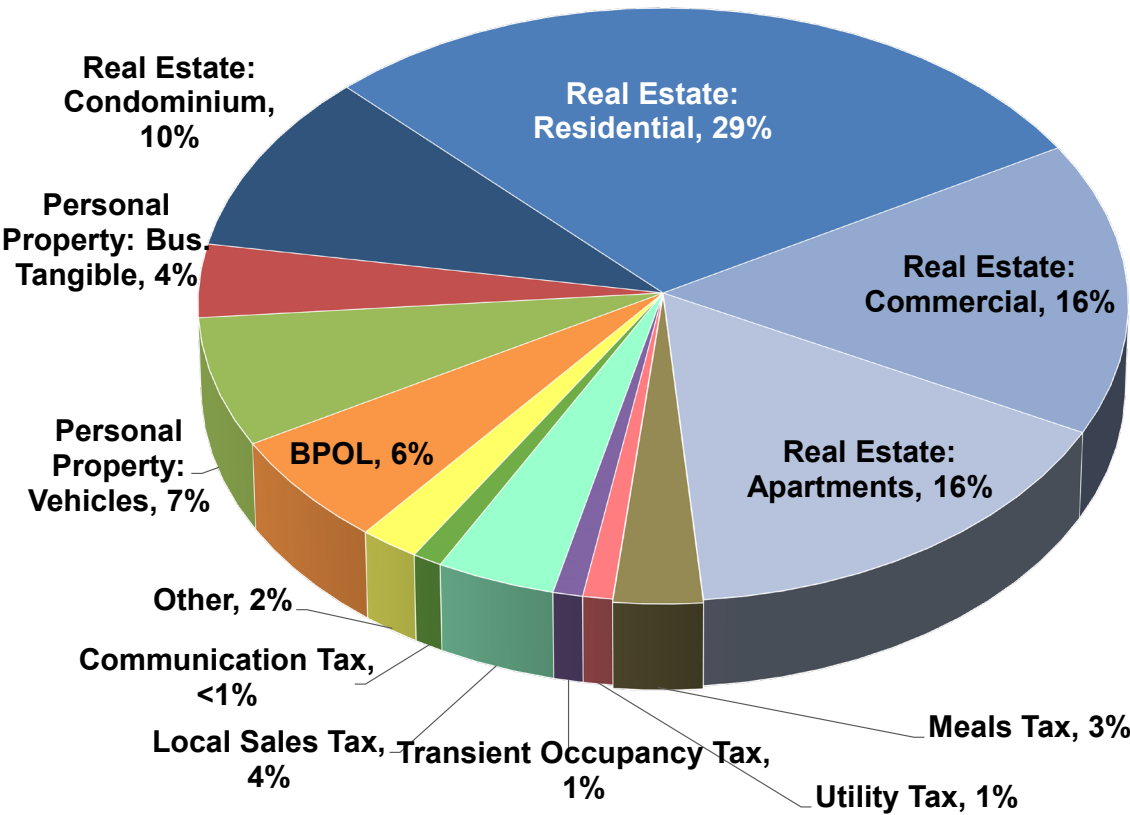
The pie chart on the next page illustrates the major sources of General Fund revenues.

FY 2024 General Fund Revenues



The pie chart below illustrates the local taxes that the County collects. As demonstrated by the chart, real estate and personal property taxes are the largest tax categories. Together, they account for 81 percent of local tax revenue. A description of the local taxes and a discussion of the FY 2024 revenue projections follow.

FY 2024 Local Taxes



REAL ESTATE TAX

Real estate taxes are the largest source of County revenues, generating \$883.0 million or 57 percent of all revenues for the FY 2024 General Fund budget and 70 percent of all local tax revenues. The FY 2024 General Fund revenues reflect the real estate tax rate of \$1.013 for each \$100 of assessed real property value, no change from CY 2022.

Arlington County prorates real estate taxes for the value increase on new construction, a policy adopted in FY 1986. Previously, a property owner paid real estate taxes based on the January 1 value of a structure. No additional tax was assessed if the building was completed during the course of the year. With proration, property owners pay a prorated share of the real estate tax increase during the calendar year, based on when the building is substantially completed.

CY 2023 assessments reflect continued growth in property values with an overall increase of 3.6 percent over CY 2022 – driven primarily by growth in residential property values and new construction in the County which contributed to 0.8 percent of the overall property tax growth.

CY 2023 commercial assessments increased 2.6 percent, mainly driven by new construction in the office and apartment sectors. Hotel assessments increased 7.5 percent and general commercial (malls, retail stores, gas stations, commercial condos, etc.) assessments increased 4.0 percent over CY 2022 values. Office and apartment property values grew more modestly, increasing 1.4 and 2.6 percent overall, respectively.

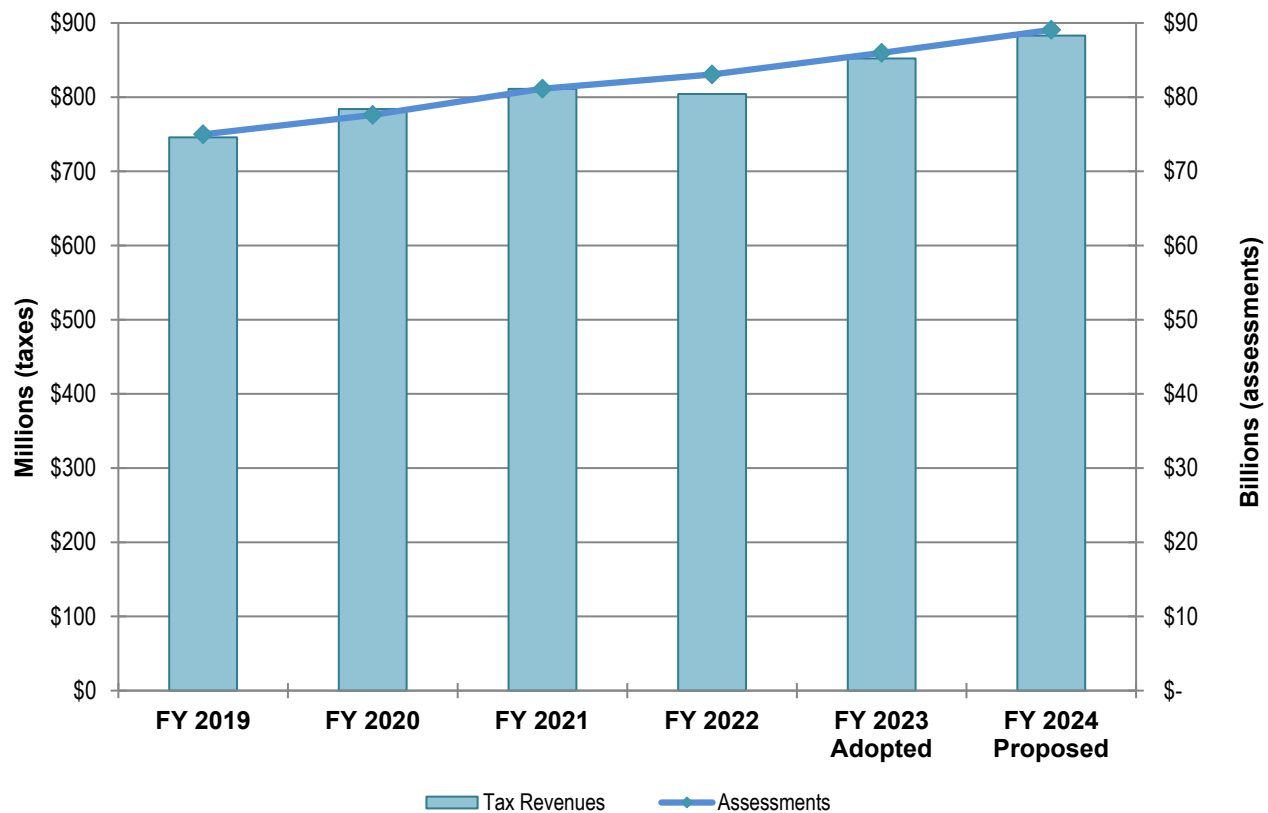
CY 2023 residential assessments increased 4.5 percent in the aggregate. Including new construction, single-family houses (including townhomes) increased 5.5 percent, while condominium assessment totals increased by 1.6 percent. The average value of a single-family property increased by 4.7 percent; from \$762,700 in CY 2022 to \$798,500 in CY 2023. At the existing real estate tax rate of \$1.03 per assessed value, which includes the base rate of \$1.013 plus the \$0.017 sanitary district “stormwater” tax, the average single-family residential tax bill will increase by about \$369, or 4.7 percent, in CY 2023.

CHANGE IN ASSESSED VALUE OF REAL ESTATE IN ARLINGTON COUNTY Calendar Year 2022 to Calendar Year 2023

(In millions, numbers may not add due to rounding)

	Single-Family		Apartment	Commercial	Total
	Houses	Condominium			
Percentage of CY 2022 Tax Base	40%	14%	23%	23%	100%
CY 2022 Tax Base	\$34,749	\$11,834	\$19,403	\$19,989	\$85,975
Assessed Value Change	\$1,828	\$190	\$138	\$236	\$2,392
CY 2023 Tax Base (Excluding New Growth)	\$36,577	\$12,025	\$19,541	\$20,225	\$88,368
Percent Change	5.3%	1.6%	0.7%	1.2%	2.8%
New Construction	\$71	-	\$371	\$264	\$706
Percent Change	0.2%	-	1.9%	1.3%	0.8%
CY 2023 With New Construction	\$36,649	\$12,025	\$19,912	\$20,489	\$89,074
Percent Change CY 2022 to CY 2023	5.5%	1.6%	2.6%	2.5%	3.6%

Real Estate Tax Revenues & Assessment Base



The following table shows the projected General Fund revenue generated by the real estate tax rate of \$1.013 per \$100 of assessed value (which excludes the \$0.017 rate for the stormwater fund) in FY 2024. The FY 2024 real estate tax revenues account for \$15.0 million in anticipated tax refunds (reflecting 1.7 percent of total real estate taxes in line with the trend of actuals) and \$0.7 million in penalty and interest revenue. The \$883.0 million in real estate tax revenue is net of \$5.0 million in tax relief for qualified elderly and disabled taxpayers, \$1.1 million in tax relief for disabled veterans (state exemption effective January 1, 2011), \$4.4 million set aside for the Crystal City Tax Increment Financing (TIF) fund, \$1.7 million set aside for the Columbia Pike TIF fund, and \$1.5 million set aside for the Ballston Quarter TIF. A new exemption from real estate taxes was approved by the state in 2015 effective for tax payments due on or after January 1, 2015. Surviving spouses of members of the armed forces may qualify for an exemption if the residence is single family and their principal residence; the assessed value of the dwelling unit cannot exceed the County's average assessed value.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Real Estate Taxes	\$852,705,823	\$865,133,110	\$897,266,300	4%
Additions, Delinquent Penalty & Interest	1,184,015	725,000	725,000	-
Tax Refunds	(23,570,950)	(13,693,785)	(15,000,000)	10%
Total	\$830,318,888	\$852,164,325	\$882,991,300	4%

FY 2023 REVISED - REAL ESTATE TAX REVENUES

Description	Percent Change	Assessed Value	Tax Rate*	Tax Levy	Percent Collected	Total for Tax Year	Total for Fiscal Year
REAL ESTATE							
County Property, CY 2021		\$83,049,154,800					
Net Change in Assessments	3.5%	<u>2,926,205,300</u>					
County Property as of April 2022		85,975,360,100	\$1.013	\$870,930,398	99.8%	\$869,101,444	
PSC Property in Tax Year 2021		\$180,697,600					
PSC Estimated Net Change in Assessments	-0.2%	<u>(384,000)</u>					
PSC Property in Tax Year 2022		\$180,313,600	\$1.013	\$1,826,577	100.0%	<u>\$1,826,577</u>	
Total Taxable Base, Fall 2022		\$86,155,673,700				\$870,928,021	
Taxes Due October 5, 2022							\$435,464,010
Less Tax Relief for Elderly and Disabled							(2,228,540)
Less Tax Relief for Disabled Veterans							(525,330)
Less Tax Increment for Crystal City TIF							(2,244,120)
Less Tax Increment for Columbia Pike TIF							(722,100)
Less Tax Increment for Ballston CDA TIF							<u>(628,380)</u>
ESTIMATED REVENUE FOR FY 2023 - FALL 2022							\$429,115,540
County Property as of April 2022		\$85,975,360,100					
Net Change in Assessments	3.6%	<u>3,098,163,700</u>					
County Property as of January 1, 2023		89,073,523,800	\$1.013	\$902,314,800	99.8%	\$900,419,940	
PSC Property in Tax Year 2023 (prior to Fall 2023 adjustment)		\$186,811,288	\$1.013	\$1,892,398	100.0%	<u>\$1,892,398</u>	
Total Taxable Base, Spring 2023		\$89,260,335,088				\$902,312,338	
Taxes Due June 15, 2023							\$451,156,170
Less Tax Relief for Elderly and Disabled							(2,500,000)
Less Tax Relief for Disabled Veterans							(535,840)
Less Tax Increment for Crystal City TIF							(2,104,920)
Less Tax Increment for Columbia Pike TIF							(841,260)
Less Tax Increment for Ballston CDA TIF							<u>(728,010)</u>
ESTIMATED REVENUE FOR FY 2022 - SPRING 2023							\$444,446,140
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2023							\$873,561,680

* The tax rate is per \$100 of assessed value.

* The tax rate excludes \$0.017 stormwater tax, \$0.125 commercial transportation tax, and tax rates for other special assessment districts.

FY 2024 PROPOSED - REAL ESTATE TAX REVENUES

Description	Percent Change	Assessed Value	Tax Rate ⁽¹⁾	Tax Levy	Percent Collected	Total for Tax Year	Total for Fiscal Year
REAL ESTATE							
County Property as of CY 2022 Land Book		\$85,975,360,100					
Net Change in Assessments	3.6%	<u>\$3,098,163,700</u>					
County Property as of January 1, 2023		\$89,073,523,800	\$1.013	\$902,314,800	99.8%	\$900,419,940	
PSC Property in Tax Year 2022		\$180,313,600					
PSC Estimated Net Change in Assessments	3.6%	<u>\$6,497,688</u>					
PSC Property in Tax Year 2023		\$186,811,288	\$1.013	\$1,892,400	100%	<u>\$1,892,400</u>	
Total Taxable Base, Fall 2023		\$89,260,335,088				\$902,312,340	
Taxes Due October 5, 2023							\$451,156,170
Less Tax Relief for Elderly and Disabled							(2,500,000)
Less Tax Relief for Disabled Veterans							(535,840)
Less Tax Increment for Crystal City TIF							(2,104,920)
Less Tax Increment for Columbia Pike TIF							(841,260)
Less Tax Increment for Ballston CDA TIF							<u>(728,010)</u>
ESTIMATED REVENUE FOR FY 2023 - FALL 2023							\$444,446,140
County Property as of January 1, 2023		\$89,073,523,800					
Net Change in Assessments	1.9%	<u>\$1,702,831,266</u>					
County Property as of January 1, 2024		\$90,776,355,066	\$1.013	\$919,564,480	99.8%	\$917,633,390	
PSC Property in Tax Year 2023 (prior to Fall 2023 adjustment)		\$186,811,288					
PSC Estimated Net Change in Assessments		<u>\$3,571,298</u>					
PSC Property in Tax Year 2024		\$190,382,586	\$1.013	\$1,928,580	100%	<u>\$1,928,580</u>	
Total Taxable Base, Spring 2024		\$90,966,737,652				\$919,561,970	
Taxes Due June 15, 2024							\$459,780,990
Less Tax Relief for Elderly and Disabled							(2,500,000)
Less Tax Relief for Disabled Veterans							(546,560)
Less Tax Increment for Crystal City TIF							(2,274,940)
Less Tax Increment for Columbia Pike TIF							(896,580)
Less Tax Increment for Ballston CDA TIF							<u>(742,750)</u>
ESTIMATED REVENUE FOR FY 2024 - SPRING 2024							\$452,820,160
TOTAL ESTIMATED ASSESSMENT TAX REVENUE FOR FISCAL YEAR 2024							\$897,266,300

⁽¹⁾ The tax rate is per \$100 of assessed value and excludes the \$0.017 stormwater tax, \$0.125 commercial transportation tax, and tax rates for other special assessment districts.

PERSONAL PROPERTY TAX

This tax is levied on the tangible property of individuals and businesses. For individuals, personal property tax is primarily assessed on automobiles. For businesses, examples of tangible property include machines, furniture, computer equipment, fixtures, and tools. Personal property taxes are projected to generate nine percent of the General Fund revenues in FY 2024.

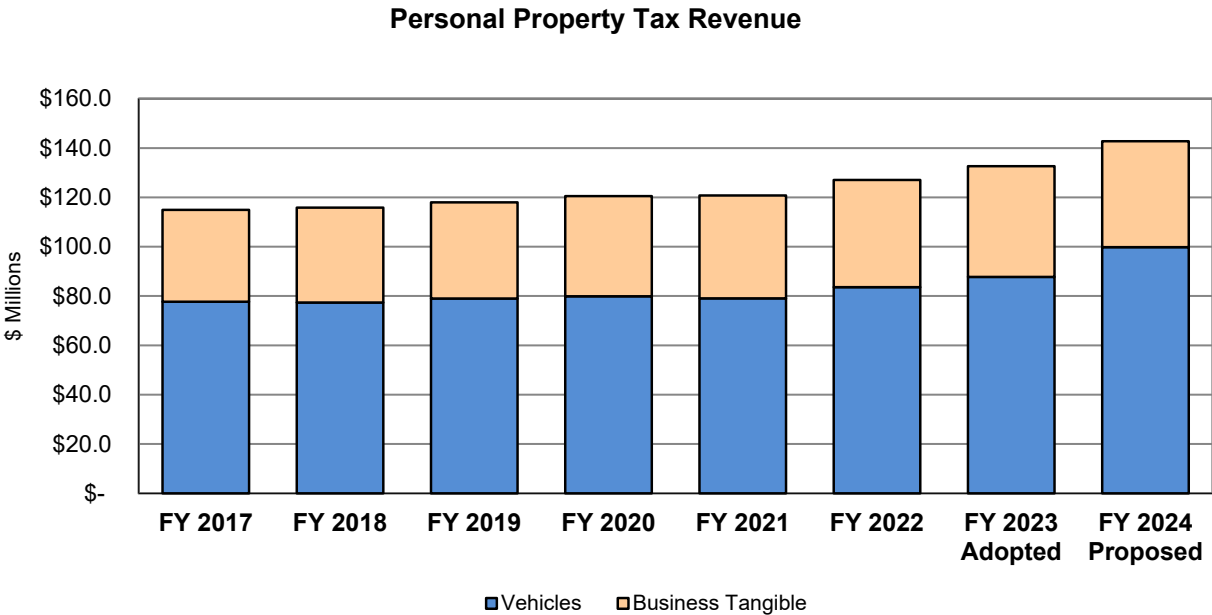
It is anticipated that the County’s personal property tax revenues will increase to \$142.7 million in FY 2024. Although vehicle values are anticipated to decrease overall, the motor vehicle property tax is expected to increase due to the removal of the one-time lowered assessment ratio and recent actuals. The business tangible tax is expected to decrease based on recent actuals.

FY 2024 motor vehicle personal property tax revenue is projected to increase 21 percent over FY 2023 adopted amounts. The County bases its vehicle assessments on the J.D. Power (formerly National Automobile Dealer’s Association) assessment figures from January. However, the precise value of the assessment base is not known until July when the Commissioner of Revenue completes its primary assessment of vehicles on the tax rolls. Business tangible tax assessments are expected to decrease by four percent in FY 2024.

The personal property tax rate remains unchanged for FY 2024. The personal property tax rate was last increased in CY 2006 from \$4.40 to \$5.00 per \$100 of assessed valuation in order to fund public safety compensation enhancements. Due to historically high vehicle assessments for CY 2022, the Commissioner of Revenue proposed and the County Board approved a lowered assessment ratio of 88 percent for CY 2022. The assessment ratio will revert to 100 percent for the FY 2024 proposed budget.

Personal Property and Business Tangible Assessments

The assessed value of personal property in the County for FY 2022 totaled approximately \$2.5 billion. FY 2024 personal property tax revenue is projected to increase eight percent compared to the FY 2023 adopted levels.



Vehicle Assessment

Vehicles in Arlington County are assessed using the average loan value from the J.D. Power (formerly NADA) Used Car Guide, whereas other neighboring jurisdictions (except for Loudoun County) use the average trade-in value. Because the average loan value is ten percent less than the average trade-in value, Arlington's effective personal property tax rate is 4.5 percent. If vehicles are in the County for only part of the year, the tax is prorated for the time the vehicle is located in Arlington.

The table shows the ten-year history for average assessed value, tax rate, and average total tax per vehicle. The previous year assessed values reflect the actual average assessed value based on all vehicles in the County. The 2023/2024 assessed value is a projection based on preliminary assessed values that will not be finalized until July when the Commissioner of Revenue completes its primary assessment of vehicles on the tax rolls. The CY 2023 projected average assessed value (average loan value) of vehicles currently in the County is estimated to be \$11,823.

The table below shows both the full assessed value and the value with one-time 88% ratio applied in CY 2022 to offset the significant increase in vehicle values due to pandemic supply chain and computer chip shortages. CY 2023 used vehicle values are expected to return to more historical levels.

Calendar / Fiscal Year	Average Assessed Value	Tax Rate	Total Tax*
2016 / 2017	\$9,682	\$5.00	\$484
2017 / 2018	\$10,303	\$5.00	\$515
2018 / 2019	\$10,020	\$5.00	\$501
2019 / 2020	\$10,663	\$5.00	\$533
2020 / 2021	\$10,286	\$5.00	\$514
2021 / 2022	\$11,368	\$5.00	\$568
2022 / 2023 (100%)	\$13,903	\$5.00	\$695
2022 / 2023 (88%)**	\$12,235	\$5.00	\$612
2023 / 2024 (projected)	\$11,823	\$5.00	\$591

*Does not reflect the State's rebates per the Personal Property Tax Relief Act or the State's fixed block grant distribution. The tax rate is per \$100 of assessed value.

**A one-time assessment ratio was applied in CY 2022 to offset the historic temporary rise of vehicle pricing in the calendar year.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personal Property Taxes	\$127,204,733	\$133,452,147	\$143,530,733	8%
Penalty & Interest	2,101,193	1,700,000	1,700,000	-
Tax Refunds - Personal Property	(2,249,737)	(2,500,000)	(2,500,000)	-
Total	\$127,056,189	\$132,652,147	\$142,730,733	8%

In June 2004, the State General Assembly fundamentally changed the Personal Property Tax Relief Act (PPTRA) originally enacted in 1998. Beginning in CY 2006, Arlington is no longer reimbursed for 70 percent of vehicle taxes for automobiles assessed below \$20,000. Rather, the State reimburses Arlington County a fixed amount (\$31.3 million) annually as a fixed block grant for vehicle tax reductions.

The State requires localities to distribute the fixed block grant to qualifying vehicle values below \$20,000. The State allows localities wide discretion in determining how the money should be spread among the qualifying vehicle value range. For CY 2023, the County will provide 100 percent tax relief for assessed vehicle value at or below \$3,000. For assessed value between \$3,001 and \$20,000 for conventional vehicles, it is projected that the taxpayer will pay 72 percent of the tax liability, with the State block grant funds contributing the remaining 28 percent. However, the exact amount of the CY 2023 subsidy on the portion of conventional fuel value between \$3,001 and \$20,000 will not be known until July 2023, when the Commissioner of Revenue releases vehicle assessment data.

Owners of cars that the Virginia Department of Motor Vehicles has designated as “clean special fuel” vehicles—a designation that includes most hybrid vehicles—will receive 50 percent tax relief on the portion of vehicle value between \$3,001 and \$20,000. The average clean fuel vehicle assessment was roughly \$22,611 in CY 2022. Thus, under the adopted tax relief formula, the owner of an average clean fuel vehicle had a tax bill of \$490. This bill is \$216 less than what the owner of a comparably priced conventional fuel vehicle would pay.

Finally, vehicles equipped to transport disabled persons may qualify for additional tax relief. The FY 2024 proposed budget provides that the owners of qualifying vehicles will receive 50 percent tax relief on the portion of vehicle value between \$3,001 and \$20,000. It is estimated that there are 36 of this type of vehicle owned by individuals and registered in Arlington County. Because additional tax relief is being applied through PPTRA, it does not apply to commercially owned vehicles that have been modified to transport the disabled. With the relatively few vehicles anticipated to qualify for this enhanced tax relief, the impact to the average Arlington taxpayer is negligible. If a qualifying, altered vehicle is valued at \$14,000, then the vehicle owner is estimated to realize a reduction of \$121 in their portion of the personal property tax bill compared to a similarly assessed conventional fuel vehicle.

The tables on the following page illustrate the projected amount of tax that vehicle owners of conventional fuel vehicles, clean fuel vehicles, and vehicles modified to transport the disabled would be responsible for and the portion of the total tax paid by state grant monies in FY 2024, based on preliminary estimates.

CY 2023 State Block Grant Distribution (Based on Current Projections)

Conventional Vehicles

Tax on first \$3,000 of value paid by State at 100%. Tax on value from \$3,001 - \$20,000 paid by the State at 28%.

VEHICLE ASSESSMENT	TOTAL TAX	PORTION PAID BY STATE	PORTION PAID BY TAXPAYER	% OF TAX BILL PAID BY TAXPAYER
\$1,000	\$50	\$50	\$0	0%
\$2,000	\$100	\$100	\$0	0%
\$3,000	\$150	\$150	\$0	0%
\$4,000	\$200	\$164	\$36	18%
\$5,000	\$250	\$178	\$72	29%
\$6,000	\$300	\$192	\$108	36%
\$7,000	\$350	\$206	\$144	41%
\$8,000	\$400	\$220	\$180	45%
\$9,000	\$450	\$234	\$216	48%
\$10,000	\$500	\$248	\$252	50%
\$11,000	\$550	\$262	\$288	52%
\$12,000	\$600	\$276	\$324	54%
\$13,000	\$650	\$290	\$360	55%
\$14,000	\$700	\$304	\$396	57%
\$15,000	\$750	\$318	\$432	58%
\$16,000	\$800	\$332	\$468	59%
\$17,000	\$850	\$346	\$504	59%
\$18,000	\$900	\$360	\$540	60%
\$19,000	\$950	\$374	\$576	61%
\$20,000	\$1,000	\$388	\$612	61%
\$21,000	\$1,050	\$388	\$662	63%

Qualified Clean Fuel Vehicles and Qualified Vehicles to Transport the Disabled

Tax on first \$3,000 of value paid by State at 100%. Tax on value from \$3,001 - \$20,000 paid by the State at 50%.

PORTION PAID BY STATE	PORTION PAID BY TAXPAYER	% OF TAX BILL PAID BY TAXPAYER
\$50	\$0	0%
\$100	\$0	0%
\$150	\$0	0%
\$175	\$25	13%
\$200	\$50	20%
\$225	\$75	25%
\$250	\$100	29%
\$275	\$125	31%
\$300	\$150	33%
\$325	\$175	35%
\$350	\$200	36%
\$375	\$225	38%
\$400	\$250	38%
\$425	\$275	39%
\$450	\$300	40%
\$475	\$325	41%
\$500	\$350	41%
\$525	\$375	42%
\$550	\$400	42%
\$575	\$425	43%
\$575	\$475	45%

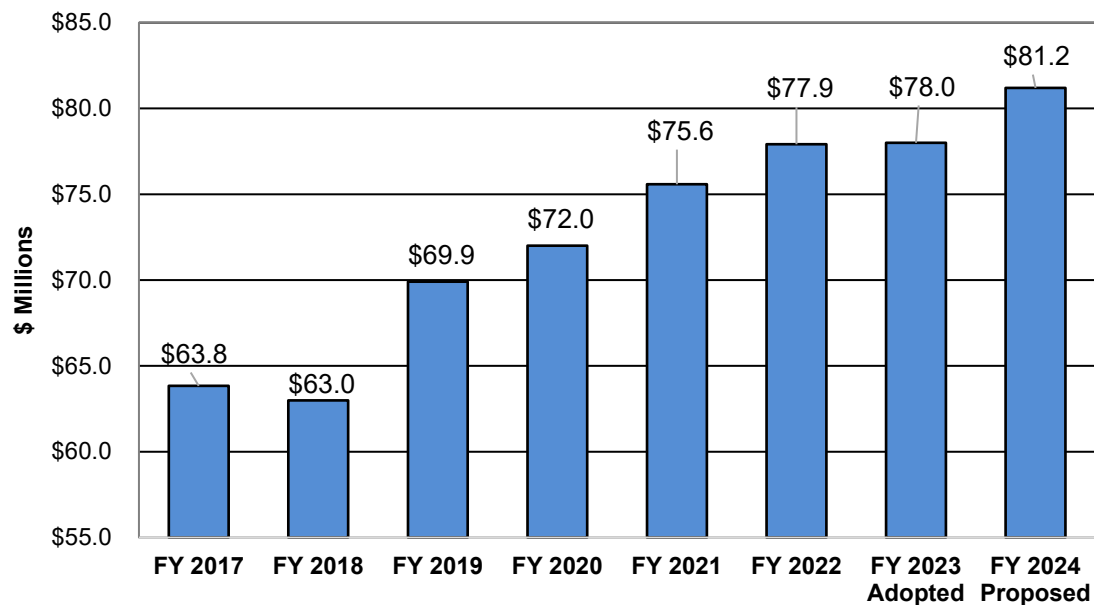
BUSINESS, PROFESSIONAL, AND OCCUPATIONAL LICENSE (BPOL) TAX

(State Code Section §58.1-3700, et al / County Code Section §11-57 through §11-84)

These taxes are levied on entities doing business in the County and are in the form of fixed fees or a percentage of gross receipts. For the first year of business, a firm is required to obtain a business license within 75 days of operation. The business license tax is based on the previous year's gross receipts (except in the case of new businesses, which must estimate their receipts until they have been in business a full calendar year). All licenses that are paid based on estimates are subject to adjustment when the actual receipts are known. Effective in 2001, the due date for filing and renewal of business licenses is March 1. A comparison of selected BPOL rates for Arlington and neighboring jurisdictions can be found at the end of this section.

For the FY 2024 budget, BPOL revenues are anticipated to increase four percent due to anticipated growth in revenue as businesses continue to recover from the pandemic.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
BPOL Taxes	\$79,684,023	\$79,900,000	\$83,096,000	4%
Penalty & Interest	732,589	400,000	400,000	-
Tax Refunds - BPOL	(2,503,178)	(2,300,000)	(2,300,000)	-
Total	\$77,913,434	\$78,000,000	\$81,196,000	4%

Business, Professional, and Occupational License Tax

LOCAL SALES TAX

(State Code Section §58.1-605 & 606 / County Code Section §27-6)

In Arlington, the total non-food sales tax is currently six percent, of which one percent is a local option tax that is returned to localities by the Commonwealth and supports General Fund expenditures. The sales tax rate on food is now 1.0 percent, all of which is remitted to localities after the State repealed the 1.5 percent State portion of the tax during the 2022 General Assembly. Food items are defined under the Food Stamp Act of 1977 (7 U.S.C. § 2012) to be food for home consumption by humans. This classification includes most grocery food items and cold prepared foods. Excluded from the definition of food are alcoholic beverages, tobacco, and prepared hot foods sold for immediate consumption. FY 2024 local sales tax revenue is anticipated to increase 11 percent compared to the FY 2023 adopted budget, reflecting trends in actuals.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Sales Tax	\$47,967,780	\$46,000,000	\$50,900,000	11%

TRANSIENT OCCUPANCY TAX (TOT)

(State Code Section §58.1-3819, 3822 & 3833.3B / County Code Section §40, et al)

A five percent local tax is levied by Arlington on the amount paid for hotel and motel rooms. The FY 2024 TOT projections reflect occupancy rates and room rates and are projected to increase 33 percent compared to the FY 2023 adopted budget.

In March 2016, the General Assembly voted to allow Arlington County to impose an additional transient occupancy tax of 0.25 percent to be designated and spent for the purpose of promoting tourism and business travel in the County. The County Board adopted this additional TOT in May 2016. The revenue from this increment of TOT is deposited into a separate Travel and Tourism Fund; thus, there is no General Fund impact. In the 2018 legislative session, there was a bill passed and signed by the Governor to extend the sunset for this increment of the tax to July 1, 2021. In the 2020 legislative session, a bill was passed and signed by the Governor to remove the sunset date.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Transient Occupancy Tax	\$15,070,995	\$16,500,000	\$22,000,000	33%

MEALS TAX

(State Code Section §58.1-3833 & 3840 / County Code Section §65, et al)

The restaurant meals tax was enacted effective June 1, 1991. The tax of four percent is charged on most prepared foods offered for sale. The tax is in addition to the six percent sales tax. Meals taxes have been common in most Virginia cities and a number of Virginia counties for many years. Airline catering services are assessed at a rate of two percent. In FY 2024, meals tax revenue is expected to increase 15 percent compared to the FY 2023 adopted levels.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Meals Tax	\$39,302,301	\$39,000,000	\$45,000,000	15%

OTHER LOCAL TAXES

The chart below lists other sources of local taxes.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Car Rental	\$6,924,391	\$6,320,000	\$7,998,000	27%
Bank Stock	3,935,984	4,000,000	4,000,000	-
Recordation	10,716,858	8,500,000	7,500,000	-12%
Cigarette	2,155,666	2,000,000	2,000,000	-
Utility	16,770,949	17,200,000	15,900,000	-8%
Short-Term Rental	56,467	55,000	55,000	-
Wills & Administration	67,182	60,000	60,000	-
Consumption	750,402	750,000	750,000	-
Communication	5,374,311	5,750,000	5,300,000	-8%
Skill Games Tax	14,976	-	-	-
Total	\$46,767,186	\$44,635,000	\$43,563,000	-2%

Car Rental Tax

(State Code Section §58.1-2402)

The local car rental tax is collected by the State and remitted to localities where the rental transaction occurred. Arlington local car rental tax is four percent, which is in addition to the State's tax. In 2005, the General Assembly increased the State tax portion from four percent to six percent. The revenue increase from the additional two percent tax increase was dedicated to the Virginia Public Building Authority for the Statewide Agencies Radio System. In 2020, the General Assembly included peer-to-peer vehicle sharing as part of the car rental tax taxed at the same rate beginning July 1, 2021. FY 2024 car rental tax revenue is expected to increase 27 percent.

Bank Stock Tax

(State Code Section §58.1-1208 - 1211 / County Code Section §28, et al)

The bank stock tax is a franchise tax on the net capital gains of banks and trust companies. The tax is assessed at a rate of \$0.80 per \$100 of capital. FY 2024 bank stock tax total revenue is expected to remain even with FY 2023 adopted levels.

Recordation Tax

(State Code Section §58.1-3800 / County Code Section §27-1)

The local recordation tax is assessed at the rate of \$0.0833 per \$100 of value for all transactions including the recording of deeds, deeds of trust, mortgages, leases, contracts, and agreements admitted to record by the Circuit Court Clerk's Office. In Virginia, localities can charge up to one third of the State rate. Recordation tax revenues fluctuate due to the volume of home sales and mortgage refinancing as a result of lower or higher interest rates and other real estate market conditions.

The State increased recordation tax from \$0.10 to \$0.25 per \$100 effective September 1, 2004. With the State's legislation change, Arlington's locally imposed recordation tax increased \$0.033 to \$0.0833 per \$100 of transaction value. FY 2024 recordation tax revenue is expected to decrease by 12 percent over FY 2023 adopted revenue.

Cigarette Tax

(State Code Section §58.1-3831 / County Code Section §39, et al)

The local cigarette tax on every pack of 20 cigarettes sold in Arlington County is \$0.40. The State increased cigarette tax from \$0.025 to \$0.20 per pack effective September 1, 2004, to \$0.30 per pack effective July 1, 2005, and most recently to \$0.60 per pack effective July 1, 2020.

In July 2004, the Arlington County Board adopted an ordinance increasing the local cigarette tax commensurate with the State's rate. Beginning July 1, 2005 (FY 2006), the rate was increased to \$0.30 per package of 20 cigarettes. Effective July 1, 2021 (FY 2022), the rate increased to \$0.40 per package of 20 cigarettes (two cents per cigarette). FY 2024 revenues are expected to remain flat from FY 2023 adopted levels.

Commercial and Residential Utility Tax

(State Code Section §58.1-3814 / County Code Section §63, et al)

Arlington charges a utility tax on commercial users of electricity and natural gas. This tax is based on kilowatt hours (kWh) for electricity and hundred cubic feet (CCF) for natural gas delivered monthly to commercial consumers. The state froze utility tax rates in 2002 to allow supply companies to convert locality taxation from a percentage of cost to a tax rate per unit of utility consumed. This cap was lifted in January 2004, allowing the County flexibility on this local tax revenue.

The current rates for commercial and industrial consumers are \$0.00681 /kWh for electricity and \$0.06848 /CCF for natural gas. Rates were last increased in FY 2019. At these rates, the commercial utility tax is projected to generate \$10.0 million in FY 2024.

A residential utility tax was imposed on consumers of electricity and natural gas in FY 2008. The tax on residential consumers is capped at \$3.00 per month for each utility. In addition, the first 400 kWh of electricity and the first 20 CCF of natural gas have been excluded from taxation.

The current tax rate for residential consumers for electricity is \$0.0111 /kWh for electricity and \$1.0380 /CCF for natural gas, effectively charging all consumers the maximum \$3 per month per utility. At these rates, the total revenue projected from the residential utility tax in FY 2024 is \$5.9 million.

Short-term Rental Tax

(State Code Section §58.1-3510 / County Code Section §64, et al)

A person is engaged in the short-term rental business if no less than 80 percent of the gross rental receipts of such business in any year arise from transactions involving rental periods between 31 and 92 consecutive days, including all extensions and renewals to the same person or a person affiliated with the lessee. The rate of the tax is one percent on the gross receipts of such business. Total revenues in FY 2024 are not anticipated to change from FY 2023 adopted levels.

Wills and Administration Tax

(State Code Section §58.1-3805 / County Code Section §27-19)

This tax, which is collected by the Circuit Court Clerk's Office, is imposed on the probate of every will or grant of administration. The tax rate is \$0.033 per \$100 of estate value. Total revenues in FY 2024 are expected to remain flat based on trends in recent actual receipts.

Consumption Tax

(State Code Section §58.1-2900 & 2904 / County Code Section §63, et al)

The deregulation of electric and gas utilities, enacted during the 1999 and 2000 General Assembly, eliminated the Business, Professional, and Occupational License (BPOL) tax on electric and natural gas companies and created a new tax charged to consumers based on usage. This consumption tax is collected by the utilities and remitted back to localities. Consumption tax revenue is projected to remain flat in FY 2024 based on recent actuals.

Communications Tax

(State Code Section §58.1-651)

Effective January 1, 2007, the State adopted a communications sales tax that is imposed on customers of communication services at the rate of five percent of the sales price of the service. This tax was adopted as part of the 2006 House Bill 568 (Acts of Assembly 2006, Chapter 780) and replaces many of the prior State and local communications taxes and fees with a centrally-administered communications sales and use tax. Communications tax revenue in FY 2024 is projected to decrease eight percent compared to FY 2023 adopted levels.

Skill Games Tax

(State Code Section §18.2-334.5)

The 2020 General Assembly passed legislation outlawing skill games effective July 1, 2021. However, these electronic betting machines were regulated and taxed for the year prior to the ban to generate revenue during the COVID-19 pandemic.

Revenue Sharing with Arlington Public Schools (APS)

The County and Schools entered into a cooperative effort in FY 2001 to design a revenue sharing agreement as a way to fairly and appropriately apportion revenue for budget development purposes. Over the succeeding years, the structure and revenue sharing calculations were adjusted to reflect the changing economic and resource demands of both the County and Schools. Since FY 2002, various adjustments were made for enrollment, funding retiree healthcare (OPEB), maintenance capital, affordable housing, and other County and School priority initiatives.

From FY 2002 to FY 2012, the structure of the revenue sharing was modified for various reasons as noted above. By FY 2012, over \$58 million was excluded from the local tax revenue calculation adding confusion and complexity to the annual calculation of revenue sharing. Beginning in FY 2013, the base calculation was reset to include all local tax revenue. Increasing the base amount led to an adjustment – not in total of funds shared – but in the percentage shared. The following illustrates the adjustment in FY 2013 to local tax revenues between the County and Schools.

	Prior to Adjustment	Revised Revenue Sharing %
FY 2013 Tax Revenue	\$873 million	\$873 million
Tax Revenue Exclusions	(\$58 million)	\$0
Shared Tax Revenues	\$815 million	\$873 million
Revenue Share %	49.1%	45.8%
Revenue to Schools	\$400 million	\$400 million

The table below shows the percentage of local tax revenue that has been allocated to the County and the Schools since FY 2003, the second year that a revenue sharing agreement was in effect.

Fiscal Year	County's Share	School's Share
2007	52.3%	47.7%
2008	52.2%	47.8%
2009	51.9%	48.1%
2010	50.9%	49.1%
2011	50.9%	49.1%
2012	53.9%	46.1%
2013	54.2%	45.8%
2014	54.4%	45.6%
2015	54.1%	45.9%
2016	53.5%	46.5%
2017	53.4%	46.6%
2018	53.4%	46.6%
2019	53.4%	46.6%
2020	53.0%	47.0%
2021	53.0%	47.0%
2022	53.0%	47.0%
2023	53.4%	46.6%
2024	53.2%	46.8%

*The School's revenue sharing percentage for 2003 – 2005 was 48.6% and for 2006 was 48.1%

During 2014, the County Board and School Board worked collaboratively to structure revenue sharing principles that provide a framework for sharing local tax revenues in a predictable and flexible way. In January 2015, both Boards adopted principles that emphasize the community priority of high-quality education and utilizing community resources in a balanced and fiscally responsible way. The agreement outlines four main principles:

- 1) Revenue sharing provides a transparent, predictable, and flexible framework for developing the County and School budgets.
- 2) The planning for the next budget year will begin with the revenue sharing allocation adopted for the current fiscal year and that any critical needs identified by the Schools, including enrollment growth, will be considered as a top funding priority.
- 3) One-time funding (shortfalls or gains) will be shared between the County and Schools based on the current year's allocated tax revenue percentage. One-time funds from bond premiums will be allocated to either the County or Schools based on the bonds issued and will be used solely for capital projects.
- 4) Funds available from the close-out of the fiscal year will be used to contribute to the County's required operating reserve based on the revenue sharing percentage for that fiscal year and APS will also contribute to a limited joint infrastructure reserve fund to meet the infrastructure needs with school expansions and new school construction.

These principles will be the basis for budget development and will be a starting point for collaborative funding discussions as both entities begin to develop their adopted budgets for their respective board.

The proposed FY 2024 transfer to APS based on the principles of revenue sharing is \$593,602,323 in ongoing revenue – an increase of 5.3 percent over FY 2023. In addition to the transfer from revenue sharing principles, the Schools will receive \$14.0 million in one-time funding. Total proposed School funding for FY 2024 at the current tax rate is \$607,601,305.

The table below lists ongoing and one-time funding totals for the Schools under the principles of revenue sharing in addition to any non-tax funding appropriated by the County Board.

Fiscal Year	Ongoing	One-Time	Total Transfer
2016	\$445,453,293	\$0	\$445,453,293
2017	\$464,510,832	\$2,453,402	\$466,964,234
2018	\$484,178,720	\$6,077,476	\$490,256,196
2019	\$497,604,901	\$3,225,122	\$500,830,023
2020	\$522,426,668	\$9,902,338	\$532,329,006
2021	\$524,631,091	\$0	\$524,631,091
2022	\$527,096,320	\$2,817,940	\$529,914,260
2023 Adopted	\$563,897,292	\$20,484,857	\$584,382,149
2024 Proposed	\$593,602,323	\$13,998,982	\$607,601,305

LICENSES, PERMITS, AND FEES

Revenues in this category are levied to offset the cost of licensing certain trades, inspecting various types of construction, and providing other services.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Motor Vehicle License Fees	\$5,390,769	-	-	-
Highway Permits	4,563,030	\$3,120,000	\$3,776,680	21%
Site Plan Fees	1,655,939	1,267,544	2,040,160	61%
Right-of-Way Fees	1,315,071	1,073,000	1,073,000	-
GASB	(13,428)	-	-	-
Other	1,767,487	1,883,460	2,091,460	11%
Total	\$14,678,868	\$7,344,004	\$8,981,300	22%

Motor Vehicle License Fees

The annual motor vehicle license fee increased \$8 to \$33 per vehicle in FY 2011. The motor vehicle license fee was permanently eliminated in CY 2022.

Highway Permits

Highway permits are charged to contractors and utilities for right-of-way on County streets when necessary for construction projects, underground utilities repairs, and other purposes. For FY 2024, this revenue stream is expected to increase by 21 percent over the FY 2023 adopted budget levels.

Site Plan Fees

Site plan fee revenue is anticipated to be \$2.0 million in FY 2024, a 61 percent increase over the FY 2023 adopted budget. Projected growth is primarily due to higher than forecasted demand for residential developments.

Right-of-Way Fees

Revenues from right-of-way fees are based on the FY 2023 rate imposed by the State at \$1.01 line/month. This fee covers the use of highway and street right-of-way by certified providers of telecommunication services and is charged to the ultimate end user. For FY 2024, revenues are projected to be flat over FY 2023 adopted budget levels.

Other

Other license, permit, and fee revenue comes from rezoning permits, fire system fees, childcare permits, and other miscellaneous use permits and fees. In FY 2024, "other" revenues are forecast to increase 11 percent driven primarily by increases to site plan and highway fees.

FINES, INTEREST, RENTS

These revenues include fines, interest, building rents, lease agreements, paid parking, rental, and sale of surplus properties.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Fines/Tickets	\$5,765,432	\$7,092,144	\$6,834,924	-4%
Interest	(21,172,399)	6,000,000	6,700,000	12%
Rent & Other Revenue	36,877,042	6,904,257	7,497,535	9%
Paid Parking	1,072,924	1,028,727	1,093,895	6%
GASB	9,798,486	-	-	-
Total	\$32,341,485	\$21,025,128	\$22,126,354	5%

Fines/Tickets

This category is comprised of traffic moving violations, parking tickets, photo red light fines, arrest fees, false alarm fines, and civil penalties. For FY 2024, this category is projected to decrease four percent over FY 2023 adopted levels.

Interest

Interest is earned on County General Fund and bond fund balances, which are invested on a short-term basis until needed to pay for County expenditures. Interest earned varies due to changing balances and interest rates.

Rent & Other Revenues

Rentals, sales of surplus property, and lease agreements – including the ground lease rent for land under 2100, 2110, and 2150 Clarendon Boulevard – are included in this revenue category. The County receives payments from JBG Smith (formerly Vornado) for this land and shares in the net profit on the buildings' operations. In FY 2024, revenues are expected to increase nine percent over FY 2023 adopted levels.

Paid Parking

This revenue is generated by the monthly parking charges in various government buildings. FY 2024 revenue is projected to increase six percent over FY 2023 adopted levels.

CHARGES FOR SERVICES

This category encompasses revenues received for a variety of County services. Service charges are structured so that the users of a particular service are the ones to pay for a majority of its costs, as opposed to using general tax dollars to fund services that benefit a small segment of the population. The chart below highlights the major sources of revenues.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Refuse/Recycling Fee	\$10,507,301	\$10,222,152	\$13,563,528	33%
Parking Meters	9,485,325	10,873,649	9,696,193	-11%
Recreation Fees	9,962,347	12,117,747	12,958,747	7%
Ambulance Service Fees	3,530,677	5,892,000	4,730,000	-20%
Arlington Transit / Commuter Store	4,517,988	4,780,749	4,622,314	-3%
Indirect Administrative Charges	7,427,331	7,168,562	8,855,516	24%
Mental Health Charges	3,075,582	3,231,225	89,482	-97%
Falls Church Reimbursement	3,747,971	3,714,200	3,704,500	-
GASB	(6,142,200)	-	-	-
Other	8,051,375	7,551,091	11,265,068	49%
Total	\$54,163,697	\$65,551,375	\$69,485,348	6%

Refuse/Recycling Fee

For FY 2024, revenues for residential collection, disposal, and recycling is expected to increase by 33 percent based on an increased rate from \$307.89 to \$408.54 annually.

The County's policy for the refuse rate is recovery of 100 percent of disposal and collection costs, which includes refuse, recycling, and food scraps collection, landfill fees, leaf collection, cart management and administration, and associated overhead costs, which are partially offset by revenue from sale of recyclable materials.

Parking Meters

Parking meter revenue is expected to decrease 11 percent for FY 2024 based on trends in actual receipts.

Recreation Fees

Recreation fees include charges for summer camp programs, senior adult programs, competitive swimming, recreation classes, membership in County fitness centers, use of the athletic fields, and many other services. Recreation fees are expected to increase seven percent in FY 2024.

Ambulance Service Fees

Ambulance service fee revenue is expected to decrease 20 percent in FY 2024 due to the trend in actual receipts.

Arlington Transit / Commuter Store

Arlington Transit / Commuter Store revenue includes ART bus fares and business contributions for transportation demand management (TDM) programs. FY 2024 revenues are projected to decrease three percent over FY 2023 adopted levels as ridership levels have remained lower than pre-pandemic levels.

Indirect Administrative Charges

Indirect administrative charges are reimbursements from the Utilities Fund, the CPHD Development Fund, and the Stormwater Fund for administrative functions (e.g., payroll, technology help desk, accounts payable) performed by County staff on behalf of the fund. In FY 2024, indirect administrative charges are increasing 24 percent due to rising costs and a recent study of indirect cost allocations.

Mental Health Service Charges

The Department of Human Services provides counseling, case management, and psychiatric services to individuals needing mental health, substance abuse, and intellectual/developmental disability support services. Fees for services are paid by individuals receiving services or Medicaid, if applicable. In FY 2024, mental health service charges are decreasing 97 percent based on a reclassification to Community Services Board revenue.

City of Falls Church Reimbursement Revenue

Arlington County provides a number of services to residents of the City of Falls Church (the City), including fire, judicial, emergency communication services, and jailing of prisoners. Fire Station No. 6 is a joint-use facility, which is staffed by Arlington County firefighters but owned by the City. The County manages the facility maintenance and capital improvements at the station. The City reimburses the County for a portion of fire/EMS expenses and the capital expenses.

Under the terms of the County's judicial and public safety services agreement with the City, the City uses the County's alcohol safety program, Circuit Court, General District Court, Juvenile and Domestic Relations Court, Argus House, and community corrections. The County generally charges the City based on the City's proportionate use of these services. The County's Commonwealth Attorney also prosecutes cases on behalf of the City. Finally, the County answers all emergency 911 calls from the City. The County's Emergency Communications Center staff dispatches fire and ambulance crews for emergencies in the City. Emergency 911 calls necessitating police-related services are routed back to the City's police department.

In addition, the City of Falls Church utilizes the Arlington County detention facility to house prisoners and is charged a daily prisoner rate.

The following table provides greater detail on revenue from Falls Church. Under the terms of the County's agreements with the City, the budgeted revenue from Falls Church is based on the upcoming fiscal year's budget with an adjustment—either upwards or downwards—to account for the differences between the City's share of the County's budgeted and actual costs from the most recently-ended fiscal year. This reconciliation process explains the substantial swings for some departments' budgeted revenue from one year to the next.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Circuit Court	\$43,378	\$50,666	\$49,204	-3%
Clerk of the Circuit Court	142,263	141,427	174,794	24%
Community Corrections	14,056	15,077	16,924	12%
General District Court	8,603	8,484	9,215	9%
Magistrate	1,489	1,723	1,686	-2%
Juvenile and Domestic Relations Court	311,620	274,267	111,819	-59%
Commonwealth's Attorney	216,171	215,947	271,255	26%
Sheriff	27,949	334,852	311,200	-7%
Fire	2,609,423	2,585,531	2,602,976	1%
Emergency Communications Center	82,690	78,142	147,590	89%
Department of Management and Finance	8,482	8,084	7,837	-3%
Total	\$3,466,124	\$3,714,200	\$3,704,500	-

Other

In the "Other" category, revenue decreases are primarily driven by reclassifications.

REVENUE FROM THE COMMONWEALTH

Arlington receives funds from the Commonwealth of Virginia for a variety of State-mandated and supported functions and services. The County also receives a portion of some revenues collected by the State. The chart below highlights the total amount received from the Commonwealth of Virginia and details the sources that comprise the total.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Highway Aid	\$20,358,241	\$20,343,890	\$20,343,890	-
Law Enforcement Aid	6,839,878	7,181,181	7,835,256	9%
Health Reimbursement	3,607,840	3,583,879	3,703,448	3%
Social Services	4,186,555	3,910,977	3,985,484	2%
Mental Health/ Intellectual Disability	9,202,021	12,903,076	14,262,430	11%
Sheriff / Detention	9,287,502	10,649,348	10,833,700	2%
Prisoner Expense Reimbursement	543,455	800,000	800,000	-
Commuter Assistance	6,276,127	6,045,552	6,045,552	-
Comprehensive Services Act	1,091,333	1,319,396	1,335,528	1%
Plastic Bag Fee	110,327	-	300,000	-
Other	22,208,488	19,558,161	19,394,165	-1%
Total	\$83,711,767	\$86,295,460	\$88,839,453	3%

Highway Aid

The County receives Highway Aid as a result of Arlington's decision not to join the Commonwealth's secondary road system in 1932. The County assumed maintenance responsibilities for the secondary roads in Arlington and receives State highway aid for that function. These funds are derived primarily from the Commonwealth's collection of new car sales and gasoline taxes, and other vehicle-related fees and taxes. For the FY 2024 budget, highway aid reimbursements from the State are expected to remain flat from the FY 2023 adopted levels.

Law Enforcement Aid

Law Enforcement Aid is provided to the County to partially fund salaries of law enforcement officers and to provide funds for their training in order to comply with the Code of Virginia Section 9.1-165. Arlington receives a percentage of law enforcement aid ("HB599") funding each year based on population, crime rates, and social service rates. For the FY 2024 budget, the County is projecting law enforcement aid at \$7.8 million based on actual reimbursements received.

Health Reimbursement

These funds are primarily from the Virginia Department of Health and allow Arlington to operate as one of two locally administered public health clinics in the Commonwealth. The County works with the community and regional organizations to prepare for public health emergencies, to control and prevent the spread of infectious diseases in the community, and to prevent disease and promote optimum health for at-risk populations.

Social Services

Social service funds from the State are used to provide services to qualifying families, adults, and children. These funds help support a variety of services such as adoption, foster care, public assistance, and senior assistance. The state's formula for funding is based on variables including population, incident rates, and state program reviews.

Mental Health / Intellectual Disability

The Commonwealth provides funding to support community-based mental health and support services, which includes residential services, case and care management services, individual therapy, specialized psychological testing, and family support and education.

Sheriff / Detention Center

The Compensation Board of the Commonwealth provides annual support toward the total cost of operations of the Sheriff's Office and the Arlington County Detention Facility.

Prisoner Expense Reimbursement

The Commonwealth reimburses localities for a portion of the cost to house inmates in local correctional facilities. The County receives a per diem amount (\$4/day for inmates held on misdemeanor convictions or felony sentences under one year; \$15/day for inmates held for felony convictions exceeding a one-year sentence) for each inmate held.

Commuter Assistance

Commuter Assistance funding provided by the State is used to support local programs and efforts such as ridesharing and telecommuting programs, transit friendly site planning, on-site transit ticket sales, transportation demand management planning, and Clean Air Act compliance.

Comprehensive Services Act (CSA)

The Comprehensive Services Act for At-Risk Youth and Families (CSA) provides a pool of state funds to purchase services for at-risk youth and their families. The state funds, combined with local community funds, are managed by our Department of Human Services in collaboration with other County agencies to plan and oversee services to youth.

Plastic Bag Fee

In 2021, the General Assembly passed legislation allowing localities to adopt the fee for disposable plastic bags provided to customers for their purchases which Arlington County adopted effective January 1, 2022. Plastic bag fee revenue is expected to generate \$0.3 million in FY 2024.

Other

The "Other" state revenue category includes transit aid, traffic signal reimbursements, the County's share of the grantor's tax, which is imposed on sellers of real property, and Compensation Board funding for support of elected officials who perform State-mandated and local functions, such as the Circuit Court Clerk, Commissioner of the Revenue, Treasurer, Sheriff, and Commonwealth's Attorney. Compensation Board revenue is expected to increase based on actual reimbursements received.

REVENUE FROM THE FEDERAL GOVERNMENT

The federal government provides funding for employment assistance, housing programs, drug enforcement, aid to the elderly, and other programs.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
WIA / JTPA	\$539,264	\$788,289	\$788,289	-
Mental Health	1,746,768	1,550,281	1,579,814	2%
Social Services	11,098,760	11,002,005	12,463,366	13%
Substance Abuse	1,165,929	981,939	831,541	-15%
Other	40,554,847	20,561,200	2,460,132	-88%
Total	\$55,105,568	\$34,883,714	\$18,123,142	-48%

WIA / JTPA

The Workforce Investment Act (WIA)/Job Training Partnership Act (JTPA) funding is based on unemployment data, poverty levels, and the current year's allocation by the state.

Mental Health

Federal pass-through revenue (i.e., federal grants to the state) from the Department of Behavioral Health and Developmental Services. Programs funded from the agency provide residential treatment for the seriously mentally ill, early intervention, and emergency response to mental health crises as well as the People Assisting the Homeless (PATH) Program.

Social Services

Social services revenue represents the largest single category of General Fund federal funds—accounting for approximately \$12.5 million—and is passed through the State's budget to Arlington County. Since some of the federal social service programs are 100 percent reimbursable, revenue will change with changes in caseloads.

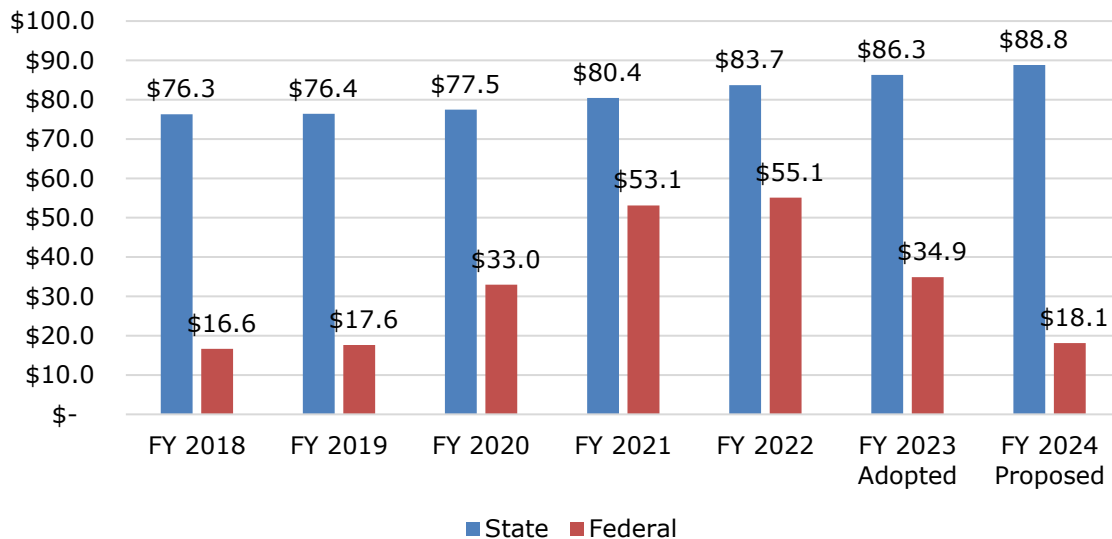
Substance Abuse

Federal substance abuse funds are used to prevent adverse social, legal, and medical conditions in individuals resulting from alcohol and drug dependency. Outpatient programs provide assessment, individual and group therapy, alcohol and drug education courses, relapse prevention services, psychological evaluations, urinalysis, and referral to community-based support groups. Residential programs provide individuals with initial assessments, referrals to appropriate programs, support during and after treatment, and connecting to other community resources. In FY 2024, substance abuse funding is 15 percent below FY 2023 adopted levels.

Other

The remaining federal revenue includes grant funding through the Older Americans Act (OAA), emergency management grants, prisoner reimbursements, other miscellaneous grants, and the reduction of funding in FY 2024 from the one-time allocation of American Rescue Plan Act monies in FY 2022.

State and Federal Government Revenue (in millions)



MISCELLANEOUS REVENUE

These include revenue sources that do not fall under any other category and include one-time or pass-through funds. The "Other" category includes revenue to the Department of Human Services for a lease agreement with Cherrydale Nursing Center, the Arlington Employment Center's One Stop Comprehensive Services Team, and loan repayments from Signature Theater.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Sale of Land and Buildings	\$1,081,081	\$15,000	\$15,000	-
Affordable Housing Investment Fund	14,417,607	-	-	-
Gifts & Donations	56,078	5,000	5,000	-
Treasurer's Returned Checks	28,657	30,000	30,000	-
GASB	159,238,495	-	-	-
Other	6,129,834	2,809,704	2,496,377	-11%
Total	\$180,951,752	\$2,859,704	\$2,546,377	-11%

TRANSFERS FROM OTHER FUNDS & PRIOR YEAR FUND BALANCE

Transfers to the General Fund include the Automotive Fund transfer to cover its share of insurance costs, funding for the administration of the business improvement districts (Rosslyn, Crystal City, and Ballston), and funding from various Trust and Agency accounts. Furthermore, there is a budgeted transfer of \$2.4 million from the Industrial Development Authority (IDA) to the County from the collection of user fees in the Ballston skating facility to pay the debt on the taxable revenue bonds that the County issued in CY 2006.

Funds unspent (under-expenditures or increased revenues) from previous fiscal years have been used to support one-time expenses in subsequent year's budgets. The FY 2024 proposed budget includes \$56,816,193 in carryover funds, funded by a combination of additional revenue and/or expense savings identified from the current and previous fiscal years.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Transfers	\$6,211,590	\$8,972,704	\$10,022,473	12%
Prior Year Adjusted Balance	194,917,448	62,983,232	56,816,193	-10%
Total	\$201,129,038	\$71,955,936	\$66,838,666	-7%

TOTAL GENERAL FUND REVENUES

Below is a summary of the revenue categories previously described as well as total revenues for the General Fund in Fiscal Years 2022 (actual), 2023 (adopted), and 2024 (proposed).

General Fund Revenues	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Real Estate Tax	\$830,318,888	\$852,164,325	\$882,991,300	4%
Personal Property Tax	127,056,189	132,652,147	142,730,733	8%
BPOL Tax	77,913,434	78,000,000	81,196,000	4%
Local Sales Tax	47,967,780	46,000,000	50,900,000	11%
Recordation Tax	10,716,858	8,500,000	7,500,000	-12%
Transient Occupancy Tax	15,070,995	16,500,000	22,000,000	33%
Cigarette Tax	2,155,666	2,000,000	2,000,000	-
Meals Tax	39,302,301	39,000,000	45,000,000	15%
Utility Tax	16,770,949	17,200,000	15,900,000	-8%
Communications Tax	5,374,311	5,750,000	5,300,000	-8%
Other Taxes	11,749,402	11,185,000	12,863,000	15%
Total Local Taxes	1,184,396,773	1,208,951,472	1,268,381,033	5%
Licenses, Permits & Fees	14,692,296	7,344,004	8,981,300	22%
Fines, Interest, Rents	22,542,999	21,025,128	22,126,354	5%
Charges for Services	60,305,897	65,551,375	69,485,348	6%
Commonwealth	83,711,767	86,295,460	88,839,453	3%
Federal Government	55,105,568	34,883,714	18,123,142	-48%
Miscellaneous Revenue	171,713,257	2,859,704	2,546,377	-11%
Transfer	6,211,590	8,972,704	10,022,473	12%
Total Non-Tax Revenue	414,283,374	226,932,089	220,124,447	-3%
TOTAL (excluding prior year balance)	1,598,680,147	1,435,883,561	1,488,505,480	4%
GASB	162,881,353	-	-	-
Prior Year Adjusted Balance	194,917,448	62,983,232	56,816,193	-10%
Total (including Prior Year Balance)	\$1,956,478,948	\$1,498,866,793	\$1,545,321,673	3%

BALLSTON QUARTER TAX INCREMENT FINANCING FUND (Fund 201)

In July 2016, the County Board approved the Ballston Quarter Community Development Authority (CDA), the first CDA to be created in Arlington. Creation of the CDA gives the County a financing mechanism to fund certain public infrastructure costs associated with the Ballston Quarter public-private redevelopment. To fund the bonds issued for public infrastructure improvements, the Ballston Quarter Development and Financing Agreement created the Ballston Quarter Tax Increment Financing (TIF) district, which dedicates funding in an amount up to 65 percent of the incremental real property, sales and use, and meals tax revenues generated within the TIF district boundaries with a base year of 2015. The baseline CY 2015 TIF values are: Real estate tax of \$158,050,200; sales tax of \$55,241,900; and meals of \$14,366,400.

The FY 2024 proposed budget reflects the CY 2023 assessed values in the TIF district. Because TIF revenues are based on the incremental growth over the base year, revenues grow more quickly than assessments. FY 2024 real estate revenue is expected to increase as businesses continue to recover from COVID-19 closures and slowdowns. Funds will be transferred to the trustee for the Ballston Quarter CDA to fund the project stabilization fund as part of the Ballston Quarter CDA Series 2016A and Series 2016 B bond issuance. For FY 2024, the real estate revenue budget has been revised down to reflect anticipated reliefs in the district.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Real Estate Tax	\$1,276,995	\$1,290,600	\$1,291,548	-
Local Sales Tax	2,829	50,444	-	-100%
Meals Tax	501,925	698,075	550,121	-21%
Miscellaneous Revenue	1,131,500	-	-	-
Total	\$2,913,249	\$2,039,119	\$1,841,669	-10%

TRAVEL AND TOURISM PROMOTION FUND (Fund 202)

Arlington County's enabling legislation to levy an additional Transient Occupancy Tax add-on (0.25 percent) to support this fund was reinstated by the Virginia General Assembly for the FY 2017 budget year with a sunset effective June 30, 2018. In the 2018 legislative session, there was a bill passed and signed by the Governor to extend this sunset to July 1, 2021. In the 2020 legislative session, a bill was passed and signed by the Governor to remove the sunset date. Funds are used to market and promote tourism in Arlington County.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Transient Occupancy Tax	\$753,734	\$825,000	\$1,100,000	33%
Miscellaneous State Revenue	399,407	1,300,000	1,300,000	-
Transfer In	396,816	378,033	246,700	-35%
Total	\$1,549,957	\$2,503,033	\$2,646,700	6%

BALLSTON SPECIAL ASSESSMENT DISTRICT FUND (Fund 203)

In December 2010, the Arlington County Board established a service district in the Ballston area. The purpose of the district is to provide supplemental services to those already provided by the County government. In CY 2011, an additional real estate tax levy on commercially zoned properties was approved to fund additional services and programs within the district's boundaries. A non-profit organization, representing owners and tenants of properties in the district, was established to manage the additional services and related activities in the district.

- The CY 2023 proposed real estate tax rate is \$0.045 for each \$100 of assessed value, no change from the CY 2022 rate.
- ↑ BID expenditures and revenues increase by three percent due to higher assessments.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Service District Revenue	\$1,521,367	\$1,431,745	\$1,476,793	3%

ROSSLYN SPECIAL ASSESSMENT DISTRICT FUND (Fund 204)

In December 2002, the Arlington County Board established a service district in the downtown Rosslyn area. The purpose of the district is to provide supplemental services to those already provided by the County government. Each year an additional real estate tax levy is approved to fund the additional services and programs within the district's boundaries. The Rosslyn Business Improvement Corporation, an organization whose board of directors and committee membership includes owners and tenants of properties in the district as well as County and neighborhood representatives, submits a work program and budget for the Arlington County Board's consideration.

- The CY 2023 proposed real estate tax rate is \$0.078 for each \$100 of assessed value, no change from the CY 2022 rate.
- ↑ BID expenditures and revenues increase by four percent due to higher assessments.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Service District Revenue	\$4,015,678	\$4,352,535	\$4,545,682	4%

NATIONAL LANDING SPECIAL ASSESSMENT DISTRICT FUND (Fund 205)

In April 2006, the Arlington County Board established a service district in the downtown Crystal City area. The purpose of the district is to provide supplemental services to those already provided by the County government. Each year an additional real estate tax levy is approved to fund the additional services and programs within the district's boundaries. The National Landing Business Improvement Corporation, an organization whose board of directors and committee membership includes owners and tenants of properties in the district as well as County representatives, submits a work program and budget for Arlington County Board consideration. In September 2019, the County Board passed an ordinance to expand the boundaries of the BID to include an additional 80 parcels from the Pentagon City and Potomac Yard submarkets. In April 2020, the County Board passed an ordinance to change the name from the Crystal City BID to the National Landing BID.

- The CY 2023 proposed real estate tax rate is \$0.043 for each \$100 of assessed value, no change from the CY 2022 tax rate.
- ↑ BID expenditures and revenues increase by four percent due to higher assessments.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Service District Revenue	\$4,512,195	\$4,566,084	\$4,742,121	4%

COMMUNITY DEVELOPMENT FUND (Fund 206)

The Community Development Fund is used to address low- and moderate-income housing needs and other community projects. The Community Development Block Grant (CDBG) program was established as a separate special revenue fund in FY 1987 to comply with requirements of the federal Department of Housing and Urban Development (HUD). FY 2024 revenue is expected to increase 10 percent over last year.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
CDBG	\$1,548,985	\$1,573,025	\$1,733,133	10%
Federal Rental Rehab	343,324	1,227,211	1,350,838	10%
Miscellaneous Revenue	118,564	-	-	-
Total	\$2,010,873	\$2,800,236	\$3,083,971	10%

HOUSING CHOICE VOUCHER FUND (Fund 208)

This program provides vouchers for housing to eligible Arlington County residents. The federal funds are used for the administrative costs of the program as well as for the rental subsidy payments.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Housing Assistance	\$20,891,876	\$20,982,648	\$21,978,516	5%
Administrative Fees	1,619,373	1,798,601	2,122,652	18%
Interest	8,272	8,500	8,500	-
HOPWA Grant	114,515	108,712	114,081	5%
GASB	1,081,139	-	-	-
Miscellaneous	38,699	20,000	20,000	-
Total	\$23,753,874	\$22,918,461	\$24,243,749	6%

GENERAL CAPITAL PROJECTS FUND (Fund 313)

The General Capital Projects Fund accounts for the capital projects for general government functions, which are financed under the County's Pay-As-You-Go (PAYG) Capital Program. The program areas include local parks and recreation, transportation, community conservation, government facilities, technology, and regional contributions. The revenue in the table on the following page includes both current funding from the total transfer from the County's General Fund to PAYG capital and revenue that has been carried over as fund balance and not received as new funding. Refer to the PAYG section of the budget for more details on the funding sources supporting the County's PAYG capital plan.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Developer Contributions	\$2,357,090	-	-	-
Miscellaneous Revenue	6,395,069	-	\$1,087,000	-
Cable TV	812,479	-	-	-
State Grant - Misc.	957,684	-	-	-
Federal Revenue - Misc.	2,169,386	-	-	-
Bond Premium	-	\$12,650,902	12,000,000	-5%
Proceeds from Bond Sales	-	-	-	-
Transfer In	10,478,484	8,550,000	11,025,000	29%
Proceeds from Lease Purchase	-	17,548,000	12,209,000	-30%
Fund Balance Previous Year	-	2,544,285	1,857,080	-27%
Total	\$23,170,192	\$41,293,187	\$38,178,080	-8%

STORMWATER FUND (Fund 321)

Under the Sanitary District Act of 1929 (Chapter 161, *Acts of Assembly*, as amended), local governments in Virginia are authorized to establish sanitary districts to fund a variety of infrastructure needs, including stormwater drainage. The County established its own sanitary district in 1930 that encompassed the entire jurisdiction.

As part of the FY 2009 budget process (CY 2008), the County Board adopted a sanitary district tax of \$0.01 per \$100 of assessed value in order to fund stormwater management initiatives. For CY 2010, this tax was increased to \$0.013 per \$100 of assessed value and then for CY 2021, this tax was increased to \$0.017 per \$100 of assessed value.

This \$0.017 tax is included in the semi-annual real estate bills and, when combined with the current base real estate rate of \$1.013, brings the total blended real estate rate to \$1.030 per \$100 of assessed real property value. The anticipated \$16.5 million in FY 2024 revenue will fully fund the planned operations, debt service, and stormwater infrastructure investments for the stormwater capital program.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Sanitary District Tax	\$14,050,448	\$14,557,128	\$15,102,589	4%
Fines	48,523	-	-	-
Permit Fees	1,831,714	1,371,500	1,442,818	5%
Misc. Revenue	78,124	-	-	-
Total	\$16,008,809	\$15,928,628	\$16,545,407	4%

TRANSPORTATION CAPITAL FUND (Funds 330 & 331)

In April 2007, the General Assembly passed HB 3202, which authorized northern Virginia localities to impose a tax of up to \$0.25 per \$100 of assessed real property on properties used or zoned for commercial or industrial purposes in order to fund transportation initiatives. As part of the FY 2009 budget deliberations, the County Board adopted a commercial real estate tax of \$0.125 per \$100, with revenue to be deposited in the new Transportation Capital Fund. In 2010, the General Assembly capped this tax rate at \$0.125 per \$100 of assessed real property value. For the FY 2024 proposed budget, revenue for the transportation capital fund is projected at \$37.4 million with the tax rate

remaining at \$0.125, commercial property assessments increasing, and an increase in regional sales tax revenue receipts.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Commercial Real Estate Tax	\$23,682,129	\$24,657,374	\$25,728,113	4%
NVTA Local Share	11,435,783	9,793,893	11,646,751	19%
NVTA Regional Share	5,544,241	-	-	-
State Aid	5,678,479	-	-	-
State Transportation Grants	-	-	-	-
Federal Transportation Grants	2,027,703	-	-	-
GASB	21,877	-	-	-
Miscellaneous	1,256,956	-	-	-
Total	\$49,647,168	\$34,451,267	\$37,374,864	8%

CRYSTAL CITY, POTOMAC YARD, AND PENTAGON CITY TAX INCREMENT FINANCING FUND (Fund 335)

In October 2010, the Arlington County Board established a tax increment financing area in support of the Crystal City Sector Plan and infrastructure that will benefit Potomac Yard and Pentagon City. Tax increment financing (TIF) is a mechanism used to support development and redevelopment by capturing the projected increase in property tax revenues in the area and investing those funds in improvements located in the designated area. Unlike a special district, it is not an additional or new tax. Rather, it redirects and segregates the increase in property tax revenues that would normally flow to the General Fund so that it can be used for a specified purpose. The amount of the tax increment revenue is determined by setting a baseline assessed value of all property in the area on January 1, 2011. In each subsequent year, the incremental increase in assessed values relative to the base year is determined and a portion of this incremental tax revenue is segregated and deposited to a separate fund.

The proposed CY 2023 base real estate tax rate is \$1.013 for each \$100 of assessed property value. The FY 2024 proposed budget maintains the increment of the tax allocated to the TIF at 25 percent of the projected tax revenue generated from the incremental assessment growth between January 2011 and January 2023 in the Crystal City TIF area at the proposed CY 2023 tax rate. Total assessed value in the Crystal City TIF district decreased by 1.0 percent from CY 2022 to CY 2023. Because TIF revenues are based on the incremental growth over the base year, revenues change more quickly than assessments.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Real Estate	\$4,134,537	\$4,600,160	\$4,379,860	-5%
NVTA Regional Share	942,510	-	-	-
Federal Grants	470,681	-	-	-
Total	\$5,547,728	\$4,600,160	\$4,379,860	-5%

COLUMBIA PIKE TAX INCREMENT FINANCING FUND (FUND 336)

In December 2013, the Arlington County Board established a tax increment financing area in support of the Columbia Pike Neighborhoods Area Plan that will benefit affordable housing initiatives and other public services and improvements. Tax increment financing (TIF) is a mechanism used to

support development and redevelopment by capturing the projected increase in property tax revenues in the area and investing those funds in improvements located in the designated area. Unlike a special district, it is not an additional or new tax. Rather, it redirects and segregates the increase in property tax revenues that would normally flow to the General Fund so that it can be used for a specified purpose. The amount of the tax increment revenue is determined by setting a baseline assessed value of all property in a County Board determined calendar. In each subsequent year, the incremental increase in assessed values relative to the base year is determined and a portion of this incremental tax revenue is segregated and deposited to a separate fund. In the adopted FY 2018 budget, the County Board adjusted the TIF's baseline from the CY 2014 to the CY 2018 assessed value. The County Board has allocated 25 percent of the incremental tax revenue above the base year be deposited into the Columbia Pike TIF Fund.

In FY 2024, funding for the district is \$1.7 million based on a 2.6 percent increase in the real estate tax assessments in the TIF area. Because TIF revenues are based on the incremental growth over the base year, revenues change more quickly than assessments.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Real Estate Tax Total	\$1,233,140	\$1,453,260	\$1,737,840	20%

UTILITIES FUND (Fund 503)

The revenues for this self-supporting enterprise fund are derived from water/sewer service charges, water service connection fees, sewage treatment service charges, interest earnings, and other fees for service.

Water/sewer service charges are the largest source of revenue for the Utilities Fund and are derived from quarterly utility bills paid by residents and monthly or quarterly bills paid by commercial establishments. The FY 2024 proposed budget includes an overall increase of 1.7 percent to the newly restructured water/sewer rates across all customer classes for the entire fiscal year. At the new rates, the average single-family house will pay \$26 more per year for water and sewer service based on an estimated household consumption of 48,000 gallons of water per year and assumed winter water usage of 11 TG per quarter. Individual residential customer impacts will vary based on their quarterly water consumptions and average winter quarter usage.

Water service connection fees are paid by new users to connect to the water system. The fee amount is based on the size of the pipe being connected into the water system. Sewage treatment charges are revenues received for operations and maintenance cost reimbursements from neighboring jurisdictions (Falls Church, Alexandria, and Fairfax County) and federal government installations and other entities, including the Pentagon and Reagan National Airport, which use the County sewage system but receive drinking water from other sources.

In the FY 2024 proposed budget, Utilities Fund revenues are projected to total \$110.0 million.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Interest	(\$327,462)	\$75,000	\$50,000	-33%
Hazardous Household Material Fee	5,742	8,000	8,000	-
Utility Marking Fee	274,400	215,000	250,000	16%
Water Sewer Service	95,040,998	101,912,764	103,604,507	2%
Water Service Connection Fees	1,435,879	1,525,000	1,530,000	-
Sewage Treatment	3,567,786	4,105,200	4,305,200	5%
Flow Test Fees	19,800	20,200	20,200	-
GASB	22,938	-	-	-
Miscellaneous Revenue	735,304	247,640	238,949	-4%
Total	\$100,775,385	\$108,108,804	\$110,006,856	2%

UTILITIES CAPITAL PROJECTS FUND (Fund 519)

The Utilities Capital Projects Fund accounts for capital projects for the sanitary sewer collection system, water distribution system, and wastewater treatment plant. The projects are funded through interest earnings from fund balance, infrastructure availability fees paid by developers for capital costs necessary to upgrade the water distribution and sewage collection systems, and transfers from the Utilities Operating Fund. Sewage treatment charges are revenues received from neighboring jurisdictions (Falls Church, Alexandria, and Fairfax County) for reimbursement of a portion of the maintenance capital costs at the Water Pollution Control Plant.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Interest	(\$879,877)	\$350,000	\$350,000	-
Water / Sewer Hook-up	9,290,895	6,900,000	7,900,000	14%
Sewage Treatment Charges	903,896	4,365,000	7,415,000	70%
Miscellaneous	6,904	-	-	-
Transfer In	15,548,000	15,395,000	13,410,000	-13%
Total	\$24,869,818	\$27,010,000	\$29,075,000	8%

BALLSTON GARAGE (Funds 540 & 548)

Revenues received from the Ballston Garage Fund are used to offset costs of operating the garage. Interest accrues from earnings on the fund balance. Parking revenues are payments by the users of the public parking facility, which are collected by the County's contract operator. In FY 2007, the eighth level of the parking garage was completed in part to support the Kettler Capitals Iceplex. Revenue from the operation of the lower seven levels of the parking garage is posted to a separate fund from revenue from the operation of eighth floor. However, for the purposes of the table below, the revenues from the two funds are combined.

In May 2012, the County raised parking rates at the garage in order to make capital improvements and to pay down principal on the outstanding bonds. The approved pay structure keeps the \$1 rate for the first three hours of parking and increases the graduated hourly rates over three hours anywhere from \$0.50 to \$1.00. The graduated hourly rate also applies on the weekends. The five-day monthly rate is \$105 and the maximum daily rate is \$10.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Parking Revenue	\$2,361,139	\$3,374,495	\$3,101,849	-8%
Miscellaneous	12,299,649	-	-	-
Fund Balance Previous Year	-	411,468	489,134	19%
Total	\$14,660,788	\$3,785,963	\$3,590,983	-5%

CPHD DEVELOPMENT FUND (Fund 570)

In September 2007, the County Board established the self-supporting CPHD Development Fund to provide a dedicated funding source for all building, trade, zoning and other development-related fee services. Beginning on July 1, 2008, revenue from a variety of fees that had previously gone to the General Fund began posting to this new fund, including building, electrical, plumbing, occupancy, and elevator certificate permits.

FY 2024 fees are projected to increase based growing project volumes and a 5.2 percent inflationary increase plus a 21 percent increase to all Development Fund fees.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Building Permits	\$12,364,666	\$12,939,360	\$13,707,024	6%
Electrical Permits	2,848,940	2,743,840	2,906,625	6%
Plumbing Permits	1,995,536	2,007,335	2,126,426	6%
Mechanical Permits	1,474,415	1,136,228	1,203,637	6%
Occupancy Permits	579,695	965,133	1,162,648	20%
Elevator Certificate Fees	1,228,906	1,287,725	1,364,123	6%
Plan Review - Walk Throughs	718,478	1,191,741	1,435,631	20%
GASB	13,571,504	-	-	-
Other Revenue	(62,996)	296,638	356,981	20%
Total	\$34,719,144	\$22,568,000	\$24,263,095	8%

AUTOMOTIVE EQUIPMENT FUND (Fund 609)

The Automotive Equipment Division of the Department of Environmental Services operates as an internal service fund and supports the County's automotive fleet.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Sales of Surplus Equipment	\$550,095	\$300,000	\$300,000	-
Services from Other Agencies	20,641,177	19,400,211	19,931,579	3%
Transfer In	-	470,025	306,000	-35%
GASB	3,632	-	-	-
Miscellaneous Revenue	459,054	2,763,294	2,679,922	-3%
Total	\$21,653,958	\$22,933,530	\$23,217,501	1%

PRINTING FUND (Fund 611)

Revenues in this internal service fund are received from outside agencies and the Arlington County Public Schools for printing and photocopying services, as well as a General Fund transfer for non-billable services.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Services to Agencies	\$1,685,331	\$1,698,618	\$1,348,000	-21%
Transfer In	254,979	262,658	777,258	196%
GASB	1,421,521	-	-	-
Total	\$3,361,831	\$1,961,276	\$2,125,258	8%

RESIDENTIAL TAXATION AND FEE TRENDS

During each budget cycle, tax and fee rate changes are reviewed in light of the costs of providing services to County residents. The following section is a brief analysis of the residential tax burden in Arlington County and other area jurisdictions. Arlington's tax rates continue to be very competitive with other Washington metropolitan area jurisdictions.

Real Estate Tax

At the proposed tax rate of \$1.030 per \$100 of assessed value, which includes the base rate of \$1.013 plus the \$0.017 for stormwater management, the real estate tax bill for the average residential home will increase \$369, or 4.7 percent, in CY 2023. The average assessment for a single-family home increased 4.7 percent, from \$762,700 in CY 2022 to \$798,500 in CY 2023.

REAL ESTATE TAX PAYMENT Average Single Family Home

Calendar Year	Average Assessed Value	Tax Rate	Tax Payment	Tax Payment Increase
2014	\$552,700	\$0.996	\$5,505	\$227
2015	\$587,100	\$0.996	\$5,848	\$343
2016	\$603,500	\$0.991	\$5,981	\$133
2017	\$617,200	\$1.006	\$6,209	\$228
2018	\$640,900	\$1.006	\$6,447	\$238
2019	\$658,600	\$1.026	\$6,757	\$310
2020	\$686,300	\$1.026	\$7,041	\$284
2021	\$724,400	\$1.030	\$7,461	\$420
2022	\$762,700	\$1.030	\$7,856	\$395
2023 Proposed	\$798,500	\$1.030	\$8,225	\$369

Personal Property Tax

For residents, vehicles are generally the item for which the personal property tax is paid. In CY 2006, the personal property tax rate was increased from \$4.40 per \$100 of assessed valuation to \$5.00. The valuation method uses the average loan value, which is approximately ten percent lower than the trade-in value, and results in an effective personal property tax rate of \$4.50. The following chart illustrates the average assessed value of motor vehicles in the County over the past decade.

PERSONAL PROPERTY TAX BILL FOR TYPICAL HOUSEHOLD*

(Assumes 2.0 Cars Per Household)

Calendar Year	Average Assessed Value per Car	Tax Rate	Tax Payment For 2 Cars
2016	\$9,682	\$5.00	\$968
2017	\$10,303	\$5.00	\$1,030
2018	\$10,020	\$5.00	\$1,002
2019	\$10,663	\$5.00	\$1,066
2020	\$10,286	\$5.00	\$1,029
2021	\$11,368	\$5.00	\$1,137
2022 (100%)	\$13,903	\$5.00	\$1,390
2022 (88%)**	\$12,235	\$5.00	\$1,224
2023 Proposed	\$11,823	\$5.00	\$1,182

*Does not reflect the State's fixed block grant distribution, which reduces the amount each household pays.

**A one-time assessment ratio was applied in CY 2022 to offset the historic temporary rise of vehicle pricing in the calendar year.

Refuse Collection and Disposal Fees

The annual residential charge for refuse and recycling increases from \$307.89 to \$408.54. This rate achieves the County's objective of 100 percent recovery of household refuse and food scraps collection, disposal and recycling costs, leaf collection costs and overtime costs associated with brush and metal collection.

Fiscal Year	Refuse/ Recycling Fee
2015*	\$271.04
2016	\$271.04
2017	\$307.28
2018	\$314.16
2019	\$316.16
2020	\$306.00
2021	\$319.03
2022	\$318.61
2023	\$307.89
2024 Proposed	\$408.54

*Reflects revised rate adopted in July 2014.

Water/Sewer Service Fees

For FY 2024, the proposed water and sewer rates represent an overall increase of 1.7 percent across all customer classes for the entire fiscal year which is estimated to increase the average residential cost by \$26 or 3.5 percent.

Fiscal Year	Water/Sewer Service Rate*	Average Annual Residential Cost
2015	\$13.04	\$625.92
2016	\$13.27	\$636.96
2017	\$13.27	\$636.96
2018	\$13.62	\$653.76
2019	\$13.62	\$653.76
2020	\$13.80	\$662.40
2021	\$14.20	\$681.60
2022	\$14.35	\$711.00***
2023	variable**	\$742.00
2024 Proposed	variable**	\$768.00

*Per thousand gallons; median usage equals 48,000 gallons per year.

**Rate structure changed beginning January 1, 2022. Rates differ among customer classes and based on individual usage.

***Average annual residential cost for CY 2021 recalculated after FY 2022 budget was adopted.

Major Residential Taxes and Fees

The following chart summarizes the major residential taxes and fees for Arlington County for the average household. The chart uses the adopted tax and fee rates for FY 2021 through FY 2024. Due primarily to real estate assessment increases and the household solid waste fee increases, the average tax and fee burden on County households is expected to increase four percent over FY 2023.

	FY 2021	FY 2022	FY 2023	FY 2024	% Change '23 to '24
Real Estate Tax (excludes sanitary district tax)	\$6,952	\$7,338	\$7,726	\$8,089	5%
Sanitary District Tax	89	123	130	136	5%
Personal Property*	1,029	1,137	1,224	1,182	-3%
Vehicle License Fee*	66	66	-	-	-
Refuse Fee**	319	319	308	409	33%
Water / Sewer Service**	682	711	742	768	4%
Residential Utility Tax**	72	72	72	72	-
Total	\$9,209	\$9,766	\$10,201	\$10,655	4%

*Assumes two conventional vehicles per household, the approximate average number of vehicles owned per Arlington household. The personal property tax figures do not reflect the PPTRA subsidy for personal property tax relief. For FY 2023, the average tax bill assumes, a one-time assessment ratio of 88% adopted by the County Board.

**Reflects the next fiscal year. Water/sewer rate reflects 48 thousand gallons of water consumption, a revision in FY 2022 of average usage. Historical costs also reflects this assumption. Residential utility tax assumptions are based on the ceiling tax rates.

The following chart compares the estimated major residential taxes and fees for the Northern Virginia jurisdictions for the average household using Calendar Year 2022 rates and assessments.

Calendar Year 2022 Regional Comparison
Estimated Annual Local Taxes and Fees Per Average Household

	Arlington County	City of Alexandria	Fairfax County	City of Falls Church	City of Fairfax	Prince William County	Loudoun County
Average Residential Assessment	\$762,700	\$655,901	\$668,974	\$883,300	\$588,964	\$469,842	\$636,200
Estimated Taxes							
Real Estate ¹	\$7,856	\$7,281	\$7,650	\$10,865	\$5,949	\$5,204	\$5,662
Personal Property ²	1,224	1,166	1,000	940	904	810	908
Residential Consumer Utility ³	72	72	96	120	54	72	65
Subtotal	\$9,152	\$8,519	\$8,746	\$11,925	\$6,907	\$6,086	\$6,635
Estimated Fees							
Water/Sewer ⁴	\$742	\$923	\$687	\$676	\$760	\$686	\$674
Solid-Waste/Recycling ⁵	308	500	475	n/a	n/a	428	428
Decal Fee ²	-	-	66	66	66	66	50
TOTAL	\$10,202	\$9,942	\$9,974	\$12,667	\$7,733	\$7,266	\$7,787
Amount more (less) than Arlington		(\$260)	(\$228)	\$2,465	(\$2,469)	(\$2,936)	(\$2,415)
Percent more or less than Arlington		-2.5%	-2.2%	24.2%	-24.2%	-28.8%	-23.7%

¹ Represents the estimate real estate tax bill based on each locality's average single family home value and the adopted tax rate(s). Rates include the base real estate tax rate plus jurisdiction wide add-on rates for stormwater, pest control, fire and rescue services, etc. as appropriate for each jurisdiction. See table on next page.

² Estimate based upon 2.0 cars per household and assumes the same average vehicle value of \$12,235. However, given that Arlington and Loudoun uses a lower assessment, the actual average car value for the other jurisdictions may be higher. Taxes do not reflect the State's fixed block grant to localities for vehicle tax relief and the adopted method of distribution.

³ Average household utility tax bills are based on the ceiling tax rate.

⁴ Assumes average single-family residence uses 48,000 gallons of water per year. Estimates are based on adopted FY 2023 rates.

⁵ Residents in Falls Church and Fairfax City pay for the solid waste/recycling fee as part of their real estate taxes. Loudoun & Prince William Counties do not offer this service. Instead, residents pay private haulers, such as BFI, directly. Most Fairfax County residents also pay a private hauler, but County collection is available in designated areas. For Loudoun and Prince William County, the amounts shown represent the average fees charged in Arlington, Alexandria and Fairfax County. For Prince William County, a \$70 annual solid waste fee is charged to single-family homeowners.

**COMPARISON OF NORTHERN VIRGINIA JURISDICTIONS' REAL ESTATE TAX BILL ⁽¹⁾
FOR THE AVERAGE SINGLE-FAMILY HOME ⁽²⁾**

	TAX YEAR 2021			TAX YEAR 2022			CHANGE FROM 2021 TO 2022			PERCENT CHANGE		
	Tax Rate	Average Assessed Value	Estimated Tax Payment	Tax Rate	Average Assessed Value	Estimated Tax Payment	Change in Tax Rate	Change in Average Assessed Value	Change in Tax Payment	Change in Tax Rate	Change in Average Assessed Value	Change in Tax Payment
Arlington ³	\$1.0300	\$724,400	\$7,461	\$1.0300	\$762,700	\$7,856	\$0.000	\$38,300	\$395	0.0%	5.3%	5.3%
Alexandria	\$1.1100	\$615,858	\$6,836	\$1.1100	\$655,901	\$7,281	\$0.000	\$40,043	\$445	0.0%	6.5%	6.5%
City of Fairfax	\$1.0450	\$541,554	\$5,659	\$1.0100	\$588,964	\$5,949	(\$0.035)	\$47,410	\$290	-3.3%	8.8%	5.1%
City of Falls Church ⁴	\$1.3200	\$896,850	\$11,838	\$1.2300	\$883,300	\$10,865	(\$0.090)	(\$13,550)	(\$973)	-6.8%	-1.5%	-8.2%
Fairfax County ⁵	\$1.1735	\$607,752	\$7,132	\$1.1435	\$668,974	\$7,650	(\$0.030)	\$61,222	\$518	-2.6%	10.1%	7.3%
Loudoun County	\$0.9800	\$555,300	\$5,442	\$0.8900	\$636,200	\$5,662	(\$0.090)	\$80,900	\$220	-9.2%	14.6%	4.0%
Prince William Co. ⁶	\$1.1975	\$408,862	\$4,896	\$1.1075	\$469,842	\$5,204	(\$0.090)	\$60,980	\$308	-7.5%	14.9%	6.3%

¹ Real Estate tax bill is calculated at each jurisdiction's current real estate tax rate per \$100 of the jurisdiction's average single-family home value.

² Average single-family home value is based on all residential property including single family detached, semi-detached dwellings, condominiums, cooperatives, and townhouse residences.

³ Tax rates listed for Arlington includes the levy for stormwater funds.

⁴ City of Falls Church uses the median home value.

⁵ Tax rate for Fairfax County includes additional levies for stormwater and pest control.

⁶ Prince William's tax rate includes additional levies for fire and rescue and moth/mosquito control.

CALENDAR YEAR 2022 SELECTED BUSINESS, PROFESSIONAL, AND OCCUPATIONAL LICENSE TAX RATES*

	Arlington County	City of Alexandria	City of Falls Church	Fairfax City	Fairfax County	Loudoun County	Prince William County
FINANCIAL, REAL ESTATE, AND PROFESSIONAL SERVICES							
Professional Occupations	0.36	0.58	0.52	0.40	0.31	0.33	0.33
Real Estate Occupations	0.36	0.58	0.50	0.40	0.31	0.33	0.33
Renting	0.43 Com	0.35 Com	0.52 Com	0.23 Com	0.26	0.16	0.00
	0.28 Res	0.50 Res	0.38 Res	0.50 Res			
REPAIR, PERSONAL, AND BUSINESS SERVICES							
Special Occupational	0.36	0.35	0.36	0.27	0.31	0.33	N/A
Personal Services	0.35	0.35	0.36	0.27	0.19	0.23	0.21
Business Services	0.35	0.35	0.36	0.27	0.19	0.17	0.21
Repair Services	0.35	0.35	0.36	0.27	0.19	0.16	0.21
Amusements	0.25	0.36	0.36	0.27	0.26	0.21	0.21
Parking Lots	0.36	0.35	0.36	0.27	0.19	0.17	0.21
RETAIL SALES							
Retail Merchants	0.20	0.20	0.19	0.20	0.17	0.17	0.17
Restaurants	0.20	0.20	0.19	0.20	0.17	0.17	0.17
Filling Stations	0.10	0.20	0.19	0.20	0.17	0.17	0.17
CONTRACTING AND CONSTRUCTING							
Contractors	0.16	0.16	0.16	0.16	0.11	0.13	0.13
Builders/Developers	0.16	0.16	0.16	0.16	0.05 ***	0.13	0.13
Wholesalers	0.08	0.05	0.08	0.05	0.04 **	0.05 **	0.05

* Based on each \$100 of gross receipts, unless otherwise noted.

** Based on each \$100 of gross purchases.

*** Based on each \$100 of gross expenditures.

CALENDAR YEAR 2022 TAX RATES IN NORTHERN VIRGINIA JURISDICTIONS

Tax	Arlington County	City of Alexandria	City of Falls Church	City of Fairfax	Fairfax County	Loudoun County	Pr. William County
Real Estate Tax Rate (base)	\$1.013	\$1.110	\$1.230	\$1.010	\$1.110	\$0.890	\$1.030
Additional Real Estate Tax Rates (all properties)	\$0.0170	-	-	\$0.0000	\$0.0335	-	\$0.0775
Special Districts Add-on Tax Rate	\$0.043 - \$0.078	\$0.10 - \$0.20	-	-	\$0.012 - \$0.47	\$0.17-\$0.20	\$0.02 - \$0.15
Commercial Real Estate Add-on Tax Rate	\$0.125	-	-	\$0.125	\$0.125	-	-
Personal Property							
Vehicle Rate	\$5.00	\$5.33	\$4.30	\$4.13	\$4.57	\$4.15	\$3.70
Effective Vehicle Rate	\$4.50	\$4.80	\$4.30	\$4.13	\$3.88	\$3.74	\$3.70
Business Rate	\$5.00	\$4.75	\$5.00	\$4.13	\$2.00	\$4.20	\$3.70
Newly Registered Vehicle Tax (state)	4.15%	4.15%	4.15%	4.15%	4.15%	4.15%	4.15%
Car Rental Tax							
State	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Local	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Motor Fuel Tax							
Gasoline	\$0.262 per gallon	\$0.262 per gallon	\$0.262 per gallon	\$0.262 per gallon	\$0.262 per gallon	\$0.262 per gallon	\$0.262 per gallon
Diesel	\$0.27 per gallon	\$0.27 per gallon	\$0.27 per gallon	\$0.27 per gallon	\$0.27 per gallon	\$0.27 per gallon	\$0.27 per gallon
Distributor Sales - Gasoline/Alternative Fuels	\$0.077 per gallon	\$0.077 per gallon	\$0.077 per gallon	\$0.077 per gallon	\$0.077 per gallon	\$0.077 per gallon	\$0.077 per gallon
Distributor Sales - Diesel	\$0.078 per gallon	\$0.078 per gallon	\$0.078 per gallon	\$0.078 per gallon	\$0.078 per gallon	\$0.078 per gallon	\$0.078 per gallon
Sales Tax							
State (see note)	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Local	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Meals Tax	4.0%	5.0%	4.0%	4.0%	-	-	-
Transient Occupancy Tax							
State	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Local	5.25%	6.5% plus \$1.25 per night/room	6.0%	4.0%	4.0%	5.0%	5.0%
BPOL							
Business Services	\$0.35	\$0.35	\$0.36	\$0.27	\$0.19	\$0.17	\$0.21
Professionals	\$0.36	\$0.58	\$0.52	\$0.40	\$0.31	\$0.33	\$0.33
Contractors	\$0.16	\$0.16	\$0.16	\$0.16	\$0.11	\$0.13	\$0.13
Retail	\$0.20	\$0.20	\$0.19	\$0.20	\$0.17	\$0.17	\$0.17
Repair Services	\$0.35	\$0.35	\$0.36	\$0.27	\$0.19	\$0.16	\$0.21
Recordation Tax							
State (see note)	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25
Local (see note)	\$0.0833	\$0.0833	\$0.0833	\$0.0833	\$0.0833	\$0.0833	\$0.0833
Grantor's Tax							
State	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Local	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
Bank Stock Tax							
State	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20
Local	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80
Cigarette Tax, per 20 Cigarettes							
State (see note)	\$0.60	\$0.60	\$0.60	\$0.60	\$0.60	\$0.60	\$0.60
Local	\$0.40	\$1.26	\$0.85	\$0.85	\$0.30	\$0.40	\$0.40
Utility Tax on Commercial Users							
Electricity	\$1.15 plus \$0.00681/kWh	\$1.18 plus \$0.005578/kWh	\$0.92 plus \$0.004807/kWh	\$1.72 plus \$0.010112/kWh max=\$75.00	\$1.15 plus \$0.00594/kWh max=\$1,000	\$0.92 per mo. + \$.005393/kWh max=\$72.00	\$2.29 plus \$0.013487/kWh max=\$100/mo.
Gas	\$0.845 plus \$0.06848/CCF	\$1.42 plus \$0.050213/CCF	\$0.676 plus \$0.04098/CCF	\$1.27 plus \$0.05295/CCF max=\$75.00	\$0.845 plus \$0.04794/CCF max=\$300	\$0.676 per mo. + \$0.0304/CCF max=\$72.00	\$3.35 plus \$0.085/CCF max=\$100/mo.
Water	-	20% /1st \$150	8%	15% /1st \$500	-	-	-
Utility Tax on Residential Users							
Electricity	\$0.0 plus \$0.01110/kWh max=\$3.00	\$1.12 plus \$0.012075/kWh max=\$3.00	\$0.70 plus \$0.007535/kWh max=\$5.00	\$1.05 plus \$0.01136/kWh max=\$2.25	\$0.56 plus \$0.00605/kWh max=\$4.00	\$0.63 per mo. + \$0.006804/kWh max=\$2.70	\$1.40 plus \$0.01509/kWh max=\$3.00/mo.
Gas	\$0.0 plus \$1.038/CCF max = \$3.00	\$1.28 plus \$0.124444/CCF max=\$3.00	\$0.70 plus \$0.0039/CCF max=\$5.00	\$1.05 plus \$0.05709/CCF max=\$2.25	\$0.56 plus \$0.05259/CCF max=\$4.00	\$0.63 plus \$0.06485/CCF max=\$2.70	\$1.60 plus \$0.06/CCF max=\$3.00
Water	-	15% of monthly bill	10% /1st \$50	15% /1st \$15	-	-	-
Communications Sales Tax							
State	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Local	-	-	-	-	-	-	-
Wireless E-911 Tax							
State	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75

NOTES

ADDITIONAL REAL ESTATE TAX RATE: Arlington (\$0.017) and Fairfax County (\$0.0325) impose or dedicate a tax rate on all properties for stormwater management. Prince William County charges a flat fee for stormwater management ranging from \$29.52 per thousand square feet for a business to \$39.36 for a single family housing unit. As a part of the FY 2014 budget adoption, the City of Falls Church established a Stormwater Utility Fund; their Stormwater Fees are based on the square footage of impervious surface per parcel. The FY 2022 adopted budget increased that stormwater fee from \$18.36 to \$18.72 per 200 square feet of impervious surface. The City of Fairfax established a Stormwater Utility in December of 2021 and charges \$28.80 per billing unit. Fairfax County imposes a county-wide levy for pest control (\$0.0010). Prince William imposes a near county-wide tax rate for mosquito and gypsy moth control (\$0.0025) and fire and rescue services (\$0.075).

SPECIAL DISTRICTS ADD-ON TAX RATES: There are three special taxing districts in Arlington: in the Rosslyn, National Landing (formerly Crystal City), and Ballston business districts. The additional tax is used to fund additional services and programs within the districts' boundaries. Other jurisdictions have special tax districts related to transportation, sanitary sewers, water services, leaf collection, etc.

COMMERCIAL REAL ESTATE RATE: HB 3202, which was passed in 2007, allows Northern Virginia localities to impose an additional real estate tax on properties zoned or used for commercial and industrial purposes in order to fund transportation initiatives.

EFFECTIVE VEHICLE PERSONAL PROPERTY TAX RATE COMMERCIAL AND CONSUMER: Vehicles in Arlington County and Loudoun County are assessed using the average loan value from the J.D. Power Used Car Guide. Other neighboring jurisdictions use the average trade-in value. This results in a lower assessment (about 10% less) for vehicles or an effective rate in Arlington of approximately \$4.50 and \$3.74 in Loudoun County. All vehicles including those of businesses are included in this category.

PERSONAL PROPERTY: Several of the jurisdictions have separate classes of vehicle rates for personal property (e.g. vehicles owned by elderly or disabled) which charge reduced rates. Arlington does not classify personal property via this method.

NEWLY REGISTERED VEHICLE TAX (STATE): The State of Virginia phased in a 1.15% increase to the newly registered vehicle, or "titling," tax over a four-year period. A 4% rate was effective July 1, 2013; each year, the rate increased by 0.05% until it reached 4.15% on July 1, 2016. The revenue generated by the incremental increase in this tax rate is deposited into the State Highway Maintenance and Operating Fund.

CAR RENTAL: Beginning July 2004, the state increased its portion of the car rental tax to 6% with the additional 2% dedicated to the Virginia Public Building Authority for the Statewide Agencies Radio System (STARS). During the 2020 General Assembly, SB 735 was signed into law to establish taxation for peer to peer vehicle sharing platforms under the same rates (for large fleets).

MOTOR FUEL TAX: Effective July 1, 2013, the \$0.175 per gallon tax on motor fuels was being replaced with a percentage-based tax of 3.5% for gasoline and 6% for diesel fuel. Users of passenger cars, pickup or panel trucks, and trucks having a gross vehicle weight rating of 10,000 pounds or less can receive a refund of an amount equal to a 2.5% tax paid on diesel fuel.

In accordance with Code of Virginia § 58.1-2217 effective January 1, 2015, the per gallon tax on gasoline increased to 5.1%. Effective July 1, 2020, the DMV Commissioner is no longer required to determine the statewide average wholesale price of a gallon of unleaded regular gasoline and diesel fuel for the purpose of determining the applicable cents per gallon in accordance with applicable tax rates. The tax will be converted back to a cents-per-gallon tax with a rate of \$0.262 per gallon phased in over two years and then indexed every year after.

SALES TAX: In 2004, sales tax was increased 1/2 percent from 3.5% to 4.0% (State portion excluding local option 1%). One-half of this rate change goes to the Schools in the various jurisdictions. Effective July 1, 2013, the statewide sales and use tax increased from 4.0% to 4.3% with the increased revenues dedicated to the Highway Maintenance and Operating Fund, the Intercity Passenger Rail Operating and Capital Fund, and the Commonwealth Mass Transit Fund. Further, the adoption of House Bill 2313 also established a 0.70% retail sales tax applicable to the Northern Virginia Planning District, which includes the counties of Arlington, Fairfax, Loudoun, and Prince William Counties; the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park Cities; and the towns of Dumfries, Herndon, Leesburg, Purcellville, and Vienna. The additional revenues generated from this 0.70% increase in retail sales tax are deposited in the Northern Virginia Transportation Authority Fund, with 30% of the funds distributed to the member localities for use on transportation projects and the remainder to be used for regional transportation projects.

SALES TAX (Food): Effective July 1, 2007, the tax rate was reduced from 2.0 percent to 1.5 percent (State portion). Food items are defined under the Food Stamp Act of 1977 (7 U.S.C. § 2012) to be food for home consumption by humans. This includes most grocery food items and cold prepared foods. Excluded from the definition of food are alcoholic beverages, tobacco, and prepared hot foods sold for immediate consumption. The food tax described above does not include the local option 1.0 percent.

MEALS TAX: The meals tax is paid in addition to sales tax. In 1991, Arlington instituted a 4% restaurant meals tax on most prepared foods offered for sale. During the 2020 General Assembly, HB 785 was signed into law permitting counties to impose food & beverage taxes of up to 6% (and eliminated requirement to hold a referendum).

TRANSIENT OCCUPANCY TAX: This tax is paid in addition to sales tax; the local rate is 5%. During the 2020 General Assembly, HB 785 was signed into law removing the limit on the rate counties may impose but dedicating revenue attributable to rates over 2% but less than 5% to tourism marketing (for jurisdictions that were not already permitted to levy higher rates including Arlington). The state rate for the Northern Virginia Planning District in effect beginning July 1, 2013 was increased from 2% to 3% effective May 1, 2021. The additional revenues generated from this 3% transient occupancy tax are deposited in the Northern Virginia Transportation Authority Fund, with 30% of the funds distributed to the member localities for use on transportation projects and the remainder to be used for regional transportation projects. In March 2016, the General Assembly voted to allow Arlington County to impose an additional transient occupancy tax of 0.25% to be designated and spent for the purpose of promoting tourism and business travel in the County. The County Board adopted this additional TOT in May to be effective beginning July 1, 2016. HB 62 from the 2020 General Assembly was passed to remove the sunset date and extend this additional tax permanently.

BPOL TAX: For CY 1997 Virginia jurisdictions changed the BPOL thresholds to comply with state law so that businesses with gross receipts under \$10,000 would not pay BPOL tax, and businesses with gross receipts between \$10,000 and \$100,000 would pay a flat fee of \$50 or less. Effective January 1, 2001, the BPOL on electric and natural gas is eliminated and replaced with a consumption tax.

RECORDATION TAX: In Virginia, localities can impose a tax of up to one third of the state rate. The state rate increased from \$0.15 per \$100 of recorded value to \$0.25 effective September 1, 2004. Arlington's current rate is \$0.0833 (1/3 of the state rate).

GRANTOR'S TAX (§58.1-802): This is a tax on the grantor and is imposed at \$2.00 per \$1,000. \$1.00 per \$1,000 of the tax is split evenly between the state and the locality. The state rate increased by \$1.50 per \$1,000 effective July 1, 2013 in the Northern Virginia Planning District. The additional revenues generated from this increase are deposited in the Northern Virginia Transportation Authority Fund with 30% of the funds distributed to the member localities for use on transportation projects and the remainder to be used for regional transportation projects.

BANK STOCK TAX: This is a franchise tax on the net capital gains of banks and trust companies. In Virginia, the rate is \$1.00 per \$100 of taxable value as of January 1. In Northern Virginia, localities receive 80% of this collection and the State receives 20%.

CIGARETTE TAX: On June 3, 2004, the Governor signed HB 5018 which is the revenue budget for the FY 2004 - FY 2006 biennium. As part of this bill, the state increased the state imposed cigarette tax from \$0.025 to \$0.20 effective September 1, 2004, and \$0.30 effective July 1, 2005. On May 21, 2020, the Governor signed the budget for the FY 2020 - FY 2022 biennium which increased the state cigarette tax rate from \$0.30 to \$0.60 per pack effective July 1, 2020 and allowed counties to charge a local tax of up to \$0.40 per pack effective July 1, 2021.

UTILITIES TAX: In FY 2008, Arlington imposed a residential utility tax rate on electricity and natural gas, the funds to be dedicated for environmental initiatives. Effective July 1, 2018, the commercial utility tax rates for electricity and natural gas were increased to \$1.15 plus \$0.00681/kWh and \$0.845 plus \$0.6848/CCF respectively; the residential utility tax rates for electricity and natural gas were increased to \$0.01110/kWh with a \$3 maximum per month and \$1.038/CCF with a \$3 maximum per month. Beginning in January 2007, the State eliminated local authority to impose a utility tax on telephones instead imposing a 5% tax on the sale price of all services provided. This tax law change affected all other local jurisdictions except Arlington since the other jurisdictions imposed a tax on telephones prior to CY 2007.

COMMUNICATIONS SALES TAX: Effective January 1, 2007, the State adopted a communications sales tax that is imposed on customers of communication services at the rate of 5% of the sales price of the service. This tax was adopted as part of the 2006 House Bill 568 (Acts of Assembly 2006, Chapter 780) and replaces many of the prior state and local communications taxes and fees with a centrally administered communications sales and use tax. Local authority to impose a utility tax on telephones was repealed by the State and replaced with a 5% communications tax. Arlington was not affected by this change since there was no tax in place at the time.

SIX-YEAR REVENUE SUMMARY		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
CODE	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
FUND: 001 GENERAL							
101	REAL ESTATE TAX	757,180,463	796,129,481	824,264,619	852,705,823	865,133,110	897,266,300
105	REAL ESTATE PENALTY	594,047	794,331	773,991	1,018,870	650,000	650,000
106	REAL ESTATE INTEREST	94,739	104,649	170,104	165,145	75,000	75,000
	TAX REFUNDS - REAL ESTATE	(11,998,096)	(12,958,167)	(14,091,410)	(23,570,950)	(13,693,785)	(15,000,000)
	SUBTOTAL	745,871,153	784,070,294	811,117,304	830,318,888	852,164,325	882,991,300
121	PERSONAL PROPERTY TAX	87,484,820	89,690,221	89,524,940	95,952,586	102,200,000	112,278,586
	STATE REIMBURSEMENT	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147	31,252,147
123	PERSONAL PROPERTY PENALTY	1,315,910	1,709,284	1,739,965	1,770,573	1,380,000	1,380,000
125	PERSONAL PROPERTY INTEREST	220,253	218,828	316,096	330,620	320,000	320,000
	TAX REFUNDS - PERSONAL PROP	(2,278,471)	(2,390,138)	(1,852,747)	(2,249,737)	(2,500,000)	(2,500,000)
	SUBTOTAL	117,994,659	120,480,342	120,980,401	127,056,189	132,652,147	142,730,733
131	BPOL TAX	71,921,455	74,012,685	76,958,248	79,684,023	79,900,000	83,096,000
133	BPOL TAX PENALTY	64,961	125,255	309,675	207,436	100,000	100,000
134	BPOL TAX INTEREST	300,795	269,610	455,798	525,153	300,000	300,000
	TAX REFUNDS - BPOL	(2,373,344)	(2,408,374)	(2,141,443)	(2,503,178)	(2,300,000)	(2,300,000)
	SUBTOTAL	69,913,867	71,999,176	75,582,278	77,913,434	78,000,000	81,196,000
140	CAR RENTAL GROSS RECEIPTS TAX	6,188,708	5,918,313	3,355,747	6,924,391	6,320,000	7,998,000
141	LOCAL SALES TAX	44,047,335	43,718,554	38,944,668	47,967,780	46,000,000	50,900,000
143	BANK STOCK TAX	4,125,274	3,160,968	3,911,424	3,935,984	4,000,000	4,000,000
144	RECORDATION TAX	5,750,294	6,835,497	9,189,171	10,716,858	8,500,000	7,500,000
145	CIGARETTE TAX	2,115,530	1,922,067	1,696,090	2,155,666	2,000,000	2,000,000
146	TRANSIENT TAX	24,623,589	16,553,257	5,668,799	15,070,995	16,500,000	22,000,000
147	UTILITY TAX	16,462,272	17,034,351	16,177,644	16,770,949	17,200,000	15,900,000
148	SHORT TERM RENTAL	57,437	58,029	62,577	56,467	55,000	55,000
149	MEALS TAX	40,168,158	32,772,936	26,738,896	39,302,301	39,000,000	45,000,000
151	WILLS AND ADMINISTRATION TAX	58,682	54,649	77,536	67,182	60,000	60,000
152	CONSUMPTION TAX	788,931	765,998	750,087	750,402	750,000	750,000
153	COMMUNICATION TAX	6,460,606	6,224,647	5,692,065	5,374,311	5,750,000	5,300,000
162	GAMES OF SKILL TAX	-	-	76,320	14,976	-	-
	SUBTOTAL	150,846,816	135,019,266	112,341,024	149,108,262	146,135,000	161,463,000
	TOTAL LOCAL TAXES	1,084,626,495	1,111,569,078	1,120,021,007	1,184,396,773	1,208,951,472	1,268,381,033
REVENUE CATEG: LICENSES, PERMITS, & FEES							
215	CONCEALED WEAPONS	32,766	35,112	58,224	30,058	30,000	30,000
219	USE PERMITS	125,745	122,801	180,071	126,973	103,650	105,620
220	RIGHT OF WAY FEES	926,679	1,157,076	1,096,864	1,315,071	1,073,000	1,073,000
221	HIGHWAY PERMITS	2,789,558	2,323,525	3,144,517	4,563,030	3,120,000	3,776,680
223	ELECTRICAL PERMITS	-	(117)	-	-	-	-
240	MOTOR VEHICLE LICENSE TAGS	4,615,769	5,556,136	5,651,790	5,390,769	-	-
241	LICENSE PLATE PENALTY FEES	289,167	260,942	213,998	164,889	260,000	200,000
242	ELEVATOR CERTIFICATE FEES	-	-	724	2,328	-	-
243	SITE PLAN FEES	1,613,149	2,738,741	1,802,305	1,655,939	1,267,544	2,040,160
244	TRANSFER FEES	4,841	4,461	5,608	5,629	4,800	4,800
245	REZONING	99,133	128,453	34,555	45,426	87,360	73,640
251	BUILDING PLANS/WALK-THROUGH	(50)	-	-	-	-	-
259	MISC LICENSES, PERMITS & FEES	1,653,823	1,809,838	813,428	1,378,756	1,397,650	1,677,400
	TOTAL REV CATEG	12,150,580	14,136,968	13,002,084	14,678,868	7,344,004	8,981,300
REVENUE CATEG: FINES							
301	FINES	2,574,759	2,522,581	1,852,102	1,616,930	2,783,120	2,525,900
302	PARKING TICKETS	4,814,697	3,987,980	3,356,791	3,715,564	4,000,000	4,000,000
305	CIVIL PENALTIES	247,860	270,991	275,525	432,938	309,024	309,024
	TOTAL REV CATEG	7,637,316	6,781,552	5,484,418	5,765,432	7,092,144	6,834,924
REVENUE CATEG: INTEREST, RENTS & SURPLUS SALES							
311	INTEREST ON GENERAL FUND	16,156,300	11,582,557	963,491	(21,955,871)	5,000,000	5,700,000
312	INTEREST ON BOND FUNDS	7,231,349	5,559,415	476,493	4,153,325	1,000,000	1,000,000
321	RENTALS & SALES OF SURPLUS	228,770	168,330	36,651	104,979	245,370	245,370
322	PAID PARKING	1,119,883	1,153,564	1,009,145	1,072,924	1,028,727	1,093,895
334/5	DES LEASE AGREEMENTS	8,130,346	5,077,519	4,922,401	43,200,696	6,658,887	7,252,165
	TOTAL REV CATEG	32,866,648	23,541,385	7,408,181	26,576,053	13,932,984	15,291,430
REVENUE CATEG: CHARGES FOR SERVICES							
400	INMATE MEDICAL COSTS	25,274	20,041	16,338	16,338	21,800	21,800
401	COURT COSTS	182,271	520,107	274,983	38,687	40,000	40,000
402	COMMONWEALTH'S ATTORNEY FEES	10,598	6,534	5,889	4,919	10,500	10,500
403	A S A P ENTRANCE FEES	242,304	206,659	215,157	250,656	232,227	256,067
404	IMPOUNDED VEHICLES STORAGE FEE	26,246	21,256	8,788	10,527	2,000	10,000

SIX-YEAR REVENUE SUMMARY		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
CODE	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
405	FALLS CHURCH REIMBURSEMENT	4,494,202	3,010,775	3,450,725	3,747,971	3,714,200	3,704,500
406	AMBULANCE SERVICE FEES	3,571,346	3,941,910	3,083,306	3,530,677	5,892,000	4,730,000
407	JAIL SERVICE CHARGES	6,376	5,553	1,270	1,700	3,500	3,500
408	DOG LICENSE FEES	77,409	126,295	97,951	84,586	84,700	49,800
409	SIDEWALK FRONTAGE ASSESSMENTS	60,070	57,162	107,012	98,622	55,000	55,000
410	PARKING METER CHARGES	12,143,185	9,474,287	6,971,434	3,384,375	10,873,649	9,696,193
411	ENGINEERING SERVICES CHARGES	1,478,019	2,025,674	1,275,093	1,578,036	1,512,706	1,591,366
412	REFUSE/RECYCLING FEES	10,522,409	9,503,213	10,632,014	10,507,301	10,222,152	13,563,528
413	MULCH FEES	202,250	217,404	268,772	198,939	191,000	191,000
414	RECYCLED MATERIALS SALES	43,940	31,675	44,830	1,225,238	521,280	452,018
415	MENTAL HEALTH CLINIC CHARGES	2,936,613	3,360,725	2,988,874	3,075,582	3,231,225	89,482
416	DRUG & ALCOHOL PROG. PAYMENTS	75,492	157,275	153,713	112,758	137,500	-
417	MADISON CENTER CHARGES	130,353	103,495	4,400	49,355	125,000	125,000
420	RECREATION INSTRUCTION SRVCS.	3,603,608	2,065,457	923,795	3,899,877	4,202,857	4,182,857
421	SUPPLEMENTAL RECREATION FEES	7,162,663	4,388,473	2,124,202	6,914,985	9,037,890	9,888,890
422	LIBRARY FEES & FINES	412,783	207,213	16,113	82,308	110,000	90,000
423	OLDER AMERICANS ACT PROGS.	19,779	12,469	971	9,277	20,513	53,443
424	GROUP HOME CHARGES ARGUS	19,685	38,847	(2,875)	3,145	10,000	10,000
425	FEE REDUCTIONS	(974,577)	(496,711)	(145,508)	(852,515)	(1,123,000)	(1,113,000)
426	APPLIANCE PICK UP FEE	14,845	16,186	9,984	7,836	20,000	10,000
430	INDIRECT ADMIN CHARGES	5,580,323	5,672,082	6,211,462	7,427,331	7,168,562	8,855,516
443	WIRELESS E-911 SURCHARGE	776,090	797,453	827,316	993,968	840,000	984,000
445	GIS PROGRAM REVENUES	1,835	325	32,000	-	5,000	5,000
447	SERVICES TO OUTSIDE AGENCIES	69,233	51,170	32	5,105	115,000	25,000
449	MISC SERVICE CHARGES	2,482,226	2,256,206	2,613,761	2,458,526	2,708,462	1,843,267
450	ARLINGTON TRANSIT / COMMUTER STORE	5,956,418	6,810,579	3,136,707	4,517,988	4,780,749	4,622,314
453	COURT HOUSE SECUR.-COURT FEE	441,672	362,556	255,310	193,219	378,000	378,000
455	CHESAPEAKE BAY FEE	102,845	41,262	41,024	53,476	37,310	39,250
460	PROJECT RECEIPTS	348,326	353,009	361,053	369,435	375,831	376,164
462	CSB REVENUE	-	-	-	-	-	4,610,286
471	PUBLIC HEALTH FEES	665,194	540,655	386,569	450,193	480,570	348,510
472	CREDIT CARD FEES - TREAS.	(531,235)	(384,679)	(266,327)	(286,724)	(486,808)	(313,903)
481	LOCAL REVENUE	-	45,807	13,086	-	-	-
	TOTAL REV CATEG	62,380,070	55,568,399	46,139,224	54,163,697	65,551,375	69,485,348
REVENUE CATEG: MISCELLANEOUS REVENUE							
501	SALE OF LAND & BUILDINGS	2,006,039	4,881,095	8,199,285	1,081,081	15,000	15,000
509	MISCELLANEOUS REVENUES	2,020,434	(999,132)	4,034,930	165,368,329	2,809,704	2,496,377
570	AHIF	9,382,935	8,297,400	29,191,575	14,417,607	-	-
599	GIFTS AND DONATIONS	-	263,381	40,129	56,078	5,000	5,000
	TOTAL REV CATEG	13,409,408	12,442,744	41,465,919	180,923,095	2,829,704	2,516,377
REVENUE CATEG: COMMONWEALTH OF VIRGINIA							
612	MOTOR VEHICLE CARRIERS TAX	19,977	19,809	17,513	19,057	19,000	19,000
613	TAX ON DEEDS-GRANTOR'S TAX	1,730,395	1,798,464	1,932,688	2,925,393	2,098,681	2,098,681
614	PLASTIC BAG FEE	-	-	-	110,327	-	300,000
621	COMMONWEALTH'S ATTORNEY	1,329,697	1,433,473	1,449,499	1,525,428	1,578,166	1,657,500
622	SHERIFF	7,916,976	8,148,440	8,370,893	9,287,502	10,649,348	10,833,700
623	COMMISSIONER OF THE REVENUE	463,487	477,604	477,610	501,981	527,100	551,500
624	TREASURER	515,939	534,307	533,308	571,236	599,799	634,800
625	REGISTRAR/ELECTORAL BOARD	86,262	255,599	90,535	127,261	108,725	224,798
626	LAW ENFORCEMENT AID	6,582,500	6,839,220	6,839,219	6,839,878	7,181,181	7,835,256
627	CLERK -COMP BOARD FUNDS	845,906	1,081,305	1,500,262	1,934,046	1,875,508	1,523,600
628	DCJS FORFEITED ASSETS	111,260	7,909	29,641	48,784	-	-
629	VICTIM WITNESS GRANT	203,777	220,144	178,452	201,958	275,760	275,760
631	HIGHWAY AID	19,720,958	19,719,511	20,019,055	20,358,241	20,343,890	20,343,890
632	TRANSIT AID	5,598,977	6,145,059	6,820,781	7,526,149	5,940,498	5,518,214
633	JUVENILE DETENTION-ARGUS	293,054	390,738	390,738	390,738	390,738	390,738
634	JUVENILE & DOMESTIC RELATIONS	793,979	967,240	991,703	1,042,147	896,479	1,108,553
635	PRISONER EXPENSE REIMBURSE.	834,266	1,008,707	556,559	543,455	800,000	800,000
638	COMP COMM CORRECTIONS ACT	424,987	439,093	429,826	455,031	431,999	440,320
640	COMMUTER ASSISTANCE GRANTS	6,488,277	6,352,885	6,295,508	6,276,127	6,045,552	6,045,552
641	HEALTH REIMBURSEMENTS	3,366,924	3,447,495	3,778,960	3,607,840	3,583,879	3,703,448
642	LIBRARY SUPPLEMENTS	184,510	193,918	212,520	211,774	211,774	211,774
643	FIRE PROGRAMS	718,659	756,210	791,269	840,369	840,369	957,461
644	HIGHWAY SAFETY GRANTS	6,743	2,830	1,988	4,219	-	-
645	MENTAL HEALTH/ INTELLECTUAL DISAB.	9,646,166	9,324,160	8,655,228	9,202,021	12,903,076	14,262,430
646	SUBSTANCE ABUSE	1,223,490	1,253,357	1,464,314	1,349,936	1,389,200	1,389,200
647	SOCIAL SERVICES	3,962,860	3,925,386	4,766,417	4,186,555	3,910,977	3,985,484
649	MISC STATE GRANTS	1,517,019	1,544,636	2,585,489	2,191,833	2,054,669	2,081,135
652	STATE EMERGENCY MGMT GRANTS	550,509	83,562	29,781	12,276	6,000	6,000
654	COMPREHENSIVE SERVICES ACT (CSA)	923,569	801,886	916,865	1,091,333	1,319,396	1,335,528
655	DEPARTMENT OF AGING	373,561	316,155	320,304	328,872	313,696	305,131
	TOTAL REV CATEG	76,434,684	77,489,102	80,446,925	83,711,767	86,295,460	88,839,453

SIX-YEAR REVENUE SUMMARY		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
CODE	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
REVENUE CATEG: FEDERAL GOVERNMENT							
714	WORKFORCE INVESTMENT ACT (WIA)	591,199	500,721	3,709,032	539,264	788,289	788,289
722	U S MARSHAL PRISONERS	25,993	33,860	27,506	25,979	28,000	28,000
724	FBI REIMBURSEMENT	262,897	178,411	55,276	4,841	-	-
725	OLDER AMERICANS ACT	545,220	583,219	935,458	644,199	643,796	607,490
729	DEPT OF JUSTICE-FED GRANT	-	-	-	100,244	-	-
741	FEDERAL HEALTH REIMB	43,000	43,000	43,400	43,843	40,600	42,000
742	HEALTH & HUMAN SERVICE	1,646	1,596	318	-	-	-
745	MENTAL HEALTH / M. R.	1,578,374	1,577,585	2,106,511	1,746,768	1,550,281	1,579,814
746	SUBSTANCE ABUSE	922,588	875,062	840,865	1,165,929	981,939	831,541
747	SOCIAL SERVICES	10,832,499	10,833,833	9,920,681	11,098,760	11,002,005	12,463,366
748	WIC PROGRAM FUNDS	697,003	637,985	695,398	718,169	630,602	630,602
749	MISC FEDERAL GRANTS	1,093,347	16,696,077	34,140,518	38,088,673	18,640,688	700,716
752	FEDERAL EMERGENCY MGMT GRANTS	1,055,267	987,189	227,058	906,289	577,514	451,324
771	REVENUE FROM FEDERAL GOVT	-	34,197	408,532	22,610	-	-
	TOTAL REV CATEG	17,649,033	32,982,735	53,110,553	55,105,568	34,883,714	18,123,142
REVENUE CATEG: NON-REVENUE RECEIPTS							
809	LINE OF CREDIT PROCEEDS	-	-	-	150,000,000	-	-
847	TREASURERS CASH OVER & SHORT	100	(137)	39	17	-	-
848	TREASURER'S RETURNED CHECKS	31,103	27,432	20,371	28,640	30,000	30,000
	TOTAL REV CATEG	31,203	27,295	20,410	150,028,657	30,000	30,000
REVENUE CATEG: TRANSFERS IN							
900	TRANSFER IN FROM OTHER FUNDS	2,908,517	544,457	327,893	330,773	337,008	345,292
913	TRANSFER IN FROM 313	-	-	5,065,281	-	-	-
930	TRANSFER IN FROM 330 & 331	2,430,721	2,351,932	2,720,783	3,193,851	3,937,462	4,654,553
981	TRANSFERS IN FROM OTHER FUNDS	-	-	532,313	2,685,639	4,618,234	4,942,628
999	TRANSFERS IN FROM FUND 799	230,840	262,002	259,202	1,327	80,000	80,000
	TOTAL REV CATEG	5,570,078	3,158,391	8,905,472	6,211,590	8,972,704	10,022,473
TOTAL GENERAL FUND REVENUES		1,312,755,515	1,337,697,649	1,376,004,193	1,761,561,500	1,435,883,561	1,488,505,480
860	FUND BALANCE ADJ -PREV YEAR	93,057,070	129,685,777	133,622,957	194,917,448	62,983,232	56,816,193
TOTAL GENERAL FUND WITH FUND BALANCE		1,405,812,585	1,467,383,426	1,509,627,150	1,956,478,948	1,498,866,793	1,545,321,673
FUND: 201 BALLSTON QUARTER TIF FUND							
101	REAL ESTATE TAX	410,060	1,250,410	1,274,815	1,276,995	1,290,600	1,291,548
141	LOCAL SALES TAX	-	73,298	-	2,829	50,444	-
149	MEALS TAX	-	344,219	107,728	501,925	698,075	550,121
509	MISCELLAENOUS REVENUE	-	1,077,193	919,678	1,131,500	-	-
	TOTAL FUND	410,060	2,745,120	2,302,221	2,913,249	2,039,119	1,841,669
FUND: 202 TRAVEL & TOURISM PROMOTION							
146	TRANSIENT OCCUPANCY	1,231,590	827,893	282,656	753,734	825,000	1,100,000
509	MISC. REVENUE	-	10,000	10,000	-	-	-
649	MISC. STATE REVENUE	-	-	10,000	399,407	1,300,000	1,300,000
980	TRANSFER FROM GENERAL FUND	246,700	246,700	246,700	396,816	378,033	246,700
	TOTAL FUND	1,478,290	1,084,593	549,356	1,549,957	2,503,033	2,646,700
FUND: 203 BALLSTON SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE TAX	1,657,308	1,510,593	1,559,447	1,520,499	1,431,745	1,476,793
311	INTEREST EARNINGS	1,031	1,648	732	868	-	-
	TOTAL FUND	1,658,339	1,512,241	1,560,179	1,521,367	1,431,745	1,476,793
FUND: 204 ROSSLYN SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE CURRENT TAXES	3,635,429	3,857,193	3,974,380	4,014,457	4,352,535	4,545,682
311	INTEREST EARNINGS	1,842	3,649	1,290	1,221	-	-
	TOTAL FUND	3,637,271	3,860,842	3,975,670	4,015,678	4,352,535	4,545,682
FUND: 205 CRYSTAL CITY SPECIAL ASSESSMENT DISTRICT							
101	REAL ESTATE CURRENT TAXES	2,548,828	2,654,127	4,386,442	4,512,195	4,566,084	4,742,121
311	INTEREST EARNINGS	4,831	2,214	536	-	-	-
	TOTAL FUND	2,553,659	2,656,341	4,386,978	4,512,195	4,566,084	4,742,121
FUND: 206 COMMUNITY DEVELOPMENT							
311	INTEREST EARNINGS	-	-	9,902	-	-	-
570	HOUSING FUND CONTINGENT LOAN	15,372	2,448,609	2,790,203	118,564	-	-
718	FEDERAL AID - CDBG	4,596,784	3,382,425	4,185,605	1,548,985	1,573,025	1,733,133
719	FEDERAL RENTAL REHAB	348,387	378,987	602,082	343,324	1,227,211	1,350,838

SIX-YEAR REVENUE SUMMARY		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
CODE	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
901	TRANSFERS IN FROM FUND 101	94,981	-	-	-	-	-
	TOTAL FUND	5,055,524	6,210,021	7,587,792	2,010,873	2,800,236	3,083,971
FUND: 208 SECTION 8 HOUSING							
311	INTEREST	5,056	6,322	7,960	8,272	8,500	8,500
509	MISCELLANEOUS REVENUES	3,112	6,748	10,226	1,086,192	10,000	10,000
727	SECTION 8 HOUSING	18,103,559	18,855,658	20,862,079	22,512,257	22,791,249	24,111,168
728	HCV RESERVE	178,400	59,144	16,407	32,638	-	-
749	MISC FEDERAL REVENUE	94,848	92,102	104,965	114,515	108,712	114,081
	TOTAL FUND	18,384,975	19,019,974	21,001,637	23,753,874	22,918,461	24,243,749
FUND: 313 CAPITAL							
243	SITE PLAN FEES	-	56,000	-	-	-	-
301	FINES	52,748	5,483	4,695	1,175	-	-
321	RENTAL & SALES OF SURPLUS	3,925	-	-	-	-	-
335	LEASE AGREEMENTS	118,865	20,000	133,867	53,753	-	-
405	FALLS CHURCH REIMBURSEMENTS	-	1,296,758	43,339	-	-	-
449	MISC SERVICE CHARGES	-	-	8,930	-	-	-
461	DEVELOPER/PROJECT RECEIPTS	3,356,301	2,556,259	3,494,321	2,357,090	-	-
509	MISCELLANEOUS	1,033,406	331,475	1,079,206	928,381	-	1,087,000
520	CABLE TV - PEG	1,210,837	1,108,956	951,678	812,479	-	-
531	NVTA REGIONAL SHARE	174,722	82,296	90,872	22,087	-	-
532	REGIONAL TOLL REVENUE	-	-	8,377	-	-	-
632	STATE AID NVTC	310,275	189,109	1,322,068	957,684	-	-
645	STATE FUNDS	-	175,280	261,238	155,237	-	-
714	FEDERAL GRANTS	2,455,924	245,562	332,599	2,169,386	-	-
801	PROCEEDS FROM BOND SALES	-	-	17,065,000	-	-	-
806	BOND PREMIUM	18,396,431	189,686	46,628,126	-	12,650,902	12,000,000
808	PROCEEDS FROM LEASE PURCHASE	1,871,651	3,220,352	-	-	17,548,000	12,209,000
809	LINE OF CREDIT PROCEEDS	8,585,749	6,837,029	-	5,234,436	-	-
860	FUND BALANCE PREVIOUS YEAR	-	-	-	-	2,544,285	1,857,080
980	TRANSFER FROM GENERAL FUND	5,667,108	28,042,166	9,299,317	10,478,484	8,550,000	11,000,000
981	TRANSFER FROM OTHER FUNDS	-	-	-	-	-	25,000
	TOTAL FUND	43,237,942	44,356,411	80,723,633	23,170,192	41,293,187	38,178,080
FUND: 321 STORMWATER FUND							
101	REAL ESTATE TAX	9,747,498	10,129,001	12,126,026	14,050,448	14,557,128	15,102,589
301	FINES	18,364	11,045	24,648	48,523	-	-
312	INTEREST ON BOND FUNDS	-	-	-	15,673	-	-
321	RENTALS & SALES OF SURPLUS	-	-	-	23,676	-	-
411	SEDIMENT/EROSION CONTROL	834,640	982,100	1,233,269	1,503,216	1,168,012	1,228,749
455	CHESAPEAKE BAY FEE	160,000	253,466	234,374	328,498	203,488	214,069
509	MISC REVENUES	-	-	142,800	38,775	-	-
999	TRANSFER IN FROM FUND 799	-	-	2,436,368	-	-	-
	TOTAL FUND	10,760,502	11,375,612	16,197,485	16,008,809	15,928,628	16,545,407
FUNDS: 330 & 331 TRANSPORTATION CAPITAL FUND							
101	REAL ESTATE TAX	25,048,572	25,482,224	25,173,490	23,682,129	24,657,374	25,728,113
312	INTEREST ON BOND FUNDS	-	-	-	46,773	-	-
334	BASE RENT	-	-	-	513,183	-	-
461	DEVELOPER CONTRIBUTIONS	2,336,389	1,000,000	-	-	-	-
509	MISC REVENUES	629,784	532,087	608,957	90,678	-	-
530	NVTA LOCAL SHARE	8,710,709	8,113,796	8,193,088	11,435,783	9,793,893	11,646,751
531	NVTA REGIONAL SHARE	3,192,235	8,269,265	3,804,103	5,544,241	-	-
532	REGIONAL TOLL REVENUE	239,113	391,257	245,782	628,199	-	-
632	STATE AID	8,524,945	6,827,232	2,286,343	5,678,479	-	-
640	STATE TRANSPORTATION GRANTS	401,222	50,000	15,408	-	-	-
714	FEDERAL GRANTS	699,793	1,319,361	2,305,768	2,027,703	-	-
	TOTAL FUND	49,782,762	51,985,222	42,632,939	49,647,168	34,451,267	37,374,864
FUND: 335 CRYSTAL CITY TIF FUND							
101	REAL ESTATE TAX	5,040,366	5,454,040	4,793,837	4,134,537	4,600,160	4,379,860
461	DEVELOPER CONTRIBUTIONS	500,000	-	-	-	-	-
531	NVTA REGIONAL SHARE	641,854	142,040	586,205	942,510	-	-
632	STATE AID NVTC	31	-	-	-	-	-
714	FEDERAL GRANTS	187,403	260,702	362,611	470,681	-	-
	TOTAL FUND	6,369,654	5,856,782	5,742,653	5,547,728	4,600,160	4,379,860
FUND 336: COLUMBIA PIKE TIF FUND							
101	REAL ESTATE TAX	189,070	639,299	962,830	1,233,140	1,453,260	1,737,840
	TOTAL FUND	189,070	639,299	962,830	1,233,140	1,453,260	1,737,840
FUND: 503 UTILITIES OPERATING							
311	INTEREST	270,000	30,722	10,216	(327,462)	75,000	50,000

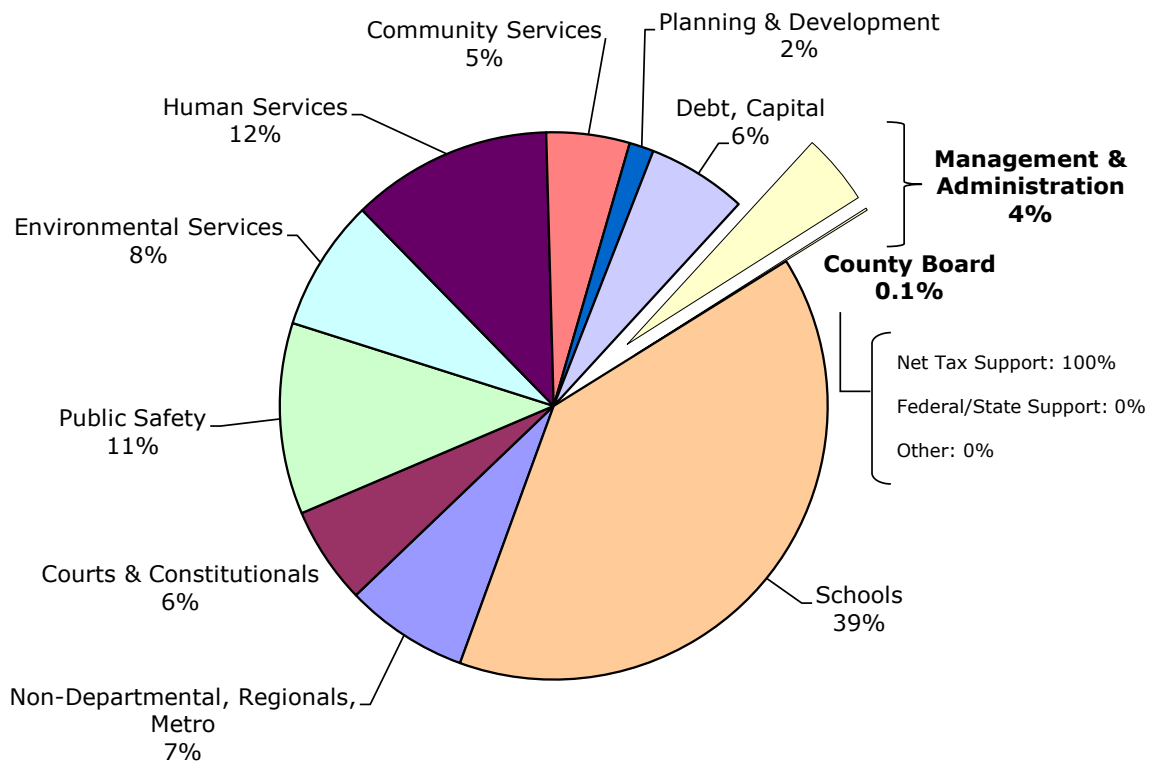
SIX-YEAR REVENUE SUMMARY		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
CODE	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
312	INTEREST ON BOND FUNDS	-	-	-	3,997	-	-
321	RENTALS & SALES OF SURPLUS	170,372	174,340	-	-	-	-
334	BASE RENT	-	-	179,630	184,417	63,120	50,000
426	APPLIANCE FEE RECYCLING	8,570	6,185	5,947	5,742	8,000	8,000
444	UTILITY MARKING FEE	225,791	241,749	268,897	274,400	215,000	250,000
482	WATER SEWER SERVICE	92,757,659	96,130,683	92,364,661	95,040,998	101,912,764	103,604,507
484	WATER SERVICE CONNECTIONS	1,016,035	1,135,875	1,033,246	1,435,879	1,525,000	1,530,000
486	SEWAGE TREAT. SERVICE CHARGES	4,044,812	3,742,047	4,355,860	3,567,786	4,105,200	4,305,200
488	FLOW TEST FEES	22,600	10,600	300	19,800	20,200	20,200
509	MISCELLANEOUS REVENUES	191,243	173,874	160,813	191,083	184,520	188,949
749	MISC. FEDERAL REVENUE	-	-	232,515	378,745	-	-
	TOTAL FUND	98,707,082	101,646,075	98,612,085	100,775,385	108,108,804	110,006,856
FUND: 519 UTILITIES CAPITAL							
311	INTEREST ON GENERAL FUND	1,176,228	634,825	56,450	(898,047)	350,000	350,000
312	INTEREST ON BOND FUNDS	196,139	134,624	12,464	18,170	-	-
485	WATER SEWER HOOK-UP CHARGES	6,158,068	6,515,147	3,413,611	9,290,895	6,900,000	7,900,000
486	SEWAGE TREATMENT SERVICE CHRG	1,397,982	765,526	732,920	903,896	4,365,000	7,415,000
509	MISCELLANEOUS	6,428	516,430	8,778	6,904	-	-
901	TRANSFER FROM FUND 101	400,000	-	-	-	100,000	100,000
953	TRANSFER FROM FUND 503	14,025,300	14,190,500	12,155,000	15,548,000	15,295,000	13,310,000
	TOTAL FUND	23,360,145	22,757,052	16,379,223	24,869,818	27,010,000	29,075,000
FUND: 540 BALLSTON GARAGE							
428	PARKING REVENUES	4,193,751	3,185,177	1,419,398	2,157,810	3,180,115	2,907,469
428	MISCELLANEOUS REVENUE	39,360	-	(9,978)	(4,050)	-	-
509	MISCELLANEOUS REVENUE	-	-	-	12,303,699	-	-
860	FUND BALANCE PREVIOUS YEAR	-	-	-	-	411,468	489,134
	TOTAL FUND	4,233,111	3,185,177	1,409,420	14,457,459	3,591,583	3,396,603
FUND: 548 BALLSTON GARAGE - 8th LEVEL							
428	PARKING REVENUES	263,433	205,688	102,873	203,329	194,380	194,380
	TOTAL FUND	263,433	205,688	102,873	203,329	194,380	194,380
FUND: 570 CPHD DEVELOPMENT FUND							
221	HIGHWAY PERMITS	256	-	-	-	-	-
222	BUILDING PERMITS	9,356,869	9,238,336	9,390,179	12,364,666	12,939,360	13,707,024
223	ELECTRICAL PERMITS	2,702,704	2,752,632	1,837,668	2,848,940	2,743,840	2,906,625
224	PLUMBING PERMITS	1,903,081	1,776,606	1,408,774	1,995,536	2,007,335	2,126,426
225	MECHANICAL PERMITS	1,001,243	1,055,375	2,521,439	1,474,415	1,136,228	1,203,637
226	OCCUPANCY PERMITS	884,302	818,700	653,354	579,695	965,133	1,162,648
228	SIGN PERMITS	54,221	48,625	58,381	37,117	110,823	133,503
242	ELEVATOR CERTIFICATE FEES	931,876	1,029,095	1,307,925	1,228,906	1,287,725	1,364,123
243	ADMINISTRATIVE CHANGE	(736)	-	-	-	-	-
245	REZONING	23,567	-	-	-	-	-
247	VARIANCES/S F EXISTING	60,405	75,347	80,824	66,122	51,394	61,911
248	ZONING COMPLIANCE LETTERS	40,201	43,462	42,126	37,878	46,564	56,093
251	PLAN REVIEW - WALK THROUGHS	802,182	732,527	713,438	718,478	1,191,741	1,435,631
252	SUBDIVISION PLAT REVIEW	12,684	7,790	5,606	10,674	18,239	21,972
259	MISC LICENSES PERMITS & FEES	45,901	38,795	51,518	36,104	18,860	22,720
311	INTEREST	633,199	335,204	28,322	(447,627)	-	-
321	RENTALS & SALES OF SURPLUS	8,019	-	-	-	-	-
422	CASH OVER/SHORT	(2)	-	-	-	-	-
444	UTILITY MARKING FEE	-	-	-	(476)	-	-
449	MISC SERVICE CHARGES	3,519	37,624	3,367	7,174	5,994	6,857
509	MISC REVENUE	83,668	274,995	191,292	13,761,542	44,764	53,925
999	TRANSFER IN FROM 799	-	-	-	-	-	-
	TOTAL FUND	18,547,159	18,265,113	18,294,213	34,719,144	22,568,000	24,263,095
FUND: 609 AUTOMOTIVE EQUIPMENT							
321	RENTALS & SALES OF SURPLUS	1,920,868	780,898	2,520,697	550,095	300,000	300,000
448	SERVICES TO OUTSIDE AGENCIES	19,170,894	18,573,353	18,413,601	20,641,177	19,400,211	19,931,579
509	MISCELLANEOUS REVENUE	489,225	177,809	378,387	462,686	445,500	445,500
801	PROCEEDS FROM SALE OF BONDS	-	-	1,170,000	-	-	-
806	BOND PREMIUM	-	-	104,474	-	-	-
809	LINE OF CREDIT PROCEEDS	-	1,486,887	-	-	2,317,794	2,234,422
901	TRANSFER FROM GENERAL FUND	-	-	494,796	-	271,323	306,000
903	TRANSFER IN FROM FUND 503	-	47,000	-	-	45,000	-
981	TRANSFER FROM OTHER FUNDS	-	-	-	-	153,702	-
	TOTAL FUND	21,580,987	21,065,947	23,081,955	21,653,958	22,933,530	23,217,501
FUND: 611 PRINTING							
446	SERVICES TO AGENCIES	2,560,588	2,371,426	2,157,350	1,685,331	1,698,618	1,348,000
509	MISCELLANEOUS REVENUES	-	-	-	1,421,521	-	-

SIX-YEAR REVENUE SUMMARY		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
CODE	DESCRIPTION	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
980	TRANSFER FROM GENERAL FUND	242,337	246,382	246,382	254,979	262,658	777,258
	TOTAL FUND	2,802,925	2,617,808	2,403,732	3,361,831	1,961,276	2,125,258
ARLINGTON PUBLIC SCHOOLS FUNDS*							
FUND: 880 SCHOOL OPERATING FUND							
400	CHARGES FOR SERVICES	3,965,921	7,943,480	1,374,586	2,921,641	3,675,300	3,266,200
500	CARRYOVER AND OTHER	(2,600,000)	-	-	-	23,640,121	42,384,803
692	VIRGINIA SALES TAX	28,417,611	30,735,856	34,044,649	40,479,170	38,419,503	38,120,835
690	COMMONWEALTH	42,366,817	44,418,410	44,962,292	45,792,638	52,826,816	60,337,331
700	FEDERAL FUNDS	973,071	1,106,564	19,647,920	29,239,118	900,000	900,000
808	PROCEEDS FROM LEASE PURCHASE	5,139,346	-	615,840	6,225,235	-	-
900	TRANSFERS IN	436,949,407	444,236,878	430,429,846	488,018,227	513,234,918	528,857,906
	TOTAL FUND	515,212,173	528,441,188	531,075,133	612,676,029	632,696,658	673,867,075
FUND: 881 FOOD AND NUTRITION SERVICES FUND							
300	INTEREST	-	-	9,777	-	-	-
400	CHARGES FOR SERVICES	5,351,526	3,885,125	29,421	(50,304)	4,740,000	4,730,000
600	COMMONWEALTH	119,523	129,135	102,699	1,332,708	431,678	386,445
700	FEDERAL FUNDS	5,759,159	5,072,292	9,399,437	15,596,560	6,375,000	8,698,970
900	TRANSFERS IN	-	8,822	-	-	-	-
	TOTAL FUND	11,230,208	9,095,374	9,541,334	16,878,964	11,546,678	13,815,415
FUND: 882 COMMUNITY ACTIVITIES FUND							
400	CHARGES FOR SERVICES	12,750,112	10,214,959	836,276	10,529,483	10,680,620	12,047,565
500	CARRYOVER/OTHER	5,137,867	-	-	-	-	-
700	FEDERAL FUNDS	-	-	2,080,230	-	-	-
900	TRANSFERS IN	(150,613)	6,330,579	10,419,711	5,387,261	6,866,514	8,173,593
	TOTAL FUND	17,737,366	16,545,538	13,336,217	15,916,744	17,547,134	20,221,158
FUND: 883 SPECIAL GRANTS							
400	CHARGES FOR SERVICES	2,307,007	1,190,331	793,432	1,310,619	1,585,837	1,743,981
600	COMMONWEALTH	3,693,143	4,044,378	3,844,313	4,296,248	4,848,171	5,431,005
700	FEDERAL FUNDS	13,872,931	10,857,338	12,025,786	11,381,182	10,781,817	11,548,709
900	TRANSFERS IN	-	740,855	770,861	798,319	-	-
	TOTAL FUND	19,873,081	16,832,902	17,434,391	17,786,368	17,215,825	18,723,695
FUND: 886 SCHOOL CONSTRUCTION AND CAPITAL FUND							
500	CARRYOVER AND OTHER	-	-	772,500	-	200,000	1,088,000
600	COMMONWEALTH	-	-	-	-	3,032,249	-
700	FEDERAL FUNDS	-	-	-	3,660,000	-	-
808	PROCEEDS FROM LEASE PURCHASE	-	-	-	-	-	5,688,901
900	TRANSFERS IN	428,930	16,207,249	1,268,343	4,188,902	2,656,652	-
	TOTAL FUND	428,930	16,207,249	2,040,843	7,848,902	5,888,901	6,776,901
FUND: 888 SCHOOL DEBT SERVICE FUND							
500	CARRYOVER AND OTHER	-	-	270,000	-	744,510	2,512,330
900	TRANSFERS IN	53,695,031	58,877,372	54,559,686	58,325,805	59,112,315	62,369,155
	TOTAL FUND	53,695,031	58,877,372	54,829,686	58,325,805	59,856,825	64,881,485
FUND: 889 SCHOOL COMPREHENSIVE SERVICES FUND							
600	COMMONWEALTH	1,458,278	2,004,978	2,855,157	2,389,716	2,463,250	2,463,250
900	TRANSFERS IN	1,947,142	2,367,127	2,534,369	2,534,921	2,511,750	2,511,750
	TOTAL FUND	3,405,420	4,372,105	5,389,526	4,924,637	4,975,000	4,975,000
TOTAL ARLINGTON PUBLIC SCHOOLS		621,582,209	650,371,728	633,647,131	734,357,449	749,727,021	803,260,729

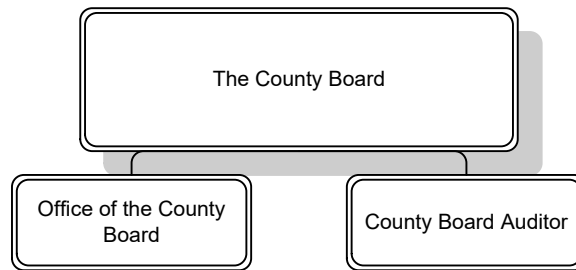
The Arlington County Board is Arlington's governing body and is vested with its legislative powers. Elected at-large, Board members serve staggered four-year terms and include an annually rotating chair, who is the official County head and presides over Board meetings, and a vice chair both of whom are elected at the annual January Organizational Meeting. The Arlington County Board:

- Makes County policy decisions that the County Manager administers;
- Makes land use and zoning decisions;
- Sets real estate, personal property, and other tax rates;
- Oversees transportation policies;
- Responds to constituent concerns;
- Appoints community members to citizen advisory groups;
- Appoints the County Manager, County Attorney, County Auditor, and the Clerk to the County Board; and
- Serves on regional, statewide, and national advisory groups and commissions.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the County Board is \$2,077,035, a two percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, adjustments to salaries resulting from the Administrative job family study (\$22,319), and one-time \$2,000 (gross) employee bonuses (\$42,293), partially offset by the reduction itemized below.

FY 2024 Proposed Budget Reduction

County Board Auditor – Freeze a Senior Auditor position

- ↓ Freeze a 1.0 vacant Senior Auditor (\$138,184, 1.00 FTEs) that was created as a part of the FY 2023 adopted budget.

IMPACT: This reduction may limit the execution of the audit workplan in FY 2024. This proposal is for a one-time freeze of a position in FY 2024.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$1,562,925	\$1,986,992	\$2,032,903	2%
Non-Personnel	114,284	44,132	44,132	-
Total Expenditures	1,677,209	2,031,124	2,077,035	2%
Total Revenues	-	-	-	-
Net Tax Support	\$1,677,209	\$2,031,124	\$2,077,035	2%
Permanent FTEs	10.00	12.00	11.00	
Permanent FTEs (Frozen, Unfunded)	-	-	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	10.00	12.00	12.00	

Expenses & Revenues by Line of Business

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
County Board Office	\$1,449,756	\$1,639,579	\$1,686,148	3%	-	\$1,686,148
County Board Auditor	227,453	391,545	390,887	-	-	390,887
Total Expenditures	\$1,677,209	\$2,031,124	\$2,077,035	2%	-	\$2,077,035

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
County Board Office	9.00	9.00	-	9.00
County Board Auditor	3.00	3.00	-	3.00
Total	12.00	12.00	-	12.00

OFFICE OF THE COUNTY BOARD

PROGRAM MISSION

To support the Arlington County Board in providing the highest level of public service to the Arlington Community through collaboration, open and honest communication, and commitment to the County and our team. Our goal is to achieve approachability, goodwill, resourcefulness, and integrity.

- Works proactively with County departments under the County Manager's charge to carry out the policies, goals, and initiatives of the County Board.
- Updates and maintains official records of Board actions at meetings.
- Receives and facilitates resolution of resident concerns.
- Manages incoming and outgoing Board correspondence.
- Publishes legal notices of public hearings and meetings; codification of County Code.
- Establishes and maintains Community Advisory Groups.
- Prepares and issues proclamations and resolutions.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Constituent Correspondence Workflows closed within 15 business days	95%	75%	70%	73%	87%	95%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days for preparation of Board responses to correspondence after necessary research	4	8	10	4	4	3
Financial disclosure forms processed	700	700	690	724	724	724
Legal advertisements placed	87	92	87	80	80	80
Number of commission/advisory group appointments	365	350	330	193	145	150
Number of constituent messages	3,200	4,250	5,682	3,317	3,300	3,000
Number of public hearings/meetings	85	97	80	76	60	70
Percent of employees fulfilling County training goals	100%	98%	100%	100%	100%	100%

- The methodology for Number of commission/advisory group appointments changed in FY 2022.

PROGRAM MISSION

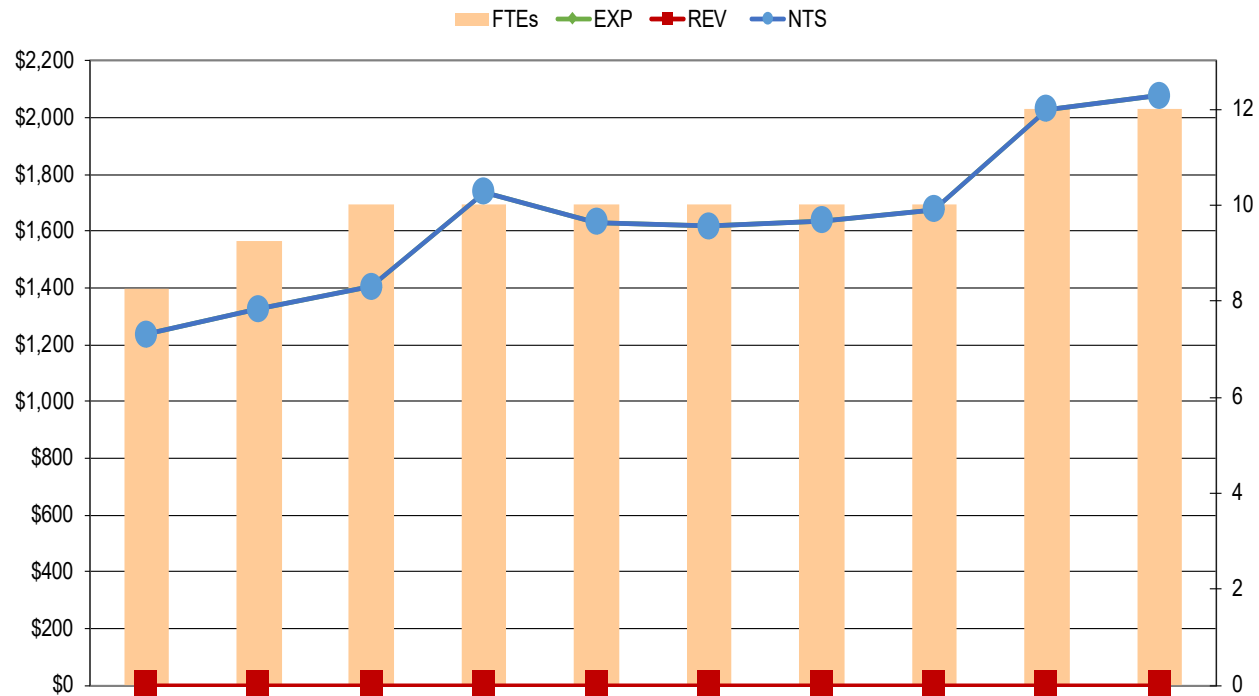
The Arlington County Auditor serves as an independent audit function for the Arlington County Board and works under the oversight of the County Board, which is advised in this role by the Audit Committee. The County Auditor conducts independent performance audits of County departments, programs, and services focusing on program efficiency, effectiveness, and transparency.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of audit plan complete	28%	17%	17%	50%	50%	50%
Percent of audit plan underway	N/A	N/A	67%	83%	83%	83%
Percent of recommendations open	N/A	N/A	N/A	N/A	N/A	85%
Percent of audit recommendations management agrees with	85%	87%	78%	85%	85%	85%

- A new County Auditor began work in January 2023 resulting in changes to performance measures for future years.
- In FY 2021, there were four new performance audits on the Audit Work Plan and two carried over from FY 2020. Of these six, one (17 percent) was issued in FY 2021. Four additional audits were underway or initiated in FY 2021, and one audit was not yet begun at the end of FY 2021. Of the five audits not completed, all were carried over into FY 2022.
- The “Percent of audit plan underway” was a new performance measure for the FY 2023 budget; actuals are not available for FY 2019 and FY 2020.
- The “Percent of recommendations open” is a new performance measure for the FY 2024 budget; prior year actuals are not available.
- One audit was issued in FY 2021: DTS-Contract Administration. The audit contained nine total recommendations. The audited agency fully agreed with seven (78 percent). The agency disagreed with two remaining recommendations but noted that these recommendations will be implemented by other departments.
- Two follow-up reports were issued in FY 2021. These focused on the implementation of recommendations in the Police Department Overtime and Fire Department Overtime reports.

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



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$1,235	\$1,327	\$1,406	\$1,737	\$1,632	\$1,617	\$1,637	\$1,677	\$2,031	\$2,077
REV	-	-	-	-	-	-	-	-	-	-
NTS	\$1,235	\$1,327	\$1,406	\$1,737	\$1,632	\$1,617	\$1,637	\$1,677	\$2,031	\$2,077
FTEs	8.25	9.25	10.00	10.00	10.00	10.00	10.00	10.00	12.00	12.00

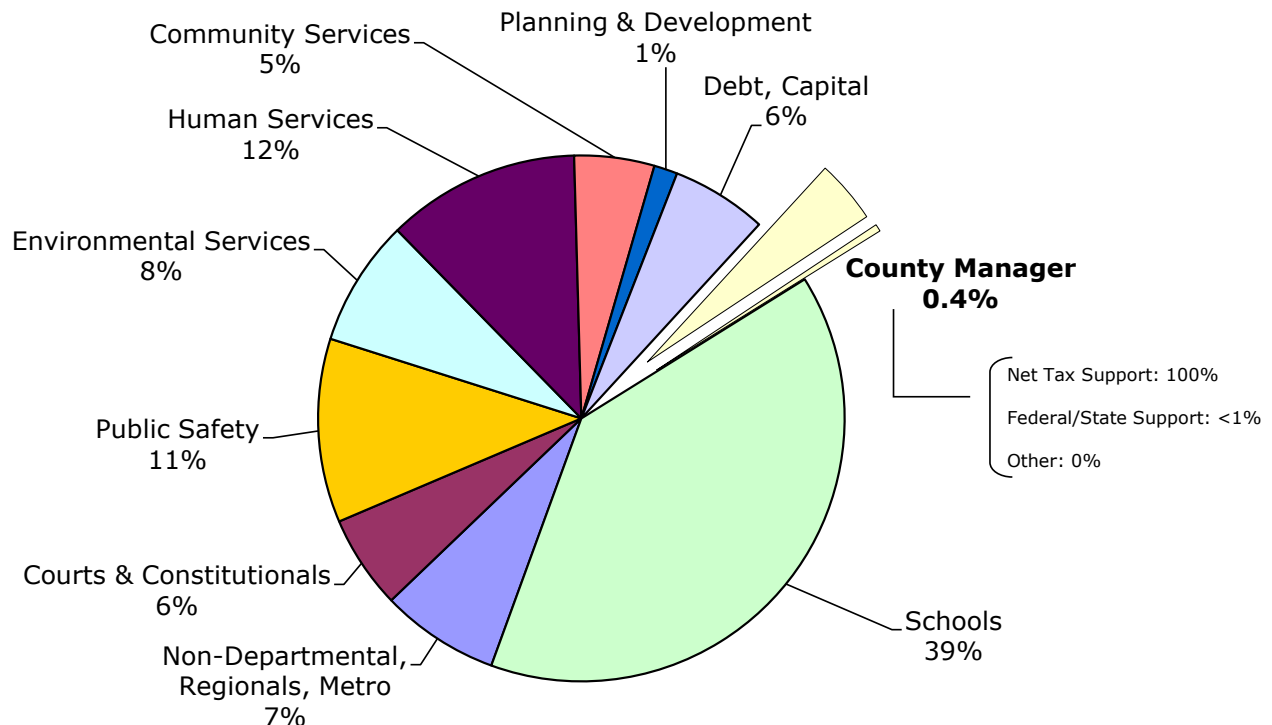
Fiscal Year	Description	FTEs
FY 2015	▪ The County Board added ongoing funding for a Policy Analyst position (\$45,000).	0.50
FY 2016	▪ The County Board added an internal auditor position that will report to the County Board (\$200,000).	1.00
FY 2017	▪ Converted a part-time Policy Analyst position to full-time. ▪ Added non-personnel funding for the County Board Auditor to continue funding at the same level as FY 2016 (\$18,498). ▪ The FY 2017 budget includes a technical adjustment to correct the authorized FTE count for the Office of the County Board, there was no impact to net tax support.	0.50 0.25
FY 2018	▪ The County Board approved a 3.5 percent increase in County Board salaries. The Chair's salary will increase from \$56,629 to \$58,610, and Member salaries will increase from \$51,480 to \$53,282. ▪ Added \$50,000 in one-time funding to begin digitizing historical County Board records.	
FY 2019	▪ The County Board approved a 3.5 percent increase in County Board salaries. ▪ Removed \$50,000 in one-time funding to begin digitizing historical County Board records. ▪ Reduced the non-personnel expenditure budget by \$40,000.	
FY 2020	▪ Reduced the non-personnel budget by \$20,000. The County Board Office focused on reducing discretionary spending in areas such as travel and training, printing, and office supplies and shift the costs of advertising, as appropriate, to the Development Fund for activities under its responsibility. ▪ Reduced wireless service charges as part of a County-wide review of wireless service providers (\$1,197).	
FY 2021	▪ Added \$35,000 in one-time funding to begin digitizing audio and microfilm historical County Board records.	
FY 2022	▪ 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 restored funding for a vacant Administrative Specialist position (\$90,000). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$4,831), a one-time bonus for staff of \$450 (\$5,126), and funding for digitizing records (\$85,888).</i>	

Fiscal Year	Description	FTEs
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$1,517). ▪ The County Board added two auditor positions, a Deputy County Auditor and a Senior Auditor, with funding for half of the fiscal year (\$153,200). ▪ The County Board increased Board member salaries by \$20,000. ▪ Salaries were adjusted due to the administrative job family study (\$12,760).	2.00

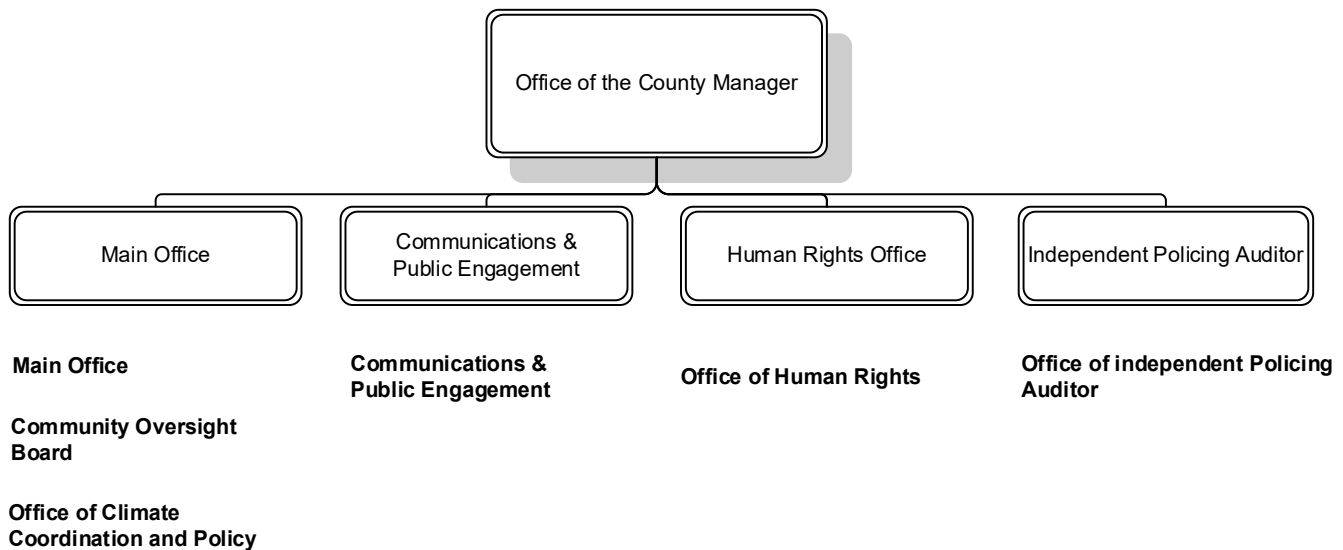
Our Mission: To assure that Arlington's government works

The County Manager's Office provides professional recommendations to, and implements the vision and policies of, the County Board; ensures high quality services, with outstanding customer service, at a good value to taxpayers; fosters economic and fiscal sustainability; and enhances Arlington's reputation as a high performing, learning, caring organization that operates in a manner consistent with its mission and values, making Arlington an employer of choice.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the County Manager's Office is \$6,861,247, a 13 percent increase from the FY 2023 adopted budget. The proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, adjustments to salaries resulting from the Administrative and Communications job family studies (\$87,927), one-time \$2,000 (gross) employee bonuses (\$87,074), the addition of a Deputy County Manager position (\$298,869, 1.0 FTE), and the addition of two Welcome Ambassadors (\$210,000, 2.0 FTE). These increases are partially offset by the reductions itemized below.
- ↓ Non-personnel decreases due the removal of one-time funding in FY 2023 for the Community Oversight Board (\$100,000), partially offset by the addition of one-time funding for the Fair Housing Survey (\$50,000).
- ↓ Revenue decreases due to reduction in the federal government payment to the Human Rights Office for Equal Employment Opportunity investigations (\$5,000).

FY 2024 Proposed Budget Reductions

Communications and Public Engagement

- ↓ Eliminate a vacant Media Relations/Communications Manager (\$216,054, 1.0 FTE). This position is responsible for managing the Media Relations Program in the County Manager's Office, which includes developing and/or managing all press releases for the County; responding to press calls and inquiries; and building relationships with key journalists.

IMPACT: The position is currently vacant, and the duties of the position have been reassigned to other Communications staff in the Manager's Office and to other communications staff members throughout the organization. The impact of this reduction should be minimal.

Office of Climate Coordination and Policy

- ↓ Eliminate a vacant Environmental Management Specialist (\$138,184, 1.0 FTE). This position, created in FY 2023, was designed to support the work of the Office of Climate Coordination and Policy.

IMPACT: The elimination of this vacant position will result in re-assignment of its duties to other personnel in the County Manager's Office and/or the Department of Environmental Services.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$4,560,734	\$5,600,508	\$6,457,055	15%
Non-Personnel	231,564	454,192	404,192	-11%
Total Expenditures	\$4,792,298	6,054,700	6,861,247	13%
Grants	17,000	17,000	12,000	-29%
Total Revenues	17,000	17,000	12,000	-29%
Net Tax Support	\$4,775,298	\$6,037,700	\$6,849,247	13%
Permanent FTEs	31.00	35.00	36.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	31.00	35.00	36.00	

Expenses & Revenues by Line of Business

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Main Office	\$2,493,618	\$3,396,727	\$3,749,682	10%	-	\$3,749,682
Communications and Public Engagement	1,676,119	1,785,395	1,754,428	-2%	-	1,754,428
Office of Human Rights	604,419	872,578	964,563	11%	\$12,000	952,563
Independent Policing Auditor	18,142	-	392,574	-	-	392,574
Total	\$4,792,298	\$6,054,700	\$6,861,247	13%	\$12,000	\$6,849,247

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Main Office	18.00	18.00	-	18.00
Communications and Public Engagement	12.00	11.00	-	11.00
Office of Human Rights	5.00	5.00	-	5.00
Independent Policing Auditor	-	2.00	-	2.00
Total	35.00	36.00	-	36.00

PROGRAM MISSION

To ensure that Arlington's government works.

- Provide policy development and analytical support to the County Board.
- Provide leadership and executive management direction to County agencies to achieve the County Board's goals and policies.
- Fulfill the service delivery, financial, and reporting responsibilities of Arlington County Government.
- Advance racial equity as a County-wide priority to eliminate, reduce, and prevent disparities in our policies, procedures, practices, engagement, and interaction with and service to the community.
- Represent the County's legislative interests before state, federal, and intergovernmental legislative bodies.
- Provide constituent and customer service assistance to members of the public, including constituent inquiries through the Community Messages and Actions Platform (MAP), a replacement of the Government Response and Memorandum System (GRAMS) system targeted for implementation during spring 2023.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of staff reports reviewed, approved and processed for County Board meetings (Board Reports)	463	523	522	467	450	450
The percentage of staff reports out of the total posted to the County website/distributed to the public in less than 72 hours (did not meet the 72-hour rule) before the County Board meeting.	0%	1%	3%	1%	1%	1%
Number of visits to the Dialogues on Race & Equity (DRE) webpage.	N/A	N/A	N/A	816	1,000	1,250
Number of downloads/visits to Dialogues on Race & Equity in Your Neighborhood Toolkits via Arlington County public website.	N/A	N/A	N/A	417	625	850
Number of community conversations facilitated using Dialogues on Race & Equity Together Partner/DRE In Your Neighborhood toolkits.	N/A	N/A	N/A	N/A	N/A	10
Number of individuals participating in community conversations.	N/A	N/A	N/A	N/A	N/A	250

MAIN OFFICE

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of participants who rated their participation in DRE conversations constructive or beneficial in their understanding of the impact of race and racism.	N/A	N/A	N/A	N/A	100%	100%
Number of downloads/visits to Leading with RACE modules via Arlington County public website.	N/A	N/A	N/A	N/A	75	150
Number of visits to Race and Ethnicity and Census Demographic Dashboards via Arlington County public website.	N/A	N/A	N/A	2,863	3,300	3,700
Number of visits to the Racial History Timeline via Arlington County public website.	N/A	N/A	N/A	823	1,040	1,300
Percentage of dashboard users who found the tool useful.	N/A	N/A	N/A	N/A	100%	100%
Number of Employee Training Opportunities Offered.	N/A	N/A	N/A	9	11	24
Number/Percentage of Employees Completing trainings.	N/A	N/A	N/A	88%	90%	95%
Percentage of employees satisfied with training offered.	N/A	N/A	N/A	N/A	85%	90%

- Staff reports, commonly referred to as Board Reports, are produced and distributed for items on the County Board meeting agendas. They provide the County Manager's recommendation and background information and details to support the decision-making process.
- The decrease in Board reports from FY 2021 is due to the concerted effort to reduce the number of required reports through policy changes and revising requirements and procedures dictating the need for Board reports, such as use permits, the impact of COVID 19 on applications, and more complex projects taking longer before submission for County Board consideration/action.
- New performance measures for the Race & Equity Program were added for tracking beginning with the FY 2024 Budget.

COMMUNICATIONS AND PUBLIC ENGAGEMENT

PROGRAM MISSION

The Communication and Public Engagement (CAPE) team works to inform the public and advance public engagement practices across the organization. This includes providing news and information on County processes, decisions, services, and programs via multiple platforms and channels including the County website, cable channels, e-subscriptions and social media (Facebook, Twitter, Instagram). The team also works directly with senior leadership and program teams to assist in the design and implementation of public engagement strategies for core projects, plans, and policies.

Communications and Public Engagement

- Serve as the central point of the County's public engagement efforts, aiming to strengthen engagement processes across the Arlington County Government.
- Serve as the lead media relations agency, producing news and informational programs, as well as assist with emergency communications for Arlington County.
- Manage Countywide communications strategies using a broad range of platforms and approaches (e.g., print, website, social media, video, cable television, YouTube, etc.).
- Oversee webcast and cablecast (Verizon and Comcast channels) of live County Board meetings, work sessions, and budget hearings; meetings of the Planning and Transportation commissions; live interactive community meetings; and select other public engagements to ensure transparency and access to government.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Annual number of views of virtual community forums and online videos accross all departments	414,453	565,011	519,098	448,760	450,000	475,000
Annual social media subscribers	46,314	52,626	57,188	148,406	175,000	200,000
Monthly Average number of Newsroom unique pageviews per month	63,492	77,944	82,344	60,887	75,000	75,000
Total annual E-Subscribers (Include Inside Arlington)	172,691	228,950	347,155	352,604	375,000	400,000
Total annual sessions/entrances on the County website (arlingtonva.us)	8,692,384	8,279,479	9,339,977	8,898,279	9,500,000	10,000,000
Total number of engagement participants in County Manager directed online and in-person engagements	17,289	13,759	33,067	40,046	30,000	30,000

- During 2022, there was a decrease in the number of social videos produced on COVID, which decreased the number of views. In addition, CAPE was exploring different approaches to its social media strategies, resulting in a decrease in overall video views.
- Social media subscribers include Facebook fans and Twitter followers, and starting in the second half of FY 2021, it includes Instagram and YouTube followers. FY 2022 includes subscribers on NextDoor, which accounts for the significant increase. In addition, there was growth in subscribers on YouTube, Facebook, Twitter, and Instagram.

COMMUNICATIONS AND PUBLIC ENGAGEMENT

- The County issued an increased number of news releases related to COVID-19 during FY 2020-2021.
- The increase in engagement participants in FY 2021 actual and FY 2022 estimate is due to a surge of 29,000 people participating in the new logo review process.

PROGRAM MISSION

The Office of Human Rights (OHR) sits within the County Manager's Office and is responsible for enforcing Arlington County's Human Rights Code and administering the County's Equal Employment Opportunity (EEO) and Accommodations programs.

Internally, OHR administers the county workforce's internal EEO and accommodation programs. Externally, the office enforces the local Human Rights Ordinance and acts as a FEPA, or Fair Employment Practices Agency, and investigates complaints filed both directly with the office and pursuant to its workshare agreement with the U.S. Equal Employment Opportunity Commission (EEOC). The Office also partners with the EEOC to conduct joint outreach activities. Also, to increase accessibility to services to individuals with limited English-proficiency, OHR offers Spanish language complaint forms.

OHR fulfills these functions in various ways, including the following:

- Supporting the Human Rights Commission, EEOAC Advisory Committee, the Commission on the Status of Women, and the Disability Advisory Commission
- Receiving, investigating, and resolving complaints alleging discrimination and serving as the central point for the County's Equal Employment Opportunity (EEO) investigations, accommodations, and EEO and Americans with Disability Act (ADA) trainings
- Leading the Affirmative Action Plan and special projects such as the Barrier Analysis and updates to EEO-related policies.
- Providing EEO and accommodations-related guidance to managers and employees

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Participants completing Equal Employment Opportunity (EEO) training	412	474	388	391	3,500	3,500
Percent of cases investigated appealed under the Arlington Human Rights Ordinance	1%	1%	1%	2%	1%	1%
Percent of appeals upheld by the County's Human Rights Commission	100%	100%	100%	100%	100%	100%
Percent of voluntary settlements	19%	15%	15%	6%	15%	15%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Completed EEO (employment discrimination) investigations dual-filed per the County's workshare agreement with the U.S. Equal Employment Opportunity Commission	24	20	24	7	15	15
Completed Human Rights Investigations for discrimination in housing, education, credit, public accommodations, and land transactions under the County's Human Rights Ordinance	5	14	14	3	14	14
Employees/applicants granted reasonable accommodation requests	40	43	40	313	100	100

OFFICE OF HUMAN RIGHTS

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Completed EEO investigations for County applicants and employees (Internal Function and does not include total number of internal inquiries where the office provided guidance to employees and managers on EEO related questions.)	7	15	15	13	20	20
Number of Title II ADA consultations (guidance) provided by Office of Human Rights personnel to staff in County departments and agencies.	70	45	60	60	60	60

- In FY 2023, the Office of Human Rights began a required EEO training for all employees as an online offering through the organization's Learning Center. In previous years, only new employees were required to take the training
- The decrease in the number of dual investigations in FY 2022 is due to staffing shortages.
- The increase in the number of employees/applicants requesting reasonable accommodations during FY 2022 reflect requests made and granted under the County's COVID-19 vaccine policy.

OFFICE OF THE INDEPENDENT POLICING AUDITOR

PROGRAM MISSION

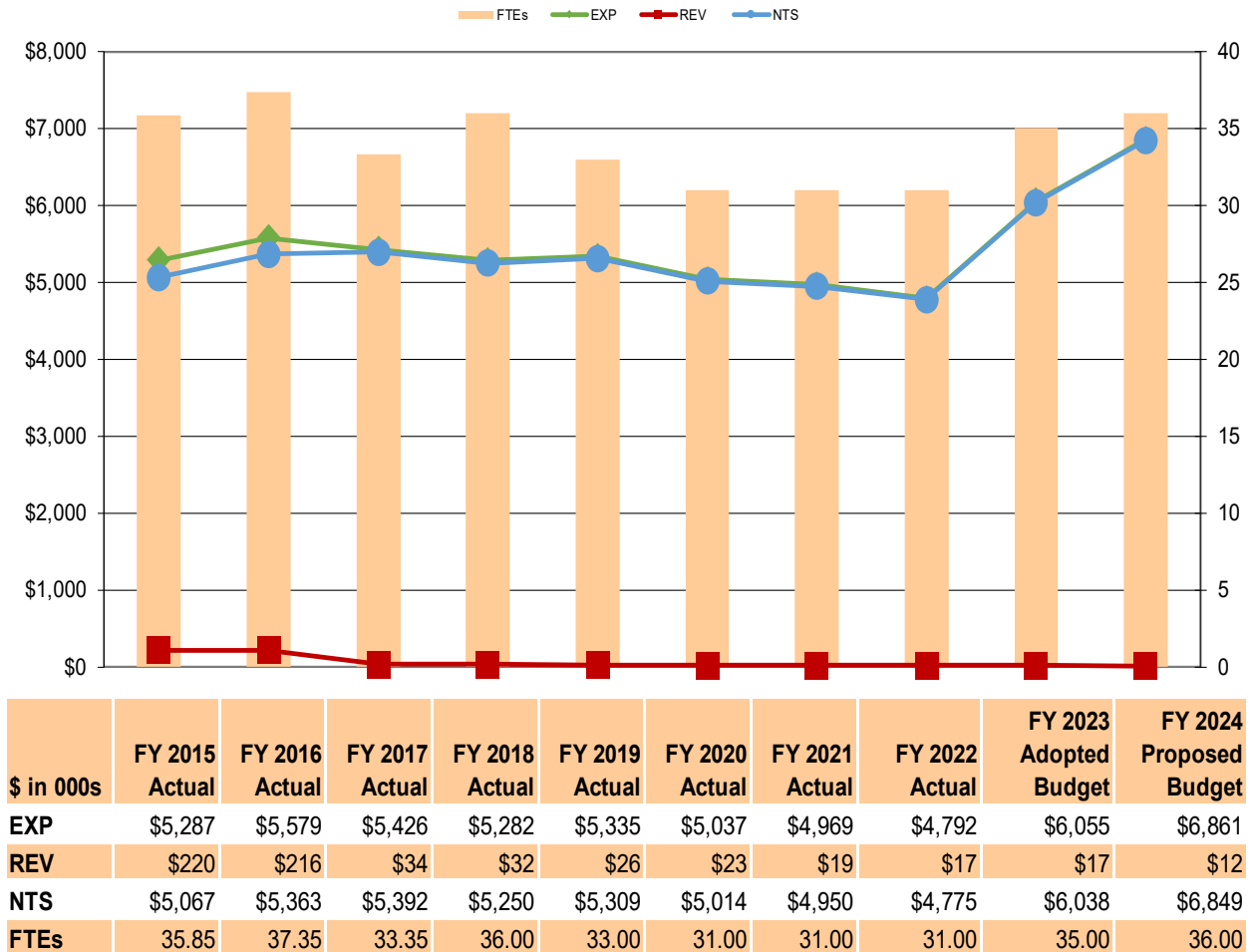
The Office of the Independent Policing Auditor (IPA) provides professional, managerial, administrative, and auditing work to oversee the Police Department's compliance with internal policies and procedures, and for ensuring policies and procedures align with best practices and all applicable laws and regulations. Specifically, the IPA:

- Provides professional staff support to the Community Oversight Board (COB).
- Receives complaints from members of the public and determines if complaints warrant an investigation.
- Reviews current and proposed policing practices, rules, policies, procedures, directives, and outcomes and presents findings of such reviews and any resulting recommendations to the COB.
- Provides recommendations to align policing policies and practices with best practices.
- Reviews completed County Police Department internal investigations with the COB.
- Conducts concurrent and/or collaborative investigations of complaints from members of the public of alleged police misconduct with the Police Department's Office of Professional Responsibility (OPR).
- Manages subpoena processes that may be required as part of an investigation; recommends and reviews disciplinary actions to be taken to the Police Chief.
- Monitors compliance and conducts independent audits of police operations.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Community Events Held	N/A	N/A	N/A	N/A	5	5
Number of Attendees at Community Events	N/A	N/A	N/A	N/A	500	500
Number of number of public facing documents published	N/A	N/A	N/A	N/A	3	3
Number of data collection mechanisms in use	N/A	N/A	N/A	1	1	1

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



Fiscal Year	Description	FTEs
FY 2015	▪ Eliminated one-time funding for civic engagement (\$100,000). ▪ Added one-time funding for the Fair Housing Study in the Office of Human Rights (\$50,000). The survey was last conducted in FY 2013 and is scheduled to take place every two years. ▪ Intra-County charges decreased due to a projected drop in agency requests for Citizen newsletter inserts (\$7,000).	
FY 2016	▪ The County Board eliminated one issue of the Citizen (\$28,056). ▪ Reduced funding for close captioning of ATV programs (\$12,100). ▪ Eliminated one-time funding for the Fair Housing Study (\$50,000). ▪ Added funding for contractual services for an enterprise e-news distribution tool (\$25,000). ▪ Intra-County charges decreased due to a projected drop in agency requests for Citizen newsletter inserts (\$11,000). ▪ Authorized FTEs were increased 0.5 to properly reflect the grant compliance position which must report to the Human Rights office. The salary for this position remains charged to the Transportation Capital Fund. ▪ <i>Technical adjustment to correct the County Manager's authorized FTE count to include a Deputy County Manager's position that was already funded in the FY 2016 budget.</i> ▪ <i>The County Board took action after the FY 2016 budget was adopted in May to increase parking meter rates by \$0.25. The budget information in the FY 2016 Adopted Budget does not reflect the parking meter rate increase appropriated by the Board in June. As part of that action, the County Board appropriated one-time funding from PAYG to fund the restoration of one issue of the Citizen cut during the FY 2016 budget process.</i>	0.50 1.00
FY 2017	▪ Transferred the Community Corrections Unit to the Department of Human Services (\$429,983 in expense and \$187,944 in revenue). ▪ Added consultant funds to enable the County to live stream County Board work sessions and Transportation and Planning Commission meetings (\$42,000). ▪ Added one-time funding for the Fair Housing Study (\$50,000). The survey was last conducted in FY 2015 and is scheduled to take place every two years. ▪ <i>In FY 2016 Closeout, the County Board converted a temporary FTE to permanent full-time to support web streaming of public meetings and work sessions.</i>	(4.00) (0.65)
FY 2018	▪ Added a legislative aide position (\$100,000) and a Joint Facilities Advisory Committee (JFAC) support position (\$102,508). ▪ Eliminated one-time funding for the Fair Housing Study (\$50,000).	2.00

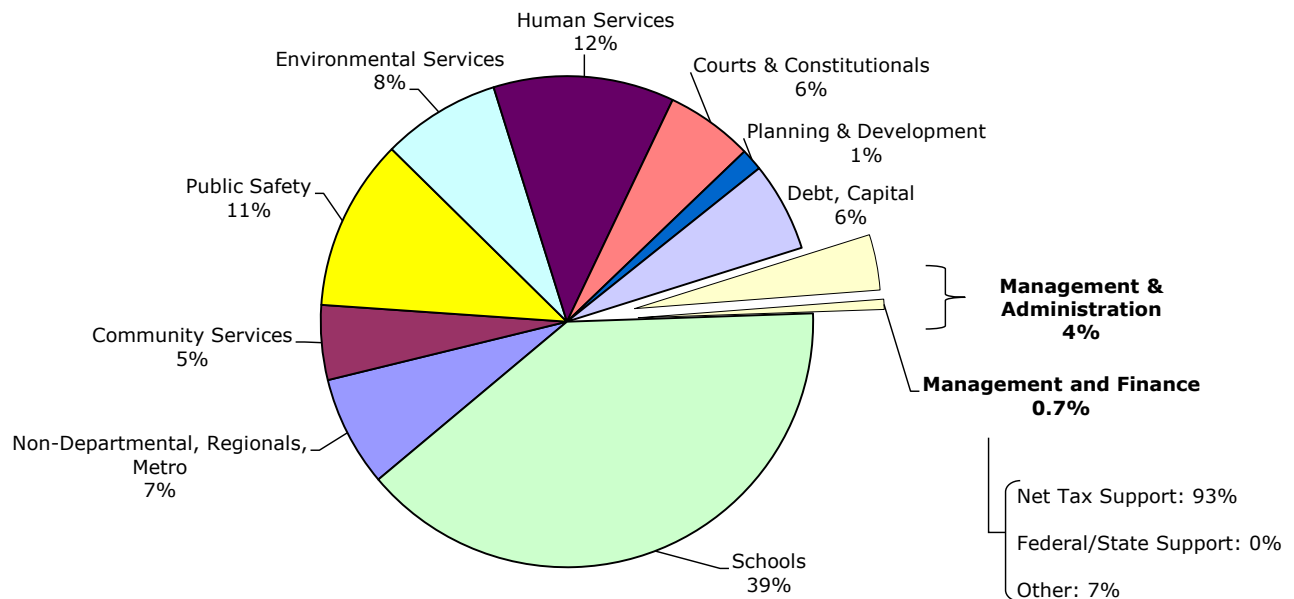
Fiscal Year	Description	FTEs
	- Transferred funding for County Board meeting related services to the County Board Office (\$7,561). <i>In FY 2017 Closeout, the County Board transferred the Joint Facilities Advisory Committee (JFAC) support position (\$116,168, 1.0 FTE) to Community Planning Housing and Development (CPHD).</i>	(1.00)
FY 2019	- Transferred a grant compliance position to the Transportation Capital Fund. The grant compliance position was fully charged to Transportation Capital so there was no reduction in Net Tax Support as a result of the transfer. - Added one-time funding for the Fair Housing Study (\$50,000). The survey was last conducted in FY 2017 and is scheduled to take place every two years. - Added one-time funding for the biannual resident satisfaction survey (\$50,000). - Eliminated the Citizen Newsletter (\$82,088). - Eliminated a vacant ATV Producer. The net savings is \$83,215 as a portion of the salary savings was reallocated to fund additional contractor support (\$32,240). - Reduced contractor support for Public Webcasting / Cablecasting (\$47,081).	(1.00) (1.00)
FY 2020	- Eliminated a filled Government Affairs Liaison position (\$187,725). - Eliminated a filled Administrative Assistant V position in the Human Rights Office (\$95,431). - Reduced wireless service charges as part of a County-wide review of wireless service providers (\$3,192). - Eliminated \$100,000 in biannual one-time funding for a Resident Satisfaction Survey and the Fair Housing Survey conducted in FY 2019. - Added \$36,000 in one-time funding for an online civic engagement tool.	(1.00) (1.00)
FY 2021	- Accounting adjustment for Freedom of Information Act (FOIA) reimbursements (\$514). - Anticipated decrease in the Equal Employment Opportunity (EEO) grant (\$8,300).	
FY 2022	- 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 added one-time funding for temporary staffing to support Restorative Arlington activities (\$50,000). - The County Board Added a Labor Relations Coordinator (\$150,000). - Eliminated the Cable Executive Producer position (\$159,400). - Transferred FOIA responsibilities to the County Attorney's Office.	 1.00 (1.00)

Fiscal Year	Description	FTEs
	- Anticipate decrease in the Equal Employment Opportunity (EEO) grant (\$3,200). - Added \$50,000 in one-time funding for the resident satisfaction survey and \$50,000 in one-time funding for the Fair Housing Survey. <i>As part of FY 2021 Closeout, the County Board authorized 3.0 FTEs for the Independent Policing Auditor.</i> <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$18,369) and a one-time bonus for staff of \$450 (\$15,379).</i>	3.00
FY 2023	- The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. - The County Board added two positions to establish the Office of Climate Coordination and Policy (\$50,640 ongoing, \$199,360 one-time). - The County Board also eliminated the administrative position referenced below for the Independent Policing Auditor and the Community Oversight Board (\$106,260, 1.0 FTE) and added one-time non-personnel funding for the COB (\$100,000). - Salaries increase due to the administrative job family study (\$10,821). - Added \$25,000 for contractual services related to collective bargaining. - Reimbursements related to the Freedom of Information Act (FOIA) responsibilities were transferred to the County Attorney's Office (\$2,900).	2.00 (1.00)

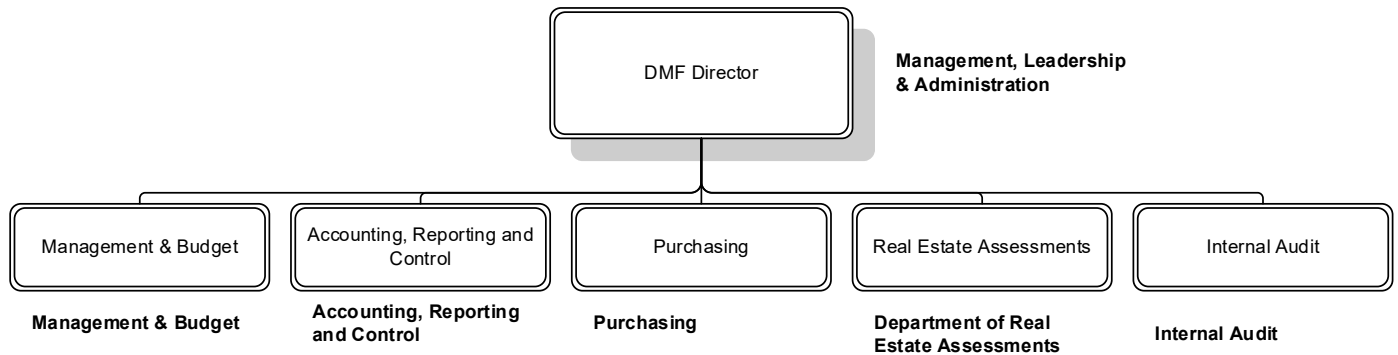
Our Mission: To ensure the prudent use of County resources

The Department of Management and Finance (DMF) provides sound, accurate, and timely financial analysis to ensure the prudent use of County resources and enable the delivery of high-quality services. Specific services include financial management, innovative problem-solving and policy support, annual real property assessments, project finance assistance, economic analysis, purchasing, internal auditing, accounting, and providing financial information for the County Board, the public, the County Manager, and County departments.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Management and Finance is \$10,325,435, a three percent increase from the FY 2023 adopted budget. The proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, one-time \$2,000 (gross) employee bonuses (\$160,466), adjustments to salaries resulting from Finance and Accounting and Administrative job family studies (\$69,480), and slightly higher retirement contributions based on current actuarial projections, partially offset by the reductions itemized below.
- ↓ Non-personnel decreases are primarily due to elimination of one-time FY 2023 funding for records digitization and indexing of the Department of Real Estate Assessments' documents (\$140,000), a reduction in annual expense for maintenance and replacement of County vehicles (\$5,759), and reduction below, partially offset by the addition of one-time funding for Indirect Cost Allocation consultant services (\$20,000) and contractual increases (\$36,677).
- ↑ Transfers from other funds increases due to administrative fees from the Business Improvement Districts for County-wide administrative support (\$8,284).

FY 2024 Proposed Budget Reductions

Management & Budget

- ↓ Eliminate external hosting of Arlington Wallet (\$103,400)
IMPACT: Transitioning from an externally managed solution to an internally developed solution will result in the savings noted above as well as better leveraging of existing Microsoft licensing and staff resources.
No impacts to the public are anticipated. The existing functionality can be replicated, or nearly replicated, to the functionality of the existing externally hosted solution in exchange for these cost savings. DMF will need to ensure that additional staff are trained on Microsoft PowerBI so that adequate resiliency exists.

Purchasing

- ↓ Eliminate a 1.0 vacant Prevailing Wage Analyst Position (\$98,967, 1.00 FTE)
IMPACT: This position was added in FY 2022 to support the implementation of Prevailing Wage and the administration of Living Wage. Since then, robust software was purchased to help

manage these tasks, and with existing staff, this position is not needed to manage the programs. However, once the Prevailing Wage Program is operating at full contract capacity, it is possible that this staffing reduction could limit the amount of field compliance work the County is able to conduct. Compliance work will still occur but would potentially be limited to fewer site visits.

- ↓ Reduce "Transportation Capital Fund" Procurement Officer position compensation (\$132,443)
IMPACT: Elimination of this vacant position will not significantly impact the current demands of the Transportation Program as this workload is being spread across the entire Division. However, the reduction of a position will reduce capacity in the Division to support the procurement needs of the entire organization.

Real Estate Assessments

- ↓ Reduce a Staff Support Technician Position (\$37,998, 0.50 FTE)
IMPACT: This position is currently utilized in the Department of Real Estate Assessments as a half time position with the current incumbent. A portion of the budgetary funding will be eliminated to reflect the current staffing needs of the Department. There will be no impact to the delivery of services in the Department.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$7,944,901	\$8,916,998	\$9,506,272	7%
Non-Personnel	915,743	1,144,088	951,606	-17%
Intra-County Charges	-	-	(132,443)	100%
Total Expenditures	8,860,644	10,061,086	10,325,435	3%
Fees	207,973	350,084	349,837	-
Transfers From Other Funds	330,773	417,008	425,292	2%
Total Revenues	538,746	767,092	775,129	1%
Net Tax Support	\$8,321,898	\$9,293,994	\$9,550,306	3%
Permanent FTEs	60.50	64.50	63.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	60.50	64.50	63.00	

Expenses by Lines of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Management and Budget	\$2,857,822	\$2,871,687	\$2,994,529	4%	\$768,129	\$2,226,400
Accounting, Reporting & Control	1,485,311	1,943,211	1,746,569	-10%	7,000	1,739,569
Internal Audit	343,778	438,926	499,965	14%	-	499,965
Purchasing	1,247,463	1,362,242	1,647,472	21%	-	1,647,472
Real Estate Assessments	2,926,271	3,445,020	3,436,900	-	-	3,436,900
Total	\$8,860,644	\$10,061,086	\$10,325,435	3%	\$775,129	\$9,550,306

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Management and Budget	16.00	16.00	-	16.00
Accounting, Reporting & Control	13.00	10.00	-	10.00
Internal Audit	1.50	1.50	-	1.50
Purchasing	10.00	12.00	-	12.00
Real Estate Assessments	24.00	23.50	-	23.50
Total FTEs	64.50	63.00	-	63.00

MANAGEMENT AND BUDGET

PROGRAM MISSION

To ensure the prudent use of County resources, provide a comprehensive planning process for the use of County resources, and ensure the proper execution of the plan.

Management

- Provide the leadership, support, and tools necessary to build a solid fiscal foundation for the County government.
- Serve as the financial steward of the County by encouraging the most efficient and effective use of County funds.
- Provide financial, economic, and policy analysis and recommendations to County stakeholders.
- Provide debt management services including coordinating the sale of County bonds, managing the County's Short-term Financing program, and developing the County's Capital Improvement Program.
- Serve as liaison to the Industrial Development Authority (IDA).

Budget

- Formulate and execute the County's operating and capital budgets.
- Monitor and forecast County expenditures and revenues.
- Serve as the County-wide resource on performance measurement and as a liaison to the Fiscal Affairs Advisory Commission.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain Triple-triple A bond rating	Yes	Yes	Yes	Yes	Yes	Yes
Percent variance between actual tax revenue and third quarter projection	0.68%	N/A	1.04%	1.66%	1.00%	1.00%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Government Finance Officers Association (GFOA) Distinguished Budget Award received (yes/no)	Yes	Yes	Yes	Yes	Yes	Yes

- Variance between actual tax revenue and third quarter projections were not formally made in FY 2020 due to onset of the pandemic and its impact to spring FY 2020 revenue collection and estimates.

ACCOUNTING, REPORTING & CONTROL

PROGRAM MISSION

To ensure the County's fiscal integrity by providing effective financial controls and financial services.

- Provide financial controls to ensure that County funds are used appropriately.
- Oversee the County's accounts payable process.
- Prepare the Annual Comprehensive Financial Report (ACFR).
- Provide financial information to County stakeholders.
- Liaise with external Auditors on independent financial and compliance auditing services.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Annual Consolidated Financial Plan (ACFR) received the Government Finance Officers Association (GFOA) "Certificate of Achievement for Excellence"	Yes	Yes	Yes	Yes	Yes	Yes
ACFR received "unqualified" opinion from external auditors	Yes	Yes	Yes	Yes	Yes	Yes

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Auditor of Public Accounts Transmittal and ACFR prepared by state deadline	Yes	Yes	Yes	Yes	Yes	Yes

PROGRAM MISSION

To strengthen County operations and minimize risk and fraud through systematic evaluation of operations and internal controls.

- Assist senior management and departments to effectively and efficiently implement County programs in compliance with financial, accounting, and other County policies by conducting objective internal audits and reviews.
- Test internal controls to provide reasonable assurance that resources are safeguarded against waste and abuse.
- Develop an annual work plan based on a County-wide risk assessment.
- In conjunction with the County Manager's Office and other departments, manage the Financial Fraud, Waste, and Abuse hotline for employees and the public.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of audits completed	7	3	3	3	5	6

- A reduction in the number of audits completed in FY 2020 and FY 2021 was due to a staffing vacancy and reduced budget for consulting services. In FY 2021, five audits were planned; however, one audit was delayed and one was postponed to FY 2022 due to staffing.
- Due to an increase in audit effort related to the Financial Fraud Waste and Abuse Hotline program and the audit follow-up program, two of the eight audits planned for FY 2022 were postponed to FY 2023. Of the six remaining, three have been issued and three are in their final stages.
- The FY 2023 estimate is based on the expected completion of four audits and a comprehensive County-wide risk assessment as reflected in the "FY 2023 Internal Audit Work Plan."

PROGRAM MISSION

To provide and administer procurement solutions that support the community through County operations.

- Procure goods and services at reasonable costs through fair and impartial purchasing actions while allowing all qualified sellers access to County business.
- Assist in solicitation strategies and contract development.
- Participate in regional cooperative purchasing efforts to achieve cost reductions through volume buying.
- Dispose of surplus property and equipment.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of protests of purchasing actions upheld by a final authority (court)	0	0	0	0	0	0

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Emergency procurements processed	7	87	23	15	15	15
Formal bids and contracts processed	93	103	69	123	150	150
Informal bids and contracts processed	339	201	188	97	100	100
Sole source procurements processed	68	48	44	17	15	15
Prevailing Wage contracts executed	0	0	0	4	15	15

- The number of emergency procurements processed were high in FY 2020 due to the COVID-19 pandemic. Emergency procurements returned to more normal levels in FY 2022 and are anticipated to remain at these levels in FY 2023 and FY 2024.
- Formal solicitations were lower in FY 2021 primarily due to a temporary slowdown of the capital improvement program due to revenue constraints during the pandemic. The FY 2022 actuals as well as FY 2023 and FY 2024 estimates reflect the return to a fully-funded Capital Improvement Plan.
- The County's volume of informal solicitations decreased in FY 2022, in part due to departments requesting formal contracts. Purchasing anticipates informal purchases in FY 2023 and FY 2024 to remain at that level.
- A contract may be awarded without competitive bidding or competitive negotiations when the Purchasing Agent determines that only one source is practicably available. In the interest of maximizing competitive procurements, the Purchasing Division has been actively working with

PURCHASING

Departments to reduce the overall number of sole source contracts awarded in recent years. These efforts are reflected in the FY 2022 Actuals. This number is anticipated to decline slightly in FY 2023 and FY 2024 as the Purchasing Division continues to make more progress in this area.

- The County implemented a new Prevailing Wage policy for construction contracts of at least \$250,000 beginning January 1, 2022. The number of covered contracts in the first fiscal year (FY 2022) was artificially low due to the policy only being applicable to a portion of the year. FY 2023 estimated total contracts more closely approximates what a typical, full year will look like, although the natural variation in the County's capital project plans from year-to-year will result in some modulation over time.

DEPARTMENT OF REAL ESTATE ASSESSMENTS

PROGRAM MISSION

To provide for the fair assessment of Arlington property.

- Appraise all real property in Arlington County (except for state assessed public service corporation property, railroad, and pipeline property).
- Notify property owners of assessments.
- Conduct administrative review of assessments.
- Maintain records of property ownership.
- Defend assessments before the Board of Equalization and provide assistance to the County Attorney for legal defense of assessments.

PERFORMANCE MEASURES

Critical Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Estimate	CY 2024 Estimate
Assessment/sale ratio	90%	94%	95%	97%	95%	95%
Coefficient of dispersion	0.07	0.08	0.08	0.05	0.07	0.07
Price related differential (PRD)	1	1	1	1	1	1

- Real estate assessments are performed on a calendar-year basis; therefore, all statistics are collected by calendar year.
- The assessment/sale ratio is the ratio of the assessed value to the sale price of a property, a data point collected and published by the Commonwealth of Virginia. According to the International Association of Assessing Officers (IAAO) standards an ideal ratio falls between 90 percent – 110 percent and the State requirement is between 70 percent – 130 percent.
- The coefficient of dispersion is a ratio used to measure how sale prices for property during a given period vary from assessed values. A low coefficient of dispersion indicates that properties are fairly assessed — that the average assessed value deviates very little from the average market value of properties. The ideal industry standard is below 0.15 as set forth by the International Association of Assessing Officers (IAAO).
- The price related differential (PRD) measures the regressivity or progressivity of assessments. Assessments are considered regressive if high-value properties are under appraised relative to low-value properties. The PRD should be between .98 and 1.03 in accordance with IAAO standards with the most desirable PRD being 1.

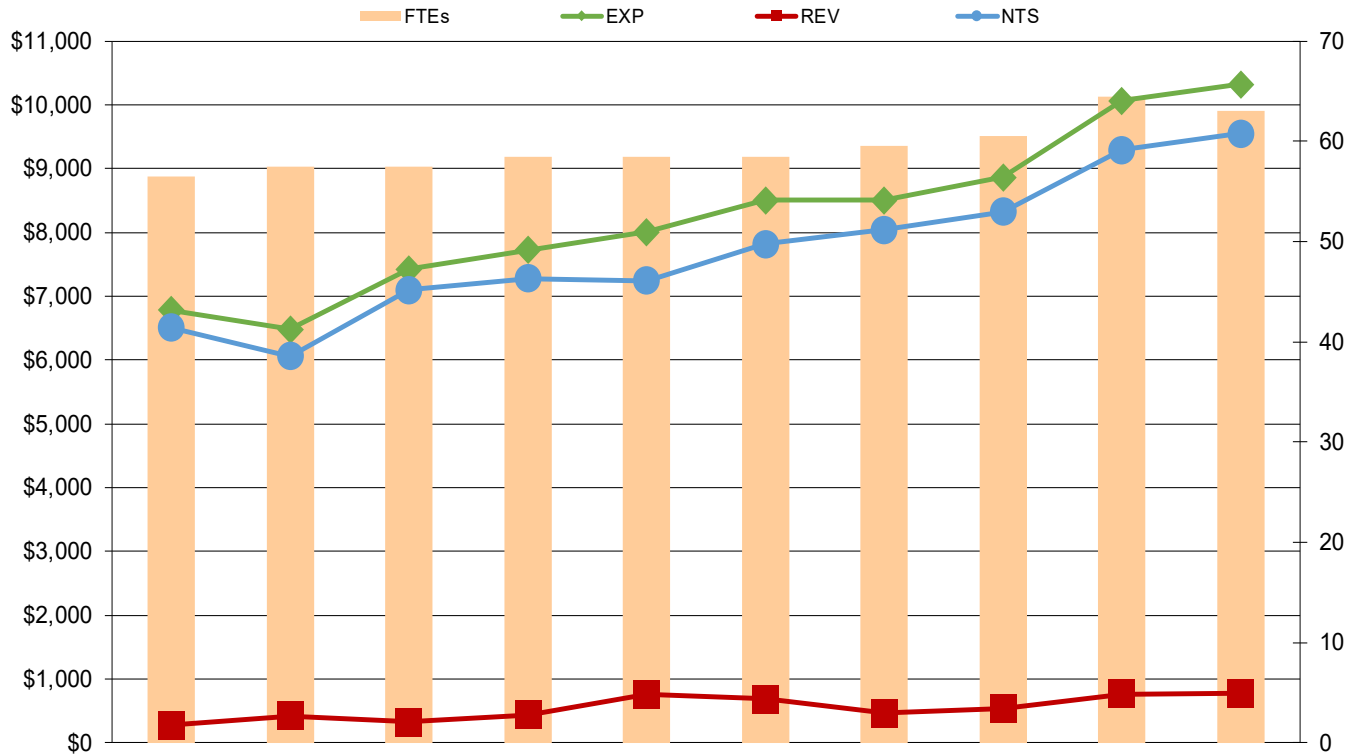
Supporting Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Estimate	CY 2024 Estimate
Deeds and wills reviewed by Real Estate staff	5,351	5,831	6,237	4,702	5,000	5,000
Number of Board of Equalization (BOE) appeals	287	275	332	330	330	330
Number of parcels appraised	66,425	66,395	66,424	66,975	67,000	67,000
Number of parcels inspected	2,849	577	2,075	2,873	3,000	3,000
Number of parcels reviewed	462	506	533	481	550	550

DEPARTMENT OF REAL ESTATE ASSESSMENTS

Supporting Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Estimate	CY 2024 Estimate
Real property tax base (in billions)	\$77.59	\$81.14	\$83.05	\$85.98	\$89.07	\$90.00

- The number of deeds and wills reviewed by Real Estate staff is based on activity in the market.
- The decrease in number of parcels inspected in CY 2020 occurred with the onset of the COVID-19 pandemic and implementation of safety restrictions for staff and property owners. Inspections increased in CY 2021 and CY 2022 and are expected to remain at this level in CY 2023 and CY 2024.

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



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$6,781	\$6,480	\$7,428	\$7,725	\$8,005	\$8,507	\$8,509	\$8,861	\$10,061	\$10,325
REV	\$273	\$419	\$326	\$443	\$757	\$686	\$466	\$539	\$767	\$775
NTS	\$6,508	\$6,061	\$7,102	\$7,282	\$7,248	\$7,821	\$8,043	\$8,322	\$9,294	\$9,550
FTEs	56.50	57.50	57.50	58.50	58.50	58.50	59.50	60.50	64.50	63.00

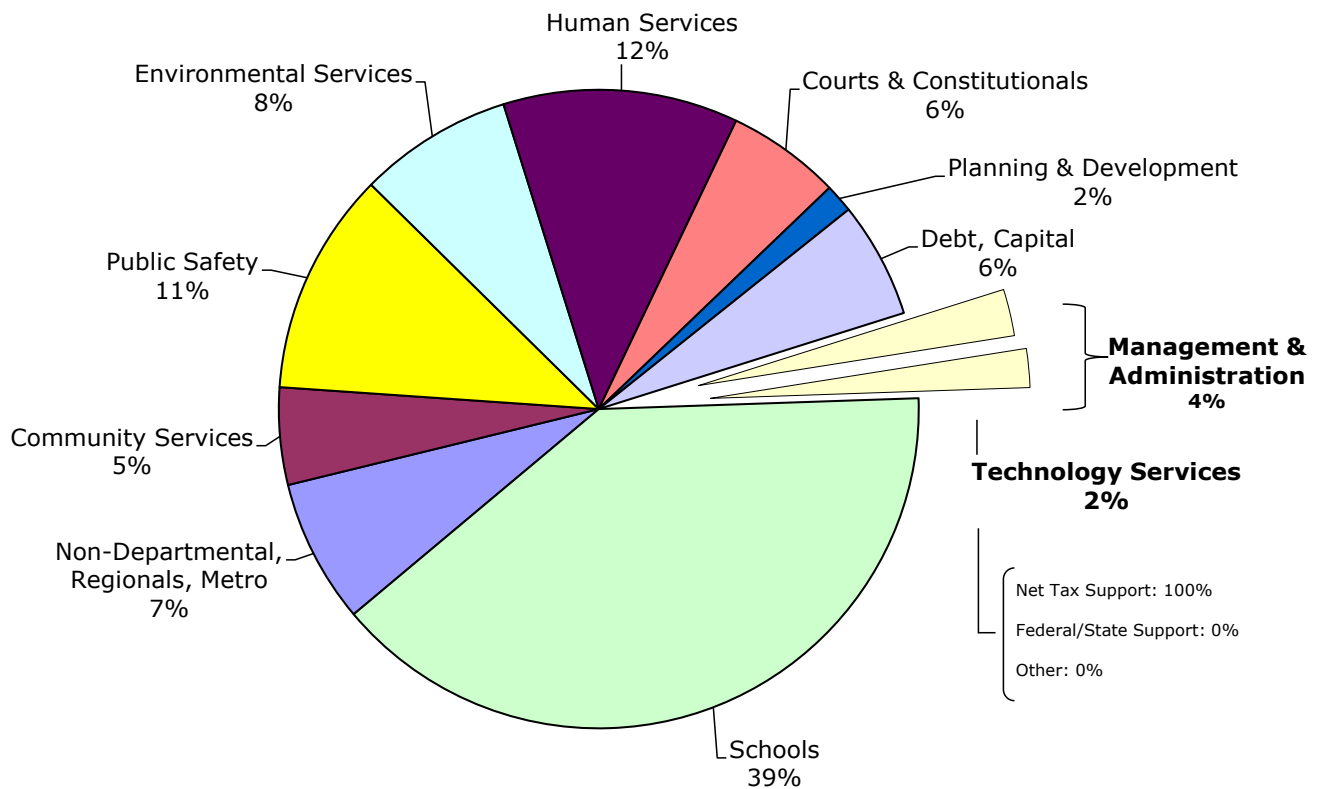
Fiscal Year	Description	FTEs
FY 2015	- Removed FY 2014 one-time funding for the Capital Project Coordinator (\$131,645). - Removed FY 2014 one-time funding for internal audit (\$250,000) and adjustments to the annual expense for maintenance and replacement of County vehicles (\$337). - Added a Procurement Officer position in the Purchasing Division (\$120,000). <i>The County Board added one-time funding for internal audit as part of FY 2014 closeout (\$200,000).</i> <i>During FY 2015, reallocated a 0.5 FTE position from the Real Estate Assessment line of business to serve as a budget and financial analyst in the Management and Budget line of business.</i>	1.00
FY 2016	- Converted temporary Internal Audit Position to permanent (\$50,912). - Converted previously authorized overstrength employee to permanent Financial Analyst to continue capital project monitoring in support of the County's growing CIP (\$55,212). - Converted previously authorized limited term full-time employee to permanent Financial Analyst to continue capital project financial monitoring. The salary for this position remains fully charged to Pay-As-You-Go Fund and does not change the authorized FTE count. - Reallocated funds and personnel within the department to create the Internal Audit line of business and added \$200,000 in ongoing non-personnel funding to support the internal audit operations. <i>Reclassified 2.0 limited term full-time employees to 2.0 permanent full-time County funded positions in the Department of Real Estate Assessments Line of Business.</i>	0.50 0.50
FY 2017	No significant changes.	
FY 2018	- Added a purchasing position to support the increasing demands of capital projects (no general fund support – salary charged to capital projects). - Fee revenue increases for the addition of administrative fees and annual property tax payment related to the Arlington/Alexandria Waste-to-Energy Plant (\$94,000).	1.00
FY 2019	- The County Board adopted a one-time tax rate increase for the Ballston Business Improvement District which increased the Transfers from Other Funds revenue derived from administrative fees (\$5,176). - Transfers from other funds increased due to the County increasing administrative fees to the Business Improvement Districts (\$75,218) from one percent to two percent for County-wide administrative support. - Eliminated a vacant limited-term Staff Support Technician (\$90,076).	(1.00)

Fiscal Year	Description	FTEs
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$7,687). ▪ The County Board reduced the DMF budget for a Prevailing Wage FTE (\$94,500) and reallocated some of the funding to non-personnel for Prevailing Wage software maintenance and support (\$41,200). (1.00) ▪ Added a Commercial Real Estate Appraiser position (\$125,194). 1.00 ▪ Added an Accounts Payable position (\$98,681). 1.00 ▪ Increased salaries resulting from Administrative and Real Estate Appraisers positions job family studies (\$76,524). ▪ Added one-time funding for the indexing of the Department of Real Estate Assessments' documents (\$140,000) and contractual increases (\$20,219). ▪ Increased fee revenues for the Signature Theatre revenue (\$74,000), restored to pre-pandemic level. ▪ As a 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 adopted budget continues ARPA funding for restoration of these reductions including a Senior Financial Analyst in Internal Audit (\$74,913, 0.5 FTE) and Internal Audit contractor support (\$68,500). ▪ As a part of FY 2021 close-out, the County Board approved additional allocations of the remaining ARPA funding for programs based on the Guiding Principles presented by the County Manager in September; the Board directed the County Manager to include funding for these programs in the FY 2023 adopted budget including funding for the Disparity Study (\$500,000 one-time in Non-Departmental).	

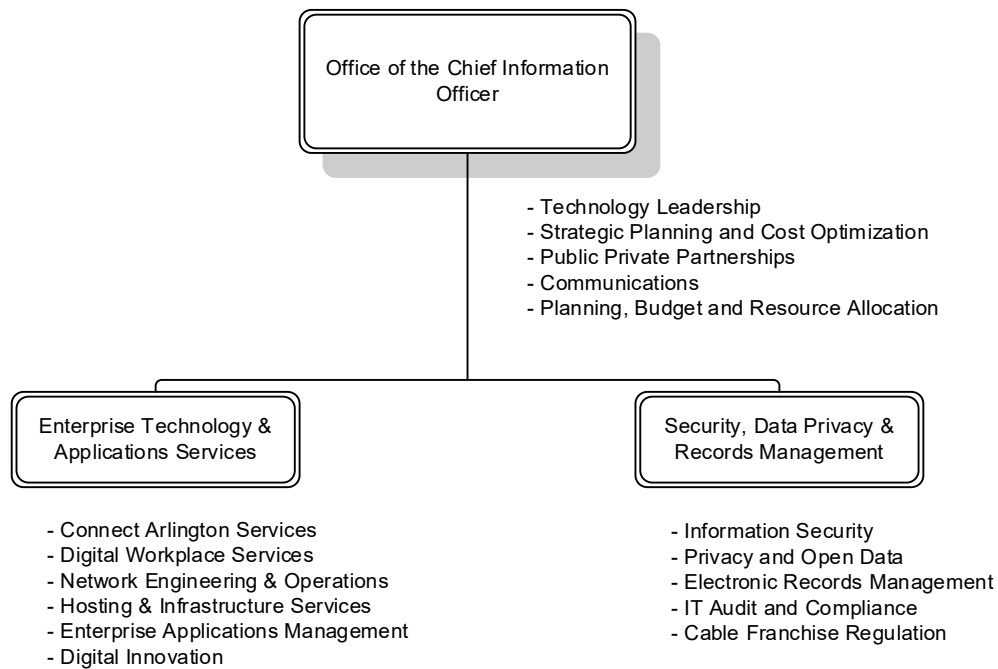
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Our Mission: To provide technology resources for the County and set the vision for future technology investments

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Technology Services is \$30,244,185, a four percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, adjustments to salaries resulting from the Finance, Accounting and Administrative job family studies (\$11,974), and one-time \$2,000 (gross) employee bonuses (\$226,392); offset by anticipated backfilling of vacant positions and future staff departures at lower starting salaries (\$123,941) and the reductions listed below.
- ↑ Non-personnel increases due to the addition of one-time funding for remote access software (\$190,074); contractual increases including software licensing costs (\$196,826), maintenance of the County's revenue and collection system (\$60,000), software that supports or is integrated with the County's Enterprise Resource Planning System (ERP) (\$71,219), data and cloud storage costs (\$14,625), contracted staffing (\$165,894), and other contractual increases (\$52,794); partially offset by the reallocation of a PRISM Contractor expense to the PRISM CIP project (\$235,008), transitioning the County's IT project management tool from a monthly to an annual subscription plan (\$1,775), reductions to rental equipment and electricity (\$29,970) and the removal of FY 2023 one-time funding for staff training (\$115,000), electric vehicle funding (\$23,883), and the reductions listed below.

FY 2024 Proposed Budget Reductions

Office of the Chief Information Officer Line of Business

- ↓ Eliminate Gartner consulting group licenses and membership (\$95,355)

IMPACT: This service provides a centrally located and wide variety of vetted technology related research and expert guidance. Without access to the service, research will take additional time and vetting by DTS staff, and access to conferences and expert guidance will be eliminated.

Enterprise Technology and Application Services Line of Business

- ↓ Eliminate two hundred (200) Microsoft Power App and Flow licenses purchased for contact tracers working in DHS/Public Health during the COVID-19 pandemic (\$44,000)

IMPACT: With the scaling back of personnel resources dedicated to the County contact tracing efforts during the COVID-19 pandemic, these two hundred Microsoft and Flow licenses do not need to be renewed for FY 2024. If the County were to ramp-up contact tracing in the future, additional funding would be needed to renew these licenses.

- ↓ Eliminate legacy remote access application maintenance support services (\$19,747)

IMPACT: In FY 2023, the Department of Technology Services transitioned the County to a new vendor for remote access service as its primary solution. The maintenance costs for the prior software application are no longer required. The elimination of the maintenance costs will not impact the Department's current operations.

- ↓ Eliminate Virtual Observer workforce management software used to record call center voice transactions maintenance (\$9,207)

IMPACT: This reduction will decrease some of the software's functionality including the ability to create support requests and to stay current with application updates or fixes. This impact is offset by the fact that the County will be moving to a Cloud-based call center in FY 2024. If the product were to fail prior to the migration, Call Centers would not be able to record and playback call center calls or view screen recordings of call takers.

- ↓ Adjust the Public, Educational and Governmental chargeback (\$400,000)

IMPACT: Public, Educational and Governmental (PEG) funds are collected as a percentage of cable franchise fees. The funds are restricted to capital assets associated with the operation of a public, educational, and governmental television channel. The Department of Technology Services supports the planning, development, and implementation of assets that support PEG operations. The department is reimbursed for a portion of personnel and contractor expenses related to PEG assets. The additional funds for reimbursement in FY 2024 will reduce the funds available for other PEG eligible investments.

- ↓ Eliminate ongoing funding for two intern FTEs and replace with one-time funds for FY 2024 (\$226,626)

IMPACT: The intern program is a limited term program for individuals to gain valuable experience working in the Department of Technology Services. For the FY 2024 Proposed budget, one-time funding will replace the ongoing budget to allow for two intern positions to be reduced in FY 2025 when the current incumbents complete their program. Reduction of this program could potentially reduce the pipeline of candidates for future junior level positions with the County. DTS has previously hired interns into full-time County positions from this program.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$14,011,552	\$15,603,827	\$16,476,852	6%
Non-Personnel	16,011,216	17,085,710	17,263,197	1%
Subtotal	30,022,768	32,689,537	33,740,049	3%
Intra County Charges	(3,430,198)	(3,495,864)	(3,495,864)	-
GASB	16,833,793	-	-	-
Total Expenditures	43,426,363	29,193,673	30,244,185	4%
GASB	16,833,793	-	-	-
Total Revenues	16,833,793	-	-	-
Net Tax Support	\$26,592,570	\$29,193,673	\$30,244,185	4%
Permanent FTEs	90.00	91.00	91.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	90.00	91.00	91.00	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Office of the Chief Information Officer	\$3,180,274	\$3,864,769	\$2,405,524	-38%	-	\$2,405,524
Enterprise Technology and Applications Services	37,489,863	23,465,701	23,205,501	-1%	-	23,205,501
Security, Data Privacy & Records Management	2,756,226	1,863,203	4,633,160	149%	-	4,633,160
Total Expenditures	\$43,426,363	\$29,193,673	\$30,244,185	4%	-	\$30,244,185

Authorized FTEs by Line of Business

	FY 2023 FTEs Revised	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Office of the Chief Information Officer	11.00	9.00	-	9.00
Enterprise Technology and Applications Services	69.00	70.00	-	70.00
Security and Data Privacy	11.00	12.00	-	12.00
Total FTEs	91.00	91.00	-	91.00

OFFICE OF THE CHIEF INFORMATION OFFICER

PROGRAM MISSION

To provide leadership and guidance to the County on best practices through the entire information technology program lifecycle including conceptualization, investment, acquisition, design, planning, implementation, use, and support of information technology within Arlington County.

Technology Leadership

- Provide stewardship of the County's digital infrastructure.
- Advocate for innovative technology solutions that further delivery of digital services.
- Advocate for Digital Equity as a core value for the provision of technology.

Strategic Planning and Cost Optimization

- Provide stewardship over long-term technology strategies including the Arlington County Digital Strategy 2023-2025 and beyond.
- Provide technology governance to assure the alignment of technology investments with the vision and strategy of the Technology Master Plan.
- Provide leadership in the definition and delivery of business value from technology investments.
- Engage all stakeholders in sharing a common vision for digital services.
- Perform continuous review, assessment, and adjustment of enterprise technology acquisitions to achieve cost optimization.
- Establish qualitative objectives and measurable results to determine progress toward achievement of the desired outcomes.

Public/Private Partnerships

- Facilitate reciprocal relationships between the County and private, non-profit, and higher education partners to further the delivery of digital services to the community.
- Establish ConnectArlington Higher Education and Research Consortium as an incubator, accelerator, solutions lab, and makerspace.

Communications

- Provide consistent, clear, and appropriate messaging of County technology strategies, policies, and initiatives.
- Engage the community to communicate the value of the County's technology investments.

Planning, Budget, and Workforce Allocation

- Provide transparent and accurate budgeting, forecasting, and reporting of DTS costs.
- Insure fiscal accountability through review of past, present, and planned technology investments.
- Manage human capital to meet current and future demand for technology resources.

OFFICE OF THE CHIEF INFORMATION OFFICER

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Modernize: Information technology pipeline projects	26	36	45	68	65	65
Modernize: Number of digital equity sites	1	1	1	2	3	4
Modernize: Number of households served by digital equity	76	80	606	329	883	2,876
Modernize: Outdoor County wireless hotspots	N/A	6	21	28	28	28
Modernize: Published datasets	112	53	25	25	26	31

- The number of information technology projects in the DTS pipeline demonstrates the level of effort performed to both sustain and modernize County tools and technology. The growth in the pipeline projects in the prior years is based on a continued focus on partnering with County departments to implement information technology projects. The estimates for FY 2023 and FY 2024 are based on FY 2022 actuals.
- A digital equity site is a location, typically an affordable housing property, that provides high-speed broadband internet to low- and moderate-income families. The County's first digital equity site, Arlington Mill Residence, was brought online in 2019. Queen's Court was added in FY 2022. The goal for FY 2023 and FY 2024 is to increase the number of digital equity sites within the County. The process of evaluating potential sites is currently underway.
- The number of affordable units served by digital equity includes the residents of Arlington Mill Residence. The number of units served increased significantly in FY 2021 due to a partnership between the County, Arlington Public Schools, and Comcast to provide Comcast Internet Essentials service to low- and moderate- income residents funded through the CARES Act. In FY 2022, the partnership ended and 526 of these households are now being operated by Arlington Public Schools. FY 2023 projections include an estimated addition of 554 households in Park Shirlington. In FY 2024, an additional 1,993 households will be added as part of the Barcroft Master Development Plan which calls for incorporating fast and reliable broadband service into the redevelopment of the housing complex.
- In FY 2020, the County had outdoor wireless hotspots at six county locations. In FY 2021, to make wireless service more accessible, the number of locations increased to 21 including various community centers, libraries, fire stations, and key government offices. In FY 2022, seven additional sites were made wireless accessible, including additional libraries (Cherrydale, Glencaryln, Westover, and Courthouse Plaza), parks (Jennie Dean and John Robinson, Jr. Town Square), and the Long Bridge Aquatic Center. The total number of outdoor wireless locations is currently 28 County facilities. At this time, no additional expansion is planned.
- In FY 2021, the number of published data sets decreased due to a reduction in staff resources.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

PROGRAM MISSION

Plan, engineer, secure, sustain, and refresh the technology systems, infrastructure, and operational environments for the County's line-of-business applications.

ConnectArlington Services

- Establish a platform for the delivery of services to enable digital and health equity and promote innovation.
- Provide subject-matter expertise on the services available to extend and leverage the County's fiber optic network. These services include wireless provisioning, radio tower networks supporting 5G, public safety radio support, intelligent transportation services, and Internet of Things (IoT), Radio Frequency (RF), and Wireless Fidelity (Wi-Fi) transmissions.
- Provide leadership and advice to resolve business issues and challenges in providing dark fiber services to external entities.
- Provide input and guidance on the construction and operations of Connect Arlington (CA) infrastructure to deliver projects and service on time and within budget while ensuring excellent customer service and responsiveness.

Digital Workplace Services

- Provide a single point of contact for technology assistance to internal customers with a focus on reducing instances of technical problems through the application of analytics, education, and preventative solutions.
- Implement a support and escalation model that minimizes service response and resolution time and improves customer satisfaction.
- Implement and support on-boarding, provisioning, and off-boarding procedures designed for security, tracking, and lifecycle management of the County's IT assets.
- Procure, track, and manage IT hardware and software assets.
- Configure, secure, and manage County-owned virtual and physical desktops, laptops, tablets, and mobile devices.

Network Engineering and Operations

- Secure, sustain, and refresh the County's network, network operations centers, and telephone technology infrastructure to provide for a wholly government-owned, redundant, and scalable fiber communications network.
- Plan, engineer, and maintain the County's technology data centers and networks with around-the-clock uptime and support.
- Provide inter-building network connectivity for Arlington Public Schools facilities.
- Manage and monitor Distributed Antenna Systems (DAS), also known as the "First Responders Net," in Arlington County and Schools facilities.

Hosting and Infrastructure Services

- Secure, sustain, and refresh the computing infrastructure for the County's applications and systems.
- Manage the physical locations of the Network Operations Centers, including Disaster Recovery (DR) and Continuity of Operations (COOP) plans for critical business systems.
- Manage off-premise application hosting and cloud solutions to include beginning the migration to a new cloud platform.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

Enterprise Applications Management

- Manage a portfolio of business applications that are essential to the County’s administrative and back-office enterprise functions including Enterprise Resource Planning (ERP), Revenue and Collection System (ACE), Electronic Records Management System, and integrate PermitArlington into DTS operations.
- Align leading-edge technology with desired business needs in order to gain operational efficiencies and seamless integration across core administrative business functions.
- Design, develop, deploy, and support customized Commercial-off-the-Shelf (COTS) software solutions that can automate internal business processes and deliver customer services in an efficient and cost-effective manner.

Digital Innovation

- Utilize an iterative, information-centric, user-centric, and Agile approach to transform key innovations and concepts into production-ready solutions that make government services simple and effective.
- Apply emerging technologies to deliver improved services and provide greater information access to Arlington stakeholders including better delivery of government digital services to citizens, improved interactions with business and industry, citizen empowerment through access to information, and more efficient government management.
- Forge partnerships between County departments, local community groups, the private sector, universities, and schools to support the identification, research, and development of innovative digital solutions.
- Analyze and reengineer processes to improve customer service, optimize organizational workflow, and create cost effective measures.
- Identify and promote technology tools to share knowledge, manage information, and contribute to communities, thereby enabling openness, engagement, and innovation.
- Facilitate a digital organization to enable mobile-accessible workplace solutions such as social and collaborative functionality.

PERFORMANCE MEASURES

Technology Support Center

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Sustain: Average days to resolve help desk tickets	4.6	1.3	0.8	0.6	1.0	0.8
Sustain: Number of managed cellular devices	2,790	2,595	2,982	2,868	2,900	2,900
Sustain: Percentage of help desk tickets entered through customer self-service portal	49%	25%	18%	21%	23%	25%

- The help desk portal was replaced in FY 2020. The evolution of this platform has resulted in a decrease in the average days to resolve help desk tickets. Staff anticipates that resolution time may increase as staff adjust to hybrid work and need additional assistance transitioning between office and home workspaces.

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

- In FY 2020, a review of the County’s cellular device program was performed which led to lower, more competitive rates and a consolidation of existing devices resulting in an overall drop in the number of devices. The number of devices increased in FY 2021 to support staff working remotely and to facilitate new functions created in response to the pandemic such as contact tracing and new call centers. This decreased slightly in FY 2022 because of higher visibility of cellular usage and tighter controls on cellular device provisioning and use. These levels are expected to remain relatively consistent as staff continue to work remotely and the County considers the impact of transitioning to modern solutions that consolidate landline and mobile phones.
- The percentage of help desk tickets entered through the portal went down in FY 2020 and FY 2021 as staff adjusted to using the new process. The percentage is expected to increase as DTS staff are expanding efforts to make County staff aware of and assist them with using the new process. DTS is working towards a long-term goal of reducing the proportion of emailed tickets with more modern methods of collecting reports of support needs and providing service to minimize unscheduled disruptions.

Network Engineering and Operations

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Modernize: Wireless Access Points (WAP) count	883	879	1,021	1,072	1,120	1,131
Modernize: APS sites supported	41	48	48	48	48	48
Modernize: Average internet bandwidth	10 GBPS	10 GBPS	10 GBPS	10 GBPS	10 GBPS	10 GBPS
Modernize: Number of County servers supported (virtual)	588	595	602	470	400	350

- The number of wireless access points has increased over time to facilitate the growth in County mobile devices. This trend is expected to continue.
- The above measurements are recorded in Megabytes Per Second (MBPS) and Gigabytes Per Second (GBPS).
- In prior years the number of County supported servers increased due to new application service offerings such as PermitArlington, Utilities, and the ACE Revenue and Collection system refreshment. In FY 2022, the County began the process of migrating to cloud hosting and storage. This migration minimizes the growth in the number of virtual County servers and will lead to a decrease in locally hosted servers in the long term as enterprise applications move to cloud hosted environments.

Hosting and Infrastructure Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Modernize: Cloud data storage	92 TB	650 TB	582 TB	986 TB	1.5 PB	2.0 PB
Modernize: County-managed data storage	102 TB	120 TB	188 TB	150 TB	110 TB	70 TB

- The above measurements are recorded in Terabytes (TB) or Petabytes (PB).

ENTERPRISE TECHNOLOGY AND APPLICATIONS SERVICES

- The growth in cloud storage over time is due to a combination of increased demand as well as County guidance to store files in the cloud rather than other storage options. The significant increase in cloud storage in FY 2020 is due to a transition to a new back-up system. During the transition, 12 months' worth of legacy data was stored initially as a precaution. The decrease in FY 2021 reflects the continued migration of County applications to cloud storage and the removal of legacy data when it is no longer needed. The amount of cloud storage is expected to continue to increase in FY 2024 as the County continues migrating additional applications to cloud storage. This migration will also result in a decrease in County-managed data storage in FY 2023 and FY 2024.

Enterprise Applications Management and Support

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Sustain: Number of taxpayers actively using the Customer Assessment and Payment Portal (CAPP), i.e., signed in at least once within 2 years	89,355	99,049	101,023	105,946	109,000	111,000
Sustain: Percent of tax base using the Customer Assessment Payment Portal	36%	37%	39%	40%	41%	42%

- The number of taxpayers using CAPP has increased over time due to population growth and more customers performing financial transactions online. This trend is expected to continue.

Digital Innovation

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Modernize: Virtual Online Collaborations (Teams Meetings/Chat Messages)	N/A	N/A	3,688,938	7,464,236	7,500,000	8,500,000
Modernize: Number of public websites updated to the new service-oriented platform	N/A	1	52	52	52	0

- The number of virtual online collaborations (Teams Meetings/Chat Messages) reflects the County's shift to remote work and virtual meetings due in large part to the pandemic. The numbers include all County collaborations such as internal and external meetings, chats, voice calls via Teams, County Board meetings, and advisory commission meetings. Data available for FY 2021 only includes counts for the months of February through June 2021.
- The number of public websites updated to the new service-oriented platform is a new measure. The number of public websites updated increased significantly in FY 2021 as part of a County-wide initiative to improve digital services by providing more customer service options online. It is anticipated that all public websites will be fully updated prior to FY 2024.

SECURITY, DATA PRIVACY & RECORDS MANAGEMENT

PROGRAM MISSION

The mission of Security, Data Privacy, and Records Management is to provide county-wide leadership through the full information life cycle to satisfy the technology policy and governance needs of the County.

Information Security

- Define County information and technology security policies and procedures.
- Ensure compliance with recognized best practices and County policies through education, awareness, and strategic technology investments.
- Coordinate testing of Information Technology continuity of operations plans.
- Represent the County in Regional and National Cyber Security matters.

Privacy and Open Data

- Define the County's Data Privacy Policy.
- Define data standards to ensure consistent use of metrics across all County departments.
- Publish high-quality data sets to increase transparency and enable partners to perform deep data analysis.
- Provide thought leadership and workforce training to enable self-service reporting that drives better decision making across all County departments.

Electronic Records Management

- Administer the full life-cycle management of the County's electronic records.
- Ensure compliance with electronic and paper records retention and management policies and guidelines as published by the Library of Virginia.
- Facilitate appropriate access to County records pursuant to the Commonwealth of Virginia's Freedom of Information Act (FOIA).
- Manage the County electronic records e-discovery process.

IT Audit and Compliance

- Encourage incremental changes across the County to drive increased compliance with published policies and standards.
- Respond to internal and external audits with timely and accurate information.

Cable Franchise Regulation

- Administer cable television franchise agreements with Verizon and Comcast.
- Provide oversight to the distribution of capital funds for Public, Education, and Government (PEG) uses.
- Monitor Federal Communications Commission (FCC) actions and rulings that affect the County.

SECURITY, DATA PRIVACY & RECORDS MANAGEMENT

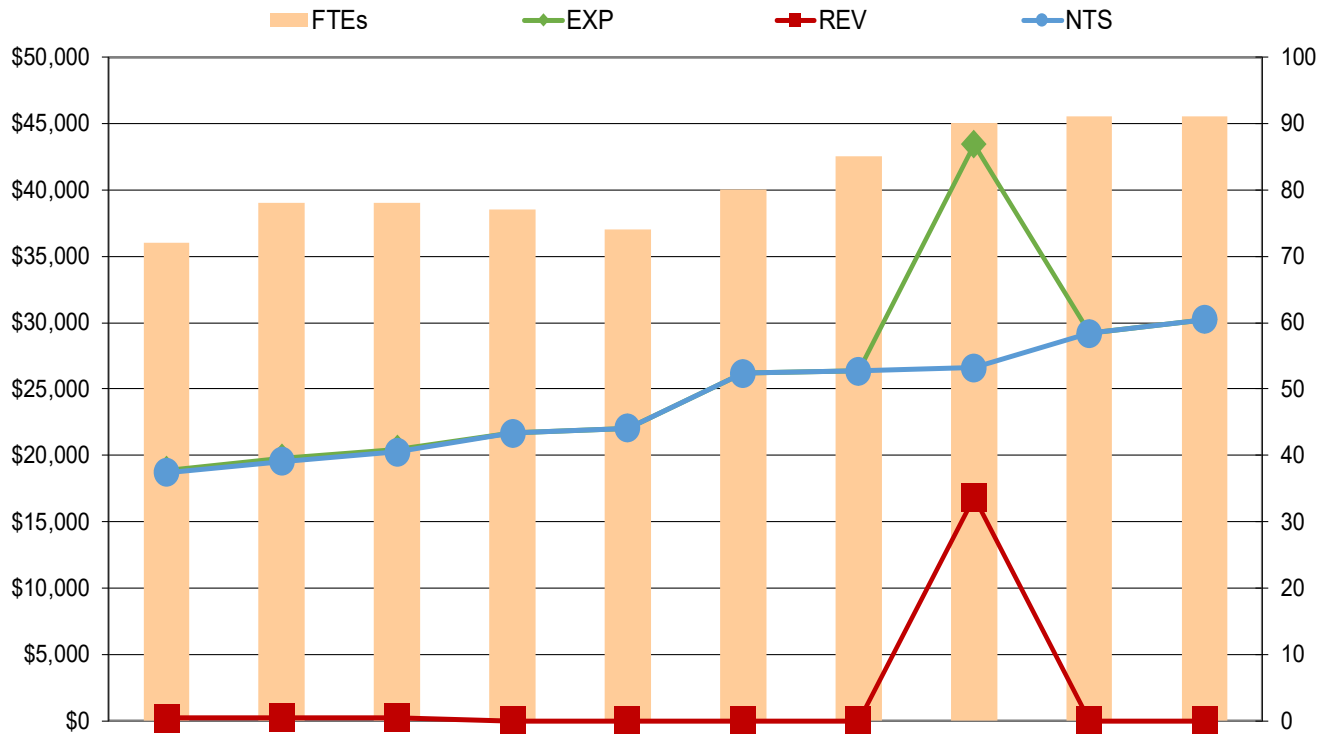
PERFORMANCE MEASURES

Information Security

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Sustain: Viruses and malware blocked	229,932	306,130	332,508	1,596,673	2,079,312	3,000,000
Sustain: Websites blocked	511,600	986,836	63,130,000	901,375,905	1,100,712,786	1,500,000,000

- The increase in Viruses, Malware, and Websites blocked is due to increased investment in detection efforts, tools, and global trends in cyber security.

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



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual*	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$18,876	\$19,806	\$20,459	\$21,687	\$22,029	\$26,163	\$26,337	\$43,426	\$29,194	\$30,244
REV	\$182	\$247	\$226	-	-	-	-	\$16,834	-	-
NTS	\$18,694	\$19,559	\$20,234	\$21,687	\$22,029	\$26,163	\$26,337	\$26,592	\$29,194	\$30,244
FTEs	72.00	78.00	78.00	77.00	74.00	80.00	85.00	90.00	91.00	91.00

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

DEPARTMENT OF TECHNOLOGY SERVICES
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	▪ A Public Safety Technology Coordinator position was transferred from DTS to Police (\$171,805). ▪ Reallocated ConnectArlington maintenance costs from Non-Departmental to DTS (\$300,000) and added additional funding (\$115,879). ▪ Added ongoing funding for Systems Center Configuration Management, Mobile Device Management, and Network Security Audits (\$305,440).	(1.00)
FY 2016	▪ The County Board reduced non-personnel funding for the Electronic Records Management System (ERMS) (\$38,250). ▪ The County Board approved the conversion of contractor positions to County Staff to realize net non-personnel savings (\$152,939). ▪ Addition of a Project Manager and Administrative Specialist associated with the operation of the second phase of Connect Arlington (\$208,000). ▪ Addition of operating costs for the second phase of Connect Arlington (\$292,000).	4.00 2.00
FY 2017	▪ Added expenses for software licensing and contractor costs (\$344,939), maintenance to the County's revenue and collection system (\$130,000), and increased data storage costs (\$90,000).	
FY 2018	▪ The County Board approved a decrease in non-personnel funding due to efficiency realized between the County and Arlington Public School's to reduce the number of connections to external data centers needed for operation (\$120,000). ▪ Transferred out the ConnectArlington Fiber Network Sales and Marketing position and additional sales and marketing funding to Arlington Economic Development (\$130,000 personnel; \$50,000 non-personnel). ▪ Increased software licensing costs (\$88,000 one-time, \$37,372 ongoing), maintenance costs for the County's revenue and collection system (\$60,000) and data storage costs (\$63,000). ▪ Decreased annual expense for maintenance and replacement of County vehicles (\$6,629).	(1.00)
FY 2019	▪ Increased software licensing costs (\$82,620), maintenance costs for the County's revenue and collection system (\$70,000), data and cloud storage costs (\$115,000), and contractor costs (\$205,200). ▪ Increased operations funding for the Connect Arlington Fiber Network (\$330,000). ▪ Transferred in existing non-departmental funds for the Litigation Hold program (\$200,000), and the Open Data program (\$192,000). ▪ Decreased funding due to the removal of FY 2018 one-time costs for software licensing (\$88,800), and an adjustment to the annual expense for maintenance and replacement of County vehicles (\$1,896). ▪ Elimination of a filled Cable Administrator position (\$181,340). ▪ Removed 24/7 desktop support service for County employees (\$27,000).	(1.00)

Fiscal Year	Description	FTEs
	Reorganized Prism Enterprise System Functional Support and eliminated 2.0 filled FTEs; redistributed work between the Departments of Management and Finance (DMF) and Technology Services. A portion of the cost of the position reductions shifted to contract support within DTS (\$220,000), and a portion transferred to augment support required by DMF (\$144,488). The remaining balance is provided as expenditure savings for FY 2019 (\$25,000).	(2.00)
FY 2020	- Eliminated a vacant IT Network Analyst Position (\$86,733). - Transferred in from capital (Fund 313) and converted three ConnectArlington contractor positions (\$367,390, 3.0 FTEs); converted an existing Technology Manager (1.0 FTE) with the addition of budgeted contractor funding into two Senior Network Engineers (\$244,386, 1.0 FTE); and converted an existing position and non-personnel contractor funds to create a Staff Infrastructure Support Specialist position, Senior Network Engineer, and Management Intern position (469,861). - Reduced the department's membership to Gartner from five licenses to three licenses (\$70,000) - Eliminated a vacant IT Network Analyst position (\$86,733). - Reduced wireless service charges as part of a County-wide review of wireless service providers (\$14,098). - Added one-time funds for a Technology Asset Management System (\$250,000). - Added one-time funds for the County website refresh (\$100,000). - Added one-time and on-going funding to begin migration from the County's Network Operations Center to a cloud platform (\$94,440 on-going funds; \$32,500 one-time). - Added on-going funding for security training for all County employees (\$60,000), software licensing costs (\$546,828), maintenance costs for the County's revenue and collection system (\$70,000), data and cloud storage costs (\$52,136), and contractor costs (\$19,200).	(1.00) 7.00 (1.00)
FY 2021	- Converted an existing un-budgeted overstrength position to provide audio visual support to the Bozeman County Government Center (\$111,560). - Converted non-personnel funds to create three Network Administrator positions (\$529,485) by utilizing non-personnel funding (\$489,063) and additional funding (\$40,422). - Added one limited term FTE to serve as the Project Manager for the Enterprise Resource Planning (ERP) system (PRISM) upgrade. - Removed FY 2020 one-time funds for the Technology Asset Management System (\$250,000), County website refresh (\$100,000), and migration from the County's Network Operations Center to a cloud platform Removed FY 2020 one-time funds for the Technology Asset Management System (\$250,000), County website refresh (\$100,000), and migration from the County's Network Operations Center to a cloud platform (\$32,500). - Added funding for strategic security investments (\$2,036,349).	1.00 3.00 1.00

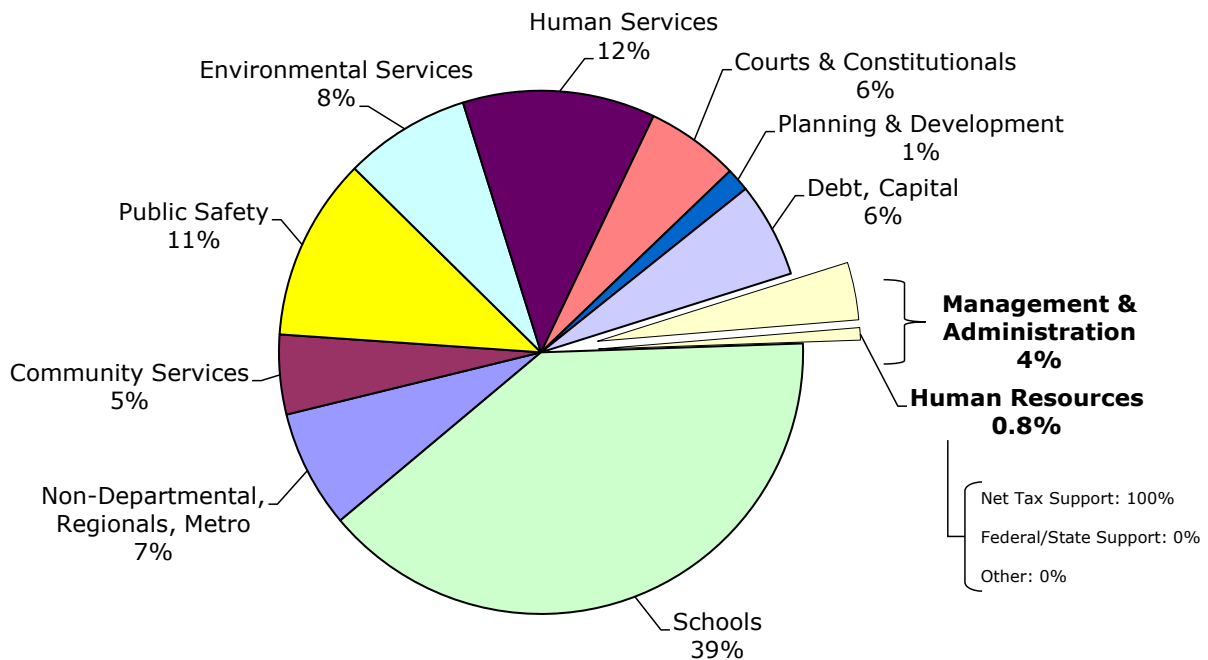
Fiscal Year	Description	FTEs
	▪ Added funding for software licensing costs (\$180,175), maintenance costs for the County's revenue and collection system (\$56,000), electronic document storage system (\$25,000), and Enterprise Resource Planning System (\$10,118), and data and cloud storage costs (\$61,598). ▪ Increased costs to continue migration from the County's Networks Operations Center to a cloud platform (\$54,000). ▪ Added one-time funding for warranty extensions (\$21,235).	
FY 2022	▪ 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. ▪ Reduced IT support for the County's enterprise financial and human resource system (PRISM) by eliminating a Vacant Senior IT Analyst (\$176,402). (1.00) ▪ Eliminated Electronic Records Management System (ERMS) Contractor (\$100,000). ▪ Reduced Contractor Phone Support to Call Centers (\$90,000). ▪ Eliminated a Vacant Cybersecurity Engineer (\$146,000). (1.00) ▪ Reduced training budget (\$20,000). ▪ Reallocated between personnel and non-personnel budgets to re-align resources and reflect the reorganization of technology innovation and enterprise services teams. The budget re-alignment included converting previously budgeted personnel funding to contractual services and budgeting for positions previously funded with various non-personnel funds to the Department's intern program. ▪ Reallocated eligible Network Management costs to the Public Education Grant (\$566,636). ▪ Converted an existing un-budgeted overstrength and intern positions that provide critical support to the Department and core County-wide systems (\$939,038, 11.0 FTEs). 11.00 ▪ Eliminated and reallocated four positions (\$654,525, 4.0 FTEs) to non-personnel contractual services. (4.00) ▪ Added one time-funding for contact tracing application to support the County-wide COVID response (\$74,000), on-going funding for PRISM reporting financial tool (\$40,000), electronic signature software (\$46,116), website management software (\$120,410), software licensing costs (\$302,708), staff augmentation costs (\$178,088), maintenance costs for the County's revenue and collection system (\$58,000), Enterprise Resource Planning System (\$34,000), data and cloud storage costs (\$40,410), and ongoing support for the Arlington Free Clinic (\$6,000). ▪ Removed FY 2021 one-time funds for Security contractor support (\$234,000) and warranty extensions (\$21,235). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$69,301) and a one-time bonus for staff of \$450 (\$43,574).</i>	

Fiscal Year	Description	FTEs
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$24,085). ▪ Added a Cybersecurity Engineer position (\$185,059). ▪ Added funding for contractual increases including software licensing costs (\$626,109), electronic signature and notary software (\$62,446), maintenance of the County's revenue and collection system (\$60,000), software that supports or is integrated with the County's Enterprise Resource Planning System (ERP) (\$57,660), data and cloud storage costs (\$50,000), and other contractual increases (\$20,000). ▪ Added one-time funding for a contractor that assists with ERP maintenance (\$240,000). ▪ Added one-time funding for technical staff training and development (\$115,000).	1.00

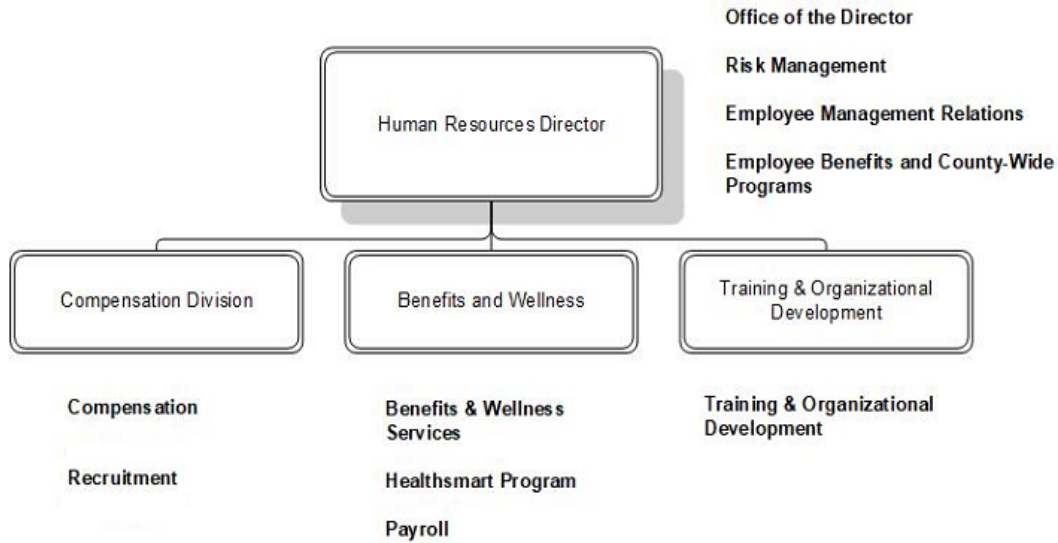
Our Mission: To provide leadership and expertise to attract, develop, and retain a high performing and diverse workforce

The Human Resources Department accomplishes its mission by continuing to be Arlington's organizational leader in managing human resources in the pursuit and achievement of the County's mission.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Human Resources Department is \$11,809,566, a six percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, one-time \$2,000 (gross) employee bonuses (\$141,495), adjustments to salaries resulting from an administrative job family study (\$40,458), and slightly higher retirement contributions based on current actuarial projections.
- ↑ Employee Benefits and County-Wide Programs increases due to additional funding for increased costs for service contracts (\$25,652).

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$8,059,132	\$8,614,072	\$9,241,524	7%
Non-Personnel	290,806	419,105	420,095	-
Employee Benefits and County-wide Programs	1,754,118	2,123,285	2,147,947	1%
Total Expenditures	10,104,056	11,156,462	11,809,566	6%
Total Revenues	-	-	-	-
Net Tax Support	\$10,104,056	\$11,156,462	\$11,809,566	6%
Permanent FTEs	54.18	56.88	56.88	
Temporary FTEs	-	-	-	
Total Authorized FTEs	54.18	56.88	56.88	

Expenses by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24
Office of the Director	\$2,105,487	\$2,468,703	\$2,857,108	16%
Risk Management	457,074	506,653	490,188	-3%
Employee Management Relations	310,736	310,817	335,344	8%
Employee Benefits and County-wide Programs	1,754,118	2,123,285	2,147,947	1%
Training and Organizational Development	837,899	872,590	946,300	8%
Staffing and Compensation	2,389,270	2,563,150	2,643,676	3%
Benefits and Wellness Services	2,249,472	2,311,264	2,389,003	3%
Total Expenditures	\$10,104,056	\$11,156,462	\$11,809,566	6%

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Office of the Director	13.30	14.30	-	14.30
Risk Management	3.00	3.00	-	3.00
Employee Management Relations	2.00	2.00	-	2.00
Employee Benefits and County-wide Programs	-	-	-	-
Training and Organizational Development	6.00	6.00	-	6.00
Staffing and Compensation	16.58	16.58	-	16.58
Benefits and Wellness Services	16.00	15.00	-	15.00
Total FTEs	56.88	56.88	-	56.88

PROGRAM MISSION

To provide leadership and expertise to attract, develop, and retain a high performing and diverse workforce.

- Develop County-wide Human Resources (HR) policy and set HR departmental priorities.
- Provide advice and assistance to County officials on human resource related issues.
- Oversee daily HR operations and evaluate effectiveness of HR programs.
- Provide internal support to the Human Resources Department.
- Provide administrative support to the Departments of Human Resources, Technology Services, and Management and Finance.
- Serve as the first point of contact to employees and visitors who are seeking services and/or assistance.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
County employee turnover rate	10%	12%	13%	12%	12%	12%
Percent of employees retained one year after hire	86%	88%	86%	87%	86%	86%

Reception and Administrative Support Services

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Management and Finance contacts	40%	36%	36%	38%	35%	35%
Percent of Technology Services contacts	7%	24%	25%	22%	20%	20%
Percent of Human Resources contacts	53%	40%	39%	40%	40%	40%
Abandon call rate (percent of customers that hang up while on hold)	2%	4%	2%	1%	1%	1%
Total number of contacts (calls, walk-ins, e-mails, and mail)	67,766	49,500	52,916	57,426	55,000	55,000

- Department of Management and Finance related calls increased in FY 2022 due in part to erroneous real estate tax payment reminders generated by the Tax collection system and an increase in Veteran's Tax Exemption inquiries.
- Department of Technology Services related contacts increased in FY 2020 due to the department partnering with various stakeholders to ensure digital equity. These include internet and broadband connection requests for county government employees, Arlington County Public School students, and the community. This continued in response to COVID-19 through FY 2021 and has tapered off in FY 2023.

OFFICE OF THE DIRECTOR

- Administrative support for Human Resources increased in FY 2022 due to increases in requests for verification of employment (VOE), public service loan forgiveness (PSLF), and job application contacts.

RISK MANAGEMENT

PROGRAM MISSION

To safeguard the lives and well-being of those who live and work in Arlington County by developing and maintaining programs, policies, and procedures that create a safe, risk controlled environment.

- Oversee the purchase of insurance to cover property, automobile, and general liability exposures.
- Examine and resolve claims both on behalf of and against the County.
- Manage the services of a third-party administrator responsible for claims management.
- Create and implement safety awareness programs.
- Ensure County compliance with Occupational Safety and Health Administration (OSHA) and other safety regulations.
- Provide training and accident review feedback to operators of County vehicles to ensure safe and courteous operation of those vehicles.
- Review County agreements to determine contractual risk transfers and establish appropriate insurance requirements.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of lost workday accidents per 100 FTEs	1.5	1.4	1.5	1.4	1.7	1.5
Number of recordable OSHA accidents per 100 FTEs	4.4	4.4	4.7	5.3	4.2	4.7

- The term “lost workday” is used to designate cases involving days away from work and/or days of restricted work activity beyond the date of injury or onset of illness.
- Workers’ Compensation claims are evaluated each year to determine if they will become lost workday accidents. Occupational Safety and Health Administration (OSHA) operates on a calendar year basis and final data is reported each February for the previous calendar year. Until the data is finalized each February, the performance measures for lost workday accidents and recordable OSHA accidents are estimates. Once data is finalized, the estimates are updated with actual data each fiscal year.
- Projections for FY 2023 lost workdays are based on year-to-date data which show higher incidents than this time last year, with the majority of cases being COVID-19 related. The FY 2024 estimates will be adjusted based on FY 2023 actuals.
- In FY 2022, the number of OSHA recordable accidents per 100 FTEs increased. Though there was only a slight increase of OSHA recordable cases, the main factor was a decrease in the number of permanent employees, thus affecting the ratio. The FY 2023 estimate is based on a higher number of employees, resulting in a lower number of recordable OSHA accidents per 100 FTEs.

RISK MANAGEMENT

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of trainings provided for National Safety Council (NSC) 8-hour in-person Defensive Driving Course	7	2	N/A	N/A	N/A	N/A
Employee attendance at 8-hour defensive driving course	88	15	1	5	7	7
Number of General Liability and Auto Liability claims handled	378	335	294	457	500	410
Number of Safety & Health Classroom and Online Training Courses (excluding NSC courses)	70	41	55	60	65	70
Employee attendance at Safety and Health Trainings	2,120	3,838	2,812	1,344	2,100	2,200
Percent of cost recovery on third-party damage to County vehicles	99%	99%	99%	99%	99%	99%
Percent of workers' compensation claims reported within 3 or less days	86%	75%	78%	73%	70%	80%

- In FY 2020, the number of in-person defensive driving classes decreased due to the COVID-19 pandemic and a delayed approval of the National Safety Council's 10th course edition by the Virginia Department of Motor Vehicles. Effective in FY 2021, the in-person classes were replaced with an online course registration provided by authorized vendors partnering with the Virginia Division of Motor Vehicles.
- Employee attendance at the 8-hour defensive driving course significantly declined during FY 2020 as a result of COVID-19. The transition to online courses in FY 2021 was a slow process as program changes had to be organized and rolled out to departments.
- In the earlier part of FY 2022, there was an increase in claims due to damage from high winds, heavy downpours, storm, and sewage related issues that resulted in a large increase in General Liability claims. At the same time, auto claims decreased due to the effects of COVID-19 and many employees teleworking. FY 2023 estimates are based on year-to-date claims plus projections through the end of the fiscal year.
- In FY 2022, due to the continued presence of COVID-19 and restrictions in program planning, the typical "Safety Week" in October 2021 was shifted to "Safety Day". This is seen in the reduced employee attendance measurement for Safety and Health trainings. "Safety Week" resumed in October 2022 (FY 2023), reflecting higher attendance.
- COVID-19 claims are still present and take longer to report which has negatively impacted the measure to report claims within three days or less. FY 2024 estimates assume claims and reporting times will return to pre-pandemic levels.

EMPLOYEE MANAGEMENT RELATIONS

PROGRAM MISSION

To provide a broad range of consultative and advisory services to ensure effective partnerships between employees and management.

- Collaborate with and assist managers, supervisors, and employees to develop solutions to issues concerning performance, discipline, conduct, grievances/appeals, lawsuits, and conflicts of interest.
- Provide training to employees and supervisors on Human Resources policies and regulations, maintaining working relationships, and preventing and solving employee relations issues.
- Develop, administer, and interpret policies and procedures.
- Ensure compliance with federal, state, and County regulations.

PERFORMANCE MEASURES

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Personnel actions processed	153	121	206	132	133	150
Grievances filed	4	3	4	4	4	6
Training sessions conducted	48	39	18	31	33	35

- Personnel actions processed increased in FY 2021 due to the COVID-19 pandemic and other current events.
- Personnel actions and grievances may increase in FY 2024 due to outcomes of the current collective bargaining process.
- FY 2020 and FY 2021 reflect a lower number of training sessions conducted due to reduced in-person based training during COVID-19 pandemic. FY 2022 reflects a gradual increase in virtual and online training sessions. This trend is expected to continue in FY 2023 and FY 2024.

EMPLOYEE BENEFITS AND COUNTY-WIDE PROGRAMS**PROGRAM MISSION**

This financial summary shows the detailed budget for County-wide benefits and programs managed by the Human Resources Department.

- **Death Benefits:** This program pays one week's salary to the estate of permanent employees who die while employed by Arlington County.
- **Unemployment Compensation:** This program provides payments to terminated employees under certain circumstances as required by state law.
- **Employee Assistance:** This program provides confidential consultative and intervention assistance to support management and employees seeking to resolve personal problems that may interfere with productivity.
- **Adoption Assistance:** This program provides financial assistance to employees wishing to adopt a child.
- **Employee Development:** This program provides funding for County-wide training programs.
- **Recognition Programs:** This program covers expenses related to the County's Service Awards program.
- **Tuition Reimbursement:** This program reimburses employees for eligible tuition expenses.
- **Live Where You Work:** This program assists employees in either purchasing or renting a primary residence in Arlington.
- **Safety:** This program funds training for employee safety programs, including compliance with state and federal safety regulations.
- **Short-term Disability:** This program provides payments to employees who are disabled due to non-job-related injuries or illnesses.
- **Consultants:** This program funds County-wide memberships in benchmarking consulting organizations and studies of County-wide programs.
- **Background Record Checks/Pre-employment Drug Tests/Language Proficiency Tests:** This program funds the cost of background checks performed on new hires, the pre-employment drug tests required for designated positions, and testing for language proficiency in a second language.
- **Recruiting and Outreach:** This program funds County-wide recruitment and outreach efforts to ensure Arlington County has a diverse and highly qualified applicant pool.

EMPLOYEE BENEFITS AND COUNTY-WIDE PROGRAMS

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Death Benefits	\$114,316	\$5,000	\$5,000	-
Unemployment Compensation	25,873	135,000	135,000	-
Contracted Services	509,639	578,126	580,566	-
Adoption Assistance	0	50,000	50,000	-
Employee Development	275,899	268,359	268,359	-
Recognition Programs	26,481	53,000	53,000	-
Tuition Reimbursement	299,068	325,500	325,500	-
Live Where You Work Grants	178,092	310,012	310,012	-
Safety	22,751	30,834	30,834	-
Short-Term Disability	136,351	145,000	145,000	-
Consultants	29,405	57,824	59,819	3%
Unclassified Services	22,774	25,594	25,594	-
Recruiting and Outreach	113,469	139,036	159,263	15%
Total Expenditures	\$1,754,118	\$2,123,285	\$2,147,947	1%

TRAINING & ORGANIZATIONAL DEVELOPMENT

PROGRAM MISSION

Provide the expertise to attract a talented and engaged workforce needed to meet the County's organizational priorities.

Training and Organizational Development

- Foster and sustain the growth and development of employees to retain the talent to meet current and future business needs.
- Manage the Corporate University, eight Certificate Programs, and classroom and on-line learning programs.
- Provide leadership development coaching to managers and supervisors.
- Provide leadership, guidance, and assistance in developing effective strategic plans and performance analysis to help define future objectives, track progress, and facilitate decision making.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average development investment per employee	\$138	\$142	\$95	\$68	\$67	\$67

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of unique employees utilizing Training and Organizational Development resources, both classroom and online (e.g., team building, coaching, training, development, etc.)	3,107	3,160	4,123	4,027	4,000	4,000

- Employee online course attendance continues to grow year over year. Since the online training courses can be taken asynchronously, it allows for greater attendance than compared with in-person classroom training. This, combined with more trainings created "in-house", results in lower cost per employee. This will plateau over time as current resources available to build "in-house" trainings reach capacity.

COMPENSATION & RECRUITMENT

PROGRAM MISSION

To provide the expertise to attract and retain a talented and engaged workforce, ensure Arlington County employees are paid competitively, and provide timely, accurate, and useful Human Resources information to all County Departments.

Compensation & Classification

- Conduct annual review of the compensation system to ensure competitiveness.
- Develop and implement compensation programs, policies, and changes.
- Conduct individual and group classification studies and organizational analyses.
- Enter and maintain all compensation and classification actions.

Recruitment

- Develop and implement innovative initiatives to attract a diverse talent pool and promote Arlington as an employer of choice.
- In partnership with agencies, promote and recruit the best qualified applicants based on agency needs.
- Develop, facilitate, and administer entry-level testing and promotional assessment centers for public safety occupations.

PERFORMANCE MEASURES

Compensation

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days to classify job (from receipt of request to allocation memo)	26	28	26	27	27	26
Percent of classification actions completed within 60 days	98%	95%	98%	96%	97%	98%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Individual positions classified	190	164	161	221	180	200

COMPENSATION & RECRUITMENT

Recruitment

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average time to fill a job (days from receipt of request to hire date)	95	93	95	102	102	102
Female applicants as a percent of total applicants	55%	49%	48%	53%	52%	52%
Minority applicants as a percent of total applicants	69%	67%	67%	69%	68%	68%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Applications processed (includes temps)	34,610	33,868	26,230	34,009	32,775	32,000
Percent of recruitment actions certified within 14 days of closing	91%	95%	98%	88%	87%	89%

- The reduced number of applications processed in FY 2020 and FY 2021 is attributed to the hiring slowdown enacted in March 2020 through May 2021. FY 2023 and FY 2024 estimates assume applications processed will return to pre-pandemic levels.
- The increase in number of days from receipt of request to hire date in FY 2022 may be explained by multiple factors including a modification in how the data is calculated, a tight labor market, an increase in the number of requisitions, a decrease in the number of available analysts to process requests, and challenges experienced with top candidates receiving competitive offers of employment. These factors resulted in hiring managers making offers to multiple candidates, an increase in competitive salary negotiations, and an increase in no hire being made (i.e., failed recruitments). The data provided for FY 2022 actuals includes public safety data. Previous fiscal years (FY 2019 – FY 2021) calculations did not include public safety information.
- FY 2023 and FY 2024 estimates are based on slowing in hiring and the threat of recession.

BENEFITS AND WELLNESS SERVICES

PROGRAM MISSION

To evaluate, recommend, and administer competitive and fiscally sustainable benefit programs for all employees and retirees.

Benefit and Wellness Services

- Provide customer-focused services and counseling to County employees, retirees, and their survivors.
- Negotiate and administer the County's contracts for benefit programs.
- Administer monthly payment of retirement benefits to retirees/survivors.
- Provide annual benefit statements to each member of the retirement plan and total compensation statements to all employees.
- Manage the County's benefit programs including health, dental, transit, wellness, and retirement programs.
- Manage leave programs, including Family and Medical Leave and non-work-related disability.
- Maintain all financial records and documentation for the retirement and health and welfare benefits programs.
- Enter and maintain all payroll actions.
- Process bi-weekly payroll for employees.
- Provide meaningful and timely payroll, leave information, and reports to managers and employees.

HealthSmart Program

- Provide programs to ensure a healthy workforce, which in turn provide high quality services for Arlington County.
- Oversee the management of the HealthSmart Wellness Clinic which provides onsite health care services that supplement regular physician visits by County employees.

PERFORMANCE MEASURES

Benefits and Wellness Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of employees participating in elective retirement programs	94%	94%	94%	94%	95%	95%
Percent of employees using flexible spending or health savings accounts	33%	31%	33%	33%	35%	35%

BENEFITS AND WELLNESS SERVICES

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Abandoned call rate (percent of customers that hang up while on hold)	4%	3%	4%	3%	4%	4%
Number of contacts via traditional methods (calls, walk-ins, emails, group meetings)	14,562	10,432	11,322	12,872	13,000	13,000
Number of contacts via Virtual Benefits Assistant (JellyVision product Alex)	1,340	2,546	2,408	2,862	2,500	2,500

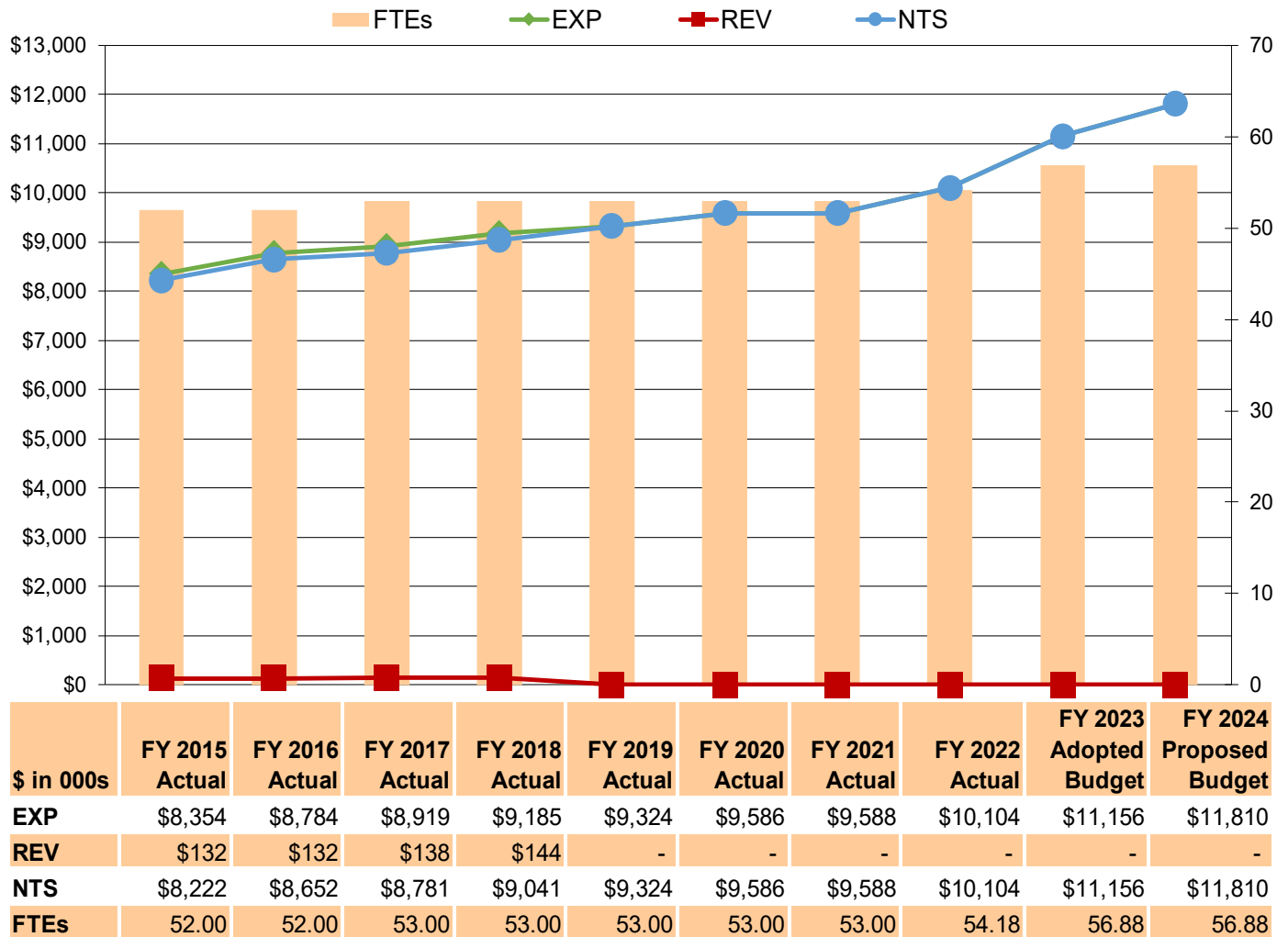
- The Virtual Benefits Assistant (ALEX) assists employees in making decisions about their benefits and provides education on health savings accounts, healthcare consumerism, and health care literacy. Employee use of ALEX reduces the number of traditional calls and walk-ins. The number of traditional contacts decreased in FY 2020 and 2021 due to the COVID-19 pandemic but increased slightly in 2022 as there was a gradual return to more in-person communication.

HealthSmart Program

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of employees who completed Health Risk Assessments and Biometric Screenings	20%	16%	N/A	7%	10%	15%
Number of visits to HealthSmart Wellness Clinic	2,135	1,541	480	368	800	1,200

- Health risk assessments and biometric screenings measure key health indicators and are typically part of a larger "Rock Your Wellness" program encouraging healthy behaviors. Due to the COVID-19 pandemic, the FY 2021 program was modified to engage employees virtually and did not include completion of the health risk assessment or biometric screenings. In FY 2023, the Cigna program "Motivate Me" was implemented for all benefit-eligible County employees. This platform provides incentives for employees to accomplish goals such as completing a health risk assessment, getting annual physicals and other preventive screenings, and participating in HealthSmart webinars and movement classes.
- FY 2020 and FY 2021 saw a drop-in clinic visits due to the COVID-19 pandemic and most staff working remotely. The Clinic adjusted to performing approximately half of their visits virtually. The Clinic also assisted in clearing employees to return to work following a COVID infection or exposure. FY 2022 clinic visits remained low due to continued remote work. The projected increase in office visits for FY 2023 is contingent on more employees returning to on-site work.

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



Fiscal Year	Description	FTEs
FY 2015	▪ Eliminated FY 2014 one-time funding for HealthSmart Program enhancements (\$25,000). ▪ Eliminated FY 2014 one-time funding for Civic Engagement Training (\$50,000). ▪ Added ongoing funding for the County Ethics Initiative (\$20,000).	
FY 2016	▪ Live Where You Work Grants were restored (\$133,012). ▪ Revenue increased to reflect the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools (\$4,657).	
FY 2017	▪ Live Where You Work Grant Funding was increased (\$22,000). ▪ Tuition Reimbursement Funding was increased (\$38,000). ▪ Revenue increased to reflect the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools (\$5,500). ▪ Personnel increased to reflect the addition of a Human Resources/OD Specialist (\$131,230).	1.00
FY 2018	▪ County Ethics Initiative Funding was transferred to Non-Departmental (\$20,000). ▪ Revenue increased to reflect the salary and benefits of the Safety Specialist that is funded by Arlington Public Schools (\$4,649).	
FY 2019	▪ Contractual services increased related to the County's Retirement software (\$2,250). ▪ Employee Benefits and County-wide Programs increased due to the addition of an Adoption Assistance Program for employees (\$50,000), contractual increases in the Employee Assistance Program (EAP) shared with Arlington Public Schools (\$3,522), and other contractual increases (\$12,150). ▪ Revenue increased to reflect the salary and benefits increase of the Safety Specialist funded by Arlington Public Schools (\$6,351). ▪ Reduced funding for County-wide employee recruitment and outreach (\$25,000) and County-wide employee training (\$25,000).	
FY 2020	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers (\$1,729). ▪ Reduced unclassified and consultant services in the Office of the Director and Employee Benefits and County-wide Programs (\$99,312). ▪ Personnel and revenue decreased due to Arlington Public Schools (APS) taking over management of Safety Specialist work on schools' facilities (\$148,964). ▪ Contractual costs increased for maintenance of the County's Retirement software and related system modifications (\$13,400).	

Fiscal Year	Description	FTEs
	County-wide programs contracted services increased for the county-wide learning management services (\$14,400).	
FY 2021	- Pension Gold contractual costs were reallocated from the Human Resources Department to the Retirement Board (\$120,365). - Employee benefits and county-wide programs contracted services increased (\$33,472).	
FY 2022	- 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 restored funding for a vacant Assistant to the Director position (\$121,105, 1.0 FTE) with American Rescue Plan funding. - Added a position to manage the Collective Bargaining compensation modeling (\$150,000). - Transferred in 1.0 FTE Staff Human Resources/OD Specialist position from the Department of Public Safety Communications and Emergency Management (PSCM) to provide HR strategic and administrative support to PSCM managers and employees (\$107,222). - Increased 0.18 FTE to the work allocation of a Staff Admin/Management Specialist position in Benefits and Wellness. - Eliminated 1.0 FTE vacant Safety Specialist position previously funded by Arlington Public Schools. - Reduced office equipment and office supplies for HR operations and programs (\$38,336). - Reduced funding for defensive driving classroom instruction, testing, and instructor certification (\$26,666). - Reduced compensation for the Staff HR/OD Specialist supporting classification and compensation analysis of County-wide job classes and categories (\$44,484). - Employee benefits and county-wide programs increased due to increases in Live Where You Work grants (\$155,000), employee online training (\$89,000), and increased costs for service contracts (\$7,579). <i>In FY 2021 closeout, funding was added for one percent merit pay adjustment (\$34,871) and a one-time bonus for staff of \$450 (\$29,619).</i> <i>During FY 2021 close-out, the County Board transferred a Classification and Compensation position to the Human Resources Department from the Department of Environmental Services (\$169,414).</i>	1.00 1.00 0.18 (1.00) 1.00
FY 2023	The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$4,270), and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$9,822).	

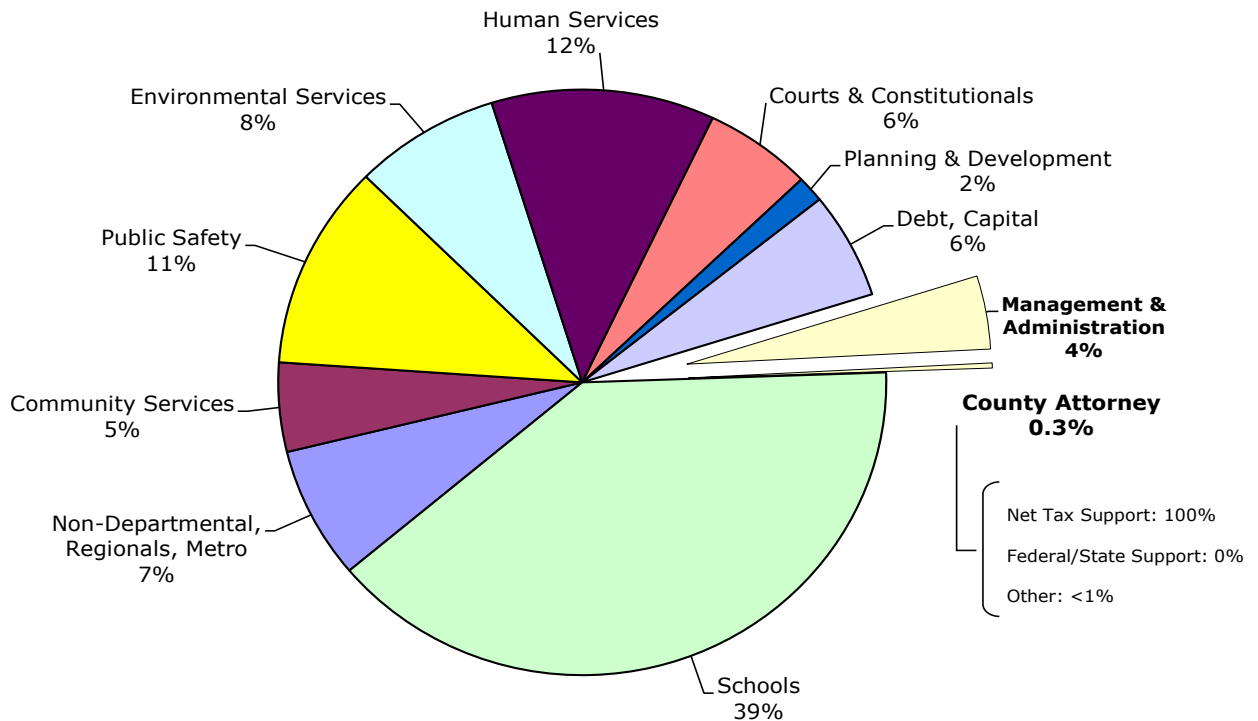
Fiscal Year	Description	FTEs
	▪ Added a Senior IT Analyst position (\$81,635).	0.50
	▪ Added a Collective Bargaining position (\$169,414).	1.00
	▪ A technical adjustment to a position in Benefits and Wellness Services.	0.20
	▪ Increased salaries resulting from an Administrative job family study (\$23,120).	
	▪ Employee Benefits and County-Wide Programs increased due to one-time funding for Employee Resources Group Programs (\$40,000) and increased costs for service contracts (\$6,634).	
	▪ As a 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 adopted budget continues funding for these reductions including the Assistant to the Director (\$125,206, 1.0 FTE).	

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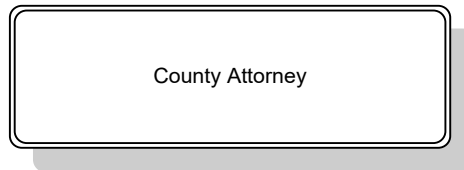
Our Mission: To ensure that all County transactions are conducted in a legal and ethical manner

The County Attorney's Office provides legal counsel and advice to the County Board, County Manager, County departments and their staff, and County Board appointed agencies, boards and commissions, and provides representation for them in state and federal court as well as before various administrative agencies.

FY 2024 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS



Office of the County Attorney

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Office of the County Attorney is \$4,326,676, a six percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases primarily due to employee salary increases, an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, and one-time \$2,000 (gross) employee bonuses (\$49,756).

FY 2024 Proposed Budget Reductions

- ↓ Reclassify a vacant Assistant County Attorney III. The responsibilities of a currently vacant Assistant County Attorney III are to provide legal services in local government law to the Department of Environmental Services with a focus on transportation, public utilities, stormwater management, the County's Chesapeake Bay Preservation Ordinance, solid waste, and public procurement related to these areas. This budget reduction will downgrade this position's level to an Attorney I (\$51,206).

IMPACT: Downgrading this senior level position could result in the County Attorney's Office being unable to attract highly skilled senior level candidates who specialize in local government law areas. In addition, downgrading this position will result in additional workload for other staff and the potential use of additional Outside Legal Counsels.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$3,177,470	\$3,827,707	\$4,082,300	7%
Non-Personnel	159,407	341,189	341,189	-
Subtotal	3,336,877	4,168,896	4,423,489	6%
Intra County Charges	(96,323)	(96,813)	(96,813)	-
Total Expenditures	3,240,554	4,072,083	4,326,676	6%
Fees	7,436	2,900	2,900	-
Total Revenues	7,436	2,900	2,900	-
Net Tax Support	\$3,233,118	\$4,069,183	\$4,323,776	6%
Permanent FTEs	18.00	20.00	20.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	18.00	20.00	20.00	

PROGRAM MISSION

To ensure that all County transactions are conducted in a legal and ethical manner.

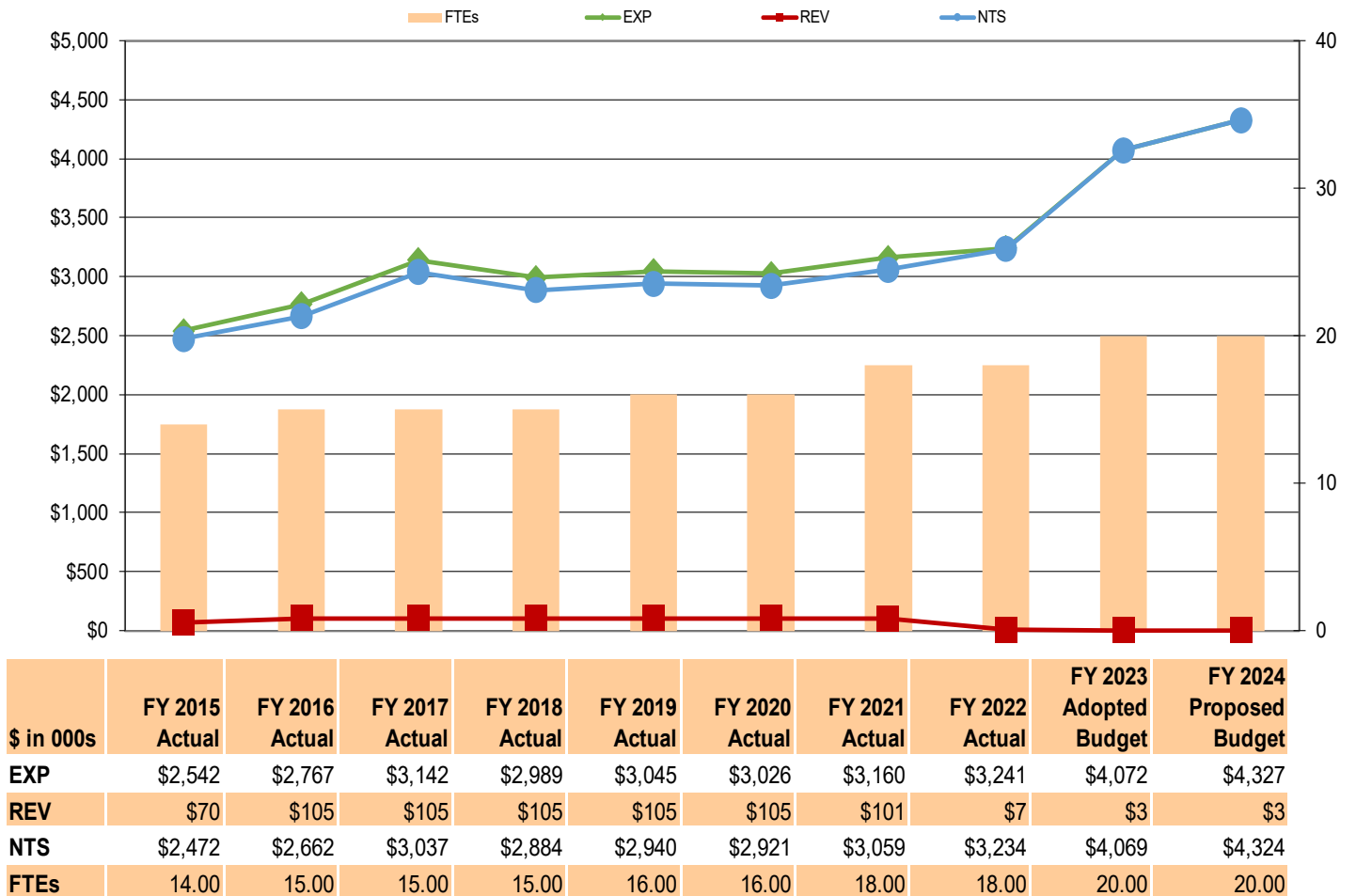
The County Attorney's Office provides legal counsel and advice to the County Board, County Manager, County departments and their staff, and County Board appointed agencies, boards and commissions, and provides representation for them in state and federal court as well as before various administrative agencies.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of final County Board reports reviewed in a timely manner	99%	99%	99%	99%	99%	99%
Percent of County Board requests responded to in a timely manner	100%	100%	100%	100%	100%	100%
Percent of lawsuits in which court deadlines have been met	100%	100%	100%	100%	100%	100%
Percent of litigation concluded favorable to County interests	99%	99%	99%	99%	99%	99%
Number of new matters opened each fiscal year excluding FOIA request and review	599	579	538	551	550	550
Number of FOIA matters reviewed by the County Attorney Office each fiscal year	1,009	1,060	1,092	1,391	1,200	1,200
Number of Board Reports reviewed by the County Attorney Office each fiscal year	479	511	535	449	500	500

- For FY 2019, the number of new matters opened each fiscal year does not capture all matters opened due to the Office's transition to a new case assignment system.

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



Fiscal Year	Description	FTEs
FY 2015	No significant changes.	
FY 2016	- Converted an over-strength Assistant County Attorney position added during FY 2015 to permanent status (\$166,000). - Non-personnel increased for additional consultant workload in the County Attorney's Office (\$35,000). - Intra-County charges increased due to the Assistant County Attorney, referenced above, being partially charged to the CPHD Development Fund (\$83,000). - Revenue increased from Northern Virginia Transportation Commission for legal services provided by Arlington County Counsel (\$35,000).	1.00
FY 2017	No significant changes.	
FY 2018	Added a County Attorney I position to ensure legally compliant responses by County staff to the increasing number of FOIA requests (\$139,455).	1.00
FY 2019	- Froze a vacant County Attorney III position (\$165,299; one-time). - Non-personnel increased due to an annual license subscription for County's e-discovery litigation tool (\$18,000).	
FY 2020	- Reduced wireless service charges as part of a County-wide review of wireless service providers (\$1,064). - Funded a County Attorney III position that was frozen in FY 2019 (\$173,073).	
FY 2021	Non-personnel increased due to a software maintenance cost increase and training and education requirements for County Attorney staff (\$16,000).	
FY 2022	- 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. - Added a County Attorney II position to manage Freedom of Information Act (FOIA) requests and for implementation of the body worn camera program (\$150,000). - Added a Management Analyst position to serve as the FOIA Officer to manage the Freedom of Information Act (FOIA) (\$90,000). - Added funding for the County Attorney's collective bargaining outside legal services (\$50,000). - Reduced outside consultants in support of litigation and other legal matters requiring specialized expertise or knowledge of areas of law (\$100,000).	1.00 1.00

Fiscal Year	Description	FTEs
	▪ Reduced materials funding used to maintain updated legal reference materials including Virginia Code sets, legal treatises, and fees associated with County Attorney staff access to an online legal research engine (\$6,000). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$14,097) and a one-time bonus for staff of \$450 (\$7,974).</i>	
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased pay range movement to five percent. ▪ Added a County Attorney III position and a Legal Administrative Specialist position for Collective Bargaining legal services (\$300,000). ▪ Increased funding for the purchase of Freedom of Information Act (FOIA) and legal case management software licenses, maintenance, and hosting services (\$55,380). ▪ Eliminated revenue from the Northern Virginia Transportation Commission (NVTC) and Virginia Railway Express (VRE) due to the conclusion of legal representation in FY 2021 (\$105,000). ▪ Added revenue for the anticipated Freedom of Information Act (FOIA) reimbursements (\$2,900) formerly managed and reported under the CMO.	2.00

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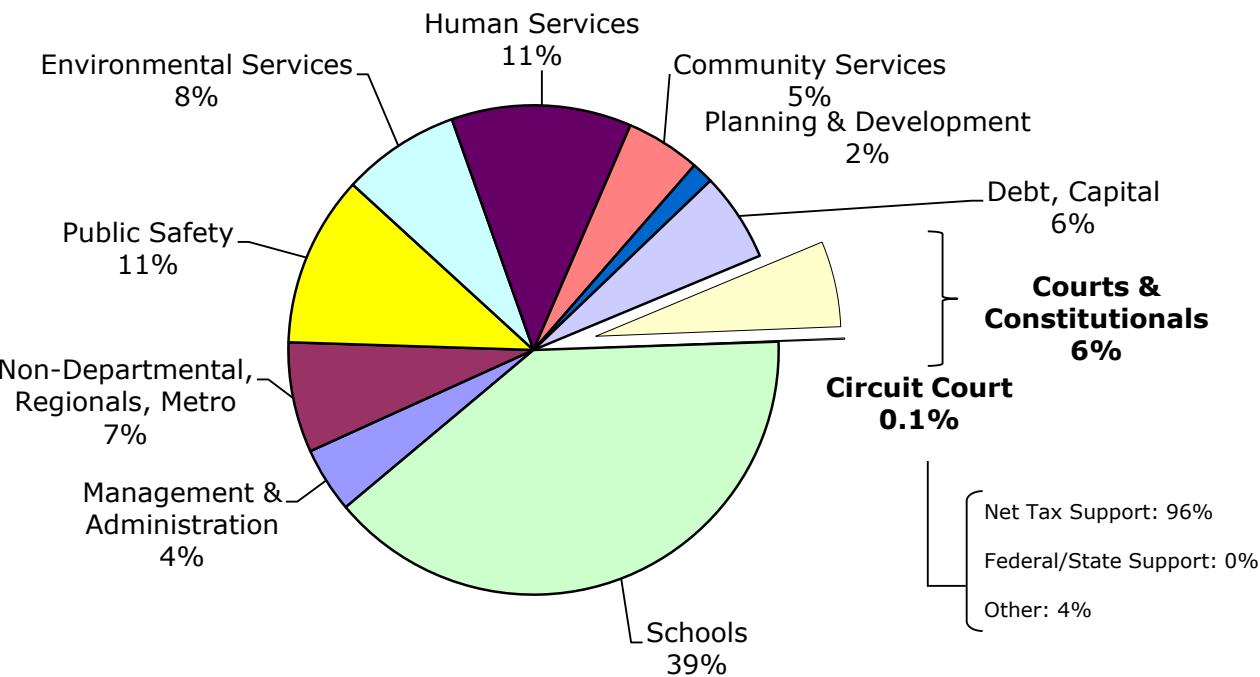
Our Mission: To provide an independent, accessible, responsive forum for just resolution of disputes in order to preserve the rule of law and to protect all rights and liberties guaranteed by the United States and Virginia Constitutions.

The 17th Judicial Circuit is comprised of four judges with jurisdiction over Arlington County and the City of the Falls Church. The Circuit Court is a trial court of general jurisdiction and the highest court in the County for both civil and criminal cases. The Circuit Court has jurisdiction concerning civil claims exceeding \$4,500, with exclusive original jurisdiction for claims exceeding \$50,000. The Circuit Court also has jurisdiction over all equity related matters, which include, but are not limited to, divorce, child custody, child and spousal support and maintenance, guardianship, conservatorship, and disputes concerning wills and estates. Additionally, the court has jurisdiction over all civil cases appealed from the General District Court. The appellate jurisdiction is *de novo* which means that, notwithstanding a final civil judgment in the General District Court, once the case is appealed to the Circuit Court, there is a new or *de novo* trial in the Circuit Court, as if the trial below never occurred.

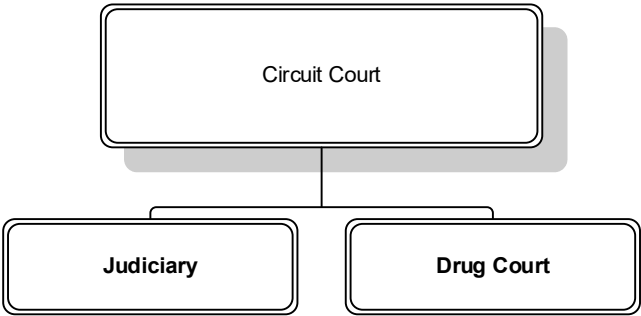
For criminal cases, the Circuit Court has original jurisdiction over all felonies and misdemeanors originally charged in Circuit Court, plus all misdemeanor cases, criminal bond motions, and traffic cases previously adjudicated by the General District Court but appealed to the Circuit Court. Additionally, the Circuit Court has jurisdiction over juveniles aged 15 years and older who are charged with felonies and whose cases have been certified by a Judge of the Juvenile and Domestic Relations District Court for trial in Circuit Court and all properly appealed cases previously adjudicated by the Juvenile and Domestic Relations District Court.

The Circuit Court operates an Adult Drug Treatment Court (Drug Court) for probation violators. The Drug Court is an intensive, community-based treatment, rehabilitation, and supervision program for felony drug defendants. The mission of the drug treatment court is to enhance public safety by providing a cost-effective, integrated system of treatment and judicial supervision in order to reduce recidivism.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Circuit Court is \$1,304,000, a three percent decrease from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↓ Personnel decreases mainly due to filling three vacant positions at lower salary than what was adopted in FY 2023; primarily offset by employee salary increases, an increase in the County’s

cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, adjustments to salaries resulting from administrative and judicial job family studies (\$8,911), and one-time \$2,000 (gross) employee bonuses (\$27,366).

- ↑ Non-personnel increases due to one-time funding added for the purchase of electric vehicles (\$37,227) and adjustments to the annual expense for maintenance and replacement of County vehicles (\$1,955), offset by the removal of one-time training funds added in FY 2023 adopted budget (\$30,700).

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$1,263,354	\$1,236,003	\$1,181,814	-4%
Non-Personnel	59,593	113,704	122,186	7%
Total Expenditures	1,322,947	1,349,707	1,304,000	-3%
Fees	45,654	53,166	51,704	-3%
Grants	18,861	-	-	-
Total Revenues	64,515	53,166	51,704	-3%
Net Tax Support	\$1,258,432	\$1,296,541	\$1,252,296	-3%
Permanent FTEs	10.00	10.00	10.00	
Temporary FTEs	0.30	0.30	0.30	
Total Authorized FTEs	10.30	10.30	10.30	

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Judiciary	\$912,358	\$932,179	\$866,664	-7%	\$49,204	\$817,460
Drug Court	410,589	417,528	437,336	5%	2,500	434,836
Total	\$1,322,947	\$1,349,707	\$1,304,000	-3%	\$51,704	\$1,252,296

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Judiciary	8.30	8.00	0.30	8.30
Drug Court	2.00	2.00	-	2.00
Total	10.30	10.00	0.30	10.30

PROGRAM MISSION

To provide an independent, accessible, responsive forum for just resolution of disputes in order to preserve the rule of law and to protect all rights and liberties guaranteed by the United States and Virginia Constitutions.

- The Circuit Court is the trial court of general jurisdiction and the highest court in Arlington County for both civil and criminal cases.
- The Circuit Court has appellate jurisdiction over all cases from the General District Court and the Juvenile and Domestic Relations Court. Cases on appeal are heard *de novo*, which necessitates setting trials for these matters.
- The Court's four judges preside over criminal and civil matters, including motions, evidentiary hearings, non-jury trials, jury trials, criminal dispositions, and sentencing.
- Court personnel are responsible for reviewing and approving court orders, maintaining daily court dockets, conducting legal research, preparing legal memoranda as required by the judges, reviewing and managing statistical information, and administering court programs.
- Court personnel also interact and collaborate with the Clerk of the Circuit Court, Sheriff's Office, attorneys, and parties daily in order to confirm the docketed cases, address pending motions, and to ensure the smooth operations of the Court.

PERFORMANCE MEASURES

Judiciary

Critical Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Estimate
Misdemeanor cases concluded within 180 days (percent)	64%	56%	57%	65%	60%
Felony cases concluded within 365 days (percent)	81%	73%	63%	75%	70%
Domestic relations/divorce cases concluded within 365 days (percent)	N/A	90%	89%	90%	95%
Civil equity and other domestic relations cases concluded within 365 days (percent)	N/A	94%	100%	100%	100%
Civil law cases concluded within 365 days (percent)	N/A	74%	77%	80%	80%

- Performance measures for the Circuit Court are reported per calendar year based on caseload statistical reporting guidelines set forth by the Commonwealth of Virginia. CY 2022 actuals are based on data through November 30.
- The decreases in misdemeanor and felony case closures in CY 2021 were primarily due to the impact of the COVID-19 pandemic on the court system.
- The increase in misdemeanor and felony cases in CY 2022 were primary due to the Court's return to normal docketing after the COVID-19 pandemic.
- In CY 2020, Circuit Court Chambers began using new critical measures. Prior year totals for new measures are not available.
- Measures for general litigation (civil and domestic relations) and criminal (felony and misdemeanor) cases show parameters established by the Commonwealth of Virginia for how

quickly these cases should be concluded, whether by settlement or by trial. Various factors go into the resolution of a case and everyone in Chambers – law clerks, administrative staff, and judges – is critical to achieving these benchmarks.

- Success in achieving these benchmarks has been a longstanding goal of the Circuit Court and past budgets have reflected improvements to properly staff Chambers to meet these goals. Investment in these positions has achieved desired results: the Court is able to conclude civil and criminal matters within the timeframes determined to be necessary for high functioning courts and has resulted in the Court achieving the distinction of a top court in Virginia.

Drug Court

- **Retention** - it is necessary to keep drug court participants in treatment long enough to realize an effect. Research indicates that three months of drug treatment may be the minimal amount of time to see a clinical impact, and twelve months is the threshold for seeing meaningful, long-term clinical impact.
- **Sobriety** is the main goal of the drug treatment court because it promotes offender rehabilitation, public safety, and offender accountability. Sobriety is measured both during participation in the court and after by assessing the average length of continuous sobriety and the average number of failed drug tests.
- **In-Program Recidivism** - Producing low rates of in-program recidivism is critical to drug treatment courts. This measure sets drug courts aside from traditional case processing. Recidivism is defined by the rate at which drug court participants are rearrested during the course of participation. Given the short period of time the Drug Court has been held, there is not enough data to estimate what in-program and post-exit recidivism will be in future years of operation.
- **Units of Service** - Reducing time from referral to entering treatment decreases chances of relapse and increases efficiency for the court. Treatment and ancillary services must be delivered in adequate doses in order to have an impact on participants without overtreatment. All participants have weekly treatment, probation and/or court obligations. Additionally, all participants are provided a case manager, who provides referrals to ancillary services for housing, employment, mental health, and other healthcare services. A continuum of care is necessary to optimize likelihood of ongoing sobriety and resistance to recidivism.

Critical Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Estimate
Retention rate	89%	96%	100%	90%	100%
In-Program recidivism rate	0%	0%	0%	4%	2%
Sobriety - Percent positive drug tests	4%	5%	0%	4%	2%
Post-exit recidivism rate	10%	0%	0%	0%	0%
Average length of time in program for graduates (months)	31	29	21	36	20
Average length of time in program for terminated participants (months)	20	18	N/A	24	12

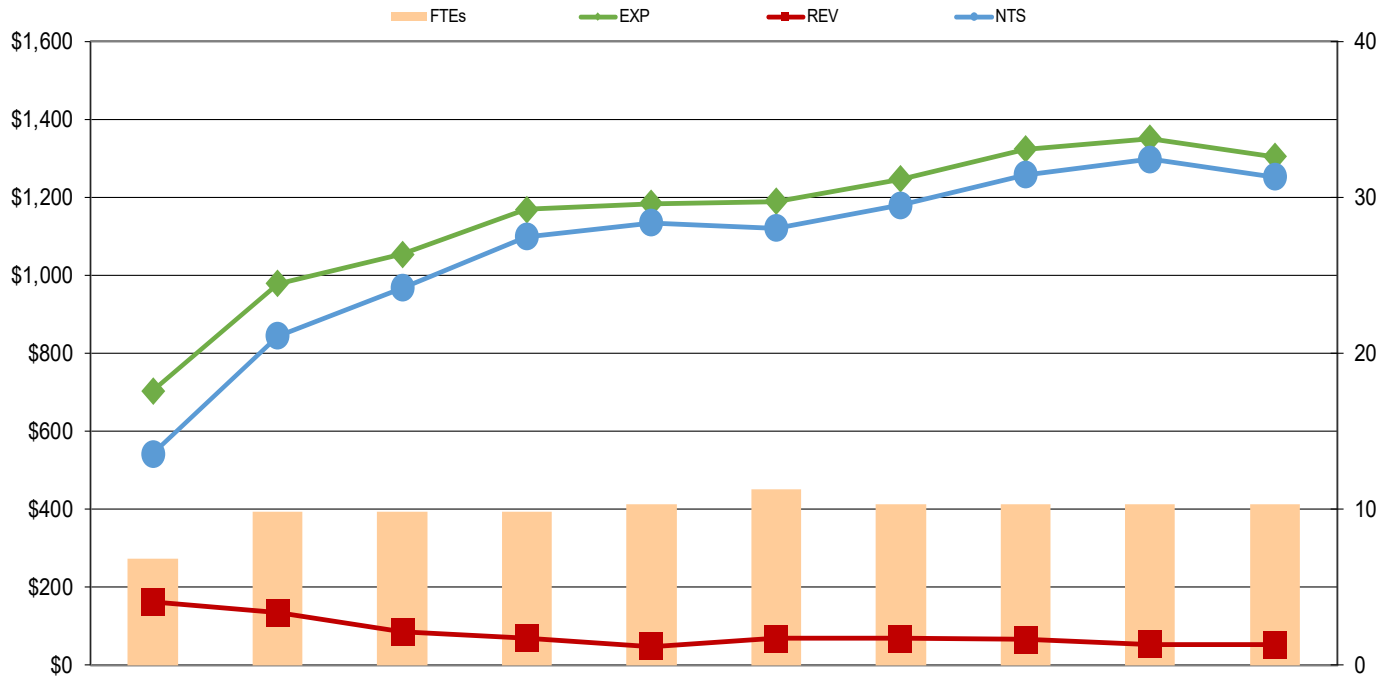
- In CY 2022, two participants were terminated from the program. One participant was terminated as related to a new arrest and dishonesty and the other participant was terminated due to a constant pattern of non-compliance with program rules.

- The sobriety rate for positive screens is consistent which can be attributed to a continued use of the random testing procedure through Redwood Toxicology. This procedure represents best practice and supports participants in their sobriety by holding them accountable.
- Average length of time in the program for graduates increased in CY 2022 as there were two graduates that were in the program with an atypical length of time due to the nuances in their recovery journeys.

Supporting Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Estimate
Community service hours performed	3,489	1,182	889	800	700
Fees and fines collected	\$2,155	\$2,750	\$1,469	\$6,293	\$6,500
Participants employed while participating in program (percent)	87%	77%	73%	95%	98%
Days between arrest and/or probation violation and admission	20	22	21	34	14
Days between admission and treatment entry	5	5	5	5	1
Number of jail days used as sanctions	84	38	60	62	40

- Decrease in average number of community service hours used in CY 2022 relates to an increase in participant's obtaining gainful employment.
- In CY 2022 there was an increase in fine and fees collected as related to an increased focus on budgeting and money management needs of the participants, converting court costs to community service hours when appropriate, and advocacy with charitable organizations to assist with payment of these fines/costs.
- In CY 2022 the county attempted to utilize alternative sanctions rather than jail days, such as homework, community service, attending sentencing dockets, etc. The CY 2023 estimate for number of jail days used as sanction decreases as the county will continue utilizing these alternative sanctions.

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



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$703	\$978	\$1,053	\$1,168	\$1,183	\$1,189	\$1,247	\$1,323	\$1,350	\$1,304
REV	\$161	\$134	\$85	\$69	\$48	\$68	\$68	\$65	\$53	\$52
NTS	\$542	\$844	\$968	\$1,099	\$1,135	\$1,121	\$1,179	\$1,258	\$1,297	\$1,252
FTEs	6.80	9.80	9.80	9.80	10.30	11.30	10.30	10.30	10.30	10.30

Fiscal Year	Description	FTEs
FY 2015	▪ The County Board added funding for a part-time Administrative Assistant (\$21,752).	0.50
	▪ The County Board added one-time funding for travel and training supplies (\$17,500).	
	▪ Added a limited term grant funded Drug Court Coordinator (\$89,495) funded by a Bureau of Justice Assistance Grant.	1.00
	▪ Added funding (\$22,907) for operating supplies and miscellaneous costs funded by the Bureau of Justice Assistance grant.	
	▪ Fall Church revenue increased (\$1,626).	
	▪ Grant revenue increased due to a Bureau of Justice Assistance grant (\$112,402).	
FY 2016	▪ The County Board added funding for 1.5 FTEs to support the Circuit Court's high performing court initiative (\$100,000).	1.50
	▪ The County Board added one-time funding to continue to grow the Arlington County Drug Court Program (\$250,000). In addition to the 1.5 FTEs, the \$250,000 one-time funding added by the County Board also funds a Deputy Sheriff added in the Sheriff's Office to support the expansion of the Drug Court Program. The salary for this position will be fully charged to the Circuit Court.	1.50
	▪ Eliminated one-time funding for travel and training and office supplies (\$17,500).	
	▪ Increased funding to miscellaneous costs (\$2,250) due to the Bureau of Justice Assistance grant for Arlington County Drug Court.	
	▪ Fee revenue increased for Falls Church reimbursements (\$7,935).	
	▪ Grant revenue increased due to the Bureau of Justice Assistance grant for Arlington County Drug Court (\$3,722).	
FY 2017	▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2016 budget and reconciliation of prior year payments with actual expenditures (\$7,247).	
	▪ Grant revenue decreased due to the September 2016 expiration of the Bureau of Justice Assistance grant for the Arlington County Drug Court (\$89,394).	
FY 2018	▪ The County Board added \$15,000 for office supplies, travel, and training.	
	▪ Converted an Administrative Assistant from part-time to full-time and reclassified that position to a Drug Court Probation Officer (\$55,482). Prior to 2016, this service was provided in-kind by the state.	0.50

Fiscal Year	Description	FTEs
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. ▪ The County Board added additional one-time funds for training (\$15,000). ▪ Added one-time training funds for the Drug Court Program (\$15,700). ▪ Fee revenue increased due to higher projections in Falls Church reimbursements based on the FY 2023 budget and reconciliation of prior year payments with actual expenditures (\$8,458).	

Our Mission: To ensure that Circuit Court records are easily accessible and maintained in an orderly and secure fashion; that the public is fully and fairly served; and that justice is administered promptly and without favor to any party.

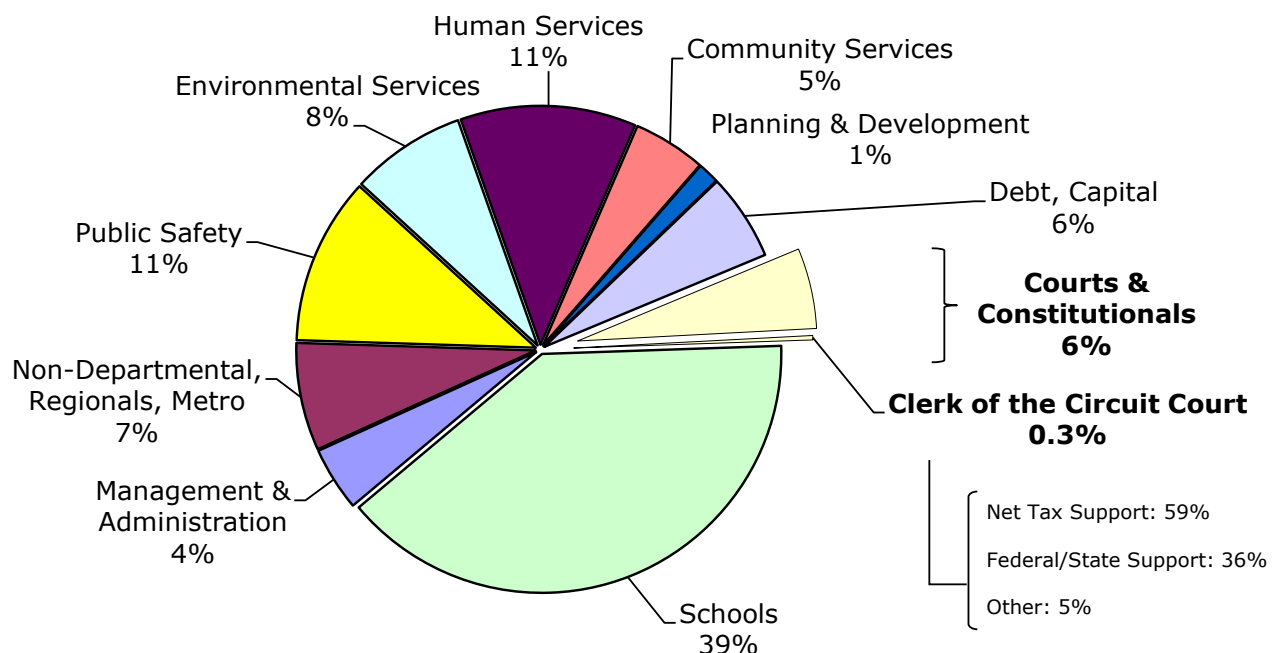
The Clerk of the Circuit Court (the Clerk) is an elected constitutional office in each county and large city in Virginia. The Clerk of Court handles a variety of functions necessary for the efficient administration of justice in the Circuit Court for Arlington County and the City of Falls Church.

The Clerk is the official recorder of Circuit Court civil and criminal court proceedings. The Clerk issues marriage licenses, notary certifications, concealed handgun permits, and similar documents and admits wills and other testamentary documents to probate. The Clerk creates and maintains all civil, criminal, and probate court files and records of proceedings; issues summons and court process; prepares court orders; and summons petit and grand jurors for jury service. The Clerk collects and disseminates criminal fines, costs, and restitution.

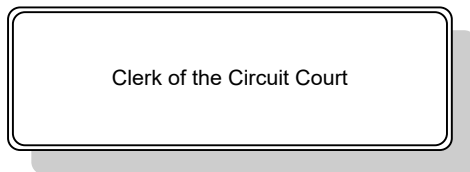
The Land Records Division of the Clerk's Office is responsible for recording and maintaining deeds, judgments, and other documents affecting title to real property located in Arlington County and the City of Falls Church. In addition, the Land Records Division assesses and collects required recordation taxes and fees and is responsible for filing and maintaining records of judgments and Uniform Commercial Code Financing Statements.

The Clerk's Office utilizes an electronic records management system for both its court and land records systems which provide users with the ability to e-file case documents and pleadings and e-record land records documents.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Circuit Court Clerk's Office

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Clerk of the Circuit Court is \$4,564,539, a six percent increase from the FY 2023 adopted budget. The proposed budget reflects:

- ↑ Personnel increases primarily due to employee salary increases, an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, one-time \$2,000 (gross) employee bonuses (\$85,830), and adjustments to salaries resulting from Accounting and Judicial job family studies (\$12,623).
- ↑ Non-personnel increases due to contractual increases (\$4,339).
- ↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the FY 2024 budget and reconciliation of prior year payments with actual expenditures (\$33,367), partially offset by a decrease in interest earned on criminal fees (\$6,500).
- ↓ Grant revenues decrease to align the County's share of court fines budget with recent actuals (\$351,908).

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$3,503,098	\$3,470,192	\$3,715,175	7%
Non-Personnel	640,787	845,025	849,364	1%
Total Expenditures	4,143,885	4,315,217	4,564,539	6%
Fees	206,242	211,427	238,294	13%
Grants	2,076,402	2,006,508	1,654,600	-18%
Total Revenues	2,282,644	2,217,935	1,892,894	-15%
Net Tax Support	\$1,861,241	\$2,097,282	\$2,671,645	27%
Permanent FTEs	33.50	34.50	34.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	33.50	34.50	34.50	

PROGRAM MISSION

To ensure that Circuit Court records are accessible and maintained in an orderly and secure fashion; that the public is fully and fairly served; and that justice is administered promptly and without favor to any party or litigant.

- Process civil and criminal filings properly before the Court.
- Collect and disburse statutory fees, fines, penalties, and restitution payments.
- Summon jurors for civil and criminal trials and grand juries.
- Process marriage license applications, name change applications, business trade names, concealed handgun permits, and other matters specified in the Code of Virginia.
- Handle probate and related matters.
- Maintain records of court proceedings, land transactions, judgments, and all other matters for which public records must be retained by the Clerk of the Circuit Court.

PERFORMANCE MEASURES

Critical Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Estimate
Land records documents recorded	22,649	46,662	53,084	21,254	25,000
Land records documents recorded electronically	13,863	18,402	47,144	18,520	21,600
Jurors (petit, special, and grand) summoned	16,681	10,489	18,810	17,090	18,000
Civil cases filed	4,204	3,820	5,073	4,485	4,800
Criminal cases filed	4,760	4,050	3,359	3,702	3,600
Court documents scanned	87,976	74,222	65,731	69,727	72,000
Court documents filed electronically	13,863	16,042	32,190	25,213	27,500
Court orders generated electronically	5,055	4,588	3,058	3,884	4,000

- Land transactions in Arlington County dropped significantly in CY 2022. This drop is likely due to increasing interest rates which decreased property sales and refinancing. The percentage of land records documents that were recorded electronically remained steady at close to 85%.
- Civil cases filed in CY 2022 remains close to the historical high that was reached after successive years of civil filing increases (CY 2020 numbers appear low because that was the first year that Concealed Handgun Permit (CHP) cases were removed from the overall civil case count to be consistent with state reporting guidelines). Despite the decline, the volume of phone calls and in-person visits remain high as the clerks meet statutory deadlines and customer needs.
- The number of criminal cases increased in CY 2022. *Note: The CY 2021 criminal cases filed was reported incorrectly last year as 2,923. The actual number of criminal cases for CY 2021 was 3,359.*

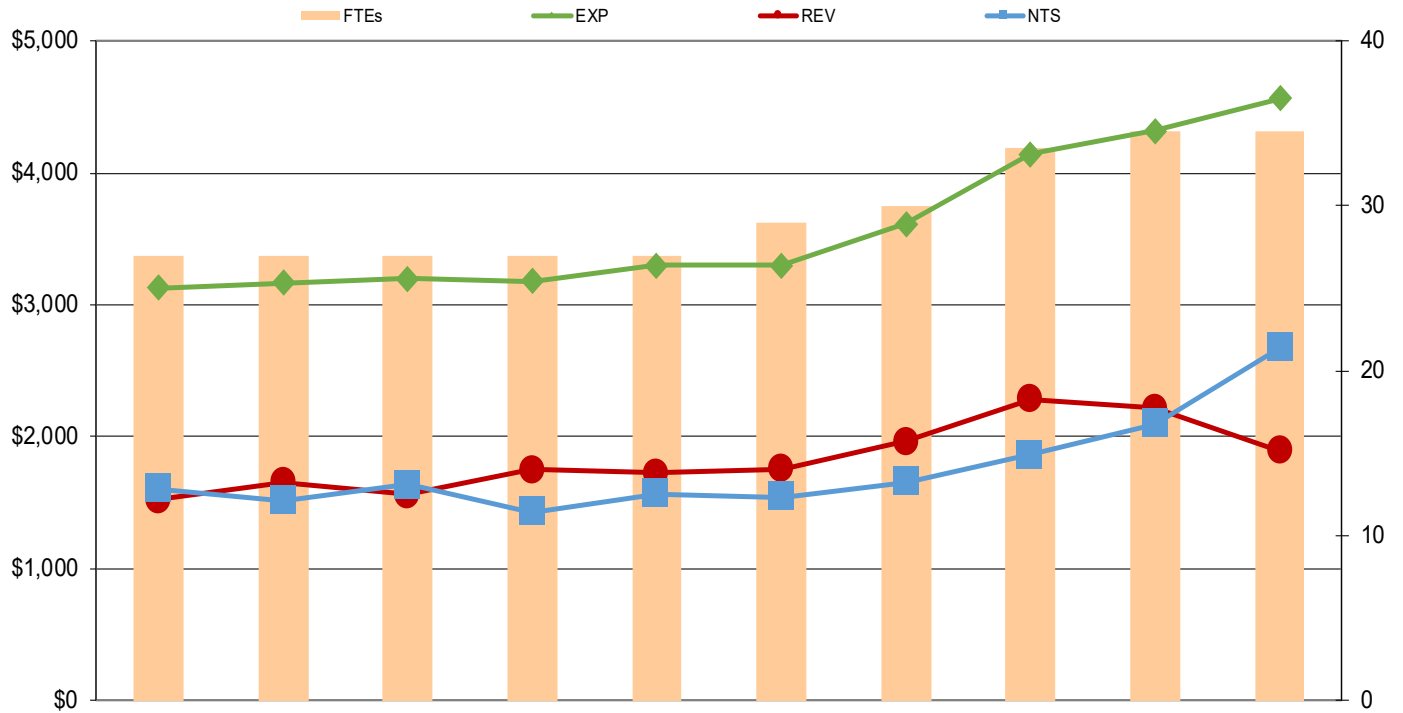
CIRCUIT COURT CLERK'S OFFICE

Supporting Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Estimate
Concealed handgun permits issued	1,052	1,966	1,209	1,255	1,200
Judgments docketed	4,668	3,864	4,800	4,926	4,800
Financing statements filed	340	360	484	394	400
Financing statements filed electronically	68	196	284	204	200
Marriage licenses issued	3,263	1,358	1,516	1,243	1,250
Notaries sworn	916	822	1,014	962	900
Wills probated	684	702	736	704	700

- Overall, the supporting measures remained steady in CY 2022. This trend is expected to continue as there are no current or pending legislative changes to impact filings.

CLERK OF THE CIRCUIT COURT
TEN-YEAR HISTORY

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



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Proposed Budget
EXP	\$3,129	\$3,167	\$3,195	\$3,177	\$3,296	\$3,301	\$3,616	\$4,144	\$4,315	\$4,565
REV	\$1,524	\$1,653	\$1,560	\$1,749	\$1,727	\$1,757	\$1,963	\$2,283	\$2,218	\$1,893
NTS	\$1,605	\$1,514	\$1,635	\$1,427	\$1,569	\$1,544	\$1,653	\$1,861	\$2,097	\$2,672
FTEs	27.00	27.00	27.00	27.00	27.00	29.00	30.00	33.50	34.50	34.50

Fiscal Year	Description	FTEs
FY 2015	▪ Fee revenues increased for Falls Church reimbursements (\$32,443). ▪ Grant revenues increased for State Compensation Board reimbursements (\$9,008). ▪ Non-personnel increased due to operating system upgrades related to the jury management system (\$12,000). ▪ Fee revenue decreased in the land records due to reduced activity in re-financings; partially offset by excess copy fees and local fines and interest (\$189,500). ▪ Grant revenue decreased due to lower projections in State Compensation Board reimbursements (\$21,235) and technology reimbursements based on state formula (\$26,306).	
FY 2016	▪ Fee revenue decreased due to decline in number of land records documents recorded related to the leveling of mortgage refinancing (\$200,000), offset by increased fines (\$10,500) and increased Falls Church reimbursements (\$1,546).	
FY 2017	▪ The County Board added one-time funding to upgrade jury phone and questionnaire scanning systems (\$55,000). ▪ Decreased fee revenue due to a reduction in miscellaneous fees (\$40,000). ▪ Increased fee revenue due to higher projections in excess copy fees (\$10,000). ▪ Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures (\$6,170). ▪ Increased revenue due to higher projections in e-ticket fees (\$2,200). ▪ Increased grant revenue due to an expected increase in Compensation Board reimbursements (\$18,406), offset by a decrease in state technology reimbursements (\$4,000).	
FY 2018	▪ The County Board added funding for postage and printing expenses associated with the one-day, one-trial jury program that began in January 2017 (\$45,000). ▪ Removed the one-time funding for the upgrade jury phone and application scanning systems (\$55,000). ▪ Increased fee revenue due to expected state excess fees reimbursement (\$50,000), e-ticket fees (\$1,800), and copy fees (\$15,000). ▪ Decreased fee revenue due to lower projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenses (\$14,864).	

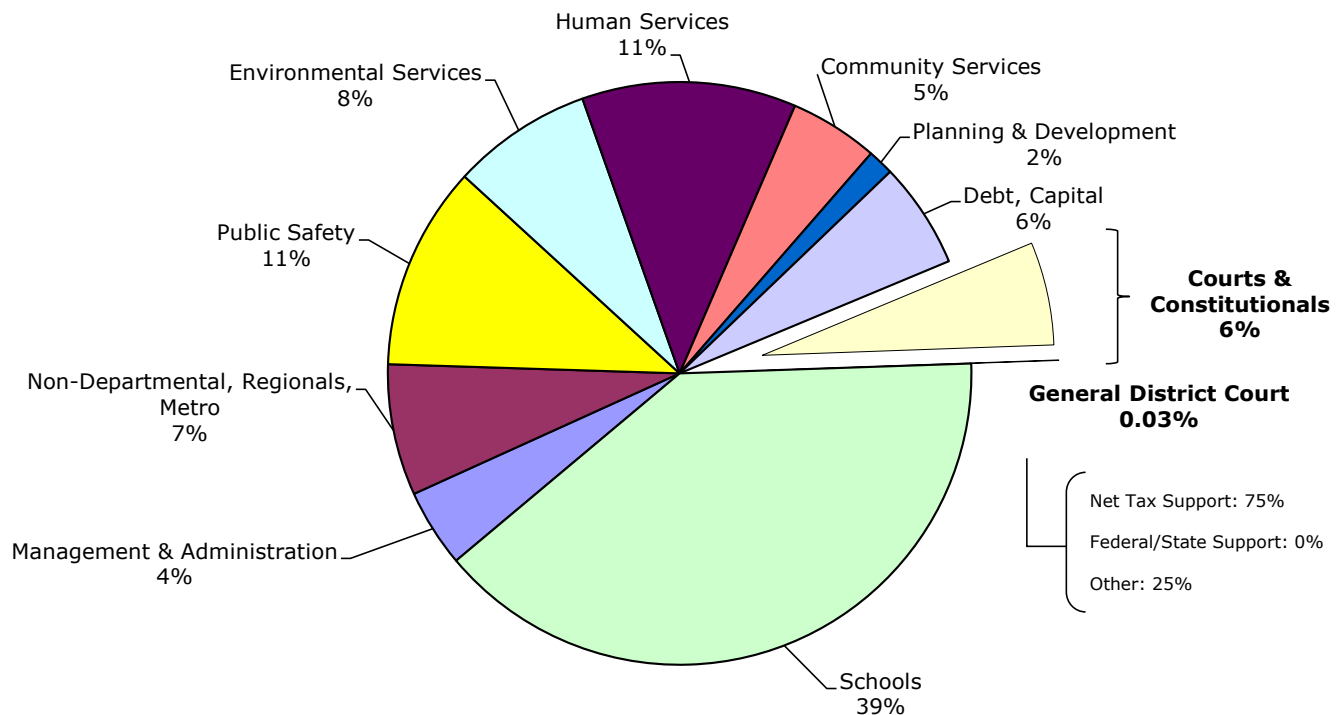
Fiscal Year	Description	FTEs
	Increased grant revenue due to adjustments in State Compensation Board reimbursements (\$10,650).	
FY 2019	No significant changes.	
FY 2020	Eliminated a Business Systems Analyst I position (\$129,341). A portion of these savings were apportioned to temporary staffing (\$69,340).	(1.00)
	Added a Courtroom Clerk to support the fourth judge which was added by the Commonwealth of Virginia due to the caseload of the Circuit Court (\$88,546).	1.00
	Added funding for one-time operating equipment (\$8,000) and on-going training and operating expenses (\$17,000) for the addition of the fourth judge.	
	Increased fee revenue due to expected interest income on criminal fees (\$15,500), e-ticket fines (\$200), and court costs (\$3,535), offset by fee revenue decreases due to decreased projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenses (\$7,820).	
	Increased grant revenue due to an increase in State Compensation Board reimbursements as a result of the State's two percent increase for state employees (\$32,216) and miscellaneous state grants (\$14,049).	
	<i>In FY 2019 Closeout, the County Board reallocated temporary personnel funds for the creation of two permanent Court Assistant positions.</i>	2.00
FY 2021	Non-personnel decreased due to the removal of one-time funding for operating equipment for the addition of a fourth judge in FY 2020 (\$8,000), partially offset by contractual increases (\$1,602).	
	Fee revenues increased primarily due to higher projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures (\$8,036).	
	Grant revenues decreased due to a decrease in miscellaneous State grants (\$56,838) to align budget with prior year actuals, partially offset by an expected increase in State Compensation Board reimbursements (\$14,211).	
	<i>In July 2020, the County Board took action to add a Technical Support Specialist to assist with the Body Worn Camera program (\$113,000).</i>	1.00
FY 2022	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.	

Fiscal Year	Description	FTEs
	▪ The County Board also added ongoing funding for the addition of a fifth Courtroom Clerk (\$87,146) and converted a temporary, unfunded Court Assistant position in Land Records to permanent.	2.00
	▪ Added a Technical Support Specialist to assist with the Body Worn Camera program in the Police Department (\$56,500).	0.50
	▪ Added an IT Support Specialist to support the expanding technology needs in the Circuit Court, Juvenile and Domestic Relations Court, and General District Court (\$120,876).	1.00
	▪ Fee revenues decreased due to lower projections in Falls Church reimbursements based on the FY 2022 budget and reconciliation of prior year payments with actual expenditures (\$6,288).	
	▪ Grant revenues increased due to an expected increase in State Compensation Board reimbursements (\$83,199).	
	▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$13,056) and a one-time bonus for staff of \$450 (\$19,936).</i>	
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$1,601), and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$2,254).	
	▪ The County Board added one-time funding for a Court Assistant position in the Civil Division (\$75,000).	1.00
	▪ Non-personnel expenses increased due to contractual increases (\$7,843).	
	▪ Non-personnel expenses and grant revenues increased due to funding added for juror expenses that are reimbursed by the State (\$125,000).	
	▪ Fee revenues decreased due to the transfer out of revenue budget to the grant revenue line (\$408,535), partially offset by higher projections in Falls Church reimbursements based on the FY 2023 budget and reconciliation of prior year payments with actual expenditures (\$7,965).	
	▪ Grant revenues increased due to the transfer in of revenue budget from the fee revenue line (\$408,535) and an increase in State Compensation Board reimbursements primarily due to the State's five percent increase for state employees (\$408,306).	

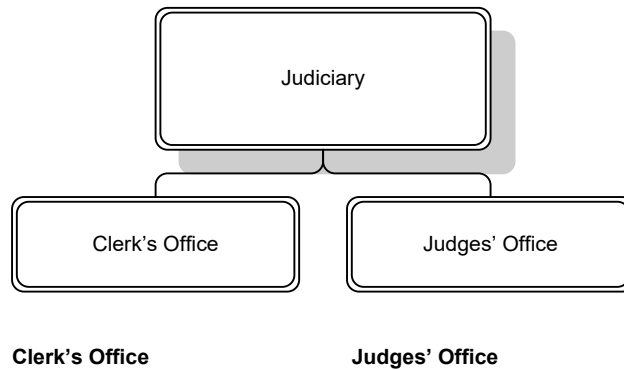
Our Mission: To assist in the administration of justice in a fair, timely and efficient manner in all areas of criminal, traffic, civil, small claims and involuntary commitments, while striving for one-hundred percent excellence in customer service to all persons."

The General District Court is the court with the greatest public contact. It has the largest and most varied caseload of the three courts in Arlington County. The General District Court has five divisions: criminal, traffic, civil, small claims, and involuntary civil commitment.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the General District Court is \$444,273, a five percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, adjustments to salaries resulting from a Judicial Services job family study (\$462), slightly higher retirement contributions based on current actuarial projections, one-time \$2,000 (gross) employee bonuses, and adjustments to the budget for the County's salary supplement for eligible state employees.
- ↓ Fee revenues decrease due to lower projections in e-ticket fines based on recent actuals (\$45,000), partially offset higher projections in Falls Church reimbursements based on the FY 2024 budget and reconciliation of prior year payments with actual (\$731).

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$270,098	\$278,388	\$299,034	7%
Non-Personnel	78,895	145,239	145,239	-
Total Expenditures	348,993	423,627	444,273	5%
Fees	81,546	155,784	111,515	-28%
Total Revenues	81,546	155,784	111,515	-28%
Net Tax Support	\$267,447	\$267,843	\$332,758	24%
Permanent FTEs	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	1.00	1.00	1.00	

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Judiciary	\$143,621	\$207,001	\$215,389	4%	\$22,015	\$193,374
Clerk's Office	205,372	216,626	228,884	6%	89,500	139,384
Total Expenditures	\$348,993	\$423,627	\$444,273	5%	\$111,515	\$332,758

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Judiciary	1.00	1.00	-	1.00
Clerk's Office	-	-	-	-
Total	1.00	1.00	-	1.00

PROGRAM MISSION

To administer justice in a fair, timely, and efficient manner in the areas of criminal, traffic, civil, small claims, and involuntary civil commitment.

- Handles the judicial duties of the Court and cases within its jurisdiction.
- Arranges for appointment of counsel for the indigent and facilitates civil involuntary mental commitment hearings in cooperation with the Sheriff's Office and the Department of Human Services (DHS).

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Civil commitments adjudicated	664	675	812	646	650	675
Civil cases adjudicated	7,579	5,870	4,666	5,259	5,700	6,200
Criminal cases adjudicated	5,516	4,835	5,511	4,952	5,200	5,700
Traffic cases adjudicated	47,452	38,986	35,955	25,747	26,500	28,000

- The General District Court has no control over the number of hearings filed, cases filed, or cases adjudicated. Therefore, all FY 2023 and FY 2024 estimates are based on the average number of hearings in previous years.
- For FY 2024, Civil Commitments Adjudicated replaced the Bond hearings finalized measure to better follow the State's annual reporting. Civil Commitments include Mental Commitments, Temporary Detention Orders, Petitions, Emergency Custody Orders, and other commitments.
- The number of hearings issued and adjudicated in each fiscal year may differ due to the number of hearings initiated by attorneys.
- The number of cases filed and adjudicated in each fiscal year may differ due to the number of tickets generated and cases initiated by the Police Department as well as court backlogs and continuances.

PROGRAM MISSION

To provide assistance to the General District Court and ensure that the administration of justice is fair, timely, and efficient.

- Processes criminal warrants, traffic summonses, and civil cases.
- Processes pre-payments of traffic fines.
- Collects fees, fines, and court costs assessed in General District Traffic and Criminal Courts.
- Provides assistance to the public.

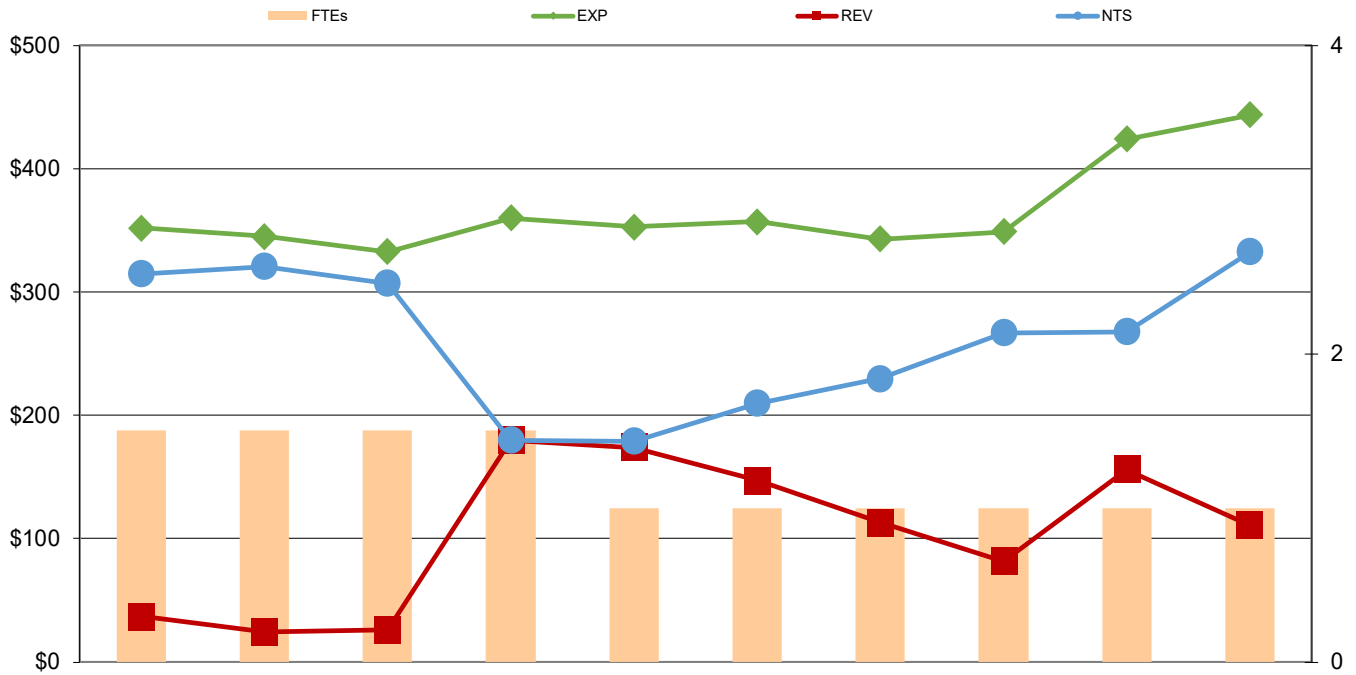
PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Civil cases filed	7,684	5,675	4,291	4,791	5,000	5,700
Criminal cases filed	5,989	5,617	4,545	5,052	5,500	6,000
Civil commitments filed	1,456	675	803	669	710	770
Percent of fines collected	92%	90%	70%	70%	70%	70%
Traffic cases filed	49,903	42,563	30,320	24,683	25,000	25,700

- The number of cases filed and adjudicated in each fiscal year may differ due to the number of summonses, warrants generated, and cases initiated by the Police Department as well as court backlogs and continuances. FY 2023 and 2024 estimates are based on historical averages.
- In FY 2021, the Percent of Fines Collected decreased due to State legislation that limited the Courts ability to enforce payment of court fines and fees by locking an individual's access to perform transactions with the Department of Motor Vehicles. This decrease in fine collections is projected to continue at this new level.

GENERAL DISTRICT COURT
TEN-YEAR HISTORY

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



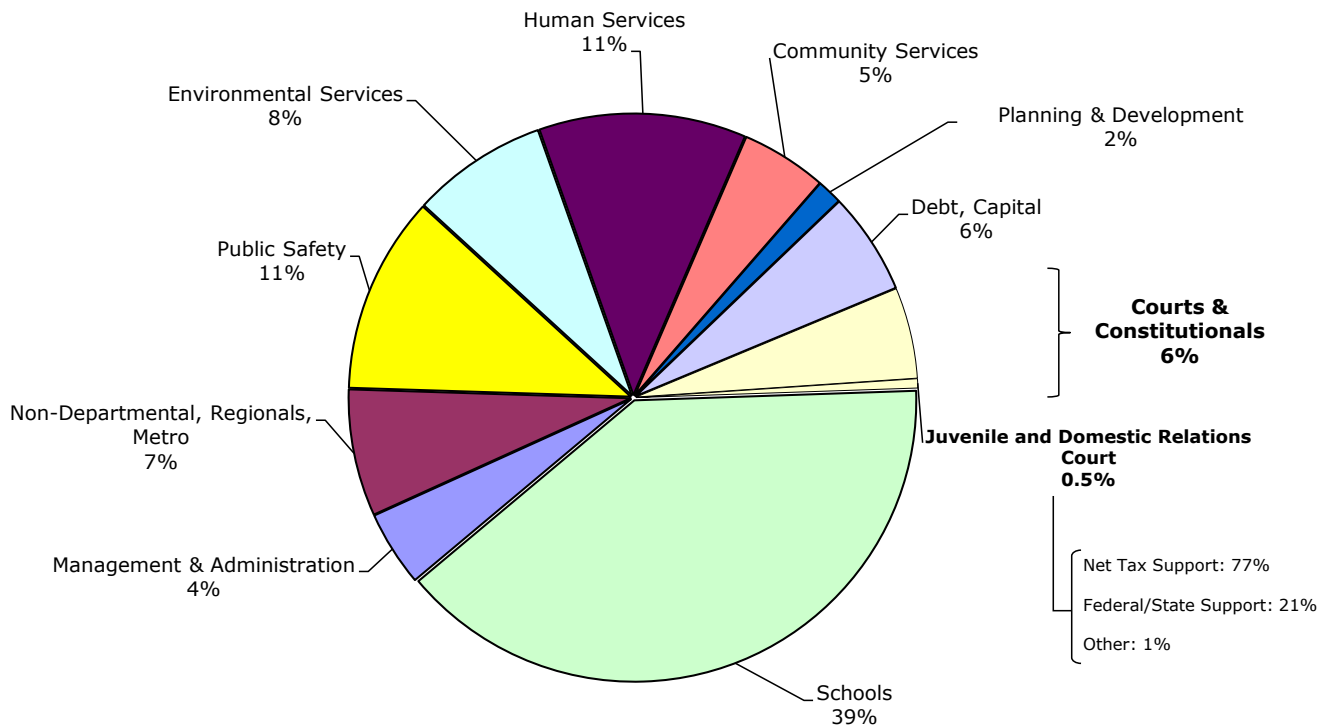
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Proposed Budget
EXP	\$352	\$345	\$333	\$360	\$353	\$357	\$343	\$349	\$424	\$444
REV	\$37	\$24	\$26	\$180	\$174	\$147	\$113	\$82	\$156	\$111
NTS	\$315	\$321	\$307	\$180	\$179	\$210	\$230	\$267	\$268	\$333
FTEs	1.50	1.50	1.50	1.50	1.00	1.00	1.00	1.00	1.00	1.00

Fiscal Year	Description	FTEs
FY 2015	▪ Decreased revenue due to lower projections in Falls Church reimbursements (\$1,063).	
FY 2016	▪ Increased revenue due to higher projections in Falls Church reimbursement (\$2,987).	
FY 2017	▪ No significant changes.	
FY 2018	▪ No significant changes.	
FY 2019	▪ Decreased fee revenue due to lower projections in Falls Church reimbursements based on the FY 2019 budget and reconciliation of prior year payments with actual expenditures (\$563). ▪ Decreased personnel due to the removal of long-term County vacancies to achieve budgetary savings in FY 2019 (\$27,970).	(0.50)
FY 2020	▪ Lower revenue projections for e-ticketing (\$32,800), offset by higher projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures (\$139).	
FY 2021	▪ Reduced fine revenue (\$14,000) and lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures (\$820).	
FY 2022	▪ 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. ▪ Increased ticket revenue based on prior year actuals (\$3,000) and recognition of trial costs (\$5,500) and Sheriff's fees (\$12,800). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$449) and a one-time bonus for staff of \$450 (\$570).</i>	
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent.	

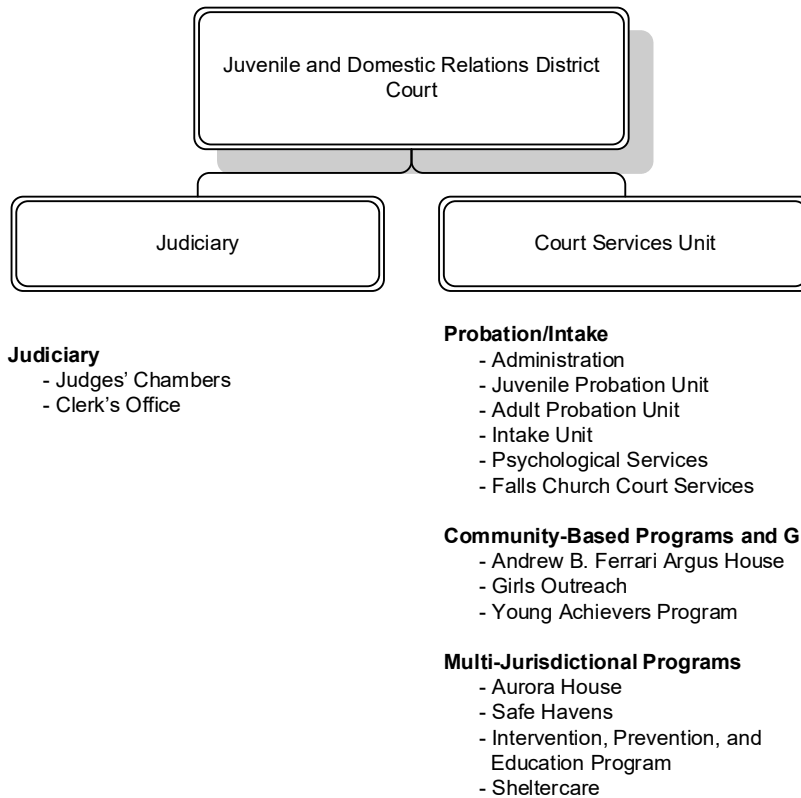
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Our Mission: To provide effective, efficient and quality services, programs, and interventions for juveniles, adults, and families while addressing public safety, victim impact, offender accountability, and competency development in conformance with court orders, provisions of the Code of Virginia, and standards set forth by the Department of Juvenile Justice.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Juvenile and Domestic Relations Court is \$8,178,616, a six percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from an Administrative and Judicial Services job family studies (\$29,174), adjustments to the budget for the County's salary supplement for eligible state employees, slightly higher retirement contributions based on actuarial projections, and one-time \$2,000 (gross) employee bonuses for non-uniform employees (\$133,098).
- ↑ Non-personnel increases due to additional funding for the Intervention, Prevention and Education (IPE) program (\$30,000) and adjustments to the annual expense for maintenance and replacement of County vehicles (\$2,431), partially offset by the removal of FY 2023 one-time funding associated with the purchase of electric vehicles (\$18,319).
- ↓ Fee revenues decrease due to lower projections in Falls Church reimbursements based on the FY 2024 budget and reconciliation of prior year payments with actual expenditures (\$162,448).
- ↑ Grant revenues increase due to projected state probation reimbursements (\$212,074) and an increase for the USDOJ's Violence Against Women Office, Safe Havens grant (\$37,434).

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
DEPARTMENT BUDGET SUMMARY

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$5,621,769	\$6,629,022	\$7,087,818	7%
Non-Personnel	864,616	1,152,453	1,166,565	1%
Subtotal	6,486,385	7,781,475	8,254,383	6%
Intra County Charges	(69,423)	(75,767)	(75,767)	-
GASB	3,555	-	-	-
Total Expenditures	6,420,517	7,705,708	8,178,616	6%
Fees	314,933	284,267	121,819	-57%
Grants	1,491,266	1,475,050	1,724,558	17%
GASB	3,555	-	-	-
Total Revenues	1,809,754	1,759,317	1,846,377	5%
Net Tax Support	\$4,610,763	\$5,946,391	\$6,332,239	6%
Permanent FTEs	52.50	53.50	53.50	
Permanent FTEs (Frozen, Unfunded)	1.00	1.00	1.00	
Temporary FTEs	5.80	5.80	5.80	
Total Authorized FTEs	59.30	60.30	60.30	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Judiciary	\$150,519	\$162,550	\$196,284	21%	\$6,638	\$189,646
Probation/Intake	3,712,204	4,416,033	4,766,056	8%	1,187,458	3,578,598
Community-Based Programs	1,806,231	2,219,542	2,238,771	1%	316,265	1,922,506
Multi-Jurisdictional Programs	751,563	907,583	977,505	8%	336,016	641,489
Total	\$6,420,517	\$7,705,708	\$8,178,616	6%	\$1,846,377	\$6,332,239

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
DEPARTMENT BUDGET SUMMARY

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Judiciary	1.00	1.00	-	1.00
Probation/Intake*	39.50	37.00	3.50	40.50
Community-Based Programs**	17.30	15.50	0.80	16.30
Multi-Jurisdictional Programs**	2.50	1.00	1.50	2.50
Total FTEs	60.30	54.50	5.80	60.30

*The FY 2023 Adopted and FY 2024 Proposed FTE counts include an unfunded Juvenile Probation Counselor II position (1.0 FTE) that is frozen in the Probation/Intake line of business.

**The FY 2023 Adopted & FY 2024 Proposed FTE count includes temporary FTEs: Probation/Intake (3.50 FTEs), Community-Based Programs (0.80 FTEs), and Multi-Jurisdictional Programs (1.50 FTEs).

PROGRAM MISSION

To ensure that in all proceedings before the Court, the Court consider equity, the safety of the community, the welfare of the child and family, and the protection of the victim.

Judges' Chambers

- The Juvenile and Domestic Relations District Court has jurisdiction over cases involving child abuse and neglect, criminal cases involving juveniles, child custody, visitation and support cases, spousal abuse, spousal support, orders of protection, intra-family criminal offenses, traffic infractions by juveniles, termination of parental rights cases, entrustment agreements, emancipation petitions, petitions for judicial consent for surgical procedures, civil commitment of youth for involuntary hospitalization, preliminary hearings and trials involving criminal offenses committed by adults in which the victim is a juvenile, and hearings for juveniles charged with serious and violent felonies to be tried as adults and children in need of services and/or supervision.

The Clerk's Office

- The Clerk's Office prepares and disperses judicial orders and assists with Court procedures and provides efficient services for people coming before the Court, other agencies, attorneys, and fellow employees.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New Adult and Juvenile cases	3,604	2,920	2,481	3,068	3,150	3,400

- FY 2020 through FY 2023 performance measures reflect the impact of the COVID-19 pandemic and the gradual return to a new baseline. The number of cases began to trend upward in FY 2023, and they will likely increase further in FY 2024.
- By FY 2025, the number of juvenile cases before the court are projected to stabilize as the ongoing reforms in Juvenile Justice and community-wide efforts to address the overrepresentation of Black and Hispanic youth become established. It is expected that fewer juveniles will become formally involved with the Court because they will receive increasingly more non-judicial interventions such as diversion, community-based interventions, and restorative justice programs. Future services will also include planned case management and supervision services outside the traditional system.
- The number of adult cases is projected to increase in FY 2023 and FY 2024 as the reporting and responses to domestic violence increases due to previously unreported cases now coming forward.

PROBATION/INTAKE

PROGRAM MISSION

To provide effective, efficient, and quality services, programs, and interventions for juveniles, adults, and families while addressing equity, public safety, victim impact, offender accountability, and competency development.

Administration

- Establish strategic goals, supervise and lead employees and operations, and oversee fiscal and administrative systems to fulfill the mission of the Juvenile and Domestic Relations District Court.

Juvenile Probation Unit

- Ensure compliance with court orders by providing the Court with investigation and supervision services that promote positive behavioral change, accountability, and public safety in youth and their families.

Adult Probation Unit

- Ensure compliance with court orders by providing services for adult offenders that encourage family stability and protect the community through conducting investigations, supervising defendants, and coordinating appropriate intervention services.

Intake Unit

- Receive and process civil and criminal complaints as the point of entry to the Court, serve as an information and referral source, provide initial short-term counseling, and monitor compliance of court orders on suspended imposition of sentence cases.

Psychological Services

- Provide mental health services to children, adolescents, and adults as well as consultation for probation officers and community-based staff.

Falls Church Court Services

- Provide intake, probation/parole, and other court services for the City of Falls Church.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average monthly supervision cases (adults/juveniles)	165/90	65/76	65/76	179/80	198/110	205/120
Court-ordered adult/juvenile court studies and reports	31/24	8/56	8/56	5/49	5/55	5/55

- FY 2020 through FY 2023 performance measures reflect the impact of the COVID-19 pandemic, changes in criminal justice, and the Commonwealth Attorney's efforts for reform. For these reasons, cases dropped considerably in FY 2020 and FY 2021 and have slowly increased. It is anticipated that in FY 2024 a new baseline will emerge, and case numbers will stabilize.

COMMUNITY-BASED PROGRAMS

PROGRAM MISSION

To supervise, encourage, and counsel teens and their families to develop competencies needed to function as responsible, self-confident, goal-oriented individuals, and law-abiding citizens.

Andrew B. Ferrari Argus House Boys Group Home

- Provide and manage a mid- to long-term, community-based residential program for teenage boys from three to twelve months in duration; provide a parent support group and intensive family therapy for residents, parents, and siblings; and provide residential independent living services to young adults aged 17 to 20.

Girls' Outreach Program

- Supervise and direct an after-school day treatment program for up to 10 teenage girls, most of whom are not court involved, from three to eight months in duration.

Young Achievers' Program

- Supervise and direct an after-school day treatment program for up to eight court-involved teenage boys, from six to eight months in duration.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients Served: Argus House	19	20	11	9	12	18
Clients Served: Girls' Outreach Program	22	14	21	24	25	25
Clients Served: Young Achievers	19	13	18	17	17	17

- The number of clients served by Argus House decreased to a low of nine residents in FY 2022, primarily due to the COVID-19 pandemic. In order to maintain social distancing and safety protocols, the number of allowable bed-days was reduced to half of the Argus House capacity. It is expected that the Clients Served will begin to return to normal capacity in FY 2024.
- The Girls' Outreach and Young Achievers programs experienced a drop in the number of clients in FY 2020. Both programs rebounded quickly in the following year due to the need for afterschool academic strengthening and socialization skill training for adolescent participants. Both programs are constrained by their maximum capacity so the number of "Clients Served" will likely remain constant in FY 2024.

MULTI-JURISDICTIONAL PROGRAMS

PROGRAM MISSION

To provide a safe environment and services for children and families at risk for Court involvement, for Children In Need of Services (CHINS) and delinquent youth referred to the Juvenile and Domestic Relations District Court.

Aurora House Girls Group Home

- To help residents participate more effectively in their families, schools, and communities by providing the structure and guidance they need to learn how to accept responsibility for themselves and their actions and to work within the context of family and community systems, which promotes significant and lasting change. Aurora House is located in and operated by the City of Falls Church and receives referrals from Arlington, Falls Church, Alexandria, and Fairfax.

Safe Havens

- To provide supervised visitation and safe custody exchanges for families who have experienced domestic violence, child sexual abuse, stalking, dating violence, and sexual assault.

Sheltercare

- To provide emergency and/or short-term residential placement to court-involved youth who are diverted from incarceration, who are unable to return home because of domestic violence or runaway history, or who need transitional housing while they undergo professional assessment.

Intervention, Prevention, and Education Program (IPE)

- Provide intensive community-based supervision and support services to at-risk and/or gang-involved youths and adults in Arlington to reduce the likelihood of entering the Juvenile Justice System.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Aurora House utilization rate (combined rate from all participating jurisdictions)	58%	32%	55%	67%	70%	70%
Safe Havens Total Visits (in person and virtual) and Exchanges	268	346	298	394	400	400
Sheltercare total bed days	39	13	34	28	130	130
IPE total clients served	21	21	22	38	38	38

- The utilization rate for Aurora House represents the ratio of total placement days used compared to the number of placement days available within a given year. The maximum allowable population between FY 2021 and FY 2023 dropped from twelve beds to six in order to maintain social distancing and safety protocols in response to the COVID-19 Pandemic. In FY 2024, the program should return to its normal capacity levels.
- Safe Havens experienced a drop in its visits and exchanges in FY 2021 due to COVID restrictions regarding how many families could participate at one time and an increased

MULTI-JURISDICTIONAL PROGRAMS

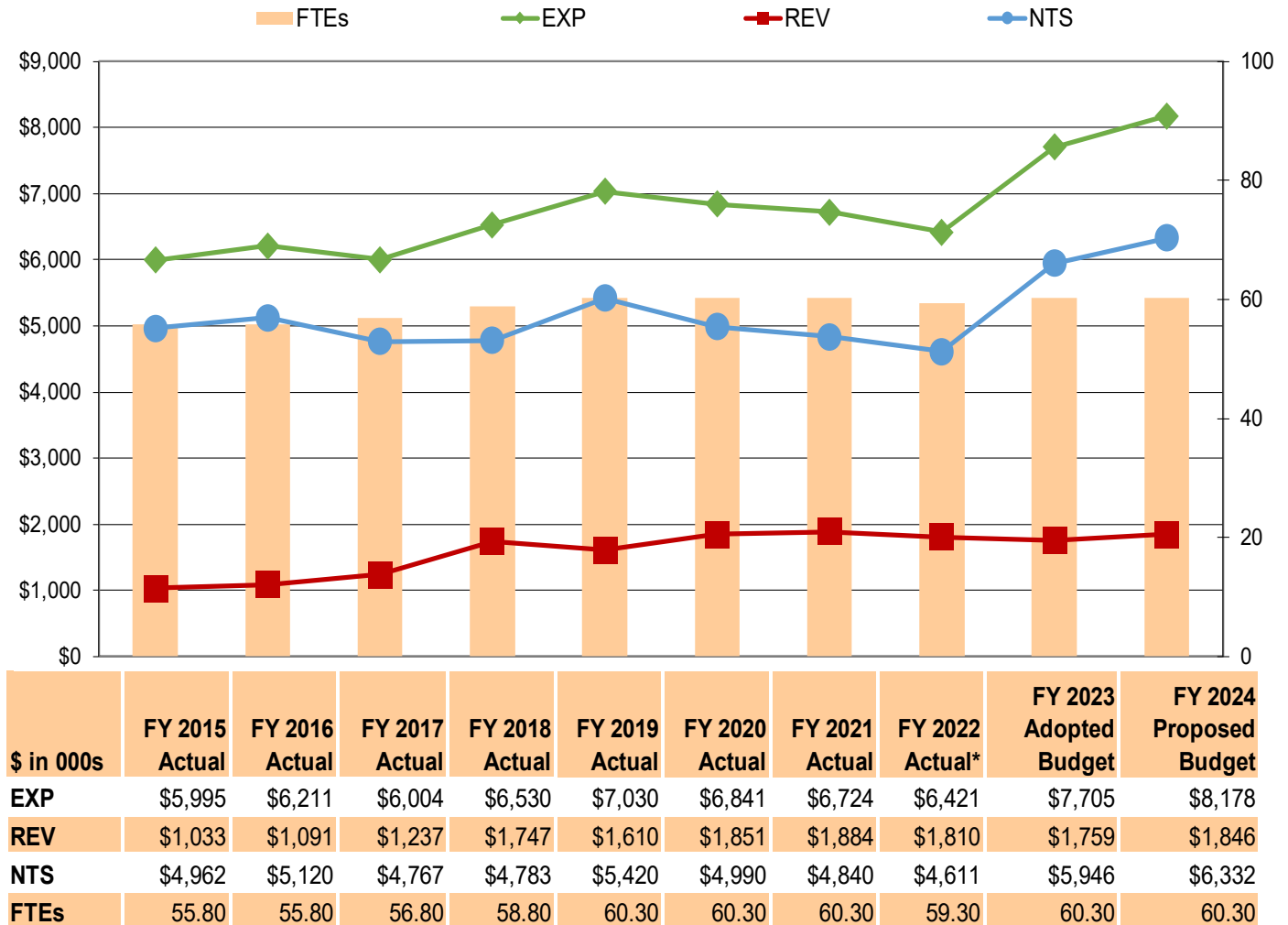
number of people reporting illness and having to cancel at the last minute. The count of total visits, exchanges, and virtual visits is projected to remain stable in FY 2023 and FY 2024.

- Arlington's increased use of Sheltercare bed days beginning in FY 2023 is the result of the greater availability of beds post-Covid as well as the Court's ongoing efforts to avoid placing youth in secure detention whenever possible.
- The IPE program will continue to be in high demand in FY 2024, although budget constraints will keep the program topped at 38 clients at proposed funding levels. The increase in demand for this non-court intervention is attributed to higher needs in the target population and a lack of services in the community to address risks for gang involvement.

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

TEN-YEAR HISTORY

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



* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	- Non-personnel increased due to an increase in funding for Aurora House Girls' Group Home (\$17,162). - Fee revenues decreased due to lower projections in Falls Church reimbursements (\$4,945).	
FY 2016	- Non-personnel increased due to an increase in funding for Aurora House Girls' Group Home (\$14,998). - Fee revenues increased due to higher projections in Falls Church reimbursements (\$15,132). - Grant revenues increased in the Commonwealth of Virginia reimbursement for court services (\$210,989).	
FY 2017	- Non-personnel decreased primarily due to a decrease in funding for Aurora House Girls' Group Home Services based on the FY 2017 budget and reconciliation of prior year payments with corresponding actual expenditures (\$58,000). - Fee revenue increased due to higher projections in Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures (\$34,735). <i>In October 2016, an FTE was added as part of an amendment to the Judicial and Public Safety Agreement with the City of Falls Church.</i>	1.00
FY 2018	- Added a Group Home Counselor II position at Argus House in order for the program to comply with staffing ratios required by the Prison Rape Elimination Act (PREA) (\$87,207). - Added funding for access to Sheltercare beds, educational services for youth placed by the Court and added funding to expand the Court Appointed Special Advocate (CASA) services (\$34,250), funded from savings generated from reducing the Crystal City TIF. - Adjusted the annual expense for maintenance and replacement of County vehicles (\$1,447). - Increased funding for Aurora House Girls' Group Home Services based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures (\$21,234). - Increased Intra-County charges due to interagency changes for services funded through the state Children's Services Act (\$7,267). - Increased fee revenue due to higher projections in Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures (\$280,604). This includes reimbursement from Falls Church to fund the new Probation Officer II position. - Increased grant revenue due to the state reimbursement for the New Probation Officer II position funded by Falls Church (\$54,099). <i>In November 2017, 1.0 FTE was added as part of the Office on Violence</i>	1.00

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
	<i>Against Women, U.S. Department of Justice grant for the Safe Havens initiative for supervised visitation and custody exchanges.</i>	
FY 2019	- Added grant funding for the Safe Havens program including two grant funded positions, one of which was authorized during FY 2018 (\$104,608 non-personnel, \$156,272 personnel, \$260,880 revenue). - Decreased fee revenue due to lower projections in Falls Church reimbursements based on the FY 2019 budget and reconciliation of prior year payments with actual expenditures (\$100,376). <i>In September 2018, non-personnel contractual funding for the Safe Havens Grant Program was transferred to temporary personnel funding to support the addition of a Supervised Visitation Monitor grant funded position (\$27,099, 0.5 temporary FTE).</i>	1.00 0.50
FY 2020	- Reduced wireless service charges as part of a County-wide review of wireless service providers (\$2,793). - Reduced payment to Falls Church for the Aurora House girls group home (\$15,000). - Fee revenue decreased due to lower projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures (\$65,913) and a projected reduction of parental fees paid to the Argus House (\$1,000), offset by an increase in Argus House revenue due to increased use of Comprehensive Services for At-Risk Youth (CSA) funding and placements of youth from the City of Alexandria (\$12,000). - Grant revenue increased due to reimbursements from the Virginia Department of Juvenile Justice for probation expenses (\$116,937), offset by a decrease in the U.S. Department of Justice's Violence Against Women Office, Safe Havens program (\$13,402).	
FY 2021	- The USDOD Violence Against Women Office's Safe Havens grant concluded its three-year term resulting in expense and revenue reductions (\$64,904 personnel; \$63,279 non-personnel; and \$143,679 in grant revenue). - Fee revenues increased due to higher projections in Falls Church reimbursements (\$90,298) and an increase in parental payment amounts at the Argus House group home (\$9,500).	
FY 2022	- 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 added 1.5 temporary positions for the Safe Havens program funded through a reallocation of existing Juvenile and Domestic Relations Court funds. - Froze a vacant Juvenile Probation Counselor II position (\$108,401, 1.0 FTE freeze). - Personnel expenses increased for a planned job family study (\$96,937).	1.50 (1.00)

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

TEN-YEAR HISTORY

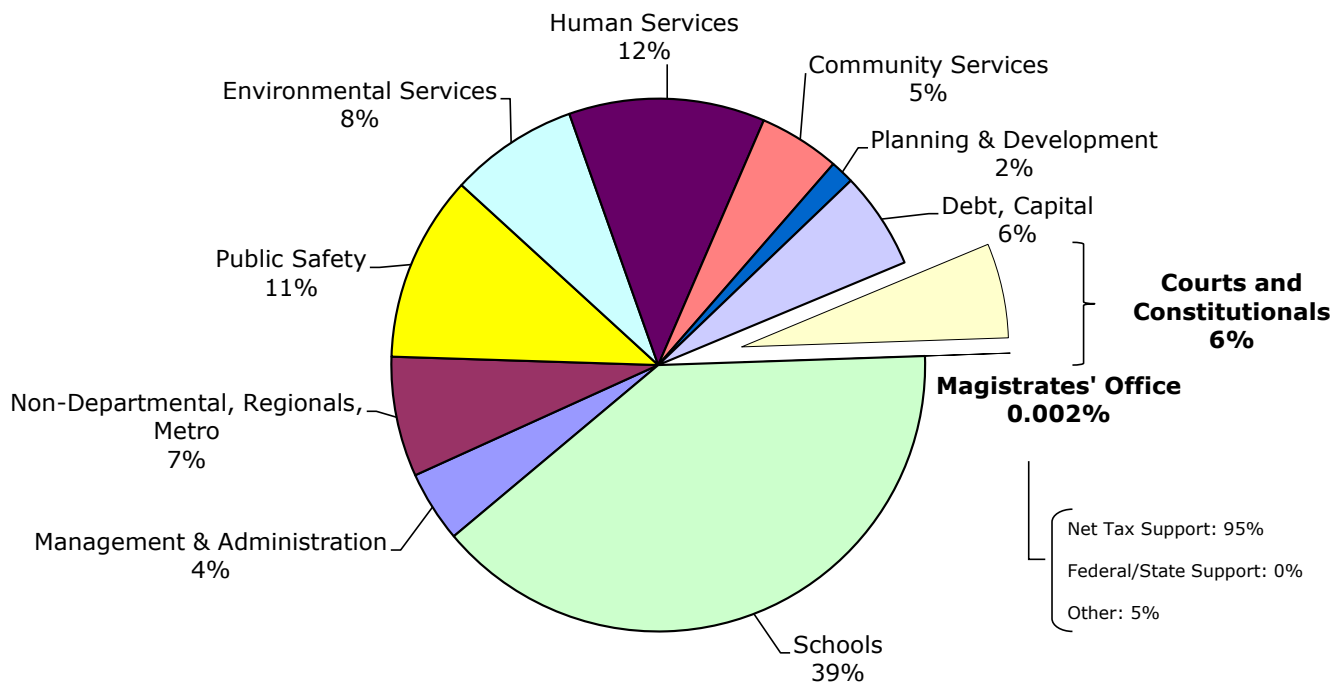
Fiscal Year	Description	FTEs
	- Grant revenue and expenses decreased due to the expiration of the Department of Justice (USDOJ) Violence Against Women Office's Safe Havens grant (personnel \$86,205; non-personnel \$14,242; grant revenue \$103,799; 2.0 permanent FTEs, 0.5 temporary FTEs). - Lower projections in Falls Church reimbursements based on the FY 2022 budget and reconciliation of prior payments with actual expenditures (\$46,446). <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$23,737) and a one-time bonus for staff of \$450 (\$23,923).</i> <i>In October 2021, grant funding for temporary positions (\$29,901), a grant coordinator position (\$109,174), and consultant funding (\$44,258) was added with the award of the U.S. Department of Justice (DOJ) Violence Against Women Office's Safe Havens grant for supervised visitation and custody changes.</i>	(2.50) 1.00
FY 2023	- The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, a one-time increase in shift differential from \$0.75 to \$1.00 per hour for B shift and from \$1.00 to \$1.30 per hour for C shift (\$1,433), a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$5,872), and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$5,068). - Increased grant funding associated with the award of the U.S. Department of Justice (DOJ) Violence Against Women Office's Safe Havens grant in October 2021 (\$139,075 personnel; \$44,258 non-personnel; \$183,333 grant revenue). - Increased salaries resulting from an administrative job family study (\$20,324). - Higher projections in the Falls Church contribution for the shared operating expenses of the Aurora House Girls group home (\$206,082). - Lower projections in Falls Church reimbursements (\$33,862) and decreased parental payment amounts at the Argus House group home (\$10,000), partially offset by an increase in Argus house contributions for juvenile placements from the City of Alexandria (\$10,000).	 1.00

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Our Mission: To protect and preserve the rights and liberties of all of the people, as guaranteed by the Constitution and laws of the United States and the County, by providing a fair, independent, and accessible forum to the resolution of their legal rights.

The Office of the Magistrate issues warrants for the arrest of violators of state law and County ordinances; admits to bail or commits to jail all persons charged with offenses subject to the limitations and in accordance with the general laws on bail; and issues civil warrants, temporary detention orders, and emergency protective orders. The Magistrate administers oaths, takes acknowledgements, and acts as conservators for the peace.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Office of the Magistrate

Office of the Magistrate

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Office of the Magistrate is \$30,832, a three percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increased due to adjustments to the budget for the County’s salary supplement for eligible state employees (\$846).

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$18,782	\$18,808	\$19,654	4%
Non-Personnel	9,438	11,178	11,178	-
Total Expenditures	28,220	29,986	30,832	3%
Fees	1,489	1,723	1,723	-
Total Revenues	1,489	1,723	1,723	-
Net Tax Support	\$26,731	\$28,263	\$29,109	3%
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

OFFICE OF THE MAGISTRATE

PROGRAM MISSION

To protect and preserve the rights and liberties of all people, as guaranteed by the Constitution and laws of the United States and the County, by providing a fair, independent, and accessible forum for the resolution of their legal affairs.

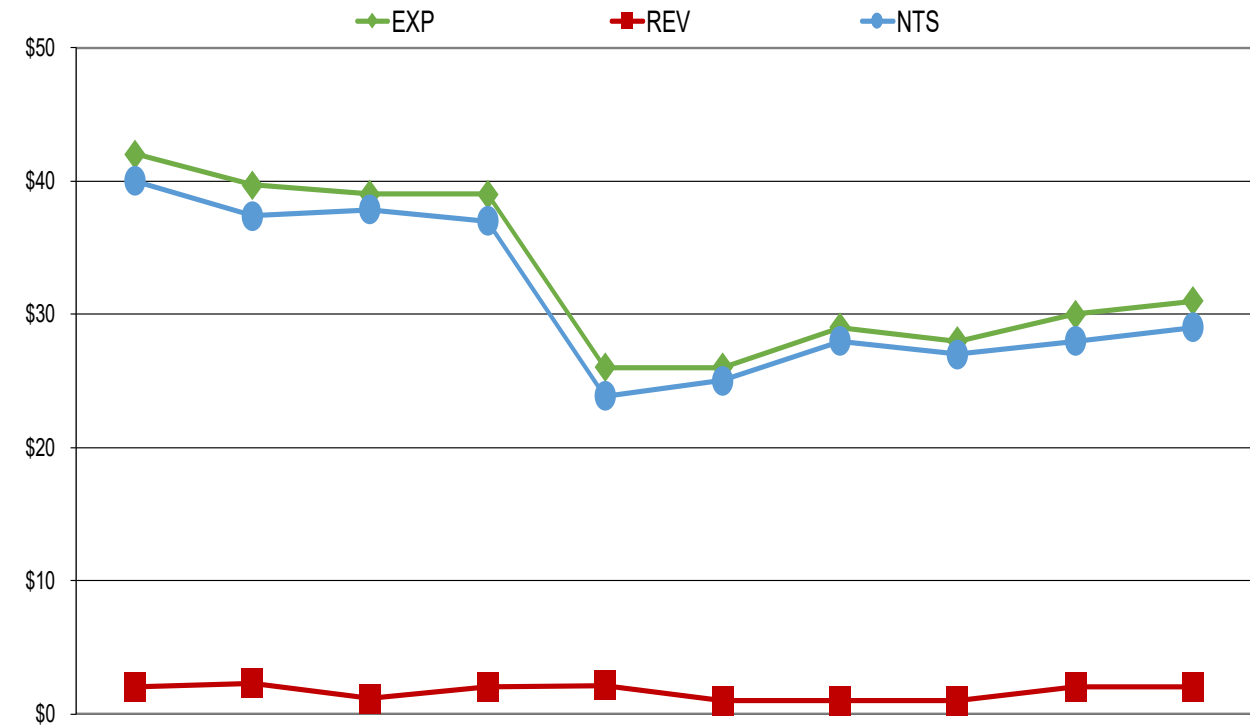
- Issue warrants for the arrest of violators of State law and County ordinances.
- Admit to bail or commit to jail all persons charged with offenses subject to the limitations and in accordance with the general laws on bail.
- Issue civil warrants, accept pre-payments of traffic summons when the Clerk's Office is closed, and issue temporary detention orders.
- Administer oaths, take acknowledgements, and act as conservators for the peace.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Bond hearings initially determined	9,895	7,863	8,183	8,618	9,750	9,750
Miscellaneous processes	6,855	5,992	5,109	5,589	6,250	6,250
Probable cause hearings	8,454	8,472	8,797	8,218	9,150	9,150

- FY 2023 and FY 2024 estimates are based on actuals in the first half of FY 2023. Office activity has essentially returned to pre-pandemic levels.
- The number of bond hearings initially determined and probable cause hearings reflect not only hearings related to the General District Court but also hearings related to the Circuit Court and the Juvenile and Domestic Relations Court. The number of bond hearings varies annually depending on the number of people arrested, the number of charges per individual, changing legal mandates, and the permutations of bonding procedures before the courts.
- The number of miscellaneous processes includes prepayment of tickets, court appointed attorney applications, and the bail check list document that provides additional information to the courts about bonding decisions. In FY 2019, a new state mandate was introduced requiring that a Bond Determination checklist be provided to the courts with additional information about the defendant and the reasons both factual and legal regarding the bond decision. This requires additional questions by the magistrate to law enforcement and the defendant as well as a careful review of the documents provided. This document is now required to be filled out and forwarded to the court for all jailable offenses.
- The number of probable cause hearings varies annually based on the number of arrests, search warrants, mental health Emergency Custody Orders, and Temporary Detention Orders sought, Emergency Protective Order hearings held, changes in legal mandates, and citizen complaints.

EXPENDITURE, REVENUE, AND NET TAX SUPPORT



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$42	\$40	\$39	\$39	\$26	\$26	\$29	\$28	\$30	\$31
REV	\$2	\$2	\$1	\$2	\$2	\$1	\$1	\$1	\$2	\$2
NTS	\$40	\$37	\$38	\$37	\$24	\$25	\$28	\$27	\$28	\$29

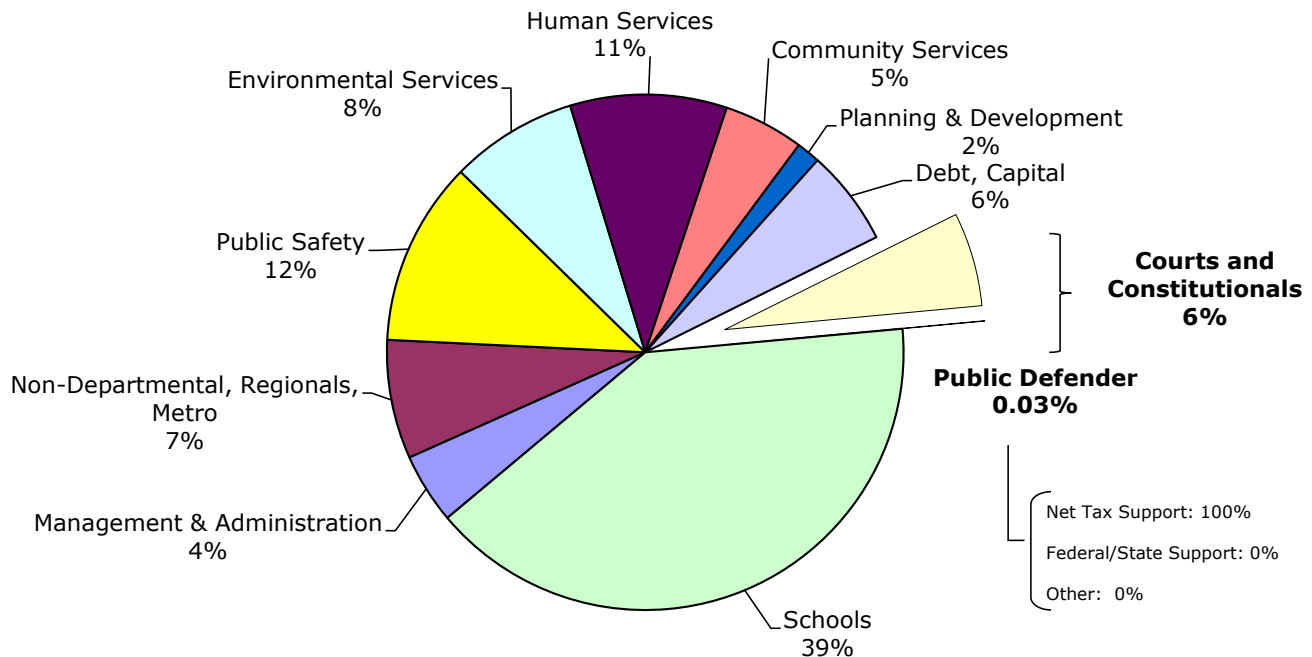
Fiscal Year	Description	FTEs
FY 2015	▪ Higher projections in Falls Church reimbursements (\$193).	
FY 2016	▪ Higher projections in Falls Church reimbursements (\$215).	
FY 2017	▪ No significant changes.	
FY 2018	▪ No significant changes.	
FY 2019	▪ No significant changes.	
FY 2020	▪ Adjustment to the salary supplement and payroll taxes (\$11,446) due to a recent staff retirement. ▪ Lower projections in Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures (\$656).	
FY 2021	▪ Lower projections in Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures (\$660).	
FY 2022	▪ Higher projections in Falls Church reimbursements based on the reconciliation of prior year payments with actual expenditures (\$680).	
FY 2023	▪ Higher projections in Falls Church reimbursements based on the FY 2023 budget and reconciliation of prior year payments with actual expenditures (\$234).	

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Our Mission: To provide holistic, client-centered representation to indigent persons charged with offenses in Arlington County or the City of Falls Church.

The Office of the Public Defender represents individuals in the General District Court, Juvenile and Domestic Relations District Court, Circuit Court, Court of Appeals, and Supreme Court. It engages in community outreach, criminal justice education, and reentry programming and has spearheaded the initiation and development of problem-solving courts in Arlington County. It also zealously protects the liberty interests of justice-involved clients, while also partnering with community agencies and organizations to reduce recidivism and promote public safety.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS

Office of the Public Defender

Office of the Public Defender

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Office of the Public Defender is \$386,120, no change from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- There were no significant changes to the personnel, non-personnel, and revenue budgets.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$309,326	\$386,120	\$386,120	-
Non-Personnel	-	-	-	-
Total Expenditures	309,326	386,120	386,120	-
Total Revenues	-	-	-	-
Net Tax Support	\$309,326	\$386,120	\$386,120	-
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

PROGRAM MISSION

To protect and defend the rights and dignity of indigent clients through zealous, compassionate, high-quality legal advocacy, and further, to prevent wrongful conviction and facilitate practical cost-saving alternatives to incarceration that reduce recidivism, protect individual liberty, and promote community safety.

- Defend indigent persons accused of crimes in Arlington County, Ronald Reagan Washington National Airport, and the City of Falls Church.
- Provide assistance to clients including reentry planning, case management, referrals to community resources and treatment centers, employment assistance, treatment coordination, health insurance, and sentencing alternatives.
- Independently investigate for evidence of innocence and mitigating circumstances.
- Participate in county-funded diversion efforts, including the Drug Treatment Court and Behavioral Health Docket.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of cases per attorney	239	214	180	185	195	198
Number of seriously mentally ill (SMI) clients identified	439	404	431	488	535	505
Number of SMI incarcerated in the Arlington County Detention Center	985	898	959	976	1,030	1,000
Number of Competency/Restoration Hearings	58	82	89	88	112	105

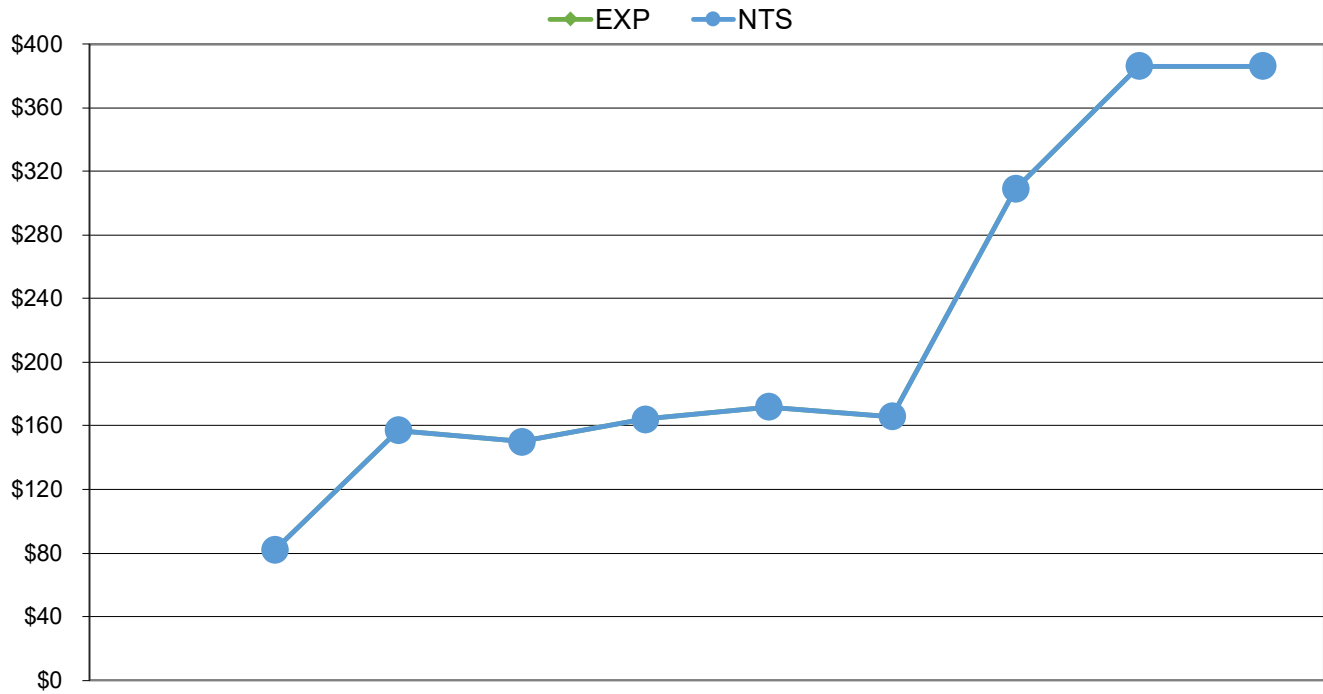
Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of misdemeanors	1,335	942	864	1,052	1,350	1,350
Number of non-violent felonies	884	760	562	601	645	695
Number of violent felonies	39	131	127	188	180	165
Number of other violations	59	92	63	82	65	65

- Following two years (FY 2020 and FY 2021) of reduced general caseloads due to the COVID-19 pandemic, caseloads increased in 2022, and are nearing pre-pandemic levels in 2023.
- The Public Defender's workload in many ways has reflected unusual crime trends during the pandemic, with more violent offenses, especially domestic incidents, and elevated numbers of clients with serious mental illness. These particular case trends are expected to continue.
- Cases per attorney numbers remain at more sustainable levels in large part due to the two additional attorney positions added in FY 2022. Both attorneys started during FY 2022, so cases per attorney figures for FY 2022 have been adjusted based on their partial years of employment. Case per attorney numbers will nevertheless rise in FY 2023 because of the

significant uptick in arrests as the community returns to normalcy following pandemic restrictions.

- Contemporary best practices for indigent defense encourage public defender engagement with community advocacy efforts as well as participation initiatives that represent alternatives to the traditional process of arrest, prosecution, and punishment such as diversion programs, specialty dockets (Drug Court, Behavioral Health Docket), and restorative justice. The Arlington Public Defender embraces these expectations and has become a statewide leader on both fronts. These additional responsibilities are not reflected in raw caseload figures. Moreover, demands from these programs has only increased, as Arlington judges come to expect more and more mitigating evidence from defense attorneys, and detailed release and reentry plans, even in many misdemeanor cases. Based on the continued focus on clients with serious mental illness, one member of the Office of the Public Defender now conducts weekly “rounds” of all SMI clients at the jail, with the Sheriff’s consent.
- The Indigent Defense Commission’s Case Management System (CMS) does not reliably track probation violation or Driving Under the Influence (DUI) totals. Felony probation violations continue to represent a disproportionately time and resource-intensive aspect of our practice, in some instances spanning 15 or 20 hearings, whereas in most jurisdictions, such violations are finalized within 1 or 2 hearings. The paralegal position funded by the County was filled in December 2021 and although previously used to review body-worn camera footage, is now primarily used as a third mitigation specialist, whose focus has been on preparing defendants for probation violations, preparing sentencing memoranda and release plans for the court, and most recently, representing the office in county-wide efforts to improve collaboration between reentry services stakeholders.
- The Office of the Public Defender continues to experience a significantly increased workload as a result of the County’s implementation of body-worn cameras.
- In FY 2016, the Office of the Public Defender began tracking clients who were identified as seriously mentally ill (SMI) by pretrial or jail staff. FY 2021 actuals exceeded initial estimates, demonstrating the impact of the pandemic on the mental health of Arlington’s most vulnerable and that SMI clients continue to represent a disproportionate part of the Office’s caseload. Data was consistent in FY 2022 and that trend is expected to continue in FY 2023 and FY 2024.
- The numbers of SMI clients remain very high. Although the Public Defender had hoped SMI and competency cases would start to decline in FY 2021 due to specialty courts, diversion initiatives, and police commitments to identifying alternatives to arrest, SMI individuals continue to increase.

EXPENDITURE, REVENUE, AND NET TAX SUPPORT



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP		\$82	\$157	\$150	\$164	\$172	\$166	\$309	\$386	\$386
REV		-	-	-	-	-	-	-	-	-
NTS		\$82	\$157	\$150	\$164	\$172	\$166	\$309	\$386	\$386
FTE		-	-	-	-	-	-	-	-	-

Fiscal Year	Description	FTEs
FY 2016	Added funding for a Public Defender salary supplement, phased in over two years (\$80,000).	
FY 2017	Added funding for year two of the Public Defender phase-in salary supplement, bringing the total supplement to 15 percent (\$86,111).	
FY 2018	Added funding for the supplement increase based on state salary increases (\$5,565) and adjustments for payroll taxes (\$13,734).	
FY 2019	Added funding for the supplement increase based on prior year state salary increases (\$6,009) and adjustments for payroll taxes (\$194).	
FY 2020	Supplement decreased based on prior year state salary levels, staff turnover, and adjustments for payroll taxes (\$10,374).	
FY 2021	No significant changes.	
FY 2022	Added funding for a Paralegal position to support the Body Worn Camera Program (\$80,071) and additional salary support for staff to assist in competitive pay with other County agencies (\$75,000).	
FY 2023	Added funding for multi-year initiative to provide competitive pay with other County agencies (\$49,810).	

Our Mission: The Office of the Commonwealth's Attorney for Arlington and the City of Falls Church pursues justice, broadly, on behalf of victims, defendants, and all of the members of our community. We prioritize public safety, transparency, and accountability. We strive to incorporate data-driven practices to inform our policies, while also seeking restoration by engaging with victims of crime and the community to repair harm.

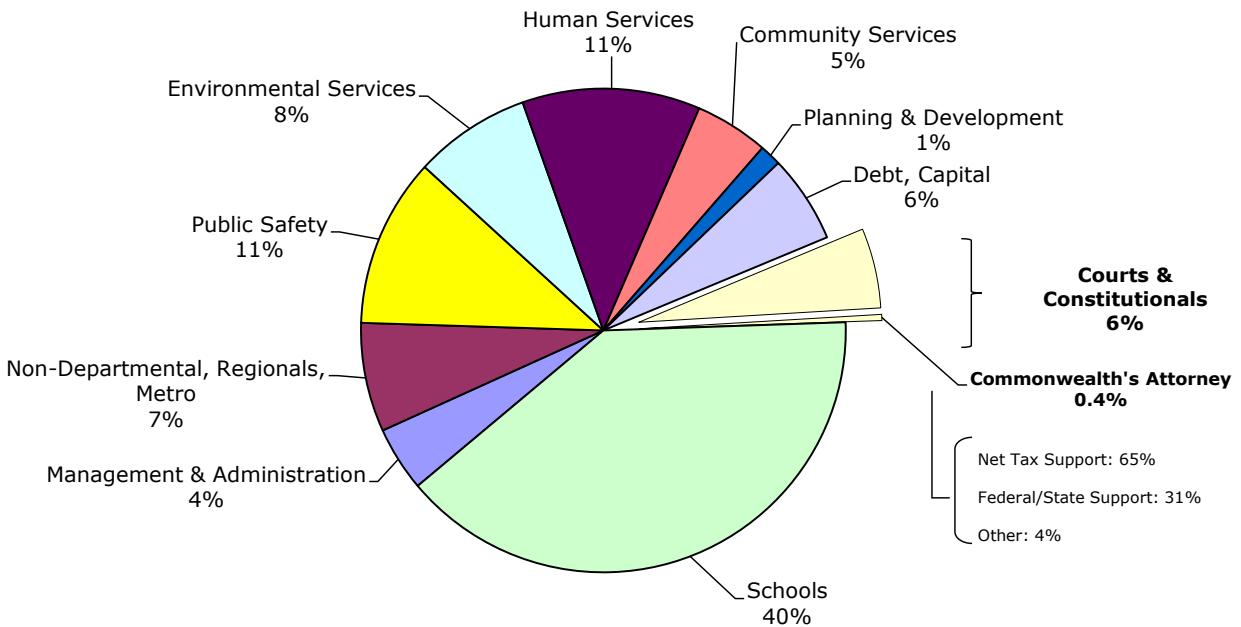
The Commonwealth's Attorney, a Constitutional Officer for the Commonwealth of Virginia, is responsible for public safety in Arlington County, the City of Falls Church, and Ronald Reagan Washington National Airport.

The Commonwealth's Attorney Office reviews criminal complaints and renders legal assistance to law enforcement officers; assigns and schedules all cases and oversees their evaluation and preparation; and appears before the General District Court, Juvenile and Domestic Relations District Court, and the Circuit Court. In addition, the Office recommends eligible cases for diversion for resolution through restorative or other alternative processes and provides victim and witness support services.

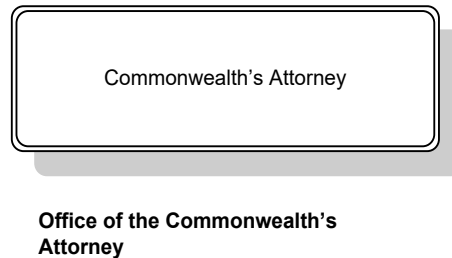
The responsibilities of the Office of the Commonwealth's Attorney include:

- Setting policy and priorities in order to make certain the focus, manner, and extent of prosecution decisions achieves both safety and justice for the community.
- Directing the office's resources in ways that focus on serious crimes, protect vulnerable members of the community, and support diversion and alternative programs such as drug and mental health courts and restorative justice.
- Managing, training, and supervising attorneys, interns, and staff.
- Undertaking community engagement, public education, and transparency to prevent crime and respond to community concerns.

FY 2024 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Office of the Commonwealth's Attorney is \$6,284,052, a seven percent increase from the FY 2023 adopted budget. The proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, adjustments to salaries resulting from job family studies in Judicial/Legal Services and Administrative (\$23,314), replacement of one-time funding with ongoing funding for the five positions (three paralegals and two attorneys) added in the FY 2023 adopted budget to support the continued implementation of body worn cameras, and one-time \$2,000 (gross) employee bonuses (\$116,928). A grant-funded limited-term management analyst position (1.0 FTE) was added in July 2022 for implementing the one-time grant award by the U.S. Department of Justice's Smart Prosecution Program (\$340,000 total grant award). The position's budget will be carried forward through the annual closeout process.

- ↓ Non-personnel decreases due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$267).
- ↑ Grant revenues increase due to an increase in State Compensation Board reimbursements (\$79,334).
- ↑ Fee revenues increase due to higher projections in Falls Church reimbursements based on the FY 2024 budget and reconciliation of prior year payments with actual expenditures (\$55,308).

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$5,005,402	\$5,649,056	\$6,070,535	7%
Non-Personnel	331,482	213,784	213,517	-
Total Expenditures	5,336,884	5,862,840	6,284,052	7%
Fees	221,094	226,447	281,755	24%
Grants	1,740,336	1,853,926	1,933,260	4%
Total Revenues	1,961,430	2,080,373	2,215,015	6%
Net Tax Support	\$3,375,454	\$3,782,467	\$4,069,037	8%
Permanent FTEs	42.00	47.00	48.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	42.00	47.00	48.00	

OFFICE OF THE COMMONWEALTH'S ATTORNEY

PROGRAM MISSION

The Office of the Commonwealth's Attorney for Arlington and the City of Falls Church pursues justice, broadly, on behalf victims, defendants, and all of the members of our community. We prioritize public safety, transparency, and accountability. We strive to incorporate data-driven practices to inform our policies, while also seeking restoration by engaging with victims of crime and the community to repair harm.

PERFORMANCE MEASURES

Office of the Commonwealth's Attorney

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of "No True Bills" (grand jury does not issue indictments)	7	0	2	1	2	2
Number of indictments resolved by guilty pleas	965	421	387	358	373	366
Percent of victims receiving services (information and/or direct services)	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Circuit Court: Indictments	713	391	449	274	362	318
Circuit Court: Misdemeanor appeals	404	183	144	165	155	160
Circuit Court: Probation revocation	2,451	2,066	2,805	2,363	2,584	2,474
Circuit Court: Sentencings	354	148	153	158	156	157
Arlington General District Court: Criminal Misdemeanor Cases	3,476	3,970	2,662	2,514	2,588	2,551
Arlington General District Court: Criminal Felony Cases	1,484	1,200	1,782	1,546	1,664	1,604
Arlington General District Court: Traffic Misdemeanor Cases	5,723	3,970	4,216	3,353	3,785	3,569
Arlington General District Court: Traffic Felony Cases	87	55	81	88	85	87
Arlington Juvenile and Domestic Relations District Court: Adult Misdemeanor Cases	362	313	349	337	343	340
Arlington Juvenile and Domestic Relations District Court: Adult Felony Cases	91	77	98	113	106	110
Arlington Juvenile and Domestic Relations District Court: Juvenile Misdemeanor Cases	446	439	217	153	185	169
Arlington Juvenile and Domestic Relations District Court: Juvenile Felony Cases	137	140	143	73	108	91
Arlington Juvenile and Domestic Relations District Court: Traffic Cases	84	93	83	83	85	84

OFFICE OF THE COMMONWEALTH'S ATTORNEY

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Arlington Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	364	589	371	399	385	392
Falls Church General District Court: Criminal Misdemeanor Cases	206	176	148	101	75	88
Falls Church General District Court: Criminal Felony Cases	76	54	81	51	66	59
Falls Church General District Court: Traffic Misdemeanor Cases	488	258	167	176	172	174
Falls Church General District Court: Traffic Felony Cases	4	2	2	0	1	1
Falls Church Juvenile and Domestic Relations District Court: Adult Misdemeanor Cases	19	16	14	9	12	11
Falls Church Juvenile and Domestic Relations District Court: Adult Felony Cases	5	9	10	2	6	4
Falls Church Juvenile and Domestic Relations District Court: Juvenile Misdemeanor Cases	24	42	26	9	18	14
Falls Church Juvenile and Domestic Relations District Court: Juvenile Felony Cases	10	4	3	6	5	6
Falls Church Juvenile and Domestic Relations District Court: Traffic Cases	15	9	5	12	9	11
Falls Church Juvenile and Domestic Relations District Court: Other (Show Cause/Capias)	9	11	14	13	14	14
Percent of victims receiving direct services (Victim Specialist assigned)	66%	63%	59%	59%	60%	60%
Percent of victims receiving generic/indirect services (given information on basic rights and program services, no Victim Specialist assigned)	34%	37%	41%	41%	40%	40%

- The criminal and traffic case count for the General District Courts of Arlington and Falls Church have been restructured in FY 2023.

Body Worn Camera Program

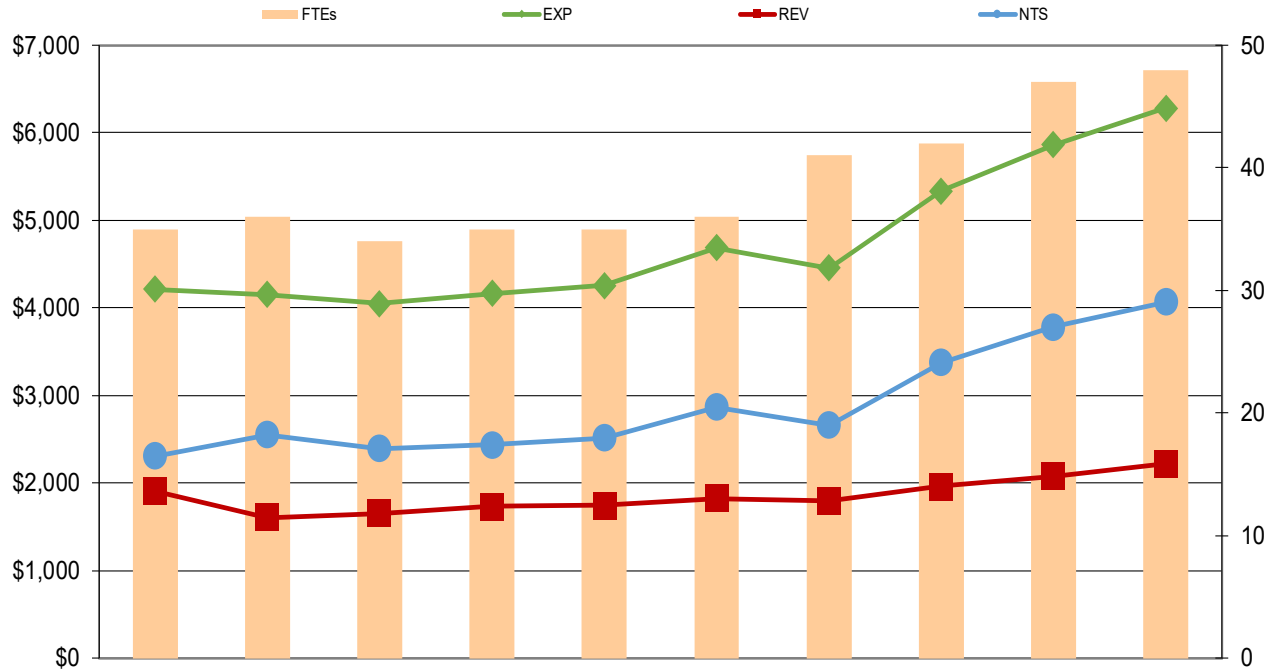
Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of body worn camera videos uploaded	N/A	N/A	7,763	15,185	17,732	16,459

OFFICE OF THE COMMONWEALTH'S ATTORNEY

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Hours of body worn camera video uploaded	N/A	N/A	6,071	10,085	11,848	10,967

- Arlington County's body worn camera (BWC) program launched midway through FY 2021.

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



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
\$ in 000s										
EXP	\$4,215	\$4,153	\$4,050	\$4,167	\$4,258	\$4,686	\$4,457	\$5,337	\$5,863	\$6,284
REV	\$1,908	\$1,603	\$1,653	\$1,731	\$1,743	\$1,821	\$1,794	\$1,961	\$2,080	\$2,215
NTS	\$2,307	\$2,550	\$2,396	\$2,436	\$2,515	\$2,865	\$2,663	\$3,376	\$3,783	\$4,069
FTEs	35.00	36.00	34.00	35.00	35.00	36.00	41.00	42.00	47.00	48.00

Fiscal Year	Description	FTEs
FY 2015	▪ Decreased fee revenues due to lower projections of Falls Church reimbursements (\$14,096), offset by an increase in revenue for services related to Commonwealth's Attorney's costs (\$5,000). ▪ Increased grant revenues due to an increase in State Compensation Board reimbursements (\$159,811) and an increase in the High Intensity Drug Trafficking Area (HIDTA) grant reimbursements (\$12,149).	
FY 2016	▪ The County Board added ongoing funding for an Administrative Assistant position (\$50,000). ▪ Fee revenues increased due to higher projections of Falls Church reimbursements (\$8,114) and revenue for services related to Commonwealth's Attorney's costs (\$1,000). ▪ Grant revenues increased due to an increase in State Compensation Board reimbursements (\$79,611) and an increase in the Department of Criminal Justice Services Victim Witness Program Grant (\$5,213).	1.00
FY 2017	▪ Eliminated two full-time Assistant Commonwealth's Attorney positions partially funded by the High Intensity Drug Trafficking Area (HIDTA) grant (\$244,730 in expenses, \$207,890 in revenue, and 2.0 FTEs). Loss of the HIDTA grant does not impact County services because the employees performed no prosecutorial functions in Arlington County. ▪ Decreased fee revenue due to lower projections in the share of concealed weapon permit fees allocated to the Commonwealth's Attorney (\$2,000). ▪ Increased fee revenue due to higher projections of Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures (\$397). ▪ Increased grant revenue due to adjustments in Compensation Board reimbursements (\$2,546).	(2.00)
	▪ <i>Added a grant funded FTE for the Victim Witness Grant in July 2016.</i>	1.00
FY 2018	▪ Increased fee revenue due to higher projections of Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenditures (\$43,090). ▪ Decreased Commonwealth's Attorney's fees (\$1,500). ▪ Increased grant revenue due to an increase in the Department of Criminal Justice Services Victim Witness (VW) grant (\$91,387) to fund the addition of 1.0 FTE in the Victim Witness Program previously authorized in FY 2017 and the purchase of new technology for the Program. ▪ Decreased grant revenue due to a reduction in the state Compensation Board reimbursement (\$6,632).	
FY 2019	▪ Decreased fee revenue due to lower projections of Falls Church reimbursements based on the FY 2019 budget and reconciliation of prior year payments with actual expenditures (\$12,836). ▪ Increased grant revenue due to a reconciliation with FY 2018 adopted State Compensation Board revenue (\$9,133).	

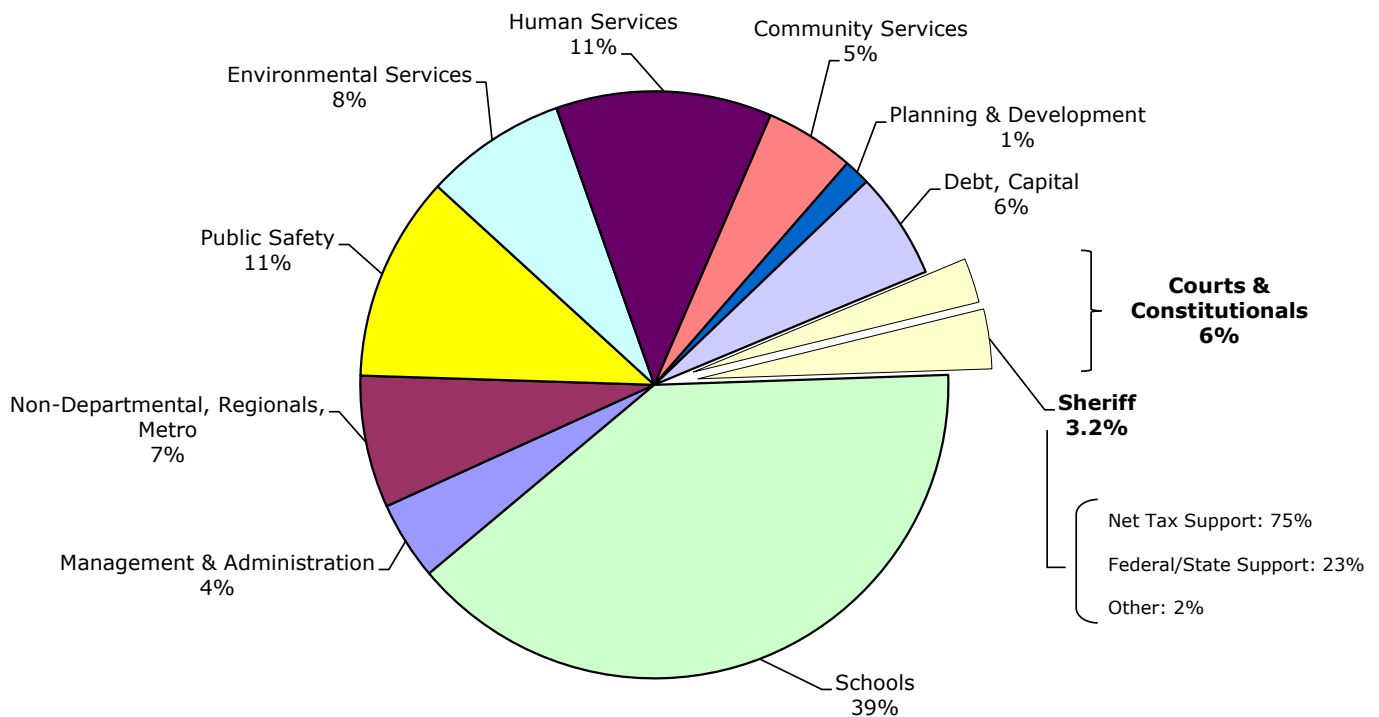
Fiscal Year	Description	FTEs
	▪ <i>Added a State Compensation Board funded Assistant Commonwealth Attorney II position and one-time non-personnel start-up funds in September FY 2019 to prosecute insurance fraud and related crimes in the Northern Virginia area (\$84,879 personnel; \$7,500 one-time non-personnel).</i>	1.00
FY 2020	▪ Reduction in overtime budget (\$5,730). ▪ Reduction of wireless services due to a review of cellular providers (\$133). ▪ Fee revenue increased due to higher projections of Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures (\$15,246). ▪ Increased grant revenue due to adjustments in State Compensation Board funding (\$94,379) and increased State Compensation Board reimbursements (\$31,092).	
FY 2021	▪ Added an Information Systems Analyst position (\$135,000) to assist with technology support and a Management Analyst position (\$110,000) responsible for office administration. ▪ Decreased fee revenue due to lower projections of Falls Church reimbursements based on the FY 2021 budget and reconciliation of prior year payments with actual expenditures (\$38,380). ▪ Increased grant revenue due to an increase in State Compensation Board reimbursements (\$25,861) and an increase in the Department of Criminal Justice Services (DCJS) Victim Witness Grant (\$5,570). ▪ <i>In July 2020 after the FY 2021 budget was adopted, the County Board added three Attorney I positions (\$172,568) beginning January 2021 for the body worn camera program.</i>	2.00 3.00
FY 2022	▪ 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 added ongoing funding for redaction software (\$33,500) to support implementation of the body worn camera program. ▪ Added an Attorney I position (\$120,795) for the body worn camera program. ▪ Fee revenues increased due to higher projections of Falls Church reimbursements based on the FY 2022 budget and reconciliation of prior year payments with actual expenditures (\$60,348). ▪ Grant revenues decreased due to a decrease in State Compensation Board reimbursements (\$29,437) and a decrease in the Department of Criminal Justice Services (DCJS) Victim Witness Grant (\$163). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$21,118) and a one-time bonus for staff of \$450 (\$21,075).</i> ▪ <i>In FY 2021 closeout, added two overstrength attorneys and three overstrength paralegals for the body worn camera program (\$245,000).</i> ▪ <i>In November 2021, the County Board accepted and appropriated two grants from the Virginia Department of Criminal Justice Services for the restorative justice program (\$339,664).</i>	1.00

Fiscal Year	Description	FTEs
FY 2023	▪ County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, and a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$2,135). ▪ Added two attorneys and three paralegals to support the continued implementation of body worn cameras (\$420,000 one-time). ▪ Re-allocated personnel budget from the Victim Witness grant to the grant's non-personnel budget to better reflect the grant award distribution (\$38,310). ▪ Fee revenues increased due to higher projections in Falls Church reimbursements based on the FY 2023 budget and reconciliation of prior year payments with actual expenditures (\$6,299). ▪ Grant revenues increased due to an increase in State Compensation Board reimbursements (\$146,022). ▪ <i>In July 2022, the County Board accepted and appropriated the U.S. Department of Justice's Smart Prosecution grant (\$340,000) and added a limited-term grant-funded position to support restorative justice.</i>	5.00 1.00

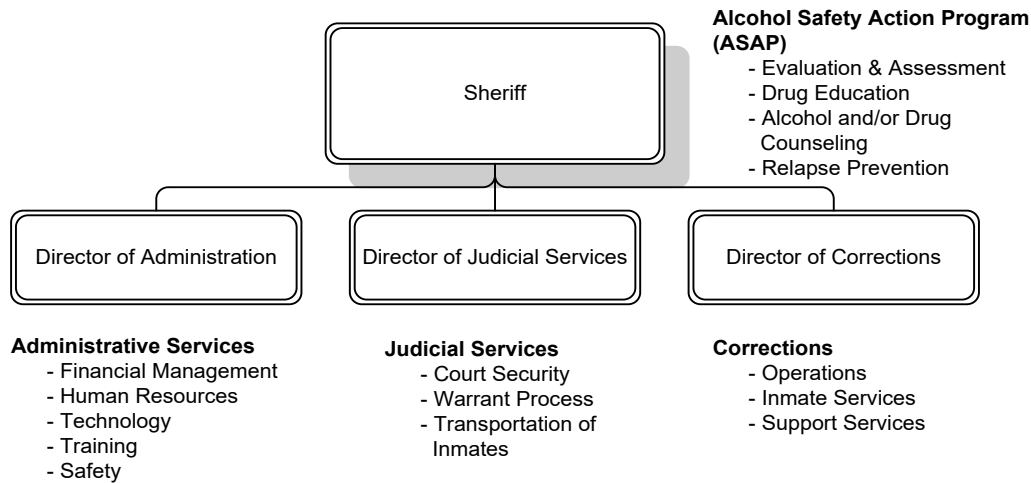
Our Mission: Partnering to make the justice system work

The Arlington County Sheriff's Office is responsible for the management and operation of the Arlington County Detention Facility and all related correctional responsibilities; courthouse/courtroom security and court support services; service/execution of civil and criminal warrants and court orders; transportation of inmates; administrative support; and management and oversight of the Arlington Alcohol Safety Action Program (ASAP).

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Sheriff's Office is \$50,537,162, a seven percent increase from the FY 2023 adopted budget. The FY 2024 proposed expenditure budget reflects:

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from Administrative, Accounting and Finance, and Legal and Judicial Services job family studies (\$60,284), slightly higher retirement contributions based on actuarial projections, one-time \$2,000 gross employee bonuses for non-bargaining employees (\$699,078), and one-time funding for overtime associated with recruitment efforts (\$80,000).
 - The proposed budget includes freezing 10.0 Deputy Sheriff positions to support an 8.5% salary and range increase along with increased overtime budget in line with compensation increases for uniformed personnel. Non-uniform personnel will receive 4.5% salary increases.
- ↑ Non-personnel increases due to inmate medical care contractual increases (\$539,409), adjustments to the annual expense for maintenance and replacement of County Vehicles (\$45,774), and the addition of one-time funding for recruitment (\$20,000), replacing central washing machines in the Detention Center (\$70,000), and the National Commission on Correctional Health (NCCHC) and the Prison Rape Elimination Act (PREA) audits (\$17,500). These increases are partially offset by the removal of FY 2023 one-time funding for the purchase of ballistic vests (\$100,000) and one-time audit funding (\$15,000).
- ↑ Fee revenues increase due to increases in Alcohol Safety Action Program (ASAP) fees based on program participation (\$23,840), partially offset by decreases in Falls Church expense reimbursements for the ASAP program (\$23,652).
- ↑ Grant revenues increase due to increases in the State Compensation Board reimbursements (\$184,352).

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY2024 Proposed	% Change '23 to '24
Personnel	\$40,573,774	\$38,498,438	\$41,390,253	8%
Non-Personnel	8,672,812	8,889,196	9,466,879	6%
Subtotal	49,246,586	47,387,634	50,857,132	7%
Intra-County Charges	-	(219,970)	(219,970)	-
GASB	108,050	-	-	-
Total Expenditures	49,246,586	47,167,664	50,637,162	7%
Fees	867,780	956,679	956,867	-
Grants	10,139,286	11,726,427	11,910,779	2%
GASB	108,050	-	-	-
Total Revenues	11,007,066	12,683,106	12,867,646	1%
Net Tax Support	\$38,239,520	\$34,484,558	\$37,769,516	10%
Permanent FTEs	281.00	282.00	272.00	
Permanent FTEs (Frozen, Unfunded)	10.00	10.00	20.00	
Temporary FTEs	6.00	6.00	6.00	
Total Authorized FTEs	297.00	298.00	298.00	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line Of Business

	FY 2022 Actual Expense	FY 2023 Adopted Budget	FY 2024 Proposed Budget	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Administrative Services	\$5,609,500	\$5,595,591	\$6,017,365	8%	\$2,789,600	\$3,227,765
Judicial Services	6,200,153	5,628,588	5,870,150	4%	-	5,870,150
Corrections	36,816,172	35,167,963	38,028,582	8%	9,810,779	28,217,803
Alcohol Safety Action Program	620,761	775,522	721,065	-7%	267,267	453,798
Total	\$49,246,586	\$47,167,664	\$50,637,162	7%	\$12,867,646	\$37,769,516

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Administrative Services ¹	31.40	29.00	2.40	31.40
Judicial Services	41.00	37.00	-	37.00
Corrections ^{1,2}	218.60	221.00	2.60	223.60
Alcohol Safety Action Program ¹	7.00	5.00	1.00	6.00
Total	298.00	292.00	6.00	298.00

¹ FY 2023 Adopted FTE count includes temporary FTEs: Administrative Services (2.40 FTEs), Corrections (2.60 FTEs), and ASAP Program (1.00 FTE)

² FY 2023 Adopted and FY 2024 Proposed FTE count unfunded Deputy Sheriff positions in the Corrections line of business.

ADMINISTRATIVE SERVICES

PROGRAM MISSION

To provide the necessary support and resources to carry out the organizational functions to meet the Sheriff's Office goals and missions.

Financial Management

- Prepare annual budget, provide financial analysis, process, and monitor expenditures and revenues, and prepare and maintain state budget.

Human Resources

- Source, qualify, and oversee recruitment, hiring, employee relations, performance management, and serve as liaison to the Human Resources Department.

Technology

- Provide research and technology services in areas of communication and information systems for the Courthouse and Detention Facility.

Training

- Maintain and schedule all departmental training mandated by the state and ensure that accredited national and state standards are met.

Safety

- Ensure safety and fire prevention practices are in accordance with federal and state regulations; train staff on safety issues; act as liaison with other County agencies for workers' compensation, occupational health, and the Fire Marshal's Office; and conduct inspections for the Courthouse and Detention Facility.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Staff vacancy rate	3.0%	7.1%	7.2%	7.3%	7.3%	7.2%
Percent of staff completing mandatory recertification	100%	100%	98%	99%	98%	98%
Applicants hired	22	33	34	25	29	30

- The staff vacancy rate increased in FY 2020 and is projected to continue at this level through FY 2024 due to a more competitive job market, positions being harder to fill in law enforcement overall, and the impact of the pandemic on staffing.

ADMINISTRATIVE SERVICES

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY2024 Estimate
Average length of time (in months) to hire new employees	6.3	5.9	6.3	5.9	5.9	5.9
Applications received/processed	1,373	1,370	1,152	1,698	1,750	1,800
Background investigations conducted	660	626	772	718	655	700
Number of training programs completed	4,130	4,150	3,500	3,700	4,000	4,300

- In FY 2022, the average length of time to hire new employees decreased as a result of full staffing for background investigations, a new vendor to perform psychological evaluations, and the overall implementation of focused recruiting efforts.
- In the second half of FY 2022, the Sheriff's Office appointed a Sergeant to assist with recruiting which has resulted in an uptick in applications received/processed. The department recently implemented a new written test to be administered remotely that will improve efficiency within the application process. Due to these changes, staff anticipate the number of applications received/process to increase in in FY 2023 and FY 2024.
- In FY 2021, the number of background investigations increased due to the implementation of a new applicant test that has resulted in more applicants passing onto the background investigation stage of the hiring process. This number decreased in FY 2022 as the results from the new written test have leveled off and less applicants made it to the background investigation process. It is anticipated that this decrease will continue into FY 2023 and FY 2024.
- The number of training programs decreased in FY 2021 due to both a decrease in staffing levels, which required prioritization of staffing levels in the jail, and in response to the COVID-19 pandemic. Participation in trainings was limited to reduce the risk of COVID-19 exposure for staff. Staff anticipate participate to return to pre-pandemic levels in FY 2023 and FY 2024.

JUDICIAL SERVICES

PROGRAM MISSION

To provide safe and secure judicial services as well as administrative support and resources for the Sheriff's Office's multiple missions.

Court Security

- Maintain security and safety for the Courthouse, which includes courtrooms of the Circuit Court, General District Court, and Juvenile and Domestic Relations District Court, to ensure the safe movement of inmates/prisoners for court proceedings.
- Provide support services to Judges as situations dictate and other related tasks and duties required by the Courts.

Warrant Process

- Serve all legal notices, summonses, and orders and supervise evictions and other civil processes issued by the Courts and regulatory offices. This section also conducts fugitive investigations and executes criminal arrest warrants and capiases issued by the Courts.

Transportation of Inmates

- Safely and securely transport all inmates to and from state facilities and other jurisdictions and to medical and other appointments outside the Arlington Detention Facility. Also included is the transport of people with mental illness who are civilly committed to and from hospitals and commitment hearings.

PERFORMANCE MEASURES

Court Security

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY2023 Estimate	FY 2024 Estimate
Number of times Court Security Supervisor assigned to a courtroom	15	14	16	72	30	15
Number of court days	1,912	1,754	1,760	1,946	1,965	1,965
Number of times courtrooms staffed with non-court security personnel	64	33	16	13	25	40
Percent of court days without significant disruptions	97%	97%	98%	98%	98%	98%
Daily average number of people passing through courthouse screening	1,536	647	1,217	1,305	1,500	1,500
Daily average weapons confiscated at screening stations	0	0	0	0	0	0
Daily average number of inmates held in court lockup	23	16	13	4	25	25

- In FY 2021, the County resumed operations with all courtrooms open, but with a reduced docket, resulting in increases to most performance measure areas.

JUDICIAL SERVICES

- When court security staffing falls below minimum levels, Court Security Supervisors are required to fill the vacancies. As a result, their supervisory duties are not completed.
- Number of court days is the number of courts operating per workday (i.e., 4 courts = 4 days). This includes Circuit Court, General District Court, Juvenile and Domestic Relations Court, and Mental Health Hearings.
- In FY 2022, the number of Court Security Supervisors working in court was greatly increased. This was due to line staff shortages and staff on light duty and extended leave. This is projected to return to normal levels in FY 2023 and FY 2024.
- In FY 2020, the number of times Courtrooms staffed with non-court security decreased after an additional judge was added to the Circuit Court by the Commonwealth of Virginia and two additional Deputy Sheriffs were added to staff courtrooms.
- A significant disruption is defined as an unplanned security response to a courtroom.
- Average daily figures are based on days when the courthouse is open to the public.
- The average number of persons passing through the courthouse screening checkpoint decreased in FY 2020 due to COVID-19 restrictions, which reduced the number of operating Circuit courtrooms from three to four per day to one and the number of General District courtrooms from three to one courtroom per day.
- Due to the adopted COVID-19 protocols and the new use of virtual meeting technology, the daily average number of inmates in the court lockup dropped significantly in FY 2020 through FY 2022. The additional staff needed to handle these remote hearings is not reflected in the lower number of inmates that had to be held in court lockups.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Circuit Court cases	14,692	11,148	13,079	15,451	16,000	16,250
District Court cases	61,698	42,403	36,887	38,497	41,000	41,200
Juvenile & Domestic Relations Court cases	8,969	7,967	7,414	7,521	8,000	8,500

- The number of Court cases for all courts decreased in in FY 2020 due to a downturn in arrests during the beginning stages of COVID, as well as an uptick in plea agreements creating a decrease in recurring court cases (i.e.-cases may have only been heard three times to result in a plea agreement, versus five or more for various motions prior to a jury trial).
- There were no jury trials for Circuit Court for the calendar year of 2020 and most of 2021. This resulted in a backlog of jury trials for 2022. These numbers are expected to increase in FY 2023 as all of the Courts catch up on the backlog of delayed cases due to COVID.

JUDICIAL SERVICES

Warrant Process

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Legal process service: Attempts/investigations	32,400	28,656	31,327	31,978	32,500	33,000
Legal process service: Papers served	29,800	22,218	26,500	27,922	29,000	30,500
Criminal warrants: Served/Disposed	1,550	1,211	1,110	1,220	1,350	1,400
Criminal warrants: Attempts	4,300	5,687	4,600	4,911	4,950	4,975
Evictions: Executed	250	211	213	272	280	300

- In FY 2022, there was a slight increase in legal process services attempts/investigations due to the county and courts slowly returning to pre-covid operations. This return to normalcy has affected all warrants/civil processing operations with an increase in civil papers and extraditions throughout the county.
- Evictions decreased within the County in FY 2020 as a result of the Virginia Governor's and Supreme Court moratoriums. During this time the Sheriffs' Office worked closely with the Department of Human Services to ensure individuals were aware of their rights and the services available to them. This moratorium ended in August of 2021. As a result, landlords filed for Unlawful Detainers to start the eviction process of reclaiming their property from individuals that have not paid rent in quite some time. This resulted in an increase in evictions executed in FY 2022 and higher FY 2023 and FY 2024 estimates.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Legal process service: Papers received	34,300	27,364	28,530	31,978	32,000	33,050
Criminal warrants: Received	1,518	1,049	1,300	1,592	1,650	1,800
Extraditions	200	142	95	178	210	220
Evictions: Received	700	821	353	400	525	550

- The number of extraditions decreased in FY 2020 and FY 2021 as a result of the COVID-19 as the courts and jails worked to release inmates to limit the number of at-risk inmates in the detention facility. A part of this effort was that fewer governor's warrants were being issued to extradite inmates from state to state. This number began to normalize in FY 2022 and is expected to continue in FY 2023 and FY 2024.
- The increase in the number of evictions received in FY 2020 is due to more residents' being unable to pay rent due to COVID-19 impacts. The eviction moratorium expired in August 2021 so the number of evictions received is expected to increase gradually in FY 2023 and FY 2024.

JUDICIAL SERVICES

Transportation of Inmates

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of transports conducted safely	99%	100%	100%	100%	100%	100%
Prisoners transported	1,443	1,584	1,040	1,400	1,500	1,500

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actuals	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total transports	1,154	1,427	873	1,300	1,300	1,350

- A transport is defined as a trip from one destination to another with any number of prisoners on board (does not include empty return trips).
- Transports conducted safely refers to zero escapes, altercations, and/or vehicular accidents.
- The FY 2021 decrease in the number of prisoners transported and total transports reflects the switch to virtual court hearings, which did not require transports, during the COVID pandemic along with an overall decrease in the jail population.

CORRECTIONS

PROGRAM MISSION

To safely and securely supervise those remanded to the custody of the Sheriff's Office.

Operations

- Responsible for the safety and security of individuals remanded to the Sheriff's custody.

Inmate Services

- Responsible for the basic needs of incarcerated individuals and providing programs that will promote a positive attitude and encourage behavioral change. Alternative programs to incarceration include: Inmate Work Program, Community Work Program, Work Release, Electronic Home Monitoring Program, Pretrial Program, and educational programs.

Support Services

- Responsible for managing inmate needs for the Detention Facility which include: medical, pharmacy, food, laundry, property, commissary, and inmate telephone services. It also administers accounting to manage inmate funds.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY2024 Estimate
Virginia Department of Corrections Accreditations compliance rating	100%	100%	100%	100%	100%	100%
American Correctional Association Accreditations compliance rating	99.4%	N/A	N/A	N/A	99.4%	N/A
Average daily population	460	460	247	267	275	275

- The Virginia Department of Corrections inspect life, health, and safety standards annually.
- The American Correctional Association (ACA) conducts an audit every three years with the next audit occurring in FY 2026. There are 385 National Standards that must be met in order to achieve accreditation. The FY 2023 estimate is based on the rating from the previous audit.
- The average daily population dropped in FY 2021 due to the release of inmates at the start of the COVID-19 pandemic as well as placement of more inmates and arrestees in the Sheriff's Office Pretrial Program in order to keep them out of the facility. The lower population trend is expected to continue in FY 2023 and FY 2024 with the continued use of the Pretrial Program and release of arrestees on a summons.

CORRECTIONS

Operations

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of shifts in phase 1 lockdown	87	89	87	29	28	26
Number of shifts in phase 2 lockdown	171	479	576	711	702	704
Number of shifts in phase 3 lockdown	381	82	N/A	N/A	N/A	N/A
Daily average state prisoners housed in the detention facility	160	160	160	160	160	160

- Phase 1 lockdowns occur in the Detention Facility when staffing falls 28 percent below required minimum staffing levels during the day and 22 percent below minimum staffing levels at night (minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details. Phase 1 and Phase 2 were merged together to make Phase 1 and Phase 3 became Phase 2 starting in September 2019. In FY 2022, the number of Phase 1 lockdowns decreased as more lockdowns were classified as Phase 2 lockdowns triggered by lower staffing ratios than seen in Phase 1.
- Phase 2 lockdowns (*previously Phase 3*) occur in the Detention Facility when staffing falls 31 percent below required minimum staffing levels during the day and 26 percent below minimum staffing levels at night (minimum staffing is required for normal operations). This can be a result of vacation, sick and training leave, and emergency details. The increases in the number of Phase 2 lockdowns starting in FY 2020 are due to the number of staff on COVID-19 protocols, staff shortages, an increase in hospital transports, and the increase in Emergency Custody Orders and Temporary Detainment Orders. The FY 2023 and FY 2024 estimates reflect this trend.
- Phase 3 lockdowns became Phase 2 lockdowns in Fiscal Year 2020 when Phase 1 and Phase 2 were combined.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Inmate grievances heard	803	1,065	946	858	1,180	1,000
Total commitments	6,450	3,330	3,409	3,904	4,000	4,000
Total releases	6,450	3,430	3,379	3,858	3,950	3,950
Average daily number of federal inmates held	2	2	2	2	2	2

- Changes in the number of commitments are directly related to the overall jail population. Starting in FY 2020, commitments decreased due to an increase in the issuance of personal recognizance bonds. However, staff began to see a slight increase in the number of individuals being committed to the facility. This trend started in FY 2022 and is expected to continue.
- Total releases are the number of prisoners who were committed and have made bond, completed their sentence, transferred, or are released per judicial directive.

CORRECTIONS

Inmate Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Rate of successful closure of pretrial participants	93%	95%	95%	94%	95%	95%
Pretrial supervision days	64,011	95,000	96,000	84,568	100,000	90,000
Pretrial average daily population	176	250	300	263	300	300

- Pretrial supervision days and Pretrial average daily population decreased in FY 2019 due to a reduction in the case load. However, the number of cases started increasing in FY 2020 and that trend has continued.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Community work programs completed	95	100	100	95	75	75
GEDs awarded	10	5	5	2	5	7
Home detention placements	3	5	5	4	3	3

- The decrease in the number of GED's awarded as displayed in FY 2020 through FY 2022 is a direct result of the lockdown that occurred because of the COVID-19 pandemic. The facility halted all programs for months. Staff tried to continue the program by giving self study assignments and virtual options allowing programming to resume but at a slower rate due to social distancing requirements, lack of one-on-one teaching and classroom instruction.
- The number of home detention placements increased in FY 2020 and remained stable in FY 2021. However, staff anticipate that number will decrease slightly in FY 2023 and FY 2024 based on the number of inmates in the facility that qualify and/or are interested in the program.

Support Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY2023 Estimate	FY 2024 Estimate
Inmate medical screenings	4,389	2,193	3,329	1,559	3,229	3,350
Inmate physical exams	3,927	894	1,465	479	1,465	1,465

- An inmate medical screening is done for every person who is committed to the Detention Facility.
- An inmate physical exam is conducted within 14 days of a person's commitment. An annual physical is also completed for inmates who are incarcerated for more than a year.
- The decrease in the number of inmate physical exams beginning in FY 2020 directly correlates to the shortened amount of time inmates are spending in the detention facility.

CORRECTIONS

Many inmates are being arraigned and placed on bond within 2-3 days of commitment; because physicals must be completed within 14 days of commitment, many are being released prior to the physical. In FY 2022, the detention center changed medical providers during the fiscal year which meant staff were unable to capture all of the data from the previous provider necessary to provide an accurate report that year.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Inmate meals served	525,600	319,217	215,067	344,386	355,000	355,000

- The number of meals served is directly related to the overall jail population.

ALCOHOL SAFETY ACTION PROGRAM (ASAP)

PROGRAM MISSION

To improve highway safety by reducing the incidence of driving under the influence.

Evaluation and Assessment

- Each offender is assessed to determine the most appropriate intervention, treatment, and probationary services.

Education

- Offenders are required to attend a minimum of 10 hours of education. The Arlington office provides these classes for offenders residing in the county and, on occasion, those residing outside of the area. The education program focuses on a variety of issues including the effects of alcohol/drugs on the body and the legal consequences of driving under the influence.

Alcohol and/or Drug Counseling

- Those offenders identified as having either substance abuse or dependence issues are referred to certified treatment counselors for further assessment and treatment. Constant communication is maintained between the ASAP case manager and the treatment provider to ensure active participation and compliance. Referral for relapse prevention services is considered when an offender has been successfully discharged from treatment but there are concerns or evidence that a relapse is likely.

Relapse Prevention

- Referral for relapse prevention services is considered when an offender has been successfully discharged from treatment but there are concerns or evidence that a relapse is likely or has already occurred. Relapse prevention programs are shorter in duration than outpatient treatment and clients are required to complete when re-assessment by a treatment professional deems appropriate or as ordered by the referring agency.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of successful program completions	85%	85%	85%	80%	85%	85%
Number of ASAP education programs	29	20	19	23	21	21
Percentage of fees collected in comparison to fees assessed	94%	84%	83%	86%	85%	85%
Maintain compliance with the Virginia Alcohol Safety Action Program standards (percent)	99%	99%	100%	99%	100%	100%

- ASAP saw an increase in referrals in FY 2022 resulting in an increase in the number of education programs conducted. The majority of ASAP referrals came from the court following conviction. There are also a few voluntary referrals who needed ASAP to comply with a Department of Motor Vehicles order. These are clients that ignored the original court order and then years

ALCOHOL SAFETY ACTION PROGRAM (ASAP)

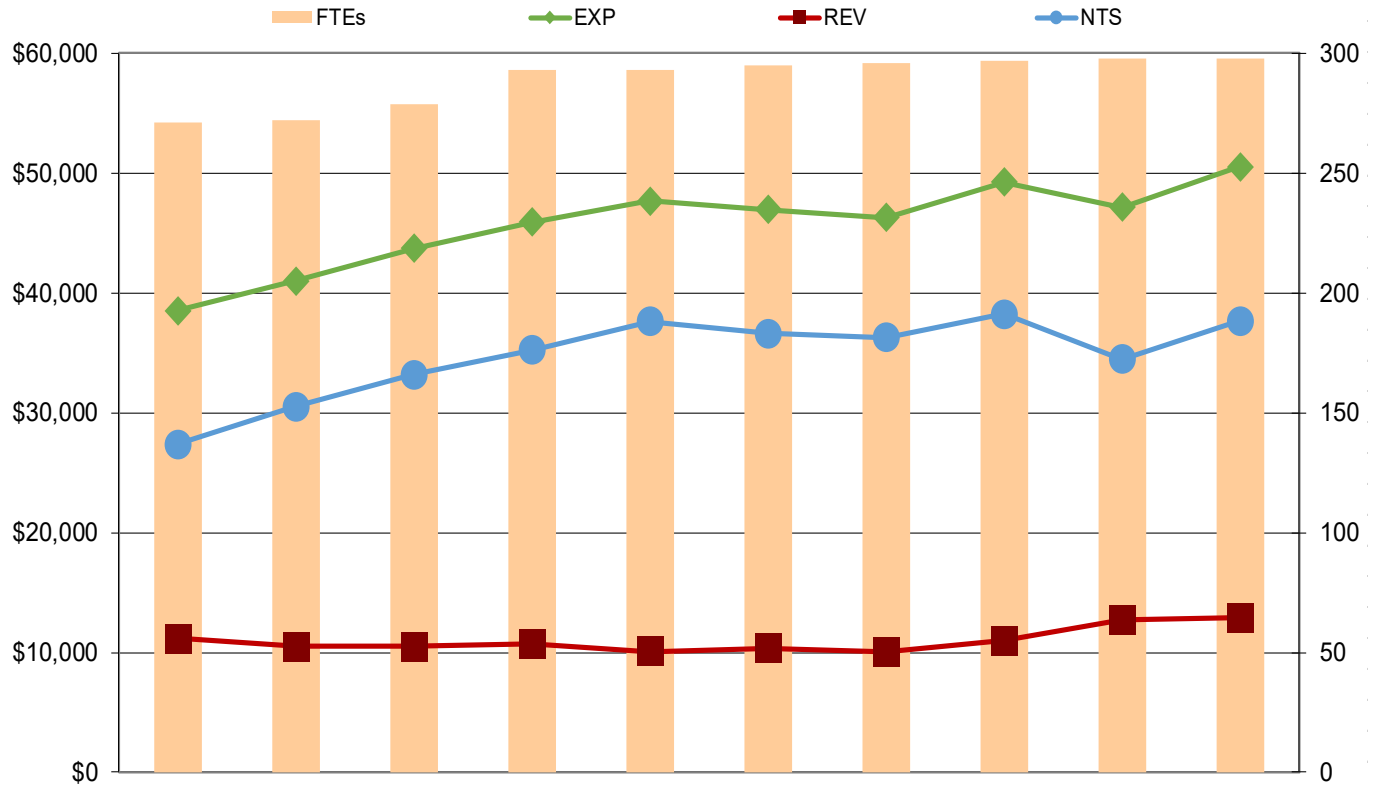
later return because they are unable to obtain driving privileges. Currently, referrals are down slightly which is expected to result in fewer classes offered in FY 2023 and FY 2024.

- A program audit is conducted every three years for compliance with the Virginia Alcohol Safety Action Program standards.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of needs identified and referred to appropriate resources	99%	99%	99%	99%	99%	99%
Alcohol referrals	719	517	527	591	550	550
Alcohol education classes	29	20	19	23	21	21
Drug referrals	96	38	42	32	30	30
Falls Church referrals	47	23	34	25	25	25
Public awareness presentations	3	2	1	1	2	3

- Public awareness presentations are conducted to increase public awareness of the dangers of driving while under the influence of alcohol or drugs. These presentations are often requested by schools, community groups, law enforcement professionals, and legal counsel. There was one community/public awareness opportunity in FY 2022 which was the County Fair.
- In collaboration with the Commonwealth Attorney's Office, the Arlington ASAP office is continuing to provide supervision for misdemeanor drug cases in an auxiliary program. The program began in FY 2021 causing a slight increase in drug referrals, however the number of referrals for FY 2022 stabilized at a lower amount and is expected to remain at that level.

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



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual*	Adopted Budget	Proposed Budget
EXP	\$38,527	\$41,005	\$43,703	\$45,919	\$47,699	\$46,968	\$46,294	\$49,247	\$47,168	\$50,537
REV	\$11,159	\$10,500	\$10,504	\$10,685	\$10,070	\$10,344	\$10,009	\$11,007	\$12,683	\$12,868
NTS	\$27,368	\$30,505	\$33,198	\$35,234	\$37,629	\$36,624	\$36,285	\$38,240	\$34,485	\$37,669
FTEs	271.00	272.00	279.00	293.00	293.00	295.00	296.00	297.00	298.00	298.00

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include \$108,050 for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ Added funding for a Prison Rape Elimination Act (PREA) Coordinator (\$166,508). ▪ Increased annual expense for operating equipment for Telestaff maintenance charges (\$25,000) and contractual agreements for inmate medical and pharmaceutical services (\$34,126). ▪ Fee revenue increased due to higher projections in Courthouse security fees (\$24,830), ASAP fees (\$2,432), electronic monitoring and other outside service fees (\$13,700) and an increase in Falls Church reimbursements (\$24,277). ▪ Grant revenue increased due to State Compensation Board reimbursements (\$206,323), Highway Safety Grants (\$7,150), and Comprehensive Correction Act revenue (\$6,920) as a result of an increase in salaries and tuition, which is offset by decreasing federal prisoner reimbursements (\$163,300).	1.00
FY 2016	▪ The County Board added funding to begin to address ongoing Sheriff staffing issues (\$325,000 personnel, \$25,000 non-personnel). ▪ The County Board added one-time funding for a Deputy Sheriff (1.0 FTE) to expand the Drug Court Program. The salary for this position will be fully charged to the Circuit Court. ▪ Swapped contractual services budget (\$50,900) to personnel in the conversion of part-time contractors to temporary employees in ASAP (\$50,900). ▪ Increased non-personnel due to contractual agreements for inmate medical and pharmaceutical services (\$102,835). ▪ Decreased Falls Church reimbursements (\$172,361), concealed weapons revenue (\$2,500), and other miscellaneous fees (\$3,450), which are offset by an increase in ASAP referrals (\$10,824). ▪ Increased prisoner expense reimbursement (\$150,000) and Compensation Board reimbursements including salary increases for some deputies (\$157,151), offset by a decrease in Federal prisoner reimbursement (\$25,000) and Highway Safety Grants (\$6,525).	5.00 1.00 1.00
FY 2017	▪ Added seven new positions including five Deputy positions, one Americans with Disabilities Coordinator (ADA) position, and one Human Resource position (\$499,740). The Deputies will be hired half-way through the year. ▪ Increased funding for contractual services for inmate medical and pharmaceutical services (\$52,446). ▪ Increased one-time funding for consultant services to assist in any facilities redesign efforts in either the Detention Center or Courts facilities (\$50,000). ▪ Increased one-time funding for the purchase of wearing apparel and equipment for the new deputy positions added (\$44,644).	7.00

Fiscal Year	Description	FTEs
	▪ Decreased Falls Church reimbursements based on the FY 2017 budget and reconciliation of prior year payments with actual expenditures (\$60,308). ▪ Decreased fee revenue in courthouse security (\$14,830), fingerprinting (\$3,000), electronic monitoring (\$8,000), and ASAP program revenue (\$61,015). ▪ Increased grant revenue due to an expected increase in Compensation Board reimbursements (\$169,330) and an increase in the Comprehensive Corrections Act grant (\$4,174). ▪ Decreased grant revenue due to reduced Federal Prisoner reimbursement (\$33,400) and the elimination of the Highway Safety Grant (\$625).	
FY 2018	▪ Added seven Sheriff Deputies positions (\$295,078); the two Sergeants will be hired in January of 2018, while the five Sheriff Deputies will be hired in two phases: December 2017 and May 2018. ▪ Added one-time funding for new uniforms (\$400,000). ▪ Added one-time funding for wearing apparel and equipment for the new deputy positions (\$62,502). ▪ Increased armory funding, through a reallocation of funds from the closure of Peumansend Creek Regional Jail (PCRJ) (\$50,000). ▪ Added funding for contractual increases for inmate medical services (\$71,967) and pharmaceutical supplies (\$7,499). ▪ Decreased fingerprinting fees revenue (\$3,000) and ASAP program fees (\$48,013), ▪ Increased Falls Church reimbursements based on the FY 2018 budget and reconciliation of prior year payments with actual expenses (\$4,557) and correction fee increases (\$490). ▪ Increased Prisoner Expense Reimbursement grant (\$150,000), partially offset by adjustments in State Compensation Board reimbursements (\$58,798) and a decrease in Federal Prisoner reimbursement (\$58,100).	7.00
FY 2019	▪ The County Board froze six vacant deputy sheriff positions (\$510,000) and added \$491,000 to fund an additional 3.0 percent market pay adjustment for the Deputy Sheriff, Corporal and Sergeant positions. Entry pay for the Deputy Sheriff job class increased from \$50,419 to \$51,938, or 3.0 percent. ▪ Added one-time funding to complete the detention center lock project (\$500,000). ▪ Added funding for contractual increases in inmate medical services (\$73,036). ▪ Decreased court security fees revenue (\$125,000) and ASAP program fees (\$35,566). ▪ Increased fee revenue due to higher projections in Falls Church prisoner reimbursements (\$41,682).	

Fiscal Year	Description	FTEs
	- Increased Prisoner Expense Reimbursement grant (\$143,300), Compensation Board reimbursements (\$6,978), and the Comprehensive Corrections grant (\$4,828). - Decreased Federal Prisoner reimbursement (\$6,700).	
FY 2020	- Added two deputy sheriff positions to staff a courtroom for a fourth judge which was added by the Commonwealth of Virginia due to the caseload of the Circuit Court (\$180,251 personnel, 2.0 FTEs; \$2,000 in ongoing funds and \$16,000 in one-time non-personnel funds). - Funded six Sheriff Deputies positions that were frozen in FY 2019 (\$543,201). - Added one-time funding for equipment and furnishings in the Detention Center (\$200,000). - Increased funding for the inmate medical contract (\$108,298) and utilities (\$196,252). - Increased court security fee revenue (\$300,000). - Decreased Falls Church reimbursements (\$280,065) and Alcohol Safety Action Program (ASAP) fees (\$13,074). - Increased Compensation Board reimbursement (\$184,492), Prisoner Expense reimbursements (\$6,500), miscellaneous State grants (\$8,120), and the Comprehensive Community Corrections grant (\$373).	2.00
FY 2021	- Added an Inmate Service Counselor position to work in the new Behavioral Health Court (\$120,475). - Increased the inmate care pharmaceutical budget (\$206,784) and added one-time funding for recruitment (\$75,000) and one-time expenses associated with the addition of the new Inmate Service Counselor (\$7,200). - Management of the Justice Center security contract and associated budget was transferred to the Sheriff's Office from the Department of Environmental Services (\$340,000). - Decreased court security fee revenue to align budget with actuals (\$300,000), fingerprinting fee revenue (\$13,000), and Alcohol Safety Action Program (ASAP) revenues (\$47,018), partially offset by an increase in projections for Falls Church reimbursements (\$9,557). - Increased Compensation Board reimbursement (\$356,915).	1.00
FY 2022	- The County Board added funding for a one percent merit pay adjustment, a one percent increase in the range for sworn positions, and an increase to the one-time bonus for staff from \$500 to approximately \$900. - The County Board also restored funding for a vacant Records Assistant IV position (\$79,790) with funding from the American Rescue Plan. - Froze 10.0 vacant Sheriff Officer positions and reallocated \$398,445 of that funding to the overtime budget to reduce the impact of ten frozen Sheriff Officer positions (net impact of reduction: \$505,475, 10.0 FTEs). - Decreased overtime funding for staff roll call (\$300,000). - Added a lieutenant position to oversee the body worn camera program within the Sheriff's Office (\$150,793).	1.00

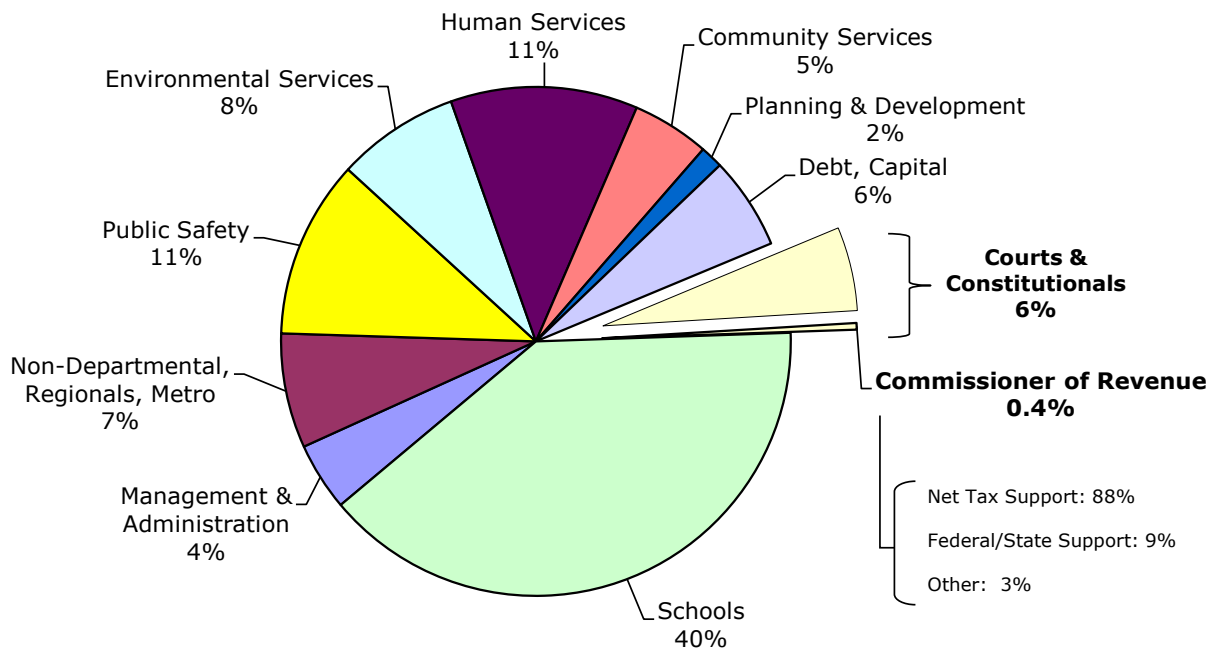
Fiscal Year	Description	FTEs
	- Increased the overtime budget (\$300,000). - Decreased Alcohol Safety Action Program (ASAP) fee revenue (\$41,805). - Decreased State Compensation Board reimbursement (\$168,638). <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$148,666), a one-time bonus for staff of \$450 (\$171,006), and partial year funding for a position for medical and food contract compliance (\$82,000).</i>	1.00
FY 2023	- The County Board added funding for additional merit pay adjustments for a total increase of 8.5 percent for sworn ranks and 5.25 percent for general employees, increased the pay range movement to 5.5 percent for sworn ranks and five percent for general employees, a one-time increase in shift differential from \$0.75 to \$1.00 per hour for B shift and from \$1.00 to \$1.30 per hour for C shift (\$36,306), a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$20,819), and an optional one-time cash-out of 40 hours of compensation time for general employees with balances of 80 or more and sworn staff with balances of 120 hours or more (\$4,094). - The County Board also increased State Compensation Board revenue based on the state budget being considered by the legislature (\$1,520,000). - Increased personnel funding due to adjustments to salaries resulting from an administrative job family study (\$26,654). - Added one-time funding to purchase ballistic vests (\$100,000) and one-time internal audit funding to ensure the detention center and inmate care are in compliance with industry best practices (\$15,000). - Added funding for the purchase and maintenance of emergency breathing apparatus in the detention center (\$10,000), contractual increases associated with the new inmate medical care contract (\$699,061), and adjustments to the annual expense for maintenance and replacement of County Vehicles (\$55,422). - Decreased contractual funding due to the transfer of contractual funding to the Department of Environmental Services to manage the Justice Center facility security contract (\$340,000). - Decreased fee revenues based on recent trends for electronic monitoring (\$3,000) and Alcohol Safety Action Program (ASAP) fees (\$4,683), partially offset by an increase in Falls Church expense reimbursements for the ASAP program (\$6,981). - Increased grant revenues to reflect increases in the State Compensation Board reimbursement (\$948,741) and miscellaneous federal grant revenue (\$19,700). - Reduced grant revenue for in State reimbursements for prisoner expenses based on recent decrease in the inmate population (\$450,000). - As a 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 adopted budget continues funding for these reductions including a Records Assistant IV Position (\$72,190).	

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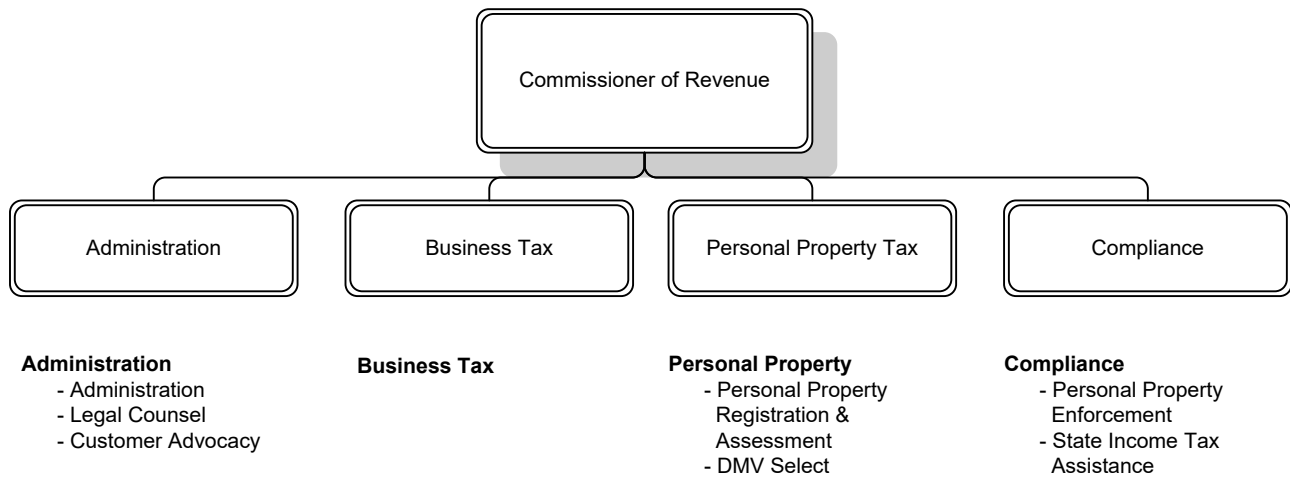
Our Mission: To provide Arlington County residents and businesses with high quality service in meeting their tax obligations.

The Office of the Commissioner of Revenue provides Arlington County residents and businesses with high-quality service in meeting their tax obligations by applying Virginia State and Arlington County tax laws with uniformity, fairness, and integrity. The Office is committed to providing customer advocacy to protect the rights of individual and business taxpayers and resolving those issues not satisfactorily addressed through normal channels.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Commissioner of Revenue is \$6,474,444, a seven percent increase compared to the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from Administrative and Accounting/Financial Services job family studies (\$69,854), an increase in the County's cost for employee health insurance, and slightly higher retirement contributions based on actuarial projections.
- ↑ Grant revenue increases due to an increase in State Compensation Board reimbursements primarily due to the State's five percent increase for state employees (\$24,400).
- ↓ Fee revenue decreases due to an adjustment to license plate penalty fees (\$60,000), partially offset by an increase to DMV satellite office fees (\$10,000) based on increased hours of service.

FY 2024 Proposed Budget Reduction

Departmentwide

- ↓ Reduction of various costs for suppliers' services (\$14,300)
IMPACT: The reduction will have minimal impact, as some process efficiencies have reduced costs for the use of the following suppliers' services: Federal Express - courier services; LexisNexis Accurint - an online search engine used by staff to discover individuals and businesses to determine their tax liability; Lorton Data - the National Change of Address service for the Vehicle Personal Property and Business Tax Divisions; and Merkle - a data imaging service for the processing of revenue payments and certain documents received by mail.

Personal Property & Business Tax

- ↓ Eliminate mailings to existing CAPP (Customer Assessment Payment Portal) customers (\$41,784)
IMPACT: Customers will no longer receive assessment notifications, including tax returns, through USPS. Savings are realized by eliminating printing and postage costs.

- For the Vehicle Personal Property Tax Division (\$9,500): Eliminating letters to existing CAPP (Customer Assessment Payment Portal) customers and instead sending a web notice when a vehicle is added by the Department of Motor Vehicles (DMV) will save postage, back-end Merkle fees, and printing costs. The Vehicle Personal Property Division sends approximately 30,000+ DMV letters a year so this change will reduce postage, mailings, and the associated costs.
- For the Business Tax Division (\$32,284): The implementation of the new paperless initiative will eliminate mailing of the Business Tax Division's customer information, i.e., Business License, Business Tangible, Meals Tax, and Transient Occupancy Tax Returns as well as customer Business License Tax Certificates.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actuals	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$5,382,383	\$5,812,438	\$6,293,928	8%
Non-Personnel	297,229	236,566	180,516	-24%
Total Expenditures	5,679,612	6,049,004	6,474,444	7%
Fees	169,995	275,000	225,000	-18%
Grants	501,981	527,100	551,500	5%
Total Revenues	671,976	802,100	776,500	-3%
Net Tax Support	\$5,007,636	\$5,246,904	\$5,697,944	9%
Permanent FTEs (Funded)	52.00	52.00	52.00	
Permanent FTEs (Frozen, Unfunded)	1.00	1.00	1.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	53.00	53.00	53.00	

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Administration	\$1,676,716	\$1,623,707	\$1,529,272	-6%	\$776,500	\$752,772
Business Tax	1,821,506	2,305,850	2,594,451	13%	-	2,594,451
Personal Property Tax	1,870,572	1,586,265	1,743,315	10%	-	1,743,315
Compliance	310,818	533,182	607,406	14%	-	607,406
Total	\$5,679,612	\$6,049,004	\$6,474,444	7%	\$776,500	\$5,697,944

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Administration	11.00	10.00	-	10.00
Business Tax	20.00	21.00	-	21.00
Personal Property Tax	16.00	16.00	-	16.00
Compliance	6.00	6.00	-	6.00
Total FTEs	53.00	53.00	-	53.00

ADMINISTRATION

PROGRAM MISSION

To direct and support all programs administered by the Office of the Commissioner of Revenue by preparing and managing the budget, administering human resources, providing legal counsel to the staff and customers, and providing administrative support required to meet the Commissioner's mission. There are three distinctive functions in the division: administration, legal counsel, and customer advocacy.

Administration

- Prepares, monitors, and analyzes budget development and execution.
- Oversees the recruitment and hiring process.
- Provides information systems and technology support.

Legal Counsel

- Advises the Commissioner and her staff regarding legal issues.
- Assists the Commissioner's office in developing clear and consistent policies and standards for assessing property.
- Communicates and negotiates with taxpayers and their legal counsel.
- Responds on behalf of the Commissioner in taxpayer appeals to the State Tax Commissioner.
- Resolves issues regarding exemptions from taxation.

Customer Advocacy

- Ensures that the rights of individuals and business customers are protected and that issues that have not been satisfactorily addressed through regular channels are resolved.
- Provides an independent review of customers' tax situations and recommends administrative solutions and changes.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of customer requests fulfilled by established timeframes	100%	100%	100%	100%	100%	100%
Percent of financial transactions satisfactorily processed within established timeframes	100%	100%	100%	100%	100%	100%
Percent of personnel transactions processed satisfactorily within guidelines	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of customers served by Advocate	1,536	770	779	484	500	500

ADMINISTRATION

- Customer advocacy services have been decreasing over the last few years due to the impacts of COVID-19 and a redistribution of responsibilities among staff in FY 2022 so some outreach efforts were not able to be accomplished. For FY 2023 and FY 2024, more of these services for customers are anticipated to increase and remain steady due to the re-implementation of outreach efforts.

BUSINESS TAX

PROGRAM MISSION

To ensure uncompromising standards of fairness for all businesses that conduct business in Arlington by ensuring that they are properly assessed.

Business Tax

- Coordinates the assessment of the business, professional, and occupational license (BPOL) tax in Arlington County.
- Assesses custodial taxes, including meals tax and transient occupancy tax.
- Assesses business tangible personal property tax on all furniture, fixtures, machinery, and tools used in Arlington County.
- Manages and administers an aggressive field canvassing program to discover and assess businesses that are operating in Arlington County without filing required tax returns.
- Provides exceptional customer service through improvements in training, technology, paperless initiatives, and continuous personal interaction with the business community.
- Coordinates a sales tax audit program to more closely monitor sales tax payments received from the State compared with local retailers' business license filings.
- Conducts an in-depth annual audit program which reviews customer documents to verify the accuracy of tax filings and obligations of 200-240 businesses and makes adjustments as needed.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent business license statutory assessments to total business license returns	7%	6%	7%	7%	9%	9%
Percent business tangible statutory assessments to total business tangible returns	11%	15%	14%	19%	19%	19%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of business license tax returns processed	20,152	19,235	19,500	19,617	19,800	20,000
Number of business tangible tax returns processed	11,635	11,575	11,669	11,398	11,500	11,700
Number of custodial tax assessments	14,128	14,322	13,526	12,788	12,500	12,500

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of days to respond to customer inquiries	1	1	1	1	1	1
Number of establishments assessed for meals tax	959	955	919	945	950	955

BUSINESS TAX

- The percent of business license statutory assessments to total business license returns for FY 2023 and 2024 is expected to increase due to new business accounts and may include customers not aware of their annual filing requirements.
- The percent of business tangible statutory assessments to total business tangible returns is expected to level out for FY 2023 and FY 2024 as some businesses continue to operate in a remote environment where they might not need to file a business tangible return.
- Business license returns processed increased slightly in FY 2022 as a result of the increase in business activity coming out of the pandemic. This trend is expected to continue upward in FY 2024.
- Business tangible returns processed decreased slightly in FY 2022 which was likely due to some businesses continuing to operate in a remote environment. This number is expected to increase as some businesses return to the office or adopt hybrid schedules.
- The reduction of custodial tax assessments is due to a decrease in transient occupancy tax (TOT) accounts from recent state legislation changes requiring accommodations intermediaries to collect and remit taxes.
- Despite the expectation of a more significant impact to the number of establishments assessed for meals tax, the restaurant industry adapted to the pandemic by increasing its contact free operations through the proliferation of takeout services, use of third-party delivery services, outdoor dining, and eventual indoor dining reopenings. In FY 2023 and FY 2024, continued growth is expected from business reopenings, adapted post pandemic services, and new investments in areas zoned for restaurants where prior restaurants closed during pandemic.

PERSONAL PROPERTY

PROGRAM MISSION

To ensure fair and uniform assessments of all vehicle personal property.

This division has two major functions: registering and assessing personal property and operating a satellite office of the Department of Motor Vehicles (DMV Select).

Personal Property Registration and Assessment

- Coordinates the registration and assessment of personal property such as motor vehicles, trailers, and boats, vehicle status modifications, tax liability adjustments, and tax code interpretation and application.
- Conducts monthly analyses of new vehicle registrations to ensure that all vehicles are assessed and billed in accordance with state and local code.

DMV Select

- Provides a limited number of DMV services such as processing applications for obtaining titles and registering motor vehicles, issuing motor vehicle license plates and decals, and issuing disabled placards and driver transcripts.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Call abandon rate	2%	2%	2%	2%	2%	2%
Number of discrete pieces of personal property assessed (vehicles, boats, etc.)	204,058	188,612	187,576	179,826	176,000	178,000
Percent of assessments in compliance with the Code of Virginia	100%	100%	100%	100%	100%	100%
Percent of email inquiries resolved within a three-day timeframe	95%	95%	95%	95%	95%	95%
Percent of Personal Property Tax Reliefs (PPTR) that meets the PPTR Act compliance guidelines	100%	100%	100%	100%	100%	100%
Percent of total accounts adjusted	10%	10%	10%	10%	10%	11%
Total value of assessments (in billions)	\$1.67	\$1.68	\$1.65	\$1.75	\$2.20	\$1.94

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Estimate	FY 2024 Estimate
Number of emails received	6,831	4,005	5,992	6,853	6,250	5,800
Number of tax adjustments	19,718	17,998	17,470	18,371	18,500	18,500
Total calls received	30,670	28,607	30,827	27,362	25,750	24,500

- The number of discreet pieces of personal property assessed decreased during the COVID-19 pandemic. High vehicle prices and limited supply kept would be buyers out of the market. Vehicle appreciation (instead of depreciation) led to a change in the assessment method to offset some of the year over year increases in vehicle values for FY 2023. High prices on both new and used vehicles will continue to impact car/truck buying decisions in FY 2024.

PERSONAL PROPERTY

- The office received more emails than estimated for FY 2022 due to the impact of COVID-19 and higher than usual vehicle values. It is anticipated that there will be a decrease in the number of emails received as we move from FY 2023 and into FY 2024 as vehicle values return to a more normal depreciation mode which will curtail some of these inquiries moving forward.
- There were slightly fewer tax adjustments than expected in FY 2022. An increase had been expected with more vehicle owners coming forward to appeal their assessments. The figures for FY 2023 and FY 2024 are expected to remain fairly flat.
- The COVID-19 outbreak did not have the overwhelming effect on call volume that was expected in FY 2022 with the FY 2022 tax bills posting. Customers are using email more which helps offset the call volume. Moving into FY 2024, the expectation is for this trend to continue perhaps as car values go back to depreciating over time in FY 2024 leading to fewer questions.

COMPLIANCE

PROGRAM MISSION

To achieve uncompromising standards of fairness for all customers in Arlington County by ensuring that all eligible property subject to taxation in Arlington is properly assessed. The division is responsible for the personal property enforcement program and state income tax assistance.

Personal Property Enforcement

- Discovers vehicles regularly garaged in Arlington County that are not registered with the Commissioner of Revenue.

State Income Tax Assistance

- Provides customer service to Arlington residents on individual Virginia state income tax matters.

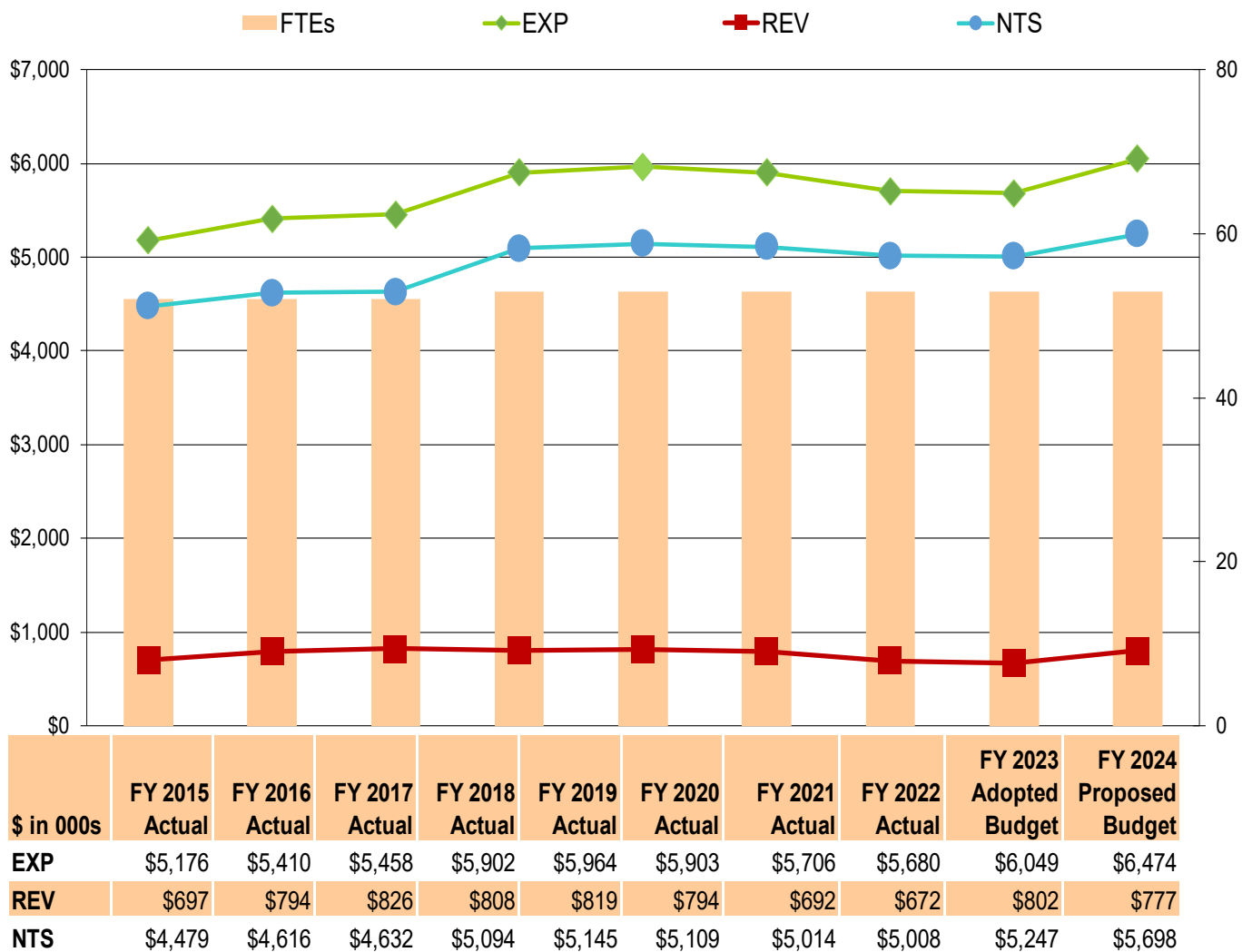
PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Value of Personal Property assessments by Enforcement Program (in millions)	\$2.45	\$1.35	\$0.70	\$0.87	\$0.90	\$0.95

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Enforcement Program letters sent	19,135	19,650	11,767	8,287	10,000	12,000
Summonses issued	1,267	618	0	0	250	500

- In FY 2022, technical issues with the Automatic License Plate Reader (ALPR) equipment halted the field visit operations by a couple months. Although fewer vehicles were registered, the FY 2022 revenue projection was exceeded for personal property assessments due to vehicle values reaching an all-time high. Vehicle personal property tax revenue is expected to increase for FY 2023 and FY 2024 as new vehicle values remain high.
- Technical issues with the ALPR equipment and limited field visit days resulted in fewer non-compliant vehicle cases and enforcement letters generated in FY 2022. For the second half of FY 2023, the Compliance Division is fully staffed with the resources to conduct more field visits and to aggressively re-visit larger buildings and neighborhoods/civic associations with high anonymous tips reporting and thus is anticipating an increased vehicle case load.
- Now that the office has returned to close to normal in-office presence, it will begin issuing summonses in tax year 2023 (second half of FY 2023). As in previous years (prior to the pandemic), the number of summonses issued is expected to remain low to moderate due to receiving customer responses to the Initial Request for Information and Second Notice letters.

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



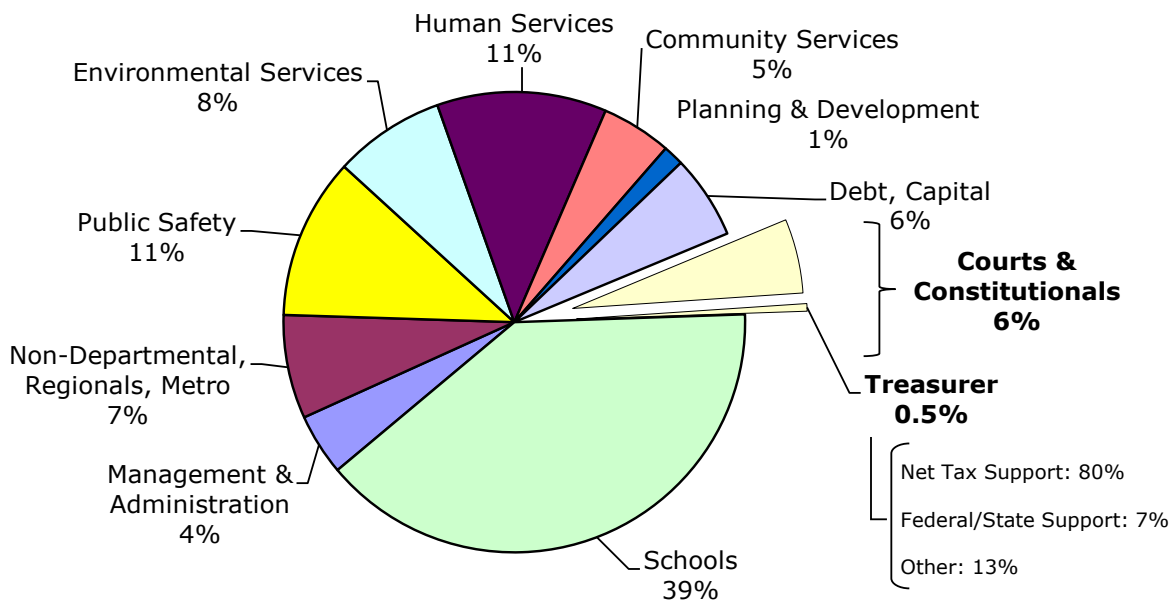
Fiscal Year	Description	FTEs
FY 2015	▪ Fee revenue increased (\$80,000) to more closely align with previous years' actual revenue for out-of-state license plate fees for vehicles garaged in the County. ▪ Grant revenues decreased to realign State Compensation Board reimbursements with actual levels (\$1,647).	
FY 2016	▪ Fee revenue increased due to an increase in the license plate penalty fee revenue based on recent actual receipts (\$50,000) and the transfer of and an increase in DMV select revenue from the Treasurer's Office (\$25,000). The DMV Select is now solely operated by the Commissioner's Office. ▪ Grant revenue increased due to an increase in State Compensation Board reimbursements (\$22,350).	
FY 2017	▪ Fee revenue increased due to increased revenue from the Department of Motor Vehicles for satellite office services provided by the Commissioner of Revenue (\$15,000). ▪ Grant revenue increased due to an increase in State Compensation Board reimbursements (\$3,423).	
FY 2018	▪ Added a limited term Business Tax auditor position that is offset by an increase in tax audit revenue (\$95,091). ▪ Increased fee revenue from the Department of Motor Vehicles for satellite office services provided by the Commissioner of Revenue (\$10,000). ▪ Increased grant revenue due to an adjustment to the State Compensation Board reimbursements (\$2,677).	1.00
FY 2019	▪ Increased fee revenue due to an increase in license plate penalty fee revenue (\$20,000).	
FY 2020	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers (\$1,729). ▪ Reduced postage and print-shop charges by using electronic mail for vehicle assessment letters, meals tax and transient occupancy tax filings, and business license and business tangible communication and tax filing as well issuance of business tax license certificates (\$125,000). ▪ Reduced annual expense for maintenance and replacement of County vehicles (\$82). ▪ Increased grant revenue for State Compensation Board reimbursements as a result of the State's two percent increase for state employees (\$10,618). ▪ <i>In FY 2019 Closeout, the County Board converted a limited term FTE to permanent full-time to support meals tax audits in the Business Tax Division.</i>	
FY 2021	▪ Grant revenue increased due to an increase in State Compensation Board reimbursements (\$14,575).	

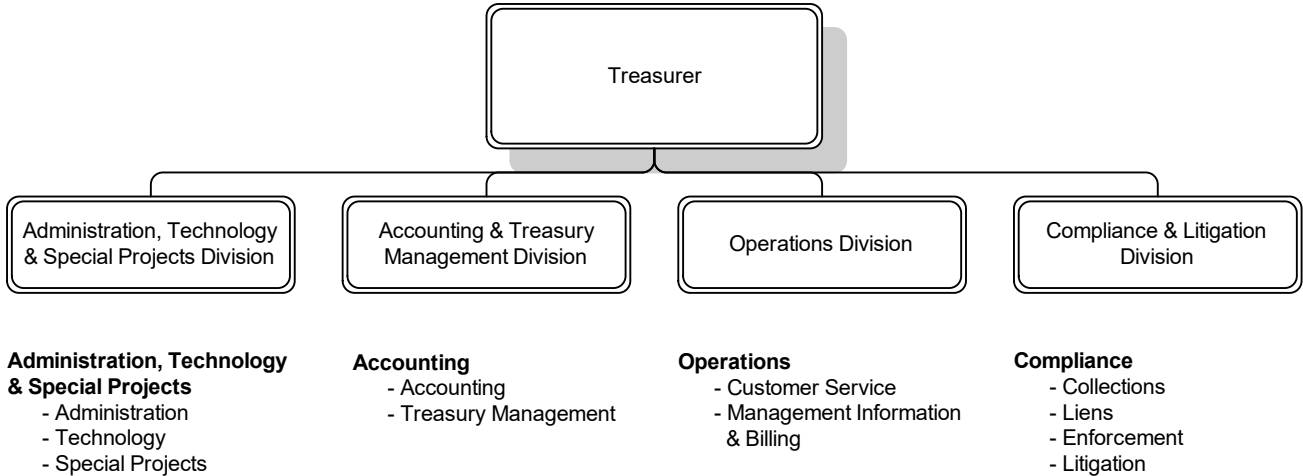
Fiscal Year	Description	FTEs
FY 2022	▪ The County Board added funding for a one percent merit pay adjustment, a five percent increase in the range, and an increase to the one-time bonus for staff from \$500 to approximately \$900. ▪ Held the Customer Advocate Management Specialist position vacant for the year (\$125,022, 1.0 FTE). ▪ Fee revenue decreased based on prior year actuals (\$20,000) and grant revenue decreased due to a decrease in State Compensation Board reimbursements (\$10,527). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$22,424) and a one-time bonus for staff of \$450 (\$26,201).</i>	
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, and approved a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$3,737). ▪ Grant revenue increased due to an increase in State Compensation Board reimbursements primarily due to the State's five percent increase for state employees (\$49,632). ▪ The County Board approved the use of an 88 percent vehicle assessment ratio due to address rising assessments and help fund the repeal of the \$33 motor vehicle license (formerly "decal") fee.	

Our Mission: To receive, collect, safeguard, and disburse County funds

In order that society can conduct itself in a civilized manner, that the ends of justice can be served, and that government can ensure the provision of services to its citizenry, it is the mission of the Treasurer's Office, as defined by the Constitution of Virginia, to receive or collect state and local taxes and other revenues, to safeguard the funds, and to disburse the funds in accord with the dictates of the local governing body.

FY 2024 Proposed Budget - General Fund Expenditures





The FY 2024 proposed expenditure budget for the Treasurer’s Office is \$8,179,168, a seven percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from Administrative, Communications, Legal & Judicial, and Accounting & Financial Services job family studies (\$102,568), an increase in the County’s cost for employee health insurance, and slightly higher retirement contributions based on actuarial projections, partially offset by the downgrade of the Investment Portfolio Manager position (\$60,181).
- ↑ Grant revenue increases based on anticipated State Compensation Board reimbursements primarily due to the State’s five percent increase for state employees (\$35,001).
- ↑ Fee revenue increases due to an anticipated increase in collections of administrative compliance fees (\$96,649), partially offset by a decrease to dog licensing fees (\$35,000) as renewal cycles continue to drop off with the implementation of the lifetime license.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$6,330,711	\$7,077,672	\$7,583,760	7%
Non-Personnel	551,220	595,309	595,408	-
GASB	2,081	-	-	-
Total Expenditures	6,884,012	7,672,981	8,179,168	7%
Fees	1,133,359	1,016,033	1,077,782	6%
Grants	571,236	599,799	634,800	6%
GASB	2,081	-	-	-
Total Revenues	1,706,676	1,615,832	1,712,582	6%
Net Tax Support	\$5,177,336	\$6,057,149	\$6,466,586	7%
Permanent FTEs	62.00	62.00	62.00	
Temporary FTEs	0.66	0.66	0.66	
Total Authorized FTEs	62.66	62.66	62.66	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Administration, Technology, and Special Projects	\$1,308,374	\$1,447,743	\$1,449,315	-	\$634,800	\$814,515
Accounting and Treasury Management	1,189,566	1,363,507	1,387,043	2%	30,000	\$1,357,043
Operations	2,067,387	2,103,278	2,354,374	12%	49,800	\$2,304,574
Compliance and Litigation	2,318,685	2,758,453	2,988,436	8%	997,982	\$1,990,454
Total	\$6,884,012	\$7,672,981	\$8,179,168	7%	\$1,712,582	\$6,466,586

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Administration, Technology, and Special Projects	9.00	8.00	-	8.00
Accounting and Treasury Management	10.00	10.00	-	10.00
Operations	19.00	20.00	-	20.00
Compliance and Litigation	24.66	24.00	0.66	24.66
Total FTEs	62.66	62.00	0.66	62.66

ADMINISTRATION, TECHNOLOGY, AND SPECIAL PROJECTS

PROGRAM MISSION

To ensure optimal use of available resources and high-quality service by providing functional officewide administrative and systems support in areas including personnel management; detailed statistical analyses; preparation and monitoring of County and State budgets; information system analysis, design, and support; communications; and special projects assigned by the Treasurer.

Administration

- Provides administrative support to the Treasurer.
- Performs and coordinates all office personnel functions.
- Oversees state and local legislative activities.
- Prepares and monitors both County and State annual budgets.
- Conducts statistical analyses and assists the Treasurer with projects necessary for reporting, presenting, and disseminating public information.
- Manages physical security for the office.

Technology

- Performs information systems design, testing, documentation, and programming.
- Provides analysis and reporting beyond what vendor-supplied systems can deliver.
- Provides coordination and support to vendor-supplied systems as well as end users on software and hardware matters.
- Manages procurement for new I.T. contractors.
- Provides software security for the office.
- Serves as liaison with County I.T. and other departments and projects.
- Supports the office in pursuit of future efficiencies, cost savings, and innovations.

Special Projects

- Performs both ongoing and special one-time projects.
- Designs office forms, tax bills, and other distribution materials.
- Designs and maintains the Treasurer's Office website; manages Treasurer's Office's social media presence.
- Researches customer inquiries and provides written direct communication with customers.
- Creates annual reports and community presentations on real estate taxes, delinquency rates, and other topics.

ACCOUNTING AND TREASURY MANAGEMENT

PROGRAM MISSION

To safeguard, manage, and account for all revenues and bond proceeds received for the County Government and Public Schools, ensuring the security, proper stewardship, and availability of these funds to meet County and Public Schools expenditure requirements. To procure and manage banking and related services contracts for the County Government and Public Schools.

Accounting

- Prepares and enters data that accurately reflect revenue activity for the General Fund and all other funds.
- Reports and remits funds received on behalf of the Commonwealth (e.g., transient occupancy tax) and reports abandoned property to the Commonwealth.
- Ensures the integrity of transactions entered into the general and subsidiary ledgers.
- Monitors established control procedures.
- Completes bank reconciliations.
- Develops policies and procedures to ensure that internal controls and the security of County funds are maintained.

Treasury Management

- Monitors the receipt of funds.
- Forecasts cash flow expectations consistent with adopted projections of County revenue and expenditures.
- Selects and manages banking and related services.
- Manages the investment portfolio for the County and structures investment maturities in a manner to meet projected cash flow requirements consistent with the principles of Safety, Liquidity and Yield (SLY) and in compliance with applicable State Code and Investment Policy requirements.
- Manages the County's bond State non-arbitrage program.
- Prepares the Treasurer's reports for the County Finance Board.

ACCOUNTING AND TREASURY MANAGEMENT

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Balance of funds managed by the Treasurer at June 30	\$721,198,983	\$771,558,543	\$842,692,211	\$919,593,089	N/A	N/A
Balance of Unexpended Bond Proceeds at June 30 (SNAP – State Non-Arbitrage Program)	\$405,663,541	\$206,832,275	\$390,088,511	\$242,689,317	N/A	N/A
Total Funds Balance as of June 30	\$1,126,862,524	\$978,390,818	\$1,232,780,722	\$1,162,282,406	N/A	N/A

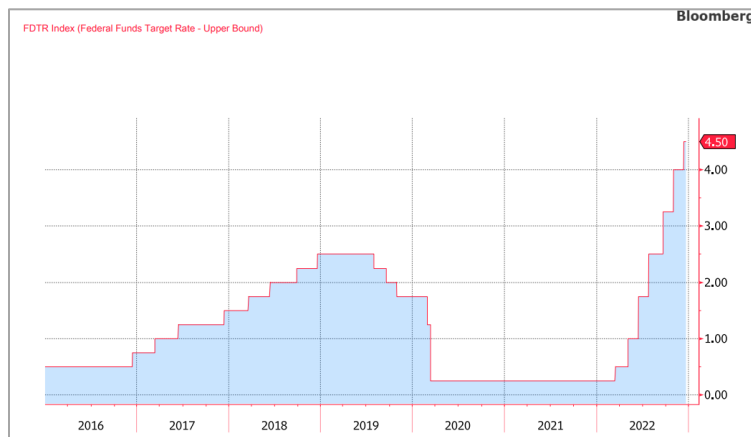
- Although the Treasurer’s Office reports on the Balance of funds managed, the Balance of Unexpended Bond Proceeds (SNAP), and the Total Funds Balance as of June 30, the amount of funds in these accounts is inherently dependent upon actions by the County Board and spending by the County.

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Investment Interest Income (Cash Basis) for Balance of funds managed by the Treasurer	\$13,575,260	\$12,367,649	\$4,328,075	\$3,543,001	N/A	N/A
Investment Interest Income (Cash Basis) for Balance of Unexpended Bond Proceeds (SNAP – State Non-Arbitrage Program)	\$7,245,120	\$5,557,227	\$473,048	\$822,008	N/A	N/A
Investment Interest Income (Cash Basis) for Total Funds Balance	\$20,820,320	\$17,924,876	\$4,801,123	\$4,365,009	N/A	N/A

ACCOUNTING AND TREASURY MANAGEMENT

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of bank accounts managed and reconciled at June 30	60	58	56	56	56	56
Bank reconciliation completed within accounting close date	100%	100%	100%	100%	100%	100%
Number of months investment performance greater than 90-day T-bill rate benchmark	2/12	12/12	12/12	9/12	N/A	N/A

- To better understand investment interest income benchmarks, the following chart shows the Federal Reserve target interest rate. As the chart illustrates, the Federal Reserve lowered interest rates quickly in March 2020 in response to COVID-19 and rates remained at near zero for two years. Beginning in March 2022, the Federal Reserve started raising interest rates significantly in an effort to contain unanticipated levels of high inflation.



- In general, the investment interest income follows the trend of the target benchmark rate set by the Federal Reserve with a lag, because the duration of the portfolio is greater than the 90-day T-bill rate. As a result, Investment Interest Income (Cash Basis) was significantly lower at year end in both FY 2021 and FY 2022.
- As noted above, the Treasurer's Office reports on the balance of funds managed, the Balance of Unexpended Bond Proceeds, and the Total Funds Balance as of June 30, the amount of funds in these accounts is inherently dependent upon actions by the County Board and

ACCOUNTING AND TREASURY MANAGEMENT

spending by the County, and thus it is difficult to estimate investment interest income. Having said that, with the Federal Reserve's recent increases in its benchmark interest rates, the investment interest income is expected to trend up in FY 2023.

- Investment performance was greater than the 90-day T-bill rate during periods of falling and low short-term interest rates and less than the 90-day T-bill rate during periods of rising short-term interest rates. The office is contemplating whether the 90-day T-bill rate is an accurate measure for our diversified portfolio, which is laddered over several years.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Meet or exceed the Department of Management and Finance monthly closing schedule	100%	100%	100%	100%	100%	100%
Number of audit exceptions in the annual state funds audit report	0	0	0	1	0	0
Number of significant audit (outside) exceptions included in the final audit report attributable to the Treasurer's Office	0	0	0	0	0	0

- The audit exception in the annual state funds audit resulted from a miscalculation of the amount the County retains annually. As a result, remittances of \$2,382 in Sheriff's fees to the Commonwealth were delayed. To ensure that all Sheriff's fees are promptly remitted to the Commonwealth once the threshold is met in the future, management has implemented a tool to track and monitor retainage and remittances to the Commonwealth for Sheriff's fees.

PROGRAM MISSION

The mission of the Operations Division is to manage all revenue transactions, post assessments provided by other County agencies to the system of record, create accurate tax bills, manage all aspects of mail services for the Treasurer's Office, and issue various County licenses. In addition, we maximize customer convenience through in-person, telephone, and written customer service, and by providing convenient and accessible methods of payment.

The Operations Division is comprised of two sections: Customer Service and Management Information and Billing.

Customer Service

- Processes all directly remitted County revenue as well as payments received by other County departments and agencies.
- Provides service to the public through in-person customer service, operating a call center during business hours, and responding to email to help customers understand their obligations and resolve problems.
- Transmits payment files for nightly posting to the accounts receivable systems.
- Creates and maintains customer accounts to include address maintenance, account consolidation, and real estate tax account set-up. Manages enrollment for Automatic Bank Debits.
- Provides support for CAPP, the Arlington County payment portal, which affords residents the convenience of paying taxes, utilities, and parking tickets online. Works closely with system programmers and vendors to ensure optimum functionality of CAPP.
- Delivers, manages, and reports on the Taxpayer Assistance Program (TAP) to assist taxpayers experiencing financial challenges.

Management Information and Billing

- Maintains the accounts receivable files for all County taxes and adjusts those accounts to assess and abate late payment penalties, resolve payment posting problems, and process customer refunds.
- Researches and resolves differences between the accounts receivable files and cash received.
- Updates real estate tax accounts to reflect exemptions and deferrals, assessment changes, new construction and property transfers.
- Coordinates with other County agencies and outside vendors to produce timely and accurate tax bills.
- Manages and reconciles print and postage accounts for mail services.
- Manages programs for processing payments through lockbox, mortgage tax services, vehicle fleet accounts, and other customer payment options.
- Works closely with system programmers and vendors to ensure accuracy and efficiency of the system of record.

OPERATIONS

PERFORMANCE MEASURES

Customer Service Section

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Manual real estate registration transfers	6,448	6,224	8,463	7,709	6,700	6,500
Customer email responses	12,948	9,119	9,058	8,794	8,900	8,900
Customer phone calls answered	38,663	30,878	30,263	29,970	29,000	28,000

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of Real Estate Registrations completed within one week	52%	84%	85%	90%	90%	90%
Real Estate returned mail items processed	1,903	2,031	1,852	3,656	2,000	2,000
Number of new CAPP profiles	14,482	16,609	19,988	17,058	17,500	17,500
Number of transactions processed through the online payment portal (e-check and credit/debit card)	265,298	254,748	277,744	285,265	285,000	290,000
Number of automated payments processed (bank account debit)	49,968	47,786	51,666	55,925	56,500	57,000
Number of cashier payments	74,055	58,044	31,837	32,379	33,500	34,000
Customer maintenance work items completed	34,346	31,132	33,667	35,718	36,000	36,000
Number of TAP loans	76	80	88	177	170	165
Total dollar amount of TAP loans	\$252,753	\$1,120,360	\$642,611	\$538,422	\$420,000	\$420,000

- The number of manual real estate registration transfers fluctuates with the number of real estate sales and transfers. The office expects to see a continued decrease as mortgage interest rates are expected to remain high.
- During FY 2022, staff was able to complete a higher percentage of real estate registrations within one week as the result of including more staff members in the registration process.
- The US Postal Service experienced numerous issues during FY 2021 which increased the amount of real estate returned mail that the Treasurer's Office processed. In FY 2022, DREA changed their returned mail process to electronic delivery, which increased the number of returned mail items. In FY 2023, the office expects the number of returned mail items to return to more normal levels because of the higher number of corrected addresses in DREA's database.
- The number of new CAPP profiles increased 20 percent in FY 2021 as customers looked for ways to pay remotely during the pandemic. The number of new profiles is anticipated to

OPERATIONS

remain higher than pre-pandemic levels as taxpayers become more accustomed to paying online.

- In FY 2021, online payments for taxes, parking tickets, and utilities continued to outpace all other payment channels as customers continued to seek convenient, efficient, and safe ways to pay.
- Growth in automatic bank debits increased in FY 2021 and FY 2022 as a result of increased outreach about the program and as customers continued to seek more efficient ways to pay.
- As anticipated, in-person payments dropped significantly in FY 2021 even though the office was open to the public for the entire year. Customers have now transitioned to more convenient, efficient, and safe payment methods.
- Dog license revenue decreased in FY 2021 and FY 2022 as short-term licenses were replaced by the lifetime license. The decrease is expected to continue in FY 2023 because the registered pet accounts that existed prior to the lifetime license will have been through the renewal cycle.
- The number of dog licenses issued in FY 2021 and FY 2022 decreased as short-term licenses were replaced by lifetime licenses which do not require renewal. In FY 2023, the downward trend is expected to continue.
- The number of customer maintenance work items in FY 2021 increased in correlation with the increase in manual real estate registrations. In FY 2022, the number of customer maintenance work items increased as the result of registering more customers for the Automatic Bank Debit program.
- In FY 2022, increased vehicle assessments resulted in higher vehicle personal property tax bills and a greater number of taxpayers needing financial help from TAP.
- As expected, the total dollar amount of TAP loans decreased in FY 2021 and FY 2022 as fewer large-balance TAP loans were requested. Notably, while the total dollar amount of real estate TAP loans decreased 8% in FY 2022, the total dollar amount of vehicle personal property TAP loans skyrocketed by 152%.

Management Information and Billing Section

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of bills and notices mailed	251,719	244,772	238,401	233,203	200,000	195,000
Number of fleet vehicles billed through the Fleet Payment Program	11,564	10,845	9,923	6,453	9,000	9,000
Number of tax bills processed through mortgage companies and tax services	69,352	71,282	70,276	71,658	71,000	71,000

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of electronic payments from outside sources (CheckFree, E-Box)	37,348	36,699	34,328	36,659	37,000	35,000

OPERATIONS

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of transactions processed through the wholesale & retail lockbox system	144,221	131,256	117,387	107,665	95,000	93,000
Number of refunds issued	16,463	15,427	17,645	14,876	16,000	16,000
Motor Vehicle License revenue	\$4,615,769	\$5,556,136	\$5,651,790	\$5,390,769	\$0	\$0

- The number of bills and notices mailed is predicted to decrease for FY 2023 with the advent of consolidated billing for Vehicle Personal Property in addition to the elimination of the Motor Vehicle License fee.
- The number of vehicles billed through the Fleet Program continues to decrease year over year, most recently as the result of supply chain issues from the pandemic, resulting in fewer vehicles available for lease or purchase.
- In FY 2022, the number of electronic payments increased as customers continued to look for convenient and safe ways to pay remotely.
- The number of lockbox transactions has continued to decline as payers continue to move to electronic payments, which are more convenient, efficient, and safe. It is anticipated that the number of lockbox transactions will continue to decline as fewer people write checks.
- The number of refunds issued by the Treasurer's Office is dependent upon the number of reduced assessments or prorations applied by the Department of Real Estate Assessments or the Commissioner of Revenue's Office respectively, as well as the number of overpayments made by taxpayers.
- Motor Vehicle License Fee revenue has been adjusted for FY 2023 and FY 2024 as the result of the County Board voting to permanently eliminate this regressive fee.

COMPLIANCE AND LITIGATION

PROGRAM MISSION

To reduce debt owed to Arlington County and the Commonwealth of Virginia.

The Compliance and Litigation Division's responsibility is to ensure the equitable distribution of the tax burden over the County's private and business population through the prompt and efficient collection of delinquent County taxes, parking tickets, debts owed to county agencies, and court debt (court fines, costs, forfeitures, penalties, and restitution). The Division is comprised of three functional areas: Collections, Enforcement, and Litigation.

Collections

- Collects overdue debt primarily through outreach to debtors. The collections area is organized as a call center, with our collectors handling inbound calls as well as placing outbound calls to debtors.
- Uses various methods to gather information on debtors, thus improving the chance of obtaining payment or finding a lien source.
- Works with debtors to establish payment arrangements.
- Monitors accounts and determines when they are ready for enforcement action or litigation.
- Collects overdue parking tickets issued by the Arlington County Police Department, Metropolitan Washington Airports Authority and Metro Transit Police Department.
- Collects delinquent accounts for numerous County agencies and departments as well as delinquent court debt (i.e. fines, costs, forfeitures, penalties, and restitution).

Enforcement

- Performs outreach visits to delinquent businesses and residents.
- Submits delinquent accounts to the Virginia Department of Taxation's debt set-off program which offsets funds owed to the debtor by the State.
- Submits vehicle registration withholding orders to the Virginia Division of Motor Vehicles for delinquent vehicle property tax accounts.
- Uses information acquired by collectors and gained through its own efforts to issue liens on wages, bank accounts, rents, and other receivables owed to debtor.
- Performs on-site visits to identify assets, serve distress warrants and enforce levies in order to take possession of vehicles or other physical assets and currency; liquidates assets by holding public auctions or by other appropriate legal methods.

Litigation

- Answers legal questions and interprets statutes and regulations.
- Pursues uncollected accounts through Motions for Judgment in General District Court; tracks and responds to inquiries on said judgments.
- Files and litigates all bankruptcy claims.
- Identifies delinquent real estate to sell at auction.
- Works with the Treasurers' Association of Virginia to reform and enhance tax collection tools and other laws affecting treasurers.

COMPLIANCE AND LITIGATION

PERFORMANCE MEASURES

Compliance and Litigation Division

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Delinquent clearances: total clearances	\$30,598,755	\$30,079,493	\$39,688,721	\$40,659,911	\$36,880,000	\$36,555,000
Compliance: total clearances/FTEs	\$1,240,825	\$1,219,769	\$1,609,437	\$1,650,037	\$1,495,539	\$1,482,360

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Delinquent clearances: real estate	\$7,422,007	\$11,437,076	\$13,296,075	\$13,185,143	\$10,000,000	\$10,000,000
Delinquent clearances: personal property	\$8,606,379	\$7,263,285	\$11,178,075	\$11,890,299	\$13,500,000	\$13,000,000
Delinquent clearances: business license	\$6,355,237	\$4,598,987	\$9,602,846	\$8,887,220	\$6,500,000	\$6,500,000
Delinquent clearances: other taxes	\$2,089,221	\$2,022,319	\$1,206,528	\$1,986,131	\$2,000,000	\$2,000,000
Delinquent clearances: parking tickets	\$3,481,519	\$2,892,010	\$2,479,669	\$2,639,484	\$2,750,000	\$2,900,000
Delinquent clearances: other debt	\$669,648	\$363,620	\$137,876	\$340,401	\$355,000	\$370,000
Administrative collection fees - compliance	\$618,301	\$649,351	\$664,855	\$748,873	\$760,000	\$760,000
Delinquent clearances: courts	\$1,003,173	\$654,040	\$876,148	\$762,395	\$760,000	\$760,000
Administrative collection fees - court collections	\$353,269	\$198,439	\$246,649	\$249,965	\$245,000	\$245,000

- In FY 2021 and FY 2022, total clearances increased due to the increase in delinquent accounts caused by the pandemic. Although the long-term impacts of the pandemic make it difficult to

COMPLIANCE AND LITIGATION

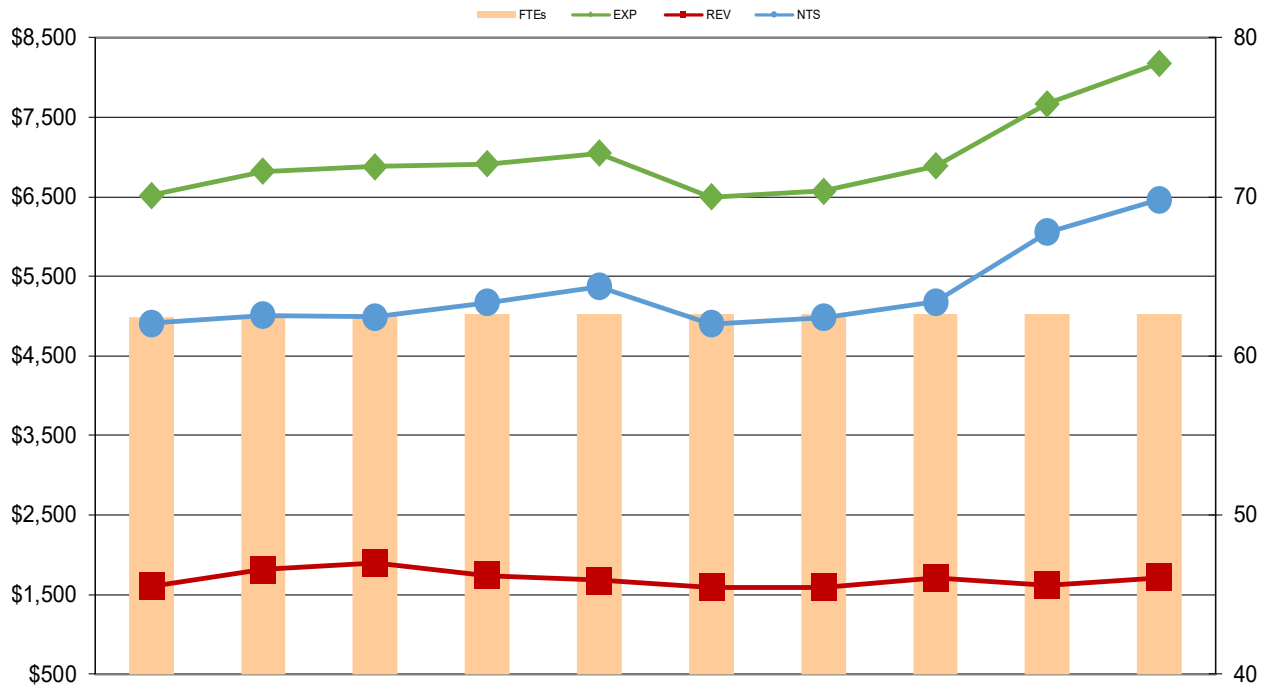
predict clearances, the office expects clearances to be considerably lower in FY 2023 and FY 2024.

- Delinquent clearances for real estate increased in FY 2021 because the total dollar amount that went delinquent increased. Delinquent clearances for FY 2023 are expected to decrease as the economic environment stabilizes and clearances go back to more normal levels.
- In FY 2021, the pandemic caused a major increase in delinquent personal property taxes (specifically business tangible taxes). Due to collection efforts, including payment plans and outreach, personal property clearances increased in FY 2021 and FY 2022. In FY 2023, a dramatic increase in car values resulted in higher assessments and therefore higher delinquencies.
- In FY 2021, clearances for Business License increased due to a few high balance accounts that were assessed initially by the Commissioner of Revenue on a delinquent basis and collected shortly thereafter. For FY 2022, clearances were lower because those high balance accounts did not go delinquent again. In FY 2023, business tax clearances are expected to return to more normal pre-pandemic levels.
- Delinquent clearances for other taxes (primarily meals tax and transient occupancy tax) decreased in FY 2021 because of reduced economic activity in those sectors. As anticipated, there was an increase in clearances as the restaurant and hotel industries continue to recover.
- Delinquent clearances for parking tickets are dependent upon the number of parking tickets issued. In FY 2020, delinquent clearances decreased because the Police Department issued fewer tickets and stopped boot and tow efforts for several months at the end of the fiscal year due to the pandemic. Those measures remained in place for most of FY 2021 so the clearances again decreased significantly. They increased in FY 2022 and are expected to increase in FY 2023 and FY 2024 because the Police Department has resumed issuance of parking tickets at a level consistent with pre-pandemic years and has resumed boot and tow efforts for multiple unpaid tickets.
- Delinquent clearances for other debt are dependent on debt assigned to the Treasurer's Office for collection by County departments. In FY 2020 and 2021, delinquent clearances for other debt decreased because collections on both previously assigned and new debt stopped after the onset of the pandemic. Clearances increased significantly in FY 2022 as agencies began to refer delinquent debt again.
- Administrative collection fees - Compliance: This includes the commissions earned for collection of delinquent accounts assigned by County agencies, as well as the fees collected for all other delinquent account types. Therefore, collection fees will vary from year to year based on the clearances and the number of delinquent accounts for the fiscal year.
- Delinquent clearances for courts decreased in FY 2020 because in March 2020, the Supreme Court of Virginia suspended all collections in the court system. No new debt was transmitted to the Treasurer's Office for collection from March 2020 through the end of the fiscal year. In FY 2021, the courts referred all of the backlogged debt from 2020 and any new debt to the Treasurer's office, therefore clearances increased. In FY 2022, the number of accounts referred decreased to a more normal level so the clearances decreased.
- Administrative collection fees - Court Collections: This represents fees earned on the collection of delinquent court fines, costs, forfeitures, penalties, and restitution. In FY 2020, fees decreased because as the pandemic took hold, the Supreme Court of Virginia suspended

COMPLIANCE AND LITIGATION

collections in the court system and no new debt was referred to the Treasurer's Office for collection. In FY 2021, collections resumed and fees increased accordingly.

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



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Adopted Budget	Proposed Budget
EXP	\$6,516	\$6,821	\$6,879	\$6,914	\$7,049	\$6,495	\$6,573	\$6,884	\$7,673	\$8,179
REV	\$1,607	\$1,812	\$1,891	\$1,741	\$1,679	\$1,590	\$1,593	\$1,707	\$1,616	\$1,713
NTS	\$4,909	\$5,009	\$4,988	\$5,173	\$5,370	\$4,905	\$4,981	\$5,177	\$6,057	\$6,467
FTEs	62.41	62.41	62.66	62.66	62.66	62.66	62.66	62.66	62.66	62.66

Fiscal Year	Description	FTEs
FY 2015	▪ Increased fee revenues due to increased compliance collections (\$250,000), a change in the methodology of court collections (\$99,624), additional dog licensing fee revenue (\$10,000), and iPark device fee revenue (\$1,200). ▪ Increased grant funds due to an increase in State Compensation Board reimbursements (\$7,290). ▪ Added 0.66 FTEs to the Compliance division in order to convert three enforcement agents from contractors to part-time employees.	0.66
FY 2016	▪ Decreased fee revenues due to lower delinquent court fine collections (\$139,055), a reduction in court fine collection fees to the County due to General Assembly action (\$114,000), decreased iPark fees (\$45,700), and a transfer of DMV select revenue to the Commissioner of Revenue's Office (\$22,000), partially offset by an increase in administrative compliance fees (\$75,000) and returned check fees (\$10,000). ▪ Increased grant revenues due to an increase in State Compensation Board reimbursements (\$24,656). ▪ <i>The County Board reduced the Real Estate late payment penalty for taxpayers who pay after but within 30 days of the due date to 5 percent. Taxpayers who are more than 30 days delinquent continue to incur a 10 percent late payment penalty.</i>	
FY 2017	▪ The County Board added a partial FTE to assist with Court Fines and Fee collections. ▪ The two limited-term collector positions were converted to permanent FTEs. ▪ Decreased fee revenues due to lower administrative compliance fees (\$200,000), decreased iPark fees (\$60,000), reload fees (\$8,500) and deposits (\$4,000), partially offset by an increase in court collections (\$157,892) and Easy Park revenue (\$48,000). ▪ Decreased grant revenues due to a decrease in State Compensation Board reimbursements (\$1,170).	0.25
FY 2018	▪ Increased fee revenue due to a higher anticipated administrative compliance and court collections fees (\$162,163) and an increase in dog licensing fee revenue (\$10,000), partially offset by decreased iPark fees (\$32,249), reload fees (\$1,000), and a decrease in Easy Park meter revenue (\$6,694). ▪ Decreased grant revenue due to an adjustment in the State Compensation Board reimbursements (\$6,522).	

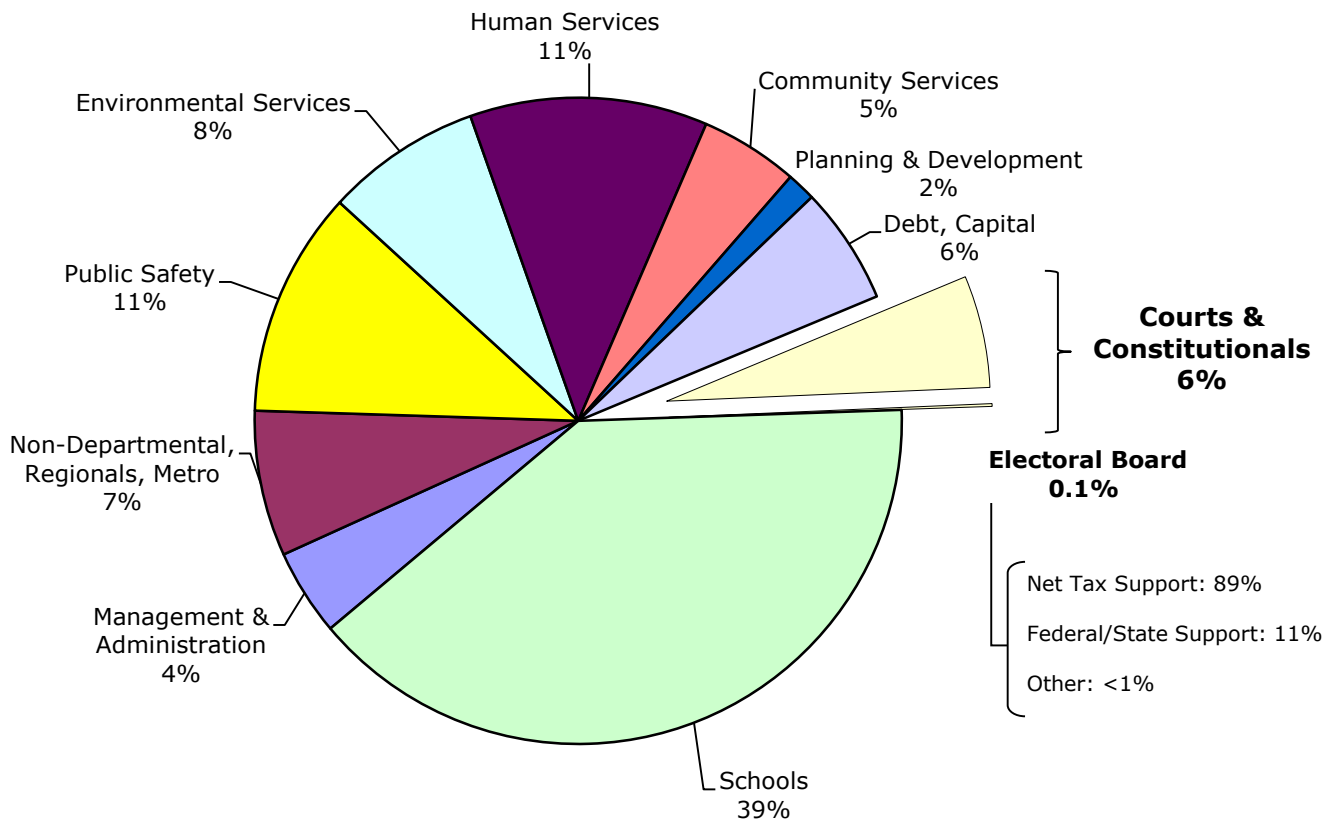
Fiscal Year	Description	FTEs
FY 2019	▪ Decreased fee revenue as administrative collection fees return to more normal levels following collection of a large account in the prior two fiscal years (\$40,000), and as the new rules enacted by the Supreme Court of Virginia continue to decrease the number of delinquent court accounts referred to the Treasurer for collection (\$59,000). Revenues also decreased due to decreased iPark fees (\$17,751) and reload fees (\$500); a decrease in Easy Park meter revenue (\$6,056), reload fees (\$400) and device fees (\$350); and a decrease in dog license revenues (\$3,780). ▪ Increased grant revenue due to a reconciliation with FY 2018 adopted State Compensation Board revenue (\$9,869) and additional Compensation Board funding (\$27,037) for the Treasurer and four of her Deputies participating in the Treasurer's Association of Virginia's Career Development Program having earned certifications from the University of Virginia's Weldon Cooper Center for Public Service.	
FY 2020	▪ Reduced printing charges with elimination of the requirement to display a personal property tax decal. Every vehicle registered in Arlington County is required to display a County Decal that is sent to residents annually (\$80,615). In September 2018, the County Board voted to eliminate the County Decal effective FY 2020 and move towards license plate reading technology to enforce vehicle registration. ▪ Reduced annual expense for maintenance and replacement of County vehicles (\$1,308). ▪ Decreased administrative collection fees revenue based on a return to more normal levels following collection of a large account in the prior two fiscal years, and as the rules enacted by the Supreme Court of Virginia in FY 2018 continue to decrease the number of delinquent court accounts referred to the Treasurer for collection (\$44,000). ▪ Increased dog license revenue (\$3,500) and other compliance fees (\$2,000).	
FY 2021	▪ Increased dog license revenue (\$61,500) based on the demand for lifetime licenses and grant revenue (\$17,000) for increase in State Compensation Board reimbursements. ▪ Decreased court collections (\$61,500) due to the continuing impact of the Supreme Court of Virginia ruling in FY 2019 that further decreased the number of delinquent court accounts referred to the Treasurer for collection.	
FY 2022	▪ 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 restored funding for the Treasury Specialist II cashier position that was proposed to be held vacant for the last five months of the fiscal year with the American Rescue Plan funding. ▪ Reduced annual expense for maintenance and replacement of County vehicles (\$4,315).	

Fiscal Year	Description	FTEs
	▪ Decreased grant revenues due to a decrease to State Compensation Board reimbursements (\$27,703). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$26,656) and a one-time bonus for staff of \$450 (\$29,049).</i>	
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, and approved a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$3,203). ▪ 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 adopted budget also continues funding for these reductions including: Treasury Specialist II (\$106,799, 1.00 FTE). ▪ Fee revenue decreased due to adjustments to court collections fees (\$54,500) based on prior actuals, rightsizing of dog license fees (\$46,520) after the implementation of lifetime licenses, and the discontinuation of Easy Park (\$21,515). ▪ Grant revenue increased due to an increase in State Compensation Board reimbursements primarily due to the State's five percent increase for state employees (\$64,887). ▪ The County Board repealed the \$33 motor vehicle license (formerly "decal") fee which was funded by the use of an 88 percent vehicle assessment ratio.	

Our Mission: To maintain an accurate list of registered voters and to administer elections fairly and efficiently in an open, transparent, and equitable manner

The Electoral Board maintains an accurate list of registered voters and administers elections fairly and efficiently in an open, transparent, and equitable manner.

FY 2024 Proposed Budget - General Fund Expenditures



LINE OF BUSINESS

Office of the Electoral Board and Voter
Registration

**Office of the Electoral Board and Voter
Registration**

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Electoral Board is \$2,122,578, a seven percent increase from the FY 2023 adopted budget. The proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, adjustments to salaries resulting from Administrative, Communications and Accounting job family studies (\$21,070), an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, and one-time \$2,000 (gross) employee bonuses (\$19,903).
- ↑ Non-personnel increases due to an increase in the State's supplement for Electoral Board members (\$2,231), the addition of one-time funding for Rank Choice Voting Outreach and for the CY 2024 Presidential Primary Election (\$84,746), partially offset by the removal of FY 2023 one-time funding for a new on-demand ballot printing system (\$11,000).
- ↑ Revenue increases due to an increase in the State Compensation Board reimbursements (\$31,327) and one-time State reimbursements for Rank Choice Voting Outreach and the Presidential Primary Election (\$84,746).

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$959,845	\$1,294,782	\$1,352,067	4%
Non-Personnel	458,928	694,804	770,511	11%
Total Expenditures	1,418,773	1,989,586	2,122,578	7%
Fees	-	200	200	-
Grants	127,261	108,725	224,798	107%
Total Revenues	127,261	108,925	224,998	107%
Net Tax Support	\$1,291,512	\$1,880,661	\$1,897,580	1%
Permanent FTEs	8.00	8.00	8.00	
Temporary FTEs	1.80	1.80	1.80	
Total Authorized FTEs	9.80	9.80	9.80	

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

PROGRAM MISSION

To maintain an accurate list of registered voters and to administer elections fairly and efficiently in an open, transparent, and equitable manner.

- Conduct all elections including the general election and any special elections or primary elections that may occur.
- Register voters and update voter records.
- Provide outreach and education programs including quality training for election officers (poll workers).

PERFORMANCE MEASURES

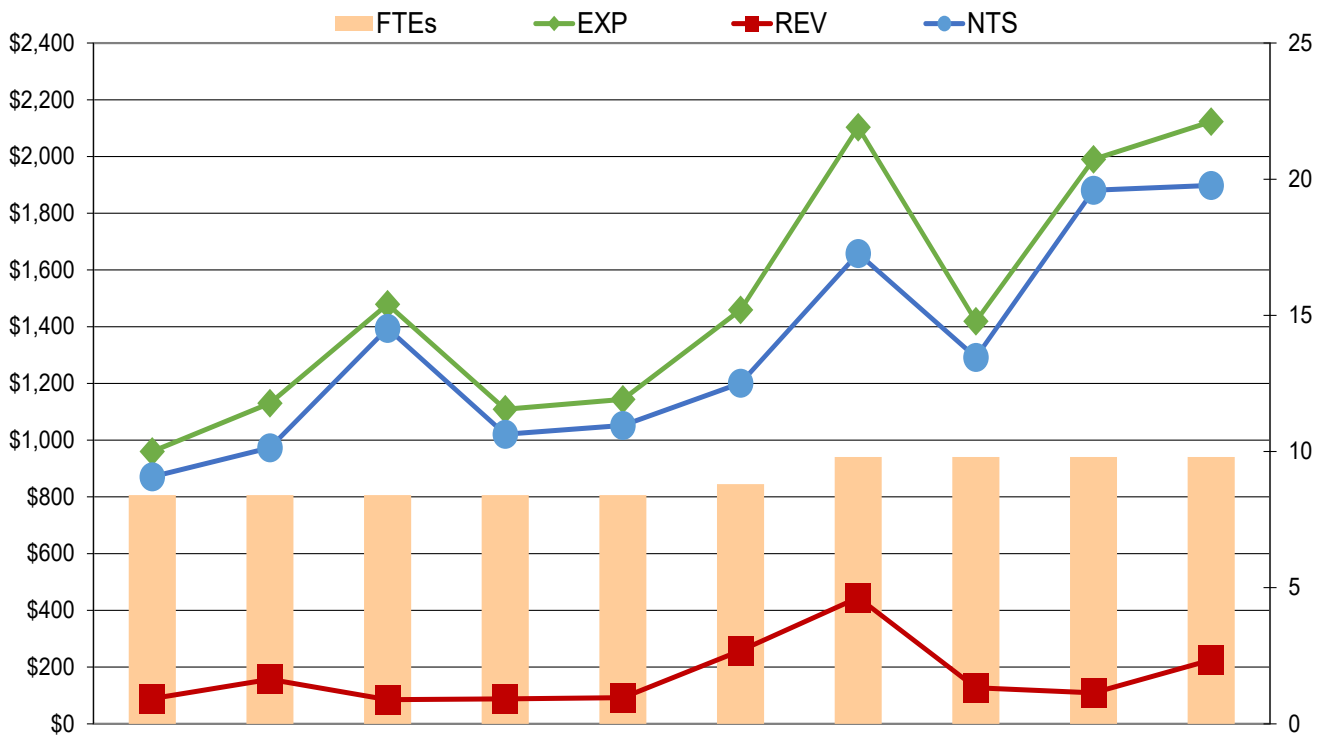
Critical Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Actual	CY 2023 Estimate	CY 2024 Estimate
Number of ballots mailed (November Election)	3,618	59,859	19,613	16,877	15,000	30,000
Number of early voters (November Election)	3,583	59,927	27,800	20,418	15,000	40,000
Number of Election Officers at polls (November)	408	782	433	458	400	800
Percentage of Election Officers attending training classes (November)	100%	100%	100%	100%	100%	100%
Number of volunteer hours utilized	35	560	4	N/A	N/A	N/A
Number of new voters registered	11,905	16,689	11,768	12,266	12,000	17,000
Transfers in from rest of State	6,552	8,429	6,427	5,756	7,000	8,500
Address changes within Arlington	7,033	8,634	17,685	6,019	7,000	9,000
Number of data entry transactions	47,451	148,365	105,622	111,289	50,000	200,000
Total active registered voters (November)	152,092	166,996	154,782	157,160	160,000	170,000
Total inactive registered voters (November)	14,149	11,853	14,866	18,318	18,000	20,000
Total voters voting (November)	56,045	131,079	95,531	91,805	64,000	140,000
Percent of registered voters voting (November)	37%	79%	62%	57%	40%	80%

- These measures are based on calendar year (CY) estimates.
- Many of the measures are higher in CY 2020 and CY 2024 due to the higher interest and turnout for Presidential elections.
- Beginning with the 2022 General Election, voters who miss the registration deadline may now register or update their name and address in-person during Early Voting or at their polling place on Election Day.
- Virginia's mail ballot rules were expanded starting in CY 2020. All voters can request a mail ballot and no longer need a reason to vote by mail. In addition, Virginia created a permanent mail ballot list in CY 2021. Voters on this list will receive ballots in the mail automatically making the process of voting by mail easier.

OFFICE OF THE ELECTORAL BOARD AND VOTER REGISTRATION

- On July 1, 2022, a new code section, 24.2-124.1 went into effect prohibiting the use of volunteers for any election related activities. This accounts for the elimination of volunteer hours utilized in 2022 and moving forward.
- The measure “Transfers in from rest of State” represents voters who have moved to Arlington County from another Virginia voting jurisdiction.
- Data entry includes all applications processed to either register or request a mail ballot. This includes new voters; voters with address changes; voters that transferred from or to another jurisdiction in Virginia; corrections, name changes, removal of inactive voters, and reactivating previously inactive voters; removal of deceased, non-citizen, felon, or voters who moved out of state; and voters whose registration applications were denied for missing information. Fluxuation between years is driven by changes to voting laws. In CY 2020, voters no longer needed a reason to vote before election. The increase from CY 2019 to CY 2020 is linked to the increase in voting by mail and early voting.
- Inactive registered voters are registrants who have been sent but not responded to a confirmation mailing.
- Elections in CY 2019 include the November 5, 2019, General Election for Senate of Virginia (30th, 31st, and 32nd Districts), Virginia House of Delegates (45th, 47th, 48th, and 49th Districts), the Constitutional offices of Clerk of Circuit Court, Commonwealth’s Attorney, Sheriff, Commissioner of Revenue, and Treasurer as well as the County Board (two seats) and School Board; and the Democratic Primary on June 11, 2019.
- Elections in CY 2020 include the November 3, 2020, General Election for the offices of President and Vice President of the United States, U.S. Senate, U.S. House of Representatives (8th District), County Board, School Board (two seats), and Constitutional Amendments; the June 23, 2020, Republican Primary for U.S. Senate; the July 7, 2020, Special Election for County Board, and the March 3, 2020, Democratic Presidential Primary.
- Elections in CY 2021 include the November 2, 2021, General Election for the offices of Governor, Lieutenant Governor, Attorney General, Virginia House of Delegates (45th, 47th, 48th, and 49th Districts), County Board, and School Board. A Democratic Primary was also held on June 8, 2021, for the Offices of Governor, Lieutenant Governor, Attorney General, 45th and 49th House Districts, and County Board.
- Elections in CY 2022 include the November 8, 2022, General Election for the Offices of U.S. House of Representatives (8th District), County Board, and School Board; and the June 21, 2022, Democratic Primary for U.S. House of Representatives (8th District).
- Elections in CY 2023 include the November 7, 2023, General Election for the Offices of Senate of Virginia (39th and 40th Districts), Virginia House of Delegates (1st, 2nd, and 3rd Districts), the Constitutional offices of Clerk of the Court, Commonwealth’s Attorney, Sheriff, Commissioner of Revenue, and Treasurer as well as the County Board (two seats), and School Board; and a Primary on June 20, 2023.
- Election in CY 2024 include the November 5, 2024, General Election for the offices of President and Vice President of the United States, U.S. Senate, U.S. House of Representatives (8th District), County Board, School Board (2 seats); the June 18, 2024, Primary for State and Local Offices; and the March 5, 2024, Presidential Primary.

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



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Proposed Budget
EXP	\$960	\$1,130	\$1,479	\$1,109	\$1,144	\$1,459	\$2,103	\$1,419	\$1,990	\$2,123
REV	\$89	\$157	\$85	\$88	\$92	\$258	\$445	\$127	\$109	\$225
NTS	\$871	\$973	\$1,394	\$1,021	\$1,052	\$1,201	\$1,658	\$1,292	\$1,881	\$1,898
FTEs	8.40	8.40	8.40	8.40	8.40	8.80	9.80	9.80	9.80	9.80

Fiscal Year	Description	FTEs
FY 2015	Revenue decreased based on the projected reimbursement percentage from the State (\$30,456).	
FY 2016	Revenue increased based on State reimbursement for the 2016 Presidential Primary (\$65,700) and a two percent increase for State Compensation Board reimbursements (\$1,700).	
FY 2017	- The County Board added one-time funding related to the CY 2016 Presidential Election (\$479,691). - Revenue decreased due to the removal of one-time revenue for the Presidential Primary election in June 2016 (\$72,400), offset by a two percent increase for State Compensation Board reimbursements (\$1,600).	
FY 2018	- Eliminated one-time funding for the CY 2016 Presidential Election (\$479,691). - Increased revenue for State Compensation Board reimbursements (\$1,632).	
FY 2019	No significant changes.	
FY 2020	- The County Board added ongoing funding to increase an existing Assistant Registrar position from 0.60 FTE to 1.0 FTE to assist in managing poll workers and to support a growing number of absentee voters (\$22,500). - One-time funding was included for a Presidential Primary Election (\$10,765 personnel; \$116,626 non-personnel). - Reduced wireless service charges as part of a County-wide review of wireless service providers (\$798). - Revenue included a State reimbursement for a Presidential Primary Election (\$76,510).	0.40
FY 2021	- Added one-time funding for an Absentee Voting & Operations Coordinator (\$75,000, 1.0 temporary FTE). - Added one-time funding for the CY 2020 Presidential Election (\$89,065 in personnel; \$141,835 in non-personnel). - Removed a one-time State reimbursement for a Presidential Primary Election (\$76,510), partially offset by an increase based on prior year actuals (\$675).	1.00
FY 2022	- 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 added one-time funding for Sunday Voting in advance of the November election (\$50,000).	

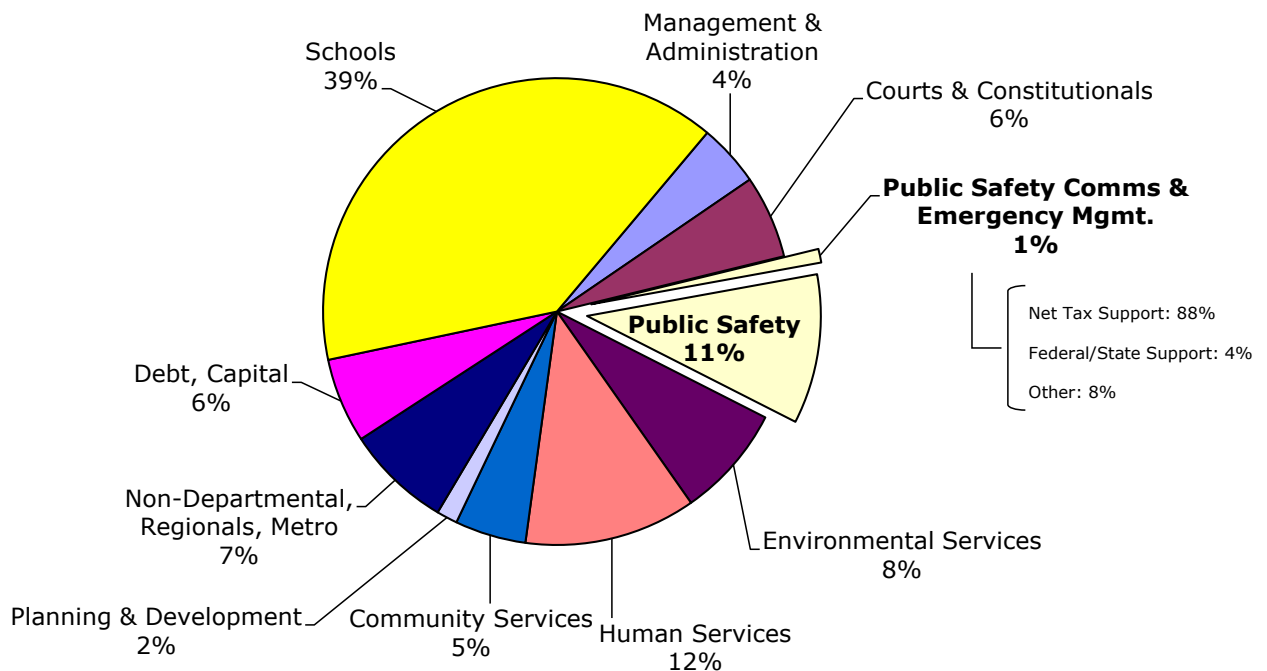
Fiscal Year	Description	FTEs
	▪ Additional personnel increases included adjustments to salaries resulting from job family studies for Assistant Registrars (\$117,409), adjustments to salaries resulting from the increase in the living wage from \$15 to \$17 per hour (\$3,815), and the addition of a Mail Ballot Assistant (\$76,000, 0.50 permanent FTE).	0.50
	▪ Permanent FTEs increased due to the conversion of a full-time temporary one-time funded Early Voting Coordinator position to a permanent part-time position with ongoing funding.	(0.50)
	▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$3,034) and a one-time bonus for staff of \$450 (\$3,417).</i>	
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent and a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$534). ▪ Salaries increased due to the Administrative job family study (\$6,188). ▪ Added funding for a new on-demand ballot printing system (\$11,000 one-time; \$4,000 ongoing). ▪ Revenue increased due to an increase in the State Compensation Board reimbursements (\$24,818).	

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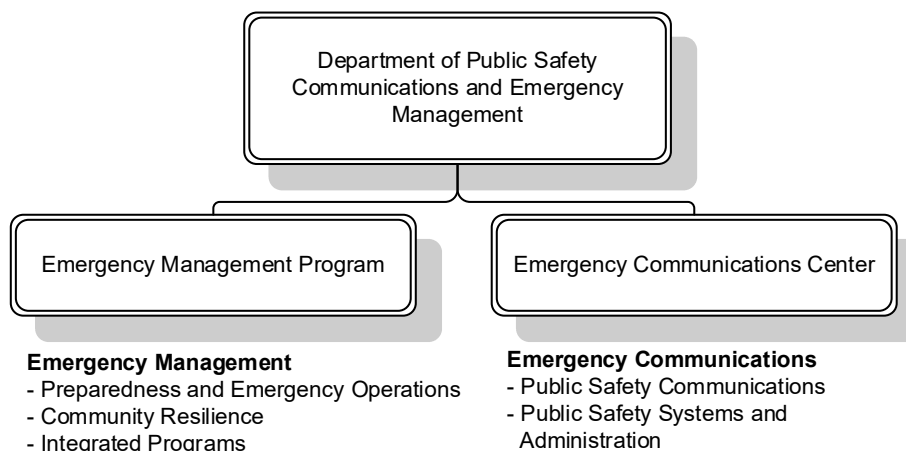
Our Mission: To coordinate emergency preparedness and response capabilities, resources, and outreach for the Arlington community

The mission of the Department of Public Safety Communications and Emergency Management (DPSCEM) is to coordinate emergency preparedness and response capabilities, resources, and outreach for the Arlington community. To accomplish these goals, DPSCEM programs include emergency planning, response, and recovery; 24/7 public safety communication; coordination and dispatch; public education; and volunteer management. DPSCEM provides the leadership, coordination, and operational planning that enables the County's response to, and recovery from, the impact of natural, man-made, and technological hazards.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Public Safety Communications and Emergency Management (DPSCEM) is \$14,606,420, a less than one percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, one-time \$2,000 (gross) employee bonuses (\$187,831), adjustments to salaries resulting from a finance and accounting job family study (\$1,454), the re-allocation of grant funding from contractor support to personnel (\$19,193), and slightly higher retirement contributions based on current actuarial projections, partially offset by the reductions itemized below.
- ↓ Non-personnel decreases due to the removal of one-time funding from FY 2023 Adopted Budget for ARPA-funded operating expenses associated with a logistics position (\$5,000), Watch Officer communication software (\$20,000), expansion of the 9-1-1 remote dispatch program (\$393,000), and replacement of chairs in the Emergency Communications Center (\$60,000). In addition, non-personnel decreased due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$7,349) and the re-allocation of grant expenses from contractor support to personnel (\$19,193), partially offset by contractual increases for radio system maintenance (\$42,170).
- ↑ Fee revenue increases due to higher projections in Falls Church reimbursements based on the FY 2024 budget and reconciliation of prior year payments with actual expenditures (\$69,448) and an increase in the Wireless E-911 Fee surcharge revenue based on historical actuals over the last fiscal year (\$144,000), partially offset by a reduction in grant revenues due to the loss of the Urban Area Security Initiative (UASI) Volunteer Management Grant for FY 2024 (\$126,190).

FY 2024 Proposed Budget Reductions

Emergency Management – Integrated Programs

- ↓ Eliminate a 1.0 vacant Emergency Management Specialist (\$115,614, 1.00 FTE)
IMPACT: The elimination of an Emergency Operations Center (EOC) trained command and general staff member has multiple impacts on the overall staffing and preparation for emergency events. With one less senior member, there will be fewer rotations for staff within

the EOC which will lead to repeat activation assignments. In addition, the loss of this position will reduce the number of eligible trainers to assist emergency support personnel as they train for deployment to the EOC.

Emergency Communications Center (ECC)

- ↓ Eliminate a 0.75 vacant part-time Administrative Support Position (\$66,476, 0.75 FTE)

IMPACT: Certain clerical, administrative, facility, and office management support will fall on other positions or potentially be neglected. Due to the limited staffing within the ECC, especially on the operational floor, many of these routine tasks will fall behind.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$10,214,393	\$9,889,829	\$10,367,470	5%
Non-Personnel	4,646,053	4,778,872	4,316,500	-10%
Subtotal	14,860,446	14,668,701	14,683,970	-
Intra County Charges	(77,500)	(77,550)	(77,550)	-
GASB	527,239	-	-	-
Total Expenditures	15,310,185	14,591,151	14,606,420	-
Fees	1,076,869	993,142	1,206,590	21%
Grants	1,163,109	650,031	523,841	-19%
GASB	527,239	-	-	-
Total Revenues	2,767,217	1,643,173	1,730,431	5%
Net Tax Support	\$12,542,968	\$12,947,978	\$12,875,989	-1%
Permanent FTEs	74.50	75.50	73.75	
Temporary FTEs	-	-	-	
Total Authorized FTEs	74.50	75.50	73.75	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues are included for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Emergency Management	\$3,783,644	\$3,469,354	\$3,421,899	-1%	\$523,841	\$2,898,058
Emergency Communications	11,526,541	11,121,797	11,184,521	1%	1,206,590	9,977,931
Total	\$15,310,185	\$14,591,151	\$14,606,420	-	\$1,730,431	\$12,875,989

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Emergency Management	24.00	23.00	-	23.00
Emergency Communications	51.50	50.75	-	50.75
Total Expenditures	75.50	73.75	-	73.75

EMERGENCY MANAGEMENT

PROGRAM MISSION

To advance community readiness through the coordination and development of capabilities, resources, and information. The activities below meet the outcome goals outlined in the Department's Strategic Plan.

Preparedness and Emergency Operations

- Develop and maintain critical County emergency management plans and capabilities to prepare for, respond to, and recover from emergencies and disasters.
- Coordinate County resources in order to facilitate the management of emergencies, disasters, and significant events through the operation and management of the Emergency Operations Center (EOC) in accordance with the procedures outlined in the County's Emergency Operations Plan (EOP).
- Coordinate with emergency management volunteer groups such as the Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), and the Radio Amateur Civil Emergency Service (RACES) as force multipliers for emergency preparedness.
- Work with regional and County stakeholders on innovative solutions to common challenges and issues facing communities within the National Capital Region.
- Manage the Watch Desk function, which provides situational awareness and timely notification to County leadership and public safety partners of significant events that may impact the residents, visitors, and employees of Arlington County.
- Coordinate the County's financial recovery for emergency management and public assistance grants in accordance with the Federal Emergency Management Agency (FEMA) and Virginia Department of Emergency Management (VDEM) rules and regulations.

Community Resilience

- Conduct public engagement programs for residents of all ages and abilities to educate them on individual and household emergency preparedness, response, and recovery tools.
- Develop and maintain relationships with residents, non-profits, faith-based groups, and other critical partners to provide outreach, education, and coordination of emergency preparedness services to the whole community.
- Community engagement work includes multilingual recruitment, training, and retention of community emergency response team volunteers; development and maintenance of volunteer donations management strategy and policies; and working with and advocating for community leaders associated with Community Advancing Resilience and Readiness Together (CARRT).
- Review, analyze, and disseminate timely information to the community through public alerting vehicles (Arlington Alert) as well as through County operated media platforms. Continue to work with community media partners to further amplify the Arlington Alert message to the Arlington community and beyond.

Integrated Programs

- Provide cross-cutting business services in support of Emergency Management and Emergency Communications in the areas of Finance, Human Resources, and Communications.
- The Public Affairs Unit is the department's public facing arm with primary responsibilities of communication and engagement and focuses on a whole community approach to help local networks build capacity within their community to prepare for, respond to, and recover from emergencies.

EMERGENCY MANAGEMENT

- The Financial and Budget Unit manages the financial resources through the County's budget and management lifecycle and ensures the department's programs and services have the support to meet their day-to-day operations.

PERFORMANCE MEASURES

Preparedness and Emergency Operations

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of FEMA's Core Capabilities addressed by the OEM Training & Exercise Program (in support of a National Preparedness Goal)	66%	72%	72%	75%	78%	81%

- DPSCEM conducts County-wide and regional training and exercises aligned with FEMA's 32 core capabilities to ensure the department and its partners maintain the knowledge, skills and abilities to effectively respond to and recover from emergencies. Training topics may be repeated year-over-year to refine priority plans and procedures, though the Department also aims to train staff on a new capability annually. In FY 2023, DPSCEM hosted multiple trainings focused on operational coordination (and will host more in FY 2024), while also adding new curricula focused on intelligence and cyber threats. Through FY 2022, 24 of the 32 FEMA core capabilities have been addressed in training and exercises. More information about FEMA's core capabilities can be found at: <https://www.fema.gov/core-capabilities>.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Emergency Operation Center (EOC) Activations	4	5	3	4	4	4
Percent of Employees Signed up for Arlington Alert	67%	100%	100%	100%	100%	100%

- The EOC serves as the communications and resource coordination center during an emergency and is staffed by DPSCEM and Emergency Support Function (ESF) personnel. The EOC is activated when there is an imminent threat to the Arlington community (e.g., weather, life/safety) and during high profile special events that impact the community. The number of EOC activations decreased in FY 2021 due to the cancellation of many planned events such as Marine Corps Marathon and Army Ten Miler.
- The County's Employee Alert System (EAS) is the primary tool for communicating emergency information with the Arlington County workforce. It is critical for emergency preparedness and readiness to have as many employees as possible registered to receive this information in a timely manner. Beginning in FY 2020, employees are automatically enrolled in the system to ensure that they receive the most pertinent information in a timely manner.

EMERGENCY MANAGEMENT

Community Resilience

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Arlington Population Registered for Arlington Alert	12.3%	13.4%	14.1%	14.8%	15.0%	15.0%
Percent of Outreach Events Focused on Vulnerable Populations	20%	40%	80%	80%	80%	85%

- Arlington Alert continues to add new registrations on an annual basis, with over 14 percent of the population registered for this specific tool. Increased enrollment is typically driven by engagement and outreach as well as real world events such as the 2019 flood, COVID information, and the Presidential Election and Inauguration. In FY 2023 and FY 2024, growth is expected to be moderate due to less planned community events and EOC activations to date.
- Vulnerable populations are defined as those within the Arlington community who are low-income, non-English speaking, elderly and/or medically fragile, children and families, or those who have access and functional needs. Outreach efforts were curtailed in FY 2020 due to the COVID-19 response and social distancing measures. In FY 2021 and FY 2022, staff outreach was only focused on the COVID-19 response and education efforts and was mostly focused on vulnerable populations. In FY 2023, the County [established the Community Advancing Resilience and Readiness Together \(CARRT\)](#) committee focused on building resilience and emergency preparedness in Arlington by using a whole community approach with an equity lens. This group will help guide engagement on resilience and preparedness.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent Increase in Subscribers to Arlington Alert	8%	10%	5%	8%	5%	5%

- The FY 2020 increase in Arlington Alert subscribers is due to the July 2019 flood along with the initial stages of the COVID-19 pandemic. The estimated increase for FY 2022 can be attributed to information messaged to the community around vaccines, boosters, and potential snowstorms. Staff anticipates a slight decrease in FY 2023 and FY 2024 due to some saturation in new subscribers after two years of pandemic related messaging.

EMERGENCY COMMUNICATIONS

PROGRAM MISSION

To receive and process Arlington's 9-1-1 emergency calls and non-emergency calls in order to efficiently dispatch Police, Fire, Sheriff, and Emergency Medical Services (EMS). The activities below meet the outcome goals outlined in the Department's Strategic Plan.

Public Safety Communications

- Receive and process 9-1-1 emergency and non-emergency requests for service and dispatch Police, Sheriff, Fire, and Emergency Medical Services (EMS) via radio. This includes providing callers with legally defensible, appropriate CPR, first aid, and medical instructions using structured, standardized Emergency Medical Dispatch protocols.
- Receive and process calls for information and resources from the residents of Arlington County as well as the residents from surrounding jurisdictions. This includes processing non-business hour administrative phone calls for public safety agencies, towed vehicles (police and public), and changes to commercial alarm systems to ensure appropriate public safety response.
- Manage the National Crime Information Center (NCIC) and the Virginia Criminal Investigations Network (VCIN) programs. This includes entry, modification, and maintenance of all criminal and missing person information, as well as interagency public safety messaging, within NCIC and VCIN for the Police and Fire Departments.
- Assist with the coordination of emergency response efforts and make necessary notifications regarding critical calls, emergencies, or significant activities within the County.
- Manage the ECC Training Program which includes maintaining training records, developing and updating lesson plans, conducting intensive basic and advanced classroom and on-the-job training, and serving as an educational resource for staff on a day-to-day basis.
- Conduct intensive Quality Assurance review and response programs to ensure appropriate standards and policies are met.

Public Safety Systems and Administration

- The radio system is a vital component of the ECC, as all calls for service to the Fire Department, Police Department, Sheriff's Office, and Animal Welfare League are dispatched via radio.
- The joint Arlington and Alexandria Next-Generation 9-1-1 system provides both jurisdictions with the latest technology and prepares the foundation for a regional 9-1-1 approach across northern Virginia and the National Capital Region. The system enhances public safety by managing more data and facilitating faster responses as well as other benefits such as enhanced caller location for faster response, enhanced mapping for better situational awareness, and increased system resiliency and security for each jurisdiction.
- Manage the Computer Aided Dispatch (CAD) recording system, which captures and records all incoming and outgoing ECC operational telephone calls and public safety radio traffic. This includes managing and processing requests for copies of telephone calls and radio traffic from public safety agency partners, Commonwealth Attorney's Office, and the public through FOIA requests.
- Administer and develop the ECC Computer Aided Dispatch (CAD), which is used to track Police, Sheriffs, Fire, EMS, and Animal Welfare League calls for service, including mutual aid response, and can also provide the location of First Responders as needed.
- Collaborate with area jurisdictions to coordinate and implement regional solutions to enhance shared Public Safety resources and resiliency as well as prepare for emerging technologies and solutions, such as Next Generation 9-1-1, IP-based call routing with integrated texting, video, and telematics via 9-1-1.

EMERGENCY COMMUNICATIONS

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average Duration (in seconds) of 9-1-1 calls	103.6	103.2	104.4	113.0	104.0	104.0
Percent of 9-1-1 Calls Answered in Less Than or Equal to 15 seconds	81%	85%	82%	85%	90%	90%
Percent of 9-1-1 Calls with Ring Time in Less Than or Equal to 15 seconds	100%	95%	91%	96%	96%	96%

- The average duration takes into account the ring time, answer time, and time required to get the call into dispatch for the caller. This average takes into account calls that can be answered quickly, and others that can be more complex and require dispatchers to stay on the call longer to ensure all information is relayed.
- Call answer time is the time difference between when a caller dials 9-1-1 and when the call is entered into the 9-1-1 call system. Call ring time is the time it takes from when the call is placed by the caller to when the call reaches a call taker. The time difference between the two metrics, typically a few seconds, is attributed to the time it takes the 9-1-1 system to route the call to a call taker. For both metrics, ECC staff is exceeding the National Fire Protection Association (NFPA) standards for 9-1-1 call answering, and FY 2023 estimates indicate continued progress in calls answered due to improvements in both training and the phone system.
- DPSCEM is in the process of modernizing its legacy systems for public safety technologies such as Computer Aided Dispatch (CAD), and improving the system's ability to interface with other critical systems such as the VESTA phone system. With these upgrades, staff will be developing new performance metrics to track dispatch time as well as types of calls.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Number of Emergency Calls	99,096	90,106	83,037	94,871	95,000	95,000
Total Number of Non-Emergency Calls	220,624	190,636	188,811	183,287	175,000	175,000
Total Number of Incoming Calls	319,720	280,742	271,848	278,158	270,000	270,000
Percent of Incoming 9-1-1 Calls from a Wireless Device	77%	80%	80%	80%	80%	80%
Percentage abandoned 9-1-1 calls	22%	20%	16%	21%	20%	20%
Total # of all Calls (Incoming and Outbound Calls for Service)	445,390	382,738	355,522	369,103	360,500	360,500
Total incidents dispatched	159,883	140,677	124,528	140,435	142,000	142,000

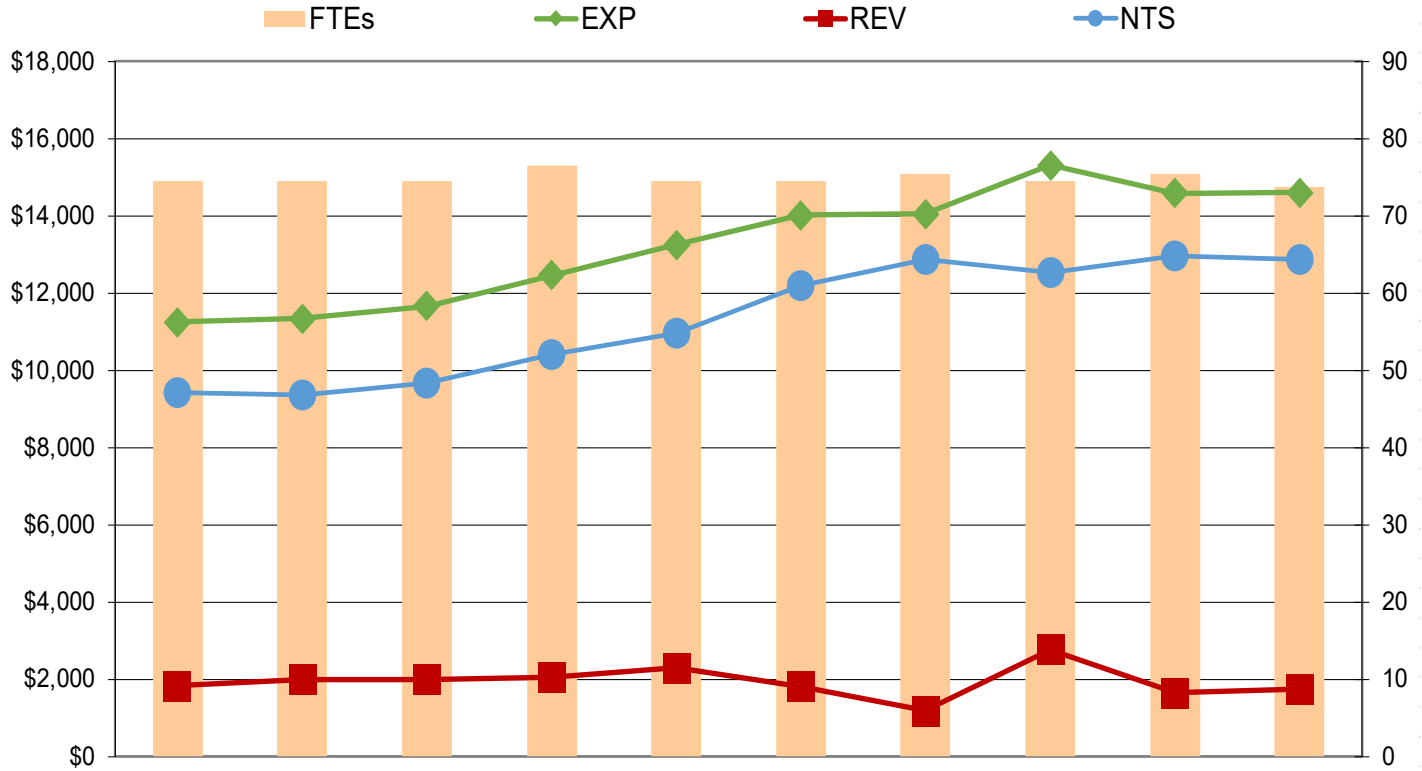
- In FY 2021, total volume of calls and incidents dispatched decreased due to pandemic related restrictions and protocols. In FY 2022, calls began returning to historical levels and that has continued through FY 2023.
- Non-Emergency calls represent 65% of the calls into the center, and abandoned calls represent 20% of the calls. As a result, staff have taken steps to inform the public on when to call 9-1-1, when to contact other government agencies, and what to do if you call 9-1-1 by accident. Non-Emergency calls will continue to occur given the ease of calling 9-1-1, but with educational steps provided, the complexity of those calls will decrease.

EMERGENCY COMMUNICATIONS

- An abandoned 9-1-1 call is classified as an incoming call to the 9-1-1 center where the call taker must try and locate the caller to ascertain if there is an emergency. Each abandoned call used to require three minutes of staff time to mitigate and can have an adverse effect on call answering and dispatch metrics. With technology deployed in FY 2020, the mitigation time was reduced significantly, allowing staff to spend time on emergency calls while the system autonomously mitigates the abandoned calls. However, it will not eliminate abandoned calls.
- Incidents dispatched is defined as incoming emergency calls that result in dispatching (sending) a public safety resource. There are additional incidents each year that are reported by public safety first responders that require dispatch and are not tied to an emergency 9-1-1 call. This is why total incidents dispatched exceed the number of emergency calls in a fiscal year. The total incidents dispatched reported for FY 2020 and FY 2021 changed from the FY 2023 Proposed Budget due to improved tracking systems within ECC, which cleaned up some of the existing data that was incorrectly reported as total incident dispatches.

DEPARTMENT OF PUBLIC SAFETY COMMUNICATIONS AND EMERGENCY MANAGEMENT
TEN-YEAR HISTORY

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



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual*	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$11,242	\$11,342	\$11,662	\$12,455	\$13,252	\$14,013	\$14,045	\$15,310	\$14,591	\$14,606
REV	\$1,819	\$1,993	\$1,990	\$2,040	\$2,293	\$1,813	\$1,171	\$2,767	\$1,643	\$1,730
NTS	\$9,423	\$9,349	\$9,672	\$10,415	\$10,959	\$12,200	\$12,874	\$12,543	\$12,948	\$12,876
FTEs	74.50	74.50	74.50	76.50	74.50	74.50	75.50	74.50	75.50	73.75

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include \$527,239 for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

DEPARTMENT OF PUBLIC SAFETY COMMUNICATIONS AND EMERGENCY MANAGEMENT
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	▪ Eliminated grant funded positions for Virginia Department of Emergency Management (VDEM) and the Metropolitan Medical Response System (MMRS) programs (\$260,054). ▪ Increased funding for rental space for public safety radio sites (\$7,673), public safety radio operations (\$418,738), and Local Emergency Management Program Grant (LEMPG) (\$23,537). ▪ Fee revenues increased due to higher projections in Falls Church reimbursements (\$60,234), as well as an increase to the wireless E-911 revenue from the Commonwealth of Virginia (\$127,865). ▪ Grant revenues decreased due to the loss of the Virginia Department of Emergency Management (VDEM) and the Metropolitan Medical Response System (MMRS) grants (\$260,054), which are partially offset by increases to Federal Homeland Security grant revenue (\$71,804).	(3.00)
FY 2016	▪ Added on-going funding for in-building wireless connectivity maintenance (\$10,000) and the full appropriation of UASI grant non-personnel (\$62,753). ▪ Fee revenue increased due to higher projections in Falls Church reimbursements based on the FY 2016 budget and reconciliation of prior year payments with actual expenditures (\$102,336), as well as an increase to the wireless E-911 reimbursement from the Commonwealth of Virginia (\$37,208). ▪ Grant revenue increased due to UASI grants expected to be received in FY 2016 (\$66,073).	
FY 2017	▪ Increased contractual obligations for 9-1-1 phone and radio costs (\$97,753), offset by a transfer of funds to the Police Department for Public Safety Information Technology (PSIT) activities (\$11,151), and a re-allocation of grant funds from non-personnel expenses to personnel to cover the cost of regular salary increases and new hires (\$17,541). ▪ Fee revenue decreased due to lower projections in Falls Church reimbursements based on the reconciliation of prior year payments with actual expenditures (\$53,004), offset by an increase to the wireless E-911 reimbursement from the Commonwealth of Virginia (\$36,242). ▪ Grant revenue decreased due to UASI grants expected to be received in FY 2017 (\$3,543).	
FY 2018	▪ Reallocated one Police Lieutenant position (\$200,281; 1.0 FTE) into three new Emergency Communications Technicians (call takers) in the Emergency Communication Center in order to provide increased staffing to handle existing call volume and to prepare the organization for emerging 9-1-1 staffing demands. ▪ Transferred funds from the Police Department to the Emergency Communications Center for Computer Aided Dispatch (CAD) contract management (\$215,551).	3.00

Fiscal Year	Description	FTEs
	- Increased funding for contractual obligations with the 9-1-1 phone system and radio system maintenance (\$50,825), emergency communications contracts (\$1,100), rental building increases (\$772), and adjustments to the annual expense for maintenance and replacement of County vehicles (\$463). - Fee revenue decreased for Falls Church reimbursements (\$153,781). - Grant revenue increased due to Urban Area Security Initiative grants (UASI) across four grant programs (\$41,660). - The Office of Emergency Management (OEM) changed its name to become the Department of Public Safety Communications and Emergency Management (DPSCEM). The two divisions supporting the department, Emergency Management and Emergency Communications, remained the same. <i>During FY 2017 closeout, the County Board transferred a position to the Police Department to support the Public Safety Information Technology program (\$96,356).</i>	
FY 2019	- Increased personnel costs for the acceptance of a new grant program, Complex Coordinated Terrorist Attack (CCTA) grant in FY 2018 (\$619,890), as well as increases in Urban Area Securities Initiative (UASI) grant personnel costs (\$103,257). - Transfer out of one position to the Police Department to support the Public Safety Information Technology program (\$96,356, 1.0 FTE). (1.00) - Eliminated one vacant Emergency Management Specialist that provided community outreach and education services (\$175,321). (1.00) - Increased fee revenue from the City of Falls Church for 9-1-1 services (\$2,176) and the City of Alexandria's portion of expenses related to the 9-1-1 system maintenance (\$169,482). - Lower Commonwealth of Virginia's jurisdictional allocation for 9-1-1 revenue beginning in FY 2019 due to a re-structuring of the program (\$169,707). - Increased grant revenue for UASI grant awards to be received in FY 2019 (\$145,290) and receipt of the CCTA grant (\$619,890).	
FY 2020	- Reduced personnel costs in the CCTA grant (\$319,890) and Volunteer Management Grant (\$3,947). - Increased personnel expenses for several UASI grants including the Exercise and Training Grant (\$3,175), the National Incident Management Grant (\$5,377), and the Regional Planner Grant (\$9,434). - Added one-time funds for a technology pilot program focused on cloud computing services that allow staff virtual access to County applications and documents from any device in any location (\$69,446). - Transferred Complex Coordinated Terrorist Attack (CCTA) program costs from personnel to non-personnel budget (\$180,000). - Increased contractual costs for radio system maintenance (\$37,191) and 9-1-1 phone system (\$62,762).	

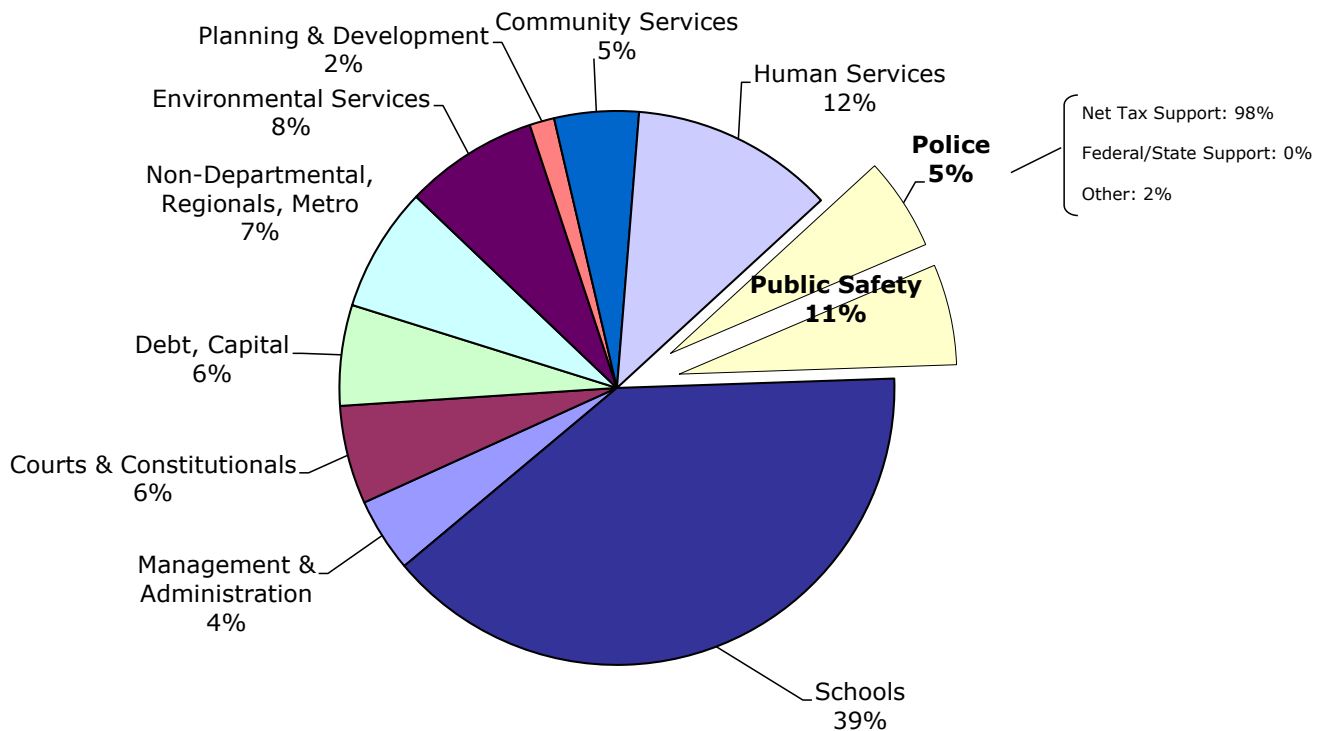
Fiscal Year	Description	FTEs
	▪ Decreased UASI grant program costs (\$24,637). ▪ Decreased grant revenue for both the CCTA grant (\$139,890) and the Volunteer Management Grant (\$3,947). ▪ Increased several UASI grants including the Exercise and Training Grant (\$3,175), the National Incident Management Grant (\$5,377), and the Regional Planner Grant (\$9,434). ▪ Fee revenues increased for Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures (\$30,971).	
FY 2021	▪ In September 2020, the Department of Homeland Security's grant program to Prepare Communities for a Complex Coordinated Terrorist Attack (CCTA) expired, leaving only two months of remaining funding in FY 2021, and resulting in expense and revenue decreases (\$300,000 personnel; \$145,000 non-personnel; and \$445,000 in grant revenue). ▪ A Community Resiliency Advocate position was added and was authorized to start halfway through the fiscal year (\$67,000). ▪ Overtime budget increased to support 24/7 coverage of the Emergency Management Watch Desk program (\$56,147). ▪ Five vacant positions described below were reclassified to achieve strategic department initiatives: ○ The creation of Community Education position in Emergency Management (\$38,867); ○ Two Emergency Management Watch Officers to staff the 24/7 Watch Desk program (\$43,649); and ○ Two Emergency Coordinator positions to create a new internal Emergency Communications training cohort for new hires and existing staff development (\$32,552). ▪ Contractual service expenses increased due to a new contract that encompasses all public safety mobile and portable radio units (\$264,500) and maintenance of the radio system (\$39,058). ▪ FY 2020 one-time funds were removed for a technology pilot program focused on cloud computing services (\$69,446). ▪ Fee revenues increased due to higher projections in Falls Church reimbursements (\$71,910). ▪ Grant revenue increases due to the UASI regional preparedness grant program (\$7,357).	1.00
FY 2022	▪ 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 two vacant Emergency Communications Call Takers (\$171,638, 2.00 FTEs) with funding from the American Rescue Plan Act (ARPA).	

Fiscal Year	Description	FTEs
	▪ Transferred out and reclassified a vacant Emergency Communications Assistant Supervisor position (\$107,722) to the Human Resources Department. ▪ Reduced overtime budget for 9-1-1 call taking and dispatching (\$250,000). ▪ Reduced Emergency Communications Center contractual budget for public safety radio maintenance and administration (\$200,000). ▪ Added one-time funding for emergency call-taker training as outlined by the Police Practices Group (\$65,000). ▪ Increased funding for maintenance of the radio system (\$39,219). ▪ Non-personnel expenses and grant revenue decreased due to the expiration of the Department of Homeland Security's grant program to Prepare Communities for a Complex Coordinated Terrorist Attack (CCTA) (\$35,000 non-personnel, \$35,000 grant revenue). ▪ Fee revenues decreased due to a modified agreement with Falls Church for reimbursement of applicable 9-1-1 costs associated with providing services (\$351,288). ▪ <i>In FY 2021 closeout, the County Board approved funding for a one percent merit pay adjustment (\$37,133) and a one-time bonus for staff of \$450 (\$42,719).</i> ▪ <i>In FY 2021 close-out, the County Board approved ARPA funding for temporary personnel and one-time operating equipment to support a County-wide COVID Emergency Logistics Program budgeted in the County's Non-departmental operating budget (\$210,000 personnel, \$95,000 one-time non-personnel, 1.75 temporary FTEs).</i>	(1.00)
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, a one-time increase in shift differential from \$0.75 to \$1.00 per hour for B shift and from \$1.00 to \$1.30 per hour for C shift (\$12,420), a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$3,203), and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$24,347). ▪ Added an Emergency Management Specialist II position funded with American Rescue Plan Act (ARPA) funds to support a County-wide COVID Emergency Logistics Program (\$111,000 personnel, \$5,000 one-time non-personnel). ▪ Added Watch Officer communication software to analyze social media activity and provide real time actionable information (\$20,000 one-time, \$62,500 ongoing). ▪ Added one-time funding to expand the 9-1-1 remote dispatch program (\$393,000) and the replacement of chairs in the Emergency Communications Center (\$60,000). ▪ Contractual obligations increased for radio system maintenance (\$30,251) and the Computer Aided Dispatch (CAD) system (\$34,573).	1.00

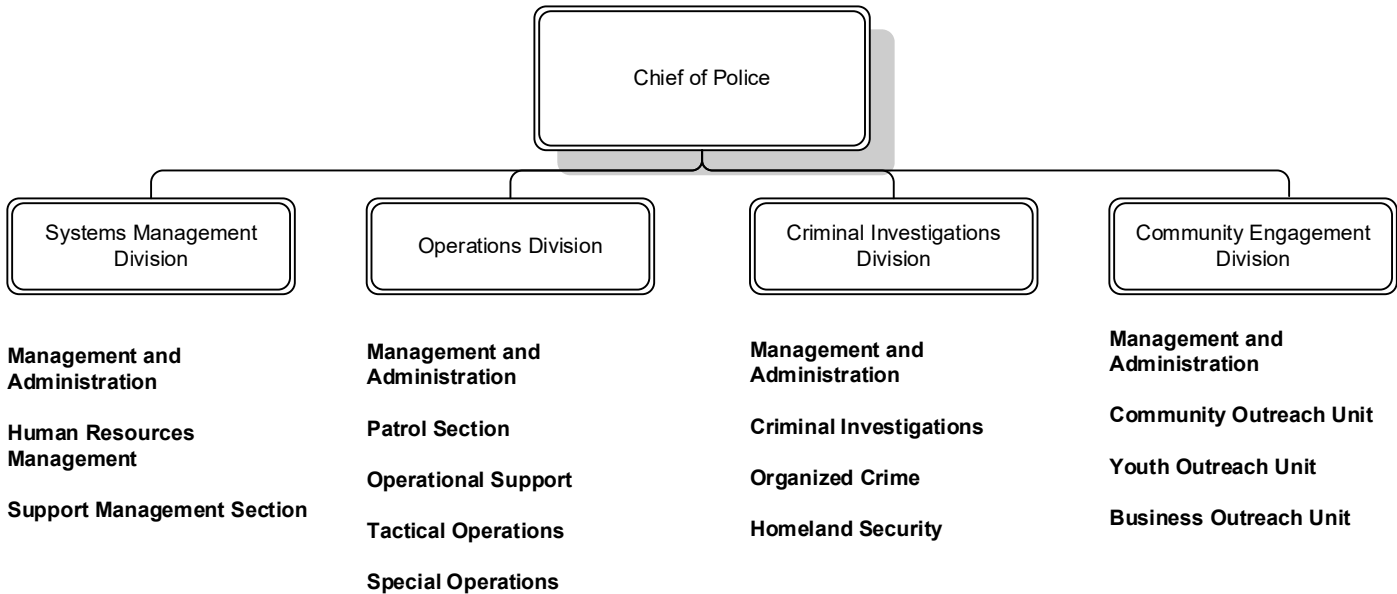
Fiscal Year	Description	FTEs
	▪ Fee revenue decreased primarily due to lower projections in Falls Church and City of Alexandria reimbursement based on FY 2023 budget and reconciliation for prior year payments with actual expenditures (\$136,962), partially offset by an increase in the Wireless E-911 Fee surcharge revenue (\$40,000). ▪ As a 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 adopted budget continues funding for these reductions including two Emergency Communications Call Takers (\$214,078, 2.0 FTEs). ▪ As a part of FY 2021 close-out, the County Board approved ARPA funding for temporary personnel to support a County-wide COVID Emergency Logistics Program budgeted in the County's Non-departmental operating budget (\$210,000, 1.75 temporary FTEs).	

Our Mission: To reduce the incidence of crime and to improve the quality of life in Arlington County by making it a place where all people can live safely and without fear

FY 2024 Proposed Budget - General Fund Expenditures



LINEs OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 adopted expenditure budget for the Police Department is \$83,512,292, a nine percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases primarily due to employee salary increases, an increase in the County’s cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, adjustments to salaries resulting from Administrative and Accounting, and Financial Services job family studies (\$107,225), one-time funding for overtime associated with recruiting initiatives (\$125,000), \$2,000 gross employee bonuses for eligible employees, a ten percent salary increase and various employee benefits for sworn positions funded by freezing 26.0 sworn positions as set forth in [the fiscal impact study](#) of the tentative collective bargaining agreement with the Arlington Coalition of Police (ACOP) submitted to the County Board at its November 2022 meeting. These increases are partially offset by the charge-out of overtime costs associated with a proposed hourly rate increase for off-duty details from \$60.00 to \$75.00 (\$187,500) and the reduction itemized further below.
- ↑ Non-personnel increases primarily due to the addition of one-time funding for recruitment (\$25,000), an increase to the County’s contract for Body Worn Cameras and other contractual increases (\$394,243), adjustments to the annual expense for maintenance and replacement of County vehicles (\$65,629), and the full year cost of contractual expense funding for the photo speed camera program implemented in FY 2023 to promote traffic safety at public schools and construction zones (\$265,000). These increases are partially offset by the removal of the following items:
 - Decreases in the Department’s office and operating supplies budget (\$40,000);
 - Decreases in the real estate rental and electricity budget (\$8,000);
 - Removal of FY 2023 one-time funding for the Community Outreach Program (\$37,000);
 - Removal of one-time FY 2023 American Rescue Plan Act funding for business outreach (\$40,000); and

- Removal of the Department of Justice's (DOJ) body worn camera grant expenses (\$48,648).
- ↑ Fee revenues increases due to an increases in fine revenue for photo speed camera fines (\$300,000) and false alarm fines (\$21,990), offset by adjustments to various fee revenues based on prior year actuals (\$5,350).
- ↓ Grant revenues decrease due to the removal of a three-year DOJ Body Worn Camera Expansion Grant (\$48,648).
- In the FY 2024 Proposed Budget, compensation and benefits for ACOP are based on the arbitration awards and tentative agreements as detailed in the [Fiscal Impact Study](#). Final compensation and benefits will be determined by the signed agreement with ACOP.

FY 2024 Proposed Budget Reduction

Systems Management Division – Support Management Section

- ↓ Eliminate a 1.0 vacant Records Management Asst. IV Position (\$76,131, 1.00 FTE)
IMPACT: As this position is currently vacant, its elimination is not expected to have a substantial impact on the current operations of the Records Unit. Should there be a dramatic increase in the number of requested records, payments to be processed, or citizens requesting help from the unit, the work of the records unit could take longer to complete with the elimination of this position.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actuals*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$63,712,840	\$67,492,355	\$73,517,539	9%
Non-Personnel	8,363,675	9,433,529	10,004,753	6%
Subtotal	72,076,515	76,925,884	83,522,292	9%
Intra County Charges	-	(10,000)	(10,000)	-
GASB*	1,051,025	-	-	-
Total Expenditures	73,127,540	76,915,884	83,512,292	9%
Fees	718,310	1,192,510	1,509,150	27%
Grants	143,625	48,648	-	-100%
Seized Assets/Reimbursements**	42,903	-	-	-
GASB*	1,051,025	-	-	-
Total Revenues	1,955,863	1,241,158	1,509,150	22%
Net Tax Support	\$71,171,677	\$75,674,726	\$82,003,142	8%
Permanent FTEs	470.40	472.40	445.40	
Permanent FTEs (Frozen Unfunded)	12.60	12.60	38.60	
Temporary FTEs	7.00	7.00	7.00	
Total Authorized FTEs	490.00	492.00	491.00	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues are included for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

*** Seized Assets/Reimbursements are appropriated annually through the closeout process and are not included in the proposed/adopted budgets.*

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Office of the Chief	\$4,449,943	\$6,988,446	\$6,753,870	-3%	\$30,000	\$6,723,870
Systems Management Division - Management and Administration	1,172,714	1,848,774	1,864,967	1%	176,500	1,688,467
Human Resources Management	8,443,880	6,622,152	7,906,363	19%	-	7,906,363
Records Management Unit & Deputy Director, NVCJTA	58,097	-	-	-	-	-
Support Management	7,520,447	7,556,416	8,199,287	9%	-	8,199,287
Criminal Investigations Division - Management and Administration	353,995	1,314,243	1,518,960	16%	-	1,518,960
Criminal Investigations Section	9,729,302	8,934,159	9,662,330	8%	-	9,662,330
Organized Crime Section	4,041,092	3,180,047	3,635,109	14%	-	3,635,109
Operations Division - Management and Administration	1,452,619	2,672,782	3,670,774	37%	2,650	3,668,124
Patrol Section	22,916,412	23,289,444	23,984,714	3%	-	23,984,714
Operational Support	113,273	-	-	-	-	-
Community Resources: School Resource Officers Unit*	411,823	-	-	-	-	-
Community Resources: Outreach	327,509	-	-	-	-	-
Special Operations Section	6,258,413	7,998,002	8,812,946	10%	1,300,000	7,512,946
Tactical Operations	1,684,061	1,463,450	1,809,164	24%	-	1,809,164
Homeland Security	1,261,037	1,196,860	1,502,412	26%	-	1,502,412
Community Engagement Division - Management and Administration	991,609	1,085,218	1,136,593	5%	-	1,136,593
Community Outreach Unit	863,037	1,378,323	1,070,561	-22%	-	1,070,561
Youth Outreach Unit	654,526	878,917	1,086,301	24%	-	1,086,301
Business Outreach Unit	423,751	508,651	897,941	77%	-	897,941
Total	\$73,127,540	\$76,915,884	\$83,512,292	9%	\$1,509,150	\$82,003,142

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Office of the Chief	25.00	29.00	-	29.00
Systems Management Division - Management and Administration ¹	14.00	7.00	7.00	14.00
Human Resources Management ^{2, 3}	52.00	61.00	-	61.00
Support Management	25.00	24.00	-	24.00
Criminal Investigations Division - Management and Administration	1.00	1.00	-	1.00
Criminal Investigations Section	59.00	56.00	-	56.00
Organized Crime Section	18.00	17.00	-	17.00
Operations Division - Management and Administration	2.00	2.00	-	2.00
Patrol Section	192.00	178.00	-	178.00
Special Operations Section ³	65.00	66.00	-	66.00
Tactical Operations	8.00	10.00	-	10.00
Homeland Security	8.00	9.00	-	9.00
Community Engagement Division - Management and Administration	5.00	4.00	-	4.00
Community Outreach Unit	10.00	9.00	-	9.00
Youth Outreach Unit	6.00	7.00	-	7.00
Business Outreach Unit	2.00	4.00	-	4.00
Total FTEs	492.00	484.00	7.00	491.00

¹ FY 2023 Adopted FTEs include 7.0 temporary FTEs in the Systems Management Division – Management and Administration line of business.

² The Human Resources Management FTE count includes recruit FTEs that reflect these positions within the department prior to their graduation from the Police Academy.

³ FY 2023 Adopted and FY 2024 Adopted FTE counts include unfunded Police Officer, Corporal, and Captain positions (FY 2023 – 10.0, FY 2024 – 36.0) in the Human Resources, Patrol, Community Outreach Unit, Special Operations, Criminal Investigations Section, and SMD Management and Administration lines of business and 2.60 unfunded school crossing guards in the Special Operations line of business.

PROGRAM MISSION

To preserve and protect the citizens of Arlington County by ensuring that effective administration and high-quality services are provided by the Operations, Criminal Investigations, and Systems Management Divisions of the Police Department.

- Provide effective leadership to the Department.
- Conduct internal investigations on any allegations of wrongdoing by members.
- Provide effective policy direction for the Department.
- Promote transparency of department operations in the media.
- Provide departmental and public safety information technology support.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cost per resident for Police services	\$301.89	\$306.09	\$294.62	\$237.55	\$305.20	\$370.16
Officer to Resident Ratio	1.57	1.62	1.55	1.59	1.54	1.58
Group A Arrests per 100,000 Daytime Population	2,386	571	449	483	479	479
Group B Arrests per 100,000 Daytime Population	789	400	300	370	396	420
Availability of the Criminal Justice Records Management System (CJRMS) server (percent based on 8,760 hours per year)	99.95%	99.95%	99.80%	99.99%	99.99%	99.99%
Availability of the Mobile Data System (MDS) infrastructure (percent based on 8,760 hours per year)	99.95%	99.95%	99.80%	99.99%	99.99%	99.99%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Daytime Population	306,500	310,600	303,900	306,600	306,700	307,300

- In order to provide the most accurate information, estimates were calculated using linear regression except where noted otherwise.
- Cost per resident estimates were calculated based on future population estimates generated by the Department of Community Planning, Housing, and Development (CPHD).
- The officer to resident ratio is the number of officers for every one thousand residents. The resident figures were obtained from CPHD.
- Arrests are reported using the Federal Bureau of Investigation's National Incident-Based Reporting System (NIBRS). Under this system, crimes are broken down into Group A and Group B offenses. This measurement is consistent with Virginia State Police reporting requirements and allows for overall quality of crime data collected by law enforcement agencies across the nation. NIBRS provides greater specificity in reporting offenses, collects

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide efficient and effective administration of infrastructure support functions for the Police Department including: support management, training and human resources, procurement, and fiscal and grant management.

- Provide the Department with the services, support, and other resources needed to fulfill its mission.

For performance measures, please refer to the narratives for Human Resources and Support Management Section, as the Management and Administration line of business supports those operations.

HUMAN RESOURCES MANAGEMENT SECTION

PROGRAM MISSION

To maintain the efficiency and integrity of the Human Resources Management Section through the proper administration and management of essential support functions for the Police Department.

- Provide competent, courteous, and professional assistance to all Police Department staff, manage payroll and time keeping functions, maintain personnel records, assist with benefits administration and Workers Compensation, and coordinate/ monitor all secondary employment.
- Recruit, screen, and hire qualified candidates who represent the values of the Department and the community.
- Coordinate and oversee all training for police personnel and recruit officers.
- Identify training needs with the goal of equipping all department personnel with the knowledge, skills and abilities to attain operational readiness for addressing current and future demands of their current position, the department, and their career goals.
- Serve as a point of contact for various regional, multi-agency and departmental efforts in high threat preparedness.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of recruits who successfully completed the Field Officer Training Program	82%	70%	89%	86%	90%	90%
Police officers hired	39	29	49	32	35	50

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY2024 Estimate
Agency training hours: Training hours per recruit	1,647	1,626	1,681	1,771	1,771	1,771
Total Agency training hours	90,603	49,403	90,681	79,178	85,000	90,000
Total number of recruit applications tested	310	420	317	234	270	350

- New hires attend over 1,600 hours of training in their first year with the Police Department. This training includes in-house pre and post academy training, six months of training at the Northern Virginia Criminal Justice Academy (NVJCTA), and four months of field training to become a certified law enforcement officer.
- The number of officers hired fluctuates based on the number of vacancies created by officers leaving County employment due to retirements, resignations, or terminations
- Hiring is a top priority for the department, but applications have fallen sharply in recent years due to recent events in policing, public perception and COVID-19. Outreach strategies, such as the Ambassador Program and Handshake, are being used to increase the applicant pool through allowing Ambassadors and the Recruitment Unit to interact with candidates virtually. The department has contracted with Pulsar advertising to create an enhanced marketing campaign to boost recruitment efforts. In 2022, the Recruitment Unit purchased a software system called eSoph to expedite the hiring process by automating the background investigation process. Additionally, a second full time background investigator has been hired

HUMAN RESOURCES MANAGEMENT SECTION

which should allow for processing more potential candidates. The FY 2023 estimate has been updated to reflect more accurate mid-year projections. Also in FY 2022, the department transitioned to a testing platform which allows remote testing of applicants. The new platform is expected to yield an increase in applicants tests. FY 2023 and FY 2024 estimates were increased based on anticipated increased in applications associated with the marketing campaign along with remote testing.

- Training hours in FY 2020 declined due to restructuring, staffing shortages, and COVID-19 impacts. During the final months of FY 2020, in-service training at the Northern Virginia Criminal Justice Training Academy (NVCJTA) and by the Tactical Training Unit were suspended due to COVID-19. For FY 2021, in-service training was restored with minimal interruption. Common training courses include: firearms, control tactics, active violence response, vehicle operations, investigations, and leadership development through county cohorts, internal supervisory classes, and federally funded training.
- In FY 2022, the decrease in total agency training hours was due to cancelation of the 1st quarter training for the entire department as a result of the Covid pandemic. It is anticipated that training hours will return to a normal level in FY 2023.

SUPPORT MANAGEMENT SECTION

PROGRAM MISSION

To provide general assistance and information to the public, County employees, and members of the Police Department and maintain the efficiency and integrity of the Support Management Section through the proper administration and management of essential support functions.

- Utilize the department's Law Enforcement Records Management System (LERMS) as the sole storage of data and information.
- Provide the public with information on available County resources, laws, policies, and procedures by accurately answering inquiries and making appropriate referrals.
- Maintain accurate monthly submissions of crime reports and arrest data submitted to Virginia State Police (VSP) and the Federal Bureau of Investigations (FBI).
- Provide the Department with the services, support, and other resources needed to fulfill its mission including: records management, fleet management, licensing services, impound operations, telephone reporting and call diversion, and property and evidence management.
- Oversee the Digital Evidence Management System (DEMS) which includes both the body worn and in car camera systems and managing the associated video.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of in-person customer contacts at the Police Front Counter	10,250	8,412	5,589	4,881	5,500	5,500
Percent of incident reports processed by the Alternate Reporting Unit	27%	35%	35%	38%	40%	40%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cab inspections	29	1	1	0	1	1
Number of incident reports completed by the Alternative Reporting Unit (previously known as the Telephone Reporting Office)	3,247	4,389	5,814	6,000	6,500	6,500
Taxicab Hack license renewals issued	347	219	238	153	150	150
False alarm fines/penalties assessed	\$80,986	\$87,060	\$99,380	\$151,080	\$200,000	\$200,000
Number of false alarm calls responded to by the Police Department	2,637	2,297	2,016	2,361	2,200	2,200
Accident reports processed	2,114	2,314	1,514	1,712	1,900	1,900
Criminal arrests processed (adult)	3,135	3,089	2,401	2,721	2,836	2,836
Number of alarm systems registered	700	614	623	593	650	650
Records Unit information requests processed	17,704	16,948	12,614	14,722	15,497	15,497

- In May 2019, the Police Front Counter merged with the Records Management Unit to establish the Administrative Support Unit which has continued to serve as a directory for residents to

SUPPORT MANAGEMENT SECTION

provide direction and service. This merger has led to an increase in the number of resident contacts with personnel at the Administrative Support Unit.

- The Alternate Reporting Unit (ARU) handles all incident reports filed online, over the telephone, or on a walk-in basis. The Department strongly encourages residents to report low level crimes online or over the phone. This practice is expected to gradually increase the number of reports processed by the ARU every year moving forward.
- With a reduction of Taxi Cab personnel operating at one of the local cab companies, it is expected there will continue to be a decline in Cab inspections and Taxi Cab Hack licenses. The COVID-19 pandemic added to the decrease in FY 2020 as protocols discouraged in-person cab inspections. The overall declining trend within the taxi industry is expected to carry over into future fiscal years. Ride sharing options, such as Uber and Lyft, have significantly impacted the taxi companies operating within Arlington. Prior to FY 2018, cab inspections were required annually, since then inspections are only conducted on new cabs or in response to a specific consumer complaint.
- In 2020, the Telephone Reporting Office was renamed the Alternative Reporting Unit to combine online and telephone reporting into one unit. Residents can now submit a report via the police [Online Reporting System website](#) which is subsequently reviewed by Police personnel and uploaded into the Law Enforcement Management System (LERMS). In FY 2022, a full-time position was dedicated to this unit. The department encourages citizens to file reports online, over the phone when appropriate and it is expected the percentage of activity reported in this manner will increase in the coming years.
- The number of false alarm fines/penalties assessed in FY 2022 increased due to an update to the County's ordinance, CHAPTER 33, ARTICLE III, SECTION 33-14, in FY 2021 which increased fines associated with excessive false alarm responses requiring ten or more police responses. As more residents and business comply with this ordinance over time it is expected that the number of fine assessments will decrease.
- The number of accidents processed went down in FY 2021, due in large part to the limited number of vehicles on the road at the height of the COVID-19 pandemic.
- The number of records unit information requests decreased in FY 2020 and FY 2021 as a result of the COVID-19 pandemic.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide high quality service to the community through the investigation of criminal offenses occurring in Arlington County and contribute to the priority of Crime Control and Prevention. Detectives are responsible for the successful investigation of felonies, serious misdemeanors, and other selected incidents and for identifying, apprehending, and interviewing people suspected of committing crimes.

- Oversee the investigations of all crimes committed within Arlington County.
- Provide support to the detectives assigned to the three distinct sections within the Criminal Investigations Division: the Criminal Investigations Section, the Organized Crime Section, and the Homeland Security Section.
- Manage resources provided to the various outlined sections, including equipment, training, and personnel.
- Provide support to the Operations Division, Community Engagement Division, and Systems Management Division in an effort to optimize police services for the citizens of Arlington County.

For performance measures, please refer to the narratives for the Criminal Investigations Section and the Organized Crime Section, as the Management and Administration line of business supports those operations.

CRIMINAL INVESTIGATIONS SECTION

PROGRAM MISSION

To successfully capture perpetrators of criminal offenses through quality investigations by working with operations personnel and using intelligence to identify emerging crime trends.

- Provide high quality service to the community through the successful investigation of criminal offenses occurring in Arlington County and contribute to the agency's priority of Crime Control and Prevention.
- Conduct successful investigation of felonies, serious misdemeanors, and other selected incidents and for identifying, apprehending, and interviewing people suspected of committing crimes.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clearance rate (assigned cases)	51%	55%	60%	48%	55%	50%
Identification of offenders made through fingerprints	107	143	88	79	100	90

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cases per investigator	83	68	160	75	150	150
Cases receiving Investigative Intern Review	419	415	285	351	400	400
Number of cases assigned for further investigation	2,334	2,236	2,477	2,490	2,550	2,200
Number of cases received	6,558	6,767	7,497	7,412	7,500	7,500
Number of cases successfully resolved	1,195	1,238	1,494	1,195	1,200	1,100
Number of cases that involve a joint investigation with Child Protective Services (CPS)	128	150	61	113	70	120
Number of cases where a License Plate Reader (LPR) was used to assist in an investigation	4,609	17,942	1,856	1,549	1,750	1,750
Number of death investigations	220	220	293	291	275	275
Number of searches performed by Digital Forensics Unit detectives	361	375	658	291	650	300

- The clearance rate is the number of cases successfully closed out of all assigned cases. In order to assign cases, staff must first assess whether cases are solvable. Factors affecting the likelihood that cases will be solved and therefore assigned include: whether the crime occurred in another jurisdiction, whether police information reports indicate that a crime occurred, whether after speaking with a victim it is determined that a crime was not committed, whether the victim wishes to press charges, and whether a case will be prosecuted. This measurement is calculated as the number of cases assigned for further

CRIMINAL INVESTIGATIONS SECTION

investigation (defined above), divided by the number of cases cleared with arrest, exceptionally, or determined to be unfounded.

- The FY 2022 clearance rate showed a twelve percent decrease from FY 2021. This can be attributed to a loss in the number of detectives assigned to the Criminal Investigative Section (CIS) due to the department being understaffed. This trend is expected to continue in FY 2023 and FY 2024 unless department staffing increases.
- The number of offenders identified through fingerprint decreased in FY 2021 and FY 2022 due to the number of cases received.
- "Cases per Investigator" counts the number of cases assigned for further investigation by the number of CIS detective positions by Personnel Shift in LERMS. In FY 2022, there was a decrease in the number of cases received per investigator but not actually assigned. Additionally, staffing shortages have, and will most likely continue to, reduce the number of investigators staffing the investigations section and therefore increase the number of cases per detective. For FY 2022 the number of investigators was determined via Law Enforcement Records Management System (LERMS) Personnel Shift assignment to be 33.
- In FY 2022, there was an increase in the number of cases assigned for intern review because the department was able to fully staff the intern program post-COVID. Additionally, staffing shortages have, and will most likely continue to, reduce the number of cases assigned to investigators to focus on higher priority cases. Cases have been prioritized and more cases will be assigned for intern review.
- Cases "Assigned for further investigation" represents the number of cases with a status of one of the following - Cleared (by CIS detective), Detective Contact, Open, or Inactive.
- The number of cases received are the number of cases assigned to detectives who were not the reporting officer (7,412 in FY 2022). Case reports handled by road officers as investigators were excluded (4,529 in FY 2022).
- Cases "Successfully resolved" are the number of cases cleared with arrest, cleared exceptionally, or cleared unfounded. This number decreased in FY 2022 and is estimated to remain at that level due to the reduction in the number of detectives assigned to CIS. FY 2023 and FY 2024 estimates reflect current staffing levels.
- "Cases per Investigator" counts the number of cases assigned for further investigation by the number of CIS detective positions by Personnel Shift in LERMS.
- In FY 2022, there was a significant increase in joint investigations with Child Protective Services (CPS). It is likely that this increase was directly related to the easing of COVID restrictions to include in-person instruction in local schools.
- The calculation method for the number of license plate reader (LPR) queries was updated in FY 2021 to reflect the number of queries manually performed by officers as opposed to the number of "hits" received by the LPR readers. This includes how many general searches, cross searches and convoy searches that were completed. This updated calculation helps to track the instances where an officer was specifically looking at a particular tag for 'investigative' purposes.
- The number of death investigations is a metric that is neither controllable nor able to be accurately forecasted. While ACPD has very little control over the manner or number of deaths, the Department does categorize the different deaths to identify trends. A continued trend is the rise in Fentanyl overdoses.
- The number of searches performed by Digital Forensics Unit detectives decreased significantly in FY 2022. The storage capacity of digital devices has increased significantly which in turn has increased the amount of time it takes to conduct the searches. A single cell phone can take a couple of days to complete a single search which limits the number of devices that can be examined. The Unit also had a staff vacancy in FY 2022 which contributed to the reduction in searches. Staff expect this trend to continue due to reduced staffing levels and higher

CRIMINAL INVESTIGATIONS SECTION

volumes of digital evidence being collected for various types of cases making digital forensics the new 'fingerprint' of evidence collection.

ORGANIZED CRIME SECTION

PROGRAM MISSION

To identify, arrest, and prepare for the prosecution of perpetrators of criminal offenses, particularly those associated with organized crime.

- Prevent and detect illegal vice and gang activities known or suspected to be associated with organized crime.
- Gather and maintain accurate and current intelligence with an emphasis on identifying the relationship between organized criminal groups, gangs, vice, and/or drug violators.
- Assist in the timely identification of emerging crime patterns and criminal methods of operation.
- Assist units in developing tactical strategies, investigative problem solving, and implementing crime prevention initiatives.
- Identify, arrest, and prepare for the prosecution of perpetrators of criminal offenses.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clearance rate percentage (for Drug Enforcement/Vice Unit initiated/assigned cases only)	92%	100%	100%	100%	96%	96%
Number of cases successfully resolved (for Drug Enforcement/Vice Unit cases only)	232	165	105	79	100	100
Number of opioid related overdoses (fatal and non-fatal)	43	50	94	92	100	100
Number of opioid related incidents	110	106	168	150	175	175
Number of gang related incidents in the County	93	94	104	93	106	110

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cases per investigator (for Drug Enforcement/Vice Unit initiated/assigned cases only)	42	38	33	47	40	50
Number of cases initiated/assigned (gang cases only)	93	88	64	112	100	100
Number of cases that are initiated/assigned (Drug Enforcement/Vice Unit cases only)	251	163	266	144	150	150
Number of gang related intelligence reports completed (included social media analysis, search warrant returns, interviews, and surveillance operations)	413	231	303	344	315	325
Number of search warrants conducted in gang or graffiti related cases	29	39	55	33	45	45

- COVID-19 had a significant impact on the Organized Crime Section (OCS) in the second half of FY 2020. The office was shut down for approximately six weeks and Detectives were instructed

ORGANIZED CRIME SECTION

to telework as much as possible. This resulted in lower cases for both the Gang Unit and the Drug Enforcement/Vice Unit.

- FY 2023 and FY 2024 estimates for Drug Enforcement/Vice Unit cases are based on recent changes in marijuana legislation resulting in an overall decrease in the number of cases. Additionally, FY 2023 and FY 2024 estimates reflect cases becoming more complex in nature and requiring more work hours to investigate per case.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To ensure the efficiency and effectiveness of Department operations through leadership, management and oversight of the Patrol, Tactical Operations, and Special Operations Sections.

Ensure each section promotes our four departmental initiatives:

- Transportation Safety
 - Work with the community and county agencies using our two-pronged approach of education and enforcement to enhance overall safety and traffic flow.
- Community Engagement
 - Work with community stakeholders to enhance and promote transparency and trust.
- Crime Control & Prevention
 - Work with community members and within the agency to communicate crime trends and crime prevention tips.
- Wellness
 - Work within the agency and with external stakeholders to ensure the health and wellbeing of all staff, both sworn and civilian.

For performance measures, please refer to the narratives for Patrol, Special Operations, and Tactical Operations, as the Management and Administration line of business supports those operations.

PATROL SECTION

PROGRAM MISSION

To establish and maintain peace and order in Arlington County through the coordination of officer patrols in various shifts on a 24 hours-a-day, seven days-a-week basis.

- Respond to calls for police service.
- Identify and resolve recurrent community problems.
- Conduct preliminary investigations of criminal offenses and motor vehicle accidents.
- Detect and arrest violators of criminal and motor vehicle laws.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Constituent service calls (dispatched calls which do not result in a report being taken or an arrest being made)	71,108	59,180	49,838	51,969	52,500	53,662
Response time for priority 1 calls (received from dispatch to arrival)	4:55	4:56	4:56	4:47	4:53	4:51
Total number of arrests (includes felony, misdemeanor, and DUI charges)	5,102	5,108	4,179	4,211	4,312	4,449

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Daytime population	306,500	310,600	303,900	306,600	306,700	307,300
Number of calls for Patrol Service (total number of dispatched calls for service)	81,891	70,217	79,081	64,645	72,767	73,478
Number of incident reports filed	11,483	12,582	13,166	14,682	13,518	13,487
Number of crash reports filed	2,114	1,681	1,209	1,724	1,775	1,800
Number of moving violations (including warnings)	34,476	33,755	23,925	15,687	20,590	19,865
Number of adult arrests	4,812	3,079	2,423	2,751	2,262	2,629
Number of juvenile arrests	420	262	74	85	83	85
Number of DUI arrests	290	363	344	475	356	379
Number of misdemeanor charges	3,434	3,631	2,680	2,377	2,521	2,801
Number of felony charges	1,378	1,337	1,391	930	1,378	1,148
Total Group A Arrests	1,820	1,775	1,363	1,481	1,470	1,470
Total Group B Arrests	1,262	1,241	913	1,135	1,215	1,295

- The FY 2023 estimates for number of measures including crash reports filed, number of felony charges, total group B arrests have been increased to reflect a return to pre-pandemic levels.

PATROL SECTION

- Constituent calls for service that do not result in arrest or report only includes calls reported by citizens or other entities and do not include non-dispatched calls, such as Closed Events or Towing, but may include administrative calls.
- Number of calls for Patrol Service includes citizen and officer reported calls for service but does not include non-dispatched calls, such as Closed Events or Towing but may include administrative calls.
- Adult and juvenile arrests refer to the number of unique arrests and not the number of charges. Misdemeanor and felony charges refers to number of offenses charged. A person can be arrested on multiple charges, but it will only count as one adult or one juvenile arrest. The total number of charges will be reflected in the DUI, misdemeanor, and felony charges categories.
- Daytime population estimates were obtained from the Department of Community Planning Housing and Development (CPHD).
- Offense actuals may be modified due to case reclassifications which can occur once offenses are investigated by detectives in the Criminal Investigations Division.
- Priority 1 calls for service response time are calculated by averaging response times, excluding zero second and null values from priority 1 call unit dispatch-on-scene intervals times as captured by the computer aided dispatch technology.
- Arrests are reported using the Federal Bureau of Investigation's National Incident-Based Reporting System (NIBRS). Under this system, crimes are broken down into Group A and Group B offenses. This measurement is consistent with Virginia State Police reporting requirements and allows for overall quality of crime data collected by law enforcement agencies across the nation. All agencies transitioned to NIBRS-based reporting by the end of CY 2021.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To engage Arlington's diverse communities to establish trust, confidence, and legitimacy through strong police-community relationships. The Community Engagement Division (CED) was established in FY 2022 through a department reorganization to promote an agency-wide community policing philosophy and leverage strategic partnerships to create lasting solutions to community safety concerns and improve the quality of life in Arlington.

For performance measures, please refer to the narratives for the Community Engagement Division's Business Outreach, Youth Outreach, and Community Outreach Sections, as the Management and Administration line of business supports those operations.

BUSINESS RESOURCES SECTION

PROGRAM MISSION

The Business Outreach Unit serves as the primary liaison between the business community and the Police Department. Through effective partnerships and collaboration with other private, public, and nonprofit entities, the Business Outreach Unit will work to understand and address business concerns pertaining to crime and quality of life issues, develop educational programming, and work to ensure the business community is knowledgeable about Department services and programs. Business outreach officers will utilize effective problem solving and relationship-based policing strategies to provide services to the business community.

- Foster an open dialogue between the business community and police department to understand their public safety needs.
- Conduct proactive engagement with businesses, Business Improvement Districts, Partnerships, and other entities.
- Host and attend events, meetings, and seminars designed specifically to meet the needs of the business community that further the Department's key initiatives – crime prevention and control, community engagement, and transportation safety.
- Develop educational programs and materials for the business community regarding crime prevention and workplace safety initiatives.
- Work proactively with the Criminal Investigations and Operations Divisions to identify crime trends impacting businesses, develop prevention strategies, and communicate these patterns to the business community.
- Assist with education and enforcement activities and missions critical to the reduction of criminal activity through the Arlington Restaurant Initiative and Nightlife Detail.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of citizen contacts made by the BOU and Nightlife Detail	N/A	10,522	13,444	13,071	13,200	13,500
Number of Bar Safe notices issued to violators	N/A	83	26	33	60	60
Trainings and presentations conducted to businesses and officers	N/A	23	27	35	25	25

- The Business Outreach Unit began tracking these performance measures in FY 2020 as part of the newly formed Community Engagement Division.
- Citizen Contacts are encounters between ACPD staff and members of the business community, patrons, and individuals suspected of criminal activity. These contacts may be consensual, as part of our community policing initiative and business outreach or may be investigative in nature.
- Bar Safe notices are part of the Arlington Restaurant Initiative (ARI) where individuals who commit, or are suspected of committing, criminal infractions are served with a notice forbidding them to repeat this behavior in and around the Clarendon nightlife community. The decrease in Bar Safe notices that were given out in FY 2021 and FY 2022 can be attributed to the COVID-19 restrictions that were placed on establishments and patrons.
- Training sessions are conducted with sworn staff on how to interact with the business community, handle nightlife situations, and the Power of Attorney Program. Presentations are

BUSINESS RESOURCES SECTION

conducted at various businesses for ARI accreditation and workplace violence prevention. The FY 2022 increase in training sessions is attributed to the re-opening of restaurants after COVID restrictions started to lift and the need to train newer staff due to a high staff turnover rate in the restaurant industry.

YOUTH OUTREACH

PROGRAM MISSION

The Youth Outreach Unit (YOU) works to proactively engage Arlington's youth through community-based educational programs and relationship-building activities. Furthermore, the YOU identify trends in youth-involved crime and develops effective prevention and mitigation strategies. Youth Outreach Officers will leverage partnerships with other County agencies and community organizations that work with youth to engage with them through community-based activities.

- Foster an open dialogue between youth and the Police Department to understand their public safety needs.
- Host and attend events, ongoing programs, meetings, and seminars designed specifically to meet the needs of our youth.
- Develop educational programming and materials to deliver information to youth and strengthen public trust such as Summer Camps and instructing at diversion programs.
- Assist with 2nd Chance presentations.
- Attend meetings with students, APS staff, parents, and community partners to further safety and education initiatives.
- Host Summer Police Camp(s) to include Arlington County Summer Teen Enrichment Program (ACSTEP) and Safety Patrol Camps.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of youth events/meetings attended by YOU Officers	N/A	N/A	N/A	77	80	85
Number of youths that attend YOU sponsored events	N/A	N/A	N/A	511	535	600

- The Youth Outreach Unit performance measures are included as part of a recent department reorganization in 2022. The former School Resource Officer (SRO) Unit was disbanded and the Police Department created the Community Engagement Division (CED). The CED is comprised of the Business Resources Section, Community Outreach Unit, and the Youth Outreach Unit.

COMMUNITY OUTREACH

PROGRAM MISSION

To build collaborative partnerships with the community, address quality of life issues and recurring incidents and trends within its geographic area and serve as a conduit for information sharing between the Police Department and the public.

- Coordinate and meet with various civic associations, business associations, and faith-based organizations to share current crime trends, provide safety/security tips, and engage in activities fostering trust with the law enforcement community.
- Address quality of life issues such as noise complaints, vandalism, and traffic issues.
- Establish collaborative relationships with various stakeholders to advance initiatives that have an impact on the respective community.
- Assist the Criminal Investigations Division by providing additional resources for search warrants, neighborhood canvasses, and surveillance.
- Conduct yearly initiatives such as Back to School and Holiday "Fill the Cruiser" events that provide school supplies and gifts to those in need.
- Attend various meetings to share crime statistics, as requested at various community events, and to further significant criminal investigations.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of community events/meetings attended by district officers	439	137	128	125	130	130
Number of Board GRAMS/Community Complaints for the Police Department (excluding towing issues and internal inquiries)	0	64	72	118	120	120

- Previously, Community Outreach was named Community Resources: Outreach. In FY 2022, it was renamed the Community Outreach Unit and became part of the newly formed Community Engagement Division.
- Due to the COVID-19 pandemic, the Outreach Team's mission and function was changed for approximately six months. The Outreach Team was assigned to handle social distancing violation calls for service and to supplement the Operations Section as needed. The number of interactions with the public in the form of community meetings and events was drastically curtailed. Although meetings and events are slowly coming back, the slowdown continued through the end of FY 2022. As the Youth and Community Outreach Teams continue to develop new programs and partnerships, the attendance at these events will continue to grow.
- The County Board Government Response and Memorandum System (GRAMS), a workflow tracking system that allows the County Board to communicate with County departments and employees. The Outreach Team continues to handle many citizen and County quality of life complaints. This is done through the mediation of disputes, connection with County services, crime prevention through environmental design, and enforcement. These types of dispute resolution/problem solving projects involve a considerable amount of dedicated outreach time.
- In FY 2019, the method in which the County Manager's Office assigned GRAMS was modified, resulting in a dramatic reduction of GRAMS for the Police Department. In FY 2020, the number of community complaints began to be tracked in addition to the number of GRAMS assigned to the police department, resulting in an increase for this performance measure in FY 2020 and projected increases in future years. The increase shown in FY 2022 is partially

COMMUNITY OUTREACH

attributed to an increase in homelessness outreach along with enhanced tracking of the unit's efforts. The FY 2023 and FY 2024 estimates reflects these efforts.

SPECIAL OPERATIONS SECTION

PROGRAM MISSION

Work collaboratively with internal and external stakeholders to ensure the safety of Arlington County public roadways through the use of education and enforcement of local and state traffic laws; and facilitate the safe and efficient movement of vehicular, pedestrian, and multi-modal transportation users during emergencies, special events, or other major transportation disruptions.

- Work with the County's Vision Zero traffic safety program as an internal stakeholder.
- Investigate and address transportation concerns generated through community input.
- Ensure compliance with county motor vehicle and parking ordinances.
- Ensure the safety of children at designated school crossing areas.
- Manage the Police Department's automated enforcement programs:
 - Photo Red Light – (6) new intersections and (12) approaches
 - Current Program: (9) Intersections and (12) Approaches
 - New Program: (15) Intersections and (24) Approaches
 - Automated Speed Enforcement New Initiative in FY 2022 to deploy (10) mobile speed cameras
- Manage, plan, and coordinate County approved special events, the Commonwealth of Virginia Evacuation Transportation Plan, and the Department of Motor Vehicles (DMV) grant funded overtime traffic enforcement program.
- Assist regional federal, state, and local law enforcement partners with dignitary and funeral escorts and motorcade movements.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of escorts/dignitary protections provided	182	144	99	123	130	150
Number of special events staffed by Police employees	110	62	30	84	100	110

- After a decline in escort/dignitary protection details in FY 2021, FY 2022 actuals and FY 2023 and FY 2024 estimates demonstrate a gradual return to pre-pandemic numbers.
- The number of special events staffed by Police employees is not a comprehensive count of all special events held within the County. The Police Department does not assign staff to events with low attendance levels or those held at fixed locations that are off county roadways. The increase in special events in FY 2022 is the result of loosening COVID restrictions starting in the summer of 2021.

TACTICAL OPERATIONS SECTION

PROGRAM MISSION

To provide highly technical assets (personnel and resources) to address situations requiring specific technical responses.

- Provide Arlington County with a team of trained personnel capable of resolving high-threat incidents while mitigating loss of life, injury, and property damage.
- The Emergency Response Team (ERT) comprises of three (3) units of the Special Weapons and Tactics (SWAT) Team, Crisis and Negotiation Unit (CNU), and Tactical Operations Center (TOC), contains and resolves active high-risk criminal incidents involving barricaded persons, hostages, snipers, active violence incidents, terrorism activities, or ambushes. ERT also assists with the pre-planned servicing of high-risk arrest and search warrants, special event protection, dignitary protection, and coverage for undercover and plain clothes operations.
- The K9 units enhances law enforcement activities through the use of police canines trained in tracking, detection, building and structure searches, suspect apprehension, and evidence recovery.
- The Hazardous Incident Response Team (HIRT) provides expertise in the prevention, detection, and response to criminal and non-criminal incidents involving chemical, biological, radiological, nuclear, and explosive (CBRNE) threats.
- The Civil Disturbance Unit (CDU) manages incidents of civil unrest in order to restore peace while protecting the constitutional rights of everyone and maintaining the safety of the community.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of training hours for each subgroup of the Tactical Operations Section	N/A	1,194	1,160	1,322	1,484	1,772
Number of community service demonstrations staffed by the Tactical Operations Section	N/A	9	0	22	25	30
Number of events staffed by the Tactical Operations Section	N/A	23	10	19	30	25
Number of callouts/operations by the Tactical Operations Section	N/A	81	70	117	150	200

- FY 2020 and FY 2021 actuals decreased due to events surrounding the COVID-19 pandemic, which reduced in-person events and training. FY 2022 actuals and FY 2023 and FY 2024 estimates reflect a gradual return to normalcy.
- The increase in the estimated number of training hours and operations each year is correlated to the full deployment of the Hazardous Incident Response Team.

PROGRAM MISSION

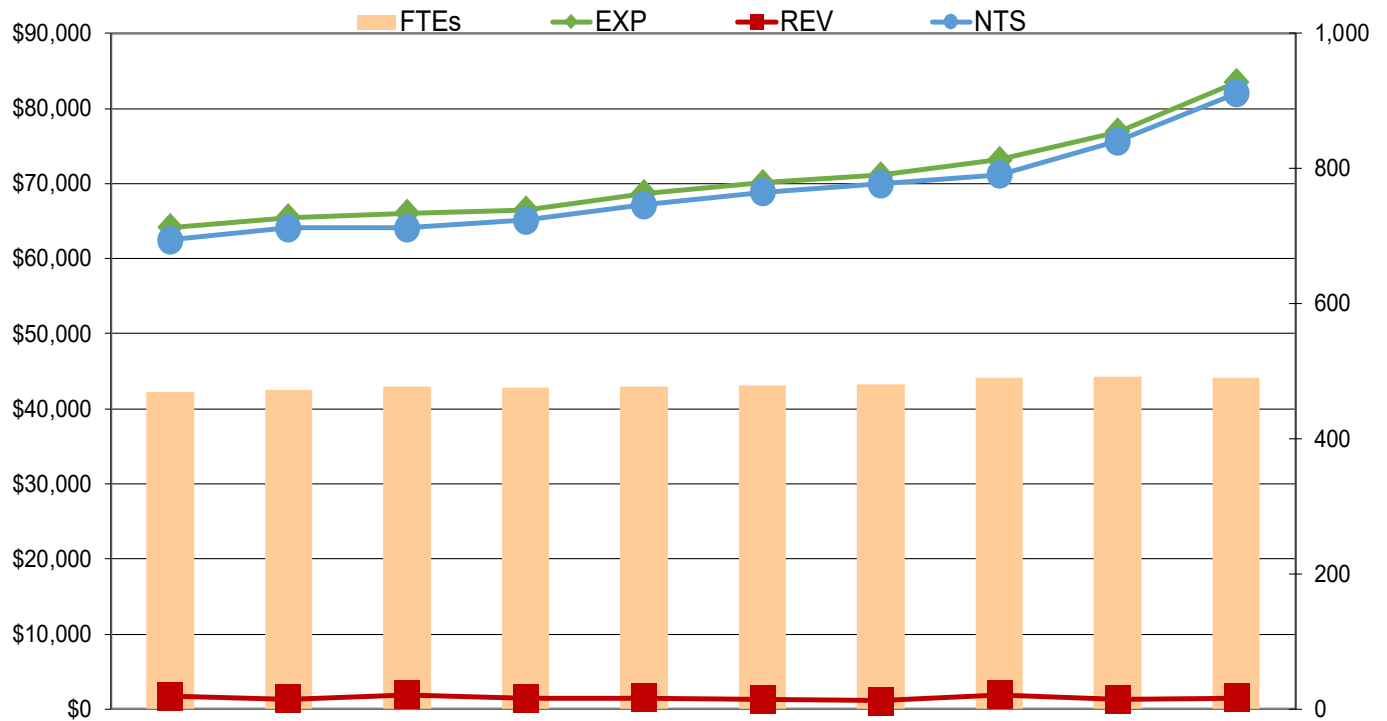
To coordinate all Counter Terrorism and Homeland Security initiatives within the Police Department as well as work towards preventing, detecting, and deterring terroristic acts that threaten the citizens of Arlington County.

- Work closely with Divisions within the Police Department to implement a comprehensive terrorism prevention strategy.
- Work cooperatively and collaboratively with state, local, and federal agencies in maintaining partnerships.
- Coordinate the Department's intelligence gathering activities through social media.

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of tracked external Crime Analysis Unit (CAU) requests	N/A	N/A	527	773	700	700
Number of Special Events and Watch Desk Events	N/A	N/A	9	49	40	40
Cases Involving Homeland Security Section (HSS) Investigation	57	60	39	32	55	50
HSS Investigations Clearance Rate	47%	53%	46%	53%	50%	50%

- The number of tracked external CAU requests and the number of special events and watch desk events are new measures that were first included in the FY 2023 proposed budget. Tracked external requests are any request for Crime Analysis Unit Services outside its current structure that is not a recurring report request. Requests could be from the media office, the Command Staff, or an outside agency. Requests are broadly classified into reports, infographics, data requests, maps, bulletins, and case support and research.
- Watch desk monitoring and special events include staffing the watch desk and doing risk analysis before, during, and after special events such as the Inauguration, Marine Corps Marathon, major protests, and visits by dignitaries.
- Cases involving Homeland Security Section (HSS) investigation include HSS detectives or supervisors in a lead or assisting investigator role. However, much of the HSS departmental support is informal or related to federal agency task forces and working groups. Those activities may not be captured within this metric as intelligence collection and dissemination is fluid and cannot be objectively measured.
- The HSS investigation clearance rate refers to the percentage of cases involving HSS that have been cleared with arrest, exceptionality, or determined through investigation to be unfounded.

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



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$64,188	\$65,439	\$66,041	\$66,526	\$68,704	\$70,065	\$71,085	\$73,128	\$76,916	\$83,512
REV	\$1,696	\$1,369	\$1,939	\$1,422	\$1,524	\$1,254	\$1,109	\$1,956	\$1,241	\$1,509
NTS	\$62,492	\$64,070	\$64,102	\$65,104	\$67,180	\$68,811	\$69,976	\$71,172	\$75,675	\$82,003
FTEs	470.00	472.00	478.00	476.00	477.00	479.00	481.00	490.00	492.00	491.00

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include \$1,051,025 for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ The County Board added one-time funding for additional overtime to address the costs associated with pub crawl events (\$42,000). ▪ The County Board added one-time funding to continue participation in the Regional Gang Task Force (\$25,000). ▪ Added funding for three Police Officer positions (\$373,789) for the implementation of a Community Oriented Policing Services (COPS) Grant. ▪ Transferred a Public Safety Technology Manager (\$171,805) from the Department of Technology Services to the Police Department. ▪ Added one-time funding for non-personnel expenses related to the COPS grant (\$113,156). ▪ Increased fees for accident reports, background checks, and police report verifications (\$31,920). ▪ Grant revenue increased due to the receipt of a COPS Grant (\$245,669).	3.00 1.00
FY 2016	▪ The County Board reduced the personnel budget to adjust for expected vacancies (\$189,619). ▪ Transferred 2.0 FTEs from the Fire Department for the consolidation of public safety information technology (\$248,473). ▪ Added one-time funding for additional overtime for the Rosslyn Pedestrian Safety Initiative during peak traffic congestion period (\$176,400). ▪ Fee revenue increased due to increased concealed weapons revenue (\$18,000), partially offset by reductions in storage/boot fees (\$10,000) and taxicab license revenue (\$5,000) based on prior year actuals. ▪ Grant revenue decreased due to adjustments to the Community Oriented Policing Services (COPS) grant (\$60,795). ▪ Added ongoing funding for continued participation in the regional gang task force (\$25,000) and additional overtime to provide staffing in the Clarendon business district (\$113,378), both of which had been funded in prior fiscal years by the County Board with one-time funds.	2.00
FY 2017	▪ Added funding for the addition of six patrol officers (\$491,500) to provide support to the Operations Division in order to help maintain minimum staffing levels to ease call-back overtime and mandatory hold-overs so Police can carry out day-to-day core Police services. ▪ Added one-time funds for wearing apparel and equipment for the new patrol officers (\$124,722, one-time). ▪ Added funds for contractual increases in the parking ticket system (\$149,000) and transportation by others (\$23,384). ▪ Transferred funds for Public Safety Information Technology (PSIT) activities from the Office of Emergency Management, Fire Department, and the Sheriff's Department (\$38,453). ▪ Decreased funds for adjustments to the annual expense for maintenance and replacement of County vehicles (\$125,038).	6.00

Fiscal Year	Description	FTEs
	- Increased revenue for false alarm fines (\$15,000), solicitor permits (\$3,500), and taxicab licenses (\$5,000). - Revenue decreased due to a reduction in the Community Oriented Policing Sources Grant (COPS) (\$161,783) and a decrease in the impound vehicle storage fee revenue (\$10,000).	
FY 2018	- Added funding for the reclassification of three vacant Public Service Aide positions to free up uniform resources for additional patrol support (\$40,544). - Transferred funds to the Office of Emergency Management and the Fire Department for their portions of the Records Management System/Computer Aided Dispatch Costs (291,485). - Removed one-time funding for wearing apparel and equipment for the officers hired in FY 2017 (\$124,032). - Decreased fuel charges (\$274,145). - Added funds for the new Criminal Justice Records Management System for Police and Sheriff (\$163,365). - Added funds for contractual increases (\$60,343). - Added funds for the adjustment to the annual expense for maintenance and replacement of County vehicles (\$152,140). - Added funds for training and armory associated with the opening of the new firing range, which is partially funded by the reallocation of Peumansend Creek Regional Jail closure savings (\$148,700). - Decreased grant revenue due to the conclusion of the Community Oriented Policing Sources (COPS) Grant (\$15,907). - Increased patrol camp fees from \$65 to \$95 (\$10,400) and increased various charges associated with second-hand license fees (\$4,800). <i>During FY 2017 closeout, the County Board took action to transfer a position from the Department of Public Safety Communications and Emergency Management to the Police Department to support the Public Safety Information Technology program (\$96,356).</i>	1.00
FY 2019	- The County Board froze 10.0 Police Officer I positions (\$890,000) and added an additional \$442,000 to fund an additional 1.25 percent market pay adjustment for sworn uniformed employees in the Police Officer, Corporal, and Sergeant job classes above the Manager's proposed increase of 6.0 percent, for a total increase of 7.25 percent. - Entry pay for the Police Officer job class increased from \$52,936 to \$54,933, or 3.75 percent. - Eliminated two vacant Public Service Aides that help with school crossing and special events, when needed, and other duties as assigned. - Transferred in a Senior Public Safety Technology Specialist (\$131,147) from the Department of Public Safety Communications and Emergency Management as part of the Public Safety Information Technology personnel re-organization.	(2.00) 1.00

Fiscal Year	Description	FTEs
	- Non-personnel increased due to contractual increases for Tasers (\$132,178), partially offset by decreases to the adjustment and consolidation of maintenance and replacement expenses for Police vehicles (\$47,792). - Revenue decreased due to in the conclusion of the Community Oriented Policing Sources (COPS) Grant (\$7,184).	
FY 2020	- Retained a filled Administrative Technician II position with one-time funds (\$87,928, 1.0 FTE). - Added one Sergeant and two Police Corporal positions (\$396,214) to serve as School Resource Officers to staff the additional schools coming online in FY 2020. - Funded ten Police Officer positions that were frozen in FY 2019 (\$951,957). - Funded a second year of public safety pay enhancements (\$530,000). - Added funds to staff the Clarendon Detail (\$168,000). - Added funds for the Rosslyn Pedestrian Safety Initiative funded by the Rosslyn BID (\$89,920). - Increased funding for vehicles and equipment associated with adding three sworn positions to the department (\$180,000 one-time; \$92,646 on-going), one-time funding for recruitment efforts (\$200,000), contractual cost increases (\$231,607), and adjustments to the annual expense for maintenance and replacement of County vehicles (\$11,454). - Decreased Photo Red Light camera revenue (\$250,000), false alarm fines (\$80,000), taxicab licensing fee revenue (\$27,000), and background checks (\$6,000).	(1.00) 3.00
FY 2021	- Added a Business Systems Analyst II position to assist with public safety payroll technology (\$114,713). - Added an Administrative Specialist position (\$87,230) and one-time funding for training and operating supplies to assist with the Department's Business Outreach Unit (\$110,000). - Added one-time funding to continue the department's strategic recruiting efforts (\$129,000). - Increased fee revenues primarily due to the establishment of an annual alarm registration fee to include residential and commercial properties (\$335,860), an increased false alarm fine fee schedule (\$28,010), increased second-hand license fees (\$9,400), concealed weapons permits (\$10,000), and increased photo red light fines (\$40,000). - Decreased fee revenues for taxicab licenses (\$4,640) and Summer Camp revenue (\$5,700). <i>In July 2020, the County Board added a Lieutenant position to assist with the Body Worn camera program (\$190,119).</i>	1.00 1.00 1.00

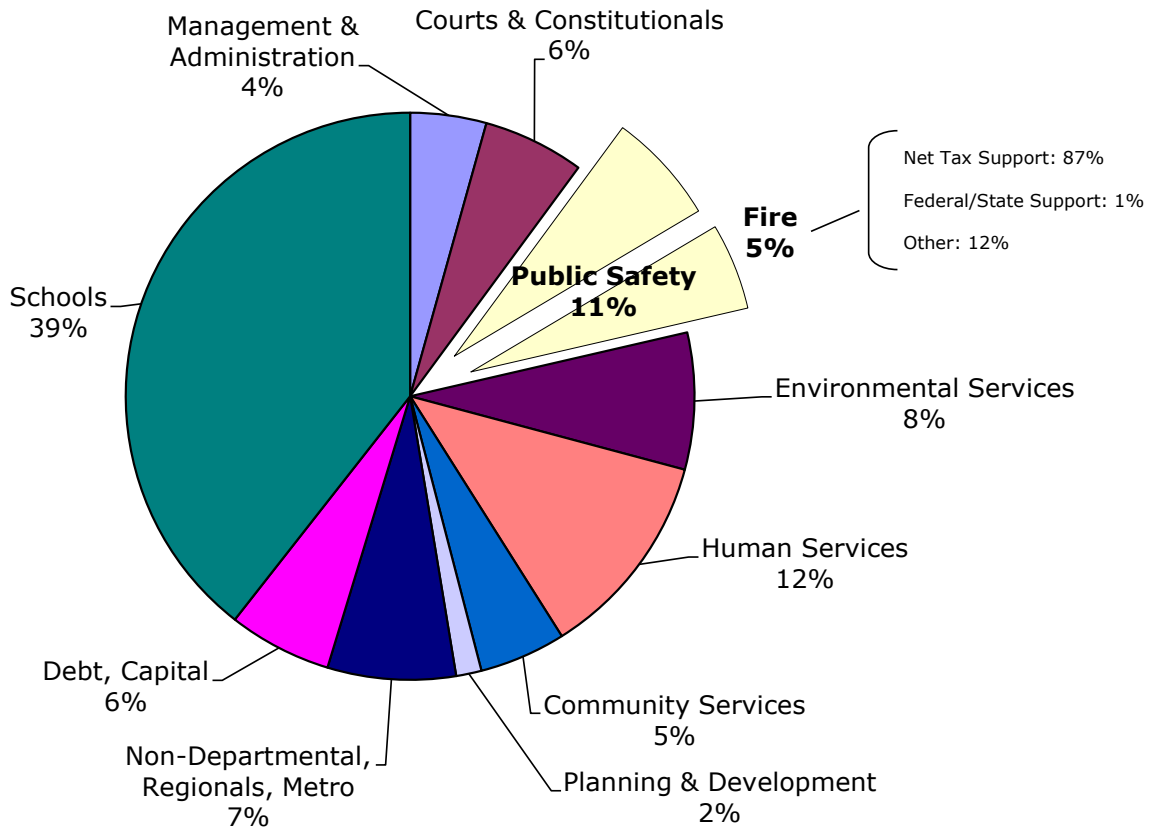
Fiscal Year	Description	FTEs
FY 2022	▪ The County Board added funding for a one percent merit pay adjustment, a one percent increase in the range for sworn positions, and an increase to the one-time bonus for staff from \$500 to approximately \$900. ▪ The County Board restored funding for a vacant Fingerprint Specialist III position (\$85,872), a vacant Public Service Aide (PSA) I position (\$61,624), and a vacant Public Service Aide II position (\$67,110) with funding from the American Rescue Plan. ▪ The County Board added a Communications Outreach position in the Media Relations and Public Affairs Office that was recommended by the Police Practices Group to further connect with underserved communities and promote police engagement, building trust and confidence with the public (\$90,000). ▪ The County Board added one-time non-personnel funding for strategic recruitment efforts (\$187,350). ▪ Froze 10.0 vacant Police Officer positions (\$940,000, 10.0 FTEs). ▪ Froze Crossing Guard hours equivalent to 104 hours per week (\$169,785, 2.60 FTEs). ▪ Reduced non-personnel budget for vehicle fuel (\$227,368) and the operating supplies budget (\$127,419). ▪ Added a position responsible for redaction and FOIA requests to assist with the Body Worn Camera program (\$99,759). ▪ Added five Traffic Safety Specialist positions and a Traffic Safety Specialist Supervisor position (\$454,576 personnel, \$9,664 non-personnel) to augment current staffing resources in response to increased traffic management demands. ▪ Added non-personnel funding for the one-time purchase of four electric vehicles (\$118,000 one-time, \$5,839 ongoing), maintenance funding for the departments mobile traffic video monitors (\$31,000), and contractual increases for towing and criminal investigation operations (\$22,932). ▪ Increased non-personnel expenses and fee revenues for the addition of new Photo Red Light Cameras (\$662,400 non-personnel, \$687,996 fee revenue). ▪ Decreased fee revenues due to a decrease in impound vehicle storage revenue (\$18,000), summer camp fees (\$2,000), and criminal history and records requests (\$6,000). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$266,220), a one-time bonus for staff of \$450 (\$279,327).</i> ▪ <i>As a part of FY 2021 closeout, the County Board approved ARPA funding for the Business Outreach Program (\$40,000).</i> ▪ <i>Added a Deputy Chief position to oversee the new Community Engagement Division (\$204,968, 1.0 FTE).</i>	1.00 1.00 6.00 1.00
FY 2023	▪ The County Board added funding for additional merit pay adjustments for a total increase of 13.5 percent for sworn ranks and 5.25 percent for general employees, increased the pay range movement up to 5.5 percent for sworn ranks and to five percent for general employees, a one-time increase in shift differential from \$0.75 to \$1.00 per hour for B shift and	

Fiscal Year	Description	FTEs
	from \$1.00 to \$1.30 per hour for C shift (\$70,223), a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$18,149), and an optional one-time cash-out of 40 hours of compensation time for general employees with balances of 80 or more and sworn staff with balances of 120 hours or more (\$173,003). ▪ The County Board also added funding to reduce the workweek for sworn positions by 2.5 hours (\$350,000 one-time, \$125,000 ongoing), for a one-time signing bonus of \$1,500 (gross) upon hire and again after one year (\$93,000), and one-time non-personnel funding to offset inflation increases (\$94,727). ▪ Added funding, including an Administrative Technician II position, and offsetting fee revenue for a half year of the photo speed camera program (\$34,430 personnel, \$265,000 non-personnel, \$150,000 fee revenue). ▪ Reallocated two vacant Service Assistant IV positions to create two Public Safety Wellness Coordinators to serve all four public safety agencies (\$136,849). ▪ Added one-time funding for recruiting initiatives (\$96,000 personnel, \$105,000 non-personnel). ▪ Added one-time funding for the Community Outreach Program (\$37,000). ▪ Added grant funding for a Department of Justice (DOJ) body worn camera expansion grant that was awarded in FY 2022 (\$48,648 non-personnel, \$48,648 grant revenue). ▪ Increased software expenses for forensics technology (\$98,235), the Criminal Justice Records Management System (\$16,807), and body worn cameras (\$75,360). ▪ Added funding due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$199,465). ▪ Decreased fee revenues due to lower photo red light fine revenue (\$377,996), taxicab licenses (\$3,360), second-hand licenses (\$9,500), and a technical adjustment for alarm system registrations (\$355,860). ▪ As a 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 adopted budget also continues funding for these reductions including: ○ One Public Service Aide I and one Public Service Aide II position (\$162,561, 2.00 FTEs) ○ A Fingerprint Specialist III position (\$109,589, 1.00 FTE) ▪ <i>As a part of FY 2021 close-out, the County Board approved ARPA funding for one-time expenses associated with the Business Outreach Program (\$40,000). The FY 2023 adopted budget continues to include this funding.</i>	1.00

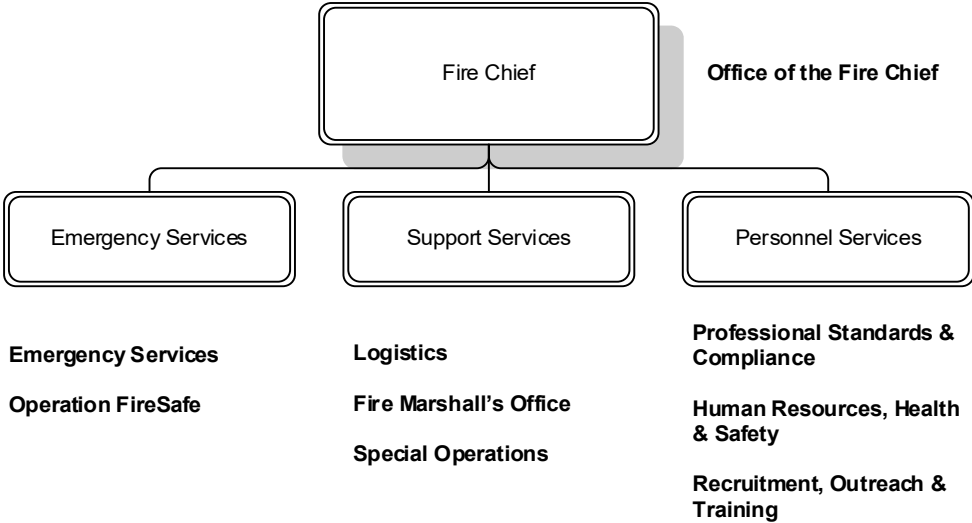
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Our Mission: To serve the community with compassion, integrity, and commitment through prevention, education, and a professional response to all hazards.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Fire Department is \$76,082,480, a six percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases; an increase in the County's cost for employee health insurance; slightly higher retirement contributions based on current actuarial projections; adjustments to salaries resulting from Administrative and Accounting and Financial Services job family studies (\$20,921); one-time \$2,000 gross employee bonuses (\$1,115,737); and various employee benefits as set forth in the [Fiscal Impact Study](#) of the tentative collective bargaining agreement with the International Association of Fire Fighters (IAFF) Local 2800 submitted to the County Board at its November 2022 meeting. These increases are partially offset by the reductions itemized further below and from the removal of FY 2023 one-time funding for a one-time retention bonus of \$1,600 gross for uniform employees (\$650,000), optional one-time cash-out of 40 hours of comp time for employees with balances of 120 hours or more (uniformed) and 80 hours or more for general employees (\$449,557), and five additional recruits in the base recruit class (\$267,707).
- ↑ Non-personnel increases due to an increase in the Fire Programs Grant (\$86,430), an increase in the Four for Life Grant (\$14,831), adjustments to the annual expense for the maintenance and replacement of County vehicles (\$348,162 ongoing and \$27,064 one-time for electric vehicles), the addition of one-time funds for the replacement of heavy equipment (\$632,612), the continuation of the Wellness Program (\$75,000), two new specialty team box trucks (\$191,000 one-time), and supplies (\$401,900) as set forth in the [Fiscal Impact Study](#) of the tentative collective bargaining agreement with IAFF submitted to the County Board at its November 2022 meeting. These increases are partially offset by the reductions itemized further below and from the removal of FY 2023 one-time funding for heavy equipment (\$75,028), supplies for five additional recruits (\$75,320), the purchase of a vehicle for the department's Safety Officer position (\$53,198), and non-personnel expenses associated with the Emergency Triage, Treat, and Transport (ET3) program (\$195,000).
- ↓ Fee revenues decrease due to a projected decrease in ambulance transport fees (\$664,000) and ET3 medical fees (\$498,000), partially offset by an increase in systems testing fee revenue (\$252,000), assembly permits and miscellaneous licenses (\$30,500), miscellaneous revenue including special events (\$60,000), and higher projections in Falls Church reimbursements

based on the FY 2024 budget and reconciliation of prior year payments with actual expenditures (\$17,445).

- ↑ Grant revenue increases due to an increase in revenue from the Fire Programs Grant (\$117,092) and the Four for Life Emergency Medical Services Grant (\$14,841).
- In the FY 2024 Proposed Budget, compensation and benefits for IAFF are based on the arbitration awards and tentative agreements as detailed in the [Fiscal Impact Study](#). Final compensation and benefits will be determined by the signed agreement with IAFF.

FY 2024 Proposed Budget Reductions

Office of the Fire Chief

- ↓ Eliminate a vacant Administrative Assistant VI (\$89,367, 1.0 FTE). This position handles day-to-day administrative tasks in the Office of the Fire Chief; coordinates office and departmental activities, office supply ordering, and inventory; and serves as the general office manager and initial public liaison for the Department. This position has been vacant since December 2021.

IMPACT: The Fire Department will continue to operate without a designated scheduler, office manager, and dedicated daily staff presence. This will require a permanent reassignment of day-to-day office responsibilities such as filing, data entry, and public facing services that will continue to be rotated through uniformed staff personnel and uniformed personnel on light/limited duty. Executive staff will continue automating routine administrative support with assistance from DTS (Department of Technology Services) and PSIT (Public Safety Information Technology), which could potentially put additional strain on those departments.

Support Services

- ↓ Eliminate a vacant Warehouse Technician I (\$75,173, 1.0 FTE). This position handles personal protective equipment (PPE) and uniform purchases, inventory, and distribution. In addition, this position is a liaison between the Fire Department's Logistics section and a majority of the Department's vendors. The uniformed incumbent retired in January 2023.

IMPACT: The Fire Department will re-assign these duties to other staff. The transition may result in delays with external communications with vendors and internal communications and planning within the department for meeting logistical needs.

- ↓ Eliminate a vacant Management & Budget Specialist (\$117,116, 1.0 FTE). This position serves as a dedicated grants manager for the Fire Department as well as manages procurement and accounting duties for Personnel Services and Facilities. This position has been vacant since May 2020.

IMPACT: The continued vacancy and proposed elimination of this position will effectively turn what was a four-person financial team into a two-person financial team (a Management Analyst position was eliminated as part of the FY 2019 budget process). The division of labor has also required uniformed personnel to take over grant applications and management, which has greatly reduced the Fire Department's capacity to take on new grant opportunities.

- ↓ Reduce the PPE budget by \$100,000. Personal protective equipment (PPE) in the form of bunker gear is worn by firefighters in field operations to keep them safe from excess heat, fire, smoke, and carcinogens.

IMPACT: Due to supply shortages, the Department has been unable to fully expend its current budget to purchase and replace PPE. This reduction will not compromise PPE inventory in FY 2024; however, PPE needs in future years will be monitored as manufacturing delays and other supply chain issues ease.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$61,341,379	\$62,387,506	\$65,256,980	5%
Non-Personnel	7,196,897	9,547,047	10,825,500	13%
GASB	220,991	-	-	-
Total Expenditures	68,759,267	71,934,553	76,082,480	6%
Fees	7,531,681	9,779,031	8,976,976	-8%
Grants	1,050,344	984,029	1,115,962	13%
GASB	220,991	-	-	-
Total Revenues	8,803,016	10,763,060	10,092,938	-6%
Net Tax Support	\$59,956,251	\$61,171,493	\$65,989,542	8%
Permanent FTEs	371.00	371.00	368.00	
Temporary FTEs	3.00	3.00	3.00	
Total Authorized FTEs	374.00	374.00	371.00	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Office of the Fire Chief	\$2,166,861	\$2,061,675	\$1,999,387	-3%	\$120,000	\$1,879,387
Emergency Services	49,563,540	51,736,973	54,007,146	4%	3,868,938	50,138,208
Support Services	12,748,000	14,608,605	15,552,963	6%	6,104,000	9,448,963
Personnel Services	4,280,866	3,527,300	4,522,984	28%	-	4,522,984
Total	\$68,759,267	\$71,934,553	\$76,082,480	6%	\$10,092,938	\$65,989,542

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Office of the Fire Chief	8.00	7.00	-	7.00
Emergency Services	306.00	299.00	3.00	302.00
Support Services	42.00	39.00	-	39.00
Personnel Services	18.00	23.00	-	23.00
Total	374.00	368.00	3.00	371.00

*The FY 2023 Adopted FTE count includes 3.00 temporary FTEs in the Emergency Services line of business.

OFFICE OF THE FIRE CHIEF

PROGRAM MISSION

To support the overall mission of the Department by providing executive leadership, guidance, and coordination. This mission is accomplished by assuring that plans, directives, and Departmental vision are in alignment with the County's vision statement.

- Provides support for all programs concerning expenditures and revenues of the Department including developing, implementing, monitoring, and managing the Department's annual financial plan, ambulance billing, and fee collection services.

For performance measures, please refer to the narratives for Emergency Services, Support Services, and Personnel Services, as the Office of the Fire Chief line of business serves to lead those specific department operations.

EMERGENCY SERVICES PROGRAM

PROGRAM MISSION

To reduce or eliminate threats to life, property, and the environment through effective emergency and non-emergency response to requests for service.

Emergency Services

- Emergency Services personnel are trained and certified to respond to fire and emergency medical incidents, hazardous materials incidents, and specialized rescue situations (Technical Rescue).
- Approximately 30 percent of Emergency Services personnel are trained in Advanced Life Support (paramedic) to provide comprehensive pre-hospital care. The program continues training efforts to increase the number of Advanced Life Support providers in order to staff paramedic engine companies, improve the management skills of fire department officers, and continue the focus on preparing emergency responders for dealing with catastrophic incidents and acts of terrorism.

Operation FireSafe

- The Department has a goal of a working smoke detector on each floor of every residence. Through Operation FireSafe, Operations personnel provide home safety checks and install smoke and carbon monoxide detectors upon request, work with apartment managers to ensure working smoke detectors exist in rental units, and develop pre-plans for responses to various buildings.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average response time for all incidents (in minutes)	4.5	4.6	5.9	7.4	7.4	7.4
Average response time for Fire incidents (in minutes)	3.8	4.6	5.8	7.4	7.4	7.4
Average response time for EMS incidents (in minutes)	4.4	4.4	5.9	7.4	7.4	7.4
Average response time for Public Service (non-emergency) incidents (in minutes)	5.1	5.5	6.2	9.0	9.0	9.0
Average response time for on-scene to patient side (in minutes)	3.1	3.3	3.4	5.4	5.4	5.4
Percentage of emergency incidents reached within four minutes of dispatch	60%	60%	62%	49%	50%	50%
Total number of transports	8,746	8,843	5,878	5,830	5,400	5,400
Total number of diversions	6,422	6,586	7,199	10,436	10,600	10,600

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Fire incident responses	6,929	6,974	6,318	11,877	11,900	11,900
Hazardous materials responses	992	868	848	1,144	1,100	1,100

EMERGENCY SERVICES PROGRAM

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Public service non-emergency responses	1,760	1,704	1,393	1,550	1,500	1,500
Emergency Medical Services (EMS) incident responses	15,168	15,429	13,077	16,266	16,000	16,000
Bomb Squad responses	14	5	17	14	15	15
Technical Rescue Team responses	26	9	26	19	20	20
Swiftwater responses	13	12	18	29	25	25
Total Arlington units responding to all incidents	60,851	52,527	55,229	67,186	65,000	65,000
Number of smoke detectors installed	195	121	0	0	0	0

- The four-minute response time estimate consists of one minute from time of dispatch to get underway and three minutes driving time to arrive on scene for all calls. The average response time increased for FY 2022 due to a change in dispatch record keeping from Fire Records Management System (FRMS) to ImageTrend (slightly different way of measuring this metric), increased traffic/construction detours and vertical response (high rises) in addition to continued adjustments to COVID-19 personal protection requirements and physical distancing protocols. The FY 2023 and FY 2024 response time estimates reflect this trend.
- Public service non-emergency responses increased in FY 2022 closer to pre-pandemic levels. Based on this trend, the FY 2023 and FY 2024 estimates have been updated to reflect this trend.
- Special Operations (Hazardous Materials, Bomb Squad, Technical Rescue, and Swiftwater Rescue) responses fluctuate from year to year. The FY 2022 increase in Swiftwater responses is most likely due to the team's increase in training and equipment (purchased through grants). Based on this trend, the FY 2023 and FY 2024 estimates have been updated accordingly.
- The number of smoke detectors installed is part of Operation Firesafe, when on-duty Arlington County firefighters in uniform canvas neighborhoods on Saturdays offering smoke alarm inspections, new batteries, and even brand-new devices when needed. The program began in FY 2015 and has covered the majority of the County. The program was suspended due to the COVID-19 pandemic. At this time, the program has not resumed.
- In FY 2024, the performance measures for the total number of EMS incident responses, transports, and diversions have been moved to the Emergency Services' performance measures from Support Services to better align with the line of business program mission.

SUPPORT SERVICES PROGRAM

PROGRAM MISSION

To support the overall mission of the Fire Department so that principal emergency response, life safety, and fire protection functions can be provided in a timely, efficient, and effective manner.

Logistics

- Manages the Department's facilities, coordinating with the Department of Environmental Services (DES), for all needed repairs and major facility related projects.
- Manages the telephone and data networks for the Department and acts as the Departmental telephone and data coordinator for the Department of Technology Services.
- Provides the necessary products and support for communications and decision making within the Department; manages all Departmental records and reports; develops reports, patterns, and profiles in order for senior management to make critical and time-sensitive decisions.
- Procures and distributes all firefighter personal protective equipment (turnout gear, helmets, and uniforms) and emergency medical supplies for all uniformed members and volunteer personnel.
- Manages the Department's fleet of vehicles and works with the DES Equipment Bureau in the specification and procurement process for all Departmental vehicles.
- Procures and maintains all small tools and equipment needed by the Department including repair and maintenance of all Self-Contained Breathing Apparatus (SCBA) used by personnel.

Special Operations

- Works to reduce threats to life, property, and the environment through mitigation, response, and recovery through technical rescue, swift water rescue, hazardous material response, high-threat response, and bomb/explosive response.

Fire Marshall's Office

- Code Enforcement: Enforces the Fire Prevention Code and enforces requirements in the County code in order to ensure public building safety. These functions are accomplished through comprehensive Fire Prevention Code inspections and ongoing training in the community.
- Investigations: Investigates the causes of fires, explosions, and environmental crimes and renders safe all identified hazardous devices. Investigations are conducted to determine the origin and cause of fires or explosions and determine the circumstances or persons responsible for spills, leaks, and/or cleanup of environmental incidents.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Department facilities passing safety inspection	100%	100%	100%	100%	100%	100%
Number of fire deaths	0	0	0	0	0	0
Number of large loss fires (greater than \$50,000)	21	12	6	9	9	9
Environmental crimes investigated	3	2	2	1	2	2
Estimated non-vehicle fire loss (in millions)	\$3.7	\$2.9	\$1.0	\$3.4	\$3.0	\$3.0
Fires investigated	260	204	248	83	150	150

SUPPORT SERVICES PROGRAM

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Violations cited	3,174	2,446	2,115	2,664	2,800	3,000

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Capital projects underway	2	2	2	2	2	3
Number of grants accepted/received	2	2	3	3	2	2
Fire Prevention Code permits issued	1,263	796	667	674	800	800
Inspections conducted	3,159	2,350	1,936	1,727	2,000	2,500
Percentage of fire protection systems tested and inspected	84%	69%	43%	51%	60%	70%

- EMS calls in FY 2022 have increased back to pre-pandemic levels. EMS transports have continued to decrease due to the implementation of the ET3 (Emergency Triage, Treat, Transport) program through Medicare/Medicaid. The FY 2023 and FY 2024 estimates are slightly lower than previous trends due to an expected increase in diversions through the ET3 program that has now been expanded to other insurers (such as Blue Cross, Aetna, etc).
- The total number of diversions includes signed waivers of service by callers who refused service by Arlington County EMS personnel.
- The increase in FY 2022 non-vehicle fire loss is due to the increase in fires involving property of a greater value, such as commercial properties, where extensive water damage can occur due to stacked construction, as well as the increase in residential and commercial property values due to economic factors.
- Violations cited is a reflection of the inspection process working as designed. The increase for FY 2022 is due to the program rebounding from the COVID-19 pandemic. It is expected that this program will return to pre-pandemic levels in the next 18-24 months.
- The Inspection Program includes all Fire Prevention Code, fire protection systems, and hazardous materials inspections. The continued decrease in FY 2022 is due to closed/vacant businesses and the reduction of inspections because of the ongoing pandemic. It is expected that the program will grow in the next 18-14 months, but may not return to pre-pandemic levels due to the changing nature of business in the County.
- In FY 2024, the performance measures for the total number of EMS calls, transports, and diversions have been moved to the Emergency Services' performance measures to better align with the line of business program mission.

PERSONNEL SERVICES PROGRAM

PROGRAM MISSION

To support the overall mission of the Fire Department in the following ways:

Professional Standards and Compliance

- Manage the Department's training academy facility and off-site training locations.
- Facilitate professional development programs for all personnel and assess training needs for the Department.
- Oversee the management of ACFD personnel training records and serve as the Department's liaison with the Trades Center Management Team.
- Ensure the Department is complying with accreditation policies and procedures and is involved in agency accreditation. Develop, initiate, maintain, and revise policies and standard operating procedures (SOP) as needed.
- Monitor federal and state policy changes that affect the Department and connect with NOVA and COG committees to ensure policies align with changes in regional initiatives. Monitor quality assurance/quality improvement (QA/QI) of department reports.

Human Resources

- Assist with the development of standard operating procedures and develop and revise Department Orders.
- Conduct all hiring procedures including written entry-level testing, combined physical agility test (CPAT), panel interviews, candidate background reviews, and scheduling of pre-hire assessments.
- Conduct all Department related payroll business.
- Develop and deliver assessment centers for all ranks.

Health and Safety

- Manage the occupational safety and health program for the Fire Department.
- Manage worker's compensation claims, employee physicals, along with the peer fitness, respiratory protection, and risk management programs.
- Monitor Department safety programs and ensure that all tools and equipment inspections are current.
- Assist employees with medical claims related to injuries and illnesses and track and assist light duty personnel through the recovery and rehabilitation period.
- Investigate reports of personal injuries, accidents involving apparatus, property damage, infectious disease, and hazardous material exposures.

Recruitment, Outreach, and Training

- Responsible for outreach and recruitment, job fairs, career fairs, and other community events. Manages all facets of the recruitment process in coordination with human resources and the public information officer.
- Manage the Awards and Recognition Program.

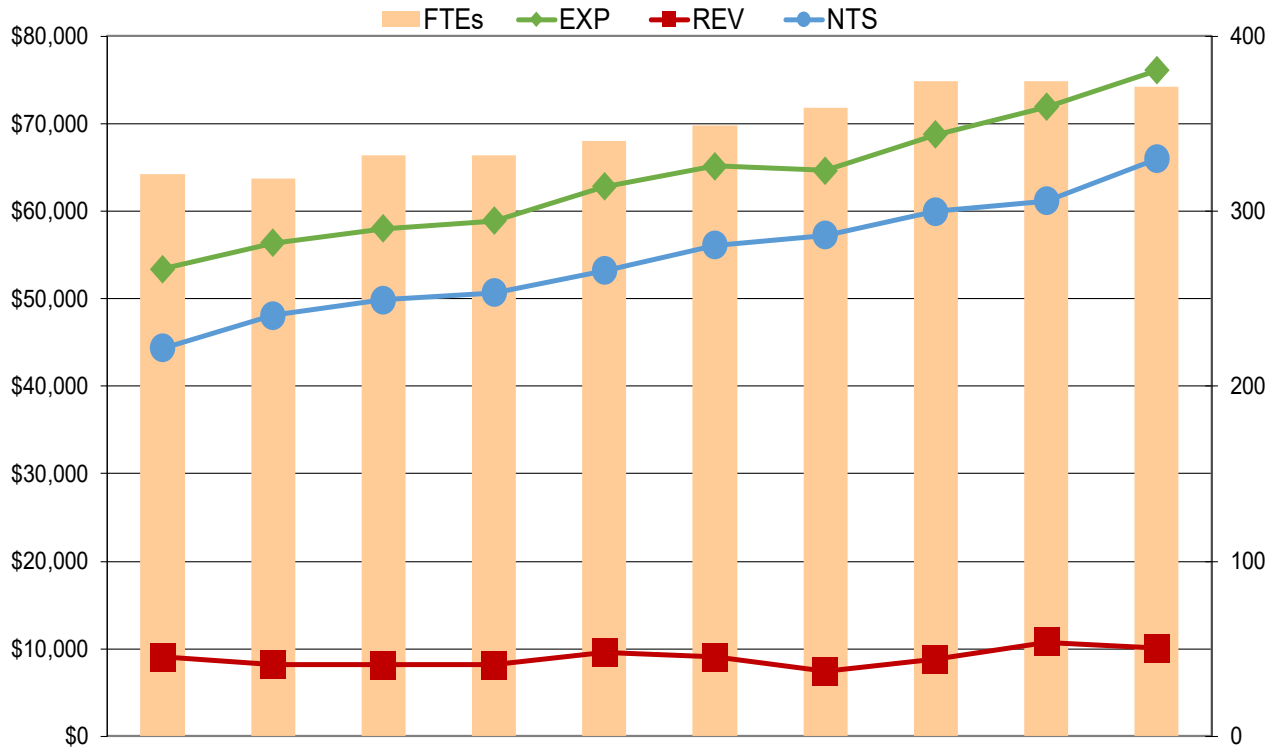
PERSONNEL SERVICES PROGRAM

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Advanced Life Support (ALS) training hours	20,228	20,074	25,356	20,262	22,000	22,000
Basic Life Support (BLS) training hours	36,395	36,480	29,720	42,303	22,000	22,000
Firefighter training hours	169,080	178,600	169,080	158,640	158,640	158,640
Overall Attrition Rate (per month)	2.3	2.6	2.8	2.2	2.2	2.0
18 Month Turnover Rate	38.46%	45.65%	30.56%	27.78%	28.00%	28.00%

- Advanced Life Support (ALS) training hours decreased in FY 2022 due to several employees graduating ALS training program internship. The FY 2023 and FY 2024 estimates are based upon 13 employees in the ALS training program. The additional medics are funded through the Assistance to Firefighters (AFG) grant.
- Basic Life Support training hours increased in FY 2022 due to more recruits going through school during the fiscal year and an increase in CME (continuing medical education) hours and field training hours. The FY 2023 estimate and FY 2024 estimate reflect one recruit school per fiscal year.
- Firefighter training hours fluctuate each year based on the number of recruits in school. For FY 2022, there were a total of 40 recruits that went through Firefighter training. The minimum monthly training per employee is 30 hours per month for a minimum annual total for all employees of 118,800 hours. Monthly Operations Training per employee is approximately three hours per month for a minimum annual total of 11,880 hours for all employees. This amounts to a minimum annual total of 130,680 hours. For FY 2022 and FY 2023, recruit school hours are based on 25 recruits (24,000 hours) and 340 uniform employees, which is a total of 158,640 hours.
- Overall attrition rate is the average number of uniformed personnel that leaves the Department per month. This rate is comprised of those individuals that retire, resign, or are separated from ACFD. The lower attrition rate in FY 2022 is likely due to higher employee morale, attributed to the recently implemented Kelly Day schedule and collective bargaining.
- Eighteen-month turnover rate reflects the number of new hires that separate in less than 18 months. The department tracks this metric to infer quality of training, recruitment, retention, culture, and inclusive opportunities. A high percentage (greater than 25 percent) may suggest that the right people are being hired, but potentially not embraced (culture, inclusive opportunities, training, external factors). This figure is calculated by taking the number of uniformed employees who leave after less than 18 months of employment divided by the number of separations during the same period. For example, FY 2022's numbers indicated that 28 percent of turnover was by employees with less than 18 months of service.

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



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual*	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$53,390	\$56,349	\$58,035	\$58,874	\$62,822	\$65,132	\$64,667	\$68,759	\$71,935	\$76,082
REV	\$9,029	\$8,234	\$8,192	\$8,175	\$9,582	\$9,022	\$7,424	\$8,803	\$10,763	\$10,093
NTS	\$44,361	\$48,115	\$49,842	\$50,699	\$53,239	\$56,110	\$57,243	\$59,956	\$61,172	\$65,989
FTEs	321.00	319.00	332.00	332.00	340.00	349.00	359.00	374.00	374.00	371.00

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. In FY 2022, actual expenditures and revenues totaled \$220,991. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ Non-personnel increased due to changes to the operating agreement for Fire Station Six (\$56,330). ▪ Increased wearing apparel funded by the Fire Programs grant (\$83,890) and operating supplies funded by the Four-For-Life grant (\$4,187). ▪ Increased recruit class costs (\$13,895) and contractual increases for wearing apparel (\$27,314). ▪ Added a full year of funding to continue implementing the Physician Assistant (PA) pilot program started in FY 2014 (\$155,272). ▪ Decreased annual expense for the maintenance and replacement of County vehicles (\$67,012). ▪ Fee revenues increased due to higher Falls Church reimbursements (\$231,367). ▪ Grant revenues increased due to the Fire Programs grant (\$83,890) and the Four-For-Life grant (\$4,187).	
FY 2016	▪ Transferred out 2.0 FTEs to the Police Department for the consolidation of public safety information technology (\$248,473). ▪ Increased wearing apparel funded by the Fire Programs grant (\$40,260). ▪ Increased annual expense for the maintenance and replacement of County vehicles (\$454,379). ▪ Fee revenues increased due to higher Falls Church reimbursements (\$394,409). ▪ Grant revenues increased due to the Fire Programs grant (\$40,260).	(2.00)
FY 2017	▪ The County Board added funding for an additional four Firefighter/EMT I positions to staff a peak time medic unit (\$332,468). ▪ The County Board also added one-time funding for wearing apparel for the additional positions (\$73,584). ▪ Added funding for eight Firefighter/EMT I positions (\$664,936) to address the remaining staffing needs to meet national standards for four person staffing of all County Fire units, and the conversion of a contract Physician Assistant (PA) to a permanent position (\$137,327). ▪ Increased funding for wearing apparel funded by the Fire Programs grant (\$34,484), increased wearing apparel for the additional Firefighter/EMT I positions (\$147,168, one-time funding), and recruit class costs (\$19,245). ▪ Increased funding for operating equipment funded by Four-for-Life grant (\$4,101). ▪ Transferred funding to the Police Department for Public Safety Information Technology (PSIT) activities (\$16,151). ▪ Decreased contractual services funding due to conversion of a contract Physician Assistant (PA) to a permanent position (\$137,327). ▪ Increased fee revenue because of a rate increase in ambulance fees (\$750,000), partially offset by a projected decrease in volume of	4.00 9.00

Fiscal Year	Description	FTEs
	- ambulance transports (\$200,000). - Increased miscellaneous fee revenues (\$150,000). - Fee revenue decreased due to lower Falls Church reimbursement (\$132,664). - Decreased System Testing fee revenue due to an adjustment to the number of annual tests completed (\$540,000). - Increased grant revenue due to increases to the Fire Programs grant (\$34,484), offset by decreases to the Four-for-Life Grant (\$6,928).	
FY 2018	- Increased personnel funding (\$176,173 ongoing, \$759,286 one-time) and non-personnel funding (\$277,970 ongoing, \$268,120 one-time) for costs associated with the two recruit schools. - Increased grant revenue due to increases to the Fire Programs grant (\$34,484) offset by decreases to the Four-for-Life Grant (\$6,928). - Increased emergency medical services funded by revenue increases to the Four-for-Life grant (\$5,309). - Increased funding to the Business Services Division for the Fire Department's portion of Computer Aided Dispatch costs (\$75,934), transferred from the Police Department. - Increased funding for adjustments to the accounting method for the medical billing management fee (\$180,000). - Removed one-time funding for wearing apparel and equipment for the 8.0 FTEs added in FY 2017 (\$147,169). - Increased annual expenses for the maintenance and replacement of County vehicles (\$171,284). - Increased fee revenue due to projected increases in System Testing Fees (\$290,000), increase in Assembly Permit Fees (\$20,000). - Increased Falls Church reimbursements for firefighter salaries and overtime (\$95,114). - Increased ambulance fee collections (\$150,000).	
FY 2019	- The County Board added funding for an additional 1.5 percent market pay adjustment for the Firefighter, Lieutenant and Captain job classes above the Manager's proposed 7.5 percent increase, for a total of a 9 percent adjustment. - The County Board added funding to increase entry pay for Firefighter to \$50,648, or 5.5 percent from the FY 2018 Adopted entry level. - Added nine Firefighter/EMT I positions (\$750,000) to begin staffing for the implementation of a Kelly Day schedule. - Eliminated a vacant Management Analyst position (\$85,000). - Removed one-time funding for a second recruit class (\$759,286 personnel, \$268,120 non-personnel). Similar to FY 2018, two Fire recruit classes were held in FY 2019. Due to the timing of the two recruit classes in the fiscal	9.00 (1.00)

Fiscal Year	Description	FTEs
	year (September and April), there is sufficient funding for a second recruit class in the base budget. ▪ Increased Fire System Testing and Inspection of Hazardous Material Permit fees to achieve full cost recovery (\$334,200). ▪ Transferred the National Incident Management System (NIMS) grant to the Department of Public Safety Communications and Emergency Management (\$125,000).	
FY 2020	▪ Added nine Firefighter/EMT I positions to continue staffing for the implementation of a Kelly Day schedule (\$700,000). ▪ Added on-going funds to maintain the Fire Department Training Academy burn building (\$48,000) and to support recruits including physicals (\$21,381), background check and psychological exams (\$49,455). ▪ Added on-going funds for ambulance billing contract increases (\$22,000) and for the maintenance and replacement of County vehicles (\$114,629). ▪ Decreased Ambulance Transport fee revenue (\$200,000), Assembly Permit fee revenue (\$24,750), and Special Event fee revenue (\$5,000) based on FY 2017 and FY 2018 actuals. ▪ Increased System Testing fee revenue (\$48,000) and Falls Church reimbursements based on the FY 2020 budget and reconciliation of prior year payments with actual expenditures (\$93,141). ▪ Increased Fire Programs Grant revenue (\$20,350). ▪ Decreased Four for Life Emergency Medical Services Grant (\$4,755).	9.00
FY 2021	▪ Added a Human Resources Administrative Specialist position (\$111,836). ▪ Added nine Firefighter/EMT I positions to continue staffing for the implementation of a Kelly Day schedule. ▪ Added one-time funding for a second recruit school to accommodate a recruit class of 25 (\$1,141,271 personnel; \$371,034 non-personnel). ▪ Grant expense and revenue increased for the Fire Programs Grant (\$24,533 non-personnel; \$24,533 revenue) and the Four for Life Emergency Medical Services Grant (\$9,020 non-personnel; \$9,020 revenue). ▪ Increased fee revenues due to Falls Church reimbursements (\$313,394), ambulance billing treasurer collections (\$50,000), and Fire Marshall fee revenue (\$15,000), partially offset by a decrease in special events revenue (\$5,000).	1.00 9.00
FY 2022	▪ The County Board added funding for a one percent merit pay adjustment, a one percent increase for sworn positions 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 vacant Management & Budget Specialist position (\$115,282) and a vacant Administrative Assistant VI position (\$48,213) with funding from the American Rescue Plan.	

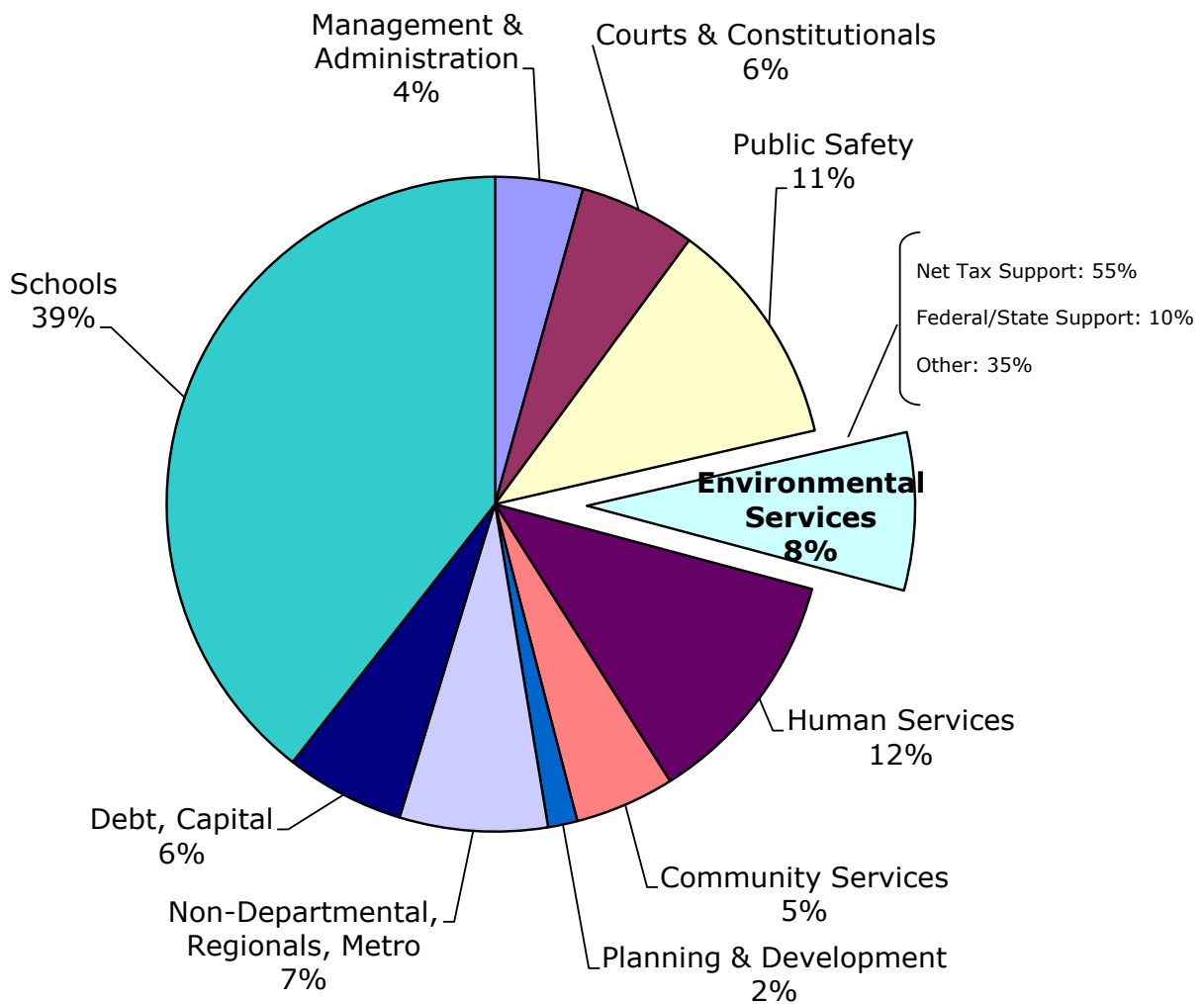
Fiscal Year	Description	FTEs
	▪ The County Board added a program manager, temporary staff, and fee revenue for the new Triage, Treat, and Transport (ET3) program (\$270,000 personnel expenses; \$375,000 fee revenue; 1.0 permanent FTE, 3.0 Temporary FTEs).	4.00
	▪ Returned two uniform positions to operations and replaced the primary responsibilities of a uniform position in Logistics with civilian personnel (\$260,000 net reduction, 1.0 Civilian FTE).	1.00
	▪ Added partial year funding of staffing for implementation of the Kelly Day schedule in early calendar year 2022 including nine Firefighter/EMT I positions and one Fire/EMS Lieutenant position (\$484,307) and increased the overtime budget (\$733,609).	10.00
	▪ Added new one-time funding for a second recruit class of 25 recruits (\$945,714) and non-personnel funding for recruit physicals, background checks, and psychological exams for the second recruit class (\$376,599).	
	▪ Increased salaries resulting from a job family study for inspector positions (\$47,414).	
	▪ Increased expenses due to adjustments to the annual expense for the maintenance and replacement of County vehicles (\$104,743).	
	▪ Increased grant funding for the Fire Programs Grant (Non-personnel \$49,166, Grant Revenue \$37,551).	
	▪ Decreased grant funding in the Four for Life Emergency Medical Services Grant (\$4,755).	
	▪ Decreased revenue due to lower projections in Falls Church reimbursements (\$425,276), fewer fire staffed special events (\$70,000), lower collection of past due ambulance fees (\$25,000), decrease in permits issued by the Fire Prevention Office (\$58,000), and lower volume of fire system testing (\$382,200).	
	▪ Increased fee revenue due to an increase in ambulance billing revenue (\$182,500).	
	▪ Increased fire system testing fees from \$162 to \$175 per hour (\$88,000).	
	▪ Increased Fire Prevention Office permit fees from \$100 to \$150 per permit (\$24,000).	
	▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$247,069) and a one-time bonus for staff of \$450 (\$247,569).</i>	
	▪ <i>As a part of FY 2021 close-out, the County Board approved ARPA funding for one-time expenses associated with the Emergency Triage, Treat and Transport (ET3) program (\$150,000 one-time).</i>	
FY 2023	▪ The County Board added funding for an increase to merit pay of 8.5 percent for all sworn ranks, an additional one percent merit pay adjustment for a total increase of 5.25 percent for general employees, increased the pay range movement from 3.0 percent to 5.5 percent for all ranks below management levels, added a one-time retention bonus of \$1,600 gross for uniform employees (\$650,000), one-time funding for swiftwater premium pay of \$0.70 per hour for technicians and \$1.40 per hour for specialists (\$80,000), a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$6,940), and an optional one-time cash-out of 40 hours of comp	

Fiscal Year	Description	FTEs
	time for employees with balances of 120 hours or more (uniformed) and 80 hours or more for general employees (\$449,557). ▪ The County Board added one-time funding for contractual increases due to inflation (\$159,138). ▪ Increased overtime budget to support the implementation of a Kelly Day schedule (\$544,437). ▪ Added one-time funding for the addition of five recruits in the base recruit class (\$267,707 personnel, \$75,320 non-personnel). ▪ Removed FY 2022 one-time funding for a second recruit class in FY 2022 (\$1,322,313 personnel, \$376,599 non-personnel). ▪ Added non-personnel funding for contractual increases (\$42,303). ▪ Increased grant funding for the Fire Programs Grant (\$84,159 non-personnel, \$84,159 grant revenue). ▪ Added funding for the purchase of a vehicle for the department's Safety Officer position (\$53,198 one-time, \$17,552 ongoing) and adjustments to the annual expense for the maintenance and replacement of County vehicles (\$665,163). ▪ Added training and equipment funding for the bomb squad (\$59,600) and the SWAT medical response team (\$51,000). ▪ Decreased grant funding for the Four for Life Emergency Medical Services Grant (\$18,889 non-personnel, \$18,889 grant revenue). ▪ Increased fee revenues due to an adopted fee increase for ambulance transport fees (\$1,324,000), an adopted increase for telehealth/treat in place service fees as part of the Triage, Treat and Transport (ET3) pilot program (\$173,000), and increased ambulance billing revenue based on actual usage (\$67,500). ▪ Decreased fee revenues due to lower projections in Falls Church Reimbursements based on the FY 2023 budget and reconciliation of prior year payments with actual expenditures (\$11,143) and a decrease in ambulance collections revenues (\$55,000). ▪ As a 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 adopted budget also continues funding for these reductions including: ○ A Management and Budget Specialist Position (\$97,149, 1.0 FTE) ○ An Administrative Assistant VI Position (\$95,023, 1.0 FTE) ▪ 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 the County Manager in September; the Board directed the County Manager to include funding for these programs in the FY 2023 adopted budget including: the Emergency Triage, Treat and Transport (ET3) program (\$195,000 one-time, \$15,000 ongoing).	

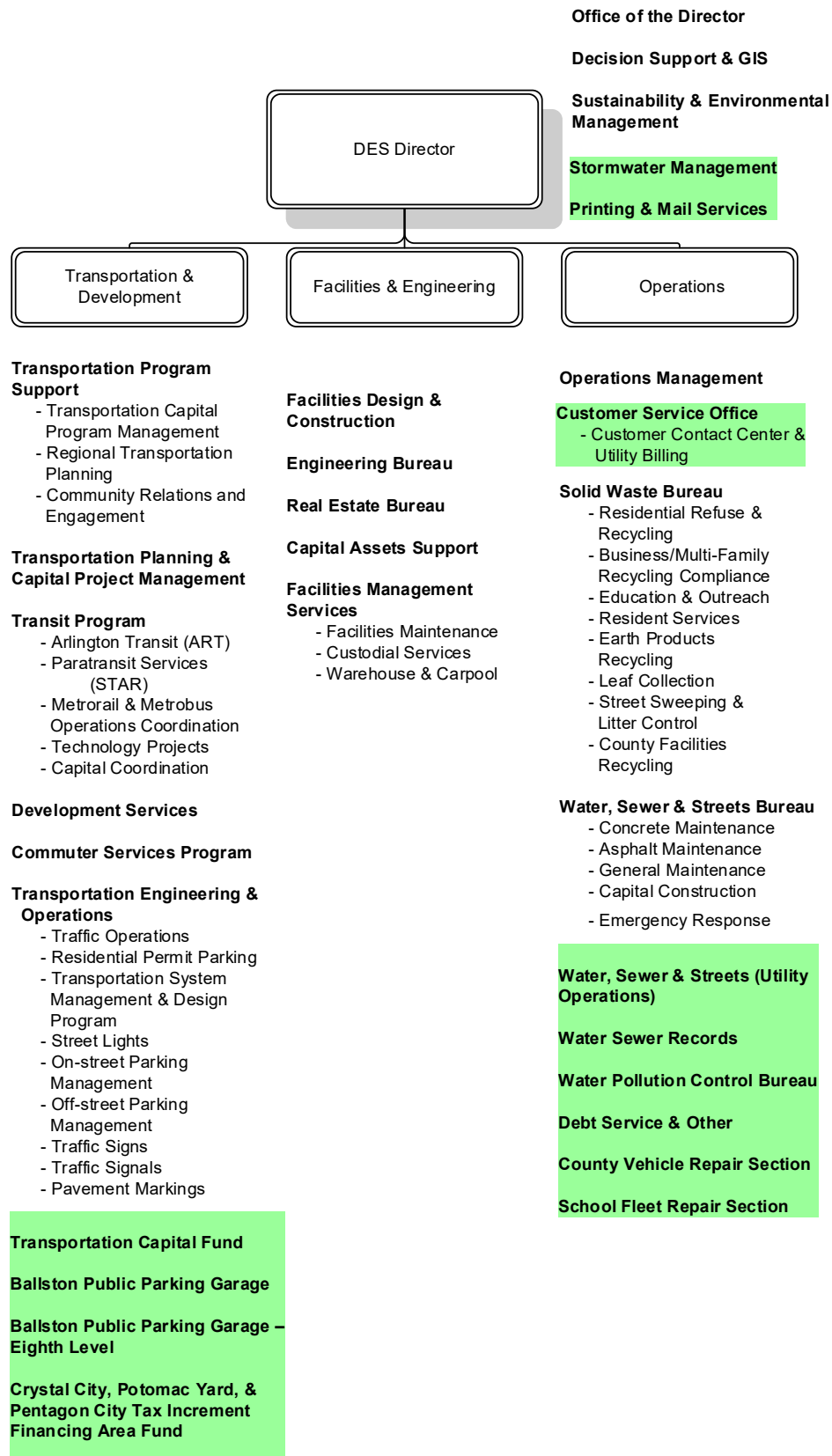
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Our Mission: To make Arlington County a vibrant, accessible, and sustainable community through strategic transportation, environmental and capital investment projects, while providing excellent customer service, operations, and maintenance in a safe and healthy environment for all.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Lines of Business which are shaded are in Other Funds (Non-General Fund)

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Environmental Services (DES) is \$119,892,519, a four percent increase from the FY 2023 adopted budget. The FY 2024 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, Communications, and Accounting job family studies (\$185,801), Water Sewer Streets compression study (\$123,051), one-time \$2,000 (gross) employee bonuses (\$1,007,667), the personnel changes noted below, and the proposed reductions found on the following pages:
 - The addition of a Construction Management Specialist for Water Sewer Streets for a position added in the FY 2023 Adopted CIP which is partially funded by capital (\$70,588, 1.0 FTE).
 - The addition of a permanent security position in the Facilities Management Bureau (converted from overstrength and funded through a re-allocation from non-personnel funding) (\$100,562, 1.0 FTE).
 - A technical adjustment to remove a 0.10 temporary position in Transportation, Engineering, and Operations (0.10 FTE).
- ↑ Non-personnel increases primarily due to changes in a variety of areas throughout the bureaus listed below and the proposed reductions found on the following pages. The primary changes include:
 - Transit Program: Increases primarily due to contractual increases for transit and ART operations (\$930,346), full-year funding for the ART 41 and 45 expansions funded by the Transportation Capital Fund (\$988,524), and the addition of ongoing funding for Shirlington bus station security (\$115,000); partially offset by a transfer of funding to the Metro budget to fund WMATA bus fares for the Student Fareless Pilot (\$360,000).
 - Commuter Services: Decreases primarily due to anticipated lower revenue from commission fees (\$289,060), and the removal of NVTC grant (\$450,000), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles and fuel charges (\$5,880), and an increase in rent (\$31,708).
 - Transportation, Engineering, and Operations: Primarily due to an adjustment to the annual expense for maintenance and replacement of County vehicles (\$18,626) and the proposed reductions found on the following pages.
 - Real Estate: Decreases due to the removal of one-time funding added for Real Estate Filing System digitization (\$300,000), and an adjustment to the annual expense for maintenance and replacement of County vehicles (\$451).
 - Facilities Management: Decreases primarily due to the removal of one-time funding for energy efficiency projects to reduce energy consumption in County facilities (\$350,000), the re-allocation of non-personnel funding to personnel for FMB security position (\$100,562), and an adjustment to the annual expense for maintenance and replacement of County vehicles (\$10,134); partially offset by contractual increases (\$129,139).
 - Arlington Initiative to Rethink Energy (AIRE): Decreases primarily due to the removal of one-time funding added for consultants to support the implementation of the Community Energy Plan (CEP) goals and policies (\$281,035) and one-time funding added for renewable energy assessments for County Government sites (\$140,000); partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles (\$703) and one-time funding added for the AIRE initiatives (\$200,000).
 - Solid Waste: Increases primarily due to contractual increases related to the County's refuse collection contract (\$2,114,040), increase in processing charges (\$1,349,034),

and the addition of one-time funds for the replacement of two pieces of heavy equipment that are beyond their useful lives (\$110,439); partially offset by the elimination of one-time funds to assist in the development of the Zero Waste Plan (\$300,000). These net increases are partially offset by an increase to the County's Household Solid Waste Rate and an adjustment to the annual expense for maintenance and replacement of County vehicles (\$87,320).

- Water, Sewer, and Streets: Decreases due to contractual services (\$324,586), adjustments to the annual expense for maintenance and replacement of County vehicles (\$302,049), and the proposed reductions found on the following pages.

↑ Intra-county charges increase primarily due to adjustments to the allocation of reimbursable services to the Utilities Fund (\$305,981).

↑ Fee revenues increase overall, primarily due to adjustments in the following areas:

- Commuter Services: Decreases primarily due to lower projected commuter store fees (\$300,000).
- Solid Waste: Increases primarily due to a higher Household Solid Waste Rate (\$3,341,376) driven by increased contractual costs for refuse collection and material processing, partially offset by recycling rebates from recycling commodity sales (\$94,262). The Household Solid Waste Rate is proposed to increase from \$307.89 to \$408.54 as a result of significant cost increases in both the collection contract and the recycling processing contract.
- Transit Program: Increases due to an increase in ART Bus Fare revenue driven by projected ridership increases (\$141,565).
- Development Services: Increases due to Right-of-Way permits based on anticipated construction (\$70,000) and a 5.2 percent inflationary increase to all Development Services related fees (\$30,680).
- Transportation, Engineering, and Operations: Decreases primarily due to lower parking meter revenue from slower than anticipated recovery from COVID-19 travel behaviors (\$933,551), and residential permit parking program (\$74,000); partially offset by Right-of-Way permits (\$400,000) and a 5.2 percent inflationary increase to all Development services related fees (\$156,000).
- Real Estate: Increases due to lease revenue anticipated in FY 2024 (\$286,506).

↓ Grant revenue decreases due to removal of NVTC funds to support ACCS (\$450,000), partially offset by increased grant funding from VDOT for traffic signals (\$27,716).

↑ Transfers in from other funds increases primarily due to the transfer in from the Transportation Capital Fund (TCF) to support a full-year of service of the ART 41 and 45 expansion as well as increased funding needed for the operations and maintenance of ART due to reduced ridership (\$717,091). The Transportation Capital Fund funds specific ART routes.

FY 2024 Proposed Budget Reductions

Facilities Management Bureau

↓ Eliminate an Accounting Technician I position. This position has historically been responsible for paying and reviewing invoices, gathering supporting documentation for invoices, and general accounting work for FMB. The previous incumbent retired in January 2021 (\$88,847).

IMPACT: Since the previous incumbent's retirement, FMB has trained an existing employee to take over these responsibilities and expand their job duties. This new organizational structure has been more efficient. Eliminating the position will have minimal impact on the organization.

- ↓ Eliminate a Facilities Project Specialist. This position manages the planning, design, and construction processes for complex building and facility projects (\$150,835).

IMPACT: Based on the projected workload in the Adopted CIP FY 2023 – FY 2032, FMB can effectively execute projects without this position in FY 2024. However, eliminating this position may require an out-year staffing request if workload changes. An increase in workload without this position could slowdown project execution.

- ↓ Reduce Motor-pool vehicles. The motor-pool is managed by FMB and includes 17 vehicles that County staff can reserve for official County business such as project site visits, off-site meetings, and County programming. This reduction will reduce the motor-pool from 17 to 14 vehicles (\$20,000).

IMPACT: DES continues to actively monitor vehicle usage in the Department and across the County post-pandemic. The County workforce has continued a hybrid of working from the office and working from home, which has decreased the usage of the motor-pool. Based on a review of mileage and usage of the motor-pool over the last year, this reduction will right-size the fleet to meet the current demand.

Solid Waste Bureau

- ↓ Transfer a portion of Recycling Center costs to Household Solid Waste Rate (HSWR). The County offers two community recycling drop off locations and three glass only drop off locations for residents and businesses. The usage of the drop off locations increased substantially when glass was eliminated from the residential curbside recycling program (\$123,348).

IMPACT: This recommendation transfers a portion of the cost to operate the community recycling drop off locations to be funded with the household solid waste rate, adding \$3.72 to the annual rate, to align funding with the users of the service.

- ↓ Rock-n-Recycle. Rock-n-Recycle is an annual event hosted by the SWB to highlight solid waste management services available to the community and to engage broadly regarding sustainability. The event has also been used to engage the community about the Solid Waste Management Plan and food scraps collection. The event is targeted for the whole family with 22 information, demonstration, and participation areas for the public to see and do things including “touch-a-truck” and heavy-duty vehicle demonstrations for children (\$20,000).

IMPACT: The SWB has hosted this event for a total of three years with an interruption during COVID. The last event was held in September 2022 with 852 attendees. The proposed reduction will mean the event will no longer be offered for residents reducing engagement and educational opportunities.

Arlington County Commuter Services

- ↓ Increase transportation capital funding. Arlington County Commuter Services (ACCS) is almost 100 percent funded through state grants. A portion of the program has received net tax support (\$100,000) and state NVTC transit aid (\$300,000). Since this funding can be used for other transit purposes, these funds will be redirected to other programs and offset the existing net tax support of the Department.

IMPACT: The program costs previously funded with these sources will now be funded by the transportation capital fund. The Adopted CIP FY 2023 – FY 2032 included funding for ACCS.

Transportation Planning and Capital Projects

- ↓ Transfer 1 Capital Project Coordinator to the Transportation Capital Fund. Capital Project Coordinators are tasked with the scoping, development, and delivery of transportation capital projects working in concert with other Bureaus in Transportation as well as DES. Currently, a portion of one of seven positions is supported by the General Fund (\$59,409).

IMPACT: This proposed expenditure savings would transfer the General Fund cost to the Transportation Capital Fund (TCF) for this position. There are a total of seven Capital Project Coordinators funded by the TCF and this adjustment would fully fund all eight positions and increase the personnel cost burden on the Transportation Capital Fund.

Multiple Lines of Business

- ↓ Budget savings and efficiencies. A detailed review of spending patterns was conducted across the Department of Environmental Services (DES). The following reductions were identified, which have resulted from efficiencies and operational changes.
 - Director's Office: \$17,000 in savings in postage to reflect less mailings being sent to the community post pandemic.
 - Transportation Engineering and Operations
 - \$10,000 in software license savings
 - \$20,472 in print shop charges
 - Multiple Lines of Business:
 - \$13,000 in office supplies reflecting the new hybrid work environment and less supplies being purchased.
 - \$11,800 in miscellaneous (unclassified services) line items
 - Water Sewer Streets
 - \$58,254 in heavy duty vehicle rental

IMPACT: Given the historical spending trends in these lines of business, these reductions should have minimal impacts on service delivery.

Non-Departmental (Others)

- ↓ Charge the Customer Service Office Rent. The Customer Service Office of the Utilities Fund has a dedicated space in 2020 14th Street North. While the Customer Service Office is funded by the Utility Fund and not by General Fund net tax support, the General Fund incurs costs related to operating the space the customer service office occupies. This proposal would charge the Utility fund a modest amount of rent to pay for utilities and maintenance of the space (28,000).

IMPACT: The proposal will charge rent to the Utilities Fund. The Utilities fund has included this small addition to its overhead in its FY 2024 Proposed Budget. This is in alignment with how DES allocates costs to other funds.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$40,937,622	\$44,102,268	\$47,645,161	8%
Non-Personnel	64,189,546	73,322,955	75,189,483	3%
Subtotal	105,127,169	117,425,223	122,834,644	5%
Intra-County Charges	(2,516,742)	(2,636,234)	(2,942,125)	12%
GASB	4,782,189	-	-	-
Total Expenditures	107,392,616	114,788,989	119,892,519	4%
Fees	36,181,655	34,012,473	37,072,719	9%
Grants	13,841,643	11,986,050	11,563,766	-4%
Transfer In From Other Funds	3,193,851	3,937,462	4,654,553	18%
GASB	5,415,175	-	-	-
Total Revenues	58,632,323	49,935,985	53,291,038	7%
Net Tax Support	\$48,760,293	\$64,853,004	\$66,601,481	3%
Permanent FTEs	393.00	401.00	400.00	
Temporary FTEs	7.50	7.75	7.65	
Total Authorized FTEs	400.50	408.75	407.65	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

DEPARTMENT OF ENVIRONMENTAL SERVICES
DEPARTMENT BUDGET SUMMARY

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Office of the Director	\$2,226,501	\$2,418,007	\$3,236,760	34%	-	\$3,236,760
Decision Support/Mapping Program (GIS)	1,934,234	1,829,000	2,120,874	16%	\$5,000	2,115,874
AIRE	1,432,164	2,263,486	2,079,518	-8%	-	2,079,518
Transportation Program Support	1,195,670	1,003,636	1,051,061	5%	-	1,051,061
Planning Program	1,379,874	1,227,476	1,258,028	2%	119,500	1,138,528
Transit Program	25,911,709	27,998,374	29,440,691	5%	11,854,311	17,586,380
Development Services	3,579,337	4,091,588	4,553,342	11%	2,258,025	2,295,317
Commuter Services	12,020,907	9,701,726	8,574,406	-12%	8,845,552	(271,146)
Transportation Engineering and Operations	12,549,594	13,412,774	13,888,976	4%	13,870,670	18,306
Facilities Design and Construction	1,492,012	1,287,657	1,464,593	14%	-	1,464,593
Engineering Bureau	2,945,632	2,988,701	3,095,183	4%	-	3,095,183
Real Estate Bureau	1,325,014	1,600,196	1,342,794	-16%	1,429,188	(86,394)
Capital Assets Support	479,767	484,496	508,302	5%	-	508,302
Facilities Management Services	16,847,241	20,121,735	19,927,368	-1%	78,000	19,849,368
Operations Management	107,292	123,368	132,087	7%	-	132,087
Solid Waste Bureau	13,202,066	14,459,380	17,814,954	23%	14,775,792	3,039,162
Water, Sewer and Streets Bureau	8,763,602	9,777,389	9,403,582	-4%	55,000	9,348,582
Total Expenditures	\$107,392,616	\$114,788,989	\$119,892,519	4%	\$53,291,038	\$66,601,481

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Office of the Director	20.50	21.00	-	21.00
Decision Support/Mapping Program (GIS)	14.00	14.00	-	14.00
AIRE	10.00	10.00	-	10.00
Transportation Program Support	7.00	7.00	-	7.00
Planning Program	10.00	9.00	-	9.00
Transit Program	8.00	8.00	-	8.00
Development Services	39.00	40.00	-	40.00
Commuter Services	4.00	4.00	-	4.00
Transportation Engineering and Operations*	64.60	65.00	-	65.00
Facilities Design and Construction	11.00	11.00	-	11.00
Engineering Bureau*	48.30	47.00	0.30	47.30
Real Estate Bureau	10.00	10.00	-	10.00
Capital Assets Support	3.00	3.00	-	3.00
Facilities Management Services	58.00	56.00	-	56.00
Operations Management	1.00	1.00	-	1.00
Solid Waste Bureau*	46.35	40.00	6.35	46.35
Water, Sewer and Streets Bureau*	54.00	54.00	1.00	55.00
Total	408.75	400.00	7.65	407.65

* FY 2023 Adopted FTE count includes temporary FTEs in the following lines of business:
Transportation Engineering and Operations (0.10 FTE), Engineering Bureau (0.30 FTE), Solid
Waste Bureau (6.35 FTEs), and Water, Sewer and Streets (1.00 FTE).

OFFICE OF THE DIRECTOR

PROGRAM MISSION

To provide policy and program guidance and expedite work of the Department to enable each program to deliver services.

The Office of the Director focuses on ensuring that the Department staff and management have the resources and tools necessary to fulfill their missions through the following areas:

Administration

- Provide consolidated, department-wide management and oversight of human resources, training, and organizational development.
- Provide centralized payroll review and support to assure timeliness and accuracy; technical support for recruitments to keep more than 700 permanent and temporary positions staffed for DES in the General Fund, the Stormwater, Utilities, Automotive Equipment, and Printing Funds; skilled assistance with disciplinary and other employee relations matters; management of special programs; and advice and assistance to management on sensitive organizational issues.
- Provide leadership, education, change management, and policy development consistent with County and community-wide emphasis and initiatives on Diversity, Equity, and Inclusion, tailored to departmental unique challenges and opportunities.
- Provide organizational capacity development through facilitating conflict resolution; establishing work standards, leadership development, process redesign, and training; assisting newly formed organization units improve effectiveness; assisting with change management; and externally providing facilitation of public processes, including those with multiple conflicting inputs or sensitive issues.

Finance, Budget, and Contracts

- Provide department-wide matrixed management of several functions including finance, budget, purchasing/procurement, internal controls, and grants management. Budget execution is decentralized in the operational units.

Communications and Engagement

- Coordinate internal departmental communications and engagement efforts for the external community. Develop comprehensive communications strategies, programs, and vehicles to inform and educate the public of DES services and initiatives.
- Design and implement in-person and online public engagement initiatives for DES projects and programs to gather input from broad audiences to inform decision makers.
- In partnership with the County's Office of Communications and Public Engagement, manage media relations for the Department.
- Manage the Department's online and digital presence, including social media platforms and the website.
- Implement and coordinate emergency communications for infrastructure disruptions coordinating with the Department of Public Safety Communications & Emergency Management (DPSCEM).

Safety

- Enforce safe practices throughout the workforce to ensure the safest environment possible with the goal of eliminating work place incidents to zero.

DECISION SUPPORT & MAPPING PROGRAM

PROGRAM MISSION

Provide internal support to the Department and external information services to the community. This Line of Business (LOB) includes three units: Geographic Information System (GIS) and Mapping Center, the Business Intelligence and Optimization (BIO) unit, and DES Technology.

Geographic Information System (GIS) and Mapping Center

- Provide GIS application development support, which includes preparing GIS application prototypes for client agencies along with building and maintaining interactive web-based mapping sites for internal (staff) and external (public) access to data.
- Serve as the County's official base mapping and geographic analysis unit responsible for managing geospatial data acquisition and editing as well as custom map production.
- Provide cartographic expertise including creating and maintaining the County's geographic database, setting mapping standards, analyzing aerial photography, completing mapping assignments, and designing/modeling Geographic Information System (GIS) data to support analytical studies.
- Support GIS integration in County programs including emergency communications, permits, utility billing, open data, asset management, and CRM systems.
- Support mapping for the Emergency Operations Center (EOC) and the Department of Public Safety Communications and Emergency Management (DPSCM) as well as provide geospatial data to Computer Aided Dispatch (9-1-1).

Business Intelligence and Optimization (BIO) unit

- Improve operational efficiency and enhance customer experience through innovative data-driven solutions that eliminate redundancies, reduce unnecessary manual labor, and facilitate more timely and effective service delivery.
- Support smarter decision making by improving access to information and uncovering business insights via data analytics, dashboards, tools, and reports.
- Optimize business performance by extending the capabilities of existing systems, evaluating new technologies, and automating data integration and workflow processes.

DES Technology

- Provide full life-cycle system support (requirements, design, development, testing, implementation, post-implementation support) for DES systems.
- Support system upgrades, system enhancement, and system integrations.
- Serve as the department's technical team for County-wide technical projects, procurement and inventory of software and hardware and DTS updates.
- Conduct technical reviews of technology to address current business challenges and improve processes.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of GIS work requests meeting customer target dates	93%	93%	93%	93%	93%	93%
Number of new issues logged each month	N/A	N/A	N/A	60	80	90

DECISION SUPPORT & MAPPING PROGRAM

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Response Time (average)	N/A	N/A	N/A	24h	24h	24h
Resolution Time (average)	N/A	N/A	N/A	120h	96h	96h

- The Number of new issues logged each month, Response Time, and Resolution Time are measures that are inclusive of all the business units within Decision Support & Mapping.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of County systems supported by GIS	8	10	12	13	13	15
Number of GIS data layers maintained	332	336	342	400	430	440
Number of Data Products Developed Annually	39	32	30	37	40	40
Power BI report views	N/A	N/A	N/A	16,558	18,000	18,500
Number of Applications and Systems Maintained by DES Technology	19	19	23	27	29	32

- The Number of Data Products Developed Annually, Power BI Report Views, and the Number of Applications and Systems Maintained by DES Technology are new metrics.
- The Number of Data Products Developed Annually is a calendar year metric. Data products include data pipelines and Power BI reports. A data pipeline is a set of tools and processes used to automate the movement and transformation of data between and source system and a target repository. Currently there are 105 Power BI reports that support DES programs in production and maintained by BIO.
- The number of Power BI report views is a measure of internal County views. In addition, the Vision Zero Crash Dashboard and Constituents Service Requests Dashboards were viewed by the public 1,348 and 582 times respectively in CY 2022.

TRANSPORTATION PROGRAM SUPPORT

PROGRAM MISSION

Provide essential support to both the transportation operating and capital programs including Transit, Transportation Engineering and Operations, Commuter Services, Transportation Planning, and Development Services. There are three programs included in this section: Transportation Capital Program Financial Management, Regional Transportation Planning, and Community Relations/Engagement.

Transportation Capital Program Financial Management

- Provide transportation financial management working under the guidance of the transportation leadership team and the DES Finance and Budget Division, which resides within the Director's office.
- Coordinate the annual capital budget and biennial Capital Improvement Plan for Transportation.
- Manage the Transportation Capital Fund (TCF), Street & Highway General Obligation Bond fund, and other transportation funds.
- Monitor project expenditures versus budgets, ensuring appropriate use of the various funds.
- Submit reimbursement requests to various outside agencies such as the Virginia Department of Transportation, ensuring compliance with funding agreements.

Regional Transportation Planning

- Represent Arlington on state, regional, and local transportation committees and forums and support effective interagency coordination and collaboration with partner agencies and local jurisdictions.
- Participate in and seek to influence state and regional programs/projects to communicate Arlington's interests and priorities.
- Support the Transportation Leadership team in the annual review, development, and maintenance of the ten-year Capital Improvement Plan to fund transportation projects by providing funding strategy recommendations which maximize the use of outside funding sources including federal, state, and regional program funds.

Community Relations & Engagement

- Provide community relations and engagement under the guidance of the transportation leadership team and under the Communications and Engagement Division, which resides within the Director's Office.
- Develop, implement, and coordinate various activities to promote, support, and integrate community engagement concepts into the Transportation Division's capital programs and projects.
- Enhance the Transportation Division's capabilities to effectively engage with community members through the development and implementation of resources, tools, and training to build knowledge, skills, and abilities regarding community engagement.
- Promote and conduct outreach for transportation capital projects, programs, and initiatives. This includes consulting with County staff to develop and distribute public information such as outreach and educational materials, advisories, notifications, and presentations.
- Coordinate and facilitate community research, feedback, and responses to items, plans, projects, programs, and other departmental services requiring public engagement.

TRANSPORTATION PLANNING & CAPITAL PROJECT MANAGEMENT

PROGRAM MISSION

To plan, program, and implement equitable, safe, and functional transportation infrastructure in accordance with Arlington County's comprehensive plan and in collaboration with business interests, residents, and regional agencies to foster a livable community—now and in the future.

- Shepherd the management and implementation of the County's Master Transportation Plan (MTP), an element of the comprehensive Plan and the guiding policy document for the Division of Transportation.
- Develop and track Arlington's ten-year Transportation Capital Program, focusing on the Transportation Capital Fund as well as federal and state funding sources, and ensure compatibility with state and regional programs.

Transportation Planning

- Develop long-range plans for transportation infrastructure and services within Arlington, including transportation elements of the Department of Community Planning, Housing and Development-led area plans.
- Provide staff support for four County transportation advisory groups: the Transportation Commission, Neighborhood Complete Streets Commission (NCSC), Bicycle Advisory Committee, and Pedestrian Advisory Committee.
- Manage and coordinate the taxicab program to ensure compliance with the Taxicab Ordinance.
- Manage the Neighborhood Complete Streets (NCS) Program.
- Manage the County's bicycle and pedestrian counter program and the planning and installation of bike racks within County right-of-way.
- Coordinate Arlington's input on projects led by other local and regional partners, such as the Virginia Department of Transportation (VDOT).

Transportation Capital Projects Program

- Implement Arlington's ten-year Transportation Capital Program using a variety of funding sources, such as the Transportation Capital Fund, federal and state grants, Tax Increment Financing, and developer contributions.
- Develop, coordinate and manage capital projects that implement the MTP and Vision Zero initiatives through various work programs including but not limited to Complete Streets, BikeArlington, WALKArlington, and Neighborhood Complete Streets.

PERFORMANCE MEASURES

Transportation Planning

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Transportation plans/studies - initiated	0	0	0	2	2	3
Transportation plans/studies - ongoing	1	0	0	0	0	1
Transportation plans/studies - completed	0	1	0	0	2	1
NCS - new applications evaluated	23	21	42	37	45	45

TRANSPORTATION PLANNING & CAPITAL PROJECT MANAGEMENT

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
NCS - capital projects funded	0	0	2	4	2	4

- Initiation of transportation long-range plans/studies was paused in FY 2020-2021 due to the pandemic and planning team staff shortages.
- Transportation Plans/Studies noted in chart reflect long-range planning efforts, such as updates to the MTP (Bike Element completed FY 2020; MTP update anticipated to start in FY 2024), and transportation planning studies. The transportation planning studies focus in more detail on key areas shown in the MTP (ex. S. George Mason Drive multimodal study, initiated in FY 2022) to determine how to realize the vision of the corridor per the County's adopted guidance. The transportation studies generate a plan at an appropriate level of detail to identify needed capital improvements and a general scope to support a smooth transition to the capital projects program for development.
- NCS - new applications evaluated: Refers to total number of applications submitted by the public that staff evaluate annually. Staff review and score applications based on the existing safety and access conditions including street conditions, crash history and severity, speed, traffic volume, and connectivity/access metrics.
- NCS - capital projects funded: Refers to total number of annual projects that advance to NCSC and County Board approval for capital project development. Top scoring NCS locations deemed feasible are developed into project proposals with a concept design and cost estimate for review by the NCSC. NCSC members vote at an annual public Funding Hearing to "recommend" projects for approval by the County Board. These individual projects then received allocated funding from CIP NCS Program funds. At this point, projects are passed to the Transportation Capital Projects team to progress through detailed design and construction.

Transportation Capital Projects Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Transportation capital projects - projects initiated	9	8	8	15	10	6
Transportation capital projects - projects ongoing	47	43	40	50	45	44
Transportation capital projects - projects completed	12	7	5	7	7	11

- Transportation Capital Project measures represent discrete transportation capital projects of \$150,000 or greater and do not include small projects within ongoing/multi-year capital program areas; projects are typically multi-million dollar and span multiple fiscal years.
- The Transportation Capital Program accelerated project starts in FY 2022; however, the momentum was tempered by unexpected staff shortages in early FY 2022. Fewer projects are anticipated to be initiated in FY 2023 and FY 2024 so that staff may continue to advance ongoing projects.

TRANSIT PROGRAM

PROGRAM MISSION

To plan, design, implement, and operate in an open and responsive manner a full range of high-quality transit services and facilities that are sustainable, reliable, safe, and accessible to all residents, employees, and visitors.

Arlington Transit (ART)

- Plan, operate, and manage the Arlington Transit (ART) bus system.
- Manage the County's passenger service facilities program, including the Shirlington Station as well as all bus shelters and stops within Arlington County.
- Develop, update, and implement the County's 10-year Transit Strategic Plan.

Paratransit Services (STAR)

- Manage Specialized Transit for Arlington Residents (STAR), the supplementary regional and local curb-to-curb paratransit service for eligible Arlington residents, including a call center, STAR on the web, and STAR Interactive Voice Response (IVR) system for booking and scheduling services.

Regional Transit Coordination

- Facilitate Metrorail and Metrobus service planning, implementation, coordination, and performance assessment on behalf of the County to ensure that effective, efficient, and timely services are provided to riders in the County on the four Metrorail and 28 Metrobus lines where the County has a financial stake.
- Coordinate inter-jurisdictional transit services with other transit service providers in Northern Virginia including Virginia Railway Express (VRE).
- Coordinate development of transit infrastructure project concepts, designs, and construction with regional agencies including Washington Metropolitan Area Transit Authority (WMATA), VRE, and local public transit agencies.

Technology Projects

- Develop and deploy Advanced Public Transportation Systems (APTS) to provide real-time passenger information, monitor service performance, increase safety, and improve operations.

PERFORMANCE MEASURES

Transit Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Annual passenger trips served in Arlington: Arlington Transit (ART)	2,829,192	2,467,292	1,391,820	1,772,838	2,090,000	2,300,000
Annual passenger trips served in Arlington: Total (all services)	64,582,591	49,547,119	14,220,485	26,304,543	35,870,000	46,507,000

TRANSIT PROGRAM

- FY 2022 ridership began to rebound from the pandemic as a result of increased user confidence and modifications in personal travel trends. FY 2023 and FY 2024 anticipates continued ridership growth based on FY 2022 month-over-month trends.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
ART On-Time Performance	78.0%	75.0%	87.0%	89.0%	87.0%	87.0%
ART percent cost-recovery	26.5%	18.0%	7.0%	9.5%	10.0%	12.0%
Annual passenger trips served in Arlington: Metrorail	48,207,767	36,791,586	7,290,094*	16,100,224	24,476,000	33,291,000
Annual passenger trips served in Arlington: Metrobus	12,603,303	9,656,349	5,444,617*	8,224,870	8,883,000	10,393,000
Annual passenger trips served in Arlington: Virginia Railway Express	845,500	548,000	49,797	149,827	361,654	455,714
ART passenger trips/hour	15.70	15.10	9.0	11.0	12.5	13.0

* FY 2021 Actual for Metrorail and Metrobus was incorrect due to a formula error. It has been corrected in this iteration of the narrative

- A WMATA Finance Committee document, released in September 2022, forecasts that the impact of COVID-19 on ridership and revenue will continue through FY 2024 with a total systemwide ridership projected to recover to 70 percent of pre-pandemic.
- Virginia Railway Express (VRE) projected ridership in FY 2023 is based on their approved operating budget and FY 2024 is based on the proposed FY 2024 VRE operating budget.
- The following risks create uncertainty around ridership and revenue: COVID-19 variants and long-term vaccine effectiveness, in-person vs. remote work trends in the region, the opening of the Silver Line extension, rider confidence and disrupted frequency of service associated with 7000 series cars, one of which was involved with a derailment in October 2021, and potential federal shutdowns and changes to federal funding. Expense pressures also exist with inflation, labor market disruptions from COVID-19, and incremental growth in operating expenses associated with completed capital projects.

Paratransit

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
STAR passengers per revenue hour	2.4	2.0	1.5	1.8	1.9	2.0

- The STAR passengers per revenue hour productivity statistic is expected to remain static as passengers continue to slowly return to using STAR in FY 2023. New passenger scheduling software will help provide more efficient passenger trips.

TRANSIT PROGRAM

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
ADA-certified residents	1,643	1,687	1,707	1,709	1,715	1,725
Annual passenger trips served in Arlington: STAR	74,218	65,137	31,408	42,316	46,350	49,500
Annual passenger trips served in Arlington: MetroAccess	22,611	18,755	12,749	14,468	16,000	18,000

- New scheduling software launched in FY 2022 offers better scheduling efficiency. Interactive Voice Response booking reinstated in early FY 2023 allows trips to be scheduled online. While the number of ADA-certified residents remains static, trip usage is expected to grow modestly.

Transit Bus Stop Projects

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
ADA-access improvements	61	30	30	40	30	30
New amenities added (benches/trash receptacles)	18/5	7/2	18/6	28/35	7/3	7/3
New and replacement shelters (with benches)	13	10	16	25	10	10

- An increase on bus stop improvements in FY 2022 reflected partial project completions of Columbia Pike Multi-modal, Ballston Multi-modal, and a targeted approach by the transit team for the following corridors: Lorcom Lane, Walter Reed, and Glebe Road.

DEVELOPMENT SERVICES

PROGRAM MISSION

To deliver consistent, coordinated, and timely customer service in the review, administrative approval, and inspection of development in the County, ensuring conformance to applicable codes, policies, and standards.

- Review, process, and approve subdivision and easement plats; site civil design plans; land disturbing activity permits; right-of-way use permits; and building, site grading, plumbing, and demolition permit plans for compliance with review and approval guidelines mandated by State and County Codes.
- Enforce Chapter 22-Street and Development Construction, Chapter 23-Subdivisions, Chapter 48-Floodplain Management, Chapter 57-Erosion and Sediment Control, Chapter 60-Stormwater Management, and Chapter 61-Chesapeake Bay Preservation, of the County Code, for compliance with requirements regulating development and construction activities, inspections, and other requirements mandated by Federal and State Codes.
- Review and issue a variety of permits regulating land disturbing activities, construction in public rights-of-way, traffic management on development projects, and stormwater, water, and sanitary sewer connections.
- Review, develop, negotiate, and prepare development conditions associated with special exceptions for consideration and approval by the County Board.
- Manage a public improvement bond program to ensure, through performance agreements and bonds, developers build the infrastructure required by their development plans.
- Inspect and approve all public infrastructure built by developers on special exception or by-right projects, prior to acceptance for operation and maintenance by DES.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Land Disturbance permits issued	415	448	342	377	380	400
Public right-of-way permits issued	1,750	1,750	2,200	1,851	2,185	2,300
Transportation right-of-way permits issued	4,874	4,587	5,197	4,718	5,502	5,800

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Building, plumbing, and demolition permits reviewed	8,080	8,348	6,532	6,646	7,547	7,700
Public Infrastructure in Construction by Private Sector	\$4,759,882	\$5,757,003	\$8,432,123	\$4,235,194	\$6,000,000	\$6,500,000

- Development activity increased pace in certain sectors in FY 2022. The interest rate increases in FY 2022 affected mainly single-family residential development. However, major site plan and use permit projects proceeded at a slightly higher pace as several major projects such as Amazon's headquarters in Crystal City and Pentagon City and other large

DEVELOPMENT SERVICES

commercial/residential high-rise projects were reviewed, approved, and went into construction. FY 2023 estimates are based on current conditions and anticipated levels of large projects currently in consideration for County Board approval, and on the current trend in residential development resulting from the slowdown affected by increasing interest rates. Many large projects in Pentagon City and Crystal City will likely start construction in the summer/fall of 2023 and will generate a modest increase in the number of right-of-way permits.

- DES manages the construction of public infrastructure associated with the large projects mentioned above that is built, at no cost to the County, as part of County Board approved site plans or by-right development. These projects require plan review, construction inspection, performance improvement bond enforcement and, upon completion and acceptance of the said improvements by Development Services inspectors, operation, and maintenance by DES.
- In FY 2023, the amount of public infrastructure to be built by private sector developers is estimated to be \$6 million. The projected amount for FY 2024 is approximately \$6.5 million. This projection is based on the number of projects currently bonded for and under construction, particularly in Crystal City and Pentagon City.
- Land Disturbance permits are expected to stay on pace with FY 2023. Since interest rate increases have had the most impact on the level of activity in this category, projections for FY 2024 will remain about the same.
- Building, plumbing, and demolition permits remained about the same in FY 2022. Development activity in FY 2023 increased as developers anticipated an increase in interest rates and submitted more projects than usual in order to avoid higher construction costs and potentially lower sales. DES anticipates a modest increase in activity in FY 2024 as interest rate increases could taper off when inflation slows down.
- Actual numbers for public right-of-way permits, and transportation right-of-way permits issued were lower in FY 2022 compared to FY 2021. In FY 2021, during the height of the COVID pandemic, these permits increased as developers, contractors, and utility companies took advantage of the low use of streets and traffic during this period as more people worked from home. This resulted in more permits issued than projected, particularly in high density construction corridors, since street space was more available during this period. In FY 2022, right-of-way permit numbers were more in line with projected increases before FY 2021. The current FY 2023 YTD projection for these permits shows an increase as more construction projects in high density corridors such as Crystal City and Pentagon Row are up this year. The FY 2024 estimates reflect a modest increase from FY 2023 numbers as interest rates are expected to slow down major project construction activity in these corridors.

COMMUTER SERVICES PROGRAM

PROGRAM MISSION

To respond to the post-COVID-19 pandemic environment, Arlington County Commuter Services (ACCS) has established bureau-level strategic priorities, consistent with our funding source requirements, to ensure the combined efforts of ACCS programs maximize the use of transportation options in the County post-COVID. ACCS's mission is to provide Arlington residents, workers, businesses, visitors, and leaders with transportation insights, information, and resources that support a vibrant, sustainable, healthy, and inclusive community. Specific strategic priorities to do this include:

1. Bringing about meaningful and sustainable travel behavior change by encouraging wide-spread utilization of non-single occupant vehicle choices such as public transit, biking, walking, teleworking, and ridesharing for commute to work and all trips.
2. Supporting the Transit Bureau during critical transitions by refreshing, realigning, and elevating their role and services to remain vital in the community.
3. Tailoring a comprehensive framework of Transportation Demand Management (TDM) services, products, information, and incentives, to shift travel demand and change traveler behavior to reduce single occupant travel, reduce the number of vehicle miles traveled, reduce congestion, and to improve air quality.
4. Leveraging original research and data analysis to expand understanding of the value of TDM and to communicate ACCS and County transportation goals and performance outcomes.
 - The Arlington Resident Study is completed periodically to report commuting patterns, non-work travel, and opinion and attitudes around travel of Arlington residents, with a unique spotlight on trends and conditions prior to and during the COVID-19 pandemic. The most recent study can be found [here](#).
5. Promoting, enabling, and educating travelers about "active transportation" options (walking, biking, riding scooters, e-bikes, skateboards, etc.) and the increasing role of short local trips, including how these options support access to transit for longer trips.

Due to a reduction in the sale of fare media during the pandemic, ACCS anticipates revenue challenges in the near term and will continue to monitor travel trends to determine if the ACCS portfolio needs to be rebalanced to best respond to the needs of the traveling public.

ACCS core service areas responding to these strategic priorities are:

- Four Commuter Store® retail locations at Ballston, Rosslyn, Crystal City, and Shirlington, and four Mobile Commuter Stores that sell regional transit passes, Capital Bikeshare memberships and EZPass/Flex transponders plus offer travel advice, maps, transit timetables, ride-matching information, and information about bicycling. Relative to other ACCS customer types, Commuter Stores often serve a lower-income cash-based population, minorities, people whose second language is English, the elderly, and students.
- Arlington Transportation Partners (ATP), a business-to-business service model, provides customized and comprehensive employer, residential, commercial office, hotel, schools, and development services expertise. It also provides specialized TDM marketing assistance to a broad range of customers to encourage the use of employer-based commuter benefit programs and Capital Bikeshare memberships and offers customized transportation options information to business workforces throughout Arlington.
- The Commuter Information Center manages the operation of the 703.228.RIDE call center, responds to email inquiries for Arlington Transit (ART) and The Commuter Stores®, and fulfills Commuter-Direct.com® regional pass sales orders.

COMMUTER SERVICES PROGRAM

- The Marketing program promotes, educates, and informs about ART and Metrobus routes, iRide (student transit), Arlington's Car-Free Diet, biking, walking, and teleworking as well as Spanish language and other diversity campaigns including students and seniors.
- Logistics and Distribution Services operates a distribution center that mails and delivers brochures and timetables to individuals, ATP corporate clients, and internal customers, installs and updates maps and schedules at all 500+ ART bus stops, and helps maintain ART bus stops by replacing damaged or missing signs and information.
- Active Transportation Services' BikeArlington and WalkArlington programs provide education and encouragement to increase the number of people biking and walking by organizing promotional events, providing safety trainings and education, disseminating information through print and digital channels, engaging on social media, and public speaking.
- Plans, manages, and operates Arlington's Capital Bikeshare (CaBi) program in coordination with regional partners.
- Provides core staff support for the design, execution, evaluation, and operation of shared mobility programs including the shared micro-mobility devices permit program.
- TDM for Site Plan Development supports the design and adoption of effective development conditions and permit plan review processes and monitors ongoing TDM program implementation at site plan and special use permit projects to ensure they meet their development commitments. The TDM for Site Plans team, supported by Mobility Lab Research, manages the building-level performance monitoring program to collect data for better understanding site plan buildings' overall transportation impacts and awareness and use of TDM programs.
- Mobility Lab Research and Communications conducts program evaluation and impacts research and collaborates with other Bureaus, researchers, and practitioners to provide data analysis, insights, and solutions. Communicates results that provide innovative, creative, and technology-based solutions to local, regional, and national TDM audiences.
- Websites: Maintains a family of internet sites and social media networks including CommuterPage.com®, CarFreeDiet.com, ArlingtonTransit.com, WalkArlington.com, BikeArlington.com, Commuter-Direct.com®, ArlingtonTransportationPartners.com, and MobilityLab.org as well as Facebook, Twitter, and Instagram accounts and multiple blogs.
- Supports access to real-time transit and transportation options information through websites, transportation screens, research, and promotion of such technology solutions.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
ATP Employer Clients (also includes hotels and schools)	783	816	801	824	818	820
ATP Multi-Family Residential Building Clients	334	337	349	352	358	363
ATP Commercial Building Clients	94	99	109	104	107	110
Site Plans and Use Permits with Transportation Demand Management Conditions	236	240	249	249	255	260
ATP Employer Clients Providing Transit Benefits	517	434	404	419	430	435
Commuter Stores Customers	319,925	241,368	184,510	243,576	290,000	325,000

COMMUTER SERVICES PROGRAM

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
ACCS "Family of Websites" Site Visits	2,191,947	1,534,305	937,982	1,278,194	1,110,000	1,400,000
Capital Bikeshare (CaBi) Trips Originating in Arlington	258,502	226,387	173,957	213,442	232,000	260,000
Average Daily Single Occupancy Vehicle (SOV) Trips Eliminated	55,184	48,695	48,771	47,212	48,303	50,408
Daily Vehicles Miles Traveled (VMT) Eliminated	928,115	811,860	823,863	790,434	796,936	819,304
Daily Reduction of Carbon Dioxide (CO ₂) Emissions (in tons)	763,333	690,400	704,527	705,313	709,653	716,489

- ACCS has a critical role to play for both local and regional transit services by promoting travel options through ATP's employer outreach to businesses, pop-up events at farmer's markets, marketing to multi-family properties, and ART and Metro promotions.
- Arlington Transportation Partners's (ATP) clients are companies in Arlington participating in ATP-facilitated TDM programs that provide services or commuter benefits programs to their employees, residents, and/or guests/visitors.
- There was a decrease in ATP employer clients in FY 2021, reflecting the impact of the COVID-19 pandemic on business activity. As the business community responds to employees' return to office expectations, ATP will monitor monthly and year-to-date results to help predict what level of client engagement and transit and bike participation will occur going forward.
- Commuter Stores saw an increase in customers in FY 2022 as people started returning to the workplace. With transit returning to normal service and charging fares, plus more people required to return to the workplace, an increase in customers is expected in the second half of FY 2023 for sales of weekly bus passes, among other transit media. We expect this trend to continue in FY 2024.
- Capital Bikeshare trips originating in Arlington in FY 2022 rebounded 23 percent from the total in FY 2021, which was affected by the decline in commuting during the COVID-19 pandemic. Most of the FY 2022 increase came from annual members trips, which increased 40 percent over FY 2021 even though the number of annual members stayed at around 2,000 all year. Trips by casual members in FY 2022 also increased, but only by 9 percent over FY 2021. Additionally, Arlington expanded its network to 107 with seven new stations, which include five in south Arlington.
- Daily Vehicle Mile Traveled (VMT) Eliminated is an annual measure of VMT reduction and is not cumulative.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
ATP Client Employees Receiving Transit Benefits	112,607	116,434	136,287	127,208	130,277	132,000
Capital Bikeshare (CaBi) bicycles	698	700	734	716	938	990
Capital Bikeshare (CaBi) stations	92	93	104	107	116	121
Car-Free Diet Pledges	7,064	5,338	1,595	4,386	6,024	6,320
Car-Free Diet Retail Partners	566	560	577	644	679	714
Commuter Information Center Calls Received	40,807	42,675	19,230	28,416	29,000	30,000

COMMUTER SERVICES PROGRAM

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Participants in Bike Arlington Bike Education Classes	276	81	0	225	200	250
Vanpools Formed through ATP Outreach	8	4	2	3	3	2
Brochures Distributed	309,174	316,562	124,977	328,045	330,000	335,000

- Car-Free Diet Retail Partners are retail establishments that provide a transit map and a take-one box with local transit bus schedules and transportation-related brochures. This participant rate increased in FY 2022 as more businesses opened to “normal” operations. Car-Free Diet Pledges increased as the outreach team attended more events that attracted more attendees. We expect this trend to continue in FY 2023 and FY 2024.
- Brochures distributed refers to the number of brochures and timetables delivered to corporate or retail clients and individuals from the ACCS Distribution and Logistics Warehouse as well as those distributed to the community through Commuter Stores and at outreach events. The number increased as more people ventured out to work, events, shops, restaurants, and community activities. As we continue transitioning during this post-COVID timeframe, ACCS is anticipating relatively flat distribution levels in FY 2023 and 2024 and will monitor this on a monthly and year-to-date basis.

TRANSPORTATION ENGINEERING AND OPERATIONS

PROGRAM MISSION

To plan, design, and operate street networks using transportation engineering principles, balancing all transportation modes to achieve safe, efficient, and convenient movement of people and vehicles.

Traffic Operations

- Evaluate requests for traffic control devices including signs, pavement markings, and parking meters.
- Evaluate traffic and parking regulations, issue permits for use of public rights-of-way, prepare traffic and parking regulations, and recommend work zone safety controls.
- Manage databases related to work order processing, traffic counts, traffic collisions, and data processing.
- Evaluate and recommend measures to address requests for safety improvements at intersections and along corridors in collaboration with the County's Vision Zero Plan.
- Establish and maintain traffic control standards and guidelines to ensure standard and consistent traffic management practices.

Residential Permit Parking

- Administer the Residential Permit Parking Program.
- Conduct periodic reviews of the program to identify efficiencies and alignment with broader transportation and community goals.
- Review and update Residential Permit Parking Policy and implementation procedures.

Transportation System Management and Safety Program

- Coordinate the County's Vision Zero efforts to include implementation of the County's Vision Zero Plan, monitoring safety performance, and updating the plan as appropriate.
- Evaluate and recommend intersection/spot improvements, corridor studies for multi-modal improvements, school zone design, and street light coordination and design.
- Collect, organize, and evaluate data that will be used to identify new projects and policies to improve safety.
- Assess safety of Arlington's streets and initiate design projects to address safety issues.
- Ensure all projects within the County incorporate safe and appropriate transportation engineering in the design, construction, and implementation phases.
- Review site plans and maintenance of traffic plans to incorporate appropriate multi-modal principles and provide opportunities for the safe and efficient movement of all users of the roadway network.
- Coordinate the installation of traffic signs, pavement markings, and other quick-build materials by County staff and contractors.
- Educate the community on transportation safety practices.
- Engage the public to gather input and feedback on transportation safety projects and studies.

Streetlights

- Install, maintain, and repair more than 8,900 County-owned streetlights. Track the operation of 10,750 Dominion Energy streetlights including reporting outages and processing invoices for energy usage.
- Evaluate data (traffic, crashes, crime, and public requests) to plan for projects to install new streetlights. Target new streetlight installations to enhance safety and accessibility.

TRANSPORTATION ENGINEERING AND OPERATIONS

- Review site development and engineering plans to incorporate appropriate streetlighting design and provide adequate lighting for vehicles and pedestrians.
- Plan, design, and implement the districting concept of streetlight ownership and type outlined under the Streetlight Management Plan to provide more simplified maintenance zones and transition of the infrastructure to more efficient LED lighting.
- Provide inspection services for streetlight construction to ensure that standard equipment is used and proper installation methods are followed.
- Manage shared use of streetlights for private small wireless facilities.

On-street Parking Management

- Install and maintain parking meters in high traffic areas to ensure regular turnover of parking spaces.
- Manage curb space to meet the goals of the Master Transportation Plan Parking element including maximizing the efficiency of curb space.
- Manage parking meter services to ensure proper operation and convenient customer experience.

Off-street Parking Management

- Manage the operations and maintenance of the Arlington Mill Community Center garage, Ballston Parking garage, and the Lubber Run Community Center garage.

Traffic Signs

- Fabricate, install, maintain, and remove/relocate signs to provide safe and orderly use of County streets.
- Provide support for emergency detours, data collection, message boards, temporary signs, special projects, special fabrication for other departments, and pavement markings.

Traffic Signals

- Install, operate, and maintain all electrical traffic and pedestrian control and warning devices.
- Manage and operate the computerized traffic signal control system that provides centralized control for signalized intersections throughout County.
- Utilize Intelligent Transportation Systems to efficiently monitor, operate, and maintain the County's transportation network.

PERFORMANCE MEASURES

Residential Permit Parking

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actuals	FY 2023 Estimate	FY 2024 Estimate
Average processing time for petitions for new block/extended hours (in weeks)	N/A	N/A	N/A	N/A	12	12
Number of household addresses receiving permits and passes in the residential permit parking program (RPPP)	8,982	9,000	8,600	7,970	8,000	8,000

TRANSPORTATION ENGINEERING AND OPERATIONS

- Residents may submit a petition to request permit parking on their block or to change or extend current permit parking restrictions. A moratorium on new restrictions and modifications to existing restrictions went into effect during the RPPP Review between FY 2018 and FY 2021 and has since been lifted, however staff have yet to receive a completed new petition from the community.
- Processing time for petitions for new block(s)/extended hours represents an average duration that starts upon receipt of a petition request and ends upon transmittal of a final decision by the RPP team, either approval or denial. It does not include time for sign installation/change that would follow approval. The RPP program also requires parking-occupancy studies in order for new RPP restrictions to be granted, and those study requirements have been increased slightly from the past. Processing time for new petitions is expected to take an average of three months. Petitions received during the annual RPP permit renewal period (April 1 to June 30) will be considered after the renewal period ends.
- The number of households receiving permits is calculated based on the total number of household addresses which had at least one active permit expiring June 30 of that fiscal year. The decline from FY 2020 to FY 2021 is thought to be the result of the new price structure that went into effect in 2020, as well as the impact of COVID-19. The further decline to FY 2022 is most likely the result of a difference in how the new database tracks households. In the old database, each customer account was counted as a household (including if there was more than one customer at an address). In the new database, each participating household address is counted as a household, regardless of how many accounts there are at that address (roommates, landlord, etc).
- Not included in these participation rates are Contractor permits, Good in All Zones permits, group home permits, or schools permits, to the extent they are in use in any given year.

Transportation System Management and Safety Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actuals	FY 2023 Estimate	FY 2024 Estimate
Safety modifications	58	60	218	425	450	450
Safety studies	436	450	281	550	600	600

- The Vision Zero Program is tracking detailed crash data and sharing with the public through this dashboard:
<https://www.arlingtonva.us/Government/Programs/Transportation/Vision-Zero/Maps-and-Safety-Data>
- The Vision Zero team also investigates crashes and identifies and implements treatments through the [Hot Spot program](#), [High-Injury Network](#) evaluations, critical crash review/response, and through [community feedback](#) responses.
- Detailed performance information is captured in our mid-year and annual reports. The most recent report is shared with the public [here](#).
- Safety modifications include low-cost signage and/or pavement markings, delineators, curb extensions, and any other measure intended to alter the operations of the roadway system to enhance the safety and access for all users.
- Since FY 2020, the number of safety modifications increased due to the policy changes made as a result of the County Board's adoption of Vision Zero.

TRANSPORTATION ENGINEERING AND OPERATIONS

- Safety studies include all-way stop, corridor, intersection, pedestrian/bike crossing evaluations, and evaluations for remarking the roadway.
 - Corridor studies are any evaluation completed to justify a speed limit reduction, road diet, or a complete street treatment.
 - Intersection safety studies capture analysis of site distance concerns, access limitations, and general operational safety issues at or near intersections so that appropriate signs and markings can be installed to address identified concerns.
 - Pedestrian/bike crossings studies are evaluations to justify the installation of Rectangular Rapid Flashing Beacons (RRFBs), HAWK Signals, pedestrian-activated warning devices, signage, markings or other innovative measures to improve safety and access.

Streetlights Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average Response Time (Days) for County Streetlights - Major (Underground) Repairs	70	45	43	45	45	45
Average Response Time (Days) for County streetlights - minor repairs	14	14	7	14	14	14
Trouble calls received for County streetlights	956	850	800	750	730	730
County owned streetlight fixtures	7,750	7,800	7,840	8,514	8,714	8,914
County owned streetlight poles	N/A	N/A	N/A	7,250	7,350	7,450

- The FY 2023 and FY 2024 estimated response time are set at the proven sustainable level though, considering typical fluctuation generated by field conditions. The number of County owned streetlights has been adjusted starting in FY 2023 to reflect ongoing efforts to catalog the system. The number of streetlight poles and fixtures has been separated to better reflect how the inventory is changing.
- The decrease in trouble calls for the County lights is due to regular proactive maintenance of County LED streetlights. Additionally, the streetlight maintenance team has been conducting periodic County wide surveys to identify and fix unreported outages. Utilizing the capabilities of smart LEDs allows the team to monitor connected lights and identify potential streetlight outages.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Dominion Energy (DE) owned fixtures	11,250	11,506	11,550	11,150	10,850	10,750
DE LED fixture retrofits completed	N/A	N/A	734	5,734	2,700	1,582

- The change in the reported number of DE owned streetlights is due to a normal inventory adjustment from Dominion Energy as they retrofit lights. As they retrofit the lights, they update their GIS tracking system. This adjustment coupled with the removal of many

TRANSPORTATION ENGINEERING AND OPERATIONS

Dominion lights in commercial corridors due to redevelopment has resulted in a lower overall number of lights.

- In FY 2021, the County started converting existing Dominion fixtures to LEDs. This effort was planned to be completed in five years, but we are ahead of schedule by one year.

On-Street Parking Management

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actuals	FY 2023 Estimate	FY 2024 Estimate
Metered parking spaces	5,666	5,751	6,033	5,956	5,730	5,700
Percent of meters put back in service within 24 hours	99%	99%	99%	99%	99%	99%

- The number of meters fluctuates based on construction projects that cause either temporary or sometimes permanent removal of meters. The FY 2022 and FY 2023 space count reduction is primarily due to the implementation of Vision Zero safety initiatives, and the designation of non-metered 15-minute parking zones for Pick-Up and Drop-Off.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actuals	FY 2023 Estimate	FY 2024 Estimate
Requests for meter repair	3,425	1,760	1,156	1,266	1,485	1,500
Meter revenue (\$000)	\$11,553	\$9,063	\$6,686	\$9,196	\$9,404	\$9,404
Revenue per metered space	\$2,401	\$1,606	\$1,108	\$1,544	\$1,641	\$1,650

- Meter revenue includes coin and credit card revenue from parking meters and pay-by-cell.
- FY 2020 and FY 2021 meter revenues reflect the impact of COVID-19 beginning in March 2020. The FY 2022, FY 2023 and FY 2024 meter revenue increase reflects a gradual return to pre-pandemic parking behavior.

Traffic Signs Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actuals	FY 2023 Estimate	FY 2024 Estimate
Signs maintained	13,774	6,760	5,428	6,773	6,800	6,825

- Signs maintained indicate the number of signs that were replaced, repaired, relocated, or removed.
- FY 2022 actuals reflect increase in signs maintained due to street name change from Lee Highway to Langston Boulevard.

Supporting Measures	FY2019 Actual	FY2020 Actual	FY 2021 Actual	FY2022 Actuals	FY2023 Estimate	FY2024 Estimate
Signs in inventory (added & removed)	122,353	131,049	134,231	135,003	135,700	136,200

TRANSPORTATION ENGINEERING AND OPERATIONS

Supporting Measures	FY2019 Actual	FY2020 Actual	FY 2021 Actual	FY2022 Actuals	FY2023 Estimate	FY2024 Estimate
Percent of emergency signs repaired within 24 hours - Stop, Yield and Do Not Enter	97%	99%	99%	99%	99%	99%
Temporary signs installed	15,679	14,794	12,830	14,900	15,000	15,000
Signs fabricated	3,159	2,017	1,297	1,660	1,800	1,800
New installation of overhead street name blades and regulatory signs	10	39	86	277	90	90

- FY 2020 sign fabrication decreased due to a staffing level adjustment and has stabilized in FY 2021 thru FY 2023.
- New overhead and regulatory sign installations in FY 2022 are due to signal rebuild/upgrade projects and new street markings and pedestrian signs for motorists. FY 2020 and FY 2021 actuals increased due to temporary additional resources that are expected to continue. FY 2022 increase due to street name project changing Lee Highway to Langston Boulevard.
- Increase in Temporary Signs due to increase in Special Events after COVID-19.

Traffic Signals Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
New traffic signals installed	1	1	1	1	4	1
Signals rebuilt/upgraded	10	10	12	10	11	10

- For FY 2021, a new signal was installed as part of the Stratford Middle School Construction at intersections of Langston Blvd. and School Exit. For FY 2022, a new signal was completed at Columbia Pike and Frederick as part of the Columbia Pike Multimodal project. For FY 2023, a new signal is anticipated on 15th Street South between South Hayes Street and South Fern St. The new signals slated for construction with Met Park Phase 5 are expected to be completed in FY 2023. The new signal in FY 2024 is planned to be installed as part of the 12th St: Eads to Clark project.
- In all fiscal years, there was a combination of developer projects, capital improvement projects, and signal specific rebuilds.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of Closed-Circuit Television (CCTV) cameras	286	289	290	297	302	303
Traffic signals in service	297	298	298	298	302	303
Service tickets addressed	1,586	1,571	2,221	2,918	3,000	3,000

- CCTVs are used to monitor traffic conditions and facilitate incident responses. The traffic CCTV installations have almost reached saturation with regards to intersection monitoring.

TRANSPORTATION ENGINEERING AND OPERATIONS

Therefore, the pace of installation will slow in future years. Instead, the focus will be for device replacement and obsolescence management. There are five locations that are counted as “two” signals in service since they cover two discrete intersections. For example, Route 50 and Glebe is considered two intersections (one on the north side of the bridge and one on the south side). The number of traffic signals in service also reflects a removal in FY 2021 for lane control signs on Washington Blvd and in FY 2022 for Columbia Pike at the Navy Annex. Service tickets addressed includes signal maintenance and signal analysis calls made through Arlington’s “Make a Service Request or Report a Problem” site and other portals. The implementation of a new customer service system, C3, has reduced the number of such calls. For better task tracking, starting in FY 2020, the same ticket system is used to track internal maintenance tickets identified/initiated by the County maintenance team, which has increased the overall tickets.

PROGRAM MISSION

To manage the County's Facility Capital Program as reflected in the County's Capital Improvement Program (CIP) and annual Capital Management Plan via continual validation, prioritization, integration, and monitoring of capital requirements from the planning and budget phases through the design, construction, and closeout phases.

- Provide financial management and coordination of capital budgets for Facilities Design and Construction and Facilities Maintenance capital projects.
- Monitor expenses, optimize and analyze cash flow, and project bond sale requirements.
- Work jointly with the Department of Management and Finance to develop, prepare, negotiate, present, and manage the biennial CIP and annual Capital Management Plan.
- Provide coordination of County-wide CIP submissions and provide technical analysis of departmental requests for CIP and Capital Management Plan.
- Manage and monitor the capital program using e-Builder.
- Prioritize and prepare budget plans for capital needs funded through annual Pay-As-You-Go (PAYG) allocations.

ENGINEERING BUREAU

PPROGRAM MISSION

To design and construct capital infrastructure projects.

- Provide professional and technical expertise to prepare preliminary engineering and final designs for County transportation, wet utility, stormwater, and Neighborhood Conservation projects.
- Oversee and manage the construction of capital infrastructure projects.
- Prepare plats for property acquisitions and serve as the County's expert in land disputes.
- Inspect and maintain 36 vehicular and pedestrian bridges.

PERFORMANCE MEASURES

Engineering Bureau

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Actual Value of projects built	\$18.5M	\$26.8M	\$21.4M	\$22.5M	\$32.0M	\$34.0M
Actual Value of projects designed	\$29.5M	\$19.7M	\$20.5M	\$72.0M	\$54.0M	\$30.0M
Design On-Time (percentage)	N/A	N/A	N/A	N/A	70%	70%
Design On-Budget (percentage)	N/A	N/A	N/A	N/A	74%	74%
Construction On-Time (percentage)	N/A	N/A	N/A	N/A	77%	77%
Construction On-Budget (percentage)	N/A	N/A	N/A	N/A	85%	85%

- The number of projects designed and built each year depends on the size and complexity of each project; therefore, the performance measure represents the dollar value of projects for which construction plans have been completed and the dollar value of projects for which construction management services have been provided.
- Increase in design value in FY 2022 is due to large projects such as Columbia Pike, Cardinal Vault, Army Navy Complete Streets and West Glebe Road Bridge completing designs.
- The Design and Construction On-Time and On-Budget measures are new measures introduced in FY 2023 therefore actual values prior to FY 2023 are not available.
- The Design and Construction On-Time and On-Budget numbers in FY 2023 and FY 2024 columns represent the Engineering Bureau's goals, not projected estimates. Future estimates will be updated based on actual performance.

FACILITIES DESIGN AND CONSTRUCTION

PROGRAM MISSION

To plan, design, and manage the construction, renovation and demolition or removal, of over 90 County facilities and 4.3 million square feet including new and existing public safety, human services, recreational, and transit facilities and infrastructure improvement projects that support County and regional operations.

- Establish program goals and budgets for new construction or renovation of County facilities in conjunction with County departments requiring facility improvements.
- Incorporate environmental performance standards in accordance with the County Facility Sustainability Policy to support energy efficiency and greenhouse gas reduction goals.
- Manage the planning, design, and construction of capital projects through selected design professionals and construction contractors.
- Provide interior design, furnishing, and space planning for best use of County office, operational, and storage spaces and planning and site utilization for outdoor spaces.
- Maintain facility condition assessments to aid in establishing one to 20-year expenditure projections needed to maintain a state of good repair in our operating facilities.
- Conduct feasibility studies focused on near term and intermediate range planning to define options in response to evolving facility needs, including assessment of opportunities for property acquisition and repurposing.
- Lead long-range planning efforts, including facilities needs assessments and long-range public facilities plans in coordination with CPHD. Provide information to and staff support for the Joint Facilities Advisory Commission (JFAC) and other project specific advisory planning groups. Propose flexible use of facilities over time to meet the dynamic needs of departments to support their missions.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Capital project expenditures (\$000's)	\$29,292	\$31,062	\$4,646	\$17,905	\$33,000	\$23,000
Capital projects in design and construction	15	12	17	12	12	9

- Capital project and design expenditures decreased in FY 2021 due to uncertainties during the pandemic, increased telework, restrictions on public use in County facilities, and budget limitations. This trend began to rebound in FY 2022 with higher demand for county services and return to work. FY 2022 expenditures included five new projects awarded for construction. In FY 2023, another increase in spending is forecasted in accordance with the adopted CIP and as projects such as the Courts/Police, Courthouse Complex, and Central Library building improvements progress.
- Energy efficient features are being incorporated into new construction projects; including solar panels, green roof, geothermal systems, and energy efficient building envelopes for Fire Station 8 and the 1212 S. Irving Group Home. Additionally, the recently completed Lubber Run Community Center achieved LEED Gold certification.
- In practice, capital projects span multiple years, and the projected workload varies not only by the number of projects but the size, dollar amount, and degree of community engagement.

FACILITIES DESIGN AND CONSTRUCTION

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Interior expenditures (\$000's)	\$1,005	\$1,000	\$600	\$800	\$1,000	\$1,000
Interior renovation/repair activities	550	600	450	500	500	500

- Typical interior expenditures across a broad range of facilities declined in FY 2021 for the same reasons noted above. FY 2022 expenditures also increased, and this trend is expected to continue in FY 2023 as County activities rebound. In FY 2022, several larger scale office furniture and installation projects were completed for the Treasurer's department, Courts-Police building, community centers, libraries, Bozman Government Center, and the Sequoia Complex.

PROGRAM MISSION

To ensure that County agencies have the property and facilities necessary to fulfill their missions and to foster the County's economic and fiscal sustainability.

- Acquire and dispose of real property to support various County Departments' individual core missions.
- Negotiate and administer leases and licenses for the County, either as lessor or lessee to maximize the County's flexibility in its use of real property.
- Process vacations of and encroachments upon County real property in a manner that benefits the County and the community.
- Acquire right-of-way real estate interests that support many of the County's capital improvement projects and provide a benefit to the County.
- Obtain development easements that require improvements to private property as part of a negotiated site plan process.
- Negotiate partnership agreements with private developers to maximize public benefit.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Encroachments/vacations	22	30	24	20	14	17
Number of leases approved	22	15	20	20	12	16
Number of properties acquired	8	7	3	8	4	6
Other real estate agreements completed	30	35	16	16	12	14
Right of way agreements acquired	90	79	98	72	60	66

FACILITIES MANAGEMENT BUREAU

PROGRAM MISSION

To provide a full range of facility management services to the County's facilities. These services include maintenance, repair, infrastructure replacement and upgrades, security, custodial, motor pool, and grounds maintenance for various support functions for the general operation of the County government. The Facilities Management Bureau portfolio covers approximately 90 County facilities, exceeding 2.4 million square feet in useable area.

Facilities Management

- Provide 24/7 maintenance, repair, custodial, and motor pool services with in-house and contracted staff to ensure that they are safe, functional, clean, comfortable, and energy efficient.
- Provide contract and construction management services for all Facilities Management Bureau and AIRE capital projects. This includes building envelope, equipment repairs, replacement projects, and design/construction of mechanical, electrical, and plumbing systems.
- Review of building operating systems designed for refurbishment, replacement, or new construction of County facilities.
- Closely coordinate with the AIRE team to identify energy efficiency opportunities and pilot projects.
- Manage, coordinate, and support the County's Electric Vehicle (EV) conversion by managing the installation of a network of charging station locations throughout County facilities and garages.
- Provide contract services for security, fire alarm, sprinkler, and building automation systems, including monitoring, direct replacement system planning, and installation for County-owned facilities.
- Provide contract services for preventive and corrective maintenance for Critical Systems Infrastructure (CSI), including emergency generators, transfer switches, Uninterruptible Power Supply (UPS), and HVAC in support of IT (Network Operations Centers) and Public Safety communication systems and infrastructure.
- Administer the building maintenance sections of the lease at Bozman Government Center.
- Manage the manned security contract, maintain the electronic security system in Bozman Government Center.
- Manage, coordinate, and support the security program (Access and Cameras) in County facilities, including administering the County Employee I.D. system.

Custodial Services

- Provide comprehensive janitorial cleaning services to approximately 90 County facilities with in-house and contracted staff in compliance with established standards.
- Provide window cleaning, pest control, trash removal, garage cleaning, and snow removal services to several County facilities.
- Administer the custodial service sections of the lease at Bozman Government Center.

Motor Pool/Warehouse

- Provide and manage supply needs for Facilities Maintenance and Custodial Services.
- Manage the employee parking program for the Bozman Government Center, the Thomas Building, and Court Square West.

FACILITIES MANAGEMENT BUREAU

- Provide and manage the motor pool fleet of County vehicles. Motor Pool vehicles are not assigned to specific programs and are available for County staff on a short-term, as-needed basis.

PERFORMANCE MEASURES

Facilities Maintenance

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Facilities	87	90	90	92	89	90
Total Square Footage (in 1,000 ft ²)	2,500	2,400	2,400	2,500	2,400	2,500
Total Work Orders (WO) Processed	28,189	27,354	29,676	29,105	28,100	28,400
Preventative Maintenance WO	19,335	18,599	20,530	20,944	20,100	20,300
Corrective Maintenance WO	8,854	8,755	9,146	8,161	8,000	8,100
Ratio of Preventative to Corrective	2.18	2.12	2.24	2.57	2.5	2.5

- Work orders are categorized as either preventative or corrective maintenance to determine how often we are taking proper proactive measures to maintain systems compared to how often reactive repairs are necessary.
- The FMB Maintenance Program emphasizes proactive steps to maintain facility equipment to reduce costly corrective repairs or early system replacement. An effective program should have a ratio greater than one (1) to show those steps being taken.
- The number of facilities decreases in FY 2023 due to building demolition and increases in FY 2024 as replacement facilities are expected to be completed.

Energy Initiatives

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Solar-Capable Facilities	-	-	-	2	3	6
Total Number of Panels	-	-	-	286	340	900
Projected Energy Output (kW)	-	-	-	70	95	380

- Solar-capable facilities are defined as those currently equipped with solar panel systems or have roof structural capacity for a planned installation.

FACILITIES MANAGEMENT BUREAU

Custodial Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of Custodial inspections in compliance with standards	96%	97%	97%	97%	97%	97%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Custodial inspections completed per year	240	188	116	132	140	140
Custodial work orders processed per year	151	114	97	123	145	150

- In FY 2021, the decrease in inspections completed and work orders processed was related to building closures due to COVID-19.
- FMB received an increase in work orders in FY 2022 due to more facilities re-opening that were previously closed due to COVID-19.

ARLINGTON INITIATIVE TO RETHINK ENERGY (AIRE)

PROGRAM MISSION

The Arlington Initiative to Rethink Energy (AIRE) serves as the County's core agency for energy, climate, and resilience objectives. This role is executed as (1) a direct implementer and developer of climate and energy programs, projects and policies, (2) integrator for implementation of the Community Energy Plan across other County departments, programs, plans and services, (3) administrator and implementer of governmental and community-facing programs and policies, and (4) subject matter expert for innovations in climate science to inform County personnel and policy makers. This matrixed approach serves the County's dual strategies of government leading by example, and as a strategic partner driving community behavioral change for a competitive, resilient and prosperous region. AIRE is committed to energy and climate-resilient practices that will make Arlington County a more prosperous, healthful, safe, and secure place to live, work, and play. To secure these objectives, AIRE's core actions include:

- Reduce greenhouse gases (GHG) in Arlington County from County operations and across the community.
- Improve local energy reliability and energy affordability through energy efficiency, renewable energy, and other new technologies.
- Assess emerging energy systems and infrastructure (such as electrification, distributed generation and microgrids) for local application, value, and optimization.
- Provide strategy and leadership in carbon-neutral transportation planning and execution, interfacing with DES-Transportation system master-planning.
- Provide consultation, project management, and other services to County departments.
- Provide green, adaptive, and performance-based site plan review, education, and outreach services to residents and businesses to encourage construction of energy efficient new buildings as well as renovation of existing facilities.
- Pursue alternative funding, as available, to amplify County programs, projects and partnerships.
- Stimulate public-private partnerships that leverage opportunities for new funding mechanisms and sustainable networks.
- Provide creative public education resources to residents and businesses to encourage energy efficiency, energy security, cost savings, and greenhouse gas reduction.
- Consult and support the County's regulatory and legislative activities in furtherance of energy and sustainability policies.

PERFORMANCE MEASURES

The critical measures below have been amended to reflect the 2019 Community Energy Plan (CEP), the CEP Roadmap, and climate and energy sector influences such as market and technology transformations. Some of the historical measures below have been updated to reflect new methodologies.

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Annualized County Building Energy Use Intensity (kBtu of Site Building Energy Use / Area Sq Ft)	80.6	78.0	80.4	79.0	80.5	80.7
Percentage of Government operations' electricity consumption utilizing renewable electricity	N/A	21%	19%	18%	68%	100%

ARLINGTON INITIATIVE TO RETHINK ENERGY (AIRE)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage and cumulative number of Government passenger vehicles (Non-Emergency Sedans) transitioned to clean transportation (EV)	5.6%, 6	5.6%, 6	8.9%, 11	11.7%, 15	48.7%, 55	58.4%, 66
Annual number of County facilities with energy performance decarbonization measures implemented	N/A	N/A	N/A	N/A	N/A	2
Estimated year-over-year percentage and reduction of GHG emissions for County Operations (MTCO ₂)	N/A	-16%, -9,300	+12%*, +6,000	-3%, -1,900	-29%, -15,500	-28%, -10,600
Estimated year-over-year percentage and reduction of GHG emissions Community-wide (MTCO ₂)	N/A	-15%, -277,000	+1%*, +19,000	-4%, -63,000	-4%, -61,000	-4%, -58,000
Intra- and inter-governmental partnerships and engagements	13	14	21	26	42	45
Square footage of buildings designed under Green Building Bonus Density Incentive Program (by year)	N/A	1,931,440	3,299,329	4,949,054	4,750,000	4,350,000
Cumulative number of solar arrays under the Solar Co-Op Program	205	242	331	435	540	656
Cumulative number of publicly accessible electric vehicle charging stations on County property	N/A	N/A	N/A	11	20	50

*A positive value represents an increase from the previous year's GHG emissions estimate.

- For FY 2024, the Annualized County Building Energy Intensity critical metric is anticipating a slight increased kBtu of site energy use when compared to facility square footage due to the increased deployment of fleet electric vehicles that are metered with County facilities. Prior FY 2020 and FY 2021 actual data was updated to reflect an enhanced methodology.
- In FY 2023, Government operations' electricity use, including leased facilities and Dominion-owned streetlights, will begin to be resourced with 100 percent renewable electricity. This was achieved primarily through an off-site solar partnership among the County, Amazon and Dominion Energy Virginia, which became fully operational partially in FY 2023, supplemented by on-site solar installations, and Green Power purchase of high-quality renewable energy certificates and/or credits (RECs). AIRE will arrange for additional renewable energy margins beyond FY 2023 in anticipation of increased energy use intensity from future electrification of buildings and transportation.
- In FY 2023, the Percentage of Passenger Vehicles is based on Non-Emergency Sedan portion of the County's fleet vehicles.
- Annual number of County facilities with energy performance decarbonization measures implemented tracks the application of the newly-created Decarbonization Tool for existing County facilities and the resulting energy performance updates.

ARLINGTON INITIATIVE TO RETHINK ENERGY (AIRE)

- FY 2023 estimates for GHG emissions reduction represent years influenced by COVID-19 impacts on transportation, building occupancy and energy use, and travel. Annual updates for some community-wide sectors are forecasts between the official GHG inventory updates. FY 2023 and FY 2024 community-wide transportation data inputs are forecasts and may not reflect full COVID-19 impacts and persistent sector shifts. A positive number represents an increase from the previous year's GHG emissions estimate. This data is based on the calendar year. These metrics will be updated to reflect a reduction from a baseline measure once we perform the next GHG inventory as part of the CEP update.
- Intra- and inter-governmental partnerships and engagements demonstrate the 1) all-of-government, integrated approach across County government in advancing the County's energy and climate goals; and 2) active external partnerships and alliances that AIRE utilizes to promote, enhance, educate, and implement planning and implementation of the County's energy and climate goals.
- FY 2022 estimate for square footage of new building construction under the Green Building Bonus Density Incentive Program represents project applications currently (12/15/2022) submitted.
- 2023 estimates for solar installations under the Arlington Solar Co-Op Program may have several factors impacting future performance including continued supply chain and market disruptions and enhanced Federal tax credits. Arlington Solar Co-Op program metric is based on calendar year data. Historical performance calculations utilized an updated methodology.
- Cumulative number of publicly accessible electrical vehicle charging stations on County property that supports the adoption of electric vehicles by the community. Charging stations that can service two vehicles simultaneously with electricity supply and parking spot are counted as two in this metric.

OPERATIONS MANAGEMENT

PROGRAM MISSION

To provide leadership and oversight to the Operations Service Area, which encompasses the Equipment Bureau, the Solid Waste Bureau, Water, Sewer, and Streets Bureau, Water Pollution Control Bureau, and the Customer Service Office.

- Provide policy direction.
- Ensure the Operations Service Area staff and management have the resources and tools necessary to fulfill their program missions.
- Promote excellent customer service and quality services throughout the Service Area.
- Represent the County in regional and inter-jurisdictional relationships concerning drinking water, wastewater, and solid waste.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, and providing cost effective services.
- Ensure compliance with all relevant laws and requirements, including state and federal environmental, transportation, safety, and labor-related laws.
- Coordinate the provision of departmental emergency preparedness and services provided by workgroups.
- Coordinate the provision of cyclical and seasonal services provided by workgroups, including snow removal, leaf collection, and household hazardous waste collection events.
- Assist in coordination and space management of the Trades Center complex's increasing and evolving needs with other agencies (Arlington County Public Schools, Department of Parks and Recreation, Arlington County Police Department, Animal Welfare League of Arlington, and the Arlington County Fire Department), including common area improvements, parking, snow removal, security infrastructure, and general maintenance.
- Ensure safe work practices and systems throughout the Operations Service Area to ensure the safest work environment possible.

WATER, SEWER, AND STREETS BUREAU

PROGRAM MISSION

The mission of the General Fund portion of the Water, Sewer, and Streets Bureau is to maintain the County's streets, sidewalks, and stormwater infrastructure (funded by the Stormwater Fund).

Concrete Maintenance

- Address deficiencies in concrete curbs, gutters, and sidewalks in low density residential areas and in designated high-density and commercial areas. This includes a newly funded capital program in FY 2024 to implement proactive sidewalk, curb, gutter zone survey and maintenance with the goal of addressing two of 20 zones annually.
- Repair concrete curbs, gutters, and sidewalks prior to repaving streets to prevent damage to new pavement.
- Make repairs pursuant to complaints and provide out-of-cycle maintenance. Crews also supplement other maintenance and small construction needs.
- Repair and replace storm sewer catch basins and repair drainage structures (funded by the Stormwater Fund).

Asphalt Maintenance

- Provide a preventive maintenance and repair program for County streets to preserve the asphalt base and maintain surfaces to extend their useful life. Maintenance includes patching of potholes, pavement preparation prior to paving or slurry seal or micro-surfacing, routine patching of failed pavement areas, and structural spot improvements.

General Maintenance

- Provide pooled resources for miscellaneous concrete work and guard rail and County fence maintenance and repairs.

Capital Construction

- Provide in-house construction services for Neighborhood Conservation curb, gutter, and sidewalk projects and other Capital Improvement Program (CIP) funded projects such as storm sewer improvements, bus stops, and ADA ramps. Teams and their equipment are also available for snow removal and other emergency needs.

Emergency Response

- Keep arterial streets open for public transportation and emergency vehicles during snowstorms and promptly treat all remaining streets as needed following storms.
- Remove debris and address stormwater issues for hurricanes and other weather-related emergencies.

WATER, SEWER, AND STREETS BUREAU

PERFORMANCE MEASURES

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Asphalt maintenance cost per lane mile	\$1,601	\$1,624	\$1,897	\$1,838	\$2,000	\$2,000
Curb, gutter and sidewalks repaired and replaced (measured in linear feet)	7,369	10,735	8,863	9,308	10,000	15,000
Number of potholes repaired	5,637	1,945	1,245	1,824	2,000	2,000
Pavement Condition Index (PCI)	75.9	80.2	82.4	80.8	80	80
Percent lane miles of County streets paved in calendar year	7.2%	8.5%	6.4%	6.8%	6.0%	6.0%
Snow mobilization/snow operations (days)	14/20	4/5	11/17	8/17	14/20	14/20
Snow operation salt usage/winter (tons)	7,500	15	8,800	5,000	7,000	7,000
Tripping hazards treated by sidewalk grinding or jacking	1,574	1,958	9,180	3,437	7,000	7,000

- Maintenance operations are based on all asphalt maintenance work divided by lane miles.
- Curb, Gutter, and Sidewalks Repaired and Replaced – The unit of measure translates the volume of concrete used in all concrete right-of-way repairs into an equivalent linear footage of curb, gutter, and sidewalk combined. Increases in FY 2020, FY 2021 and FY 2022 were due to additional funding. FY 2024 is expected to increase based on additional capital funding for a new Sidewalk, Curb, Gutter Proactive Zone Maintenance program.
- Potholes Repaired fluctuates based on the number of weather events and temperature changes. In FY 2020, FY 2021, and FY 2022, there was limited snow and winter weather as well as increased paving efforts throughout the County.
- FY 2022 Pavement Condition Index is an estimate as we are moving to conducting the survey once every other year. The next PCI survey will be completed in FY 2024.
- Snow Mobilization/Snow Operations Days – Snow mobilizations consist of number of times crews and equipment are mobilized to prepare and to pretreat the roads for snow or ice. Snow Operation Days are consecutive days worked for a particular event clearing street, bridges, etc.
- The decrease in FY 2022 salt usage is due to a very mild winter of 2021-2022.
- Tripping Hazards Treated is a measure which indicates the use of innovative techniques such as concrete grinding and concrete jacking (lifting) to address tripping hazards created by offset sidewalk panels. This measure was not used extensively until FY 2018. There was significant increase in FY 2021 due to increased available one-time funding. In FY 2023 the number of hazards treated will increase due to funding to complete a Tripping Hazard Blitz.

PROGRAM MISSION

The Solid Waste Bureau's (SWB) mission is to make Arlington a more attractive and sustainable place to live, work, and play for current and future generations. SWB accomplishes this by preserving natural resources, recovering resources, and providing community cleanliness services. The SWB provides cost-effective, convenient, and comprehensive solid waste services to County residents.

Residential Trash and Recycling Collections

- Manage the weekly collection of trash, recyclables, food scraps, and yard trimmings from approximately 33,200 households. Collections are performed by a contracted hauler. Appliances, scrap metal, and electronics waste can also be collected upon request.

Residential Solid Waste Disposal and Recyclables Processing Contract Administration

- Perform contract management of approximately 26,500 tons of residential garbage disposal at Covanta Arlington/Alexandria Waste-to-Energy (WTE) facility.
- Provide contract management of approximately 10,000 tons of single-stream recyclables collected from curbside, drop-off centers, and County and APS facilities.
- Administer agreement for year-round processing of approximately 8,500 tons of residential yard waste materials and food scraps.

Business/Multi-family Recycling Compliance

- Administer and enforce the Trash, Recycling, and Care of Premises Code at businesses and multi-family properties.
- Promote recycling through education, perform inspections, and provide technical assistance to business and multi-family properties.

County Facility and Arlington Public Schools Collections

- Provide recycling and trash collection support including contract administration, provision of collection containers to County facilities, program outreach, and technical support for designated County and APS facilities.

Community Drop-Off Recycling Centers

- Provide recycling center collection and maintenance services for mixed recycling, cardboard, and glass containers at the two County recycling drop-off centers as well as glass containers at three glass-only drop-off sites.

Education and Outreach

- Collaborate with DES Communication staff to inform and educate program users about County waste reduction efforts and other Bureau services through the production and distribution of educational materials and service guides.

Supplemental Residential Services (SWB Operations)

- Provide special curbside collection of brush, metal items, e-waste, Christmas trees, and auto batteries in addition to providing vacuum leaf collection and mulch delivery to residential solid waste customers. The SWB also collects scrap metal and appliances dropped off by residents at the Earth Products Recycling Yard.

SOLID WASTE BUREAU

Earth Products Recycling

- Process and recycle materials collected from various residential programs, County agencies, and the Arlington County Public Schools to make leaf mulch, wood mulch, aggregate materials, compost, and topsoil for use in County related maintenance and construction projects. Mulches, topsoil, and compost are made available to the public.
- Provide recycling center collection and maintenance services.

Leaf Collection

- Collect loose leaves raked to the curb in residential Civic Associations.
- Distribute bio-degradable bags to select community centers for residents to pick up and use during leaf season and the spring.

Household Hazardous Waste (HHW) Collection

- Provide drop-off services for HHW at the HHW collection site.
- Perform contract management for the recycling and/or environmentally safe disposal of hazardous waste and electronic waste.
- Coordinate semi-annual ECARE HHW collection events.

Street Sweeping, Litter Control, and Beautification

- Provide residential, commercial, and bike lane sweeping.
- Collect litter in commercial areas, at bus stops, along on-street bike routes, and along heavily traveled pedestrian routes.
- Maintain and empty street cans in the County's major commercial corridors.
- Provide bus shelter repair, maintenance, and cleaning.
- Perform graffiti removal.
- Provide snow removal along Columbia Pike corridor and for protected bike lanes in the County.
- Perform landscaping activities along Columbia Pike corridor, including weed control and mulching.

PERFORMANCE MEASURES

Solid Waste Generation and Disposal (includes residential, commercial, and institutional)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
County's overall recycling and diversion rate as confirmed by Virginia Department of Environmental Quality	50.2%	50.8%	51.2%	52.4%	52.3%	53.0%

- We expect a slight increase in FY 2024 as the food scraps program continues to mature and other waste diversion initiatives are implemented.

SOLID WASTE BUREAU

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
MSW generation per capita (tons)	.83	.81	.80	.84	.84	.84
Total Tons of MSW Generated	197,300	191,411	191,617	197,298	199,271	201,264

- Overall Municipal Solid Waste (MSW) generation is expected to grow at approximately one percent annually due to population growth.

Multi-family Recycling Compliance

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of recycling compliance inspections performed by inspectors	2,449	2,900	2,323	2,550	2,600	2,430
Percent of commercial properties in full compliance	58%	90%	98%	98%	98%	98%

- Recycling Outreach staff began issuing Notice of Violations, Order of Corrections, and Civil Penalties in FY 2018, which has increased compliance.
- The FY 2020 compliance increase was due to an emphasis on onsite corrections to identify deficiencies which allowed for a dramatic increase in compliance. In FY 2021, compliance percentages increased again due to the introduction of a pre-inspection Microsoft Forms questionnaire that verified compliance requirements before in-person inspections were conducted. A similar compliance rate is expected for FY 2024 due to the continued use of the questionnaire.

Government Facilities

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of waste recycled from Arlington County Agencies	44%	44%	54%	62%	50%	50%

- The percent of waste recycled from Arlington County agencies is calculated through data provided by the various disposal and recycling facilities to account for weekly trash, recyclables, and food scraps collection for approximately 40 County-owned facilities.
- Due to facility closures as a result of COVID-19, there was an increase in the recycling rate of Arlington County agencies in FY 2021 and FY 2022. Facilities such as the Detention Facility and County parks, which are high performers with respect to recycling, continued to operate throughout the pandemic while some lower performing facilities and schools were closed. This rate is expected to normalize in FY 2024 as County facilities and schools return to normal operations.

SOLID WASTE BUREAU

Residential Services Program

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average missed collections (trash, recycling, organics) per month	181	319	364	473	491	245
Curbside recycling tonnage	12,968	10,343	10,049	9,091	8,955	9,365
Curbside trash tonnage	27,367	28,359	29,274	26,376	25,832	26,000
Curbside organics tonnage	9,162	7,839	7,417	8,458	8,644	8,673
Customer satisfaction with residential services	90%	92%	93%	91%	93%	90%

- The spike in missed collections in FY 2020 is attributed to the July 2019 flood event. The increases in missed collections in FY 2021, FY 2022, and FY 2023 are attributable to staffing challenges the County's contracted waste hauler experienced due to the COVID-19 pandemic. Staffing challenges associated with a tight labor market, as well as supply chain disruptions impacting vehicle maintenance, have led to continued elevated levels of missed collections. We expect labor and supply chain issues to resolve in FY 2024 leading to a significant reduction in missed collections. The contract with the County's waste hauler allows for 600 total missed collections per month, or a 99.85 percent collection accuracy rate.
- Trash, recycling, and organics tonnages are expected to stabilize in FY 2024 after a period of high variability associated with the COVID-19 pandemic.
- The established standard for customer satisfaction is 90 percent based on monthly customer service surveys that ask county citizens to rate programs.

Community Recycling Drop-Off Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Tons of Glass Collected	66	1,219	1,749	1,587	1,587	1,587
Tons of Cardboard Collected	136	190	238	265	265	265
Tons of Mixed Recycling Collected	212	228	244	220	220	220
Total # of Container Pulls for all material:	463	956	1,269	1,325	1,325	1,325

- The addition of separate glass collection boxes in the 3rd quarter of FY 2020 drove a significant increase in materials collected at community recycling drop-off locations. It is assumed that when residents carry their glass to the recycling centers, they also bring other recyclable materials that they might normally place out for curbside collection. Additionally, cardboard is becoming more prevalent as households utilize more delivery services for household goods.
- FY 2021 increases are an anomaly due to COVID-19, as residents stayed home and generated more recyclables that were dropped off at the recycling centers. It was anticipated that FY 2022 tonnages would decrease slightly, which proved to be true. It is expected that FY 2024 tonnages will remain steady, similar to FY 2023.
- A container pull is removing a full container of recyclables and replacing it with an empty container at one of the recycling drop-off centers.

SOLID WASTE BUREAU

Sweeping/Litter Control Program

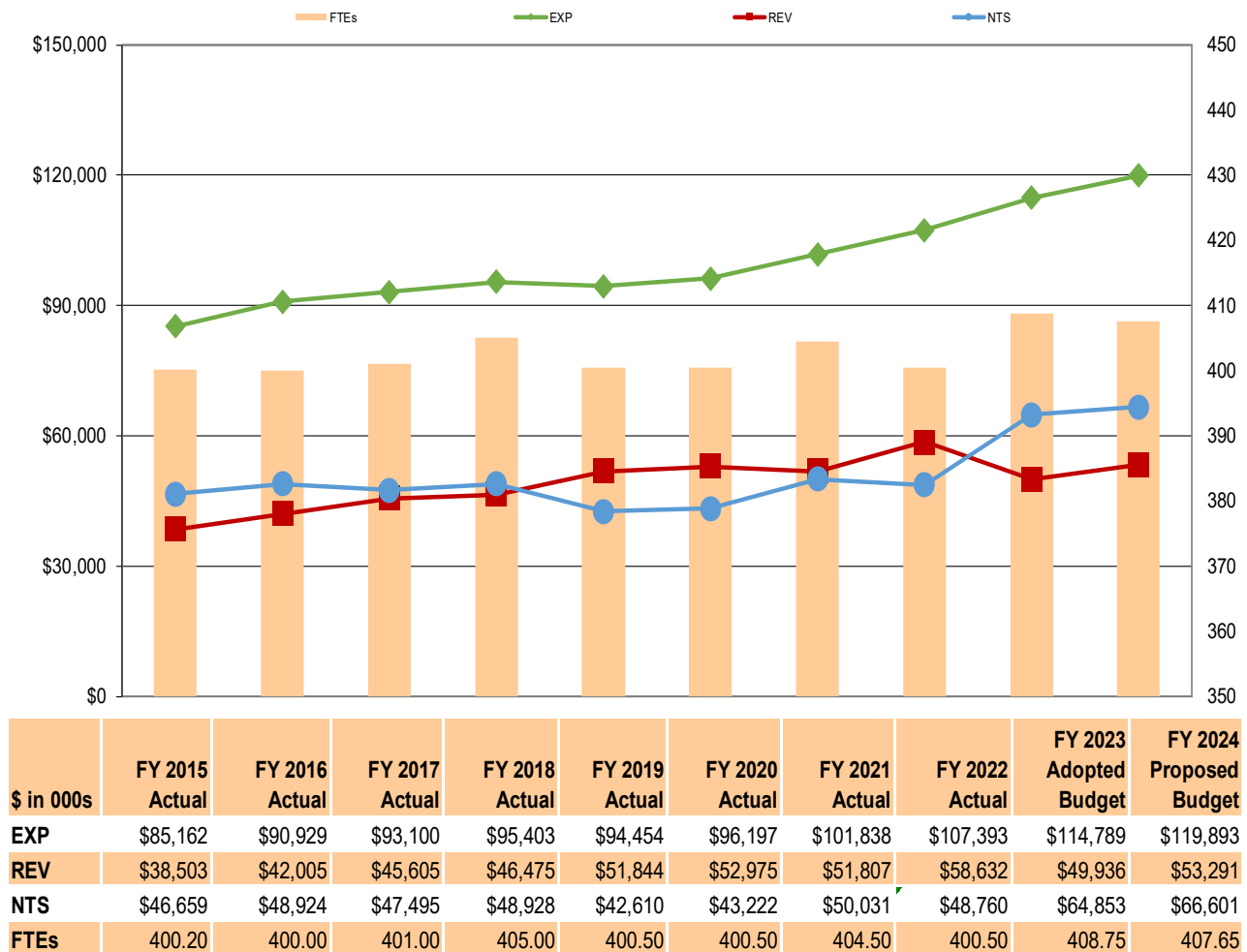
Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of lane miles swept	11,567	9,182	9,178	8,849	9,760	9,760
Protected Bike Lanes miles swept	18.1	14.8	39.2	39.9	51.94	58.94

- The SWB swept 5.77 linear miles of Protected Bike Lanes (PBLs) in FY 2022. 1.55 miles of PBL were added in FY 2022, as well as a new protected 0.1 mile pedestrian lane resulting in 7.42 lane miles to be serviced by SWB micro-equipment in FY 2023.
- The SWB expects PBLs to continue being built in the County, as the linear miles have increased from 5.1 miles in 2019 to 7.42 miles in 2022. Servicing the PBLs requires specialized narrow equipment for sweeping or snow removal. In addition to operating at slower speeds, this equipment is normally trailered to the bike lane locations, which requires additional loading and unloading time. As the PBL mileage continues to increase, resource requirements will increase.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
# of Residential Sweeping Passes (4)	7	4	4	4	4	4
# of Commercial Sweeping Passes (26)	26	24	24	23	26	26
# of PBL Passes (7)	4	4	7	7	7	7
Sweeper material collected (tons)	1,539	490	882	680	950	950
PBL material collected (tons)	N/A	N/A	1.85	3.89	4	4

- In urban areas like Arlington, where space is limited for regional stormwater facilities, street sweeping is a cost-effective approach to remove sediments and associated pollutants that accumulate on streets before they wash into streams. The County's Municipal Separate Storm Sewer System (MS4) Permit requires a minimum of 30,000 lane miles of street sweeping during the current five-year permit cycle (FY22 through FY26)
- The official street sweeping program begins in March of each year and runs through October. Drivers are required to sweep 30 miles of road each day.
- In FY 2020, the SWB eliminated one sweeper truck and one FTE related to sweeping, which resulted in a reduction of service from seven residential passes per year to four passes. The PBL passes remained at a goal of seven passes and the commercial sweeping remains at a goal of 26 passes for FY 2023 and FY 2024.
- Collected debris decreased from FY 2019 to FY 2022. This decrease is at least partially attributed to this reduction in service; a mild winter is also suspected of contributing to the sharp decrease in FY 2020. The debris tonnage collected in FY 2021 is more in line with the expected quantity for the number of passes performed; the tonnage collected in FY 2022 is low and reflects less commercial passes performed.
- PBL tons were included in sweeper material tons prior to FY 2021.

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



* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ Added partial year funding for an Equipment Mechanic (\$64,803) and facility maintenance expenses (\$125,750) for the Homeless Services Center.	1.00
	▪ Added funding for a Permit Parking Technician (\$33,491) and associated operational expenses (\$9,320).	0.50
	▪ Residential utility tax receipts increase (\$100,000) which funds the ongoing addition of a Community Energy Plan (CEP) position (\$82,657) and associated operating expenses (\$17,343).	1.00
	▪ Reallocated funding to add a Design Standards Engineer (\$145,436).	1.00
	▪ Reallocated funding to add a Street Light Technician (\$81,436).	1.00
	▪ Reallocated funding to enhance the Rosslyn-Ballston Corridor Cleaning program (\$42,941 personnel; \$19,526 non-personnel).	
	▪ Eliminated one-time funding for the two-year limited term CEP position (\$52,000).	(1.00)
	▪ Added funding for facility maintenance expenses at Falls Church Fire Station (\$108,971).	
	▪ Added consultant funds for the parking program (\$100,000).	
	▪ Added one-time funding for contractual program management support for the conversion to Permits Plus (\$150,000). It is expected that one-time funding may also be required in FY 2016.	
	▪ Reallocated funding for contractor support for the coordination of Electronic Plan Review (\$52,442).	
	▪ Funding is reallocated from the elimination of unproductive hours on ART 52, 53, and 62 (\$57,060); elimination of daytime contractor support at Arlington Mill Community Center parking garage (\$50,000); reductions in custodial levels at the Trades Center (\$19,000), Edison Center (\$16,000), and overall custodial management (\$23,000); and other reductions due to operating efficiencies.	
	▪ Non-personnel expenses increase primarily to reflect non-discretionary contractual increases (\$847,044), an adjustment to the annual expense for the maintenance and replacement of County vehicles (\$182,160), funding to maintain the current level of support for program marketing and operation of the Shirlington Transit Center (\$37,217), outside clerical support for permitting customer services (\$30,000), software license, maintenance, and subscription fees (\$115,273), replacement of Engineering equipment (\$43,700), disposal charges at the Waste-to-Energy (WTE) plant (\$44,466), funding for the WTE Facility Monitoring Group (FMG) (\$29,400), and higher costs of leaf bags and cart replacements (\$11,374).	
	▪ Arlington County Commuter Services (ACCS) programming increases (\$489,791) and is offset by corresponding federal and state grant revenue (\$489,791).	
	▪ New (ART 43 and 92) and expanded (ART 45) Arlington Transit (ART) routes (\$1,111,550) are being funded through new fares associated with the routes and an increased reimbursement from the state for transit operations (\$805,065) and the associated fare revenue (\$306,485).	

Fiscal Year	Description	FTEs
	▪ The Household Solid Waste Rate (HSWR) reflects an adopted increase of \$13.28 per year, a 4.5 percent decrease from the FY 2014 rate, resulting in a new annual household rate of \$307.04. The revenue increases (\$586,448) due to an increase in the fee and the number of households paying for service through the HSWR. The rate reflects adding year-round yard waste collection. ▪ Eliminated one-time funding which delayed the implementation date from July 1, 2013 to January 1, 2014 for STAR zone 2 and 3 rate increases in participant co-payments (\$22,453). ▪ Eliminated one-time funding for the purchase of vehicles for Arlington Mill Community Center (\$74,140). ▪ Intra-County Charges reflects an increase in the allocation based on eligible reimbursable expenses for services provided within the organization (\$66,309) and the additional allocation to the Utilities Fund for the Design Standards Engineer (\$7,272). ▪ The County Board adopted an ART fare increase of \$0.25 per trip, which is expected to generate \$300,000 in additional fare revenue. ▪ Fee revenues increased due to the new form based code permits (\$3,498), additional taxicab license fees (\$15,000), reviews related to the Chesapeake Bay Preservation Ordinance (\$15,000), use of the public right-of-way (\$70,468), court fees used for the maintenance of facilities (\$5,000), and sale of mulch and wood chips (\$14,940). These increases are partially offset by a decline in parking meter revenue (\$337,000), projected parking fees at Arlington Mill Community Center parking garage (\$68,000), decrease in the value of leases currently under agreement with the County (\$38,464), and a net decrease in revenue from various types of recycling (\$40,000). ▪ The state reimbursement for maintenance of state traffic signals decreases (\$24,092).	
FY 2016	▪ The County Board approved the conversion of a portion of WMATA's 3A bus route to Arlington's ART transit service, which will take place in mid-year FY 2016 and will generate a net savings to the General Fund of \$446,622. In DES, this conversion results in contractual increases (\$533,406) and an increase in ART fare revenue (\$201,686). The savings are reflected in the WMATA budget (\$778,342). ▪ The County Board reduced DES' expenditure budget due to electricity savings in County buildings (\$35,000). ▪ Transfer of a Management and Budget Specialist from the Facilities Design and Construction Bureau to the Utilities Fund (\$25,696). ▪ Added one-time funding for contractual program management support for GIS (\$50,000). ▪ Added partial year funding for facility maintenance expenses (\$83,750) related to the Homeless Services Center. ▪ Included partial year maintenance savings as a result of the Department of Human Services move to Sequoia (\$121,963). ▪ Reduction in the annual expense for the maintenance and replacement of County vehicles (\$61,513).	(0.20)

Fiscal Year	Description	FTEs
	▪ Arlington County Commuter Services (ACCS) contractual increases due to the addition of a contract for MTA Commuter Bus fare media sales (\$248,379). ▪ Arlington County Commuter Services (ACCS) revenue increases due to the addition of a contract for MTA Commuter Bus fare media sales as well as an increase in MTA MARC commuter rail fare media sales (\$625,000), partially offset by a decrease in corresponding federal and state grant revenue (\$376,619). ▪ Reduced revenue from curbside recycling (\$134,000), partially offset by a net increase in the County in the value of leases currently under agreement with the County (\$33,849). ▪ Eliminated FY 2015 one-time funding for contractual program management support for the conversion to Permits Plus (\$150,000). ▪ The state reimbursement for maintenance of state traffic signals increases (\$352,972). ▪ In FY 2016, Transportation Program Support is presented as a new line of business created by internal reallocations of personnel (\$628,058) and non-personnel (\$15,000) from various lines of business. ▪ <i>As part of FY 2015 closeout, the County Board appropriated funding for transit and for a new refuse contract in the Solid Waste division. ART transit funding was transferred from Transportation Capital to the General Fund (\$578,702) and revenue was increased for Farebox collections (\$260,721) in Transit Operations. With the award of a new refuse and solid waste contract, an additional \$454,608 (revenue and expense) was appropriated to the Solid Waste division.</i> ▪ <i>The County Board took action after the FY 2016 budget was adopted in May to increase parking meter rates by \$0.25. The revised FY 2016 revenue budget for parking meters will be increased by \$950,000. The budget information in the FY 2016 Adopted Budget does not reflect the parking meter rate increase appropriated by the Board in June 2015.</i>	
FY 2017	▪ The Household Solid Waste Rate (HSWR) reflects an adopted increase of \$36.24, resulting in a new annual household rate of \$307.28 due to a new contract for refuse and recycling collection and the addition of year-round yard waste collection from single family, duplexes, and townhouses. ▪ Converted previously authorized overstrength position to a permanent Budget & Finance Specialist in the Commuter Services Program. This position is fully funded by existing grants and does not increase net tax support. ▪ Eliminated FY 2016 one-time funding for contractual program management support for GIS (\$50,000). ▪ Added ongoing funding for streetlight maintenance (\$282,998) and ongoing funding for residential concrete maintenance (\$150,000). ▪ Increases in the annual expense for maintenance and replacement of County vehicles (\$38,617), contractual expenses (and revenue) related to the Household Solid Waste contract increase (\$1,173,427), fuel costs (\$204,161), operating costs for the Crystal City Potomac Yard (CCPY) Transitway (\$97,221), and various non-discretionary contractual increases (\$156,846).	1.00

Fiscal Year	Description	FTEs
	- Increases were added for the full-year funding for the new Arlington Transit (ART) route 55 and enhancements to ART routes 41, 42, 43, 45, and 87 (\$1,109,788), partially funded through new fares associated with the routes (\$544,381). - Revenue increases include parking meter revenue (\$1,140,000), highway permits (\$98,000), community program and site plan reviews (\$49,002), the transfer in of funding from the Transportation Capital fund (\$112,859), and Residential utility tax receipts increase (\$150,000). - Revenue decreases include lease revenue (\$70,423), credit card transaction fees (\$425,000), recycling (\$111,000) and sediment/erosion control (\$175,000), and the state reimbursement for maintenance of state traffic signals (\$258,024). - The One-Stop Arlington initiative, which DES will support with four (4.0 FTE) additional limited term FTEs in FY 2017, is fully funded in the CHPD Development Fund. <i>As part of FY 2017 Closeout, the County Board allocated non-departmental existing funds earmarked for the Columbia Pike Revitalization Organization (CPRO) to the Solid Waste Bureau to support cleaning and beautification services along Columbia Pike in coordination with the efforts of CPRO (\$38,000 personnel, \$2,000 non-personnel, 1.0 temporary FTE).</i>	1.00
FY 2018	- The County Board increased the Residential Utility Tax providing additional revenue of \$348,168 to fund a consultant to help update the CEP (\$100,000), energy efficient retro-fits in County buildings (\$98,168) and the transfer of an Environmental Management Position from the Environmental Planning Office to Fresh AIRE (\$150,000). The electricity tax rate increased from \$0.00341 per kWh to \$0.005115 per kWh while the natural gas tax rate increased from \$0.030 per CCF to \$0.045 per CCF. - The County Board adopted an ART fare increase of \$0.25 per trip, which is expected to generate \$250,000 in additional fare revenue. - The County Board added a Senior Trades Worker, Streetlight Technician, and a Design Engineer to the Streetlight Program (\$292,141). - Added a Construction Manager position in Water, Sewer, and Streets, which is fully funded by charge-outs to other funds - Added one-time funding for a trail light assessment to be performed and the addition of a vehicle for streetlight maintenance (\$127,126) along with ongoing funding for non-personnel expenses related to the three new streetlight positions (\$43,526). - Increases in contractual expenses (and revenue) related to the Household Solid Waste contract increase (\$215,246), operating costs for the Shirlington Lease site (\$187,895), contractual increases due to the County taking over operations of the facility at 2020 14th Street North (\$343,312), the addition of funding for preventative and corrective maintenance of the County radio sites which is half funded through internal reallocations within DES (\$95,517), and various non-discretionary contractual increases (\$299,520), offset by a decrease in the annual expense for maintenance and replacement of County vehicles (\$75,433).	3.00 1.00

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Fiscal Year	Description	FTEs
	- Transit service non-personnel costs are partially offset by a decrease in fuel expenses (\$64,086), the removal of one-time funding for a trail light assessment (\$80,000), removal of one-time funding for operating equipment and software (\$5,150), and the cost of credit card transition fees (\$50,000). - Contractual increases (\$312,058) and funding for preventive and corrective maintenance at the Buck property (\$136,500). - Contractual increases (\$22,961) and funding to support additional cleaning services on Columbia Pike (\$10,359). - Increase of maintenance funding to cover additional costs that resulted from the transfer of lane miles along Fairfax Drive from the Virginia Department of Transportation to the County (\$90,000). - Added one-time funding for a consultant study to update the Community Energy Plan (CEP) in the AIRE program (\$100,000). - Non-personnel increases are partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles (\$201,565). - Increase in the Household Solid Waste Rate (\$66,400), an increase in commercial and multi-family recycling inspection fee (\$142,947), and an increase in commercial and multi-family recycling inspection fee revenue, exclusive of the fee increase (\$87,727). - Increase in ART fare revenue due to the enhancement of ART routes 41 and 45 and the addition of a Metro 22-line overlay service (\$358,445), and an accounting adjustment to move the sale of STAR discount coupons from an expenditure credit to a revenue account (\$209,000). - Other increases include a parking meter rate increase of \$0.25 per hour and an extension of enforcement hours from 6 p.m. to 8 p.m. (\$3,775,000), a fee increase for right-of-way permits (\$17,840), engineering plan review fees (\$32,000), bond processing fees (\$3,000), and plat fees (\$5,800). - Exclusive of the rate increases, is an increase in anticipated revenue from engineering plan reviews (\$75,000), and site plan reviews (\$60,000), partially offset by a decrease in the value of real estate leases currently under agreement with the County (\$70,702), Stormwater fee revenue (\$185,000), and a reduction in credit card transaction fees (\$50,000). - Grant revenue decreases due to a reduction in reimbursement from the Virginia Department of Transportation for maintenance of state-owned signals on Fairfax Drive (\$83,000). - Eliminated a vacant Chief of Staff Position in the Director's Office (\$85,000). (1.00) - Eliminated a part-time, filled Communications Specialist (\$34,906). (0.50) - Eliminated Arlington Transit (ART) Route 92 (\$348,457 non-personnel; \$27,084 fee revenue; \$61,602 transfer from other funds). - Eliminated Arlington Transit (ART) Route 54 (\$121,801 non-personnel; \$24,801 fee revenue). - Eliminated filled Administration/ Front Desk Support position in TE&O (\$74,000). (1.00) - Eliminated evening porter at Arlington Mill Community Center (\$25,000) and a vacant Custodian position (\$44,000). (1.00)	

Fiscal Year	Description	FTEs
	▪ Eliminated a second window cleaning each year in all County Buildings (\$48,000). ▪ Conduct a custodial services pilot program in Courts Police Building reducing cleaning in nonpublic areas from five days to three days a week (\$90,000). ▪ Reduction of Facility energy projects, rebates, and consultant funding in the AIRE program (\$554,312). ▪ Transfer of street sweeping expenses to the Stormwater Fund (\$399,290). ▪ <i>As part of FY 2018 Closeout, the County Board approved the transfer of three positions (\$285,062) to the Utility Fund as part of a reorganization in DES, the DES Call Center, which was enmeshed in the Solid Waste Bureau, and the Utilities Service Office (USO) was merged into a newly-formed DES Customer Service Office. The transfer was funded from \$225,129 in net tax support and \$96,484 in Household Solid Waste revenue.</i>	(3.00)
	▪ The County Board added one-time funding for the Minor Hill pumping station solar array feasibility study (\$50,000). ▪ Reduced wireless service charges as part of a County-wide review of wireless service providers (\$54,929). ▪ Eliminated a vacant after-hours building maintenance shift supervisor position (\$141,295).	(1.00)
	▪ Reduced County Residential and Bike Lane Street Sweeping Passes (\$62,679 personnel; \$72,471 non-personnel; \$135,150 intra-County charges).	(1.00)
	▪ Eliminated Solid Waste Bureau fleet emergency equipment (\$109,955). ▪ Eliminated a vacant Environmental Planner I position (\$133,945). ▪ Non-personnel savings due to the conversion of County owned High Pressure Sodium (HPS) lights to LED (\$18,000).	(1.00)
	▪ Eliminated Arlington Transit (ART) Route 53 midday service and Westover rush hour extension (\$261,203 non-personnel; \$17,256 fee revenue). ▪ Eliminated Arlington Transit (ART) Route 43 weekend service (\$195,879 non-personnel; \$195,879 transfer from other funds). ▪ Transferred fifty percent of a space planner position to Capital projects (\$67,808).	
FY 2020	▪ Transferred a utility underground program coordinator position to the Utility Fund (\$165,956).	(1.00)
	▪ Reduction in overtime budget for the leaf collection program (\$100,000 personnel).	
	▪ Added two positions to incrementally improve the level of service in Land Disturbing Activity (LDA) permit reviews (\$266,000).	2.00
	▪ Converted two previously unbudgeted, long-term space planners to permanent positions through increasing the DES budget that accounts for staff vacancies (\$173,795).	2.00
	▪ Non-personnel increase due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$161,178).	

Fiscal Year	Description	FTEs
	▪ Increase in Commuter services non-personnel expenses and fee revenue due to a technical adjustment to accurately account for Virginia Railway Express ticket commission revenue and associated expenses (\$1,500,000 non-personnel; \$1,500,000 fee revenue). ▪ Contractual increases for both ART and STAR services (\$159,934). ▪ Removal of one-time funding for the Residential Parking Permit Study (\$223,232). ▪ Increase in facilities maintenance contractual obligations (\$269,421). ▪ Increases in Solid Waste contractual obligations (\$47,725), licenses for the new Utility Billing system (\$29,200) and increases in charges by the Utility Fund to support the Call Center consolidation (\$289,110). ▪ Decrease in the Solid Waste transfer to the Utilities Fund due to the completion of payments for the new Utility Billing system (\$199,200). ▪ A decrease in recycling charges due to no longer recycling glass (\$57,680 non-personnel). ▪ Elimination of the Solid Waste lease payment budget due to equipment having been paid off (\$114,222 non-personnel). ▪ Increase in Water Sewer and Streets contractual services obligations (\$33,250). ▪ Removal of one-time funding for a consultant study to update the Community Energy Plan (CEP) (\$100,000). ▪ Intra-county charges decrease due to delaying replacement of some street sweeping equipment (\$114,484). ▪ Intra-county charges increase due to adjustments to the allocation of costs for reimbursable services to the Utilities Fund in the Director's Office (\$157,012). ▪ Transit fee revenue decreased due to a decline in projected ART bus fare revenue (\$295,819). ▪ Development services fee revenue decreased due to the transfer of a portion of sediment/ erosion control fees and Chesapeake Bay fees to the Stormwater Fund (\$155,000). ▪ Transfer in from other funds increased due to the costs of existing ART routes funded by the Transportation Capital Fund increasing (\$116,739). ▪ Real Estate fee revenue increased due to the value of leases currently under agreement with the County primarily due to increased rent from 1559 Wilson Blvd (\$199,960). ▪ Solid Waste fee revenue decreased primarily due to a decrease in the adopted Household Solid Waste Rate from \$316.16 to \$306 (\$337,312). ▪ <i>As part of FY 2019 closeout, the County Board approved the addition of an Engineering Program Coordinator (\$164,231) and a Permit Coordinator (\$85,057) in the Development Services Bureau and a Design Engineer (\$150,733) in the Transportation Engineering & Operations Bureau for the anticipated increase workload due to Amazon.</i>	3.00
FY 2021	▪ Added one-time funding for three limited term Permit Counter positions transferred in from the CPHD Development Fund to support an increased workload associated with the new permitting system (\$215,975).	3.00

Fiscal Year	Description	FTEs
	- Reclassified a vacant Survey Instrument Operator position to create an Assistant Bureau Chief position to support the increased workload generated by development and resident requests (\$97,725). - Added a Traffic Engineer to support the Customer Care & Communications Center (C3) (\$162,250). - Increased ART funding due to the newly rebid and awarded operations and maintenance contract (\$4,440,046) and contractual services increases including STAR services (\$352,828). - Increase due to regional program funding increases such as Northern Virginia Transportation Commission (NVTC); Congestion, Mitigation, and Air Quality (CMAQ); and Transportation Demand Management (TDM) Contributions (\$704,961); partially offset by adjustments for a VDOT grant (\$19,335). - Added one-time funding (\$100,000) and ongoing funding (\$20,000) for the installation of flood warning sensors in the public right of way at two high risk intersections. - Reallocated funds within the Facilities Management Bureau to contracted services (\$200,180). - Added funding to provide facilities management services at the new Lubber Run Recreation Center (\$155,735). - Transferred in Non-Departmental funds to manage facility security ID services (\$93,000). - Added funding for the County's share of maintenance for the new Alice West Fleet School garage (\$30,000). - Added funding for facilities' preventative maintenance (\$100,000). - Transferred out security maintenance funding to the Sheriff's Office (\$340,000). - Added one-time funding to assist with investigating and developing initiatives in line with the County's recently adopted Community Energy Plan (\$150,000). - Added ongoing funding for the maintenance and replacement costs for 28 electric vehicles that were purchased in FY 2020 by the Automotive Equipment Fund (\$37,401). - An increase to disposal costs driven primarily by the recycling markets (\$409,832). - Added funding for operation and maintenance costs for Covanta WTE facility (\$8,075). - An increase to charges by the Utility Fund to support the Call Center (\$13,755). - Added one-time funds to support a sidewalk condition assessment (\$300,000) and additional funding added for concrete maintenance (\$250,000). - Intra-county charges increased due to filling street sweeper staff vacancies (\$97,761), Facilities Management Bureau (\$103,554) and Operations Management (\$16,107) due to an adjustment in eligible reimbursable expenses for services provided within the organization.	1.00

Fiscal Year	Description	FTEs
	▪ Intra-county charges decrease due to the allocation of costs for reimbursable services to the Utilities Fund in the Director's Office (\$39,207) and Engineering Bureau (\$5,566). ▪ Intra-county charges decrease due to the addition of a Receptionist position in the CPHD Development Fund that will be partially funded by Development Services in the General Fund (\$19,705). ▪ Solid Waste fee revenue increased due to an increase in the Household Solid Waste Rate (\$455,504). The Household Solid Waste Rate increased from \$306.00 to \$319.03 as a result of the increase in disposable costs for recycling. ▪ Solid Waste fee revenue decreased due to a decrease in mulch fees (\$25,000) and rental income for Waste to Energy Facility (\$48,515) based on aligning budget with actuals. ▪ Transit fee revenue decreased due to a decline in projected ART bus fare revenue (\$338,741), partially offset by an increase in ART business contributions (\$33,076). ▪ Development Services and Transportation, Engineering, and Operations fee revenue increased due to an inflationary increase of 2.5 percent to fees (\$81,921). ▪ Development Services fee revenue increased due to increased Site Plan fees (\$46,250) based on anticipated construction and Small Wireless fees (\$25,000) based on anticipated applications. ▪ Development Services fee revenue increased due to an increase in anticipated Sediment/Erosion control revenue (\$9,287). ▪ Development Services fee revenue decreased due to an anticipated decrease in Highway Permits (\$24,686), Surveys (\$8,026), Community Program fees (\$44,280), and Bond Processing Fees (\$4,151). ▪ Transportation, Engineering, and Operations fee revenue decreased due to an anticipated decrease in meter revenue (\$1,355,957). ▪ Transportation, Engineering, and Operations fee revenue increased due to increased Highway Permits (\$156,646) based on aligning budget with actuals. ▪ Grant revenue increased primarily due to additional CMAQ funding (\$598,980), Northern Virginia Transportation Commission funding (\$707,185), and an adjustment based on aligning budget with actuals in CMAQ funding (\$330,612). ▪ Transfer from other funds increased due to the increased operations and maintenance costs for ART (\$368,851).	
FY 2022	▪ 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 utilities and custodian expenses previously removed for reduced hours across community centers with American Rescue Plan Funding (\$46,602) and added one-time funding for the engineering design and installation of electric vehicle charging stations at County buildings (\$250,000). ▪ Added funding for increased salaries resulting from job family studies for Engineers (\$536,916).	

Fiscal Year	Description	FTEs
	- Converted three limited term Permit Counter positions, that were added in the FY 2021 budget, to permanent positions. - Transferred out Northern Virginia Transportation Commission (NVTC) funding from the Transit Program to the County's Metro budget (\$520,000). - Added funding in the Transit Program for the ART operations and maintenance contract (\$562,366) and other contractual increases including STAR (\$33,579). In addition, fee revenues decrease in Transit due to a decline in projected ART bus fare revenue (\$946,659), partially offset by an increase in ART business contributions (\$18,859). - Reduced level of Commuter Services marketing and outreach events and reduced contractor support at commuter stores driven by anticipated lower revenue from regional programs such as NVTC and Department of Rail and Public Transportation (\$740,981) and lowered anticipated commission fees due to the impacts of the COVID-19 pandemic (\$1,025,000), partially offset by an increase for NVTC grant funding (\$450,000), Mobility Grant local expense match (\$100,000), Transportation Demand Management (TDM) (\$59,531), and VDOT (\$3,575). In addition, fee revenues decrease in Commuter Services primarily due to decreases in commuter store fees (\$1,025,000), partially offset by increased Transportation Demand Management (TDM) contributions (\$59,531). - Added personnel funding for staff (\$18,411) and non-personnel funding for contracts in Transportation, Engineering, and Operations, Water, Sewer, and Streets, and Facilities Management (\$147,196) for the increase in living wage from \$15 to \$17 per hour. - Increased car share program funding offset by revenue (\$45,685) in Transportation, Engineering, and Operations. - Added funding in Transportation, Engineering, and Operations for firearms ordinance signage (\$30,000). - Added funding for various items to support the new Lubber Run Community Center including, facilities management services (\$397,960 ongoing, \$35,000 one-time) within Facilities Management, garage administration (\$69,914) within Transportation, Engineering, and Operations, and a Building Engineer position in Facilities Management (\$100,090). These increases are partially offset by the transfer out of utilities funding to the Department of Parks and Recreation for the new Lubber Run Community Center (\$31,000). - Decreased expenses in Solid Waste due to disposal cost decreases driven by contractual savings from paying off carts funded by the Household Solid Waste Rate (HSWR) (\$394,020), partially offset by the addition of a residential food scraps program that begins September 2021 (\$300,453). In addition, fee revenues decrease in Solid Waste primarily due to a decrease in the Household Solid Waste Rate (\$337,312), partially offset by an increase in the Household Solid Waste Rate due to the addition of a residential food scraps program that will begin in September 2021 (\$300,460). - Increase to intra-county charges due to adjustments to the allocation of reimbursable services to the Utilities Fund (\$43,115).	1.00

Fiscal Year	Description	FTEs
	- Increased to Right of Way permit (\$152,825) and Site Plan fee revenues (\$366,250) based on anticipated construction. - Decreased parking meter revenue (\$1,289,992), partially offset by an increase in miscellaneous charges primarily due to anticipated changes in the Residential Permit Parking fee schedule (\$414,685). - Increased lease revenue anticipated in FY 2022 (\$328,284). - Grant revenues increase primarily due to additional one-time funding from NVTC to support ART (\$1,650,000), increased grant funding from Northern Virginia Transportation Commission (NVTC) for Arlington County Commuter Services (ACCS) (\$450,000), and TDM (\$3,575), partially offset by decreases due to a VDOT grant closing out (\$105,981), an expected reduction in Rideshare (\$635,000), and transferring NVTC Metro funding (\$520,000) to the County's Metro budget. - Transfers in from other funds increased due to increased net tax support for the operations and maintenance of ART (\$473,068). - Recognized budget savings and efficiencies in multiple lines of business (\$603,908). - Decreased expenses in DES General Fund for Stormwater chargebacks based on FTE allocation in DES Director's office and DES Technology Services (\$240,000) along with a portion of Bozman Rent (budgeted in Non-Departmental) to the Stormwater Fund (\$135,000). - Decreased expenses due to charge-outs to other funds and capital projects (\$159,614). - Eliminated and deferred replacement of vehicles (\$113,577).	
	Transferred five Capital Projects Coordinators to the Transportation Capital Fund (TCF) (\$295,016).	(5.00)
	Converted a portion of custodian services to contract (\$174,145).	(1.00)
	Decrease in expenses due to facility savings due to the COVID-19 pandemic (\$44,000).	
	Eliminated Metrobus Route 15K (future year savings).	
	Decrease in expense in Transportation, Engineering, and Operations due to the implementation of a Residential Permit Parking (RPP) 2.5 percent credit card fee (\$10,000).	
	<i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$196,512) and a one-time bonus for staff of \$450 (\$193,661).</i>	
	<i>As part of FY 2021 close-out, the County Board approved ARPA funding for APS Student Fareless Initiative for ART (\$479,000), Arlington Transit Low-Income Fare Assistance for ART, along with a Transit Management Analyst position (\$1,237,500), and one-time funding for electric landscape tools (\$54,000) (note: this funding is shared with DPR and is budgeted in the County's Non-Departmental account).</i>	1.00

Fiscal Year	Description	FTEs
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, a one-time increase in shift differential from \$0.75 to \$1.00 per hour for B shift and from \$1.00 to \$1.30 per hour for C shift (\$22,452), a one-time doubling of the CDL bonus to \$2,000 (\$172,000), a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$1,068), and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$51,415). ▪ The County Board also added one-time funding for inflationary costs related to electricity (\$436,291) and the purchase of large equipment (\$504,382). ▪ Added funding for increased salaries resulting from administrative job family studies (\$59,493). ▪ Added a Project Manager position in the AIRE Program to plan, install, and manage County electrical vehicle (EV) charging stations and solar panel installations on County buildings (\$68,918). Note: This amount only reflects the General Fund portion; 50 percent of this position will be charged out to capital projects. ▪ Added an Associate Environmental Management Specialist in the AIRE Program to support various Community Energy Plan (CEP) projects (\$131,521). ▪ Added a Facility Project Specialist in Facilities Management to oversee Bozeman Government Center security, maintenance, construction, and other activities and events (\$107,522). ▪ Added a Vision Zero Program Manager in Transportation, Engineering, and Operations to lead and coordinate the Vision Zero Action Plan (\$164,361). ▪ Added a Technology Support Specialist and GIS Analyst in Decision Support and GIS funded by anticipated personnel budget savings. ▪ Added a Transit Management Analyst position to support the ARPA funded fare pilots (\$100,853). ▪ Added a Project Specialist in Facilities Design and Construction to support high priority transit projects such as the Ballston – MU Metro Station West Entrance and the Crystal City Metro Station East Entrance (\$24,465). Note: This amount only reflects the General Fund portion, 85% of this position will be charged out to the Capital budget. ▪ Added funds for a temporary employee in the Solid Waste Bureau to enhance bus shelter cleaning (\$9,516). Note: This item is funded by the Transportation Capital Fund (TCF) and is offset by a transfer in of funding from TCF. ▪ Added a Construction Management Specialist in Development Services to assist with infrastructure inspections due to an anticipated increase in projects going to construction. Note: 100 percent of this position will be charged out to the CPHD Development Fund. ▪ Added a Permit Processing Specialist I position in Development Services to assist with an increase in projected permitting activity. Note: 100 percent of this position will be charged out to the CPHD Development Fund. ▪ Transferred in a Warehouse Technician I position from the Utilities Fund to Transportation, Engineering, and Operations (\$72,138).	1.00 1.00 1.00 1.00 2.00 1.00 1.00 0.25 1.00 1.00 1.00

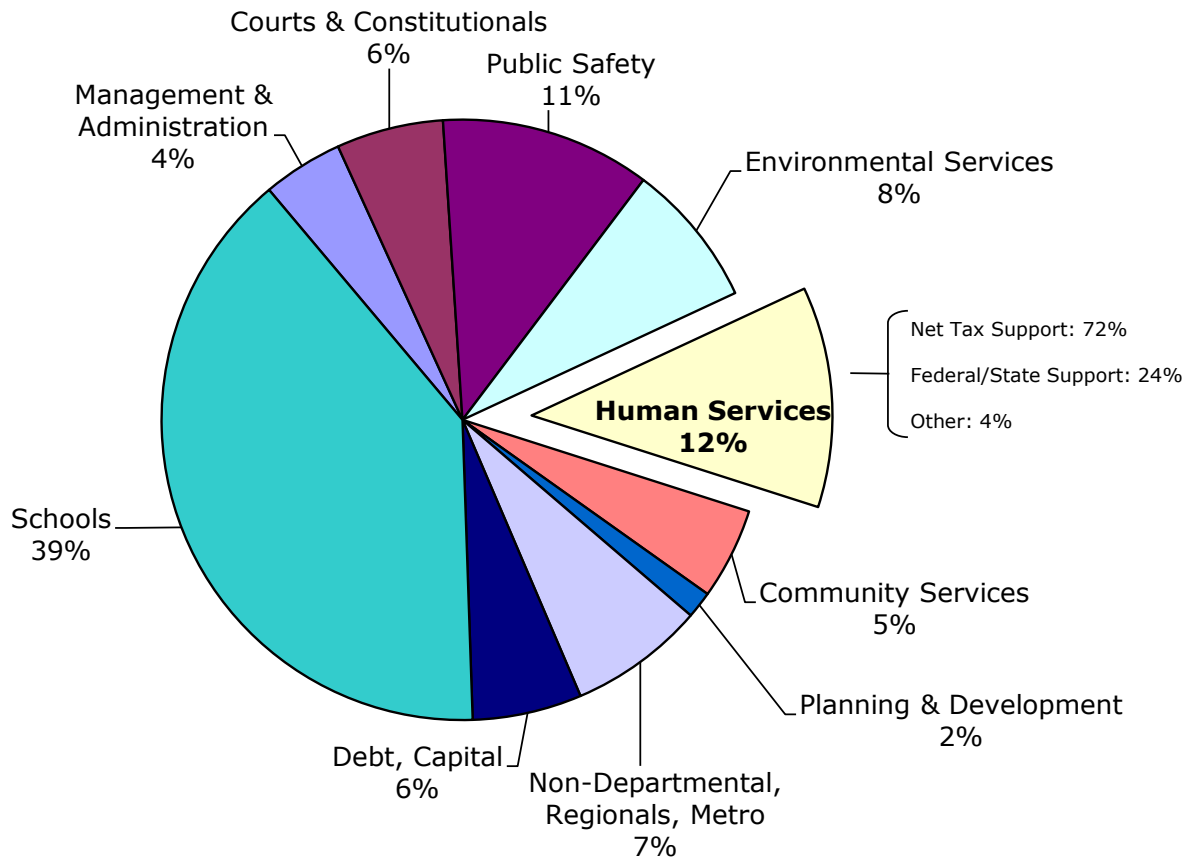
Fiscal Year	Description	FTEs
	- Implemented an initiative to provide an additional bonus to staff to incentivize cross-training through certification for Construction Management Specialists in Development Services. The total estimated annual cost for this program is \$5,000, which will be covered within the existing base budget. - Reduced the FTE level by two in Facilities Management due to two eliminated vacant custodian positions in FY 2022 who retired part-way through FY 2022. - Added funding for the bus service expansion of ART routes 41 and 45 (\$397,616) and to provide additional cleaning and miscellaneous repairs of bus shelters and stops at the completion of the Ballston Station multi-modal improvement project (\$38,880), both of which are primarily funded by TCF and offset by a transfer of funding from TCF and a small increase to revenue (\$11,678). - Expenses decreased in Commuter Services primarily due to reduced level of marketing and outreach events in FY 2023 and reduced contractor support at commuter stores (\$335,843) driven by anticipated lower revenue from commission fees due to the impacts of the COVID-19 pandemic, partially offset by an increase in rent (\$23,084). In addition, fee revenues decreased primarily due to lower projected commuter store fees (\$400,000), partially offset by increased Transportation Demand Management (TDM) contributions (\$125,000). - Added one-time funds for Real Estate Filing System digitization (\$300,000). - Added funds for contractual increases in the Transit Program primarily for ART operations (\$619,670), Transportation, Engineering, and Operations (\$111,821), and Facilities Management (\$279,110). - Transferred in security system maintenance funding from the Sheriff's Office (\$340,000) and added funds to provide security system management services at the Detention Facility (\$164,160). - Added one-time funds in Facilities Management for energy efficiency projects to reduce energy consumption in County facilities (\$350,000), one-time funds added in AIRE for consultants to support the implementation of the Community Energy Plan (CEP) goals and policies (\$281,035), and one-time funds added in AIRE for renewable energy assessments for County Government sites (\$140,000). - Increased expenses in Solid Waste due to charges by the Utility Fund to support the Call Center (\$9,719) and consultant support to assist in the development of the Zero Waste Plan (\$300,000), offset by an increase in revenue from the Household Solid Waste Rate (HSWR). These increases are partially offset by contractual savings driven primarily by disposal cost decreases stemming from the increased value of recycled materials (\$194,420) and other contractual adjustments (\$135,531). - The adopted Household Solid Waste Rate is decreasing from \$318.61 to \$307.89 primarily as a result of contractual savings from the increased value of recycled materials, partially offset by consultant costs to assist in the development of the Zero Waste Plan. - Added one-time funds in Solid Waste for the replacement of two pieces of heavy equipment that are beyond their useful lives (\$360,000, budgeted in Non-Departmental).	(2.00)

Fiscal Year	Description	FTEs
	▪ Intra-county charges decrease primarily due to adjustments to the allocation of reimbursable services to the Utilities Fund (\$76,397). ▪ Fee revenues increased overall primarily due increases in Right-of-Way permits based on anticipated construction (\$125,000), a four percent inflationary increase to all Development Services related fees (\$179,861), parking meter revenue (\$713,790), and Right of Way Permits (\$784,875). ▪ The overall increase in fee revenues is partially offset by decreases due to a decline in projected ART bus fare revenue due to the impacts of the COVID-19 Pandemic on ridership (\$884,266) and lower lease revenue anticipated in FY 2023 (\$37,457). ▪ Grant revenues decreased primarily due to removal of one-time funding from NVTC to support ART (\$1,650,000), partially offset by increased grant funding from VDOT (\$9,704). ▪ Transfers in from other funds increased due to the increased funding needed for the operations and maintenance of ART due to reduced ridership. The Transportation Capital Fund funds specific ART routes (\$309,277). In addition, the transfer in from the Transportation Capital Fund (TCF) increased due to the additions noted above that are funded from the TCF (\$434,334). ▪ As a part of the FY 2022 adopted budget, the County Board approved the use of American Rescue Plan Act (ARPA) funding to restore programs and positions that had been proposed as cuts. The FY 2023 adopted budget continued funding for these reductions including utilities and custodian expenses for community centers (\$46,602). ▪ 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 the County Manager in September 2021; the Board directed the County Manager to include funding for these programs in the FY 2023 adopted budget including: ○ APS Student Fareless Initiative for ART (\$878,000) ○ Arlington Transit Low-Income Fare Assistance for ART (\$250,000) ○ Transit Management Analyst position to support the fare pilots noted above (\$100,853, 1.0 FTE) ○ Electric landscape tools (\$24,000 one-time). Note: This budget is in the County's Non-Departmental account and is shared with the Department of Parks and Recreation (DPR).	

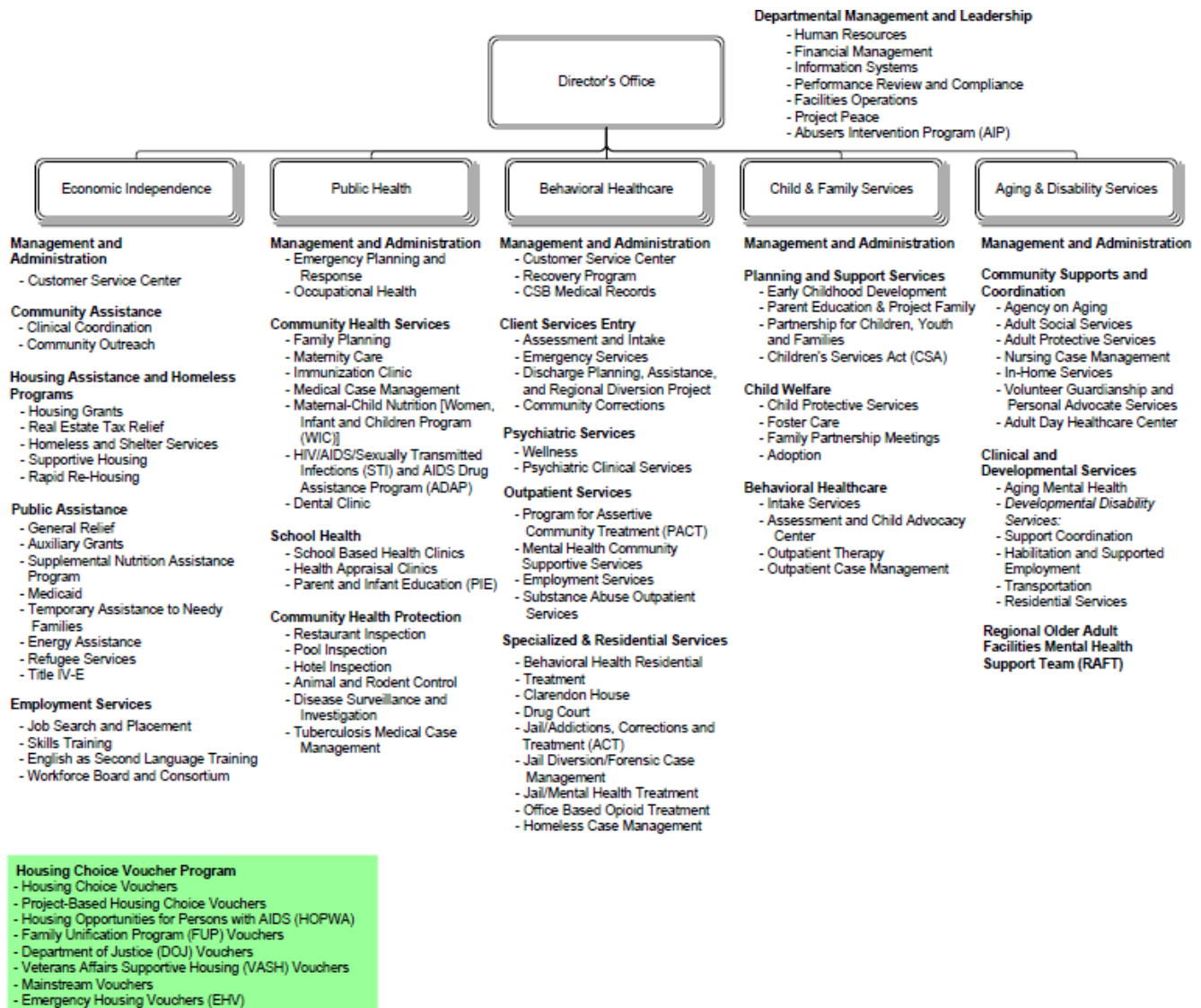
Our Mission: Strengthen, protect, and empower those in need

The Department of Human Services (DHS) assesses the diverse range of human needs and implements strategies to deliver innovative human services that produce customer-centered outcomes.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Housing Choice Voucher Program is in the Housing Choice Voucher fund

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Human Services (DHS) is \$183,016,904, a six percent increase over the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases; slightly higher retirement contributions based on current actuarial projections; adjustments to salaries resulting from the administrative, accounting and finance, and legal and judicial job family studies (\$314,256); adjustments to salaries resulting from the compression study (\$661,464); the addition of 22.10 permanent FTEs as detailed below; and one-time \$2,000 (gross) employee bonuses (\$1,934,456). These increases are partially offset by the removal of FY 2023 one-time funding for an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 hours or more (\$66,970) and a one-time bonus for clinical service employees (\$828,640).
- ↑ Non-personnel increases due to contractual increases across the department for various programs (\$426,789), the first full year implementation of a new security services contract including special conservators of the peace for the Crisis Intervention Center (\$941,293), the expansion of developmental disability programs at Sequoia Plaza (\$125,000), additional funding for developmental disability residential services DMAS match (Virginia Department of Medical Assistance Services) (\$412,245), operational costs for a recently redeveloped group home (\$200,000), food security grants (\$150,000 one-time), Permanent Supportive Housing unit inspections (\$100,000), eviction prevention (\$3,000,000 one-time), and the addition of one-time funding for Housing Grants (\$2,481,350). These increases are partially offset by the removal of FY 2023 one-time funds for the following programs: Housing Grants (\$2,352,509), Back2Work (\$385,000), Vocational Day Program (\$250,000), and non-profit grants (\$650,000). Other decreases include a reduction in lease rates (\$749,937) and electricity (\$140,905), the expiration of the Virginia Department of Health Epidemiology and Laboratory Capacity of Infectious Disease grant (\$1,551,035), and the reduction itemized further below.
- The total funding awarded to the County from the national opioid settlement agreements continues to evolve as more settlements are finalized. In the FY 2024 proposed budget, the total settlement funding is \$173,345 to establish a new Behavioral Health Therapist (\$128,345, 1.00 FTE) for opioid treatment and consultant funding (\$45,000 one-time funding from the grant). The therapist will allow the Office-Based Opioid Treatment program to expand its reach to more participants providing more access to critical medication assisted treatment and therapy. The consultant funding for program evaluation will ensure the most appropriate services are being provided.
- The total funding for the Housing Grant Program in the FY 2024 proposed budget is \$14,424,603, including \$2,481,350 one-time. The program budget funds the annual increase, including increases for the Maximum Allowable Rent.
- The total local funding for the Permanent Supportive Housing Program in the FY 2024 proposed budget is \$3,757,065, an increase of \$100,000 over FY 2023 adopted for unit inspections.
- ↑ Revenue projections do not include supplemental state allocations that are routinely received but at unpredictable levels. Other changes represent a wide variety of fluctuations in multiple sources of state and federal funding. Specific changes include the following:
 - ↑ Increase in opioid settlement funding (\$173,345).
 - ↑ Increase in Virginia Department of Social Services Administration revenue (\$1,159,047).
 - ↑ Increase in SAMH Aging Mental Health commercial insurance payments and Medicaid payments (\$23,500).

- ↑ Increase in DDS case management, residential, and habilitation state revenue (\$111,874).
- ↑ Increase in several grants for RAFT (Regional Older Adult Facilities Mental Health Support Team) (\$868,696).
- ↑ Increase in Behavioral Health Docket grants (\$208,427).
- ↑ Increase in Virginia Department of Health COOP (\$108,569).
- ↑ Increase in Central Services Cost Allocation (\$363,543).
- ↑ Increase in PIE (Parent-Infant Education Program) Medicaid early intervention case management (\$46,250).
- ↓ Decrease due to the removal of one-time grants Virginia Supreme Court grant and Opioid and Recovery grant (\$66,195).
- ↓ Decrease due to the removal of the UASI Grant (\$115,000).
- ↓ Decrease due to reduction in revenue for vital statistics (\$54,621).
- ↓ Decrease due to Virginia Department of Health Epidemiology and Laboratory Capacity of Infectious Disease funding (\$1,551,035).
- ↓ Decrease in the Virginia Department of Services Title IV-E foster care allocation (\$91,742).

The FY 2024 proposed permanent staffing level is 783.47 FTEs, an increase of 22.10 FTEs over the FY 2023 adopted budget. The FTE changes are due to the increases listed below. The positions shown in *italics* were approved by the County Board in FY 2023 after the FY 2023 budget was adopted.

■ **Departmental Management and Leadership Division:**

- *Added a Security Coordinator (1.00 FTE, \$121,475) to the Facilities Operations Bureau to manage the safety and security protocols, procedures, training and reporting for the facilities, staff, and clients of the Department of Human Services (DHS) including the Crisis Intervention Center and act as the DHS subject matter expert on all issues related to safety and security.*
- *Re-allocated funding from 1.00 Physician FTE (\$331,989) to create:*
 - *Communications Specialist II (1.00 FTE, \$112,141)*
 - *Contract Specialist (1.00 FTE, \$119,041)*
 - *Remaining funds added to contracted services (\$100,807)*

■ **Public Health Division:**

- Management and Administration
 - *Transferred and reclassified a physician position to Departmental Management and Leadership to create two positions listed above.*

■ **Behavioral Health Care Division:**

- Outpatient Bureau:
 - *Re-allocated \$52,798 in non-personnel funds to create a Behavioral Health Specialist (Licensed) (0.50 FTE) to support substance use disorder services.*
 - *Re-allocated \$97,762 in non-personnel funds to create a Peer Recovery Specialist (1.00 FTE) to support the Assertive Community Treatment program.*
- Client Services Bureau
 - *Grant-funded two-year limited-term Behavioral Health Therapist (Licensed) (1.0 FTE) funded through Virginia Department of Behavioral Health and*

- Developmental Services STEP-VA (DBHDS) carryover to support the intake process.*
- *Grant-funded Management Specialist (1.00 FTE, \$98,475) to support data analytics funded through DBHDS STEP-VA Ancillary Services.*
- Residential and Specialized Clinical Services Bureau
 - *Grant-funded Behavioral Health Specialist (1.00 FTE, \$121,863) to support the Arlington Behavioral Health Docket Diversion program funded by DBHDS.*
 - *Reclassified a temporary Behavioral Health Specialist (1.00 FTE) to a permanent position to support the Behavioral Health Docket Diversion Program funded by DBHDS.*
 - *Limited-term grant-funded Peer Recovery Specialist (1.00 FTE) to support the Mobile Support Team (MoST) funded by Substance Abuse and Mental Health Services Administration (SAMHSA).*
 - *Limited-term grant-funded Behavioral Health Clinician (1.00 FTE) to support the Mobile Support Team (MoST) funded by Substance Abuse and Mental Health Services Administration (SAMHSA).*
 - *Reclassified and increased a grant-funded 0.25 FTE Psychiatrist to a 1.00 FTE Behavioral Health Therapist for the forensic discharge planning program (net increase of 0.75 FTE).*
 - *Increased an existing grant-funded Behavioral Health Therapist (0.25 FTE) for the Drug Court Program.*
- Management and Administration Bureau
 - *Grant-funded Human Resources Specialist (1.00 FTE, \$118,679) for recruiting and human resource functions for Community Services Board programs funded by DBHDS.*
- **Aging and Disability Services Division:**
 - *Limited-term DBHDS grant-funded positions to enhance dementia services offered by the Regional Older Adult Facilities Mental Health Support Team (RAFT) Program:*
 - *Management Specialist (2.00 FTE, \$220,760)*
 - *Human Services Specialists (3.00 FTE, \$331,140)*
 - Agency on Aging:
 - *Re-allocated \$20,038 in non-personnel funds to increase an existing Human Services Specialist position from 0.80 FTE to 1.00 FTE (net increase of 0.20 FTE) to support the Aging and Disability Resource Center.*
 - *Grant-funded Human Services Clinician (0.50 FTE, \$59,602) for Arlington's Adult Day Care program.*
 - Clinical and Developmental Services Bureau
 - *Added a Management Specialist (0.50 FTE, \$55,190) for the Developmental Disability Services Vocational and Habilitation Program.*
- **Economic Independence Division:**
 - Housing Assistance and Homeless Programs
 - *Re-allocated \$102,416 in non-personnel grant funds to create a grant-funded Human Services Specialist (1.00 FTE) for case management support.*
 - *Add a Management Analyst (0.40 FTE) to provide engagement, training, and support to landlords participating in the Permanent Supportive Housing program in addition to other administrative support with the implementation of the program.*
 - Community Assistance
 - *Add a Management Analyst (\$114,090, 1.00 FTE) for quality assurance and data analysis in a wide range of programs including housing, employment, public assistance, and community assistance.*

▪ **Child and Family Services Division:**

- Planning and Support Services
 - Add a Child Care Specialist (\$102,414, 1.00 FTE) to assist with the implementation of additional state mandated inspections.

FY 2024 Proposed Budget Reduction

Outpatient Services

- ↓ Reduce Job Avenue's service capacity (\$195,885 expense, \$3,000 revenue, \$192,885 net tax support). Job Avenue is a contracted service that assists clients with Serious Mental Illness (SMI) and/or co-occurring SMI and Substance Use Disorders (SUD) to obtain and maintain employment and/or education.

IMPACT: The number of clients served by the program has steadily declined from 313 in FY 2019 to 175 in FY 2022, a reduction of 138 or a 44% decrease. The proposed \$192,885 net tax support reduction would reduce the program's budget by 34% and reduce Job Avenue's contracted employment specialists from 6.5 contractors to 3.8 contractors. With the reduction of contracted employment specialists, caseloads will increase from 27 to 46, and include a mix of clients with varying levels of engagement in the staff's caseload. If the participation levels increase, there could be delays in providing support or a waitlist may be implemented. The Virginia Department for Aging and Rehabilitative Services (DARS) provides similar services to Job Avenue, and it is expected that 15-20 clients would qualify for DARS services as an alternative to Job Avenue. Should the eligible clients successfully transfer to DARS, the caseload of the remaining contractors would decrease from 46 to 41.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$83,790,789	\$90,715,968	\$99,387,268	10%
Nonpersonnel	70,247,726	82,264,300	83,988,711	2%
Intra-County Charges	(499,007)	(354,425)	(359,075)	1%
GASB	54,471,129	-	-	-
Total Expenditures	208,010,637	172,625,843	183,016,904	6%
Fees	4,566,427	4,972,393	5,285,664	6%
Federal Share	17,833,779	17,665,023	17,311,845	-2%
State Share	21,369,429	25,262,136	26,843,079	6%
Transfers	468,429	-	-	-
Other	1,151,974	1,134,673	1,352,846	19%
GASB	54,471,129	-	-	-
Total Revenues	99,861,166	49,034,225	50,793,434	4%
Net Tax Support	\$108,149,471	\$123,591,618	\$132,223,470	7%
Permanent FTEs	757.77	761.37	783.47	
Temporary FTEs	6.90	6.30	5.30	
Total Authorized FTEs	764.67	767.67	788.77	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

DEPARTMENT OF HUMAN SERVICES
DEPARTMENT BUDGET SUMMARY

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Departmental Management and Leadership	\$20,293,512	\$14,299,212	\$14,671,789	3%	\$610,393	\$14,061,396
Economic Independence Division (EID)						
EID Management and Administration	14,931,008	4,924,635	5,250,180	7%	2,877,670	2,372,510
Community Assistance	2,579,626	2,108,990	5,353,707	154%	702,328	4,651,379
Housing Assistance and Homeless Programs	25,344,422	27,698,622	28,385,355	2%	1,711,938	26,673,417
Public Assistance	5,817,579	5,904,913	6,415,666	9%	3,866,712	2,548,954
Employment Services	3,096,948	4,022,447	3,603,975	-10%	1,217,469	2,386,506
EID Subtotal	51,769,582	44,659,607	49,008,883	10%	10,376,117	38,632,766
Public Health Division (PHD)						
PHD Management and Administration	19,699,841	8,314,551	6,428,661	-23%	1,540,733	4,887,928
Community Health Services	6,572,368	6,816,880	7,270,899	7%	2,171,603	5,099,296
School Health	8,583,835	8,552,000	9,213,230	8%	999,964	8,213,266
Community Health Protection	3,540,690	3,751,295	3,903,096	4%	1,088,656	2,814,440
PHD Subtotal	38,396,733	27,434,726	26,815,886	-2%	5,800,956	21,014,930
Behavioral Health Division (BHD)						
BHD Management and Administration	17,390,056	4,838,421	6,107,856	26%	807,429	5,300,427
Client Service Entry	4,275,935	7,128,707	8,819,494	24%	2,540,177	6,279,317
Psychiatric Services	4,226,848	4,436,935	4,758,993	7%	1,271,575	3,487,418
Outpatient Services	8,378,563	8,934,746	8,742,475	-2%	4,518,717	4,223,758
Specialized and Residential Services	9,995,136	11,606,857	11,630,835	-	3,687,710	7,943,125
BHD Subtotal	44,266,539	36,945,666	40,059,653	8%	12,825,608	27,234,045
Child and Family Services Division (CFSD)						
CFSD Management and Administration	11,982,019	4,784,732	5,018,371	5%	2,100,447	2,917,924
Planning and Support Services	3,062,210	4,586,897	4,757,408	4%	1,518,597	3,238,811
Child Welfare	6,066,669	6,345,658	6,505,972	3%	4,768,498	1,737,474
Behavioral Healthcare	5,638,884	8,193,190	8,358,991	2%	5,417,704	2,941,287
CFSD Subtotal	26,749,782	23,910,477	24,640,742	3%	13,805,246	10,835,496
Aging and Disability Services Division (ADSD)						
ADSD Management and Administration	1,763,609	1,060,183	1,219,159	15%	-	1,219,159
Agency on Aging	2,775,731	2,492,016	2,589,348	4%	982,123	1,607,225
Community Supports & Coordination	7,498,985	6,075,010	6,389,302	5%	1,396,030	4,993,272
RAFT Program	1,699,353	1,783,586	2,643,356	48%	2,655,282	(11,926)
Developmental Disability Services	12,796,811	13,965,360	14,978,786	7%	2,341,679	12,637,107
ADSD Subtotal	26,534,489	25,376,155	27,819,951	10%	7,375,114	20,444,837
Total	\$208,010,638	\$172,625,843	\$183,016,904	6%	\$50,793,434	\$132,223,470

DEPARTMENT OF HUMAN SERVICES
DEPARTMENT BUDGET SUMMARY

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Departmental Management and Leadership	67.10	70.10	-	70.10
Economic Independence Division (EID)				
EID Management and Administration	27.75	27.75	-	27.75
Community Assistance	16.75	17.75	-	17.75
Housing Assistance and Homeless Programs	22.75	25.15	-	25.15
Public Assistance	50.30	50.30	-	50.30
Employment Services	19.00	18.00	-	18.00
EID Subtotal	136.55	138.95	-	138.95
Public Health Division (PHD)				
PHD Management and Administration*	23.90	22.50	0.40	22.90
Community Health Services	54.50	54.50	-	54.50
School Health Clinics	69.32	69.32	-	69.32
Community Health Protection	28.50	28.50	-	28.50
PHD Subtotal	176.22	174.82	0.40	175.22
Behavioral Health Division (BHD)				
BHD Management and Administration	18.00	20.00	-	20.00
Client Service Entry*	54.25	53.00	4.75	57.75
Psychiatric Services	19.45	18.70	-	18.70
Outpatient Services	67.30	67.80	-	67.80
Specialized and Residential Services	48.25	52.50	-	52.50
BHD Subtotal	207.25	212.00	4.75	216.75
Child and Family Services Division (CFSD)				
CFSD Management and Administration	22.00	23.00	-	23.00
Planning and Support Services	9.50	10.50	-	10.50
Child Welfare	34.50	33.50	-	33.50
Behavioral Healthcare	30.35	30.35	-	30.35
CFSD Subtotal	96.35	97.35	-	97.35
Aging and Disability Services Division (ADSD)				
ADSD Management and Administration	6.50	6.00	-	6.00
Agency on Aging	9.30	10.00	-	10.00
Community Supports & Coordination	30.40	30.25	0.15	30.40
RAFT Program	6.50	11.50	-	11.50
Developmental Disability Services	31.50	32.50	-	32.50
ADSD Subtotal	84.20	90.25	0.15	90.40
Total	767.67	783.47	5.30	788.77

* FY 2023 Adopted FTE count includes temporary FTEs in the following lines of business: PHD Management and Administration (0.40 FTE), BHD Client Service Entry (5.75 FTEs), and ADSD Community Supports and Coordination (0.15 FTE).

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

PROGRAM MISSION

To provide leadership and management oversight to the Department of Human Services.

Departmental Management and Leadership

- Monitor conditions, assess needs, conduct strategic and tactical planning, and work closely with state and local human service agencies and community organizations to provide services and achieve common goals.
- Provide centralized and specialized administrative support for the Department's five operational divisions (Aging and Disability Services Division, Behavioral Healthcare Division, Child and Family Services Division, Economic Independence Division, and Public Health Division).

Project PEACE

- Examine and enhance existing policies and practices across disciplines and identify the optimum methods for public and private agencies to end violence in the lives of Arlingtonians.
- Provide the Arlington County Abuser Intervention Program (AIP) that aims to reduce repeated incidents of domestic violence by providing abusers and offenders psychoeducation groups and rehabilitative services.
- Provide prevention and training services to a broad range of adults and adolescents through schools and the general community.

Financial Management

- Provide sound financial management through centralized accounting and financial reporting functions including: issuing client assistance payments; tracking revenues and expenses; developing and maintaining financial reports; ensuring that fiscal procedures are in compliance with County, state, and federal policies and practices; carrying out centralized billing and depositing functions; collecting grant revenue and fees; and recouping assistance payments in accordance with state and federal mandates.
- Coordinate collection of overdue accounts with the Treasurer's Office and state and federal tax recovery programs.
- Maximize revenue by drawing down federal and state funds and Medicaid reimbursements.
- Coordinate development and implementation of the annual budget and ensure that staff has the knowledge and skills to use the County's budgeting and financial management systems.
- Coordinate performance measurement, evaluate financial issues, and coordinate with the County Manager's Office on County Board reports and actions.
- Investigate ways to maximize revenue.
- Facilitate and streamline the department's procurement processes to efficiently meet programmatic needs.

Information Systems

- Ensure information systems – including those related to federal, state, and local programs, funding sources, and regulatory mandates – are readily available to staff to conduct day-to-day business, serve clients, and carry out reporting functions.
- Analyze and assess existing and planned information needs and manage implementation and ongoing operation of business systems and information resources.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Human Resources

- Manage workforce needs and compliance with policies and procedures.
- Coordinate recruitment, employee relations, organizational development, payroll, performance management, equal opportunity and affirmative action, staff training and development, and position classification activities.

Performance Review and Compliance

- Conduct and supervise audits and investigations relating to the programs and operations of the Department.
- Provide leadership and coordination and recommend policies designed to promote accountability in the administration of programs and operations.
- Manage the final lifecycle stages of records in compliance with federal and state records retention laws.

Facilities Operations

- Provide a safe, clean, appealing, and functional working environment by managing facilities, vehicles, and mail delivery.
- Assist in maintaining buildings occupied by the Department through facility management and liaison with building owner management, the Department of Environmental Services (DES), and vendors for building systems maintenance, custodial services, parking garage management, electronic access, and security services.

PERFORMANCE MEASURES

Project PEACE

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Project PEACE prevention presentations/Attendees	26/1,466	34/2,256	11/198	14/1,862	12/1,200	12/1,200
Project PEACE Trainings to Allied Professionals /Attendees	7/152	22/701	9/159	13/492	12/500	12/500
Total Project PEACE Meetings	N/A	39	67	58	65	65

- FY 2020 in-person outreach was suspended due to COVID-19 resulting in fewer tabling events. However, Project PEACE did provide resources to existing tables at Arlington Public Schools (APS) and food distribution sites resulting in over 5,000 fliers distributed. Much lower numbers were predicted and realized for FY 2021 due to the suspension of in-person events. In FY 2021, Project PEACE offered virtual training and presentation sessions. Project PEACE was unable to offer sessions through APS, which made up more than 50 percent of the presentations/attendees for FY 2020 and FY 2019.
- In FY 2022, Project PEACE offered a combination of virtual and in-person training and presentation sessions. With APS returning to in-person services, the program was able to return to the classroom to provide trainings and presentations for staff, students, and parents. Project PEACE coordinated with APS leadership to provide targeted outreach to several high schools following student petitions and walk-outs related to sexual violence. The number of trainings for allied professionals increased due to the launch of Childcare Training and continuation of SafeZone.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

- Project PEACE is strategically structured into three main goal group committees which implement the actions plans of the [Blueprint](#). In FY 2020, this number did not include event planning and special initiative committees, and these committees were added to the total in FY 2021. The objectives of each goal group are discussed in further detail in the most current Blueprint.

Abuser Intervention Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of clients served	81	57	40	96	96	96
Number of Group Sessions Completed	145	132	152	280	280	280
Percent of clients completing the program	80%	73%	90%	78%	80%	80%

- The number of people completing the Abusers Intervention Program (AIP) is dependent on how many people are referred from the Juvenile and Domestic Relations Court. People are referred after conviction for domestic violence. Due to COVID-19, the court system briefly paused referring clients to AIP in FY 2021.
- The FY 2022 program completion rate was a decrease from FY 2021 but was comparable to previous years. The majority of non-completions were due to clients' attendance challenges, missing more than two classes. Those with higher risk scores generally have a more distinct pattern of abuse and may struggle to commit to completing the course. The distinction of risk includes many factors outside of the completion of the AIP program including, but not limited to, client's social connections (i.e., gang involvement would categorize someone as high risk) and ability to meet expectations outside of AIP (i.e., cooperation with child protective services, substance use programs, mental health services, etc).
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management oversight to the Economic Independence Division.

Management and Administration

- Coordinate and oversee services in housing, employment, and public financial assistance by partnering with federal, state, local, and community organizations to achieve positive client outcomes.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the division's financial management, managing grants and contracts, offering training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and ensuring effective collaboration with community partners.

Customer Service Center

- Serve as the first point of contact for clients and visitors seeking services by providing effective reception, triage, information and referral, registration, and administrative support.
- Provide rapid and comprehensive telephone information and referral through management of the call center.

PERFORMANCE MEASURES

Customer Service Center

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Calls abandoned prior to being answered	5%	6%	5%	6%	7%	7%
Quality of consultant information: average evaluation score for consultants	99%	98%	97%	100%	98%	98%
Callers who received accurate information to connect them to services	97%	98%	97%	97%	96%	96%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Calls received in the Call Center	44,807	50,934	72,042	73,779	65,000	65,000
Total walk-in visits	56,294	45,461	1,613	24,849	35,000	35,000
Total Resource Center walk-in visits (duplicated)	6,546	4,669	305	762	4,500	4,500
Total clients assessed by consultants	6,208	5,455	1,750	2,284	2,250	2,250
Quality of Call Center telephone interaction: call quality scores	97%	97%	97%	97%	96%	96%
Wait time for consultants from point of registration: percent of customers waiting 15 minutes or fewer to see consultants	85%	77%	100%	96%	90%	90%

MANAGEMENT AND ADMINISTRATION

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Front Desk customer satisfaction: percent of customers satisfied with front desk service	99%	98%	N/A	97%	98%	98%

- From FY 2020 through FY 2022, call volume increased due to limited walk-in assistance, the addition of calls from the Aging and Disability Service Division transitioning to the Call Center, and pandemic-related increases in food and housing needs. In FY 2023, it is anticipated that "Calls received in the Call Center" will diminish some as DHS services open to "normal" operations (including ADSD) and walk-in volume increases as the pandemic becomes endemic.
- In FY 2020 and FY 2021, "Total walk-in visits" decreased due to front desk closures resulting from continuing pandemic; walk-in visits grew in FY 2022 and will continue to grow even further in FY 2023 and FY 2024 with the reopening of front desks for the Arlington Employment Center, Housing Assistance Bureau, Child and Family Services Division, and Aging and Disability Services Division. However, the number of walk-ins in FY 2023 and FY 2024 is not anticipated to return to pre-pandemic levels due to the new hybrid mode of service provision.
- In FY 2020 and FY 2021, "Total Resource Center Walk-in Visits (duplicated)" decreased due to the closure of the Resource Center from the beginning of the pandemic to Q3 of FY 2021. Visits increased in FY 2022 with the Resource Center being reopened by appointment only. It is anticipated that Resource Center visits will increase greatly in FY 2023 and FY 2024 as the Resource Center once again returns to normal operations.
- "Total clients assessed by consultants" measure includes telephone and walk-in Assessments.
- In FY 2020, "Total clients assessed by consultants" dropped due to the State suspending the interview requirements due to the pandemic. In FY 2021, "Total clients assessed by consultants" decreased due to a sharp decline in both walk-in and employment assessments completed during the pandemic. "Total clients assessed by consultants" increased in FY 2022, but still lower than pre-pandemic levels, and is anticipated to remain fairly stable in FY 2023 and FY 2024 due to the current hybrid nature of consultations.
- "Quality of Call Center telephone interaction: call quality scores" are determined by evaluating calls utilizing a monitoring assessment form consisting of five skill areas: greeting, communication, technical, call handling, and closing.
- In FY 2020, "Wait time for consultants from point of registration: percent of customers waiting 15 minutes or less to see consultants" declined due to the transition to Employment Services intake.
- In FY 2021, "Wait time for consultants from point of registration: percent of customers waiting 15 minutes or less to see consultants" increased because walk-in assessments were severely limited due to front desk closures; therefore, clients did not have to wait to be seen by a consultant.
- In FY 2022, "Wait time for consultants from point of registration: percent of customers waiting 15 minutes or fewer to see consultants" decreased due to an increase in the number of client walk-ins. It is anticipated that the percent of customers waiting 15 minutes or less to see consultants will decrease to near pre-pandemic levels for FY 2023 and FY 2024 as client walk-ins increase.
- In FY 2021, Front Desk customer satisfaction surveys were suspended due to front desk closures. Customer satisfaction surveys were reinstated in FY 2022, with "Front Desk customer satisfaction: percent of customers satisfied with front desk service" returning to pre-pandemic levels.

MANAGEMENT AND ADMINISTRATION

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here: <http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

COMMUNITY ASSISTANCE

PROGRAM MISSION

To assist residents with social, economic, and other supportive services to achieve stability in the community by coordinating an array of basic safety net services.

Clinical Coordination

- Stabilize housing and economic needs for vulnerable County residents by providing comprehensive clinical assessment of needs and developing coordinated plans.
- Housing-related stabilization services include rental assistance to prevent eviction, shelter diversion assistance to ensure that shelters are a last resort, referrals to homeless shelters when diversion is not possible, and information and referral about other housing resources.
- Other stabilization services include utility assistance to prevent utility cut-offs and reinstate utilities, payments for medications, and referrals for transportation and clothing assistance.

Community Outreach

- Provide multicultural neighborhood-based educational programs and social services to the communities of new immigrants and low-income residents.

PERFORMANCE MEASURES

Clinical Coordination

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Client report of effectiveness	N/A	100%	93%	97%	95%	95%
Emergency needs met	N/A	96%	N/A	N/A	96%	96%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Client office visits	2,141	1,629	0	0	2,200	2,200
Number of emergency financial assistance households served	264	128	41	N/A	N/A	N/A
Number of local and state eviction prevention households served (duplicated)	N/A	1,747	2,262	4,633	3,755	3,755
Quality of documentation: average client file score	92%	80%	N/A	N/A	85%	85%
Timeliness of closing cases: number and percent of cases closed within 30 days of last contact	235/38%	140/28%	N/A	N/A	N/A	N/A
Client satisfaction: number and percent of clients surveyed who agree or strongly agree that staff worked well with them	91/100%	25/89%	105/88%	48/81%	90/90%	90/90%

- In FY 2020, "Economic functioning: percent of clients with adequate/high or improved score at exit" will no longer be measured in lieu of new measure "Client report of effectiveness".

COMMUNITY ASSISTANCE

- In FY 2020, "Housing stability: percent of clients with adequate/high or improved score at exit" will no longer be measured, in lieu of new measure "Emergency needs met". Data collection on this new measure will begin in FY 2023 or FY 2024.
- Since FY 2021, closing assessments were not completed as cases were not closed due to the impact of the Coronavirus pandemic resulting in a N/A entry.
- In FY 2020, "Client office visits" ceased in March/April 2020 when "assistance from a distance" model began. It is anticipated that "Client office visits" will return to normal levels in FY 2023 and FY 2024.
- In FY 2019 and FY 2020, "Number of Emergency Financial Assistance households served" decreased as households needed to pay off higher amounts, thus increasing the amount of each payment, lowering the number of households that could be served. In August 2020 (FY 2021), the number of households decreased further due to Emergency Financial Assistance funds provided directly to a non-profit partner for client distribution. Furthermore, in FY 2021, this performance measure transitioned to the new measure "Number of local and state eviction prevention households served". Due to the pandemic, "Number of local and state eviction prevention households served" is projected to remain high.
- In FY 2022, "Number of local and state eviction prevention households served" increased due to an increase in the number of clients accessing the State's RRP (Rent Relief Program) portal to seek emergency rental assistance with their property managers. It is anticipated that there will be a decrease in FY 2023 due to the State RRP program ceasing to accept applications as of May 2022.
- In FY 2020, "Quality of documentation: average client file score" decreased due to documentation being gathered differently, based on funding requirements during the pandemic, affecting client file scoring.
- In FY 2021 and FY 2022, "Quality of documentation: average client file score" was not captured as files were not evaluated due to staff redeployment to COVID-related emergency assistance.
- In FY 2020, due to the pandemic most case closures were suspended to ensure that clients get the same worker and do not have to repeatedly recount the details of these traumatic times.
- In FY 2021, "Timeliness of closing cases: number and percent of cases closed within 30 days of last contact" will no longer be measured.
- In FY 2020-2022, client surveys transitioned from paper to telephonic, resulting in variations in the number of surveys completed. Satisfaction rates ranged from 81% to 89%. Overall, clients indicated that they felt they were treated fairly and their needs were addressed well. Some clients expressed frustration with program changes and long wait times when seeking services during the pandemic.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Community Outreach

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Resolution of client needs	94%	94%	84%	88%	90%	90%
Passed citizenship interview	99%	98%	97%	100%	95%	95%

COMMUNITY ASSISTANCE

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total information and referral requests	5,111	6,777	5,043	6,636	4,500	4,500
Total individuals served (unduplicated)	1,709	1,829	1,416	1,415	1,830	1,830
Total number of program offerings	1,264	928	573	537	1,100	1,100
Number of volunteer hours	6,674	5,181	2,216	2,442	5,000	5,000

- Community Outreach performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- Client needs are addressed in one of the following categories: Housing, Medical, Immigration, Education, Employment, Food/Clothing, and Other.
- In FY 2020, "Total information and referral requests" increased due to high volume of clients with emergency financial assistance needs. In FY 2021, it returned to pre-pandemic levels.
- In FY 2022, "Total information and referral requests" increased due to many community offices such as Social Security, consulates, and immigration offices reopening and clients needing assistance navigating these services. In-person services were also expanded in FY 2022 and a return to more stabilized, pre-pandemic levels is anticipated in FY 2023.
- "Total individuals served (unduplicated)" in FY 2021 has been updated due to a reporting error.
- In FY 2023, "Total individuals served (unduplicated)" is anticipated to increase due to continuing emergency services and eviction prevention needs.
- In FY 2020–2022, "Total number of program offerings" decreased because, during the pandemic, some program offerings were moved to an online format while others were suspended.
- In FY 2023, "Total number of program offerings" is expected to return to pre-pandemic levels.
- "Number of volunteer hours" varies based on the number of volunteers and program offerings. Due to program changes during the pandemic numbers decreased from FY 2021–2022, and are expected to return to pre-pandemic levels in FY 2023.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

PROGRAM MISSION

To maintain the housing stability of low- and moderate-income renters and homeowners by providing financial support, and to prevent homelessness by providing shelter, housing assistance, and integrated services in a coordinated effort between the local government and the non-profit community.

Housing Grants

- Provide stability through a monthly rental subsidy to low income working families, permanently disabled persons, and residents 65 years of age or older.

Real Estate Tax Relief

- Provide real estate tax relief exemptions and deferrals to low- and moderate-income homeowners who are 65 years of age or older or permanently disabled.

Homeless and Shelter Services

- Provide safe shelter for homeless individuals and families by contracting services with community partners.
- Promote an end to homelessness by providing a range of support services to help clients achieve increased income, access to needed services, and permanent housing.
- Provide leadership to Arlington's Action Plan to End Homelessness.

Rapid Re-Housing

- Facilitate the move from homelessness to independent housing by providing a monthly subsidy, in scattered site housing, to families enrolled in an approved rapid re-housing program.
- Teach clients the skills needed to remain independently in their home after leaving the program.

Permanent Supportive Housing

- Support stable permanent housing for people with disabilities by providing project-based rental assistance and case management services.
- Develop a range of supportive housing options for the homeless and people with disabilities.
- Oversee implementation of the County's Supportive Housing Plan.

PERFORMANCE MEASURES

Housing Grants

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Amount of money available per month for non-rental expenses with and without Housing Grant for families	\$1,537/ \$1,027	\$1,505/ \$870	\$1,435/ \$764	\$1,748/ \$1,137	\$1,758/ \$786	\$1,758/ \$786
Amount of money available per month for non-rental expenses with and without Housing Grant for persons with disabilities	\$698/ \$42	\$723/ \$0	\$747/ \$3	\$811/ \$41	\$914/ \$10	\$914/ \$10

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Amount of money available per month for non-rental expenses with and without Housing Grant for residents age 65+	\$690/ \$74	\$736/ \$39	\$746/ \$40	\$788/ \$52	\$905/ \$46	\$905/ \$46
Retention of housing by grant recipients	87%	90%	93%	85%	85%	85%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of households served per month	1,194	1,241	1,380	1,497	1,478	1,551
Total number of new applications processed	1,198	1,072	1,145	1,223	1,397	1,465
Percent of initial applications/on-going reviews processed accurately according to Housing Grant policies	96%/ 93%	95%/ 97%	97%/ 98%	92%/ 93%	93%/ 94%	93%/ 94%
Percent of initial applications/on-going reviews processed on time according to Housing Grant policies (within 60 days).	96%/ 98%	97%/ 96%	96%/ 95%	94%/ 89%	94%/ 92%	94%/ 92%

- In FY 2020, the Housing Grant program's Maximum Allowable Rents (MARs) increased for the first time in ten years, mirroring the County's Committed Affordable Units at 60 percent area median income (AMI). The MARs index continues to be updated each year mirroring the County's 60 percent AMI rent standards. This annual increase in MARs continues to aid more households to find and lease affordable units each year by providing rental subsidies that are competitively aligned with present-day rental units.
- During the onset of the COVID-19 pandemic (March 2020) administrative provisions were made to stabilize households that had been adversely affected by the pandemic financially, i.e., loss of income, unemployment, and/or loss of work hours. The program continued serving grant benefits to these households despite failing to meet work hour and income requirements.
- Effective FY 2023, the reinstatement of pre-pandemic Housing Grant eligibility requirements resumed. The program saw a decrease in the number of households served as cases were closed to participants no longer eligible for the program.
- The year over year growth processed applications received demonstrates strong demand for the program expanding avenues for more residents to obtain rental leases.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

Real Estate Tax Relief (RETR)

Critical Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Estimate	CY 2023 Estimate	CY 2024 Estimate
Increase in the amount of money available to pay other expenses (medical, utilities, homes repairs, etc.) – Average increase in money available / Average percent of income saved	\$4,900/ 10%	\$5,135/ 11%	\$5,651/ 11.5%	\$5,700/ 10%	\$5,700/ 10%	\$5,700/ 10%
Housing stability (returning households) – Percentage of households returning to the program	94%	95%	96%	95%	95%	95%

Supporting Measures	CY 2019 Actual	CY 2020 Actual	CY 2021 Actual	CY 2022 Estimate	CY 2023 Estimate	CY 2024 Estimate
Households receiving RETR – Full Exemption	556	568	608	557	558	558
Households receiving RETR – 75% Exemption	121	126	127	129	128	128
Households receiving RETR – 50% Exemption	109	94	74	95	96	96
Households receiving RETR – 25% Exemption	88	78	60	85	87	87
Households receiving RETR – Deferral only	40	33	25	35	36	36
Households receiving RETR – Total	914	899	894	901	905	905
Applications processed accurately	95%	100%	100%	95%	97%	97%
Eligibility determinations processed on time	91%	92%	89%	85%	90%	90%

- These measures are reported on a Calendar Year (CY). CY 2022 estimates are finalized when FY 2023 is completed.
- Several program changes went into effect in CY 2019. These changes include: an increase in the maximum allowable asset levels, allowable asset deductions, allowable income deductions, a decrease in the income level, and a new income band of 75 percent. Additionally, a mass mailing of marketing materials highlighting CY 2019 RETR program changes was sent to all Arlington homeowners.
- Beginning in CY 2020, the income limits for both exemptions and deferrals were adjusted annually, based upon the percent difference between the HUD's Median Family Income for Arlington County for the year immediately preceding the taxable year and the prior year.
- Beginning in CY 2020, the asset limit for both exemption and deferral were adjusted annually, based upon the twelve-month percent change in the Consumer Price Index for Americans 62 years of age and older (CPI-E) for All Items, as released by the U.S. Department of Labor Bureau of Labor Statistics for September of the year immediately preceding the taxable year.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

Homeless and Shelter Services / Continuum of Care

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of participants exiting to permanent housing: Individual Shelters	48%	31%	53%	42%	45%	45%
Percentage of participants exiting to permanent housing: Family Shelters	88%	90%	86%	94%	85%	85%
Percent of adults in family shelter leaving the program with maintained or increased income	69%	74%	65%	80%	70%	70%
Percent of individuals housed at the shelters serving adults only who leave with increased or maintained income, excluding emergency weather beds	62%	45%	58%	51%	65%	65%
Homeless Recidivism (Emergency Shelter Re-Entry)	20%	12%	12%	20%	20%	20%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Emergency shelter clients served at individuals shelters, excluding emergency weather beds	269	257	204	213	250	250
Emergency shelter clients served at family shelters	207	146	102	92	100	100
Hypothermia clients served using the emergency weather beds at the HSC	296	300	253	183	280	280

- "Percent of individuals housed at the shelters serving adults only who leave with increased or maintained income, excluding emergency weather beds" in FY 2021 has been updated due to a reporting error.
- "Homeless Recidivism (Emergency Shelter Re-Entry)" is defined as the percentage of persons who returned to homelessness within two years of exiting a homeless program to permanent housing. Reported on Federal Fiscal Year (FFY), October 1 – September 30 of each year, from the U.S. Department of Housing and Urban Development (HUD). Occasionally, the previous year actuals are updated retroactively when final HUD results differ from the initial report.
- Hypothermia season begins November 1st through March 31st each year. Clients served using the emergency weather beds at the HSC and RPC continue to serve residents across jurisdictions for those in need of safe haven from the cold. Roughly 60 percent of all hypothermia clients were non-county residents, a consistent year-over-year trend within Arlington's cold-winter shelter.
- The use of FEMA funding nationwide was utilized to secure hotel rooms during the pandemic-aiding low congregate shelter capacity for vulnerable and at-risk residents susceptible to the spread of COVID-19. These resources infused across neighboring jurisdictions provided additional shelter options for highly mobile subpopulations.
- In FY 2020, due to the community-wide spread of COVID-19, Arlington County modified its operations and physical infrastructure to safely accommodate shelter guests during the pandemic and throughout the hypothermia season. An unoccupied floor above the HSC building was retrofitted to accommodate emergency winter shelter expanding spacing and census capacity for up to 35 adult individuals.

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

- Additional COVID-19 emergency response funding was deployed state-wide in FY 2021 and FY 2022 for Rapid Rehousing, emergency shelter, and permanent housing vouchers to end homelessness. These efforts have helped the shelter census remain low during the pandemic. It is projected these housing resources will be available and continue to re-house residents through FY 2023.
- Family shelters experienced census declines during the pandemic due to shelter bed modifications pulled offline to accommodate social distancing among current household residents. As vaccine protections improve, it is anticipated shelter capacity will be restored.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here: <http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Rapid Re-Housing

Critical Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Participants exiting to Permanent Housing	118/83%	127/84%	180/85%	179/94%	184/90%	184/90%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Median length of stay in months for people leaving the program	7.0	8.7	5.0	9.9	12.0	12.0
Number of people assisted with a housing subsidy and case management annually	318	344	343	379	379	379
Percent of adults who leave with increased or maintained income at program exit	77%	69%	44%	71%	90%	90%

- In FY 2020, the single-adult Rapid Re-housing provider exhausted available funding halfway through the fiscal year, which created a backlog for referrals until funding was renewed at the beginning of FY 2021. Exits to permanent housing destination slowed as a result.
- Additional COVID-19 emergency response funding was deployed state-wide in FY 2021 and FY 2022 for Rapid Rehousing, emergency shelter, and permanent housing vouchers to end homelessness. These efforts have helped the shelter census remain low during the pandemic. It is projected these housing resources will be available and continue to re-house residents through FY 2023.
- The County's stride to end homelessness is more important than ever as the influx of targeted COVID-19 funding support from federal, state, and local resources used to prevent and quickly rehouse people experiencing homelessness is expected to end in federal fiscal year 2023.

Permanent Supportive Housing (PSH)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Approved applicants who obtain housing	57/55%	52/53%	61/59%	33/38%	55/55%	55/55%

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Permanent Supportive Housing (PSH) tenants who remain in permanent housing	286/94%	314/97%	347/96%	326/93%	357/94%	357/94%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Occupied PSH households at end of fiscal year	275	301	320	319	352	363
New committed affordable units (CAFs) secured each year for PSH	17/7%	18/7%	18/2%	10/1%	26/3%	6/3%
Landlord satisfaction: leasing office staff surveyed who are satisfied with PSH services	17/94%	19/89%	15/100%	22/72%	22/90%	22/90%
Timeliness of obtaining housing: median months from approval to move-in for applicants	5	7	5	5	5	5
Case manager home visits completed or attempted every 90 days	77%	61%	24%	30%	60%	60%

- In FY 2022, "Approved applicants who obtain housing" decreased because no additional units were added to existing contracts as existing landlords are reporting that they are at capacity for PSH units. The PSH program is dependent upon the number of affordable units that are developed as well as the number of PSH units that the developer proposes in each project.
- "Occupied PSH households at end of fiscal year" reflects households subsidized by local or federal or state funds. The number includes current households, households filling new units, and households filling vacant units. Growth from FY 2017 through FY 2022 is attributed to a state contract to house 70 PSH clients.
- CAFs are units that were built, acquired, or renovated with public funds and are designated to remain at below-market rates. These units are set aside specifically for low or moderate-income households at varying levels of affordability. CAFs are considered "secured" for PSH when a project is approved and has Board Approved funding.
- "Median months from approval to move-in" times varies depending on the timing of new development projects brought online for PSH client lease up.
- PSH demand for housing remains high. Clients referred for assistance continue to present complex challenges and barriers affecting housing placements. Low vacancy rates among dedicated PSH CAF units continue to impede the program's ability to house clients on pace with growing demand.
- Of the dedicated PSH units, the program maintained a 96 percent occupancy rate in FY 2022. Other general agreements with landlords offer units only available upon turnover or application acceptance.
- Additional staffing capacity, awarded through a state grant for PSH in FY 2022, added a housing locator to assist in securing new scattered site apartment units with landlords outside of dedicated CAFs.
- The percent of home visits conducted include home visits which the behavioral health case manager attempted, but the client refused. The FY 2020 - 2022 completed or attempted home visits by behavioral health staff decreased due to the pandemic. Virtual based home visits ceased in April 2022; in-home visits were directed to resume.
- "Landlord satisfaction: leasing office staff surveyed who are satisfied with PSH services" saw an increased response rate, by 30 percent, in FY 2022. The decline in satisfaction suggests

HOUSING ASSISTANCE AND HOMELESS PROGRAMS

the pandemic-influenced hybrid service delivery model as an area of improvement to ensure participating tenants receive the appropriate behavioral and substance abuse service supports. Data for FY 2020 has been updated due to a reporting error.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:

<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

PUBLIC ASSISTANCE

PROGRAM MISSION

To improve the lives of low-income residents by effective administration of financial, medical, and supplemental nutrition programs structured and funded by federal, state, and local governments.

General Relief

- Provide financial support for severely disabled individuals awaiting eligibility determination for Social Security Disability benefits.

Auxiliary Grants

- Provide housing and care to elderly and disabled adults requiring residence in assisted living facilities through a monthly supplement to the facility.

Supplemental Nutrition Assistance Program (SNAP)

- Promote enhanced nutrition to low-income households by supplementing food purchasing power through the issuance of monthly benefits that can only be used to purchase food items.

Medical Assistance

- Increase access to health care by providing health insurance to qualified low-income residents who are elderly, disabled, blind, pregnant, children under 19, and now with Medicaid Expansion, eligible adults aged 19-64.

Temporary Assistance to Needy Families (TANF)

- Provide financial stability to families with related minor children whose income is too low to adequately meet the children's needs by providing a monthly subsidy to the family, generally accompanied by medical insurance.

Energy Assistance

- Help individuals and families meet heating and cooling needs by paying a portion of their primary utility costs.

Refugee Services

- Ease the transition of refugees while they acclimate to the United States and work towards employment by providing a monthly payment and Medicaid.

Title IV-E

- Ensure proper care for eligible children in foster care and provide ongoing assistance to children with special needs receiving adoption subsidies.

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Child Care Subsidy

- Provide a childcare subsidy mandated for Temporary Assistance to Needy Families (TANF) and Virginia Initiative for Education and Work (VIEW) recipients with eligible children and other low-income working families earning up to 185 percent of the federal poverty level.

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PERFORMANCE MEASURES

General Relief

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of households assisted with General Relief Maintenance per month	52	51	36	28	30	30
Applications processed on time	100%	100%	100%	92%	100%	100%
Recipients receiving SNAP and/or Medicaid	98%/87%	100%/100%	100%/100%	100%/100%	100%/100%	100%/100%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
General Relief Maintenance expense	\$136,058	\$180,879	\$121,032	\$100,160	\$180,000	\$180,000
SSI reimbursements for General Relief payments	39%	36%	35%	15%	35%	35%

- In FY 2021, "Average number of households assisted with General Relief Maintenance per month" decreased due to recipients receiving unemployment benefits, increased cost of living, and reduced demand for the program due to Medicaid expansion. In addition, COVID-19 has had an effect—General Relief applicants must apply for Supplemental Security Income (SSI) through the Social Security Administration office, which closed in Arlington and has only been available virtually limiting applicants' access. For these reasons, the "Average number of households assisted with General Relief Maintenance per month" continued to decrease in FY 2022. It is anticipated that "Average number of households assisted with General Relief Maintenance per month" will level off for FY 2023 and FY 2024.
- General Relief Maintenance expenses are offset by reimbursements from Social Security when clients are awarded Supplemental Security Income (SSI). The frequency and amount of these reimbursements fluctuate, depending on factors such as when clients first started receiving the General Relief Maintenance benefit and when their Social Security award is determined to be effective.
- In FY 2020, the General Relief Maintenance payment amount increased from \$220 to \$300 per month for single persons and from \$294 to \$350 per month for two or more persons, and General Relief Medical expense was terminated.
- In FY 2021, "General Relief Maintenance expense" decreased due to a reduction in the number of GR recipients. During the pandemic, many GR applicants and recipients who had previous work histories were able to receive extended unemployment benefits and did not meet the income guidelines for GR.
- In FY 2022, "General Relief Maintenance expense" decreased even further due the high cost of living causing many under-resourced families to move out of the area. Also, Social Security Administration offices remained closed or partially closed, requiring customers to access services remotely. Many of these customers do not have access to reliable internet and/or devices.
- In FY 2022, "SSI reimbursement for General Relief Payments" decreased due to reduced length of stay in the program and delays in SSA processing.
- In FY 2023, "General Relief Maintenance expense" and "SSI reimbursement for General Relief Payments" are expected to return to pre-pandemic levels.

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- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Auxiliary Grants

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of persons assisted per month	76	76	75	74	75	75

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Auxiliary Grant expense	\$547,150	\$584,452	\$658,804	\$756,368	\$721,207	\$773,007

- In FY 2021, "Auxiliary Grant expense" increased due to a six percent General Relief rate increase effective 07/01/20, and due to the annual Social Security Administration cost of living increase, the AG rate increased by \$11 per recipient effective 01/01/21.
- In FY 2022, "Auxiliary Grant expense" increased due to a 15 percent rate increase in July 2021 and another 15 percent rate increase in January 2022.

Supplemental Nutrition Assistance Program (SNAP)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of potentially eligible people participating in June of each year	24%	30%	34%	42%	45%	45%
Amount of benefits issued in June of each year	\$596,682	\$1,184,809	\$1,682,322	\$2,239,623	\$2,300,000	\$2,300,000

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of households/recipients participating in June of each year	3,532/ 5,705	4,059/ 6,499	4,280/ 7,129	5,171/ 8,805	5,274/ 9,000	5,300/ 9,000
Number of applications processed each year	2,329	3,306	3,851	4,299	4,385	4,400
Percent of applications processed within timeframe	99%	99%	99%	92%	97%	97%
Percent of cases calculated correctly that were reviewed locally (State Fiscal Year)	84%	94%	89%	75%	90%	90%

- Due to the pandemic, Food and Nutrition Services (FNS) has authorized temporary policy changes including waiving initial interviews, delaying SNAP renewals and Interim Review to ensure uninterrupted participation, issuing the maximum benefit allotment to households based on zero income, and issuing separate EBT (electronic benefits transfer) cards managed

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by the school system to students eligible for free and reduced lunches. FY 2021 and FY 2022 reflect higher volumes due to the pandemic. In FY 2023, unless temporary policy changes in effect due to the pandemic are phased out, it is anticipated that program activity will increase.

- In FY 2022, most temporary policies changes continued, and participation increased significantly due to the introduction of broad-based categorical eligibility. The number of cases monitored increased in SFY 2022 due to new staff and an increased number of applications/renewals requiring a review. Ninety-five percent of newly hired staff had little to no prior program experience which put an extra responsibility on supervisors to train new staff and monitor more cases.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here: <http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Medical Assistance

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of households/recipients receiving Medical Assistance	15,484/ 18,869	17,587/ 21,787	20,973/ 25,346	23,853/ 28,597	25,046/ 30,000	24,000/ 29,000
Total applications received	7,165	3,710	4,463	3,853	3,600	3,600
Applications processed on time	99%	100%	97%	90%	97%	97%
Reviews processed on time	99%	99%	98%	100%	97%	97%
Accuracy of eligibility determinations	88%	94%	92%	90%	90%	90%
Percentage of Medical Assistance recipients accessing medical care	65%	81%	89%	90%	90%	90%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Enrollments at Virginia Hospital Center	236	292	295	291	291	291
Total Reimbursements (\$ millions)	\$108.5	\$128.9	\$165.2	N/A	\$165.2	\$165.2

- Medical Assistance performance measures are based on the State Fiscal Year (SFY) which runs from June 1 to May 31 of each year.
- In FY 2020 and FY 2021, "Total Medical Assistance Households" increased due to CMS' (Centers for Medicare and Medicaid Services) COVID-19 policy to keep recipients enrolled except under extreme circumstances, like death, moving out of state, or customer request. This policy continued throughout FY 2022, which has increased "Total Medical Assistance Households" further. It is anticipated that the total number of households will continue to increase in FY 2023, and decrease once the Public Health Emergency ends, likely in FY 2024.
- In FY 2020, "Total applications received" decreased as many potentially eligible households applied during Medicaid Expansion.

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- In FY 2021, "Total applications received" increased due to temporary policy changes related to COVID-19, including the exclusion of pandemic unemployment benefits and the relaxation of verification requirements.
- In FY 2022, the decrease in "Total applications received" may be indicative that most eligible applicants are currently covered. It is anticipated that this will continue into FY 2023 and FY 2024.
- In FY 2020 and FY 2021, "Enrollments at Virginia Hospital Center" increased due to COVID-19 related emergencies. "Enrollments at Virginia Hospital Center" remained fairly consistent in FY 2022 and is anticipated to remain stable in FY 2023 and FY 2024.
- In FY 2020 and FY 2021, "Total reimbursements" increased due to an increase in "Total Medical Assistance households". Year-end "Total reimbursements" data was not available from the State in FY 2022.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Temporary Assistance for Needy Families

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Increase in monthly household income available to meet family living expenses as a result of receiving TANF: amount of income available with/without subsidy	\$649/\$312	\$355/\$32	\$492/\$70	\$567/\$86	\$567/\$86	\$567/\$86
Number/percent of VIEW participants employed	26/54%	24/29%	7/24%	16/40%	25/40%	25/40%
Percent of VIEW participants still employed after three months	58%	75%	50%	100%	70%	70%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total applications	254	422	552	713	200	200
Accuracy rate for internal audits	100%	93%	83%	60%	95%	95%
Processing timeliness for initial applications/redeterminations	100%/94%	100%/94%	100%/98%	100%/100%	99%/96%	99%/96%
Average households/individuals receiving benefits per month	132/232	113/201	126/261	163/418	125/200	125/200

- Temporary Assistance for Needy Families performance measures are based on the State Fiscal Year (SFY), which runs from June 1 to May 31 of each year.
- In FY 2020, "Increase in monthly household income available to meet family living expenses as a result of receiving TANF: amount of income available without subsidy" decreased due to the pandemic and the tremendous amount of job loss among recipients around the state.
- In FY 2021, "Increase in monthly household income available to meet family living expenses as a result of receiving TANF: amount of income available with/without subsidy" increased due to a higher percentage of families having income other than the subsidy,

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including employment income. This trend continued in FY 2022. It is anticipated that the percentage of working families will remain stable for FY 2023 and FY 2024.

- In FY 2020 and FY 2021, "Number/percent of VIEW participants employed" decreased due to a decrease in available jobs resulting from the pandemic as well as temporary policy changes that suspended penalties for non-participation in VIEW activities.
- In FY 2022, "Number/percent of VIEW participants employed" increased due to an active effort by VIEW staff to have TANF recipients volunteer to participate in the program despite the lack of sanctions for non-participation. Those VIEW clients that chose to participate likely were more motivated to obtain employment. It is anticipated that "Number/percent of VIEW participants employed" will remain high in FY 2023 and FY 2024 as the VIEW program will once again become mandatory in January 2023.
- In FY 2020 and onwards, VIEW retention will be measured at 3 months. Prior to FY 2020, retention was measured at six months.
- In FY 2021, "Percent of VIEW participants employed after three months" decreased due to the very small number of clients gaining employment. Of the four recipients who obtained employment, two remained employed for three months.
- Similarly, in FY 2022, "Percent of VIEW participants employed after three months" increased due to the very small number of clients gaining employment. Each of the four participants is responsible for a quarter of the overall rate.
- "Total applications" and "Average households/individuals receiving benefits per month" is expected to drop due to the five-year (60 month) maximum lifetime benefit restriction.
- In FY 2020, due to pandemic-related job-loss "Total applications" increased, however due to TANF income guidelines being very low, few applicants were eligible and as a result, a decrease in "Average households/individuals receiving benefits per month" occurred.
- In FY 2021, "Total applications" and "Average households/individuals receiving benefits per month" increased due to pandemic-related policy changes including (but not limited to) the suspension of certain verification requirements, acceptance of certain client statements, and interview waivers that helped recipients maintain their eligibility during the pandemic.
- In FY 2022, "Total applications" and "Average households/individuals receiving benefits per month" increased due to Arlington having an influx of Afghani Refugees with children who were potentially eligible for TANF, causing an increase in applications. Afghani households tend to have several children in their families, thereby contributing to the agency trend of increased household size.
- In FY 2022, "Accuracy rate for internal audits" decreased due to a number of factors including high staff turnover, a significant increase in applications, and a small number of cases reviewed internally. A return to prior-year levels is anticipated in FY 2023.
- TANF pandemic policy imposed a temporary moratorium on closures for the 24-month and 60-month time limits, resulting in extension of benefits beyond established limits from FY 2021 to FY 2022.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Energy Assistance

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications processed	1,977	2,085	3,365	2,730	2,000	2,000
Number of households assisted	1,882	1,644	3,037	2,248	1,800	1,800

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- In FY 2020, due to the pandemic, the state offered a separate COVID Energy Assistance program providing supplemental energy payments. Due to extended program deadlines, the increase in applications processed and households assisted are reflected in FY 2021, and a little less so in FY 2022, with a return to normal levels over the course of FY 2023 and FY 2024.
- In FY 2022, sporadic reporting by the State has most likely resulted in data for "Number of applications processed" and "Number of households assisted" that are lower than actuals.

Refugee Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications processed	10	2	3	52	2	2
Average monthly households assisted	4	1	2	7	1	1
Refugee Services expense	\$15,900	\$6,845	\$7,728	\$32,265	\$6,350	\$6,350

- The number of applications processed each year depends upon the awarding of refugee status by the State Department.
- Fewer refugees are resettling in Arlington due to the high cost of living. However, in FY 2022, Arlington had an influx of Afghani Refugees through Operation Allies Welcome resulting in a significant increase in "Number of applications processed", "Average monthly households assisted", and "Refugee Services expense".

Child Care Subsidy

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of income spent on childcare with/without subsidy - Fee-based families	7%/62%	7%/64%	7%/63%	0%/50%	5%/50%	5%/50%
Percent of income spent on childcare with/without subsidy - Head Start families	6%/57%	4%/49%	10%/68%	0%/51%	5%/51%	5%/51%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of children receiving subsidy from local funds (County)	3	4	7	8	8	8
Quality control processing accuracy rate: internal reviews calculated correctly	97%	96%	93%	95%	95%	95%
State funds spent for fee paying families: percent spent and amount of allocation	80%/ \$1,524,600	86%/ \$1,784,266	63%/ \$2,027,590	93%/ \$3,074,516	85%/ \$3,074,516	85%/ \$3,074,516
Total number of children receiving state childcare subsidy	180	295	274	420	420	420

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- The Child Day Care Subsidy Program performance measures are based on the State Fiscal Year (SFY), which runs from June 1 to May 31 of each year.
- Due to the pandemic, Child Care Program has lost child-care providers; likewise, many parents have job loss and/or are afraid to send their children to child-care facilities.
- The U.S. Department of Health and Human Services has established the threshold for affordable child-care at 7-10 percent of family income. Without a subsidy, childcare costs would have accounted for more than half of the average family's income. With the subsidy, costs decreased to 5-7 percent of income.
- In SFY 2018, the state increased the Maximum Reimbursable Rate across all types of care, meaning the amount paid to the childcare provider increased. As of FY 2019, Arlington has the highest reimbursable rate in the State of Virginia.
- In late FY 2019, the state provided \$247,414 in additional funding to Arlington for families on the waitlist. The waitlist was cleared, but because the funding was received late in the year and some waitlist families were no longer eligible, not all of the additional funding was utilized.
- In FY 2021, "Percent of income spent on childcare with/without subsidy – Head Start families" increased due to a decrease in the average monthly income for Head Start families and an increase in average monthly costs of childcare.
- In FY 2022, "Percent of income spent on childcare with/without subsidy – Fee-based families" and "Percent of income spent on childcare with/without subsidy – Head Start families" decreased due to families having higher incomes while also not having to pay copays due to the State waiving copays in FY 2022. It is anticipated that copays will be reinstated in FY 2023 and FY 2024 resulting in increases in "Percent of income spent on childcare with/without subsidy – Fee-based families" and "Percent of income spent on childcare with/without subsidy – Head Start families".
- In FY 2019, "Number of children receiving subsidy from local funds (County)" decreased due to the availability of state funding to support these families.
- In FY 2021, "Number of children receiving subsidy from local funds (County)" increased due to the enrollment of additional families as a result of grant funding made available in SFY 2020. FY 2022 enrollment remained consistent, and in FY 2023 and 2024 the number of children receiving County subsidy is anticipated to remain steady due to recipients affected by House Bill 2206 which provided many concessions and flexibility to support Childcare families.
- In FY 2021, "State funds spent for fee paying families: percent spent" decreased and "State funds spent for fee paying families: amount of allocation" increased due to the State allocating an additional 14 percent to Arlington in SFY 2021, while the number of children needing care decreased in SFY 2021 as the waitlist was cleared in April 2021.
- In FY 2022, "State funds spent for fee paying families: percent spent and amount of allocation" both increased due to the State increasing Arlington's allocation by 34 percent and a significant increase in "Total number of children receiving state childcare subsidy". It is anticipated that "State funds spent for fee paying families: percent spent and amount of allocation" will remain similar in FY 2023 and FY 2024.
- The method for calculating and reporting the "Total number of children receiving state childcare subsidy" for SFY 2020 changed. The state now gives agencies an unduplicated year-to-date child count for each Budget Line. In previous years, data from the last month of the SFY (May) was used. In May 2020, the program served 151 children. Due to the pandemic, many families were not working and restrictions on childcare had been implemented due to safety concerns, lowering counts.
- In SFY 2021, the passage of House Bill 2206 in March 2021 temporarily adjusted a number of program requirements to provide families with more flexibility during the COVID public health emergency. Excused absences were increased, copays were suspended, job search was considered a qualifying activity, and income thresholds were raised.

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- In FY 2022, “Total number of children receiving state childcare subsidy” increased due to the majority of the flexibilities established by House Bill 2206 remaining in place through May 2022. As the economy improved, schools reopened, and childcare slots became available, significantly more families were able to access childcare subsidies.
- This program has a performance measurement plan. The data above align with that plan. You can read this program’s complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

EMPLOYMENT SERVICES

PROGRAM MISSION

To promote the economic well-being and stability of residents and area employers by providing convenient, comprehensive employment services to job seekers and employers.

Job Search and Placement

- Conduct job seeker assessments to determine services needed.
- Provide access to job search information under the guidance of employment staff.
- Offer intensive assistance to job seekers needing the help of a case manager and job developer with the goal of placement into employment.

Skills Training

- Develop job seeker technical skills by developing an individualized training plan leading to enrollment in a specialized skills training program.

English for Speakers of Other Languages Training

- Prepare job seekers with limited English proficiency by providing English language training through the Arlington Education and Employment Program (REEP).

Workforce Board and Consortium

- Provide management of the Alexandria/Arlington Regional Workforce Council (RWC), which provides oversight over federal Workforce Innovation and Opportunity Title I funds.
- Provide management of the Arlington/Alexandria Workforce Development Consortium that facilitates partnerships between the RWC, local businesses, and the County government.

PERFORMANCE MEASURES

Employment Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Placement rate of case managed clients: number/percent placed in employment	305/48%	221/26%	85/15%	190/26%	175/28%	175/28%
Average wage at time of placement into employment	\$24.18	\$17.86	\$20.38	\$20.29	\$20.00	\$20.00
Case managed clients still employed after three months	229/75%	177/80%	111/81%	199/89%	255/75%	255/75%

EMPLOYMENT SERVICES

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average ongoing case management clients per month	631	416	227	384	450	450
Average time from referral to case management to placement into employment for case managed clients (months)	2.3	6.6	4.3	6.1	3.0	3.0
Total employers participating in recruitment fairs	88	103	56	133	62	62
Number of students attending Arlington Teen Summer Expo	1,436	N/A	196	700	1,425	1,425

- Methods for calculating placements were revised in FY 2019 and FY 2020 for "Placement rate of case managed clients: number/percent placed in employment" to enhance accuracy. Comparisons across prior fiscal years is not meaningful.
- Due to an increase in clients served in FY 2022, the number of clients placed into employment is increased. However, the employment placement rate is projected to remain low in FY 2023 and FY 2024 due to a greater number of clients with significant barriers to employment.
- In FY 2019, "Wage at time of placement into employment" increased due to a few significant wage outliers that skewed the average. The wage ranges, however, are similar in FY 2019 to those of prior fiscal years.
- In FY 2021 and 2022, "Wage at time of placement into employment" reached over \$20/hour due to fewer lower paying jobs being available during the economic recovery.
- The data indicator of employment retention rate changed in FY 2020 to report on job retention after three months and the measure that is calculated and reported for all Employment Services grants and funding sources. In prior fiscal years, the employment retention rate was calculated only for certain funding sources, and at six months, instead of three months.
- "Average ongoing case management clients" in FY 2020 has been updated with a revised number due to a revised calculation for this measure.
- In FY 2021, "Average ongoing case management clients" decreased due to the limitations of virtual services, the decrease in available jobs, and the effects of expanded unemployment benefits.
- In FY 2022, "Average ongoing case management clients" increased as the pandemic drew closer to an end, residents exhausted unemployment insurance benefits, and inflation increased. It is anticipated that there will be an increase in the number of clients receiving ongoing case management in FY 2023 and FY 2024 as the economy continues to stabilize post-pandemic.
- In FY 2019, "Average time from referral to case management to placement into employment for case managed clients" decreased to 2.3 months due to better coordination between program staff, specifically Employment Specialists and the Business Engagement Team, to find clients jobs in a timely manner. However, it increased to 6.6 months in FY 2020, due to the economic downturn because of the pandemic and the lack of available jobs.
- In FY 2021, "Average time from referral to case management to placement into employment for case managed clients" decreased due to the increased availability of jobs as vaccines became available and industries began to open back up during the second half of FY 2021.
- In FY 2022, "Average time from referral to case management to placement into employment for case managed clients" increased due to a significant number of AEC clients who had been

EMPLOYMENT SERVICES

receiving services for two years or more finally obtaining employment. It is anticipated that "Average time from referral to case management to placement into employment for case managed clients" will stabilize in FY 2023.

- Due to increased employer demand, the number of employer events in FY 2020 increased significantly.
- In FY 2021, "number of recruitment fairs" decreased due to a reduction in hiring volume as industries continued to struggle, the inability to host fairs in-person during the pandemic, and the resulting transition to fewer virtual recruitment fairs that involved a higher number of employers per event.
- In FY 2022, "Number of recruitment fairs" was changed to "Total employers participating in recruitment fairs", to reflect the shift from single employer to multi-employer events. "Total employers participating in recruitment fairs" increased as industries opened up as the pandemic came closer to an end and employers experienced "The Great Resignation". It is anticipated that "Total employers participating in recruitment fairs" will trend closer to pre-pandemic levels due to serving more employers per event through both virtual and in-person formats.
- Due to the pandemic, the FY 2020 Teen Summer Expo was cancelled. In FY 2021, the annual event was hosted virtually with 196 remote attendees.
- In FY 2022, the Teen Summer Expo was once again held in-person and the name was changed to the Teen Summer Job Fair. Seven hundred youth attended the event in FY 2022. It is anticipated that attendance at the new Teen Summer Job Fair will return to pre-pandemic levels in FY 2023.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management of the Public Health Division.

Management and Administration

- Promote excellent customer service in all program areas.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the Division's financial management, managing grants and contracts, managing budgets, offering training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and ensuring effective collaboration with community partners.
- Manage contractual relationship with the Virginia Department of Health (VDH) to deliver the required public health services as one of two locally administered health departments in the Commonwealth.

Emergency Preparedness and Response (EP&R)

- Assist County, community, and regional organizations and agencies in preparing to respond to the public health consequences of emergencies and train public health employees to prepare for and test emergency response plans.

Occupational Health

- Ensure a healthier County workforce.

PERFORMANCE MEASURES

Emergency Preparedness and Response (EP&R)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of emergency exercises and drills which Division staff conducted or in which staff participated	37	21	3	15	30	45
Percent compliance with annually required data reported to the Centers for Disease Control	100%	100%	N/A	N/A	100%	100%
Met Project Public Health Ready Criteria (Yes/No)	N/A	Yes	N/A	N/A	N/A	N/A
Percentage of Public Health Division employees compliant with state and federal National Incident Management trainings (IS100, ICS200 and ICS700)	97%	97%	95%	75%	75%	95%
Total Number of active Medical Reserve Corps (MRC) volunteers	347	874	975	925	900	850

- The number of emergency exercises and drills conducted can vary from year to year depending on EP&R staff involvement with drills and exercises conducted by other National Capital Region jurisdictions. Participation in those activities is counted for Arlington County as the experience is relevant. Exercises and drills that were conducted specifically by PHD have been suspended due to ongoing real-world response activities. PHD EP&R staff attended numerous exercise opportunities in the region.

MANAGEMENT AND ADMINISTRATION

- The CDC suspended required data submission(s) during the pandemic. Consequently, 'N/A' was reported for FY 2021 and FY 2022 specific to CDC data compliance.
- Project Public Health Ready (PPHR) is a recognition process conducted by NACCHO (National Association of County and City Health Officials). Conducted every five years, it is a national peer review of local public health emergency response plans to assess the jurisdiction's readiness to respond to various types of emergencies. In order to pass the review, the jurisdiction must meet all criteria.
- The percentage of Public Health Division employees compliant with state and federal National Incident Management trainings varies from year to year based on date of hire for new staff. Recently hired staff might not have completed their training by the point at which the data is reported.
- The number of active MRC volunteers decreased in FY 2022 from its peak in FY 2021 due to reduced demand for volunteer support related to the COVID-19 pandemic. While remaining above pre-pandemic levels, further demobilization of the COVID-19 response is expected to lead to another decrease in MRC volunteer activity in FY 2023 and 2024.

Occupational Health

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of County employees attending Occupational Safety and Health (OSHA) required trainings	4,158	7,520	245	273	273	273
Percent of County employees receiving follow-up referrals after health risks were detected on screening	100%	100%	100%	100%	100%	100%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of County employees screened for health and safety risks who were able to perform the job	2,671	2,249	2,783	2,252	2,252	2,252
Number/percent of OSHA defined abnormal hearing tests getting appropriate follow-up	3/100%	5/100%	5/100%	4/100%	4/100%	4/100%
Percent of all County employees screened for work health and safety risks who were able to perform the job	99%	99%	99%	99%	99%	99%

- For FY 2020, there was an increase in the number of employees reported as attending both the OSHA required trainings and worksite health or safety (non-OSHA) programs, likely due to more trainings available, increased teleworking secondary to the COVID-19 pandemic, and non-mandated employees completing the courses. For FY 2021, several large Arlington County departments did not report employee trainings. FY 2021 and FY 2022 numbers for OSHA required trainings and non-OSHA programs only reflect Public Health Division numbers.
- The number of employees screened for health and safety risks who were able to perform the job varies annually. A number of employees are in positions or have conditions that require more frequent screenings to assure job readiness. During the 3rd quarter of FY 2020, there was a significant decrease in the number of employees screened for health and safety risk who were able to perform the job. This was due to the COVID-19 pandemic and the Governor's

MANAGEMENT AND ADMINISTRATION

Executive Order. Medical facilities operations, including the vendor used for Occupational Health exams, deferred scheduling non-critical appointments, thus limiting access for Occupational Health examinations. During FY 2021, initial COVID-19 vaccinations for Arlington County Fire Department (ACFD) and PHD employees were included in screening for health and safety risks. This data was not reported in FY 2022. Therefore, there was a decreased in the number of County employees screened for health and safety risks who were able to perform the job during FY 2022.

- In addition, during the 3rd and 4th Quarter of FY 2020, ACFD deferred scheduling annual fitness and wellness exams so that they could transition to another Occupational Health vendor during the 1st Quarter of FY 2021. This change enabled all annual fitness duty and wellness exams to be consolidated over several weeks instead of throughout the year as in prior years. There was also a significant impact from employees not being able to perform job duties secondary to being placed either on isolation or quarantine because of exhibiting COVID-19 symptoms or being identified as close contact to someone with infected with COVID-19. Data for employees unable to perform on the job due to COVID-19 related issues is not included in the supporting measures.

Management and Administration

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of budgeted third-party revenue received	100%	99%	98%	100%	100%	100%

- FY 2023 and FY 2024 estimates are based on FY 2022 actuals.

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PROGRAM MISSION

To prevent disease and promote optimum health for at-risk populations in the following areas:

Family Planning

- Prevent unintended pregnancy, support planned conception, and promote the health of women of childbearing age.
- Provide clinic services, contraceptive information, and health education for all men and women.

Maternity Care

- Prevent poor pregnancy outcomes and promote better prenatal care through clinic visits, health and nutrition education, and case management.

Immunization Clinic

- Provide immunizations to children and adults along with information about vaccine requirements, recommendations, safety, contraindications, and common reactions.

Child Health Medical Case Management

- Provide home-based assessments and education to low-income pregnant women and their children to support normal child growth and development.
- Connect low income families with children under age six to a regular health care provider.

Maternal-Child Nutrition [Women, Infants and Children Program (WIC)]

- Prevent nutritional deficiencies and support optimum growth and development for low income mothers and their children.
- Provide a combination of direct nutritional supplementation, nutrition education, and increased access to health care and social services.
- The program focuses on pregnant, breast-feeding, and postpartum women, infants, and children up to age five.

HIV/AIDS & Sexually Transmitted Infections (STI) and the AIDS Drug Assistance Program (ADAP)

- Control and prevent disease spread of Human Immunodeficiency Virus (HIV), Acquired Immune Deficiency Syndrome (AIDS), and Sexually Transmitted Infections (STIs).
- Provide testing, treatment, counseling, and referrals.
- Provide medications to persons living with HIV/AIDS.
- Monitor and promote patient compliance with taking HIV/AIDS medication.

Dental Clinic

- Prevent harmful effects of dental disease through prevention and treatment, targeting children through high school age and adults age 60 and older.

COMMUNITY HEALTH SERVICES

PERFORMANCE MEASURES

Family Planning Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total clients served	2,235	1,991	1,555	1,823	1,823	1,823
Total number of client visits	4,167	3,651	3,404	3,542	3,542	3,542
Total number of outreach events	50	22	0	13	13	13
Number of people reached at outreach events	2,457	1,704	0	1,622	1,622	1,622
Percent of teens encouraged to have parental involvement in their decisions regarding reproductive health	100%	100%	N/A	N/A	100%	100%
Average total visit time for comprehensive family planning visits (in minutes)	71	N/A	N/A	N/A	71	71
Percent of clients approved for a LARC (long acting reversible contraceptive) who receive it same day	56%	72%	N/A	N/A	N/A	N/A
Percent of pregnancies among existing family planning clients conceived at least 18 months after a previous birth	85%	75%	88%	90%	90%	90%
Percent of clients reporting a planned pregnancy when receiving the results of a positive pregnancy test result	56%	60%	N/A	N/A	56%	56%

- The overall decrease in clients served since FY 2019 is likely due to a combination of two factors: 1) the decrease in the number of uninsured women of reproductive age living in Arlington; and 2) the expansion of the Affordable Care Act (ACA) and Medicaid may have led to an increase in the number of clients who met eligibility criteria and were therefore insured and able to find a private provider. The FY 2020 and FY 2021 decrease is due to the impact of COVID-19 and the reduced number of in-person clinic spots and services offered. The slight increase in clients served in FY 2022 is likely due to gradual increase in services opening up in the community.
- During FY 2020 and FY 2021, the Family Planning/Teen Program operated under the amended Title X and Virginia Department of Health (VDH) COVID-19 Program Guidance. This allows for services that are normally provided in a clinic setting to be offered remotely utilizing a telehealth/phone platform. Clients are being brought into the clinic for in-person visits when telemedicine is not an option. Routine well-woman visits are deferred, e.g., routine STI testing and pap smears. Birth control refills such as oral contraceptives, rings, and condoms are available to existing clients after nurse phone triage either for curbside pickup or mailed from the VDH Central Pharmacy. Depo Provera injections were given in person. Non-emergency procedures, including Long Acting Reversible Contraceptives (LARCs) insertions and removals, were suspended until March 2021. During FY 2022, the Family Planning/Teen program returned to full operational status.
- Beginning in FY 2020, most outreach events were canceled due to COVID-19. Outreach activities resumed in FY 2022.
- During FY 2019 and FY 2020, the percentage of teens encouraged to have parental involvement in decisions regarding their reproductive and sexual health remained consistent. The data collection for this measure was suspended during the COVID-19 Public Health response. Data collection resumed for FY 2023.

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- In FY 2019, the Average Total Wait Time was changed to Average Total Visit Time for Comprehensive Family Planning Visits as Title X now focuses on total visit time instead of total wait time. In FY 2019, the Average Total Visit Time was within the parameters established by Title X, which requires that wait time not exceed 90 minutes. Average Total Visit Time was not assessed in FY 2020 or FY 2021 due to combining of Family Planning/Maternity/STI clinics. This was followed closely by the COVID-19 pandemic and subsequent need for community health staff to be reallocated to support public health COVID-19 response efforts.
- In FY 2019, the measure of clients receiving a LARC within one week was changed to clients receiving a LARC the same day because it better captures that clients were able to leave with the method they requested. In FY 2020 Q1-Q2, 72 percent of family planning clients requesting a LARC received one the same day as their request, up from 56 percent in FY 2019. Data for this measure was not calculated for FY 2021 due to the suspension of LARC services during the COVID-19 pandemic. For FY 2023, this measure will change to align with the Virginia Department of Health (VDH)/Title X requirement of the client receiving the birth control method of their choice.
- In FY 2021 and FY 2022, percent of pregnancies among existing family planning clients conceived at least 18 months after a previous birth returned to prepandemic levels. The decrease in FY 2020 was likely due to the decreased services in Family Planning during the COVID-19 Public Health emergency.
- Due to COVID-19 disruption in services, client surveys could not be conducted as planned.
- In FY 2021 and FY 2022, percent of clients reporting a planned pregnancy when receiving the results of a positive pregnancy test result was not calculated due to suspension of walk-in pregnancy testing during the COVID-19 pandemic.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Maternity Care

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of low birth weight infants born to clients served through 36 weeks	2.8%	2.9%	1.6%	4.4%	4.4%	4.4%
Percent of pre-term deliveries among clients served through 36 weeks	4.1%	4.6%	8.6%	5.6%	5.6%	5.6%
Percent of women enrolling in prenatal care in the first trimester of pregnancy	70%	58%	48%	47%	47%	47%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total clients served	563	448	375	421	421	421
Total client visits	3,663	2,746	1,494	2,319	2,319	2,319
Percent of clients who got all critical tests on time at admission visit	100%	100%	N/A	N/A	100%	100%
Percent of clients who got all critical tests on time at first clinician visit	99%	100%	N/A	N/A	100%	100%
Percent of clients who got all critical tests on time between 15 and 21 weeks	100%	100%	N/A	N/A	100%	100%
Percent of clients who got all critical tests on time between 24 and 28 weeks	97%	100%	N/A	N/A	100%	100%

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Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of clients who got all critical tests on time between 35 and 37 weeks	100%	100%	N/A	N/A	100%	100%
Percentage of clients who rated their overall customer experience as "good" or "great"	N/A	N/A	N/A	98%	98%	98%

- The percentage of low birth weight infants born to clients served through 36 weeks and the percentage of pre-term deliveries among clients served through 36 weeks varies from year to year based on individual client characteristics. Staff routinely review the records of these clients to identify common factors and/or trends; none were identified.
- The decrease in clients served since FY 2019 is likely due to a combination of factors: 1) the decrease in the number of uninsured pregnant women living in Arlington; 2) the expansion of the Affordable Care Act (ACA) and Medicaid maternity service coverage may have led to an increase in the number of clients who met its eligibility criteria and were therefore insured and able to find a private provider; and 3) an increase in Long Acting Reversible Contraceptives (LARCs) insertions in the Family Planning program. In FY 2020 and FY 2021, the decrease in the number of clients and visits is related to VDH Program Guidelines during COVID-19, which increased the interval between visits. During FY 2022, the program moved toward pre-pandemic spacing of visits. In FY 2021 and FY 2022, staff was redirected to work on COVID-19 response and did not conduct chart audits; therefore, the percentage of clients who got all critical tests on time is not reported.
- Due to COVID-19 disruption in services, client surveys in FY 2019, FY 2020, and FY 2021 could not be conducted as planned. Surveys resumed in FY 2022.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Immunization Clinic (OIC)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total clients served (all services)	3,390	2,773	1,071	1,518	1,518	1,518
Total visits (all services)	5,664	3,643	1,329	2,253	2,253	2,253
Total OIC Services: immunizations (including flu) and TB tests administered	11,209	10,294	2,960	7,128	7,128	7,128
Cases of reportable vaccine-preventable diseases among Arlington children and adults immunized at Immunization Clinic	0	0	0	0	0	0

- Data include services provided at the Open Immunization Clinic (OIC) only.
- The OIC closed on March 16, 2020 and did not reopen until June 26, 2020.
- The clinic reopened utilizing appointments, social distancing, one-way clinic flow, and increased usage of PPE for staff.
- During the COVID-19 pandemic, the clinic is open to serve Arlington County school-age children only.
- The clinic opened first for 7th-graders needing Tdap, then focused on Kindergarten vaccines before opening for all school age children.
- In FY 2020 and FY 2021, the decrease in the number of clients and visits is due to the COVID related clinic closures. FY 2022 has shown an increase in the number of immunization clients

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that were seen and the number of services being delivered. This may be due to the public's overall comfort level of coming to the Health Department has relaxed since the beginning of COVID. Masks are still required and other safety measures remain in place.

- There have been no cases of reportable vaccine-preventable diseases among Arlington children and adults immunized at Immunization Clinic since FY 2019. A list of cases of vaccine-preventable disease among Arlington residents is obtained from the Disease Investigation program to see if they were immunization clients.
- This program has a performance measurement plan in place for services provided at OIC. You can read this program's complete FY 2022 plan here:

<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Maternal-Child Nutrition [Women, Infants and Children Program (WIC)]

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of cases meeting eligibility processing standards	100%	100%	100%	99%	99%	99%
Percent of underweight children ages 2 to 5 moving towards a healthier weight	67%	17%	67%	67%	67%	67%
Percent of overweight children ages 2 to 5 moving towards a healthier weight	30%	24%	37%	63%	63%	63%
Percent of Women, Infants and Children (WIC) breastfeeding infants who were ever breastfed	93%	94%	93%	96%	96%	96%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 6 months	72%	82%	83%	85%	85%	85%
Percent of Women, Infants and Children (WIC) breastfeeding infants who are breastfed at 1 year	35%	46%	53%	51%	51%	51%
Percentage of clients who rated their overall customer experience as "excellent" or "wow"	91%	94%	N/A	N/A	94%	94%
Percent of clients responding to an annual survey who rated our use of a language that they understood and spoke as "excellent" or "wow"	90%	94%	N/A	N/A	94%	94%
Monthly average number of active clients	2,013	1,912	2,155	2,202	2,202	2,202

- Changes due to COVID: All eligibility determination, risk assessment, and nutrition counseling services are performed over the phone, and benefits are issued remotely. USDA (US Department of Agriculture) has waived the physical presence requirement.
- Height and weight data from FY 2021 and FY 2022 is not comparable to prior years because of the change in how height and weight measurements were collected. Data was reported by external health care practitioners and not directly measured at WIC office visits, and may not be comparable to data recorded at WIC office visits.
- The measure "percent of cases meeting eligibility processing standards" ensures that local agencies notify applicants of their eligibility for benefits within 10 days for pregnant women, infants under six months of age, migrants, and homeless persons and 20 days for all others.
- The number of underweight children ages two to five moving toward a healthier weight is small (12 or less in each year); therefore, even small changes in the number of underweight children often account for the variations in percentages.

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- The FY 2022 increase in WIC breastfeeding infants who were ever breastfed and breastfed at six months is due to a combination of several factors: 1) Breastfeeding counselors focused their efforts on clients during the early post-partum period when most problems with breastfeeding typically occur; and 2) the addition of face-to-face classes for pregnant and breastfeeding mothers.
- During the pandemic, support services are provided remotely mainly through phone conversations. Only clients needing breast pumps are required to come to the office. Breastfeeding support groups have been discontinued. In-person group breastfeeding classes have been replaced with WICHealth.org, a new state introduced on-line education portal. Clients can access this portal through phones, tablets, or computers. Due to the COVID pandemic, some WIC clients are no longer working outside the home and are more likely to breastfeed while staying home with infants.
- In FY 2018, a new client survey was implemented as part of the Customer Experience Initiative in public health. Components of customer experience are rated as "unsatisfactory," "satisfactory," "excellent," or "wow" to match division expectations of delivering an "excellent" or "wow" experience to all customers. The survey was not administered in FY 2021 or FY 2022 due to the COVID-19 pandemic.
- WIC enrollment had declined statewide and nationally since FY 2014 until March 2020. Since then, monthly participation has increased by 290 participants, from 1,912 to 2,202. Some of the increase was due to new participant enrollment. Another factor contributing to the increase was the convenience of remote services. Clients previously enrolled, who were not able to attend required in-office appointments and were not able to receive benefits, could complete required appointments over the phone.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

HIV/AIDS & Sexually Transmitted Infections (STI) and the AIDS Drug Assistance Program (ADAP)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Chlamydia rate per 100,000 population	490	416	346	404	404	404
Number of new Chlamydia cases	1,110	942	811	964	964	964
Gonorrhea rate per 100,000 population	110	118	95	131	131	131
Number of new Gonorrhea cases	249	267	222	314	314	314
Syphilis rate per 100,000 population	34	27	27	29	29	29
Number of new Syphilis cases	78	62	64	70	70	70
Perinatal Hepatitis B cases	14	19	11	13	13	13
HIV rate per 100,000 per population	10	8	12	10	10	10
Number of new HIV cases	23	18	29	24	24	24
Number of HIV positive clients receiving AIDS Drug Assistance Program services	60	45	46	56	56	56
Total number of sexually transmitted disease clinic visits (includes HIV)	1,231	738	216	365	500	500
Percentage of STI Clinic clients who rated their overall customer experience as "good" or "great"	96%	N/A	N/A	99%	99%	99%

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- The above rates were calculated using the January 1, 2022 population estimates from the Arlington County Department of Community Planning and Housing Development. Rates of Chlamydia, Syphilis, and HIV decreased in FY 2020 and FY 2021. Contributing factors may include reduced access to testing as well as behavior changes due to social distancing. Rates of Chlamydia, Gonorrhea and Syphilis increased in FY 2022. Contributing factors may be continued STI testing services in the community, especially increased number of clients referred by a community-based organization, NOVASalud.
- Data on the number of new cases is from the Virginia Department of Health (VDH).
- During COVID-19, the Virginia Department of Health recommended that STI services be limited to symptomatic and high-risk clients. In July 2021, VDH allowed jurisdictions to resume screening asymptomatic clients and the number of clients served started to increase as clinic services resumed.
- The total number of STI Clinic visits varies from year to year. The overall decline since FY 2021 is due to the overall decrease in the number of clients and the resulting decrease in the number of visits.
- AIDS Drug Assistance Program (ADAP) services have decreased since FY 2016 as more individuals became enrolled in the Affordable Care Act (ACA) and state supported insurance programs.
- Due to COVID-19 disruption in services, client surveys could not be conducted as planned. Client surveys resumed in FY 2022
- The STI Clinic and ADAP programs have performance measurement plans. The data above align with those plans. You can read both programs complete FY 2022 plan here: <http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Dental Clinic

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total client visits	1,899	1,312	41	1,279	1,279	1,279
Total number of clients	729	561	34	441	441	441
Percentage of clients who rated their overall customer experience as "excellent" or "wow"	95%	97%	N/A	98%	98%	98%
Percentage of clients who rated how we explained things as "excellent" or "wow"	97%	97%	N/A	96%	96%	96%
Percentage of clients that indicated that they were able to get an appointment when needed	80%	85%	N/A	97%	97%	97%
Percentage of adult appointment slots utilized by adults	91%	91%	N/A	N/A	N/A	N/A
Percentage of children's appointments slots utilized by children	78%	71%	N/A	82%	82%	82%
Percentage of open appointment slots (both adult and children) utilized	92%	96%	N/A	95%	95%	95%
Percentage of all clinic appointment slots utilized	88%	90%	N/A	94%	94%	94%
Number/percent of preventive visits at which clients who were offered and received all appropriate preventive care	833/ 99.5%	537/ 99.8%	28/ 100%	438/ 99.3%	438/ 99.3%	438/ 99.3%

COMMUNITY HEALTH SERVICES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number/percent of clients completing corrective treatment plan within 6 months	465/91%	409/89%	79/75%	157/89%	157/89%	157/89%
Number/percent of clients who return for a new preventive treatment plan in 12 months	401/60%	524/62%	98/18%	12/43%	220/50%	341/50%

- The Dental Clinic closed due to COVID on March 16, 2020. The Dental Clinic reopened on June 22, 2021.
- The Dental Clinic provides preventive and corrective care to low-income, uninsured Arlington residents who are either children up to age 19 or adults aged 60 and above.
- Dental Clinic appointment slots are either reserved for children (64 percent), adults (28 percent), or are open to either client type (8 percent). Currently, there are four open slots available per week to either adults or children on a first come, first served basis.
- More appointment slots are reserved for children because there are fewer other community options available for uninsured children than for adults. After the Dental Clinic reopened, all slots were open to either client type until May 2022, when 25% were reserved for children. This was done to fill all the appointment slots while assuring that children are able to get appointments.
- Client satisfaction surveys were not administered in FY 2021 due to COVID-19. Client satisfaction surveys were administered in the 3rd quarter of FY 2022.
- Some clients do not return for the completion of their treatment plan and some clients need such extensive work that it takes longer than 6 months.
- The percentage of clients returning for a preventive visit decreased drastically in FY 2021 and FY 2022 due to the closure of the clinic. Because the clinic did not reopen until June 21, 2021, there were only a small number of clients reported in FY 2022.
- Appropriate preventive care includes an examination, cleaning, oral hygiene education, oral cancer screening, and fluoride varnish for clients ages 13 years and younger.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

SCHOOL HEALTH

PROGRAM MISSION

To keep children healthy and safe to promote learning.

School Based Health Clinics

- Provide first aid and emergency care to sick and well children, including administering medications.
- Provide a wide range of health services for students with disabilities and special health care needs.
- Monitor immunization status, give immunizations, and assess student health status.
- Provide preventative Health Education for students, teachers, and parents.
- Investigate potential outbreaks to limit the spread of infectious diseases.

Health Appraisal Clinics

- Provide physical exams, immunizations, and other screening required for school entry.

Parent Infant Education (PIE)

- Screen and assess developmental disabilities and delays.
- Provide physical, occupational, speech, social work, and developmental therapy.
- Coordinate services for families, assist families to access resources, and provide parent support.

PERFORMANCE MEASURES

School Based Health Clinics

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of students enrolled (school enrollment as of September 30)	27,436	28,248	26,895	26,911	27,586	27,351
Students with medical notifications	6,782	6,627	6,906	7,504	7,504	7,504
Total number of clinic visits	130,638	90,356	4,833	92,582	92,582	92,582
Percent of controlled substances (medications) administered per protocol	99%	99%	99%	99.5%	99%	99%
Percent of individual health care plans that meet all appropriate standards for the condition	93%	N/A	N/A	N/A	93%	93%
Total vision screenings	9,518	9,885	5,507	9,639	9,639	9,639
Total hearing screenings	9,495	9,846	5,349	9,663	9,663	9,663
Percent of mass vision screenings completed	99%	98%	55%	98%	98%	98%
Percent of mass hearing screenings completed	98%	95%	55%	99%	99%	99%
Number of referrals made for services	2,261	1,123	1,373	24,371	2,261	2,261

SCHOOL HEALTH

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of conditionally enrolled students brought into compliance with immunizations	99.5%	99.7%	N/A	100%	100%	100%
Number of students excluded from school for not receiving Tdap vaccination	6 of 2,121	0 of 2,108	0 of 2,005	0 of 1,964	0 of 1,964	0 of 1,964
Percent of parents responding to customer satisfaction survey indicating overall satisfaction with service	91%	N/A	N/A	N/A	91%	91%
Percent of school staff responding to survey who indicate overall satisfaction with services	87%	N/A	N/A	N/A	87%	87%

- School enrollment numbers are from Arlington Public Schools (APS).
- The number of students with medical notifications varies from year to year based on individual student characteristics. Medical notifications are created about students who, because of a chronic health condition, may require a higher level of care during the school day. These notifications are provided to classroom teachers and/or other APS staff to alert them to these situations.
- Overall, the number of clinic visits per school level varies from year to year based on a combination of factors, including the number of students at each school level (elementary, middle, and high), the number of students with chronic health conditions that require a clinic visit, students' ability to self-manage their chronic health care needs, and school health staffing. However, in FY 2020, clinic visits reflect through March 13, the last day of in-person school, after which no students attended school in person for the remainder of the year. In March 2020, school health staff deployed to the COVID Response Team. Students began to return to in-person school slowly in FY 2021, with large numbers not returning until March 2021, and then only attending in person two days a week.
- For FY 2020, the measure "Percent of controlled substances (medication) administered per protocol" only includes data from Q1 and Q2.
- The measure "Percent of individual health care plans (IHCPs) that meet all appropriate standards for the condition" was not collected in FY 2020, FY 2021, or FY 2022. IHCPs were created as usual but the staff that usually conduct the audit were deployed to the COVID response, which was deemed more urgent. In FY 2020, the measure "Number of referrals made for services" only includes data from Q1 and Q2.
- In 2020-2021, mass vision screenings were conducted for 55 percent of students in kindergarten and grades 3, 7, and 10 according to Virginia Department of Education (VDOE) requirements. Mass hearing screenings were conducted for 55 percent of students in kindergarten and grades 3, 7, and 10. Not all eligible students were screened because, per School Health policy and APS policy, parents could opt out of mass hearing/vision screenings if not attending in person, and because students with a known hearing loss, a serious hearing impairment in one or both ears, and/or a serious visual impairment were not screened.
- In FY 2022, the measure "Number of referrals made for services" was higher than previous years, due to referrals related to COVID.
- Students are conditionally enrolled when they lack the complete series of required [immunizations](#), or they have not met requirements for tuberculosis screening. The standardized definitions for categories of conditionally enrolled students ensure consistent data collection. As per § 22.1-271.2 of the Code of Virginia, documentation indicating that the child has received the required immunizations for school entry must be provided. Any child whose immunizations are incomplete may be admitted conditionally, if the parent or

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guardian provides documentation at the time of enrollment, that the child has received at least one dose of the required immunizations and has a written schedule for completing the remaining doses. Immunizations are required in order to reduce the spread of communicable diseases.

- Conditionally enrolled students are followed the entirety of the school year, but because School Health and analysis staff were pulled into COVID response, the data was not compiled and reported during the second half of the school year for FY 2020 and in FY 2021; however, all conditionally enrolled students were tracked for completion of requirements.
- In 2019-2020, all 2,108 7th grade students had proof of Tdap vaccination before the start of school. This was the second year this cohort of students was required to show proof of Tdap vaccination, because the requirement changed from 6th grade to 7th grade. Tdap vaccination provides protection from Tetanus, Diphtheria, and Pertussis (whooping cough). The Virginia Department of Education requires that all rising sixth graders have this vaccination. Students are not allowed to attend school until receiving the vaccination.
- In FY 2020, FY 2021, and FY 2022 the customer satisfaction survey was not administered to APS staff or parents due to COVID.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:

<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Parent Infant Education (PIE)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Clients referred	500	356	361	393	431	431
New Individualized Family Service Plans (IFSPs)	253	181	200	219	227	227
Number of Active Clients (new and ongoing IFSP's, unduplicated count)	583	260	386	413	485	485
Number of assessment and therapy hours provided by PIE therapists	806	662	933	1,594	1,594	1,594
Number of assessment and therapy hours provided by contracted therapists	6,353	7,387	6,677	3,205	3,525	3,525
Total direct therapy and assessment hours (travel, documentation, teaming peer consultation, and administrative time not included)	7,159	8,049	7,146	4,799	5,119	5,119
Percentage of clients receiving services in a language other than English	16%	19%	21%	16%	16%	16%
Number/percent of children offered an IFSP within 45 days of receipt of referral (families who request a delay are not included in the data)	204/ 100%	123/ 92%	158/ 100%	168/ 100%	210/ 100%	210/ 100%
Number/percent of clients offered to start services listed in the IFSP within 30 days of signing the IFSP	257/ 99.6%	194/ 98%	196/ 100%	217/ 100%	214/ 100%	214/ 100%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: positive social emotional skills	81/ 63%	46/ 64%	29/ 54%	32/ 49%	46/ 64%	46/ 64%

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Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: acquisition and use of knowledge and skills	120/72%	57/66%	32/52%	31/44%	57/66%	57/66%
Number/percent of children demonstrating substantial improvement (based on therapist assessment) at discharge: use of appropriate behaviors to meet their needs	109/70%	53/67%	35/49%	36/44%	53/67%	53/67%
Percent of parents who agree, strongly agree, or very strongly agree that early intervention services helped their family participate in typical activities for children and families in the community	89%	100%	N/A	72%	89%	89%
Percent of parents who agree, strongly agree, or very strongly agree that early intervention services helped their family feel more confident in meeting their child's needs	92%	100%	N/A	87%	92%	92%
Percent of parents who agree, strongly agree, or very strongly agree that early intervention services provided helped reach the outcomes/goals important to their family	93%	100%	N/A	88%	93%	93%

- An Individualized Family Service Plan (IFSP) is a federally required plan that identifies the needs of the child and lays out how those needs will be met. It is a plan of care for the child with which both the program and the family agree.
- The number of new IFSPs varies because after intake/screening, 1) some children who are referred are found to be ineligible for services; and 2) some families decline services.
- Prior to the COVID-19 pandemic, FY 2020 PIE referral numbers were on track to match FY 2019 numbers. Due to COVID-19, referrals to the PIE program decreased in FY 2020-FY 2021. PIE conducted outreach to pediatrician's offices and community programs to increase the number of referrals in FY 2022.
- The number of assessment hours provided by PIE (staff) therapists and contracted therapists varies based on 1) individual family/child characteristics; 2) the time needed to perform the assessments; 3) changes in workload; and 4) availability of staff and contracted therapists. In FY 2022, these hours decreased, partially because a number of families opted for private therapy provided in person rather than telehealth services through PIE. In FY 2023, PIE will return to offering in-person services.
- In FY 2020, timelines to complete the IFSP within 45 days and to start services within 30 days were on track to be met until Q4 of FY 2020. Due to COVID-19, PIE services were granted permission by the State Part C office to pause services in March and April, and transition from face to face to telehealth at the end of Q3. These timelines were missed due to the need to transition to telehealth services and provide services in a safe manner during the pandemic.
- The percent of children demonstrating substantial improvement at discharge (based on therapist assessment) on positive social emotional skills, acquisition and use of knowledge and skills, and use of appropriate behaviors has been close to the state target for the past few years. In FY 2019, all therapists and service coordinators attended a required training on the state decision tree to ensure accurate indicator ratings are gathered for all three child outcome ratings. In FY 2021 and FY 2022, indicator ratings were not gathered for all children exiting the PIE program that were receiving services for six months or longer. Due to the

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COVID-19 pandemic, service coordinators have increased efforts to support families and provide necessary resources resulting in missed opportunities to obtain necessary data. The missing data directly impacted the FY 2021 and FY 2022 numbers. The PIE supervisor is monitoring service coordinators' discharge caseloads to ensure indicator ratings are entered upon exit of the program. In the last quarter of FY 2022, a new policy was implemented to increase the proportion of children who have indicator ratings entered upon exit from the program. The state Part C office collected this data soon after this policy change, so the impact is not seen in the FY 2022 results.

- In FY 2020, due to COVID-19, the state delayed sending the yearly survey to families across Virginia. The response rate in FY 2020 was very low. In FY 2021, only three families responded to the survey; therefore, results were not calculated. In FY 2022, 26 parents responded, allowing the state to calculate results. The percentage of parents reporting more confidence in meeting their child's needs and the percentage of those who feel services helped reach outcomes or goals important to their family remained high. The percentage of families reporting improved ability to participate in typical community activities decreased. Many families reduced their engagement in community activities during the pandemic but re-engaged in these activities in FY 2022. In FY 2022, most PIE services were provided virtually, limiting therapists' ability to support families during community activities. This percentage is expected to increase in FY 2023 as families increase their engagement in community activities and PIE resumes in-person services.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

COMMUNITY HEALTH PROTECTION

PROGRAM MISSION

To control and prevent the spread of infectious diseases in the community.

Restaurant Inspection

- Prevent the spread of foodborne infectious diseases (e.g., salmonella, hepatitis) in food prepared in licensed establishments.
- Investigate potential outbreaks to limit the spread of infectious diseases.

Pool Inspection

- Prevent injury, death, and the spread of waterborne infectious diseases (e.g., cryptosporidiosis) in swimming pools.
- Investigate potential outbreaks to limit the spread of infectious diseases.

Hotel Inspection

- Protect public health and safety of guests and employees of licensed hotels and motels in Arlington County.

Rabies Prevention and Control

- Investigate animal bites to humans to prevent human rabies.
- Promote rabies vaccination among dogs and cats.

Rodent Control

- Investigate rodent complaints, educate the community on how to control rodents, and work to eliminate rodents on public property.

Disease Surveillance and Investigation

- Monitor and investigate individual reports of reportable infectious disease
- Investigate potential outbreaks to limit the spread of infectious diseases (e.g., norovirus, bacterial meningitis), especially in high-risk and congregate settings (e.g., nursing homes, childcare centers, homeless shelters).

Tuberculosis Case Management and Newcomer Health

- Identify and treat clients with active or latent tuberculosis.
- Provide an initial health screening to newly arrived refugees and other qualified individuals, identify and intervene on diseases and conditions of public health concern, and connect them to care as part of successful resettlement.

PERFORMANCE MEASURES

Restaurant Inspection

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number/percent of food establishments in enforcement process brought into compliance	20/ 100%	6/ 100%	4/ 100%	3/ 100%	20/ 100%	20/ 100%
Number of food establishments closed for imminent health hazards	24	9	20	11	24	24

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Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of confirmed foodborne outbreaks associated with a licensed Arlington food establishment	0	0	0	0	Not predictable	Not predictable

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of establishments	1,088	1,094	1,030	1,044	1,044	1,044
Total number of risk factor plus and risk factor inspections completed	2,289	1,768	1,269	2,072	2,289	2,289
Number of food establishment inspections per Environmental Health Specialist FTE	394	N/A	N/A	307	394	394
Number/percent of inspections completed for food establishments requiring 1 inspection per year (calendar year measure)	442/100%	N/A	N/A	N/A	442/100%	442/100%
Number/percent of inspections completed for food establishments requiring 2 inspections per year (calendar year measure)	544/100%	N/A	N/A	N/A	544/100%	544/100%
Number/percent of inspections completed for food establishments requiring 3 inspections per year (calendar year measure)	1,206/100%	N/A	N/A	N/A	1,206/100%	1,206/100%
Number/percent of inspections completed for food establishments requiring 4 inspections per year (calendar year measure)	104/100%	N/A	N/A	N/A	104/100%	104/100%
Number of complaints of foodborne illness	70	49	26	80	Not predictable	Not predictable
Number of known affected individuals within the outbreaks	0	0	0	0	Not predictable	Not predictable
Enforcement Action 1: Number of Notices of Alleged Violation	19	5	4	2	19	19
Enforcement Action 2: Number of Fact-Finding Conferences	4	2	2	0	4	4
Enforcement Action 3: Number of Notices of Intent to Revoke License	0	1	2	0	0	0
Enforcement Action 4: Number of Revocation Hearings	0	1	1	0	0	0
Enforcement Action 5: Number of Licenses Revoked	0	0	0	0	0	0

- The majority of measures are provided on a fiscal year basis except where noted otherwise.
- The number of food establishments in the enforcement process varies from year to year based on individual food establishment compliance with the FDA (Food and Drug Administration) Food Code. An establishment that has a pattern of violations will be brought into Enforcement. Enforcement is a multi-step process (per the categories listed) and progresses when the pattern

COMMUNITY HEALTH PROTECTION

of violations continues. Each step affords the owner the opportunity to correct the pattern of violations and to come into compliance with the Food Code. The decrease in enforcement actions may be due to efforts to create Risk Control Plans with establishments to address issues before they warrant enforcement. Seven Risk Control Plans were completed in FY 2020. No risk control plans were completed in FY 2021 due to the pandemic related restrictions on food service and inspections. Two risk control plans were completed in FY 2022.

- Closures due to imminent health hazards include fire, power outage, sewer back-up, pest infestations, and noncompliance with the Governor's Executive Orders related to the COVID-19 pandemic. This is a temporary suspension of the license, outside of the enforcement process. If the hazard is part of a pattern of violations, the establishment may be issued a Notice of Alleged Violation in addition to the suspension of the license. Most establishments reopen upon remedying the hazard.
- The total number of establishments includes those "brick and mortar" establishments that are active and permitted with a current license as of the first day of a fiscal year.
- Routine and risk factor inspections are unannounced inspections made on a prescribed schedule based on the establishment's risk factor category. The risk factor inspection focuses on those items most likely to result in foodborne illness. A routine inspection includes both a risk factor inspection as well as an inspection of good retail practices (facility/structural issues). The number of inspections required is calculated on a calendar year for all "brick and mortar" food establishments.
- The number of food establishment inspections per Environmental Health Specialist (EHS) FTE per year varies based on the total number of establishments, the inspection frequency protocol (see below), and the number of staff positions filled. The number of inspections/FTE typically remains above the FDA standard of 280-320 per FTE. In FY 2020 and FY 2021, the number of inspections per FTE was not able to be calculated because of the closures due to COVID-19.
- Establishments are assigned one, two, three or four inspections per year based on specific risk-based factors. The number of inspections per year meets or exceeds the state standard of one inspection per establishment per year (two inspections per establishment per year for schools). After meeting the required state standard of one inspection per year, staff prioritized those establishments scheduled for three or four inspections per year, as those establishments prepare more complex food and/or serve higher risk patrons. Among the establishments in the two inspections per year category, schools were the highest priority and all those inspections were completed. All other establishments that were assigned two inspections per year were the last priority because they posed the least risk due to their particular combination of risk factors. Number of inspections required and completed was not calculated in FY 2020, FY 2021, or FY 2022 due to the pandemic.
- The number of complaints of foodborne illness varies from year to year based on the individual characteristics of the dining public. It is not predictable. In FY 2020 and FY 2021, the decrease in the number of complaints was likely due to pandemic-related closures.
- The number of known affected individuals within the outbreaks is based on individuals identified as part of an official investigation by the Disease Surveillance and Investigation program, working closely with Environmental Health.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

COMMUNITY HEALTH PROTECTION

Pool Inspection

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Year-Round Water Recreational Facilities (calendar year measure)	43	32	43	40	40	40
Total Seasonal Water Recreational Facilities (calendar year measure)	247	147	244	247	247	247
Total Water Recreation Facilities (calendar year measure)	290	179	287	287	287	287
Number/percent of required inspections for Year-Round Water Recreation Facilities completed (calendar year measure)	131/ 100%	23/ 100%	43/ 100%	143/ 100%	143/ 100%	143/ 100%
Number/percent of required Pre-Opening inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	247/ 100%	N/A	N/A	269/ 100%	269/ 100%	269/ 100%
Number/percent of required Routine inspections for Seasonal Water Recreation Facilities completed (calendar year measure)	488/ 100%	129/ 100%	243/ 99.6%	399/ 100%	399/ 100%	399/ 100%
Timeliness of database entry of inspection results	99%	N/A	N/A	100%	100%	100%
Reported illnesses, injuries, or deaths associated with a licensed Water Recreational Facility (fiscal year measure)	0	0	0	0	Not predictable	Not predictable
Number of facility closures due to imminent health hazards	8	9	1	4	8	8

- Water Recreation Facilities (WRFs) include swimming, wading, and diving pools as well as spas and interactive water features (e.g., spray grounds) that have treated, re-circulated water. Some swimming pools are open year-round; most operate seasonally, from May or June through September.
- There are three types of inspections for WRFs: Pre-opening (scheduled, completed prior to issuing license and facility opening); routine (unannounced, comprehensive); and follow up (unannounced, for re-inspecting items that were not in compliance at the time of the routine inspection).
- In CY 2020 and 2021, the number of inspections required for year-round and seasonal facilities was adjusted as facilities suspended operations and Environmental Health staff were reassigned to COVID response work.
- In CY 2020, seven pre-opening inspections were completed, for facilities with a change of ownership or major renovations. For all other seasonal facilities, a pre-opening checklist replaced a pre-opening inspection. Therefore, the percentage of required seasonal pre-opening inspections completed is not calculated for CY 2020 and CY 2021. Timeliness of database entry of inspection results is a measure with data pulled from the State database. Results reported are based on a sample of records (minimum of 20 percent of inspections by Environmental Health employees, 10 percent of inspections by summer contractor). Timeliness of entry was a point of great emphasis, which resulted in 99 percent of sampled reports being entered in the appropriate timeframes in FY 2019. Due to staffing constraints

COMMUNITY HEALTH PROTECTION

caused by staff being deployed to COVID-19 response, the timeliness data could not be calculated in FY 2020 and FY 2021.

- The “number of reported illnesses, injuries, or deaths associated with a licensed facility” and the “number of facility closures due to imminent health hazards” reflects data provided by the affected facilities.
- The number of facility closures due to imminent health hazards varies from year to year based on individual characteristics of the facilities and their management. Most closures for imminent health hazards are due to chemical imbalances in the water. Establishments are typically able to re-open the same day.
- This program has a performance measurement plan. The data above align with that plan. You can read this program’s complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Hotel Inspection

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of hotels licensed annually	46	46	43	38	38	38
Total number of hotel inspections	46	47	19	38	38	38
Number of complaints	22	13	0	2	Not predictable	Not predictable
Percent of routine annual inspections completed	100%	100%	37%	100%	100%	100%
Timeliness of inspection entry	100%	100%	N/A	100%	100%	100%
Enforcement Action 1: Number of Notices of Alleged Violation	0	0	0	0	0	0
Enforcement Action 2: Number of Fact-Finding Conferences	0	0	0	0	0	0
Enforcement Action 3: Number of Notices of Intent to Revoke License	0	0	0	0	0	0
Enforcement Action 4: Number of Revocation Hearings	0	0	0	0	0	0
Enforcement Action 5: Number of licenses revoked	0	0	0	0	0	0

- The total number of hotel inspections includes routine annual inspections, follow-up inspections, and pre-opening inspections. The Commonwealth’s standard is one routine inspection per hotel per year. Additional inspections are done when hotel ownership changes and/or when follow up is needed.
- In March 2020, due to the COVID-19 pandemic, hotel inspections were reduced per guidance from the Virginia Department of Health. Environmental Health staff were reassigned to support the larger Public Health response to the pandemic. Hotel inspections were prioritized based on the number of rooms and risk of COVID-19 transmission. Thirteen hotels with 300+ rooms were considered high priority, and four hotels with slightly less than 300 rooms and/or event space were considered moderate priority. High and moderate priority hotels were inspected in January 2021.
- The number of complaints varies from year to year based on the individual characteristics of individuals who use hotels in Arlington. It is not predictable.
- Timeliness data is pulled from Environmental Health Database (EHD), a state database. The Public Health Division standard for the hotel program is that inspections are to be entered

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within two (2) business days. Results reported are based on a review of all Arlington hotel records. This measure was not calculated in FY 2021 due to the pandemic and need for Environmental Health staff to be reallocated to support the public health response efforts.

- Enforcement is a multi-step process (per the categories listed), and each step affords the owner the opportunity to correct the pattern of violations and to come into compliance.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Rabies Prevention and Control

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of animals quarantined for exposure to rabid animals or for biting humans	279	301	317	326	330	330
Number of animals vaccinated for rabies prevention	548	433	309	483	500	500

- The number of animals quarantined for exposure to rabid animals or for biting humans varies from year to year, though it has increased steadily since FY 2019.
- The number of animals vaccinated for rabies prevention varies with the number of animals brought by the public (from Arlington and surrounding jurisdictions) to the Animal Welfare League of Arlington (AWLA) for vaccination. Availability on the part of different localities to provide this service to their residents varied during the pandemic, which may have influenced the total animals vaccinated in Arlington County.

Rodent Control Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of rodent complaints investigated	173	204	195	215	215	215
Number/percent of contacts initiated within the appropriate timeframe (one business day) regarding rodents INSIDE a residence or establishment	60/ 92%	77/ 95%	51/ 100%	57/ 97%	57/ 97%	57/ 97%
Number/percent of contacts initiated within the appropriate timeframe (three business days) regarding rodents OUTSIDE a residence or establishment	108/ 100%	120/ 98%	137/ 95%	154/ 99%	154/ 99%	154/ 99%
Cases of rodent-borne illnesses reported in Arlington residents	0	0	0	0	0	0

- The number of rodent complaints investigated each year may be influenced by changes in the amount of new construction in the County. New construction tends to disrupt rodent habitats, making rodent activity more apparent.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

COMMUNITY HEALTH PROTECTION

Disease Surveillance and Investigation (DSI) Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of communicable disease investigations	1,399	1,292	1,213	1,359	1,359	1,359
Confirmed and probable cases	738	636	377	542	542	542
Percent of communicable disease investigation initiated within required VDH timeframes	98%	98%	100%	99.5%	99.5%	99.5%
Number/percent of clients who received recommendations for infection control measures according to VDH criteria and timeframe	62/ 91%	75/ 90%	251/ 92%	299/ 93%	299/ 93%	299/ 93%
Number of confirmed outbreaks	25	10	2	12	12	12
Outbreak investigations contained all required elements	N/A	N/A	N/A	12/100%	12/100%	12/100%
Number/percent of clients completing prophylaxis to prevent rabies as recommended	39/ 71%	58/ 74%	43/ 68%	70/ 71%	70/ 71%	70/ 71%

- The incidence of reportable communicable disease varies from year to year, affecting the number of communicable disease investigations.
- Data excludes COVID-related investigations, cases, and outbreaks. Arlington's COVID-19 investigation and surveillance are being conducted as part of the County's larger COVID-19 response efforts, which works in close coordination with DSI staff and leadership. In FY 2022, there were 38,570 confirmed and probable COVID cases and 114 COVID outbreaks.
- The DSI program tracks the timeliness with which clients are given recommendations for infection control measures, using a local database where this information is recorded for each case of a reportable disease investigated.
- The number of outbreaks varies from year to year, affecting the number of outbreak investigations conducted.
- A new indicator is included to measure if outbreak investigations include all required elements, replacing the previous indicator measuring if reports were sent in the mandated reported timeframe. Currently, VDH does not have a specific expected timeline for outbreak closures. The required elements of an outbreak investigation report tell the story of the outbreak – who was affected, where and how, and assist the CD team and VDH by providing a summary of lessons learned and best practices to implement for the future outbreaks.
- There continue to be clients who have had a potential rabies exposure who refuse to cooperate with Public Health investigation. Some refuse to identify the animal that exposed them. When the health of the animal cannot be verified, Public Health recommends post-exposure prophylaxis to prevent rabies. Clients may decline this recommendation based on their belief that their risk is low.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

COMMUNITY HEALTH PROTECTION

Tuberculosis (TB) Medical Case Management

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number/percent of clients with active TB who completed or are on schedule to complete treatment according to protocol	24/ 100%	24/ 100%	16/ 100%	15/ 100%	15/ 100%	15/ 100%
Number/percent of clients with latent TB infection starting medications who completed or are on schedule to complete treatment	89/ 88%	76/ 87%	29/ 91%	60/ 94%	60/ 94%	60/ 94%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of clients (unduplicated)	715	512	196	299	299	299
Total active cases of treatment	24	24	16	16	16	16
New active TB cases (diagnosed in Arlington or transferred from other jurisdictions)	14	13	7	10	10	10
Clients with Latent TB on treatment	101	88	32	64	64	64
Visits (all settings)	1,811	1,159	533	694	694	694
Directly Observed Therapy (DOT) visits	1,861	1,846	1,115	1,212	1,212	1,212
Percent of clients with active TB disease who were started on the recommended treatment regimen and initiated DOT	100%	100%	100%	100%	100%	100%
Percent of identified contacts to an active TB case who were assessed to determine their infectious status	83%	94%	81%	64%	81%	81%
Number/percent of clients with active TB disease who met the criteria for a safe hospital discharge to the community	3/ 60%	7/ 100%	4/ 100%	3/ 100%	3/ 100%	3/ 100%

- The number of clients with latent TB on treatment includes all those who received treatment during the fiscal year. It includes both individuals who began treatment during that fiscal year and those who began treatment during the prior year and continued receiving treatment during the fiscal year. The number varies from year to year based on the number of individuals with latent TB infection who were diagnosed in a given period and the number of those diagnosed who agree to start this voluntary treatment.
- The number/percent of clients with Latent TB Infection (LTBI) who completed or are on track to complete treatment varies with the treatment type. The TB blood test IGRA testing has resulted in more true positives giving greater confidence that treatment is needed to reduce the risk of disease progression. A number of treatment options are available and treatment decisions are made with the client to increase compliance with treatment completion.
- The number of clients (unduplicated) includes all who are seen in the Chest Clinic. This includes clients with active or latent TB as well as those requiring TB screening, chest x-rays, and letters for employers certifying that they are free of active TB. In FY 2020, during the COVID-19 pandemic, services for all clients with active TB disease and for clients with latent TB infection at high risk for progressing to active disease were continued. Some less urgent services were deferred due to constraints imposed by the pandemic. This is reflected in the

COMMUNITY HEALTH PROTECTION

lower 2020 and 2021 numbers for clients accessing services. FY 2022 numbers began to trend upward as people returned to pre-COVID activities

- The total number of active TB cases includes both individuals who began treatment during that fiscal year and those who began treatment during the prior year and continued receiving treatment during the fiscal year. The total number of new active TB cases varies from year to year based on individual client characteristics.
- The number of visits in all settings (excluding DOT) varies based on individual client needs and prescribed protocols. Increased use of the TB Blood Test (IGRA), the preferred test for clients with a history of a BCG vaccine, has also reduced the overall number of LTBI clients and client visits. During the COVID pandemic in FY 2020 and 2021, initiation of treatment for clients with newly diagnosed LTBI was only considered for those at high risk for breaking down to active disease including contacts to active cases, young children, and immunocompromised clients.
- Arlington provides Directly Observed Therapy (DOT) for non-residents working in the County to ensure compliance and reduce the spread of TB in Arlington and other jurisdictions do the same. DOT was conducted during the COVID pandemic via video therapy.
- The percent of identified contacts to an active TB case who were assessed to determine their infectious status varies with the size of the worksite and/or communal setting.
- The criteria for safe discharge are 1) a treatment plan approved by the Health Director; 2) the case manager's visit to the hospitalized client; and 3) the case manager's visit to the client's home. In FY 2019, one client's family refused entry to the public health nurse. At another client's home, there was no one to let the public health nurse in prior to the client's discharge from the hospital.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management to the Behavioral Healthcare Division.

Management and Administration

- Ensure high quality services that meet the needs of individuals seeking services.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the Division's financial management, managing grants and contracts, offering training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and ensuring effective collaboration with community partners.
- Provide support to and implement policies of the Arlington Community Services Board (CSB).

Healthy Living Program

- To create ongoing opportunities for individuals in recovery to engage with peers and with community-based resources to support the development of individualized health habits and self-care routines.

PERFORMANCE MEASURES

Management and Administration

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of individuals served in the Division	4,624	4,561	4,705	4,742	4,800	4,900

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total revenue collected by Customer Service Team	\$125,092	\$91,127	\$0	\$14,435	\$60,000	\$90,000

- The COVID-19 pandemic led to a decrease in clients in FY 2020. In FY 2021, there was an increase in clients to higher than previous levels, primarily driven by more clients seeking emergency services. The number of clients served in FY 2022 increased, and the number of clients seeking services was higher. The capacity for serving more clients was limited due to staffing difficulties. It is anticipated that the number of clients served will continue to rise and reach 4,800 in FY 2023 and 4,900 in FY 2024.
- Revenue collection restarted at the BHD Customer Service Center in the second quarter of FY 2022; however, this measure was temporarily interrupted by the program transitioning to a new electronic health record. Collections are expected to return gradually to the previous trend and the revenue to reach \$60,000 in FY 2023 and \$90,000 in FY 2024.

MANAGEMENT AND ADMINISTRATION

Healthy Living Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of clients who maintained or improved health outcomes (biometrics/health habits)	N/A	80%/71%	N/A/88%	86%/86%	86%/86%	86%/86%
Percent of clients who quit tobacco use	67%	58%	29%	70%	70%	75%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients connected to primary care	96%	100%	97%	96%	95%	96%
Percent of participants engaged in one or more program activities per month	78%	91%	72%	75%	80%	85%
Unduplicated clients served	38	64	71	71	75	75

- In FY 2022, the program continued to focus on Substance Abuse and Mental Health Services Administration's eight dimensions of wellness, with an emphasis on habit development around four in particular: physical, emotional, social, and environmental with results similar to prior year. It is anticipated that in FY 2023 and FY 2024 the program will continue to develop and utilize psychoeducational opportunities to support program participants in developing more neutral, less shame-based approaches to physical and emotional health in adherence with ongoing research around the implications of weight stigma in healthcare. It is estimated that over the next two years 86 percent of clients will see their biometric results maintained or improved, and that health habits survey participants will report 86% improvement or maintenance.
- In FY 2022, seven out of ten participants engaged in tobacco cessation reduced their usage. These clients participated in counseling through Tobacco Chats, Healthy Living Program coaching, or both. The measure was expanded in FY 2022 to encompass all clients working to reduce their dependence on Nicotine not only participants of Tobacco Chat, like in the prior years. It is anticipated that 70 percent of clients who use nicotine will either reduce or quit nicotine usage in FY 2023 and 75 percent will quit tobacco in FY 2024.
- In FY 2022, 96 percent of clients (68/71) were connected to primary care services, and the medical clearance form was updated to request the date of last physical screening. This helped the program identify the clients who needed connections to primary care and ensure they received their annual check-up. In FY 2023, it is expected that at least 95 percent of clients referred will connect to primary care, and the measure will increase to 96 percent in FY 2024.
- In FY 2022, engagement was measured for all clients who were open to a monitored wellness service (wellness engagement, wellness coaching, or wellness skill building) at any time during the year. 75 percent of clients (39 out of 52) engaged at least one time per month, while they were enrolled in any monitored wellness service. In FY 2022, attendance rates remained comparable to pre-COVID levels. The program's components have a positive impact on clients, incentives such as a monthly challenge that includes raffled off prizes keep clients engaged. With the exception of scheduled "wellness check in sessions," all program activities are framed as "drop in," so that clients can select activities as they see fit, which allows the program to be easily customized to a participant's current level of functioning, interest, and abilities. In FY 2023, it is estimated that 80 percent of program participants will engage in at least one wellness activity per month due to the anticipated continued return of some

MANAGEMENT AND ADMINISTRATION

in-person services and 85 percent in FY 2024. Program will continue to conduct annual client interest and impact survey to remain abreast of clients' self-reported wellness interests, access to HLP (Healthy Living Program) services and other community supports, and related feedback and suggestions.

- From FY 2019 to FY 2022, the number of clients served nearly doubled. The BHD Wellness programs are dynamic, often utilizing the latest research-based methodologies to provide innovative services to clients. Because of this, the program has been able to steadily increase the number of clients it serves each year. In FY 2020, the program enabled clients to participate in services virtually for the first time. This expanded access, and clients are now able to engage in Healthy Living programming in the environment where they are most comfortable. Particular emphasis is placed on outreach and support of people with marginalized identities. The program operates on a "body trust" paradigm that emphasizes that all bodies are deserving of equitable treatment services and justice within the healthcare system. In FY 2023 and FY 2024, it is projected that 75 clients will be served across the wellness programs.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

PSYCHIATRIC SERVICES

PROGRAM MISSION

To provide culturally competent, recovery oriented and trauma informed care which incorporates whole health integration and is designed flexibly to promote access in improving client outcomes. Services are of consistent quality yet individualized and reflect fidelity to evidence-based practices.

Psychiatric Services

- Provide outpatient assessments and psychiatric management by physicians and nurse practitioners trained in the specialty of psychiatry and by psychiatric nurses skilled in holistic and wellness interventions.
- Provide emergency psychiatric treatment to prevent re-institutionalization, provide access to prescription refills, and foster patient education to improve safety.
- Provide consultation to the treatment team around appropriate behavioral health interventions to improve functioning and quality of life.
- Provide health assessments and health recommendations to promote positive physical health outcomes.

PERFORMANCE MEASURES

Psychiatric Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Client self-report of reduction and stability of symptoms	88%	N/A	N/A	91%	90%	90%
Percent of Psychiatric visits at which individuals demonstrated adherence to their medication regimen	93%	94%	94%	94%	94%	94%
Percentage of visits at which individuals demonstrated improvement in symptoms	91%	91%	91%	89%	90%	90%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days until next available psychiatric evaluation for individuals initiating ongoing services, CFSD, ADSD, BHD	13/15/12	8/13/13	13/2/11	6/3/5	12/5/10	12/5/10
Average score of chart reviews reflecting alignment with evidence-based practice/number of charts reviewed	92%/46	93%/46	89%/48	87%/48	88%/48	88%/48
Number of clients served (unduplicated)	2,355	2,642	2,544	2,011	2,350	2,350

- The BHD Customer Service Survey was relaunched in person and online in FY 2022, allowing the program to track the client self-report of reduction and stability of symptoms. Clients reported that their symptoms continued to be stable. In FY 2023 and FY 2024, it is expected that the measure will continue to remain high at 90 percent.

PSYCHIATRIC SERVICES

- The percentage of visits in which individuals demonstrated adherence to medication regimen has continued to remain strong due to nursing staff coordinating care, ongoing utilization review of missed client appointments, and enhanced responsiveness to requests for medication refills. In FY 2022, Psychiatric Services were provided both in-person and via video telehealth. This flexibility enabled clients to access care in the way that best met their needs and lifestyle and helped them maintain connection to services. It is expected the trend will continue during FY 2023 and FY 2024.
- In FY 2022, the percentage of psychiatric visits at which individuals demonstrated improvement in their psychiatric symptoms was 89 percent, similar to prior years. It is expected that this will continue in FY 2023 and FY 2024.
- In FY 2022, each division was able to exceed the wait time goal of connecting clients to services within 21 days. There were fewer clients in FY 2022 who were referred for psychiatric new appointments and this likely contributed to having a lower wait time. Strong collaboration between the customer service center and psychiatric services teams in FY 2022 led to low wait times for clients. By working together, the two teams were able to quickly respond to referrals, find appropriate appointment slots, and schedule clients. It is anticipated that wait times will remain significantly lower than the goal timeframe during FY 2023 and FY 2024, but increase as service demand continues to rise.
- Average score of chart reviews remained steady in FY 2022 due to COVID-related limitations on in-person services with psychiatric and primary care providers. It is expected that scores will remain at similar levels in the coming years. While impacts of the pandemic will continue to abate, staffing shortages are expected to impact measures in other areas.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

CLIENT SERVICES ENTRY

PROGRAM MISSION

To ensure individuals receive timely and comprehensive assessment, evaluation, and access to appropriate behavioral health services.

Emergency Services

- Provide timely mental health assessment, crisis intervention, stabilization, support, short-term counseling, on-call psychiatric services, and follow-up services.

Assessment and Intake

- Through Same Day Access (SDA), provide a comprehensive assessment to determine eligibility and need for services, provide support, address emergency needs, and connect individuals, ages 18-60 years old, to mental health and substance use treatment services.

Discharge Planning

- Provide individuals leaving state psychiatric hospitals with access to mental health and substance use treatment services within the Arlington community. Ensure individuals are successfully connected to community services prior to leaving the hospital.

Community Corrections

- Provide oversight to individuals placed on probation directly by the General District Court.
- Assist individuals released on probation with transitioning out of incarceration and into a productive role in society by providing supportive and rehabilitative services to the individuals and their families.

PERFORMANCE MEASURES

Emergency Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of clients who received only one episode of care	78%	77%	78%	79%	79%	79%
Percentage of contacts that resulted in community dispositions	65%	65%	62%	59%	62%	64%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Individuals brought to Crisis Intervention Center (CIC) in lieu of arrest	123	164	80	54	125	142
Percentage of assessments/progress notes completed within 1 business day	91%/93%	93%/96%	94%/96%	60%/85%	70%/90%	84%/93%
Total clients served (unduplicated)	1,385	1,478	1,616	1,554	1,580	1,618
Total Temporary Detention Orders (TDO) completed by staff	512	531	574	477	492	520

CLIENT SERVICES ENTRY

- The rate of community dispositions decreased slightly in FY 2022 compared to previous reporting years; this number is expected to increase slightly to match previous reporting month levels for FY 2023. It is anticipated that the percentage of dispositions in FY 2024 will be consistent with previous years, but may increase slightly.
- The number of individuals brought to Crisis Intervention Center in FY 2021 and 2022 decreased. This was attributable to a change in reporting during the pandemic. In FY 2021 and FY 2022, data was reported only from the Arlington County Police Department (ACPD), while in prior years additional law enforcement sources were included. It is expected that in FY 2023 data capture from additional law enforcement sources and staffing will resume and the number will be closer to the pre-pandemic level. However, staffing is in the process of being increased and is expected to lead to higher capacity and usage in FY 2024.
- Assessment timeliness decreased in FY 2022 due to multiple factors. The primary was the closure of state hospital beds, which in turn decreased availability for psychiatric hospitalization across the state. Assessments cannot be completed until the client is placed, and as bed search times increased, so did the number of assessments that could not be completed within one day. Another significant factor impacting timeliness was the move to a new electronic health record. Staff needed to learn how to use the new system, which increased the time each assessment and note took. Based on increased technical support and training of staff, it is anticipated that the percentage assessments and progress notes within compliance will improve to 70 percent and 90 percent in FY 2023 and in FY 2024 to 84 percent and 93 percent, respectively.
- From FY 2019 to FY 2022, the number of clients served increased 12%. From FY 2021 to FY 2022 the number of clients served slightly decreased. Emergency Services served all clients seeking services 24/7 during FY 2022, never closing despite the fact that staffing challenges led to a high percentage of vacancies. To maintain services, the program utilized staff members from other teams to fill gaps and ensure continuity of care. Due to efforts to increase staff and expand services in FY 2023, it is anticipated that service levels will increase in FY 2024.
- There was a decrease in the amount of Temporary Detention Orders (TDOs) in FY 2022 compared to previous years. Due to the volume and acuity of TDOs, Emergency Services relies on hospitals outside of Arlington County. In FY 2022, 40% of TDO hospitalizations occurred outside Arlington County as multiple state hospitals closed due to staffing issues, greatly reducing capacity for emergency referrals. Due to the state hospital bed shortage, Arlington had to rely on referring clients to many hospitals it does not normally work with. Total TDOs are anticipated to increase to pre-pandemic levels reaching 492 in FY 2023 and 520 in FY 2024.
- Emergency Services and the Crisis Intervention Team have performance measurement plans. The data above align with that plan. You can read this program's complete FY 2022 plan here: <http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Assessment and Intake

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients are successfully linked to ongoing services (attended at least 1 ongoing service within 60 days of intake)	91%	96%	86%	83%	85%	85%

CLIENT SERVICES ENTRY

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients believe they will get the help they need/know the next step	98%/100%	99%/100%	N/A	N/A	98%/95%	98%/98%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients seen on the same day	95%	97%	N/A	98%	95%	98%
Percentage of clients offered an appointment within 10 business days	78%	70%	75%	53%	65%	70%
Total number of clients receiving intake assessments (unduplicated)	748	727	640	722	730	750

- In FY 2022, 83 percent of clients were successfully linked to ongoing services, a slight decrease compared to FY 2021. In FY 2022, outpatient services clinicians used a variety of methods to complete first clinical appointments, including in-person and telehealth via phone or video. Discrepancies in communication regarding the type of first clinical appointments may have impacted connection rates. Average number of days to first clinical appointments also increased making clients less likely to successfully link to ongoing services. It is expected that as in-person treatment options increase, approximately 85 percent of clients will be connected to services within 60 days of intake in FY 2023 and FY 2024.
- Due to staffing issues and ongoing challenges from the COVID-19 pandemic, client surveys were not completed in FY 2022. The program plans to collect this survey data in FY 2023 and it is expected that there will be a slight decrease in the percentage of clients who understand what the next step is in the process as hybrid services continue. In FY 2024, it is expected that 98 percent of clients will continue to report that they believe they will get the help they need and know what the next step is in the process.
- In the beginning of FY 2022, intakes continued to be scheduled and completed via telehealth. The program returned to walk-in services in September of 2021. After returning to walk-in services, 98% of walk-ins were seen and assessed on the same day. Due to staffing vacancies and a steady increase of walk-in clients, it is expected that clients seen on the same day in FY 2023 will decrease slightly to 95%. As staffing improves, it is expected the percentage of clients seen the same day for walk-in services will increase to 98% in FY 2024.
- In FY 2022, the percentage of clients offered a first clinical appointment within 10 business days decreased significantly. Staffing shortages had an impact on availability of first clinical appointments in certain programs such as Substance Use services and Treatment on Wheels. As staffing improves it is expected that the percentage of clients offered a first clinical appointment will increase to 65% in FY 2023 and 70% in FY 2024. Total walk-ins increased by 15% in FY 2022 and the total number of unduplicated clients receiving a full intake assessment increased by 13%. These numbers are expected to continue to increase in FY 2023 and FY 2024 as the community need continues to expand.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

CLIENT SERVICES ENTRY

Discharge Planning

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients connected with Arlington community-based treatment services	94% (59/63)	98% (50/51)	85% (35/41)	88% (21/24)	90% (18/20)	92% (24/26)
Clients discharged to Arlington who remain out of the State Hospital longer than 30 days after discharge	94% (59/63)	96% (49/51)	93% (38/41)	96% (23/24)	95% (19/20)	96% (25/26)
Individuals discharged from hospital to stable housing placements in Arlington	67%	57%	71%	54%	60%	62%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days in hospital for clients discharged who were/were not on the Extraordinary Barriers List	88/20	148/11	161/13	119/24	100/20	100/20
NVMHI clients receiving discharge services at least every 14 days who were/were not on the extraordinary barriers list	100%/96%	100%/95%	86%/81%	83%/75%	90%/85%	95%/93%
Total clients served by Discharge Planning in state hospitals (This number does include Local Inpatient Purchase of Services Admissions. This number does not include Eastern State, Western State, or Central State Hospitals.)	126	138	156	62	80	72

- In FY 2022, client connection to Arlington treatment services post discharge increased slightly. Discharge planners continue to coordinate aftercare appointments so that existing clients connect with outpatient services and new clients are referred to Assessment and Intake. Connection rates are expected to increase slightly in FY 2023 and FY 2024 as in person services return and staffing improves.
- In FY 2022, the percentage of clients remaining out of the hospital longer than 30 days remained steady around 95%. The one client readmitted within 30 days in FY 2022 was in the hospital a week, resistant to treatment, and discharged against program recommendations. Similar percentages are expected in FY 2023 and FY 2024, as some clients remain resistant to treatment.
- In FY 2022, the percentage of clients discharged to stable housing decreased by 17 percentage points. Clients with stable housing prior to hospitalization are often able to return to it after discharge, while clients with unstable housing prior to hospitalization often have barriers that encumber the process with obtaining stable housing after discharge. Bed shortages at state facilities, limited housing options, and length of time to approve placement continue to impact clients housing stability at discharge. It is expected that the percentage of clients discharged to stable housing will remain around 60 percent in FY 2023 and FY 2024.
- In FY 2022, there was a decrease in length of stay for individuals on the Extraordinary Barriers List (EBL). These numbers vary from year to year depending on the types of barriers these

CLIENT SERVICES ENTRY

individuals face. The average length of stay for non-EBL clients nearly doubled. Challenges due to the pandemic continued to cause limitations in both residential placements and outpatient treatment options, reducing discharge options. In FY 2023 and FY 2024, it is anticipated that the average length of stay for patients discharged from the hospital will be 100 days for clients on the EBL and 20 days for clients not on the EBL.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:

<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Community Corrections

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients completing supervised probation per court order	59%	56%	65%	64%	64%	64%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average daily caseload	141	123	118	115	120	125
Total clients supervised	194	213	154	124	160	165
Client satisfaction: percent of clients indicating they were treated very well by staff	90%	92%	97%	81%	90%	90%

- The percentage of clients completing supervised probation per court order remained high in FY 2022, due to continued collaboration with partners, including behavioral health programs, and a focus on client success by all agencies. It is expected that in FY 2023 and FY 2024 the measure will remain at the same level of 64 percent as the number of clients increases and changes are made in processes for case planning supervision, and referrals for treatment within the Behavioral Health Division.
- The average daily caseload decreased in FY 2022 by two percent due to decline in referrals from the Courts for health and safety purposes caused by COVID-19 pandemic and the near elimination of transfer cases from state-wide jurisdictions. In FY 2023, the average daily caseload is expected to increase to 120 and in FY 2024, to 125 as the pandemic winds down and the Courts case counts return to the pre-pandemic levels.
- In FY 2021, due the COVID-19 pandemic, the courts were closed from March 2020 through the end of the fiscal year. This resulted in a significant decrease in the number of clients referred. When the courts reopened in 2020, the backlog of cases impacted the number of clients referred to the program. This persisted in FY 2022, as fewer clients referred to the program led to fewer clients overall served by the program. The number of referrals increased as FY 2022 continued, and this increase is expected to continue in FY 2023.
- Client satisfaction decreased in FY 2022 due to the responses from clients with prior experience in the criminal justice system. After several interactions and building rapport with CCU staff, clients would report more positive feelings about the level of help received through the CCU probation office. Data collection continues to improve. Occasional issues with data collection include surveys that are overlooked during the intake process, not provided immediately

CLIENT SERVICES ENTRY

following the intake interview, or discarded by the client. It is expected that in FY 2023 and FY 2024, client satisfaction will return to 90 percent or above.

- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

OUTPATIENT SERVICES

PROGRAM MISSION

To provide or arrange comprehensive, coordinated, recovery-oriented, community-based behavioral services to the adult residents of Arlington County, that are of the highest quality, fully accessible, and responsive to the persons served.

Assertive Community Treatment (ACT)

- Promote independent living in the community for persons with the most severe and persistent mental illness.
- Provide assessment, coordination of basic life needs, individual, group and family therapy, crisis intervention, and residential support. Promote independence by assisting individuals with coordinating their basic needs.

Mental Health Community Support Services

- Provide or arrange for comprehensive, community-based mental health and support services, assist adults with serious mental illness to attain their maximum level of functioning, minimize symptoms, reduce the frequency of hospitalizations and achieve a full life in the community.
- Provide initial and ongoing assessments, case management services, individual therapy, psychosocial-educational groups, and family support and education.

Employment Services

- Assist outpatient clients in obtaining and maintaining community employment.
- Provide an array of services based on individual choice, including work preparation training, situational assessments, job development, placement, training, and monitoring.

Substance Use Outpatient Treatment

- Prevent adverse social, legal, and medical conditions in individuals resulting from alcohol and drug dependency.
- Provide assessment, individual and group therapy, alcohol and drug education courses, relapse prevention services, psychological evaluations, urinalysis and referral to community-based support groups with the goal of assisting individuals meet their recovery goals.

PERFORMANCE MEASURES

Assertive Community Treatment (ACT)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients employed in competitive jobs	12%	10%	7%	7%	9%	9%
Clients living independently (in private households)	66%	74%	73%	63%	65%	70%
Percent of clients hospitalized	28%	25%	18%	18%	23%	23%

OUTPATIENT SERVICES

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Organizational adherence to evidence-based ACT Model (out of 5)	4.0	3.1	3.5	3.5	3.7	3.7
Percentage of services provided in the community	81%	67%	90%	82%	82%	82%
Total clients served	109	101	108	106	106	100

- In FY 2022, the percent of clients employed in competitive jobs remained at 7 percent due to COVID-19 anxiety and increased competition in the employment market. It is expected that the percentage of clients competitively employed will increase to 9 percent by FY 2023 and remain steady through FY 2024.
- The percent of clients in independent housing decreased to 63 percent in FY 2022 due to the lift in the eviction moratorium that was in place during the height of the COVID-19 pandemic. Once the moratorium was lifted, there was an increase in evictions which affected the population served in this program. It is expected the percent of individuals in independent housing will increase by at least two percentage points to 65 percent by the end of FY 2023 and to 70 percent by FY 2024.
- In FY 2022, the percentage of clients hospitalized remained the same as in FY 2021. The bed capacity in State Hospitals was significantly restricted, due to staffing and other challenges. Clients and treatment providers had to come up with alternative supportive options. For example, 5 percent of clients served utilized Crisis Stabilization beds in FY 2022 as compared to 2 percent in FY 2021. It is expected that the percentage of clients hospitalized will increase to 23 percent in FY 2023 and hold steady in FY 2024.
- In FY 2020, the Department of Behavioral Health and Developmental Services (DBHDS) implemented a new fidelity scale, the Tool for Measurement of Assertive Community Treatment (TMACT). The TMACT has 47 program-specific items. In prior years, the Dartmouth Assertive Community Treatment (DACT) Fidelity Scale was used to evaluate ACT containing 28 program specific items. FY 2020 reflects the base scope with the new tool. Currently, the ACT team has multiple vacancies that are difficult to fill due to the national shortage of mental health providers. Scores are expected to increase slightly in FY 2023 and FY 2024.
- In FY 2022, the ACT team provided 82% of services in the community. This exceeds the ACT Model's fidelity standard of 75 percent. It is expected that the program will continue to exceed the fidelity standard in FY 2023 and FY 2024.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Mental Health Community Support Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of hospitalizations	128	137	190	149	135	135
Percentage of clients with high or improved daily living activities assessment (DLA) scores	43%	37%	41%	60%	55%	55%

OUTPATIENT SERVICES

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of clients served (unduplicated)	1,514	1,395	1,413	1,414	1,450	1,450
Percentage of clients satisfied with services received (unduplicated)	96%	N/A	N/A	94%	94%	94%

- The data supports the expectation that hospitalization rates would go down in FY 2022, as stressors secondary to the pandemic improved. In FY 2023 and FY 2024, rates are expected to go slightly lower and then remain stable.
- The substantial increase in DLA-20 scores from FY 2021 to FY 2022 may be related to the easing of COVID pandemic restrictions. As clients were able to safely exit isolation with the increase in vaccine availability and the decrease in cases, they experienced an increase in social opportunities and job openings. These opportunities may have directly impacted various elements of the DLA-20. In FY 2023 it is projected that the percentage of clients whose functional outcomes increase or remain at a high level will decrease to 55%, as the one-time impact of easing pandemic restrictions will be less pronounced. The number of clients served remained consistent from FY 2021 to FY 2022. It is expected to rise to 1,450 in FY 2023 as programs such as First Episode Psychosis are fully staffed and open to admissions, and stay consistent in FY 2024.
- Due to pandemic-related challenges, including the move to virtual services, the survey was not administered in FY 2020 and FY 2021. The survey resumed in FY 2022, and the percentage of clients satisfied with services remained consistent with pre-pandemic scores.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Employment Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients who obtain employment	46%	33%	48%	67%	50%	50%
Percentage of Clients who maintain employment in a single job for 90 days or more	82%	72%	47%	37%	50%	50%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average satisfaction score with Job Avenue services	95%	N/A	N/A	95%	95%	90%
Fidelity to evidence-based model	92%	90%	76%	82%	87%	90%
Number of referrals to Job Avenue	183	126	158	109	158	110
Total clients served	313	269	257	175	250	200

- The program served fewer clients in FY 2022 than in FY 2021, but with a higher percentage successfully obtaining employment. This improvement reflects the opening of business and

OUTPATIENT SERVICES

economic recovery in the region during the latter part of FY 2021 and into FY 2022. The program is expecting to serve a higher number of clients in FY 2023; however, the percentage obtaining employment is estimated to move towards pre-pandemic level in FY 2023. In FY 2024 the percentage of clients who obtain employment is expected to remain the same, however, with fewer staff available in FY 2024 will result in fewer clients served by the program.

- In FY 2021 and 2022, the program experienced a significant decrease in the percent of clients who obtained and maintained employment in a single job for 90 days or more, as a relatively high proportion of individuals who found employment did not maintain it. This could relate to clients' concerns about the risk of contracting COVID. Additionally, the jobs offered by businesses when they reopened may have been different than the jobs previously held by some clients, which could lead to a poor job match. It is expected that in FY 2023 and FY 2024 the percentage of clients who maintain employment in a single job for 90 days or more will increase to 50 percent moving gradually towards the pre-pandemic level.
- The Average Satisfaction score with Job Avenue services at 95 percent in FY 2022 is expected to remain the same in FY 2023, but decrease to 90 percent in FY 2024 due to reduction in staff availability and increase wait time for the services.
- In FY 2022, the fidelity scale score did not improve as much as expected due to staffing challenges, hiring, and training new staff on the evidence based Individual Placement and Support Model of Supported Employment. The program is fully staffed in FY 2023, and all staff are trained. The measure is expected to increase in FY 2023 to 87 percent and further to 90 percent in FY 2024 reflecting that FY 2022 challenges have been addressed.
- The number of referrals in FY 2022 (109) decreased by 31% compared to FY 2021 (158) and remained below historical averages as the effects of the pandemic continued and some clients were not interested in services due to fear of infection. The measure is expected to increase in FY 2023 to reach 158 clients. In FY 2024 it is expected that the measure will decrease to 110clients, a drop of 20 percent from the prior year, due to a reduction of staff
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Substance Use Outpatient Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of clients discharged who met most or all of treatment plan goals	66%	68%	67%	61%	65%	70%
Percentage of clients who report improved functioning as a direct result of services received	88%	N/A	N/A	96%	95%	95%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of clients receiving outpatient services	586	604	536	544	586	604
Percent of clients in treatment more than 90 days	77%	75%	77%	91%	91%	91%

OUTPATIENT SERVICES

- Clients in treatment who completed their treatment goals at discharge was 61 percent in FY 2022. This decrease from the FY 2021 rate of 67 percent is attributable to a new electronic health record implemented in FY 2022 which did not include a partial completion category. The completion rate of 61 percent is higher than SAMHSA's (Substance Abuse and Mental Health Services) national average of 46 percent. This relatively high completion rate appears to be attributed to clients who are referred by the judicial system (majority of the clients referred are court connected and are required to abstain from all substances), the staff's decision to keep clients open to services longer for added support during the pandemic, the ongoing use of evidence-based interventions, and carefully matching the service intervention offered to the client's current level of readiness for change. Clients who are voluntary tend to focus on harm reduction strategies as opposed to maintaining abstinence. In FY 2023, it is expected that the proportion of clients achieving abstinence will increase to 65 percent and 70 percent in FY 2024.
- In FY 2022, a new survey measuring the effectiveness of services was launched, which included new questions and was offered in both a paper and online format. 96 percent of the respondents reported that services had helped them deal more effectively with their problems. This was an increase from 2019 when the survey was last administered where 88 percent reported that services were effective, and also exceeds the program's overall goal of 85 percent. In FY 2023 and FY 2024, it is expected that the percentage of clients reporting that services are effective will remain stable at 95 percent.
- The percentage of clients in treatment more than 90 days increased to 91 percent in FY 2022, which exceeded the program's goal of 80 percent. This increase appears to be attributed to: (1) A new calculation methodology that was implemented in FY 2022 alongside the new electronic health record, which partially contributed to the increase in 2022. The measure includes clients from the last quarter of FY 2021 who could have been open during FY 2022 if they were open for 90 plus days and excludes clients from the last quarter of FY 2022 who were open less than 90 days before the end of the fiscal year, (2) Adhering to the revised Discharge Policy, (3) Ensuring client engagement in treatment. Due to COVID-19, staff chose to keep clients in service longer for added support, (4) Utilizing the skill set of staff. As clients present with more complex needs specifically around trauma related issues, staff who are trained and/or certified in EMDR (eye movement desensitization and reprocessing) and CPT (cognitive processing therapy) provided clients with extensive treatment opportunities to address their issues/needs, (5) Utilizing the Peer Support Specialists, (6) Collaborating with community partners, and (7) Utilizing the hybrid approach to services, as this method of delivering services reduced the barriers that clients often face when seeking treatment (i.e., transportation, childcare). It is expected that the number of clients in treatment more than 90 days will remain consistent at 91 percent in FY 2023 and FY 2024.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

RESIDENTIAL AND SPECIALIZED CLINICAL SERVICES

PROGRAM MISSION

To improve the quality of life of Arlington County adults through comprehensive treatment, prevention, and intervention programs for individuals and families who have specialized behavioral healthcare service needs.

Substance Use Disorder Residential Treatment

- Provide opportunities for individuals with substance use disorders to obtain comprehensive treatment in a stable, drug-free environment.
- Provide individuals with initial assessments, referrals to appropriate programs, support during and after treatment, and connection to other community resources.

Mental Health Residential Treatment

- Arrange a continuum of residential and housing and related supportive services to promote successful community living, foster maximum independence, and prevent psychiatric hospitalization for adults with mental illness.

Clarendon House

- Promote the highest level of community integration and independence for each participant and prevent psychiatric hospitalizations.
- Provide a psychosocial day program, social and recreational activities, independent living and interpersonal-skills training, medication administration and monitoring, counseling, crisis intervention, family support, and vocational and educational opportunities.

Jail/Addictions, Corrections and Treatment (ACT) and Jail/Mental Health Treatment

- Provide services to incarcerated individuals who have substance use disorders, including assessment, early intervention, treatment, and case management, to facilitate re-entry back into the community and prevent re-offending.
- Provide assessment, prevention, crisis intervention, treatment, and case management to program participants facing mental health issues while they are incarcerated to stabilize, facilitate reentry into the community, and prevent reoffending.

Jail Diversion/Forensic Case Management, Behavioral Health Docket and Drug Court Treatment Program

- Promote community stability and prevent further involvement in the criminal justice system for those individuals identified as having a mental health disorder. Provide services including assessments, crisis counseling, referral to other community services, and coordination of basic needs.
- Provide substance-use disorder and mental health treatment for court-involved individuals as an alternative to incarceration to reduce recidivism to the justice system and increase knowledge of substance-use disorder behaviors for those chronically involved with the criminal-justice system.

RESIDENTIAL AND SPECIALIZED CLINICAL SERVICES

Homeless Case Management

- Promote independence and recovery to ensure homeless individuals receive appropriate mental health and substance use treatment services and housing resources. Provide assessment, short-term case management, medical and counseling services, and individual support to adults with serious mental illness and/or substance use disorders who do not access services through traditional paths.

Office Based Opioid Treatment

- Provide opioid management medication and therapeutic treatment to address opioid dependence.

PERFORMANCE MEASURES

Substance Use Residential Treatment

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of clients served who successfully completed residential treatment	65% (62/96)	62% (53/85)	70% (47/67)	67% (54/81)	67%	75%
Percentage of clients served who successfully completed withdrawal management (formerly detox program)	50% (89/179)	58% (94/161)	67% (24/36)	76% (137/180)	76%	82%
Percentage of residential treatment clients discharged who were engaged in follow up treatment	97% (93/96)	100% (85/85)	99% (66/67)	94% (76/81)	95%	95%
Percentage of residential treatment clients reporting improved functioning as a direct result of services received	90%	97%	95%	98%	95%	95%
Percentage of withdrawal management unduplicated clients discharged who were provided further treatment	79% (141/179)	83% (133/161)	81% (29/36)	76% (109/143)	76%	80%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of unduplicated Residential / Withdrawal Management clients served	96/179	85/161	64/33	93/189	100/200	90/220
Percentage Bed Utilization for withdrawal management/ residential treatment	55%/74%	52%/68%	23%/71%	78%/73%	80%/75%	85%/80%
Percentage of clients surveyed who reported satisfaction with residential treatment services received	90%	91%	95%	90%	90%	95%

- Program completion goals are based on the 2017 discharge data from the Substance Abuse and Mental Health Services Administration's Treatment Episode Data Set (TEDS). Between FY 2019 and FY 2022, the percentage of persons who completed residential treatment has held steady at 60-70 percent. All clients served in the program receive discharge planning

RESIDENTIAL AND SPECIALIZED CLINICAL SERVICES

services, and some clients are referred to step-down services that are outside of the DHS continuum of care, such as Partial Hospitalization Programs, which are not tracked in the program's electronic health record. Utilization is expected to continue to remain high through FY 2023 and FY 2024 with the provision of medically monitored withdrawal management at the initial admission into SUD (substance use disorder) residential services and medication assisted treatment services while in residential treatment.

- The percent of persons who completed Withdrawal Management increased in FY 2022 to 76 percent and exceeded the benchmark. This is primarily related to the new services implemented by the new vendor, including medically monitored withdrawal management and the addition of medication assisted treatment options to help safely assist clients through their withdrawal from substances. It is expected that the measure will remain high at 76 percent during FY 2023 and 82 percent in FY 2024.
- The percentage of clients reporting improved functioning as a direct result of services received, continued to be high at 98 percent in FY 2022. It is anticipated that the percentage of clients reporting improvement will remain high at 95 percent during FY 2023 and FY 2024, due to ongoing oversight by the Residential Contract Manager and with the high quality of services provided by the current contracted vendor.
- The percentage of persons successfully engaged in follow-up treatment after completing the Withdrawal Management program has remained consistent between 75 percent to 85 percent between FY 2019 and FY 2022. The total number of clients served who successfully engaged in follow-up services increased from 29 in FY 2021 to 109 in 2022. All clients served in the program receive discharge planning services, and some clients return to their provider that is outside of the DHS service continuum, non-Arlington residents are referred to their home jurisdictions, and some clients decline additional treatment. It is expected that the measure will remain consistent at 76 percent in FY 2023 and FY 2024.
- Referrals into residential treatment are highly affected by withdrawal management utilization. Withdrawal management is often the front door service into residential treatment; therefore, increased utilization of this service has a downstream effect on access to residential treatment services. The program experienced a decrease in utilization in FY 2021. This was due to the program being closed as the transition from one vendor to another took place and new services were added. The program reopened at the end of the first quarter of FY 2022, and utilization of the program increased. Utilization of the programs anticipated to continue increase in FY 2023 and FY 2024 due to increased outreach to the community and partnerships that are in development with various community stakeholders, including the local court system, probation office, and the Fire Department.
- Client satisfaction rates continued to exceed the goal of 85 percent. Areas of noted satisfaction reported on the surveys included the level of program structure, the opportunities to learn about addiction, and the support of staff and peers to be helpful. Areas for needed improvement were primarily related to the level of person-centeredness of staff, consistency in applying rules, and communication and organization amongst program staff. It is expected that the measure will remain high at 90 percent in FY 2023 and increase to 95 percent in FY 2024.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:

<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

RESIDENTIAL AND SPECIALIZED CLINICAL SERVICES

Mental Health Residential Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of clients satisfied with services received	96%	N/A	N/A	N/A	95%	95%
Total number of clients served in group homes and assisted living facilities	34	30	29	35	40	42

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of clients served in Contract Support Services Program	37	36	24	34	44	42
Total number of clients served in supportive housing programs	249	271	284	300	320	330
Total number of clients served in transitional housing	25	22	18	26	34	36

- The percentage of residential service consumers satisfied with services has been consistently high. However, due to the COVID-19 pandemic the survey was not conducted in FY 2020, FY 2021, and FY 2022. It is expected that in FY 2023 and FY 2024 the measure will achieve high pre-pandemic levels, as vendor internal surveys confirm high satisfaction rate amongst clients in residential facilities. Additionally, the BHD Mental Health Contract Manager will be developing an independent client satisfaction survey to be distributed to clients in the Mental Health residential programs in FY 2023.
- The group home and Assisted Living Facilities census for FY 2022 increased to near pre-pandemic levels. It is anticipated that there will be more admissions in FY 2023 and FY 2024 as in-person service have increased, and multiple referrals into the group homes and Assisted Living Facilities, resulting in a growing wait list.
- The number of clients served in Contracted Support Services increased in FY 2022 due to the increase in in-person services. BHD has contracts with three vendors to provide these services and increased referrals were received in FY 2022. It is expected that the increase in referrals will continue in FY 2023 and FY2024, resulting in more clients serviced.
- The number of clients served in Permanent Supportive Housing has been increasing due to the availability of more funding from Department of Behavioral Health and Developmental Services for more Permanent Supportive Housing units. Several clients transitioned from group home setting to Permanent Supportive Housing in FY 2022. The estimates for FY 2023 and FY 2024 are projected to continue to increase based on availability of more funding and affordable housing units in the County to be used to provide Permanent Supportive Housing.
- The total number of clients served in transitional homes decreased in FY 2021 due to the ongoing pandemic and a reduction in new referrals. The numbers increased in FY 2022 due to decreased COVID infections in the community and resuming some in-person services. It is expected that the census will remain high in FY 2023 and FY 2024.

RESIDENTIAL AND SPECIALIZED CLINICAL SERVICES

Clarendon House

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number/ Percentage of clients served who are hospitalized	12/9%	8/6%	7/6%	7/6%	7/6%	7/6%
Number/Percentage of clients served living in independent housing	83/65%	90/73%	78/67%	83/77%	77%	77%
Number/Percentage of clients served who are engaged in employment-related activities	39/40%	32/24%	34/28%	24/27%	33/28%	37/30%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Client engagement in psychoeducational classes	65%	16%	44%	46%	50%	55%
Percent of budgeted Medicaid revenue received for Case Management/Day Program	96% /72%	94% /51%	79% /34%	85% /11%	85% /50%	88% /55%
Percentage of clients satisfied with services received	93%	N/A	N/A	97%	95%	95%
Total clients served	127	124	117	108	118	123

- In FY 2022, the number and percentage of clients hospitalized remained relatively low despite the increase in psychiatric hospitalization nationwide. It is anticipated that the rate will remain low in the FY 2023 and FY 2024, due in great part to the support provided by the program.
- The percentage of clients in independent housing increased in FY 2022 by 10 percentage points, as compared to the prior year. This appears to be related to two factors: (1) new participants who are living independently and (2) a few participants were able to move to a lower level of care. It is estimated that 77 percent of clients served will also be living in independent housing in FY 2023 and FY 2024.
- The percentage of clients who are engaged in employment services remained relatively stable in FY 2022 though the number reduced, as some clients remained hesitant to return to work due to the pandemic. The number of people in the day program decreased during FY 2022 so the percentage remained stable. The program staff continue to work closely with the Job Avenue team to pursue employment for clients. It is projected that the number and percentage of clients who participate in employment during FY 2023 and FY 2024 will increase with more job opportunities and in-person supports.
- The percentage of client engagement in psychosocial classes in FY 2022 improved slightly due to the return to in-person services. The program has returned to in-person services and will continue to work with clients to strive to a pre-pandemic level of engagement over the next two years.
- Medicaid reimbursement for the case management program increased in FY 2022 and is projected to increase in the next two years. The psychosocial rehabilitation services reimbursement was very low during FY 2022. This was impacted by the program being closed due to a COVID outbreak as well as changes the program made to limit class sizes and hours open to ensure that environments were safe for client participation. It is projected that the

RESIDENTIAL AND SPECIALIZED CLINICAL SERVICES

psychosocial program revenue will increase in FY 2023 and FY 2024, as the program is open in-person and allowing for more people to participate.

- The client survey was conducted in FY 2022 and the results were positive. 97 percent of the respondents indicated that they are satisfied with their services. It is anticipated that this will continue to be positive in FY 2023 and FY 2024.
- The number of clients served decreased in FY 2022 due the effects of the pandemic. In-person interactive classes were difficult to provide safely during the pandemic, so the program focused on client safety, in the face of some client resistance to safety measures.
- The program is intaking clients at a steady rate and is focusing on engaging people that need this level of service. It is anticipated that the number of clients served will increase to 118 in FY 2023 and 123 in FY 2024.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:

<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Jail/Addictions, Corrections and Treatment (ACT) and Jail/Mental Health Treatment

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Attempted/Completed Suicide Attempts	4/0	5/1	8/0	6/0	8/0	6/0
Successful Completion of the ACT Program	81%	80%	85%	94%	94%	90%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Assessment timeliness	88%	94%	93%	22%	50%	85%
Client satisfaction with services	85%	N/A	88%	88%	90%	90%
Number of unduplicated clients	1,044	940	959	976	1,000	1,010

- The number of suicide attempts decreased from eight in FY 2021 to six in FY 2022. This reduction is directly related to Jail-Based DHS continuing to provide all in-person services, training new security staff on suicide prevention, and more immediate psychiatric evaluations. Although the acuity level of substance use and mental health remains incredibly high, quicker interventions and new treatment modalities have been put into place to assist in managing the population. It is expected that this measure will increase slightly to eight in FY 2023 due to the high acuity with which clients are presenting, and stabilize at six in FY 2024.
- In FY 2022, the ACT program had a successful completion rate of 94 percent. The program implemented new Evidence Based Program treatment modalities and Cognitive Processing Therapy and have been able to conduct additional treatment groups to bring the program closer to pre-pandemic operations. It is expected that the completion rate will remain at or above the goal of 90 percent in FY 2023 and FY 2024.
- In FY 2022, assessment timeliness decreased to 22 percent due to the implementation of a new electronic health record, which took time to learn and adapt to. In FY 2022, the program met with the Compliance Review Team to work on streamlining intake documentation. Assessment timeliness is expected to increase in FY 2023 and 2024.

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- In FY 2022, client satisfaction survey results remained the same at 88 percent, which was also the result of FY 2021. The Jail-Based DHS team is expected to be fully staffed in FY 2023, which will allow for more programming, and increase interventions with clients. It is expected that this measure will increase to 90 percent in FY 2023 and FY 2024, as the jail-based DHS team is able to implement more groups and programming, moving toward pre-pandemic operations.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Jail Diversion/Forensic Case Management, Behavioral Health Docket and Drug Court Treatment Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Individuals connected at closure to ongoing services	77% (35/45)	77% (20/26)	90% (10/11)	100% (7/7)	95%	100%
Percent of individuals diverted from jail who are not re-arrested within 30 days	92%	93%	88%	100%	95%	100%
Percent of individuals diverted from jail who are still in treatment at 30 days	77%	86%	88%	91%	90%	100%
Clients who successfully completed the Drug Court Program	67% (4/6)	67% (6/9)	63% (5/8)	44% (4/9)	60%	70%
Clients with no additional charges post-graduation from the Drug Court Program	86% (6/7)	100% (4/4)	100% (4/4)	100% (6/6)	100%	100%
Clients who successfully completed the Drug Court Program	67% (4/6)	67% (6/9)	63% (5/8)	44% (4/9)	60%	70%
Clients with no additional charges post-graduation from the Drug Court Program	86% (6/7)	100% (4/4)	100% (4/4)	100% (6/6)	100%	100%
Individuals connected at closure to ongoing services	77% (35/45)	77% (20/26)	90% (10/11)	100% (7/7)	95%	100%
Percent of individuals diverted from jail who are not re-arrested within 30 days	92%	93%	88%	100%	95%	100%
Percent of individuals diverted from jail who are still in treatment at 30 days	77%	86%	88%	91%	90%	100%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of individuals seen in jail after referral from police, magistrate, jail-based medical staff, or mental health staff	244	173	107	115	130	140
Number of individuals served by the jail diversion team	295	251	222	250	260	270

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- In FY 2022, the Drug Court completion rate decreased from previous years due to a number of challenges. A few clients were rearrested, as they were not truthful with program staff about their substance use and/or criminal behavior. When clients cannot communicate honestly with staff about their usage or possess drug paraphernalia or anything else that would violate the conditions of his or her release, program requirements dictate that they return to jail and are eventually terminated from the program if the behavior/pattern continues. It is anticipated the number of clients that successfully complete drug court program in FY 2023 and FY 2024 will increase due to programmatic changes that will be implemented in FY 2023.
- In FY 2022, the Drug Court Program maintained the 100 percent rate of no additional charges post program graduation. The Program is focused on giving clients the tools they need to mitigate risk of a serious relapse, to avoid rearrests, and to reduce severe negative health outcomes. One factor that has been helpful in avoiding recidivism is the program's emphasis on assisting clients with setting up sober supports in the community. This trend should continue in FY 2023 and FY 2024.
- Connections to ongoing services remained strong in FY 2022, with all individuals connected to Arlington County services or their home jurisdiction upon completion of diversion programming. This is a testament to ongoing program efforts to connect each client to a service where they will succeed. Successful linkages to services should continue in FY 2023 and FY 2024.
- Rearrests have remained low over the years. This is due to a community approach involving stakeholders such as the criminal-justice system, community partners, and the Community Services Board. The intensity of the model of service used also contributes to low rates of recidivism. Individuals receive intensive case management and supportive services as they are transitioning out of the jail and are linked to community providers on an expedited basis. It is estimated that re-arrest rates will remain low in FY 2023 and FY 2024.
- The percentage of individuals engaged in treatment for over thirty days in FY 2022 remained high due to the Jail Diversion team ensuring that multiple team members provide coordinated services to meet each client's needs. Additionally, the forensic jail diversion team makes it a point to include community stakeholders in conversations regarding treatment needs to ensure transparency and foster a collaborative dialogue regarding client successes and challenges. This trend is expected to continue in FY 2023 and FY 2024.
- The number of individuals served by the jail diversion team, Intercept 2, drastically declined in FY 2020 and FY 2021 due to staffing shortages/vacancies as well as the COVID-19 pandemic but finally began to improve in FY 2022. Intercept 2 programming is focused on diverting individuals with serious behavioral health issues, who are involved with the criminal-justice system at the magistrate and bond juncture, into treatment in lieu of continued incarceration. The overall number of individuals seen by the Forensic Jail Diversion Team improved in FY 2022 as a result of hiring new staff members to fill vacant positions as well as relaunching programming that was suspended during the COVID-19 pandemic. It is estimated that in FY 2023 and FY 2024 the total number of individuals served will continue to increase.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:

<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

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Homeless Case Management

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number/percentage of clients linked to Behavioral health services after discharge from Treatment on Wheels/Homeless Case Management programs	43/41%	17/38%	31/72%	22/43%	43%	45%
Number/percentage of clients linked to stable housing from Treatment on Wheels/Homeless Case Management programs	31/25%	15/16%	22/29%	14/22%	30%	35%
Percentage of clients linked to physical healthcare	25%	18%	9%	3%	35%	35%
Percentage of clients linked to psychiatric services	37%	29%	42%	45%	49%	49%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Days from intake to first ongoing service	N/A	5.0	7.4	9.8	7.0	7.0
Number of identified individuals served (unduplicated), and Number of outreach clients (unduplicated)	125/80	95/55	77/38	65/42	80/50	82/50

- In FY 2022, the number of clients connected to behavioral healthcare providers decreased from historic highs the previous year. However, connections remained above the program average across the years. Program staff noted that behavioral healthcare appointments were harder to come by in FY 2022 than in previous years, due to the outpatient teams having significant staffing shortages. Because there were fewer appointments, it was harder to place clients into the programs. Part of an enhanced warm handoff process put into place in FY 2021 includes continuation of Homeless Case Management team services until the new provider builds a relationship with the client. In FY 2023 and FY 2024, it is anticipated that the number of clients connecting to ongoing services will increase slightly with 43-45 percent of these clients being connected to ongoing services.
- In FY 2022, 22 percent of TOW/PATH clients were linked to housing during program enrollment, a decrease from FY 2021. In FY 2021, the program worked with Arlington County Police Department (ACPD) to set up multiple staging areas around the county where individuals could complete applications for the federal housing voucher lottery system. While this led to a significant increase in placements in FY 2021, the vouchers now have long waitlists which led to less clients being connected in FY 2022. In addition, waitlists for housing were long. Clients on average wait 8-16 months for housing, and some wait significantly longer. Due to the impacts of the pandemic, leasing offices in FY 2022 were not open as many hours as they were pre-pandemic, and many had restrictions on the number of people allowed in an office. This made each housing placement take substantially longer. In FY 2023 and FY 2024, it is expected that 30-32 percent of clients served by the program will be linked to stable housing, as multiple housing opportunities are opening at the beginning of FY 2023.
- In FY 2022, the percentage of clients linked to the Neighborhood Health primary-care program continued decreasing. This is because the program has transitioned to primarily fulfilling clients' physical health needs through PathForward. PathForward has a mobile healthcare clinic which can provide holistic, integrated services to clients in the community. Feedback about this change has been very positive, as many clients feel more comfortable being served

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in a space known to them. Clients served by PathForward are not captured in the above chart. In FY 2023 and FY 2024, it is anticipated 35 percent of clients will be linked to Neighborhood Health or PathForward for physical healthcare.

- In FY 2022, access to Psychiatric Services continued to improve. This was thanks to strong collaboration with the specific psychiatrist who serves the TOW team. Because one prescriber serves all the TOW clients, he is able to thoroughly collaborate with program staff on each individual case. While working with one psychiatrist has been a boon for the program, it has sometimes presented a challenge when clients are transitioned to ongoing teams. As part of the transition, clients are connected to a new psychiatric provider. This can cause clients to disengage with Psychiatric Services, as they may not feel comfortable working with a new individual on their medical plans. It is anticipated that the percentage of clients served linked to psychiatric services will increase to 49 percent in FY 2023 and FY 2024.
- In FY 2022, wait time from Intake to first ongoing service increased. This was primarily driven by a subset of clients who were difficult to contact. If the TOW program cannot contact clients, staff will reach out to the shelters to try and get ahold of them. This process may take several days. The TOW team is flexible in offering first clinical appointment time slots, which facilitates rapid connection to services. Many Homeless Case Management services occur before client intake, as program staff work to build a relationship with the client and encourage them to engage with agency services. It is expected that in FY 2023 and FY 2024 the wait time from Intake to the first service will decrease to seven days respectively.
- In FY 2022, there was a slight decrease from FY 2021 in clients served due to onboarding the vacant PATH position. In the first quarter of FY 2023, the TOW/PATH team had turnover of the clinical TOW position. Depending on how quickly a new employee can be hired and onboarded will cause the number of clients served to decrease. It is expected that in FY 2023 and FY 2024, with the position filled, the number of clients served and outreached should show an increase.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Office Based Opioid Treatment

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Fatal/Non-Fatal overdoses	4/18	10/33	31/61	21/70	18/70	17/68
Percentage of clients successfully engaged in treatment services	76% (31/41)	86% (32/37)	76% (25/33)	81% (29/36)	75%	75%
Percentage of clients who improve or maintained in functioning as a result of services received	66% (8/12)	54% (15/28)	61% (17/28)	70% (14/20)	70%	75%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of clients served (unduplicated)	67	88	96	108	118	130
Percentage of clients outreached within 24 hours of referral by law enforcement	100% (9/9)	91% (30/33)	88% (42/48)	61% (33/54)	90%	N/A

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Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of Community Outreach and Education Goals Achieved (Outreach Event/REVIVE training)	108% /171%	175% /92%	133% /121%	183% /192%	150% /120%	150% /120%

- In FY 2022, the number of overdoses reported to the police were higher than the historically high numbers of FY 2021. However, there was a decrease in fatal overdoses in FY 2022. This may be due to an increase in Narcan distribution, as the program has noted more and more reports of individuals being revived via Narcan by either friends or paramedics. It is critical to continue Narcan distribution, as it is the best defensive against fatal overdoses. DHS continues to closely monitor overdose trends, put out spike alerts as needed, and reduce barriers to access to harm reduction tools. These numbers are expected to decrease slightly over FY 2023 and FY 2024, as fewer overdoses have been observed during the first half of FY 2023.
- In FY 2022, staff noted that many clients continued to express exhaustion and burnout while coping with the national public health crisis, which interfered with active engagement in services. However, at the end of the Fiscal Year the program was able to get a number of new clients enrolled in services. In FY 2022, the program returned to full-time in person services, with the option to have individual therapy via telehealth when someone is not feeling well and/or there is a barrier to coming to the building. The program also conducted a survey and focus groups to determine what the clients wanted to see to support increased engagement. From the survey and focus groups, additional groups were added to work with clients' schedule, times of groups were adjusted, and contingency management strategies were increased. In FY 2023, efforts will continue to be made to improve client engagement and gather feedback from clients on improvements and adjustments to the program which might assist in increasing their engagement. It is expected that engagement will continue to meet or exceed the goal of 75 percent over the next two fiscal years due to ongoing efforts to improve the program and ensuring client feedback in making improvement decisions.
- In FY 2022, the number of clients improving their functioning according to DLA-20 assessment increased from previous years, despite a change in staffing. In FY 2022, the program refocused the program and make it more client centered, which may have impacted the increase. In FY 2022, the program saw more clients graduate and move through the program phases than in previous years. The program continues to seek feedback from clients and staff to improve which in turn should result in continued upward trend in DLA-20 scores for FY 2023 and FY 2024.
- The number of clients served has increased significantly over the years. This increase is likely due to an increase in need as well as an increase in outreach and education following overdoses or substance use crises. The Office Based Opioid program has also made adjustments to the program over the past few years to reduce barriers to engagement in treatment and encourage active engagement in the program. In the coming years, with the assistance of the Opioid Abatement funds, it is expected that the opioid programs will expand services, continuing to support the growing levels of community need. The number of clients served is expected to continue to increase in FY 2023 and FY 2024 following the same trend in previous years.
- Prior to FY 2022, the team received a report from the police with the name and contact information of each person who overdosed. Through FY 2021, outreach was provided to the individual within 24 hours of receiving the report. In FY 2022, Arlington County Police Department began sending reports each Friday that summarized all of the opioid related cases, including overdoses, to the Opioid Response Program. Because the program often learns about overdoses more than 24 hours after they occurred, the number of clients outreached on time has decreased. The new goal that the program has adopted for FY 2023

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is outreaching clients within a week of receiving the report. For those outreached in FY 2022, 26 percent accepted Narcan, 30 percent accepted fentanyl test strips, 26 percent accepted treatment, and 22 percent accepted peer support. Additionally, nine witnesses to an overdose accepted Narcan. Some outreached individuals reported that they already had Narcan, which is why they declined the offer. For FY 2023, DHS expects to meet the new goal of outreaching individuals within a week of receiving a report and are considering changing this measure to be based upon outreach outcomes (i.e., how many harm reduction tools were given out). A new measure therefore will be used for FY 2024.

- The program's goal has been to lead one community awareness event a month and two Narcan trainings a month. In FY 2022, the goal for outreach events was exceeded this past fiscal year. The program moved to a hybrid model in which virtual events and in person events are offered each month. It is expected that in FY 2023 and FY 2024 outreach and educational events will continue and should exceed the expectation of one event a month and two narcan trainings a month.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management oversight to the Child and Family Services Division.

- Promote excellent customer service in all program areas.
- Promote effectiveness and efficiency by evaluating programs, promoting innovative programming, overseeing the Division's financial management, managing grants and contracts, providing training, ensuring compliance with all relevant laws and requirements, evaluating staff performance, and promoting effective collaboration with community partners.

PLANNING AND SUPPORT SERVICES

PROGRAM MISSION

To coordinate the ancillary and support services for the Child and Family Service Division that promote community well-being and to provide access to quality child care services.

Early Childhood Development

- License and monitor day care centers, family day care homes, as well as private, parochial, and technical schools.
- Reduce risks to children by ensuring compliance with day care quality standards.

Parent Education and Project Family

- Provide parenting classes, community education, and online parenting resources.
- Participate in community initiatives to strengthen and support families.
- Strengthen families by using “hands-on” instruction and modeling to teach parenting skills.
- Work with parents to develop an understanding of child growth, development, and health.

Children’s Services Act (CSA)

- Provide high quality, child centered, family focused, cost effective, community-based services to children and families with multiple and complex behavioral issues.
- Provide an array of services and coordinate reimbursements that support children and families in the foster care and adoption system.
- Ensure compliance with local, state, and federal regulations relative to contracted services and reimbursements.

PERFORMANCE MEASURES

Child Care Licensure and Support

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Child Care Centers licensed	64	71	77	74	77	77
Family day care homes licensed	138	133	129	128	134	134
Percentage of childcare programs receiving complaints	11%	8%	4%	8%	5%	5%
Percentage of programs compliant with health and safety requirements	97%	99%	99%	99%	99%	99%
Percentage of programs that received the required number of inspections	98%	100%	99%	97%	99%	99%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Validation inspections	23	12	15	18	15	15
Renewal inspections	170	179	126	181	126	181
Monitoring inspections	87	121	202	160	160	160
Complaint investigations	44	23	31	27	27	27

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- In FY 2021, 96 percent of childcare programs received no complaints. A total of nine out of 206 programs (four percent) received complaints. The decrease in the number of overall complaints may be related to the decrease in the number of children enrolled as well as the closure of sites due to COVID-19.
- In FY 2021, there were a total of 12 complaints. Eight programs received one complaint while one program received at least three complaints. Three complaint investigations involved Child Protective Services.
- In FY 2022, 92 percent of childcare programs received no complaints. A total of 16 out of 202 programs (eight percent) received complaints. There were no complaint investigations that involved Child Protective Services (CPS).
- Of the 16 programs that received complaints in FY 2022, a total of 14 programs received one complaint. Two programs received two complaints.
- In FY 2021 and FY 2022, Family Day Homes and Child Care Centers achieved 99 percent compliance with health and safety requirements. The most common health and safety citations continued to be related to the record documentation.
- The number of validation inspections is directly related to the number of new programs opened in each fiscal year.
- In FY 2021, 186 of 188 facilities (99 percent) that were open at the end of FY 2021 had all inspection visits completed. All inspections continued to be conducted virtually and all documentation was submitted electronically due to COVID-19.
- In FY 2022, 184 of 189 facilities (97 percent) that were open at the end of FY 2022 had all inspection visits completed.
- In FY 2022, the number of renewal visits was higher due to the code change requiring that renewal visits only occur every two years.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Parent Education

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of families with no repeat instances of child abuse or neglect	89%	90%	90%	100%	100%	100%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of class participants who were referred by Child Protective Services (CPS)	9	18	19	14	14	14
Percentage increase in participants showing improved parenting skills post class (Family functioning)	75%	78%	58%	69%	69%	69%
Total number of class participants	35	49	31	25	25	25

- Since FY 2020, a high percentage of participants have been referred by Child Protective Services due to increased promotion of the parenting program throughout the bureau.
- In FY 2021, 90 percent of families participating in the class had no additional instances of child abuse or neglect reported. In FY 2021, this 90 percent represents 17 out of 19 participants that were referred by CPS.

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- In FY 2022, 100 percent of families participating in the class had no additional instances of child abuse or neglect reported.
- In FY 2021, a new data collection tool was used to calculate the increase in parenting skills post class. This tool is easier to understand and relies on a five point Likert scale for response options. The decrease in this percentage is likely due to the change in the measurement tool.
- In FY 2022, 69 percent of program participants increased and/or maintained their overall family functioning/resilience from pre- to post-program implementation.
- In FY 2022, the number of class participants was slightly lower than FY 2021. The program will resume in person classes next year in an effort to increase participation numbers.
- In FY 2021 and FY 2022, all parenting classes were provided virtually due to the impact from COVID-19.

CSA Administration

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of alignment between level of need and level of service requested (CANS assessment core match)	84%	82%	73%	67%	70%	70%
Percentage of cases completing home-based services in less than 180 days	39%	53%	60%	29%	40%	40%
Percentage of cases completing congregate care services in less than 180 days	72%	65%	65%	56%	60%	60%
Percentage of Child and Adolescent Needs and Strengths (CANS) Tool submitted current (within 90 days)	85%	74%	78%	75%	80%	80%
Percentage of youth served in the community	89%	85%	91%	83%	85%	85%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of children served by CSA	189	172	173	149	170	170
Number of Family Assessment and Planning Team (FAPT) Reviews	366	267	294	176	176	176

- The Family Assessment and Planning Team (FAPT) is a multidisciplinary team with partners from DHS, Arlington Public Schools, Arlington County Juvenile and Domestic Relations Court Services, private agency providers, and parent representatives. The FAPT uses the Child and Adolescent Needs and Strengths (CANS) tool to assess the child and family's strengths and needs, which helps determine whether the requested service meets clinical criteria for CSA funding.
- In FY 2021 and FY 2022, the most common cause of misalignment was CANS scores that indicated caregivers needed less support than was being requested to meet the needs of the youth.
- In FY 2021 and FY 2022, many families continued to experience additional stressors (due to the COVID-19 pandemic) that are not currently rated on the CANS assessment, resulting in

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low scores that did not reflect the families' actual level of need. The CANS does not include measures related to domains of lived experience such as racial trauma and LGBTQIA.

- In FY 2022, several new staff members needed technical assistance with appropriately rating CANS. CANS alignment and rating will be prioritized in documentation training in order to provide clarity around expectations.
- In FY 2020 and 2021, the percentage of in-home services completed within 180 days remained above 50 percent. Youth tended to meet service goals for in-home services within 180 days of beginning services.
- In FY 2022, the percentage of in-home services completed within 180 days decreased from 60 percent to 29 percent. In FY 2022, the increase of acuity of mental health needs for youth required intensive services to be provided for longer periods of time to ensure successful step-downs from services. In addition, contracted vendors required virtual service delivery when staff or families were diagnosed with COVID-19 or experiencing COVID-19 symptoms, which may have resulted in extended services for some families who were unable to meet the virtual expectation or needed to be seen in-person.
- In FY 2022, the percentage of congregate care placements completed within 180 days decreased slightly to 56 percent from 65 percent in FY 2021. The high acuity of the youth has led to a need for longer services whether in the home or in congregate care. For foster youth specifically, there has been an increase in congregate placements due to not having foster homes who can provide for their complex behavioral needs.
- In FY 2022, 75 percent (126/167) of CANS were current—dated within the last 90 days, or more recently when clinically indicated, which is consistent with results in FY 2020 and 2021.
- In FY 2021, CSA updated their website to include all of the documents that are required at discharge, including the CANS. Additionally, a new chart review process was implemented which reviews regulatory documentation compliance to include the CANS assessment.
- In FY 2022, a new CSA Coordinator was hired and will provide heightened oversight of the FAPT packet to ensure that all documentation is completed prior to the scheduled review, which includes the CANS.
- In FY 2021 and 2022, the percentage of youth who received services in the community has remained consistent in the 80-90 percent range. The System of Care team continues to focus on serving children in the least restrictive environment, identifying, and reducing disparities and widening the service array.
- In FY 2021 and FY 2022, there was an increase in case consultations to improve creative service planning. Flexibility in approvals and atypical service requests were used to ensure that families' needs were met. There was an emphasis on evidence-based practices that are designed to create effective and timely service intervention.
- In FY 2022, the CSA prioritized connecting children to resources such as Medicaid whenever possible. As a result, the number of children connected to Medicaid services increased, and the number who required CSA funding decreased.
- In FY 2022, there was an increase in acuity seen in youth mental health nationally, which has led to youth needing higher levels of care or more intense community-based services. If the community-based services are not available, that could lead to a congregate care placement.
- The CSA System of Care team focuses on serving children in the least restrictive environment, identifying, and reducing disparities and widening the service array.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

PROGRAM MISSION

Provide child protective services, foster care, and adoption services to ensure the safety and well-being of children identified as having been abused/neglected or at-risk of parental abuse and neglect.

Child Protective Services (CPS)

- Serve as the community referral point to identify children at-risk of abuse and neglect through management of a 24-hour hotline.
- Conduct investigations and provide comprehensive assessments to address the safety and future risk of harm for each child.
- In-Home CPS Services are to prevent reoccurrence of maltreatment, maintain children safely in their home, and increase caregiver protective capacity.
- In-Home CPS Services works with the youth and family to develop and implement safety and treatment plans to reduce harm and take appropriate actions to alleviate risk factors.
- Provide coordinated and seamless community responses to allegations of sexual abuse or severe emotional or physical abuse.

Foster Care

- Engage and assess families to coordinate and provide services designed to achieve permanency.
- Recruit, train, license, and support foster families to ensure that children in foster care join with a nurturing and safe family.
- Match children in need of foster care services with families who can meet their emotional, behavioral, and physical care needs.

Family Partnership Meetings

- Facilitate voluntary Family Partnership Meetings (FPM) in which family members, professionals, and others come together to discuss ways to support children and families. The main goal of the meetings is to make sure that children are safe. Meetings are held when children are removed from their caretakers' custody or when children are at-risk of being removed.
- FPM is a voluntary service that engages a child's family members and their supports in critical decision making around safety and permanency.

Adoption

- Recruit, train, and dually certify foster families to adopt.
- Support adoptive families to meet the emotional, behavioral, and physical care needs of their children adopted through foster care.

Independent Living

- The federally mandated program assists youth 14 years of age and older currently in foster care and young adults formerly in foster care that have requested services in obtaining basic life skills, education, and employment preparation necessary to become self-sufficient adults.
- In July 2016, Virginia implemented the Fostering Futures program, which offers housing and other supports to youth 18 to 21 years old. To access these enhanced supports, youth who are medically able must be enrolled in school, participating in post-secondary education, or employed.

CHILD WELFARE

PERFORMANCE MEASURES

Child Protective In-Home Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of children stabilized with their families after receiving ongoing CPS Services	89%	98%	88%	93%	95%	95%
Percentage of families with validated reports within two years post closure	2%	5%	2%	4%	3%	3%
Percentage of families who achieve a low or reduced level of risk within 90 days	81%	87%	91%	87%	87%	87%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of families served by CPS ongoing	60	64	65	76	84	84
Percentage of Service Plans and Contacts on Time	98%/100%	98%/100%	100%/100%	100%/100%	100%/100%	100%/100%

- In FY 2021, 44 families were closed to CPS In-Home services. In 39 cases (88 percent), children were stabilized with their families. For six children (four families) foster care occurred within six weeks of beginning In-Home services; four of those six children remained with relatives who were certified as foster parents.
- In FY 2022, 46 families were closed to CPS In-Home Services. In 43 cases (93 percent), children were stabilized with their families. In the three remaining cases, the children were removed and placed in foster care.
- In FY 2020 and FY 2021, a total of 83 family cases were closed to CPS In-Home. After closure, two of these families received validated Child Protective Services reports again in FY 2021. Of the two cases that returned to Child Protective Services, neither resulted in a removal and all have since been successfully stabilized and closed.
- In FY 2021 and FY 2022, a total of 91 family cases were closed to CPS In-Home. After closure, four of these families received validated Child Protective Services reports again in FY 2022.
- In FY 2021, there were 32 total cases opened for at least 90 days. The percentage of those families who achieved a low or reduced level of risk within 90 days was 91 percent (29). Three families were opened at high risk and remained at high risk at 90 days. These families had significant trauma histories that require long-term intervention and staff engagement.
- In FY 2022, there were 46 total cases opened for at least 90 days. The percentage of those families who achieved a low or reduced level of risk within 90 days was 87 percent (40). Five families were opened at moderate risk and remained at moderate at 90 days. These families had significant trauma histories that required long-term intervention. Two of these families achieved a low risk level, two stabilized and closed at a moderate level, and one remains open to services.
- In FY 2022, there was an increase in the percentage of families that were opened to CPS In-Home, from 15 percent in FY 2021 to 20 percent in FY 2022.
- In FY 2022, the prevention program was introduced which provided the team with more flexibility with managing cases. Prevention is used to support families that have closed to CPS intake (at moderate level) and provide them with family support services to support family

CHILD WELFARE

stability. The implementation of prevention services has contributed to increase the number of families that have been supported by the CPS In-Home program.

- In FY 2021 and FY 2022, timely completion of service plans and contacts remained high due to staff stability and reduced staff turnover. The supervisor continued reviewing status of service plans and contact notes with staff to ensure that documents were completed on time.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:

<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Child Protective Services- Intake

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of initial responses on time	85%	89%	88%	95%	95%	95%
Percentage of cases closed on time	74%	48%	52%	50%	55%	55%
Percentage of cases closed safely without requiring additional services	81%	79%	78%	75%	80%	80%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of assessments	248	203	226	192	192	192
Number of calls received	2,515	1,937	2,105	2,059	2,265	2,265
Number of information and referral calls	1,180	758	1,018	721	721	721
Number of investigations	105	64	52	75	75	75
Number of investigations which resulted in a finding of abuse or neglect dispositions	48	30	27	32	32	32

- In FY 2020 and 2021, the number of calls received and validated reports was impacted by schools, day cares, and other childcare providers being closed due to COVID-19. Schools are mandatory reporters and account for the largest number of CPS referrals.
- In FY 2022, there were 2,059 calls received through the CPS Hotline. Of the 2,059 calls, 1,338 resulted in reports of allegation or abuse/neglect. 267 (20 percent) of those calls resulted in validated reports.
- In FY 2021 and FY 2022, timeliness for initial response exceeded the State benchmark (85 percent).
- In FY 2021, a protocol was implemented for CPS Hotline to indicate at time of assignment, the due date with exact time for response. This has continued to be helpful when determining when visits need to be made.
- In FY 2022, in the situations where a face-to-face visit was unable to be completed on time, the CPS Intake team was able to determine that the child was safe and in the care of the non-offending parent.
- In FY 2020 and 2021, the CPS program experienced significant staff turnover. Because the CPS intake team was relatively new, it required the supervisor to closely review all documentation, which impacts the timeliness of case closure. The CPS Supervisor prioritized accurate and thorough documentation over closure timeliness for new and inexperienced

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staff. Staffing in FY 2022 remained a barrier to timely case closure, as the CPS program continued to experience turnover and extended leave.

- In FY 2022, some cases required additional clinical support and stabilization efforts prior to safely closing the case, causing a closure date exceeding the timeframe targeted by the state. There are times when collaborating with external stakeholders and other jurisdictions takes longer to safely stabilize the case.
- In FY 2021, 188 of 241 (78 percent) cases were safely closed without requiring additional In-Home services. 84 of the 188 cases that closed without additional child welfare services were offered resources to assist with safe case closure. Those additional resources included outpatient counseling, domestic violence intervention programs and parenting education.
- In FY 2021, of the 15 cases where children were placed in foster care from CPS Intake, decisions to remove were made within one week of assignment in 11 instances. In 9 of the 11 cases, decisions to remove were made within 24 hours.
- In FY 2022, 187 of 250 (75%) cases were safely closed without requiring additional In-Home services. 48 of 250 cases (19%) required CPS In-Home services for stabilization. 14 of 250 cases (6%) were opened to foster care because investigation determined that children could not remain safely at home.
- In FY 2022, 14 cases were opened to foster care. A number of these parents/caregivers had unresolved mental health and substance use issues that prevented the youth from being stabilized in the home.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Foster Care

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of new foster families certified	20	16	15	12	12	12
Number of total certified foster families	70	69	70	70	70	70
Percentage of foster families retained through the end of the fiscal year	82%	77%	81%	84%	85%	85%
Percentage of placements that allow children in foster care to continue services with their own providers seen prior to foster care	97%	94%	92%	92%	96%	96%
Percentage of placements that enable children in foster care to remain in their original school districts	95%	100%	96%	95%	96%	96%
Percentage of placements that lasted until the child was discharged from foster care	93%	97%	92%	95%	95%	95%
Percentage of placements with a child's relatives, siblings, or child-specific placements	52%	50%	63%	33%	33%	33%

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Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of children served monthly in congregate care	3	5	2	2	2	2
Average number of children served monthly in purchased therapeutic foster home	14	4	3	5	5	5
Average number of children served monthly in regular foster care	38	36	39	45	45	45
Percentage of families certified on time	90%	94%	100%	100%	100%	100%

- In FY 2020 and FY 2021, there was a decrease in the number of new families certified due to the impact of COVID-19. Many families were hesitant to proceed with certification until there was some clarity regarding how COVID-19 would impact placements.
- In FY 2022, the decrease in the number of new foster families certified is consistent with the decrease in the number of youth that are entering foster care
- In FY 2021 and FY 2022, the number of total certified foster families remained high due to intensified focus on getting foster families certified in a timely manner (including kin families), and retaining families already certified.
- In FY 2021, 13 families closed: nine of the families were kinship families; one family closed due to adoption being finalized; three were closed due to changes in personal circumstances.
- In FY 2022, 11 families closed who were active at the end of FY 2021: 5 of the families were kinship families; 2 families closed due to their adoption being finalized; 4 closed due to changes in personal circumstances.
- In FY 2021, bi-monthly support groups and in-service trainings were held virtually. Additional retention events were held virtually around the holidays and foster parent appreciation month (May 2021) to support retention efforts.
- In FY 2022, retention events around the holidays and foster parent appreciation month (May 2022) were held in person outdoors. This included the first-ever appreciation event, a joyful event that brought most of our community together in person for the first time in two years.
- In FY 2021 and 2022, continuity of connections to services and school remained high. In FY 2021, services were disrupted for three youth, all of whom came into care across state lines which did not allow for continuity in services. One of these youths was in care for 24 hours and the other two were in care for four weeks. In FY 2022, 2 children/youth had to change service providers due to stepping down from a higher level of care and a placement disruption.
- In FY 2021, one child came into care who had a disruption with their base school. This child came into care from out of state and returned home the next day.
- In FY 2022, 1 youth had to change schools due to being discharged from a residential facility outside of Arlington County and returned to the area to rejoin their original foster family.
- In FY 2021, 92 percent (68/74) of placements were stable for children with basic needs and complex needs. Placements were disrupted due to a need of a higher level of care for as well as to place groups of siblings together.
- In FY 2022, 95% (56/59) of placements were stable for children with basic needs and complex needs. One youth with basic needs was disrupted due to medical concerns in a kinship placement. The other two were youth with complex needs had disruptions due to the foster families being unable to meet their needs.
- In FY 2021, an incentive payment protocol was implemented for four families who were open to accepting children presumed or confirmed COVID-19 positive. This program led to the placement of six children with specific COVID-19 associated risks.

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- In FY 2022, four families were paired up to support new and/or complex placements. Additionally, foster families held informal gatherings to support each other specifically the families with teens and with the purpose of creating safe spaces.
- In FY 2021, the Foster Family Coordinator and Recruitment and Outreach Specialist coordinated community outreach regarding the importance of taking sibling groups and teens which resulted in more foster families recruited with an ability and/or interest in sibling groups.
- In FY 2022, family continuity decreased significantly (33 percent) from FY 2021 (63 percent). In FY 2022, enhanced prevention efforts resulted in many children with identified kin being diverted from care. Therefore, for children who came into foster care, fewer had potential kinship placements available which contributed to the decrease in family continuity.
- In FY 2021 and FY 2022, the average number of children served monthly in congregate care has remained low due to more children served in community-based settings.
- In FY 2021 and 2022, the number of children served monthly continued to decrease as the number of youth being discharged to permanency increased.
- In FY 2022, prevention services (in the CPS In-Home program) and kinship care services has been instrumental in maintaining youth safely with their families in the community and subsequently diverting youth from entering foster care.
- Since FY 2020, the number of youth placed in a Therapeutic Foster Care (TFC) home has remained low as recruitment efforts continue to focus on certifying Arlington County foster homes to ensure that you remain in the Arlington community.
- In FY 2021, during the COVID-19 pandemic, State waivers were created for the approval process allowing home studies to be completed outside of the previous 90-day timeframe. These waivers expired on January 1, 2021, for traditional foster families but became permanently available to kinship care providers going through the approval process.
- This program has a performance measurement plan. The data above aligns with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Foster Care Permanency

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of Discharges to Permanency	79%	82%	83%	85%	50%	50%
Percentage of Reunifications or Relative Placements within 15 months	56%	76%	71%	58%	70%	70%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of youth in foster care (as of the last day of the fiscal year)	78	70	67	49	47	47
Number of youth discharged/families closed	53/36	38/29	47/31	26/22	26/22	26/22

- In FY 2021 and 2022, the percentage of youth achieving permanency remained high despite the onset of COVID-19 due to agency efforts to maintain connections through modified visitation plans, virtual telehealth platforms, and foster parent support.
- In FY 2022, 22/26 (85 percent) of children that exited foster care either returned home, were adopted, or were placed with relatives.
- In FY 2023, it is anticipated that 50 percent of youth discharging from care will discharge to permanency due to the older age of current population of youth in foster care.

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- In FY 2021, of the eight youth who exited care without achieving permanency, all entered foster care as teenagers.
- In FY 2022, of the four youth who exited care without achieving permanency, all entered foster care as teenagers and all four entered Fostering Futures (FF) at time of exit.
- In FY 2021, permanency took longer than 15 months for ten children from nine families. In several cases, multiple factors compromised safety (substance use, economic insecurity, insufficient parenting skills, job loss, and mental health diagnosis), so service supports required additional time to establish stability.
- In FY 2022, permanency took longer than 15 months for five children from three families. For two families (four children), the parent was very young (under age 21). For these young parents, multiple factors complicated timely return home including housing/employment stability, insufficient parenting skills, and limited social supports.
- In FY 2021 and FY 2022, the number of youth in foster care on the last day of the fiscal year continued to decrease which is consistent with national and regional trends.
- Between FY 2020 and FY 2022, approximately 20-30 families have closed per year.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Family Partnership Meeting

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of children exiting care within 15 months who had Removal FPMs	45%	75%	77%	71%	60%	60%
Percent of youth at risk of removal who remained in the home at least 90 days after a Family Partnership Meeting	100%	90%	90%	93%	95%	95%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of children served in at-risk and removal FPMs	98	114	120	130	130	130
Number of children served in placement, TLP and goal-change FPMs	17	45	32	25	25	25
Percent of Family Partnership Meetings held within 14 days for youth at risk of removal	100%	100%	100%	100%	100%	100%
Percent of removal meetings held before the Court hearing	91%	100%	100%	100%	100%	100%

- In FY 2020 and FY 2021, ongoing efforts to increase family engagement activities early and often and to establish written visitation plans initiated in FPMs have resulted in maintaining and improving exits from foster care within 12-month timeframe.
- In FY 2022, 5/7 (71 percent) youth that exited care to permanency within 15 months, received an FPM. Two youth who exited care did not receive a FPM because the youth were in care for less than a week prior to returning home.

CHILD WELFARE

- The percentage of children remaining in the home following a Risk FPM remains at or above 90 percent. In FY 2021, ten children were unable to remain in the home 90 days after the FPM. Four of the ten children who were placed in foster care after having a Risk FPM were originally diverted from CPS to relatives with a protective order. These four children represent two sibling groups.
- In FY 2022, 3 of the 6 children who were placed in foster care after having a Risk FPM were court involved cases. Meetings were held prior to foster care placement to support the families in trying to maintain them in the home. Additional reasons for youth not being able to safely stabilize in the home include significant mental health needs and caretaker inability to manage needs.
- In FY 2021 and FY 2022, the total number of FPM's and children receiving them continued to significantly increase. FPMs continued to be facilitated virtually which reduced barriers for family attendance and continues to contribute to the increased number of FPMs and children served.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Adoption

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of children who exited foster care to adoptive homes	10	10	5	10	10	10
Number of children who exited foster care to adoptive homes within 24 months	2	2	1	4	4	4

Supporting Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of children with finalized adoption receiving adoption subsidy	126	128	122	121	121	121

- In FY 2021 and FY 2022, the number of children who exited foster care to adoptive homes within 24 months continued to be affected by outside factors such as pending appeals with biological families or placement instability of high-level needs children.
- In FY 2021, there were adoptions that were not able to be finalized because of COVID constraints. These adoptions were finalized in FY 2022, which contributed to the increase percentages in permanency through adoption.
- In FY 2021, an Adoption Readiness Plan was created to assist families with preparing for the adoption process and raising their adoptive child.
- In FY 2022, permanency options including adoption were explored with older youth at their Transitional Living Planning meetings and routinely at home visits.
- Adoption refers to all the cases still being supported by Child and Family Services Division.

Independent Living

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of youth aged 18-21 who are engaged in education and/or employment readiness activities	92%	100%	92%	91%	93%	93%

CHILD WELFARE

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of youth ages 18-21 who receive regular dental /medical care	33%/62%	32%/59%	47%/63%	43%/67%	50%/70%	50%/70%
Percent of eligible youth engaged in the Fostering Futures Program	70%	82%	83%	95%	90%	90%
Percent of youth ages 14-18 that exited care to permanency	75%	86%	50%	50%	55%	55%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of youth served in foster care between ages 14 and 21	37	42	43	54	45	45
Percent of youth who had Transitional Living Plan (TLP) completed on time	59%	93%	87%	78%	80%	80%

- The percentage of youth engaged in employment readiness and/or education activities remains at or above 90 percent.
- In FY 2021, 47 percent of youth ages 18-21 were current with their dental exams and 63 percent of youth were current with their medical exams.
- In FY 2022, 43 percent of youth ages 18-21 were current with their dental exams, which is comparable to 47 percent in FY 2021. 67 percent of youth were current with their medical exams, which is comparable to 63 percent in FY 2021.
- In FY 2021, the re-opening of medical facilities/appointments after being closed due to COVID-19 may have contributed to the increase in medical/dental care.
- Fostering Futures was initiated in July 2016. It is a voluntary program available to young adults in foster care after age 18 that provides support and assistance through age 21 to assist with successful transition into adulthood. In FY 2022, 22 youth were eligible to participate in the Fostering Futures program. Of these youth, 21 (95 percent) were engaged in the program at the end of this fiscal year. This represents an increase from 83 percent of eligible youth in FY 2021.
- In FY 2021, all youth ages 18-21 were eligible regardless of employment/educational status due to emergency COVID protocols implemented by State. This guidance ended in FY 2022 (September 30, 2021), impacting approximately 10 youth.
- In FY 2021, the team reached out to all youth between the ages of 18-23 who were no longer in care (regardless their Fostering Futures eligibility) to assess their needs due to the impact of the COVID-19 pandemic. Additional resources were provided where necessary.
- In FY 2022, there were more older youth entering care than previous years. It is anticipated that the percentage of youth engaged in the fostering futures program will decrease to 90% as a result of the increase in the number of older youth in care and the expiration of emergency policies were put in place by the State during the pandemic allowing youth to remain in care beyond age 21.
- Age at removal is a contributing factor to successful permanency outcomes. Permanency for older youth can be challenging due to their age, trauma history, current mental health and substance use, and willingness to consent to a permanency plan. In FY 2021, 16 youth exited care between the ages of 14 and 18. Of those 16 youth who exited, eight exited to permanency. In FY 2021, seven of the eight youth that did not exit to permanency entered Fostering Futures.
- In FY 2022, eight youth exited care between the ages of 14 and 18. Of those eight youth who exited, four exited to permanency. 100 percent of the youth that did not exit to permanency entered Fostering Futures.

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- Transitional Living Plan (TLP) meetings are a youth-driven process that allows for the development of goals, services, and activities to support the transition to adulthood. TLP meetings may be delayed when youth are experiencing serious mental health issues or other life challenges. In FY 2021, 33 of 38 youth (87 percent) had a Transitional Living Plan (TLP) completed on-time. In FY 2022, 21 of 27 youth (78 percent) had a Transitional Living Plan (TLP) completed on-time (within 30 days of entry into foster care, or within 30 days of turning 14, and annually thereafter). In all instances of late TLPs, meetings were held at a later date and/or the youth did not appear for the meeting.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

PROGRAM MISSION

To promote the healthy functioning and recovery for children and youth with emotional disturbance, mental illness, and/or substance abuse disorders.

Intake Services

- Evaluate the strengths and needs of children and families and provide appropriate and timely services.
- Mental health therapists conduct mental health/substance abuse assessments, formulate diagnoses, and provide service recommendations.

Child Advocacy Center

- Screen, diagnose, and treat children and youth.
- Conduct mental health screening and assessment with youth and their families.
- Perform forensic interviews with children who may have been sexually and/or severely physically abused.
- Ensure a coordinated community response to intervene, protect, and treat victims of child abuse by convening and facilitating an inter-agency multidisciplinary services team that includes Police, Child Protective Services, the Commonwealth's and County Attorneys' Offices, Public Health, and Mental Health Services.

Outpatient Therapy & Case Management

- Provide individual, family, and group therapy as well as provide short-term, home-based, family-centered therapeutic services to stabilize high risk behaviors for those children and youth with severe impairments.
- Coordinate services with other child serving agencies and private providers.
- Provide early intervention and prevention-oriented counseling. Provide behavioral consultation and intervention services to parents and care providers of children with behavioral and mental health disorders.
- Train parents and care providers in behavioral management techniques to reduce the risk of child abuse and out-of-home placement.
- Contract therapeutic recreational and/or respite services.
- Provide advocacy, career development and life skills counseling, linkage to community resources, and mentoring to help youth ages 14-17 with behavioral and/or emotional disorders or mental illness transition to adulthood successfully.
- Provide education and alternate coping strategies for youth regarding drugs and alcohol.
- Provide referral for short-term substance abuse residential services for youth with severe abuse or dependency.
- Implement evidence-based prevention programs approved by the Federal Center for Substance Abuse Prevention and character-building activities to promote healthy life choices.

Behavioral Health Wellness

- Offer evidence-based prevention programs approved by SAMHSA, CSAP, and/or recommended by the Virginia Office of Prevention designed to build emotional health, promote mental health skills and reduce risk factors, and enhance protective factors.
- Provide education and mental health promotion activities for students and parents in school or community settings for youth with indicators of early risk factors.

BEHAVIORAL HEALTHCARE

- Collaborate with public and private agencies to bring prevention activities to a broader population.
- Provide screening and referral services to youth with higher risk indicators and their families, and consultation and training to staff and parents.

PERFORMANCE MEASURES

Centralized Intake Unit

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of children and families connected to ongoing services	93%	87%	96%	94%	95%	95%
Percentage of clients diverted from court involvement	67%	68%	85%	79%	85%	85%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of information and referral calls handled	794	747	967	1,310	1,310	1,310
Youth receiving first clinical appointment within 10 days of intake	70%	84%	95%	93%	95%	95%
Percentage of required Intake Assessment documentation in compliance	94%	91%	86%	55%	60%	60%

- In FY 2021, 96 percent (157/164) of clients for whom ongoing services were recommended began services. Connection rates increased in part due to the decrease in barriers to accessing services remotely (e.g., transportation, work, childcare).
- In FY 2022, 94 percent (105/112) of clients for whom ongoing services were recommended began services. Connection rates remained high due to the decrease in barriers to accessing services remotely (e.g., transportation, work, childcare). In July 2021, in-person service delivery resumed based on clinical need and caregiver preference.
- In FY 2021, 85 percent of diversion clients (22/26) had no court involvement at least 60 days after intervention. For those youth not successfully diverted, re-offenses were common, specifically with truancy cases. The interagency truancy team collaborated to develop a new approach to school avoidance specific to the stressors associated with the continued COVID related school closures and expectations for virtual participation.
- In FY 2022, 79 percent of diversion clients (26/33) had no court involvement at least 60 days after intervention. For the seven youth that did not remain on diversion status, five youth did not start or complete community-based recommended services. The court liaison therapist began offering JDRC weekly meetings to assist in consultation and linkage to resources as needed.
- In FY 2021 and FY 2022, the number of information and referral calls continued to increase as families continued to experience increased need for information about receiving mental/behavioral health services.

BEHAVIORAL HEALTHCARE

- In FY 2021, the percentage of appointments that were offered within ten days of the intake assessment improved to 95 percent. Telehealth reduced barriers to engagement for many families resulting in more rapid engagement and a decreased wait time.
- In FY 2022, 93 percent (104/112) appointments were offered within ten days of the intake assessment. The average number of days from intake to first offered clinical appointment was seven days which is consistent with FY 2021. Telehealth reduced barriers to engagement and made rescheduling more accessible.
- In FY 2021, the documentation compliance measure was updated to measure charts in compliance instead of individual data elements. 84 intakes were analyzed. Of these, 72 intakes (86 percent) scored 90 percent or higher. Training has been implemented to address areas in need of improvement.
- In FY 2022, 88 intake assessments were analyzed for compliance. Of these, 48 intakes (55 percent) scored 90 percent or higher which is a decrease from FY 2021 (86 percent). The implementation of the new electronic health record resulted in some delays in completing documentation, which impacted compliance.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Outpatient Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of clients who achieve maximum benefit of their treatment goals at discharge	51%	36%	45%	45%	50%	50%
Percentage of parents completing surveys who report satisfaction with services	88%	N/A	76%	77%	80%	80%
Percentage of clients maintained in the community with outpatient treatment	88%	96%	94%	94%	95%	95%
Percentage of youth completing surveys who report satisfaction with services	73%	N/A	89%	85%	80%	80%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of client services documentation completed within one business day	88%	77%	77%	56%	65%	70%
Client show rate	80%	78%	83%	86%	86%	86%
Total consumers receiving services	382	390	306	277	305	305
Number of youth receiving intensive and routine case management services	135	92	38	46	46	46
Number of youth receiving outpatient therapy services	308	295	268	254	275	275

BEHAVIORAL HEALTHCARE

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of youth transitioned to adult behavioral health services	22	16	20	23	23	23

- In FY 2021, 73 (45 percent) youth achieved maximum benefit at discharge and 58 (36 percent) youth achieved a partial benefit. Most of the youth (15) that did not meet treatment goals did not engage in services after multiple outreach attempts by staff.
- In FY 2022, 45 percent (98/217) of clients achieved all their treatment objectives at discharge, which is consistent with FY 2021. A new electronic health record was implemented which does not recognize partial benefit from therapy as completion of treatment. In the instances in which the client never engaged in services, there were several unsuccessful outreach attempts by staff and the client never engaged after the initial intake appointment.
- Parent satisfaction remained consistent in FY 2021 and 2022. Parents report that therapy has been helpful because the therapist validates the youth's feelings and is easy to talk to.
- In FY 2021, 94 percent (270/288) of clients who entered care in the community did not require an increased level of care (LOC) while receiving behavioral healthcare treatment and were safely maintained in a community setting.
- In FY 2021, when in-home services transitioned to virtual models during COVID, there was a decrease in the number of children referred to intensive in-home service providers. Frequency and intensity of services provided by program staff were increased to meet the needs of youth and maintain them in the community.
- In FY 2022, 94 percent (240/256) of clients who entered care in the community did not require an increased level of care while receiving behavioral healthcare treatment and were safely maintained in a community setting. This is consistent with FY 2021, when 94 percent of youth were maintained at a community-based level of care.
- In FY 2022, the implementation of hybrid services contributed to youth being maintained in the community. It provided additional flexibility, engagement and crisis management. The Diversion First Program was implemented in FY 2022, which was utilized to decrease the likelihood of hospitalizations and rehospitalizations to provide stability.
- Youth satisfaction rates remained consistent in FY 2021 and 2022. Youth respondents report that having someone that listens to them and understands them has been helpful.
- In FY 2020, clinician caseloads were increased to approximately 20 children per caseload from approximately 15 children per caseload in FY 2019. The maximum clinician caseload in FY 2020 was 23. The increase in the clinician caseload and challenges related to telehealth service delivery impacted the timeliness of progress report completion in FY 2020 and 2021.
- In FY 2022, documentation of client services was completed within one business day for 56 percent (4,212/7,460) of progress notes. The department implemented a new electronic health record which impacted the timeliness of note submission because of the adjustment to learning the new system and correcting documentation errors. The program also experienced a high turnover rate and caseloads were shifted to existing staff and supervisors which also impacted progress note timeliness.
- In FY 2021, the overall show rate was 83 percent (3,846/4,645), which is an increase from 78 percent (3,417/4,358) in FY 2020. An automated appointment reminder system was implemented in FY 2021. Virtual appointments allowed for more flexibility in scheduling appointments during timeframes that met families' needs, which contribute to the increase in the client show rate.

BEHAVIORAL HEALTHCARE

- In FY 2022, for regularly scheduled in-person and virtual face-to-face meetings the overall show rate was 86 percent (6,720/7,824), which is an increase from 83 percent (3,849/4,645) in FY 2021. Hybrid service delivery offers telehealth as a way to reschedule appointments instead of cancelling. Hybrid service delivery also provides additional availability for staff to be able to have sessions. The automated appointment reminder system also continues to contribute to the high show rates.
- In FY 2021, the number of clients referred from Intake decreased 26 percent. The decrease in the number of intakes can be attributed largely to the impact of COVID-19 related restrictions and closures which resulted in a decrease in the number of children served. Fewer children were referred from schools due to the suspension of in-person learning.
- In FY 2022, the decrease in the number of clients served can be attributed largely to the decrease in the number of intakes due to increased staff vacancies. In FY 2022, due to the prioritization of the clients with the highest clinical need, supportive preventive counseling services for those that do not meet SED criteria was not utilized after December 2021. It is anticipated that as staff vacancies are filled this service will resume.
- In FY 2021 and FY 2022 youth receiving transition services increased slightly to 23 which is consistent with FY 2019 (prior to COVID).
- In FY 2021 and FY 2022, in addition to youth open to case management services, case management services were provided on an as-needed basis to many clients open to outpatient therapy. This practice change impacted data collection for the number of youth/families receiving formal case management.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Child Advocacy Center

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of children receiving forensic interviews by Child Advocacy Center staff	168	161	160	170	170	170

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of children referred to the CAC	217	198	200	201	210	210
Percentage of eligible children who received forensic interviews at the CAC	87%	95%	92%	94%	95%	95%
Percentage of families offered follow-up services within 7 days of interview	74%	73%	66%	58%	65%	65%

- In FY 2022, there were 201 referrals to the CAC which is consistent with FY 2021. The number of youth receiving forensic interviews increased slightly in FY 2022 to 170.
- In FY 2020, the Police Department decided to assign child cases to three specialized detectives, who were selected based on their experience and interest. As a result, there was more consistency with implementation of the Joint Investigative protocol which contributed to the increase in the percentage of eligible children interviewed in FY 2020, 2021, and 2022.
- In FY 2021 and FY 2022, the CAC continued to provide in person forensic interviews adhering to COVID safety protocols, and facilitated and participated in virtual training. There was no disruption in the availability of in person forensic interviewing and the CAC program did not

BEHAVIORAL HEALTHCARE

suspend any services. Eligible families may not receive an interview if law enforcement and/or CPS conducts a field interview rather than bringing the child to CAC.

- In FY 2021, there were a total of 90 forensic interviews for which follow up services were either recorded or indicated. Of those 90 interviews, 13 of the interviewees were offered services at the same time as their CAC interview or before the forensic interview. 47 received a call regarding follow-up services within seven calendar days of the initial interview, and 30 received a call more than seven days after the interview.
- In FY 2022, there were a total of 117 forensic interviews for which follow up services were recorded or indicated. Of those 117 interviews, 12 of the interviewees were offered services at the same time as their CAC interview or before the forensic interview. 56 received a call regarding follow-up services within 7 calendar days of the initial interview, and 49 received a call more than 7 days after the interview.
- In FY 2022, the capacity to provide same day outreach (interview support) continues to be limited due to staff capacity due to the need for CAC staff to carry ongoing caseloads. Minimally, at the time of the interview, the forensic interviewers provide information about the CAC services, support and explain what they can expect next.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:

<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Youth Behavioral Health Wellness (Substance Abuse and Early Intervention)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of contacts	6,845	4,476	688	4,062	4,062	4,062
Number of events	105	81	53	106	118	118
Suicide Means Reduction Tools Distributed	997	472	433	690	690	690
Tobacco vendor site visits	0	0	0	177	177	177

- In FY 2020 and 2021, the number of face-to-face contacts decreased significantly due to the COVID-19 pandemic and the inability to conduct outreach face-to-face.
- In FY 2022, the number of face-to-face contacts increased significantly as some in-person events resumed. The event with the largest participation was the Arlington County Fair. During this event, there was a high level of engagement with community members as they learned about county prevention services.
- In FY 2021, there were 53 events, which is a decrease from FY 2020. The decrease in the number of events is consistent with the decrease in the number of contacts.
- In FY 2021, there were a total of 638 participants that attended these events. The event with the largest participation was called Building Healing Communities: Conversations on Mental Health, Resilience and Equity. This was a series of workshops and symposiums that spanned four days. There were three plenary speakers, a panel of speakers, and six workshop presenters. There were 75 presentation participants that attended this event series. The increase in the number of participants trained is directly related to the symposium as well as the transition into both in person and virtual platforms, which increased options to reach the community.
- In FY 2022, there were 106 events facilitated. 76 of those events were facilitated using a virtual platform, three were hybrid, and 27 were in person. There were a total of 1,028 participants trained at these trainings/workshops.

BEHAVIORAL HEALTHCARE

- In FY 2021, the prevention team worked with the child welfare team to distribute suicide means tools to social workers who have identified a need with the families that they are working with.
- In FY 2022, the program collaborated with Arlington Addiction Recovery Initiative's (AARI) Is Your Home Safe campaign that focused on speaking to homeowners about securing medications and guns in their homes. During this event, the homeowners were provided medication deactivation pouches and gun locks.
- In FY 2020 and FY 2021, updated law requirements for tobacco vendor site visits were provided to the agency, however, visits continued to be suspended due to COVID-19.
- In FY 2022, the prevention program was able to resume vendor site visits to address tobacco and vaping usage. During the vendor visits, the prevention team talked to the vendors about vaping and electronic nicotine delivery system (ENDS) and reviewed the vaping regulations to make sure that the vendor understood the consequences of selling to underaged adults. The vendors were also provided updated signage and legal age stickers to post.

MANAGEMENT AND ADMINISTRATION

PROGRAM MISSION

To provide leadership and management oversight to the Aging and Disability Services Division.

Management and Administration

- Promote effectiveness and efficiency.
- Evaluate programs and encourage innovative programming.
- Oversee the Division's financial management including grant and contract management.
- Provide workforce development.
- Ensure compliance with all relevant laws and requirements.
- Evaluate staff performance.
- Ensure effective collaboration with community partners.

PERFORMANCE MEASURES

Management and Administration

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of budgeted third-party reimbursement revenue received	103%	90%	82%	87%	90%	90%

- The three percent excess in 2019 is attributed to state Medicaid expansion and more clients served who are covered by insurance providers.
- The percent decrease from FY 2020 to 2022 is attributed to the COVID-19 suspension of program activities at the Adult Day Program and the lower transportation fees for Developmental Disability Services Bureau.

AGENCY ON AGING

PROGRAM MISSION

To ensure adults age 60 years and over remain integral members of the community and to ensure service and system improvements through leadership and policy guidance. This unit is one of 622 Area Agencies on Aging (AAA) in a national network established by the Federal Older Americans Act.

Planning and Advocacy

- Facilitate the collaboration of service providers in an effort to develop new or modified private and/or public programs.
- Administer Area Plan for Aging Services and manage federal and state funds appropriated under the Older Americans Act, including contracts with non-profit and proprietary agencies.
- Provide outreach education to the community and identify services to assist older adults in accessing appropriate community supports, distribute publications, and make presentations.
- Provide staff assistance to the Commission on Aging.

Resource Center

- Provide information, referrals, options counseling and advocacy for older adults, individuals with disabilities, and their caregivers in accessing community resources.
- Provide Medicare counseling and related insurance counseling, information, and outreach to Medicare beneficiaries and their caregivers in Arlington.
- Provide emergency services and crisis stabilization.
- Conduct intakes, comprehensive assessments, make appropriate referrals, and provide short term case management.
- Provide outreach to community groups and organizations regarding resources and services available for older adults and individuals with disabilities.

PERFORMANCE MEASURES

Agency on Aging Programs

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of grants received	13	14	14	14	14	14
Number of programs funded through the AAA	13	14	14	14	14	14
Home Delivered Meals: Total participants	192	310	453	341	350	300
Total Home Delivered Meals Participants Age 85+	40	52	193	N/A	N/A	N/A
Total Home Delivered Meals Participants Age 80+	N/A	N/A	213	131	140	140
Home Delivered Meals: Total number of meals delivered	54,297	77,133	97,294	89,357	70,000	70,000
Home Delivered Meals: Customer satisfaction with food quality	78%	82%	90%	91%	90%	90%

AGENCY ON AGING

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Home Delivered Meals: Customer satisfaction with nutrition	100%	96%	95%	96%	95%	95%
Home Delivered Meals: Customer eating healthier	88%	90%	96%	100%	95%	95%
Home Delivered Meals: Compliance with Eligibility Requirements (Age/Race/Income)	93/92/95%	99/98/96%	96/98/90%	95/92/90%	96/98/95%	96/98/95%
Home Delivered Meals: Participants who report that services enable them to continue to live independently	98%	95%	99%	100%	97%	97%
Home Delivered Meals: Participants that have stabilized or reduced nutritional risk	83%	47%	91%	80%	80%	80%

- Measures marked as "N/A" above are no longer being tracked and have been discontinued.
- The increase in the number of grants received and the number of programs funded through the AAA in FY 2020 and beyond is related to the expansion of the No Wrong Door and Options Counseling programs: Care Coordination for Elderly Virginians and Chronic Disease Self-Management Education.
- The target set for Home Delivered Meals customer satisfaction with food quality, nutrition, and choice is 85 percent. The target for participants that have stabilized or reduced nutritional risk is 80 percent. In FY 2020, measures for the total number of participants and meals delivered were added to the performance measurement plan. The large increases in FY 2020-2021 are directly related to more participants qualifying for Meals on Wheels and supplemental Title III-C2 Home Delivered Meals/Senior Nutrition funding from the state in response to the COVID-19 pandemic. The decrease in the FY 2022 actual is based on Congregate Nutrition sites re-opening in late FY 2021 and those clients will no longer receive home delivered meal services, as well as the homebound requirement being reinstated in FY 2022.
- The FY 2021 total number of meals delivered increased due to the homebound eligibility requirement being waived which allowed additional residents to be served in line with the increase in number of Home Delivered Meals participants.
- The increase in FY 2020 in nutrition risk is related to age as a factor. Adults age 85 and older are at particular risk for malnutrition. In FY 2020, 20 percent of the participants were ages 85 and above. Of those age 85 and above, 35 percent scored a six or higher on the nutrition screening initiative (NSI). Due to the COVID-19 pandemic, the change to bulk delivery may have also influenced the nutrition risk scores. In FY 2021, the program began tracking clients age 80 and above for malnutrition and will automatically refer any recipient 80+ for nutrition counseling.
- The Home Delivered Meals program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here: <http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

AGENCY ON AGING

Virginia Insurance Counseling Assistance Program (VICAP)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Compliance with Federal Outreach Guidelines	60%	80%	80%	80%	80%	80%
Cost savings for Medicare beneficiaries	\$68,619	\$196,217	\$255,691	\$152,963	\$200,000	\$200,000
Senior Medicare Patrol Survey Results	N/A	100/88/ 100%	100/100/ 100%	100/75/ 75%	100/80/ 80%	100/85/ 85%
Medicare Education Impact	90/75/ 80%	94/91/ 80%	88/88/ 59%	90/79/ 77%	95/92/ 90%	95/92/ 90%
Unduplicated number of individuals served through the program	1,225	626	803	731	800	825
Unduplicated Low-Income Individuals Served	615	472	520	466	500	550
Unduplicated number of Limited English Proficiency (LEP) individuals served	397	176	108	161	200	225
Total attendees at outreach events	1,283	719	679	916	1,000	1,100
Total attendees at Medicare courses	201	134	646	978	1,000	1,100
Total client counseling hours	770	576	2,929	2,375	2,500	2,750

- The VICAP performance measurement plan was new for FY 2019. Data above reflects performance for grant year period April 1 - March 31 for each year.
- From FY 2019 - FY 2020 there was a decrease to the unduplicated number of individuals served due to a six month vacancy in the VICAP Coordinator position. Many of the VICAP calls were redirected to the Resource Center. In FY 2021, the VICAP Coordinator hours increased from 30 to 40 hours per week to accommodate the growing percentage of Medicare beneficiaries in Arlington
- The FY 2021 - FY 2022 increases are based on robust outreach around Medicaid expansion and Commonwealth Coordinated Care Plus (CCC+) helped promote the program and services as well as adding two bilingual volunteers to the team. Federal guidelines establish outreach targets for VICAP programs for contacts in the areas of clients, outreach, enrollment, beneficiaries under 65, and hard to reach populations. The program met federal targets for four out of five outreach types in FY 2022. Also, in FY 2021, the cancellation of large events (Arlington County Fair and Beacon Expo) impacted the ability to meet outreach goals for beneficiaries under 65.
- Staff and volunteers track the monies saved by counseling recipients and the method of savings. The lower value in FY 2019 was related to a suspension of tracking for two months due to staff vacancies. The increase in FY 2020 - FY 2021 reflects full staffing and an improved data collection process. The FY 2022 decrease is related to lower limits for patient assistance programs, fewer plan changes during Open Enrollment, and fewer connections to the Medicaid

AGENCY ON AGING

Extra Help Program during a public health emergency. The FY 2023 – FY 2024 estimates are based on current Open Enrollment activity.

- New measures added in FY 2020 to the performance measurement plan include: Unduplicated number of individuals served, Unduplicated Limited English Proficiency (LEP) individuals served, Total attendees at outreach events, Total attendees at Medicare courses and impact, Senior Medicare Patrol survey results, and Total client counseling hours.
- Attendees at Medicare courses increased from FY 2020 – FY 2022 due to a shift from in person to virtual trainings which resulted in greater participation in trainings being offered. FY 2022 actuals reflect, and FY 2023 – FY 2024 estimates assume, an in person and virtual component for Medicare courses even after pandemic restrictions are lifted.
- For the Senior Medicare Patrol Survey FY 2022 actuals there were 39 participants who completed the pre-test but only four for the post test. Previous years reported only post test results.
- Total client counseling hours increased in FY 2021 due to additional staff and more volunteers were added to the program and time tracking improved.
- Medicare Education Impact measures the knowledge gained by participants after attending one of the monthly trainings. The decrease in FY 2021 is due to the content of the courses being tailored to COVID needs and the survey questions not aligning with the updated content of the course.
- The VICAP program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

AGENCY ON AGING

Resource Center

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Resource Center Phone Calls	7,486	11,201	16,327	16,500	N/A	N/A
Short Term Case Management Clients Served (duplicated)	3,767	3,174	2,959	3,067	3,500	4,000
Subset Short Term Case Management:						
Percent ≥ 70	50%	50%	50%	56%	55%	55%
Percent minority	56%	63%	63%	63%	65%	65%
Percent female	62%	60%	61%	56%	60%	60%
Percent in poverty	59%	59%	61%	56%	60%	60%
Percent live alone	58%	59%	61%	64%	60%	60%
Number of languages served	18	24	23	24	24	24
Contact Units (all contacts recorded in the encounter)	5,695	4,212	5,818	4,245	6,250	6,500
Number of Referrals Completed by ADRC staff	1,943	1,425	901	1,083	1,250	1,500
Time Spent (the sum of all time spent from the encounter in minutes)	2,225	1,194	1,558	1,826	2,000	3,000
Completion of case management work within 90 days	96%	94%	94%	95%	96%	98%

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Quality of customer experience: clarity of information	90%	90%	N/A	91%	95%	95%
Quality of customer experience: wait time	96%	90%	N/A	98%	95%	95%
Quality of customer experience: quality interaction with staff	92%	92%	N/A	97%	95%	95%
Connection to services: staff meets or exceeds requested service needs	82%	72%	94%	84%	95%	95%
Effectiveness of services: clients report they are better off than before services	84%	85%	N/A	71%	90%	90%

AGENCY ON AGING

- Measures listed that are no longer tracked are indicated above with "N/A".
- The measure Short-Term Case Management Clients Served is new for FY 2022. It is a subset of the total number served and tracks clients that require Short Term (less than 90 days) case management.
- The decreased volume for the Number of Referrals Completed by ADRC staff in FY 2021 and FY 2022 was attributed to staff meeting the immediate crisis needs of clients and not taking as many referrals.
- In FY 2021, Quality of customer experience: clarity of information/wait time/quality interaction with staff data was not collected due to the front desk closure under the assistance from a distance model of service.
- The FY 2020 decrease in meets or exceeds requested needs was directly related to closures due to COVID and safety as well as unmet needs: e.g., closed medical or dental offices, long-term care not accepting new referrals, the need for assistance completing documents and reading mail, limited resources for rental assistance and customers calling requesting assistance for future months. Subsequently, clients were offered alternative resources. The increase in FY 2021 represents a return to past actuals with the reopening of community partners and resources.
- The Resource Center performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.
- In FY 2020 and 2021, the decrease can be attributed to a shift to assistance from a distance model - from in-person appointments to mostly remote by video conferencing and phone.
- The Resource Center number of individuals served have been updated to reflect the correct duplicated counts for each fiscal year. The program saw an increase in individuals served but made fewer connections to services during FY 2019 as most of the requests for assistance were acute in nature (i.e. emergency food, grocery delivery, medication access, rental assistance, and shelter referrals). These numbers are a direct result of a growing population of adults 60 and above in Arlington, as well as the impact of the COVID-19 pandemic. In March 2020, the staff shifted from in-person to remote service delivery by video and phone. This service delivery model removes barriers and allows staff to connect with more older adults, persons with disabilities and caregivers. Staff expects the total served to increase as more in-person services resume.
- The measure Effectiveness of Services is driven by the client volumes and the acuity of the clients served. Data was not collected for this measure in FY 2021 due to the COVID-19 pandemic. The FY 2022 decrease is also due in part to a small sample size on the survey.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

PROGRAM MISSION

To promote the highest level of independence and quality of life of older and vulnerable adults and their caregivers through an integrated supportive services model. Strives to improve individuals' health and safety by reducing risks of social isolation, abuse, neglect, and premature institutionalization.

Adult Social Services

- Provide ongoing case management and supportive services to enable older adults and individuals with disabilities to remain in and be an integral part of the community.
- Prevent unnecessary or premature institutional placements.
- Prevent abuse, neglect and/or exploitation of older and vulnerable adults.

Adult Protective Services

- Investigate allegations of abuse, neglect, and/or exploitation of older adults and vulnerable adults.
- Develop care plans to implement services to reduce risk and/or eliminate abuse, neglect, and exploitation of older and vulnerable adults.

Nursing Case Management

- Improve or maintain the health status of adults with multiple chronic illnesses and/or disabilities to enable them to remain at home.
- Provide nursing case management, including medication dispensing and coordination of healthcare for eligible adults who lack a sufficient support system and require assistance managing health care needs.
- Prevent unnecessary emergency room visits, hospitalizations, and premature nursing home placements.

Arlington Adult Day Program

- Provide a structured and comprehensive program of day activities including health care monitoring, nursing care and support, medication management, personal care, therapeutic recreation, special therapies, and nutritional guidance to adults with cognitive and/or physical impairments.
- Provide nutritious noontime meal and two snacks.
- Provide respite and support to caregivers of those participating in the day program.

PERFORMANCE MEASURES

Adult Social Services

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of clients who live in the most independent and least restrictive setting	99%	99%	99%	97%	97%	98%
Number of nursing home and community-based waiver screenings (CCC+)	233	193	211	273	275	280

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of cases where monthly/quarterly/annual contact requirements are met	95%	98%	92%	86%	98%	98%
Percent of Pre-Admission Screenings completed on time.	100%	99%	94%	87%	98%	98%
Total Adult Services Cases	509	394	417	337	420	435
Assisted Living Facility Reassessments	10	10	15	9	12	12

- In FY 2022, clients served decreased 19 percent, as staffing shortages impacted the program's ability to accept new referrals while maintaining clients with complex needs. Referrals were prioritized based on client acuity and need for intensive case management. All clients were connected to comparable service if not appropriate for Adult Services. The percentage of contacts and screenings completed on time decreased slightly in FY 2022. Staffing challenges that contributed to a reduction in timeliness and compliance have been addressed and resolved. The program projects an increase in FY 2023 and 2024 to be more in line with pre-pandemic numbers.
- The number of nursing home and community-based waiver and pre-admission screenings decreased in FY 2020 due to staff vacancies and fewer in home screenings due to the COVID-19 pandemic that restricted admission to long-term care settings.
- The increase in processing times for pre-admission screenings in FY 2022 occurred due to the increased volume of requests for screenings and demand for service compounded by delays in signing of forms for virtual and telephonic screenings. To improve timeliness and ensure compliance, staff have added additional screening appointments and are reevaluating the current process for screening requests, appointments and assessments.
- For the percent of cases where monthly/quarterly/annual contact requirements are met, the decrease in FY 2019 was related to a staff vacancy. In FY 2021, the in-person contacts were limited due to COVID-19 pandemic.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Adult Protective Services (APS)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of clients with reduced risk factors after three months of intervention or at case closure	100%	98%	95%	N/A	95%	98%

- The decrease in FY 2021 for the percent of clients with reduced risk factors is related to limited in person contacts due to the COVID-19 pandemic, while FY 2023 – FY 2024 estimates are based on current conditions and anticipated impacts on this metric.
- In FY 2022, this metric was not tracked or recorded, due to changes to program structure. The new program manager and team lead will explore how to capture risk reduction from the extensive information required to be recorded in PeerPlace for each APS investigation.

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of clients served	283	274	392	411	350	375
Adults aged 18 to 59	40	29	56	49	55	60
New Investigations	250	231	226	286	300	325
Number substantiated	81	69	64	86	90	105
Number accepting services (founded and unfounded)	117	104	81	35	40	48
Timeliness and quality of documentation (Timeliness)	71%	80%	91%	71%	90%	98%
Timeliness and quality of documentation (Quality)	87%	87%	92%	88%	90%	98%
Percent of APS investigations initiated within 24 hours	100%	100%	87%	95%	95%	98%
Number/percent of APS clients found to be abused, neglected or exploited who accept services	65/80%	51/74%	44/69%	56/65%	56/67%	72/69%
Percent of investigations completed within 45 days	100%	77%	92%	95%	95%	98%
Workload Ratio: Average number of investigations per worker per year	83	77	75	112	80	75
Recidivism	92%	86%	88%	85%	90%	88%

- In FY 2021 and FY 2022, the number served remained higher than pre-pandemic totals. This increase can be attributed to an increase in the growth of the older adult population, an increase in referrals from BHD/Emergency Services, the Fire Department/EMS, and the Sherriff's office for those facing evictions and homelessness. Cases also remained high due to modifications of practices during the pandemic, including (1) a higher carry-over of ongoing cases from FY 2020; and (2) a need to have longer involvement to ensure issues (i.e. hoarding, guardianships, financial exploitation cases) were resolved. The APS team routinely staffs cases to discuss the nature of the allegation, the details of the investigation and findings to support the worker's final disposition.
- The timeliness and quality of documentation measures were implemented in FY 2019 as part of the state's transition to PeerPlace as the electronic record. The increase in FY 2021 is attributed to a full year of PeerPlace as the electronic record and staff becoming more familiar with the standards and process for entry. The decrease in FY 2022 is attributed to staff turnover, which resulted in higher caseloads for remaining staff and the program manager. In addition, because financial exploitation investigations require substantial research and time commitments, many of these cases could not be disposed within the required 45 days.
- The decrease in FY 2021 of percent of APS investigations initiated within 24 hours is the result of an administrative process gap primarily from cases received after-hours and over the weekend that were not "acknowledged" in PeerPlace until the next business day. This process was addressed to distribute the on-call hours to an assigned duty worker and add additional

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

accountability from the program manager and team lead, and results are projected to improve in FY 2022 and FY 2023.

- The decrease in FY 2021 in the number accepting services is attributed to the limited access APS had with some investigations, particularly facility investigations that included restricted face to face access, staffing issues attributed to a lack of staffing mandates, and care quality issues that were often referred to the long-term care Ombudsman.
- The number/percent of APS clients found to be abused, neglected, or exploited who accept services will fluctuate from year to year based on the client choice to accept services or not. The FY 2019 actuals for neglect were updated to correct a calculation error.
- In FY 2022, the APS team worked above its capacity. Due to staff retirements, the team was required to carry significantly higher caseloads, which impacted the time they could spend on each case. In FY 2023 estimates for the average number of investigations per worker anticipate a lower caseload per APS worker, attributed to a fourth Adult Protective Services worker and diverting/transferring appropriate self-neglect cases within 90 days to Adult Services staff.
- Recidivism was added to the performance measurement plan in FY 2019. The data will fluctuate based on the number of reported cases and individuals living in stable environments.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

Nursing Case Management and In-Home Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number and percent of patients with hypertension who maintain blood pressure within established norm for the client	42/91%	34/85%	32/89%	34/85%	38/90%	40/90%
Number and percent of clients with medications pre-poured who are adherent to their medication regimen	38/95%	32/94%	28/97%	28/100%	28/95%	30/95%
Nursing Case Management: Number and percent of clients maintained in community/aging in place	75/96%	74/96%	91/97%	90/98%	93/98%	98/98%
Community Living Program: Number and percent of clients maintained in community/aging in place	N/A	335/99%	420/98%	445/98%	490/98%	500/98%

- Nursing Case Management (NCM) interventions continue to be effective in helping people manage high blood pressure. The percentage of NCM clients with blood pressure within normal limits is significantly higher than a CDC national survey that indicated 50 percent of older adults with a high blood pressure diagnosis had blood pressure within normal limits.
- From FY 2019 to FY 2020, the number of clients receiving medication adherence interventions remained similar. Due to the COVID-19 pandemic, the number of clients receiving these interventions in FY 2021 and 2022 decreased. NCM intervention is effective in helping people manage adherence to medications. The percent of NCM clients fully or partially adherent to their medication treatment regimen exceeds a national study indicating 68 percent of adults fully or partially adhered to medication treatment regimens.

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

- Number and percent of clients maintained in the community is a new measure tracked as part of the performance measurement plan. Prior to FY 2020, this data was not formally tracked for the Community Living Program and is indicated above with "N/A". The benchmark for this metric is 95 percent of clients served.
- Staff focused on the most acute clients and maintained frequent and ongoing contacts and medical providers to ensure care coordination and interventions to maintain clients in the home. Clients remained at home, practiced physical distancing, and adhered to public health guidelines to reduce risk.
- Nursing Case Management performance measures were updated in FY 2019 to better describe the data reported and to align with the performance measurement plan.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Nursing Case Management: Number of persons served	502	457	438	502	500	532
Ongoing Services Clients	79	77	94	92	90	92
Clients receiving NCM/CLP intake assessments or consultations	190	192	139	173	173	180
Clients screened for nursing home level care	233	188	211	237	237	260
All NCM Client Service Contacts	5,104	6,795	5,802	5,425	5,777	6,151
Nursing Case Management: Average all clients served per nurse case manager	27	24	23	22	26	26
Nursing Case Management: Number and percent of new care plans initiated within 10 working days of admission	22/100%	N/A	N/A	N/A	N/A	N/A
Nursing Case Management: Number and percent of care plans updated quarterly based on chart reviews	61/95%	N/A	N/A	N/A	N/A	N/A
Home-Based Community Living Program: Number of persons served	371	380	427	454	500	510
Home-Based Community Living Program: Percent of clients surveyed who are satisfied with services	93%	92%	89%	84%	90%	90%

- Measures listed that are no longer tracked are indicated above with "N/A" in future years.
- The decrease in clients served FY 2020 – FY 2021 is due to some clients temporarily opting out of services due to the COVID-19 pandemic. In FY 2022, the number of clients increased due to increased requests for Community Living Program assessments and CCC+ Waiver screenings. The program estimates continuing to serve close to 500 clients per year due to increased Community Living Program assessments and a continuing increase in CCC+ Waiver Program screenings.
- Due to the COVID-19 pandemic, fewer clients were opened to full program services in FY 2020 – FY 2021, resulting in lower caseload averages for Nursing Case Management.
- Nursing home level of care screenings increased in FY 2021 and 2022 due to requests for screenings and assessments as health metrics improved, vaccines were rolled out and clients were more open to long-term care and in-home services.

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

- Since FY 2019, the number of persons served in the Home-Based Community Living Program has increased due to a dedicated part-time social worker to expand clinical services.
- In FY 2019, the Nursing Case Management program completed the procurement process for new vendors for the community living home based care services. The estimates for FY 2023 and FY 2024 of the number of persons served is projected to continue to remain high due the utilization of two vendors.
- In FY 2021, the Clients receiving NCM/CLP intake assessments or consultations decreased due to one Public Health Nurse vacancy.
- In FY 2020, there was a significant increase in the number of NCM Client service contacts as the team increased the number of telephonic contacts to address increasing concerns related to the pandemic. In FY 2021 and FY 2022 the service contact units decreased in part due to improving health metrics but also because of staff vacancies.
- A CLP Customer Satisfaction survey was conducted for the first time in FY 2021 with clients served by both CLP vendors. There was a decline in the client satisfaction rate in FY 2022, in part due to the challenges brought on by the healthcare worker shortage.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

Volunteer Guardianship Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of DHS clients in the Volunteer Guardianship Program with a founded Adult Protective Services case	0	0	0	0	0	0
Guardian/Conservator Reports (court appointed)	456	519	521	535	530	540

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of DHS clients with a volunteer guardian	40	47	45	50	52	54
Number of guardianship petitions initiated by DHS and successfully appointed	18	4	6	9	11	11
Number of volunteer guardians who participate in the program	39	39	28	30	33	33

- The number of volunteer guardians who participate in the program includes attorneys serving clients pro bono. From year to year, volunteer guardian participation fluctuates due to attrition and recruitment of new volunteers.
- In FY 2021, Arlington was chosen as a pilot program site for the state's Working Interdisciplinary Networks of Guardianship Stakeholders (WINGS) initiative to support court-led partnerships in states to drive changes in guardianship policy and practice. It is projected that with more of a focus on the operational and legislative aspects of guardianship, all of the supporting measures are expected to slightly increase in the FY 2023 – FY 2024 estimates.

COMMUNITY SUPPORTS AND COORDINATION SERVICES BUREAU

Adult Day Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of caregivers and case managers who report participants' quality of life has improved	100%	N/A	N/A	100%	93%	93%
Percent of family members who report their quality of life has improved since the participant enrolled in the program	90%	N/A	N/A	100%	93%	93%

- Caregiver satisfaction survey was not conducted in FY 2020 – FY 2021 due to the program's closure during the COVID-19 pandemic. Virtual activities and staff visits occurred regularly, but the quality of life was not impacted due to the lack of direct care and supervision.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total unduplicated number of participants	60	47	32	33	35	40
Average daily attendance	22	21	8	11	21	21
Average monthly census	40	33	31	20	33	40
Utilization rate (client days attended/capacity)	92%	88%	N/A	92%	92%	92%
Compliance with state licensing requirements: Length of license received/maximum length possible	3/3	3/3	3/3	3/3	3/3	3/3
Adherence to activity requirements	96%	100%	100%	100%	93%	93%

- Unduplicated number of participants decreased in FY 2021 – FY 2022 due to the program ceasing in-person operations for much of FY 2021.
- Average daily attendance in FY 2021 is the average number of participants that attended each virtual activity. In FY 2022, social distancing limited how many people the program could serve each day. These restrictions also affected average monthly census. The estimate for FY 2023 is projected to be at full capacity, pending fewer COVID restrictions.
- The utilization rate was changed to reflect a change in daily capacity in FY 2019, from 25 to 24, resulting in a higher utilization rate in FY 2019. In FY 2020, utilization rate only covers pre-pandemic months. The FY 2021 and FY 2022 actuals represent the program operating at 50 percent capacity once the program reopened. The program site was closed due to COVID-19 from March 16, 2020, to June 28, 2021.
- Average daily attendance, monthly census, and utilization rate are impacted by clients with high acuities who miss days more frequently due to illness, hospitalizations, medical appointments, and inclement weather.
- Licensing may only grant one year licenses and build back up to a 3 year licenses each year. A regular licensing inspection was held August 2022 and yielded no findings.
- This program has a performance measurement plan. The data above align with this plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-me>

CLINICAL AND DEVELOPMENTAL SERVICES BUREAU

PROGRAM MISSION

In FY 2023, the Senior Adult Mental Health Services Program merged with the Developmental Disability Services Bureau to create the Clinical and Developmental Services Bureau. The goal of the bureau is to safeguard and protect children and adults with intellectual and developmental disabilities while optimizing their functioning and independence as well as promote the independent living of individuals 60 and older with a mental illness and individuals 18 and older with an intellectual or developmental disability and mental health needs.

Support Coordination

- Helps individuals access services that are available, based on individual needs and preferences.
- Assesses and monitors services.
- Advocates for individuals in response to changing needs.
- Reimburses eligible families for disability-related expenses for which there is no alternative funding.

Supported Employment and Habilitation

- Provides employment opportunities and job coaching to improve social, personal, and work-related skills.
- Provides life-skills training and social and leisure activities for self-care, task learning, and community integration.

Transportation

- Provides transportation between home and employment sites or habilitation programs, for persons unable to safely use public transportation, and who have no other transportation options.

Residential Services

- Provides intensive residential services in group homes, including training and assistance in basic daily living skills.
- Provides residential services for those living in private homes and apartments.
- Provides respite care to relieve primary caregivers.
- Provide assisted living housing and services for low-income older adults age 55+ with serious mental illness and disabilities at Mary Marshall Assisted Living Residence. Mary Marshall is operated in partnership with Volunteers of America (VOA) and is funded by a combination of client private payments, Auxiliary Grants, and Housing Choice Vouchers.

Senior Adult Mental Health Program

- Prevent premature institutionalization and maximize the quality of life for older adults with serious mental illness.
- Provide multi-disciplinary psychiatric services to older adults with serious mental illness.
- Provide mental health services to adults with intellectual and developmental disabilities and mental health needs.
- Provide in-home mental health services to older adults unable to come into the office for traditional mental health services due to physical, cognitive, or emotional impairments.

CLINICAL AND DEVELOPMENTAL SERVICES BUREAU

PERFORMANCE MEASURES

Support Coordination

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of individuals in competitive, integrated employment	28%	38%	32%	41%	40%	40%
Percent of individuals maintained in non-institutional community settings	465/94%	466/95%	496/96%	96%	95%	N/A
Percent of individuals who had an annual conversation regarding community-based employment	187/94%	198/99%	205/98%	99%	98%	N/A
Face-to-Face contacts for individuals receiving Active Support Coordination - 30-day contacts	93%	95%	98%	91%	95%	95%
Face-to-Face contacts for individuals receiving Active Support Coordination - 90-day contacts	94%	92%	96%	89%	95%	95%

- Measures marked with "N/A" above were not previously tracked by the program or have been discontinued.
- In FY 2021, the target percentage of individuals in competitive, integrated employment, was changed by the state to 50 percent. FY 2022 actuals and FY 2023 - FY 2024 estimates reflect a move toward the state standard.
- The percent of individuals who had an annual conversation regarding community-based employment decreased in FY 2019 due to more individuals falling into the transition phase (ages 16-22) and still in school. Therefore, employment conversations were not as emphasized. Staff training in this area has led to an increase for FY 2020.
- Individuals maintained in the community increased in FY 2020 due to the individuals being discharged from Virginia Training Centers and more Arlington clients returning to the community.
- The increase in competitive, integrated employment in FY 2019 and beyond is related to the addition of a tracking subunit targeting individuals without paid job supports, mid-way through FY 2019. Previously, only individuals receiving paid job supports (i.e., job coaching) were tracked. Additionally, staff completed the state's customized employment training resulting in more tailored efforts toward integrated employment and more clients choosing an employment option.
- The measures for timely completion of face-to-face contacts for individuals receiving Active Support Coordination - 30-day face-to-face contacts for individuals receiving Enhanced Case Management and 90-day face-to-face contacts for individuals receiving Active Support Coordination: The increase in FY 2021 is related to more clients engaged in Active Support Coordination. Effective May 2021, Support Coordinators were required by the Department of Behavioral Health and Developmental Services (DBHDS) to conduct all contacts in-person and face-to-face. However, under the Federal public health emergency, the Virginia Department of Medical Assistance Services (DMAS) allowed individuals and families to opt out of the in-person requirement. As a result, Support Coordinators were instructed to only code in the electronic health record those 30-day and 90-day contacts that were conducted in-person and face to face. The 30-day and 90-day contacts that were conducted using Zoom or Teams were completed in the same manner as in-person but were not coded in the EHR as a 30-day or 90 day and thus are not included in the data for this measure. In FY 2022, there were

CLINICAL AND DEVELOPMENTAL SERVICES BUREAU

some 90-day visits that did not occur due to an individual having COVID-19 or being recently exposed to COVID-19. Other visits were not completed on-time due to individuals and families not being responsive to Support Coordinators' requests for visits, individuals being hospitalized, or cancellations from individuals/families.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of individuals served	496	490	517	552	556	598
Total number of individuals receiving active or enhanced Support Coordination	253	261	267	277	279	310
Adults	222	236	242	234	252	283
Children	31	25	25	43	27	27
Subset: Number of monitored individuals:	243	229	250	275	277	288
Adults	57	66	87	90	98	107
Children	186	163	163	185	179	195
Subset: Number of Arlington-based individuals residing in state institutions	4	4	4	2	2	2
Number and percent of family members responding to a survey who expressed satisfaction with support coordination services	63/94%	59/98%	67/94%	70/97%	90%	90%
Number of assessments and evaluations	106	112	113	91	120	120

- The increases in number of individuals served assume that one-third of all applicants will be found eligible and begin receiving services. The FY 2023 – FY 2024 estimates are projected to increase due to Community Services Boards now functioning as the front door for all intake services.
- Number and percent of mandatory face-to-face contacts completed on time: active cases, is now tracked in Face-to-Face contacts for individuals receiving Active Support Coordination - 30-day contacts.
- The Number of Assessments and Evaluations FY 2023 – FY 2024 estimates a high rate of referrals for FY 2023 driving the increases, although the referrals for Assessments and Evaluations for DD Services declined. In FY 2022, there was a rapid increase in the number of referrals made in FY 2022 Quarter 4 and FY 2023 Quarter 1. Therefore, the projections for FY 2023 and FY 2024 are higher than prior years.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

CLINICAL AND DEVELOPMENTAL SERVICES BUREAU

Supported Employment and Habilitation

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average hourly earnings: Supported employment group models	\$9.50	\$9.21	\$13.26	\$12.62	\$13.12	\$13.37
Average hourly earnings: Supported employment individual models	\$12.57	\$12.00	\$11.75	\$13.72	\$13.97	\$14.27

- Hourly earning rates can vary for group and individual models from year to year. This is attributed to individuals being new to their jobs, types of jobs obtained, and overall years of work experience.
- The FY 2020 hourly wage for group and individual employment can be attributed to two factors: 1) individuals moved out of the County which means their wages are not reported to Developmental Disability Services (DDS); 2) individuals leaving employment opportunities due to resignation, retirement, or job displacement. The actuals for FY 2021 and FY 2022 hourly wages vary widely due to job displacement related to the COVID-19 pandemic. Many group employment models were not operational, and it was uncertain when participants would return to work. It is estimated that individual hourly wages will be less affected by the COVID-19 pandemic because more individuals in this category have been able to remain in the workforce. The FY 2023 – FY 2024 estimates are based on more individuals returning to work and interest in other operational employment models.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients served: Habilitation services	160	154	6	109	115	140
Clients served: Supported employment group	39	33	12	20	22	22
Clients Served: Supported employment individual	27	26	21	29	30	34
Percent of clients responding to a survey who rated habilitation and supported employment services received as satisfactory or better	98%	90%	N/A	89%	95%	95%
Percent responding to a survey rating transportation service received as satisfactory or better	98%	90%	N/A	90%	90%	90%

- The FY 2020 - 2021 Supporting Measures above reflect COVID-19 impacts to services while FY 2022 actuals and FY 2023 estimates are based on current conditions and anticipated impacts on the performance measures. The survey for habilitation, supported employment, and transportation was not conducted in FY 2021 due to minimal operations due to COVID impacts, and is represented with an "N/A".
- The key drivers of clients served include client's choice of program upon admission, converting to another type of program based on client choice, as well as coordinating and planning with Arlington Public Schools for the graduates entering the community. FY 2020 - 2022 decreases in actual clients served in habilitation programs can be attributed to clients moving out of the County combined with fewer estimated graduates entering habilitation programs, and the effects of the COVID-19 pandemic.

CLINICAL AND DEVELOPMENTAL SERVICES BUREAU

- The FY 2019 – FY 2020 decreases for group supported employment reflect revised State criteria for a more restrictive definition of group supported employment. Additionally, with the other options not present (individual employment or day programs) regular attrition is expected. The County awarded a new Group Supported Employment contract to a community provider in FY 2021. It is projected that this additional program will create more employment opportunities in Arlington County.
- The FY 2020 decrease in satisfaction for habilitation and transportation services is due to fewer respondents to this survey than in previous years. Some dissatisfaction around transportation services is related to the state funded transportation service, in contrast to the County's contracted transportation service provider. DDS staff work to resolve issues with the state funded transportation service provider, but some issues persist statewide. Client satisfaction data was not collected in FY 2021 due to COVID-19 and the fact that Group Day programs were not operable for most of the fiscal year. In FY 2022, most Group Day programs re-opened but part-time only. Several individuals and their families expressed dissatisfaction with this choice as evidenced in the annual satisfaction survey, as well as what was communicated throughout the year to staff and DDS leadership. Programs were not able to re-open at full capacity due to staff shortages.
- For the second year, in response to COVID, students and their families were given the option of a "recovery year" under the Virginia Department of Education (VOE) to remain enrolled in the public school system an extra year (as opposed to transitioning to adult services). As a result, DDS will experience a higher than average volume of students aging out in June 2023. Additionally, the General Assembly will authorize fewer Developmental Disability (DD) Medicaid Waiver slots for FY 2024 than what has been the case in more recent years since Waiver redesign in 2016. As a result, we will have more students transitioning to adult services utilizing local funding.
- FY 2022 – FY 2023 represented a year with significant discussion about transitioning individuals with a DD Medicaid Waiver from local funded transportation to ModivCare, which is funded by Medicaid. Some participants expressed dissatisfaction with this plan based on perceived problems with ModivCare. Additionally, as ModivCare resumed full operation in a post-COVID era, with the re-opening of Group Day programs, there were fewer transportation providers as several smaller providers were unable to sustain operations during the height of COVID. This resulted in some participants experiencing transition issues post-COVID. Support Coordinators supported individuals and their families in addressing problems as they arose.

Residential Services

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clients served: Intensive congregate	83	87	78	77	83	83
Clients served: In-home supports	27	27	27	33	30	30
Clients served: Respite care	3	1	3	2	3	8
Clients served: Supervised congregate	22	25	26	20	20	20
Percent of consumers/advocates surveyed rating services as satisfactory or better	89%	96%	100%	97%	95%	95%

- The FY 2021 and 2022 decrease in intensive congregate is related to the closure of the County owned Irving Street Group Home as well as residential vacancies as some clients opted to return home from congregate living situations unsure of the state of the pandemic. The estimates in FY 2023 – FY 2024 included the completion of the redevelopment of the County

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owned Irving Street group home, which will be completed in FY 2023. The home will have six resident slots.

- Clients served by respite care will vary from fiscal year to fiscal year based on client needs and unit availability. The FY 2024 estimate is due to the respite bed being located in Arlington.

Senior Adult Mental Health Program (SAMH)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of adults served	314	347	400	349	360	400
Total number of persons receiving case management and mental health	195	197	205	N/A	N/A	N/A
Percent of older adults remaining in the community	96%	98%	99%	98%	99%	99%

- Overall, fewer clients were served in FY 2022 due to the program's discharge process being revamped to improve monitoring of disengaged clients. Additionally, the program moved to telehealth video only services where some clients preferred phone only. Fewer clients were served for mental health only due to discharges and transitions of client to higher levels of care.
- FY 2021 data has been corrected for total referrals and intakes due to a data collection error as a result of the Electronic Health Record (EHR) transition. Pandemic restrictions have made it more convenient for Same Day Access (SDA) candidates to call in and be summarily screened to ascertain if an in-person comprehensive intake is indicated. Thus, the higher trends projected in the FY 2023 – FY 2024 estimates.
- The increase for SDA data beginning in FY 2020 was due to how data was captured versus the data collection method in FY 2019. Since FY 2020, data includes any individual who came to the Senior Adult Mental Health Program for SDA services, whether referred out, ineligible, or accepted.
- For BHD transfers, the FY 2019 - FY 2021 actual increases and FY 2023 - FY 2024 estimates are based on the shift of some clients from the Behavioral Health Division to the Senior Adult Mental Health Program, and the implementation of Same Day Access for mental health services and referrals.
- In FY 2022, the process for receiving and accepting referrals from BHD was streamlined in the new EHR. FY 2022 will record fewer transfers because SAMH staff vacancies which temporarily halted internal transfers. This number will increase in FY 2023 due to full staffing.
- State-wide staff shortages and COVID-19 pandemic restrictions suppressed admissions and discharges at all state psychiatric hospitals in FY 2022.
- As awareness increases that clients with developmental disabilities are subject to the full range of DSM-5 disorders, those with psychopharmacological needs will continue to increase and this is reflected in the FY 2024 estimate.
- The Total number of persons receiving case management and mental health therapy is no longer tracked as part of the SAMH Performance Metrics Plan and is marked "N/A" for FY 2022 – FY 2024.

CLINICAL AND DEVELOPMENTAL SERVICES BUREAU

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of home visits per year	1,040	985	3	65	130	150
Percent of charts that meet quality documentation requirements	79%	82%	75%	64%	80%	90%
Percent of client's meeting quality of life target of good/improved and Improvement to level of functioning	51%	54%	N/A	63%	60%	65%
Percent of progress notes that are entered within one business day	90%	90%	94%	92%	92%	92%

- The number of home visits per year decrease starting in FY 2020 is attributed to staff making fewer in-home visits due to the COVID-19 pandemic, a trend that continued into FY 2022. In-home visits resumed in FY 2022 but with restrictions. Additionally, the majority of clients now prefer telehealth video or phone consultations. DHS expects moderate growth in FY 2023 – FY 2024 as new clients seek services.
- For measuring the quality of documentation requirements, the decrease from FY 2020 to FY 2022 is related to a learning curve for new compliance measures, a staffing shortage that led to higher caseloads, and the demands of the pandemic. DHS considers 90 percent quality documentation as meeting expectations.
- Starting in FY 2019, the quality of life measure was discontinued and replaced with the Improvement in Level of Functioning measure that is based on the Daily Living Activities (DLA-20) assessment, as required by the Commonwealth of Virginia. In FY 2021, the DLA-20 instrument was not administered with enough regularity to adequately measure overall functional improvement. Routine assessment resumed the second half of FY 2022.
- “Clients maintained in the community” are defined as SAMH clients who remain open to the program (including those with short-term psychiatric hospitalizations who return to the program) or individuals who are discharged to the community after mental health symptoms are stabilized.
- This program has a performance measurement plan. The data above align with that plan. You can read this program’s complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

REGIONAL OLDER ADULT FACILITIES MENTAL HEALTH SUPPORT TEAM (RAFT)

PROGRAM MISSION

To promote and enhance the independent living of individuals 65 and older who have a mental illness and/or dementia diagnosis.

Regional Older Adult Facilities Mental Health Support Team (RAFT)

- Reduce state hospitalizations for residents of Northern Virginia aged 65 years and older who have serious mental illness and/or dementia with behavioral problems.
- Provide intensive mental health treatment in long-term care facilities.
- Provide training and consultation to community partners and long-term care facilities to strengthen knowledge, skills, and abilities of their staff.

PERFORMANCE MEASURES

Regional Older Adult Facilities Mental Health Support Team (RAFT)

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of clients maintained in the community after discharge or diversion from psychiatric hospitalization	98%	98%	98%	99%	98%	98%

- DHS considers the target percent of clients maintained in the community to be 98 percent. Potential impacts that could affect diversion are long-term hospitalizations at a state facility or a hospital stay.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of clients served (RAFT)	82	87	78	73	75	70
Client census at end of fiscal year	66	61	57	52	52	55
Clients by type:						
Nursing Home	32	26	25	23	22	25
Assisted Living Facility	19	28	25	26	24	25
Monitoring	15	7	7	3	6	5
Percent of stakeholders satisfied with services	99%	98%	98%	100%	98%	98%
Percent of progress notes entered in a business day	94%	94%	97%	98%	90%	90%
Effectiveness of training: Percent of professionals trained who report improved ability to work with behavioral challenges	100%	99%	100%	100%	90%	90%
Utilization by Region:						
Alexandria	23%	23%	31%	38%	37%	37%
Arlington	14%	14%	13%	5%	6%	6%
Fairfax	55%	50%	47%	33%	36%	36%
Loudoun	5%	5%	6%	5%	6%	6%
Prince William	5%	9%	6%	19%	15%	15%

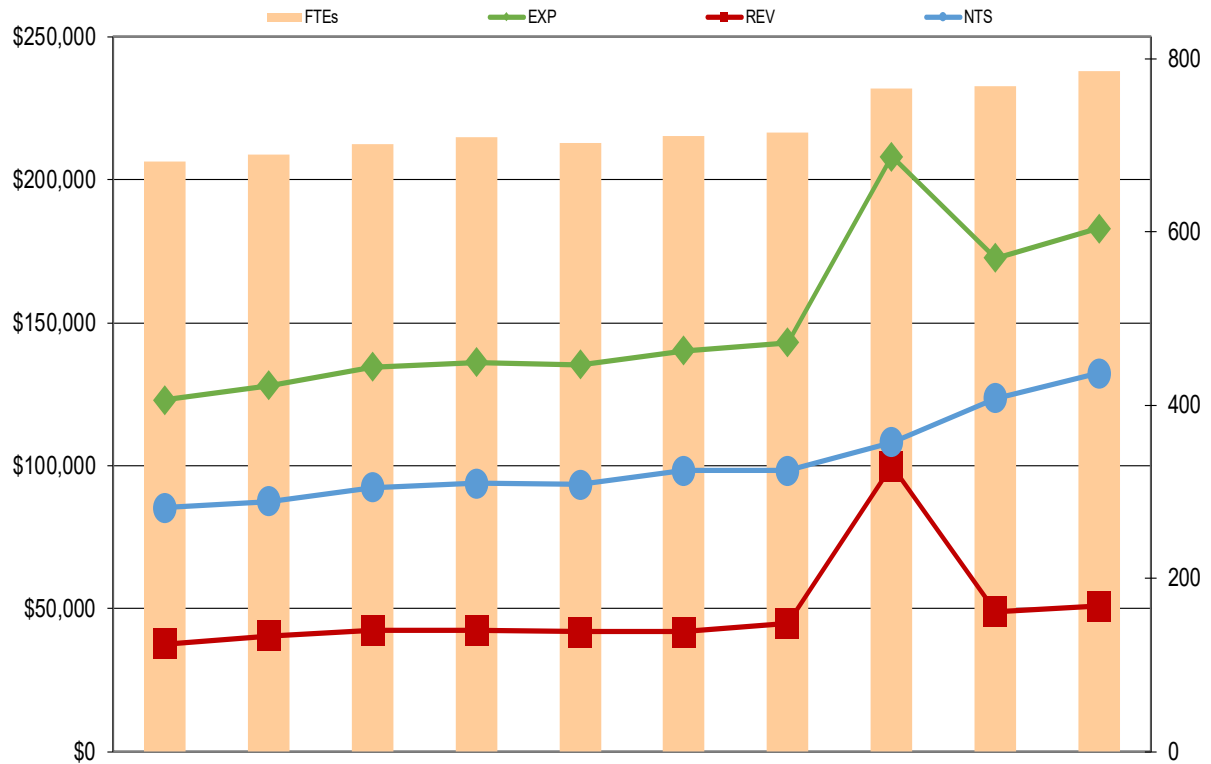
- There was a steady increase in the number of clients served from FY 2019 to FY 2020. The program experiences client turnover among clients for reasons such as client death and

REGIONAL OLDER ADULT FACILITIES MENTAL HEALTH SUPPORT TEAM (RAFT)

moving to facilities not served by RAFT. Individuals served includes those individuals in placement, and those on the referral list. RAFT anticipates a continued need for services with more individuals being discharged from state psychiatric facilities. The decrease in the FY 2021 and 2022 totals is due to COVID and natural aging. Additionally, referrals to RAFT are fewer due to concerns of illness in long term care settings, state psychiatric hospitalizations have been lower due to reduced census and understaffing resulting in fewer referrals to RAFT.

- The estimates for FY 2023 - FY 2024 are based on meeting a 90 percent standard for progress note entry and effectiveness of training.
- The Utilization by Region measure was added to the performance measurement plan in FY 2020 and is now represented in the data listed above. Utilization is dependent on several factors including availability of clients assessed as ready for community placement, regional referrals, client preference, and the community setting that best fits the clients' needs.
- In FY 2022, considerably fewer older adults were psychiatrically hospitalized at state psychiatric facilities due to the reduction of state psychiatric beds available, and older adults were hospitalized at local psychiatric hospitals. This resulted in fewer clients referred to RAFT.
- For FY 2022 actuals and the FY 2023 - 2024 estimates:
 - Alexandria historically has high utilization of the RAFT program due to an understanding of the program and successful track record.
 - Arlington's utilization has slowed in the past two years due to a lesser need for RAFT services and fewer referrals from Arlington nursing homes.
 - Loudoun County historically does not have many hospitalizations at Piedmont State Hospital, and of the clients hospitalized there, Loudoun often finds close to home/or at home placements.
 - Prince William often places individuals in LTC setting in other parts of the state that are less expensive and have greater availability of beds available. Given this history, utilization is projected to decrease 10 15 percent in FY 2023 – FY 2024.
- This program has a performance measurement plan. The data above align with that plan. You can read this program's complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>

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



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual*	Adopted Budget	Proposed Budget
EXP	\$122,965	\$127,949	\$134,525	\$136,105	\$135,257	\$140,083	\$143,077	\$208,011	\$172,626	\$183,017
REV	\$37,653	\$40,559	\$42,234	\$42,322	\$41,857	\$41,840	\$44,797	\$99,861	\$49,034	\$50,793
NTS	\$85,312	\$87,390	\$92,291	\$93,783	\$93,400	\$98,243	\$98,280	\$108,150	\$123,592	\$132,224
FTEs	681.54	688.79	700.82	709.02	702.62	710.22	714.62	764.67	767.67	785.37

*FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ The County Board added one-time funding to establish the domestic and sexual violence hotline (\$52,000), start up costs for Arlington Villages (\$30,000), and Food for Others (\$21,551). ▪ The County Board added ongoing funding for the Arlington Free Clinic (\$75,000). ▪ The County Board shifted funding from ongoing to one-time for the Homeless Prevention and Rapid Re-Housing Program (HPRP) (\$200,000) and Housing Grants (\$1,000,000). ▪ The County Board added one-time funding for the Crisis Intervention Team (CIT) Coordinator (\$72,606). ▪ The County Board added ongoing funding for a Clinic Aide (\$66,614) for the Career Center/H-B Woodlawn. ▪ Eliminated a grant-funded Administrative Coordinator position from the Behavioral Healthcare Division (\$72,231). ▪ Added \$500,000 in one-time funding from FY 2013 closeout for Housing Grants. ▪ Increased non-personnel for the new Crisis Intervention Team Grant (\$281,000), Crisis Stabilization Grant (\$825,000), Child Advocacy Center Grant (\$47,822), Parent-Infant Education Program (PIE) (\$318,181), and Sequoia Plaza rent (\$182,134). ▪ The addition of pro-rated expenses for the first year of operations of the Comprehensive Homeless Services Center (\$708,488). ▪ Added funding for leadership development (\$22,500 ongoing; \$75,000 one-time) and ongoing funding for the Bonder and Amanda Johnson program (\$79,253). ▪ Intra-County charges decrease due to the elimination of the Resource Mother's Program in the Public Health Division (\$42,789). ▪ Eliminated state funding for the Comprehensive Health Investment Project (CHIP) (\$126,109). ▪ Reduced federal funding for the Refugee Assistance Program (\$30,000). ▪ Eliminated Family Planning Grant (\$45,954). ▪ Increased grant funding for Crisis Stabilization (\$825,000) and the Parent and Infant Education (PIE) Program (\$318,181), and a net increase in grant funding for the Crisis Intervention Center (\$209,750). ▪ Increased fees for Nursing Case Management (\$13,000). ▪ Reductions were taken in several lines of business and reallocated within DHS for new or expanded program offerings: Doorways for Women and Families Program (\$54,200), client management software (\$103,000), non-profit partner organizations (\$147,088), and contractual costs for Psychiatrists (\$33,916). ▪ Removed FY 2014 one-time funding for HPRP (\$200,000), Housing Grants (\$86,493), Second Chance Program (\$90,000), the Bonder and Amanda Johnson Contract (\$89,253), Culpepper Gardens (\$400,000), ASPAN Homeless Case Manager (\$50,000), Doorways for Women and Families (\$54,000), Arlington Free Clinic (\$50,000), AFAC (\$25,870), Arlington Thrive (\$50,000), Food for Others (\$21,551), and Vertical Village (\$15,000).	1.00 1.00 (1.00)

Fiscal Year	Description	FTEs
FY 2016	▪ The County Board added a Psychiatric Nurse Practitioner (\$67,672).	0.50
	▪ The County Board added a Mental Health Therapist for Jail Based Services (\$85,339). ▪ The County Board reduced CSA matching funds (\$300,000). ▪ The County Board shifted funding from ongoing to one-time for the Housing Grants program (\$1,500,000). ▪ Replaced one-time funding with ongoing for the Crisis Intervention Team (CIT) Coordinator (\$74,746). ▪ Added Mental Health Therapists for the Homeless Services Center and emergency mental health services (\$216,894). ▪ Clinic Aide (\$52,887) and a Public Health Nurse (\$44,607) for the new Discovery Elementary School. ▪ Added grant funded Eligibility Workers (\$128,072) for state funded programs. ▪ Removed one-time funding for the Crisis Intervention Team (CIT) Coordinator (\$72,606). ▪ Removed FY 2015 one-time funding for leadership development (\$75,000), the Arlington Villages project (\$30,000), and the Food for Others contract (\$21,551). ▪ Added one-time funding for the Housing Grants program (\$1,500,000) to replace the FY 2015 one-time funding that was dedicated during the FY 2014 closeout process. ▪ Added one-time funding for the replacement of the County's antibiotics cache (\$50,000). ▪ Added ongoing funding for the domestic and sexual violence hotline (\$85,000). ▪ Added ongoing funding for the Homeless Prevention and Rapid Re-Housing Program (HPRP) (\$200,000). ▪ Increased grant funding for Women, Infants, and Children (WIC) Program (\$116,990), CSB Substance Abuse Prevention grant (\$172,614), Residential Drug Abuse Program (RDAP) funding (\$462,262), Title IV-E Adoption Subsidy (\$247,076), and Promoting Safe and Stable Families Grant (\$60,513). ▪ Added additional ongoing funding for the Arlington Food Assistance Center (AFAC) (\$135,000). ▪ Increased rent for Sequoia Plaza and Gates of Ballston (\$200,043). ▪ Added ongoing funding for the cost of the consolidation of DHS offices to the Sequoia Plaza complex (\$1,661,234). ▪ Added funding for a full-year of expenses for the first year of operations of the comprehensive Homeless Services Center (\$413,950). ▪ Increased funding for the Home Delivered Meal Program and Culpepper Garden (\$10,774). ▪ Revenues increased for Women, Infants, and Children (WIC) Program (\$116,990), CSB Drug Prevention Program (\$172,614), Residential Drug Abuse Program (RDAP) (\$462,262), IV-E Adoption (\$123,538), and the departmental managed care initiative (\$224,487). ▪ Eliminated funding for operating expenses to senior programs (\$100,000), and a net decrease for several state and federally sponsored programs (\$709,522). ▪ Eliminated funding for the Drug Free Communities Grant (\$198,887),	1.00
		1.00
		2.50
		1.25
		2.00
		(1.00)

606

607

Fiscal Year	Description	FTEs
	- Non-personnel funding reduced in Auxiliary Grants (\$11,560), Children Services Act (CSA) funding (\$1,383,000) to align budget with actuals with no service impact, Parent Infant Education (PIE) Grant (\$305,422), conclusion of Substance Abuse and Mental Health Services Administration (SAMHSA) Grant (\$69,745) and Refugee Resettlement (\$13,875). These decreases were partially offset by increases for operating and contractual services (\$158,003), Project Planning Grant (\$72,200), Crisis Intervention Team (CIT) security budget (\$12,531), Mobile Children's Crisis Stabilization Allocation (\$208,929), Title IV-E Adoption Assistance (\$35,934), and Title IV-E Foster Care Assistance (\$296,037). - Fee revenue increased for new Substance Abuse Case Management and Office Based Opioid Treatment fees (\$66,000), increased Agency on Aging revenue (\$104,772). - Grant revenue increased for Mobile Children's Crisis Stabilization Allocation Program (\$208,929), CIT Security (\$12,531), Virginia Department of Social Services (VDSS) Programs (\$396,597), Project Planning Grant (\$72,200), Medicaid Waiver Design (\$54,157), Title IV-E Adoption Assistance (\$35,934), Title IV-E Foster Care Assistance (\$296,037), and Auxiliary Grants funding (\$11,560). - Grant revenue decreased in CSA funding (\$1,410,293) to align budget with actuals with no service impact, Parent-Infant Education Grant (\$143,832), Tuberculosis Grant (\$5,000), Senior Adult Mental Health reimbursement (\$49,509), Refugee Resettlement funding based on FY 2016 service levels (\$13,875), One-Stop Workforce Center co-location funding from the Northern Virginia Community College (\$25,000), and the conclusion of the SAMHSA Grant (\$100,000).	
	<i>The County Board took action after the FY 2018 budget was adopted to approve the addition of an Administrative Assistant IV position (\$3,800, 0.05 FTE) in FY 2017 closeout.</i>	0.05
	<i>The County Board took action after the FY 2018 budget was adopted to approve the addition of a temporary grant funded Management Specialist through the conversion on non-personnel funds (\$37,240, 0.50 temporary FTE) which was approved by the County Board in FY 2017 closeout.</i>	0.50
	<i>The County Board took action after the FY 2018 budget was adopted to approve the conversion of non-personnel grant funds into a Mental Health Therapist III position (\$46,000, 1.0 temporary FTE) which were approved by the County Board in FY 2017 closeout.</i>	1.00
	<i>The County Board took action after the FY 2018 budget was adopted to approve a Mental Health Therapist II position (\$102,061, 1.0 FTE) and an Administrative Specialist position (\$43,686, 0.50 FTE) for the RAFT Program which were approved in October 2017.</i>	1.50
FY 2019	- The County Board added \$184,000 in one-time funding to fund a Youth Mental Health Therapist for two years (\$184,000). - Added a grant-funded Nurse Practitioner for the Office Based Opioid Treatment Program through the reallocation of existing non-personnel funds (\$70,000).	1.00 0.50

Fiscal Year	Description	FTEs
	Added a Psychiatrist position (\$207,042) through a reallocation of contractual services funds. Most DHS psychiatrists are currently contractors. These conversions are part of a multi-year effort to move from contractors to permanent staff in this area to address retention, care quality, and standardization of services.	1.00
	Added an Administrative Technician I (\$50,484) that was transferred from the Housing Choice Voucher Program to the Economic Independence Division's Management & Administration.	0.75
	Eliminated non-essential contingency funding for Behavioral Health Division contracts (\$80,000).	
	Reduced funding for the residential program that provides adults with developmental disabilities with independent living options, supervised apartments, and group homes (\$300,000).	
	Eliminated an unfunded Volunteer Services Program Coordinator temporarily transferred to the Community Planning & Housing Development Fund for the One-Stop Arlington Permitting Initiative.	(1.00)
	Eliminated a filled Administrative Technician responsible for tracking, retrieving and delivering archived records (\$81,017). DHS will enlist a County contractor for approximately \$12,000 per year to deliver and pick up files from offsite storage as needed. The net reduction is \$69,017.	(1.00)
	Eliminated a vacant Eligibility Worker (\$105,493) that evaluates whether clients qualify for a variety of public assistance programs.	(1.00)
	Eliminated six positions (\$653,683) and a reduction in funding to the REEP program (\$171,901). The positions to be eliminated include a filled Management Specialist (\$104,402, 1.0 FTE), a filled Administrative Program Manager (\$163,121, 1.0 FTE), a filled Employment Services Supervisor (\$116,680, 1.0 FTE), and three Employment Services Specialist (two filled and one vacant) (\$269,480, 3.0 FTEs) at the Arlington Employment Center (AEC). The reduction in the level of funding to REEP, the English as a Second Language Program operated by Arlington Public Schools totals \$171,901.	(6.00)
	Eliminated a filled Office Supervisor position in the Financial and Administrative Support Services (\$95,603).	(1.00)
	Eliminated a vacant Administrative Technician that manages all the medication orders for clients with Latent TB Infection (LTBI) and for clients with Active TB Disease (TB) (\$80,121).	(1.00)
	Eliminated a vacant Management Specialist (\$105,727) which serves as the Clinic Practice Manager for all Public Health clinics including: family planning, maternity care, immunization, and sexually transmitted infections.	(1.00)
	Eliminated the Laboratory Services Program. Of the six current positions, four have been eliminated (\$449,359) and the two remaining positions and contracted services funding (\$83,238) have been transferred to other lines of business.	(4.00)
	Eliminated a vacant Administrative Technician that provides pharmacy services to BHD clients including managing the sample medication program, as well as stocking medication orders and applications for the Patient Assistance Programs (PAP) (\$79,032). This action includes a reduction in funds for a contract Pharmacist (\$17,200).	(1.00)

Fiscal Year	Description	FTEs
	▪ Non-personnel decreased primarily due to the removal of FY 2018 one-time funding for: ▪ The Housing Grants Program (\$1,600,000); ▪ Arlington Food Assistance Center (\$50,000); ▪ Reductions in Fostering Futures (\$72,533); ▪ Special Needs Adoption (\$135,889); ▪ Auxiliary Grants (\$65,158); ▪ The Workforce Innovation and Opportunity Act (WIOA) Grant (\$147,462); and ▪ The homemaker program allocation in the Agency on Agency Area Plan (\$129,008). ▪ Non-personnel decreases were partially offset by increases for: ▪ Contracted Services (\$48,442); ▪ Sequoia Plaza rent (\$160,643); ▪ Children Services Act (CSA) (\$102,551); ▪ A three-year grant from the Virginia Foundation for Healthy Youth (\$149,999); ▪ IV-E Adoption (\$204,181); ▪ Fostering Futures (\$72,533); ▪ The addition of a Pre-employment physicals budget (\$176,269); ▪ Additional funding for the RAFT Program for Discharge Planning (\$373,443); and, ▪ The addition of \$446,465 in ongoing funding and \$707,109 in one-time funding for housing grants. ▪ Fee revenue increased due to new client fees for sexually transmitted infections testing, pharmaceuticals and clinic visits (\$12,000). ▪ Grant revenue increased due to additional funding for: ▪ RAFT Program for Discharge Assistance Planning (\$500,000); ▪ The WIC Breastfeeding Peer Counselor grant (\$9,060); ▪ A Virginia Department of Health Cooperative award (\$41,736); ▪ Child Welfare Substance Abuse (\$18,671); ▪ A three-year grant from Virginia Foundation for Healthy Youth (\$149,999); ▪ Title IV-E Adoption Assistance (\$102,091); ▪ Adjustments to the projected amounts for the Agency on Aging Area Plan (\$56,298); ▪ Medicaid Prescreening (\$10,000); ▪ Virginia Department of Social Services (VDSS) Programs (\$568,739). ▪ Revenue increases were partially offset by reductions to the: ▪ Emergency and Preparedness Program grant (\$17,594); ▪ Parent-Infant Education Grant (\$18,438); ▪ Tuberculosis Grant (\$2,000); ▪ Customer Service Center from the Agency on Aging Area Plan (\$76,481); ▪ Refugee Resettlement (\$16,125); ▪ Title IV-E Foster Care Assistance (\$38,571); ▪ Special Needs Adoption (\$135,889); ▪ Community living home based care program (\$41,657) as part of the Agency on Aging Area Plan, Virginia Department of Behavioral Health and Developmental Services (VDBHDS) allocation (\$49,623); and,	

Fiscal Year	Description	FTEs
	▪ The conclusion of the Childcare Quality Initiative Grant (\$20,914).	
	▪ <i>The County Board took action after the FY 2019 budget was adopted to accept and appropriate grant funds from the Virginia Department of Social Services to partially fund Medicaid eligibility determination (\$277,057) and to approve the addition of six positions for Medicaid expansion in September 2018, including four Eligibility Workers (\$366,432), one Administrative Technician I (\$76,296), and one Eligibility Supervisor (\$110,850).</i>	6.00
FY 2020	▪ The County Board added one-time funding to the Arlington Food Assistance Center (\$37,500) for total funding of \$515,425, or 98 percent of their request. ▪ The County Board increased funding to Doorways by \$46,000 for the Domestic and Sexual Violence Hotline (\$16,172 in one-time and \$29,828 in ongoing). ▪ The County Board approved the creation of 1.50 FTEs that the Community Services Board requested (\$162,172). It will be at their discretion working with DHS on which positions will be filled. ▪ Added a Public Health Nurse (\$100,113) and Clinic Aide positions (\$96,129) in Public Health Division's School Health line of business for two new schools scheduled to open in the fall of 2019. ▪ Reduced wireless service charges as part of a County-wide review of wireless service providers (\$30,856). ▪ Eliminated an unfunded Human Services Clinician II (\$98,991) and a Human Services Specialist (\$97,245) in Economic Independence Division's Community Assistance line of business. ▪ Added a grant funded Management Specialist (\$66,150) transferred from the Housing Choice Voucher Program to the Economic Independence Division's Housing Assistance and Homeless line of business. ▪ Eliminated an Employment Services Supervisor (\$116,680, 1.0 FTE) and two Employment Services Specialists (\$150,575, 2.0 FTEs), partially offset by the increase of an Employment Services Specialist (\$93,232, 1.0 FTE) and an Employment Services Administrator (\$196,579, 1.0 FTE) in Economic Independence Division's Employment Services line of business, which was approved by the County Board in the FY 2019 adopted budget. ▪ Added a Mental Health Therapist III (\$86,849) and a Nurse Practitioner (\$140,000) through reallocations of non-personnel funds in Behavioral Health Division's Psychiatric Services line of business. ▪ Added a Mental Health Therapist III (\$86,000, 1.0 FTE) through a reallocation of overtime funds previously budgeted for temporary staff, a technical correction to increase a Management Analyst (\$27,795, 0.25 FTE), partially offset by the decrease of an unfunded Mental Health Therapist (0.50 FTE) in Behavioral Health Division's Client Services Entry. ▪ Added a grant funded Human Services Aide (\$35,467) through a conversion of a temporary position in Aging and Disability Division's Agency on Aging line of business. ▪ Eliminated an unfunded Management Specialist in Child and Family Services Division's Planning and Support Services line of business.	1.50 2.55 (2.00) 0.75 (1.00) 2.00 0.75 0.50 (0.75)

Fiscal Year	Description	FTEs
	▪ Eliminated a vacant Human Resources/OD Specialist (\$29,478). (0.25) ▪ Re-aligned the Arlington Employment Center from a bureau to a program. (5.00) Eliminated the following positions: ▪ Two filled Employment Services Specialist (\$190,167) ▪ A filled Employment Development Specialist (\$94,418) ▪ A vacant Employment Center Director position (\$196,579) ▪ A filled Management Specialist position (\$118,364) ▪ Eliminated a vacant Human Services Aide position (\$39,387) who provides clinical and administrative support to Clarendon House's nursing and clinic staff. (0.50) ▪ Reduced the Director's Office training budget by \$50,000. ▪ Reduced the Sequoia Plaza Common Area Maintenance budget by \$100,000. ▪ Reduced the Adult Services program in ADSD by \$30,000. ▪ Eliminated the \$10,000 local portion of the Developmental Disability Services Residential Program. ▪ Increased funding for the Housing Grant Program (\$621,264), including support for raising the maximum allowable rent limits which have not changed since 2010, and replaces the share of one-time dollars with ongoing funding. ▪ Increased the projection for the Children's Services Act funds (\$176,047). ▪ Increased Sequoia Plaza rent (\$259,574). ▪ Revenue changes include: ▪ Increased Community Services Board (\$49,379) for increases in Medicaid and client fees for mental health services. ▪ Increased Agency on Aging Area Plan (\$39,519). ▪ Increased Virginia Department of Social Services (VDSS) Programs (\$90,216). ▪ Increased Medicaid Prescreening (\$15,000). ▪ Increased the RAFT Program for Discharge Assistance Planning (\$225,652) due to additional funding. ▪ Increased the Virginia Department of Behavioral Health and Developmental Services (VDBHDS) allocation (\$30,741). ▪ Increased the Virginia Homeless Solutions Program VHSP Grant (\$67,709). ▪ Increased the projection for the Department of Behavioral Health and Developmental Services DBHDS Grant (\$696,930). ▪ Increased the state portion of the Auxiliary Grants Program (\$22,490). ▪ Increased projected revenue from PIE Medicaid (\$48,312). ▪ Increased PIE Medicaid/Part C Clinic Option (\$42,283). ▪ Increased Vital statistics revenue (\$63,836). ▪ Decreased the Community Services Board Mental Health Outpatient Grant (\$12,753). ▪ Eliminated the three-year grant from Virginia Foundation for Healthy Youth (\$149,999). ▪ Reduced the Refugee Resettlement Program (\$10,000). ▪ Decreased Women, Infant and Children grant award (\$93,144). ▪ Decreased PIE Medicaid/Part C State Plan Option (\$46,620). ▪ <i>The County Board took action after the FY 2020 budget was adopted to approve the addition of two grant-funded Clinic Aides (\$74,588, 2.0 FTE)</i> 8.35	

Fiscal Year	Description	FTEs
	<i>for STEP-VA implementation and two grant-funded Mental Health Therapists (\$224,250, 2.0 FTE) in the Behavioral Health Division; a grant-funded Human Services Clinician (1.0 FTE) and temporary Management Specialist (0.1 FTE) for the Child Advocacy Center in the Child and Family Services Division (\$118,674); and a reallocation of grant-funded non-personnel funds to create an Administrative Technician (\$65,423, 1.0 FTE) position in the Behavioral Health Division and to increase the hours of a Facilities Maintenance Mechanic (\$13,317, 0.25 FTE) in the Director's Office; authorized the transfer of a Human Services Specialist (\$98,288, 1.0 FTE) from the Circuit Court Judiciary to the Behavioral Health Division; and added a grant-funded Management Specialist (\$115,000, 1.0 FTE) for medical reserve corps coordination in the Public Health Division.</i> ▪ <i>The County Board took action after the FY 2020 budget was adopted to approve the following technical adjustments to align the department's FTE authorization count with the Human Resources Department and the Department of Management and Finance: a grant-funded Mental Health Therapist (1.0 FTE) for Diversion First in the Behavioral Health Division, a grant-funded Management Specialist (0.25 FTE) for VICAP in the Aging and Disability Services Division, a re-classification and increase of a Human Services Clinician II position to a Management Specialist (0.25 FTE) through the conversion of non-personnel funds for Project Peace in the Director's Office, and eliminated a temporary FTE (0.50 FTE) in the Economic Independence Division's Management and Administration line of business. All positions were budgeted through prior board action.</i>	1.00
FY 2021	▪ Added a Management Analyst position (housing locator) (\$105,618) and a Management Specialist position (case manager) (\$91,923) to the Permanent Supportive Housing program in the Economic Independence Division's Housing Assistance line of business. ▪ Added a Developmental Disability Specialist position (\$92,484, \$80,000 revenue) for support coordination in the Aging and Disability Division's Developmental Disability Services line of business. ▪ Added a Mental Health Therapist II (\$111,362) for the Behavioral Health Court Docket in the Behavioral Health Division's Specialized and Residential Services lines of business. ▪ Re-allocated non-personnel funds for the addition of an Administrative Assistant (\$12,203) in the Behavioral Health Division's Psychiatric Services line of business. ▪ Re-allocated non-personnel funds for the addition of a temporary staff person (\$6,000) at the Adult Day Program in the Aging and Disability Division's Community Supports and Coordination line of business. ▪ Increased funding for the Housing Grant Program (\$801,781), including \$64,158 to fund the increase in Maximum Allowable Rent and \$737,623 to fund the annual ongoing increase. ▪ Increased funding for the Permanent Supportive Housing Program (\$412,554). ▪ Increased Sequoia Plaza rent (\$243,995). ▪ Increased the projection for the Children's Services Act funds (\$184,848).	2.00 1.00 1.00 0.25 0.15

Fiscal Year	Description	FTEs
	▪ Increased the Homeless Services Center Contract (\$130,034). ▪ Revenue changes include: ▪ Increased Virginia Department of Social Services (VDSS) Programs (\$244,249). ▪ Increased Virginia Department of Behavioral Health and Developmental Services (VDBHDS) unrestricted state funding for mental health allocation (\$817,584). ▪ Increased Virginia Homeless Solutions Program (VHSP) Grant (\$33,504). ▪ Increased several of the Department of Behavioral Health and Developmental Services (DBHDS) Grants (Pharmacy Grant \$100,000, STEP-VA \$54,736, STEP-VA Primary Care \$164,095, STEP-VA Outpatient \$224,250). ▪ Increased Virginia Quality Childcare Grant (\$24,000). ▪ Increased state portion of the Auxiliary Grants Program (\$40,000). ▪ Increased Virginia Department of Health Cooperative Award for mandated programs (\$62,047). ▪ Increased VOCA Grant (\$116,674). ▪ Increased workforce development services (\$26,050) and vital statistics (\$3,600) due to new fees. ▪ Decreased Workforce Innovation and Opportunity Act (WIOA) Grant (\$49,218). ▪ Decreased One-Stop Center Cost Allocation Plan as a result of Employment Services reorganization (\$41,592). ▪ Decreased Crisis Stabilization Grant (\$273,852). ▪ Decreased PIE Medicaid/Part C Clinic Option (\$64,483). ▪ <i>The County Board took action after the FY 2021 budget was adopted to increase personnel funding due to salary adjustments resulting from job family studies (\$1,418,592) and approved the following positions:</i> ▪ <i>Economic Independence Division: added grant-funded Management Specialist positions (\$124,433, 1.25 FTE) and grant-funded Eligibility Worker position (\$44,070, 0.50 FTE) for the expansion of the Permanent Supportive Housing Program; added a Food Security Position (\$100,050, 1.0 FTE).</i> 2.75 ▪ <i>Behavioral Health Division: added a grant-funded Human Services Specialist (\$89,587, 1.0 temporary FTE) for the Behavioral Health Docket; added a grant-funded Behavioral Health Specialist (\$104,000, 1.0 FTE) for the Permanent Supportive Housing expansion; added a grant-funded Behavioral Health Specialist (\$89,000, 1.0 FTE) and a Psychiatrist (\$89,000, 0.25 FTE) for Forensic Discharge Grant expansion; added a grant-funded Human Services Specialist (\$43,832, 0.50 FTE) for the Medication Assisted Treatment Program; added a three-year term grant-funded Behavioral Health Therapist (\$320,398, 1.0 FTE) and Behavioral Health Specialist (\$292,077, 1.0 FTE) for opioid prevention case management.</i> 5.75 ▪ <i>Child and Family Services Division: added a grant-funded Management Specialist (\$78,000).</i> 1.00 ▪ <i>Aging and Disability Services Division: added a grant-funded Management Specialist position (\$79,945) for VICAP data coordination</i> 1.00	

Fiscal Year	Description	FTEs
FY 2022	▪ 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 restored funding for a previously frozen Administrative Specialist in the Child and Family Services Division (\$88,958 expense; \$33,804 revenue; \$55,154 net tax support). ▪ The County Board added funding for the Housing Grants Program (\$1,524,225) to continue implementing alternative COVID-related procedures (\$1,036,512 ongoing) and for reducing client income requirements from 40 percent to 30 percent (\$47,713 one-time; \$440,000 ongoing). The total funding for the Housing Grant Program is \$14,208,262, including an additional \$2,492,331 to fund the annual ongoing increase (\$1,180,784 is one-time funding) and \$61,332 to fund the increase in Maximum Allowable Rent. ▪ Added a Public Health Nurse (\$55,967, 0.50 FTE) and Clinic Aide (\$55,352, 0.75 FTE) for the new schools. 1.25 ▪ Added a Physician Assistant (\$140,946, 1.00 FTE), Psychiatric Nurse (\$112,901, 1.00 FTE), and an Emergency Services Clinician (\$125,393, 1.00 FTE) for the behavioral health crisis care system. 3.00 ▪ Added a grant-funded Human Services Clinician II (\$107,727) for foster care prevention. 1.00 ▪ Made technical adjustments to temporary FTEs in the Behavioral Health Division (added 4.25 FTEs) and the Public Health Division (removed 1.10 FTEs). 3.15 ▪ Transferred a part-time Administrative Technician (\$32,436) to the Housing Choice Voucher Fund. (0.40) ▪ Eliminated a vacant Human Services Specialist (\$95,999) in the Clarendon House Program. (1.00) ▪ Reduced the information technology consultant budget (\$36,235) in the Director's Office. ▪ Eliminated three vehicles from the department's fleet (\$13,931). ▪ Reduced the consultant budget (\$46,013) in the Economic Independence Division. ▪ Reduced the Emergency Lodging Program's budget (\$11,000). ▪ Reduced the grant to the Shirlington Employment and Education Center (SEEC) (\$25,000). ▪ Transferred Title IV-E trust and agency funds to the department's General Fund (\$468,429). ▪ Reduced the Children Service's Act (CSA) budget (\$448,500). ▪ Eliminated the contract with Capital Caring budgeted in Non-Departmental (\$14,051). ▪ Increased State Opioid Response grant revenue and associated non-personnel expenditures (\$50,000). ▪ Increased Children's Regional Crisis Response grant revenue (\$1,281,610) and associated non-personnel expenditures (\$1,203,610). ▪ Increased federally-funded Kinship Navigator grant revenue and associated non-personnel expenditures (\$70,000).	

Fiscal Year	Description	FTEs
	▪ Increased Virginia Tobacco Settlement Fund grant revenue and associated non-personnel expenditures (\$150,000). ▪ Increased federally-funded Title IV-E Adoption grant revenue and associated non-personnel expenditures (\$98,449). ▪ Increased contractual services for an enhanced withdrawal management program (\$1,487,747) and increased a revenue cost sharing agreement with Alexandria (\$434,424). ▪ Decreased Title IV-E Foster Care grant revenue and associated non-personnel expenditures (\$85,152). ▪ Decreased Virginia Homeless Solutions Program (VHSP) grant revenue and associated non-personnel expenditures (\$122,266). ▪ Decreased Parent Infant Education (PIE) grant-revenue and associated non-personnel expenditures (\$211,995). ▪ Other non-personnel increases due to: Sequoia Plaza rent and operating expenses (\$307,321), various Department of Behavioral Health and Developmental Services (DBHDS) state grants (\$166,217), the Auxiliary Grants Program (\$35,000), contractual services (\$112,047), grant-funded Same Day Access (\$49,980), contractual increases resulting from the living wage increase from \$15 to \$17 per hour (\$290,126), enhanced behavioral health crisis care system (\$104,799 ongoing and \$90,000 one-time), and contractual increases for residential mental health group homes (\$314,090 ongoing and \$166,120 one-time). ▪ Other revenue changes included: ▪ Increased Virginia Department of Behavioral Health and Developmental Services (VDBHDS) unrestricted state funding for mental health allocation (\$723,809). ▪ Increased state portion of the Auxiliary Grants Program (\$28,000). ▪ Increased federal High Intensity Drug Trafficking Areas (HIDTA) allocation for residential treatment of substance use disorders (\$41,550). ▪ Increased transfer in from Title IV-E Adoption and Foster Care funds held in a trust and agency account (\$468,429). ▪ Decreased Virginia Department of Social Services (VDSS) Programs (\$76,408). ▪ Decreased PIE-Medicaid (\$35,000). ▪ Decreased Workforce Innovation and Opportunity Act (WIOA) Grant (\$74,927). ▪ Decreased Vital Statistics (\$25,908) and Swimming Pools revenue (\$35,455). ▪ Decreased RAFT for DAP Funds (\$164,256). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$370,868), a one-time bonus for staff of \$450 (\$389,600), and one-time retention bonuses (\$140,000).</i> ▪ <i>The County Board took action after the FY 2022 budget was adopted to add the following positions:</i> ▪ <i>Departmental Management and Leadership Division: Re-allocated one-time grant funds to establish a limited-term grant-funded Management Analyst for improving data-driven service integration efforts.</i>	1.00

Fiscal Year	Description	FTEs
	■ <i>Economic Independence Division: Added a grant-funded Senior Management Analyst (\$140,820, 1.0 FTE), grant-funded Eligibility Worker (\$25,518, 0.25 FTE), grant-funded Human Services Specialist (\$104,276, 1.00 FTE) for expanding the Permanent Supportive Housing Program in the Housing Assistance and Homeless Programs Bureau; re-allocated \$57,613 in operating grant funds to establish a grant-funded Eligibility Worker (0.80 FTE) for the Energy Assistance Program in the Public Assistance Bureau; and added a limited-term grant-funded Employment Services Specialist (1.00 FTE) for the Workforce Development Program in the Employment Services Bureau.</i>	4.05
	■ <i>Public Health Division: Re-allocated \$113,222 in operating grant funds to establish an Infant Development Specialist (1.00 FTE) for the Parent Infant Education Program in the School Health line of business.</i>	1.00
	■ <i>Behavioral Health Care Division: Added a grant-funded Behavioral Health Specialist (\$129,919, 1.00 FTE) for STEP-VA veteran programs in the Management and Administration line of business; added two positions in the Psychiatric Services Bureau: a limited-term grant-funded Psychiatrist (0.188 FTE) for the First Episode Psychosis Program and a limited-term grant-funded Psychiatrist (\$20,120, 0.063 FTE) for outpatient mental health services; added several positions in the Outpatient Bureau: a grant-funded Behavioral Health Specialist (\$91,529, 1.0 FTE) for the expansion of the Permanent Supportive Housing Program, a grant-funded Behavioral Therapist III (\$125,741, 1.0 FTE) for outpatient mental health services, a grant-funded Peer Recovery Specialist (\$46,076, 0.5 FTE) for outpatient mental health services, a limited-term grant-funded Behavioral Therapist II (1.0 FTE) for the First Episode Psychosis Program; added a grant-funded Behavioral Health Therapist (Licensed) (\$36,006, 0.25 FTE) for the Forensic Case Management program in the Residential and Specialized Clinical Services Bureau; and transferred a clinic aide (1.0 FTE) to the Aging and Disability Division.</i>	4.00
	■ <i>Child and Family Services Division: added a grant-funded Peer Recovery Specialist (\$77,000, 1.0 FTE) for the STEP-VA program in the Behavioral Healthcare Bureau.</i>	1.00
	■ <i>Aging and Disability Services Division: added a grant-funded Human Services Clinician (\$55,193, 0.50 FTE) for the Arlington Adult Day Program in the Community Support and Coordination Bureau; transferred a Clinic Aide (1.0 FTE) from Behavioral Health Division's Psychiatric Services line of business and reclassified to a Public Health Nurse in the Senior Adult Mental Health line of business.</i>	1.50
	■ <i>As a part of FY 2021 close-out, the County Board approved ARPA funding for the Back2Work Program (\$130,000), Crisis Intervention Center (\$717,121, 16.00 FTEs), homeless services equity and engagement (\$70,730, 1.0 FTE), Marcus Alert Program coordinator (\$36,973, 1.0 FTE), and a human services emergency management position (\$35,129 budgeted in Non-Departmental, 1.0 FTE).</i>	19.00
FY 2023	■ <i>The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-</i>	

Fiscal Year	Description	FTEs
	performance budget by an additional 0.5 percent, increased the pay range movement to five percent, and approved the additional changes: a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift (\$2,866), a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$71,529), an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$66,970), and a one-time bonus for clinical service employees (\$828,640).	
	▪ The County Board added one-time funding for frontline human service non-profits (\$650,000), one-time day programming support for CSB clients with developmental disabilities (\$250,000), a one-time inflationary increase for electricity (\$140,905), and one-time contractual increases due to inflation (\$93,606).	
	▪ Added an Emergency Services Behavioral Therapist in the Behavioral Health Division's Client Services Entry Bureau by reallocating \$128,792 in existing operating funds.	1.00
	▪ Added a Behavioral Health Therapist in the Child and Family Services Division's Behavioral Healthcare Bureau by reallocating \$128,791 in existing operating funds.	1.00
	▪ Added a Human Services Clinician (\$119,721) for the Adult Protective Services Program in the Aging and Disability Services Division's Community Support and Coordination Bureau.	1.00
	▪ Added a Virginia Department of Behavioral Health and Developmental Services opioid response grant (\$150,398) which funds a limited-term Peer Recovery Specialist (\$85,203) and non-personnel (\$65,195).	1.00
	▪ Technical adjustment to re-align the ARPA funded Crisis Intervention Center FTE count from 16 FTEs to 15 FTEs (-\$141,975).	(1.00)
	▪ Added one-time funding for the Housing Grant Program (\$2,352,509), including \$14,328 to fund the increase in Maximum Allowable Rent.	
	▪ Added ongoing funding for the Permanent Supportive Housing Program (\$588,046). The total local budget is \$3,657,065.	
	▪ Added Virginia Department of Health Epidemiology and Laboratory Capacity for Infectious Disease grant revenue and associated non-personnel expenditures (\$1,551,035).	
	▪ Added Children's Regional Crisis Response grant revenue and associated non-personnel expenditures (\$1,531,867).	
	▪ Increased Title IV-E Prevention grant revenue and associated non-personnel expenditures (\$110,919).	
	▪ Increased Workforce Innovation & Opportunity Act grant revenue and associated non-personnel expenditures (\$296,826).	
	▪ Other non-personnel increases due to: Sequoia Plaza rent and operating expenses (\$321,867), contractual increases (\$733,432), Culpepper Garden Senior Living Facility (\$70,152), the Auxiliary Grants Program (\$140,097), Mental Health Unrestricted Funds (\$236,204), state funding for the Permanent Supportive Housing Program (\$300,945), and changes in the Children's Services Act vendor rate (\$145,341).	
	▪ Other revenue changes included: ▪ Increased STEP-VA Outpatient Funds unrestricted state funding for mental health services (\$203,959).	

Fiscal Year	Description	FTEs
	▪ Increased State allocation for case management and residential and habitation for Developmental Disabilities Services (\$59,184). ▪ Increased Urban Areas Security Initiative (UASI) grant (\$115,000). ▪ Increased Family Planning Grant (\$72,442). ▪ Increased Virginia Department of Health Cooperative Agreement (\$111,537). ▪ Increased Department of Behavioral Health and Disability Services (DBHDS) grant (\$598,028). ▪ Increased federal High Intensity Drug Trafficking Areas (HIDTA) allocation for residential treatment of substance use disorders (\$41,550). ▪ Increased state portion of the Auxiliary Grants Program (\$112,078). ▪ Decreased Virginia Homeless Solutions Program (VHSP) Grant (\$67,415). ▪ Decreased Workforce Innovation and Opportunity Act (WIOA) Grant (\$74,927). ▪ Decreased Virginia Department of Social Services Federal Adoption Assistance Allocation (\$47,762). ▪ Decreased revenue for vital statistics (\$96,156).	
	▪ As a part of FY 2021 close-out, the County Board approved additional allocations of the remaining ARPA funding for programs based on the Guiding Principles presented by the County Manager in September; the Board directed the County Manager to include funding for these programs in the FY 2023 adopted budget including: ▪ Crisis Intervention Center Expansion (\$1,721,086 total, 16.00 FTEs, \$1,625,199 personnel, \$95,887 non-personnel) in the Behavioral Health Division's Client Services Entry line of business. Note: The FY 2023 adopted budget reflects one fewer position (\$141,975, 1.00 FTE) for the CIC after DHS staff later determined that appropriate staffing levels could be established with an adjustment to position types. ▪ Homeless Services Equity and Engagement Program (\$196,918 total, 1.00 FTE, \$110,918 personnel, \$86,000 non-personnel) in the Economic Independence Division's Housing Assistance and Homeless Programs line of business. ▪ Marcus Alert Coordinator (\$110,919, 1.00 FTE) in the Behavioral Health Division's Residential and Specialized Clinical Services line of business. ▪ Human Services Emergency Management (\$105,388 budgeted in Non-Departmental, 1.00 FTE) in the Departmental Management and Leadership Division. ▪ Back2Work (\$385,000 one-time) in the Economic Independence Division's Employment Services line of business. ▪ Additional ARPA funding for DHS programs are budgeted in Non-Departmental include Eviction Prevention (\$1,385,432 one-time) and Customer Service Center (\$164,486 one-time). ▪ <i>The County Board took action after the FY 2023 budget was adopted to add the following positions:</i>	

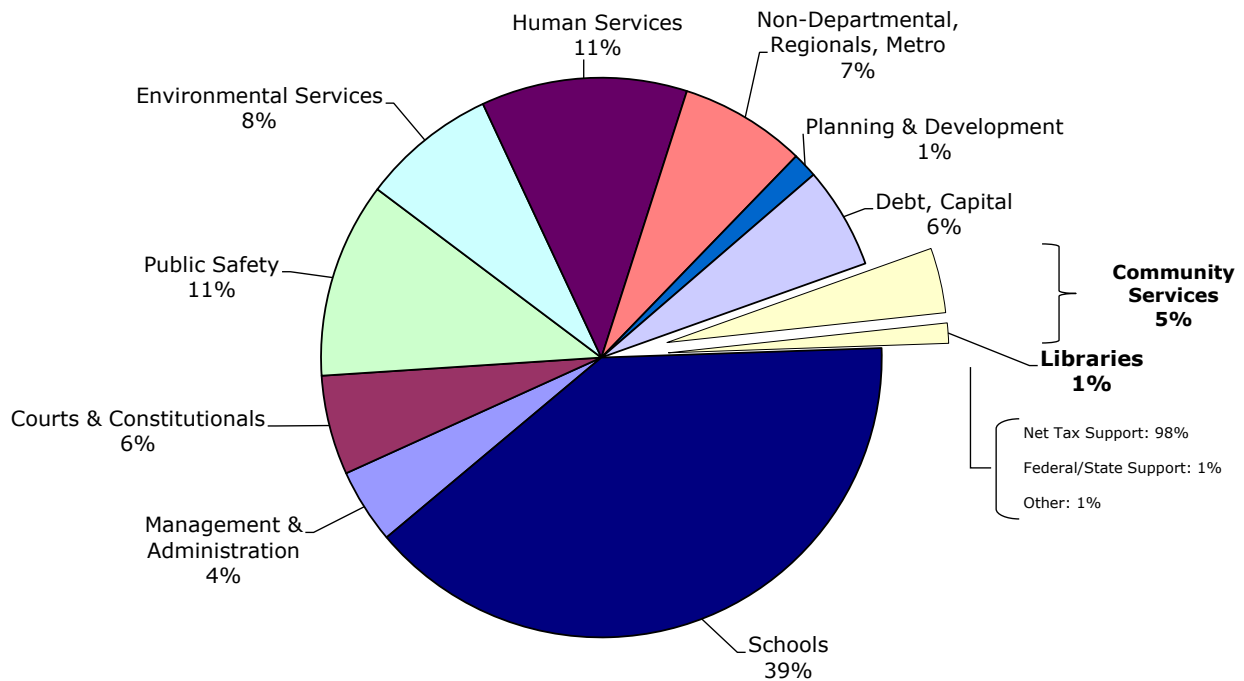
Fiscal Year	Description	FTEs
	▪ <i>Departmental Management and Leadership Division:</i> ▪ <i>Added a Security Coordinator (\$121,475) for managing security protocols</i> ▪ <i>Reclassified a 1.00 FTE Physician to two full-time positions (Communications Specialist, Contract Specialist).</i> ▪ <i>Public Health Division: Transferred a 1.00 FTE Physician to Departmental Management and Leadership Division</i> ▪ <i>Economic Independence Division: Re-allocated \$102,416 in non-personnel grant funds to create a grant-funded Human Services Specialist for case management support</i> ▪ <i>Behavioral Health Care Division:</i> ▪ <i>Re-allocated \$52,798 in non-personnel funds to create a Behavioral Health Specialist (Licensed) (0.50 FTE) to support substance use disorder services</i> ▪ <i>Re-allocated \$97,762 in non-personnel funds to create a Peer Recovery Specialist (1.00 FTE) to support the Assertive Community Treatment program.</i> ▪ <i>Reallocated non-personnel grant funds to create two-year limited-term Behavioral Health Therapist (Licensed) (1.00 FTE) funded through Virginia Department of Behavioral Health and Developmental Services - STEP-VA (DBHDS) carryover to support the intake process.</i> ▪ <i>Grant-funded Management Specialist (1.00 FTE, \$98,475) to support data analytics funded through DBHDS STEP-VA Ancillary Services.</i> ▪ <i>Grant-funded Behavioral Health Specialist (1.00 FTE, \$121,863) to support the Arlington Behavioral Health Docket Diversion program funded by DBHDS.</i> ▪ <i>Reclassified a temporary Human Services Specialist (1.00 FTE, \$68,869) to a permanent position to support the Behavioral Health Docket Diversion Program funded by DBHDS.</i> ▪ <i>Limited-term grant-funded Peer Recovery Specialist (1.00 FTE) to support the Mobile Support Team (MoST) funded by Substance Abuse and Mental Health Services Administration (SAMHSA).</i> ▪ <i>Limited-term grant-funded Behavioral Health Clinician (1.00 FTE) to support the Mobile Support Team (MoST) funded by Substance Abuse and Mental Health Services Administration (SAMHSA).</i> ▪ <i>Reclassified and increased a grant-funded 0.25 FTE Psychiatrist to a 1.00 FTE Behavioral Health Therapist for the forensic discharge planning program (net increase of 0.75 FTE).</i> ▪ <i>Increased an existing grant-funded Behavioral Health Therapist (0.25 FTE) for the Drug Court Program.</i>	2.00 1.00 9.50

Fiscal Year	Description	FTEs
	▪ <i>Grant-funded Human Resources Specialist (1.00 FTE, \$118,679) for recruiting and human resource functions for Community Services Board programs funded by DBHDS.</i>	
	▪ <i>Aging and Disability Services Division:</i> ▪ <i>Limited-term DBHDS grant-funded positions to enhance dementia services offered by the Regional Older Adult Facilities Mental Health Support Team (RAFT) Program:</i> ▪ <i>Management Specialist (2.00 FTE, \$220,760)</i> ▪ <i>Human Services Specialists (3.00 FTE, \$331,140)</i> ▪ <i>Added a Management Specialist (0.50 FTE, \$55,190) for the Developmental Disability Services Vocational and Habilitation Program.</i>	5.50

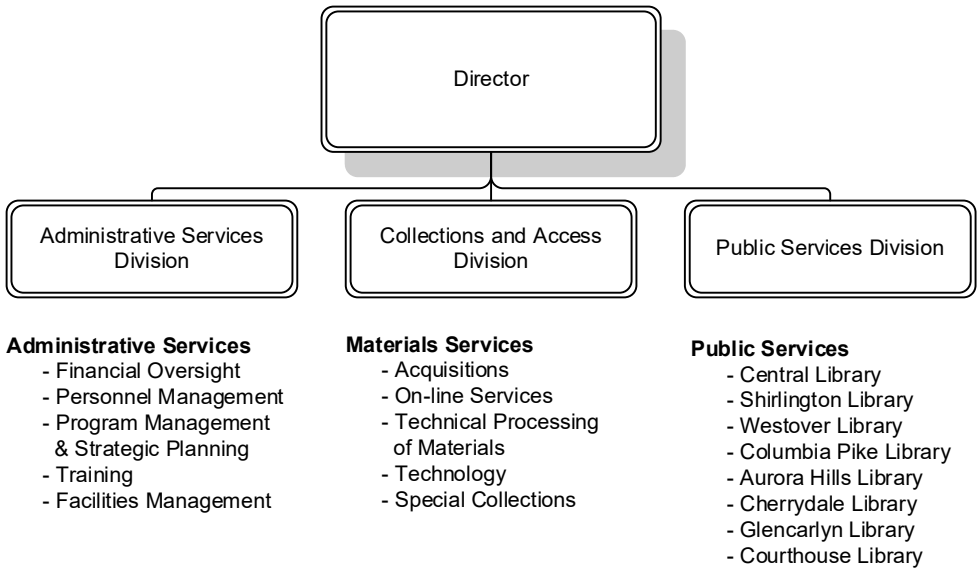
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Our Mission: To provide access to information, create connections to knowledge, and promote the joy of reading for every Arlingtonian

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Libraries is \$17,970,646, a nine percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases; an increase in the County’s cost for employee health insurance; slightly higher retirement contributions based on current actuarial projections; adjustments to salaries resulting from the Administrative, Libraries, and Communications job family studies (\$236,589); and one-time \$2,000 (gross) employee bonuses (\$315,953). These increases are partially offset by the removal of FY 2023 adopted one-time funding for temporary staffing in the first half of FY 2023 (\$260,194).
- ↓ Non-personnel decreases primarily due to the removal of FY 2023 adopted one-time funding for collections (\$718,000), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles (\$20,035), and the addition of one-time funding for collections (\$680,000).
- ↓ Revenue decreases due to adjustments based on actual revenue trends (\$20,000).
- In FY 2024 a portion of Arlington Public Library’s service will be funded with one-time funding of \$406,453. The County will have a longer-term strategic discussion with the community about how to best provide library services in this rapidly changing environment. This discussion will look at how current and future library services can best meet the needs of Arlington residents. Recommendations will be included in the FY 2025 budget process based on the discussion.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual *	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$11,291,178	\$12,950,640	\$14,396,997	11%
Non-personnel	2,613,111	3,591,614	3,573,649	-1%
GASB	33,775	-	-	-
Total Expenditures	13,938,064	16,542,254	17,970,646	9%
Fees	81,713	110,000	90,000	-18%
Grants	211,774	211,774	211,774	-
GASB	33,775	-	-	-
Total Revenues	327,262	321,774	301,774	-6%
Net Tax Support	\$13,610,802	\$16,220,480	\$17,668,872	9%
Permanent FTEs	117.48	127.00	127.00	
Temporary FTEs	13.19	13.19	13.19	
Total Authorized FTEs	130.67	140.19	140.19	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Administrative Services	\$3,835,799	\$2,324,347	\$4,600,312	98%	\$301,774	\$4,298,538
Collections and Access	3,106,782	5,523,423	4,125,439	-25%	-	4,125,439
Public Services	6,995,483	8,694,484	9,244,895	6%	-	9,244,895
Total	\$13,938,064	\$16,542,254	\$17,970,646	9%	\$301,774	\$17,668,872

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Administrative Services	15.75	28.75	1.00	29.75
Collections and Access	26.25	13.25	0.50	13.75
Public Services	98.19	85.00	11.69	96.69
Total	140.19	127.00	13.19	140.19

*FY 2023 Adopted FTE count includes temporary FTEs: Administrative Services (1.00), Collections and Access (0.50), Public Services (11.69).

ADMINISTRATIVE SERVICES

PROGRAM MISSION

To ensure that the Department's staff receive the tools, services, and support required to deliver excellent customer service. Program areas include the following:

Financial Oversight

- Preparing the budget and tracking revenue and expenditures.

Personnel Management

- Hiring employees for the Department, overseeing the performance appraisal system, and providing counseling for supervisors and employees.

Program Management and Strategic Planning

- Developing plans for library service for future years and managing system-wide projects.

Training

- Locating training opportunities to provide staff with current skills, tracking training taken within the Department, and managing the training budget.

Facilities Management

- Providing delivery service between the branches and Central library, dealing with emergency building repairs, and ensuring overall security of the libraries.

Communications

- Providing external and internal communication and marketing support.

Programs and Partnerships

- Planning, support, and guidance for system-wide library programming and partnerships.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of department budget appropriation expended	99.5%	97.5%	87.1%	86.8%	98%	98%

- A lower amount of the department budget was expended in FY 2021 and FY 2022 due to an extended hiring freeze, high number of staff leaving, a challenging recruiting environment, and lower facility, maintenance, and supply costs due to extended closures during Covid.

COLLECTIONS AND ACCESS SERVICES

PROGRAM MISSION

To collect, organize, and provide access to information and library resources in a timely and cost-effective manner. This includes:

- Acquisitions (purchasing books and materials in a variety of formats).
- Online services (library online catalog).
- Technical processing of materials.
- Providing technical support for electronic resources and all public access computers.
- Managing website infrastructure, library app, and access to collections.
- The Center for Local History (formerly the Virginia Room) provides archival and digital collections, research services, and educational programs related to Arlington history.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
User sessions of public internet computers	168,355	119,929	0	44,611	68,000	75,000
Library app users	485,330	231,356	504,000	642,000	706,000	777,000
Average anticipated wait time for reserved popular print titles	16 weeks	12 weeks	24 weeks	20 Weeks	17 Weeks	17 Weeks
Average anticipated wait time for reserved popular e-titles	36 weeks	32 weeks	30 weeks	30 Weeks	17 Weeks	17 Weeks
Children & teen material as a percent of total library circulation	51%	51%	51%	55%	52%	52%
Downloadable material as a percent of total library circulation	20%	28%	42%	33%	43%	43%
Downloadable material as a percentage of total library material spending	30%	36%	47%	36%	53%	53%
E-materials added to collection	16,976	19,721	28,749	18,655	28,000	28,000
Number of new library cards issued	21,203	19,609	12,068	22,232	24,000	22,000
Physically printed titles added to collection	55,894	44,614	37,881	49,628	50,000	50,000
All titles added to the collection	72,870	64,223	66,630	68,283	78,000	78,000

- User sessions of public internet computers and new library cards issued in FY 2021 were heavily impacted due to the pandemic.
- E-materials make up higher percentage of total library material spending than what they make up as percentage of total library circulation due to the higher cost of e-materials.
- All titles added to the collection refers to all copies in the collection in all formats, including e-books.

PROGRAM MISSION

To provide access to information, create connections among people, and promote reading and culture for every Arlingtonian and other patrons.

The libraries serving Arlington neighborhoods are:

- Central Library
- Shirlington Library
- Westover Library
- Columbia Pike Library
- Aurora Hills Library
- Cherrydale Library
- Glencarlyn Library
- Courthouse Library

PERFORMANCE MEASURES

- FY 2020 and FY 2021 borrowing numbers and program attendance numbers are impacted by the pandemic, which led to physical library closures, the opening of the holds-only model at Central, and the move to virtual formats where possible.
- Number of physical materials borrowed is impacted at all locations from FY 2020 through FY 2022 due to Covid closures.

Central Library

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of people attending programs	47,597	30,900	17,500	46,168	50,784	55,862
Number of physical materials borrowed	768,465	564,697	1,035,730	1,018,598	1,000,000	1,000,000

- The number of people attending programs at Central Library in FY 2021 reflects programs conducted virtually. These programs did not take place with participants inside the library. The FY 2022 Actuals include in person, virtual, and outreach programs occurring outside a library location.
- FY 2021 program attendance is reported for Central Library only, as the majority of programming was held virtually and therefore not assignable to a particular library location.

Shirlington Library

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of people attending programs	23,091	13,289	0	4,989	5,487	6,035
Number of physical materials borrowed	224,675	152,076	81,550	246,827	250,000	250,000

PUBLIC SERVICES

Westover Library

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of people attending programs	18,564	10,915	0	4,047	4,451	4,896
Number of physical materials borrowed	290,986	189,075	111,192	363,670	370,000	370,000

Columbia Pike Library

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of people attending programs	12,910	5,696	0	4,355	4,790	5,269
Number of physical materials borrowed	142,574	91,960	12,330	127,806	140,500	140,500

Aurora Hills Library

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of people attending programs	9,567	5,365	0	1,659	1,828	2,010
Number of physical materials borrowed	128,862	84,500	11,497	119,461	110,000	110,000

- In FY 2019, the number of programs offered was low due to facility repairs and maintenance resulting in the closure of meeting rooms.

Cherrydale Library

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of people attending programs	8,676	5,225	0	1,476	1,623	1,785
Number of physical materials borrowed	102,139	66,156	5,059	58,312	113,000	113,000

Glencarlyn Library

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of people attending programs	3,788	5,644	0	1,934	2,127	2,339
Number of physical materials borrowed	61,019	46,795	5,744	42,646	59,000	60,000

PUBLIC SERVICES

Courthouse Library

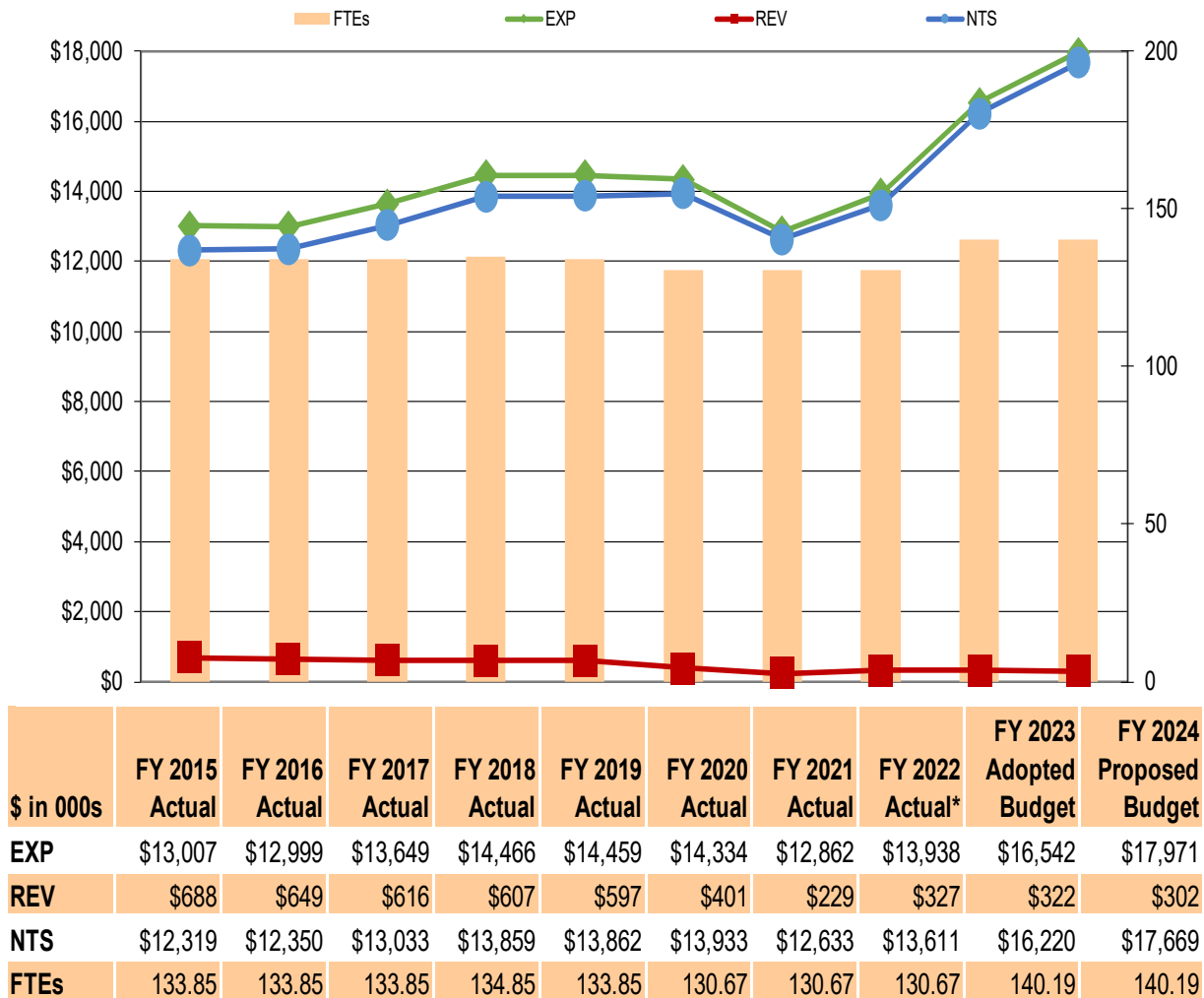
Critical Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of physical materials borrowed	35,874	24,000	1,782	170	10,000	40,000

- The new Courthouse Library, formerly known as Bozman Library, is under renovation and is scheduled to open in late FY 2023.

Virtual Library (E-Material)

Critical Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of materials borrowed	592,132	820,270	902,243	933,242	1,000,000	950,000

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



* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

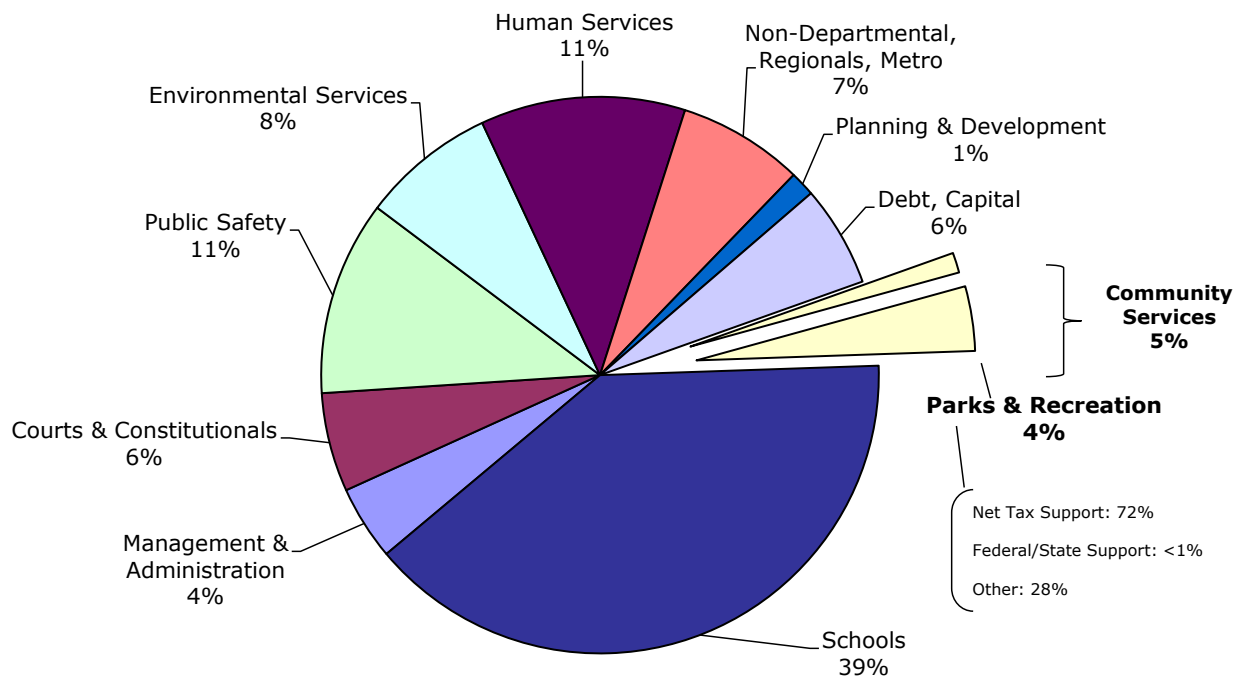
Fiscal Year	Description	FTEs
FY 2015	▪ Reduced data processing expense due to Arlington Public Schools (APS) reduction of participation in the County's contract for the Integrated Library System (ILS) (\$34,000). ▪ Intra-County Charges decreased due to changes with APS participation on the County's contract for the ILS (\$34,000). ▪ Revenues decreased based on the historical downward trend of fines, partially due to the increased usage of E-materials which do not incur late fees (\$25,000).	
FY 2016	▪ Increased funds for the Integrated Library System (ILS) (\$15,000).	
FY 2017	▪ The County Board converted proposed ongoing materials funding to one-time funding (\$123,077). ▪ One-time funding added for Pop-Up space (\$250,000). ▪ Ongoing funding added for the County's Open Data Initiative for record archiving (\$50,000), which will be used to implement recommendations of the Arlington History Task Force and digitize priority Central for Local History collections, providing improved public access. ▪ Library fees were adjusted in FY 2017 for overdue items. The daily fees increased from \$0.20 to \$0.30 per day for juvenile/young adult (YA) materials, remain the same for adult materials (\$0.30 per day), and decreased from \$1.00 to \$0.30 per day for all DVDs.	
FY 2018	▪ The County Board added one-time funding for the Pop-Up space in Crystal City to remain open through December of 2017 (\$19,000). ▪ Removed one-time funding added in FY 2017 for the creation of the Pop-Up space (\$250,000) and materials (\$123,077). ▪ Added a Youth Services Librarian (\$99,500), funded from savings generated from reducing the Crystal City TIF percentage from 33 percent to 30 percent. ▪ One-time funding added for materials (\$250,000).	1.00
FY 2019	▪ Eliminated a filled Library Assistant II position that handled tasks associated with processing physical materials (\$74,086). ▪ Removed one-time funding for materials (\$250,000) and the Pop-Up Library in Crystal City (\$19,000). ▪ Non-personnel decreased due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$2,424). ▪ Fee revenue decreased to better align budget to actuals (\$30,000). ▪ <i>A technical adjustment was made to align the County's Human Resource system with Libraries' FY 2019 budget.</i>	(1.00) 0.02
FY 2020	▪ Reduced wireless service charges as part of a County-wide review of wireless service providers (\$1,330). ▪ Eliminated a filled Infrastructure Support Specialist II position that provided computer assistance and support (\$114,579). ▪ Eliminated a filled Library Associate position that handled bill payment, invoicing, and contracts for the Materials Management Division (\$76,545). ▪ Eliminated a vacant Library Associate that managed the Talking Books program. (\$72,053).	(1.00) (1.00) (0.70)

Fiscal Year	Description	FTEs
	▪ Eliminated a vacant Librarian position that managed the Library's electronic services database (\$50,136). ▪ Added on-going funding for materials (\$300,000). ▪ Increased the annual expense for maintenance and replacement of County vehicles (\$15,266).	(0.50)
FY 2021	▪ Added funding for materials (\$30,000 ongoing, \$50,000 one-time). ▪ Fee revenue decreased due to eliminating overdue fines (\$345,000), partially offset by higher projections in printing and copying fees (\$5,000). ▪ Grant revenue increased due to an increase in the state's grant allocation (\$10,987).	
FY 2022	▪ 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 restored funding for a September 2021 reopening of Glencarlyn and Cherrydale libraries (\$739,512 personnel; \$31,488 non-personnel; \$771,000 total) with American Rescue Plan funding. ▪ The County Board added one-time funding for collection materials (\$100,000). ▪ Increased the living wage from \$15 to \$17 per hour (\$12,762). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$46,752) and a one-time bonus for staff of \$450 (\$61,516).</i> ▪ <i>In FY 2021 closeout, a technical adjustment was made to a Library Page position.</i>	0.02
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, a one-time increase in shift differential from \$0.75 to \$1.00 per hour for B shift and from \$1.00 to \$1.30 per hour for C shift (\$478), and a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$3,203). ▪ The County Board added one-time funding for reducing collection wait times to eight weeks across all electronic and print material platforms (\$543,000). ▪ The County Board added one-time funding for inflationary increases in electricity (\$48,592). ▪ The County Board added a children's librarian at Bozman Library for a half-year (\$51,500). ▪ Added temporary and permanent positions under the restructured staffing model (\$240,980). ▪ Added funding for the administrative and library job family studies (\$59,859). ▪ Added one-time funding for collections (\$175,000). ▪ As a 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 adopted budget also continues funding for these reductions including the reopening of Glencarlyn and Cherrydale libraries (\$796,984, 8.00 FTEs).	1.00 8.50

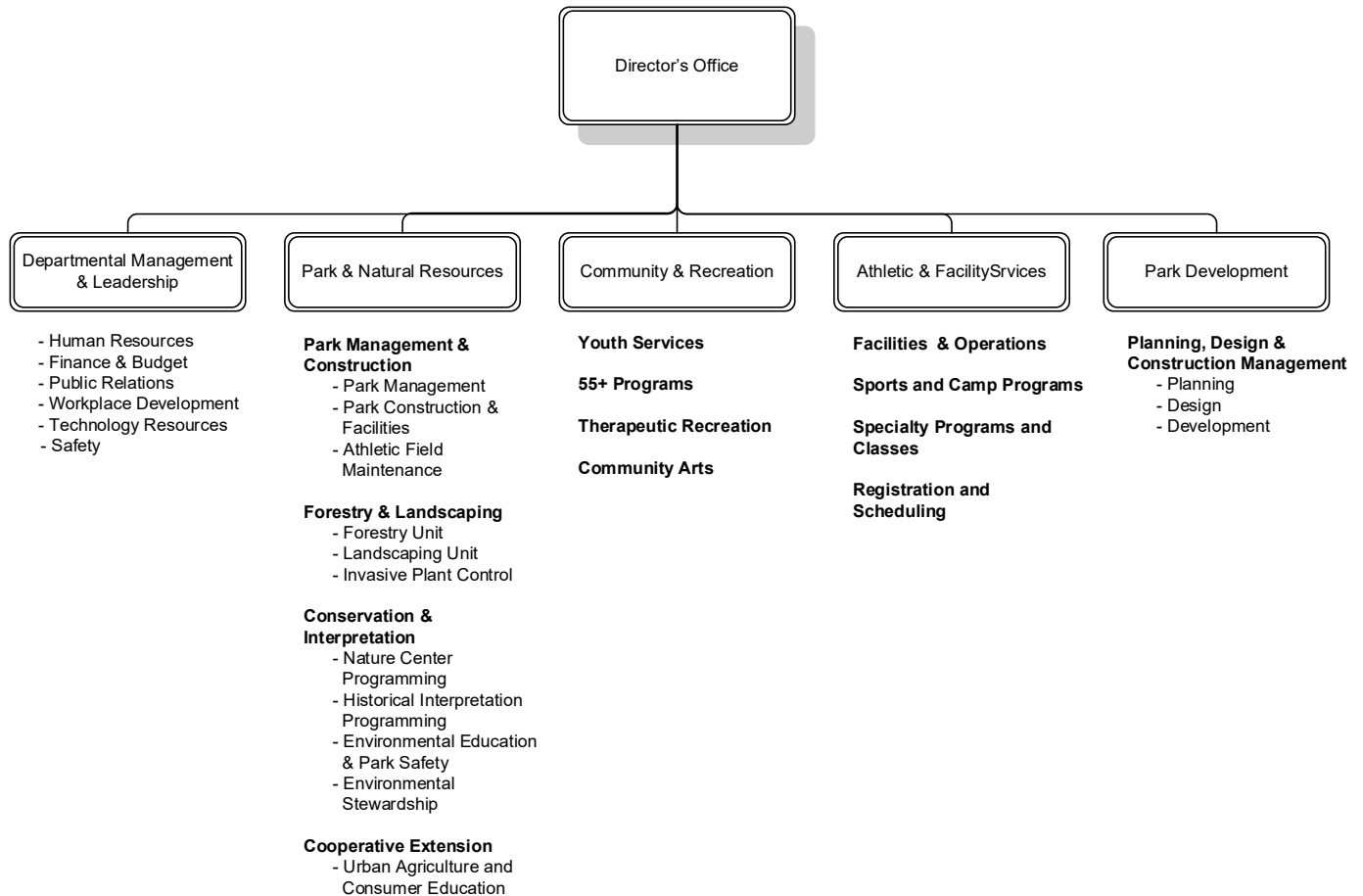
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Our Mission: The Department of Parks and Recreation promotes wellness and vitality through dynamic programs and attractive public spaces.

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Parks and Recreation (DPR) is \$57,811,475, a seven percent increase from the FY 2023 budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, one-time \$2,000 (gross) employee bonuses (\$773,055), adjustments to salaries resulting from the Communications, Finance and Accounting, Administrative and Parks & Programming job family studies (\$422,712), a technical adjustment to align authorized FTE count with actual staffing levels for the Lubber Run Community Center (\$136,896, 2.00 FTEs), and slightly higher retirement contributions based on current actuarial projections; partially offset by the removal of one-time American Rescue Plan Act (ARPA) funding for the Therapeutic Recreation Education and Knowledge (TREK) Mobile program (\$7,000, 0.13 temporary FTEs), and the reductions itemized below.
- ↑ Non-personnel increases primarily due to changes in a variety of areas throughout the department listed below. The primary changes include:
 - Contract summer camp expense increases based on participation (\$800,000),
 - Contractual cost increases (\$288,715),

- Adjustments to the annual expense for maintenance and replacement of county vehicles (\$53,430).
- Addition of one-time funding for electric vehicle purchases (\$67,012, one-time),
- Addition of one-time funding for invasives management expense (\$100,000 one-time),
- Addition of one-time funding for tree maintenance expense (\$300,000 one-time).

These increases are partially offset by:

- Elimination of one-time FY 2023 ARPA funding for the Therapeutic Recreation Education and Knowledge (TREK) Mobile program (\$3,000),
 - Elimination of one-time FY 2023 funding for Arlington Public Schools pool rental fee expense for the Arlington Aquatic Club (AAC) new swim lane rental fee (\$100,000),
 - Elimination of one-time FY 2023 funding for start-up vehicle and equipment purchases and electric vehicle costs (\$181,847), and
 - the itemized reductions below.
- ↓ Fee revenue decreases largely due to increased contractor summer camp revenue based on participation (\$800,000), increases in participation in revenue producing programs (\$73,930), and increases in Forestry site plan fees (\$22,000) partially offset by the increased expenses outlined above.
- ↓ Grants revenue decrease for Congregate Meals federal grant funding (\$14,112).
- ↑ Other revenue increase to align with funding needed from the Boeing Company donation to support the maintenance and operations of Long Bridge Aquatics & Fitness Center (\$199,394).

FY 2024 Proposed Budget Reductions

Community Recreation

- ↓ Reduce Non-Personnel Services (\$65,000)
IMPACT: A reduction in various non-personnel areas will impact the funding available for resources and materials used to deliver programs, including youth and family programming, 55+ senior programming, therapeutic recreation, and community arts programming. These cost reductions may be offset by increased participant supply fees or affect the capacity and number of free programs available.
- ↓ Reduce Level of Temporary Staff Utilized by the Community Recreation Division (\$240,000, 3.23 FTEs)
IMPACT: The proposed reduction should not have a significant impact on the services provided to the public. The Department's ability to support a variety of needs in the various summer camp and year-round programs including youth and family programming, 55+ senior programming, therapeutic recreation, and community art programming at the current staffing levels may be slightly impacted.

Parks and Natural Resources

- ↓ Reduce level of services across the Parks and Natural Resources Division by reducing operating supplies/equipment (\$125,000)
IMPACT: While this reduction will have internal impacts, requiring DPR to prioritize which operating supplies and equipment needs are fulfilled throughout the year, it will not have an impact on services provided to the public.

- ↓ Reduce Level of Temporary Staff Utilized by the Parks and Natural Resources division (\$80,000, 1.95 FTEs)

IMPACT: The proposed reduction should not have a significant impact on services provided to the public. The ability to provide refuse collection and landscaping maintenance at current service levels may be slightly impacted.

Department Wide (DPR)

- ↓ Manage staff vacancies to accrue personnel savings in FY 2024 (\$344,000)

IMPACT: By not filling vacant positions in a timely manner, service delivery can be negatively impacted, or workload increased for other filled positions. The Department will need to monitor service delivery throughout DPR programming to ensure unreasonable program impacts are not accruing because positions are being held vacant for longer periods of time.

Facilities & Operations

- ↓ Reduce budgeted transfer to Arlington Public Schools for shared pool operations and maintenance (\$216,319)

IMPACT: For over a decade, DPR provided all of the community learn to swim programming located in APS pools. In FY 2022, APS took over all programming activities in the APS pools. As a result of this transfer, DPR support toward operations and maintenance of the pools is no longer required.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Revised**	FY 2024 Proposed	% Change '23 to '24
Personnel	\$29,668,514	\$36,514,578	\$39,175,689	7%
Non-Personnel	14,417,254	17,770,040	18,666,031	5%
GASB	255,041	-	-	-
Intra-County Charges	-	(30,245)	(30,245)	-
Total Expenditures	44,340,809	54,254,373	57,811,475	7%
Fees	10,186,247	13,337,930	13,133,860	-2%
Grants	31,961	58,818	44,706	-24%
Other	2,120,213	2,708,765	2,908,159	7%
GASB	255,041	-	-	-
Total Revenues	12,593,461	16,105,513	16,086,725	-
Net Tax Support	\$31,747,348	\$38,148,860	\$41,724,750	9%
Permanent FTEs	300.55	313.31	313.31	
Temporary FTEs	103.69	103.12	97.81	
Total Authorized FTEs	404.24	416.43	411.12	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

**Revised budget includes adjustments made after adoption of the FY 2023 budget.

DEPARTMENT OF PARKS AND RECREATION
DEPARTMENT BUDGET SUMMARY

Expenses & Revenue by Line of Business

	FY 2022 Actual Expense	FY 2023 Revised Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Departmental Management and Leadership	\$8,000,395	\$10,209,766	\$10,489,253	3%	(\$960,000)	\$11,449,253
Cooperative Extension	188,060	264,671	288,131	9%	14,870	273,261
Planning, Design, Construction Management	1,900,839	2,022,367	2,312,759	14%	-	2,312,759
Park Management and Construction	9,042,441	11,205,811	11,375,537	2%	600,531	10,775,006
Forestry and Landscaping	3,495,566	3,866,860	4,598,152	19%	120,000	4,478,152
Conservation and Interpretation	1,106,464	1,205,349	1,323,029	10%	114,000	1,209,029
Youth Services	2,521,137	3,413,839	3,579,980	5%	1,315,425	2,264,555
55+ Programs	1,526,985	2,541,478	2,587,718	2%	719,570	1,868,148
Therapeutic Recreation Programs	750,942	842,583	883,896	5%	35,732	848,164
Community Arts	1,028,421	1,085,196	1,127,386	4%	355,913	771,473
Facilities and Operations	6,829,863	8,971,502	9,239,701	3%	4,819,993	4,419,708
Sports and Camp Programs	4,642,831	4,357,747	4,750,812	9%	4,629,000	121,812
Registration and Scheduling	738,011	1,017,046	1,033,345	2%	-	1,033,345
Specialty Programs and Classes	2,568,852	3,250,158	4,221,776	30%	4,321,691	(99,915)
Total	\$44,340,809	\$54,254,373	\$57,811,475	7%	\$16,086,725	\$41,724,750

Authorized FTEs by Line of Business

	FY 2023 FTEs Revised	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Departmental Management and Leadership*	41.09	41.00	0.09	41.09
Cooperative Extension	1.00	1.00	-	1.00
Planning, Design, and Construction Management	22.00	22.00	-	22.00
Park Management and Construction*	77.88	64.00	11.14	75.14
Forestry and Landscaping*	32.77	32.00	1.56	33.56
Conservation and Interpretation*	12.13	11.00	1.13	12.13
Youth Services*	39.19	23.74	12.11	35.85
55+ Programs*	19.17	16.07	3.10	19.17
Therapeutic Recreation Programs*	10.12	6.00	3.15	9.15
Community Arts*	9.57	6.50	3.02	9.52
Facility Operations*	90.18	45.00	45.18	90.18
Sports and Camp Programs*	22.45	15.95	0.20	16.15
Registration and Scheduling	10.00	10.00	-	10.00
Specialty Programs and Classes*	28.88	19.05	17.13	36.18
Total	416.43	313.31	97.81	411.12

*FY 2023 Revised FTE count includes temporary FTEs: Departmental Management and Leadership (0.09 FTE), Park Management and Construction (12.88 FTEs), Forestry and Landscaping (1.77 FTEs), Conservation and Interpretation (1.13 FTEs), Youth Services (14.45 FTEs), 55+ Programs (3.10 FTEs), Therapeutic Recreation Programs (4.12 FTEs), Community Arts (3.07 FTEs), Facilities and Operations (45.18 FTEs), Sports and Camp Programs (0.20 FTE), and Specialty Programs and Classes (17.13 FTEs).

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

PROGRAM MISSION

To provide leadership, strategic direction, and management oversight to the Department of Parks and Recreation.

Departmental Management and Leadership

- Departmental Management and Leadership includes the Director's office, Division Chiefs, and management/fiscal staff from the operating divisions. The various management, registration, and leadership functions are included in this line of business in order to show all of the expenses and details associated with providing centralized and specialized administrative support for the department.
- The Department Leadership Team is made up of senior leadership in the divisions and the Director's office. This team works together to monitor conditions, assess needs, conduct strategic and tactical planning, and work closely with other community organizations to achieve common goals.

Human Resources

- Manage workforce needs and departmental efforts to ensure competitive staffing and compliance with all human resource policies and procedures.
- Use specialized human resources expertise to coordinate and advance recruitment, employee relations, payroll, performance management, equal opportunity and affirmative action, and position classification activities.
- Manage volunteer development and placement services to increase the Department's capacity to serve its mission via expanded volunteer support for service delivery including programs, facility operations, and "adopt-a" park/field.

Finance and Budget

- Ensure sound financial management including budget development, execution, analysis, management, and tracking.
- Provide centralized departmental accounting and financial reporting functions, including tracking the Department's expenses and revenues, developing and maintaining financial reports, ensuring the Department's fiscal procedures are in compliance with the County's policies and practices, and carrying out departmental payments, billing, and depositing functions.

Public Relations

- Promote Department programs and activities through a variety of effective communication methods that inform those who live, work, or play in Arlington of programs, services, park planning, policies, facilities, and stewardship of natural resources.
- Develop and manage cost-effective County-wide special events to build community and celebrate diversity.
- Facilitate effective and transparent communications that support positive community engagement.
- Facilitate inter-departmental support for special events and demonstrations in Arlington.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Safety

- Promote a safe workplace for all employees, ensuring that employees minimize occupational injuries and illnesses by identifying and eliminating unsafe conditions and impact of hazardous situations.
- Ensure Arlington's residents, workers, and visitors can safely participate in County parks and recreation programs and facilities.

Technology Resources

- Conduct business requirements analysis for technology solutions and implement appropriate applications, development, support, and integration to ensure the Department's mission and goals are achieved.
- Manage coordination of the department's centralized processing system (RecTrac) and work order/asset management platforms (Cartegraph).
- Coordinate with DTS on County-wide and multi-department technology implementations and initiatives.

Class, Camp, and Program Registration

- Manage public registration process and administer schedules for classes and camps through RecTrac. Assist customers with inquiries and issues related to registration, payment, and general inquiries.
- Maintain transaction and household records for customers who register and participate in classes and camps.

PERFORMANCE MEASURES

Departmental Management and Leadership

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
\$ (in millions)/% of Department budgeted net tax support expended	\$31.6/ 99%	\$34.1/ 100%	\$35.5/ 95%	\$44.3/ 88%	\$54.3/ 100%	\$57.8/ 100%
\$ (in millions)/% of Department total revenue goal reached	\$10.3/ 100%	\$6.6/ 64%	\$3.7/ 36%	\$12.7/ 92%	\$15.0/ 100%	\$16.1/ 100%
\$ /# of individuals using income-based fee reductions	\$959,646 /3,089	\$496,710 /2,617	\$87,720 /576	\$802,430 /2,215	\$900,000/ 2,800	\$1,000,000 /3,000

- The Department is currently reviewing fee reduction policies and procedures to determine what outreach may be possible to broaden program impact and ensure that fees are not a barrier for participation in DPR programs.

Human Resources

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of permanent FTE positions	274.81	274.30	279.29	300.55	313.31	313.31
DPR permanent employee turnover rate	8.8%	8.2%	8.8%	12.2%	10%	8.5%

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

Public Relations

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of visits to DPR website per quarter	498,975	429,470	461,407	510,403	520,000	540,500
Number of subscribers to the multiple eNews options available	118,609	126,576	212,063	152,867	155,000	155,000
Number of applicants interested in holding a County-wide special event	237	189	121	183	212	230

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Facebook fans	12,630	13,007	14,877	15,693	16,000	16,500
Twitter followers	4,801	5,412	6,091	6,403	6,500	7,000

- The increase in web visits is consistent with the nationwide trend towards greater internet use.
- The increase in Facebook fans, Twitter followers, and E-news subscribers is due to the overall increased use of social media as a communications platform. Twitter and Facebook subscribers are dependent on nationwide use of these specific tools and growth in paid advertising.

Safety

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of lost time injuries	5	6	6	5	5	5
Number of OSHA recordable injuries	40	16	9	10	10	10

- The decrease in the number of OSHA recordable injuries is attributed to increased educational efforts about the reporting process along with an improvement to the reporting process in general.

Volunteer Development

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of Department volunteers	9,588	4,275	3,758	2,190	3,000	3,000

- The total number of volunteers is an actual count of participation across the department and may be duplicated if volunteers provided service in more than one line of business.
- In FY 2019, the Volunteer Office was eliminated; as a result, recruitment of volunteers is not as aggressive as it once was and the oversight of volunteer managers utilizing volunteers is limited.

DEPARTMENTAL MANAGEMENT AND LEADERSHIP

- In FY 2022, the total number of volunteers dropped due to a combination of factors to include changes in programming, difficulty in volunteer recruitment, and underreporting of volunteer participation.

Class, Camp, and Program Registration

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
RecTrac Resident Program registrations	60,260	50,010	39,193	73,612	75,000	75,000
Percent of program registration completed via web	72%	74%	85%	83%	85%	85%

- The RecTrac Resident Program registrations and Percent of program registration completed via web are reaching saturation levels and therefore are expected to plateau in the future.

URBAN AGRICULTURE AND CONSUMER EDUCATION

PROGRAM MISSION

To further the goals of the County's Urban Agriculture Initiative and to provide support for the educational outreach programs of the Virginia Cooperative Extension (VCE), a program of Virginia's land-grant universities that focuses on forming a network of educators among local, state, and federal governments in partnership with citizens.

County's Urban Agriculture Initiative

- Manage the community garden program, including increasing gardening opportunities for residents.
- Improve food access through farmers markets and the support of regional agriculture.
- Support community-led urban agriculture and food access activities.

Virginia Cooperative Extension

- Establish local relationships and build collaborative partnerships to support the community.
- Provide education and opportunities to apply scientific knowledge through experiences that improve economic, environmental, and social well-being.

Virginia Cooperative Extension Programs 4-H

- Provide young people ages five-to-18 with intentional, high quality learning experiences that promote positive interactions with adults and peers, sustained and active participation across time and opportunities to make meaningful contributions to the world around them.

Family and Consumer Education

- Empower individuals and families across the life span to manage the challenges of living and working in a diverse global society.
- Strengthen and support child development, promote healthy living, nutrition education and economic wellbeing by providing financial management education programs for individuals, families and entrepreneurs.

Agriculture and Natural Resources

- Provide information to the public and County staff about environmentally sound land management and urban agriculture practices that are economically viable, sustainable, and acceptable to the community
- Conduct and coordinate community engagement through education, on site demonstrations, and address storm water management, pesticide reduction, and invasive species management.

PERFORMANCE MEASURES

County's Urban Agriculture Initiative

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of community garden plot holders	379	381	391	413	413	413
Number of farmers markets	9	8	10	8	10	10

URBAN AGRICULTURE AND CONSUMER EDUCATION

- While no new garden space has been added, plots are subdivided as they become available to create more plot holders. This has resulted in 34 new smaller plots in recent years – two in FY 2020, ten in FY 2021 and another twenty-two in FY 2022.
- In FY 2019, the Arlington Mill and Clarendon Farmers Markets closed. The Marymount Farmers Market closed March 2020 due to COVID-19 pandemic related campus closures and will not reopen. In FY 2021, two new farmers markets were opened, Cherrydale and National Landing BID. The National Landing BID market, located in Met Park, will remain closed in FY 2022 for renovations, but is anticipated to reopen in late Spring of 2023 if the renovations to the park are completed. The Crystal City market also closed in 2022 due to construction at the site, but anticipates reopening in early summer of 2023, if construction is completed.

Virginia Cooperative Extension Programs 4-H Program

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
The number of youth who attend 4-H Camp in Front Royal	54	82	3	40	55	60
The number of youth enrolled in Arlington 4-H Club, 4-H Military Club and/or participated in a 4-H contest event	N/A	N/A	10	169	200	210

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
4-H Online database enrollments and reports	N/A	N/A	258	209	255	270
Event and club attendance (in hours)	N/A	N/A	37	1,242	2,000	2,000

- In FY 2020 and FY 2021 the VCE 4-H Camp was held virtually. In FY 2022 in-person camp resumed, however; camps had significantly reduced capacity due to staffing challenges. FY 2023 and FY 2024 increase estimates are based on more aggressive marketing through Arlington County Public Schools, inclusion of a new 4-H community club, and inclusion of the 4-H military club at Fort Myer-Henderson Hall Joint Base in the Front Royal Camp.

Family and Consumer Education

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of home visits to evaluate energy efficiency by Energy Masters	N/A	N/A	N/A	500	600	600
Number of Volunteer Energy Masters who completed training	N/A	N/A	N/A	18	25	32

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Family and consumer education information seekers	11,587	13,811	9,660	12,000	15,000	15,000
Energy Masters volunteer hours documented	N/A	N/A	N/A	140	300	300

URBAN AGRICULTURE AND CONSUMER EDUCATION

- The Energy Master measures above are new for FY 2024.
- Staff vacancies in FY 2021 impacted the volume of work accomplished; 90% of programs remained virtual and programs in schools did not occur. As vacancies are filled and programs begin to return to pre-pandemic formats, it is anticipated that program participation will increase. In person programming will resume in 2023.

Agriculture and Natural Resources

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of volunteer hours reported	N/A	N/A	N/A	15,870	16,000	16,400
Number of active volunteers trained in urban agriculture, sustainable landscape, and natural resources best management practices.	542	410	488	440	490	540

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of youth and adult public education programs	94	173	188	97	107	120
Number of Public Education program attendees	680	3,871	9,054	4,558	4,700	4,750

- In FY 2023, as interest grows in home gardening, an increase in the number of Arlington residents seeking information through the help line, attending workshops, and visiting the Virginia Cooperative Extension office is anticipated.

PLANNING, DESIGN, AND CONSTRUCTION MANAGEMENT

PROGRAM MISSION

To provide comprehensive in-house planning, design, and construction management services for parks and recreation facilities; manage outside design services; and administer land acquisitions and public space management pursuant to the adopted 2019 Public Spaces Master Plan.

Planning

- Steward and implement over 200 action steps from the Public Spaces Master Plan (PSMP).
- Manage and lead the public process for park master planning for the Department of Parks and Recreation.
- Develop and manage the capital improvement program for DPR.
- Provide staff liaison services for the Park and Recreation Commission.
- Facilitate public space planning in the development of site plans and sector plans.

Design

- Provide comprehensive in-house design services for parks and recreation projects funded through Parks Maintenance Capital Program, Park Master Plan Program, Synthetic Turf Program, Trails and Bridge Modernization Program, and the Arlington Neighborhood (AN) Program in compliance with the Americans with Disabilities Act (ADA).
- Provide comprehensive management of contracted design services for parks and recreation projects.

Development

- Manage construction services for parks and recreation facilities (funded through parks bonds, Pay-As-You-Go (PAYG) appropriations, Short-Term finance, Crystal City Tax Increment Fund (CCTIF), developer contributions and partnership(s), site plans, and the Arlington Neighborhood Program.
- Provide comprehensive management of contracted construction and third-party testing services for parks and recreation projects.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Capital Park Bond and PAYG project expenditures (\$000's)	\$23,987	\$45,170	\$26,680	\$22,397	\$20,000	\$20,000
Capital Projects in design and construction	25	22	21	26	25	25

- Actual increases in expenditures in FY 2020 and FY 2021 are attributable to several large-scale projects including Long Bridge Aquatics & Fitness Center and Mosaic Park, which both achieved substantial completion in FY 2021.

PARK MANAGEMENT AND CONSTRUCTION

PROGRAM MISSION

To promote a safe, attractive, and environmentally sustainable community by providing and advancing high-quality, safe, clean, and attractive parks, open spaces, and recreational facilities.

Park Management

- Manage and maintain park areas including trails, playgrounds, athletic fields, picnic shelters, dog parks, and streams. Provide services that include snow and storm clearing, custodial, and general grounds maintenance.
- Assist in providing support for special events and programs for the County as well as the County Fair.

Park Construction and Facilities

- Provide care and non-routine maintenance, repair, or replacement of Department facilities to ensure functionality, sustainability, safety, and aesthetic appeal of park amenities.
- Renovate and maintain comfort stations, picnic shelters, fences, water fountains, spray grounds, dog parks, bridges, tennis and basketball courts, kiosks, running tracks, parking lots, parks, athletic fields, and lighting systems. Support the maintenance of community and nature center equipment (e.g. displays, cabinets, etc.).
- Repair and maintain Department-owned construction and mechanized equipment.

Athletic Field Maintenance

- Ensure all athletic fields are consistently playable and safely maintained according to appropriate seasonal maintenance schedules.
- Coordinate with the Sports Commission and Planning and Development staff on implementing field fund projects and identifying fields in need of capital replacement.

PERFORMANCE MEASURES

Park Construction and Facilities

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of lighted athletic field/court locations with all bulbs replaced on a preventive maintenance cycle (Goal = 8 per year)	N/A	N/A	N/A	6	4	4
Number of lighted athletic field/court locations with bulbs replaced due to failure outside of regular maintenance cycle (Goal=0)	10	8	5	5	5	4
Percent of DPR -operated playgrounds receiving the mandated 2 certified safety inspections per year (Goal=83/100%)	100%	100%	100%	100%	100%	100%
Number of tennis/basketball courts repainted / maintained/ resealed on recommended five-year cycle (goal=27/5-year cycle)	17	16	12	17	13	15

PARK MANAGEMENT AND CONSTRUCTION

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of tennis/basketball courts closed due to disrepair or unsafe playing surfaces (Goal=0)	1	1	0	0	0	0
Number of park shelters and restrooms with preventive maintenance performed annually (Goal=13/4-Year Cycle)	7	10	13	12	13	15
Number of park shelters or restrooms temporarily closed due to unanticipated maintenance issues annually (Goal=0)	1	0	1	2	0	0
Percent of restrooms meeting daily and periodic standards of cleanliness and operability over the highest use periods (March-November)	93%	80%	90%	90%	80%	95%

- Prior to FY 2022, DPR was replacing individual bulbs at athletic fields and courts on an as needed basis. Beginning in FY 2022, DPR identified an efficiency opportunity with the replacement approach and adjusted to replacing all bulbs when visiting an athletic field or court to align all bulbs at one location on the same schedule.
- Most lights have a bulb life expectancy of 5,000 hours; DPR's experience of annual usage drives a four-year replacement cycle. The number of lights may vary from site-to-site based on the size of the field/court and standards at the time of installation which impacts the total number of field/court locations maintained throughout the year. In FY 2019, extreme weather events contributed to an increase in light bulb equipment failure outside of the regular maintenance cycle. In FY 2021, the number of courts with all bulbs replaced decreased due to impacts from the COVID-19 pandemic; a gradual return to pre-pandemic levels is expected.
- DPR's experience of annual usage for tennis and basketball courts drives a five-year repair and color coat cycle goal to ensure consistent, smooth, and safe playing surfaces with no cracks, water pooling, or paint bubbling. The number of courts repaired and maintained each year fluctuates and is impacted by the size of courts, extent of repairs, and weather conditions. DPR's current funding allows DPR to maintain an average of 15 courts per year, versus the 27 courts per year needed to meet the United States Tennis Association (USTA) five-eight year cycle goal. In FY 2020 and FY 2021, DPR maintained a slightly lower than anticipated number of courts due to impacts from the COVID-19 pandemic. In FY 2021, DPR began adding pickleball lines to select tennis and basketball courts during the restriping process, which requires increased time on each court, potentially impacting the total number of courts maintained.
- DPR maintains 34 restrooms and 35 shelters and is currently averaging a 7-year maintenance cycle.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of refuse cans meeting service expectations	95%	95%	95%	95%	95%	95%
The number of tons of recycling collected per year	25	32	34	35	41	40
The number of tons of refuse collected per year	498	488	558	554	560	560

PARK MANAGEMENT AND CONSTRUCTION

- DPR provides service for three specific refuse routes across the County from April to October using three refuse trucks. These three trucks service all County parks, APS (mostly athletic facilities) locations, and all street cans throughout the Rosslyn/Ballston corridor.
- DPR's refuse collection standard is for each location to receive a minimum of three pickups per week during the this season.

Athletic Field Maintenance

The DPR athletic field inventory is delineated into three major maintenance categories:

- Primary: fields generally have amenities such as on-site restrooms, press boxes, and irrigation;
- Secondary: fields are suitable for gameplay, but do not have the amenities nor irrigation of primary fields; and
- Open grass practice: fields receive little maintenance beyond mowing and are intended mainly for practices and community play rather than regularly scheduled games.

In a given year, some fields may be taken out of play to rest the turf or to allow for capital projects at those locations, reducing DPR's overall inventory available for scheduling. DPR follows industry standards recommended by the National Sports Turf Management Association regarding turf maintenance which equates to a maximum annual number of playing hours on each field, along with associated nutrient management and general maintenance, keeping the fields both playable and safe. General maintenance includes irrigation and draining maintenance, topdressing, aeration, minor resodding, seeding, and replacement/augmentation of infield mix. This is the basis for the Arlington County field scheduling and maintenance program goals; more detail can be found in the Facilities Coordination and Operations narrative.

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of diamond grass athletic fields maintained to Arlington maintenance goal of 66% turf coverage	88%	90%	95%	95%	100%	95%
Percent of rectangle grass athletic fields maintained to Arlington maintenance goal of 66% turf coverage	89%	88%	100%	98%	100%	100%
Percent of combination grass athletic fields maintained to Arlington maintenance goal of 66% turf coverage	78%	80%	100%	100%	100%	100%

- Through reduced utilization during the pandemic in FY 2021, field conditions improved meeting the maintenance goal of 66%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of grass <u>diamond</u> athletic fields unavailable for all or part of the year	3	1	4	4	2	0
Number of grass <u>rectangle</u> athletic fields unavailable for all or part of the year	0	0	0	1	0	1
Number of grass <u>combination</u> athletic fields unavailable for all or part of the year	0	0	0	0	0	0

FORESTRY AND LANDSCAPING

PROGRAM MISSION

To manage, maintain, enhance, and protect the County's urban forests, natural, and landscaped areas.

Forestry Unit

- Perform tree maintenance, tree planting, high risk tree and branch removal, and technical assessments of trees in County parks, street rights-of-way, and other public spaces.
- Implement strategies for staff, volunteers, and residents to conserve and enhance tree canopy coverage and forest health County-wide.
- Review development and right-of-way plans to ensure compliance with tree conservation and planting requirements, including compliance with the Chesapeake Bay Preservation Ordinance and other regulations pertaining to tree protection and planting
- Plant trees on County property and rights-of-way.

Landscaping Unit

- Install, maintain, and enhance landscaping in parks, street islands, and on the grounds of community centers.
- Maintain and improve the aesthetic appearance of garden areas for the beautification of Arlington County.
- Implement strategies to improve cultural practices for landscape beds, ornamental trees, shrubs, and bio retention areas to maintain health of plant material.
- Work with volunteers to encourage gardening and stewardship.
- Encourage the use of native species in garden design.

Natural Resources Management Unit

- Combine volunteer, staff, and contractor resources to help control invasive plants on County property.

Environmental Stewardship

- Implement recommendations from the Natural Resources Management Plan.

PERFORMANCE MEASURES

Forestry Unit

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Street trees planted by the County/ trees removed/net gain (loss)	824/ 896/ (72)	908/ 886/ 14	955/ 948/ 7	892/ 940/ (48)	900/ 850/ 50	900/ 850/ 50
Average pruning cycle rate for street trees (goal =5 years)	16.3	14.0	16.6	10.0	17.0	8.1
Number of site plans reviewed for tree impacts during construction and development	1,388	1,198	1,441	1,239	1,300	1,300

FORESTRY AND LANDSCAPING

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of trees distributed to public through tree distribution and tree canopy fund programs	820	708	919	911	850	850
Number/percent of street trees pruned annually	1,223/6%	1,386/7%	1,176/6%	1,998/10%	1,100/6%	2,400/12%

- DPR is directly responsible for approximately 19,500 street trees in the County's right-of-way and well over 100,000 park trees. Indirectly, the DPR policies and procedures affect the 755,000 trees located on both public and private land in the County.
- Actuals and estimates reflect the number of trees planted supported by the Stormwater Fund. The number of trees planted and removed, and the resulting net gain or loss, is influenced by weather conditions and fluctuates annually. Continued impacts from the CY 2019 drought contributed to the tree losses in FY 2021 and FY 2022, and additional impacts including tree removals are anticipated in the following years and will require an increase in the number of plantings, watering, and preventive maintenance to offset tree loss.
- In FY 2022, one-time funding of \$200,000 for tree pruning increased the unit's capacity to provide preventive maintenance. These funds were focused on areas with dense street tree populations and high requests for tree maintenance, with an added focus on areas with lower Tree Equity scores. This one-time preventive pruning program improved the pruning cycle to under 10 years for FY 2022, and ideally improved long-term survival of these trees. Without additional ongoing funding, the pruning cycle is estimated to return to 17 years in FY 2023; however, the FY 2024 proposed budget includes \$300,000 in one-time funding, resulting an improved estimate in FY 2024 for the average pruning cycle rate and number/percent of street trees pruned annually.
- After a slight decrease in FY 2020 due to impacts from COVID-19, the number of permits reviewed by DPR under the Chesapeake Bay Ordinance increased significantly in FY 2021. The increase is related largely to the anticipated opening of Amazon HQ2 and associated influx of new businesses and needs for housing and is expected to remain high in future years. DPR received an additional FTE in FY 2022; part of the focus of that position is to help respond to the increase in permit applications.
- Based on national research, the economic value of the trees located in the County can be quantified in the following ways: \$3.59 million/year of pollution removal; \$1.28 million/year of carbon sequestration; and \$717 thousand/year of avoided stormwater runoff. The overall structural value of Arlington's trees (e.g., the cost of having to replace a tree with a similar tree) is \$1.38 billion.
- In FY 2021, there was an increase in public tree distribution, likely due to an increased interest in gardening during the pandemic. This level of interest was sustained through FY 2022. FY 2023 and FY 2024 estimates assume a slight decrease.
- After planting, street trees become well-established after about two years and then require periodic maintenance and pruning.

Landscaping Unit

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total square footage of landscape beds maintained by DPR's landscape unit	458,900	444,800*	455,731	511,635	517,135	519,135

FORESTRY AND LANDSCAPING

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of landscaping maintained according to Department standards (Goal = 100%)	67%	83%	85%	88%	85%	85%

- The landscape inventory is continuously updated in DPR's work order management system as renovations occur. Each landscape bed is measured, maintenance expectations are identified, and each bed is assigned a Priority Level. There are four (4) Priority Level maintenance standards defined. They are based on visibility, visitation, complexity, historic importance, cultural needs, and allocation of available maintenance resources. Priority levels are updated annually based on our maintenance experiences at each site.
- Landscape performance is judged on many factors including appropriateness of plant varieties, layout of the landscape beds, plant vitality, level of grooming, removal/replacement of dead plants, debris removal, aesthetic appearance, minimal weeds, and appropriate levels of mulching.
- In FY 2022, significant landscaped areas were added at John Robinson, Jr. Town Square, Short Bridge, Zitkala-Sa, Edison and Jennie Dean. In FY 2023, new and renovated landscape areas brought online are expected to include Alcova Heights, Towers, and Marcey Road.
- *FY 2020 Actuals revised due to classification of Long Bridge Park square footage of landscape beds maintained.

Invasive Plant Control

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of acres "actively managed" for invasive plant control as part of the 10-year plan	155	176	176	160	124	172
Number of acres in 10-year plan that are being managed at "maintenance level"	104	105	115	131	192	208

- "Actively managed" acreage refers to areas treated and/or re-treated for the specific objective of controlling the spread and/or reducing the density of invasive plants. The goal of this program is to move acres to maintenance level.
- "Maintenance level" acreage refers to the total area maintained in an invasive plant-free state following active management, so that ten percent or less of the original infestation requires annual or periodic maintenance.
- In FY 2022, 16 acres transitioned from active to maintenance management at Bluemont park. In FY 2023, acreage values are estimated to change significantly as several parks are expected to transition to "maintenance level" once active management is complete. In FY 2024 two additional parks are expected to transition to "maintenance level" while total acres maintained will remain relatively stable.
- In addition to acreage managed for invasive plant control through the 10-year plan, approximately 23 acres in Lubber Run Park are currently managed at "maintenance levels" through a dedicated ongoing planned gift to the department for this purpose.
- As part of the ongoing efforts to conform to Stormwater standards, the Department of Environmental Services (DES) also projects a total of 30 acres of active invasive management in the next several years.

FORESTRY AND LANDSCAPING

- The FY 2024 proposed budget includes one-time funding of \$100,000 for increased invasive plant control efforts. This funding will allow DPR to actively manage approximately 50 more acres, which is reflected in the FY 2024 estimate. Note that with one-time funding more acres are treated aggressively that only require one treatment; any increase in ongoing funding would result in fewer acres, but the ability to treat more complex areas multiple times.

CONSERVATION AND INTERPRETATION

PROGRAM MISSION

To provide opportunities for Arlington residents and visitors to enhance their understanding and appreciation of Arlington County's natural and historical resources.

Nature Center Programming

- Provide effective information, exhibits, natural and cultural interpretative programs, camps, and special events at Gulf Branch and Long Branch Nature Centers and parks throughout the County and virtually for drop-in and registered visitors.

Historical Interpretation Programming

- Provide natural, historical, and cultural interpretive programs and special events at Fort C. F. Smith.

Environmental Education and Park Safety

- Enforce park rules and regulations (Park Safe program), provide information for park and trail users, and celebrate the County's natural resources with special events and other seasonal programs.

PERFORMANCE MEASURES

Nature Center and Historical Interpretation Programming

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of participants in Environmental Awareness Activities reporting increased awareness of Arlington's natural resources	97%	94%	98%	98%	98%	98%
Percent of participants in Environmental and Cultural Awareness Activities reporting a satisfaction level of "good" or "high" with programming services	89%	98%	99%	96%	98%	98%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Visitors (Annually) at Long Branch and Gulf Branch Nature Centers, and Fort C.F. Smith Civil War Visitor Center	20,886	14,565	3,841	15,820	16,000	16,000
Number of Participants in Environmental Awareness Activities Both at Nature Centers and in the Community	19,557	13,628	11,590	12,444	14,000	14,000
Number of Participants in Cultural Awareness Activities Both at Fort C.F. Smith and in the Community	3,501	1,369	1,075	1,675	2,000	2,000

- The decrease in number of visitors to the nature centers and number of participants in activities in FY 2020 and FY 2021 were due to COVID-19 related closures and cancellations.

CONSERVATION AND INTERPRETATION

Environmental Education and Park Safety

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Park Safe issuances, incidents, graffiti, animal violations, alcohol, and disruptive behaviors.	1,592	1,451	1,543	1,563	1,550	1,575

FACILITIES & OPERATIONS

PROGRAM MISSION

To ensure high-quality customer service to accompany safe, accessible, well-maintained, and welcoming facilities that support the delivery of enjoyable and accessible leisure opportunities.

- Provide access to 16 community and recreation centers, which serve as places to gather, recreate and build community. These centers include several with fitness amenities, several focused on senior amenities, and the recently opened Long Bridge Aquatics & Fitness Center.
- Provide facility access and support to public programs including public health, emergency services, and community-based organizations.
- Administer drop-in programs including sports, youth playtime, and open gym to allow the public to access community spaces.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of customers rating the quality of services at fitness facilities "good to excellent"	93%	93%	N/A	97%	97%	97%
Total hours reserved in community center rooms	152,847	117,895	27,396	95,158	115,000	115,000
Number of DPR fitness memberships issued	3,303	3,973	1,066	3,232	3,500	3,500

- In March 2020, DPR suspended all programs and closed indoor facility use due to COVID-19. While the number of typical community center room reservations declined as a result in FY 2020 and FY 2021, the centers were activated in different ways, including use for several public welfare programs such as food and diaper distribution sites, and as COVID-19 testing and vaccination sites. During FY 2022, DPR continued diaper distribution but also provided mass COVID-19 test distribution at its facilities. The vaccine sites, housed at Walter Reed and Arlington Mill, transitioned out of the facilities over the course of the year and testing ceased at Arlington Mill in late 2022.
- The decline of fitness memberships and community center reservations in FY 2021 was due to the closure of community centers, and all access to fitness amenities due to COVID-19. DPR gradually reopened facilities for use at the start of FY 2022 with access to fitness amenities, community centers, and programming.
- With the opening of Lubber Run Community Center and Long Bridge Aquatics & Fitness Center in early FY 2022, DPR saw an increase in fitness memberships.

FACILITIES & OPERATIONS

Athletic Field Scheduling

Following adoption of the Public Spaces Master Plan (PSMP) in April 2019, DPR initiated a public engagement process to discuss Athletic Field Availability and Utilization. Work began with the Public Spaces Master Plan Implementation Committee in fall 2019 and was delayed throughout 2020 due to the COVID-19 pandemic. The public engagement process began in winter 2021. Staff anticipate reporting new performance measures, and field capacity data in CY 2024.

The DPR athletic field inventory is delineated into three major maintenance categories:

- Primary: fields generally have amenities such as on-site restrooms, press boxes, and irrigation;
- Secondary: fields are suitable for gameplay, but do not have the amenities nor irrigation of primary fields; and
- Open grass practice: fields receive little maintenance beyond mowing and are intended mainly for practices and community play; not necessarily regularly scheduled games.

In a given year, some fields may be taken out of play to rest the turf or to allow for capital projects at those locations, reducing DPR's overall inventory available for scheduling.

At this time, the data presented in this section only addresses the maintenance-related usage goal and illustrates the amount of time on fields that is under DPR scheduling. Arlington Public School (APS) usage and the effect of community drop-in time has not yet been analyzed. DPR follows industry standards recommended by the National Sports Turf Management Association regarding turf maintenance which equates to a maximum number of annual playing hours on each field and a schedule of adequate maintenance and field resting, keeping the fields both playable and safe. The maximum number of hours per type of grass field is summarized below:

- For diamond fields, a maximum of 900 hours annually;
- For rectangle fields, a maximum of 800 hours annually; and
- For combination fields, a maximum of 700 hours annually.

This is the basis for the Arlington County field scheduling and maintenance program goals; more detail can be found in the Park Management and Construction narrative.

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Hours reserved on grass athletic fields (diamond, rectangle, and combination Fields)	54,809	29,306	60,283	57,404	60,000	60,000
Hours reserved on open grass practice level fields	2,944	1,425	3,061	3,827	3,000	3,000
Hours reserved on synthetic athletic fields (diamond and rectangle)	19,813	13,978	21,463	25,390	23,000	23,000
Total number of grass combination athletic fields scheduled in excess of Arlington maintenance goal/percent of all fields (goal = 0/0%)	8/42%	2/12%	8/42%	5/29%	6/35%	6/35%

FACILITIES & OPERATIONS

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total Number of Grass Diamond Athletic Fields Scheduled in Excess of Arlington Maintenance Goal/percent of All Fields (Goal = 0/0%)	17/50%	0/0%	12/40%	12/40%	12/40%	11/36%
Total Number of Grass Rectangle Athletic Fields Scheduled in Excess of Arlington Maintenance Goal/percent of All Fields (Goal = 0%)	6/23%	0/0%	8/29%	8/29%	6/23%	6/23%

- Projections for field reservations are based on total primetime available hours (evenings, weekends, and summer) for the current inventory.
- DPR did not operate at full capacity in FY 2021 due to the COVID-19 pandemic.
- In FY 2021, DPR scheduled fields at a reduced rate by only reserving fields for youth and adult leagues. In FY 2022, DPR resumed scheduling for rental organizations such as social sport leagues and other adult leagues.
- Overall grass field reservations are projected to exceed the total number of hours prescribed by the Arlington Maintenance Goal beyond FY 2022 even as steps are taken to spread play and maintenance across the inventory through more efficient scheduling as defined by the Athletic Field Allocation Guidelines.
- In FY 2021 and FY 2022, Jennie Dean Park was under construction and diamond fields remained closed. Virginia Highlands rectangular synthetic field was replaced in FY 2021 but still had some usage.
- In FY 2022, the Gunston Bubble was under construction and Thomas Jefferson Upper Field was converted to synthetic turf. Additional anticipated synthetic turf replacements for FY 2023 include Rocky Run, Barcroft #5 and Wakefield High School Stadium.
- Open grass practice fields include open grass areas that are large enough for scheduled practices even though they are not considered athletic fields. Hours on these fields have declined due to DPR's allocation guidelines which stress not scheduling the grass areas unless necessary.

YOUTH SERVICES SECTION

PROGRAM MISSION

To provide enjoyable and accessible leisure opportunities that enhance satisfaction in community life by benefiting youth, teens, their families of all abilities emotionally, socially, physically, and cognitively.

Elementary and Early Childhood Programs

- Provide elementary age out of school time (OST) programs and early childhood programs to build developmental assets such as interpersonal competence, caring and self-esteem, and promote healthy choices in a safe, fun, challenging, and enriching environment.
- Provide early childhood programs to young children, ages one through five, as an introduction to recreation programs, which foster healthy, creative, and active building blocks for children.

Teen Programs

- Provide programs and opportunities for teens with a focus on prevention of risky behavior that reflect an asset building framework, which positively influence young people's development.
- Create options for healthy engagement that increase physical activity, engage teens as resources, and contribute to County initiatives.

Family Programs

- Provide family recreation programs to ensure socially appropriate asset building experiences that will positively influence young people's development and family relationships.

PERFORMANCE MEASURES

Elementary and Early Childhood Programs

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of parent/guardian rating overall satisfaction with Elementary and Early Childhood Programs as "good to excellent"	98%	100%	95%	99%	99%	99%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of DPR cooperative playgroup enrollments	399	278	0	154	240	360
Number of DPR preschool enrollments	136	143	82	110	150	150
Number of Out of School Time (OST) Program total enrollments (includes break blast & holiday)	525	363	0	368	550	600
Overall satisfaction of OST School Year programs (Break Blast & Holiday)	100%	100%	N/A	100%	100%	100%

- In FY 2021, the DPR Cooperative Playgroup program was cancelled due to COVID-19. In FY 2022, the program remained cancelled; however, to serve the population, DPR began offering outdoor drop-in play groups in January 2022.

YOUTH SERVICES SECTION

- In FY 2021, DPR preschool enrollment remained closed through December 2020 due to COVID-19, with reduced slots resuming January through May 2021. FY 2022 numbers served reflect a measured increase in slots based on COVID guidelines. In FY 2023, the number of full-day preschool slots increased as the Gunston preschool location converted to a full-day model in fall 2022 and as vaccinations became available for this population.
- In FY 2021, Out of School Time (OST) programs were cancelled due to COVID-19. In FY 2022, the Community Recreation Division created new OST offerings to meet COVID-19 guidelines. In FY 2023, the number of OST programs offered estimate increased in response to additional days out of school and an increase in the maximum participation capacity in camps.

Teen Programs

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of participants demonstrating leadership and engagement in community	100%	100%	N/A	100%	100%	100%
Percent of youth participants demonstrating positive pro-social behavior	99%	98%	100%	100%	100%	100%
Percent of youth reporting overall program satisfaction as "good to excellent"	99%	99%	84%	84%	98%	98%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of visits to programs	46,500	4,100	3,286	6,350	24,000	26,000
Number of times teens participated in Civic Engagement opportunities	427	345	0	46	200	250

- In FY 2021 due to COVID-19 the traditional leadership and engagement opportunities were not offered.
- Satisfaction rates were based on reports from summer camp participants. The decreased rating in FY 2021 and FY 2022 was primarily due to the inability to conduct trips due to COVID-19.
- The number of visits to programs is a non-unique estimated count. One teen could be counted multiple times depending on the number of times they participated. The actual participant numbers for FY 2019 reflect registered participants plus an estimate for drop-in programs. Due to COVID-19, in FY 2020, FY 2021, and FY 2022 there was a marked decrease in program offerings and visits; however, in FY 2023 and beyond, DPR expects to gradually return to pre-pandemic levels.
- The teen civic engagement measure includes service-oriented civic engagement by teens in the following programs: Youth Congress, T-MAD, Teen Summer Junior Jam program, DJ services at county events, and middle school clubs that engage in community service. In FY 2021, these programs were not offered due to COVID-19. Some opportunities for teen civic engagement resumed in FY 2022 and opportunities continue to increase in FY 2023.

55+ PROGRAMS

PROGRAM MISSION

To enhance the physical and mental well-being of Arlington's diverse 55 and over population through programs and activities that foster wellness, a sense of purpose, social involvement, and successful aging.

- Manage five Countywide senior centers, including three multi-purpose centers with congregate meal sites.
- Promote and provide diverse classes and programs, as well as senior sports, fitness, and travel programs to enhance and promote successful aging and prevent isolation.
- Provide leadership and volunteer activities for seniors to foster active and productive engagement in community life.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of individuals registered with the Office of 55+ Programs	6,905	5,616	2,502	5,200	5,500	6,000
Percent of registered participants who report they are better able to follow a healthy lifestyle due to their participation	91%	90%	84%	77%	80%	85%
Percent of registered participants who report they value social contact with people in the programs	88%	92%	75%	76%	80%	85%
Percent of total senior adult fitness participants who report the program meets their fitness needs and goals "always or most of the time"	94%	98%	98%	82%	87%	90%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Meals served at congregate senior nutrition sites	12,991	11,867	7,557	8,094	12,000	13,000
Number of day trips per month (FY 2021 and FY 2022: Virtual Trips)	16	15	2	6	8	9
Number of individuals registered with a 55+ Gold Pass with the Office of 55+ Programs	3,795	3,185	1,530	3,149	3,250	3,500
Number of individuals registered with a Base Pass with the Office of 55+ Programs	3,119	2,431	972	2,106	2,250	2,500
Percent of registered participants who report the activities lift their spirits	93%	95%	84%	85%	90%	92%
Percent of registered participants who report they exercise more due to their participation	86%	81%	83%	68%	72%	75%

55+ PROGRAMS

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of senior fitness participants reporting their participation enhances their strength and energy	89%	90%	88%	84%	88%	90%
Volunteer hours for the 55+ travel program	3,481	2,713	172	515	1,900	2,000

- In FY 2022, the number of registered individuals began to return to pre-COVID levels. As the in-person participation increased, virtual programming decreased but is still offered to accommodate a larger audience.
- In FY 2021 and FY 2022, participant satisfaction declined due to increased feelings of social isolation during the COVID-19 pandemic. As programs have reopened in FY 2023, satisfaction is anticipated to increase.
- In-person, limited capacity, congregate meal services resumed in February 2021 (FY 2021) and began to gradually rebuild in FY 2022. In FY 2023, numbers are anticipated to return to pre-COVID levels as centers are fully operational.
- Each year, the average number of senior day trips per month is 15. Due to COVID-19, all in-person trips were cancelled in the final quarter of FY 2020, for all of FY 2021 and part of FY 2022. Virtual trips were offered instead. In FY 2023 and beyond, the number of day trips are anticipated to gradually increase to pre-COVID levels. Virtual trips will continue to be offered as well.
- 55+ Gold Pass and Base Pass sales returned to pre-COVID levels in FY 2022 and are expected to remain stable.
- The percent of participants reporting that they exercise more due to their participation is projected to gradually increase in FY 2023 as participants begin to feel comfortable exercising in a group setting again.
- Volunteer hours vary from year to year due to the variety of trip options offered and the average number of trips per month. Although trips were canceled in FY 2021, volunteers assisted with the virtual travel programs and participated in travel advisory committee meetings. As trips rebuild to prior levels, more volunteers are expected to participate.

THERAPEUTIC RECREATION PROGRAMS

PROGRAM MISSION

To provide enjoyable and accessible leisure opportunities that enhance satisfaction in community life by benefiting individuals of all ages and abilities socially, emotionally, physically, and cognitively.

- Provide specialized and adapted programs for individuals with disabilities of all ages who are at an increased risk due to physical, social, or developmental barriers.
- Support and advocate social inclusion in general recreation programs, workshops, and classes to ensure modifications are made.
- Facilitate participants' development and maintenance of a variety of skills to meet recreation and leisure needs of youth, teens, and adults with emotional, developmental, or physical disabilities.
- Provide workforce and volunteer development opportunities to increase knowledge of the Americans with Disabilities Act, the DPR inclusion philosophy, and overall staff competency and comfort levels in providing programs and services for people of all ability levels.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of participants who reported a change or improvement in sensory, social, emotional, physical, and cognitive domains as a result of the participation in Therapeutic Recreation (TR) programs	N/A	88%	47%	86%	86%	86%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of adults (18+) with disabilities served in general recreation programs with support from TR	20	20	17	15	17	18
Number of adults (18+) with disabilities served in specialized TR programs and classes	135	135	123	106	110	115
Number of youth (under age 18) with disabilities served in general recreation programs with support from TR	376	176	69	181	180	180
Number of youth (under age 18) with disabilities served in specialized TR programs and classes	157	119	46	129	130	130

- In FY 2021, during COVID-19, service delivery dramatically changed focus from improvements in the listed domains to engaging participants in socialization activities, to the extent possible. In FY 2022, as programs reopened, participants who reported improvements increased.
- In FY 2021, youth participation in general recreation inclusion programs and in specialized TR programs and classes decreased due to COVID-19 related challenges. Participants were offered general recreational virtual programs housed in other units. In FY 2022, participation levels returned to pre-pandemic levels. In FY 2022 as programs reopened, all measures increased and are expected to return to near pre-COVID levels in FY 2023 and beyond.

COMMUNITY ARTS PROGRAMS

PROGRAM MISSION

To provide resources that support enjoyable and accessible leisure opportunities which enhance satisfaction in community life by benefiting individuals of all ages and abilities emotionally, socially, physically, and cognitively.

- Design program resources for leisure activities, adaptive activities, and educational programs that are developmentally appropriate for tots, youth, teens, adults, and senior adults.
- Provide leisure education training for staff, volunteers, community groups, and organizations.
- Evaluate, develop, manage, and implement County-wide community art and wellness programs through recreation-based services.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Cumulative number of non-unique participants provided activities through the lending program	64,960	53,675	3,877	29,295	30,500	31,750
Cumulative number of participants served through specialty visits	10,166	9,391	485	2,187	2,400	2,650
Number of arts specialty visits	313	299	39	168	200	250
Number of kits loaned by the lending library to programs	1,388	1,100	471	1,128	1,200	1,300

- Due to COVID-19, program offerings and participation in FY 2021 and FY 2022 decreased dramatically affecting the number of arts specialty visits, the number of participants served through specialty visits, the number of participants in the lending program, and the number of kits loaned. As these programs reopen, numbers are gradually anticipated to increase.

SPORTS AND CAMP PROGRAMS

PROGRAM MISSION

To provide high-quality program management of sports and camps through effective collaboration and coordination within the Department, with other County agencies, and non-profit organizations.

- Manage County-administered sports programming to support individual growth, development, sportsmanship, teamwork, and a sense of community.
- Coordinate with volunteer and non-profit sports organizations to provide developmental and competitive sports leagues in order to promote healthy and active lifestyles.
- Coordinate and manage a unified camp program; collaboration between in-house and contract service providers to ensure diverse offerings that meet community needs.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of parents reporting that their child experienced personal growth and development by participating in County sponsored sports programs	95%	94%	93%	96%	95%	95%
Overall quality of County Administered Sports Programs (Adult)	97%	97%	94%	95%	97%	97%
Percent of parents/guardians rating overall satisfaction as "good to excellent" with DPR camps	96%	N/A	90%	95%	96%	96%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of partner groups	14	16	16	16	16	16
Number of registrations in adult sport leagues	10,459	5,133	4,246	7,158	6,000	7,000
Number of registrations in youth sports leagues	33,376	20,025	23,121	29,596	31,000	33,000

- In March 2020, DPR suspended all programs and closed indoor facilities due to COVID-19. This included the cancellation of summer camp, spring and summer classes, competitive team programs, and sport leagues. A gradual return to sports and programs is ongoing.
- In lieu of traditional program offerings, COVID-19 related closures provided opportunities for DPR to administer new outdoor programs throughout 2020 and 2021 including Programs in the Parks, which offered a range of recreational classes, and the Polar Sports Programs, which consisted of a winter outdoor youth flag football league and 3v3 outdoor basketball league.
- DPR-partner groups are groups whose primary purpose is to plan and deliver a program or service to Arlington residents as an extension of the DPR Comprehensive Program and Service Plan. DPR staff assists the group in some program/activity development, implementation, and evaluation. The programs or services of the group are integral parts of the County's/DPR's services and are included in DPR-led marketing efforts. The group provides some type of

SPORTS AND CAMP PROGRAMS

service to the community as a direct result of their use of a DPR facility as stated in a mutual agreement.

- Over the past several years, DPR recognized a trend of shifting interest from adult sports leagues to more informal social or rental leagues, and increased offerings of drop-in time on athletic fields and indoor gym space. These leagues and scheduled drop-in time are captured in reserved hours on fields and in community centers data. In FY 2022, DPR saw returned increase in demand for traditional adult sports leagues, including reaching waitlists and near maximum capacity for adult softball. DPR anticipates adding year-round adult league opportunities once the newly renovated Gunston Indoor facility becomes available.
- Registration is a count of those who have signed up for a program and not necessarily a unique participation count. For example, if a participant registers in three different leagues, that participant is counted three times.

REGISTRATION AND SCHEDULING

PROGRAM MISSION

To ensure high-quality customer service to accompany safe, accessible, well-maintained, and welcoming facilities that support the delivery of enjoyable and accessible leisure opportunities.

- Manage the DPR facility reservations and permit system and monitor all program use of athletic fields and indoor facilities in County parks and Arlington Public School sites designated for community use.
- Maintain transactions and household records for customers who register for and participate in DPR programs.
- Provide access to and maintain records for fee reductions for all DPR programs.

PERFORMANCE MEASURES

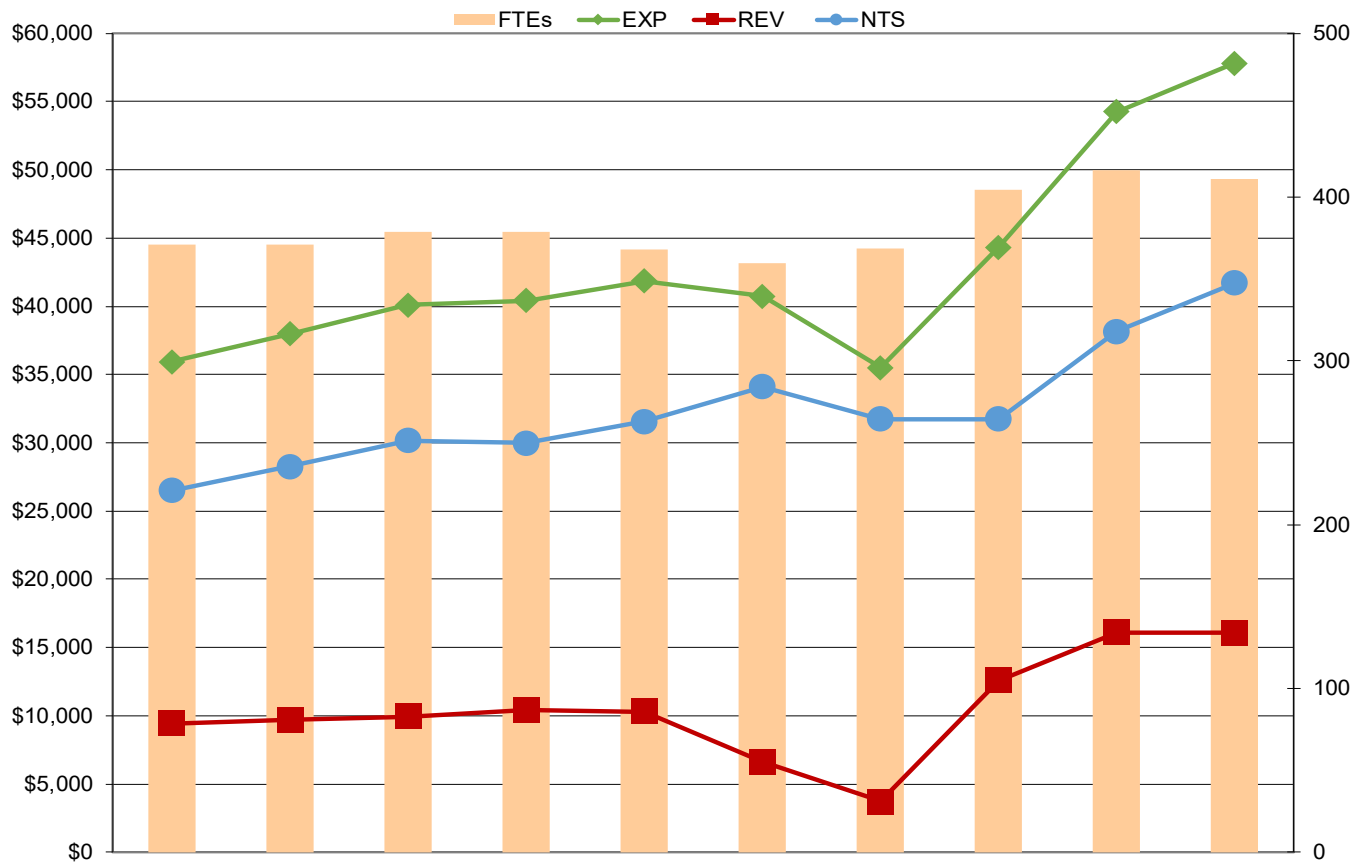
Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Call Center annual volume - calls handled	24,968	22,429	15,151	29,264	29,900	29,900

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Call Center annual volume - English handled	24,022	21,825	14,623	28,420	29,000	29,000
Call Center annual volume - other languages handled	964	604	528	844	900	900
Online Fee Reduction Requests	N/A	N/A	455	1,100	1,200	1,300

- After a decrease during the COVID-19 pandemic, call center volume has increased to pre-pandemic levels answering inquiries about DPR programs and classes, and interest in reserving facilities for meetings, gatherings, and parties.
- An online option for the Access for All Fee Reduction program was introduced in FY 2021, and in FY 2022 the number of requests submitted through this method increased 142%. In collaboration with DHS, DPR is able to process and approve requests electronically without the customer needing to physically come into the office.

DEPARTMENT OF PARKS AND RECREATION
TEN-YEAR HISTORY

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



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual*	FY 2023 Revised Budget	FY 2024 Proposed Budget
EXP	\$35,939	\$37,974	\$40,082	\$40,416	\$41,866	\$40,750	\$35,489	\$44,340	\$54,254	\$57,811
REV	\$9,430	\$9,706	\$9,931	\$10,421	\$10,294	\$6,625	\$3,741	\$12,593	\$16,106	\$16,087
NTS	\$26,509	\$28,268	\$30,151	\$29,995	\$31,571	\$34,125	\$31,748	\$31,747	\$38,148	\$41,724
FTEs	371.22	370.91	379.04	379.07	368.14	359.86	368.66	404.24	416.43	411.12

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include \$255,041 for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

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Fiscal Year	Description	FTEs
	adult programs (\$177,169 non-personnel; \$180,708 revenue).	
	▪ Added expenses and fee revenue related to increasing capacity in art camps (\$16,728 personnel; \$19,680 revenue). ▪ Adjustment to fully capture sports programming within that line of business (\$405,100 non-personnel; \$483,070 revenue). ▪ Added expenses and fee revenue related to vending fees for the Fit Arlington initiative (\$1,500 non-personnel; \$1,500 revenue). ▪ Added expenses and revenue related to increased capacity in youth basketball, youth football, and youth track (\$35,105 non-personnel; \$41,300 revenue). ▪ Added expenses and revenue related to increased capacity in supplemental fees programs (\$287,738 personnel; \$279,751 non-personnel; \$644,914 revenue).	0.38 4.41
FY 2016	▪ The County Board reduced funding for Urban Agriculture (\$80,000) and eliminated ongoing support for the Kids in Action after school program (\$186,020 personnel, 4.71 temporary FTEs; \$36,142 non-personnel; \$63,746 revenue). ▪ The County Board swapped ongoing (\$66,250) for one-time (\$66,250) funds for tree planting, and included one-time funding to provide Kids in Action support as the program is transitioned from DPR to APS during FY 2016 (\$36,681 personnel, 0.60 temporary FTEs). ▪ Added a revenue-supported Aquatics program position (\$73,536; \$73,536 revenue). ▪ Added expenses and revenue related to increased capacity in revenue producing programs (\$127,035 personnel, 2.19 temporary FTEs; \$86,378 non-personnel; \$146,031 revenue). ▪ Added youth and adult tournament offerings in flag football and basketball (\$700 personnel, 0.20 temporary FTEs; \$5,300 non-personnel; \$33,000 revenue). ▪ Added expenses for the year-round operations at Arlington Mill Community Center (\$75,156 personnel, 2.10 temporary FTEs; \$32,593 non-personnel) and Rocky Run (\$12,890). ▪ Increased fee revenue for Senior Adult Fitness Memberships related to the change in the membership offering from limited fitness center privileges to full fitness center privileges (\$40,000). ▪ Decreased revenue related to an adjustment to the fee-setting model for the gymnastics and swim programs - both team and class offerings (\$136,722). ▪ Decreased revenue due to an adjustment in estimates based on actual revenue from prior years (\$57,008). ▪ Decreased temporary personnel funding for community centers now that all community centers will be closed on County holidays (\$33,180, 0.80 temporary FTEs). ▪ Decreased use of temporary funding due to operational efficiencies in Parks and Natural Resources division (\$40,221, 0.89 temporary FTEs).	(4.71) 0.60 1.00 2.19 0.20 2.10 (0.80) (0.89)

DEPARTMENT OF PARKS AND RECREATION
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
	Removed one-time funding for snow removal trail equipment (\$309,900) and tree planting (\$30,000).	
FY 2017	- The County Board added ongoing funding for Trail Maintenance (\$116,580 non-personnel). - Removed one-time funding for the Elementary After-School Program (\$36,681, 0.60 temporary FTEs). (0.60) - Added expenses, personnel, and fee revenue in various revenue producing programs (\$40,259 personnel, 0.37 temporary FTEs; \$45,250 non-personnel; \$159,560 revenue). 0.37 - Added expenses, personnel, and fee revenue in competitive team participation (\$29,422 personnel, 1.01 temporary FTEs; \$3,200 non-personnel; \$68,564 revenue). 1.01 - Added expenses and fee revenue in youth basketball (\$41,176 non-personnel; \$35,000 revenue). - Increased capacity, personnel, and fee revenue in facilities scheduling and coordination (\$13,600 personnel, 0.35 temporary FTEs; \$16,000 revenue). 0.35 - Increased capacity, personnel, and fee revenue in teen programs (\$10,935 personnel, 0.24 temporary FTEs; \$10,000 revenue). 0.24 - Added new dedicated expense and revenue for Lubber Run Invasive Plant removal as a result of community donations (\$5,000 non-personnel; \$5,000 revenue). - Fee revenue increases for general contract camps (\$13,665), Picnic Pavilion rentals (\$27,189), and youth sports leagues (\$60,000). - Decreased expenses and fee revenue in Youth and Family Programs (\$45,012 non-personnel; \$38,260 revenue). - Decreased revenue in voluntary contributions in the Congregate Meals Program (\$2,170). - Decreased revenue due to a shift in the Farmers Market Management model (\$13,000). - Reduced revenue due to the Department's Cost Recovery Philosophy (\$32,107) and the transfer of additional credit card transaction fees from the Treasurers line of business to the Department (\$140,000). - Converted various temporary positions to full time including temporary teacher positions in Youth and Family Programs (\$49,544; conversion of 2.30 temporary FTEs to 1.26 FTEs), and a Senior Center Director position (\$8,944; conversion of 0.80 temporary FTEs to 0.60 FTEs). (1.24) - Converted seven Capital funded overstrength positions to permanent status (\$12,928; 7.0 FTEs). 7.00 - Authorized a Capital Asset Manager position to be funded by Pay-As-You-Go Capital with no increase to the General Fund. 1.00 - Transferred ongoing funding of \$205,000 for tree planting to the County's Stormwater Fund. The Department of Parks and Recreation will continue to manage this program, but the funding source has changed for FY 2017. - Added a Stormwater Program Specialist position to support the Park Management and Construction Division with practices and regulations of	

Fiscal Year	Description	FTEs
	MS4 Stormwater compliance. The position will be funded in the Stormwater fund with no net tax support to the General Fund.	
FY 2018	▪ The County Board added funding for the Virginia Cooperative Education's Financial Education Program (\$32,583). ▪ The County Board eliminated a Health and Movement Programmer position (\$50,473, 0.50 permanent FTE) and a Departmental Management Intern Position (\$49,725, 1.00 temporary FTE). (1.50) ▪ The County Board reduced mowing contractual services (\$50,000). ▪ Converted revenue-supported gymnastics and aquatics class staff from temporary to permanent status (\$207,355 personnel; conversion of 12.27 temporary FTEs to 11.22 permanent FTEs; \$261,955 revenue). (1.05) ▪ Converted revenue-supported gymnastics and aquatics team staff from temporary to permanent status (\$65,455 personnel; conversion of 8.84 temporary FTEs to 9.78 FTEs; \$71,799 revenue), partially offset by adjustments to projected non-personnel expenses (\$3,699). 0.94 ▪ Increased capacity, personnel, and fee revenue in facilities scheduling and coordination (\$46,750 personnel; 1.12 temporary FTEs; \$55,000 revenue) 1.12 ▪ Increased capacity, personnel, non-personnel and fee revenue in Youth and Family Programs (\$37,250 personnel; 0.62 temporary FTEs; \$1,710 non-personnel; \$65,835 revenue). 0.62 ▪ Increased capacity, personnel, and fee revenue in teen programs (\$10,625 personnel; 0.22 temporary FTEs; \$12,500 revenue). 0.22 ▪ Decreased capacity in a variety of DPR programs (\$23,236 personnel; 0.32 temporary FTEs), increased capacity in various revenue producing programs (\$60,488 non-personnel), and increased fee revenue (\$35,600), offset by reduced revenue due to a decreased capacity in camps (\$20,000). (0.32) ▪ Increased capacity in sports programs and fee revenue (\$19,550 non-personnel; \$26,000 revenue). ▪ Increased capacity in age-based programs (\$8,500 non-personnel). ▪ Contractual increases are related to a new GIS based Work Order Management System (\$106,000), and other non-discretionary contractual increases (\$224,522), offset by adjustments to the annual expense for maintenance and replacement of County vehicles (\$30,173).	
FY 2019	▪ Converted revenue-supported preschool program that currently operates as a Teacher without Aide to a Teacher with Paid Aide format, eliminating the parent volunteer co-op requirement (\$65,512 personnel; \$65,512 revenue; 3.10 permanent FTEs; reduction of 0.39 temporary FTEs). 2.71 ▪ Reallocated personnel funding based on program needs (\$117,654, 1.33 temporary FTEs) and decreased capacity in various revenue-producing programs (\$47,178, 0.55 temporary FTEs). (1.88) ▪ Non-personnel increased due to increased capacity in sports programs (\$7,225), age-based programs (\$5,525), various other revenue-producing programs (\$77,665), the reallocation of funds from personnel to non-personnel based on program needs changing from a staff-delivery	

Fiscal Year	Description	FTEs
	model to a contractor-delivery model for various programs (\$122,438), an increase in expenses for field maintenance offset by revenue listed below (\$12,000), an increase in anticipated grant-funded expenditures (\$43,249), and non-discretionary contractual increases (\$141,818). These increases are partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles (\$60,913), and the removal of a rent expense budget for a location no longer utilized by DPR (\$79,110). ▪ Revenue decreased due to an increase in the fee reduction budget based on prior years' actuals (\$529,381), a decrease in site plan fee revenue (\$2,000), decreases in anticipated revenues based on prior year's actuals (\$20,425), a change in the vending program that eliminated any sales revenue received (\$2,000), and the realignment of camp offerings and related revenues (\$4,618). These decreases are partially offset by increased capacity in sports programs (\$8,500), increased capacity in age-based programs (\$1,500), increased capacity in various other revenue-producing programs (\$216,586), an increase in revenue-sharing related to field maintenance expenses (\$12,000), an increase in anticipated grant funds (\$43,249), and the implementation of a 2.5 percent credit card convenience fee for all credit card transactions (\$160,000). ▪ Eliminated two large vehicles from the fleet in departmental management and leadership (\$46,576) and one daily use vehicle in planning, design, and construction management (\$5,865). ▪ Reduced the Northern Virginia Conservation Trust (NVCT) budget to operating support only with no open space preservation funding in the base budget (\$37,600). ▪ Eliminated the Volunteer Development Office (\$190,600 personnel, 2.00 filled permanent FTEs; \$8,633 non-personnel; \$2,100 revenue). (2.00) ▪ Eliminated the free entertainment and programs associated with the <i>4th of July Celebration @ Long Bridge Park</i>, with the park remaining as a viewing-only location for the Washington, D.C. fireworks (\$30,000, 0.74 vacant temporary FTEs; \$20,000 non-personnel). (0.74) ▪ Eliminated support for a Virginia Cooperative Extension financial educator position (\$32,583). ▪ Eliminated the snow blower loaner program (\$20,000, 0.50 vacant temporary FTEs; \$10,000 non-personnel). (0.50) ▪ Converted program participant transportation services to contract services (\$119,606, 1.50 filled permanent FTEs, 0.99 filled temporary FTEs; reallocated \$52,470 from personnel to non-personnel; \$9,474 revenue). (2.49) ▪ Closed Carver Center for Daytime Drop-In hours (\$41,172, 1.00 filled temporary FTE). (1.00) ▪ Eliminated the Office of Community Health (\$453,097, 4.00 filled permanent FTEs, 0.13 vacant temporary FTEs; \$30,141 non-personnel). (4.13) ▪ Eliminated the Boxing Program (\$84,373, 0.90 filled permanent FTEs; \$185 non-personnel). (0.90) ▪ Converted program participant transportation services to contract services (\$5,208).	

Fiscal Year	Description	FTEs
FY 2020	▪ The County Board added one-time funding for ASPIRE! to offset construction costs to develop a program site at the Arlington Mill Center (\$90,000). ▪ Reduced wireless service charges as part of a County-wide review of wireless service providers (\$26,600). ▪ Reduced the level of temporary staff across the Community Recreation Division (\$245,000). (4.72) ▪ Eliminated a Program Specialist Position in Facilities and Operations (\$145,016 personnel, 1.00 filled permanent FTE). (1.00) ▪ Reduced the Facility Monitor Program (\$110,000 personnel, 2.32 filled and vacant temporary FTEs). (2.32) ▪ Eliminated one Trades Manager/Leader I in Park Management and Construction (\$109,482 personnel, 1.00 vacant permanent FTE). (1.00) ▪ Recognized efficiencies in Supply Room and Lending program (\$31,445 personnel, 0.50 filled permanent FTE, \$10,000 non-personnel). (0.50) ▪ Increased capacity in various revenue producing programs (\$100,655, 0.23 temporary FTEs). 0.23 ▪ Added 2.00 positions in the Facilities and Operations Division in preparation for the opening of Long Bridge Aquatics and Fitness Center (\$110,000). 2.00 ▪ Reallocated funding from personnel to non-personnel based on program needs (\$46,317, 0.96 temporary FTE) and realigned camp offerings in line with demand (\$41,217, 0.73 temporary FTE). (1.69) ▪ Increased transfer to APS for community use of pools (\$239,527) and added new fee for aquatics participants to cover pool maintenance costs. ▪ Increased the annual expense for maintenance and replacement of County vehicles (\$15,832). ▪ Added new costs for ongoing maintenance associated with recent capital improvements for parks (\$145,000). ▪ Added funds for contractual increases (\$158,801). ▪ Removed expense budget due to new operational efficiencies in DPR (\$100,000), efficiencies in utilities and fuel (\$190,000). ▪ Decreased anticipated grant-funded expenditures and revenue (\$20,717) and expenses due to participation decreases in sports programs (\$6,800). ▪ Increased revenue for picnic shelter rentals (\$5,000) and increased capacity in age-based programs (\$5,000), camps (\$55,000), and other revenue-producing programs (\$268,614). ▪ Reduced revenue due to an increase in the fee reduction budget based on prior years' actuals (\$260,040). ▪ <i>The County Board added a Principal Planner and Associated Planner to support increases in Amazon and ancillary development activities.</i> 2.00 ▪ <i>The County Board added funds for field maintenance (\$139,426).</i>	
FY 2021	▪ Added temporary staff to support outdoor operations for Lubber Run Community Center (\$11,680). Non-personnel increased to maintain Lubber	0.175

Fiscal Year	Description	FTEs
	Run Community Center and Park as the facility's opening has been delayed until FY 2022 (\$87,000 ongoing).	
	▪ Added temporary staff to support Long Bridge Park Outdoor Operations (\$63,501). Non-personnel increased primarily due to the opening of Long Bridge Park Outdoor facility (\$130,000), one-time equipment (\$55,000) and maintenance costs (\$30,000) and the Long Bridge Aquatics & Fitness Center (\$174,223). Increased revenue from donation from the Boeing Company to support the maintenance and operations of the Long Bridge Aquatics & Fitness Center (\$399,623). ▪ Added general fund support for Planner positions previously funded by capital projects (\$240,000).	4.40
	▪ Realigned funds to establish two additional Roving Monitor positions to provide on-site supervision and communication for outdoor facilities and indoor programs.	2.00
	▪ Added one position in Conservation and Interpretation (\$50,000, 1.0 FTE) by reallocating temporary FTEs in Parks and Natural Resources (1.46 temporary FTEs).	(0.46)
	▪ Added 0.69 temporary FTEs due to increased capacity in various revenue-producing programs (\$60,452, 0.69 temporary FTEs), partially offset by the reduction of 0.01 FTEs (0.01 permanent FTEs) due to a variety of administrative cleanup. ▪ Added one-time funding for Lee Center program operations for six additional months (\$100,000). ▪ Increased expenses associated with resident participation in various revenue-producing programs (\$55,102) ▪ Added new costs for ongoing maintenance associated with recent capital improvements for parks (\$137,000). ▪ Decreased anticipated grant-funded expenditures and revenue (\$12,736 non-personnel, \$12,736 revenue). ▪ Increased revenue from resident participation in revenue-producing programs (\$138,849) and increases related to summer camp fees (\$41,000).	0.68
FY 2022	▪ 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 added funding for an Urban Forester position (\$105,000, 1.0 FTE), tree pruning (\$200,000, one-time), one-time funding for vehicle and start-up equipment to support Urban Forestry (\$55,000), and restored funding for support of the Northern Virginia Conservation Trust (NVCT) (\$90,159) and Virginia Cooperative Extension (VCE) (\$63,682). ▪ The County Board restored funding for a vacant DPR Program Manager position in the Departmental Management and Leadership line of business (\$135,748, 1.0 permanent FTE), a vacant DPR Programmer II position to support enhanced camp coordination and programming for youth (\$111,950, 1.0 permanent FTE), previously reduced temporary staff across the Parks and Natural Resources (PNR) and the Community Recreation	1.00

Fiscal Year	Description	FTEs
	Divisions (CRD) (\$355,000, 7.39 temporary FTEs), previously reduced temporary staff utilized by the Athletic and Facility Services (AFS) division in Community Centers (\$600,000, 12.10 temporary FTEs), and utilities and custodial expenses previously removed for reduced hours across community centers (\$33,847) with American Rescue Plan funding.	
	▪ Added personnel funding for increased salaries resulting from the increase in the living wage from \$15 to \$17 per hour (\$164,754). ▪ Added funding for increased salaries resulting from job family studies for trades and planner positions (\$15,054). ▪ Added permanent and temporary staffing for the Long Bridge Aquatics & Fitness Facility scheduled to open July 2021 and funded by a donation from the Boeing Company (\$2,006,881, 16.00 permanent FTEs and 15.49 temporary FTEs) and non-personnel operating costs (\$990,777 ongoing; \$285,000 one-time). Expenses for the facility are offset by program revenues (\$1,243,200) and a donation from the Boeing Company (\$2,033,993).	31.49
	▪ Added temporary staffing support for Long Bridge Outdoor Operations (\$63,501) and non-personnel operating costs (\$130,000).	1.55
	▪ Added a Facility Manager position and an Assistant Facility Manager position for the reopening of the new Lubber Run Community Center and Park (\$199,000), and non-personnel costs (\$152,000 ongoing; \$100,000 one-time).	2.00
	▪ Converted two part-time permanent FTEs to full-time and add temporary staffing support to establish a full-day preschool at the Lubber Run (\$102,000, 0.76 permanent FTEs and 0.70 temporary FTEs), partially offset by fee revenue (\$89,200).	1.46
	▪ Converted 1.49 temporary Kitchen Assistant FTEs to permanent positions (\$38,000, 1.50 permanent FTEs).	0.01
	▪ Decreased revenue-producing programs due to changes in operations, participation, and programs (0.90 temporary FTEs).	(0.90)
	▪ Eliminated one-time FY 2021 funding for Lee Center program operations (\$100,000). ▪ Added funding for living wage custodial contract increases (\$11,600). ▪ Added new costs for ongoing maintenance associated with recent capital improvements for parks (\$310,250). ▪ Added funding for ongoing maintenance of athletic fields (\$139,000). ▪ Eliminated the Pool Use Fee transfer to APS (\$130,000). ▪ Reduced the Supplemental Fees Program budget due to efficiencies in implementing the supplemental fees program (\$44,157). ▪ Increased revenue from increases in gymnastics and swim team fees (\$53,600). ▪ Revenue increased partially offset by the elimination of Pool Use Fee for maintenance costs (\$130,000); increased fee reduction budget (\$45,000); decreased community center and outdoor rentals (\$80,000); and decreased revenue from revenue-producing programs due to changes in operations, participation, and programs (\$161,457).	

Fiscal Year	Description	FTEs
	▪ In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$116,883) and a one-time bonus for staff of \$450 (\$148,094). ▪ As a part of FY 2021 close-out, the County Board approved ARPA funding for expenses associated for the Childcare Investments - Gunston Preschool Expansion (\$100,000). ▪ As a part of FY 2021 close-out, the County Board approved ARPA funding for expenses for the Emergency Meal Distribution for DPR Social 60+ Café Program Participants (\$20,000).	3.26
	▪ As a part of FY 2021 close-out, the County Board approved ARPA funding for one-time expenses for the Therapeutic Recreation Education and Knowledge (TREK) Mobile program (\$11,000 one-time). ▪ As a part of FY 2021 close-out, the County Board approved ARPA funding for Electric landscape tools (\$54,000 one-time). This budget is in the County's Non-Departmental account and is shared with the Department of Environmental Services (DES).	0.13
FY 2023	▪ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, a one-time increase in shift differential from \$0.75 to \$1.00 per hour for B shift and from \$1.00 to \$1.30 per hour for C shift (\$3,344), a one-time doubling of the CDL bonus to \$2,000 (\$43,000), a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$534), and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$16,409). ▪ The County Board added one-time funding for electricity costs and contractual increases due to inflation (\$633,409). ▪ The County Board added one-time funding for a Tree Canopy Study (\$150,000). This funding is budgeted in the County's Non-Departmental account. ▪ Added an Assistant Facility Manager position and a Customer Service Representative for the Lubber Run Community Center (\$170,000). ▪ Added a Trades Manager/Leader I position and a Trades Worker III position for Athletic Field Maintenance (\$190,000), and new one-time costs for vehicle and equipment to support updated staffing model (\$150,000), offset by increases in Athletic Field Fund revenue associated with new fee structure (\$240,000). ▪ Added a Plumber position for the Parks and Natural Resources Division Facilities Maintenance operations. ▪ Converted temporary staffing funding for a permanent Administrative Assistant IV position in the Youth Services Section line of business. ▪ Converted 0.70 temporary FTE to permanent positions (\$60,000, 1.50 permanent FTEs) for Lubber Run Year-Round Preschool: Recreation Supervisor position (0.75 FTE) and an Early Childhood Assistant position (0.75 FTE), partially offset by Lubber Run Preschool summer fees revenue (\$32,500).	2.00 2.00 1.00 1.00 0.80

Fiscal Year	Description	FTEs
	▪ Increased salaries resulting from Administrative and Parks and Programming job family studies (\$177,257). ▪ Added new costs for ongoing maintenance associated with recent capital improvements for parks (\$239,500). ▪ Added funding for an increase in the County's mowing services expenses due to new contract (\$470,000) and a variety of departmental contractual increases (\$208,393). ▪ Increased annual expenses for maintenance and replacement of county vehicles (\$31,847 one-time for purchase of electric vehicles, \$67,517 ongoing). ▪ Added one-time funding for the new swim lane rental fee charged by APS for the Arlington Aquatic Club (AAC) (\$100,000). ▪ Fee revenue increases due to addition of contractor summer camp revenue (\$1,080,000). ▪ Grants revenue decreased due to the reduction in the Congregate Meals federal grant funding (\$16,446). ▪ As part of the FY 2022 adopted budget, the County Board approved the use of American Rescue Plan Act (ARPA) funding to restore programs and positions that had been proposed as cuts. The FY 2023 adopted budget also continues funding for these reductions including: ○ Program Manager I – Departmental Management and Leadership line of business (\$135,748, 1.0 FTE) ○ Programmer II supports enhanced camp coordination and programming for youth (\$112,814, 1.0 FTE) ○ Temporary staff across the Parks and Natural Resources (PNR) and the Community Recreation Divisions (\$368,935, 7.39 temporary FTEs) ○ Temporary staff utilized by the Athletic and Facility Services (AFS) division in Community Centers (\$623,549, 12.10 temporary FTEs) ○ Utilities and custodian expenses for community center hours (\$33,847) ▪ 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 the County Manager in September; the County Board directed the County Manager to include funding for these programs in the FY 2023 adopted budget including: ○ Added ARPA funding for the Gunston Preschool expansion to year-round, full day preschool (\$100,000, 3.26 FTEs). ○ Added ARPA funding for the Therapeutic Recreation Education and Knowledge (TREK) Mobile program (\$10,000 one-time: \$7,000 personnel, 0.13 temporary FTE and \$3,000 non-personnel). ○ Added ARPA funding for Emergency Meal Distribution for DPR Social 60+ Café Program Participants (\$20,000). ○ Added ARPA funding for Electric landscape tools (\$24,000 one-time). This budget is in the County's Non-Departmental account and is shared with the Department of Environmental Services (DES).	

DEPARTMENT OF PARKS AND RECREATION
TEN-YEAR HISTORY

**Fiscal
Year**

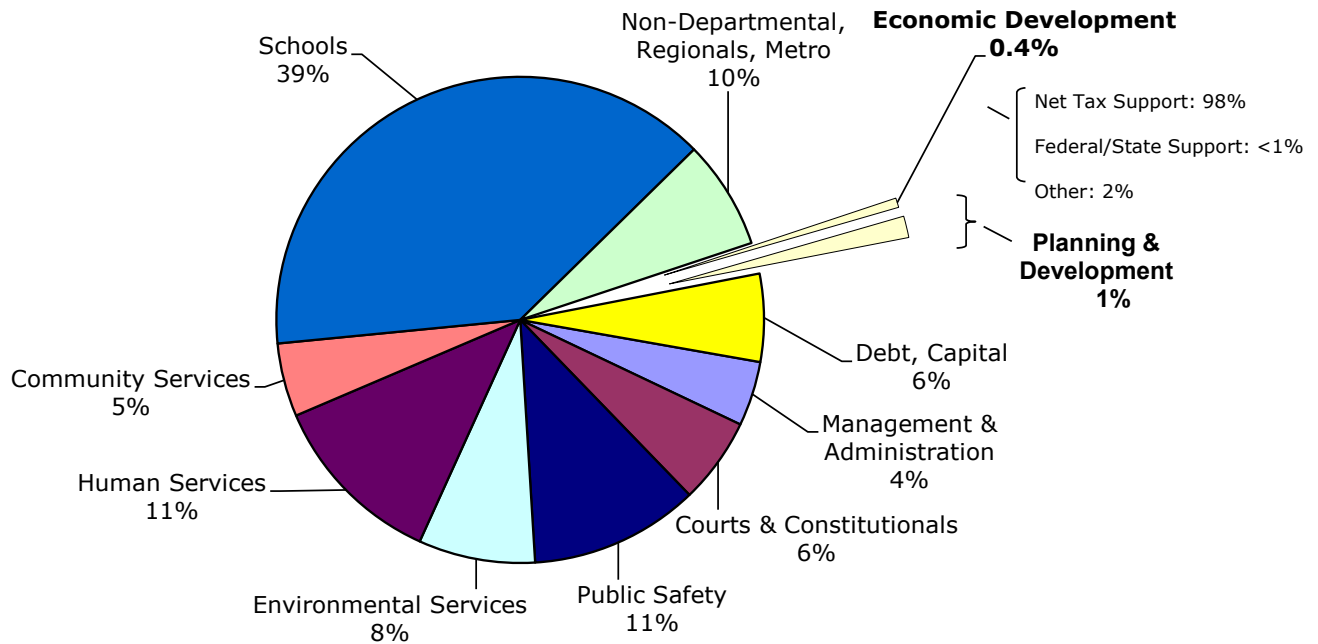
Description

FTEs

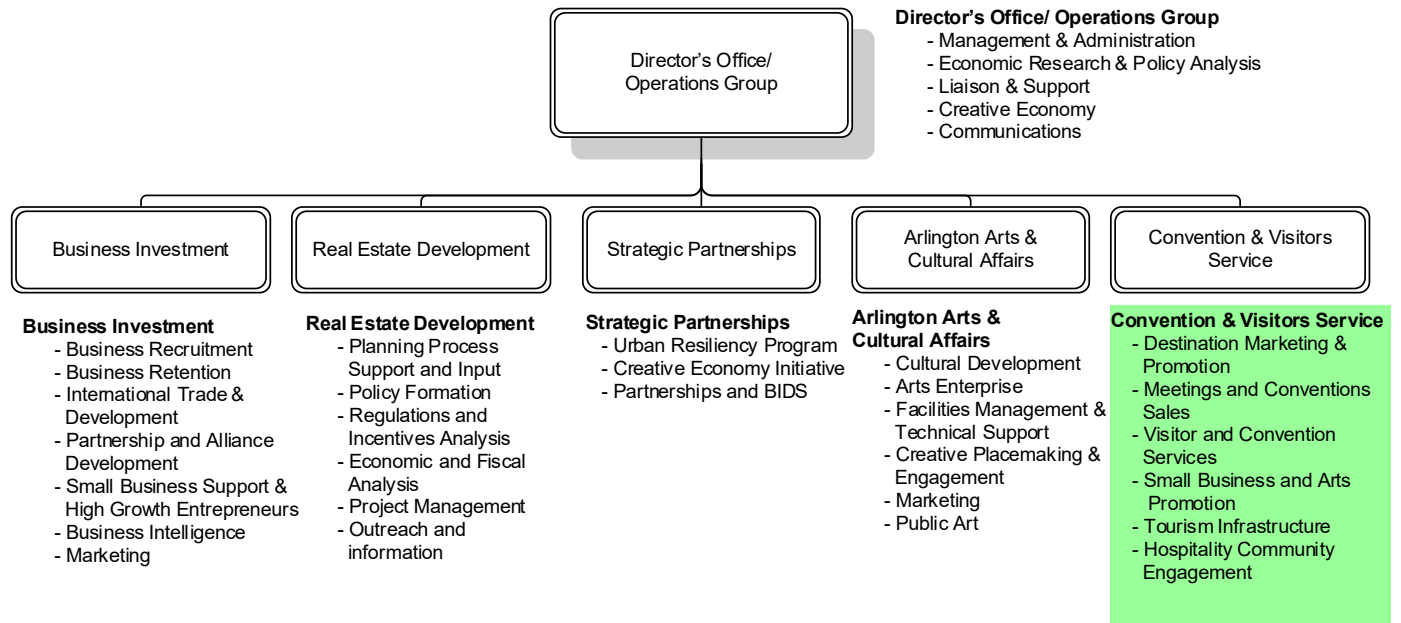
- *In FY 2022 closeout, funding was added to reflect higher than budgeted summer camp programs, services, and activities expense and revenue (\$1,100,000).*

Our Mission: To continue to develop Arlington County as an economically vital, competitive, and sustainable community by providing leadership and services to the business, real estate development, and visitors services sectors of the Arlington economy

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



Shaded program is located in the Travel and Tourism Fund

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for Arlington Economic Development is \$9,785,394, a three percent decrease from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to the addition of a BizLaunch en Español position (\$111,340 one-time, 1.0 FTE), employee salary increases, an increase in the County's cost for employee health insurance, one-time \$2,000 (gross) employee bonuses (\$115,933), adjustments to salaries resulting from communications and finance and accounting job family studies (\$18,831), and slightly higher retirement contributions based on current actuarial projections; partially offset by the removal of the ARPA-funded ReLaunch program support (\$58,515) and the reductions itemized below.
- ↓ Non-personnel decreases primarily due to removal of prior year one-time funding for Strategic partnership funding pool (\$180,000), Langston Boulevard Alliance funding for Plan Langston (\$25,000), 2700 S Nelson funding for fabrication and installation of creative placemaking design (\$85,000), Arts Equity Grant funding (\$100,000), ARPA-funded initiatives (\$466,485), and reductions itemized below, partially offset by the addition of one-time funding for the extension of the ReLaunch program for the BizLaunch team to provide targeted technical assistance to small businesses negatively impacted by the pandemic (\$250,000).

FY 2024 Proposed Budget Reductions

Director's Office

- ↓ Eliminate a 1.0 vacant AED Assistant Director Position (\$205,888, 1.00 FTE)
IMPACT: Eliminating this position will require the transfer of duties to other positions and increase the number of direct reports to the Director and Deputy Director. This change will negatively impact AED's ability to manage core economic development programs/initiatives in

a timely fashion and will likely result in slower response times to other County agencies and internally within the department, particularly with items needing strategic coordination.

Cultural Affairs

- ↓ Reduce Overtime Budget (\$50,000)

IMPACT: There will be minimal impact to programming and delivery of services. Over the last few years, there has been a reduced need for staff overtime due to changes in staff work hours to accommodate events and activities. Additionally, temporary staff are utilized to augment and provide needed coverage for events and activities.

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$6,623,799	\$7,047,515	\$7,321,500	4%
Non-Personnel	2,201,632	3,069,988	2,463,894	-20%
GASB	776,942	-	-	-
Total Expenditures	9,602,373	10,117,503	9,785,394	-3%
Fees (Earned Income)	47,596	238,200	238,200	-
Grants	44,907	4,500	4,500	-
GASB	776,942	-	-	-
Total Revenues	869,445	242,700	242,700	-
Net Tax Support	\$8,732,928	\$9,874,803	\$9,542,694	-3%
Permanent FTEs	46.40	46.60	46.60	
Temporary FTEs	5.50	5.50	5.50	
Total Authorized FTEs	51.90	52.10	52.10	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Director's Office - Operations	\$3,632,252	\$3,590,165	\$3,320,729	-8%	-	\$3,320,729
Business Investment	2,615,135	2,466,125	2,686,598	9%	-	2,686,598
Real Estate Development	304,187	478,111	494,883	4%	-	494,883
Strategic Partnerships	570,500	775,500	570,500	-26%	-	570,500
Arlington Arts & Cultural Affairs	2,480,299	2,807,602	2,712,684	-3%	\$242,700	2,469,984
Total	\$9,602,373	\$10,117,503	\$9,785,394	-3%	\$242,700	\$9,542,694

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Director's Office - Operations	16.00	15.00	-	15.00
Business Investment	13.80	14.80	-	14.80
Real Estate Development	3.00	3.00	-	3.00
Strategic Partnerships	-	-	-	-
Arlington Arts & Cultural Affairs*	19.30	13.80	5.50	19.30
Total	52.10	46.60	5.50	52.10

*FY 2023 Adopted FTE count includes 5.50 temporary FTEs in the Arlington Arts & Cultural line of business.

Strategic Partnerships Funding Summary

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Ballston Business Improvement District	\$1,435,800	\$1,431,745	\$1,476,793	3%
National Landing Business Improvement District	4,321,507	4,566,084	4,742,121	4%
Rosslyn Business Improvement District	4,105,081	4,352,535	4,545,682	4%
Clarendon Alliance	80,000	80,000	80,000	-
Columbia Pike Revitalization Organization (CPRO)	350,000	350,000	350,000	-
Langston Boulevard Alliance*	85,500	110,500	85,500	-23%
FY 2023 One-Time Strategic Partnership Fund Pool*	-	180,000	-	-100%
Washington Board of Trade	10,000	10,000	10,000	-
Arlington Sister Cities Association	45,000	45,000	45,000	-
Total	\$10,432,888	\$11,125,864	\$11,335,096	2%

*As part of the FY 2023 adopted budget, the County Board provided \$25,000 one-time funding for Plan Langston and \$180,000 one-time funding to support a strategic funding pool for three neighborhood partnerships: Clarendon Alliance, Columbia Pike Partnership, and Langston Boulevard Alliance.

DIRECTOR'S OFFICE/OPERATIONS GROUP

PROGRAM MISSION

The Director's Office/Operations Group continues to develop Arlington County as an economically vital, competitive, and sustainable community by providing leadership and services to the business, real estate development, and visitors' services sectors of the Arlington economy.

Important strategic objectives include:

- 1. Management & Administration:** Provide the leadership, management, and administration of the department including budget, financial, human resources, and event support activities; coordinate the work of senior staff; and communicate/collaborate with internal agencies on economic development matters and County priorities.
- 2. Economic Research & Policy Analysis:** Conduct economic and policy analyses and special studies related to current and future conditions and factors that may affect economic growth and sustainability. Manage a number of initiatives that implement strategies to address short term problems and long term changes related to the economy.
- 3. Liaison & Support:** Provide liaison support and communications with external stakeholders and partnership organizations. Represent the County to all audiences related to economic development.
- 4. Creative Economy:** Provide outreach, capacity-building, partnership programming, and generally support Arlington-based small businesses in the creative sectors of the economy, to include restaurateurs, musicians, filmmakers, artists, and artisans across a variety of fields and disciplines.
- 5. Communications:** Provide overall marketing and outreach for the department. This includes identifying target markets, developing messaging, and implementing marketing initiatives. Marketing initiatives include a vast array of communication mediums, such as public relations, advertising, multimedia, web, social media, business events, and outreach to the business community.

PERFORMANCE MEASURES

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Public relations placements	155	145	N/A	N/A	140	145
Email Marketing:						
♦ Number of sends	N/A	N/A	N/A	N/A	334,230	340,910
♦ Number of subscribers	N/A	N/A	N/A	N/A	37,100	37,880
AED Website Traffic:						
♦ Number of Page Views	295,275	545,601	93,790	122,000	183,000	192,000
♦ Number of Sessions	N/A	N/A	N/A	N/A	N/A	69,300
♦ Number of Users	N/A	N/A	N/A	N/A	N/A	75,750
♦ Conversion Rate	N/A	N/A	N/A	N/A	N/A	15%
Arlington Business Center (ABC) events	170	150	N/A	1	44	50
Arlington Business Center (ABC) events attendance	4,060	4,084	N/A	50	2,030	850
Social Media (Number of followers):						
♦ Facebook	4,920	4,967	4,963	5,900	9,400	10,000
♦ Twitter	4,103	4,175	4,148	4,152	6,600	6,600
♦ LinkedIn	390	719	1,475	2,252	3,500	5,000
♦ Instagram	N/A	N/A	N/A	N/A	N/A	1,000

DIRECTOR'S OFFICE/OPERATIONS GROUP

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Clicks from social media to website	12,503	16,364	12,733	15,832	14,000	15,000
Total impressions for social media efforts	1,987,390	1,934,606	3,354,806	4,961,730	3,000,000	4,000,000

- Public relations placements refer to positive mentions of the Arlington business and real estate development community by local and national media sources as a result of direct influence by AED staff. During the pandemic, the Public Relations Manager was reassigned to a temporary position outside AED and media monitoring was suspended resulting in inadequate data for FY 2021 and FY 2022. In FY 2023, the suspension was lifted and AED hired a public relation firm to assist in out-of-market public relations efforts. The placements are tracked using a media monitoring firm tool.
- The Communications division added a new performance measure in FY 2023 that tracks AED's email marketing efforts. Email marketing is essential because it will allow AED to stay in touch with its audiences and assist in building brand awareness. The estimated email marketing targets are based on the number of newsletters sent and the number of subscribers. Recruitment campaigns efforts will increase the number of subscribers in FY 2024.
- Beginning in FY 2023, the website metrics have been expanded to further quantify AED's website performance and conversion metrics have been added to provide more information on the engagement of users on the site.
- Due to the pandemic, the need for a digital presence elevated the need to redesign and launch a new AED website. In FY 2022, AED expected an increased bump in website traffic due to the launch of a new site, but this did not materialize due to technical problems which made the site rank lower when a search was performed by those trying to reach the site. The problem was rectified and AED anticipates a steady return to the more normal pre-pandemic traffic rates from FY 2019, additional growth resulting from investments that have been made in a new Google Ad campaign, and renewed emphasis on improving the search engine optimization.
- ABC events include all events, meetings, workshops, and trainings that take place in the Arlington Business Center ("Arlington Conference Room") including those for BizLaunch, SCORE, outside groups and partners, as well as reoccurring commission meetings. Attendance is tracked via event registration and/or walk-in counts when available.
- Due to the pandemic, all events were held virtually using online platforms because AED's facilities were closed through the end of the third quarter of FY 2022 and was only reopened to the public at the beginning of April 2022. After the reopening of the office, only one public event was held during the quarter with an attendance of 50 people. In the current business climate, AED anticipates in-person events will resume at a little less than 50 percent (of previous in-person years) in capacity and number of events for FY 2023 and FY 2024.
- Social media engagement is measured by the number of clicks from the social media platform to AED's website and by the number of followers for each of AED's official social media accounts. There are two major factors that account for significant increases across social media followers: clicks to website and impressions. In prior fiscal years, AED's BizLaunch social media platform numbers were not included in these totals. This year, AED is including BizLaunch's metrics with the AED's social media platform's metrics to show the collective impact of all marketing efforts that drive users to the website and adding a metric for tracking Instagram followers. An increase in the estimate for FY 2023 is due to the increased investment in social media advertising which directly correlates to our followers, clicks to website, and impressions.

BUSINESS INVESTMENT GROUP

PROGRAM MISSION

The Business Investment Group (BIG) is an award-winning team of professional information brokers for the business community in Arlington, Virginia. As a division of Arlington County government, BIG serves as the first point of contact for start-up, relocating, existing businesses, and non-profits. BIG's wide variety of programs and services help diversify the County's business base, foster a collaborative business intelligence environment, and build the capacity of local entrepreneurs.

Important strategic objectives for the Investment Group include:

- 1. Business Retention and Recruitment:** Enhance Arlington's economic sustainability by diversifying the County's business base; actively attract, retain, and promote the growth of companies that are based on Arlington's strengths and target industry sectors.
- 2. Small Business & Entrepreneur Support:** Provide innovative capacity-building programs that proactively respond to current SME (small and medium-sized enterprises) needs and enhance both the capacity and competitiveness of entrepreneurs and non-profits.
- 3. Catalyze the Innovation Economy:** Foster a collaborative business intelligence environment by facilitating matchmaking, partnerships, and knowledge-exchange opportunities between Arlington-based businesses, government entities, and universities.

Programs and primary activities of the Investment Group include:

- Business Recruitment
- Business Retention
- International Trade & Development
- Partnership and Alliance Development
- Small Business Support and High Growth Entrepreneurs
- Business Intelligence
- Marketing

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Leased space (square feet) as a result of AED's efforts	7,305,928	786,319	736,562	555,497	800,000	1,000,000
Total number of jobs created and retained in Arlington as a result of AED's efforts (Attraction and Business Retention and Expansion efforts)	42,908	3,250	2,372	3,276	3,200	4,000
Total number of companies announcing to move to or stay in Arlington as a result of AED's efforts	28	22	18	29	30	35

BUSINESS INVESTMENT GROUP

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of prospects which remained and/or expanded in Arlington as a result of AED's Business Retention & Expansion (BRE) efforts	18	11	9	25	22	25
Total number of jobs created and retained as a result of AED's Business Retention and Expansion (BRE) efforts.	4,289	2,092	1,789	3,185	2,500	3,000
Number of BizLaunch Workshop attendees	4,060	8,643	2,141	1,973	3,000	2,500
Number of BizLaunch one-on-one meetings	1,030	1,256	1,682	967	1,000	1,000

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Close rate on company prospects – percentage of company announcements to active prospects	38%	35%	27%	29%	35%	35%
Number of letters sent welcoming new businesses to Arlington	1,592	1,568	1,580	1,287	1,600	1,600
Number of times Arlington companies were engaged in Business Retention & Expansion (BRE) activities	686	578	520	755	800	800
Percentage of evaluations rating BizLaunch programs as excellent	95%	97%	96%	95%	95%	95%

- In FY 2019, the Jobs and Leased Square Feet critical measure significantly increased due to the Amazon HQ2 project. The project, which was announced in November 2018, represents up to 6 million square feet of office space and nearly 38,000 new jobs over the next 15 years. FY 2020, FY 2021, and FY 2022 square footage metrics were lower than anticipated due to COVID-19 impacts on the office market. Given lingering uncertainty surrounding the pandemic and remote work trends, companies have continued to re-evaluate their needs and postpone real estate decisions into FY 2023. While there have been some positive signs of expanding local companies, there remains limited demand for significant out-of-market expansions currently.
- In FY 2022, over 90% of the total square footage and nearly 90% of the total announcements were attributable to business retention and expansions prospects, clearly signaling the limited amount of movement from out-of-market companies during the ongoing pandemic. The vast

BUSINESS INVESTMENT GROUP

majority of the announcements were either in technology verticals or government contracting, as those industries have remained lone bright spots for growth during the pandemic.

- Company prospects refer to companies that are actively working with AED and considering relocating or adding additional space in Arlington.
- The close rate on company prospects decreased in FY 2021 and FY 2022 as companies postponed real estate decisions (relocations, expansions, etc.). The close rate in FY 2023 and beyond is expected to return to pre-pandemic levels as companies begin resuming real estate activity.
- Business Retention & Expansion (BRE) activities will remain high especially as the number of new prospects in the market remains below pre-pandemic levels. At the beginning of FY 2021, BIG staff resources were reallocated to be more focused on existing businesses, which has continued to be the case during the pandemic as staff has worked to develop additional resources, tools, and content to assist and retain the existing business community.
- Existing small businesses and entrepreneurs throughout Arlington are currently navigating their business operations to respond to the “new normal” post pandemic. Trends for existing businesses include adapting to a future of online sales, virtual meetings and interactions and a permanency of hybrid work. Local businesses are learning to adapt to this new normal and are seeking assistance from BizLaunch at record numbers. Consultations are at a record high level for existing businesses. New businesses are also seeking assistance at record levels due to a rapid rise in retirements, layoffs, and an overall softening of the market. The ReLaunch program continues to impact a number of participants as existing and new business seek services to pivot to a new normal. Specialized workshops with an emphasis on diversity, equity and inclusion are planned throughout FY 2023 into FY 2024.

REAL ESTATE DEVELOPMENT GROUP

PROGRAM MISSION

The Real Estate Development Group (REDG) builds capacity for sustainable economic growth through the thoughtful and strategic development of Arlington's urban mixed-use corridors. REDG works with county colleagues and private, non-profit, institutional, and public partners to ensure that real estate investment in Arlington is viable, regionally competitive, and in line with broader County goals and objectives.

Important strategic objectives for REDG include:

1. **Planning and Placemaking:** Provide input into ongoing County planning and regulatory processes in order to ensure County ordinances, policies, and practices create an economically vibrant and sustainable place.
2. **Competitive Building and Business Environment:** Provide outreach and information sources to our development and business community and promote County ordinances, policies, practices, and services that place Arlington in a highly competitive development and business retention/attraction position.
3. **Real Estate Analysis and Project Management:** Provide analysis of key policy issues and management of projects related to economic and fiscal impact, real estate economics, public-private partnerships, cultural facilities, and public art.

Programs and primary activities of REDG include:

- Planning process support and input
- Policy formation
- Regulations and incentives analysis
- Economic and fiscal analysis
- Project management
- Outreach and information

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Economic value of new commercial construction (in millions)	\$149	\$155	\$66	\$10	\$1,100	\$157

- FY 2022 saw a limited amount of new commercial construction completions, but FY 2023 is expected to show a large spike in completed value due to the completion of Amazon's HQ2.

STRATEGIC PARTNERSHIPS & INITIATIVES

PROGRAM MISSION

The Strategic Partnerships and Initiatives (SPI) line of business is maintained to reflect the ongoing grant commitments by the Arlington County Board, through Arlington Economic Development, to a variety of community partnerships which are listed below. Staffing and indirect program support to individual partner organizations is reflected as part of the work plan and budget for those divisions or other County departments.

Programs and business partnerships of SPI include:

Organization	FY 2024 Grant Amount
Ballston Business Improvement District	Tax District
National Landing Business Improvement District	Tax District
Rosslyn Business Improvement District	Tax District
Clarendon Alliance	\$80,000
Columbia Pike Partnership	\$350,000
Langston Boulevard Alliance	\$85,500
Washington Board of Trade	\$10,000
Arlington Sister Cities Association	\$45,000

ARLINGTON ARTS AND CULTURAL AFFAIRS

PROGRAM MISSION

Arlington Arts and Cultural Affairs Division's (CAD) mission is to create, support, and promote the arts, connecting artists and community to reflect the diversity of Arlington. We do this by providing material support to artists and arts organizations, integrating award-winning public art into our built environment, and presenting high quality performing and visual arts programs across the County.

Important strategic objectives for CAD include:

- 1. Focus on presenting international contemporary art practice and performance:** Known as the "Gateway for Immigration into Virginia" and with a population that represents over 100 countries, Arlington can position itself uniquely in Metro DC by focusing on global art and performance. Staff has strength in contemporary programming and curation. This also complements the international initiatives of the ACVS and BIG divisions.
- 2. Community Partnerships and Engagement:** The Arlington Art Truck launched in Spring FY 2018 provides a new and innovative platform for combining a mobile artist-in-residence program with community engagement activities from Arlington County agencies and nonprofit partners. Programming was brought to locations throughout Arlington including Arlington Public Schools, the County Fair, and Farmers Markets.
- 3. Creative Placemaking:** Foster innovation and discussion of ideas through the creation of new forums that encompass technology, people, and creative spaces; brand Arlington as a hub for arts, culture, and the creative economy; leverage our unique cultural assets and market arts programming, projects, and public art to communicate value to our stakeholders.

Programs and primary activities of CAD include:

- Cultural Development
- Arts Enterprise
- Facilities Management & Technical Support
- Creative Placemaking and Engagement
- Marketing
- Public Art

PERFORMANCE MEASURES

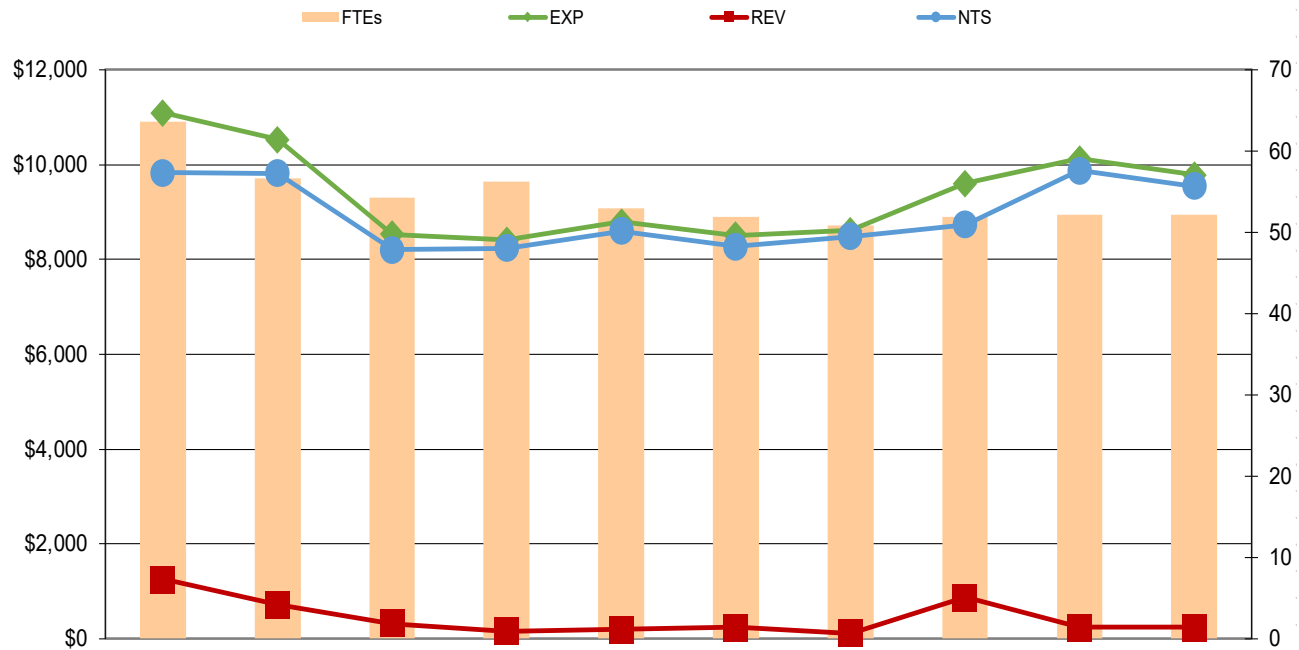
Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of County Public Art projects in development	24	28	22	28	25	25
Arlington Arts Facebook, Twitter, Instagram reach	483,187	532,010	595,234	545,012	650,000	650,000
Number of supported artists and arts organizations	22	27	22	24	30	27
Number of public performances/exhibits/events/workshops presented by supported artists and arts organizations	235	96	68	197	235	235
Number of public performances/exhibits/events/workshops presented by Cultural Affairs staff	112	72	94	195	230	230

ARLINGTON ARTS AND CULTURAL AFFAIRS

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of studio visitors and audiences to LAC Studios (formerly Lee Arts Center)	4,350	3,219	0	779	2,200	2,800
Funding provided by partners for performances/exhibits/workshops/temporary and permanent public art installations curated and presented by Cultural Affairs staff (in millions)	\$3.70	\$3.50	\$3.40	\$3.50	\$3.50	\$3.50
Number of artists paid for working in performances/exhibits/events/workshops/temporary public art installations presented by Cultural Affairs staff	335	220	86	411	330	330

- FY 2022 represented the first year to approach the level of pre-pandemic programming. Strong attendance, social media impressions, and media coverage around signature events such as The Arlington Art Truck, Rosslyn Jazz Fest, Columbia Pike Blues Fest, and Lubber Run Amphitheater during FY 2022 are consistent with what we are seeing in the first half of FY 2023. Barring any new public health developments, AED anticipates these trends to continue and bring programming levels fully back to pre-pandemic numbers.
- After almost 15 months of facilities closures, the summer of 2021 marked the re-opening of 3700 S. Four Mile Run for summer arts camps and soon thereafter was the full-scale opening for rehearsals and performance, as well as joint-use facilities in Gunston and Thomas Jefferson Middle School. With a few exceptions, due to cancellations due to COVID among cast members, facilities opening at full capacity allowed for a return to pre-pandemic levels of performance.
- LAC Studios' (formerly called Lee Arts Center) new 32-hour per week schedule and new fee schedule, which began in FY 2022, are now well established and members have adjusted to the changes. The estimate for studio visitors or audiences to LAC Studios increased from 0 to 779 in FY 2022 due to the introduction of open houses for the public. The projected growth to 2,200 visitors in FY 2023 is based on a full year of LAC being opened 32 hours a week with numerous opportunities for the public to attend open houses and sales.
- Performances/exhibits/events/workshops include those managed or funded by CAD on behalf of Business Improvement Districts, Partners, Department of Parks and Recreation, Libraries, Arlington Public Schools, and other Economic Development units. The division performed several one-time post-pandemic activities to support partner organizations as they re-emerged from the pandemic to fulfill the pent-up demand in FY 2022.
- Funding provided by partners for performances can vary from year to year, depending on how projects are aligned with or bridge fiscal years.

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



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual*	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$11,085	\$10,523	\$8,525	\$8,401	\$8,788	\$8,511	\$8,605	\$9,602	\$10,118	\$9,785
REV	\$1,254	\$712	\$320	\$165	\$191	\$236	\$120	\$869	\$243	\$243
NTS	\$9,831	\$9,811	\$8,205	\$8,236	\$8,597	\$8,275	\$8,485	\$8,733	\$9,875	\$9,542
FTEs	63.57	56.67	54.20	56.20	52.90	51.90	50.90	51.90	52.10	52.10

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include \$776,942 for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ The County Board added one-time funding for arts challenge grants (\$30,000) and tourism promotion (\$200,000). ▪ Removed FY 2014 one-time funding for the Base Realignment and Closure (BRAC) Coordinator position (\$142,137). ▪ Removed FY 2014 one-time funding for arts challenge grants (\$30,000) and nonprofit capacity building (\$20,000). ▪ Added additional funding for the Hispanic Business Counselor (\$50,000). ▪ Added ongoing funding (\$158,273) for the Base Realignment and Closure (BRAC) Coordinator position. ▪ Replaced ongoing funding with one-time for nonprofit capacity building (\$45,000). ▪ <i>Added personnel approved at FY 2014 close-out to correct the allocation for a Cultural Affairs Specialist (\$9,589, 0.1 FTE).</i>	(1.00) 1.00 0.10
FY 2016	▪ The County Board eliminated funding for Artisphere (\$946,659, 14.5 FTEs, 1.0 temporary FTE) and Ballston Science and Technology Alliance (BSTA) (\$25,000). \$1.3 million in one-time funding remains in net tax support for Artisphere as a contingency in order to cover costs associated with the closure of that facility. ▪ The County Board, using a portion of the savings from the closure of Artisphere, reallocated funding to the Cultural Affairs Division in an effort to improve artistic programming across the county and particularly along its metro corridors (\$331,000 personnel, 3.5 FTEs; \$165,659 non-personnel). ▪ The County Board added on-going funding for business investment (\$600,000, 5.0 FTEs), marketing (\$300,000), arts grants (\$16,710), and the Columbia Pike Revitalization Organization (CPRO) (\$100,000). ▪ The County Board restored one-time funding for tourism promotion (\$200,000) and added one-time funding for TandemNSI (\$200,000). ▪ Removed one-time funding for nonprofit capacity building (\$45,000) and arts challenge grants (\$30,000). ▪ <i>Decreased one-time funding for the closure of Artisphere at FY 2015 close-out due to lower than anticipated closure costs (\$400,000).</i>	(15.50) 3.50 5.00
FY 2017	▪ The County Board added one-time funding for the Marymount Non-Profit Resource Center to work with the Clarendon Alliance (\$25,000). ▪ The County Board shifted \$379,000 of Convention and Visitor Services funding from ongoing to one-time. This funding shift maintains the same level of support for the Travel and Tourism program. ▪ Increased fee revenue to align budget to actuals and anticipated receipts in Cultural Affairs programs (\$9,000). ▪ The temporary FTE count was adjusted to reflect the number of budgeted hours already funded within the Department's budget. There was no change to net tax support. ▪ <i>After budget adoption, the County Board transferred Arlington Convention and Visitor Services from the General Fund to the Travel and Tourism Fund (\$626,148, 5.0 FTEs, 0.80 Temporary FTEs).</i>	3.33 5.80

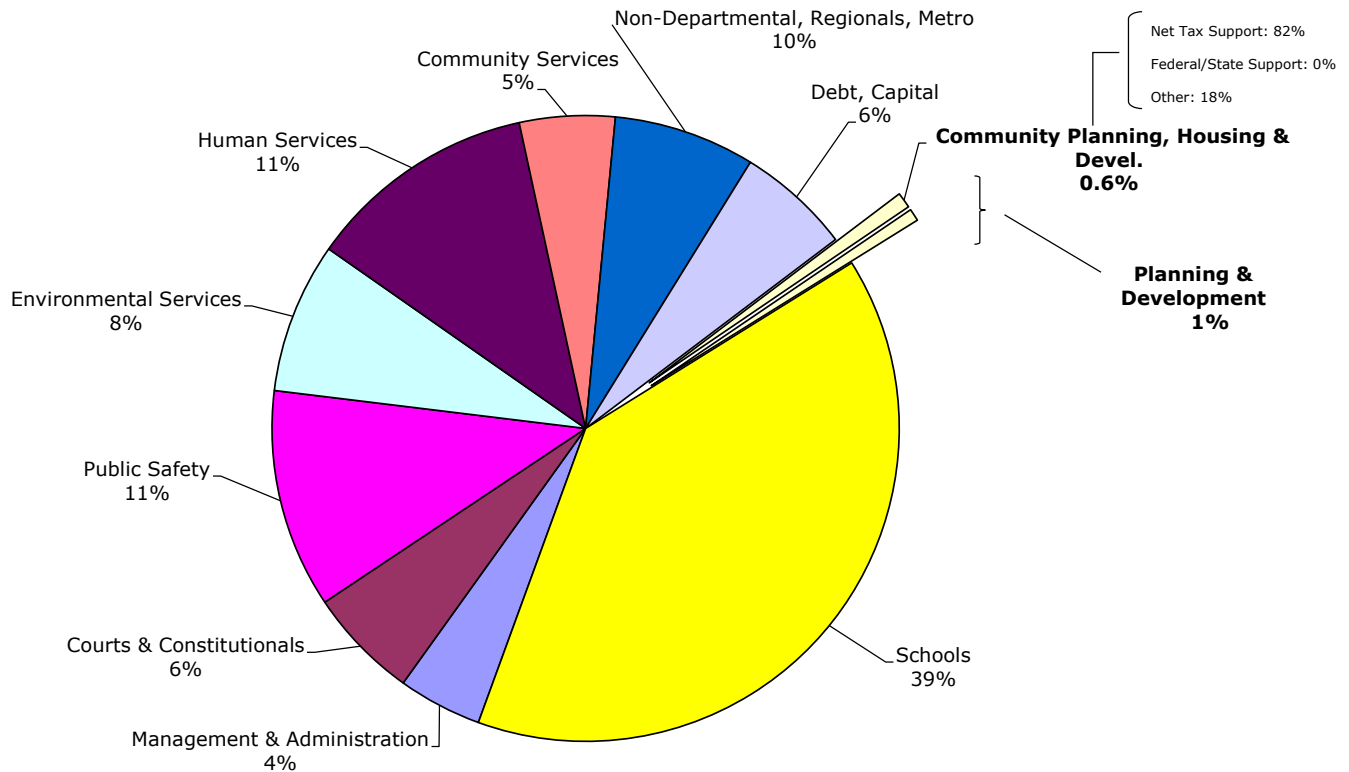
Fiscal Year	Description	FTEs
FY 2018	▪ The County Board added one-time funding for Arts Challenge Grants (\$30,000) and one-time funding for AED to conduct a retail and market study along the Columbia Pike corridor on behalf of the Columbia Pike Revitalization Organization (\$150,000). ▪ Converted a temporary employee from the Travel and Tourism Promotion Fund to a permanent full-time to support the front desk and operations (conversion of non-personnel to personnel \$60,000). ▪ Transferred in a position from the Department of Technology Services to support the sales and marketing efforts of ConnectArlington and the transfer in of sales and marketing non-personnel funding for the promotion of ConnectArlington (\$130,000 personnel; \$50,000 non-personnel). ▪ Removed FY 2017 one-time funding for the Marymount Non-Profit Resource Center (\$25,000).	1.00 1.00
FY 2019	▪ The County Board added one-time funding for the Columbia Pike Revitalization Organization (CPRO) (\$5,000) and one-time funding for the Lee Highway Alliance (LHA) (\$25,000). ▪ Eliminated one vacant Strategic Partnerships Executive Liaison (\$143,231). ▪ Eliminated funding for the Greater Washington Hispanic Chamber of Commerce (\$6,000) and decreased the ongoing commitment to Arlington Sister Cities Association (\$5,000). ▪ Eliminated the Cultural Affairs humanities program and its associated vacant position (\$77,172). ▪ Eliminated a vacant Cultural Affairs new Media Curator position (\$36,225). ▪ Eliminated the Connect Arlington marketing program (\$50,000) and associated vacant business development position (\$115,964). ▪ Removed one-time funding for the Columbia Pike Retail Market Study (\$150,000) and Arts Challenge Grants (\$30,000). ▪ Removed expenses (\$160,825) associated with the closure of Spectrum Theatre. ▪ Transferred partnership funding (CPRO and LHA) from Non-Departmental (\$210,500).	(1.00) (0.80) (0.50) (1.00)
FY 2020	▪ The County Board replaced ongoing funding with one-time funding for the Scenic Studio program (\$108,621). ▪ The County Board replaced ongoing funding with one-time funding for the facility manager at 3700 South Four Mile Run Drive (\$96,663). ▪ The County Board added one-time funding for the Mobile Stage (\$4,550). ▪ The County Board added ongoing funding for the Cultural Affairs literary arts program (\$31,000). ▪ The County Board added one-time funding to the Lee Highway Alliance (\$20,000), the Clarendon Alliance (\$10,000), and the Columbia Pike Revitalization Organization (\$20,000). ▪ The County Board approved one-time funding to retain the Facility Technical Services Director (\$151,202). ▪ Added ongoing funding for a small business support position (\$110,285).	1.00

Fiscal Year	Description	FTEs
	- Reduced funding for administrative support services (\$11,000). - Reduced funding for data subscription licenses (\$35,500). - Eliminated a vacant Audio Production Specialist position (\$108,143). - Eliminated a filled Cultural Affairs Specialist position in the Costume Lab (\$70,761). - Reduced wireless service charges as part of a County-wide review of wireless service providers (\$4,921).	(1.00) (1.00)
FY 2021	- The County Board added one-time funding to the Lee Highway Alliance (\$25,000). - Restored ongoing funding for the Scenic Studio program and the facility manager at 3700 South Four Mile Run Drive (\$208,975). - Eliminated one-time funding for the vacant Facility Technical Services Director position (\$138,135). - Added one-time funding for Columbia Pike small business support (\$20,000). - Increased ongoing funding to the Biz Launch program for small business support (\$35,000). - Increased funding for data subscription licenses (\$17,980). - Removed prior year one-time funding for mobile stage towing services (\$4,550), Lee Highway Alliance (\$20,000), Clarendon Alliance (\$10,000), and Columbia Pike Revitalization Organization (\$20,000). - Increased Scenic Studio fees (\$12,900). - Decreased other fee revenues based on prior year actuals (\$21,366).	(1.00)
FY 2022	- 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 added ongoing funding for the Lee Highway Alliance (\$25,000). - The County Board added ongoing funding for business dataset subscriptions (\$40,000). - The County Board added one-time funding for Resiliency Arts Grants (\$50,000). - The County Board added a small business support position (\$113,900) with funding from the American Rescue Plan. - Reduced trade and promotion funding (\$10,000), administrative operating expenses (\$27,618), and marketing budget (\$21,743) in the Director's Office and Real Estate Development Group. - Reduced marketing and business engagement activities (\$32,000) in the Business Investment Group. <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment (\$28,055) and a one-time bonus for staff of \$450 (\$24,493).</i> <i>In FY 2021 closeout, a technical adjustment was made to increase the hours of an existing Cultural Affairs Specialist III position by re-allocating existing personnel budget.</i> <i>As a part of FY 2021 close-out, the County Board approved ARPA funding for one-time expenses associated with the ReLaunch Program (\$500,000 one-time) and the Back2Work Program (\$25,000).</i>	1.00 0.20

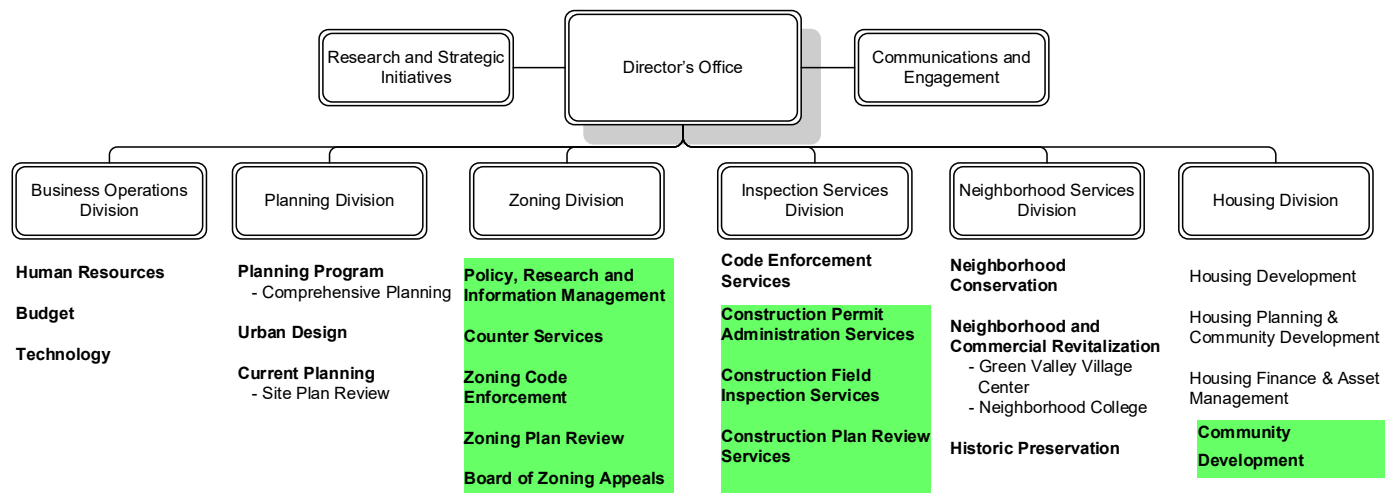
Fiscal Year	Description	FTEs
FY 2023	■ The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, and approved a one-time increase in shift differential from \$0.75 to \$1.00 per hour for B shift and from \$1.00 to \$1.30 per hour for C shift (\$478), a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$534), and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$4,505). ■ The County Board added one-time funding for arts equity grants (\$100,000). ■ The County Board added one-time funding for a strategic funding pool for neighborhood partnerships (\$180,000). ■ The County Board added one-time funding for Plan Langston (\$25,000). ■ Added funding for the Lee Arts Center (\$64,655). ■ Added one-time funding for arts programming at the new site located at 2700 South Nelson Street (\$85,000). ■ Fee revenue increased due to the fee increases for LAC (Lee Arts Center) memberships (\$65,666). ■ As part of the FY 2022 adopted budget, the County Board approved use of American Rescue Plan Act (ARPA) funding to add a small business support position. The FY 2023 adopted budget continues funding for this position (\$88,022, 1.0 FTE). ■ As a part of FY 2021 close-out, the County Board approved allocations of the remaining ARPA funding for additional programs based on the Guiding Principles presented by the County Manager in September; the Board directed the County Manager to include funding for these programs in the FY 2023 adopted budget including: ■ ReLaunch program (\$500,000) for the BizLaunch team to provide targeted technical assistance (i.e., financial management, strategic planning, branding, and marketing) to small businesses negatively impacted by the pandemic. ■ Back2Work Initiative (\$25,000) for the Business Investment Group to help address the needs of tech companies and help unemployed, displaced, and underemployed workers find tech jobs.	

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

FY 2024 Proposed Budget - General Fund Expenditures



LINES OF BUSINESS



SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Community Planning, Housing and Development is \$12,471,708, a one percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases; an increase in the County's cost for employee health insurance; slightly higher retirement contributions based on current actuarial projections; adjustments to salaries resulting from the Administrative, Communication, and Accounting job family studies (\$62,619); and one-time \$2,000 (gross) employee bonuses (\$210,470). Personnel increases are partially offset by the position reductions itemized below.
- ↓ Non-personnel decreases due to the reductions itemized below, adjustments to the annual expense for maintenance and replacement of County vehicles (\$4,791), the removal of one-time ARPA funding associated with Committed Affordable Unit (CAF) Property Oversight and Tenant Support (\$30,000), and the following one-time funded activities: Historic Preservation Grant Funds (\$150,000); Housing Inspections (\$100,000); Hotel Conversion Consultant (\$75,000); and Childcare Zoning Consultant (\$75,000). Decreases are partially offset by the addition of one-time funding for the purchase of electric vehicles in FY 2024 (\$7,760) and ongoing funding for Tenant Outreach services (\$60,000).
- ↑ Revenue increases are primarily due to a projected increase in large planning projects (\$660,696) and an increase to Development Services related fees (\$101,920).

FY 2024 Proposed Budget Reductions

Director's Office

- ↓ Elimination of a vacant Management Analyst position (\$74,941, 0.6 FTE)
IMPACT: This elimination of the position will result in a shifting of administrative responsibilities to another department staff member who is currently supporting another business unit. It will also shift some responsibilities to the Business Operation Division and the County Manager's Office, thus putting strain on existing staff in those operations. The elimination could result in delays in work completion in all affected units.

Code Enforcement

- ↓ Transfer of a Construction Codes III position to the CPHD Development Fund (\$133,001, 1.0 FTE)

IMPACT: This reduction moves one filled Code Enforcement position (1.0 FTE) to the CPHD Development Fund. The Department has previously moved code enforcement positions (4.0 FTEs) to the Development Fund. Moving this position has no impact to the current service levels being provided by the Code Enforcement Section.

Historic Preservation

- ↓ Reduction in Consultant Services budget (\$43,500)

IMPACT: This reduction will require the Department to re-prioritize various historic preservation and departmental initiatives including archaeological monitoring and large scale historic/cultural research and documentation. It will also delay the implementation of the Historic Preservation Master Plan Update including updating the Historic Resources Inventory and completing the African American multiple property documentation.

Comprehensive Planning

- ↓ Elimination of a vacant Associate Planner position (\$161,729, 1.0 FTE)

IMPACT: This elimination would reduce the overall capacity and resources of the Comprehensive Planning team to support projects identified in the Division's annual work program. This could result in delays in completing project work.

Department-wide

- ↓ Reduction of various non-personnel categories (\$16,752)

IMPACT: This reduction reduces printing and software licenses which will require work processes to be amended.

DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT
DEPARTMENT BUDGET SUMMARY

DEPARTMENT FINANCIAL SUMMARY

	FY 2022 Actual**	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$10,845,401	\$11,077,364	\$11,625,496	5%
Non-Personnel	645,383	1,273,495	846,212	-34%
GASB	1,642	-	-	-
Total Expenditures	11,492,426	12,350,859	12,471,708	1%
Fees	1,638,781	1,324,304	2,061,920	56%
Miscellaneous*	164,372	100,000	125,000	25%
GASB	1,642	-	-	-
Total Revenues	1,804,795	1,424,304	2,186,920	54%
Net Tax Support	\$9,687,631	\$10,926,555	\$10,284,788	-6%
Permanent FTEs	82.50	84.60	82.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	82.50	84.60	82.00	

* FY 2022 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.

** FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Tax Support
Director's Office	\$1,664,014	\$1,292,998	\$1,456,587	13%	-	\$1,456,587
Business Operations	650,581	730,669	990,177	36%	-	990,177
Comprehensive Planning	1,825,820	2,404,370	2,145,428	-11%	-	2,145,428
Current Planning	1,634,384	1,756,210	1,859,314	6%	\$2,061,920	(202,606)
Urban Design	484,129	515,170	540,541	5%	-	540,541
Code Enforcement Services	1,079,890	1,115,835	1,029,640	-8%	-	1,029,640
Neighborhood Conservation	366,690	344,135	355,652	3%	-	355,652
Neighborhood and Commercial Revitalization	351,098	366,379	389,978	6%	-	389,978
Historic Preservation	598,906	772,823	615,282	-20%	-	615,282
Housing Division Administration	2,836,914	3,052,270	3,089,109	1%	125,000	2,964,109
Total	\$11,492,426	\$12,350,859	\$12,471,708	1%	\$2,186,920	\$10,284,788

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Director's Office	9.60	9.00	-	9.00
Business Operations	5.00	5.00	-	5.00
Comprehensive Planning	14.00	13.00	-	13.00
Current Planning	12.50	12.50	-	12.50
Urban Design and Research	3.00	3.00	-	3.00
Code Enforcement Services* **	8.00	7.00	-	7.00
Neighborhood Conservation	6.00	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	20.50	20.50	-	20.50
Total	84.60	82.00	-	82.00

* In addition to the Code Enforcement Services staff noted above, there are also 7.00 Code Enforcement Staff that are funded out of the CPHD Development Fund.

** In FY 2024 CPHD transferred a Construction Codes III position to the CPHD Development Fund from Code Enforcement.

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 CPHD toward success by providing budget, human resource development, and technology solutions that are objective, equitable, and rooted in best practices. We strive to provide excellent customer service to solve the challenge at-hand and to be strategic and forward thinking to position CPHD for future opportunities.

Departmental Management and Leadership

- Monitor conditions, assess needs, and conduct strategic and tactical planning and special assignments 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Columbia Pike form-based code applications approved	0	2	2	1	2	3
Number of major sector/area plans completed	1	0	0	2	1	1
Number of major sector/area plans underway	1	2	4	2	1	0
Number of major County Board initiated studies and special projects underway	2	3	2	2	1	2
Number of major County Board initiated studies and special projects completed	1	0	0	0	1	1
Number of special GLUP studies completed	2	0	2	1	2	1
Number of special GLUP studies underway	1	0	1	1	1	1
Number of Zoning ordinance amendments completed	7	4	7	3	8	6
Number of Zoning ordinance amendments underway	4	4	2	6	6	7

- 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 expected to be underway in FY 2023 is the Plan Langston Boulevard process extending past the original anticipated timeline. There are no plans expected in FY 2024.
- The number of major County Board initiated studies and special projects underway in FY 2023 and FY 2024 reflect priorities related to the Housing Arlington Initiative, Child Care

COMPREHENSIVE PLANNING PROGRAM

Initiative and potential policy priorities that may be identified with the Five-Year Review of the Comprehensive Plan.

- The number of Zoning Ordinance amendments completed and the number of Zoning Ordinance amendments underway reflect prior information contained in the Planning Division Work Plans and account for resource capacity and community engagement plans to conduct studies. The increase in the FY 2023 estimate for Zoning Ordinance amendments completed is due to the prioritization of Commercial Market Resiliency related studies and several site-specific Form Based Code related studies. The FY 2023 number of zoning Ordinance amendments underway includes the continuation of a study, an increase in Commercial Resiliency related studies and other potential Form Based Code related studies.
- The number of Zoning amendments underway increased in FY 2022 due to multiple studies being elevated in response to development applications and public facility needs.

URBAN DESIGN

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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of community outreach events sponsored by Urban Design	5	6	3	5	3	3
Studies and plans initiated	5	6	3	4	4	4

- The Number of community events increased in FY 2022 due to the addition of one-time interdepartmental events associated with biophilic design workshops.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of administrative changes reviewed for facade changes	82	80	90	96	90	90
Number of administrative changes reviewed for landscape changes	59	60	51	62	60	60
Number of facade inspections	19	18	14	16	16	16
Number of landscape plans reviewed	35	33	38	30	32	30
Number of landscape plan inspections	24	24	20	23	24	24
Number of site plans reviewed	21	22	18	20	22	20

- 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

URBAN DESIGN

as a result, the number of change reviews returned to prior levels in FY 2021 and FY 2022 and is anticipated to remain at prior levels in FY 2023 and FY 2024.

- 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.
- Given the current pace of site plan applications, the number of inspections and site plans reviewed has returned 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average site plan review cycle time (days)	280	235	270	274	250	250

- Site Plan review times in FY 2021 and FY 2022 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 and large projects (ie.; PenPlace) that included a prolonged LRPC process, respectively.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of administrative applications	228	197	165	187	170	170
Number of site plans approved by the County Board	9	10	8	3	10	10
Number of use permit and site plan amendment applications and reviews processed	192	217	113	162	160	160
Percent of total items on consent agenda	94%	96%	96%	95%	95%	95%

- The number of administrative change applications decreased in FY 2021 due to the slowing of construction activity due to COVID-19.

CURRENT PLANNING

- The number of administrative change and site plan amendment applications and reviews increased in FY 2022 due to an increase in construction activity, the commencement of new uses and the reduction in COVID-19 related impacts on the marketplace.
- 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of code enforcement cases identified by staff	2,356	2,039	2,395	N/A	2,400	2,400
Percentage of code enforcement cases identified by staff	80%	71%	81%	N/A	80%	80%
Total number of code enforcement cases	2,942	2,858	2,916	N/A	2,900	2,900

- Due to the FY 2022 launch of building and trade permits in the Permit Arlington System, FY 2022 actual information is currently unavailable for all measures. It is anticipated that the FY 2022 information will be available in the latter part of FY 2023.
- 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of private properties cleaned of refuse and garbage or vegetation trimmed as part of the enforcement initiative	7	0	0	N/A	0	0
Total number of hoarding cases	22	22	12	N/A	20	20

- Due to the FY 2022 launch of building and trade permits in the Permit Arlington System, FY 2022 actual information is currently unavailable for all measures. It is anticipated that the FY 2022 information will be available in the latter part of FY 2023.
- 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Neighborhood Conservation plans and updates in progress	15	15	15	14	16	16
Number of participating neighborhoods	52	52	52	52	52	52

Supporting Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of major events held in John Robinson, Jr. Town Square	1	0	0	3	5	5
Number of public/private development projects/activities initiated or reviewed by the Nauck Revitalization Organization	0	0	3	3	4	2
Number of residents attending events and activities in the John Robinson, Jr. Town Square	150	0	0	175	250	300

- The John Robinson, Jr. Town Square was formally named by the County Board in November 2020 and was completed in Spring 2022. The completion of the Town Square has allowed events to resume. Due to the completion of the Town Square, the number of events held and the number of residents attending events is anticipated to increase in FY 2023 and FY 2024.
- 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Annual enrollment in the Neighborhood College Program	22	23	23	25	65	70

NEIGHBORHOOD AND COMMERCIAL REVITALIZATION

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of the Neighborhood College participants satisfied with the program	100%	100%	100%	100%	100%	100%

- Beginning in FY 2023, the Arlington Neighborhood College Program (ANC) will provide two sessions per fiscal year with one session being offered in the fall and the second in the spring. This has resulted in an anticipated increase in the annual enrollment numbers for FY 2023 and beyond.

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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of monthly inspections completed in locally designated historic districts	50	40	41	55	54	54
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	99%	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 at least 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. Monthly inspections in FY 2022 and beyond increased due to more frequent inspections in multiple-property districts.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Administrative Certificates of Appropriateness (ACoAs) approved by staff	23	46	60	26	40	45
Number of Certificate of Appropriateness (CoA) applications approved by HALRB	38	25	45	47	50	50
Number of Federal/State historic preservation-related compliance cases reviewed	75	139	93	80	100	100
Number of National Register of Historic Places nominations submitted for listing/total National Register listings	0/71	0/71	2/73	0/73	1/74	1/75
Number of new locally designated historic districts/total local districts	0/40	0/40	1/41	0/41	1/42	1/43
Number of preservation easements monitored annually	11	13	13	13	16	16
Percent of HALRB members satisfied with program support	98%	98%	98%	98%	98%	98%

HISTORIC PRESERVATION

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of projects supported by the Historic Preservation Fund Grant Program	N/A	N/A	N/A	N/A	N/A	5

- 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. The Historical Affairs and Landmark Review Board (HALRB) met virtually due to the COVID-19 pandemic from July 2020 through August 2022 and began convening hybrid meetings in September 2022. The HALRB's Design Review Committee met virtually from May 2021 through August 2022 and began convening hybrid meetings in September 2022.
- 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. In FY 2022 the number of ACoAs decreased due to fewer applications submitted, ongoing supply chain issues and rising materials/construction costs. 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. This is anticipated to remain at this level in FY 2023 and beyond.
- 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. Many major projects were delayed and/or put on hold due to the COVID-19 pandemic, thereby resulting in an FY 2021 and an FY 2022 decrease in Federal/State historic prevention-related compliance cases. An increase to the number of such cases is estimated in FY 2023 and FY 2024.
- 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.
- The Historic Preservation Fund (HPF) Grant program is a new pilot approved by the County Board in FY 2023 that will be implemented in FY 2024. The HPF is a competitive grant program that will award capital and non-capital grants in support of Arlington's history, built environment, and/or cultural heritage. Continuation of the HPF Grant program will be subject to future funding.

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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of CAF units approved by the County Board in the fiscal year	255	275	859	1,580	418	173
Number of CAF units preserved in the fiscal year (i.e., affordability extended)	462	0	0	0	163	0
Rental CAFs: Total approved in the fiscal year	255	275	859	1,580	418	173
Rental CAFs: County financed	239	224	96	1,568	163	80
Rental CAFs: Bonus/earned density	0	51	51	0	137	93
Rental CAFs: Non-profit acquisition with affordability covenant	0	0	619	0	0	0
Rental CAFs: Neighborhood form-based code	16	0	93	12	118	0

HOUSING DIVISION

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Ownership CAFs: Total approved in the fiscal year (price-restricted ownership unit)	0	0	0	0	0	0
Ownership CAFs: Bonus/earned density	0	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	9.4%	9.8%	11.6%	12.3%	11.4%	11.0%
Rental CAFs: Total number (cumulative)	8,375	8,650	9,490	11,070	11,488	11,661
Total cumulative senior CAF units	1,111	1,111	1,111	1,111	1,111	1,191
Total cumulative family-sized CAF units	4,239	4,418	4,596	5,398	5,554	5,609

- 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, as well as the financing solution (county, bonus/earned density, neighborhood form-based code), varies based on the number of projects approved by the County Board. These projects differ in their size and scale and may vary in the total amount of senior or family-sized CAF units included in the project.
- 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 and FY 2022 as a result of site plan and neighborhood form-based code units located at the Greenbrier and Crystal House locations.
- The rental CAFs acquired through a non-profit affordability covenant shows an increase in FY 2021 as a result of Park Shirlington.
- The number of CAF units preserved increased in FY 2023 is a result of Marbella/Arna Valley View.
- 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 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Annual readership of Housing Newsletter	1,734	11,534	11,487	11,090	12,450	12,400
Number of requests for housing information	1,341	1,727	2,175	1,689	1,500	1,300

HOUSING DIVISION

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of tenants and landlords assisted through the housing information center	742	927	1,073	737	700	700
Homeownership - homebuyer education by number of participants	286	232	849	773	850	850
Homeownership - number of Moderate Income Purchase Assistance Program (MIPAP) loans	4	4	1	7	10	10
Homeownership - number of outreach events (workshops, etc.)	21	32	65	44	42	41
Number of CAF units approved that are accessible	14	38	21	0	55	10
Percent of accessible CAF units that are occupied by persons with disabilities	58%	55%	60%	62%	61%	61%
Percent of CAF units approved that are accessible	5%	4%	2%	0%	13%	6%
Tenant Assistance Fund - number of participants	42	35	19	6	110	110

- 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 2023, the subscriber count is expected to increase due to the increased interest in the Missing Middle Study.
- The number of requests for housing information and the number of tenants and landlords assisted through the housing information center decreased in FY 2022 as the impacts of the COVID-19 pandemic on housing subsided. Housing anticipates a return to near pre-pandemic levels of requests for information in FY 2024.
- "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.
- The number of CAF units approved that are accessible varies year by year depending on the projects that are approved.
- 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. In FY 2023 and FY 2024, the number of participants will increase due to large construction projects at Marbella and Arna Valley View.

Housing Sustainability

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
County Loan Funds Allocated in fiscal year (rounded - in millions)	\$18.1	\$26.5	\$16.5	\$45.6	\$37.6	\$36.4
County Loan Funds Disbursed in fiscal year (rounded - in millions)	\$29.8	\$14.2	\$17.7	\$29.8	\$33.2	\$43.4
Total Number of County Loans (cumulative)	110	115	118	118	120	124
Cumulative value of loans originated and disbursed (\$millions)	\$355.45	\$369.85	\$384.05	\$413.85	\$447.05	\$490.45

HOUSING DIVISION

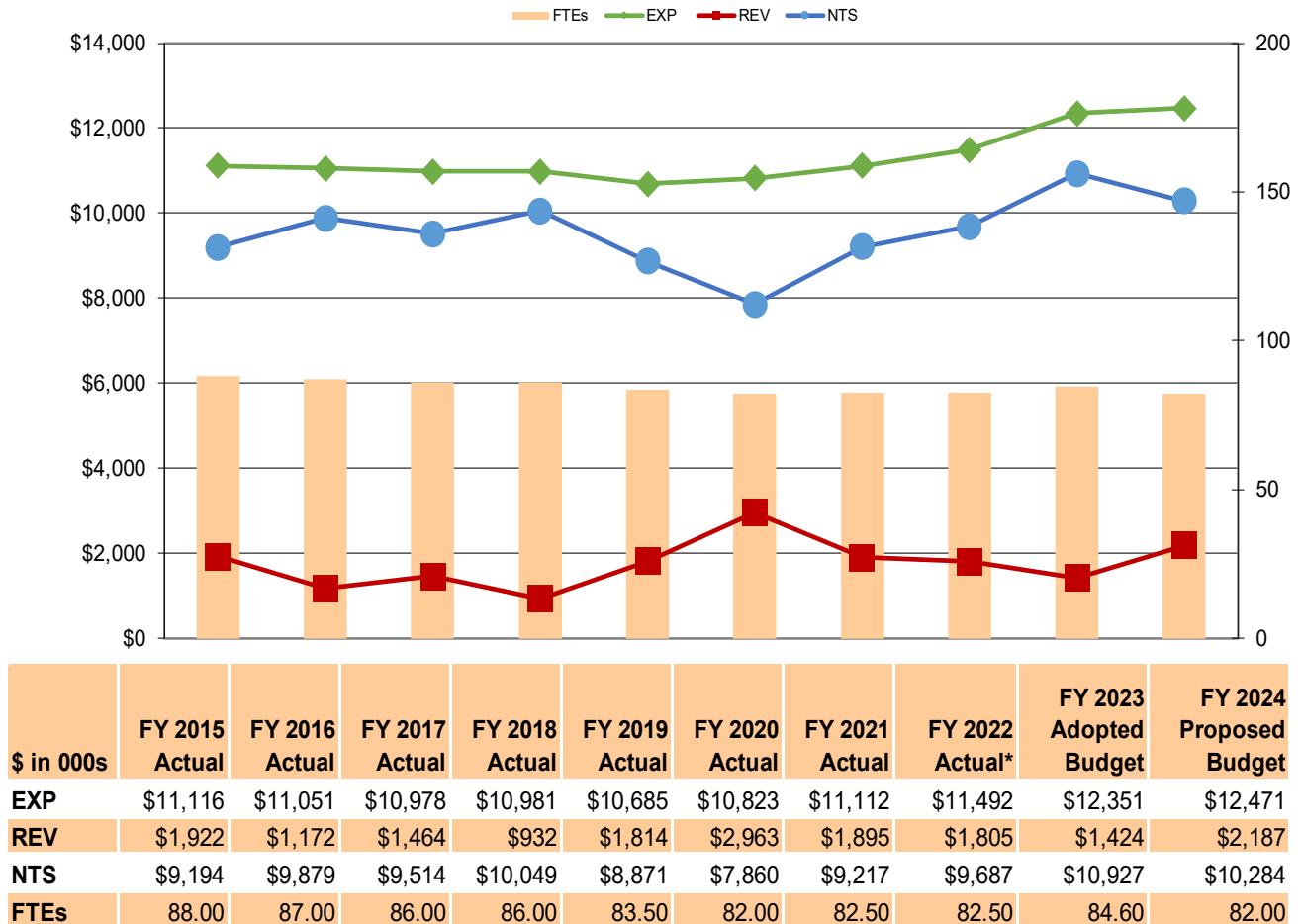
Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
County loan repayments and payoffs received in fiscal year (rounded – in millions)	\$10.3	\$3.7	\$3.1	\$15.9	\$4.0	\$4.0
Developer Contributions received in fiscal year (rounded – in millions)	\$2.5	\$6.2	\$26.4	\$0.8	\$7.0	\$3.2
Leveraging Ratio for County Funds Allocated in fiscal year	1:7.3	1:3.7	1:4.3	1:4.2	1:3.8	1:4.1
Leveraging Ratio for County Funds Disbursed in fiscal year	1:5.3	1:5.6	1:4.1	1:3.7	1:4.6	1:4.7
Leveraging ratio of General Fund dollars to all other sources for fiscal year	1:22	1:12	1:11	1:11	1:11	1:11
Number of CAF units reviewed and monitored for program compliance (occupancy compliance monitoring)	3,727	4,300	2,856	3,024	4,300	4,300
Number of CAF units brought into compliance as a result of occupancy monitoring efforts	26	15	19	23	20	20
Number of projects reviewed for compliance with terms of County loan (financial portfolio monitoring)	41	39	20	40	50	50
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)	119	306	329	816	1,100	1,500
Number of CAF units brought into compliance with code as a result of physical inspection	41	143	42	341	400	500

- 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/Barcroft Debt Service (approximately \$2-3 million annually). Beginning in FY 2022, Arlington County no longer allocates 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 were lower in FY 2020 - FY 2021 due to proactive measures taken by the Housing Division in response to the COVID-19 pandemic. These proactive measures included 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 fewer of these types of payments than in previous fiscal years. The County received these deferred loan repayments in FY 2022 and is expecting to receive lower repayment amounts in FY 2023 and 2024.
- Developer contributions to AHIF increased in FY 2021 due to a \$20 million contribution from Amazon related to the project located at Met Park.

HOUSING DIVISION

- 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. This decreased in FY 2021 due to fewer in-person reviews due to the COVID-19 pandemic. However, beginning in FY 2022 and beyond, 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.

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



* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include \$1,642 for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

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

Fiscal Year	Description	FTEs
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). ▪ Transferred half of a Business Systems Analyst position to the CPHD Development Fund. ▪ 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.	1.00 (0.50)
FY 2016	▪ The County Board eliminated a Housing Assistant position (\$47,977). ▪ 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). ▪ 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).	(0.50) (0.50)
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).	
FY 2018	▪ 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 childcare facilities. ▪ The County Board eliminated an Office Supervisor based on an anticipated staff retirement (\$88,527). ▪ Transferred a Communications Specialist II (\$147,770) from the Business Operations Division to the Permits Administration Division in the CPHD Development Fund.	1.00 (1.00) (1.00)

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

Fiscal Year	Description	FTEs
	- 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). - Grant revenue increased due to additional Community Services Block Grant income (\$38,550). <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	- The County Board eliminated a filled Administrative V position (\$82,250). - The County Board eliminated a filled Planning Supervisor position (\$182,885). - The County Board eliminated a vacant Principal Planner (\$177,483). - The County Board reduced a full-time vacant Code Enforcement Supervisor position into a half-time position (\$68,294). - The County Board reduced consultant funding used to implement a department-wide training program (\$35,550). - 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).	(1.00) (1.00) (1.00) (0.50)
FY 2020	- The County Board added \$40,000 in ongoing funding to the Neighborhood College Program, no change from the FY 2019 adopted level of funding. - Transferred three code enforcement positions to the Development Fund (\$353,219). - Reduced wireless service charges as part of a County-wide review of wireless service providers (\$8,379). - Reduced consultant funds used to implement in department-wide training programs (\$11,850). - Reduced consultant funds within the Historic Preservation line of business (\$8,164). - Added one and a half Principal Planner positions to support increased activity associated with Amazon (\$225,000).	(3.00) 1.50
FY 2021	- 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).	0.50

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

Fiscal Year	Description	FTEs
	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).	
FY 2022	- 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 Act (ARPA) funding. - Transferred an Administrative Technician I to the CPHD Development Fund (\$68,988). (1.00) - Eliminated a vacant Administrative Technician I position (\$34,495). (0.50) - 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>	
FY 2023	- The County Board added funding for an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, increased the pay range movement to five percent, a one-time increase in language premium from \$0.69 to \$0.92 per hour (\$2,669), and an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more (\$31,662). - The County Board also added a Principal Development Specialist and a Compliance Coordinator (Principal Planner) to the CPHD Housing Division, both of which are funded from existing funds within the Columbia Pike TIF, one-time grant funds for Historic Preservation (\$150,000), and one-time consultant funds for hotel conversions (\$75,000) and for childcare zoning (\$75,000) in the Planning Division. 2.00 - Additionally, the County Board made an additional one-time allocation from the remaining ARPA funds for housing inspections (\$50,000). - Added funding for administrative job family studies (\$10,891).	

Fiscal Year	Description	FTEs
	▪ Added a Communications Specialist II (1.0 FTE) and increased an existing Management Analyst position (0.10) in the Director's Office, both funded from anticipated personnel budget savings.	1.10
	▪ Increased an existing Associate Planner in Neighborhood Conservation funded from existing Capital funds.	0.50
	▪ Added one-time funding added for housing inspections (\$100,000). ▪ Revenue increased due to a projected increase in large planning projects (\$199,021) and a four percent inflationary increase to Development Services related fees (\$51,000), partially offset by a landscape plan review fee change (\$1,696). ▪ 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 the County Manager in September 2021; the Board directed the County Manager to include funding for these programs in the FY 2023 adopted 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 budget. ▪ In addition to the items noted above, an additional allocation from the remaining ARPA funds is included in the FY 2023 adopted budget: ○ Housing Inspections: Physical inspections of units in committed affordable unit (CAF) communities (\$50,000, one-time). Note: This budget is in the County's Non-Departmental budget.	

NON-DEPARTMENTAL BUDGET SUMMARY

Non-departmental accounts include County-wide costs for insurance premiums and claims (including workers' compensation), fringe benefits for retirees (health and life insurance premiums), miscellaneous expenses, County building rent, overhead charges to certain County agencies, and contingents held for future County Board actions, such as the Affordable Housing Investment Fund.

NON-DEPARTMENTAL FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Insurance	\$5,695,461	\$5,100,000	\$5,100,000	-
Retiree Benefits/Health Plan Adjustment	10,242,756	16,500,000	14,890,000	-10%
Miscellaneous	22,173,010	31,272,791	22,725,220	-27%
Contingents	205,341,272	30,540,868	14,066,572	-54%
GASB*	80,171,045	-	-	-
Total Expenditures	\$323,623,544	\$83,413,659	\$56,781,792	-32%

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

INSURANCE COSTS

The County's risk financing program is comprised of commercially purchased insurance coverage and retained risks paid for through a program of self-insurance. The liability program is self-insured up to \$1 million per occurrence. The program includes general liability, police legal liability, public officials' liability, and automobile liability. The County has a commercially purchased excess liability policy with limits of \$10 million per occurrence with no annual aggregate. The County has exposure for property losses to a current deductible of \$50,000. Losses above the deductible level are covered by a commercially purchased policy.

The County also maintains a Self-Insurance Reserve (\$5,000,000) and a General Fund Operating Reserve funded at five and one-half percent of General Fund expenditures. Insurance is purchased primarily for property, general liability, and automobile liability exposures subject to prudent deductible/retention levels. Insurance is provided for real and personal property, crime, garage keepers, professional liability, and constitutional office coverage. Retained exposures include general liability, automobile damage, and related liability up to specific retention levels.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Insurance Cost	\$5,695,461	\$5,100,000	\$5,100,000	-
Total Expenditures	\$5,695,461	\$5,100,000	\$5,100,000	-

RETIREE BENEFITS AND HEALTH PLAN ADJUSTMENTS

This account includes the employer's share of retirees' health and life insurance premiums and adjustments related to the employer's share of health plan expenses for general employees.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Retirees' Health & Life Insurance	\$11,043,706	\$11,400,000	\$790,000	-93%
Other Post Employment Benefits (OPEB - trust)	6,500,000	5,100,000	14,100,000	176%
Health Plan Adjustment	(7,300,950)	-	-	-
Total Expenditures	\$10,242,756	\$16,500,000	\$14,890,000	-10%

- OPEB funding levels are based on the most recent actuarial study and ensure that the County is fully meeting its annual required contribution to the fund. The total funding for OPEB (current costs plus future liability) is \$14.9 million in FY 2024.
- The total County employee healthcare costs are expected to increase in FY 2024 by approximately four percent (all plans).

MISCELLANEOUS EXPENSES

These County expenses include rent, overhead charge-backs to some County agencies, the cost of the County's annual external audit and other consulting fees, national and state association memberships (National League of Cities, National Association of Counties, Virginia Municipal League, and Virginia Association of Counties), and other miscellaneous expenses not allocated to County departments.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Facility Rent and Operating Charges	\$10,766,108	\$12,128,088	\$12,878,451	6%
Intra-County Charges	(401,463)	(431,278)	(469,505)	9%
Consultants	530,192	2,666,828	1,278,354	-52%
Contracted Services	563,183	478,000	478,000	-
Memberships	143,020	164,000	214,000	30%
Special Events & Unclassified Services	43,047	180,000	150,000	-17%
Employer of Choice	257,803	5,561,753	(1,172,000)	-121%
Fuel, Fleet, & Utility Savings	-	(225,000)	(2,500,000)	1011%
Short-term Financing	9,175,804	8,350,400	8,767,920	5%
Bank Fees	723,174	-	700,000	-
IDA Debt Service on Ballston Skating Facility	372,142	2,400,000	2,400,000	-
Total Expenditures	\$22,173,010	\$31,272,791	\$22,725,220	-27%

- ↑ The rent costs and operating expenses in various County facilities increase six percent over FY 2023 primarily due to normal increases in rent for the Bozman Government Center and the rolling off of free rent provided per the terms of the new lease for Arlington Economic Development's office space in FY 2023.
- ↑ Intra-County Charges increase due to adjustments to the rent chargeback for the Transportation Capital Fund and CPHD Development Fund (\$10,227) as well as rent for the Utilities Customer Service Office (\$28,000).

- ↓ Consultant expenses decrease primarily due to the removal of one-time funding in FY 2023 for the Arlington CEP Action Fund (\$1.0 million), inflation adjustments (\$460,789), restorative justice (\$50,000), a tree canopy study (\$150,000), an assessment from addiction medicine professionals on intake practices at the Detention Center (\$85,000), and an equity demonstration project in Green Valley (\$150,000). The removal of one-time funds was partially offset by the addition of one-time funds for a benefits study (\$200,000), collective bargaining (\$100,000), the Arlington County Fair (\$50,000), and a grant to the Animal Welfare League for the study of a possible relocation (\$275,000).
- ↑ Memberships increase based on the addition of one-time funding for support of the Northern Virginia Economic Development Alliance (\$50,000).
- ↓ Special events decrease due to the removal of one-time funding in FY 2023 for Arlington County Fair support (\$30,000).
- ↓ Employer of Choice program funding decreases primarily due to the removal of FY 2023 one-time funding for a \$1,000 gross bonus for all staff (\$4.3 million), a one-time bonus for those ineligible for telework (\$1.5 million), one-time bonuses focused on recruitment and retention (\$0.6 million), and one-time funding for compensation increases that has been moved to department budgets (\$0.4 million), partially offset by an increase to the dependent care match from \$1,500 to \$2,000 (\$110,000) and an increase to the County's contribution to health saving accounts for those on the high deductible health plan from \$700 individual/\$1,400 dependent to \$950/\$1,900 (\$50,000). Corporate credit for turnover (CFT) is included (\$3.1 million) to account for the anticipated continued challenges of hiring throughout the organization. Specific departmental CFT is accounted for in each department, however, it is anticipated that additional budgetary personnel saving will be achieved throughout the fiscal year across the organization. The FY 2024 proposed budget does not include new funding for compression studies.
- ↑ Fuel and utility savings increase due to the anticipated solar credits from the Maplewood Solar Farm (\$2.0 million) as well as an expected increase in electricity across County facilities.
- ↑ Short-term Financing increases based on an inflationary adjustment for the financing of projects in the Pay-As-You-Go capital fund.
- ↑ Bank fees are budgeted beginning in FY 2024 as a technical adjustment rather than being deducted from interest revenue.
- The Ballston Skating Facility, the practice facility for the National Hockey League's Washington Capitals ice hockey team, which opened in November 2006, was financed with Industrial Development Authority (IDA) taxable revenue bonds. It is projected that lease payments to the IDA from the Capitals will be sufficient to pay the debt service on the bonds.

CONTINGENTS

The non-departmental accounts also hold the County Board's contingents. These contingents are appropriated funds established to cover unforeseen expense items, new projects initiated after a fiscal year has begun, or for a particular purpose (Affordable Housing Investment Fund).

The Affordable Housing Investment Fund (AHIF) for the FY 2024 Proposed budget totals \$9.7 million. This includes \$8.9 million of ongoing General Fund support and \$0.8 million in federal HOME monies budgeted in the Housing and Community Development Fund.

In FY 2005, the recordation tax rate increased from \$0.05 to \$0.0833 in FY 2005. The revenue generated from that additional \$0.333 had been dedicated to housing programs, primarily AHIF, since the rate was increased. In FY 2024, recordation tax is projected to decrease due to the slowdown in the real estate market. The FY 2024 Proposed budget keeps the higher FY 2023

recordation tax allocation amount (\$2.0 million), and going forward, will no longer include an incremental adjustment for recordation tax revenue in the AHIF base budget.

Source	Funding
Base Budget	\$8,902,842
Federal HOME (in Housing and Community Development Fund)	755,678
TOTAL	\$9,658,520

FY 2022 actuals reflect the new financing deal related to Barcroft apartments. In December 2021, the County Board provided a \$150 million loan to support acquisition of the property by Jair Lynch Real Estate Partners. This County loan, in combination with a \$160 million low-rate loan from the Amazon Housing Equity Fund, will support the preservation of all Barcroft apartments as affordable units.

The Economic Development Contingent increases due to the projected funding required in FY 2024 for previously approved economic incentives agreements and the addition of one-time funding for an Arlington Innovation Fund (\$1.0 million one-time). Economic incentives are used to attract businesses to Arlington to help reduce the office vacancy rate and spur investment in the Arlington community. The total funding for economic incentives is \$2,028,730, including \$528,730 in one-time funds and \$1,500,000 in ongoing funding. The \$1.0 million Arlington Innovation Fund for FY 2024 will support fast-growing technology companies to diversify the local economy and reduce the County's office vacancy rate by providing matching grants to early-stage companies and increasing the number of events and support programming. This fund will help attract and retain key players in the innovation ecosystem in Arlington County, continuing the County's efforts to attract and retain key businesses in the innovation ecosystem.

The Proposed Budget includes a \$2.0 million County Manager's Contingent to address unforeseen needs which arise during the fiscal year.

In FY 2024, the American Rescue Plan Act (ARPA) funding is concluding. The funding received in FY 2021 and FY 2022 has been used to support a number of critical programs through the COVID-19 pandemic including childcare needs, eviction prevention, housing needs, and a number of other human service and housing programs. Remaining funding for ARPA in FY 2024 is for the required reporting and monitoring of ARPA-funded programs.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Affordable Housing Investment Fund (AHIF) ⁽¹⁾	\$25,760,823	\$16,057,481	\$8,902,842	-45%
AHIF - Incremental Recordation Tax	-	2,028,052	-	-100%
Barcroft Financing	150,000,000	-	-	-
Economic Development Contingent	2,634,243	2,416,029	3,028,730	25%
County Manager's Contingent	1,758,543	2,000,000	2,000,000	-
Countywide ARPA Programs/COVID Contingent	25,187,663	8,039,306	135,000	-98%
Total Expenditures	\$205,341,272	\$30,540,868	\$14,066,572	-54%

(1) Federal HOME funding is budgeted in the Housing and Community Development fund beginning in FY 2019. In FY 2023, \$662,547 of the total \$18.7 million in AHIF funding is budgeted in the Community Development Fund. In FY 2024, \$755,678 of the total \$9.7 million in AHIF funding is budgeted in the Community Development Fund.

DEBT SERVICE

The FY 2024 proposed budget includes outstanding and new money debt service on the County's General Obligation (GO) bonds, Industrial Development Authority (IDA) bonds issued for County projects, and expenses associated with bond program administration. Total General Fund debt service is projected at \$92,011,212, which includes \$9.6 million for debt service on Buckingham Village 3 and the Barcroft Acquisition line of credit and \$3.9 million for debt service on revenue bonds issued for short-term financed projects and paid for from the short-term finance debt service budget. The Buckingham debt service has been budgeted in Non-Departmental and will be paid for from the Affordable Housing Investment Fund (AHIF). The net FY 2024 proposed General Fund debt service budget totals \$79,531,024.

Payment of School bonded indebtedness is provided for in the School Debt Service Fund and is supported by a transfer from the County's General Fund. Payment of Utility bonded indebtedness (which includes sewer, advanced wastewater, and water bonds) is provided for in the Utilities Enterprise Fund and supported by user fees. Payment of Stormwater bonded indebtedness is provided for in the Stormwater Fund.

FY 2024 PRIORITIES

The FY 2024 priorities for debt management are:

- To preserve the County's credit ratings at Aaa/AAA/AAA from Moody's, Standard & Poor's, and Fitch Ratings, respectively.
- To continue adhering to the County's prudent debt management policies.
- To issue approximately \$95 million in new money GO bonds in CY 2023 as approved in the referenda from CY 2016, CY 2020, CY 2021 and CY 2022.

DEBT POLICY AND CREDIT RATINGS

The County's debt service budget reflects County fiscal policies regarding the prudent use of bond financing. There is no legal limit as to the amount of indebtedness that the County can incur; however, the County maintains and frequently updates a set of policies addressing fiscal integrity and sustainability (see <https://www.arlingtonva.us/Government/Programs/Budget-Finance/Debt-Policies>). These policies help ensure maintenance of the County's triple-A ratings. The policies include the following ratios:

- Ratio of Tax supported Debt Service to General Expenditures (10 percent);
- Ratio of Tax supported General Obligation Debt and Subject to Appropriation Financing to Market Value of County Taxable Real and Personal Property (three percent);
- Ratio of Tax supported General Obligation Debt to Resident Per Capita Income (six percent); and
- Ratio of growth in debt service should be consistent with the projected growth of revenues and not exceed the average ten-year historical revenue growth.

The general obligation bonds planned in CY 2023 are based on the approved projects in the Adopted FY 2023 – FY 2032 Capital Improvement Plan (CIP). Outstanding debt service is based on completed bond sales and required principal and interest payments due to bondholders.

The Board's policies also include guidelines regarding the use of variable-rate debt:

- Variable rate debt exposure should not exceed approximately 20 percent of total outstanding fixed rate debt;
- Debt service on variable rate bonds will be budgeted at a conservative rate;
- Before issuing variable rate bonds, the County will determine how potential spikes in the debt service will be funded; and
- Before issuing any variable rate bonds, the County will determine the impact of the bonds on the County's total debt capacity under various interest rate scenarios; evaluate the risks inherent in the County's capital structure, giving consideration to both the County's assets and its liabilities; and develop a method for budgeting for debt service.

In addition to the County Board debt policies, Arlington County must follow the requirements set out by Article VII of the Constitution of Virginia, the Public Finance Act, and any local charter, resolution, or ordinance in order to incur debt. The issuance of Arlington County GO bonds must also be approved by public referendum. Certain types of debt are excluded from the referendum requirement, including revenue and refunding bonds.

By continually observing these policies, the County has maintained its credit ratings of Aaa/AAA/AAA from Moody's Investors Services, Standard & Poor's Corporation, and Fitch Ratings. These ratings were reaffirmed in May 2021 as part of the issuance of the Series 2021 GO bonds. These are the highest credit ratings awarded and reflect the confidence that the rating agencies share in the County's prudent debt management, economic environment, sound financial position, and stable tax base.

2023 NEW MONEY BONDS

The proposed debt service budget was developed assuming a County GO bond sale of approximately \$95 million in the spring of 2023. The initial debt service payments due in FY 2024 are approximately \$5.3 million in the General Fund, \$9.7 million in the School Debt Service Fund for their issuance of approximately \$98 million of bonds, and \$1.5 million in the stormwater fund for their issuance of approximately \$15 million of bonds.

SPRING 2023 NEW MONEY BOND ISSUANCE AND AUTHORIZED BUT UNISSUED BONDS

Referendum Category	Amount Issued	Authorized Unissued Bonds
Local Parks & Recreation	13.35	15.91
Metro	20.70	42.60
Transportation	<u>22.01</u>	<u>9.02</u>
Metro & Transportation	42.71	51.62
Community Infrastructure	39.15	44.19
County General Obligation Bonds	\$95.21	\$111.72
School General Obligation Bonds	97.89	114.53
Utility General Obligation Bonds	8.75	168.61
Stormwater General Obligation Bonds	14.56	62.84
Total General Obligation Bonds	\$216.41	\$457.70

In \$ millions, numbers may not add due to rounding

SUBJECT TO APPROPRIATION OBLIGATIONS

A “subject to appropriation” pledge represents a promise by the County to seek future appropriation, if needed, for debt service payments on certain financing. The County utilized this type of pledge for a variety of projects that are not financed under voter approved general obligation bond referenda. In the majority of cases, the County’s support pledge has been used as credit enhancement, thereby allowing the project to be financed at a lower cost. In these cases, actual debt repayment will be made from project revenues and should not require General Fund support.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed General Fund debt service budget is \$79,531,024, a three percent increase over the FY 2023 adopted budget. This excludes debt service for bonds issued for short-term finance projects and paid for from short-term finance debt service budget, and also debt service for Buckingham Village 3 and the Barcroft acquisition loan. These are paid for from AHIF funds and budgeted accordingly in Non-Departmental.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Principal	\$48,596,752	\$52,676,950	\$54,040,000	3%
Interest	30,368,936	32,569,562	37,846,212	16%
Other (1)	58,011	125,000	125,000	-
Total Expenditures (2)	79,023,699	85,371,512	92,011,212	8%
Less: Debt Service Supported by AHIF	(2,132,595)	(3,935,105)	(9,587,688)	144%
Less: Short-Term Finance Revenue Bonds	(3,379,423)	(4,325,500)	(2,892,500)	(33%)
Total Non-AHIF Supported Debt Service	\$73,511,681	\$77,110,907	\$79,531,024	3%

- (1) Includes trustee fees and other fees related to bond transactions. Expenditures related to cost of issuance are paid with proceeds of the bonds being issued.
- (2) Includes the debt service for the IDA Revenue Bonds (2013/2017/2020) and for the \$150 million Barcroft Line of Credit borrowing. Debt service on the line of credit is paid for from AHIF and does not include interest revenue received on the Barcroft acquisition loan.

Chart A

Arlington County, Virginia Debt Ratio Forecast Proposed FY 2024 Budget

	FY 2024 Proposed	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
GENERAL OBLIGATION BONDS ISSUED - COUNTY (1)	78,920,000	110,300,000	68,295,000	88,435,000	78,740,000	100,305,000	72,405,000	84,400,000	72,405,000
GENERAL OBLIGATION BONDS ISSUED - SCHOOLS (1)	73,750,000	45,320,000	24,430,000	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000
GENERAL OBLIGATION BONDS RETIRED	89,309,500	94,536,500	98,690,417	106,463,394	108,770,606	112,481,072	118,267,844	121,939,422	125,011,472
NET TAX-SUPPORTED GENERAL OBLIGATION BONDS AT END OF FISCAL YEAR (2)	1,290,275,529	1,351,359,029	1,345,393,612	1,352,365,218	1,347,334,612	1,360,158,540	1,339,295,696	1,326,756,273	1,299,149,801
SUBJECT-TO-APPROPRIATION BOND ISSUANCE	-	-	-	-	-	-	-	-	-
SUBJECT-TO-APPROPRIATION BONDS RETIRED	6,110,000	6,185,000	5,105,000	8,380,000	8,610,000	8,850,000	9,075,000	9,295,000	9,340,000
NET TAX-SUPPORTED BONDS AT END OF FISCAL YEAR (3)	1,522,675,529	1,577,574,029	1,566,503,612	1,565,095,218	1,551,454,612	1,555,428,540	1,525,490,696	1,503,656,273	1,466,709,801
SCHOOLS DEBT SERVICE	65,155,908	67,031,429	67,400,243	70,373,977	70,361,144	70,180,441	70,553,895	69,679,436	68,635,878
COUNTY DEBT SERVICE (4)	81,164,337	88,221,123	94,113,495	99,214,772	102,388,216	106,818,612	113,688,920	118,071,355	122,051,230
BARCROFT DEBT SERVICE	7,829,375	7,984,375	8,357,292	9,632,708	7,758,225	7,761,525	7,768,300	7,768,100	7,770,700
TOTAL TAX SUPPORTED DEBT SERVICE	154,149,620	163,236,927	169,871,030	179,221,457	180,507,584	184,760,578	192,011,116	195,518,892	198,457,808
% GROWTH IN TAX-SUPPORTED DEBT SERVICE COUNTY ONLY	7.6%	8.7%	6.7%	5.4%	3.2%	4.3%	6.4%	3.9%	3.4%
% GROWTH IN TAX-SUPPORTED DEBT SERVICE COUNTY / SCHOOLS	14.5%	5.9%	4.1%	5.5%	0.7%	2.4%	3.9%	1.8%	1.5%
GENERAL GOVERNMENT EXPENDITURES (5)	1,698,902,257	1,732,880,302	1,767,537,908	1,811,726,356	1,857,019,515	1,903,445,003	1,951,031,128	1,999,806,906	2,049,802,079
DEBT SERVICE AS % OF EXPENDITURES	9.07%	9.42%	9.61%	9.89%	9.72%	9.71%	9.84%	9.78%	9.68%
MARKET VALUATION OF TAXABLE PROPERTY (6)	88,464,815,778	90,764,900,988	93,124,788,414	95,918,532,066	98,796,088,028	101,759,970,669	104,812,769,789	107,957,152,883	111,195,867,469
NET TAX SUPPORTED DEBT AS % OF MARKET VALUATION (3%)	1.7%	1.7%	1.7%	1.6%	1.6%	1.5%	1.5%	1.4%	1.3%
POPULATION (7)	239,980	242,220	244,570	246,920	249,270	251,620	253,970	256,320	258,670
DEBT PER CAPITA	\$6,345	\$6,513	\$6,405	\$6,338	\$6,224	\$6,182	\$6,007	\$5,866	\$5,670
INCOME PER CAPITA (8)	\$112,830	\$115,538	\$118,311	\$121,150	\$124,058	\$127,035	\$130,084	\$133,206	\$136,403

NET TAX-SUPPORTED GENERAL OBLIGATION DEBT TO INCOME (NOT TO EXCEED 6%)	5.62%	5.64%	5.41%	5.23%	5.02%	4.87%	4.62%	4.40%	4.16%

(1) Includes bonds planned County and APS bonds in Adopted FY 2023 - FY 2032 CIP

(2) Excludes General Obligation bonds issued for the Utilities Fund

(3) Excludes credit support commitments on revenue bonds or lease-backed bond financings. Includes subject to appropriation bonds supported by the County's General Fund. For all subject to appropriation debts, see Chart C.

(4) Includes both General Obligation and Subject to Appropriation debt service. Excludes Utilities Fund and Transportation Capital Fund Debt Service and other debt costs. Includes AHIF bonds

(5) Includes expenditures of General Fund and certain Special Revenue Funds of the County and School Board. Assumes 1.0% growth in FY 2025, increasing to 2.5% in FY2027 and beyond

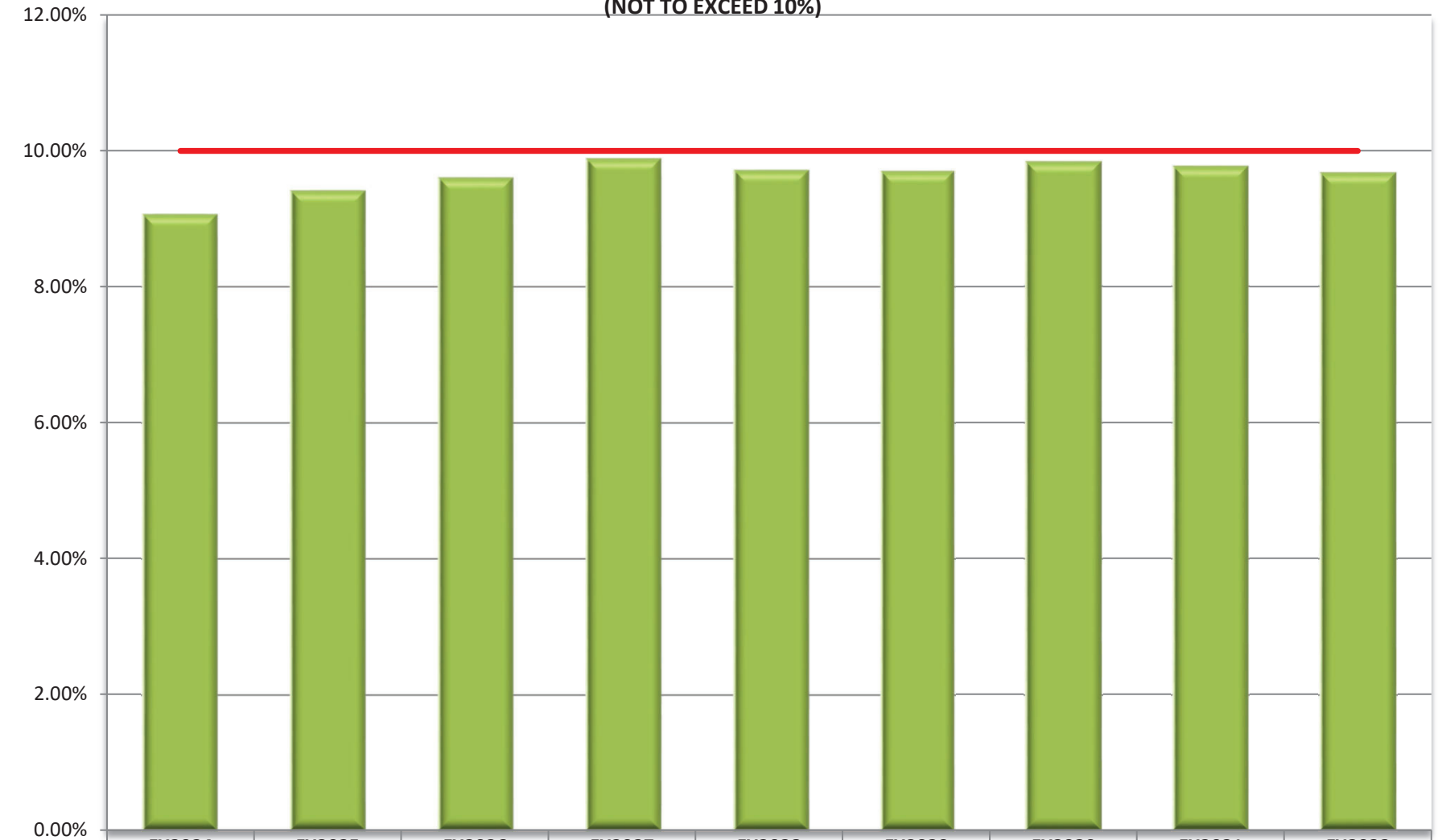
(6) Includes real, personal property, and public property. Assumes 2.4% growth in FY 2025, increasing up to 3.0% in FY2027 and beyond

(7) Population as of 2020 Census (April 1, 2020) with growth as estimated by MWCOC Round 8.4 Forecasts.

(8) Source: Bureau of Economic Analysis 2021 estimates for FY 2022, with growth of 2.4% consistent with PCPI annual growth in Virginia from 2010 - 2020

Chart B

**Ratio of Tax-Supported Debt Service
to General Expenditures
Proposed FY 2024 Budget
(NOT TO EXCEED 10%)**



	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
Projection	9.07%	9.42%	9.61%	9.89%	9.72%	9.71%	9.84%	9.78%	9.68%
Ceiling	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

Chart C

Summary of Tax-Supported General Obligation Bonds & Subject To Appropriation-Type Financings ⁽¹⁾ Ratio of Outstanding Debt to Market Value Proposed FY 2024 Budget As of June 30

	FY 2023 Proposed	FY 2024 Proposed	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Tax-Supported General Obligation Debt	\$1,226,915,029	\$1,290,275,529	\$1,351,359,029	\$1,345,393,612	\$1,352,365,218	\$1,347,334,612	\$1,360,158,540	\$1,339,295,696	\$1,326,756,273	\$1,299,149,801
Tax-Supported Subject to Appropriation ("STA") Debt										
Capital Equipment Short Term Financing (2)	25,451,636	34,464,471	42,829,379	48,290,857	56,049,621	49,770,786	50,277,607	55,657,286	54,852,357	51,271,429
Industrial Development Authority (IDA) Bonds (3)	85,455,000	79,345,000	73,160,000	68,055,000	62,865,000	57,585,000	52,215,000	46,780,000	41,285,000	36,275,000
Subtotal	\$110,906,636	\$113,809,471	\$115,989,379	\$116,345,857	\$118,914,621	\$107,355,786	\$102,492,607	\$102,437,286	\$96,137,357	\$87,546,429
Project-Supported Subject to Appropriation ("STA") Debt (4)										
IDA Revenue Refunding Bonds (Ballston Skating Facility) (5)	19,710,000	17,945,000	15,800,000	13,635,000	11,445,000	9,225,000	6,975,000	4,690,000	2,365,000	-
Subtotal	19,710,000	17,945,000	15,800,000	13,635,000	11,445,000	9,225,000	6,975,000	4,690,000	2,365,000	-
Total Tax-Supported General Obligation (GO) & ALL STA Financing	1,357,531,665	1,422,030,000	1,483,148,408	1,475,374,469	1,482,724,839	1,463,915,398	1,469,626,147	1,446,422,981	1,425,258,631	1,386,696,230
Total <u>Tax-Supported</u> GO and <u>Tax-Supported</u> STA Financings	1,337,821,665	1,404,085,000	1,467,348,408	1,461,739,469	1,471,279,839	1,454,690,398	1,462,651,147	1,441,732,981	1,422,893,631	1,386,696,230
Total <u>Project-Supported</u> STA Financings	19,710,000	17,945,000	15,800,000	13,635,000	11,445,000	9,225,000	6,975,000	4,690,000	2,365,000	0
Market Value of Taxable Property	86,391,421,658	88,464,815,778	90,764,900,988	93,124,788,414	95,918,532,066	98,796,088,028	101,759,970,669	104,812,769,789	107,957,152,883	111,195,867,469
Total <u>Tax-Supported</u> GO & ALL STA Financings as Percent of Market Value (Not to Exceed 4%)	1.57%	1.61%	1.63%	1.58%	1.55%	1.48%	1.44%	1.38%	1.32%	1.25%
Total <u>Tax-Supported</u> GO & <u>Tax-Supported</u> STA Financings as Percent of Market Value	1.55%	1.59%	1.62%	1.57%	1.53%	1.47%	1.44%	1.38%	1.32%	1.25%
Total <u>Project-Supported</u> STA Financings (Credit Enhancement) as Percent of Market Value (2)	0.02%	0.02%	0.02%	0.01%	0.01%	0.01%	0.01%	0.00%	0.00%	0.00%

(1) Excludes Self-supporting debt in the Utility Fund

(2) Includes existing and planned capital equipment short term financing in the General Fund, Auto Fund, Utilities Fund and Schools Fund

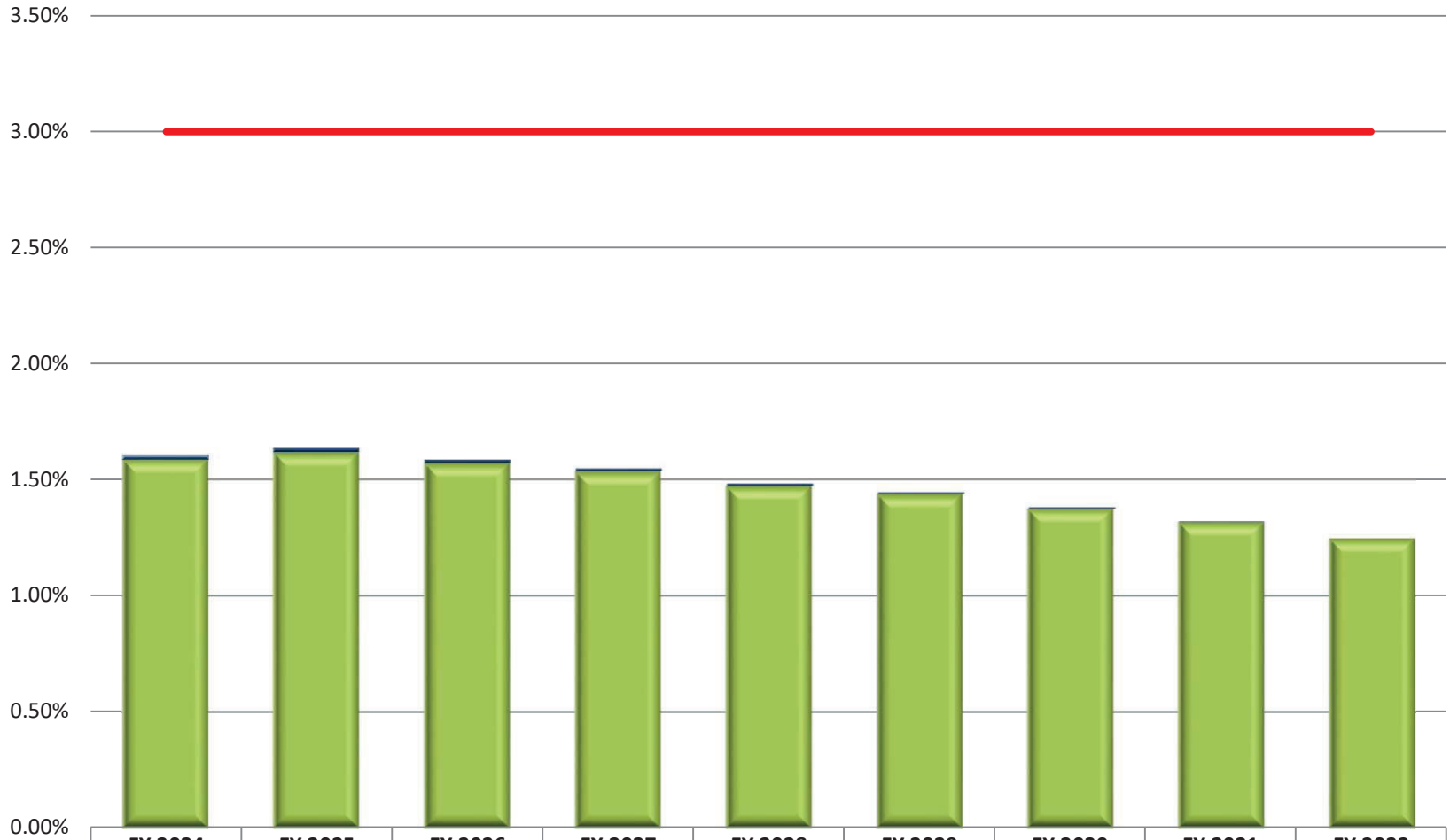
(3) Includes the Series 2013, 2017 IDA Bonds, the 2020A IDA Bonds, and \$11.23MM of Series 2020B IDA bonds issued to refund the Series 2011 IDA bonds

(4) Debt service on these financings is intended to be repaid by user fees or tenant rental income, not by County General Fund revenues.

(5) Includes \$19.71 million of Series 2020B IDA revenue refunding bonds issued to refinance the construction of two ice rinks, the office space, and the training facility on top of the 8th Level at the Ballston Parking Garage.

Chart D

**Ratio of Tax-Supported & Subject to Appropriation Financing
as a Percentage of Market Value
Proposed FY 2024 Budget**



■ Tax-Supported
 ■ Project-Supported
 — Not to Exceed 3%

Chart E

Ratio of Tax-Supported General Obligation Debt to Income
Proposed FY 2024 Budget
Not to Exceed 6%



REGIONALS / CONTRIBUTIONS

MISSION STATEMENT

To supplement organizations that provide beneficial services to Arlington residents and visitors.

Arlington County contributes to government, government-related, and non-profit organizations, which address issues and problems that have regional impacts. In addition, a number of non-profit Arlington-based organizations are funded in this account. Varied methods are applied in determining the level of funding provided to these agencies and organizations. They have been grouped into the following four categories according to their funding criteria:

Group I	Organizations whose contributions are based on a population or land use formula. These are all governmental or quasi-governmental organizations.
Group II	Organizations whose contributions are based on Arlington County's usage of the organization's services. These are all governmental organizations.
Group III	Non-profit organizations - General. These organizations are required to present a budget to the County. Requests are reviewed and decided upon individually.
Group IV	Non-profit organizations – Funding recommendations for these organizations are made after a bi-annual competitive review by the County's Disability Advisory Commission. The most recent review was held in January 2022, with the next to be held in 2024.

The following section describes the purpose of these organizations and their proposed level of funding for FY 2024.

PROPOSED FY 2024 REGIONALS/CONTRIBUTIONS

		FY 2022 Actuals	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Group I	Metro Washington Council of Governments	\$467,973	\$479,960	\$496,149	3%
	Northern Virginia Regional Commission	145,291	145,479	142,264	-2%
	Northern Virginia Community College	581,460	582,146	569,358	-2%
	Health Systems Agency of Northern Virginia	20,600	20,600	20,600	-
	Northern Virginia Regional Park Authority	472,196	494,629	519,264	5%
	Northern Virginia Transportation Commission	66,434	66,211	68,483	3%
Group II	Northern Virginia Criminal Justice Academy	652,154	650,315	650,315	-
	Northern Virginia Juvenile Detention Home	1,262,758	1,460,343	1,581,598	8%
Group III	Friends of Guest House	46,643	46,643	46,643	-
	Arlington Independent Media	381,579	381,579	381,579	-
	CrisisLink	65,263	130,526	130,526	-
	Animal Welfare League of Arlington	1,419,517	1,476,298	1,550,113	5%
	Legal Services of Northern Virginia	430,455	430,455	451,978	5%
	Virginia Adult Probation and Parole	201,135	202,193	235,624	17%
	Offender Aid and Restoration	456,145	456,145	456,145	-
	Literacy Council of Northern Virginia	23,457	23,457	23,457	-
	Ethiopian Community Development Council	140,573	140,573	140,573	-
	Endeppendence Center	69,425	92,566	92,566	-
Group IV	Northern Virginia Resource Center for the Deaf and Hard of Hearing Persons	39,487	27,977	27,977	-
	Brain Injury Services	20,657	27,977	27,977	-
	National Rehabilitation and Rediscovery Foundation, Inc.	11,417	-	-	-
	Washington Metropolitan Ear	16,496	27,977	27,977	-
	Columbia Lighthouse for the Blind	-	27,977	27,977	-
	Total Regional Expenditure	\$6,991,115	\$7,392,026	\$7,669,143	4%

GROUP I: CONTRIBUTION IS BASED ON A POPULATION-DRIVEN OR LAND USE FORMULA

Metropolitan Washington Council of Governments (COG)

Arlington County's FY 2024 proposed share of the operating expenses of COG is based on its percentage of the total population for the entire metropolitan area. Additionally, four previously grant funded programs under the federal Urban Area Security Initiative (UASI) transitioned to local funding sources since FY 2020 including the establishment of a Public Safety Fund to help administer these projects. The FY 2024 proposed contribution of \$496,149 is the total cost of maintaining these programs (\$164,874) and the Public Safety Fund (\$26,748), in addition to the annual COG membership dues (\$284,535) and for implementing the food security program (\$19,992).

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Membership Dues and Fees	\$266,866	\$273,903	\$284,535	4%
Regional Emergency Preparedness Programs				
Program Administration (Public Safety Fund)	24,691	25,636	26,748	4%
Programs (formerly funded by UASI grants)	176,416	161,416	164,874	2%
Food Security	-	19,005	19,992	5%
Total Expenditures	\$467,973	\$479,960	\$496,149	3%

Northern Virginia Regional Commission (NVRC)

Arlington County's FY 2024 proposed contribution to NVRC includes only the general contribution. Beginning in the FY 2014 adopted budget, the contribution for Four-Mile Run has been transferred to the Stormwater Fund. The general contribution continues programs such as environmental and fiscal impact assistance, physical planning, human resources, and public safety. The general contribution requested by the Commission for FY 2024 is based on a \$0.60 per capita rate.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$145,291	\$145,479	\$142,264	-2%

Northern Virginia Community College (NVCC)

Arlington County's FY 2024 proposed contribution to NVCC supports maintenance and operational costs not financed by General Assembly appropriations. In addition, funding of \$12,600 is included for the Educational Foundation. In 1994, the Arlington County Board approved the establishment of the Mary Marshall Scholarship Fund at NVCC to honor the memory of Mary Marshall, who served Arlington County in the Virginia General Assembly. The funds support scholarships and tuition assistance for part-time students. In FY 2022, funding for NVCC that was previously budgeted in the County's capital finance budget has been reallocated to the Regionals operating budget to fund an Online Early College High School partnership between NVCC and Arlington County Public Schools.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
General Contribution	\$568,860	\$569,546	\$556,758	-2%
Scholarship	12,600	12,600	12,600	-
Total Contribution	\$581,460	\$582,146	\$569,358	-2%

Health Systems Agency of Northern Virginia

Northern Virginia jurisdictions are requested to contribute based on the percentage of the population represented by the jurisdiction. Arlington contributes 6.2 percent of the total operating budget.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$20,600	\$20,600	\$20,600	-

Northern Virginia Regional Park Authority (NVRPA)

The population-based contribution supports the Authority's non-revenue producing programs.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$472,196	\$494,629	\$519,264	5%

Northern Virginia Transportation Commission (NVTC)

Arlington County's FY 2024 proposed contribution to NVTC continues regional transportation efforts. The total NVTC budget is funded through contribution by the Commonwealth of Virginia as well as through direct contribution by member jurisdictions, including Arlington County. This direct contribution amount is apportioned to jurisdictions based on the percentage share of state assistance received through NVTC as specified in the Virginia Code. The remainder of NVTC's budget is derived from miscellaneous revenues, interest earnings, project chargebacks, and the re-appropriation of surplus funds.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$66,434	\$66,211	\$68,483	3%

GROUP II: CONTRIBUTION IS BASED ON A USAGE FORMULA**Northern Virginia Criminal Justice Academy**

The Academy provides law enforcement training to police and sheriff recruits. The allocation of operating costs to participating jurisdictions is determined by a formula based on the number of sworn police officers and sheriff deputies.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$652,154	\$650,315	\$650,315	-

Northern Virginia Juvenile Detention Home (NVJDH)

The County's contribution is based on the percentage of beds used at the facility over the last three fiscal years. The remainder of NVJDH's budget is derived from miscellaneous revenues, interest earnings, federal grants, state reimbursements, and other sources.

The FY 2024 proposed budget reflects an increase in personnel and operating expenses in FY 2024.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$1,262,758	\$1,460,343	\$1,581,598	8%

GROUP III: NON-PROFIT COMMUNITY ORGANIZATIONS**Friends of Guest House**

Guest House provides housing, employment, and counseling services to female parolees.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$46,643	\$46,643	\$46,643	-

Arlington Independent Media

Arlington Independent Media (AIM), is a 501c-3 non-profit that manages the County's public access cable television station and a radio station, WERA-FM. There is no change in the FY 2024 proposed budget from the FY 2023 adopted budget.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$381,579	\$381,579	\$381,579	-

CrisisLink

CrisisLink provides a 24-hour, 365 days per year, confidential listening and referral hotline. CrisisLink is designed to provide immediate services to persons in crisis at no cost. The American Association of Suicidology certifies CrisisLink as a suicide prevention program.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$65,263	\$130,526	\$130,526	-

Animal Welfare League of Arlington (AWLA)

The AWLA provides animal control, impoundment, and animal sheltering services for the County pursuant to a contract between the County and the AWLA. In FY 2024, Animal Welfare League will receive additional one-time funding (in the Non-Departmental Budget) for a grant related to a study of a possible relocation (\$275,000).

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$1,419,517	\$1,476,298	\$1,550,113	5%

Legal Services of Northern Virginia

This agency provides legal services to low-income, disabled, and elderly residents of Arlington who face the loss of critical need, such as personal safety, income, housing, medical benefits, education, or family stability. A portion of these services are earmarked for clients above 65 years of age, offset by a federal grant revenue source (\$22,000) budgeted in the Department of Human Services.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$430,455	\$430,455	\$451,978	5%

Virginia Adult Probation and Parole

Arlington County's contribution supplements the state-set salaries of 23 Commonwealth of Virginia Adult Parole employees.

The Virginia Adult Probation and Parole employees receive a supplement which equates to a 15.0 percent increase to salaries. The Commonwealth is increasing state employee salary by five percent in FY 2024. There is no change to the County's supplement of 15.0 percent in FY 2024.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$201,135	\$202,193	\$235,624	17%

Offender Aid and Restoration (OAR)

OAR provides community-based correction and rehabilitation services to adult offenders and ex-offenders as well as community service placement and supervision for juveniles and adults.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$456,145	\$456,145	\$456,145	-

Literacy Council of Northern Virginia (LCNV)

LCNV provides one-on-one tutoring in reading and writing for functionally illiterate adults. The County's contribution supports the literacy services and the Council's general operating expenses.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$23,457	\$23,457	\$23,457	-

Ethiopian Community Development Council (ECDC)

ECDC provides information and referral, employment, housing, translation/interpretation, social, and support services to the Ethiopian refugee and immigrant community.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$140,573	\$140,573	\$140,573	-

Endeppendence Center

The Endeppendence Center of Northern Virginia (ECNV) is a community-based resource and advocacy center promoting independent living and equal access for all persons with disabilities in Northern Virginia.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$69,425	\$92,566	\$92,566	-

GROUP IV: CONTRIBUTION IS DETERMINED AFTER A COMPETITIVE REVIEW OF REGIONAL DISABILITY ORGANIZATIONS**Northern Virginia Resource Center for the Deaf and Hard of Hearing Persons**

The Agency provides information and referral, case management, advocacy, and education services to individuals in the Northern Virginia metropolitan area who are deaf and hard of hearing to enhance their quality of life and to remove barriers to services in the community.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$39,487	\$27,977	\$27,977	-

Brain Injury Services

This agency provides assistance to survivors of traumatic brain injury throughout Northern Virginia. Services include long-term case management, employment assistance, independent living skills training, transportation, respite care, and recreational/socialization programs. The funding from Arlington specifically supports the cost of a part-time case manager for Arlington residents with brain injuries.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$20,657	\$27,977	\$27,977	-

National Rehabilitation and Rediscovery Foundation, Inc.

This agency provides dance and movement workshops to Arlington County residents with mobility and sensory-based disabilities to increase their physical and psychosocial health and recreational opportunities. The agency specializes in adapting to the individual needs of people with disabilities and focusing on abilities. In the FY 2023 – FY 2024 funding round, the Arlington County Disability Advisory Commission does not recommend continued support to this non-profit organization. Rather, their recommendation is to re-distribute the funds to the other organizations in this category.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$11,417	-	-	-

Washington Metropolitan EAR

In FY 2021, the Disability Advisory Commission recommended funding for a new organization, the Metropolitan Washington EAR, Inc. (MWE). MWE provides reading and information services for blind, visually impaired, and physically disabled people who cannot effectively read print, see plays, watch television programs and films, or view museum exhibits. MWE strives to substitute hearing for seeing, improving the lives of people with limited or no vision by enabling them to be well-informed, fully productive members of their families, their communities, and the working world.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	\$16,496	\$27,977	\$27,977	-

Columbia Lighthouse for the Blind

Columbia Lighthouse for the Blind (CLB) address the needs of individuals who are blind and visually impaired in Arlington County's aging population. CLB provides a wide array of comprehensive direct services to visually impaired and blind consumers of the greater Washington DC metro area.

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Total Contribution	-	\$27,977	\$27,977	-

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY - METRO

MISSION STATEMENT

To provide financial contributions, on behalf of Arlington County, to satisfy the formula-based subsidy requirements of Metrorail, Metrobus, and MetroAccess services provided by the Washington Metropolitan Area Transit Authority (WMATA) throughout the region.

WMATA is a regional public transportation partnership among the area's state and local governments and the federal government. WMATA's member jurisdictions are: Arlington and Fairfax counties, the cities of Alexandria, Fairfax, and Falls Church in Virginia, the District of Columbia, and Montgomery and Prince George's counties in Maryland. With the commencement of operations of Silver Line in November 2022, Loudoun County has also become a member jurisdiction. The Authority's major budgetary programs are Metrorail, Metrobus, and MetroAccess operations and the WMATA Capital Improvement Program (CIP).

FY 2024 PRIORITIES

WMATA's priorities in FY 2024 are to support the region's recovery from the COVID-19 pandemic by building on important steps that Metro took in the last three fiscal years to restore and improve service and provide more convenient fare options, and to support the region's long-term livability and economic growth.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed General Fund transfer for WMATA increases two percent from last fiscal year at \$47,482,394. An increase to the County's available state transit aid is being utilized to meet the overall eight percent increase to the County's total WMATA FY 2024 proposed operating subsidy.

The major drivers for the FY 2024 operating budget are the prolonged reduction to ridership and fare revenues on Metrobus and Metrorail post-pandemic, commencement of Silver Line Phase II, and a reduction to available federal relief funds used to support the operating budget.

BUDGET DESCRIPTION

The Metro General Manager provided his FY 2024 proposed budget in December 2022. The WMATA operating budget totals \$2.4 billion, while the capital budget also totals \$2.4 billion. The operating budget is funded primarily from passenger fares and other revenues, with the balance paid by the local funding jurisdictions. In FY 2024, federal funding continues to be included as a one-time funding source to offset revenue and expenditure impacts that have continued since the COVID-19 pandemic; however, those funds are expected to be fully expended in FY 2024. Arlington's share of the local jurisdictional operating subsidy, net of revenues, is approximately seven percent of the regional total.

Prior to COVID-19, Metrorail provided over 175 million passenger trips and Metrobus provided over 120 million trips annually. Currently those amounts have dropped to 116 million and 106 million, respectively. The Metrorail system serves 11 stations in Arlington along four lines (Orange, Silver, Yellow, and Blue) and Metrobus has over 10,000 bus stops throughout the region. Many transit services in Arlington operate seven days per week providing up to 18 hours of daily coverage. Metro serves an overall population of approximately four million within a 1,500 square mile jurisdiction.

Capital Program

Metro's proposed FY 2024 - FY 2029 Capital Improvement Program (CIP) financial plan relies on a forecasted investment of \$14.4 billion funded by the federal government, state and local governments, and other sources. Of the \$14.4 billion six-year plan: \$3.8 billion comes from federal funding; state and local jurisdiction contributions total \$2.8 billion including a match to PRIIA funding; \$132 million from reimbursable local projects; and \$7.7 billion comes from new dedicated funding approved in 2018 by the District of Columbia, Maryland, and the Commonwealth of Virginia.

Arlington's share of WMATA's Proposed CIP for FY 2024 is \$24.1 million of baseline funding. The County's contributions are funded with a combination of County General Obligation (GO) bonds, state transit aid, and gas tax revenues. In addition, Arlington's FY 2024 share of the Virginia \$155 million dedicated WMATA capital funding commitment is \$7.5 million and payable to the Commonwealth of Virginia. The County funds this obligation from GO Bonds.

Funding

Passenger and system revenues historically funded over half of the annual cost of operations. In FY 2024, it is projected that fare revenues will remain substantially below historical levels and only cover approximately 22 percent of operating expenditures. The federal government approved relief funding that will continue to help WMATA in FY 2024 to offset some of the ongoing revenue and expenditure impacts due to the COVID-19 pandemic. The balance of operating funding comes from local jurisdictional subsidies.

The Northern Virginia Transportation Commission (NVTC) serves as fiscal agent for the Northern Virginia jurisdictions. NVTC receives state transit funds from the Department of Rail and Public Transit (DRPT) on behalf of Northern Virginia jurisdictions, and also federal funds not directly allocated to WMATA. In addition, the state collects a regional gas tax on behalf of NVTC jurisdictions to be used for payment to WMATA for qualifying operating and capital costs. These revenues are reflected as State Transit Aid and Regional Gas Tax receipts in the County budget description. Local governments provide the balance of required funding for transit operating programs. Arlington County uses General Fund dollars to finance this portion of its share of WMATA operations.

METRO FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Metrobus ¹	\$30,333,708	\$37,938,015	\$40,432,430	7%
<i>Bus Fareless Pilot Program</i> ²	-	-	360,000	-
Metrorail	31,772,047	40,072,906	42,911,442	7%
MetroAccess	1,451,541	1,900,134	2,168,345	14%
Total WMATA Subsidy	63,557,296	79,911,055	85,872,217	7%
Source of Contributions				
State Transit Aid	16,093,946	31,647,705	36,088,681	14%
Regional Gas Tax	500,000	1,000,000	1,600,000	60%
Subtotal, NVTC REVENUES	16,593,946	32,647,705	37,688,681	15%
Transportation Capital Fund - New Bus Operating Costs ¹	341,142	641,142	341,142	-47%
Bus Fareless Pilot Program	-	-	360,000	-
Total Revenues/Other Sources	16,935,088	33,288,847	38,389,823	15%
TOTAL NET GENERAL FUND TAX SUPPORT	\$46,622,208	\$46,622,208	\$47,482,394	2%

¹ Beginning in FY 2019, the operating costs associated with new or increased service to bus routes as laid out in the County's adopted Transit Development Plan (TDP) are partially funded from the Transportation Capital Fund. \$341,142 in associated costs are included in FY 2024.

² Arlington's FY 2024 budget includes the use of \$360k of ARPA funding for a bus fareless pilot program for Arlington Public School Students.

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Our Mission: To utilize strategic public investments in a private development project that benefits the community as a whole and results in a net positive fiscal impact to the County.

In July 2016, the County Board approved the Ballston Quarter Community Development Authority (CDA), the first CDA to be created in Arlington. This was the first step in creating a public-private partnership with the intent to transform the Ballston Common Mall into Ballston Quarter, a mixed-use urban retail center in the heart of the Ballston neighborhood. Creation of the CDA gives the County a financing mechanism to fund certain public infrastructure costs associated with the Ballston Quarter public-private redevelopment. The CDA boundaries include the parcels of the Ballston Common Mall owned by Forest City Realty Trust, Inc.

The Ballston Quarter CDA issued its \$59.87 million Series 2016A and Series 2016B Revenue bonds on November 17, 2016. The bonds funded \$43.4 million of public infrastructure improvements, as well as a debt service reserve fund, capitalized interest through project stabilization, and certain costs of issuance.

To fund these bonds issued for public infrastructure improvements, the Ballston Quarter Development and Financing Agreement created the Ballston Quarter Tax Increment Financing (TIF) district. TIF funding of up to 65 percent of the incremental real property, sales and use, and meals tax revenues generated within the TIF district boundaries is pledged, in each year following the base year set as of January 1, 2015 and until the earlier of the final maturity of the bonds, March 1, 2046, or the date on which all of the bonds have been paid in full.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Ballston Quarter Tax Increment Financing Area is \$1,841,669. The funds will be transferred to the trustee for the Ballston Quarter CDA to fund the project stabilization fund and to pay debt service as part of the Ballston Quarter CDA Series 2016A and Series 2016B bond issuance. The FY 2024 budget reflects:

- ↓ Revenue decreases based on lower projected sales and meals tax revenue partially offset by slight increase to real estate revenue. This increase is due to a combination of a rising assessment tax base offset by higher anticipated refunds/reliefs.
- ↓ Expenditures decrease due to lower projected revenues in FY 2024 and the requirement to transfer all collected TIF revenues to the Ballston Quarter CDA to pay debt service.

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Debt Service	\$2,822,008	\$2,039,119	\$1,841,669	-10%
Total Expenditures	2,822,008	2,039,119	1,841,669	-10%
Total Revenues	2,913,249	\$2,039,119	\$1,841,669	-10%
Change in Fund Balance	\$91,241	-	-	-

BALLSTON QUARTER TAX INCREMENT FINANCING AREA FUND SUMMARY

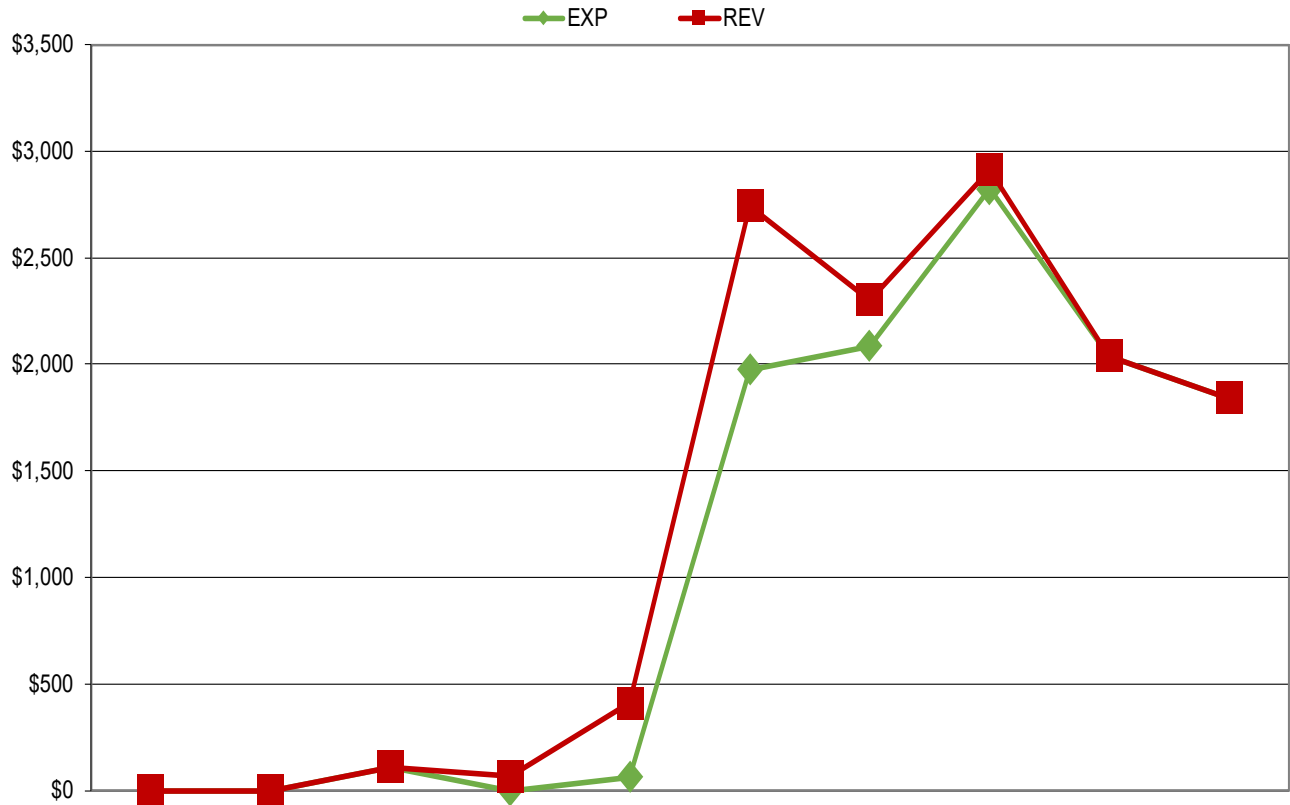
BALLSTON QUARTER TAX INCREMENT FINANCING AREA FUND STATEMENT

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
BALANCE, JULY 1	\$ 1,395,959	-	\$1,487,200	-
REVENUES				
Real Estate Tax	1,276,995	\$1,290,600	1,356,388	\$1,291,548
Sales Tax	2,829	50,444	33,781	-
Meals Tax	501,925	698,075	700,666	550,121
Special Assessment	1,131,500	-	1,120,000	-
TOTAL REVENUES	2,913,249	2,039,119	3,233,835	1,841,669
TOTAL BALANCE AND REVENUES	4,309,208	2,039,119	4,721,035	1,841,669
EXPENSES				
Transfer to Ballston Quarter CDA Trustee	2,822,008	2,039,119	4,721,035	1,841,669
TOTAL EXPENSES	2,822,008	\$2,039,119	\$4,721,035	\$1,841,669
BALANCE, JUNE 30	\$1,487,200	-	-	-

The FY 2023 re-estimate column reflects special assessment revenues of \$571,500, and TIF revenues of \$915,700 collected in FY 2022 but disbursed in FY 2023. All revenues will be transferred to the Ballston Quarter CDA Trustee to fund debt service.

BALLSTON QUARTER TAX INCREMENT FINANCING AREA TEN-YEAR HISTORY

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	-	-	\$112	-	\$65	\$1,974	\$2,087	\$2,822	\$2,039	\$1,842
REV	-	-	\$112	\$65	\$410	\$2,745	\$2,302	\$2,913	\$2,039	\$1,842

Change in Fund Balance	-	-	-	\$65	\$345	\$771	\$215	\$91	-	-

BALLSTON QUARTER TAX INCREMENT FINANCING AREA
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2017	▪ The Ballston Quarter CDA was created in July 2016, setting aside 65 percent of incremental real estate tax, sales tax, and meals taxes generated within the TIF district. A baseline value for these three taxes was set as of January 1, 2015. Expenditures increased based on increases in real estate assessments in the TIF district in FY 2016 compared to CY 2015.	
FY 2018	▪ Revenue projections in the tax district decreased due to decreases in real estate tax assessments in CY 2017 compared to CY 2016.	
FY 2019	▪ Revenue projections in the tax district increased due to increases in real estate tax assessments in CY 2018 compared to CY 2017.	
FY 2020	▪ Revenue projections increased in the tax district increased due to increases in real estate assessments, the County Board adopted real estate tax rate increase in CY 2019 and increases to the sales and meals taxes generated in the TIF district in FY 2020.	
FY 2021	▪ Revenue increases based on higher CY 2020 real estate assessments generating additional real estate taxes offset by lower projected sales and meals tax revenues due to the impact of COVID-19.	
FY 2022	▪ Revenue decreases based on lower CY 2021 real estate assessments generating less real estate tax revenue partially offset by higher projected meals tax revenue as the impact of COVID-19 subsidies.	
FY 2023	▪ Revenue increases based on higher projected meals and sales tax revenues as the impact of COVID-19 subsidies, partially offset by a decrease in CY 2022 real estate assessments generating less real estate tax revenue. ▪ Expenditures increase due to the requirement to transfer all collected TIF revenues to the Ballston Quarter CDA to pay debt service.	

Our Mission: The Arlington Convention and Visitors Service (ACVS) promotes Arlington as a dynamic destination to stimulate economic growth.

CONVENTION AND VISITORS SERVICE

ACVS's success is reflected in continually growing shares of the Washington area's meeting, group, business and leisure markets as well as in increased visitor spending and repeat visitation. ACVS strategically targets meeting/group professionals and domestic/international leisure travelers to build awareness of and drive bookings to Arlington hotels – particularly during the off-peak periods of late summer, mid-winter, and weekends year-round. ACVS also partners closely with local hotels, restaurants, stores, attractions, and arts organizations to bring visitors the best and latest information, ensuring they have an excellent local experience that inspires increased spending at local businesses and additional visits. ACVS marketing and client/partner engagement is directly tied to increased Transient Occupancy Tax revenue and Sales and Meals Tax revenues that support County initiatives through the General Fund.

Important Strategic Objectives for ACVS include:

1. **Visitor Attraction:** Aggressively promote Arlington as a premier destination for domestic and international leisure travel, meetings, and conventions, and as the best place to stay, shop, dine, and be entertained when visiting the nation's capital. Apply best practices in destination marketing, destination sales, and small business/arts promotion to attract business travelers, vacationers, meetings, and groups to Arlington resulting in increased hotel occupancy.
2. **Increased Visitor Spending:** Creatively and proactively provide compelling, high-quality visitor information and services to Arlington guests, inspiring them to dine, shop, and be entertained in our lively, walkable neighborhoods. Strategically inform local guest services employees about Arlington stores, restaurants, arts organizations, and transportation options to drive spending and repeat visitation.

Programs and primary activities of ACVS include:

- Destination marketing and promotion
- Meetings and group sales
- Visitor and convention services
- Small business and arts promotion
- Tourism infrastructure
- Hospitality community engagement

Arlington County's enabling legislation to levy a Transient Occupancy Tax add-on (0.25 percent) to support this fund was reinstated by the Virginia General Assembly in the FY 2019 budget year with a sunset effective July 1, 2021. In the 2020 legislative session, a bill was passed and signed by the Governor to remove that sunset date.

ARLINGTON CONVENTION & VISITORS SERVICE

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Travel and Tourism Promotion Fund is \$2,646,700, a six percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, one-time \$2,000 (gross) employee bonuses (\$17,506), and slightly higher retirement contributions based on current actuarial projections.
- ↑ Non-personnel increases primarily due to additional funding for trade and promotion (\$24,136).
- ↑ Revenue increases due to increased projections of hotel occupancy and rates (\$275,000), partially offset by a reduction in the General Fund Transfer (\$131,333).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$688,955	\$785,368	\$907,932	16%
Non-Personnel	861,002	1,717,665	1,738,768	1%
Total Expenditures	1,549,957	2,503,033	2,646,700	6%
Transient Occupancy Tax	753,734	825,000	1,100,000	33%
Transfer from the General Fund	396,816	378,033	246,700	-35%
Grants	399,407	1,300,000	1,300,000	-
Total Revenues	\$1,549,957	\$2,503,033	\$2,646,700	6%
Change in Fund Balance	-	-	-	-
Permanent FTEs (Funded)	6.00	7.00	7.00	
Permanent FTEs (Frozen, Unfunded)	1.00	-	-	
Total Authorized FTEs	7.00	7.00	7.00	

ARLINGTON CONVENTION & VISITORS SERVICE

TRAVEL AND TOURISM PROMOTION FUND
FUND STATEMENT

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE*	FY 2024 PROPOSED
Beginning Balance, July 1	-	-	-	-
Transient Occupancy Tax Revenue	\$753,734	\$825,000	\$825,000	\$1,100,000
General Fund Transfer In	396,816	378,033	378,033	246,700
Grants	399,407	1,300,000	1,300,000	1,300,000
Total Revenues	1,549,957	2,503,033	2,503,033	2,646,700
Total Balance, Revenues and Transfers In	1,549,957	2,503,033	2,503,033	2,646,700
Personnel	688,955	785,368	785,368	907,932
Operating	861,002	1,717,665	1,717,665	1,738,768
Total Expenditures	\$1,549,957	\$2,503,033	\$2,503,033	\$2,646,700
Closing Balance, June 30	-	-	-	-

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average daily rate of hotel rooms in Arlington	\$161.97	\$148.78	\$110.28	\$145.05	\$161.00	\$172.00
Hotel occupancy	74.0%	54.4%	29.0%	56.0%	62.0%	67.0%
Internet visits to ACVS	278,517	235,296	216,169	361,347	400,000	500,000
Leads for the booking of group room nights	67,615	116,018	11,526	22,090	26,000	30,000

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Conversion rate of leads to actual bookings for group room nights	53%	20%	42%	54%	50%	50%
Group room nights booked	36,065	23,719	4,874	11,855	13,000	15,000
Visitor services in-person	19,822	12,602	21	2,390	5,000	8,000
Visitors guides and other distributions	107,675	51,342	3,512	65,708	57,000	60,000
Visitor maps distributed	183,421	99,070	2,469	135,410	138,000	142,000

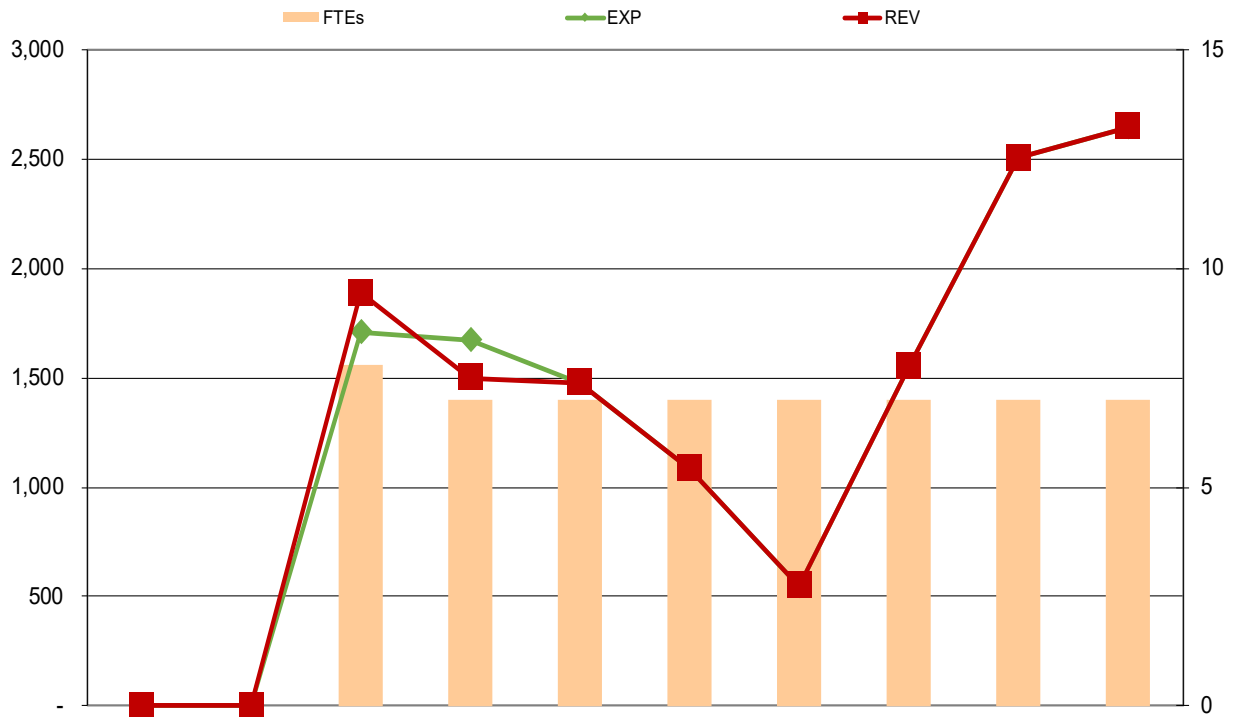
- FY 2022 actuals, FY 2023 estimates, and FY 2024 estimates continue to reflect the gradual recovery of Arlington's hospitality industry from the COVID-19 crisis. These steady increases also comprise the positive impacts of new marketing and sales investments funded by the Virginia Tourism Corporation (VTC) American Rescue Plan Act (ARPA) Tourism Recovery Program grant awarded in late 2021 and implemented March 2022 through June 2024.

ARLINGTON CONVENTION & VISITORS SERVICE

- FY 2022-2024 group room night leads, bookings, and resulting conversion rates reflect steady improvement in interest plus hotel bookings from meeting and group planners, even as transient (non-group) business travel is forecasted to remain limited until at least calendar year 2025.
- Demand for in-person visitor services began rebounding in spring 2022 and is expected to continue growing as meeting, group and leisure travelers return to Arlington and the capital region. The 2022-2023 Arlington Visitors Guides, Meeting Planners Guides, and Maps were published in fall 2022 and are being distributed via the StayArlington website, Arlington hotels, Reagan National and Dulles International Airports, Virginia Welcome and Visitor Centers, and several other distribution channels.

TRAVEL AND TOURISM PROMOTION FUND
TEN-YEAR HISTORY

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	-	-	\$1,711	\$1,673	\$1,478	\$1,085	\$549	\$1,550	\$2,503	\$2,647
REV	-	-	\$1,889	\$1,498	\$1,478	\$1,085	\$549	\$1,550	\$2,503	\$2,647
FTEs	-	-	7.80	7.00	7.00	7.00	7.00	7.00	7.00	7.00

TRAVEL AND TOURISM PROMOTION FUND
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	No significant budget change since FY 2014.	
FY 2016	No significant budget change since FY 2015.	
FY 2017	<i>Arlington's enabling legislation to levy the additional Transient Occupancy Tax add-on (0.25 percent) was re-established by the General Assembly for the FY 2017 budget year. The County Board adopted an ordinance after budget adoption to amend Chapter 40 (Transient Occupancy Tax) of the Code of Arlington County to add an additional 0.25 percent transient occupancy tax levy for the purpose of promoting tourism and business travel in Arlington County. The County Board appropriated \$1.25 million in revenue and expense to the Travel and Tourism Promotion Fund along with 2.0 limited term positions.</i>	2.00
	<i>After budget adoption, the County Board transferred Arlington Convention and Visitor Services from the General Fund to the Travel and Tourism Fund (\$626,148, 5.0 FTEs, 0.80 Temporary FTEs).</i>	5.80
FY 2018	A 0.80 temporary FTE was transferred to the AED Director's Office line of business in the General Fund.	(0.80)
FY 2019	- Decreased trade and promotion funding (\$159,163) and reallocated a portion of this funding for contracted services related to website maintenance (\$110,000). - Revenue increased due to projections of hotel occupancy and rates hotel (\$27,500). - Arlington's enabling legislation to levy the additional Transient Occupancy Tax add-on (0.25 percent) was re-established by the General Assembly for the FY 2019 budget year with a sunset effective July 1, 2021.	
FY 2020	<i>Arlington's enabling legislation to levy the additional Transient Occupancy Tax add-on (0.25 percent) was made permanent by the General Assembly in the 2020 legislative session.</i>	
FY 2021	- Decreased trade and promotion funding (\$288,940) as a result of lower revenue projections. - Revenue decreased due to lower revenue projections in Transient Occupancy Taxes (\$337,118) as a result of the COVID-19 outbreak.	

Fiscal Year	Description	FTEs
FY 2022	▪ 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 restored funding for marketing, outreach, training, and office supplies with the American Rescue Plan (\$131,333). ▪ The County Board also added funding for the General Fund transfer (\$351,184). ▪ Froze a vacant Destination Sales Manager (\$115,413). ▪ Revenue decreased due to lowered projections of hotel occupancy and rates (\$462,882). ▪ <i>In FY 2021 closeout, reclassified two limited-term positions to permanent full-time.</i>	
FY 2023	▪ The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour. ▪ Restored funding for the Destination Sales Manager position that was previously frozen in the FY 2022 adopted budget (\$120,290). ▪ Revenue increased due to increased projections of hotel occupancy and rates (\$325,000) and the Virginia Tourism Corporation grant (\$1,300,000).	

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Our Mission: To provide supplemental services in support of successful revitalization of Ballston and its economic development

In December 2010, the Arlington County Board, authorized by state enabling legislation, passed an ordinance to establish a Business Improvement District (BID) in Ballston as of January 1, 2011. The property owners within this geographic area have a separate and additional tax rate to fund the BID's programs. The Ballston Business Improvement Corporation (BBIC), an organization whose Board of Directors and committee membership includes owners and tenants of property located in the District, oversees the work program.

The Ballston BID provides funding for:

- Marketing & Promotion
- Public Realm
- Community Events
- Transportation
- Economic Development
- Administration & Management

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed budget for the Ballston Business Improvement District is \$1,476,793, a three percent increase from the FY 2023 adopted budget. A contribution to the BID's reserve fund balance was not required this year since the fund has met its target of five percent of the fiscal revenues.

- ↑ The proposed CY 2023 real estate tax rate is \$0.045 per \$100 of assessed value, no change from the CY 2022 tax rate. Due to an increase in real estate assessed values, revenue increases three percent (\$45,048).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	-	-	-	-
Non-Personnel	\$1,435,800	\$1,431,745	\$1,476,793	3%
Total Expenditures	1,435,800	1,431,745	1,476,793	3%
 Total Revenues	 1,521,367	 1,431,745	 1,476,793	 3%
 Change in Fund Balance	 \$85,567	 \$0	 \$0	 -

**BALLSTON BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT**

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	\$139,805	\$120,727	\$225,372	\$187,102
TOTAL BALANCE	139,805	120,727	225,372	187,102
REVENUES				
Interest Earned on Fund Balance	868	-	-	-
Special Assessment District Revenue	1,520,499	1,431,745	1,392,694	1,476,793
TOTAL REVENUES	1,521,367	1,431,745	1,392,694	1,476,793
TOTAL BALANCE AND REVENUES	1,661,172	1,552,472	1,618,066	1,663,895
EXPENSES				
Operating Budget (incl. Admin Fee)	1,435,800	1,431,745	1,430,964	1,476,793
Drawdown Requests	-	-	-	-
TOTAL EXPENSES	1,435,800	1,431,745	1,430,964	1,476,793
Budgeted Contribution to Delinquency or Appeals	-	-	-	-
CLOSING BALANCE, JUNE 30	\$225,372	\$120,727	\$187,102	\$187,102

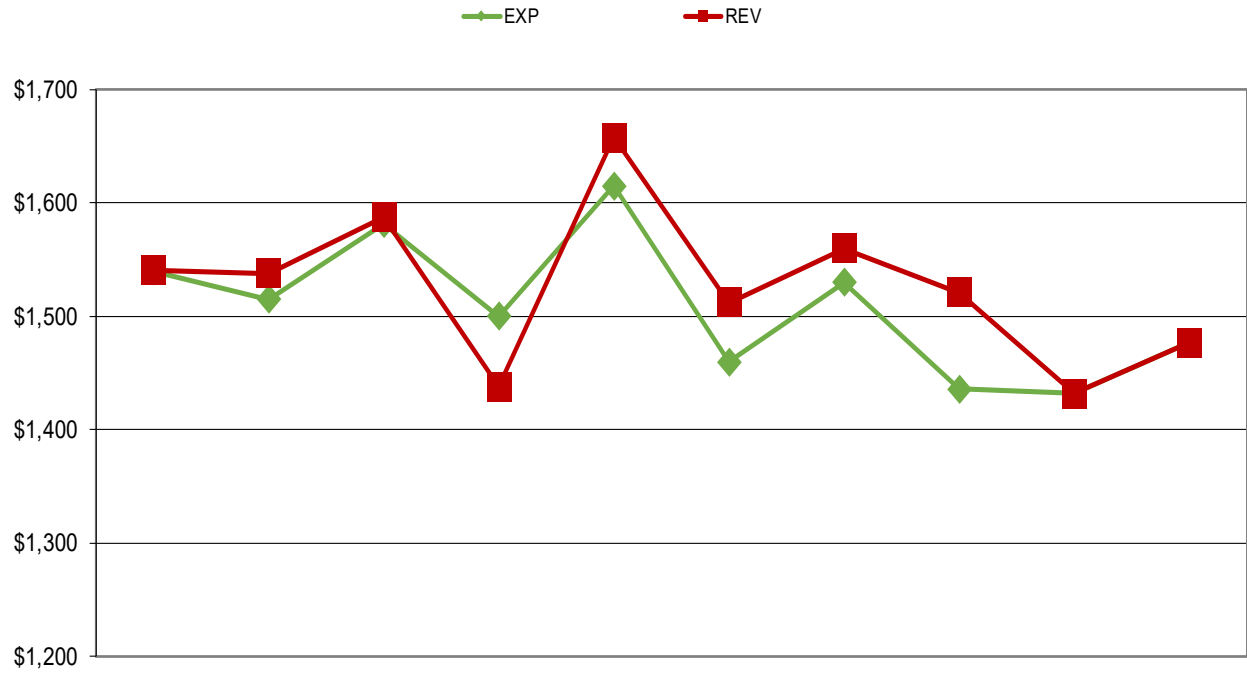
Notes:

- 1) A five percent reserve for uncollected taxes and assessment appeals reductions is required for the fund. This reserve is reflected in the "Delinquency or Appeals Reserve" portion of the fund balance in combination with the Delinquency or Appeals expense. The FY 2024 proposed budget reflects adherence to this reserve balance policy.
- 2) The FY 2023 re-estimate is the current projection of expenses and revenues.

BALLSTON BUSINESS IMPROVEMENT DISTRICT FUND

TEN-YEAR HISTORY

EXPENDITURE AND REVENUE TRENDS



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Proposed Budget
EXP	\$1,540	\$1,515	\$1,582	\$1,500	\$1,615	\$1,460	\$1,530	\$1,436	\$1,432	\$1,477
REV	\$1,541	\$1,538	\$1,588	\$1,438	\$1,658	\$1,512	\$1,560	\$1,521	\$1,432	\$1,477

BALLSTON BUSINESS IMPROVEMENT DISTRICT FUND
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	▪ The County Board set the Ballston BID tax rate at \$0.045 for each \$100 of assessed value.	
FY 2016	▪ The County Board set the Ballston BID tax rate at \$0.045 for each \$100 of assessed value.	
FY 2017	▪ The County Board set the Ballston BID tax rate at \$0.045 for each \$100 of assessed value.	
FY 2018	▪ The County Board set the Ballston BID tax rate at \$0.045 for each \$100 of assessed value.	
FY 2019	▪ The County Board adopted a one-time tax rate increase for the Ballston BID at \$0.053 for \$100 of assessed value.	
FY 2020	▪ The County Board set the Ballston BID tax rate at \$0.045 for each \$100 of assessed value.	
FY 2021	▪ The County Board set the Ballston BID tax rate at \$0.045 for each \$100 of assessed value.	
FY 2022	▪ The County Board set the Ballston BID tax rate at \$0.045 for each \$100 of assessed value.	
FY 2023	▪ The County Board set the Ballston BID tax rate at \$0.045 for each \$100 of assessed value.	

Our Mission: To provide supplemental services in support of successful revitalization of Rosslyn and its economic development

In December 2002, the Arlington County Board, authorized by state enabling legislation, passed an ordinance to establish a Business Improvement District (BID) in Rosslyn. The property owners within this geographic area have a separate and additional tax rate to fund the BID's programs. The County Board adopted the Rosslyn Business Improvement District in FY 2004. Rosslyn Business Improvement Corporation (RBIC), an organization whose Board of Directors and committee membership includes owners and tenants of property located in the District, oversees the work program.

The Rosslyn BID provides funding for:

- Marketing & Promotion
- Public Realm
- Community Events
- Transportation
- Economic Development
- Administration & Management

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed budget for the Rosslyn Business Improvement District is \$4,545,682 a four percent increase from the FY 2023 adopted budget. The expenditure budget includes \$113,642 budgeted contribution to the BID's reserve fund balance to achieve the target of five percent of the fiscal year revenues.

- ↑ The proposed CY 2023 real estate tax rate is \$0.078 for each \$100 of assessed value, no change from the CY 2022 tax rate. Due to an increase in assessed real estate values, revenue increases three percent (\$193,147).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	-	-	-	-
Non-Personnel	\$4,105,081	\$4,352,535	\$4,545,682	4%
Total Expenditures	4,105,081	4,352,535	4,545,682	4%
Total Revenues	4,015,678	4,352,535	4,545,682	4%
Change in Fund Balance	(\$89,403)	\$108,813	\$113,642	4%

**ROSSLYN BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT**

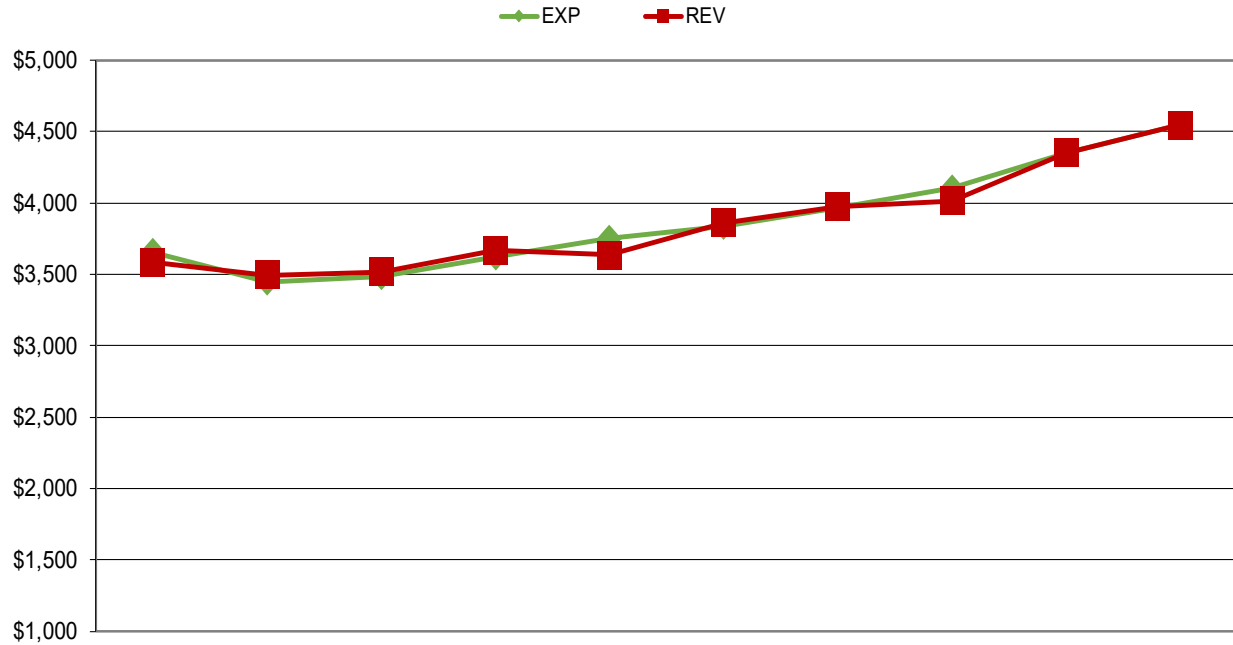
	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	\$191,492	\$144,760	\$102,089	\$81,541
TOTAL BALANCE	191,492	144,760	102,089	81,541
REVENUES				
Interest Earned on Fund Balance	1,221	-	-	-
Additional Contribution to Reserves	8,517	-	-	-
Special Assessment District Revenue	4,005,940	4,352,536	4,256,283	4,545,682
TOTAL REVENUES	4,015,678	4,352,536	4,256,283	4,545,682
TOTAL BALANCE AND REVENUES	4,207,170	4,497,296	4,358,372	4,627,223
EXPENSES				
Operating Budget (incl. Admin Fee)	4,103,791	4,243,723	4,275,610	4,432,040
Drawdown Requests	1,290	-	1,221	-
TOTAL EXPENSES	4,105,081	4,243,723	4,276,831	4,432,040
Budgeted Contribution to Delinquency or Appeals	-	108,813	-	113,642
CLOSING BALANCE, JUNE 30	\$102,089	\$253,573	\$81,541	\$195,183

Notes:

- 1) A five percent reserve for uncollected taxes and assessment appeals reductions is required for the fund. This reserve is reflected in the "Delinquency or Appeals Reserve" portion of the fund balance in combination with the Delinquency or Appeals expense. The FY 2024 proposed budget reflects adherence to this reserve balance policy.
- 2) The FY 2023 re-estimate is the current projection of expenses and revenues.

ROSSLYN BUSINESS IMPROVEMENT DISTRICT FUND
TEN-YEAR HISTORY

EXPENDITURE AND REVENUE TRENDS



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$3,654	\$3,449	\$3,489	\$3,624	\$3,750	\$3,838	\$3,968	\$4,105	\$4,353	\$4,546
REV	\$3,583	\$3,494	\$3,517	\$3,669	\$3,637	\$3,861	\$3,976	\$4,016	\$4,353	\$4,546

ROSSLYN BUSINESS IMPROVEMENT DISTRICT FUND
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	▪ The County Board set the Rosslyn BID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2016	▪ The County Board set the Rosslyn BID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2017	▪ The County Board set the Rosslyn BID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2018	▪ The County Board set the Rosslyn BID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2019	▪ The County Board set the Rosslyn BID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2020	▪ The County Board set the Rosslyn BID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2021	▪ The County Board set the Rosslyn BID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2022	▪ The County Board set the Rosslyn BID tax rate at \$0.078 for each \$100 of assessed value.	
FY 2023	▪ The County Board set the Rosslyn BID tax rate at \$0.078 for each \$100 of assessed value.	

Our Mission: To provide supplemental services in support of successful revitalization of National Landing and its economic development

In April 2006, the Arlington County Board, authorized by state enabling legislation, passed an ordinance to establish a Business Improvement District (BID) in Crystal City. The property owners within this geographic area have a separate and additional tax rate to fund the BID's programs. The BID's Board of Directors and committee membership, who oversee the work program, includes owners and tenants of the properties located in the District. In September 2019, the Arlington County Board passed an ordinance to expand the boundaries of the BID to include parcels from the Arlington portion of Potomac Yard and Pentagon City submarkets which expanded its geographic boundaries by 76 percent. In April 2020, the County Board passed an ordinance to change the name from the Crystal City BID to the National Landing BID.

The National Landing BID provides funding for:

- Marketing & Promotion
- Public Realm
- Community Events
- Transportation
- Economic Development
- Administration & Management

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the National Landing Business Improvement District is \$4,742,121, a four percent increase from the FY 2023 adopted budget. This expenditure budget includes \$118,553 budgeted contribution to the BID's reserve fund balance, which is the maximum contribution of two and a half percent of fiscal year revenues.

- ↑ The proposed CY 2023 real estate tax rate is \$0.043 for each \$100 of assessed value, no change from the CY 2022 tax rate. Due to an increase in real estate assessed values, revenue increases four percent (\$176,037).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	-	-	-	-
Non-Personnel	\$4,321,507	\$4,566,084	\$4,742,121	4%
Total Expenditures	4,321,507	4,566,084	4,742,121	4%
 Total Revenues	 4,512,195	 4,566,084	 4,742,121	 4%
 Change in Fund Balance	 \$190,688	 \$114,152	 \$118,553	 4%

NATIONAL LANDING BUSINESS IMPROVEMENT DISTRICT FUND
FUND BUDGET SUMMARY

**NATIONAL LANDING BUSINESS IMPROVEMENT DISTRICT
FUND STATEMENT**

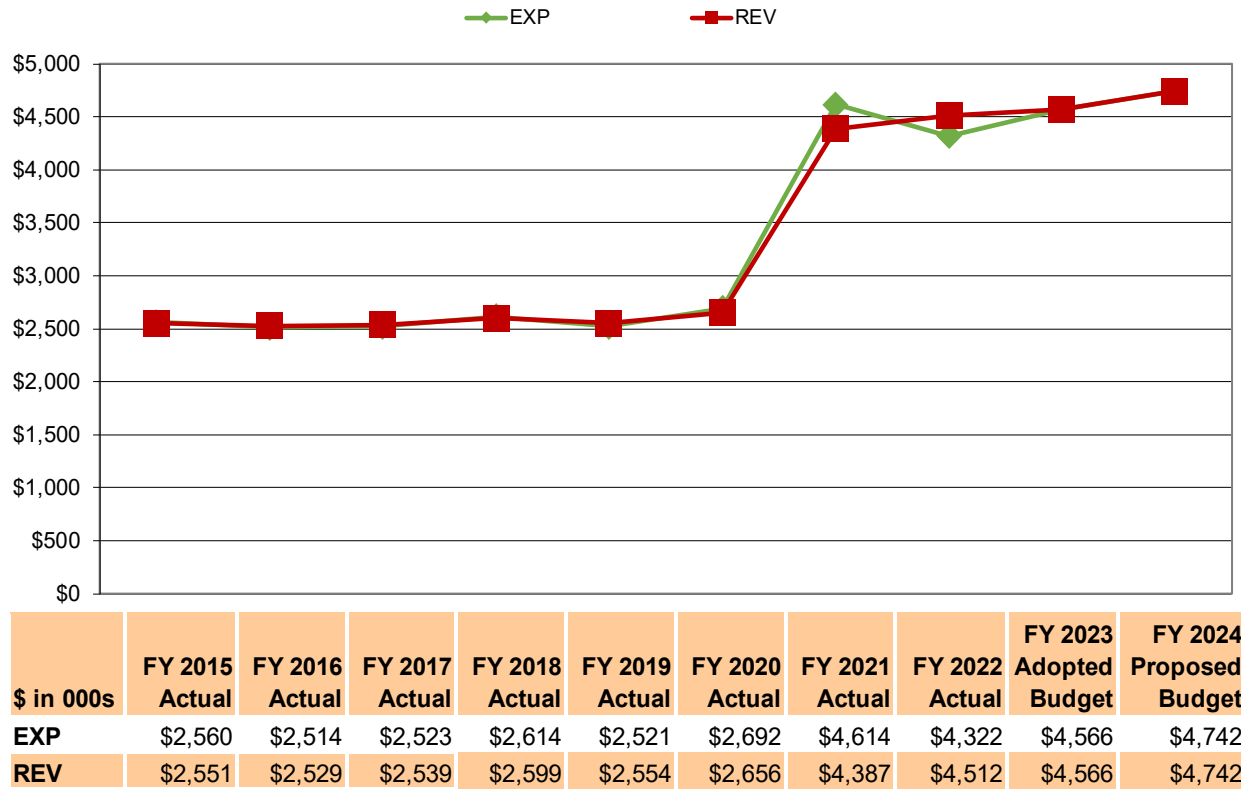
	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1				
Delinquency or Appeals Reserve	(\$194,933)	(\$3,318)	(\$4,245)	\$75
TOTAL BALANCE	(194,933)	(3,318)	(4,245)	75
REVENUES				
Interest Earned on Delinquency/Appeals Reserve	-	-	-	-
Special Assessment District Revenue	4,512,195	4,566,084	4,321,960	4,742,121
TOTAL REVENUES	4,512,195	4,566,084	4,321,960	4,742,121
TOTAL BALANCE AND REVENUES	4,317,262	4,562,766	4,317,715	4,742,196
EXPENSES				
Operating Budget (Admin Fee)	4,321,507	4,451,932	4,317,639	4,623,568
Drawdown Requests	-	-	-	-
TOTAL EXPENSES	4,321,507	4,451,932	4,317,639	4,623,568
Budgeted Contribution to Delinquency or Appeals	-	114,152	-	118,553
CLOSING BALANCE, JUNE 30	(\$4,245)	\$110,834	\$75	\$118,628

Notes:

- 1) A five percent reserve for uncollected taxes and assessment appeals reductions is required for the fund. This reserve is reflected in the "Delinquency or Appeals Reserve" portion of the fund balance in combination with the Delinquency or Appeals expense. The FY 2022 year-end reserve balance was temporarily negative due to a late payment applied to the following fiscal year. The BID continues to make the maximum required contribution to build the balance back up to the targeted amount.
- 2) The FY 2023 re-estimate is the current projection of expenses and revenues.

NATIONAL LANDING BUSINESS IMPROVEMENT DISTRICT FUND
TEN-YEAR HISTORY

EXPENDITURE AND REVENUE TRENDS



NATIONAL LANDING BUSINESS IMPROVEMENT DISTRICT FUND
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	▪ The County Board set the Crystal City BID tax rate at \$0.043 for each \$100 of assessed value.	
FY 2016	▪ The County Board set the Crystal City BID tax rate at \$0.043 for each \$100 of assessed value.	
FY 2017	▪ The County Board set the Crystal City BID tax rate at \$0.043 for each \$100 of assessed value.	
FY 2018	▪ The County Board set the Crystal City BID tax rate at \$0.043 for each \$100 of assessed value.	
FY 2019	▪ The County Board set the Crystal City BID tax rate at \$0.043 for each \$100 of assessed value.	
FY 2020	▪ The County Board set the Crystal City BID tax rate at \$0.043 for each \$100 of assessed value.	
FY 2021	▪ The County Board set the Crystal City BID tax rate at \$0.043 for each \$100 of assessed value.	
FY 2022	▪ The County Board approved the request to change the name from the Crystal City BID to the National Landing BID. ▪ The County Board set the National Landing BID tax rate at \$0.043 for each \$100 of assessed value.	
FY 2023	▪ The County Board set the National Landing BID tax rate at \$0.043 for each \$100 of assessed value.	

Our Mission: To improve the housing, neighborhood, and economic conditions of Arlington County's low and moderate-income residents by effectively administering the Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME) grant, and Community Services Block Grant (CSBG).

Housing and Community Development staff responsibilities include:

- Develop the annual Community Development Fund grant recommendations.
- Provide technical assistance, coordinate, monitor, and evaluate community development activities in Arlington.
- Ensure compliance of CDBG, CSBG, and HOME- eligible activities with federal regulations (e.g., environmental, labor standards, Section 3 employment opportunities and acquisition) through financial management and oversight.
- Promote citizen participation in the planning, implementation, and evaluation of these programs.
- Provide staff support for the Community Development Citizens Advisory Committee (CDCAC).

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed budget totals \$3,083,971 and includes funding from program income (\$600,000), Community Development Block Grant (CDBG) funds (\$1,333,133), federal HOME program funds (\$823,984), and Community Services Block Grant funds (\$326,854). The proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and slightly higher retirement contributions based on current actuarial projections.
- ↓ Non-personnel decreases from the FY 2023 revised budget primarily due to the nature of the one-time funding of HOME ARPA funds. Any HOME-American Rescue Plan (ARP) funds that are remaining at the end of FY 2023 will be carried over and available for use in FY 2024.

The Program Financial Summary on the following page includes revised FY 2023 revenue and expenses from County Board actions taken in July 2022 (Community Development Amended Annual Action Plans). The table provides a comparative percent change based on the FY 2023 revised budget to FY 2024 proposed budget.

HOUSING AND COMMUNITY DEVELOPMENT FUND
FUND SUMMARY

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Revised	FY 2024 Proposed	% Change '23 to '24
Personnel	\$572,907	\$529,306	\$561,119	6%
Non-Personnel	1,437,965	5,075,229	2,522,852	-50%
Total Expenditures	2,010,872	5,604,535	3,083,971	-45%
Program Income	637,530	450,000	600,000	33%
Grants - CDBG	859,726	1,333,133	1,333,133	-
Grants - HOME	72,526	823,984	823,984	-
Grants - CSBG	317,530	368,854	326,854	-11%
CARES Act	123,560	-	-	-
American Rescue Plan Act (ARPA)	-	2,628,564	-	-100%
Total Revenues	2,010,872	5,604,535	3,083,971	-45%
Net Tax Support	\$0	\$0	\$0	\$0
Permanent FTEs	4.50	4.50	4.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	4.50	4.50	4.50	

- FY 2022 actuals include revenue from prior grant years as well as carry-over funds.
- FY 2023 revised includes \$250,000 in CDBG program income and \$200,000 in HOME program income.
- FY 2023 revised numbers above reflect amounts from the FY 2023 Annual Action Plan that was approved by the County Board in July 2022.
- FY 2024 proposed includes \$400,000 in CDBG program income and \$200,000 in HOME program income.

CPHD COMMUNITY DEVELOPMENT FUND, FUND STATEMENT

	FY 2022 Actual	FY 2023 Revised	FY 2024 Proposed	% Change '23 to '24
Beginning Balance, July 1	-	-	-	-
Program Income	\$637,530	\$450,000	\$600,000	33%
Federal Revenue (CDBG)	859,726	1,333,133	1,333,133	-
Federal Revenue (HOME)	72,526	823,984	823,984	-
Federal/State Revenue (CSBG)	317,530	368,854	326,854	-11%
CARES Act	123,560	-	-	-
American Rescue Plan Act (ARPA)	-	2,628,564	-	-100%
Total Balance and Revenues	2,010,872	5,604,535	3,083,971	-45%
Total Expenditures	2,010,872	5,604,535	3,083,971	-45%
Closing Balance, June 30	\$0	\$0	\$0	

- FY 2023 revised expenditures include the amounts from the FY 2023 Annual Action Plan that was approved by the County Board in July 2022.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of micro-enterprises assisted with loans and technical support	72	62	68	100	123	123
Number of owner-occupied units improved	14	11	15	16	15	15
Number of persons assisted through training and job placement/success rate	244/ 58%	258/ 68%	554/ N/A	251/ 44%	170/ 68%	171/ 79%
Number of persons benefiting from public service activities	9,706	4,772	8,878	4,125	4,505	4,629

- Actual outcomes in FY 2020 and FY 2021 varied due to the impact of the COVID-19 pandemic. In FY 2020, the number of micro-enterprises assisted with loans and technical support decreased. A sustained increase is anticipated in FY 2023 and beyond. In addition, the number of persons assisted through training and job placement and the persons benefiting from public service activities increased substantially in FY 2021 due to additional CDBG and CSBG funding through the CARES Act. These numbers are anticipated to return to a normal level in the absence of these funds.
- In FY 2021, the job placement/success rate was not consistently tracked for COVID-19/CARES programs because of emergency nature of the funding.
- The estimated number of persons assisted through job training decreased for FY 2023 because of targeted focus on Child Development Associate training through Department of Human Services (DHS) Arlington Employment Training; this funding covers all training and certification.
- The number of persons benefitting from public service activities increased in FY 2021 due to CARES Act funding and the response to the COVID-19 pandemic. With CARES Act funding running out in FY 2021, measures returned to normal in FY 2022 and are estimated to remain there in future fiscal years.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of CDBG/CSBG sub grantees	24	23	28	25	27	25
Number of CDBG/CSBG assisted activities	23	28	33	28	29	29
Number of housing events and workshops sponsored	38	43	62	38	39	38

- The values above represent outcomes for CDBG and CSBG-funded grants only in Arlington County (i.e., not AHIF Housing Services).
- The number of CDBG/CSBG sub grantees is the number of unduplicated organizations that receive either CDBG or CSBG funding. The number of CDBG/CSBG-assisted activities is the number of individual programs funded through CDBG or CSBG funds. This is meant to demonstrate that an organization can receive funding to provide multiple programs and possibly through more than one funding source. The number of sub grantees and assisted

activities vary annually based on the funding proposals received and the total amount of funds available.

- The number of housing events and workshops sponsored increased in FY 2021 due to the ability to host these activities virtually. For FY 2022 and beyond, there will be fewer virtual events as staff return to providing activities in person.

DESCRIPTION OF FY 2024 HOUSING AND COMMUNITY DEVELOPMENT FUND PROGRAMS

The Housing and Community Development Fund is used to support a variety of affordable housing and community development programs. These programs support the goals of the County's FY 2022 - 2026 Consolidated Plan, which include the following:

1. Create and sustain affordable housing;
2. Promote healthy and self-sufficient families;
3. Stabilize households at risk of homelessness; and
4. Foster vibrant and sustainable neighborhoods.

In addition to affordable housing and community development programs, a portion of Housing and Community Development Fund dollars support administrative and planning functions for these programs, including funds for 4.5 FTEs within the Housing Division of the Department of Community Planning, Housing and Development.

Housing and Community Development Fund programs and costs for FY 2024 are summarized as follows:

PROGRAMS	FY 2022 TOTAL	FY 2023 REVISED ¹	FY 2024 TOTAL ¹	FY 2024 CDBG	FY 2024 CSBG & TANF	FY 2024 AHIF ²	FY 2024 HOME	FY 2024 General Fund ²
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING								
Community Development Grant Funds	124,967	125,000	139,000	139,000	-	-	-	-
Moderate-Income Purchase Assistance Program (MIPAP)	521,323	999,143	600,000	600,000	-	-	-	-
Multifamily Loan Fund	-	579,479	982,028	26,350	-	-	955,678	-
TOTAL, GOAL 1	\$646,290	\$1,671,622	\$1,721,028	\$765,350	-	-	\$955,678	-
GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES								
Community Development Grant Funds	768,707	946,004	1,094,424	419,470	324,954	300,000	-	50,000
TOTAL, GOAL 2	\$768,707	\$946,004	\$1,094,424	\$419,470	\$324,954	\$300,000	-	\$50,000
GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS								
Community Development Fund Grants	75,000	70,000	45,000	45,000	-	-	-	-
TOTAL, GOAL 3	\$75,000	\$70,000	\$45,000	\$45,000	-	-	-	-
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS								
NSA Small Grants - NSD	4,200	5,000	5,000	5,000	-	-	-	-
Housing Outreach Program CPHD-HD (<i>public services funds only</i>)	5,306	5,500	5,500	5,500	-	-	-	-
TOTAL, GOAL 4	\$9,506	\$10,500	\$10,500	\$10,500	-	-	-	-
FEDERAL PROGRAM ADMINISTRATION/PLANNING								
Federal Administration and Planning	621,831	529,306	563,019	492,813	1,900	-	68,306	-
TOTAL, ADMINISTRATION/PLANNING	\$621,831	\$529,306	\$563,019	\$492,813	\$1,900	-	\$68,306	-
TOTAL, ARLINGTON GRANT³	\$2,121,334	\$3,227,432	\$3,433,971	\$1,733,133	\$326,854	\$300,000	\$1,023,984	\$50,000

¹ FY 2023 Revised includes \$250,000 in CDBG program income and \$200,000 in HOME program income. FY 2024 Total (Proposed) assumes \$400,000 in CDBG program income and \$200,000 in HOME program income.

² AHIF and General Fund dollars noted in this summary are captured in the County's General Fund budgets. They are included in this table as they help support the Community Development Fund Grant Program which is further described in this narrative.

³ Totals do not include supplemental CDBG COVID funding or CDBG CARES Act spending.

Below are descriptions of these programs and supportive functions for FY 2024.

Community Development Fund Grant Program

The Community Development Fund is a competitive grant fund comprised of federal Community Development Block Grant (CDBG), federal and state Community Services Block Grant (CSBG), and local general funds, including Affordable Housing Investment Fund (AHIF) Housing Services funds. Grants are awarded to nonprofit agencies meeting the goals of the County's FY 2022–2026 Consolidated Plan.

Eligible organizations are non-profit agencies serving low- and moderate-income Arlington residents. Grants are renewable and awarded for one-year periods. Grants between \$20,000 and \$50,000 may be requested for public services that serve low- and moderate-income residents such as neighborhood, job training, youth, or senior programs. Housing development, homeownership, housing rehabilitation, certain economic development programs, and business development (such as micro-enterprise and small business assistance) are eligible for grants up to \$100,000.

A summary of FY 2024 proposed funding allocations appears below:

GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING

Total: \$139,000 (all CDBG)

- **Achieve Your Dream:** \$35,000 CDBG for Latino Economic Development Corporation (LEDC) to conduct outreach, one-on-one counseling, and provide educational workshops to eligible prospective home buyers that will promote homeownership and prevent foreclosure for low and moderate-income and minority households. EXPECTED OUTCOME: 10 families will become first-time Arlington homebuyers.
- **Energy Masters:** \$25,000 CDBG for EcoAction Arlington to train volunteers to weatherize apartments occupied by low-income Arlington residents and educate residents about energy efficiency measures. EXPECTED OUTCOME: 50 units will receive energy and water conservation improvements.
- **Volunteer Home Repair Program:** \$79,000 CDBG to Rebuilding Together for staff and related costs to manage a single-family home repair program for seniors and persons with disabilities as well as an accessibility improvement program for affordable rental units. Volunteers conduct energy audits and repair houses owned and occupied by low- and moderate-income persons. EXPECTED OUTCOME: 15 owner-occupied properties and 2 rental units will be rehabilitated.

GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES

Total: \$1,094,424 (\$419,470 CDBG; \$171,404 CSBG; \$153,550 CSBG-TANF; \$300,000 AHIF Housing Services; \$50,000 General Fund)

- **Baby Book Bags:** \$15,000 AHIF (first year of two-year grant) to Read Early and Daily to expand the Baby Book Bag program by enrolling moms-to-be in its READ With Me monthly program so they continue to receive free, new, culturally relevant books every month. EXPECTED OUTCOME: 300 households enrolled.

- **Buckingham Youth Brigade:** \$25,000 CDBG for BU-GATA to encourage civic involvement and develop leadership among youth and their families in the Buckingham neighborhood. EXPECTED OUTCOME: 15 students enrolled, 10 students will demonstrate improvement in skill areas.
- **Building Inclusive Communities:** \$20,000 AHIF Housing Services funds (second year of two-year grant) to City Center NOVA dba Our Stomping Ground to provide opportunities for adults with developmental disabilities (DD) to gain more independence and become fully integrated into the broader community at Gilliam Place. EXPECTED OUTCOMES: Connect 50 adults with DD with qualified housing; provide 100 programming events for residents and families.
- **Case Management and Support Services:** \$25,000 CDBG to Communities in Schools of NOVA to provide case management, family engagement, and holistic school-wide programs to assist APS students and their families in accessing resources and other County services. EXPECTED OUTCOMES: 200 receive case management services.
- **Childcare Outreach Coordinator:** \$25,000 AHIF Housing Services (second year of two-year grant) to Arlington Thrive to assist clients with locating childcare resources. EXPECTED OUTCOMES: 20 families assisted by Childcare Coordinator.
- **Children's Development Center:** \$20,000 CSBG-TANF to Bridges to Independence to support a full-time Youth Program Coordinator to manage, coordinate, and oversee programs including academic tutoring, college preparation, employment readiness, financial education, and other initiatives to produce positive outcomes for children and young people in Green Valley. EXPECTED OUTCOMES: 85 youth assisted.
- **Community Navigator:** \$25,000 AHIF Housing Services (first year of two-year grant) to Arlington Thrive to work directly with Arlington residents and nonprofit partners to provide access to a variety of Arlington social services. EXPECTED OUTCOMES: 100 families assisted.
- **Emerging Leaders:** \$30,000 CDBG to Edu Futuro to empower immigrant youth to achieve academically and enhance their leadership abilities through after-school programming in both middle school and high school through the Emerging Leaders I and II programs (ELP). EXPECTED OUTCOME: 126 students enrolled in ELP programs.
- **Employment and Training Programs:** \$35,470 CDBG, \$40,404 CSBG, and \$23,550 CSBG-TANF to Arlington Employment Center (AEC) in DHS for Childcare Development Associate (CDA) credential program. EXPECTED OUTCOME: 30 residents enrolled in the CDA training program; 20 residents complete CDA training program; 20 residents will gain employment as a result of CDA credential.
- **Escala:** \$35,000 CDBG to Northern Virginia Family Service to provide capacity building technical assistance to aspiring Arlington entrepreneurs, including entrepreneurs in the food industry. EXPECTED OUTCOMES: 14 individuals provided technical assistance.
- **Fathers in Touch:** \$25,000 CSBG-TANF to Capital Youth Empowerment Program (CYEP) to low-income fathers with a variety of skills training including workforce development to enhance the quality of emotional and financial interactions in their child's life to reduce the risk for child abuse and neglect. EXPECTED OUTCOMES: 30 individuals enrolled.
- **Growing Capital Readiness:** \$40,000 CDBG to Washington Area Community Investment Fund, Inc. (WACIF) to small business advisory services and access to capital to low-income Arlington entrepreneurs. EXPECTED OUTCOMES: 53 entrepreneurs provided with one-on-one technical assistance; 11 small businesses provided with capital; five jobs created and 20 jobs retained.
- **Helping Immigrant Youth Succeed:** \$30,000 CDBG to Liberty's Promise to provide an internship and after-school civic engagement program for low-income immigrant youth at Wakefield High School. EXPECTED OUTCOME: 40 students enrolled in afterschool program and job skills training programs.

- **Housing and Financial Stability of Low-Income Immigrants:** \$30,000 CSBG to Legal Aid Justice Center (LAJC) to help low-income immigrants access information on housing and employment rights, eviction protections, access emergency aid and medical services, and updates on immigration policies. EXPECTED OUTCOME: 40 individuals provided with outreach and education, 35 clients advised and/or referred to appropriate services, 15 cases closed in individual's favor.
- **Housing Stability:** \$39,500 AHIF Housing Services (first year of two-year grant) to Wesley Housing Development Corporation (WHDC) for on-site programs to promote self-sufficiency including eviction prevention/intervention, counseling, job training, referrals, food assistance, and other services for low-income adults at the new Cadence property as well as Whitefield Commons and Knightsbridge Apartments in Buckingham. EXPECTED OUTCOME: 158 residents avoid eviction, 24 residents complete job skills classes, 80 residents receive food/material assistance, 80 residents participate in events, and 80 residents report improved well-being.
- **Immigration Legal Services - Ayuda:** \$25,000 CSBG to Ayuda to provide immigration legal services to low-income immigrants eligible for humanitarian remedies, including consultations, case representation, and information. EXPECTED OUTCOME: 40 participants in legal information and outreach meetings; eight in-depth advice and counsel consultations; eight clients will receive long-term representation.
- **Immigration Legal Services – Just Neighbors:** \$30,000 CSBG to Just Neighbors for on-site legal clinics to help immigrants receive work authorizations, facilitate family unification, and assist with domestic violence issues. EXPECTED OUTCOME: 60 low-income individuals provided legal information and services including work authorization, employment documents, and citizenship assistance.
- **Internet Access for Arlington Seniors:** \$20,000 AHIF Housing Services (second year of a two-year grant) to Alliance for Arlington Senior Programs (AASP) to train low-income seniors on the use of a laptop and how to access the internet as well as provide a subsidy for reduced cost broadband internet. EXPECTED OUTCOMES: 60 individuals to receive 20 hours of training or more; 60 individuals enrolled in Comcast Internet Essentials program or equivalent.
- **Job Placement and Support Program:** \$30,000 CDBG to Offender Aid and Restoration (OAR) to provide employment support to individuals pre-release (while they are still incarcerated) and post-release (within the first year after release). EXPECTED OUTCOME: 30 individuals enrolled and complete employment-focused courses pre-release; 30 individuals will be provided with employment assistance post-release, and 24 will secure employment.
- **Job Training and Entrepreneurship Center:** \$30,000 CSBG-TANF to La Cocina VA (dba Kitchen of Purpose) to develop a 17-week bilingual culinary arts job training and vocational English instruction job-readiness program. The program will connect clients with paid internships and wrap-around services. EXPECTED OUTCOME: 60 individuals enrolled in culinary-arts job training; 54 individuals placed in jobs.
- **Learning Rocks! Program:** \$35,000 CSBG for Aspire! Afterschool Learning to provide daily afterschool program for low-income 3rd-5th grade students who are at risk of falling into the achievement gap. EXPECTED OUTCOME: 80 students enrolled; 64 students will improve academic skills by one grade level.
- **Melwood JOBS:** \$20,000 CDBG to Melwood to provide employment support services residents who are unemployed/underemployed, homeless, or at-risk of becoming homeless and are receiving case management services. EXPECTED OUTCOMES: 30 residents to develop a service plan; 20 individuals to secure employment.
- **Micro-Enterprise Loan Program:** \$50,000 CDBG to Enterprise Development Group (EDG) for local matching funds to provide microenterprise development services including technical

assistance and business loans. Local match funding is necessary for EDG to leverage federal Small Business Administration (SBA) microloan program funds. EXPECTED OUTCOME: 10 loans will be made to microenterprises; 8 jobs created and 10 jobs retained; 33 small businesses will receive pre- and post-loan one-on-one technical assistance.

- **Northern Virginia Dental Clinic:** \$26,000 CSBG to Northern Virginia Dental Clinic (NVDC) to fill critical gap in oral health care services for low-income, uninsured, and underserved residents in Arlington. EXPECTED OUTCOME: 100 new individuals enrolled in program; 80 individuals achieve an improved state of oral health.
- **Positive Youth Development in Green Valley:** \$20,000 AHIF Housing Services (first year of two-year grant) to Arm & Arm to pilot a youth development program for Green Valley youth ages 12-25 to help them develop assets, competencies, values, and connections to resources to lead more healthy and productive lives and engage in building a stronger community. EXPECTED OUTCOMES: 75 youth enrolled.
- **Project ADAPT:** \$20,000 CSBG to Fenwick Foundation to provide free dental treatment services to the resident populations at two Arlington County assisted living facilities, Culpepper Garden and Mary Marshall Assisted Living Residences. EXPECTED OUTCOMES: 138 individuals provided with dental services.
- **Project Discovery:** \$34,000 CDBG to AHC, Inc. for academic support, mentoring, and college visits for low-income high school students. EXPECTED OUTCOME: 165 low- and very low-income students enrolled.
- **Resident Services Expanded Hours Pilot:** \$20,500 AHIF Housing Services (second year of two-year grant) to Arlington Partnership for Affordable Housing (APAH) to pilot an expanded hours resident services program where a Resident Services Coordinator (RSC) will work at off hours (evenings and weekends) at APAH properties that do not traditionally have a dedicated RSC. EXPECTED OUTCOMES: 200 residents supported.
- **Senior Ambassador Program:** \$25,000 AHIF Housing Services (first year of a two-year grant) to Arlington Neighborhood Village (ANV) to expand services to lower-income seniors and to support the new Senior Ambassador Program, which will increase awareness of the support services available to older adults in Arlington County. EXPECTED OUTCOME: Support 200 low-income seniors.
- **Serrano Resident Services Program:** \$30,000 AHIF Housing Services (first year of two-year grant) to AHC, Inc. to provide an expanded resident services program and full time Resident Services Coordinator (RSC) at the Serrano. EXPECTED OUTCOMES: 215 residents assisted.
- **Small Business Services:** \$45,000 CDBG to Latino Economic Development Corporation (LEDC) to provide linguistically and culturally competent economic development services such as small business financing assistance, pre- and post-loan technical assistance, and educational workshops for low- and moderate-income aspiring entrepreneurs and existing small business owners in Arlington County. EXPECTED OUTCOME: 11 loans will be made to microenterprises; five jobs created and 20 jobs retained; 23 small businesses will receive one-on-one technical assistance.
- **SNAP Ambassadors:** \$20,000 CSBG to Real Food for Kids to provide professional development training to Arlington Public School (APS) school-based staff, including bilingual liaisons and social workers, as Ambassadors who will become knowledgeable about SNAP in order to assist income-eligible families with the enrollment and renewal process. EXPECTED OUTCOME: 100 households enrolled in SNAP.
- **Technology Training and Support:** \$20,000 AHIF Housing Services (second year of two-year grant) to Arlington Retirement Housing Corporation (ARHC) to improve the technology and digital literacy of low-income Culpepper Garden residents by providing training resources based on various abilities and interests. EXPECTED OUTCOMES: 15 individuals trained in tablet technology; 25 residents to participate in training courses.

- **Tenant Outreach Program:** \$50,000 in General Fund support to BUGATA for outreach services to low-income renters. This will include one-on-one outreach and referrals as well as workshops that will educate tenants about available services and programs. EXPECTED OUTCOME: 40 low-income residents connected with services and programs.
- **Terwilliger Place Resident Services Program:** \$39,500 AHIF Housing Services funds (first year of a two-year grant) to Arlington Partnership for Affordable Housing (APAH) to assist in the development of an onsite resident services program at Terwilliger Place apartments. These programs will focus on four core areas: improving health and wellness; developing job or promotion readiness; enhancing financial literacy; and fostering civic engagement. EXPECTED OUTCOMES: 341 residents supported.
- **Training Futures:** \$20,000 CDBG to Northern Virginia Family Services for a six-month program that teaches marketable job skills and offers post-secondary education credentials to economically disadvantaged unemployed or underemployed, high-potential adults. EXPECTED OUTCOME: 21 individuals enrolled, nine will complete the program, 17 participants will retain new or improved employment for 90 days.

GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS

Total: \$45,000 (all CDBG)

- **Reducing Barriers to Employment:** \$25,000 CDBG to Friends of Guest House to help justice-involved returning females find and enroll in training/workforce development, seek educational attainment and benefits enrollment and general supportive services to enable them to successfully re-enter the community. EXPECTED OUTCOMES: Six formerly incarcerated women provided with employment training services.
- **Supportive Housing Project:** \$20,000 CDBG to Arlington Street People's Assistance Network (ASPAN) to expand the provision of housing and onsite supports at APAH's Westover property for chronically homeless individuals and veterans who have the most significant barriers for housing placement and retention. EXPECTED OUTCOME: Eight chronically homeless persons will be placed in permanent supportive housing.

GOAL 4 - FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS

Total: \$5,000 (all CDBG)

- **Neighborhood Small Grants Program:** \$5,000 CDBG for a set-aside fund to respond to neighborhood needs. EXPECTED OUTCOME: five to seven small grants for projects or activities located in Arlington's low- and moderate-income neighborhoods with 2,000 participants.

HOUSING AND COMMUNITY DEVELOPMENT FUND

PROGRAM DESCRIPTION

FY 2024 COMMUNITY DEVELOPMENT FUND PROGRAM

PROGRAMS	FY 2022 TOTAL	FY 2023 TOTAL	FY 2024 TOTAL	FY 2024 CDBG	FY 2024 CSBG & TANF	FY 2024 AHIF ¹	FY 2024 HOME	FY 2024 General Fund ¹
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING								
Achieve Your Dream - LEDC	34,967	35,000	35,000	35,000	-	-	-	-
Arlington Energy Masters - EcoAction	20,000	20,000	25,000	25,000	-	-	-	-
Volunteer Home Repair - Rebuilding Together	70,000	70,000	79,000	79,000	-	-	-	-
TOTAL, GOAL 1	\$124,967	\$125,000	\$139,000	\$139,000	-	-	-	-
GOAL 2: PROMOTE HEALTHY AND SELF-SUFFICIENT FAMILIES								
Internet Access for Seniors – AASP	-	20,000	20,000	-	-	20,000	-	-
Aspiring. Skills. Determined. – Service Source, Inc.	21,737	25,000	-	-	-	-	-	-
Arm & Arm – Positive Youth Development in Green Valley	-	-	20,000	-	-	20,000	-	-
Buckingham Youth Brigade - BU-GATA	20,000	20,000	25,000	25,000	-	-	-	-
Building Inclusive Communities – Our Stomping Ground	-	20,000	20,000	-	-	20,000	-	-
Caregiver Education - Arl Retirement Housing Corp.	3,692	-	-	-	-	-	-	-
Case Management/Family Support – CIS of NOVA	20,000	20,000	25,000	25,000	-	-	-	-
Case Management Pilot – Arlington Thrive	20,000	-	-	-	-	-	-	-
Childcare Outreach Coordinator – Arlington Thrive	-	25,000	25,000	-	-	25,000	-	-
Children's Development Community Program – B2I	-	-	20,000	-	20,000	-	-	-
Client Services Specialist – B2I	20,000	-	-	-	-	-	-	-
Community Navigator Program – Arlington Thrive	-	-	25,000	-	-	25,000	-	-
Emerging Leaders - Edu-Futuro	25,000	25,000	30,000	30,000	-	-	-	-
Employment & Training Programs - AEC/DHS	92,084	118,504	99,424	35,470	63,954	-	-	-
Employment Program – OAR	25,000	25,000	30,000	30,000	-	-	-	-
Escala - NVFS	30,000	30,000	35,000	35,000	-	-	-	-
Fathers in Touch - CYEP	20,000	20,000	25,000	-	25,000	-	-	-
Financial Education Program – VCE	-	25,000	-	-	-	-	-	-
Growing Capital Readiness – WACIF	-	40,000	40,000	40,000	-	-	-	-
Helping Immigrant Youth Succeed - Liberty's Promise	25,000	25,000	30,000	30,000	-	-	-	-
HOMES for Underserved Residents – APAH	25,000	-	-	-	-	-	-	-
Immigrant Advocacy Center - Legal Aid Justice Center	25,000	25,000	30,000	-	30,000	-	-	-
Immigration Legal Services - Ayuda	20,000	20,000	25,000	-	25,000	-	-	-
Immigration Legal Services – Just Neighbors	25,000	25,000	30,000	-	30,000	-	-	-
Job Training and Entrepreneurship Center - La Cocina VA	25,000	25,000	30,000	-	30,000	-	-	-
Learning Rocks - Aspire!	30,000	30,000	35,000	-	35,000	-	-	-
Melwood JOBS – Melwood	-	20,000	20,000	20,000	-	-	-	-
Micro-Enterprise/Rental Asst. Loan Program – EDG	44,696	45,000	50,000	50,000	-	-	-	-
Northern Virginia Dental Clinic - NVDC	22,000	22,000	26,000	-	26,000	-	-	-
Project Adapt – Fenwick Foundation	-	20,000	20,000	-	20,000	-	-	-

HOUSING AND COMMUNITY DEVELOPMENT FUND

PROGRAM DESCRIPTION

PROGRAMS	FY 2022 TOTAL	FY 2023 TOTAL	FY 2024 TOTAL	FY 2024 CDBG	FY 2024 CSBG & TANF	FY 2024 AHIF ¹	FY 2024 HOME	FY 2024 General Fund ¹
Project Discovery - AHC	30,000	30,000	34,000	34,000	-	-	-	-
Promising Futures/Housing Stability - WHDC	20,000	20,000	39,500	-	-	39,500	-	-
Queens Court Resident Services – APAH	24,500	-	-	-	-	-	-	-
Read Early and Daily – READ With Me Baby Book Bags	-	-	15,000	-	-	15,000	-	-
Resident Services Expanded Hours Pilot – APAH	-	20,500	20,500	-	-	20,500	-	-
Resident Services Program at Serrano – AHC	-	-	30,000	-	-	30,000	-	-
School Based-SNAP Ambassadors – Real Food for Kids	-	-	20,000	-	20,000	-	-	-
Senior Ambassador Program – Arl Neighborhood Villages	-	25,000	25,000	-	-	25,000	-	-
Small Business Development & Microlending – LEDC	39,998	40,000	45,000	45,000	-	-	-	-
Supporting Seniors in Their Homes – Arl Neighborhood Villages	25,000	-	-	-	-	-	-	-
Technology Prosperity Legacy – APAH	20,000	-	-	-	-	-	-	-
Technology Training and Support – Arl Retirement Housing Corp.	-	20,000	20,000	-	-	20,000	-	-
Tenant Outreach Program – BU-GATA	50,000	100,000	50,000	-	-	-	-	50,000
Terwilliger Place Resident Services – APAH	-	-	39,500	-	-	39,500	-	-
Training Futures - NVFS	20,000	20,000	20,000	20,000	-	-	-	-
TOTAL, GOAL 2	\$768,707	\$946,004	\$1,094,424	\$419,470	\$324,954	\$300,000	-	\$50,000
GOAL 3: STABILIZE HOUSEHOLDS AT RISK OF HOMELESSNESS								
Reducing Barriers to Employment – Friends of Guest House	-	45,000	25,000	25,000	-	-	-	-
Supportive Housing Project - PathForward	45,000	-	-	-	-	-	-	-
Supportive Housing – Friends of Guest House	30,000	25,000	20,000	20,000	-	-	-	-
TOTAL, GOAL 3	\$75,000	\$70,000	\$45,000	\$45,000	-	-	-	-
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS								
NSA Small Grants - NSD	4,200	5,000	5,000	5,000	-	-	-	-
TOTAL, GOAL 4	\$4,200	\$5,000	\$5,000	\$5,000	-	-	-	-
TOTAL CDF GRANTS	\$972,874	\$1,146,004	\$1,283,424	\$608,470	\$324,954	\$300,000	-	\$50,000

¹ AHIF and General Fund dollars noted in this summary are captured in the County's General Fund budgets. They are included in this table as they help support the Community Development Fund Grant Program which is further described in this narrative.

Other FY 2024 Housing and Community Development Programs Supported with Federal Funds

As shown below, the County uses Fund 206 to support other housing and community development programs that address Consolidated Plan goals. Note that in addition to the programs shown below, the County intends to support its Moderate-Income Purchase Assistance Program (MIPAP), which provides down payment and closing cost assistance to qualified low-income first-time homebuyers, using prior-year funds.

GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING

- **Moderate-Income Purchase Assistance Program (MIPAP):** \$600,000 CDBG to the Arlington County Moderate-Income Purchase Assistance Program (MIPAP), which provides down payment and closing cost assistance to qualified low-income first-time homebuyers as well as direct staff costs for administering the program. EXPECTED OUTCOMES: 10 low-income households will become first-time homebuyers in Arlington.
- **Multifamily Revolving Loan Fund:** \$955,678 HOME and \$26,350 CDBG allocated to the Arlington County Multifamily Revolving Loan Fund for the purposes of acquiring, rehabilitating, and/or building new multifamily affordable housing. EXPECTED OUTCOME: To be determined housing development project using available CDBG and HOME funds.

GOAL 4 - FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS

- **Housing Outreach Program:** \$5,500 CDBG to provide two neighborhood cleanups in designated neighborhoods. EXPECTED OUTCOME: Two neighborhood cleanup events to be held in Green Valley and Arlington Mill neighborhoods.

PROGRAMS	FY 2022 TOTAL	FY 2023 TOTAL	FY 2024 TOTAL	FY 2024 CDBG	FY 2024 HOME
GOAL 1: CREATE AND SUSTAIN AFFORDABLE HOUSING					
Multifamily Loan Fund	-	579,479	982,028	26,350	955,678
Moderate-Income Purchase Assistance Program (MIPAP)	521,323	999,143	600,000	600,000	-
TOTAL, GOAL 1	\$521,323	\$1,546,622	\$1,582,028	\$626,350	\$955,678
GOAL 4: FOSTER VIBRANT AND SUSTAINABLE NEIGHBORHOODS					
Housing Outreach Program - CPHD-HD (public service funds only) ¹	5,306	5,500	5,500	5,500	-
TOTAL, GOAL 4	\$5,306	\$5,500	\$5,500	\$5,500	-
TOTAL, OTHER PROGRAMS	\$526,629	\$1,552,122	\$1,587,528	\$631,850	\$955,678

¹For FY 2024, in addition to the public services funds shown, approximately \$100,000 in Administration and Planning funds will also be used to support the Housing Outreach program.

Administration and Planning of Federal Programs

In addition to funding affordable housing and community development programs, a portion of federal funds are available to support County planning and administration of these programs. These include both entitlement (grant) funds and program income. For FY 2024, \$492,813 in CDBG funds, \$1,900 in CSBG funds, and \$68,306 in HOME funds are recommended for County Housing Division staff to provide the following planning and administration functions:

- a) administer the Community Participation Plan for the CDBG/CSBG Program including staffing the Community Development Citizens Advisory Committee (CDCAC);
- b) conduct outreach to low- and moderate-income multicultural communities;

- c) manage the CDBG, CSBG, and HOME programs in accordance with the Federal requirements and County priorities detailed in the Consolidated Plan;
- d) implement program planning and development;
- e) provide financial management and oversight for federal programs; and
- f) monitor program performance and assess program effectiveness in producing desired outcomes.

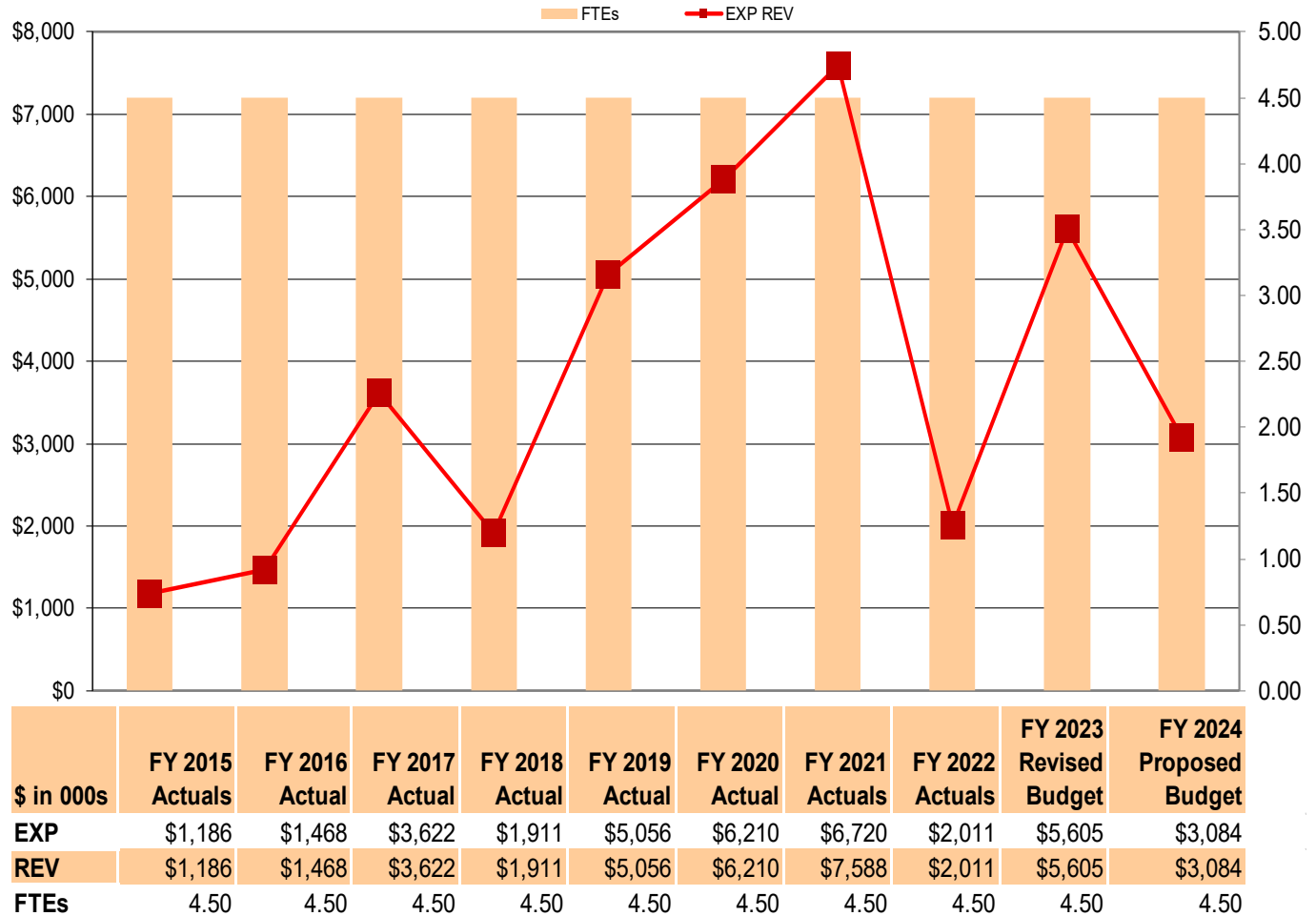
The expected outcome of using funds for this purpose is that these programs will be administered effectively and efficiently, within Federal and local regulations.

PROGRAMS	FY 2022 TOTAL	FY 2023 TOTAL	FY 2024 TOTAL	FY 2024 CDBG	FY 2024 CSBG	FY 2024 HOME
FEDERAL PROGRAM ADMINISTRATION/PLANNING						
Federal Administration and Planning – EN & PI	621,831	529,306	563,019	492,813	1,900	68,306
TOTAL ADMINISTRATION/PLANNING	\$621,831	\$529,306	\$563,019	\$492,813	\$1,900	\$68,306

HOUSING AND COMMUNITY DEVELOPMENT FUND

TEN-YEAR HISTORY

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



Note: Actual amounts reflect new federal grant amounts, unspent federal grant amounts from previous years, and program income. As a result, actual amounts may fluctuate widely from year to year, largely based on the cycle of multifamily development projects.

Fiscal Year	Description	FTEs
FY 2015	▪ The federal CDBG grant decreased by \$64,036. ▪ The federal HOME grant increased by \$2,620. ▪ Increased AHIF Housing Services allocation from \$100,000 to \$200,000 based on the Housing Commission recommendation.	
FY 2016	▪ The federal CDBG grant increased by \$9,024.	
FY 2017	▪ The Federal CDBG grant increased by \$33,147. ▪ The Federal HOME grant increased by \$4,236.	
FY 2018	▪ The Federal HOME grant increased by \$1,166. ▪ <i>The County Board took action after the FY 2018 Budget was adopted to move the non-departmental portion of HOME Investment Partnerships Program (HOME) funds and Community Services Block Grant (CSBG) funds to the HCD fund as part of a consolidation of special fund revenue that may only be spent on activities eligible under federal programs.</i>	
FY 2019	▪ For the FY 2019 Adopted Budget, grant funding remained at FY 2018 levels and non-personnel increased to reflect inclusion of non-administrative federal HOME (\$503,756) and CSBG budgets (\$235,577) as a result of moving these funds to the HCD Fund. ▪ Revenue includes \$70,948 in CSBG carryover funds. ▪ <i>The County Board took action after the FY 2019 Budget was adopted to adjust the HCD budget to reflect the final FY 2019 Community Development Action Plan that includes the following funding sources and amounts:</i> ○ <i>CDBG grant of \$1,363,320 (a \$164,574 increase from FY 2019 Adopted);</i> ○ <i>HOME grant of \$762,215 (a \$204,270 increase from FY 2019 Adopted);</i> ○ <i>CSBG grant of \$268,777 (a \$33,200 increase from FY 2019 Adopted); and</i> ○ <i>The Action Plan includes \$2,645,000 in Program Income/Revolving Loan funds which were not included in the FY 2019 Adopted Budget. These funding sources will be included in the budget going forward.</i>	
FY 2020	▪ Grant and CDBG program income revenue remained at FY 2019 levels for FY 2020 Adopted. ▪ HOME Program income decreased from the FY 2019 Revised Budget due to inclusion of a \$1.9M HOME loan payoff in FY 2019. ▪ <i>The County Board took action after the FY 2020 Budget was adopted to adjust the HCD budget to reflect the final FY 2020 Community Development Action Plan that includes the following funding sources and amounts:</i>	

Fiscal Year	Description	FTEs
	○ CDBG grant of \$1,345,258 (a \$18,062 decrease from FY 2019 revised); ○ HOME grant of \$712,272 (a \$49,943 decrease from FY 2019 revised); and ○ CSBG grant of \$279,995 (an \$11,218 increase from FY 2019 revised). ▪ The County Board approved the Amended FY 2020 Annual Action Plan which included \$830,027 in federal CARES Act CDBG funds and \$239,159 in CSBG funds for COVID-19 relief. Any unspent funds will be carried over into FY 2021.	
FY 2021	▪ The County Board approved the final 2021 Community Development Action Plan. ○ Federal CDBG grant of \$1,410,969 (a \$65,711 increase from FY 2020 revised); ○ Federal HOME grant of \$763,647 (a \$51,375 increase from FY 2020 revised); and ○ Federal and state CSBG grant of \$303,854 (a \$23,859 increase from FY 2020 revised). ▪ Program income levels remained at the FY 2020 levels for FY 2021 adopted. ▪ The County Board approved the Amended FY 2021 Annual Action plan which included carryover funds from FY 2020 for federal CARES Act (\$671,267 in CDBG funds and \$239,159 in CSBG funds), as well as an additional \$1,348,826 in federal CARES Act CDBG funds. ▪ The County Board approved an Amended FY 2021 Annual Action plan in April 2021 which included a decrease of \$215 in CDBG funds, a decrease of \$147 in HOME funds, an increase of \$8,413 in CSBG funds, and an increase of \$8,135 in CDBG program income.	
FY 2022	▪ 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. ▪ A temporary reallocation of non-personnel grant dollars to cover additional personnel costs from the CPHD General Fund (\$100,000). ▪ Removal of CARES Act funds included in the FY 2021 revised budget that will be expiring before FY 2022 (\$2,259,252). ▪ The County Board approved the Final 2022 Community Development Action Plan. ○ Federal CDBG grant of \$1,323,025 (a \$87,729 decrease from FY 2021 revised); ○ Federal HOME grant of \$725,257 (a \$38,243 decrease from FY 2021 revised); and	

Fiscal Year	Description	FTEs
	○ Federal and state CSBG grant of \$301,954 (a \$10,313 decrease from FY 2021 revised).	
	▪ Program income levels decreased from the FY 2021 levels – FY 2022 program income is budgeted at \$250,000 for CDBG and \$200,000 for HOME. ▪ <i>The County Board approved an Amended FY 2022 Annual Action plan in June 2021 which included an increase in CDBG funding of \$19,496.</i> ▪ <i>The County Board approved an Amended FY 2022 Annual Action plan in January 2022 which included an additional \$2,628,564 in HOME-ARPA funds.</i> ▪ <i>In January 2022, \$500,000 in Community Development Block Grant (CDBG) funds were allocated to support the Moderate-Income Purchase Assistance Program (MIPAP).</i> ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment and a one-time bonus for staff of \$450.</i> ▪ <i>In April 2022, an additional \$4,238 in state CSBG funds were approved by the County Board.</i>	
FY 2023	▪ The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour. ▪ Non-personnel increased due to the transfer in of funds from the personnel line. ▪ Program Income levels remained at the FY 2022 levels for FY 2023 adopted (\$250,000 in CDBG and \$200,000 in HOME). ▪ Removed HOME-American Rescue Plan (ARP) funds that were added with the FY 2022 Amended Action Plan for response to the COVID-19 pandemic (\$2,628,564). ▪ Anticipated CDBG funding decreased (\$19,496). ▪ <i>The County Board approved an Amended FY 2023 Annual Action plan in July 2022, which included an increase in CDBG funding of \$10,108, an increase in HOME funding of \$98,727, and an increase in CSBG-TANF funding of \$24,900.</i>	

Our Mission: To assist low and moderate-income families with affordable housing opportunities as they strive to achieve stability and improve their quality of life.

Housing Choice Vouchers (HCV)

- Provide housing to low and moderate-income renters through a housing voucher that can be used by the tenant anywhere in the County or nationwide.
- Entirely federally-funded through the United States Department of Housing and Urban Development (HUD).

Project-Based Assistance Housing Choice Vouchers

- Provide housing and supportive services to low and moderate-income renters through a payment contract for designated existing housing units in the County.

Housing Opportunities for Persons with AIDS (HOPWA)

- Provide housing assistance, through a monthly rental subsidy, to families where the head of household or a family member has been diagnosed with HIV/AIDS.

Family Unification Program (FUP)

- Promote family unification by providing rental assistance to families where the lack of affordable housing is a primary factor in the separation of children from their families.

Department of Justice (DOJ) Vouchers

- In 2012, the Commonwealth of Virginia entered into a settlement agreement with the DOJ regarding failure to comply with ADA and Olmsted Act that requires that persons with intellectual and developmental disabilities live in the least restrictive environment that meets their needs. The Commonwealth, through VHDA, committed to providing community-based housing choices for the settlement population by offering a set aside portion of Housing Choice Vouchers for people with intellectual and/or developmental disabilities leaving training centers, nursing homes or intermediate care facilities.

Veterans Affairs Supportive Housing (VASH) Vouchers

- Provide rental subsidies to homeless and disabled veterans in partnership with the Department of Veterans Affairs.

Mainstream Vouchers

- Provide housing assistance to non-elderly and disabled households transitioning out of institutional or other segregated settings at risk of institutionalization, homeless, or at risk of becoming homeless.

Emergency Housing Vouchers (EHV)

- The American Rescue Plan Act 2021 allowed HUD to allocate additional housing vouchers to Public Housing Authorities operating the Housing Choice Voucher Programs in areas where populations have the greatest need during the COVID-19 pandemic. An Emergency Housing Voucher is a specialized housing voucher subsidy for individuals or families that meet one of the following four categories: (1) homeless, (2) at risk of homelessness, (3) fleeing or

attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking, or (4) recently homeless.

State Rental Assistance Program (SRAP)

- The Department of Behavioral Health and Developmental Services (DBHDS) created a State Rental Assistance Program (SRAP) to serve individuals with developmental disabilities. The aim of the SRAP is to provide adults with developmental disabilities who currently live in less integrated settings (such as nursing facilities, intermediate care facilities, group homes and with their families of origin) with rental subsidy support to establish their own households in more integrated housing settings informed by choice. The program is designed to provide rental assistance subsidies to eligible individuals/households, so they have the means to lease private rental housing that meets their need.

SIGNIFICANT BUDGET CHANGES

- ↑ Personnel increases primarily due to employee salary increases, slightly higher retirement contributions based on current actuarial projections, one-time \$2,000 (gross) employee bonuses (\$35,011), and the addition of a full-time and part-time grant-funded Management Analyst (\$163,488, 1.60 FTE).
- ↑ Non-personnel increases due to an increase in Housing Assistance Payments based on the projected voucher lease-up rate (\$749,148), HOPWA program (\$5,369), SRAP program award (\$246,720), contracted services (\$17,000), software licenses (\$1,731), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles (\$152) and decreases to Sequoia Plaza rent (\$16,424).
- ↑ Revenue increases due to the projected voucher lease-up rate (\$749,148), administrative fees (\$296,595), HOPWA program (\$5,369), and the SRAP program (\$274,176).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Beginning Fund Balance	\$2,403,784	\$2,525,266	\$2,990,671	18%
Personnel	1,320,185	1,366,074	1,714,332	25%
Non-Personnel	21,352,550	21,474,820	22,478,212	5%
GASB	1,081,139	-	-	-
Total Expenditures	23,753,874	22,840,894	24,192,544	6%
 Total Revenues	 24,263,194	 22,918,461	 24,243,749	 6%
 Change in Fund Balance	 \$509,320	 \$77,567	 \$51,205	 -34%
 Permanent FTEs	 12.00	 13.00	 14.60	
Temporary FTEs	-	-	-	
Total Authorized FTEs	12.00	13.00	14.60	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Families	\$1,689/ \$783	\$1,470/ \$419	\$1,314/ \$228	\$1,410/ \$254	\$1,410/ \$254	\$1,410/ \$254
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Persons with Disabilities	\$1,050/ \$52	\$1,016/ (\$56)	\$953/ (\$85)	\$956/ (\$186)	\$956/ (\$186)	\$956/ (\$186)
Amount of money available per month for non-rental expenses with and without a Housing Choice Voucher - Participants Age 62+	\$1,002/ \$59	\$1,038/ \$37	\$980/ (\$34)	\$916/ (\$195)	\$916/ (\$195)	\$916/ (\$195)
Inspection deficiencies corrected: Percent of units initially failing inspection and subsequently meeting Housing Quality Standards	38%/ 100%	44%/ 100%	0%/ 100%	49%/ 100%	44%/ 100%	44%/ 100%
Number of households receiving a Housing Choice Voucher	1,488	1,456	1,507	1,481	1,511	1,511
Overall lease up rate	91%	89%	90%	91%	90%	90%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number and percent of initial applications processed accurately	59/ 100%	83/ 100%	90/ 100%	166/ 99%	150/ 100%	150/ 100%
Number and percent of annual reviews processed accurately	205/ 95%	N/A	195/ 100%	205/ 95%	205/ 98%	205/ 98%
Processing times for eligibility determination: Number and percent of initial applications processed within 60 days	75/ 100%	42/ 100%	90/ 100%	59/ 100%	90/ 100%	90/ 100%
Processing times for eligibility determination: Number and percent of annual reviews completed on time (within 120 days)	1,488/ 100%	1,574/ 100%	1,600/ 100%	1,508/ 100%	1,584/ 100%	1,584/ 100%

- The amount of money available for non-rental expenses with a Housing Choice Voucher is calculated by subtracting average tenant payment from average tenant income. The amount of money available for non-rental expenses without a Housing Choice Voucher is calculated by subtracting the average contract rent from the average tenant income.
- Housing Quality Standards are the tool used by the Housing Choice Voucher Program to inspect all units prior to initial move-in, prior to transfer from one unit to another, and annually. If an apartment fails inspection, the landlord/tenant typically has 30 days to fix the violations. Failure to correct deficiencies could result in an abatement of payment to the landlord and/or termination from the program.
- The COVID-19 Pandemic necessitated the suspension of annual recertification inspections in March 2020. HUD issued PIH Notices 2020-5 and 2020-13 that allowed the HCVP to implement a waiver to customize the inspection process as determined best by the locality. Virtual

inspections were completed for new move-ins, and annual inspections resumed effective July 1, 2021.

- “Overall lease up rate” in FY 2021 has been updated due to a reporting error.
- Timeliness rates for initial applications and annual reviews met the Section Eight Management Assessment Program (SEMAP) high performer standard of 100 percent for initial applications and exceeded the SEMAP high performer standard of 95 percent for annual reviews, from FY 2019 through FY 2022.
- Arlington County received 36 HUD Emergency Housing Vouchers in efforts to stabilize highly vulnerable populations through rental assistance as stipulated in the American Rescue Plan Act. These vouchers, in partnership with the Continuum of Care, were prioritized for immediate deployment beginning FY 2022 through FY 2023.
- Beginning FY 2023, DBHDS awarded 10 SRAP vouchers to Arlington’s HCVP to provide rental subsidies to adults with developmental disabilities. This state referral-based program adds to the available rental subsidies for lease under the HCV Program.
- This program has a performance measurement plan. The data above align with that plan. You can read this program’s complete FY 2022 plan here:
<http://departments.arlingtonva.us/dhs/dhs-performance-measurement-program/>.

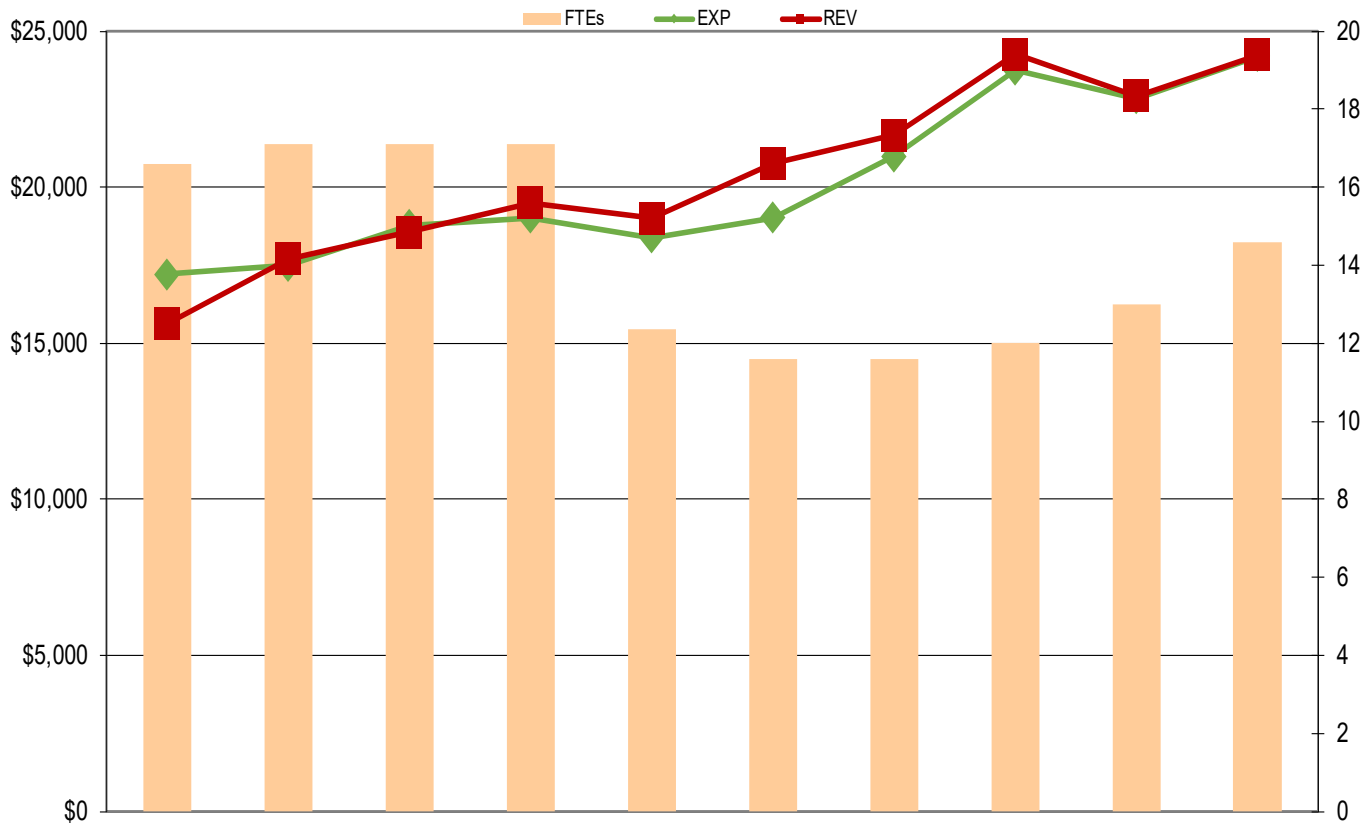
**HOUSING CHOICE VOUCHER FUND HOUSING ASSISTANCE PROGRAM
FUND STATEMENT**

	FY 2022 ACTUAL*	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
Beginning Fund Balance July 1	\$2,403,784	\$2,525,266	\$2,913,104	\$2,990,671
REVENUE				
Housing Assistance	20,399,746	19,722,948	19,722,948	20,422,549
Mainstream Housing Assistance	425,268	675,303	675,303	702,657
Emergency Housing Assistance	66,862	584,397	584,397	606,590
HAP Administrative Fees	1,589,313	1,707,024	1,707,024	1,987,357
Mainstream Administrative Fees	8,795	49,093	49,093	63,723
Emergency Administrative Fees	21,265	42,484	42,484	44,116
CARES Administrative Fees	32,638	-	-	-
HAP Interest	8,272	7,500	7,500	8,500
Mainstream Interest	-	1,000	1,000	-
Miscellaneous Revenue (Collections)	6,060	20,000	20,000	20,000
HOPWA	114,515	108,712	108,712	114,081
SRAP	-	-	-	274,176
Fund Balance Change	509,320	-	-	-
GASB	1,081,139	-	-	-
TOTAL REVENUE	24,263,194	22,918,461	22,918,461	24,243,749
EXPENDITURES				
Rental Assistance Payments	20,402,780	19,722,948	19,722,948	20,422,549
Mainstream Assistance Payments	425,268	675,303	675,303	702,657
Emergency Assistance Payments	66,862	584,397	584,397	606,590
HOPWA	114,515	108,712	108,712	114,081
SRAP	-	-	-	246,720
Administration & Operations	1,663,310	1,749,534	1,749,534	2,099,947
GASB	1,081,139	-	-	-
TOTAL EXPENDITURES	23,753,874	22,840,894	22,840,894	24,192,544
Ending Fund Balance June 30	\$2,913,104	\$2,602,833	\$2,990,671	\$3,041,876

Note: \$2,913,104.24 in revenue was deferred from FY 2022 to FY 2023. Therefore, the FY 2022 ACFR reflects a fund balance of zero.

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual*	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$17,219	\$17,491	\$18,791	\$19,032	\$18,385	\$19,020	\$21,002	\$23,754	\$22,841	\$24,193
REV	\$15,644	\$17,710	\$18,569	\$19,494	\$19,010	\$20,764	\$21,662	\$24,263	\$22,918	\$24,244
FTEs	16.60	17.10	17.10	17.10	12.35	11.60	11.60	12.00	13.00	14.60
Change in Fund Balance	(\$1,575)	\$219	(\$222)	\$462	\$625	\$1,744	\$660	\$509	\$77	\$51

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ Reduced the annual expense for maintenance and replacement of County vehicles (\$5,767); increased Sequoia plaza rent (\$2,240). ▪ Housing Assistance Payments decreased due to a 95 percent voucher lease-up rate of 1,469 vouchers (\$1,264,026). ▪ Revenue decreased to include administrative revenue (\$87,651) and Housing Assistance Payments (\$1,264,026). These decreases were based on a 95 percent voucher lease-up rate, due to Department of Housing and Urban Development sequestration reductions, as well as the Department of Housing and Urban Development's directive to spend down the Fund Balance.	
FY 2016	▪ Added a Housing Specialist (\$44,628) based on additional funding for the Shelter Plus Care (Milestones Program). ▪ Removed the Family Unification Program administrative budget (\$60,354); increased Sequoia Plaza rent (\$2,241). ▪ Housing Assistance Payments increased based upon a 95 percent voucher lease-up rate of 1,469 vouchers (\$969,110), as well as a Shelter Plus Care (Milestone Program) increase (\$50,680). ▪ Decreased HOPWA expenses based on the FY 2015 grant award (\$24,935). ▪ Revenue increased to include Housing Assistance Payments based on a 95 percent voucher lease-up rate of 1,469 (\$969,110) and the Shelter Plus Care (Milestones Program) (\$95,308). Decrease in revenue for HOPWA based on the FY 2015 grant award (\$424,935) and administrative revenue (\$354,622) based on the 95 percent voucher lease-up rate.	0.50
FY 2017	▪ Increased Sequoia plaza rent (\$1,453) and the annual expense for maintenance and replacement of County vehicles (\$237). ▪ Housing assistance payments decreased based on a projected 92 percent voucher lease-up rate of 1,588 vouchers (\$124,756), a Shelter Plus Care (Milestones Program) decrease (\$27,344), and HOPWA decrease (\$15,042) based on the FY 2016 grant award. ▪ Revenue decreased to include Housing Assistance Payment based on a projected 92 percent voucher lease-up rate of 1,588 vouchers (\$124,756), reductions in Shelter Plus Care (Milestones Programs) (\$5,778) and HOPWA (\$12,465) based upon FY 2016 grant awards. Revenue increased due to increased administrative revenue (\$29,093) based on the 92 percent voucher lease-up rate.	
FY 2018	▪ Increased Sequoia plaza rent (\$2,401), offset by a decrease in the annual expense for maintenance and replacement of County vehicles (\$458). ▪ Housing assistance payments increased based on the projected 94 percent voucher lease-up rate of 1,588 vouchers (\$1,005,860), increases to the HOPWA (\$14,338), and the Shelter Plus Care (Milestones) Programs (\$16,732). ▪ Revenue increased due to the projected 94 percent voucher lease-up rate	

Fiscal Year	Description	FTEs
	of 1,588 vouchers (\$1,005,860), administrative revenue (\$148,733), and HOPWA (\$11,761). These increases were partially offset by a decrease in the Shelter Plus Care (Milestones) Program (\$9,916).	
FY 2019	▪ Several reductions were made as a result of administrative funding reductions implemented to produce administrative efficiencies and ensure financial sustainability. These included the elimination of a Housing Choice Supervisor (\$121,654, 1.0 FTE), a Housing Inspector (\$66,807, 1.0 FTE), two Housing Assistance Program Specialists (\$180,618, 2.0 FTEs), the transfer out of an Administrative Technician I (\$80,199, 1.0 FTE) to the Economic Independence Division in the Department of Human Services General Fund, partially offset by a transfer of an Administrative Assistant from Employment Services in the Economic Independence Division (\$23,521, 0.25 FTE). ▪ Non-personnel decreased due to adjustments made as a result of administrative funding reductions (\$89,031). ▪ Housing assistance payments increased based on the projected 96 percent voucher lease-up rate of 1,588 vouchers (\$458,623) and an increase to the HOPWA Program (\$37,347), partially offset by the elimination of the Shelter Plus Care (Milestones) Program (\$290,272). ▪ Revenue increased due to the projected 96 percent voucher lease-up rate of 1,588 vouchers (\$458,623) and HOPWA Program (\$37,347), partially offset by the elimination of the Shelter Plus Care (Milestones) Program (\$329,818), decrease in administrative revenue (\$116,998), and elimination of the budget for Fund Balance used due to a change in the reporting process (\$119,906).	(4.75)
FY 2020	▪ Transferred a Management Specialist (\$66,150) to the Housing Assistance Bureau in the Economic Independence Division. ▪ Decreased Sequoia plaza rent (\$33,873), contracted services (\$4,000), telephone and communication (\$1,200), memberships (\$6,000), consultants (\$18,000), office supplies (\$4,000), operating equipment (\$1,000), and the HOPWA Program (\$6,395). ▪ Increased departmental subscriptions (\$6,000), an increase in the annual expense for maintenance and replacement of County vehicles (\$2,918), port-out admin fee payments (\$100,000), and housing assistance payments based on the projected 93 percent voucher lease-up rate of 1,643 vouchers (\$186,574). ▪ Revenue increased due to the projected 93 percent voucher lease-up rate of 1,643 vouchers (\$186,574), administrative fees (\$148,854), and investment earnings (\$5,000). These increases are offset by a decrease in the HOPWA Program (\$6,395) and Treasury collections (\$20,900).	(0.75)
FY 2021	▪ Increased housing assistance payments based on the projected 93 percent voucher lease-up rate of 1,643 vouchers (\$452,066), software licenses (\$41,700), memberships (\$3,000), Sequoia Plaza rent (\$3,303), consultants (\$1,000), print shop charges (\$1,000), and office supplies	

Fiscal Year	Description	FTEs
	(\$2,000). ▪ Decreased the annual expense for maintenance and replacement of County vehicles (\$198) and departmental subscriptions/books (\$6,000). ▪ Revenue increased due to the projected 93 percent voucher lease-up rate of 1,643 vouchers (\$452,066), administrative fees (\$22,770), investment earnings (\$1,500), and tenant repayment (\$15,000) offset by a decrease in treasury collections (\$10,000).	
FY 2022	▪ 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. ▪ Transferred in an Administrative Technician (\$32,435) from the Department of Human Services in the General Fund. ▪ Increased housing assistance payments based on the projected voucher lease-up rate (\$1,455,296) and Sequoia Plaza rent (\$94,778). ▪ Revenue increased primarily due to the projected voucher lease-up rate (\$1,455,296) and administrative fees (\$65,997). ▪ <i>The County Board took action after the FY 2022 budget was adopted to add a grant-funded Administrative Technician II position (\$75,604).</i>	0.40 1.00
FY 2023	▪ The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour. ▪ Added an Administrative Technician II (\$75,604). ▪ Increased Housing Assistance Payments based on the projected voucher lease-up rate (\$1,564,521), Sequoia Plaza rent (\$16,306), HOPWA program (\$13,235), contracted services (\$11,000), software licenses (\$2,118), cellular telephones (\$760), and adjustments to the annual expense for maintenance and replacement of County vehicles (\$776). ▪ Revenue increased due to the projected voucher lease-up rate (\$1,564,521), administrative fees (\$133,838), HOPWA program (\$13,235), and investment earnings (\$2,000).	 1.00

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Mission: To implement a comprehensive stormwater management program that balances the following goals: 1) to reduce the potential for stormwater threats to public health, safety, and property; 2) to reduce the impacts of new and existing urban development on Arlington streams, the Potomac River, and the Chesapeake Bay; and, 3) to comply with State and federal stormwater, water quality, and floodplain management regulations.

STORMWATER MANAGEMENT PROGRAM OBJECTIVES

- Integrate traditional stormwater infrastructure capacity needs with watershed management, environmental protection objectives, and regulatory compliance requirements, including those of the County's Municipal Separate Storm Sewer System (MS4) permit.
- Implement critical capacity infrastructure, stream restoration and repair, and water quality mitigation projects consistent with the goals and strategies in the Stormwater Master Plan that was adopted as an element of the County's Comprehensive Plan in September 2014 and other capacity projects identified as part of the program review subsequent to the historic flooding in July 2018 and 2019.
- Provide routine preventative maintenance of the County's stormwater infrastructure assets as well as emergency repair or replacement actions when needed.
- Ensure the County's floodplains are managed in accordance with local, State, and Federal laws and regulations.

OVERALL PROGRAM SCOPE

Since the adoption of a dedicated funding source for stormwater management in April 2008, the Department has established a comprehensive Stormwater Management Program that:

- Conducts rigorous floodplain management activities to ensure compliance with state and federal floodplain regulations, accuracy of mapped floodplains, and favorable flood insurance rates for residents.
- Develops long-term infrastructure planning for capacity, sufficiency, and risk management for future demand and conditions.
- Implements an infrastructure capital program to ensure needed capacity enhancements are made and the system is maintained in a state of good repair (SGR).
- Administers capital maintenance, emergency response, and complaint operations.
- Ensures regulatory compliance for both County and private sector operations and activities.
- Installs green infrastructure and stream, pond, and wetland restoration projects to support local environmental recovery and restoration, protect public safety and infrastructure, and meet the aggressive requirements for the cleanup of the Chesapeake Bay.
- Maintains both the traditional and green infrastructure assets of the Program.
- Conducts education and training activities for employees, businesses, developers, and residents.
- Monitors streams; and,
- Conducts tracking, monitoring, and reporting for local, regional, and state/national bodies and agencies.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Stormwater Management Fund is \$16,545,407, a four percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to the addition of a plan review engineer (\$135,454; 1.0 FTE), the transfer in of sewer maintenance staff (\$186,865; 2.0 FTE) from Utilities Fund, employee salary increases, an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, adjustments to salaries resulting from the administrative job family studies (\$2,909), and one-time \$2,000 (gross) employee bonuses (\$124,884).
- ↑ Non-personnel increases due to overhead and interdepartmental charges (\$322,010), one-time funding for grant writing and administration (\$115,000), flow monitoring and rain gauges (\$106,000 one-time; \$40,000 ongoing), tree planting (\$100,000), and costs associated with the new plan review engineer (\$2,500 one-time; \$2,426 ongoing), slightly offset by reallocations and cuts (\$42,839) and adjustments to the annual expense for maintenance and replacement of County vehicles (\$8,589).
- ↑ Debt service expense increases for GO bonds planned for issuance in FY 2023 to fund Stormwater CIP projects (\$582,510) and debt service for the existing FY 2021 GO Bonds (\$500).
- ↓ Pay-As-You-Go capital program funding decreases due to the planned mix of funding strategies for the Stormwater capital program (\$1,498,471).
- ↑ Revenue increases primarily due to the increase in the real estate assessment tax base (\$545,461) and the increase in development services fees (\$71,318).
- In response to intense rain events and flooding in 2018 and 2019, the County has undertaken a comprehensive review of ways to mitigate flood risks. Design work is already underway for significant investments in watershed-scale solutions in critical areas that have experienced flooding and are identified in the Stormwater Master Plan. The FY 2023 – FY 2032 Adopted Capital Improvement Plan (CIP) and future CIPs seek to strike the right investment balance between water quality, improved maintenance of assets, education, and capacity improvements. To fund the near-term projected need, the County received approval from voters for a \$50.84 million Bond Referenda in November 2020 and \$39.76 million Bond Referenda in November 2022 which provided the authority to issue bonds to fund key projects that will be constructed over a number of years. Tax rate or utility fee rate increases may be required in future years in order to fund the debt service on these bonds. More detail can be found in the [FY 2023 – FY 2032 Adopted CIP](#).
- Currently, the stormwater program is funded through the Sanitary District Tax of \$0.017 per \$100 of assessed real property value. The County Board has given direction to implement a Stormwater Utility, which would replace the tax funding with utility fee funding based on a property's impervious area (hard surfaces like roofs and driveways that don't let rain runoff soak into the ground). Impervious area is the industry standard for estimating usage of the stormwater system and is also considered a fairer way to pay for the stormwater management program than real estate assessments. It also allows localities to offer credits to customers who reduce their properties' runoff to the stormwater system. Many Virginia communities have transitioned to a stormwater utility to fund their stormwater programs. It is anticipated the utility will be implemented for the FY 2025 budget (CY 2024). More information can be found on the [Stormwater Utility Project website](#).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$5,355,570	\$6,240,687	\$7,136,419	14%
Non-Personnel	3,617,304	4,917,418	5,553,926	13%
Debt Service	935,333	935,500	1,518,510	62%
Pay-As-You-Go Capital Projects	9,984,399	3,835,023	2,336,552	-39%
Total Expenditures	19,892,606	15,928,628	16,545,407	4%
Total Revenues	16,008,809	\$15,928,628	\$16,545,407	4%
Change in Fund Balance	(\$3,883,797)	-	-	-
Permanent FTEs	47.00	50.50	53.50	
Temporary FTEs	-	-	-	
Total Authorized FTEs	47.00	50.50	53.50	

CAPITAL PROGRAM SUMMARY

The proposed CY 2023 Sanitary District Tax of \$0.017 per \$100 of assessed real property value remains unchanged from CY 2022. For FY 2024, it is estimated to generate a total of \$15,102,589 in revenue, of which \$2,336,552 will go towards executing the Pay-As-You-Go capital program and \$1,518,510 will go towards debt service. Recognizing the significance of the stormwater investment that is needed, the voters approved the November 2020 and November 2022 bond referenda for stormwater and watershed infrastructure. Tax rate or utility fee rate increases may be required in future years in order to fund the debt service on these bonds. This will be a substantial, long-term investment in the County's stormwater management system, with multiple generations of taxpayers benefitting.

The capital program is organized into the following areas: 'Storm Drainage Improvements,' 'Maintenance Capital,' and 'Streams and Water Quality.' The [FY 2023 – FY 2032 Adopted CIP](#) provides more detail.

Storm Drainage Improvements

The Storm Drainage Improvements program addresses infrastructure improvements to the stormwater sewer system. Improvements are designed and executed on watershed, localized, and parcel-based scales to: 1) mitigate flood risks; 2) maintain system infrastructure in a state of good repair; 3) install tertiary system elements; 4) construct drainage projects where under capacity; 5) develop overland relief; 6) advance resiliency goals; and 7) otherwise implement the adopted Stormwater Master Plan and underlying studies.¹

FY 2023 Program highlights:

¹ Arlington County's stormwater sewer system is increasingly vulnerable due to under-capacity, age, and condition of certain pipe sections and/or network elements. More than half of the network is at least 60-80 years old and includes assets constructed from corrugated metal and terracotta. In addition, the system lacks sufficient tertiary infrastructure. Also, the community continues to experience robust redevelopment and recently (2018 and 2019) experienced intense storm events that caused significant flooding and damage of both public infrastructure and private property.

- Completion of the Risk Assessment and Management Project (RAMP) is projected for FY 2023, which will:
 - Inform Flood Resilient Arlington. Arlington is working toward flooding resilience through defining balance between private and public responsibility, scaling levels of flood protection and mitigation, and needs based investment.
 - Create mid and long-term climate mitigation and adaptation plans and actions.
 - Inform current and future CIP planning.
 - Provide certain project cost-benefit analyses.
 - Perform pre-disaster mitigation planning (with the Department of Public Safety Communications and Emergency Management).
 - Explore potential grant and alternative funding efforts.
 - Use data to support relevant future code and ordinance updates.
- The Spout Run Watershed Infrastructure Project design phase is expected to continue into FY 2024. This project has been identified as one of several critical priority areas that experience flooding as a result of system under-capacity, insufficiency, or age-related conditions on a watershed scale. The current design phase funding includes surveys, engineering design, design phase outreach, analytics, and land acquisition.
- After the July 8, 2019, flood, watershed scale projects for four additional watersheds were accelerated and design phases were initiated, including: Torreyson Run, Lubber Run, Crossman Run, and Westover. Multiple other large-scale projects were also accelerated. These were targeted in the watersheds with the most severe flooding. These watersheds include but are not limited to: Spout Run (exclusive of Waverly Hills), Donaldson Run, and Four Mile Run.
 - The County is currently collaborating with Arlington Public Schools (APS) on an underground stormwater management facility at the new Cardinal Elementary School located in Torreyson Run. This project is constructing an underground detention facility beneath the athletic fields in order to mitigate downstream impacts in the watershed for future storm events. Construction of the stormwater facilities began in November of 2021 with completion estimated for the Spring/ Summer of 2023, followed by restoration of the athletic fields.

Maintenance Capital

Much of Arlington County's stormwater infrastructure was built during the 1940's and 1950's. It is approaching the end of its useful life and a regular repair and replacement program is necessary to ensure the continued functioning of the storm drainage network during storm events in order to prevent flooding and property damage.

This program provides for the regular replacement of storm sewer mains, catch basins, and endwalls (with their associated outfalls). Particular attention will be paid to the approximate 11 miles of corrugated metal pipes and plate arch culverts that have deteriorated more quickly than other materials. Associated master plans include the Watershed Management Plan and the Stormwater Master Plan.

FY 2023 Program Highlights:

- Four Mile Run Flood Control Project – Letter of Intent executed with the US Army Corps of Engineers (USACE), in coordination with the City of Alexandria, for the development of dredging and maintenance plans to remediate USACE identified deficiencies in Four Mile Run-Arlington East and Arlington West Levees. This project is currently in construction with expected completion in Spring 2023.
- Engineering design for the replacement of the Dumbarton Street culverts began in FY 2020. Construction is expected to begin late FY 2023 or early FY 2024.
- Phase I of the Donaldson Run outfall and channel repair and stabilization at 24th Road North: construction was initiated and completed in early FY 2019. After acquisition of a large easement

a second phase was constructed in mid-FY 2020. An additional phase is currently under design with construction planned to begin in late FY 2023 and continue through FY 2024.

Streams and Water Quality

This program addresses regulatory requirements and policy objectives to reduce stormwater pollution, rehabilitate and restore natural infrastructure, protect public safety, and promote environmental recovery and restoration in the County's stream valleys which have been impacted by stormwater runoff from the County's increases in impervious surfaces.

Arlington County exceeded the five percent Bay cleanup pollution reduction requirement for the permit cycle that ended in June 2018. The current permit cycle (ending in CY 2026) requires a cumulative 40 percent pollution reduction, with the subsequent permit requiring the full 100 percent reduction. Progress to date has been made through public investments in green infrastructure and stream restoration, water quality credit from redevelopment activity regulated under the Stormwater Management Ordinance, and programmatic efforts such as street sweeping.

Increased program drivers to repair eroded streams and failed stormwater outfalls emerged from the July 8, 2019, extreme flooding event. Also, continued increases in impervious surfaces from land development activity (both regulated and unregulated) add to the mitigation pressures on the program. In FY 2022, DES enhanced Land Disturbance Activity (LDA) requirements with the LDA 2.0 initiative to require further mitigation of runoff impacts related to development.

FY 2023 Program highlights:

- Six green infrastructure projects are in design in FY 2023.
- Donaldson Run Tributary B stream restoration project was completed in early FY 2023.
- Ballston Pond watershed retrofit project will complete construction in FY 2023.
- Planning, design, and community engagement for the Sparrow Pond retrofit and Gulf Branch stream resiliency projects are underway with construction expected to start in late FY 2023 and FY 2024, respectively.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
MS4 Permit Chesapeake Bay Total Maximum Daily Load (TMDL) compliance progress to FY 2031 target (nitrogen/ phosphorus/ sediment)	12%/26%/22%	14%/27%/23%	26%/51%/30%	26%/55%/60%	38%/65%/70%	41%/69%/81%
Number of illicit discharge investigations/ # eliminated within 30 days (requirement of MS4 permit)	123/100%	122/100%	100/100%	121/100%	95/100%	95/100%
Commercial property pollution 'hot spot' investigations/ % of properties in compliance	30/70%	61/89%	148/85%	146/90%	148/90%	148/90%
Public right of way and/or street construction project pollution prevention inspections/ % in compliance	442/90%	279/98%	260/95%	270/95%	346/95%	385/95%
Private Storm Water Management Facilities (SWMF): Cumulative impervious acres/ gallons managed	157/4,529,329	169/4,855,180	190/5,506,882	202/5,824,912	236/6,106,800	236/6,106,600

STORMWATER MANAGEMENT FUND
FUND SUMMARY

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Private SWMF maintenance inspections/ % in compliance	2,990/ 99%	3,439/ 97%	4,009/ 96%	2,467/ 98%	3,375/ 98%	3,375/ 98%
Public SWMF: Cumulative impervious acres/ gallons managed	63/ 775,525	64/ 814,628	68/ 944,968	71/ 1,065,924	280/ 3,702,058	310/ 4,777,822
Public SWMF inspection and maintenance visits/ % of total dollars spent on proactive maintenance vs repair	534/ 95%	462/ 95%	489/ 90%	752/ 93%	840/ 95%	840/ 95%
Prevented stream erosion (cumulative tons/ year sediment)	N/A	N/A	N/A	484	484	484
Lane miles swept annually/ tons of debris collected and diverted	11,567/ 1,539	9,182/ 490	9,178/ 882	8,849/ 680	9,760/ 950	9,760/ 950

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Catch basins cleaned	7,708	8,405	6,228	1,093	6,700	6,700
Linear feet of storm sewers inspected	158,002	94,541	79,657	63,166	71,000	71,000
Local drainage complaints investigated	229	200	118	117	120	120
Employee training on best practices to prevent pollution and water quality impacts from County operations (# trained/# different work units)	729/ 7	800/ 6	826/ 7	717/ 9	775/ 9	775/ 9
Private Storm Water Management Facilities (SWMF) constructed annually/ cumulative total	498/ 3,448	599/ 4,047	643/ 4,690	621/ 5,311	500/ 5,811	500/ 6,311
Public SWMF constructed annually/ cumulative total maintained annually	13/ 144	7/ 151	25/ 176	8/ 184	6/ 190	6/ 196
Cumulative linear feet of stream restored	3,920	3,920	3,920	7,603	7,603	7,603
Number of high priority outfalls repaired	2	1	0	6	3	4
Review of 'high impact' plats, plans, MOUs, and Floodplain issues	10	10	36	33	36	80

- The MS4 permit requires that Arlington County meet certain nutrient reduction targets. This measure shows the County's progress toward the eventual goal of 100 percent compliance target, currently expected to be achieved in FY 2031.

- Illicit discharge investigation numbers vary from year-to-year because the workload is driven by external factors – spills, illegal dumping, complaints, monitoring data, etc.
- The number of 'hot spots' (industrial / commercial high risk runoff sites) fluctuates each year as new businesses or facilities are added (new business comes online, complaint received, problem found during inspection conducted by another office, pollution discharge discovered) or removed from the list (no issues found for several inspection rounds, operations at business / facility change, business or facility closes).
- The number of acres treated by public watershed retrofit projects increases substantially in FY 2023 due to the construction Ballston Pond watershed retrofit projects and Sparrow Pond watershed retrofit project in FY 2024.
- The number of both private and public water quality facilities inspected are directly attributable to the annual growth in the number of facilities. For private facilities, the decrease from FY 2021 to FY 2022 reflects a change to a bi-annual inspection cycle for single-family homes. For public facilities, the frequency of inspections and maintenance are dependent upon the type of facility.
- The number of lane miles swept, and tons collected decreased in FY 2020 based on a reduction in funding and a mild winter. Beginning in FY 2020, funding is allocated for 26 commercial passes per year (no change), three residential passes (decreased from seven annually), and seven protected bike lane passes. More information on the sweeping program is provided in the DES Solid Waste Bureau line of business narrative in the General Fund section of the book.
- Reducing the residential sweeping program does not have an appreciable effect on water quality because of its already limited frequency, lower pollutant loads from lower traffic residential streets, and the number of parked cars that limit curb access. Additionally, reduction does not impact MS4 permit compliance. The County's Municipal Separate Storm Sewer (MS4) Permit requires a minimum of 30,000 lane mile of street sweeping during the five-year permit cycle (FY 2022 through FY 2026).
- Fluctuations in the number of catch basins cleaned and the linear feet of storm sewers inspected is due to the impact of weather events on the Water, Sewer and Streets crews, as well as the number of capital projects funded in a given year. For FY 2020 onward, funding for these activities was reduced. However, starting in FY 2021 new condition documentation requirements impacted the number of inspections that can be accomplished within existing funding. FY 2022 actual catch basins cleaned and storm sewers inspected were impacted by the timing of new contracts and implementation of the new condition documentation requirements.
- The increase in drainage complaints for FY 2019 and FY 2020 was due to greater than average rainfall and an increasing proliferation of sump pumps and other private drainage systems that require outfall locations.
- The number of public stormwater management facilities include water quality facilities on County properties including those managed by Parks and DES. Green infrastructure systems within the public Right of Way (ROW) and pond retrofits along with facilities built during public redevelopment are included in this performance measure. It does not include any water quantity facilities, such as the detention vault at Cardinal Elementary School.
- The goal of training is to ensure field staff understand and deploy best practices. The reissued MS4 permit changes the frequency of training for some employees. Therefore, the number of staff trained in FY 2022 decreased while still meeting permit requirements.
- The FY 2022 actual (and estimates for FY 2023 and FY 2024) for cumulative linear feet of stream restored measure is higher than prior fiscal years due to the construction and restoration of Donaldson Run Tributary B.
- The number of "high impact" plats, plans, MOUs and floodplain issues increases in FY 2024 based on adding a new plan review engineer (1.0 FTE).

**STORMWATER MANAGEMENT FUND
FUND STATEMENT**

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1				
Operating Reserve	\$2,290,679	\$2,212,489	\$2,212,489	\$2,612,615
Capital Fund Balance	11,789,265	7,983,659	7,983,658	2,325,833
ADJUSTED BALANCE, JULY 1	14,079,944	10,196,148	10,196,147	4,938,448
REVENUE				
Sanitary District Tax	14,050,448	14,557,128	14,699,431	15,102,589
Fines & Fees	1,880,237	1,371,500	1,371,500	1,442,818
Miscellaneous Revenues	78,124	-	-	-
TOTAL REVENUE	16,008,809	15,928,628	16,070,931	16,545,407
TOTAL REVENUE & BALANCE	30,088,753	26,124,776	26,267,078	21,483,855
EXPENSES				
Operating and Maintenance	8,972,874	11,158,105	10,595,605	12,690,345
Debt Service	935,333	935,500	935,500	1,518,510
Pay-As-You-Go Capital Projects - Current Year	6,100,603	3,835,023	4,397,525	2,336,552
Pay-As-You-Go Capital Projects - Carry-Over	3,883,796	7,210,000	5,400,000	-
TOTAL EXPENSES	19,892,606	23,138,628	21,328,630	16,545,407
BALANCE, JUNE 30	10,196,147	2,986,148	4,938,448	4,938,448
Operating Reserve	2,212,489	2,751,314	2,612,615	3,129,126
Capital Fund Balance	7,983,658	234,834	2,325,833	1,809,322
TOTAL BALANCE	\$10,196,147	\$2,986,148	\$4,938,448	\$4,938,448

Notes:

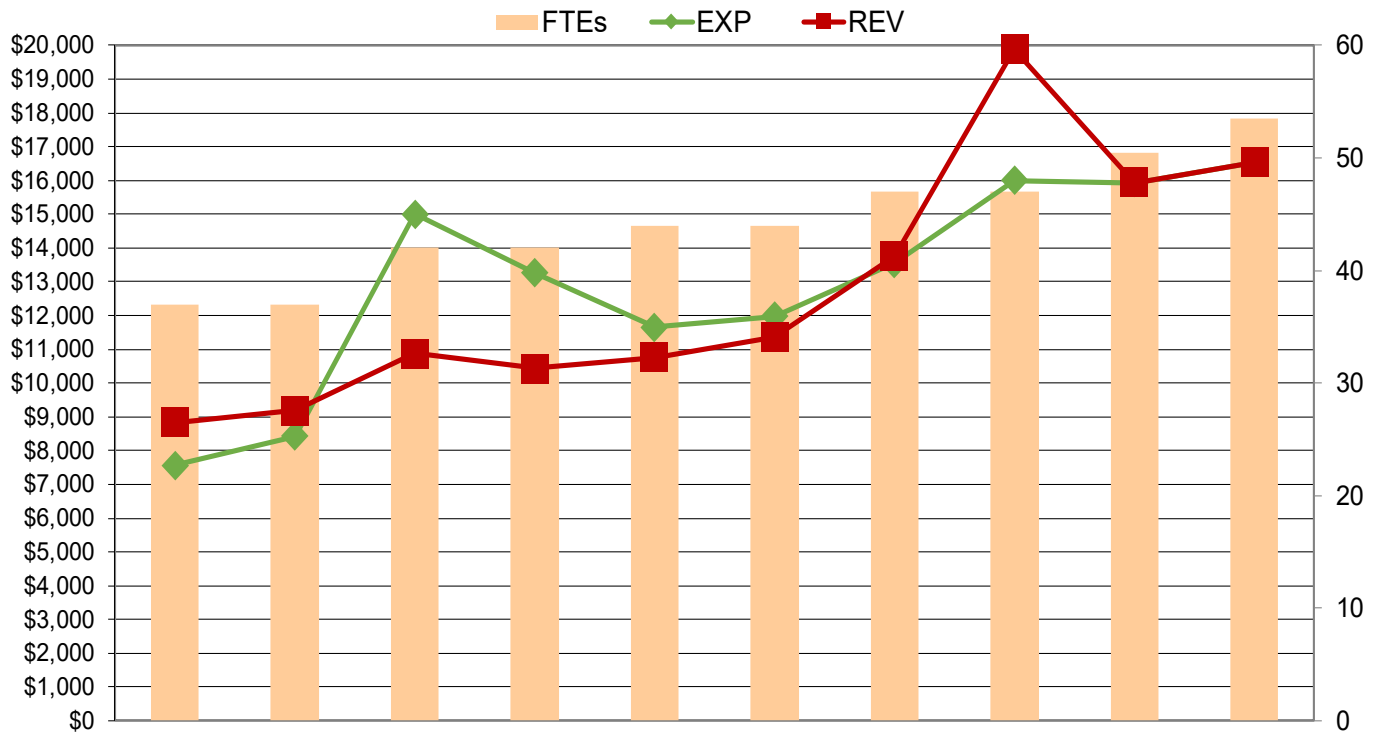
(1) The FY 2022 beginning balance is restated due to compliance with GASB Statement No. 84

(2) The FY 2023 re-estimate is the current projection of expenses and revenues.

(3) Most capital projects span multiple years, from design to construction completion. The FY 2022 Actual and FY 2023 Re-Estimate columns reflect that funding for capital projects are carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds. The FY 2024 Proposed budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staff's best estimates based on preliminary plans and design and construction schedules.

(4) Based on County financial policies, the operating reserve is a 90-day reserve based on the Operating and Maintenance budget.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Proposed Budget
EXP	\$7,557	\$8,430	\$14,999	\$13,259	\$11,651	\$11,975	\$13,541	\$16,009	\$15,929	\$16,545
REV	\$8,833	\$9,185	\$10,878	\$10,438	\$10,760	\$11,376	\$13,761	\$19,893	\$15,929	\$16,545
FTEs	37.00	37.00	42.00	42.00	44.00	44.00	47.00	47.00	50.50	53.50

- The Stormwater Management Fund was established by the County Board in CY 2008 by adopting a Sanitary District Tax of \$0.01 per \$100 of assessed real property value. In CY 2010, the Sanitary District tax rate was increased to \$0.013 per \$100 of assessed real property value. In CY 2021, the Sanitary District tax rate was increased to \$0.017 per \$100 of assessed real property value.

Fiscal Year	Description	FTEs
FY 2015	▪ Added personnel for stormwater management regulations. The eleven positions are a critical foundational step for stormwater program delivery and compliance. ▪ Non-personnel increased primarily due to an increase in inter-departmental charges for overhead (\$60,364), operating expenses related to the new FTEs (\$67,643), and reimbursement of a portion of the street sweeping program costs (\$50,896), which was partially offset by an adjustment to the annual expense for maintenance and replacement of County vehicles (\$64,059). ▪ Funding for capital projects decreased (\$1,022,970) in FY 2015 as a result of adding 11.0 FTEs and other personnel expense increases. ▪ Revenues increased due to a projected increase in real estate assessment values (\$569,200).	11.00
FY 2016	▪ Non-personnel increased primarily due to an increase in inter-departmental charges for overhead (\$20,714) and an adjustment to the annual expense for maintenance and replacement of County vehicles (\$89,070). ▪ Revenues increased due to a projected increase in real estate assessment values (\$450,750) and fees from site plan review (\$250,000).	
FY 2017	▪ Added personnel for stormwater management regulations. The five positions (\$628,983) were a critical foundational step for stormwater program delivery and compliance. ▪ Non-personnel increased due to the transfer of the responsibility of new tree planting from DPR to the Stormwater Management Fund (\$205,000). ▪ Revenues increased due to a projected increase in real estate assessment values (\$329,520) and fees from sediment/erosion control plan review (\$200,000).	5.00
FY 2018	▪ Elimination of one-time cost for purchase of a new vehicle in FY 2017 (\$24,100). ▪ Non-personnel increased due to the transfer of the responsibility of operating maintenance costs for DES and DPR stormwater facilities to the Stormwater Management Fund (\$265,130), an increase in operating supplies (\$60,331), and adjustments to the annual expense for maintenance and replacement of County vehicles (\$8,776). ▪ Revenues increased due to a projected increase in real estate assessment values (\$258,190) and fees from sediment/erosion control plan review (\$100,000).	
FY 2019	▪ Added a position that supports critical Stormwater Infrastructure program priorities, including managing the small drainage projects program (\$127,354).	1.00

Fiscal Year	Description	FTEs
	▪ Transferred an Administrative Assistant position from the General Fund to the Stormwater Management Fund (\$62,686). ▪ Street sweeping expenses were transferred in from the DES General Fund to the Stormwater Management Fund (\$397,290). ▪ Increased contractual expenses (\$91,182), partially offset by a reduction in other operating expenses (\$44,473). ▪ Capital program funding decreased due to an increase in the operating budget for personnel and non-personnel expenses (\$146,381). ▪ Revenue increased due to the increase in the CY 2018 real estate assessment tax base (\$78,500), an increase in projected Sediment and Erosion Control plan revenue (\$282,500) and Chesapeake Bay Preservation fee revenue (\$160,000).	1.00
FY 2020	▪ Non-personnel decreased in operations due to a reduction in residential street sweeping frequency (\$135,150), a reduction in inlet cleaning and inspection maintenance (\$100,000), and inter-departmental charges for overhead (\$70,320); offset by adjustments to the annual expense for maintenance and replacement of County vehicles (\$7,972), and a contribution to Northern Virginia Regional Commission (\$875). ▪ Capital program funding increased due to the reallocation of reductions in operations taken in for street sweeping and inlet cleaning (\$235,150) and increased revenue. ▪ Revenue increased due to the increase in the CY 2019 real estate assessment tax base (\$405,435), an increase in Sediment and Erosion Control plan revenue (\$75,000), and Chesapeake Bay Preservation fee revenue (\$50,000).	
FY 2021	▪ Added two Stormwater Inspectors to meet the County's mandated MS4 permit obligations and workload (\$248,514) and a Senior Program Manager to manage and oversee the maintenance capital and storm drainage improvements (\$203,285). Non-personnel funding includes the addition of vehicles for the two new Stormwater Inspectors (\$44,000 one-time; \$15,310 on-going) and operating expenses for the new Senior Program Manager (\$2,652 one-time; \$2,860 on-going). ▪ Added funding for contractual increases related to operating maintenance costs for DES and DPR stormwater facilities (\$329,752), one-time funding for the utility feasibility study (\$250,000), inter-departmental charges for overhead (\$231,383), County facility parking lot sweeping (\$70,000), and tree planting (\$4,809). ▪ Capital program funding decreased due to increases in the operating budget for personnel and non-personnel expenses (\$996,598).	3.00

Fiscal Year	Description	FTEs
	Revenue increased due to the increase in the CY 2020 real estate assessment tax base (\$329,759), inflationary increase of 2.5 percent to fees (\$27,938), a planned increase in Sediment and Erosion Control plan fees to support the addition of the two Stormwater Inspectors (\$328,020), and Chesapeake Bay Preservation fee increase (\$5,250), partially offset by projected reductions to Chesapeake Bay Preservation revenue (\$21,525) and other revenues based on resulting economic conditions from the pandemic (\$145,077).	
FY 2022	- 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. - Non-personnel expenses primarily increased due to Bozman Government Center rent expense (\$135,000), overhead charges (\$240,000) and DES Utilities Fund expenses (\$78,985). - Eliminated the Stormwater Wise Program (\$120,000). - Debt service expense added to pay for GO bonds issued in FY 2021 to fund Stormwater CIP projects (\$661,564). - Capital program funding increased due to planned FY 2022 capital projects (\$2,396,320). - Revenue increased primarily due to the increase in the CY 2021 sanitary district tax rate and appreciation from real estate assessment growth (\$3,323,598).	
FY 2023	- The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour. - Personnel increased due to the addition of a civil engineer (\$125,000; 1.0 FTE), partial year costs for the additional administrative personnel for the Stormwater Utility (\$50,000; 2.5 FTEs), employee salary increases, one-time bonus for staff of approximately \$1,000 (\$60,000), slightly higher retirement contributions based on current actuarial projections, and adjustments to salaries resulting from the administrative job family study (\$1,663) and engineering job family study (\$110,394). - Non-personnel increased due to implementation costs for the Stormwater Utility (\$350,000), overhead charges (\$207,105), Bozman Government Center rent expense (\$12,225), DES Utilities Fund expenses (\$4,643), and adjustments to the annual expense for maintenance and replacement of County vehicles (\$9,557).	3.50

Fiscal Year	Description	FTEs
	▪ Debt service expense increased for GO bonds issued in FY 2021 to fund Stormwater CIP projects (\$273,936). ▪ Pay-As-You-Go capital program funding decreased due to the planned mix of funding strategies for the Stormwater capital program (\$314,444). ▪ Revenue increased primarily due to the increase in the real estate assessment tax base (\$810,176) and the increase in development services fees (\$52,750).	

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Our Mission: To provide critical transportation infrastructure to enhance the community's long-term economic and environmental sustainability.

Transportation Capital Fund

- Allows the County to make major ongoing investments in multimodal transportation infrastructure that supports the function, competitive position, and ongoing development of Arlington's commercial and mixed-use districts such as the Rosslyn-Ballston Corridor, Crystal City, Pentagon City, Columbia Pike, Langston Boulevard, and Shirlington. These commercial mixed-use districts make up over 45 percent of the County's tax base, and include most of the County's office, hotel, retail, and multi-family housing stock.
- Provides a stream of capital funding for transportation projects that is over and above what would be available from County general obligation bond and Pay-As-You-Go sources.
- Provides the opportunity to leverage outside sources of funding from federal, state, and regional transportation programs as well as private sector partners.

The Transportation Capital Fund (TCF) is comprised of two sources described below: the Commercial and Industrial (C&I) Tax and NVTa 30% Local.

- Commercial & Industrial Tax is a source of funding authorized by the General Assembly in 2007 enabling the County to levy an additional real estate tax on industrial and commercial properties for transportation initiatives. In April 2008, the County Board proposed a tax of \$0.125 per \$100 of assessed value for transportation projects. Proceeds of the tax are held in a separate fund.
- NVTa 30% Local Funds is comprised of a 0.7 percent increase in the local sales tax approved in 2013 by the General Assembly as part of HB 2313 and the Grantor's Tax (regional congestion relief fee), which was reinstated by the General Assembly in 2020 as part of HB 1414/SB 890. The Northern Virginia Transportation Authority (NVTa) receives the proceeds of this tax and retains 70% for funding of projects that are regional in nature. The remaining 30% of this tax is deposited in the Transportation Capital Fund along with the Commercial & Industrial tax.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed budget for the Transportation Capital Fund (TCF) is \$37,374,864, based on projected current year revenues. The complete spend down plan reflects utilization of current year revenues and fund balance as capital projects are rarely completed in a single year and require carryover of funds to be fully executed. The complete FY 2024 implementation plan compared to the revised FY 2023 plan is shown in the fund statement. The FY 2024 budget reflects:

- Transfer in of a Project Management Coordinator (1.0 FTE) from DES General Fund to TCF and the elimination of a Senior Procurement Officer position (1.0 FTE). This results in no change to the TCF FTE count.
- ↑ Commercial real estate tax revenue increased based on commercial real estate assessment projections (\$1,070,739).
- ↑ Northern Virginia Transportation Authority (NVTa) revenues increased based on FY 2024 projections (\$1,852,858).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Capital Projects	\$43,218,219	\$34,451,267	\$37,374,864	8%
Total Expenditures	\$43,218,219	34,451,267	37,374,864	8%
Total Revenues	\$49,647,167	\$34,451,267	\$37,374,864	8%
Change in Fund Balance	\$6,428,948	-	-	-
Total Authorized FTEs	41.0	41.0	41.0	-

1) A total of 47.5 FTEs support the transportation capital program. 41.0 FTEs are funded by the Transportation Capital Fund and 6.5 FTEs are funded by the Crystal City Tax Increment Fund (TIF).

2) This table reflects the FY 2024 spending plan of current year revenues and does not show the use of fund balance for the total projected FY 2024 expenditures. See the Fund Statement for the execution plan.

FY 2024 MAJOR PROJECTS

Complete Streets

- Columbia Pike Multimodal Street Improvements: Multimodal improvements along the entire corridor will increase pedestrian safety and access with consistent and wider sidewalks; provide improved bicycle facilities mostly on adjacent bicycle boulevards; improve traffic flow through the introduction of turn lanes and a consistent cross section; and increase pedestrian safety at intersections. These investments also greatly improve access to local and regional bus transit service along the corridor. This is particularly important given that Columbia Pike is the highest ridership bus corridor in Arlington and one of the highest in the Commonwealth.
 - Construction is complete on the west end segment between Four Mile Run and the County line. Construction has commenced on the segment from S. Oakland Street to S. Wakefield Street and is expected to commence on the segment from S. Orme Street to S. Oak Street in 2023. Engineering drawings are nearing completion for the last two segments and construction is anticipated to commence on them in FY 2024, contingent on successful negotiation of right-of-way and easement acquisitions.
- Improvements Outside Major Corridors:
 - Walter Reed Drive – 6th Street to Columbia Pike: Project will improve safety and accessibility for all modes on a corridor included in Arlington's Vision Zero High Injury Network (HIN). The work will provide enhanced bike facilities, sidewalks, curb extensions, crosswalks, and bus stop improvements. The project will create a safer, more accessible corridor and a new signalized intersection at 9th Street. This effort is being coordinated with adjacent Arlington Public School and commercial redevelopments. Design development is underway and construction is expected to start in FY 2024.
 - South and West Glebe Road: Project will reconfigure the intersection of West Glebe Road and South Glebe Road near the I-395 / South Glebe interchange to improve safety and traffic operations, increase pedestrian access, and reduce congestion at an intersection that is included in Arlington's HIN. The corridor is anticipated to become even more congested with the arrival of the Amazon HQ2 campus and related businesses. Design began on this effort in FY 2023; construction is expected to begin in FY 2025.

- North Sycamore Street – Langston Boulevard to 19th Street: Project will enhance pedestrian and bike facilities, crossings, and streetscape to improve safety and accessibility for all modes and to implement improvements identified in the East Falls Church Area Plan. Design will be coordinated with the adjacent bus bay expansion project at the East Falls Church Metro. Design began in FY 2023 and will continue through FY 2024.
- Rosslyn-Ballston Corridor Improvements: multimodal street improvements throughout the corridor that meet the planning goals outlined in the Master Transportation Plan (MTP) and area sector plans. These projects will provide significant street and sidewalk safety and functionality improvements. Projects include:
 - Wilson Boulevard – 10th Street to N. Kenmore, and 10th Street North and N. Fairfax to N. Ivy Street: Project will provide multimodal improvements to enhance safety and accessibility in segments of Wilson Boulevard and 10th Street North that are included in Arlington’s HIN. Planned improvements include utility undergrounding, travel lane adjustments, new curb and sidewalks, stormwater upgrades, new crosswalks, signal upgrades, streetlights, signage, street trees and paving. Currently in design with construction anticipated to start in FY 2024.
 - Fairfax Drive and Kirkwood Road Intersection: Work includes geometry improvements and new median and curb extensions to provide safety and accessibility improvements at an intersection located on Arlington’s HIN. Kirkwood from Washington Boulevard to Fairfax Drive will also be regraded and restriped to remove the median, provide bike lanes, and improve the drainage. Design is underway, and construction is expected to begin in FY 2025.
 - Courthouse Street Improvements: Work includes reconstruction of sections of Wilson Boulevard, Clarendon Boulevard, and N. Courthouse Road to improve pedestrian, bicycle, and transit facilities and enhance the streetscape in the center of the Courthouse commercial district. Some improvements will be done with adjacent Landmark Block development and paid for by the County. Scoping for the project is underway and is being coordinated with adjacent redevelopments.
 - N. Meade Street Multimodal Improvements: Proposed scope for this project incorporates multimodal improvements along Meade Street from Dark Star Park to 14th Street North including the reconstruction and realignment of the intersection of N. Meade Street at the US-50 (Arlington Boulevard) ramps, as described in the Core of Rosslyn Plan. The timing of this project is important to coincide with other planned Core of Rosslyn improvements, including the Fort Myer Drive two-way conversion and cycle track extension. Design work and coordination with VDOT began in FY 2023; construction anticipated to begin in FY 2025.
- Crystal City, Pentagon City, Potomac Yard Street Improvements: Multimodal Street improvements throughout the area that will improve connectivity, access, and enhance private redevelopment opportunities.
 - Eads Street (12th Street to 15th Street) will construct protected bike lanes and intersections along street frontage that will not be addressed with adjacent development projects. Design is underway, and construction is expected to begin in FY 2024.
 - The Army Navy Drive Protected Bike Lane project will resolve missing links in the protected bike lane network along Army Navy Drive west of Joyce Street. The project is currently in design with construction expected to begin in FY 2025.
- Transportation Systems and Traffic Signals: This program includes the upgrade and reconstruction of existing aged traffic signals and allows for the implementation of transportation

operations and management systems components such as school zone beacons and pedestrian-activated beacons. Typically, the County rebuilds around eight signals per year with varying degrees of intersection-related improvements such as ADA-accessible curb ramps.

- **Intelligent Transportation System (ITS):** This program enables the County to expand ITS system capabilities and conduct critical system upgrades. These projects include upgrading the County's traffic signal system to allow for integration of existing components such as video detection, uninterrupted power supply (UPS), and Polara pedestrian push buttons into the central Traffic Management Center (TMC). In FY 2024, this program will continue to work towards designing and installing new ITS strategies such as data sharing and collection, and security enhancements.
- **Strategic Network Analysis and Planning:** This program supports multimodal traffic data collection and analysis services used for traffic engineering and operations projects including:
 - Traffic volume/speed/classification data collection at intersections and along corridors for all modes of transportation (vehicle, heavy truck, pedestrian, bike) to inform various transportation analyses.
 - Crash data organization and record upkeep, which allows for transportation safety analyses throughout the County and subsequent implementation of safety measures on identified problem areas. This supports the Vision Zero safety initiative.
 - Travel demand model data program to collect/purchase data useful in understanding travel patterns and travel behavior. This data will be used in modeling the impacts of potential infrastructure improvement projects or policy changes on the transportation system.

The data programs listed above also support travel demand forecasting model development efforts. The modeling program includes developing and updating an Arlington County travel demand model that can be used for multimodal service analysis and strategic planning for Arlington County as a whole. This program also supports additional customized modeling at a more detailed level for subareas—including Crystal City/Pentagon City, the Rosslyn/Ballston Corridor, and the Columbia Pike Corridor. These models will allow the County to test multimodal impacts on the County's roadways and assist in decision-making by ensuring that investments will yield significant positive impacts on the countywide transportation system.

- **Street Safety Improvements (SSI):** This program supports the Vision Zero Plan the County Board adopted in May 2021 to achieve the goal of eliminating fatal and severe injury crashes. The program supports projects at intersections and streets where safety improvements are needed for pedestrians, bicyclists, transit riders, or motorists as determined through a comprehensive investigation, including crash analysis. It focuses on safety improvements that can be deployed or implemented in a relatively short amount of time with lower capital cost. For example, tactical treatments such as tightening intersection configuration through marking and vertical delineators to address elevated crash rates at certain intersections; marking stop bars at every stop sign location county wide; installing Pedestrian Flashing Beacons at certain crosswalks; installing Speed Feedback Indicator Signs; etc. Since the Vision Zero Plan was adopted in May 2021, the county has implemented over 60 spot improvements, added 13 slow school zones, completed five major roadway reconfigurations, and implemented leading pedestrian intervals (LPIs) at over 40 intersections. The program also collects before and after data to establish a baseline of effectiveness, and in turn allow the development of an up-to-date Transportation Safety Toolbox. The periodic updates of the Vision Zero action plan will be part of the scope as well. The program is funded with a combination of PAYG, TCF, and general obligation bonds, depending on the nature of the work undertaken and location. For example, TCF was the primary source of funding for the spot improvements and roadway reconfigurations completed to date.

Transit

- Arlington Transit (ART) Operations and Maintenance Facility: Will provide a necessary facility to maintain and store Arlington's growing fleet of ART buses. The County has increased the number of ART routes and hours of service significantly during the past 10 years. ART's fleet currently totals 78. The site on Shirlington Road will serve as the home base of the ART fleet, with construction of an operations, administration, and 8-bay transit bus maintenance facility, and employee parking. Construction started in FY 2023 and is scheduled for completion in FY 2025.
- Columbia Pike Transit Stations: The project involves the design and construction of 22 high-quality Transit Stations along Columbia Pike. Transit Stations include transit shelters and platforms with the following passenger amenities: 9.5-inch curb for near-level boarding, detectable warning strips, enhanced lighting, ample seating, real-time bus information, and improved sidewalks. This project is expected to be constructed in phases. Phase I involves installation of 8 stations by spring/summer of 2023. The remaining phases of the project will follow completion of the Columbia Pike Multimodal project with final stations expected to be installed in FY 2025.
- East Falls Church Metro Bus Bay Expansion: The East Falls Church Metrorail station currently has four bus bays that are at maximum capacity. The project will increase bus bay capacity by adding three new bus bays and replacing the existing shelters in the off-street bus loop. The project also includes pedestrian access improvements from the Metro park-and-ride lot, improvements to the accessible parking, and improvements to the crosswalks at the entrance to the existing bus loop on N. Sycamore Street.
- ART Fleet Equipment Replacement: This project replaces aging buses that have reached the end of their useful life based on public transit standards. ART has a fleet of 78 buses. All existing buses are heavy-duty low-floor vehicles powered by compressed natural gas (CNG) with a life of 12 years. Fifteen of these buses will need to be replaced in FY 2024. As part of ART's ongoing work for a Zero Emission Bus transition, ART is seeking to order 4 Battery-Electric-Buses (BEBs) in FY 2024 as part of a pilot program. Such buses are expected to be delivered in FY 2025/ FY 2026. ART will also seek to purchase two to four Hydrogen Fuel Cell Buses in FY 2025 as part of its pilot of Zero Emission Buses.
- Transitway Extension to Pentagon City: This project is for the design and construction of an extension of the Crystal City Potomac Yard Transitway from Crystal City to Pentagon City. The project termini will be Crystal Drive and 15th Street in the east/south and Joyce Street & Army-Navy Drive in the west/north. The Transitway extension will run along Crystal Drive, Clark Street, 12th Street, Hayes Street, and Army-Navy Drive. The project will provide exclusive dedicated transit lanes, passenger stations, utility relocations, signing and pavement marking, and traffic signal upgrades. Stations will be located at Crystal Drive & 15th Street South, westbound 12th and Long Bridge Drive, southbound Clark Street and 12th Street South, 12th Street South and Elm Street, eastbound 12th Street S. & Hayes Street, and northbound S. Hayes and 12th Street South. Segment 1 of the project is currently in construction and should be completed in FY 2023 while Segment 2 (the larger of the two Segments) is in design.

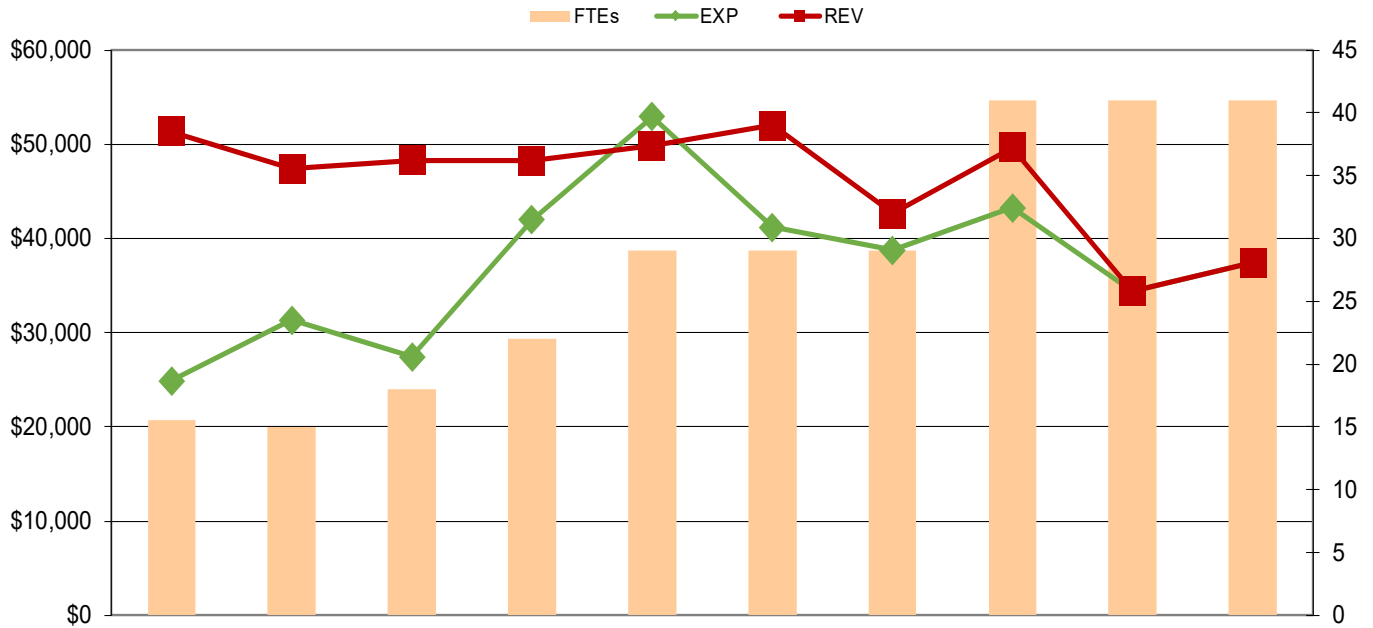
**TRANSPORTATION CAPITAL FUND
FUND STATEMENT**

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	\$182,888,992	\$196,407,470	\$189,217,940	\$185,642,719
Reserve	3,400,000	3,600,000	3,500,000	3,800,000
TOTAL BALANCE	186,288,992	200,007,470	192,717,940	189,442,719
REVENUES				
Commercial Real Estate Revenues	23,682,129	24,657,374	23,373,515	25,728,113
Capital Bikeshare - User Revenue	559,956	656,000	634,000	653,000
Misc. Revenues	90,678	-	-	-
Grant Revenues	13,878,621	50,324,400	37,781,600	75,594,400
NVTA Revenues - Local	11,435,783	9,793,893	11,923,343	11,646,751
TOTAL REVENUES	49,647,167	85,431,667	75,714,458	113,622,264
TOTAL REVENUE & BALANCE	235,936,159	285,439,137	268,432,398	303,064,983
EXPENSES				
Capital Projects - Current Year	40,060,089	85,216,267	69,774,996	122,631,231
Capital Projects - Carry-Over	-	3,360,000	4,671,942	-
Transfers to the General Fund	30,158,130	-	4,542,741	4,654,553
TOTAL EXPENSE	43,218,218	88,576,267	78,989,679	127,285,784
BALANCE, JUNE 30				
Construction Reserve	189,217,940	193,463,137	185,642,719	172,279,199
Reserve	3,500,000	3,400,000	3,800,000	3,500,000
TOTAL BALANCE	\$192,717,940	\$196,863,137	\$189,442,719	\$175,779,199

- Beginning in FY 2022, revenues derived from Capital Bikeshare user fees and grant reimbursement requests have been projected, which more accurately forecasts ending fund balance. No appropriation action is required as these funds have previously been appropriated into the budget via grant award board reports.
- Most capital projects span multiple years, from design to construction completion.
- Ending fund balances reflect that capital project funding is carried forward each fiscal year. Balances fluctuate, reflecting forecasted vs. actual project execution.
- These are estimates based on preliminary plans and design and construction schedules.
- Transfers to the General Fund cover the operating costs of specific ART routes. They are projected to increase in FY 2024 primarily owing to ART 41 and 45 route expansion.
- Balances equivalent to a minimum of ten percent of annual budgeted TCF revenues are held in a reserve in accordance with the County Board's financial and debt policies.

TRANSPORTATION CAPITAL FUND
TEN-YEAR HISTORY

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual*	Adopted Budget	Proposed Budget
EXP	\$24,894	\$31,329	\$27,419	\$41,991	\$52,936	\$41,203	\$38,756	\$43,218	\$34,451	\$37,375
REV	\$51,360	\$47,353	\$48,269	\$48,209	\$49,783	\$51,985	\$42,633	\$49,647	\$34,451	\$37,375
FTEs	15.50	15.00	18.00	22.00	29.00	29.00	29.00	41.00	41.00	41.00

*The FY 2022 Adopted Budget was revised during the Adopted CIP FY 2022 – FY 2024 to include 7.0 additional FTEs to be funded by the transportation Capital Fund.

Fiscal Year	Description	FTEs
FY 2015	Revenues and expenditures increased based on commercial real estate projections (\$1,399,057) and the addition on local Northern Virginia Transportation Authority (NVTa) revenue approved by the General Assembly in 2013 (\$11,400,000).	
FY 2016	- Revenues and expenditures decreased based on commercial real estate projections (\$558,195), and Northern Virginia Transportation Authority (NVTa) revenue projections (\$57,218). - The authorized FTEs were decreased 0.5 to properly reflect the grant compliance position reporting to the Human Rights Office. The salary for this position remains fully charged to the Transportation Capital Fund. - As part of budget adoption, \$412,000 of funding for bike-pedestrian projects were shifted from decal fees (PAYG) to HB2313 local. - ART Service Enhancements (\$155,638) and Supplemental ART service (\$425,000) were funded by HB 2313 local funds.	(0.50)
FY 2017	- Revenues and expenditures increased based on commercial real estate projections (\$79,849), and Northern Virginia Transportation Authority (NVTa) revenue projections (\$471,659). The revenue will be used to support major approved capital projects. - Personnel and non-personnel increased due to the addition of two Design Engineer Team Supervisors in the Engineering Bureau and one Principal Planner for the Neighborhood Complete Streets Program. Other personnel changes are a reallocation of a previously approved 1.0 position in County Attorney's Office to a 1.0 Capital Programs Management Coordinator and reallocation of a previously approved 1.0 position in DES Real Estate to a 1.0 Engineering Design Section Manager.	3.00
FY 2018	- Revenues increased based on commercial real estate projections (\$1,640,387), and Northern Virginia Transportation Authority (NVTa) revenue projections (\$85,559). - Added 4.0 FTEs including a Neighborhood Complete Streets Traffic Engineer position (\$133,000) in the Traffic Engineering & Operations Bureau, a Design Engineer position (\$133,000) in the Engineering Bureau to support the Neighborhood Complete Streets program, a Management & Budget Specialist position (\$113,050) to support the overall transportation capital program, and the transfer of an existing position in the Real Estate Bureau from the Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing Area (TIF) fund.	4.00
FY 2019	Revenues decreased based on a reduction in commercial real estate assessments (\$1,246,745), and a reduction in Northern Virginia Transportation Authority (NVTa) revenues due to the 2018 General Assembly action to provide dedicated funding to Metro (\$4,307,391).	

TRANSPORTATION CAPITAL FUND
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
	Added two Engineering positions (\$276,000) in the Traffic Engineering & Operations Bureau; The first FTE will support the Transportation Systems & Traffic Signals and Intelligent Transportation Systems CIP programs. The second FTE will support delivery of the Complete Streets CIP program.	2.00
	Added one Community Relations Specialist position (\$133,000) to support the overall transportation capital program.	1.00
	Three positions were transferred from the DES General Fund. The positions include two Budget Analysts and a Transportation Capital Program Manager (\$427,000). A portion of the time for these positions had already been charged to capital projects and the Transportation Capital Fund (net impact \$257,000).	3.00
	Added a Grants Compliance Specialist position currently charged to the Transportation Capital Fund but previously authorized in the County Manager's Office (1.0 FTE).	1.00
	As part of the FY 2018 closeout appropriation, revenue and expenses were reduced based on Virginia General Assembly action to dedicate funds to WMATA (\$4,455,768).	
FY 2020	Revenues increased based on commercial real estate assessment projections (\$1,242,804) and Northern Virginia Transportation Authority (NVTA) revenue projections (\$346,152).	
FY 2021	- Revenues increased based on commercial real estate assessment projections (\$146,644). - Revenues decreased based on Northern Virginia Transportation Authority (NVTA) revenue projections (\$68,362).	
FY 2022	- Five capital project coordinators (5.0 FTEs) were transferred in from the General Fund to Transportation Capital Fund (\$295,015). - Revenues decreased based on commercial real estate assessment projections (\$1,611,257), offset by increased revenue projections for the Northern Virginia Transportation Authority (NVTA) (\$1,210,946). - As part of the Adopted CIP FY 2022 – 2024, an additional 7.0 FTEs were authorized to be funded from Transportation Capital Funds.	5.00 7.0
FY 2023	The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour.	

TRANSPORTATION CAPITAL FUND
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
	▪ Revenues increased based on commercial real estate assessment projections (\$225,118). ▪ Revenues increased based on Northern Virginia Transportation Authority (NVTA) revenue projections (\$712,548). ▪ The FY 2023 Adopted Budget includes a total of 47.5 FTEs to support the transportation capital program. 41.0 FTEs are funded by Transportation Capital Fund and 6.5 FTEs are funded by the Crystal City Tax Increment Fund.	

Our Mission: To provide a supplemental financial mechanism for the revitalization of Crystal City, Potomac Yard, and Pentagon City streets, transit, and public open spaces

Crystal City, Potomac Yard, and Pentagon City serve as one of Arlington's largest commercial office, retail, and hotel districts and include over 17,000 housing units. Despite an aging commercial building stock, with some buildings dating back to the 1960s, this area is experiencing a rapid transition with intensive commercial and residential development. With Amazon's selection of Arlington's Pentagon City and Crystal City neighborhoods for its second headquarters in November 2018, the pace of commercial redevelopment has accelerated. The company has leased over 900,000 square feet of office space in Crystal City, and additional supporting retail and residential development is being delivered along Crystal Drive. In 2023, Amazon will open the first phase of new construction for the company's headquarters, 2.15 million square feet of commercial development in Pentagon City. The second phase received approvals to add an additional 3.35 million square feet of new commercial development, including a 350-foot tall architecturally iconic flagship building, The Helix. Over 1,000 new multifamily residential units were added to the Crystal City, Potomac Yard, and Pentagon City area over the past three years and there are nearly 6,000 additional housing units in the development pipeline. To learn more about the Amazon agreement, visit the website at: <https://www.arlingtonva.us/Government/Topics/Amazon/Amazon-in-Arlington-Resources>.

The Crystal City Sector Plan (The Plan) established a vision for supporting the revitalization of this important district. The Plan envisioned significant public infrastructure improvements in streets, transit, and public open spaces to support construction and reconstruction of office, retail, and residential spaces in Crystal City. The near-term infrastructure improvements include realignment of streets and intersections as well as investments in existing parks. Longer term improvements include a second entrance to the Crystal City Metrorail station, enhanced surface transit, and open spaces, including parks and plazas. The essential infrastructure needs in the adjacent areas of Potomac Yard and Pentagon City are captured in the Phased Development Site Plans (PDSPs) for these areas. On February 12, 2022, the County Board approved the [Pentagon City Sector Plan](#) update and related items. As Crystal City, Potomac Yard, and Pentagon City undergo large-scale redevelopment, timely investments in public infrastructure are important.

In October 2010, the Arlington County Board established a tax increment financing area to support implementation of infrastructure improvements outlined in the Crystal City Sector Plan. This source may also be used for infrastructure that will support Potomac Yard and Pentagon City. Tax increment financing (TIF) is a mechanism used to support development and redevelopment by capturing the projected increase in property tax revenues in the area and investing those funds in improvements in that area. Unlike a special district, it is not an additional or new tax; rather, it redirects and segregates the increased property tax revenues that would normally flow to the General Fund so that it can be used for a specified purpose. The amount of the tax increment revenue was determined by setting a baseline assessed value of all property in the area on January 1, 2011, tracking the incremental increase in assessed values relative to the base year in each subsequent year and segregating the incremental value in a separate fund.

The County Board policy that established the TIF requires the County Manager to revisit the percentage of incremental revenues going to the TIF each budget cycle and at other key milestones during the infrastructure planning process. The current TIF increment is 25 percent, which was last adjusted during the FY 2019 budget process. This increment provides the funding stream necessary to deliver the CIP commitments in the TIF area using a combination of TIF and other local and outside funding sources.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Crystal City, Potomac Yard, and Pentagon City Tax Increment Financing Area is \$4,379,860, based on current year revenues. The complete spend down plan reflects utilization of current year revenues and fund balance as capital projects are rarely completed in a single year and require carryover of funds to be fully executed. The complete FY 2024 execution plan compared to the revised FY 2023 plan is shown in the fund statement. The FY 2024 proposed budget reflects:

- ↓ Revenues decrease (\$220,300) based on changes to the real estate assessment tax base in CY 2023 compared to CY 2022.

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Capital Projects	\$5,837,286	\$4,600,160	\$4,379,860	-5%
Total Expenditures	5,837,286	4,600,160	4,379,860	-5%
Total Revenues	5,547,728	\$4,600,160	\$4,379,860	-5%
Change in Fund Balance	(\$289,558)	-	-	-
Total Authorized FTEs	6.50	6.50	6.50	

* A total of 47.5 FTEs support the transportation capital program of which 41 FTEs are funded by Transportation Capital Fund and 6.5 FTEs are funded by Crystal City Tax Increment Fund (TIF).

- The baseline CY 2011 real estate assessment tax base for the TIF is \$9.8 billion.
- Revenue will be used to supplement other funding sources, examples of which include grant funds, commercial real estate revenue, and bonds. The majority of capital transportation projects are funded from multiple sources.
- This table reflects the FY 2024 proposed spending plan of current year revenues and does not show the use of fund balance for the total projected FY 2024 expenditures. See the Fund Statement for the execution plan.

FY 2024 MAJOR PROJECTS

A significant portion of the TIF funds will be used for the Crystal City, Pentagon City, Potomac Yard Streets program, which is focused on the implementation of the board-adopted Crystal City Sector Plan.

The goals of the Streets program are to re-connect the Crystal City street grid, allow for increased accessibility and mobility by all forms of travel, and create opportunities for new development. This work program also includes a significant amount of utility relocation and utility upgrades in support of plan implementation. Specific projects are as follows:

- Crystal City, Pentagon City, Potomac Yard Streets:
 - Eads Street Bicycle and Pedestrian Improvements: The South Eads Street Complete Street project will implement multimodal improvements along the entire corridor from Army Navy Drive to Four Mile Run. This project will be delivered in small-scale project phases along the corridor. Improvements include protected bike lanes, bus stop, sidewalk and crosswalk improvements, and other enhancements to existing facilities. The first phase (Army Navy Dr.

to 12th St. S.) is being coordinated with the Penn Place development and an adjacent Department of Parks and Recreation park development; it is expected to start construction in FY 2023. Design is underway for the second phase (12th St. S. to 15th St. S.), which is being coordinated with an adjacent private development; construction is expected to commence in FY 2024.

- 23rd Street S. Improvements, S. Eads Street to Crystal Drive: This project will simplify traffic operations and will improve pedestrian facilities, streetscape, street lighting, and crossing improvements at intersections located within the project limits. It is being delivered in two phases. Phase 1 of the project was completed in FY 2023 and implemented safety and pedestrian improvements on 23rd Street S. between S. Eads Street and U. S. Route 1. The second phase will realign 23rd Street S. between US Route 1 and Crystal Drive to create new development space on the north side of 23rd Street S., in keeping with the Crystal City Sector Plan. New development is pending in the areas adjacent to the Phase 2 project area. To best coordinate project delivery, it is anticipated that the County will contribute funds for the developer to build Phase 2 of the streetscape improvement project in conjunction with development. Design development for Phase 2 is expected to continue through FY 2024; construction expected to begin in FY 2025, pending schedule for private development.
- Crystal Drive Safety and Accessibility: The County frequently receives requests from residents, commercial property owners, and the Business Improvement District for minor improvements to the transportation network in the Crystal City/Potomac Yards areas. The funds allocated to this project implement various improvements across the TIF district, including upgrades to crosswalks and curb ramps, landscape upgrades, bike facility upgrades, signage and striping modifications, and streetlighting. The project focuses on locations outside existing, discrete projects and private development that are making similar improvements. Upcoming work will construct signal and intersection improvements at 15th Street S. and S. Fern Street; construction is expected to begin in FY 2023. Design is expected to begin on improvements at 15th Street S. and S. Joyce Street in FY 2024.
- Long Bridge Drive Pedestrian and Bike Connection: This project focuses on creating an enhanced bike/pedestrian facility along Long Bridge Drive to connect the terminus of the Virginia Passenger Rail Authority's future bike/ped crossing of the Potomac River of the Long Bridge Rail Project to the Crystal City bike network. This facility will also connect to VDOT's adjacent Boundary Channel Drive ped/bike improvements and to the Mount Vernon Trail. The project is being coordinated with DPR due to the bridge terminus landing behind the Long Bridge Aquatic Center. Planning phase begins FY 2023; design development is expected to begin in FY 2024.

Additionally, TIF funds will also be used for the following Crystal City Open Spaces projects:

- Temporary Park in Crystal City: As a result of the South Clark-Bell Street demolition project, a portion of the right-of-way will become temporarily available for public space uses until the Richmond Highway project proceeds. The Public Spaces Master Plan encourages temporary uses and programming to enhance the public space system as opportunities arise.
- 23rd Street S. and S. Eads Street Park: This project will provide permanent improvements to this small urban public space. The existing infrastructure is aging and in need of upgrades for the space to continue to be a welcome respite for casual use in the Crystal City area.
- Metro Market Square: This project is an important public space located on 18th Street S. and Crystal Drive at the site of the future Crystal City Metro station east entrance. The Square is intended to be a retail-oriented, flexible urban public space.

**CRYSTAL CITY, POTOMAC YARD,
AND PENTAGON CITY TAX INCREMENT FINANCING AREA
FUND STATEMENT**

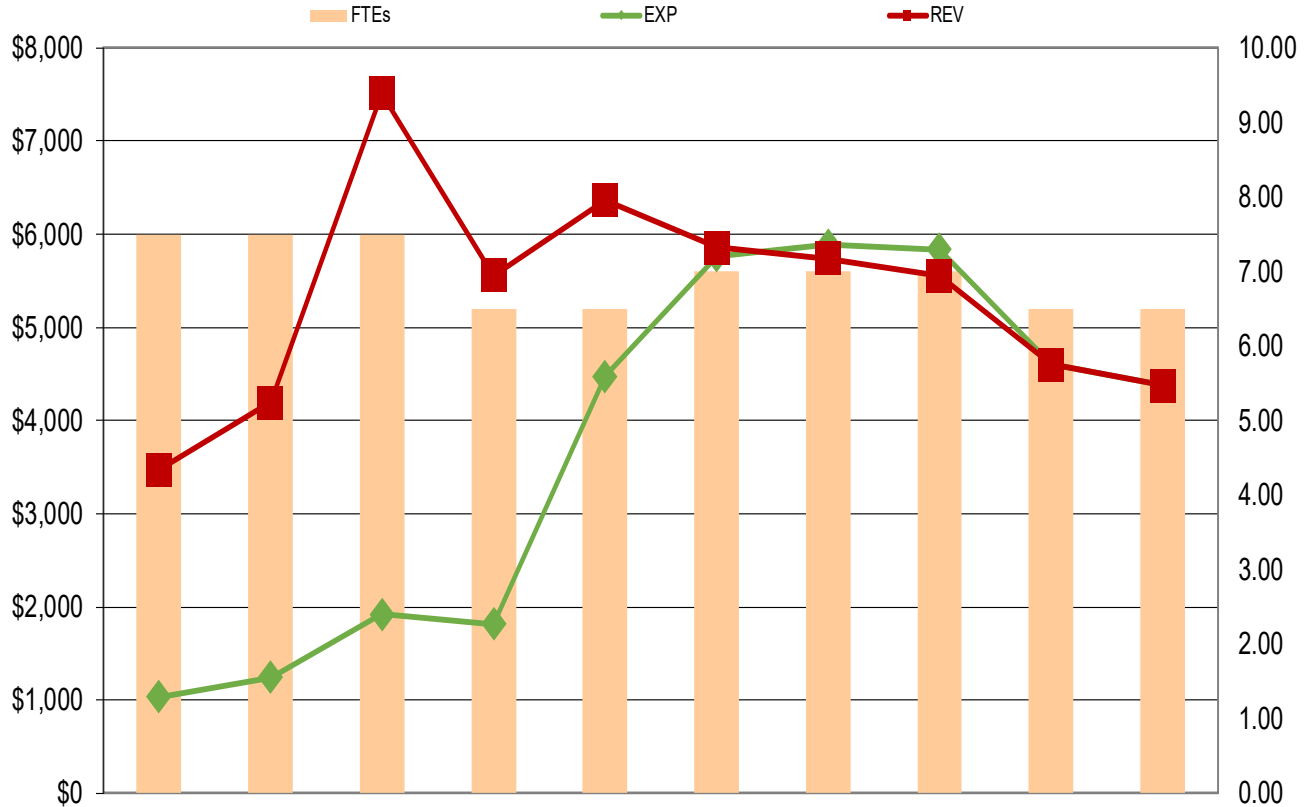
	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1				
Construction Reserve	\$22,890,489	\$26,295,729	\$22,700,930	\$21,531,870
Reserve	500,000	400,000	400,000	400,000
TOTAL BALANCE	23,390,489	26,695,729	23,100,930	21,931,870
REVENUES				
Tax Increment Area	4,134,537	4,600,160	4,349,040	4,379,860
Developer Contributions	-	-	-	-
Grant Revenues	1,413,191	4,597,500	2,188,200	7,429,800
TOTAL REVENUES	5,547,728	9,197,660	6,537,240	11,809,660
TOTAL REVENUES & BALANCE	28,938,217	35,893,389	29,638,170	33,741,530
EXPENSES				
Capital Projects - Current Year	5,837,286	9,197,660	6,537,240	11,809,660
Capital Projects - Carry-Over	-	446,840	1,169,060	-
TOTAL EXPENSES	5,837,286	9,644,500	7,706,300	11,809,660
BALANCE, JUNE 30				
Construction Reserve	22,700,930	25,748,889	21,531,870	22,191,990
Reserve	400,000	500,000	400,000	400,000
TOTAL BALANCE	\$23,100,930	\$26,248,889	\$21,931,870	\$21,931,870

Notes:

1. Most capital projects span multiple years from design to construction completion.
2. Ending fund balances reflect that funding for capital projects is carried forward each fiscal year. Balances fluctuate, reflecting forecasted vs. actual project execution.
3. Balances equivalent to a minimum of ten percent of annual budgeted TIF revenues are held in a reserve in accordance with the County Board's financial and debt policies.

CRYSTAL CITY, POTOMAC YARD & PENTAGON CITY TAX INCREMENT FINANCING AREA
TEN-YEAR HISTORY

EXPENDITURE, REVENUE AND FULL-TIME EQUIVALENT TRENDS



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 Adopted Budget	FY 2024 Proposed Budget
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual		
EXP	\$1,030	\$1,243	\$1,920	\$1,816	\$4,479	\$5,770	\$5,888	\$5,837	\$4,600	\$4,380
REV	\$3,467	\$4,196	\$7,516	\$5,560	\$6,370	\$5,857	\$5,743	\$5,548	\$4,600	\$4,380
FTEs	7.50	7.50	7.50	6.50	6.50	7.00	7.00	7.00	6.50	6.50

CRYSTAL CITY, POTOMAC YARD & PENTAGON CITY TAX INCREMENT FINANCING AREA
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	Revenue projections in the tax district increased due to increases in real estate tax assessments in CY 2014 compared to CY 2013, as well as some adjustments to the CY 2013 assessments that increased revenue estimates for FY 2014.	
FY 2016	Revenue projections in the tax district decreased due to decreases in real estate tax assessments in CY 2015 compared to CY 2014.	
FY 2017	Revenues and expenditures increased based on the tax district increase due to increases in real estate assessments in CY 2016 compared to CY 2015.	
FY 2018	- Revenues increased based on the increase in real estate assessments in CY 2017 compared to CY 2016, offset by a reduction in the TIF increment from 33 percent to 30 percent. - FTEs decrease by 1.0 FTE to reflect the transfer of a position in the Real Estate Bureau to the Transportation Capital Fund.	(1.00)
FY 2019	Revenues and expenses decreased based on lower real estate assessments in CY 2018 compared to CY 2017, and also a reduction in the TIF increment from 30 percent to 25 percent.	
FY 2021	Revenues decreased based on real estate assessments (\$204,790) in CY 2020 compared to CY 2019.	
FY 2022	Revenues decreased based on real estate assessments (\$1,443,381) in CY 2021 compared to CY 2020.	
FY 2023	- The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour. - Revenues increased based on real estate assessments (\$296,930) in CY 2022 compared to CY 2021.	

CRYSTAL CITY, POTOMAC YARD & PENTAGON CITY TAX INCREMENT FINANCING AREA
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
	▪ Authorized FTEs decreased due to a technical adjustment to align positions with actual staffing levels. ▪ The authorized FTEs for FY 2023 were reduced by 0.5 as a technical adjustment to realign staffing levels. The FY 2023 Adopted Budget includes a total of 47.5 FTEs to support the transportation capital program. 41.0 FTEs are funded by Transportation Capital Fund and 6.5 FTEs are funded by the Crystal City Tax Increment Fund.	(0.50)

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Our Mission: To provide a supplemental financial mechanism to fund affordable housing initiatives needed to mitigate the impact of redevelopment along Columbia Pike.

In December 2013, the Arlington County Board established a tax increment financing area to help finance affordable housing initiatives in support of the Columbia Pike Neighborhoods Area Plan.

In 2009, the Land Use and Housing Study process began to study the multi-family housing areas along Columbia Pike with the goal of producing the next major plan for Columbia Pike. The process was completed in July 2012 and resulted in the adoption of the Columbia Pike Neighborhoods Area Plan (the Plan). This 30-year plan establishes the future vision for the primarily multi-family residential areas located between the commercial nodes along the Columbia Pike corridor. The Plan established a goal of preserving all existing 6,200 market rate affordable units (MARKS). Columbia Pike Tax Increment Financing Area (TIF) revenues are utilized to fund affordable housing initiatives needed to mitigate the impact of redevelopment along Columbia Pike, particularly related to the preservation of affordable housing. TIF revenues have been used to fund the Transit Oriented Affordable Housing Fund (TOAH Fund), a tool designed to help affordable housing developers utilizing the Low-Income Housing Tax Credit program pay for certain County fees and infrastructure costs of these projects.

Beginning with the FY 2024 proposed budget, both balances and new revenue in this TIF will be dedicated to the County's largest investment in preserving affordable housing along Columbia Pike – preserving the affordability of the 1,334-unit Barcroft Apartments. Funding from the TIF will be coupled with AHIF funding to pay principal and debt service on the \$150 million loan provided by the County in December 2021 to support acquisition of the property by Jair Lynch Real Estate Partners. This County loan, in combination with a \$160 million low-rate loan from the Amazon Housing Equity Fund will support the preservation of all Barcroft apartments as affordable units.

TIF is a mechanism used to support development and redevelopment by capturing the projected increase in property tax revenues in the area and investing those funds in improvements or mitigation efforts associated with the project. Unlike a special district, it is not an additional or new tax; rather, it redirects and segregates a portion of the increased property tax revenues that would normally flow to the General Fund to be used for a specified purpose. The amount of the tax increment revenue is determined by setting a baseline assessed value of all property in the area on January 1, 2014, and in each subsequent year, tracking the incremental increase in assessed values relative to the base year and segregating the incremental real estate tax revenue generated in a separate fund. The Board approved allocating 25 percent of the incremental real estate tax revenues to the Columbia Pike TIF area. This percentage can be revisited as part of the annual budget process. The TIF area includes the Columbia Pike Neighborhoods Special Revitalization District and the Columbia Pike Special Revitalization District as noted on the General Land Use Plan.

In the adopted FY 2018 budget, the County Board adjusted the TIF's baseline to the CY 2018 assessed value of \$3,066,510,900. In FY 2024, revenues are based on a 2.6 percent increase in real estate tax assessments in the TIF area.

FUND SUMMARY

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Columbia Pike Tax Increment Financing Area is \$1,737,840. FY 2024 revenue projections reflect a 2.6 percent increase in real estate tax assessments in the TIF area.

- ↑ Revenue projection increases in the tax district due to increases in real estate assessments from CY 2022 to CY 2023.

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	-	\$307,093	\$307,809	-
Non-Personnel	\$406,655	1,146,167	1,430,031	25%
Total Expenditures	406,655	1,453,260	1,737,840	20%
Total Revenues	\$1,233,140	\$1,453,260	\$1,737,840	20%
Change in Fund Balance	\$826,485	-	-	-
Permanent FTEs	-	-	-	
Temporary FTEs	-	-	-	
Total Authorized FTEs	-	-	-	

FUND SUMMARY

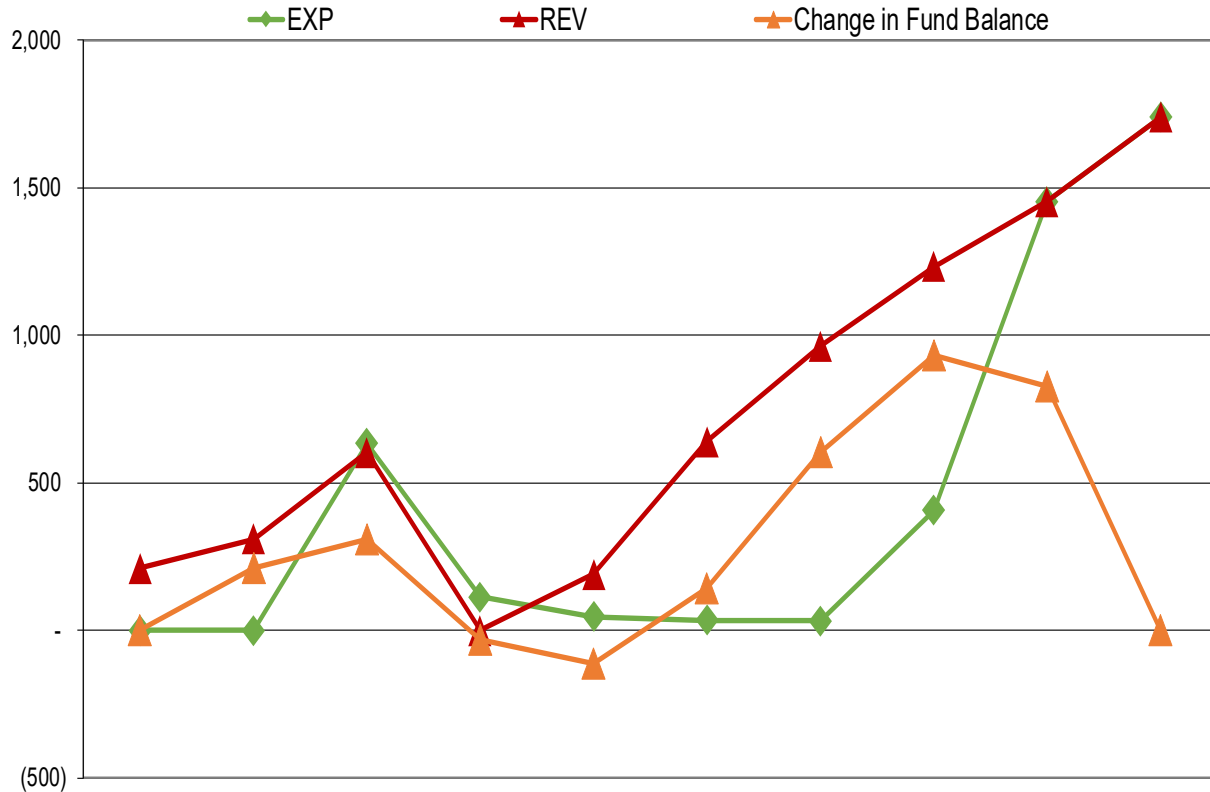
COLUMBIA PIKE TAX INCREMENT FINANCING AREA FUND STATEMENT

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1	\$2,053,476	\$2,300,906	\$2,879,961	\$3,827,589
REVENUE				
Tax Increment Area	1,233,140	1,453,260	1,563,360	1,737,840
TOTAL REVENUE	1,233,140	1,453,260	1,563,360	1,737,840
TOTAL REVENUE & BALANCE	3,286,616	3,754,166	4,443,321	5,565,429
EXPENDITURES				
TOAH Fund - Current Year	406,655	1,453,260	615,732	1,737,840
TOTAL EXPENDITURES	406,655	1,453,260	615,732	1,737,840
BALANCE, JUNE 30	\$2,879,961	\$2,300,906	\$3,827,589	\$3,827,589

The FY 2023 re-estimate column reflects an allocation approved by the County Board in February 2020 of \$984,000 in TOAH funds towards the Arlington View Terrace East development. Of this amount, \$577,345 is anticipated to be spent in FY 2023. It also includes the fourth quarter FY23 personnel expense for a Compliance Coordinator (\$38,387; 1.0 FTE).

COLUMBIA PIKE TAX INCREMENT FINANCING AREA
TEN-YEAR HISTORY

EXPENDITURE AND REVENUE TRENDS



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	-	-	\$633	\$112	\$45	\$34	\$32	\$407	\$1,453	\$1,738
REV	\$209	\$309	\$602	-	\$189	\$639	\$963	\$1,233	\$1,453	\$1,738
Change in Fund Balance	-	\$209	\$309	-\$31	-\$112	\$144	\$605	\$931	\$826	-

COLUMBIA PIKE TAX INCREMENT FINANCING AREA
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	In December 2013, the Arlington County Board established a tax increment financing area to help finance affordable housing initiatives in support of the Columbia Pike Neighborhoods Area Plan. The baseline assessment for the TIF area is \$2.7 billion. A two percent increase in assessments between CY 2014 and CY 2015 will yield approximately \$119,950 in partial year revenues in the spring of FY 2015. This estimate is based on capturing the full 25 percent of the tax increment for FY 2015.	
FY 2016	Revenue projections in the tax district increased due to a full year of tax collections and increases in real estate assessments.	
FY 2017	Revenue projections in the tax district increased due to increases in real estate assessments.	
FY 2018	The County Board adjusted the TIF's baseline assessed value to CY 2018 and adjusted the funding allocation to the district in FY 2018. By resetting the calculated tax base for the district, no new FY 2018 funding will be directed to the district. However, existing fund balances will remain in the fund and future real estate tax revenue over the CY 2018 base year will be allocated to the Columbia Pike TIF based on the incremental real estate tax revenue percentage adopted by the County Board.	
FY 2019	Revenue projections in the tax district increased due to increases in real estate assessments.	
FY 2020	Revenue projections in the tax district increased due to increases in real estate assessments and the County Board adopted tax rate increase.	
FY 2021	Revenue projections in the tax district increased due to increases in real estate assessments.	
FY 2022	Revenue projections in the tax district decreased due to decreases in real estate assessments.	
FY 2023	Revenue projections in the tax district increased due to increases in real estate assessments.	

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Our Mission: To build and maintain water delivery, sanitary sewer collection, and wastewater treatment systems that provide high-quality water and sewer services and products

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Utilities Fund is \$96,157,336, a four percent increase from the FY 2023 adopted budget. The FY 2024 budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, adjustments to salaries resulting from the administrative job family studies (\$68,660), and one-time \$2,000 (gross) employee bonuses (\$636,752).
 - The total number of FTEs do not change from the prior year. Sewer Maintenance staff (\$186,865; 2.0 FTEs) are transferred to the Stormwater Management Fund due to organizational needs. This savings is partially offset by the addition of a Customer Service Representative (\$88,232; 1.0 FTE) in the Customer Service Office and a warehouse technician position (\$74,652; 1.0 FTE) at the Water Pollution Control Bureau (WPCB).
- ↑ Non-personnel increases primarily due to increased costs for WPCB chemicals (\$808,311), purchased water (\$300,000), water meters and other operating equipment at Water, Sewer, Streets Bureau (\$300,000), biosolids hauling and disposal (\$142,000), one-time cost for the billing information system upgrade (\$100,000), contracted services (\$70,286), and one-time operating expenses for the new customer Service Representative (\$4,034), partially offset by elimination of FY 2023 one-time expenses (\$663,792), projected electricity rebate associated with the Maplewood solar farm (\$611,842), and adjustments to the annual expense for maintenance replacement of County vehicles (\$347,044).
- ↑ Debt service increases based on the current repayment schedule of General Obligation Bonds for various Utilities Fund capital projects (\$595,546).
- ↑ Other expenses increase primarily due to overhead charges (\$646,750).
- ↑ Revenues increase due to the adopted water and sewer rate increase (\$1,691,743), sewage treatment charges from neighboring jurisdictions (\$200,000), utility marking fees (\$35,000), meter installation charges (\$5,000), and miscellaneous revenues (\$4,429), partially offset by a decrease in interest income (\$25,000) and Lee Pumping Station lease agreements expiring (\$13,120).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$25,548,442	\$27,543,420	\$29,537,751	7%
Non-Personnel	27,712,866	31,251,431	31,353,384	-
Debt Service	28,095,018	28,006,612	28,602,158	2%
Other	5,550,954	6,012,341	6,664,043	11%
GASB	19,554	-	-	-
Subtotal	86,926,834	92,813,804	96,157,336	4%
Intra-County Revenue	(913,825)	-	-	-
Total Operating Expenditures	86,013,009	92,813,804	96,157,336	4%
Revenues	100,752,447	108,108,804	110,006,856	2%
GASB	22,938	-	-	-
Total Revenues	100,775,385	108,108,804	110,006,856	2%
Transfer to Capital	15,548,000	15,295,000	13,310,000	-13%
Transfer to Auto Fund	-	-	539,520	-
Total Transfers Out (In)	\$15,548,000	\$15,295,000	\$13,849,520	-9%
Permanent FTEs	253.75	252.75	252.75	
Temporary FTEs	2.20	2.20	2.20	
Total Authorized FTEs	255.95	254.95	254.95	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Net Fee Support
Water, Sewer, Streets Bureau	\$27,239,718	\$29,493,989	\$30,386,856	3%	\$1,580,000	\$28,806,856
Water Sewer Records	656,003	783,407	1,115,985	42%	270,200	845,785
Customer Services Office	1,279,067	1,847,593	2,173,419	18%	103,654,507	(101,481,088)
Water Pollution Control Bureau	23,031,766	26,243,350	26,989,067	3%	4,502,149	22,486,918
Debt Service and Other	33,806,455	34,445,465	35,492,009	3%	-	35,492,009
Transfers Out	15,548,000	15,295,000	13,849,520	-9%	-	\$13,849,520
Total	\$101,561,009	\$108,108,804	\$110,006,856	2%	\$110,006,856	-

- The Utilities Fund is an enterprise fund, which is a self-supporting fund. All user fees must provide sufficient revenues to fund all activities.
- Water and sewer revenue, late fees, new account fees, turn-on fees, and interest are included in Customer Services Office revenue; however, they support the Utilities Fund overall.

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Water, Sewer, Streets Bureau	135.60	132.00	0.60	132.60
Water Sewer Records	5.00	6.00	-	6.00
Customer Services Office	17.75	18.75	-	18.75
Water Pollution Control Bureau	94.60	94.00	1.60	95.60
Debt Service and Other	2.00	2.00	-	2.00
Total Authorized FTEs	254.95	252.75	2.20	254.95

**UTILITIES FUND
OPERATING STATEMENT**

	FY 2022 ACTUAL*	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
BALANCE JULY 1	\$16,178,142	\$15,392,518	\$15,392,518	\$16,686,430
REVENUE				
Interest	(327,462)	75,000	25,000	50,000
Water/Sewer Billing	94,606,379	101,387,764	99,360,009	103,079,507
Water Service Connection Fee	1,245,104	1,360,000	1,360,000	1,360,000
Water Service Discontinuation	154,500	140,000	140,000	140,000
Meter Installation	36,275	25,000	25,000	30,000
Sewage Treatment Charges	3,563,386	4,100,000	3,895,000	4,300,000
Late Fee	308,439	410,000	410,000	410,000
New Account Fee	119,041	105,000	105,000	105,000
Turn-On Fee	7,139	10,000	10,000	10,000
Flow Test Fee	9,900	10,200	10,200	10,200
Pretreatment Fee	4,400	5,200	5,200	5,200
Utility Marking Fee	274,400	215,000	245,000	250,000
Hazardous Household Material Fee	5,742	8,000	6,000	8,000
Grant Revenue	378,745	-	-	-
Miscellaneous Revenue	366,459	257,640	319,520	248,949
GASB	22,938	-	-	-
TOTAL REVENUE	100,775,385	108,108,804	105,915,929	110,006,856
OPERATING EXPENSES				
Customer Services Office (net of intra-county billing revenue) **	1,279,066	1,847,593	1,827,593	2,173,419
WSS Operations	20,181,051	20,893,989	20,750,000	21,486,856
Water Purchase	7,058,667	8,600,000	7,869,000	8,900,000
Water/Sewer Records	656,003	783,407	744,237	1,115,985
Water Pollution Control	23,012,213	26,243,350	24,012,665	26,989,067
Debt Service	28,095,018	28,006,612	28,006,612	28,602,158
Other	5,711,437	6,438,853	6,116,910	6,889,851
GASB	19,554	-	-	-
TOTAL EXPENSES	86,013,009	92,813,804	89,327,017	96,157,336
BALANCE (SUBTOTAL)	30,940,518	30,687,518	31,981,430	30,535,950
TRANSFERS OUT				
Utility Construction (Fund 519)	15,548,000	15,295,000	15,295,000	13,310,000
Auto Fund	-	-	-	539,520
TOTAL TRANSFERS	15,548,000	15,295,000	15,295,000	13,849,520
TOTAL EXPENSE AND TRANSFERS	101,561,009	108,108,804	104,622,017	110,006,856
BALANCE, JUNE 30	15,392,518	15,392,518	16,686,430	16,686,430
Board-adopted Three-month Operating Reserve (excludes debt service)	\$14,707,959	\$16,201,798	\$15,330,101	\$16,657,441

*FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

**Starting in FY 2023, intra-county billing revenues are accounted for within the Water-Sewer Billing Revenue, rather than as a reduction of the Customer Services Office expense.

	FY 2023	FY 2024
	Adopted: July 1, 2022 – June 30, 2023	Proposed: July 1, 2023 – June 30, 2024
Residential:		
Water Base (\$/Quarter)	13.76	16.37
Water - Volumetric:		
Tier 1: 0-9 TG (\$/TG)	3.98	4.09
Tier 2: >9 TG (\$/TG)	6.38	6.55
Sewer Base (\$/ Quarter)	11.09	13.52
Sewer – Volumetric – Average Winter Quarter basis (\$/TG)	9.61	9.61
Multi-Family:		
Water Base (\$/Month)	9.42	11.43
Water – Volumetric (\$/TG)	4.73	4.86
Sewer Base (\$/Month)	7.62	9.35
Sewer – Volumetric (\$/TG)	9.61	9.61
Commercial:		
Water Base (\$/Month)	9.42	11.43
Water – Volumetric (\$/TG)	5.13	5.27
Sewer Base (\$/Month)	7.62	9.35
Sewer – Volumetric (\$/TG)	9.61	9.61

The following fees and other revenue are used to fund operating and capital costs for the Utilities Fund. The capital costs are reflected in the Pay-As-You-Go Capital portion of the budget.

Fund Balances from Prior Years: The County maintains a fund balance, consistent with the Board-adopted financial policy to maintain an operating reserve equal to three months of expenses, to cover emergency events that might impact water and sewer services. If utilized, the reserve will be replenished over a three-year period to the minimum reserve level.

Interest Earnings: Interest earned on the fund balance accrues to the Utilities Fund monthly.

Water/Sewer Billing: Charges for water/sewer service based on consumption of water as reflected by periodic readings of water meters serving the property. These charges generate approximately 94 percent of the income for the Utilities Fund. This category also includes sewer revenue from government facilities and authorities and other organizations (such as the Pentagon and Reagan National Airport) that use the County's sewage system but receive their drinking water from other sources. Set by County Code, Chapter 26; effective date July 1 each fiscal year.

- The rate structure, effective January 1, 2022, includes:
 - Customer classes: residential, multi-family, and commercial
 - Base charge per billing cycle for each service (water and sewer)
 - Residential –
 - Tiered water usage:
 - Tier 1: Usage from 0-9 Thousand Gallons (TG per quarter)
 - Tier 2: Usage above 9 TG per quarter
 - Sewer – Average Winter Quarter Billing for sewage consumption
 - Multi-family and Commercial water and sewer based on 100% on water meter readings.

Water Service Connection Charge: This fee is paid by new water users for a physical connection and meter installation to the water system. The fee recovers 100 percent of personnel, materials, and equipment rental costs. The fee ranges from \$4,350 for a 1-inch connection line with a ¾-inch meter up to \$6,600 for a 2-inch line with a 2-inch meter. Sizes 3-inch and above would be at cost based upon a quote per project. Set by County Code, Chapter 26; effective date July 1, 2021.

Meter Installation Charge: This fee is paid by developers which have established the water service connection to the system themselves and only require the County to install the meter. Existing fees range from \$200 for a ¾-inch meter up to \$5,525 for an 8-inch meter. Set by County Code, Chapter 26; effective July 1, 2021. The fees are proposed to increase for FY 2024; the proposed fees range from \$270 for a ¾-inch meter up to \$8,060 for an 8-inch meter. If adopted, new fees would be effective July 1, 2023.

Sewage Treatment Charges: These charges are paid by neighboring jurisdictions (Fairfax County and the Cities of Falls Church and Alexandria). Consistent with memoranda of understanding that the County has signed with Fairfax County and the Cities of Falls Church and Alexandria, the neighboring jurisdictions are charged both for their share of costs associated with operating the County's sewage system as well as with making necessary capital improvements to it.

Water/Sewer Late Fee: The County imposes a six percent (6%) fee on any water and sewer charges if, 30 days after the billing date, there is an outstanding balance on the account. Set by County Code, Chapter 26; effective date July 1, 1992. Late fees were waived during the COVID-19 Pandemic but were reintroduced November 2021.

New Account Fee: This \$25 fee is charged to new customers when they set up a new utilities account. Set by County Code, Chapter 26; effective date July 1, 1992.

Discontinuation Fee: Fee to discontinue and disconnect a water service. Fee is \$500. Set by County Code, Chapter 26; effective date July 1, 2008.

Reactivation Fee: This \$25 fee is charged when the County turns on a customer's water service after it had previously been shut off either at the customer's request or for non-payment. Set by County Code, Chapter 26; effective date July 1, 1992.

Flow Test Fee: This \$300 fee is charged when developers request fire flow information necessary to do sprinkler system design. Set by County Code, Chapter 26; effective date July 1, 2008.

DFU Credit Inspection Fee: This fee is charged when developers request an inspection to certify the existing drainage fixture units (DFUs) at properties that will be demolished. The credit offsets the Infrastructure Availability Fees (IAF) that a developer will be charged for new construction DFUs. The fee is \$175 for inspections of 1-24 fixtures: \$275 for 25 plus fixtures. Set by County Code, Chapter 26; effective date July 1, 2008.

Pretreatment Fee: This fee is assessed on certain businesses that introduce pollutants into the sewer system, or "Significant Industrial Users," to recover the costs of the industrial pretreatment program, which ensures compliance with state and federal standards. Annual fee of \$1,560 plus \$3,640 for each monitoring point. Set by County Code, Chapter 26; effective date October 2, 2004.

Utility Marking Fee: This fee is charged to developers to have utility lines marked before construction begins. \$45 fee. Set by County Code, Chapter 22; effective date July 1, 2013.

Hazardous Household Material Fee/ Appliance Fee: This fee is charged for the safe disposal of household waste products that contain cathode ray tubes (CRTs). Fee is \$20 per television and \$15 per monitor. Set by County Code, Chapter 10; effective date April 30, 2005.

Infrastructure Availability Fee: This fee is charged to developers for adding new demand on the water and sewer systems, based on the number of drainage fixture units (DFUs) added to the system. DFUs are established by the Plumbing Code to service as a proxy for water usage and range from 5 DFUs for a full bathroom to ½ for a drinking fountain. For a renovation or tear-down, full credit is granted for any pre-existing DFUs. Revenues for this fee are accounted for in the Utilities Capital Pay-As-You-Go Fund. Existing fees are \$230 per DFU combined water and sewer service. For structures which have water-only service, it is \$95 per fixture. For structures with sewer-only service, it is \$135 per fixture. Set by County Code, Chapter 26; effective date July 1, 2021. The fees are proposed to increase for FY 2024; the proposed fees are \$260 per DFU combined water and sewer service. For structures which have water-only service, it is proposed to be \$105 per fixture. For structures with sewer-only service, it is proposed to be \$155 per fixture. If adopted, new fees would be effective July 1, 2023.

WATER, SEWER, STREETS BUREAU

PROGRAM MISSION

To protect the health and welfare of Arlington residents and visitors by efficiently providing safe water and sanitary sewer services.

- Purchases wholesale safe drinking water from the Army Corps of Engineers' Washington Aqueduct Division.
- Ensures adequate water flows and pressure.
- Reads, inspects, installs, and tests over 37,600 meters in the County (Water Meter Program).
- Monitors and operates the County's water system, investigates potential water leaks and water losses, and addresses resident concerns (Control Center).
- Maintains and repairs water mains, valves, fire hydrants, and other appurtenances; installs new water service connections and fire line valves; and relocates or adjusts water infrastructure in conjunction with street and utility construction (Water Construction and Maintenance Program).
- Conducts inspections and tests of valves and pumping stations, inspects and tests fire hydrants, and flushes water lines (Flushing and Inspection Program).
- Operates and maintains the County's sanitary sewer collection system (Sanitary Sewer Maintenance Program).
- Maintains, flushes, and cleans sanitary sewer lines (Sewer Flushing Program).
- Identifies deficiencies in the sewer system (TV Inspection Program).
- Installs new sewer mains, adjusts or replaces manhole frames and covers that have become worn, and makes spot repairs.
- Responds to sewer stoppages and other emergencies around the clock.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total O&M Cost for Water Service (\$/MG)	\$2,720	\$2,703	\$2,903	\$2,819	\$2,869	\$3,045
Total O&M Cost for Water Service (\$/account)	\$575	\$553	\$567	\$553	\$584	\$620
Total O&M Cost for Sanitary Sewer Collection Service (\$/MG)	\$541	\$744	\$766	\$837	\$807	\$844
Total O&M Cost for Sanitary Sewer Collection Service (\$/account)	\$135	\$157	\$162	\$171	\$176	\$180
Meter function - residential (%)	N/A	95%	89%	94%	95%	95%
Meter function - commercial (%)	N/A	91%	95%	92%	95%	95%
Emergency repairs as a percent of total work orders	N/A	N/A	9%	11%	10%	10%
Number of water system breaks (per 100 miles)	34.4	36.3	33.3	33.3	35.0	35.0
Public sanitary sewer backups	38	45	45	41	40	40

- Water system breaks include water mains, valves, hydrants, and service lines. The number of water system breaks varies year to year based on temperature fluctuations and system conditions.

WATER, SEWER, STREETS BUREAU

- Public sanitary sewer backups occur when there is a blockage in the line which causes discharge from a customer's floor drain or drain in a fixture. Common causes are grease buildup, root intrusion, or inflow and infiltration during rain events.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Commercial meters inspected	502	216	396	511	500	500
Small valves inspected/ exercised	5,014/ 4,002	2,899/ 2,114	1,611/ 1,177	3,154/ 2,944	4,500/ 4,000	4,500/ 4,000
Large valves inspected	N/A	N/A	430	199	160	160
Water service installations	280	302	226	239	300	320
Hydrants inspected	2,865	2,322	3,181	2,026	3,700	3,700
Fire hydrants out of service per day (%)	0.2%	0.5%	0.2%	0.3%	0.5%	0.5%
Sanitary sewer flushing (segments)	4,252	4,222	5,270	6,213	5,700	5,700
Miles of sewer pipe inspected	79.4	62.6	52.7	76.1	45.0	60.0
Sewer overflows to environment (million gallons (MG))	0.025	0.027	4.600	0.101	0	0
Formal training (hours)	4,043	8,183	6,410	4,803	6,000	6,000
Electrical usage at water pumping stations (Kilowatt hour (kWh))	1,864,741	1,892,274	1,706,726	1,703,964	1,750,000	1,750,000

- Measures for commercial meters inspected and small valves inspected, that were negatively impacted by COVID, have returned to more normalized levels in FY 2022 and are expected to continue to increase in FY 2023 and FY 2024.
- Small valves are those valves that are twelve (12) inches and smaller. Inspection is defined as the crew making an assessment of the valve and recording its attributes. Valves exercised is defined as each valve being operated through a full cycle and returned to its normal position. Not all valves which are inspected can be exercised; those not being able to be exercised require maintenance, rehabilitation, or replacement to restore proper operation.
- Large valves are those valves that are larger than 12 inches. In FY 2021 and FY 2022, funding was provided for a two-year pilot program to inspect the system's approximately 630 large valves and air release valves (ARVs). In FY 2021 and FY 2022, contractors performed the initial round of inspection of these valves over two years cycle. Starting in FY 2023, County staff will do the regular inspections over a four-year cycle. Rehabilitation of the valves is funded in the Capital Improvement Plan (CIP).
- Fire hydrants out of service is calculated by the total number of days hydrants were out of services divided by number of total hydrants divided by 365 days per year. In FY 2021, for every 1,000 hydrants, there were 2 out of service. The County has just under 4,000 hydrants and the goal is to inspect 3,700 per fiscal year. Amount actually inspected annually will vary based on staff availability and task prioritization.
- In FY 2021, the Sanitary Sewer flushing segment amounts increased due to including preventative maintenance (PM) flushing plus flushing due to overflows and complaint workorders, as well as contracted flushing. Prior to FY 2021, only PM flushing was included. The amount of segments has also increased since FY 2021 due to heightened equipment reliability and efficiency; equipment was replaced and upgraded as part of the regular fleet replacement program.

WATER, SEWER, STREETS BUREAU

- Miles of sewer pipe inspected vary year to year based on staffing and equipment availability. Inspection staff availability is also dependent upon other functions they perform, including sewer pipe inspections and emergencies for both sanitary and stormwater sewer services.
- Sewer overflows to the environment occurs when untreated sewage is discharged from a sanitary sewer line into the environment prior to treatment. These are typically reportable to the Department of Environmental Quality (DEQ). In FY 2021 a power outage at the WPCP caused a large overflow at Glebe Road.
- In FY 2022, the Water, Sewer, Streets Bureau implemented a career development matrix which requires safety and technical training for field staff to maintain and progress through the career ladder. Tracking staff's formal training hours allows the Bureau to monitor its progress in supporting staff career development. FY 2022 hours were lower due to the timing of implementing the new matrix, creating appropriate training content, and making it available to employees.

WATER SEWER RECORDS

PROGRAM MISSION

To preserve the integrity of Arlington's water and sewer infrastructure.

- Maintain and disseminate up-to-date and accurate records of Arlington's water distribution and sewer collection system infrastructure. These records ensure that proposed construction or repair work within Arlington County does not compromise the County's utilities infrastructure.
- Automate water and sewer records for incorporation into Geographic Information System (GIS) maps.
- Review building and utility permits, compute service connection fees, initiate water service installations, and administer the fire hydrant permit program.

CUSTOMER SERVICES OFFICE

PROGRAM MISSION

To provide our ratepayers with excellent customer service through timely and accurate billing and effectively processing their related service requests.

- Efficiently generate accurate, customer-oriented billings for approximately 37,600 water, sewer, and refuse accounts.
- Respond to more than 70,000 customer service inquiries annually.
- Ensure that utilities payments are posted to customers' accounts promptly and accurately.
- Administer leak adjustment and cut off programs.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Customer service cost per account (\$/ account)	\$40	\$45	\$51	\$58	\$49	\$58
Combined water-wastewater service affordability	0.58%	0.56%	0.57%	0.57%	0.57%	0.57%
Domestic per capita consumption (gallons/person/day)	21.4	23.2	22.2	20.7	21.0	22.6
Non-revenue water: percent of purchased water	11%	8%	10%	12%	10%	10%
Estimated bills (%)	1.6%	1.4%	2.0%	0.9%	1.2%	1.2%
Billing accuracy (adjustments/ 10,000 bills generated)	2.5	6.2	4.4	7.6	1.3	1.3
Average calls per Call Center Representative	10,314	10,483	18,063	7,423	7,520	6,882
Call abandon rate	7%	13%	9%	11%	10%	7%
Percent of calls answered within service goal of 60 seconds (goal is 80%)	56%	48%	60%	38%	45%	60%

- Customer Service cost per account in FY 2022 is slightly higher than in FY 2021 and FY 2023 due to one-time expenses incurred in FY 2022 related to the implementation of the new water-sewer rate structure. The FY 2024 projection is higher due to the increase in staff to the call center to improve customer service.
- Water-sewer service affordability is measured as the cost of water and sewer service as a percentage of the median household income. Industry guidelines classify under 1 percent as a low economic impact or burden, between 1-2 percent as a mid-range economic impact, and high impact for 2 percent and over.
- Non-revenue water includes unbilled uses of water, including water main breaks, water line and hydrant flushing, fire suppression activities, and water leaks. The volume of unbilled water is derived by deducting the billed amount of water from the amount of purchased water.
- Higher numbers of estimated bills were incurred in FY 2019 due to seasonal main breaks which had a substantive impact on the ability to timely generate readings for winter billings. In FY 2021, estimated bills increased due to the reprioritization of meter reader workload due to pandemic staffing issues. Estimates were utilized so bills could be sent out on time to customers; estimates of consumption are done by billing staff and based on historical account information for a billing period.

CUSTOMER SERVICES OFFICE

- Billing adjustments vary from estimates. Adjustments result from billing errors made on original bills, which would include meter reads, data entry, and billing system errors. Estimated bills occur when meter readers are unable to access meters (due to weather or other unforeseen circumstances). In these situations, billing office personnel use historical account information to estimate consumption for a billing period. During FY 2022, a number of accounts were reviewed. Meter issues, including crossed meters, incorrect reads, and failing meters, were discovered. Bill corrections were made through the cancel/rebill process. It is anticipated that the corrections made as a result of the FY 2022 account review will increase billing accuracy going forward.
- New call center staffing added in FY 2024 will improve metrics for the following measures: average calls per Call Center Representative will decrease, the call abandon rate will decrease, and the percent of calls answered within the service goal is expected to increase.
- Call abandon rate is the percent of people hanging up before being connected with a customer service representative. In FY 2020 and FY 2021, the abandon rate increased due to additional demands placed on the call center due to calls related to the County's response to COVID-19.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of bills issued	175,720	175,500	163,855	164,078	179,580	179,580
Number of estimated bills issued	2,813	2,448	3,235	1,470	2,000	2,000
Volume of non-revenue water (million gallons (MG))	871.2	614.0	761.0	896.8	721.1	727.6
Volume of water billed to customers (million gallons (MG))	6,903.2	6,856.6	6,580.0	6,483.8	6,489.9	6,548.6
Number of inbound calls: non-emergency	61,881	76,466	135,170	67,124	68,000	68,500
Number of inbound calls: emergency	N/A	7,399	9,330	7,104	7,200	7,200
Average call time (minutes: seconds)	2:57	2:26	4:12	4:51	5:10	5:11

- The number of bills issued for FY 2021 and FY 2022 is lower compared to the pre-COVID years as many places were still shuttered and not using water due to the pandemic. The County does not generate bills for zero consumption. Starting January 2022 (second half of FY 2022), the County implemented a new rate structure which included a base charge on each customer's bill regardless of consumption for the bill period.
- Volume of water billed to customers varies due to a variety of factors that affect consumption, including weather, household leaks, irrigation, and installation of water saving devices (shower, toilets, etc.).
- In FY 2020, the Call Center expanded its hours from 8am - 5pm to 7am - 7pm to handle emergency calls on behalf of the Water, Sewer, Streets (WSS) Control Center, and in so doing, provide more convenient hours for customers to access the Customer Service Office. Calls from the WSS Control Center are considered emergency calls and consist of issues including water main break, frozen meters, water pressure and quality concerns, and other infrastructure failures. Non-emergency calls are those calls which are related to billing issues and other County issues and concerns. Non-emergency calls increased in FY 2020 and FY 2021 due to calls related to the County's response to COVID-19.
- Average call time has increased starting in FY 2021 due to customers requiring assistance with increasingly complex issues, including COVID-19 issues, new rate structure for water-sewer bills, and reporting emergency issues.

WATER POLLUTION CONTROL BUREAU

PROGRAM MISSION

To protect public health and the environment through the safe and cost-effective treatment of wastewater generated in Arlington County.

- The Water Pollution Control Bureau (WPCB) treats wastewater generated in Arlington County at the Water Pollution Control Plant (WPCP).
- The WPCB also treats a portion of the wastewater from Fairfax County and the Cities of Falls Church and Alexandria.
- The WPCB also operates a Household Hazardous Material (HHM) Program that provides for the safe collection and disposal of household waste products that contain hazardous materials and require special waste management to minimize environmental impacts.
- Virginia's Departments of Environmental Quality (DEQ), Health (VDH), and Occupational Safety and Health (VOSH), and the U.S. Environmental Protection Agency (EPA) regulate the activities of the Water Pollution Control Plant.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total operating & maintenance (O&M) cost for Wastewater Service (\$/MG)	\$2,412	\$2,623	\$2,598	\$2,891	\$2,784	\$3,215
Total O&M cost for Wastewater Service (\$/account)	\$542	\$488	\$490	\$518	\$534	\$603
Percent of treatment capacity available for growth	36%	47%	46%	47%	44%	45%

- The O&M cost per MG and per account are regardless of location where the Arlington County generated wastewater is treated (WPCP or DCWater's Blue Plains). Treatment flows and associated costs for Fairfax County and the Cities of Falls Church and Alexandria are excluded.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average daily biological oxygen demand load (pounds/day)	63,450	55,841	50,839	57,367	54,000	60,000
Chemicals used at the plant (pounds/MGD)	1,720	1,906	1,779	2,018	1,950	2,000
Energy used at the Plant (kilowatt hour/million gallons per day (MGD))	3,120	3,675	3,334	3,747	3,475	3,500
Household hazardous material received (pounds)	530,781	396,387	514,003	593,977	560,000	560,000
Lost time - safety (days)	1	0	1	1	1	0
Preventive maintenance completed on time (percent)	87%	87%	91%	82%	90%	90%
Total average flow at WPCP (MGD)	25.6	21.3	21.8	21.1	22.5	22.0
Formal training hours	2,440	1,439	887	2,810	2,800	2,800

WATER POLLUTION CONTROL BUREAU

- During FY 2019, historically high rainfall resulted in significantly higher flows to the WPCP. These high flows skewed the performance measures values (lower) for some measures tracked on a unit per gallon (or MGD) basis.
- Average daily biological oxygen demand load, chemical volume, and energy used are all related to the amount of nutrients (contained in the sewage) that have to be treated at the Plant. As nutrients go up, so do these three measures.
- Preventative maintenance completed on time was reduced in FY 2022 due to availability of supplies and staffing levels.

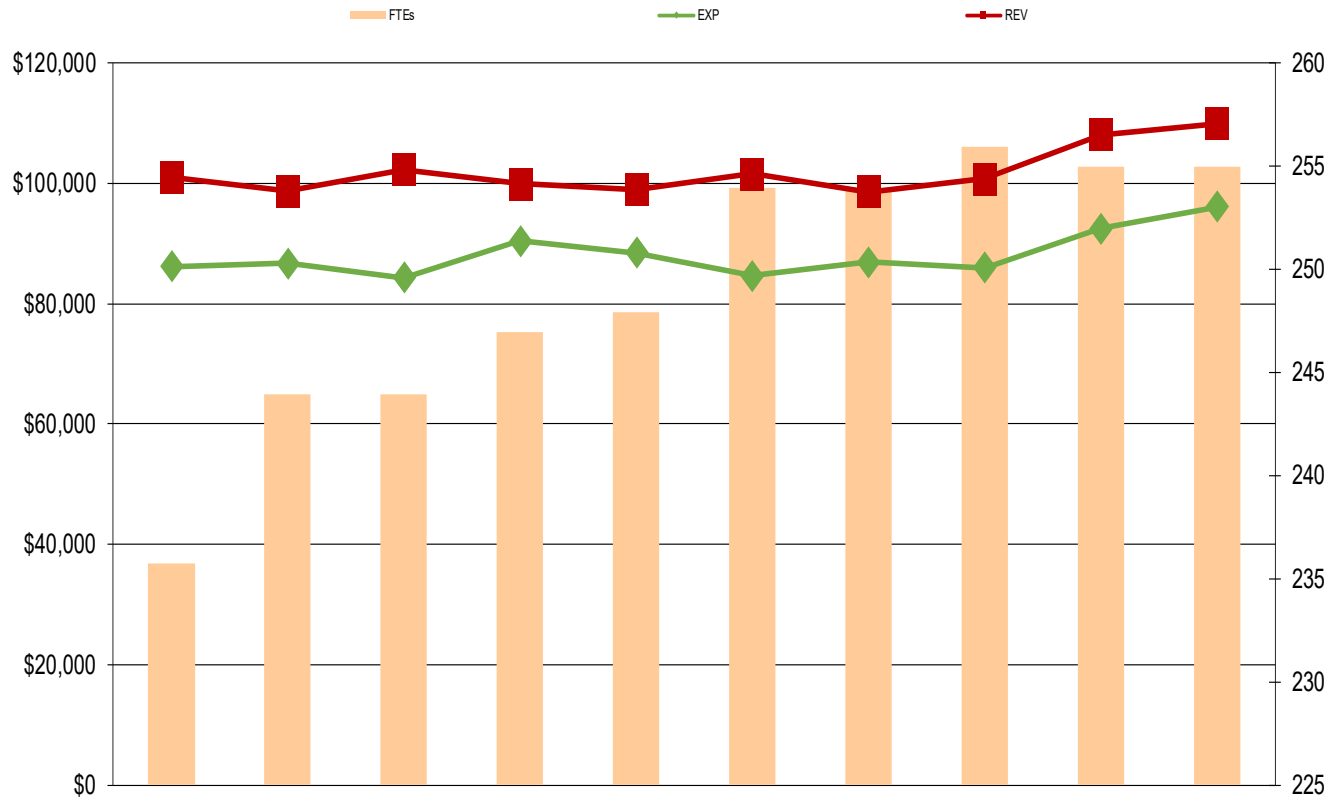
DEBT SERVICE AND OTHER

PROGRAM MISSION

This line of business captures:

- Debt service for the repayment of bonds and loans used to finance capital improvements to the water distribution system, sanitary sewer collection system, and the Water Pollution Control Plant (WPCP).
- Fund-wide and miscellaneous expenditures, such as support personnel, utility rate study consultants, and state-mandated payments to the Virginia Waterworks Fund.
- The Utilities Fund's allocated share of overhead charges for work performed by both the Department of Environmental Services (DES) and non-DES General Fund agencies.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
\$ in 000s	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual*	Adopted Budget	Proposed Budget
EXP	\$86,157	\$86,735	\$84,326	\$90,478	\$88,442	\$84,674	\$86,909	\$85,993	\$92,514	\$96,157
REV	\$100,996	\$98,710	\$102,319	\$99,972	\$99,018	\$101,646	\$98,612	\$100,775	\$108,109	\$110,007
FTEs	235.75	243.95	243.95	246.95	247.95	253.95	253.95	255.95	254.95	254.95

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Non-personnel expenses include \$19,955 and revenues include \$22,938 for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ Added a Chief Engineer, a Control Systems Engineer, an Electrical Power Technician, and a Control Systems Technician (\$580,648).	4.00
	▪ Increased a Records Assistant position from 0.50 to 0.75 FTE (\$12,458).	0.25
	▪ Reduced generator fuel expenses based on lower than anticipated use (\$394,200).	
	▪ Eliminated sixteen over-strength positions (\$391,020).	
	▪ Non-personnel decreased due to equipment repair expenses (\$165,910), payments for leased equipment (\$31,911), and wholesale water purchases from the Washington Aqueduct (\$200,000).	
	▪ Non-personnel decreased and were partially offset by increases in maintenance supplies (\$446,796), contracted services (\$92,775), insurance claims (\$31,464), operating equipment and supplies (\$61,854), inspection and repair of water valves (\$350,000), and adjustment to the annual expense for maintenance and replacement of County vehicles (\$6,389).	
	▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects (\$644,644) and repayment of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP (\$81,507).	
	▪ Other expenses increased to include higher overhead charges based on FY 2015 projections (\$230,863), funding for over-strength positions to meet succession planning and other needs (\$150,000), and the annual payment to the Virginia Waterworks Fund (\$35,631).	
	▪ Increased the water/sewer rate by \$0.43, from \$12.61 to \$13.04 per thousand gallons (TG).	
	▪ Revenue increased due to water consumption estimates and the adopted rate increase (\$3,091,257).	
	▪ Revenue also increased to include water service connections (\$100,000), water service discontinuations (\$20,000), meter installations (\$10,000), pretreatment revenue (\$340), and the Lee Pumping Station lease agreements with Sprint and Omnipoint (\$4,425).	
	▪ Increased revenue was partially offset by a decrease in interest (\$100,000), a decrease in household hazardous material revenue (\$5,000), and the County's participation in Dominion Virginia Power's (DVP) Demand Side Management program (\$394,200).	
FY 2016	▪ Transferred in a Management and Budget Specialist from the Facilities Design and Construction Bureau in the General Fund to increase from 0.80 to 1.0 FTE (\$25,696, 0.20 FTE).	0.20
	▪ Added a Capital Projects Engineer (\$113,533, 1.0 FTE), a Large Water Meter Service Team (\$165,921, 3.0 FTEs), and a Valve Exercise Team (\$221,228, 4.0 FTEs) replacing contractors for budget savings.	8.00
	▪ Non-personnel increased primarily due to increases in maintenance supplies (\$71,066), contracted services (\$51,762), chemicals (\$36,572), redundant (wireless) SCADA service at lift stations (\$30,688), security	

Fiscal Year	Description	FTEs
	system monitoring (\$30,000), adjustments to the annual expense for maintenance and replacement of County vehicles (\$26,609), one-time expenses for the Utility Billing System replacement project management (\$99,842), one-time equipment expenses for the new FTEs (\$63,000), and operating expenses for the new FTEs (\$32,902). ▪ Non-personnel decreased due to the elimination of contractual valve work (\$350,000). ▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects (\$736,502) and repayment and refinancing of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP (\$293,746). ▪ Other expenses increased due to higher overhead charges based on FY 2016 projections (\$75,594). ▪ Intra-county revenues increase based on historic trend analysis of water revenue from county departments (\$57,600). ▪ Revenues increased due to the adopted water and sewer rate increase (\$974,847), sewage treatment charges from neighboring jurisdictions (\$325,531), late fees (\$100,000), interest earnings (\$50,000), water service connections (\$50,000), water service discontinuations (\$10,000), utility marking fees (\$10,000), meter installations (\$7,000), turn on fees (\$6,000), fire flow test fees (\$4,000), pretreatment revenue (\$3,550), and Lee Pumping Station lease agreements with Sprint and Omnipoint (\$2,832).	
FY 2017	▪ Non-personnel increased due to the addition of costs for licensing and operating costs for asset management software (\$229,950), mobile meter management software (\$35,000), and capital project tracking software (\$27,093), redundant (wireless) SCADA service at pumping stations (\$22,320), offset by adjustments to the annual expense for maintenance and replacement of County vehicles (\$26,739). ▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects (\$261,145) and repayment and refinancing of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the WPCP (\$176,147). ▪ Other expenses increased due to higher overhead charges based on FY 2017 projections (\$418,512). ▪ Revenues decreased due to lower pretreatment revenue (\$10,650) and appliance fees (\$7,500), offset by an increase in Lee Pumping Station lease agreements with Sprint and Omnipoint (\$4,643).	
FY 2018	▪ Added a Contract Specialist (\$119,466), Engineering Technician (\$63,476), and a Trades Worker (\$59,743).	3.00

Fiscal Year	Description	FTEs
	▪ Non-personnel decreased due to the elimination of contractual equipment rental and operation (\$200,000), elimination of FY 2017 one-time expenses (\$134,842), decreased operating costs associated with asset management software (\$127,989), adjustments to the annual expense for the maintenance and replacement of County vehicles (\$15,927), partially offset by one-time equipment for new FTEs (\$37,999), operating expenses associated with new FTEs (\$35,414), increases due to Security Information and Event Management (SIEM) (\$7,000), and insurance claims (\$3,536). ▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects (\$577,747) and repayment and refinancing of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the Water Pollution Control Plant (WPCP) (\$64,000). ▪ Other expenses increased due to the higher overhead charges based on FY 2018 projections (\$23,284) and Courthouse Plaza rent (\$5,133). ▪ Revenues increased due to the increase in the water and sewer rate (\$2,443,503), water discontinuation fees (\$10,000), meter installation fees (\$8,000), Lee Pumping Station lease agreements (\$4,180), inspections (\$7,000), and miscellaneous revenue (\$3,720), offset by decreases in sewage treatment charges from neighboring jurisdictions (\$311,269), water service connections (\$50,000), late fees (\$35,000), appliance fees (\$2,500), utility marking fees (\$15,000), and fire flow test fees (\$6,500).	
FY 2019	▪ Added a Public Engagement Specialist (\$127,381). ▪ Non-personnel decreased due to the reduction for purchased water (\$800,000) and elimination of FY 2018 one-time expenses (\$37,999), partially offset by sewer preventative maintenance equipment funding (\$144,000), Trades Center optimization study funding (\$100,000), and adjustments to the annual expense for the maintenance and replacement of County vehicles (\$18,301). ▪ Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund Capital projects and the repayment of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the Water Pollution Control Plant (WPCP) (\$613,007). ▪ Other expenses increased due to higher overhead charges based on FY 2019 projections (\$343,061). ▪ Revenue decreased due to a projected decrease in sewage treatment charges from neighboring jurisdictions (\$454,147), offset by increases for Lee Pumping Station lease agreements (\$5,495) and the interest income (\$25,000).	1.00

Fiscal Year	Description	FTEs
	Fund Balance Utilized increased from the prior year by \$598,448 and reflects the planned drawdown of fund balance, consistent with the County's financial policies.	
FY 2020	- Transferred in three employees from the Solid Waste Bureau to support the consolidated Customer Service Office now budgeted within the Utilities Fund (\$285,154), offset by an increase in interdepartmental charges to the Solid Waste Bureau (DES-General Fund) to support the call center consolidation (\$289,110). - Transferred in a utility underground program coordinator position from the General Fund (\$165,956). - Added a Heating Ventilation and Air Conditioning (HVAC) Technician at the Plant (\$129,563). - Added two employees to expand Call Center hours (\$139,198). - Eliminated an Instrumentation supervisory position due to the consolidation of the Electrical and Instrumentation division at the Plant (\$135,195). - Reduced overtime and standby pay for tank cleaning efforts at the Water Pollution Control Plant (\$429,160). - Eliminated FY 2019 one-time expenses (\$105,220). - Eliminated HVAC preventative maintenance contractual activities (\$456,099), contractual changes for utility markings (\$94,000), budget reductions and reallocations as identified based on historical spending and operational needs (\$263,225), elimination of the lease payment budget due to equipment having been paid off (\$34,412), and adjustments to the annual expense for maintenance and replacement of County vehicles (\$55,174). - Increased funding for new positions (\$22,005 one-time, \$62,549 ongoing), meter replacements (\$346,362), annual maintenance costs for the newly implemented billing information system (\$146,238), contractual increases (\$325,141), and an increase in various overhead line items which were transferred from the Solid Waste Bureau to support the consolidation of the call center (\$36,551). - Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects (\$517,970) and the repayment of a portion of funds borrowed through the Virginia Wastewater Revolving Loan Fund for the Master Plan 2001 project at the Water Pollution Control Plant (WPCP) (\$272,437). - Other expenses increased due to higher overhead charges based on FY 2020 projections (\$483,729), offset by a decrease of Bozman Government Center rent (\$74,401). - Intra-county revenue increased based on historic trend analysis of water and sewer revenue from county departments and the increase in the water and sewer rate (\$75,000).	3.00 1.00 1.00 2.00 (1.00)

Fiscal Year	Description	FTEs
	- Revenues increased due to the adopted water and sewer rate increase (\$973,399), sewage treatment charges from neighboring jurisdictions (\$529,147), increases for Lee Pumping Station lease agreements (\$5,040), and miscellaneous revenues (\$14,500); partially offset by a decrease in hazardous household material fees (\$2,000). - Fund Balance Utilized decreased from the prior year by \$1,579,039 and reflects the continued drawdown of fund balance, as planned, and consistent with the County's financial policies.	
FY 2021	- Personnel increased due to employee salary increases, retirement contributions decreased based on current actuarial projections, decreased charge-backs to capital, adjustments to salaries resulting from job family studies for trades and planners (\$738,518, partially offset by a decrease in the County's cost for employee health insurance and an increase in charges to the Solid Waste Bureau (DES-General Fund) to pay their pro-rata share of the Customer Services Office (\$13,754). - Non-personnel increased due to purchased water (\$900,000), non-discretionary contractual increases for chemicals (\$201,150), biosolids hauling (\$78,315), and various contracts (\$16,130), projected demand for utility markings (\$30,000), budget reallocations as identified based on historical spending and operational needs (\$20,866), operating expenses associated with the new position (\$2,550 one-time and \$1,360 ongoing), and one-time funding for large valve inspections (\$300,000), partially offset by the elimination of FY 2020 one-time expenses (\$22,005), elimination of annual maintenance costs for the decommissioned billing information system (\$32,425), budget reductions and reallocations as identified based on historical spending and operational needs (\$5,700), and adjustments to the annual expense for maintenance and replacement of County vehicles (\$30,796). - Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects (\$31,211). - Other expenses increased for the contingency due to the reclassification of positions identified to be substantially below comparative pay studies (\$414,117), fund-wide benefit changes (\$14,095), higher overhead charges based on FY 2021 projections (\$176,181), and consultant funding (\$18,110), partially offset by the elimination of Bozman Government Center rent due to relocation of the Customer Services Office (\$59,059). - Intra-county revenue increased based on historic trend analysis of water and sewer revenue from county departments and the increase in the water and sewer rate (\$100,000). - Revenues increased due to the adopted water and sewer rate increase (\$1,521,958), sewage treatment charges from neighboring jurisdictions (\$100,000), interest income (\$50,000), projected demand for utility marking fees (\$20,000), increases for Lee Pumping Station lease agreements (\$5,280), miscellaneous revenues (\$31,512), and historic	

Fiscal Year	Description	FTEs
	trend analysis of water-sewer engineering fees (\$2,500) and flow test fees (\$2,200); partially offset by a decrease in turn-on fees (\$3,000). Fund balance utilized decreased from the prior year by \$520,961 and reflects the current deficit in the 90-day operating reserve. There is a planned addition to the reserve of \$1,000,000 in FY 2021.	
FY 2022	- 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. - Personnel increased primarily due to the adjustments to salaries resulting from job family studies, the addition of a Design Engineer at the Water Pollution Control Bureau (\$118,174; 1.0 FTE), and the addition of a Service Assistant at the Customer Services Office (\$74,257; 1.0 FTE). - Debt service decreased due to repayment of General Obligation Bonds for various Utilities Fund capital projects (\$809,836) and the refinancing of VRA loans (\$369,285). - Other expenses decreased due to the reclassification of positions identified to be substantially below comparative pay studies being allocated out to the personnel of affected lines of business from the contingent account (\$1,106,331) and slightly lower overhead charges based on FY 2022 projections (\$34,854). - Intra-county revenue decreased based on the current trend of lower County facility occupancy and water consumption (\$125,000). - Revenues increased due to the adopted water and sewer rate increase (\$1,158,258), water service connection fees increase due to an adopted fee increase (\$260,000), increases for Lee Pumping Station lease agreements (\$5,400), partially offset by a decrease in interest income (\$50,000), and miscellaneous revenues (\$2,197).	2.00
FY 2023	- The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour. - Personnel increased primarily due to adjustments to salaries from Engineering job family study (\$170,610), employee salary increases, onetime bonus of (\$300,000), and higher retirement contributions based on current actuarial projections. - Total FTE count decreased by 1 FTE due to the transfer of a warehouse technician position (1.0 FTE) to Transportation Engineering & Operations (DES-General Fund) due to organizational needs. - Non-personnel increased primarily due to one-time costs to perform a water service line material inventory (\$475,000), purchased water (\$250,000), adjustments to the annual expense for maintenance replacement of County vehicles (\$127,226), one-time cost to upgrade	(1.0)

Fiscal Year	Description	FTEs
	replacements in the County fleet to electric vehicles (EV) (\$120,792) and the one-time cost for an electric van and charging infrastructure at the Water Pollution Control Plant (\$68,000), partially offset by elimination of FY 2022 one-time expenses (\$305,800). ▪ Debt service decreased due to refinancing and repayment of General Obligation Bonds for various Utilities Fund capital projects (\$1,188,629). ▪ Other expenses increased due to overhead charges (\$730,263). ▪ Intra-county revenue was transferred to water and sewer customer receipt revenue in FY 2023 due to changes implemented from the recently completed water-sewer rate study (\$900,000). ▪ Revenues increased due to the adopted water and sewer rate increase (\$2,127,578) and miscellaneous revenues (\$64,150), partially offset by a decrease in Lee Pumping Station lease agreements due to lease expiration (\$121,680).	

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Our Mission: To provide safe off-street parking at competitive rates for visitors to retail establishments and office workers in the Ballston area

BALLSTON PUBLIC PARKING GARAGE SUMMARY

- Provide oversight to the parking contractor managing the day-to-day operations of the parking garage to ensure compliance with the County's mandate to provide a user-friendly public facility servicing the daily commuters, visitors to the mall, and the office workers in the Ballston area.
- Coordinate with Ballston Public Parking Garage stakeholders on issues relating to garage construction, safety, operations, and parking rates.
- Implement new policies and procedures to improve overall operations and at the same time reduce expenses and generate parking revenue to sustain the desired level of operational standards.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Ballston Public Parking Garage fund is \$3,396,603, a five percent decrease from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Non-personnel increases due to garage management costs (\$18,960) and contractual services (\$26,106).
- ↑ Capital construction increases \$124,000 to fund upgrades for equipment within the garage.
- ↓ Real estate taxes decrease by \$99,023.
- ↓ Debt service decreases by \$265,023.
- Due to the negative impacts of COVID-19 on revenue, the Economic Stability Reserve is projected to be utilized in FY 2024 to fund garage operations. The County is required to pay back the reserve within three years. If revenues are under budget in FY 2024 or there are unanticipated capital maintenance needs at the garage, the County may borrow funds from the Ballston Garage 8th Level Fund or make further operational adjustments to manage expenses.

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	-	-	-	-
Non-Personnel	\$2,183,303	\$2,063,558	\$2,108,624	2%
Capital Construction	-	500,000	624,000	25%
Property Taxes	-	422,780	323,757	-23%
Debt Service	-	605,245	340,222	-44%
GASB*	12,303,699	-	-	-
Total Expenditures	14,487,002	3,591,583	3,396,603	-5%
Fees	2,153,760	3,180,115	2,907,469	-9%
GASB*	12,303,699	-	-	-
Total Revenues	14,457,459	3,180,115	2,907,469	-9%
Change in Fund Balance	(\$29,543)	(\$411,468)	(\$489,134)	19%
Permanent FTEs	-	-	-	-
Temporary FTEs	-	-	-	-
Total Authorized FTEs	-	-	-	-

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

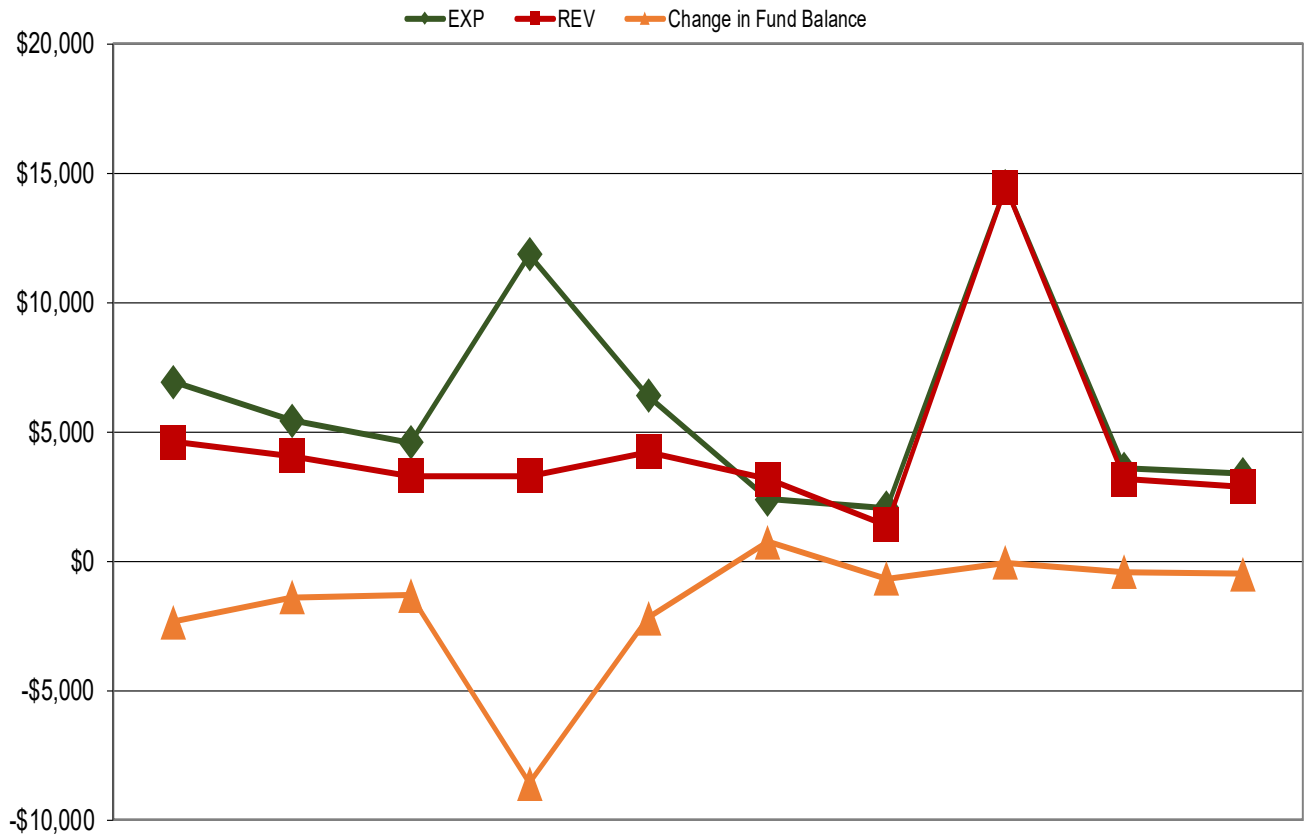
**BALLSTON PUBLIC PARKING GARAGE FUND
FUND STATEMENT**

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1				
Debt Service Reserve Fund ¹	\$593,061	\$605,245	\$605,245	\$619,199
Economic Stability Reserve ²	595,983	\$474,417	612,415	619,935
TOTAL BALANCE	1,189,044	1,079,662	1,217,660	1,239,134
REVENUE				
Parking Revenue	2,153,760	3,180,115	2,674,602	2,907,469
GASB	12,303,699	-	-	-
TOTAL REVENUE	14,457,459	3,180,115	2,674,602	2,907,469
TOTAL REVENUE & BALANCE	15,646,503	4,259,777	3,892,262	4,146,603
EXPENSES				
Garage Operations	2,183,303	2,486,338	2,153,129	2,432,381
Capital Replacement	-	500,000	500,000	624,000
Debt Repayment and Debt Service	-	605,245	-	340,222
GASB	12,303,699	-	-	-
TOTAL EXPENSES	14,487,002	3,591,583	2,653,129	3,396,603
BALANCE, JUNE 30				
Debt Service Reserve Fund ¹	605,245	619,199	619,199	-
Economic Stability Reserve ²	554,256	48,995	619,935	750,000
TOTAL BALANCE	\$1,159,501	\$668,194	\$1,239,134	\$750,000

¹ The Debt Service Reserve Fund is a usual and customary revenue bond requirement in order to provide additional assurance to bond holders. Beginning in FY 2019, the debt service reserve includes funding for a portion of the Ballston Quarter CDA debt service due and payable in the following fiscal year. Debt service is only paid if revenues are available in excess of required reserves.

² The reserve is expected to be drawn upon in FY 2024 due to the ongoing effects of COVID-19. Per the Financial and Debt Management Policies, this balance will be replenished over the next three fiscal years.

EXPENDITURE AND REVENUE TRENDS



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
\$ in 000s										
EXP	\$6,951	\$5,453	\$4,590	\$11,872	\$6,402	\$2,416	\$2,059	\$14,487	\$3,592	\$3,397
REV	\$4,622	\$4,077	\$3,298	\$3,312	\$4,233	\$3,185	\$1,409	\$14,457	\$3,180	\$2,907
Change in Fund Balance	-\$2,329	-\$1,376	-\$1,292	-\$8,560	-\$2,169	\$769	-\$650	-\$30	-\$412	-\$489

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include \$12,303,699 for these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	- Non-personnel expenses increased by \$10,063 for non-discretionary contractual increases. - Overall revenue decreased by \$474,962 due to completion of work on Level 8 and less revenue from hourly parking.	
FY 2016	- Non-personnel expenses decreased by \$11,917 for non-discretionary contractual decreases. - Capital construction expense decreased to reflect the capital projects to be implemented within the fiscal year (\$347,042). - Overall revenue decreased by \$452,686 due to loss of tenants during planned mall redevelopment.	
FY 2017	- Non-personnel expenses decreased for the garage management contract (\$306,334), general custodial supplies (\$70,620), office supplies (\$11,196), utilities (\$42,156) and fuel (\$221), partially offset by increases for consultant services for design review, wayfinding and to mitigate construction impacts (\$200,000), signage (\$80,000), miscellaneous services (\$14,379) and equipment repair (\$67,611). - Capital Construction increased by 198 percent due to planned repairs to the 4th and 5th floor concrete slabs, and a planned \$4 million contribution as part of the Ballston Quarter redevelopment. - Debt service decreased by \$137,700 due to lower interest payments. - Revenues decreased by \$612,003 due to loss of tenants during mall redevelopment.	
FY 2018	- Non-personnel decreased due to the garage management and other contractual services (\$168,520), custodial services (\$215,630), and fuel (\$979), partially offset by increased office supplies (\$3,648). - Capital Construction decreased due to the elimination of the one-time contribution as part of the Ballston Quarter redevelopment and a decrease of available funds for capital constructions projects (\$4,631,098). - Debt service increased by \$3,329,800 to make final payments to retire revenue bonds. - Revenues decreased by \$318,376 due to loss of tenants during mall redevelopment.	
FY 2019	- Non-personnel increased primarily due to the garage management and other contractual services (\$121,226), repairs and maintenance (\$126,000), and materials and supplies (\$8,400), partially offset by decreased consultants (\$120,000) and signage (\$80,000). - Capital Construction decreased due to the planned completion of the garage improvements in FY 2018 (\$1,344,044).	

Fiscal Year	Description	FTEs
	▪ Debt service decreased by \$4,904,100 after the revenue bonds were redeemed in full on August 1, 2017. ▪ Revenues increased by \$1,290,029 due to completion of the mall redevelopment in November 2018 and a planned increase in parking utilization.	
FY 2020	▪ Increased materials and supplies (\$41,600). ▪ Decreased garage management costs and other contractual services (\$33,068). ▪ Capital Construction increased due to ongoing garage improvements as outlined in the Adopted FY 2019 – FY 2028 CIP (\$1,000,000). ▪ Property taxes increased \$75,050 due to an increase in the property assessment. ▪ Debt service increased by \$577,178 due to the first payment of the Series 2017A and Series 2017B Ballston Quarter CDA bonds. A portion of these bonds was issued for improvements to the garage and will be paid from available revenues. ▪ Revenues decreased by \$389,700 due to the delayed completion of Ballston Quarter and a phased opening of new restaurants and businesses.	
FY 2021	▪ Increased materials and supplies (\$6,300). ▪ Increased garage management costs and other contractual services (\$61,000). ▪ Property taxes increased \$18,753 due to an increase in the property assessment. ▪ Capital construction decreased by \$222,375 due to completion of garage improvements related to the Ballston Quarter redevelopment. ▪ Revenue increased by \$50,910 due to the completion of Ballston Quarter and an increase in daily and monthly parking utilization.	
FY 2022	▪ Non-personnel decreased due to reduced garage management costs (\$210,343) and maintenance and consultant costs (\$18,600). In FY 2021 and FY 2022 the County implemented cost saving measures at the garage, which includes reducing contracted security presence from two to one person between 7 AM and 11 PM and reducing contracted cleaning services. ▪ Capital construction decreased \$800,000 due to lower projected revenues available for ongoing capital needs. ▪ Property taxes increased \$15,297 due to an increase in the property assessment. ▪ Debt service increased \$15,883. ▪ Revenues decreased by \$1,344,310 due to the ongoing effects of COVID-19 and decreased retail activity at Ballston Quarter. ▪ Due to the negative impacts of COVID-19 on revenue it is projected that the Economic Stability Reserve will need to be utilized in FY 2021 and FY 2022 to fund the operations of the garage. The County is required to	

Fiscal Year	Description	FTEs
	pay back the reserve within three years. If revenues are worse than expected in FY 2022 or there is an unanticipated capital maintenance need at the garage, the County may need to borrow funds from the Ballston Garage 8th Level Fund.	
FY 2023	▪ Non-personnel increased due to garage management costs (\$67,486), contractual services (\$45,200), and material and supplies (\$5,800). ▪ Capital construction increased \$300,000 to fund the next phase of repairs including stormwater improvements to address current flooding issues. ▪ Debt service increased by \$12,184. ▪ Real estate taxes increased by \$13,680. ▪ Revenues increase by \$310,415 due to projected parking revenue. ▪ Due to the negative impacts of COVID-19 on revenue, the Economic Stability Reserve is again projected to be utilized in FY 2023 to fund garage operations. The County is required to pay back the reserve within three years. If revenues are under budget in FY 2023 or there are unanticipated capital maintenance needs at the garage, the County may borrow funds from the Ballston Garage 8th Level Fund or make further operational adjustments to manage expenses.	

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Our Mission: To provide safe off-street parking at competitive rates for visitors to retail establishments, the MedStar Capitals Iceplex, and office workers in the Ballston area

BALLSTON PUBLIC PARKING GARAGE – EIGHTH LEVEL SUMMARY

- Provide parking for the MedStar Capitals Ice Rink and the Ballston Common Mall.
- Revenue from 8th level covers operation and maintenance costs.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed budget for the Ballston Public Parking Garage Eighth Level is \$140,475, a 26 percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Non-personnel expenses primarily increase due to contractual services (\$17,980) and garage management costs (\$12,000).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	-	-	-	-
Non-Personnel	\$80,987	\$111,383	\$140,475	26%
Capital Construction	-	-	-	-
Total Expenditures	80,987	111,383	140,475	26%
Fees	203,329	194,380	194,380	-
Total Revenues	203,329	194,380	194,380	-
Change in Fund Balance	\$122,342	\$82,997	\$53,905	-35%

**BALLSTON PUBLIC PARKING GARAGE - EIGHTH LEVEL
OPERATING STATEMENT**

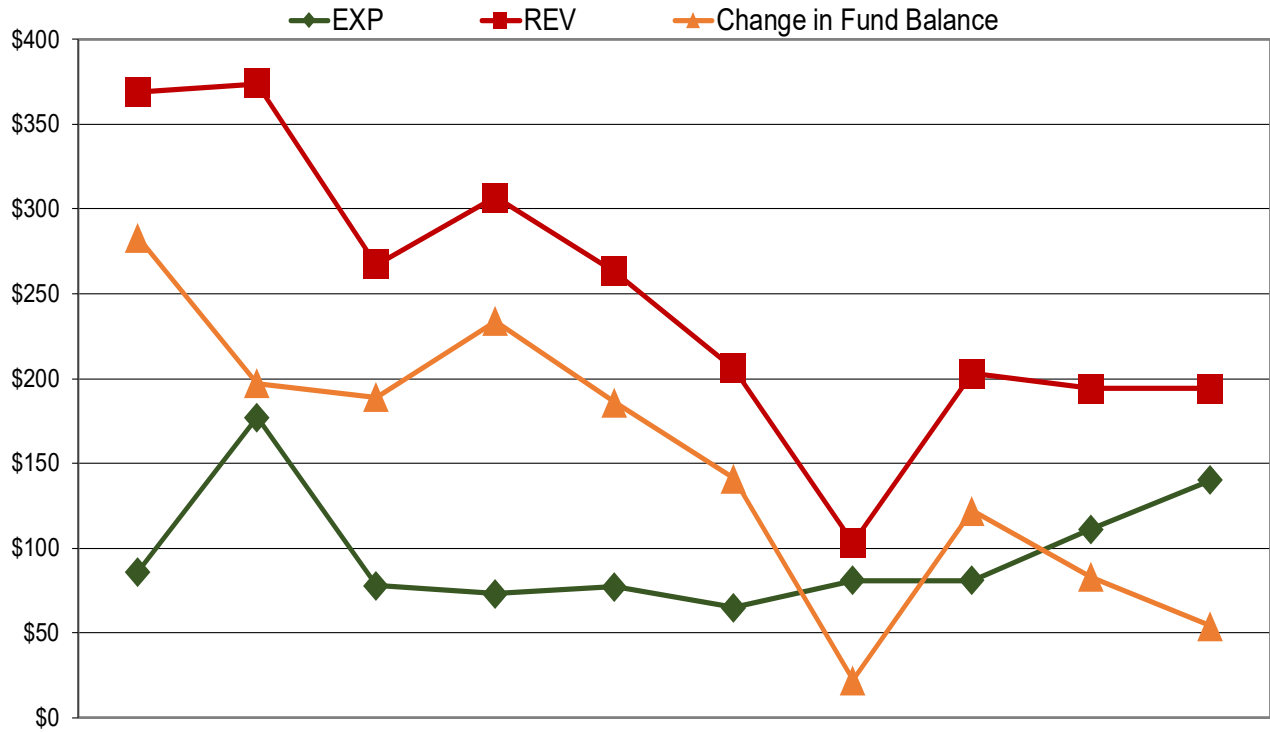
	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
BALANCE, JULY 1				
Construction Reserve	\$1,557,633	\$1,663,159	\$1,635,046	\$1,729,208
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	1,597,633	1,703,159	1,675,046	1,769,208
REVENUE				
Parking Revenue	203,329	194,380	209,336	194,380
TOTAL REVENUE	203,329	194,380	209,336	194,380
TOTAL REVENUE & BALANCE	1,800,962	1,897,539	1,884,382	1,963,588
EXPENSES				
Eighth Level Garage Operations	80,987	111,383	115,174	140,475
Eighth Level Capital Expense	-	-	-	-
TOTAL EXPENSES	80,987	111,383	115,174	140,475
BALANCE, JUNE 30				
Construction Reserve	1,679,975	1,746,156	1,729,208	1,783,113
Operating Reserve	40,000	40,000	40,000	40,000
TOTAL BALANCE	\$1,719,975	\$1,786,156	\$1,769,208	\$1,823,113

A portion of the fund balance will be reserved for capital expenses in the garage and a portion of the balance will be retained as an operating reserve.

BALLSTON PUBLIC PARKING GARAGE – 8TH LEVEL FUND

TEN-YEAR HISTORY

EXPENDITURE AND REVENUE TRENDS



	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
\$ in 000s										
EXP	\$86	\$177	\$78	\$73	\$77	\$65	\$81	\$81	\$111	\$140
REV	\$369	\$374	\$267	\$307	\$263	\$206	\$103	\$203	\$194	\$194
Change in Fund Balance	\$283	\$197	\$189	\$234	\$186	\$141	\$22	\$122	\$83	\$54

Fiscal Year	Description	FTEs
FY 2015	▪ Revenue increased due to the completion of garage construction on the 8th Level (\$37,768).	
FY 2016	▪ Revenue increased based on revised estimates (\$10,080).	
FY 2017	▪ Non-personnel expenses increased due to an increase in the cost of maintenance contract (\$14,371) and funds for snow removal (\$20,000). ▪ Revenue decreased due to the planned renovation of the mall (\$43,276).	
FY 2018	▪ Non-personnel expenses decreased due to the lower cost of contractual services (\$31,990) and office supplies (\$1,178), partially offset by an increase in custodial supplies (\$13,090). ▪ Revenue decreased due to the renovation of the mall (\$15,502).	
FY 2019	▪ Non-personnel expenses decreased primarily due to lower custodial supply costs (\$3,200). ▪ Decrease in capital construction due to completion of garage repairs and improvements in FY 2018 (\$1,000,000). ▪ Revenue increased due to the completion of mall renovations and forecasted increases in parking (\$15,000).	
FY 2020	▪ Decreased cost for custodial supplies (\$15,000). ▪ Increased real estate taxes (\$5,400) and garage management and other contractual services (\$5,910). ▪ Revenue increased due to completion of mall renovations and forecasted increases in parking (\$1,800).	
FY 2021	▪ Increased maintenance and repairs (\$6,000) and real estate taxes (\$1,175). ▪ Revenue decreased due to decreases in parking fee revenue (\$22,860).	
FY 2022	▪ Decreased contractual services (\$4,234) partially offset by an increase in real estate taxes (\$1,505). ▪ Revenue decreased due to impact of COVID-19 and the projected decrease in parking (\$39,890).	
FY 2023	▪ Non-personnel expenses increased due to contractual services (\$15,763), material and supplies (\$4,620) adjustments, and an increase in real estate taxes (\$888). ▪ Revenue decreased due to the projected decrease in parking due to the ongoing impact of COVID-19 (\$6,270).	

Our Mission: To set the standard for excellence in public service by providing consistent quality and timely permitting, plan review, and inspection services both in building construction and zoning.

DEVELOPMENT FUND SUMMARY

The fee-supported units that comprise the CPHD Development Fund are the Zoning Division: Policy, Research, and Information Management, Counter Services, Zoning Enforcement, Zoning Plan Review, and Board of Zoning Appeals; and the following sections of the Inspection Services Division: Construction Permit Administration Services, Construction Field Inspection Services, and Construction Plan Review Services.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the CPHD Development Fund is \$27,781,797, a six percent increase over the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, slightly higher retirement contributions based on current actuarial projections, and one-time \$2,000 (gross) employee bonuses (\$310,101), adjustments to salaries resulting from the the Administrative Job Family study (\$28,288), and an increase to charge-outs for County staff (\$26,650). Personnel increases also include the transfer in of a Community Codes Inspector III position from the General Fund (\$133,001; FTE 1.0), the conversion of three filled temporary positions to permanent (FTE 3.0, \$440,091), and conversion of one previously budgeted temporary position to permanent (FTE 1.0).
 - Beginning in FY 2022, the Department has been re-aligning staffing based on construction, permitting, and inspection demands. In FY 2023, a number of permanent and temporary positions were added to allow the Department to staff where there was the greatest need. For FY 2024, four filled temporary positions are being converted to permanent based on the ongoing projected workload. With the Development Fund being a self-supporting fund, the number of staff will fluctuate over time based on workload and revenue generated to support the fund. The positions being converted from temporary to permanent include:
 - Construction Plans Examiner II (3.0 FTE): Construction Plan Review Services
 - Zoning Inspector (1.00 FTE): Zoning Enforcement
- ↓ Non-personnel decreases primarily due to a decrease in costs associated with the Permit Arlington project (\$1,517,477), a decrease in FY 2024 electric vehicle (EV) purchase funds (\$1,185), and the removal of one-time funds for a transfer out to fund 609 for EV costs in FY 2023 (\$6,704). These decreases are partially offset by an increase in indirect costs related to General Fund operational support (\$1,023,023), adjustments to the annual expense for maintenance and replacement of County vehicles (\$42,818), adjustments to rent for vehicle parking charges at Bozeman Government Center (\$41,148), and rent for the tenth floor (\$33,829).
- ↑ Revenue increases due to an inflationary increase of 5.2% to development fees (\$1,128,400), an increase of indirect costs of six percent to Inspection Services fees (\$961,375), and the establishment of a 21 percent indirect costs surcharge to Zoning fees (\$473,320); offset by a reduction in projected permit activity fees (\$868,000).

- CPHD is monitoring the changing commercial development environment. With the rise in interest rates through FY 2023 and the ongoing commercial office vacancy rates, it is uncertain how commercial developers may adjust their development time horizons for large commercial space. Large projects are often planned and developed over a number of years so the impact on activity may occur over a longer period of time.

FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$14,079,485	\$16,698,510	\$18,677,649	12%
Non-Personnel	9,243,369	9,489,325	9,104,148	-4%
GASB	13,571,504	-	-	-
Total Expenditures	36,894,358	26,187,835	27,781,797	6%
Fees	21,147,641	22,568,000	24,263,095	8%
GASB	13,571,504	-	-	-
Total Revenues	\$34,719,145	\$22,568,000	\$24,263,095	8%
Permanent FTEs	116.00	123.00	128.00	
Temporary FTEs	-	9.00	9.00	
Total Authorized FTEs	116.00	132.00	137.00	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Expenses & Revenues by Line of Business

	FY 2022 Actual Expense	FY 2023 Adopted Expense	FY 2024 Proposed Expense	% Change '23 to '24	FY 2024 Proposed Revenue	FY 2024 Change in Fund Balance
Policy, Research and Information Mgmt.	\$1,467,248	\$1,516,805	\$1,520,947	-	\$2,952,615	\$1,431,668
Counter Services	609,778	1,371,164	1,355,978	-1%	-	(1,355,978)
Zoning Enforcement	831,723	898,846	1,062,856	18%	-	(1,062,856)
Zoning Plan Review	901,106	1,231,028	1,392,778	13%	-	(1,392,778)
Board of Zoning Appeals	153,993	290,631	421,719	45%	-	(421,719)
Construction Permit Admin. Services*	25,559,457	12,888,349	13,004,155	1%	12,604,086	(400,069)
Construction Field Inspection Services	4,312,262	4,280,112	4,796,493	12%	4,796,493	-
Construction Plan Review Services	3,058,791	3,710,900	4,226,871	14%	3,909,901	(316,970)
Total	\$36,894,358	\$26,187,835	\$27,781,797	6%	\$24,263,095	(\$3,518,702)

*FY 2022 Construction Permit Admin. Services actuals includes a GASB adjustment associated with capital assets.

Authorized FTEs by Line of Business

	FY 2023 FTEs Adopted	FY 2024 Permanent FTEs Proposed	FY 2024 Temporary FTEs Proposed	FY 2024 Total FTEs Proposed
Policy, Research and Information Management	9.00	8.00	1.00	9.00
Counter Services	10.00	9.00	3.00	12.00
Zoning Enforcement	7.00	8.00	-	8.00
Zoning Plan Review	9.00	10.00	1.00	11.00
Board of Zoning Appeals	2.00	3.00	-	3.00
Construction Permit Admin. Services*	32.00	33.00	2.00	35.00
Construction Field Inspection Services	33.00	33.00	1.00	34.00
Construction Plan Review Services	21.00	24.00	1.00	25.00
Total	123.00	128.00	9.00	137.00

*FY 2024 includes a transfer in of a Community Codes Inspector III position from the General Fund to Construction Permit Admin. Services

**CPHD Development
Fund Statement**

	FY 2022 Actual*	FY 2023 Adopted	FY 2023 Re-estimate	FY 2024 Proposed
ADJUSTED BALANCE, JULY 1				
Contingent Fund Reserve	\$6,336,556	\$6,996,856	\$6,996,856	\$7,223,132
Capital Reserve	6,643,960	3,808,447	3,808,447	805,064
TOTAL BALANCE	12,980,516	10,805,303	10,805,303	8,028,196
REVENUE				
Fees	21,147,641	22,568,000	21,300,000	24,263,095
GASB Adjustment	13,571,505	-	-	-
TOTAL REVENUE	34,719,146	22,568,000	21,300,000	24,263,095
TOTAL REVENUE & BALANCE	47,699,662	33,373,303	32,105,303	32,291,291
EXPENSES				
Personnel	14,079,485	16,698,510	14,977,107	18,677,649
Non-personnel	9,243,369	9,489,325	9,100,000	9,104,148
GASB Adjustment	13,571,505	-	-	-
TOTAL EXPENSES	36,894,359	26,187,835	24,077,107	27,781,797
BALANCE, JUNE 30	10,805,303	7,185,468	8,028,196	4,509,494
Contingent Fund Reserve	6,996,856	7,070,715	7,223,132	4,509,494
Capital Reserve	3,808,447	114,753	805,064	-
TOTAL BALANCE	\$10,805,303	\$7,185,468	\$8,028,196	\$4,509,494

*FY 2022 revenue and non-personnel actuals includes a GASB adjustment of \$13.6 million associated with capital assets. This amount is not being included in the Contingent Reserve as described below.

- Beginning in FY 2013, the CPHD Development Fund has maintained a Contingent Reserve, which is a 30 percent balance of the total fiscal year's operating budget; this amount is equivalent to three to four months of annual operating expenditures. The CPHD Development Fund is not authorized to spend from this contingent without the County Board's approval. For FY 2023 and FY 2024, the contingent reserve will be temporarily utilized to fund the projected

staffing requirements of the changing permitting activity and the complexity of large commercial projects.

- The Capital Reserve is a funding source for planned and unanticipated needs that exceed the amount available in the annual operating budget. The multi-year technology and one-time projects utilizing the Capital Reserve monies are: implementation of the County Manager's Permit Arlington initiative which includes replacement of the enterprise-wide permitting system and business process re-engineering; website improvements; and the creation of a customer service center. In the future, the Capital Reserve will be replenished to address any future technology needs.

POLICY, RESEARCH, AND INFORMATION MANAGEMENT

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Policy, Research, and Information Management (PRIM):

- Provides leadership and operational support to the Zoning Division.
- Conducts zoning research and application review leading to issuance of Accessory Dwelling Permits, Family/Caregiver Suite Permits, Dance Hall Permits, Zoning Administrator Determinations, and Zoning Compliance Letters.
- Reviews and approves all requests for Administrative Changes for approved site plans and use permits.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Zoning compliance letter/determination average turnaround time (days)	36	55	36	38	36	36

- Zoning compliance letters and zoning determinations transitioned from paper to digital submissions with the implementation of Permit Arlington in September 2019. The increased turnaround times in FY 2020 are related to process adjustments from this change.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of Zoning Administrator determinations issued	42	38	35	25	22	22
Number of zoning compliance letters issued	84	84	79	87	75	75
Number of administrative change applications	269	249	213	193	190	190
Number of FOIA Requests received	N/A	218	307	436	385	385

- The number of Zoning Administrator determinations issued decreased in FY 2020 and FY 2021 due to the impact of COVID-19 disruptions. The determinations continued to decrease in FY 2022 and is expected to continue due to rising housing interest rates and decrease in new business ventures.
- The number of zoning compliance letters issued decreased slightly in FY 2021 because of COVID-19 disruptions. FY 2023 and FY 2024 estimates are based on current observations of the number of applications decreasing with the increase in interest rates that has occurred this calendar year.
- The number of FOIA requests increased in FY 2021 and FY 2022 when the permit center closed to walk-in customers. Prior to the pandemic, customers had the option to request and receive information directly from Zoning staff in person. With the return of in person services in FY 2023, staff expect the number of FOIA requests to decrease as residents will have the ability to query county records without submitting a FOIA request.

COUNTER SERVICES

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Counter Services

The Counter Services section of the Zoning Division provides high-volume front-line customer service to residents, contractors, attorneys, realtors, architects, and developers by:

- Providing information to the public over the phone, in person, virtually, and via email regarding the use and development of private property.
- Reviewing building plans and permit requests electronically and/or in hard copy to ensure compliance with use, height, density, placement requirements, and parking ratios to ensure compliance with the County's Zoning Ordinance.
- Receiving, screening, and evaluating sign permits for by-right and comprehensive sign plan projects.
- Processing and reviewing Certificate of Occupancy, Fence, Home Occupation, and Accessory Homestay applications.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average wait time per customer (minutes)	21	24	N/A	N/A	8	11

- Average wait time per customer is based on the average time it would take to serve a customer should they walk into the office. Due to COVID-19, all in-person activity ceased in March 2020. As in-person activities resume, it is anticipated that a decrease in wait times will occur In FY 2023 and FY 2024 due to the introduction of online submission for most development permits, new customer service software and significantly fewer in-person customers than in previous years.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of customers served (in-person)	9,931	6,378	N/A	N/A	372	466
Number of customers served (virtually)	N/A	N/A	14,089	14,685	11,500	11,000
Number of Certificates of Occupancy reviewed	1,227	1,142	948	823	820	820
Number of non-building permits reviewed	1,365	1,306	1,280	1,067	1,220	1,300
Number of express building permits reviewed	2,171	1,680	1,710	1,268	1,080	1,100

- Due to COVID-19, all in-person activity ceased in March 2020 and resumed in FY 2022. Due to an increase in online applications, the volume of walk-in customers has declined significantly as compared to pre-pandemic levels. This trend is expected to continue in FY 2023 and FY 2024.
- The number of customers served virtually includes customers who contact Counter Services by phone and email which have only been tracked since walk-in services were suspended in

COUNTER SERVICES

March 2020. The number of customers served virtually in FY 2023 and FY 2024 is expected to decrease due to the return of walk-in customer service.

- The number of Certificates of Occupancy reviewed decreased in FY 2021 and FY 2022 due to building occupancy limitations and construction slowdowns associated with COVID-19. This slowdown is expected to continue in FY 2023 and FY 2024.
- The decrease in the number of non-building permits reviewed in FY 2020 and FY 2021 is due to construction and business activity affected by COVID-19. The number of fence permits decreased in FY 2022 which contributed to the overall decline in the number of non-building permits reviewed and that trend is expected to continue to increase in FY 2023 and FY 2024.
- The decrease in the number of express building permits reviewed in FY 2020 and FY 2021 is due to construction and business activity affected by COVID-19. In FY 2022, the number of building permits processed decreased as larger residential projects continue to make up a larger percentage of total renovations. That trend is expected to continue in FY 2023 and FY2024.

ZONING ENFORCEMENT

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Zoning Enforcement

The Zoning Enforcement section ensures fair, diligent, and responsible monitoring and enforcement of the Arlington County Zoning Ordinance. This is done through the investigation of zoning complaint cases, inspections for Certificate of Occupancy, as well as inspections for use permit review and for active site plan projects.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of warning notices	64	49	122	34	45	45
Number of violation notices	81	139	56	92	95	95
Number of tickets issued	37	25	2	8	10	10
Average case duration (days) from open to close	53	32	28	38	40	40
Percentage of cases closed prior to ticket issuance	81%	85%	97%	91%	90%	90%

- The increase in the number of warning notices in FY 2021 was due to a process change per COVID-19 safety protocols to send warning notices by mail in place of in-person inspections or use of verbal warnings. The number of warning notices decreased in FY 2022 due to a return to in-person inspections and that trend is expected to continue in FY 2023 and FY 2024.
- The number of violation notices increased in FY 2020 due to the increase in inspections and violations related to outdoor cafes. The number of violations in FY 2022 is due to the ability of inspectors to physically observe more activities. That trend is expected to continue into FY2023 and FY2024.
- The number of tickets issued decreased in FY 2021 due to an increase in compliance garnered through the new procedure for mailed warning notices. This resulted in an increase in percentage of cases closed prior to ticket issuance. The number of tickets issued increased in FY 2022 due to fewer violations being resolved during the warning abatement period. This trend is expected to continue in FY 2023 and FY 2024.
- Average case duration decreased in FY 2020 due to a decrease in workload associated with the impact of COVID-19. This decrease continued in FY 2021 due to inspectors gaining compliance through additional warning notices. The FY 2022 increase was due to a higher workload which is expected to remain at that level in FY 2023 and FY 2024.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Total number of Certificate of Occupancy inspections	1,127	956	744	742	750	750
Number of complaint cases	308	375	523	365	380	380
Number of virtual inspections	N/A	176	751	390	380	380

ZONING ENFORCEMENT

- The number of Certificate of Occupancy Inspections decreased in FY 2020 due to the impact that COVID-19 had on new businesses and office openings. It is expected to remain at that level in FY 2023 and FY 2024.
- The number of Zoning complaint cases increased in FY 2021 due to the increase in the number of noise complaints from residents who were impacted by construction noise while home during the day and the number of residents erecting structures without approval. The decrease in the number of zoning complaints in FY 2022 and beyond reflects a return to pre-pandemic levels.
- Virtual inspections were introduced in late FY 2020 due to COVID-19 safety restrictions and continued into FY 2021. In FY 2022, virtual inspections decreased while in-person inspections increased. Virtual inspections are expected to remain the same in FY 2023 and FY 2024 and continue to be utilized as an option for certain activities.

ZONING PLAN REVIEW

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Zoning Plan Review

Zoning Plan review staff, in collaboration with residents, contractors, and developers, review by-right residential and commercial projects as well as perform post-implementation project management of site plans and use permits. Zoning Plan Reviewers are responsible for ensuring that new building construction is compliant with the ACZO as well as the specific regulations that apply to the hundreds of site plans and thousands of use permit projects approved by the County Board. The Zoning Plan Review section:

- Reviews building permits plans for new construction, additions, repair, or alterations to existing buildings for compliance with the Zoning Ordinance.
- Provides post-approval project management for approved site plans and use permits through the construction process.
- Coordinates with staff from the Inspection Services Division, Department of Environmental Services, Real Estate Assessments Office, and Zoning Enforcement staff during the review of site plan building permits to ensure that compliance with County Board approved special exception conditions are fulfilled.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average review time for special exception permits	N/A	N/A	N/A	18	15	15
Average review time for by-right building permits	N/A	N/A	N/A	12	8	8
Citizens/groups/contractors/developer meetings attended	667	1,074	1,549	1,283	1,200	1,200
Number of accessory dwelling code consultations	35	67	38	30	12	12

- The average review time is the average number of business days it takes for a permit to be reviewed after it is submitted. The average review time varies depending on the permit type, the volume of permits submitted and the current staffing levels. The standard permit review time ranges between 2 and 10 days for by-right projects and between 10 and 21 days for special exception and larger commercial projects. By-right projects require review against standard zoning ordinance requirements while special exception projects typically also require compliance with and review against County Board of BZA conditions of approval. These measures were not tracked prior to FY 2022. Due to an increase in staffing, it is anticipated that a decrease in review time will take place in FY 2023 and continue into FY 2024.
- Prior to FY 2020, citizens/groups/contractors/developer meetings attended only included in-person meetings attended by staff. The increased number of meetings attended by staff in FY 2020 and FY 2021 is associated with the inclusion of virtual meetings, which started in March 2020, after the suspension of in-person activities due to COVID-19. FY 2022 actuals, estimates for FY 2023, and FY 2024 reflect a return to in-person meetings, as well as increased availability for individuals to have questions answered through the Arlington Permit center which has been open to walk-in customer (with limited service) beginning September 2022.

ZONING PLAN REVIEW

- Accessory dwelling code consultations are meetings between staff and residents to discuss regulations and project ideas. Consultations do not always lead to applications. While not required, they are recommended by staff to discuss the feasibility of a proposed accessory dwelling unit with a property owner.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of by-right building permits reviewed	2,264	3,239	4,280	4,453	4,300	4,500
Number of special exception building permits reviewed (site plan/ use permits)	1,419	1,396	1,074	1,169	1,200	1,200
Number of accessory dwelling permit applications reviewed	12	30	40	52	24	24
Percentage of all building permits reviewed as express	35%	26%	24%	18%	30%	30%

- During the COVID-19 pandemic, the number of by-right residential building permits increased over previous years. Staff anticipates this trend to continue in FY 2023 and FY 2024.
- Special exception projects decreased in FY 2021 due to delays in construction starts of several site plan and use permit projects (Pentagon Centre, Virginia Hospital Center, 1900 Crystal Drive). Special exception permits increased in FY 2022 due to the start of several projects (1900 Crystal Dr., Landmark Courthouse, Westmont Shopping Center, Clarendon West). It is anticipated that the special exception permits will keep this pace in FY 2023 and FY 2024 as additional projects are initiated (Ames, Crystal Plaza I) and more large projects are scheduled for County Board approval (Pen Place, The Elliot, Wendy's site).

BOARD OF ZONING APPEALS

PROGRAM MISSION

To provide service to the Arlington community by interpreting, administering, and enforcing the Arlington County Zoning Ordinance (ACZO).

Board of Zoning Appeals (BZA)

The BZA is a resident board appointed by the Circuit Court that has delegated authority to grant certain types of relief from the standards of the zoning ordinance as well as to review and make decisions on zoning variances and appeals. The Board of Zoning Appeals section researches, coordinates, and staffs the zoning appeals process.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of BZA meetings	12	7	15	13	13	13
Cases approved or partially approved	80	55	119	75	75	75
Number of pre-application meetings	70	77	102	129	130	130

- The number of BZA meetings and cases increased in FY 2021 due to the backlog of cases that developed when the BZA was unable to hold public hearings during the last four months of FY 2020 due to the public health restrictions related to COVID-19. The reduced number of cases in FY 2022 is in line with a return to pre-pandemic case levels.
- While the number of pre-application meetings has been increasing every year, the number of meetings is anticipated to remain stable in FY 2023 and FY 2024.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of BZA cases (including carryovers)	114	86	168	118	116	116
BZA Use Permits	78	59	124	82	80	80
BZA Variances	15	12	11	8	10	10
BZA Appeals	3	0	2	2	2	2
Carryover Cases	18	15	31	26	24	24

- The increase in the number of BZA Use Permits and BZA Appeals in FY 2021 was due to the backlog of BZA cases that developed when the BZA was unable to hold public hearings for the last four months of FY 2020 due to public health restrictions related to COVID-19. The reduced number of BZA cases in FY 2022 is in line with a return to pre-pandemic case levels.
- The number of BZA Use Permits is expected to decrease and return to pre-pandemic levels in FY 2022 as the ability to meet virtually has allowed the BZA to process the backlog of unheard cases.
- There were no BZA appeals in FY 2020 due to no contests to BZA decisions that year.
- The number of carryover cases increased in FY 2021 commensurate with the increase in BZA use permits.

CONSTRUCTION PERMIT ADMINISTRATION SERVICES

PROGRAM MISSION

To educate, inform, and support residents, contractors, and constituents with information and support regarding permits for construction activity within the County, and to ensure the Virginia Uniform Statewide Building Code (VUSBC) requirements are met.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of construction permits issued	16,975	15,555	12,854	N/A	16,000	16,000
Number of customers served at the customer kiosk	27,549	13,200	0	N/A	2,500	2,500
Square footage of permits (millions)	9.2	12.9	8.7	N/A	12.0	12.0

- Due to the FY 2022 launch of building and trade permits in the Permit Arlington System, FY 2022 actual information is currently unavailable for all measures. It is anticipated that this information will be available in the latter part of FY 2023.
- The number of construction permits issued per year varies due to the amount of services needed. This decreased in FY 2021 due to the effects of COVID-19 and construction supply chain issues. It is anticipated that FY 2023 and FY 2024 will return to levels prior to COVID.
- The number of customers served at the kiosk decreased in FY 2020 and FY 2021 due to COVID-19 and the halt of all in-person activity in March 2020. FY 2023 and FY 2024 estimates reflect the continuation of virtual assistance including ePlan submissions.
- The square footage of permits and estimated building value (below) varies per year due to the size of the projects in the development pipeline and their permitting needs.

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate
Estimated building value (billions)	\$1.1	\$1.8	\$1.3	N/A	\$1.5	\$1.5
Number of inspections scheduled through the Interactive Voice Response (IVR) System	13,968	12,205	13,614	N/A	0	0
Number of inspections scheduled through the website	29,946	28,358	17,757	N/A	60,000	60,000

- Due to the FY 2022 launch of building and trade permits in the Permit Arlington System, FY 2022 actual information is currently unavailable for all measures. It is anticipated that this information will be available in the latter part of FY 2023.
- With the launch of building and trade permits in the Permit Arlington system in late FY 2022, the IVR system will be phased out as all inspections will be scheduled on-line.
- The number of inspections scheduled through the website decreased in FY 2021 due to the effects of COVID-19.

CONSTRUCTION FIELD INSPECTION SERVICES

PROGRAM MISSION

To safeguard public health, safety, and welfare by enforcing State-mandated construction codes by inspecting buildings under construction.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of daily inspections by inspector	10	10	10	N/A	10	10
Percent of all inspections completed on the day scheduled	99%	99%	99%	N/A	100%	100%
Total number of inspections conducted	67,562	62,458	50,384	N/A	65,000	65,000

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of inspections approved - residential and commercial	74%	64%	70%	N/A	70%	70%

- Due to the FY 2022 launch of building and trade permits in the Permit Arlington System, FY 2022 actual information is currently unavailable for all measures. It is anticipated that this information will be available in the latter part of FY 2023.
- The total number of inspections conducted varies from year to year due to several factors including the type of inspections required by the building, the building's complexity and height, and the volume of construction in a given year.
- The number of inspections and percent of inspections approved decreased in FY 2020 due to the restrictions of COVID-19. It is anticipated that they will return to pre-pandemic levels in FY 2023 and FY 2024.

CONSTRUCTION PLAN REVIEW SERVICES

PROGRAM MISSION

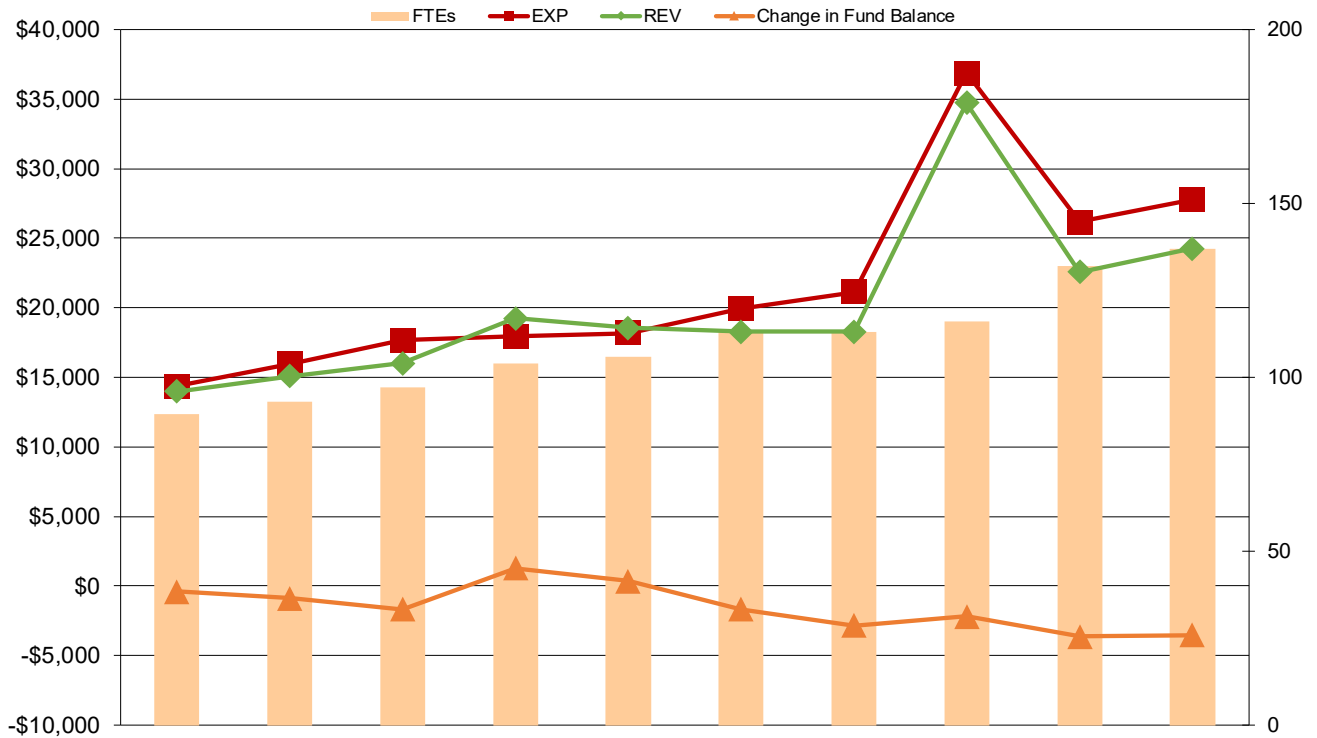
To ensure building construction documents meet adopted code requirements and support public health, safety, and welfare.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average number of days in ISD for first time plan review for Commercial Fast Track	N/A	N/A	N/A	N/A	2	2
Average number of days in ISD for first time plan review for new commercial buildings	N/A	N/A	N/A	N/A	15	15
Average number of days in ISD for first time plan review for new residential buildings	N/A	N/A	N/A	N/A	10	10
Average number of days in ISD to permit issuance for Commercial Fast Track	N/A	N/A	N/A	N/A	14	14
Average number of days in ISD to permit issuance for new commercial buildings	N/A	N/A	N/A	N/A	75	75
Average number of days in ISD to permit issuance for new residential buildings	N/A	N/A	N/A	N/A	40	40

- Due to the FY 2022 launch of building and trade permits in the Permit Arlington System, FY 2022 actual information is currently unavailable for all measures. It is anticipated that this information will be available in the latter part of FY 2023.
- The County implemented on-line plan review services ("ePlan review") for commercial and residential projects that require plan review before the issuance of a permit. Beginning in FY 2023, these measures will be reported as performance measures.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual*	FY 2023 Adopted Budget	FY 2024 Proposed Budget
EXP	\$14,376	\$15,984	\$17,663	\$17,936	\$18,191	\$19,945	\$21,122	\$36,894	\$26,188	\$27,781
REV	\$13,990	\$15,095	\$16,014	\$19,226	\$18,547	\$18,265	\$18,294	\$34,719	\$22,568	\$24,263
Change in Fund Balance	-\$386	-\$889	-\$1,649	\$1,290	\$356	-\$1,680	-\$2,828	-\$2,175	-\$3,620	-\$3,518
FTEs	89.50	93.00	97.00	104.00	106.00	113.00	113.00	116.00	132.00	137.00

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book

CPHD DEVELOPMENT FUND
TEN-YEAR HISTORY

Fiscal Year	Description	FTEs
FY 2015	▪ Transferred a Business Systems Analyst from the CPHD General Fund (\$72,110). ▪ Converted an Elevator Inspector (\$106,910) as well as position reclassification savings (\$43,090) to contractual services for the elevator inspection program. ▪ Increased building rent for the 10th floor of Courthouse Plaza (\$13,643). ▪ Reduced annual expense for maintenance and replacement of County vehicles (\$927).	0.50 (1.00)
FY 2016	▪ Transferred a Business Systems Analyst from the CPHD General Fund (\$72,739). ▪ Added a Plan Reviewer (\$84,711), Records Technician (\$74,079), and a Zoning Planner (\$79,382). ▪ Added \$83,000 for Zoning related expense in the Office of the County Attorney for an Assistant County Attorney. ▪ Non-personnel expenses increased for consulting expenses (\$18,297) and for the ongoing costs of records management and scanning (\$225,000). ▪ Revenue increased due to projected increase in permitting activity (\$1,202,541). There are no fee increases for FY 2016.	0.50 3.00
FY 2017	▪ Expenses increased due to One-Stop Arlington including implementation of a new business permitting system, project management, system support, space reconfiguration, and the addition of four limited term positions (\$3,986,042). ▪ Non-personnel increased for adjustments to rent costs associated with the tenth-floor office space (\$30,193).	4.00
FY 2018	▪ Added an Associate Planner position to serve as the Assistant Counter Services Manager in Zoning Administration (\$124,686). ▪ Added a Principal Planner to serve as the Zoning Administrative Supervisor in Zoning Administration (\$141,730). ▪ Added positions related to One Stop Arlington including: Production Support Manager (\$148,500), GIS Systems Administrator (\$155,997), two Help Desk support positions for the second half of FY 2018 (141,730). Changes include a conversion of a limited term Assistant Permit Processing Manager position to a full-time position. ▪ Transferred a Communications Specialist II (\$147,770) from the Business Operations Division to the Permits Administration Division in the Development Fund.	1.00 1.00 4.00 1.00

Fiscal Year	Description	FTEs
	- Non-personnel decreased due to the removal of one-time costs associated with the implementation of the business permitting system as part of the One-Stop Arlington Initiative (\$949,250), and adjustments to the annual expense for maintenance and replacement of County vehicles (\$13,928). The decrease is partially offset by non-personnel increases for adjustments to rent costs associated with the 10th floor office space (\$63,832) and indirect costs related to General fund operational support (\$62,134). - Revenue increased due to the creation of a new permit type for Accessory Homestay home occupation at a rate of \$60 per application (\$29,452) and increased utilization of fund balance to cover projected expenses (\$282,662).	
FY 2019	- Transferred in a position from the Department of Human Services for the creation of Program Manager position in the Construction Permit Administration section to support the One Stop Arlington initiative (\$173,478). - Added a Mechanical Code Inspector position in Construction Field Inspection Services (\$82,954). - Added a Permit Processing Specialist in the Inspection Services Division (\$71,481). - Transferred out an Assistant Permit Administration Manager to the Department of Environmental Services (\$106,037). - Personnel expenses also reflect an adjustment to account for savings due to staff vacancies and turnover (\$254,493). - Non-personnel increased due to the increase of one-time costs associated with the implementation of the enterprise permitting system as part of the One-Stop Arlington initiative (\$810,284), increases to overhead costs related to General Fund operational support (\$391,087), and non-personnel funds added for the Mechanical Code Inspector and Permit Processing Specialist positions (\$26,900). The increase is partially offset by adjustments to rent costs associated with the 10th floor office space (\$131,479) and adjustments to the annual expense for maintenance and replacement of County vehicles (\$49,523). - Revenue increased primarily due to the application of an Employment Cost Index increase of 2.5 percent to all existing fees (\$309,252) and increasing the existing Automation Enhancement Surcharge from five to 10 percent based upon the successful implementation of the first phase of the One-Stop Arlington on-line permitting system (\$316,983).	1.00 1.00 1.00 (1.00)
FY 2020	- Eliminated a Deputy Building Official (\$198,829). - Added positions due to an anticipated increase in development activity and ancillary development activity associated with Amazon, including: - Zoning Plan Reviewer in the Zoning Division (\$90,000) and - Fire Protection Engineer in the Construction Plan Review Services Division (\$125,000).	(1.00) 1.00 1.00

Fiscal Year	Description	FTEs
	▪ Transferred in three Code Enforcement positions from the CPHD General Fund to the Construction Permit Administration Services Division (\$401,395). ▪ Added a Business System Analyst in the Construction Permit Administration Services Division (\$101,131). ▪ Added a Permit Processing Specialist in the Construction Permit Administration Services Division (\$75,322). ▪ Added a Fire Inspector in the Construction Field Inspection Services Division (\$116,896). ▪ Personnel increased due to adjustments to overstrength positions associated with Permit Arlington (\$84,492). ▪ Added non-personnel funding for a Future Development Contingency Fund that will allow for flexibility in planning and development capacities related to Amazon (\$300,000). ▪ Added overhead costs related to General Fund operational support (\$170,529), operating expenses associated with new position adds (\$29,000), and increased rent associated with the 10th floor office space (\$16,798). ▪ Reduced non-personnel budget for Permit Arlington (\$148,626). ▪ Reduced the annual expense for maintenance and replacement of County vehicles (\$7,428). ▪ <i>As part of FY 2019 closeout, the County Board approved the addition of an Associate Planner (\$127,589) and a Customer Experience Manager (\$100,375) in the Zoning Division.</i>	3.00 1.00 1.00 1.00 2.00
FY 2021	▪ Transferred out three permit positions to DES General Fund and other adjustments associated with Permit Arlington (\$265,798). ▪ Added a Receptionist position, which was partially funded by the DES General Fund (\$59,114). ▪ Non-personnel increases due to the increase in overhead costs related to General Fund operational support (\$291,563), the addition of one-time funds to support the Board of Zoning Appeals (BZA) (\$100,000), partially offset by a decrease associated with Permit Arlington (\$17,120).	(3.00) 1.00
FY 2022	▪ 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. ▪ Added an Associate Planner in the Board of Zoning Appeals section (\$118,869). ▪ Added a Zoning Technician in the Zoning Counter Services Section (\$85,841). ▪ Transferred in an Administrative Technician I from the CPHD General Fund (\$68,988).	1.00 1.00 1.00

Fiscal Year	Description	FTEs
	▪ Increased the charge out to the Fire Department and County Attorney's Office in the General Fund to align budget with current staff salaries (\$50,682). ▪ Added funding for increased salaries resulting from job family studies for Engineers (\$401,433). ▪ Adjusted personnel associated with the Permit Arlington project (\$228,128). ▪ Removal of the salaries for positions added in the FY 2021 budget before the COVID-19 pandemic but held vacant and removed in FY 2022 (\$720,379). It should be noted that the FTEs were removed from the adopted FY 2021 budget, but the funding allocation remained if the County's financial condition improved in the fiscal year. ▪ Removal of a contingent set-aside for Amazon development in FY 2020 (\$300,000). ▪ Removed one-time funds added in the FY 2021 budget to support the Board of Zoning Appeals (BZA) (\$100,000). ▪ Reduced printer expenses (\$16,098). ▪ Reduced non-personnel budget for the Permit Arlington project (\$218,440). ▪ Increased rent expenses associated with the tenth floor (\$93,716). ▪ Revenue decreases due to projected permit activity (\$6,510,627), partially offset by the addition of new fees for Zoning electrical, plumbing, and verification permits (\$61,820). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment and a one-time bonus for staff of \$450.</i>	
FY 2023	▪ The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour. ▪ Increased the expense for personnel charge outs to the Fire Department and the County Attorney's Office in the General Fund to align budget with current staff salaries (\$21,942). ▪ Added funding for increased salaries resulting from Administrative job family studies (\$16,173). ▪ Added funds for a one-time bonus for staff of \$1,600 gross (\$140,000). ▪ Eliminated a Technology Manager position (\$229,447).	(1.00)

Fiscal Year	Description	FTEs
	▪ Added the staffing below in response to a significant rise in complexity and volume of construction projects and permitting activity that has put a significant strain on the review and approval timeframes of permits in the Departments of Community Planning, Housing and Development (CPHD) and Environmental Services (DES). The addition of these positions will allow for the maintenance and in some areas an enhancement of service delivery in the permitting process. ○ Administrative Specialist (\$90,685, 1.00 FTE): Policy, Research, and Information Management ○ Administrative Assistant (\$84,984, 1.00 FTE): Construction Permit Administration Services ○ Code Enforcement Inspector (\$103,113, 1.00 FTE): Construction Permit Administration Services ○ Two Mechanical Inspectors (\$181,370, 2.00 FTEs): Construction Field Inspection Services ○ Electrical Inspector (\$90,685, 1.00 FTE): Construction Field Inspection Services ○ Fire Inspector (\$96,781, 1.00 FTE): Construction Field Inspection Services ○ Building Inspector (\$90,685, 1.00 FTE): Construction Field Inspection Services ○ The addition of a Construction Management Specialist and a Permit Processing Specialist in the Department of Environmental Services General Fund that is charged to the CPHD Development Fund (\$199,889)	8.00
	▪ In addition to the permanent positions noted above, the nine positions below have been added on a temporary basis to provide flexibility to expand or contract staffing as needed based on future permitting activity and revenue changes. ○ Administrative Technician (\$90,685, 1.00 FTE): Policy, Research, and Information Management ○ Two Customer Experience Staff Receptionists (\$131,716, 2.00 FTEs): Counter Services ○ Zoning Technician (\$90,685, 1.00 FTE): Counter Services ○ Permit Processing Specialist (\$78,286, 1.00 FTE): Construction Permit Administration Services ○ Code Enforcement Inspector (\$103,113, 1.00 FTE): Construction Permit Administration Services ○ Plumbing Inspector (\$90,685, 1.00 FTE): Construction Field Inspection Services ○ Commercial Building Plan Reviewer (\$121,438, 1.00 FTE): Construction Plan Review Services ○ Zoning Technician (\$90,685, 1.00 FTE): Zoning Plan Review ▪ Increased indirect costs related to General Fund operational support (\$262,570).	9.00

Fiscal Year	Description	FTEs
	▪ Increased rent expenses for the tenth floor (\$40,110). ▪ Decreased non-personnel costs associated with the Permit Arlington project (\$202,710). ▪ Increased revenue due to projected permit activity (\$1,785,653) and an inflationary increase of four percent to fees (\$868,000).	

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Our Mission: To ensure that safe, energy-efficient, and environmentally friendly vehicles are available to agency staff to accomplish their work/missions

The Automotive Equipment Fund provides cost efficient and environmentally sound management support services for the vehicle fleet of Arlington County. These support services include procurement of vehicles, repair and maintenance, fuel and alternative fuels, repair parts inventory, and disposal.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Environmental Services' (DES) Automotive Equipment Fund is \$23,239,767 a three percent increase from the FY 2023 adopted budget. The FY 2024 proposed budget reflects:

- ↑ Personnel increases due to employee salary increases, an increase in the County's cost for employee health insurance, and slightly higher retirement contributions based on current actuarial projections, and one-time \$2,000 (gross) employee bonuses (\$136,291); partially offset by the reduction below.
- ↑ Vehicle addition expense increases due to the addition of one-time funding for two specialty team box trucks for Fire Department (\$191,000) and additional vehicles for the Department of Human Services (\$115,000), partially offset by the removal of one-time funds added in the FY 2023 budget for additional vehicles in the Department of Parks and Recreation, the Fire Department, and Utilities Fund (\$195,000).
- ↑ Replacement and Lease purchase increases due to an increase in the current vehicle replacement schedule based on mileage, condition, age, and departmental needs (\$487,095), partially offset by reduced lease purchase (\$83,372).
- ↑ Revenue increases primarily due to a cost adjustment to the charges to other departments for the maintenance and replacement of County vehicles and transfers to other funds (\$531,368), partially offset by the removal of a transfer in from the Utilities Fund (\$45,000) and transfer in from other funds (\$153,702) for the cost differential for electric vehicle (EV) purchases, and reduced line of credit proceeds (\$83,372).

FY 2024 Proposed Budget Reductions

- ↓ Freeze for one-year Welder and 2nd Night Shift Supervisor (\$240,292). The Automotive Equipment Fund has almost 60 positions which manage and maintain the County and Schools vehicle fleet. The night supervisor and welder are currently vacant. The Equipment Bureau in the Auto Equipment Fund has reorganized staffing to accommodate the supervisor vacancy and relied on outside contractors to supplement additional welding needs.

IMPACT: With both of these positions being currently vacant and the reorganization of workload, there is minimal impact expected in FY 2024. However, as the County transitions to an electric fleet and requires new skillsets, staffing levels in the Equipment Bureau may need to be re-evaluated to support a diverse and changing fleet.

FUND FINANCIAL SUMMARY

	FY 2022 Actual *	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$6,061,839	\$6,726,857	\$6,996,286	4%
Non-Personnel	3,219,183	2,939,571	2,926,680	-
Accident Repairs	157,059	291,200	291,200	-
Additions	-	195,000	306,000	57%
Replacement & Lease Purchase	3,841,319	12,185,878	12,589,601	3%
GASB	3,632	-	-	-
Subtotal	13,283,032	22,338,506	23,109,767	3%
Insurance/Other Transfers	130,000	130,000	130,000	-
Total Net Expenditures	13,413,032	22,468,506	23,239,767	3%
County & School Revenues	17,761,237	19,400,211	19,931,579	3%
Sales of Surplus Equipment	550,096	300,000	300,000	-
Miscellaneous Revenues	459,054	445,500	445,500	-
Transfer in from General Fund	-	425,025	306,000	-28%
Transfer in from Utilities Funds	-	45,000	-	-100%
Transfer from Line of Credit Proceeds	-	2,317,794	2,234,422	-4%
GASB	3,632	-	-	-
Total Revenues	18,774,018	22,933,530	23,217,501	1%
Change in Fund Balance	\$5,360,986	\$465,024	(\$22,266)	
Permanent FTEs	58.00	58.00	56.00	
Permanent FTEs (Frozen Unfunded)	-	-	2.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	58.00	58.00	58.00	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

AUTOMOTIVE EQUIPMENT FUND: FUND STATEMENT

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1	\$9,725,729	\$10,107,547	\$15,086,715	\$9,124,665
OPERATING RECEIPTS				
Maintenance/Operating Rental Book	5,671,415	6,101,497	6,137,294	6,228,485
Other Maintenance - Non Rental Book	303,609	400,000	400,000	400,000
Schools Maint./ Operating	2,521,555	2,451,036	2,451,036	2,425,719
Other Maintenance - Non Rental Book Schools	55,300	45,000	45,000	45,000
Outside Revenues	-	-	795,000	-
Miscellaneous	103,777	500	500	500
CAPITAL RECEIPTS				
County Fleet Replacement & Lease Purchase	7,809,513	9,436,511	8,813,951	9,374,381
Schools Replacement	1,758,753	1,411,167	1,411,167	1,902,994
Sales of Surplus Equipment	550,096	300,000	725,000	300,000
TOTAL RECEIPTS	18,774,018	20,145,711	20,778,948	20,677,079
OTHER FINANCING SOURCES				
Transfers in from General Fund	-	425,025	425,025	306,000
Transfers in from Utilities Funds	-	45,000	45,000	-
Transfers in from Line of Credit Proceeds	-	2,317,794	4,363,959	2,234,422
TOTAL TRANSFERS IN	-	2,787,819	4,833,984	2,540,422
TOTAL RECEIPTS AND TRANSFERS IN	18,774,018	22,933,530	25,612,932	23,217,501
TOTAL BALANCE, CAPITAL RESERVE, RECEIPTS AND TRANSFERS IN	28,499,747	33,041,077	40,699,647	32,342,166
OPERATING EXPENSES				
Administration, Maintenance	6,164,042	7,303,922	7,303,922	7,494,755
Schools	2,269,424	2,653,706	2,653,706	2,719,411
Subtotal	8,433,466	9,957,628	9,957,628	10,214,166
CAPITAL EXPENSES				
Encumbrance/Incomplete Projects	-	-	9,592,056	-
Replacements to Fleet (County)	2,961,924	8,487,224	8,001,644	8,336,262
Replacements to Fleet (Schools)	648,073	1,380,860	1,380,860	2,018,917
Additions to Fleet	-	195,000	195,000	306,000
Lease Purchase	231,321	2,317,794	2,317,794	2,234,422
Debt Service	1,008,247	-	-	-
Subtotal	4,849,566	12,380,878	21,487,354	12,895,601
TOTAL EXPENSES	13,283,032	22,338,506	31,444,982	23,109,767
Transfer to General Fund - Insurance	130,000	130,000	130,000	130,000
TOTAL TRANSFERS	130,000	130,000	130,000	130,000
TOTAL OPERATING EXPENSES AND TRANSFERS OUT	13,413,032	22,468,506	31,574,982	23,239,767
BALANCE, JUNE 30	\$15,086,715	\$10,572,571	\$9,124,665	\$9,102,399

Note: Fund Balance is reserved for financing encumbrances and incomplete projects carried over from the previous fiscal year. Fund balance includes \$228,860 for capital liabilities. Starting fund balance for FY 2023 budget purposes is calculated as Equity in Pooled Cash and Inventories less Vouchers Payable and Accounts Payable per the ACFR. See the FY 2022 ACFR page 228 [here](#).

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

PROGRAM MISSION

To ensure that safe, efficient, and environmentally friendly vehicles are available to County staff to accomplish their missions by providing timely fleet support services including:

- Replace vehicles and equipment on time and within budget.
- Evaluate and manage the environmental impact of the County's fleet of vehicles and equipment in line with the County's sustainability goals.
- Provide timely and optimal maintenance and repair services to the County's fleet of vehicles and equipment.
- Manage the stock room to ensure needed parts are available and the stock levels are optimal.
- Manage contracts with commercial providers for out-sourced functions such as body, glass and transmission repair, and major overhauls.
- Ensure quality fuels, lubricants, and other bulk items are acquired and dispensed appropriately.
- Dispose of surplus vehicles and equipment to maximize the return to the County.

PERFORMANCE MEASURES

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average Annual Heavy Vehicle Downtime	16%	12%	13%	12%	12%	13%
Average Annual Light Vehicle Downtime	3%	3%	3%	3%	3%	4%
Inventory Accuracy (%)	91%	94%	97%	96%	96%	95%
Parts Inventory Managed (\$)	\$675,132	\$626,985	\$714,070	\$759,261	\$760,000	\$760,000
Gasoline Used (Thousand gallons)	464	512	413	415	415	415
Light Vehicle Average Maintenance and Repair Cost	\$3,956	\$3,777	\$4,009	\$3,884	\$4,771	\$4,329
Heavy Truck Average Maintenance & Repair Cost	\$9,008	\$9,437	\$9,565	\$9,000	\$11,000	\$10,748
Ultra-Low Sulfur Diesel Used (Thousand gallons)	658	594	387	530	500	500

- Annual downtime includes time spent on preventative maintenance. The increase in FY 2024 downtime is due to continuing supply chain constraints.
- Higher parts inventory costs are associated with rising inflation and the proactive increase of inventory levels for public safety to offset unknown supply chain concerns.
- Lower unleaded gasoline use is associated with less driving among non-public safety vehicles as many County employees continue to telework.
- Average maintenance costs for heavy trucks and light vehicles are based on a four-year rolling average. In FY 2023, there will be an increase due to higher maintenance rates at the Equipment Bureau driven by personnel costs and increasing inflation.
- Increased use of diesel fuel is associated with resumption of Arlington Public School (APS) bus driving.

COUNTY ADMINISTRATIVE AND VEHICLE REPAIR SECTION

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Electric Light Vehicles in Fleet	7	7	17	33	94	116
Non-Public Safety (PS) Electric Vehicles as a percentage of Non-PS sedans	5.6%	5.6%	8.9%	11.7%	48.7%	58.4%
Heavy Vehicles in Fleet	210	202	195	200	202	200
Hybrid Light Vehicles in Fleet	112	112	107	105	106	100

- In FY 2023 and FY 2024, the number of electric light vehicles is expected to increase as the County is actively pursuing replacement of vehicles with Nissan Leafs and other electric vehicle options. This purchase is an important step that will support the Community Energy Plan (CEP), adopted in September 2019 by the County Board.
- The CEP roadmap has a goal of replacing 40 percent of County non-emergency sedans with electric vehicles by 2025.
- Reduction of Hybrid units is due to increase in electric vehicle alternatives being added to the fleet.

SCHOOL FLEET REPAIR SECTION

PROGRAM MISSION

To provide Arlington County Public Schools with safe and reliable transportation to and from schools and school-related activities; and provide timely inspection, maintenance, and repair services to the Arlington Public School (APS) fleet.

PERFORMANCE MEASURES

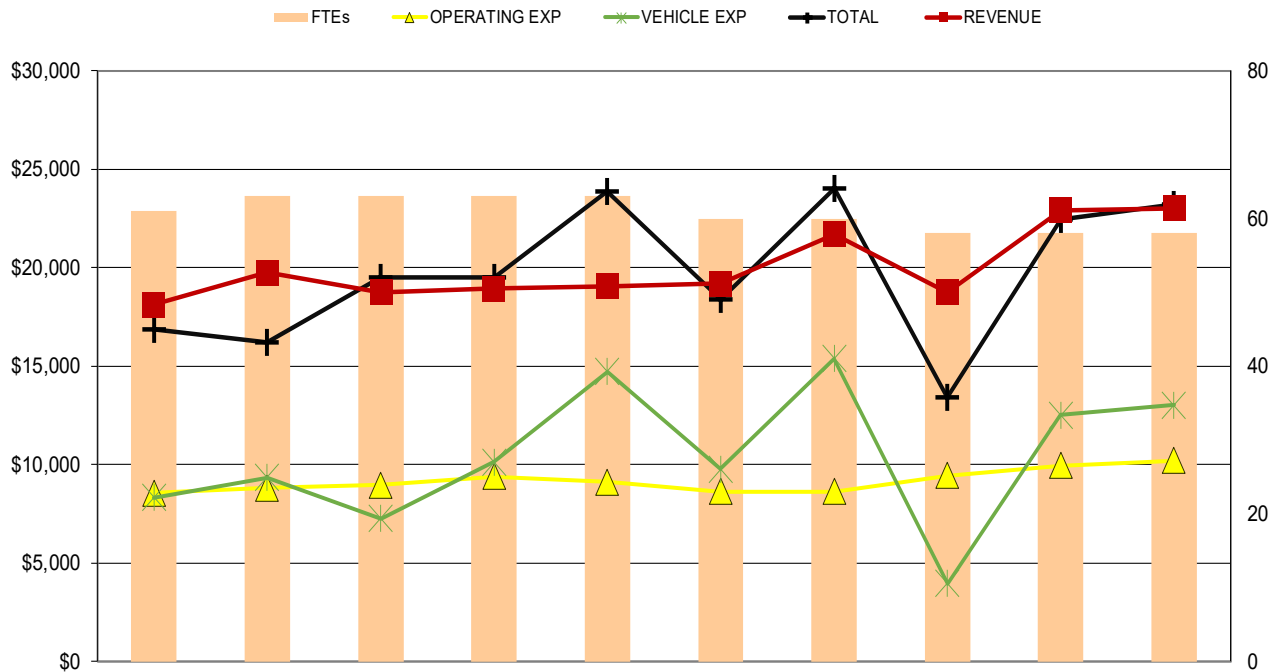
Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate
Buses Average Annual Maintenance & Repair	\$8,509	\$8,081	\$8,157	\$8,610	\$8,331	\$8,699
Buses Serviced	177	188	202	202	206	196

- Arlington County Public Schools continues to update their fleet with newer buses as it has over the last several years. APS is purchasing three fully electric, grant-funded, school buses in FY 2022. Two buses have arrived and another remains to be delivered.
- Bus maintenance is based on a rolling 4-year average with a slight increase expected for FY 2024 based on the mix of vehicles.
- Reduction in buses serviced in FY 2024 is driven by fleet reductions projected by APS.

Supporting Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Average Annual Bus Downtime	6%	5%	2%	2%	2%	4%

- The estimated increase in FY 2024 downtime is due to continuing supply chain constraints.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



\$ in 000s	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted Budget	FY 2024 Proposed Budget
OPERATING EXP	\$8,558	\$8,825	\$8,964	\$9,393	\$9,127	\$8,627	\$8,651	\$9,442	\$9,958	\$10,214
VEHICLE EXP	\$8,333	\$9,359	\$7,265	\$10,127	\$14,735	\$9,774	\$15,388	\$3,971	\$12,511	\$13,026
TOTAL	\$16,891	\$16,229	\$19,520	\$19,520	\$23,862	\$18,401	\$24,039	\$13,413	\$22,469	\$23,240
REVENUE	\$18,117	\$19,742	\$18,755	\$18,945	\$19,077	\$19,204	\$21,705	\$18,774	\$22,934	\$23,027
FTEs	61.00	63.00	63.00	63.00	63.00	60.00	60.00	58.00	58.00	58.00

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. Both non-personnel expenses and revenues include these GASB standards. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ Additions expense and the related transfer from the General Fund increased for the purchase of a new vehicle for the DES (\$42,000). ▪ Replacement expenses decreased due to the number of configuration of vehicles slated to be replaced in FY 2015 (\$1,954,202). ▪ Revenues decreased due to there being no lease proceeds (\$1,842,205). ▪ Revenues decreased from charges to other departments for the maintenance and replacement of County vehicles (\$230,097).	
FY 2016	▪ The County Board added two Auto Mechanic positions for maintenance of school buses needed for APS. ▪ The County Board reduced the size of the County's vehicle fleet across departments, resulting in a decrease in revenue to the Auto fund (\$50,000). ▪ Addition to fleet expense and the related transfer from the Utilities Fund increased for the purchase of two new vehicles for DES (\$100,624), offset by the removal of the cost of the purchase of a new vehicle for DES in FY 2015 (\$42,000). ▪ Lease purchase expense increased (\$223,422), partially offset by replacement expense decreases due to the number of configuration of vehicles slated to be replaced in FY 2016 (\$135,682). ▪ Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$1,012,251).	2.00
FY 2017	▪ Additions to fleet expense and the related transfer from the Utilities Fund decrease for the purchase of two new vehicles for the DES, which occurred in FY 2016 (\$100,624). ▪ Revenues decreased from charges to other departments for the maintenance and replacement of County vehicles (\$341,969). ▪ Replacement expenses increased due to the number and configuration of vehicles slated to be replaced in FY 2017 (\$995,357).	
FY 2018	▪ Additions expense increased due to the purchase of vehicles for DES' Streetlights program and a new Construction Manager in Water, Sewer, and Streets (\$185,835). ▪ Transfer from other funds increased due to transfers from the General Fund (\$156,835) and the General Capital Projects Fund (\$29,000) for the purchase of additions to the fleet. ▪ Vehicle replacement expenses decreased (\$1,503,879) relative to the number and configuration of vehicles replaced in FY 2017 based on mileage, condition, age, and departmental needs.	
FY 2019	▪ Non-personnel decreased due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$26,112).	

Fiscal Year	Description	FTEs
	▪ Vehicle replacement expenses increased (\$668,818), partially offset by a decrease (\$251,411) in Lease Purchase expenses. ▪ Increased the Sales of Surplus Equipment (\$50,000).	
FY 2020	▪ Eliminated two vacant Mechanic positions and a vacant Trades Worker IV position (\$276,947). ▪ Vehicle replacement expenses increased primarily due to the current rental book replacement schedule (\$1,744,972), and the addition of a vehicle to support a new position in the Utilities Fund (\$47,000). ▪ Decreased Lease Purchase expenses (\$94,393). ▪ Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$101,020) and a transfer from the Utilities Fund for a vehicle addition (\$47,000).	(3.00)
FY 2021	▪ Vehicle addition expenses decreased due to the removal of one-time funding added in FY 2020 for the addition of a vehicle in the Utilities Fund (\$56,740), partially offset by one-time funding added for new vehicle purchases (\$30,000). ▪ Vehicle replacement expenses increased primarily due to the current rental book replacement schedule (\$44,224). ▪ Lease purchases increased due to higher payments for the lease of the Fire Apparatuses (\$236,091). ▪ Revenue increased due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$870,091), partially offset by a decrease in revenue transferred in from other funds based on the change in vehicle additions (\$17,000).	
FY 2022	▪ 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 added one-time funding for electric vehicle purchases (\$33,000). ▪ Eliminated two vacant technicians (\$177,350). ▪ Vehicle addition expenses increased due to additional vehicle purchases in FY 2022 for the Department of Human Services, the Department of Environmental Services, and the Police Department (\$243,000), partially offset by the removal of funds added in the FY 2021 budget for additional vehicle purchases (\$30,000). ▪ Vehicle replacement expenses increased primarily due to the current vehicle replacement schedule and increased Lease Purchase expenses for fire apparatus (\$2,967,571), partially offset by decreases due to the number and configuration of vehicles replaced based on mileage, condition, age, and departmental needs (\$298,366). ▪ Revenue increased due to lease purchase revenue to finance fire apparatus (\$2,967,571), fleet additions (\$246,000), and adjustments to the charges to	(2.00)

Fiscal Year	Description	FTEs
	other departments for the maintenance and replacement of County vehicles (\$29,288). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment and a one-time bonus for staff of \$450.</i>	
FY 2023	▪ The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour. ▪ Added funds for a one-time bonus for staff of \$1,600 gross (\$70,000). ▪ Vehicle addition expenses decreased due to the removal of one-time funds added in the FY 2022 budget for additional vehicle purchases (\$276,000), partially offset by one-time funds added for the addition of vehicles in the Department of Parks and Recreation, the Fire Department, and the Utilities Fund (\$195,000). ▪ Vehicle replacement expenses increased primarily due to an increase in the current vehicle replacement schedule and configuration of vehicles replaced based on mileage, condition, age, and departmental needs (\$791,394) and one-time funding added for the additional cost associated with replacing internal-combustion-engine vehicles with electric vehicles (EVs) that are due for replacement (\$275,025). ▪ Other non-personnel expenses increased primarily due to an anticipated increase in electricity costs (\$12,770). ▪ Revenue increased primarily due to adjustments to the charges to other departments for the maintenance and replacement of County vehicles (\$1,570,858), an increase in the transfer in from other funds (\$153,702), an increase in the transfer in from Fund 503 (\$45,000), partially offset by adjustments to miscellaneous revenue to align budget with actuals (\$60,500), a decrease due to lower lease purchase revenue (\$649,777), and a decrease to the transfer in from the General Fund (\$4,677).	

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Our Mission: To provide County agencies a single location for cost effective services and technical advice that will meet their printing, copying, graphic design, and mail services needs

Printing and Mail Services

- Produce high volume copies for County agencies using high production digital machines that produce the best quality at the lowest price.
- Provide critical printing, graphics, and bindery services to meet the needs across the County.
- Manage all walk-up copiers and mobile printing applications for all County departments to meet their copying needs. By holding a master contract for copiers, the County achieves cost savings, and provides better services.
- Handle outgoing and interoffice mail as well as special mailing projects for the County.
- Provide County departments and Arlington Public Schools (APS) with postage savings on large mail jobs using the latest technology and smart mail applications.
- Utilize 30 percent post-consumer recycled paper for all print jobs.

SIGNIFICANT BUDGET CHANGES

The FY 2024 proposed expenditure budget for the Department of Environmental Services' Printing Fund is \$1,996,021, a two percent increase from the FY 2023 adopted budget. The FY 2024 budget reflects:

- ↑ Personnel increases primarily due to salary adjustments, slightly higher retirement contributions based on current actuarial projections, and one-time \$2,000 (gross) employee bonuses (\$17,506), partially offset by a technical adjustment to remove a long-term vacancy (\$89,641, 1.0 FTE).
- ↓ Non-personnel decreases primarily due to printer contract savings with Xerox (\$126,852) and removal of FY 2023 one-time funding for an electric vehicle that is due for replacement (\$26,206), partially offset by adjustments to the annual expense for maintenance and replacement of County vehicles (\$549).
- ↓ County revenue from departments decreases due to less demand for the purchase of paper and print jobs in FY 2024 because of increased telework (\$350,618).
- ↑ The General Fund Transfer increases primarily due to the one-time funding from general fund that is based on expenses to support the County's mail operation (\$500,000).

PROGRAM FINANCIAL SUMMARY

	FY 2022 Actual*	FY 2023 Adopted	FY 2024 Proposed	% Change '23 to '24
Personnel	\$684,170	\$615,842	\$803,096	30%
Non-Personnel	1,962,775	1,345,434	1,192,925	-11%
GASB	1,421,521	-	-	-
Total Expenditures	4,068,466	1,961,276	1,996,021	2%
County Revenue	1,639,701	1,653,618	1,303,000	-21%
Outside Revenue	45,630	45,000	45,000	-
General Fund Transfer	254,979	262,658	777,258	196%
GASB	1,421,521	-	-	-
Total Revenues	3,361,831	\$1,961,276	2,125,258	8%
Change in Fund Balance	(\$706,635)	-	\$129,237	
Permanent FTEs	8.00	8.00	7.00	
Temporary FTEs	-	-	-	
Total Authorized FTEs	8.00	8.00	7.00	

* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

PERFORMANCE MEASURES

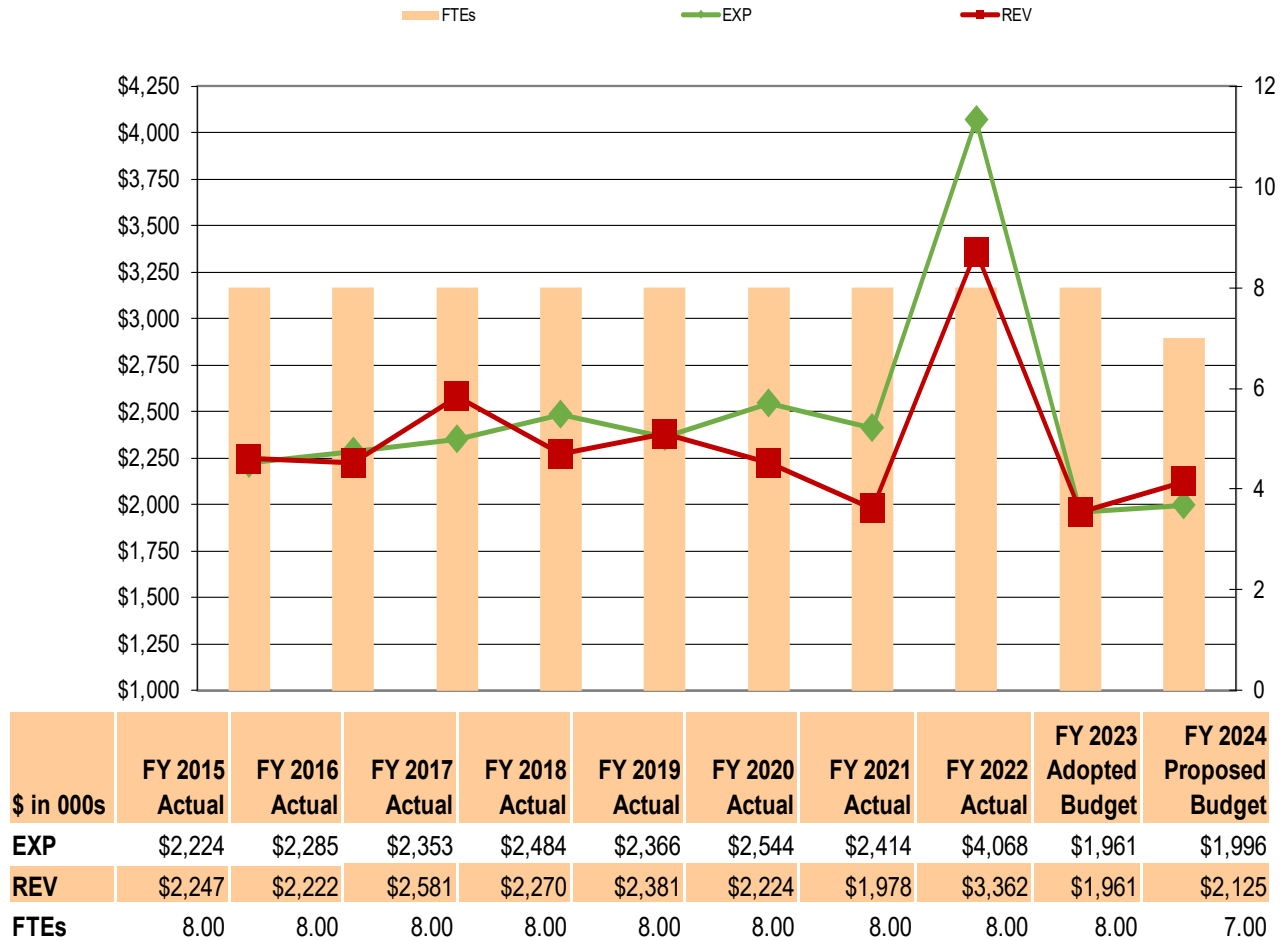
Printing and Mail Services

Critical Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Assisted copies completed by due date	98%	98%	98%	99%	99%	99%
Percent of printing orders completed by due date	98%	98%	98%	99%	99%	99%

Supporting Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Completed jobs submitted per fiscal year	2,870	2,745	1,884	2,014	2,200	2,200
Total impressions per fiscal year	3,695,631	2,762,463	3,486,294	2,742,811	2,800,000	2,800,000

- The number of completed jobs submitted per fiscal year increased in FY 2022 due to employees returning to the workplace after the pandemic.
- Impressions are copies of a publication printed at one time from the same set of type. The total amount of impressions per fiscal year are based on the amount requested in each fiscal year.

EXPENDITURE, REVENUE, AND FULL-TIME EQUIVALENT TRENDS



* FY 2022 actual expenditures and revenues received reflect the first year of implementing new Governmental Accounting Standard Board (GASB) standards for Statement No. 87 on leases and Statement No. 96 for subscription-based software. See the County Government GASB Summary for department details in the front section of the budget book.

Fiscal Year	Description	FTEs
FY 2015	▪ Non-personnel increased for contractual obligations for equipment (\$136,753). ▪ Revenue from County departments and Arlington Public Schools (APS) increased due to volume of jobs (\$178,899). ▪ Transfer from the General Fund, which supports the mail operation, increased primarily due to increases in personnel costs (\$30,646).	
FY 2016	▪ Non-personnel increased for contractual obligations for equipment (\$126,440). ▪ Revenue from County departments and Arlington Public Schools (APS) increased due to increased volume of jobs (\$130,973). ▪ Transfer from the General Fund, which supports the mail operation, increased primarily increases in personnel costs (\$4,985).	
FY 2017	▪ Non-personnel increased due to contractual obligations for equipment and supplies (\$27,915), purchase of services (\$60,000), and presort mail services for special projects (\$100,000). ▪ Revenue from County departments and Arlington Public Schools (APS) increased due to volume of jobs and special services including presort mail services (\$213,633). ▪ Transfer from the General Fund, which supports the mail operation, increased primarily due to increases in personnel costs (\$3,901) and an increase in equipment lease costs (\$6,384).	
FY 2018	▪ Non-personnel increased primarily due to contractual obligations for equipment and supplies as a result of new photocopier/printer contract that requires all County photocopiers and printers be leased through the Print Shop (\$351,344), an increase in operating supplies (\$45,000), primarily offset by a decrease in internal services (\$50,000). ▪ County revenue increased from County departments due to the new printer/photocopier contract (\$315,482), and an increase in printing revenue outside of County departments (\$20,000). ▪ Transfer from the General Fund, which supports the mail operation, increased due to an increase in equipment lease costs (\$7,831).	
FY 2019	▪ Non-personnel increased due to contractual obligations for equipment and supplies (\$20,129), offset by a decrease in internal services (\$30,000). ▪ County revenue increased from County departments due to an increase in photocopier leases and printing services (\$47,412). ▪ Outside revenue increased to align with FY 2017 outside revenue actuals (\$20,000). ▪ Transfer from the General Fund, which supports the mail operation, decreased due to eligible personnel expenses (\$7,263).	

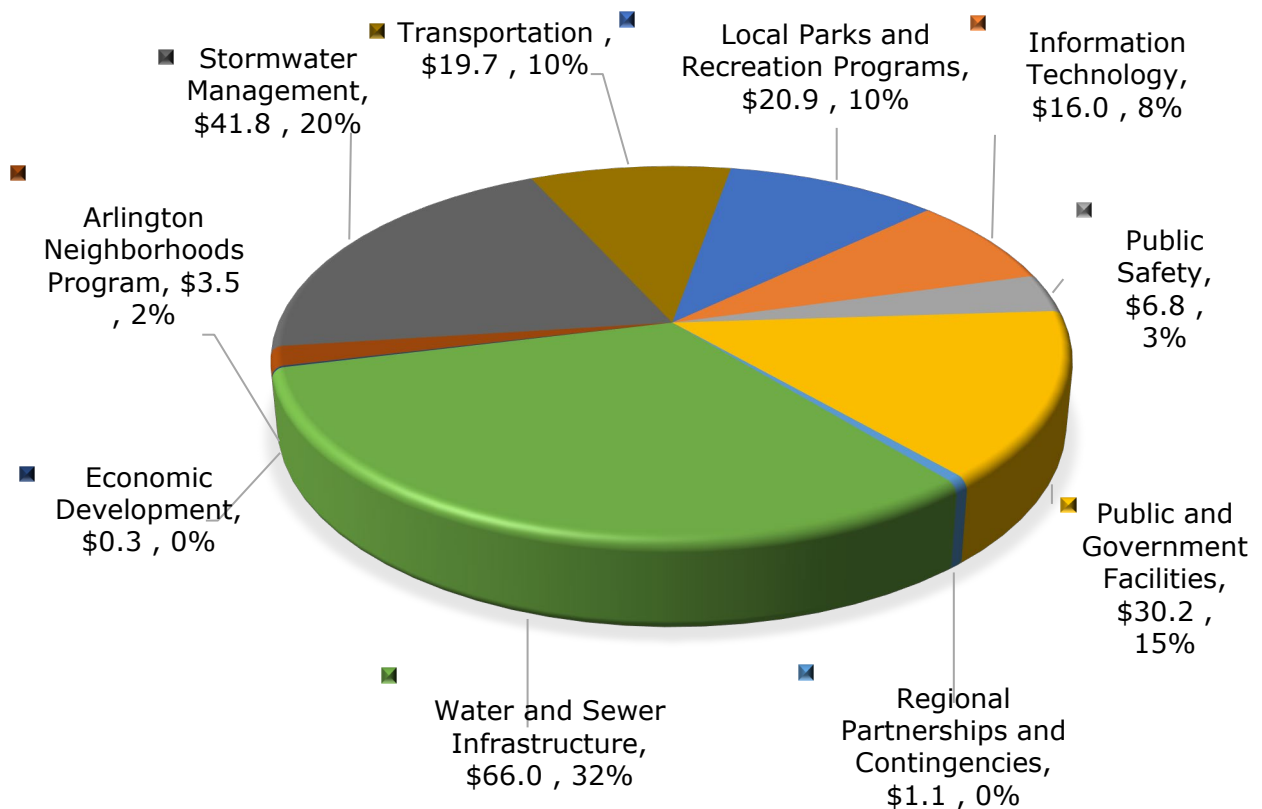
Fiscal Year	Description	FTEs
FY 2020	▪ Decreased funding for contractual obligations related to the County's contract with Xerox (\$60,000). ▪ Decreased non-personnel funding for outside print shop charges (\$40,000). ▪ County revenue decreased due to a slight decline in print production and mail services (\$135,000). ▪ General Fund Transfer increased due to an increase in eligible personnel expenses (\$4,045).	
FY 2021	▪ Non-personnel decreased primarily due to contractual obligations related to the County's contract with Xerox (\$71,000), partially offset by anticipated higher paper costs (\$6,311). ▪ County revenue increased from County departments due to the addition of a 15 percent increase to printing fees to adjust for annual inflationary increases for paper and salary increases (\$195,459), partially offset by decreases due to a slight decline in print production and mail services as County departments move to more online notifications (\$39,839) and aligning budget with actuals (\$40,161). ▪ Outside revenue increases due to aligning budget with actuals (\$80,000).	
FY 2022	▪ 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. ▪ Reduced the County's contract cost with Xerox based on renegotiating portions of the County's printing services contract (\$175,699). ▪ Reduced printer expenses (\$6,323). ▪ County revenue from departments decreased due to less demand for the purchase of paper as a result of COVID-19 and increased telework (\$470,459). ▪ Outside revenue decreased due to less demand for the purchase of paper as a result of COVID-19 and increased telework (\$40,000). ▪ The General Fund transfer increased based on expenses supporting the County's mail operation (\$8,597). ▪ <i>In FY 2021 closeout, funding was added for a one percent merit pay adjustment and a one-time bonus for staff of \$450.</i>	
FY 2023	▪ The County Board approved an additional one percent merit pay adjustment for a total increase of 5.25 percent, increased the pay-for-performance budget by an additional 0.5 percent, and increased the pay range movement to five percent. Additional compensation changes approved by the County Board include an optional one-time cash-out of 40 hours of compensation time for those with balances of 80 or more, a one-time increase in shift differential pay from \$0.75 to \$1.00 per hour for the B shift and from \$1.00 to \$1.30 per hour for the C shift, and a one-time increase in language premium from \$0.69 to \$0.92 per hour.	

Fiscal Year	Description	FTEs
	▪ Non-personnel expenses decreased primarily due to printer reductions (\$73,958). ▪ Vehicle expenses increased due to adjustments to the annual expense for maintenance and replacement of County vehicles (\$1,103) and the addition of one-time funds to replace an internal combustion engine vehicle with an electric vehicle (EV) that was due for replacement (\$26,206). ▪ County revenue from departments decreased due to less demand for the purchase of paper in FY 2023 as a result of COVID-19 and increased telework (\$71,382). ▪ Outside revenue decreased due to less demand for the purchase of paper in FY 2023 as a result of COVID-19 and increased telework (\$85,000). ▪ The General Fund Transfer increased based on expenses supporting the County's mail operation (\$7,679).	

The FY 2024 Proposed Capital Program budget is \$206 million. The program areas included below include all capital fund sources. The chart below details the dollar amount allocated by program.

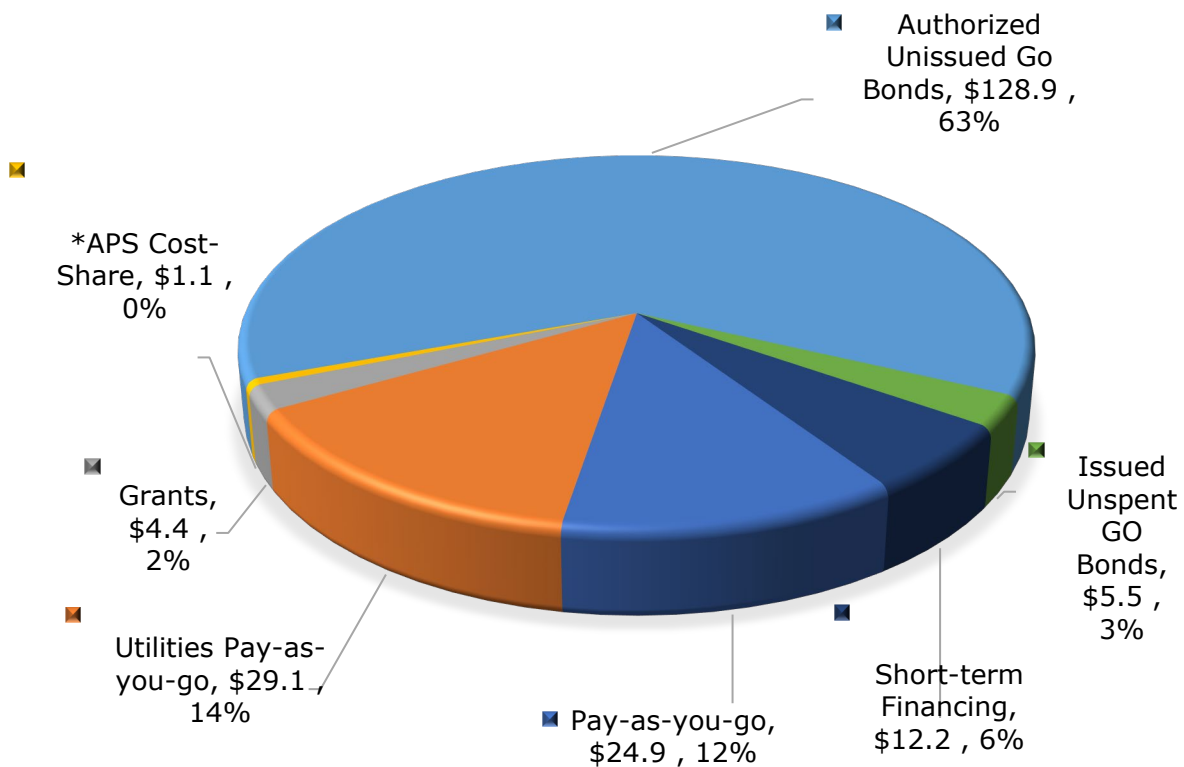
FY 2024 CAPITAL BUDGET ALLOCATION BY PROGRAM

(\$'S IN MILLIONS)



The Proposed FY 2024 capital program budget is broken out by funding source below. The capital program is funded by Pay-As-You-Go (PAYG), General Obligation (GO) Bonds, Short-term Financing, bond premium funds, grants, and other outside funding. In the pie-chart below, grant dollars are included for the Transportation Program and are not part of the overall appropriation for the capital program. Detail about the fund sources and associated projects can be found in the following pages.

FY 2024 CAPITAL BUDGET FUNDING SOURCE (\$'S IN MILLIONS)



**GENERAL CAPITAL PROJECTS FUND
FUND STATEMENT**

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
Adjusted Balance, July 1	\$130,488,032	\$119,908,842	\$105,282,402	\$90,087,215
REVENUES:				
Commonwealth of Virginia	1,112,920	-	-	-
Federal Government	2,169,385	-	-	-
City of Falls Church	-	-	-	-
Charges for Services	2,412,019	-	-	-
Miscellaneous Revenue	1,762,949	-	-	-
Line of credit proceeds	5,234,436	17,548,000	17,548,000	12,209,000
Proceeds for bond premium	-	-	-	-
Proceeds for sale of bonds	-	-	-	-
Total Revenues	12,691,709	17,548,000	17,548,000	12,209,000
Transfer in	10,478,484	8,550,000	8,550,000	11,025,000
Transfer out	-	-	-	-
Use of prior year revenue*	25,205,630	15,195,187	15,195,187	14,653,080
Total Revenues and Transfers	23,170,193	26,098,000	26,098,000	23,234,000
Expenditures:				
Capital projects current year	48,375,823	26,098,000	26,098,000	23,234,000
Capital projects carry over	-	15,195,187	15,195,187	14,944,080
Total Expenditures	48,375,823	41,293,187	41,293,187	38,178,080
Balance, June 30	\$105,282,402	\$104,713,655	\$90,087,215	\$75,143,135

* The amount under Use of Prior year revenue is already in the beginning fund balance.

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WHAT IS A CAPITAL PROJECT?

Capital projects include the design, construction, renovation, or maintenance of capital assets. Capital assets are County-owned infrastructure that are of significant value, such as bridges, community centers, technology systems, water, sewer and stormwater infrastructure or parks, to name a few. County projects are funded from a variety of sources, including tax-supported Pay-As-You-Go (PAYG) funds, financed dollars such as general obligation (GO) bonds and short-term financed funds and, various other grants, fees, and dedicated funding sources.

TYPES OF CAPITAL PROJECTS

Capital projects fall into one of two major categories: maintenance capital (MC) projects and general capital projects. The maintenance capital program serves to prolong the useful life of major investments, while minimizing the need for repeated asset repair emergencies. Although MC funds are not contingency funds, they provide versatility in allowing the County to respond to unforeseen emergencies. The County regularly conducts condition assessments of capital assets to establish an inventory of capital needs and associated prioritization plans. Maintenance capital activities differ from operating maintenance activities described elsewhere in this document in that maintenance capital activities are normally larger scale in terms of cost, size, nature, and frequency of maintenance activity.

General capital projects, on the other hand, are all other capital projects and includes new projects or renovations and expansions of projects, such as when the County constructs a new community center or rebuilds and reconfigures a street intersection. This distinction between maintenance and general capital projects is helpful because the two types have different goals. Maintenance capital projects protect the County's past investments in capital assets and ensure that Arlington residents get the maximum use out of those assets. General capital projects aim to meet emerging community needs by creating new capital assets or modifying existing assets to such a degree that the work cannot be considered maintenance capital.

Beyond this distinction between maintenance and general, the County further categorizes capital projects into Program Areas which correspond to the teams of County staff that execute the projects. The capital projects discussed in the following pages are organized into the following Program Areas:

- Regional Partnerships
- Transportation
- Facilities
- Parks and Recreation
- Technology
- Neighborhood Conservation

HOW THE COUNTY PAYS FOR CAPITAL PROJECTS

Capital budget development is included in both the annual operating budget process and the biennial capital improvement plan (CIP). The annual budget process approves and allocates funding for capital projects using current year ongoing revenue, one-time funding, state and federal grant funds,

cost-share, short-term finance dollars, previously approved bond funding and various dedicated funds. The CIP includes a projected ten year spend plan of all of the aforementioned sources, various fees, and the approval of new GO bonds. Due to these multiple funding sources and the multi-year nature of project execution, not all of the County's planned spending on capital projects appears in any one year of the operating budget. The CIP document shows the multiple year execution of projects.

The County typically uses PAYG and short-term financing to fund assets with useful lives of 10 years or less. Financed dollars, whether short- or long-term, are set on repayment schedules (debt service) concurrent with the expected useful lives of the financed assets. For example, short-term financing is often used for replacement of technology and equipment assets with expected useful lives from three to seven years. Long-term financing (e.g., GO bonds) is used primarily for the County's large capital infrastructure investments, such as buildings or roads, with expected useful lives of 10 or more years. Refer to the Debt Service section of this document and the Adopted Capital Improvement Plan for more detailed information on the County's long-term capital financing strategy.

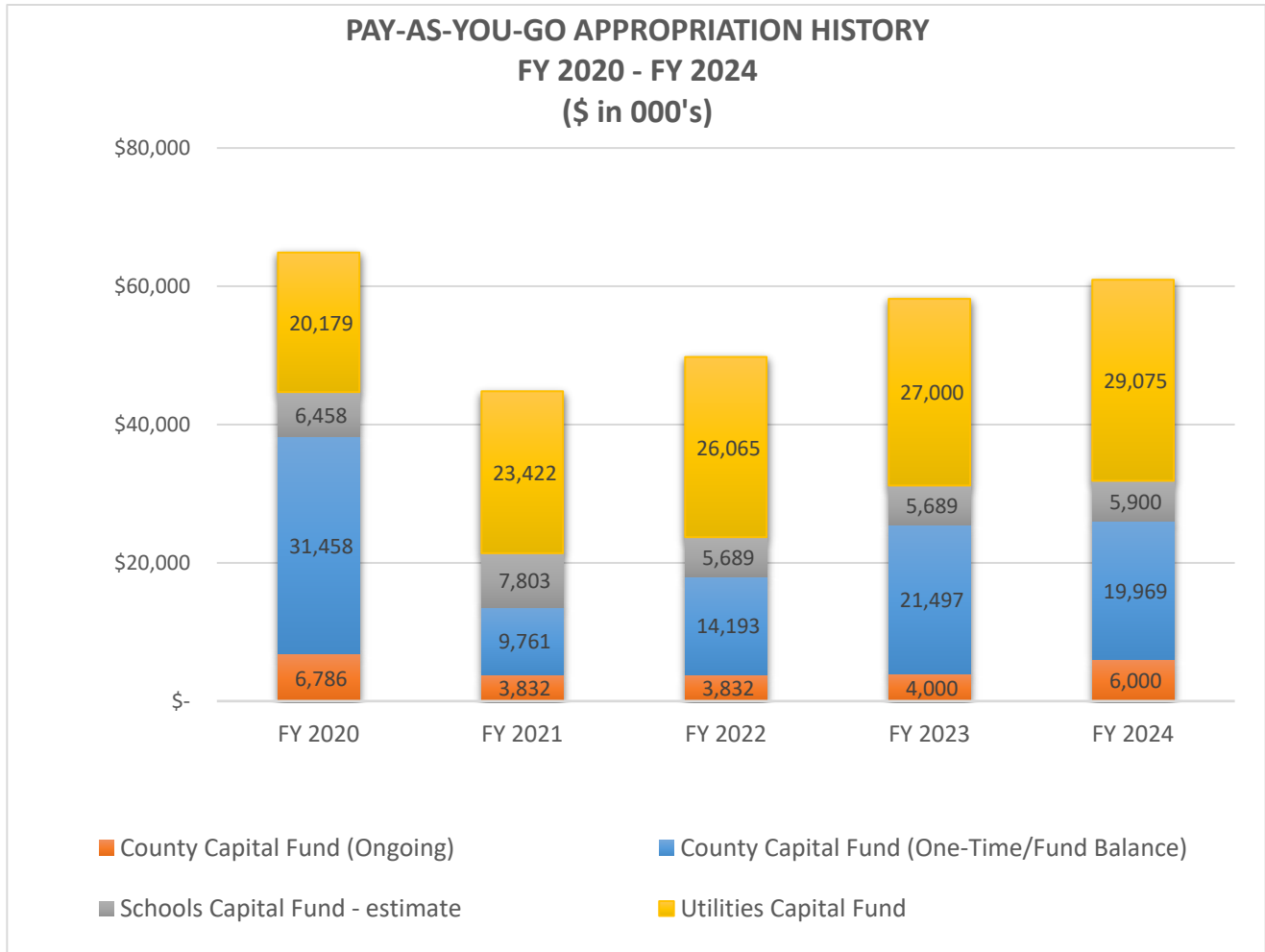
OVERVIEW OF FY 2024 CAPITAL PROGRAM

The proposed General Capital Projects Fund budget or Pay-As-You-Go (PAYG) for FY 2024 is \$26.0 million. Funding for this program comes from a variety of sources including a transfer in of ongoing funds from the General Fund (\$6.0 million), bond premium balances (\$12.0 million), and other carryover and/or reallocated balances (\$8.0 million).

The maintenance capital program serves to prolong the useful life of investments, while minimizing the need for repeated asset repair emergencies in the operating budget. This proposed budget focuses on replacing assets at the end of their useful lives, assets that are obsolete and assets presenting a potential safety concern. Because projects are often multi-year in nature, appropriations rather than actual expenditures are presented.

In addition to the PAYG dollars in the General Capital Projects budget, there are PAYG investments in other funds and operations including:

- The Utilities Fund FY 2024 Proposed PAYG budget of \$29.1 million includes funding for Wastewater Treatment Plant capital maintenance and improvements to the Washington Aqueduct, which supplies the County with 100 percent of its drinking water.
- The School Superintendent's Proposed FY 2024 PAYG budget is estimated at \$5.9 million, which includes major maintenance and minor construction funding.



FY 2024 PAYG CAPITAL EXPENDITURES BY PROGRAM AREA

PAYG and BOND PREMIUM FUNDED PROJECTS

PROGRAM CATEGORY	Ongoing Funds	One-Time/ Reallocated Balances	Bond Premium Funds	FY 2024 Proposed
Regional Partnerships	\$852,000	-	-	\$852,000
Transportation Maintenance Capital	3,722,000	\$291,000	-	4,013,000
Transportation Multi-Modal	250,000	-	-	250,000
Transportation Street Safety	-	174,000	-	174,000
Facilities Maintenance Capital	-	226,000	\$2,877,000	3,103,000
Facilities Design and Construction	-	450,000	1,000,000	1,450,000
Energy Management	-	1,180,000	-	1,180,000
Parks Maintenance Capital	640,000	100,000	623,000	1,363,000
Synthetic Turf	-	1,087,000	-	1,087,000
Enterprise Technology	39,000	3,686,000	7,000,000	10,725,000
Public Safety	222,000	750,000	-	972,000
Neighborhood Conservation	-	-	500,000	500,000
Public Art	-	25,000	-	25,000
Capital Contingency/Admin	275,000	80	-	275,080
Total Projects	\$6,000,000	\$7,969,080	\$12,000,000	\$25,969,080

1) Numbers may not add due to rounding.

2) Total funding is a combination of one-time dollars from reallocated project balances as well as bond premium from the County bond sale that is restricted in use to capital projects.

Regional Partnerships **\$852,000**
Arlington County is a member of several regional organizations which provide services to Arlington residents and visitors. The Regional Partnerships program funds the County's annual contributions to support these organizations' capital needs. This funding is separate from the County's annual operating contribution to these organizations, which is discussed in the Regionals narrative in this document. The amount the County contributes every year for capital needs is determined by each organization's allocation formula.

▪ **Northern Virginia Criminal Justice Academy** **\$145,000**
The Northern Virginia Criminal Justice Academy (NVCJA) provides law enforcement training and is comprised of seventeen participate police and sheriff agencies from Northern Virginia and the District of Columbia. In 2006, the principal members agreed to fund the construction of the Emergency Vehicle Operations Center (EVOC). The initial payments began in FY 2007 and will continue through FY 2026. The FY 2024 budget reflects Arlington's estimate of the contribution required towards the annual debt payments of the EVOC.

▪ **Northern Virginia Regional Park Authority** **\$707,000**
The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional agency comprised of Arlington County, Fairfax County, Loudoun County, and the Cities of Alexandria, Falls Church, and Fairfax which owns and operates over 10,000 acres of parklands with 21 major parks, including Potomac Overlook, Upton Hill, and the W&OD Regional Parks in Arlington.

Transportation Program

\$4,437,000

Transportation – Maintenance Capital

\$4,013,000

The Transportation Maintenance Capital program in the Department of Environmental Services (DES) maintains transportation infrastructure by repaving streets and bike lanes, maintaining pedestrian and vehicular bridges, maintaining sidewalks, signals, and signal infrastructure, maintaining and replacing street and trail lights, maintaining and replacing parking meters, and replacing bus shelters. The program also maintains and develops transportation data assets and systems to support analysis, such as trail monitoring, Intelligent Transportation Systems (ITS), and management systems for physical transportation assets (e.g., signs) and transportation data assets (for example, collected observed traffic data and crash data).

▪ **Bridge Maintenance**

\$700,000

This is an ongoing program that provides funds to continue inspection, maintenance, and rehabilitation of 36 vehicular and pedestrian bridges in Arlington County to assure an adequate level of safety. Twenty-five of the bridges are included in the Federal Highway Administration (FHWA) National Bridge Inventory (NBI), which establishes standards for inspection and maintenance of public highway bridges. All NBI bridges are required to be inspected and reported on at least biennially and the County has adopted this standard for all 36 bridges. The program goal is to maintain the Bridge Condition Rating (BCR), a nationally used rating, in a range between 6 and 7, defined as satisfactory to good. During FY 2024, the program is anticipating undertaking repairs and maintenance of the following bridges: Wilson Boulevard over Four Mile Run Bridge, Pedestrian Bridge over North Nash Street and Pedestrian Bridge over Arlington Boulevard next to North Jackson Street.

▪ **Paving Program**

\$1,595,000

The County currently maintains 1,061 lane miles of roadway by a combination of mill and overlay, full depth rebuilding, micro-surfacing, and slurry sealing. The County utilizes a Pavement Condition Index (PCI) to assess the road conditions. The County has established a desired average PCI range of 75-80 (with 100 representing the best possible) and has raised overall PCI to 82.4 in 2021 from an average PCI of 67 in 2014. The PAYG funds along with anticipated GO bond funds will maintain the PCI level as long as changes in winter weather, contracting costs, and oil prices do not negatively impact the anticipated paving program. The program operates on a 15-year paving cycle, on average, with about 72 lane miles mill & overlay per year to maintain the desired average PCI. Arterials are repaved more often due to the traffic volumes and type of vehicles using them, while neighborhood streets get slurry seal treatment every seven to ten years to extend their life rather than re-paving them as often. With the improvement in average PCI to 82.4, the County will be placing more emphasis on re-builds for streets with low PCI and/or with high traffic impacts.

▪ **Transportation Systems and Traffic Signals**

\$400,000

The Transportation Systems and Traffic Signals program improves the infrastructure, safety, and operations of the various traffic control devices throughout the County. It upgrades traffic signals to meet current Federal and County requirements for structural design and for accessibility. Overall, the program funds (1) signalized intersection rebuilds and limited new construction; (2) operational analysis and improvements such as signal warrants and optimization; (3) safety and accessibility improvements at signalized intersections such as ADA ramp construction and accessible pushbutton installation; and (4) upgrades to system components such as controllers, detection, backup power, LED signal replacement, and emergency vehicle pre-emption. PAYG funds will be used to support ongoing structural inspections of poles and overhead infrastructure. This initiative will allow for more accurate lifecycle planning and provide information on the

structural integrity of the poles. Additionally, these inspections will identify potential safety risks that can be remedied.

▪ **Parking Meters** **\$-**

The goal of this program is to modernize and maintain the County's parking-meter equipment, including research into and deployment of new equipment types and technology that will allow for efficient management of public curb space. The County currently has about 1,370 parking meters that require replacement, or component replacement, after ten years of useful life. Additionally, as part of the program, data is collected and analyzed from parking-meter equipment and from non-metered curb space. This analysis supports decision making about curbside management, such as the allocation of curb space for various uses, and other regulations, such as time limits for parking.

No PAYG funding is allocated in FY 2024 as adequate other funding sources are available to continue executing the program.

▪ **Street Lighting Management** **\$877,000**

This funding will be used to continue converting Dominion Energy's (DE) streetlights to Light Emitting Diode (LED) technology. Conversion of Dominion Energy's streetlights began in FY 2021 and is expected to be completed in FY 2024. The County has completed converting County-owned streetlights to LED. However, some of the funding will also be used to upgrade older generation LEDs on County-owned lights.

The County streets are lit with a total of about 18,900 streetlights; about 7,700 are owned by the County, which have all been converted to LED, and about 11,200 are owned by Dominion Energy (DE, formerly Dominion Virginia Power). The conversion to smart LED lights has improved energy efficiency and reliability when compared to the prior technology. These newer lights offer improved functionality as they can be remotely monitored and controlled from a central system. The lights are programmed for dimming and can even be used to support emergency evacuation.

This funding is also used to rebuild aging streetlights and resolve ownership mixtures that adversely affect performance and maintenance.

▪ **Sidewalk, Curb, Gutter Proactive Zone Maintenance** **\$150,000**

The program, newly created in the Adopted CIP FY 2023 – FY 2032, funds proactive and comprehensive inspection and maintenance of County-maintained, curb, gutter and sidewalks. Funding for FY 2024 onward includes funding for a zone maintenance program. The County is divided into 20 concrete zones, and the program's goal is to address 2 zones a year, for a 10-year maintenance interval. Zone maintenance will be informed by the completed Sidewalk Survey along with project manager observations.

▪ **ITS Device Replacement** **\$291,000**

This program supports the ITS (Intelligent Transportation System) program by providing for ITS device replacement through obsolescence management. The variety of devices and the unique combination of uses require intense oversight and maintenance. Many of the devices installed in the last 10 years will become obsolete and require replacement owing to a need for improved functionality or upgraded communication capabilities. The items are generally components used at an intersection or standalone roadside assemblies. Examples include detection systems, battery backup, accessible pushbutton stations, CCTV upgrades from analog to digital, rectangular rapid flashing beacons (RRFBs), and speed indicators. These are specialized devices that are typically expensive to procure and require specialty contractors to install.

- **Trail Light Maintenance** **\$-**
The program includes minor repair and maintenance of approximately 350 trail lights across approximately ten miles of trails. The repair and maintenance include bulb change, splicing of wires, fuse replacement, repairing and cleaning of globes, and repairing poles that may be damaged. Any major repairs on off- road trails are carried out by Parks and Recreation under the Trail Modernization Program.

No PAYG funding is allocated in FY 2024 as adequate other funding sources are available to continue executing the program.

Transportation Multi-Modal Programs **\$250,000**

The Transportation Multi-modal program provides accessibility and various options for movement throughout the County and the rest of the region. This is achieved by providing a high-quality transit system, a robust bicycle and pedestrian network, provisions for Shared Mobility Devices (SMDs), and effective transportation demand management approaches.

- **Bike Arlington** **\$-**
The BIKE Arlington program makes physical enhancements to Arlington's transportation infrastructure, including trails and streets, to improve conditions for bicycling. The program's goal is to increase the number of riders and bicycle trips by making bicycling a more attractive travel choice. This goal is achieved by: completing the bicycle network; making the network safer to use; providing intuitive and easy to understand wayfinding and traffic control; and providing safe, convenient, and plentiful bicycle parking. Information on how to track trail usage that helps guide investment, management, and maintenance activities, is available to the public on a dedicated page at [BikeArlington.com](https://www.bikearlington.com).

No PAYG funding is allocated in FY 2024 as adequate other funding sources are available to continue executing the program.

- **Neighborhood Complete Streets** **\$-**
The Neighborhood Complete Streets (NCS) program implements projects on non-arterial streets where a critical need has been identified and justified through objective criteria, established by the NCS Commission, that focus on safety and accessibility. The goal of the NCS program is to improve walking connectivity, upgrade street crossings, particularly within school walking zones, and modify incomplete streets with an aim at providing safer facilities and changing motorist behavior to manage vehicular speeds and minimize vehicle/pedestrian conflicts.

No new PAYG funding is allocated in FY 2024 as adequate previous PAYG funding is available to continue executing the program.

- **Bus Stop ADA Program** **\$250,000**
The Bus Stop Accessibility Improvements program is an on-going program to address County bus stops in need of improvements to be compliant with the American Disabilities Act (ADA). Bus stop improvements provided under this program include ADA-compliant bus boarding areas, pedestrian and accessible facilities that connect passengers to bus stops (sidewalks, crosswalks, ramps), and waiting areas for wheelchair users inside bus shelters. About 25 bus stops are made ADA-compliant under this program each year (over and above any handled as part of Bus Stop and Shelter CIP program). The program's goal is to achieve 100 percent compliance. As of October 2022, 510 of the 1,004 bus stops in the county were ADA-compliant, leaving 494 to be brought into compliance. Many of these remaining stops have challenges that need to be addressed in to make them ADA-compliant (e.g., utility conflicts, easements). To accelerate the

process to bring all bus stops into ADA compliance, the program proposes to hire consultant(s) to create a detailed inventory of the remaining non-ADA compliant stops, identify issues that need to be addressed, and offer some preliminary solutions. This is the first step towards creating a detailed plan to accelerate achieving ADA compliance.

▪ **Transportation Asset Management** **\$-**

Transportation assets include deployed assets such as signals and signs installed in the right-of-way, inventory assets housed in warehouses, and traffic data assets. This program developed and maintains a management system that not only keeps records but also makes data more accessible and analytical. This includes the development and continuous update of a central traffic database that houses both historic and recent transportation data, including but not limited to: characteristics of streets, volume counts, speeds, collisions, classification, and occupancy. The database is mostly complete and has the following capabilities: open data accessibility to staff and public; integration with the work order system; integration with County's Geographic Information System (GIS); integration with Cartegraph, the transportation asset management system; trend analysis; safety analysis; report and map generation; and system performance monitoring. This program also helps track and manage assets by integrating with the current inventory system associated with the County's warehouse storage facility. With the implementation of Vision Zero, more functionality is being explored and being added to the system.

No PAYG funding is allocated in FY 2024 as adequate other funding sources are available to continue executing the program.

▪ **WALKArlington** **\$-**

The WalkArlington program makes physical enhancements to Arlington's sidewalk and street infrastructure. The objectives of the program include: completion of the planned walkway network, making the pedestrian walkway network fully accessible for all users, improving pedestrian safety, and increasing walking across the County. The program funds four types of projects: arterial street sidewalk upgrades, transit-access improvements, safe routes to schools enhancements, and stand-alone safety and accessibility upgrades. Projects can range in scope from the rebuilding of a single corner or median to construction of several blocks of new sidewalk. WALKArlington focuses primarily on arterial streets and commercial areas which are generally not covered by the Arlington Neighborhoods Program or the Neighborhood Complete Streets programs.

No PAYG funding is allocated in FY 2024 as adequate other funding sources are available to continue executing the program.

Transportation Street Safety **\$174,000**

In July 2019, the County Board adopted the "Vision Zero Resolution." The resolution identified safety as a priority and called for eliminating fatal and severe injury crashes. While safety is considered in almost all street improvement projects, this is a dedicated program to address safety.

- **Street Safety Improvements** **\$174,000**
The Street Safety Improvement (SSI) program supports the Vision Zero goal the Arlington County Board adopted in July 2019 (and the Vision Zero Action Plan adopted in May 2021) to eliminate all transportation fatalities and severe injuries. It implements safety improvements at intersections and streets for pedestrians, shared mobility device (SMD) users, bicyclists, transit riders, or motorists as determined through a comprehensive investigation, including crash analysis. Improvements include signage, pavement markings, and other types of delineation to achieve greater separation and awareness of pedestrians and bicyclists. Minor changes to the curb may also be included. Locations demonstrating high crash rates are prioritized. Initiatives being advanced with PAYG funding include but are not limited to 1) slow school zones, which include speed cameras and other measures to support slower speeds, 2) increased in-house survey, design, and construction management support for quick build projects, 3) pedestrian crossing enhancements, including the implementation of Rectangular Rapid Flashing Beacons (RRFBs), and 4) speed reductions strategies to decrease the risk of a critical crash.

Facilities Maintenance Capital Program **\$3,103,000**

The Facilities maintenance program operates more than 87 County-owned public facilities, including office buildings, fire stations, recreation centers, courts, and more. The Facilities Maintenance Capital program is a collection of major facility maintenance projects designed to keep County facilities operating in a safe, efficient, and reliable manner. This program and the Facilities Design and Construction program are closely integrated to maintain and improve the portfolio of County facilities based on the life cycle of assets.

- **Arlington Mill Community Center-Water Intrusion** **\$705,000**
This project will address water leaks and intrusion from the exterior upper plaza into the gym. This work will include regrading and installation of a drainage system on the north side upper plaza between the community center and residential building. Additional water intrusion results from overflow for the roof drain scuppers and the plaza sloping towards the facility. A price escalation of \$250,000 from the Adopted CIP is based on inflation and an increased scope to reslope plaza bricks rather than resealing paver joints. The total cost of this project is estimated to be \$750,000 of which \$45,000 is to be funded by GO bonds.
- **Courts Police Building Fire Alarm Systems** **\$750,000**
The existing Fire Alarm system has reached the end of its useful life and can no longer be maintained with available parts. The equipment software is no longer supported by the manufacturer and devices are failing, causing false trouble alarms.
- **Water Sewer Small Engine Shop-AHU replacement** **\$48,000**
This project will replace the existing air handling unit (AHU) which has reached its end useful life and is over 25 years old. This AHU and has been identified as a needed replacement in the facility condition assessment. The new equipment will be evaluated and selected for increased energy efficiency and reducing future utility expenses. A cost growth of \$60,000 from the Adopted CIP is due to recent HVAC equipment pricing increases. The total cost of the project is \$160,000 and the Utilities fund will fund the balance of \$112,000.
- **Fire Station #1 & #9 Bay Floor Repair** **\$1,000,000**
Floor stress in these apparatus bays have caused cracking of the floor tiling and trench drain failure and requires repair. Additional damage and market increases have increased the cost included in the Adopted CIP. The proposed flooring will be polished concrete and will include a new drainage system.

- **Fire Station #5 Kitchen Exhaust Replacement** **\$100,000**
Fire Stations have commercial grade kitchen exhaust systems that are heavily used. This project will replace the exhaust system at Fire Station #5 which has exceeded its useful life and requires continuous maintenance to address component issues.
- **Walter Reed CC Fire System** **\$200,000**
The existing fire alarm system has reached the end of its useful life. The equipment software is no longer supported by the manufacturer. Devices, including the main panel, are experiencing component failure and are no longer available for replacement.
- **Lubber Run Amphitheater-Roof/ Wall Replacement** **\$300,000**
This project will replace selected failing brick retaining walls along the seating area and adjacent to the stage with reinforced stamped concrete and replace the roof which has reached the end of its useful life. The roof was identified for replacement by facility condition assessment and has been subject to frequent leaks and repairs. The project has a cost increase from the Adopted CIP and is due to significant price increases in lumber, sheet metal, and concrete.

Critical Systems Infrastructure (CSI) **\$-**
Several facilities throughout the County are essential to the operations of Public Safety and First Responders. The intent of the CSI program is to centralize the monitoring and maintenance of the building systems for these 24/7/365 mission critical facilities.

- **HVAC Unit Replacement** **\$-**
The HVAC unit servicing the radio site at Court House Plaza is at the end of its useful life, does not communicate with the FMB BAS, and requires connection to emergency power during outages. This project will bring the system up to county capabilities for performance and monitoring.

No PAYG funding is allocated in FY 2024 as other funding sources are being used to execute the project.

Facilities Design and Construction Program **\$1,450,000**
The Facilities Design and Construction Program maintains and modernizes current County facilities, and also plans for the County's future facility needs. The program is integrated with the Facilities Maintenance Capital program in planning for periodic renovations and eventual replacement of obsolete facilities at the appropriate points in the life cycle.

- **Crystal City Library** **\$1,000,000**
This project will renovate leased space to accommodate an open floor plan for a Public Library. As part of the Phased Development Site Plan (PDSP) for Crystal Plaza 1, 7,200 square feet of space within the existing Crystal Mall IV building (1901 S. Bell Street) will be provided for County use; specifically, a public library. Including previously approved funding, the total project budget is \$2,160,000.
- **Facility Finishes and Furnishings** **\$300,000**
This program provides for the scheduled re-investment in existing facilities interior/exterior finishes and furnishings, consisting of the following elements: interior maintenance capital and systems furniture replacement.
- **ADA Remediation** **\$150,000**
This project will complete the initial remediation program by constructing the already designed and permitted accessibility improvements in public access and staff locker areas within the

Detention Facility. New construction projects include ADA compliant design and accessibility features within their individual project budgets.

Energy Management **\$1,180,000**

The Energy Management Program invests funds in various energy efficient capital improvements that advance the goals of the Community Energy Plan (CEP).

- **Electric Vehicle (EV) Chargers - Internal Accessibility** **\$355,000**
This project will install additional EV charging stations throughout County facilities in support of the conversion of the County fleet to electric vehicles (CEP 2019 Government Activities and Clean Transportation). This effort closely tracks the Equipment Bureau's EV purchasing/replacement plan.
- **Electric Vehicle Chargers - Public Accessibility** **\$350,000**
This project will fund electric vehicle charging infrastructure for high-visibility and high-circulation public-use County government sites. This project supports key objectives of the County Board adopted Community Energy Plan, including, among others, policy 4.4 to - promote and encourage electric vehicles in the private and commercial sectors including supporting convenient charging stations throughout Arlington. Design is underway for six public spaces at the Courthouse Plaza parking lot and Central Library design will follow. An additional \$185,000 in funding has been allocated from the Climate Action fund for this project, bringing total FY 2024 funding to \$535,000. FY 2024 funding will provide a level of effort funding for implementation of Central Library Parking Lot and design and partial implementation of Fairlington Community Center, Barcroft Community Center, and up to two additional community centers.
- **Energy Performance Upgrades -County Buildings** **\$475,000**
There is a long-standing partnership between AIRE and DES Facilities to establish energy performance in design and construction. The funding for energy performance upgrades applies to building renovations and remodeling. The Decarbonization Tool for modeling these upgrades is now operational and will inform project selection resulting in greater efficiency and savings. The following initial sites have been modeled using the decarbonization tool: 1) Water Sewer Streets (WSS) Administration; 2) Equipment Bureau; 3) Madison Recreational Center; 4) Fairlington Recreational Center; 5) Residential Program Center; and 6) Quincy III. An additional \$150,000 has been allocated from the Climate Action fund for this project, bringing total FY 2024 funding to \$625,000. This level of effort funding will advance energy performance upgrades at these sites, including HVAC upgrades, lighting retrofits and building automation system connections. This project supports the CEP 2019 Buildings and Government Activities Sectors; and aligns with the CEP Roadmap 2022-23 and 2024-2026 actions.

Parks Maintenance Capital Program **\$1,363,000**

The Parks Maintenance Capital Program provides for recurring, systematic reinvestment in existing facilities by replacing inefficient and outdated infrastructure and preventing premature failure. The program funds the replacement or major renovation of park and recreation facility assets, including athletic fields and courts, field and court lighting, playgrounds, picnic shelters, restrooms, parking and other miscellaneous park and recreation facilities. The program also addresses accessibility, safety and storm water improvements that are complementary to renovating the facilities.

- **Capital Asset Manager** **\$170,000**
This funding is for the staff position that manages the Parks Capital Asset Program.

- **Community Fitness Center Equipment** **\$100,000**
This funding is for the purchase and proactive replacement of aging fitness equipment that is at or near the end of its useful life in order to avoid equipment failure at the various Park and Recreation facilities.
- **Doctor's Run Park Playground Replacement** **\$623,000**
This project is for design funding for the replacement of the children's playground and stone dust volleyball court, site circulation, site furnishings, landscaping and stormwater management improvements.
- **Feasibility Studies & Implementation Funds** **\$200,000**
Feasibility studies and implementation funds are meant to provide relevant strategic analysis and execution of work for new planning initiatives that are outside current CIP projects. Examples are potential planning and analysis needs for parks and sites associated with site plans, Phased Development Site Plan (PDSP) proposals, and Arlington Public Schools proposals. This program also allows for the off-CIP cycle replacement of capital assets that arise due to safety issues such as failure of playground safety surfacing, to address critical erosion issues or stream bank failures.
- **Field Fund** **\$270,000**
The Parks Field Fund is supported by an annual fee assessed on official affiliated youth and adult sports teams playing on Arlington County rectangular and diamond fields. In FY 2023, the field fund fee was increased, and the fees restructured. Work to be identified may include supporting the replacement and construction of synthetic turf fields and enhancements to existing fields such as improved irrigation, site amenities or accelerated sod replacement. The FY 2024 PAYG budget reflects the projected annual revenue from FY 2023 generated fees.

Technology **\$10,725,000**

The technology section includes both enterprise-wide and program specific projects. The projects are funded mostly between PAYG and short-term financed dollars. The total technology program is \$15.98 million with \$11.3 million being funded through other sources. See the project list for additional funded projects.

- **Connect Arlington** **\$-**
Connect Arlington (CA) is the County's Fiber Optic Network and covers approximately 70 route miles and currently connects 90+ structures, roughly 50% of which are County and 50% are County Schools (APS). The project supports the County's advanced traffic signals, video surveillance, and certain utilities. Funding refreshes the County's fiber footprint, underground fiber for all APS locations, and finalize connections for missing links of the fiber ring.

No PAYG funding is allocated in FY 2024 as other funding sources are being used to execute the program.

- **Day Care Center & in-Home Child Care Licensing System** **\$540,000**
This funding will be used to acquire a comprehensive, integrated, day care center and in-home childcare licensing management system for Arlington County Department of Human Services (DHS). This system will support childcare licensing operations and serve as a portal for clients, parents, and the public. The management system will include components for program inspections, document management, program enrollment, waitlist management, and staff training. This is the second year of a two-year implementation. The FY 2023 funding of \$250,000 was for initial planning and procurement of the system.

- **DHS Child Welfare Purchase of Service Software**

This project is to replace the current system in operation since 1995. At 27 years old, the system is beyond its useful life, and is not capable of meeting changing programmatic or reporting requirements. The system connects the Department of Human Services with third-party service providers to manage the authorization and payment of adoption and foster care services purchased on behalf of eligible children and families. This is the second year of a three-year project. The total cost for the system is estimated to be \$1,250,000 million.

\$540,000
- **DTS- Hosted Legacy Application Cloud Migration**

This project will migrate government applications to the public cloud. The scope of this endeavor includes a readiness assessment, preparation of the cloud environment, testing, migration of applications, and post-implementation evaluation. This approach will be applied to subsequent phases of migrations. The migration process offers several benefits, including enhanced security and ransomware prevention, cost savings on infrastructure setup and maintenance, and the ability to easily scale up or down as business needs change. Cloud migration enables the County to establish a modern and unified digital services experience for residents and businesses, as well as added flexibility to respond to changing business needs.

\$1,090,000
- **Granicus Upgrade**

Since April 2007, the County has been live streaming County Board, commission meetings, work sessions and other events online and over mobile devices. In support of each meeting, the County posts online agendas and supporting documents to allow the public to access and download the materials before and after each meeting. After each meeting the County creates and posts minutes to the County's website as an indexed video. The project will replace two existing systems with one comprehensive software hardware platform that provides comprehensive and cloud-based services that support the hosting and live streaming of County Board and advisory commission meetings, work sessions, and other events. It will offer a single integrated system that will allow for publishing meeting agenda packets with video, linking relevant materials, building reports and analytics, and live indexing of videos and downloadable media in multiple formats.

\$70,000
- **Human Resources and Financial System Refreshment**

Upgrade/replacement of the current Oracle e-Business System to the cloud-based solution. The current system was implemented in 2006 and has had technical upgrades to retain vendor support but has not upgraded functionality. An upgraded system will provide improved experience, interfaces, mobility, and workflow to streamline process execution. It will provide improved data analytics, visualization, and reporting capabilities to aid in faster decision making and service delivery. Additionally, the project will implement functionality not in the existing system such as Projects Accounting & Management, Grants Management, Contracts Management, Employee Performance Management and Talent Management. This is the second year of a two-year funded project for a total of \$14.0 million.

\$7,000,000
- **Server & Storage Hardware**

This project covers the general sustainment and replacement of physical server hardware and data storage for the County. A major refreshment of these systems was completed in Fiscal Years 2021 and 2022, and the Department of Technology Services (DTS) is now operating in three data centers. The useful life of servers is generally five to seven years. Despite the County's pursuit of a Cloud Smart Strategy, it is anticipated that the County's data storage needs will continue to grow, whether the data is stored on-site or in the cloud. Should the Cloud Smart Strategy result in a decline in the overall on-premise required storage space, there may be a shift in the County's on-premise server hardware and storage needs. Total funding for this program is \$898,000; the balance of funding is from Short-term financing.

\$750,000

▪ **Workforce Device Modernization** **\$735,000**

This program provides funding for the cyclical replacement of workforce devices, including laptops and desktops utilized by the County. The goal of the program is to achieve a 70% laptop to 30% desktop device mix within the County. This program, formerly known as PC Replacement, is responsible for managing the replacement of approximately 2,905 laptops and 1,542 desktop devices on a rolling replacement cycle. Project funding includes an additional \$2,200,000 in short-term financing for a total FY 2024 program funding of \$2,935,000.

Public Safety **\$972,000**

The public safety section includes key system and asset replacements on a reasonable life cycle. The projects are funded between both PAYG funds and short-term financed dollars. The total public safety program is \$6.8 million, with \$5.8 million included in short-term financing. See the short-term finance section for project details.

▪ **Electronic Summons System** **\$222,000**

In FY 2015, the County began assessing a \$5.00 fee as part of the costs each criminal or traffic case in the district or circuit courts to purchase and implement an electronic summons system. With an electronic summons system, citation data would be automatically scanned and electronically entered at the point of activity, improving efficiency and accuracy in the processing of issued citations for Courts and Police personnel. Once the citation is complete, the transaction data would be sent electronically to the Court's case management systems, allowing violators to prepay their fines promptly and aid the Courts in managing their dockets while tracking their caseloads. The costs of the system include the software and hosting costs, peripheral equipment such as handheld devices and portable printers, installation, training, and system maintenance. The FY 2024 PAYG budget reflects the projected annual revenue from the fees. The e-summons system was implemented in early CY 2021. The balance of existing revenue and future revenue will be used to fund software, hardware and equipment costs associated with maintaining the system as allowed by State Code.

▪ **Police & Sheriff Portable Radios** **\$750,000**

Police and Sheriff mobile radios are installed in County vehicles and provide two-way communication between the Emergency Communication Center and public safety vehicles. In addition, these portable radios also allow for two-way communication with the Emergency Communications Center and all public safety agencies throughout the National Capital Region. This project covers replacement of 1,415 portable and mobile radios over a three-year period. The full cost of the first year of the project is \$2.85 million with \$2.1 million being funded through short-term financing in FY 2024. An additional \$2.85 million in funding in both FY 2025 and FY 2026 is required to replace all Police and Sheriff portable radios.

Arlington Neighborhoods Program **\$500,000**

This ongoing program funds a diverse set of infrastructure construction projects across the community. Since the 1960s, Arlington residents and civic associations have collaborated with the County to identify and plan infrastructure projects in their own neighborhoods. These projects have included everything from streetlight installation to street intersection reconfiguration to tree and landscape restoration to new sidewalk, curb, and gutter. The total program budget for Arlington Neighborhoods Program totals \$3.5 million which includes \$500k in PAYG funds and \$3.0 million in authorized unissued GO bond balances that fund the construction projects. Those dollars are included in the GO bond section and the projects are listed in the Capital Program Projects Lists section.

Arlington Economic Development (AED) Public Art **\$25,000**

Arlington is home to nearly eighty permanent public art projects. These projects are commissioned by the County to be integrated into various capital improvement projects, commissioned by developers as part of the site plan process, and initiated by communities. Just as Arlington County maintains streets, parks, and buildings, The County's public art collection cannot remain in its original condition without planning for maintenance.

▪ **Public Art Maintenance -Courthouse** **\$25,000**

This project is to maintain the County's public arts in the Courthouse area. Funding for this project will be transferred to PAYG from the trust and agency fund that is set aside for maintaining public arts in the courthouse area.

Capital Administration/Contingent **\$275,000**

The FY 2024 proposed budget continues funding for administrative support of capital projects tracking, reporting and procurement in the Department of Management and Finance.

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WHAT ARE BONDS?

Municipal bonds are debt securities the County sells to generate funding for capital investments that will then be paid back over time. When investors purchase County bonds, it is a debt that the County will repay in one or more years with interest. The County's regular payments to bond investors are called "debt service." The bond funding of capital investments operates under the principle of "inter-generational equity." Debt service is spread over multiple years in line with the useful life of an asset. This allows those residents who may benefit from the project over time to pay for it. There are many different types of bonds, which are primarily distinguished by the security backing them. The County primarily issues General Obligation (GO) bonds and subject-to-appropriation bonds. GO bonds are backed by the full faith and credit of the County, which is the strongest backing a municipal bond can have. Subject-to-appropriation bonds are secured by an annual appropriation of revenues sufficient to pay debt service. Due to this lack of the full faith and credit pledge, they typically carry a lower credit rating.

HOW DOES THE COUNTY ISSUE BONDS?

In Arlington County, the primary type of bonds issued are General Obligation (GO) bonds. These bonds carry the County's full faith and credit pledge and require that residents must first approve one or more bond referenda authorizing the issuance of GO bonds. These bonds are issued for capital projects as identified in the County's Capital Improvement Plan (CIP). The County seeks approval for referenda as part of regular elections, generally in November of even numbered years. If residents approve one or more bond referenda, then the County will include one or more projects approved under each referendum in a future sale of GO bonds based on each project's cashflow needs. The specific amounts of the bonds to be sold for each capital project are determined as part of the County's CIP. Typically, the County's CIP has a 10-year "planning horizon," which includes an adopted capital budget for the first year and nine forecasted future planning years. In FY 2023, the County adopted a ten-year CIP covering fiscal years 2023-2032, and six different bond referenda were approved by voters in November 2022.

GO BONDS AND THE CAPITAL IMPROVEMENT PLAN

The CIP is a planning document that identifies the capital needs of the community over a ten-year period. GO bond financing is one component of the overall funding plan in the CIP and is generally used to finance capital projects with average useful lives of more than 10 years, matching or exceeding the average maturity of the bonds issued. Full detail of the CIP can be found at <https://www.arlingtonva.us/Government/Programs/Budget-Finance/CIP>.

Prior to FY 2020, GO bond funding was appropriated at the time of bond issuance, typically in the spring of each fiscal year. Consistent with other capital funds, the appropriation of general obligation (GO) bond funded projects is now included as part of the operating budget.

As individual projects approved in the CIP advance and become more defined, the timing of when the County sells its bonds to investors may shift from the adopted CIP to align with changes to the timing or cashflow needs of the project. The bond dollars identified on the

following pages have been approved in previous CIP's and will be issued in FY 2024 for execution of the projects.

FY 2024 General Obligation Program Costs

Debt service on bonds to be issued in FY 2024 to finance the projects on the following pages will not begin until FY 2025 and will be included in that year's operating budget. The proposed FY 2024 debt service budget includes debt service on bonds issued or planned to be issued through FY 2024. The bonds and associated debt service adhere to the County's financial and debt management policies.

Fund	Program Area	General Obligation (GO) Bond Funding
314	Transportation	10,815,000
316	Arlington Neighborhoods	3,750,000
317	Government Facilities	24,445,000
317	Information Technology	575,000
333	Metro	21,500,000
322	Stormwater Management	41,845,000
324	Local Parks & Recreation	15,910,000
525	Utilities - Water	17,900,000
530	Utilities – AWT Plant	19,015,000
Total FY 2024 GO Bond Funding		\$155,755,000

FY 2024 short-term financed projects will replace aged and critical technology infrastructure including public safety equipment and synthetic turf fields at the end of their useful life. The FY 2024 debt service budget of \$8.77 million is included in the General Fund Non-Department budget for short-term financing. This annual debt service budget level covers the financing costs (principal and interest) of the projects included below.

SHORT-TERM FINANCE PROGRAM FUNDING			
	Capital	Auto Fund	Total Funding
Network Refreshment	\$1,310,000	-	\$1,310,000
Server & Storage Hardware	148,000	-	148,000
Telephone System Refreshment	1,000,000	-	1,000,000
Workforce Device Modernization	2,200,000	-	2,200,000
Subtotal - Technology Services	4,658,000	-	4,658,000
Washington-Liberty High School Stadium Field Replacement	590,000	-	590,000
Williamsburg Middle School Synthetic Fields Replacement	1,161,000	-	1,161,000
Subtotal - Parks & Recreation*	1,751,000	-	1,751,000
Fire Apparatus	-	2,300,000	2,300,000
Fire Defibrillators	3,700,000	-	3,700,000
Police & Sheriff Portable Radios	2,100,000	-	2,100,000
Subtotal - Public Safety	5,800,000	2,300,000	8,100,000
TOTAL Project Costs	\$12,209,000	\$2,300,000	\$14,509,000

* This amount does not include the Arlington Public Schools Contribution for synthetic field projects (\$1,087,000).

Enterprise Technology and Equipment **\$4,658,000**

Funding for the FY 2024 Enterprise Technology and Equipment program is for maintenance capital and hardware and application refreshment. Maintenance capital is for the ongoing replacement of aging computers, servers, networks and other equipment. The hardware and application refreshment category is to support and refresh software and management systems that provide the tools, capabilities, and processes that enable the County workforce to meet internal and external demands.

▪ Network Refreshment **\$1,310,000**

This project will replace and refresh end-of-life equipment that is responsible for providing network and wireless connectivity. The project includes the replacement of network equipment to support all County site locations. Additionally, this project includes expected security enhancements, such as the addition of security device licenses and hardware, as well as endpoint port security. This system is essential for providing connectivity for all County, Schools and Public Safety Voice, Data, and Video needs.

- **Server & Storage Hardware** **\$148,000**

This project covers the general sustainment and replacement of physical server hardware and data storage for the County. A major refreshment of these systems was completed in Fiscal Years 2021 and 2022, and the Department of Technology Services (DTS) is now operating in three data centers. The useful life of servers is generally five to seven years. Despite the County's pursuit of a Cloud Smart Strategy, it is anticipated that the County's data storage needs will continue to grow, whether the data is stored on-site or in the cloud. Should the Cloud Smart Strategy result in a decline in the overall on-premise required storage space, there may be a shift in the County's on-premise server hardware and storage needs. Total funding for this program is \$898,000; the balance of funding is from PAYG.
 - **Telephone System Refreshment** **\$1,000,000**

This project will modernize the County's voice communication system in order to support a more mobile workforce and to provide a wider range of public communication options. The project proposes the implementation of a Cloud-based solution that can accommodate Contact Call Centers, supporting multiple languages, voice, and alternative communication options such text and chatbots. A Telephone System Study was conducted and completed in Spring 2022, which is informing the implementation of this replacement project. The Study cost \$300,000 for a total project cost of \$1,300,000.
 - **Workforce Device Modernization** **\$2,200,000**

This program provides funding for the cyclical replacement of workforce devices, including laptops and desktops utilized by the County. The goal of the program is to achieve a 70% laptop to 30% desktop device mix within the County. This program, formerly known as PC Replacement, is responsible for managing the replacement of approximately 2,905 laptops and 1,542 desktop devices on a rolling replacement cycle. Project funding includes an additional \$735,000 in PAYG funds for a total project cost of \$2,935,000.
- Parks Program** **\$2,838,000 (\$1,751,000 County/\$1,087,000 APS)**
- Funding for the FY 2024 Parks Program will be used to fund the replacement of an existing synthetic turf field that is approaching the end of its useful life, a track replacement, and to proactively address facility equipment that is currently at or near the end of its life cycle. For synthetic field replacements, Arlington County and Arlington Public Schools split project costs according to existing cost-sharing agreements.
- **Washington-Liberty High School Stadium Field Replacement** **\$1,180,000**

These funds will be used for the design and construction for the replacement of the synthetic turf surfacing on the stadium athletic field. Costs include design development, replacement of the synthetic turf and infill, repairs to the base layer and under-drain system, replacement of field amenities, and construction administration. The project cost-share between the County and APS is 50/50 (\$590,000 Arlington County/\$590,000 APS).
 - **Williamsburg Middle School Synthetic Fields Replacement** **\$1,658,000**

These funds will be used for the design and construction for the replacement of the synthetic turf surfacing on the stadium athletic field. Costs include design development, replacement of the synthetic turf and infill, repairs to the base layer and under-drain system, replacement of field amenities, and construction administration. The project cost-share between the County and APS for this project is 70/30 (\$1,161,000 Arlington County/\$497,000 APS).

Public Safety**\$8,100,000**

The Public Safety program funds will be used to fund key projects that will keep existing information technology systems and fire apparatus refreshed or replaced on a reasonable life cycle so that the systems remain useful, operable, and responsive to public safety needs. The program includes \$5,800,000 in Short-Term Financing funds and \$2,300,000 from the Auto Fund.

- **Fire Apparatus**

\$2,300,000

In FY 2016, one class "A" pumper, one aerial ladder, and one aerial platform vehicle were replaced and have now reached the end of their eight-year useful life. The \$2,300,000 funding request will replace these three fire vehicles. This project is funded through the Auto Fund.

- **Fire Defibrillators**

\$3,700,000

Defibrillators are critical life-saving emergency medical services (EMS) equipment. The equipment is used for many different medical emergencies including cardiac arrest, trauma, etc. Defibrillators can send patient information directly to the receiving emergency department while enroute which improves patient care at hospital. In order to maintain operational readiness and ensure the Fire Department is utilizing the most up to date technology possible, the portable defibrillators must be replaced every seven years. This ensures that patients receive the highest quality pre-hospital care possible and improves patient outcomes. The equipment's useful life is seven to ten years.

- **Police & Sheriff Portable Radios**

\$2,100,000

Police and Sheriff mobile radios are installed in County vehicles and provide two-way communication between the Emergency Communication Center and public safety vehicles. In addition, these portable radios also allow for two-way communication with the Emergency Communications Center and all public safety agencies throughout the National Capital Region. This project covers replacement of 1,415 portable and mobile radios over a three-year period. The full cost of the first year of the project is \$2.85 million with \$750k being funded through PAYG in FY 2024. An additional \$2.85 million in funding in both FY 2025 and FY 2026 will be needed to replace all Police and Sheriff portable radios. The useful life of the equipment is seven to 10 years.

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Transportation Capital Program FY 2024 Capital Program Project List				
Project Description	PAYG	Bond Premium	GO Bonds	Total Budget
*BIKEArlington	-	-	-	-
Bridge Maintenance	\$700,000	-	\$700,000	\$1,400,000
*Bus Stop ADA Program	250,000	-	-	250,000
Curb & Gutter Missing Links	-	-	65,000	65,000
ITS Device Replacement	291,000	-	150,000	441,000
*Neighborhood Complete Streets	-	-	-	-
Parking Meters	-	-	295,000	295,000
*Parking Technology	-	-	-	-
Paving -Hot Mix Overlay	695,000	-	8,700,000	9,395,000
Paving - Microsurfacing	450,000	-	-	450,000
Paving - Slurry Seal	450,000	-	-	450,000
*Streetlighting	877,000	-	905,000	1,782,000
*Sidewalk, Curb & Gutter	150,000	-	-	150,000
Street Safety Improvements	174,000	-	-	174,000
*Trail Light Maintenance	-	-	-	-
*Transportation Asset Management	-	-	-	-
Transportation Systems & Traffic Signals	400,000	-	-	400,000
*WALKArlington	-	-	-	-
Total Projects	\$4,437,000	-	\$10,815,000	\$15,252,000

*These projects include funding from other fund sources such as Transportation Capital Fund (TCF) or grant dollars.

Paving -Hot Mix Overlay - Paving has been increased to 75 lane miles annually. This includes about three lane miles of streets without curb and gutter.

Paving - Microsurfacing - Microsurfacing extends the life of pavement for arterial streets at a lower per square yard cost.

Paving - Slurry Seal - Slurry Seal extends the life of pavement on residential streets at a much lower per square yard cost.

CAPITAL PROGRAM PROJECT LISTS
GENERAL CAPITAL PROJECTS FUND

Facilities Capital Program FY 2024 Capital Program Project List				
Project Description	PAYG	Bond Premium	GO Bonds	Total Budget
Facilities Maintenance Capital				
3700 S. Four Mile Run Roof Renovation	-	-	\$1,300,000	\$1,300,000
Arlington Mill Community Center-Water Intrusion		\$705,000	45,000	750,000
Courts Police Building Elevator Improvements	-	-	4,100,000	4,100,000
Courts Police Building Fire Alarm Systems Replacement	-	750,000	-	750,000
Fire Station #1 & #9 Bay Floor Repair	-	1,000,000	-	1,000,000
Fire Station #5 Kitchen Exhaust Replacement	\$100,000	-	-	100,000
Fire Training Academy Façade Repair	-	-	500,000	500,000
Lubber Run Amphitheater-Roof/ Wall Replacement	-	300,000	-	300,000
Quincy Site HVAC upgrades	-	-	3,200,000	3,200,000
Madison Community Center Refresh	-	-	1,740,000	1,740,000
Walter Reed CC Fire System	78,000	122,000	-	200,000
Water Sewer Small Engine Shop-AHU replacement *	48,000	-	-	48,000
Critical Systems Infrastructure				
Replacing the HVAC unit at the CHP Radio site.	-	-	160,000	160,000
Facilities Design & Construction				
ADA Remediation	150,000		-	150,000
Crystal City Library	-	1,000,000	-	1,000,000
Courthouse Complex Renovations & Infrastructure	-	-	8,200,000	8,200,000
Fire Station Replacements and Additions	-	-	3,400,000	3,400,000
Situational Awareness Center	-	-	1,800,000	1,800,000
Interior Maintenance				
Facility Finishes and Furnishings - System's Infrastructure	300,000	-	-	300,000
Energy Management				
Electric Vehicle Chargers - Internal Accessibility	355,000	-	-	355,000
Electric Vehicle Chargers - Public Accessibility	350,000	-	-	350,000
Energy Performance Upgrades -County Buildings	475,000	-	-	475,000
Total Projects	\$1,856,000	\$3,877,000	\$24,445,000	\$30,178,000

* The total budget for Water Sewer Small Engine Shop-AHU replacement is \$160,000 and PAYG funds only 30% of the cost (\$48,000). The remaining \$112,000 will be funded by the Utilities Fund.

CAPITAL PROGRAM PROJECT LISTS
GENERAL CAPITAL PROJECTS FUND

Parks Capital Program FY 2024 Capital Program Project List					
Project Description	PAYG	Bond Premium	GO Bonds	Short-term Financing	Total Budget
Parks Maintenance Capital					
Arlington Boathouse	-	-	\$2,925,000	-	\$2,925,000
Bailey's Branch Park Playgrounds - Design *	-	-	1,490,000	-	1,490,000
Capital Asset Manager	\$170,000	-	-	-	170,000
Doctor's Run Park Playground Replacement - Design	-	\$623,000	-	-	623,000
Douglas Park - Design/Construction	-	-	1,500,000	-	1,500,000
Feasibility Studies & New Implementation Funds	200,000	-	-	-	200,000
Field Funds (covered by field fees)	270,000	-	-	-	270,000
Fitness/Community Center Equipment Replacement	100,000	-	-	-	100,000
Gateway Park	-	-	1,785,000	-	1,785,000
Jennie Dean Park, Phase 2	-	-	3,485,000	-	3,485,000
Nature Resiliency Program	-	-	2,000,000	-	2,000,000
Three Urban Parks	-	-	950,000	-	950,000
Trail & Bridge Modernization Program	-	-	1,500,000	-	1,500,000
Woodmont Playground Safety Repairs	-	-	1,025,000	-	1,025,000
Synthetic Fields Program					
Washington Liberty High School Stadium Field Replacement **	-	-	-	\$590,000	590,000
Williamsburg Middle School Synthetic Field Replacement ***	-	-	-	1,161,000	1,161,000
Total Projects	\$740,000	\$623,000	\$16,660,000	\$1,751,000	\$19,774,000

*Includes \$750,000 from Arlington Neighborhoods Program bond balances.

**Total project cost is \$1,180,000 of which Arlington Public School (APS) will pay \$590,000 in accordance with the cost-sharing agreement (50% ACG / 50% APS).

***Total project cost is \$1,658,000 of which APS will pay \$497,000 in accordance with the cost-sharing agreement (70% ACG / 30% APS).

CAPITAL PROGRAM PROJECT LISTS
GENERAL CAPITAL PROJECTS FUND

Information Technology Capital Program FY 2024 Capital Program Project List					
Project Description	PAYG	Bond Premium	GO Bonds	Short-term Financing	Total Budget
County Manager's Office (CMO)					
Granicus	\$70,000	-	-	-	\$70,000
Human Services (DHS)					
Child Welfare Purchase of Service Software (Year 2 of 3)	540,000	-	-	-	540,000
Day Care Center & In-Home Child Care Licensing System (Year 2 of 2)	540,000	-	-	-	540,000
Enterprise Technology Services					
ConnectArlington Upgrades	-	-	\$575,000	-	575,000
DTS-hosted Legacy Application Cloud Migration Project (Year 2 of 3)	1,090,000	-	-	-	1,090,000
Human Resources/Financial System Refreshment	-	\$7,000,000	-	-	7,000,000
Network Equipment & Power Systems	-	-	-	\$1,310,000	1,310,000
Servers & Hardware	750,000	-	-	148,000	898,000
Telephone Study & System Upgrade	-	-	-	1,000,000	1,000,000
Workforce Device Refreshment (formerly PC Replacement)	735,000	-	-	2,200,000	2,935,000
Public Safety					
Fire - Defibrillators	-	-	-	3,700,000	3,700,000
Fire - Apparatus *	-	-	-	2,300,000	2,300,000
Police-E-Summons System (covered by court fees)	222,000	-	-	-	222,000
Police & Sheriff Public Safety Radios	750,000	-	-	2,100,000	2,850,000
Total Projects	\$4,697,000	\$7,000,000	\$575,000	\$10,458,000	\$22,730,000

* Fire Apparatus is funded through the Auto Fund and is not counted against the County's Short-term Finance total.

CAPITAL PROGRAM PROJECT LISTS
GENERAL CAPITAL PROJECTS FUND

Arlington Neighborhoods Capital Program FY 2024 Capital Program Project List			
Project Description	Bond Premium	GO Bonds	Total Budget
15th St N. Street - Street Improvement	-	\$1,300,000	\$1,300,000
16th Street N. - Streetlight	-	600,000	600,000
S. Buchanan Street - Streetlight	-	200,000	200,000
S. Manchester Street	-	600,000	600,000
6th St N & N. Edison St	-	300,000	300,000
ANP Project Management	\$500,000	-	500,000
Total Projects	\$500,000	\$3,000,000	\$3,500,000

Public Art Capital Program FY 2024 Capital Program Project List		
Project Description	PAYG	Total Budget
Public Arts Maintenance	\$25,000	\$25,000
Total Projects	\$25,000	\$25,000

Regional Contributions & Contingents FY 2024 Capital Program Project List		
Project Description	PAYG	Total Budget
Capital Administration & Contingent	\$275,000	\$275,000
Northern Virginia Criminal Justice Academy (NVCJA) - Debt Service	145,000	145,000
Regionals - NOVA Parks (NVRPA)	707,000	707,000
Total Projects	\$1,127,000	\$1,127,000

**PROJECTS NOT FUNDED FROM THE ADOPTED CIP
CAPITAL PROJECTS FUNDS**

Department	Program	Project*	Amount Not Funded	Adopted CIP Fund Source
Environmental Services	Facilities Maintenance Bureau	Equipment Bureau - Door Replacements: This project will replace existing roll-up doors that have reached the end of their useful life with energy efficient doors that will provide outside natural light.	1,400,000	Pay-As-You-Go (PAYG)
Environmental Services	Facilities Design & Construction	Facility Finishes and Furnishings Program: This program funds small projects to replace facility flooring, paint and furniture. Existing balances in the program will be able to fund any modest priority needs that arise.	350,000	PAYG
Environmental Services	Facilities Design & Construction	Facility Condition Assessments - Lee Community Center: This planning study will commence once Plan Langston Boulevard nears completion.	250,000	General Obligation (GO) Bonds
Environmental Services	Facilities Design & Construction	Trade Center Optimization Plan Implementation: This project is the implementation of the findings from the Facilities Planning Study. The study jointly explores with Arlington Public Schools bus parking alternatives with electric charging and structured parking along with targeted site planning for vacated space.	2,000,000	GO Bonds
Environmental Services	Energy Management	Energy Resilience Planning & Development: This program is to enhance the County's ability to overcome disruptions from extreme weather, deliberate attacks, climate change, load demand and grid sensitivity, and other influences or vulnerabilities.	210,000	PAYG
Parks & Recreation	Parks Maintenance Capital	Feasibility Studies and New Implementation Funds: Funds for strategic analysis and execution of work for new planning initiatives that are outside current CIP projects and which may arise due to safety issues such as failure of playground safety surfacing, to address critical erosion issues, or stream bank failures.	100,000	PAYG

**PROJECTS NOT FUNDED FROM THE ADOPTED CIP
CAPITAL PROJECTS FUNDS**

Department	Program	Project*	Amount Not Funded	Adopted CIP Fund Source
Environmental Services	Transportation	WALKArlington: PAYG dollars fund project improvements that do not qualify for other sources of funding. Although new PAYG funding is not proposed for FY 2024, this critical work will continue to progress using a combination of reserves within the WALKArlington program.	87,000	PAYG
Environmental Services	Transportation	BIKEArlington: PAYG funds elements of the County bicycle network, like signage, parking, counters, and small trail safety projects that don't always qualify for other funds. Although new PAYG funding is not proposed for FY 2024, these projects will continue to be funded using a combination of reserves within the BIKEArlington program and alternate funding sources, where possible.	154,000	PAYG
Environmental Services	Transportation	Neighborhood Complete Streets: PAYG is used for new and innovative solutions tested on NCS pilot and tactical projects, as this work does not qualify for other sources of funding. Although new PAYG funding is not proposed for FY 2024, this work will continue to progress using PAYG reserves within the program, shifting project funds among different sources to ensure adequate PAYG is available to meet pilot needs.	100,000	PAYG
Environmental Services	Transportation	Transportation Asset Management: PAYG funds consultant time to gather countywide traffic data on multimodal forms of transportation (as opposed to project-specific counts that are handled via the SNAP program) and street inventory data that provide more detailed geometric information of county-owned streets. Although new PAYG funding is not proposed for FY 2024, this work will continue to progress using reserves within the program.	47,000	PAYG

**PROJECTS NOT FUNDED FROM THE ADOPTED CIP
CAPITAL PROJECTS FUNDS**

Department	Program	Project*	Amount Not Funded	Adopted CIP Fund Source
Environmental Services	Transportation	Trail Light Maintenance Program: The program includes minor repair and maintenance of approximately 350 trail lights across about ten miles of trails. Although new PAYG funding is not proposed for FY 2024, this work will continue using reserves within the program.	29,000	PAYG
Technology Services	Lines of Business IT	Revenue and Collection System (ACE) Enhancement: This project is to upgrade software in order to stay current with technology updates, enhance functionality, and improve the hosting of the system, thereby increasing uptime, security, and scalability.	1,200,000	Short-term Finance
Technology Services	Enterprise IT	Audio Visual Equipment for Conference Rooms: This project covers desktop replacement of 41 out the 55 conference rooms in Bozman and replacement of video switches for 22 small meeting rooms in Bozman.	143,000	PAYG
Technology Services	Enterprise IT	Enterprise Records Management System (ERMS) Modernization: Upgrade ERMS , also known as OnBase, which is the official records management system for the County. The system serves as a software platform for managing records and processes, and provides access to records to County staff, citizens, businesses, and the general public.	250,000	Short-term Finance
Technology Services	Enterprise IT	Data Center Modernization: This project is to update and consolidate the County's data center utilization, and to continue migrating the County's on-premise data to a cloud-based environment where appropriate.	500,000	Short-term Finance

**PROJECTS NOT FUNDED FROM THE ADOPTED CIP
CAPITAL PROJECTS FUNDS**

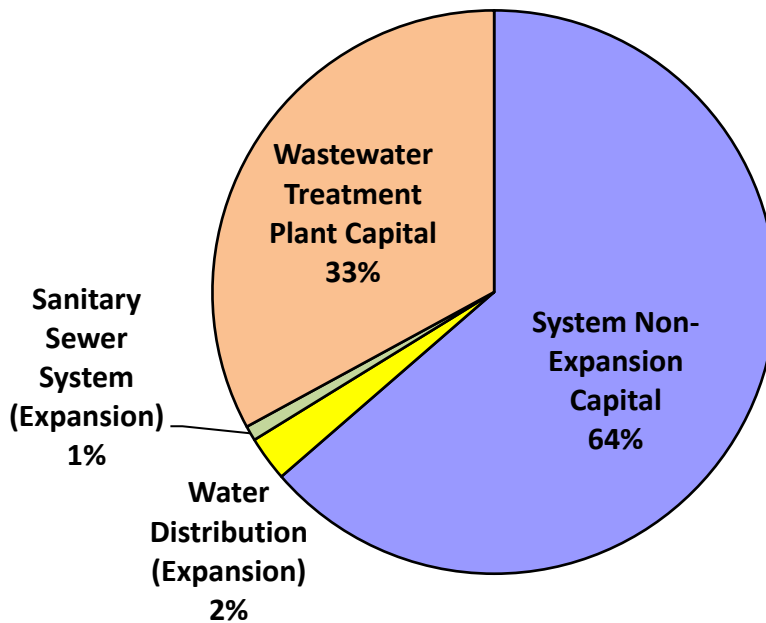
Department	Program	*Project	Amount Not Funded	Adopted CIP Fund Source
Technology Services	Enterprise IT	Real Estate Assessment: The system is responsible for valuing approximately 66,000 parcels annually, consisting of commercial, single-family and condominium properties. A new system will provide functional enhancements with greater analytical and reporting capabilities.	1,000,000	PAYG
Public Safety Information Technology	Public Safety IT	Body Scanner Replacement: This project is a critical tool to enhance the capabilities of the Sheriff's Office personnel in the screening and detection of contraband. Identifying contraband substances quickly increases inmate and staff safety and provides a greater level of privacy to inmates by eliminating the need for strip searches.	250,000	PAYG
Public Safety Information Technology	Public Safety IT	Justice Center Security System: Annual funds for Justice Center security system related costs. The system is used to monitor and control access to Detention Facility areas for the protection of staff, inmates, and the public.	200,000	Short-term Finance
Public Safety Information Technology	Public Safety IT	Sheriff Magnetometers: This project is to replace devices used to screen all visitors to the Detention Center and Courts buildings for potentially threatening items and assist in maintaining security in the courthouse.	300,000	PAYG
Public Safety Information Technology	Public Safety IT	Police Interview Rooms: The project is to upgrade the interview recording system used by the Police Department to gather video and audio information for investigative purposes.	250,000	PAYG
TOTAL NOT FUNDED FROM THE ADOPTED CIP			8,820,000	
❖ Several projects included in the adopted CIP have been reprioritized by departments and are not included in this list.				

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Our Mission: To provide and maintain a water distribution system, a sewage collection system, and a wastewater treatment plant

The Department of Environmental Services is responsible for managing the Utility Fund, which includes providing and maintaining a water distribution system, a sewage collection system, and a wastewater treatment plant. The Proposed FY 2024 Utility Fund Pay-As-You-Go Budget Summary, program budget appropriation distribution graph, project descriptions, and fund statement are included on the following pages.

Distribution of Fund Budget



FY 2024 PROPOSED PAYG BUDGET SUMMARY

PROGRAM CATEGORY	AMOUNT
UTILITIES	
Wastewater Treatment Plant Capital Sustainment	\$9,575,000
Water-Sewer Maintenance Capital	18,500,000
Water Distribution System Improvements	750,000
Sanitary Sewer System Improvements	250,000
Total Project Cost	29,075,000
Less: Infrastructure Availability Fees & Other Revenue	7,900,000
Less: Inter-Jurisdictional Partner Contributions	7,415,000
Less: Interest Income & Miscellaneous Revenues	350,000
Less: Transfer in from General Fund	100,000
Net Utilities Funds Support	\$13,310,000

FY 2024 PROPOSED UTILITIES BUDGET

Wastewater Treatment Plant Capital Sustainment **\$9,575,000**

- **Water Pollution Control Plant Maintenance Capital Program.** This program provides for the annual repair, replacement, and upgrade of current equipment and infrastructure at the plant and lift stations. Major program components include refurbishing or replacing equipment to prevent premature failure, infrastructure improvements, and automating treatment processes to increase operational efficiency, reliability, and redundancy. Additionally, studies of alternative treatment processes to increase efficiency and reduce environmental impact are funded through this program (\$1,785,000).
- **Solids Master Plan (Re-Gen) Phase 1 - Immediate Needs.** Immediate project needs to replace solids handling critical equipment that are failing, labor-intensive, and costly to maintain; this includes a suite of projects. The bar screen and scum concentrator replacements are under construction during FY 2023 and continue through FY 2024 (\$330,000).
- **Solids Master Plan (Re-Gen) Phase 2 – Intermediate Needs.** Projects that need to be completed in advance of Phase 3 which may involve additional equipment replacement or demolition of underutilized facilities in preparation for the Phase 3 construction (\$1,580,000).
- **Solids Master Plan (Re-Gen) Phase 3 – Class A Biosolids / Long Range Needs.** The Solids Master Plan will modernize solids treatment facilities and create opportunities for resource recovery. The plant currently produces an alkaline stabilized Class B biosolids product but is planning to produce Class A biosolids after the plan's implementation. This phase implements the long-term solution to producing a Class A biosolids product. The Solids Master Plan was approved by the County Board in July 2018 with a commitment to continue to communicate with stakeholders and to collaborate with local utilities. In FY 2024, design is expected to continue for this multi-year construction program (\$2,570,000).

- **Technology Enhancements.** This program provides funding for the Plant's Process Control System (PCS) and other networked cybersecurity related initiatives. Several discrete projects have been identified as part of this program (\$825,000).
- **Asset Management and Work Order System Replacement.** The current asset management and work order system is nearing end of life. This funding will be used to implement a replacement system (\$300,000).
- **Primary Clarifier Upgrades.** This project will evaluate and rehabilitate / improve equipment and facilities associated with the primary clarifiers to ensure alignment with industry best practices. The last upgrade to the system was approximately twenty years ago. A holistic assessment of the equipment, facilities, process, and future needs is desirable to determine what improvements are needed to ensure the continued reliability and sustainability of this system (\$170,000).
- **Secondary Clarifiers.** Rehabilitation and / or replacement of secondary clarifiers 1, 2, and 3 is necessary to restore the tanks to full working condition and help assure compliance with the permit (\$530,000).
- **Odor Control Upgrades.** This project will design and construct improvements to the three odor control systems at the WPCP to address capacity, efficiency, and maintenance issues (\$275,000).
- **Blue Plains Plant Capital.** The District of Columbia Water and Sewer Authority Blue Plains Plant processes a portion of Arlington County's sewage after transmission through Fairfax County mains. The capital program funds Arlington's annual payment through Fairfax County to the Blue Plains Plant for capital improvements. It also funds improvements to the transmission system. Payment is due under the terms of the October 3, 1994, Sewage Conveyance, Treatment, and Disposal Agreement with Fairfax County (\$1,210,000).

Water-Sewer Maintenance Capital

\$18,500,000

The funding for these projects comes primarily from a transfer from the Utilities Operating Fund, which is an enterprise fund. The revenues for this enterprise fund are derived primarily from water and sewer utility billings. Infrastructure Availability Fees (IAF) charged to new users who increase demands on the system are an additional funding source for these projects. The following projects and programs are planned to replace and rehabilitate the County's water distribution and sewage collection system, and to pay for the County's share of planned capital improvements at the Washington Aqueduct.

- Water main replacement program (\$5,500,000)
- Non-expansion inflow & infiltration sanitary sewer capital repairs & replacements (\$3,000,000)
- Large diameter sewer rehabilitation / replacement (\$1,145,000)
- Water main cleaning and re-lining projects (\$1,500,000)
- Water / sewer frames and covers (\$850,000)
- Sewer main & sewer force main replacement programs (\$900,000)
- Manhole rehabilitation (\$500,000)
- Large diameter water main rehabilitation / replacement (\$450,000)
- Small diameter valve rehabilitation & replacement (\$250,000)
- Large meter vault rehabilitation & replacement (\$200,000)
- Pump station maintenance capital (\$100,000)
- Water-sewer technology improvements (\$2,605,000)

- Capital improvements at the Washington Aqueduct (\$1,500,000), from which the County purchases drinking water. Arlington County pays approximately 16.25 percent of the capital costs for this organization.

Water Distribution System Improvements

\$750,000

The water main projects in this program are designed to improve overall capacity or operation of the water distribution system. These projects are part of the Water Master Plan. Funding for these projects is generated from fees charged to new users who increase demands on the water distribution system.

- Improvements for development (\$500,000)
- Pump station improvements (\$250,000)

Sanitary Sewer System Improvements

\$250,000

The sanitary sewer improvements are intended to provide additional capacity to existing sanitary sewer lines to accommodate new development in Arlington County. These projects are part of the Sanitary Sewer Master Plan. Funding for this program is generated from fees charged to new users who increase demands on the sewer system.

- Improvements for development (\$250,000)

TOTAL UTILITIES BUDGET

\$29,075,000

**UTILITIES CAPITAL PROJECTS FUND
FUND STATEMENT**

	FY 2022 ACTUAL	FY 2023 ADOPTED	FY 2023 RE-ESTIMATE	FY 2024 PROPOSED
ADJUSTED BALANCE, JULY 1	\$41,683,431	\$43,392,530	\$43,392,530	\$26,977,530
REVENUES:				
Infrastructure Availability Fees	9,290,895	6,900,000	6,900,000	7,900,000
Sewage Treatment Service Charges	903,896	4,005,000	1,550,000	7,415,000
Interest	(879,877)	350,000	350,000	350,000
Misc. Revenue	6,904	-	-	-
TOTAL REVENUE	9,321,818	11,255,000	8,800,000	15,665,000
Transfers In (Out):				
Transfer in from General Fund	-	460,000	460,000	100,000
Transfer In from Utilities Operating Fund	15,548,000	15,295,000	15,295,000	13,310,000
TOTAL TRANSFERS IN	15,548,000	15,755,000	15,755,000	13,410,000
TOTAL BALANCE, REVENUES AND TRANSFERS IN	66,553,249	70,402,530	67,947,530	56,052,530
EXPENDITURES:				
Capital Projects - Current Year	23,160,719	27,010,000	24,555,000	29,075,000
Capital Projects - Carry-Over	-	10,875,000	16,415,000	17,060,000
TOTAL CAPITAL EXPENDITURES:	23,160,719	37,885,000	40,970,000	46,135,000
BALANCE, JUNE 30	\$43,392,530	32,517,530	\$26,977,530	\$9,917,530

Most capital projects span multiple years, from design to construction completion. The FY 2022 Actual and FY 2023 Re-Estimate columns reflect that funding for capital projects are carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds. The FY 2024 Proposed Budget column is presented in a similar fashion to show planned execution of projects in the fiscal year. These are staff's best estimates based on preliminary plans and design and construction schedules.

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GLOSSARY

ACOP	Arlington Coalition of Police
ACVS	Arlington Convention and Visitors Service
ACA	Affordable Care Act
ADA	Americans with Disabilities Act
ACFD	Arlington County Fire Department
ACFR	Annual Comprehensive Financial Report – the County’s annual audit report.
AEC	Arlington Employment Center
AED	Arlington Economic Development
AFSCME	American Federation of State, County and Municipal Employees
AHC	Arlington Housing Corporation
AHIF	Affordable Housing Investment Fund
AID TO LOCALITIES	Financial assistance in the form of grants, reimbursements for personnel services, local portions of fee and tax revenues, and any other monies allocated to local jurisdictions by the Commonwealth of Virginia.
AIRE	Arlington Initiative to Rethink Energy
ALLOCATE	To set apart or earmark for a specific purpose.
ARPA	The American Rescue Plan Act is a federal economic stimulus bill passed on March 11, 2021 that provides funding, program changes, and tax policies aimed at mitigating the continuing effects of the COVID-19 pandemic. One component of ARPA is to provide \$350 billion to help states, counties, cities, and tribal governments cover increased expenditures, replenish lost revenue, and mitigate economic harm from the COVID-19 pandemic. Funding should cover costs incurred by December 31, 2024.

APPROPRIATION	A legal authorization approved by the County Board to expend or obligate a specific level of funds for an approved program. The County Board appropriates funds for programs by department or agency, and the County Manager has the authority to approve transfer of funds within a department or agency. The County Board sets an initial appropriation for each fiscal year and then may amend that appropriation during the course of the fiscal year, as it deems necessary (see Supplemental Appropriation).
APS	Arlington Public Schools
ART	Arlington Transit
ASSESS OR ASSESSMENT	(1) As a verb, the process of making the official valuation of property for purposes of taxation. (2) As a noun, the value set for a particular piece of property by the assessor.
AUTHORIZED FULL TIME EQUIVALENTS (FTEs)	The full count of staff positions approved by the County Board.
BALANCED BUDGET	The County Manager annually proposes, and the County Board adopts, a budget or financial plan for the upcoming year in which the revenues available (including any available fund balance from prior years) match or exceed the projected expenditures. The County also executes the budget each year so that expenditures will not exceed revenues.
BASE BUDGET	Terminology used in the Proposed Budget document referring to the budget as proposed by the County Manager. It does not include Program Change Proposals, Strategic Initiatives, or Policy Priorities that have not been funded within the base budget.
BID	Business Improvement District. A designated portion of the County in which the property owners are levied a special tax assessment to fund improvements and enhancements in that area. The first BID to be designated was in Rosslyn in 2002. A second BID in Crystal City was designated in 2006 (re-named to National Landing in 2020), and a third in Ballston was established in January 2011.
BOND FINANCING	Refers to the method of financing capital improvement projects. Arlington County generally sells capital improvement general obligation bonds. The bonds are issued for a 20-year period and repaid on a level principal basis. Arlington County must seek voter approval to issue general obligation bonds in November of even-numbered calendar years.
BPOL	Business, Professional, and Occupational License Tax
BUDGET	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, as well as identifies the revenues necessary to finance the plan. The annual County budget is established by County Board resolution.

BUDGET GUIDELINE	The explicit dollar amount given to each department or agency for its operating budget ceiling. The budget guidelines are calculated initially by the Department of Management and Finance (DMF), and approved and agreed upon by each department or agency. Each guideline is developed considering the issues facing the department as well as the overall financial position of the County government.
BUDGET PLANNING ESTIMATE	Budget guidance founded upon projected revenues, established by the County Board, directing the County Manager's preparation of the Proposed Budget, including a transfer for the School Board.
BUDGET REDUCTION	Items, programs, or positions specifically identified within a department or division which have been removed from the department or division's base budget to generate savings to the General Fund or other funds. Budget reductions may also be achieved through revenue increases, which reduce the reliance on net tax support.
CAPITAL PROJECT	Purchase or construction of an item or system that generally has a value of at least \$100,000 and has a useful life of 10 years, or purchase of an information technology system enhancement with a value of at least \$25,000.
CARRYOVER	Refers to the process of transferring specific funds, encumbrances, and obligations previously approved by the Board from the end of one fiscal year to the next fiscal period.
CARES	The Coronavirus Aid, Relief and Economic Security Act
CDCAC	Community Development Citizens Advisory Committee
CDBG	Refers to the Community Development Block Grant program funded by the United States Department of Housing and Urban Development (HUD) to improve the housing, neighborhood, and economic conditions of Arlington County's low- and moderate-income residents through a comprehensive approach to planning and implementing programs and activities.
C&I	Commercial and Industrial Property Tax
CMO	County Manager's Office
CSBG	Community Services Block Grant
CHARGE OUT/BACK	Refers to the process by which departments assess the costs that pertain to capital project design and implementation contained in their budgets to pay-as-you-go and bond funds. This procedure removes the expense from the department's budget.
CIP	Capital Improvement Plan
COLA	Cost of Living Adjustment

COLLECTIVE BARGAINING	Collective bargaining is a process of negotiation between employers and a group of employees aimed at agreements to regulate working salaries, working conditions, benefits, and other aspects of workers' compensation and rights for workers.
COLLECTIVE BARGAINING AGREEMENT	A collective bargaining agreement (CBA) is a contract reached as a result of negotiations between representatives of a union and the employer.
CONSTITUTIONAL OFFICES	Refers to the offices or agencies directed by elected officials whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. In Arlington, the Sheriff, Treasurer, Commissioner of Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney are the five Constitutional Officers.
CONTINGENT	Funds set aside to provide for unforeseen expenditures or new projects initiated after the fiscal year has begun, e.g., General Fund General Contingent or Affordable Housing Investment Fund Contingent.
COOP BUDGET	Referring to the State Cooperative Health Budget, it is a revenue paid to the County by the Virginia Department of Health as set forth in the contract for the local administration of health services.
COVID-19	Coronavirus Disease 2019
CPHD	Department of Community Planning, Housing and Development
CPI	Consumer Price Index. This measure, which is produced by the United States Bureau of Labor Statistics, estimates the average price of consumer goods and services purchased by households.
CRITICAL MEASURE	A type of outcome measure that indicates how well a program is performing key services to achieve program goals and objectives.
CSA	Comprehensive Services Act for Youth and Families
CSB	Community Services Board (also known as the ACSB, Arlington Community Services Board). A County Board appointed board which has by authority of the code of Virginia oversight over mental health, intellectual disability, and substance abuse services in the County.
CY	Calendar Year
DCJS	Department of Criminal Justice Services
DEBT SERVICE	The amount of principal and interest that the County pays on its bond financing.
DEPARTMENT	An entity, such as the Department of Human Services, that coordinates services in a particular area.

DEPRECIATION	A systematic accounting method used to decrease an assets' value on the books in pace with its condition as its used over its expected life span.
DES	Department of Environmental Services
DHS	Department of Human Services
DMF	Department of Management and Finance
DPR	Department of Parks and Recreation
DPSCEM	Department of Public Safety Communications and Emergency Management (formerly called the Office of Emergency Management - OEM)
DROP	Deferred Retirement Option Program
DTS	Department of Technology Services
ELIMINATED FTE	A full-time equivalent position specifically identified within a department or division which has been removed from the department or division's base budget and is no longer authorized to be filled.
ENCUMBRANCES	Funds set aside to pay for contracted goods and services. Encumbrances represent the dollar amount to be paid upon completion of the contract.
ENTERPRISE FUND	Enterprise funds are used to account for the financing of services to the general public where the operating expenses involved are usually recovered in the form of charges to users. The Utilities Fund and the CPHD Development Fund are the County's two primary enterprise funds.
ERMS	Electronic Records Management System
ET3 Program	The Fire department's Triage Treat and Transport (ET3) program that provides telemedicine and in-person qualified healthcare practitioner consultations.
EXPENDITURES	Outflows of cash or liabilities incurred as a result of rendering services or carrying out other activities that constitute the entity's ongoing or major operations.
FISCAL YEAR	In Arlington County, the 12 months beginning July 1 and ending the following June 30th. (The federal government's fiscal year begins October 1.)

FRINGE BENEFITS	The fringe benefit expenditures included in the budget are the County's share of the costs above base salary for employees, due to additional benefits provided or federally mandated costs. Major fringe benefits provided by Arlington County include: retirement, FICA, health insurance, life insurance, and transit subsidies. The amount of the fringe benefit is based on a percentage of an employee's salary or a set amount. Other County benefits include unemployment and worker's compensation and disability insurance. Fringe benefits costs are borne by the County and the employee in most cases.
FROZEN FTE	The number of full-time equivalent positions for which the resources to support the positions are not included in the budget. In order to meet budget guidelines, some departments elect to hold positions vacant for the coming fiscal year. In doing this, the authorization for the position remains with the department, but the dollars needed to fund the position have been removed from the base budget. County Departments' are prohibited from hiring these positions.
FSA	A flexible spending account (FSA) is an account that allows an employee to set aside a portion of earnings to pay for qualified expenses, most commonly for medical expenses and dependent care. Money deducted from an employee's pay into an FSA is not subject to payroll taxes.
FULL-TIME EQUIVALENT (FTE)	The measure of authorized personnel. It is calculated by equating 2,080 hours of work per year (2,600 for uniformed firefighters as of FY 2023) with the full-time equivalent of one position (referred to in the budget as an FTE).
FUND	A separate accounting unit comprised of its own specific revenues and expenditures, and assets and liabilities. Each fund in the County's accounting structure is established to segregate a particular set of fiscal activities. Separate funds, established by the County, include the General Fund, which is the general operating fund of the County and is used to account for general government revenues and expenditures; the School Operating Fund, which details revenues and expenditures for the County's public school system; and the Utilities Fund, which details the fiscal activities of the County's water, sewer, and wastewater treatment plant. Other funds are established to isolate capital expenditures as well as inter-governmental service organizations, which sell their services (as would private enterprise) to other County agencies.
FUND BALANCE	The balance of resources remaining at the end of a fiscal year, calculated by taking the beginning balance as of the beginning of the fiscal year, adding in all revenues received during the year, and subtracting that year's expenditures. Fund balance is available to support the spending needs of the fund.

FUNDED FTEs	The number of full-time equivalent positions for which the resources to support the positions have been included in the budget. The count of funded FTEs is calculated as the number of authorized FTEs less the number of frozen FTEs.
FUND TRANSFER	Movement of resources from one fund to another, which is authorized by the County Board. This is primarily done between the General Fund and other operating funds, for example, General Fund transfer to the Automotive Equipment Fund for new vehicles authorized by the County Board.
FY	Fiscal Year
GASB	The Governmental Accounting Standard Board (GASB) is the primary standard-setting body for governmental accounting and financial reporting.
GENERAL FUND (GF)	A fund type used to account for the ordinary operations of County government that are financed from taxes and other general revenues and are not accounted for in other funds. This is the most important fund in the Arlington County budget, and it is comprised primarily of local tax revenues and fees.
GRANTS	Contributions or gifts of cash or other assets from another government or private entity to be used or expended for a specified purpose or activity.
HCD	Housing and Community Development
HCV	Housing Choice Vouchers
HIV	Human Immunodeficiency Virus
HOME	The HOME Investment Partnership Act, a federal housing program
HRD	Human Resources Department
HUD	United States Department of Housing and Urban Development
IAFF	International Association of Fire Fighters
IDA	Industrial Development Authority
INDIRECT COST	Expenditures that are required in the production of a good or service which cannot be directly traceable to the good or service.
INTERNAL SERVICE FUNDS	Funds established to finance and account for services furnished by a designated County agency to other agencies, where the service is provided on a cost reimbursement basis. Internal Service Funds include Printing and Automotive Equipment.
JFAC	Joint Facilities Advisory Committee
JTPA	Job Training Partnership Act

LIB	Department of Libraries
LINE OF BUSINESS	A subset of a County department that has a uniquely identifiable budget, staff, and function.
LIVING WAGE	The living wage is a strategy used to raise the incomes of low-paid employees to a level sufficient to provide adequate food, housing, and health care. Arlington implemented a living wage policy for County employees and certain contractors in FY 2004 and was updated in FY 2017 (to \$14.50 per hour), in FY 2019 (to \$15.00 per hour), and in FY 2022 (to \$17.00 per hour). The living wage rate is reviewed on an annual basis as part of the budget process.
MARKET PAY ADJUSTMENT	An overall increase in the County's employee pay scale, expressed on a percentage basis, based on an assessment of the County's pay scale in relation to other area jurisdictions.
MARKS	Market Rate Affordable Units
MC	Maintenance Capital, previously called Capital Assets Preservation Program (CAPP), is funded through the capital portion of the budget. This is a program intended to prolong the useful life of existing capital assets by ensuring they are maintained, updated and renewed as necessary.
METRO	Washington Metropolitan Area Transit Authority
MISSION STATEMENT	A short, succinct statement that describes why a program or department exists.
NEIGHBORHOOD CONSERVATION (NC)	The Neighborhood Conservation Program provides a mechanism for funding capital projects to address the needs of participating County neighborhoods. The Program is overseen by the Neighborhood Conservation Advisory Committee (NCAC), made up of representatives from all participating neighborhoods.
NET TAX SUPPORT (NTS)	The amount of local taxes required to finance a particular program or set of programs. The net tax support is determined by subtracting all state and federal aid, fees, charges and other directly attributable revenues from the total cost of the program or set of programs.
NON-PERSONNEL EXPENSES	Includes the cost of contractual services, supplies, and materials and equipment. Also referred to as "Operating Expenses."
NSA	Neighborhood Strategy Area
NVTA	Northern Virginia Transportation Authority
OBJECTIVE	Refers to a strategic position to be attained or a purpose to be achieved.
OCCP	Office of Climate Coordination and Policy

OPEB	Other Post-Employment Benefits
OPERATING EXPENSES	Includes the cost of contractual services, supplies, and materials and equipment. Also referred to as "Non-Personnel Expenses."
OPERATING RESERVE	A portion of County revenues that are received and set aside for use in financing unforeseen major revenue shortfalls.
OSHA	Occupational Safety and Health Administration
OUTCOME MEASURE	Results oriented measure that demonstrates the achievement of a department or program's mission.
PAY-AS-YOU-GO (PAYG)	Refers to the method of financing capital projects. The Pay-As-You-Go Capital projects are funded from annual appropriations as part of the adopted operating budget.
PCI	Pavement Condition Index
PERFORMANCE MEASURES	A listing of a department, division, or program's measures that reflect information pertaining to relative overall outcomes or customer, process, financial, or work force measurements.
PERSONAL PROPERTY	A category of property, other than real estate, identified for purposes of taxation. It is comprised of personally owned vehicles as well as corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers are not included in this category.
PERSONNEL EXPENSES	Refers to the costs of salaries, wages, and fringe benefits such as the employer's share of retirement contributions, Social Security (FICA) contributions, health insurance, life insurance, and employee transit subsidies.
POLICY PRIORITY	Program enhancements identified by the County Manager for County Board consideration as part of the proposed budget. These are not funded within the base budget but are proposed as options to add to the base budget. Also referred to in some years as "Program Change Proposals."
PPG	Police Practices Work Group
PPTRA	Personal Property Tax Relief Act of 1998
PREA	Prison Rape Elimination Act
PRODUCTIVITY/EFFICIENCY SAVINGS	Items, programs, and tasks identified by each department or agency that have been altered or eliminated to produce a more efficient use of resources.

PRIIA	The Passenger Rail Investment and Improvement Act of 2008
PROGRAM	A part of an organization with definable and unique functions, goals, or objectives. Two examples are the Residential Refuse and Recycling Program within the Department of Environmental Services and the Madison Adult Day Health Care Center within the Department of Human Services.
PROGRAM CHANGE PROPOSAL (PCP)	A policy or program alternative (representing a change from current operations) identified by the County Manager for County Board consideration. PCPs are not included as recommended items financed within the base budget; rather, these proposals are options to add or subtract from the budget as proposed. Also referred to in some years as "Policy Priorities" or "Strategic Initiatives."
PROGRAM GOAL	A general statement of purpose. A goal provides an operating framework for each program unit and reflects realistic constraints upon the unit providing the service.
PSC	Public Service Corporation
REAL PROPERTY	Real estate, including land and improvements (buildings, fences, pavements, etc.) classified for purposes of assessment.
REEP	Arlington Education and Employment Program
REVENUE	Income that Arlington County collects and receives into the treasury for public use. Taxes, fees for services, and grants are sources of revenue, for example.
REVISED BUDGET	A presentation of the budget sometimes used for comparative purposes, which includes the budget adopted by the County Board, plus specific supplemental appropriations approved by the Board during the course of the fiscal year.
SCAAP	State Criminal Alien Assistance Program
SHORT-TERM FINANCING	Short-term financing is a financing mechanism with a short maturing rate used to acquire equipment, rolling stock, furniture and technology purchases that have useful lives ranging from three to ten years. The County had previously used master lease financing as the tool for these types of purchases.
SLT	Skilled Laborer and Trades
SPECIAL REVENUE FUND	Funds established to segregate resources restricted to expenditures for a specific purpose. The Rosslyn Business Improvement District fund is an example of a special revenue fund.

STATE SHARE	Revenue in the Department of Human Services which flows through a variety of state agencies to the County in support of human service programs. The funding may originate as state or federal funds, but all comes through the state, often as a block grant or on a formula basis.
SUPPLEMENTAL APPROPRIATION	An increase to a department's budget (spending authority) approved by the County Board during the course of the fiscal year. It generally involves appropriation of a grant or other outside revenue.
SUPPORTING MEASURE	A type of output measure that indicates the amount of services a program provides and supports the achievement of critical measures. Outputs are the amount of services a program provides. These services support the program achieving its desired results or the outcome.
TANF	Temporary Assistance for Needy Families
TAX BASE	The total market value of real property (land, buildings, and related improvements), public service corporation property, and personal property (cars, boats, and business tangible equipment) in the County.
TAX RATE	The level of taxation stated in dollars. For example, the adopted FY 2023 real estate tax rate of \$1.013 per \$100 of assessed valuation (excluding the stormwater tax) on a \$400,000 house would result in a real estate tax bill of \$4,052 per year ($\$400,000 \times 0.01013 = \$4,052$).
TCF	Transportation Capital Fund
TIF	Tax Increment Financing
TOAH	Transit Oriented Affordable Housing
TRUST AND AGENCY ACCOUNT	Accounts used for contributions from private donors and other miscellaneous sources which are restricted for various purposes. Funds in these accounts are not reflected in the County's operating budget.
USDOJ	United States Department of Justice
VHDA	Virginia Housing & Development Authority
WIA	Workforce Investment Act
WMATA	Washington Metropolitan Area Transit Authority

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GOVERNMENTAL FUNDS' SUMMARIES

	General Operating Fund ¹			Other Funds ²			Total Government Funds		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
BEGINNING BALANCE	\$329,886,148	\$362,807,057	\$299,823,825	\$443,591,535	\$444,377,249	\$377,312,393	\$773,477,683	\$807,184,306	\$677,136,218
REVENUES									
Real Estate Tax	\$830,318,888	\$852,164,325	\$882,991,300	-	-	-	\$830,318,888	\$852,164,325	\$882,991,300
Personal Property Tax	127,056,189	132,652,147	142,730,733	-	-	-	127,056,189	132,652,147	142,730,733
BPOL Tax	77,913,434	78,000,000	81,196,000	-	-	-	77,913,434	78,000,000	81,196,000
Sales Tax	47,967,779	46,000,000	50,900,000	-	-	-	47,967,779	46,000,000	50,900,000
Transient Tax	15,070,995	16,500,000	22,000,000	-	-	-	15,070,995	16,500,000	22,000,000
Utility Tax	16,770,949	17,200,000	15,900,000	-	-	-	16,770,949	17,200,000	15,900,000
Consumption Usage Tax	750,402	750,000	750,000	-	-	-	750,402	750,000	750,000
Meals Tax	39,302,301	39,000,000	45,000,000	-	-	-	39,302,301	39,000,000	45,000,000
Communications Tax	5,374,311	5,750,000	5,300,000	-	-	-	5,374,311	5,750,000	5,300,000
Other Local Taxes	23,871,525	20,935,000	21,613,000	-	-	-	23,871,525	20,935,000	21,613,000
Subtotal Taxes	1,184,396,773	1,208,951,472	1,268,381,033	-	-	-	1,184,396,773	1,208,951,472	1,268,381,033
Licenses, Permits and Fees	14,678,868	7,344,004	8,981,300	-	-	-	14,678,868	7,344,004	8,981,300
Fines, Interest, Other	32,341,485	21,025,128	22,126,354	-	-	-	32,341,485	21,025,128	22,126,354
Charges for Services	54,163,697	65,551,375	69,485,348	-	-	-	54,163,697	65,551,375	69,485,348
Miscellaneous ⁴	330,951,752	2,859,704	2,546,377	-	-	-	330,951,752	2,859,704	2,546,377
Revenue from State	83,711,767	86,295,460	88,839,453	-	-	-	83,711,767	86,295,460	88,839,453
Revenue from Federal Govt.	55,105,568	34,883,714	18,123,142	-	-	-	55,105,568	34,883,714	18,123,142
Subtotal Other	570,953,137	217,959,385	210,101,974	-	-	-	570,953,137	217,959,385	210,101,974
TOTAL REVENUES	1,755,349,910	1,426,910,857	1,478,483,007	306,182,756	288,280,417	299,307,057	2,061,532,666	1,715,191,274	1,777,790,064
TRANSFERS IN	6,211,590	8,972,704	10,022,473	26,678,279	25,415,716	25,764,958	32,889,869	34,388,420	35,787,431
Donations (Fund 199)	6,239,031	-	-	-	-	-	-	-	-
TOTAL BALANCES, REVENUES, & TRANSFERS IN	2,097,686,679	1,798,690,618	1,788,329,305	776,452,570	758,073,382	702,384,408	2,867,900,218	2,556,764,000	2,490,713,713
EXPENDITURES									
Operating Expenses ⁴	1,010,649,157	753,223,823	784,812,859	\$296,943,311	\$264,026,723	\$275,328,058	1,307,592,468	1,017,250,546	1,060,140,917
Metro Operations	46,622,208	46,622,208	47,842,394	-	-	-	46,622,208	\$46,622,208	47,842,394
Capital Outlay	10,478,484	10,302,176	11,000,000	-	-	-	10,478,484	\$10,302,176	11,000,000
Contingents - General/Other ³	25,178,329	8,039,306	135,000	-	-	-	-	8,039,306	135,000
Contingents - Housing Fund	-	18,085,533	8,902,842	-	-	-	-	18,085,533	8,902,842
Subtotal	1,092,928,178	836,273,046	852,693,095	296,943,311	264,026,723	275,328,058	1,389,871,489	1,100,299,769	1,128,021,153
Debt Service	73,511,781	77,110,907	79,531,024	30,269,920	31,865,151	32,695,312	103,781,701	108,976,058	112,226,336
Subtotal County	1,166,439,960	913,383,953	932,224,119	327,213,231	295,891,874	308,023,370	1,493,653,190	1,209,275,827	1,240,247,489
Schools Transfer	559,993,834	584,382,149	607,601,305	-	-	-	559,993,834	584,382,149	607,601,305
Subtotal Schools	559,993,834	584,382,149	607,601,305	-	-	-	559,993,834	584,382,149	607,601,305
TOTAL EXPENDITURES	1,726,433,793	1,497,766,102	1,539,825,424	327,619,886	297,345,134	309,761,210	2,054,053,679	1,795,111,236	1,849,586,634
TOTAL CARRYOVER	-	-	-	3,883,796	37,087,027	31,738,080	3,883,796	37,087,027	31,738,080
TRANSFERS OUT	1,487,066	1,100,691	1,143,097	19,036,903	19,533,749	18,849,365	20,523,969	20,634,440	19,992,462
Donations (Fund 199 Expenditures)	6,958,762	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	1,734,879,622	\$1,498,866,793	\$1,540,968,521	\$350,540,585	\$353,965,910	\$360,348,655	2,085,420,207	\$1,852,832,703	\$1,901,317,176
ENDING BALANCE	\$362,807,057	\$299,823,825	\$247,360,784	\$425,911,985	\$404,107,472	\$342,035,753	\$788,719,042	703,931,297	\$589,396,537

Footnotes:

¹ Certain portions of fund balance have been reserved or designated by the County Board for specific purposes (See ACFR). The FY 2022 beginning and ending fund balance includes the GASB 84 adjustment shown in the FY 2022 ACFR. The FY 2023 adopted beginning balance is restated to reflect the actual FY 2022 ending balance.

² Revenue and expenditure detail for Other Funds can be found in the fund statements contained in the Enterprise, Special Revenue, and Internal Service Fund section of this budget book.

³ Contingents - General/Other includes costs for the General Contingent, Stabilization Reserve, and COVID-19 Response.

⁴ Miscellaneous revenues and operating expenses in FY 2022 include GASB 87 and 96 adjustments. See the GASB 87 and 96 summary in the Budget Summaries section of the proposed budget book for departmental details.

GOVERNMENTAL FUNDS' SUMMARIES

	Ballston Business Improvement District ⁵			Rosslyn Business Improvement District ⁵			National Landing Business Improvement District ⁵		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
BEGINNING BALANCE	\$139,805	\$120,727	\$187,102	\$191,492	\$144,760	\$81,541	(\$194,933)	(\$3,318)	\$75
TOTAL REVENUES	1,521,367	1,431,745	1,476,793	4,015,678	4,352,535	4,545,682	4,512,195	4,566,084	4,742,121
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	1,661,172	1,552,472	1,663,895	4,207,170	4,497,295	4,627,223	4,317,262	4,562,766	4,742,196
EXPENDITURES									
Operating Expenses	1,405,390	1,403,110	1,447,257	4,024,962	4,156,671	4,341,126	4,231,263	4,360,610	4,528,726
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	1,405,390	1,403,110	1,447,257	4,024,962	4,156,671	4,341,126	4,231,263	4,360,610	4,528,726
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	30,410	28,635	29,536	80,119	87,051	90,914	90,244	91,322	94,842
TOTAL EXP., CARRYOVER, & TRANSFERS	1,435,800	1,431,745	1,476,793	4,105,081	4,243,722	4,432,040	4,321,507	4,451,932	4,623,568
ENDING BALANCE	\$225,372	\$120,727	\$187,102	\$102,089	\$253,573	\$195,183	(\$4,246)	\$110,834	\$118,628
Community Development Fund			Housing Choice Voucher Fund			Utilities Fund ^{5a}			
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
BEGINNING BALANCE	-	-	-	\$2,403,784	\$2,525,266	\$2,990,671	\$16,178,142	\$15,392,518	\$16,686,430
TOTAL REVENUES	\$2,010,872	\$2,800,236	\$3,083,971	24,263,194	22,918,461	24,243,749	100,775,385	108,108,804	110,006,856
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	2,010,872	2,800,236	3,083,971	26,666,978	25,443,727	27,234,420	116,953,527	123,501,322	126,693,286
EXPENDITURES									
Operating Expenses	2,010,872	2,800,236	3,083,971	23,753,874	22,840,894	24,192,544	57,917,991	64,807,192	67,555,178
Debt Service	-	-	-	-	-	-	28,095,018	28,006,612	28,602,158
TOTAL EXPENDITURES	2,010,872	2,800,236	3,083,971	23,753,874	22,840,894	24,192,544	86,013,009	92,813,804	96,157,336
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	15,548,000	15,295,000	13,849,520
TOTAL EXP., CARRYOVER, & TRANSFERS	\$2,010,872	\$2,800,236	\$3,083,971	23,753,874	22,840,894	24,192,544	101,561,009	108,108,804	110,006,856
ENDING BALANCE	-	-	-	\$2,913,104	\$2,602,833	\$3,041,876	\$15,392,518	\$15,392,518	\$16,686,430

⁵The Business Improvement Districts exclude the contribution for delinquency and appeals in operating expenses.

^{5a} The value of warehouse inventory at Water, Sewer, Streets Bureau is not reflected in the fund statement.

GOVERNMENTAL FUNDS' SUMMARIES

	Automotive Equipment Fund ^{5b}			Printing Fund			Stormwater Fund		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
BEGINNING BALANCE	\$9,725,729	\$10,107,547	\$9,124,665	-	-	-	\$14,079,944	\$10,196,148	\$4,938,448
TOTAL REVENUES	18,774,018	22,463,505	22,911,501	2,413,354	1,698,618	1,348,000	16,008,809	15,928,628	16,545,407
TRANSFERS IN	-	470,025	306,000	254,979	262,658	777,258	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	28,499,747	33,041,077	32,342,166	2,668,333	1,961,276	2,125,258	30,088,753	26,124,776	21,483,855
EXPENDITURES									
Operating Expenses	12,043,463	20,020,712	20,875,345	\$3,213,789	1,961,276	1,996,021	15,073,476	14,993,128	15,026,897
Debt Service	1,239,569	2,317,794	2,234,422	-	-	-	935,333	935,500	1,518,510
TOTAL EXPENDITURES	13,283,032	22,338,506	23,109,767	3,213,789	1,961,276	1,996,021	16,008,810	15,928,628	16,545,407
TOTAL CARRYOVER	-	-	-	-	-	-	3,883,796	7,210,000	-
TRANSFERS OUT	130,000	130,000	130,000	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	13,413,032	22,468,506	23,239,767	3,213,789	1,961,276	1,996,021	19,892,606	23,138,628	16,545,407
ENDING BALANCE	\$15,086,715	\$10,572,571	\$9,102,399	-	-	-	\$10,196,147	\$2,986,148	\$4,938,448
	Ballston Garage			Ballston Garage - 8th Level			CPHD Development Fund		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
BEGINNING BALANCE	\$1,189,044	\$1,079,662	\$1,239,134	\$1,597,633	\$1,703,159	\$1,769,208	\$12,980,516	\$10,805,303	\$8,028,196
TOTAL REVENUES	14,457,459	3,180,115	2,907,469	203,329	194,380	194,380	34,719,144	22,568,000	24,263,095
TRANSFERS IN	-	-	-	-	-	-	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	15,646,503	4,259,777	4,146,603	1,800,962	1,897,539	1,963,588	47,699,660	33,373,303	32,291,291
EXPENDITURES									
Operating Expenses	14,487,002	2,986,338	3,056,381	80,987	111,383	140,475	36,894,358	26,187,835	27,781,797
Debt Service	-	605,245	340,222	-	-	-	-	-	-
TOTAL EXPENDITURES	14,487,002	3,591,583	3,396,603	80,987	111,383	140,475	36,894,358	26,187,835	27,781,797
TOTAL CARRYOVER	-	-	-	-	-	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	14,487,002	3,591,583	3,396,603	80,987	111,383	140,475	36,894,358	26,187,835	27,781,797
ENDING BALANCE	\$1,159,501	\$668,194	\$750,000	\$1,719,975	\$1,786,156	\$1,823,113	\$10,805,302	\$7,185,468	\$4,509,494

^{5a} The County does not budget for its Stores function in the Auto Fund as it buys and charges other County departments for inventory items like vehicle parts and fuel. The Stores function generates revenue to cover its expenses by charging other County departments.

GOVERNMENTAL FUNDS' SUMMARIES

	Transportation Capital Fund ⁶			Utilities Fund Capital			General Capital - PAYG ⁷		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
BEGINNING BALANCE	\$186,288,992	\$200,007,470	\$189,442,719	\$41,683,431	\$43,392,530	\$26,977,530	\$130,488,032	\$119,908,842	\$90,087,215
TOTAL REVENUES	49,647,168	34,451,267	37,374,864	9,321,818	11,255,000	15,665,000	12,691,708	17,548,000	12,209,000
TRANSFERS IN	-	-	-	15,548,000	15,755,000	13,410,000	10,478,484	8,550,000	11,025,000
TOTAL BALANCE & REVENUES & TRANSFERS IN	235,936,160	234,458,737	226,817,583	66,553,249	70,402,530	56,052,530	153,658,224	146,006,842	113,321,215
EXPENDITURES									
Operating Expenses	40,060,089	30,549,526	32,720,311	23,160,719	27,010,000	29,075,000	48,375,823	26,098,000	23,209,000
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	40,060,089	30,549,526	32,720,311	23,160,719	27,010,000	29,075,000	48,375,823	26,098,000	23,209,000
TOTAL CARRYOVER	-	3,360,000	-	-	10,875,000	17,060,000	-	15,195,187	14,678,080
TRANSFERS OUT	3,158,130	3,901,741	4,654,553	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	43,218,219	37,811,267	37,374,864	23,160,719	37,885,000	46,135,000	48,375,823	41,293,187	37,887,080
ENDING BALANCE	\$192,717,941	\$196,647,470	\$189,442,719	\$43,392,530	\$32,517,530	\$9,917,530	\$105,282,401	\$104,713,655	\$75,434,135
	Columbia Pike TIF			Crystal City TIF			Travel & Tourism Promotion Fund		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
BEGINNING BALANCE	\$2,053,476	\$2,300,906	\$3,827,589	\$23,390,489	\$26,695,729	\$21,931,870	-	-	-
TOTAL REVENUES	1,233,140	1,453,260	1,737,840	5,547,728	9,197,660	11,809,660	\$1,153,141	2,125,000	2,400,000
TRANSFERS IN	-	-	-	-	-	-	396,816	378,033	246,700
TOTAL BALANCE & REVENUES & TRANSFERS IN	3,286,616	3,754,166	5,565,429	28,938,217	35,893,389	33,741,530	1,549,957	2,503,033	2,646,700
EXPENDITURES									
Operating Expenses	-	-	-	5,837,286	9,197,660	11,809,660	1,549,957	2,503,033	2,646,700
Debt Service	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	406,655	1,453,260	1,737,840	5,837,286	9,197,660	11,809,660	1,549,957	2,503,033	2,646,700
TOTAL CARRYOVER	-	-	-	-	446,840	-	-	-	-
TRANSFERS OUT	-	-	-	-	-	-	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	406,655	1,453,260	1,737,840	5,837,286	9,644,500	11,809,660	1,549,957	\$2,503,033	\$2,646,700
ENDING BALANCE	\$2,879,961	\$2,300,906	\$3,827,589	\$23,100,931	26,248,889	\$21,931,870	-	-	-

⁶ Projected revenues from Capital Bikeshare user fees and grant reimbursements are not included in this summary.

GOVERNMENTAL FUNDS' SUMMARIES

	Ballston Quarter TIF		
	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
BEGINNING BALANCE	\$1,395,959	-	-
TOTAL REVENUES	2,913,249	\$2,039,119	\$1,841,669
TRANSFERS IN	-	-	-
TOTAL BALANCE & REVENUES & TRANSFERS IN	4,309,208	2,039,119	1,841,669
EXPENDITURES			
Operating Expenses	2,822,008	2,039,119	1,841,669
Debt Service	-	-	-
TOTAL EXPENDITURES	2,822,008	2,039,119	1,841,669
TOTAL CARRYOVER	-	-	-
TRANSFERS OUT	-	-	-
TOTAL EXP., CARRYOVER, & TRANSFERS	2,822,008	\$2,039,119	\$1,841,669
ENDING BALANCE	\$1,487,200	-	-

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SELECTED FISCAL INDICATORS: FY 2015 - FY 2024

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Proposed
DOLLARS (IN MILLIONS)										
Total All Operating Funds	\$1,479.3	\$1,528.2	\$1,580.2	\$1,725.6	\$1,708.5	\$1,719.3	\$1,743.7	\$2,226.5	\$1,960.9	\$2,042.1
General Fund Expenditures	1,173.0	1,184.4	1,222.0	1,255.5	1,261.7	1,323.8	1,312.6	1,727.9	1,498.9	1,541.0
State/Federal Revenue	85.2	88.8	93.4	92.9	94.1	110.5	133.6	138.8	121.2	107.0
METRO Operating Subsidy	29.9	30.3	30.3	36.2	42.6	47.6	47.8	46.6	46.6	47.8
County Govt. Debt Service	68.0	62.9	60.3	62.3	67.7	72.0	66.5	73.4	77.0	79.4
School Operating Fund	434.8	462.4	462.6	495.1	515.2	528.4	531.1	612.7	632.7	673.9
Operating Transfer	386.9	400.0	395.6	424.7	436.9	444.2	430.4	488.0	513.2	528.9
School Debt Service	44.1	44.5	46.2	50.3	58.4	59.2	54.8	58.3	59.9	65.2
Utilities Enterprise Fund	86.2	86.7	84.3	90.6	88.4	85.0	86.9	86.0	92.8	96.2
Housing and Community Development	1.2	1.5	3.6	1.9	5.1	6.2	6.7	2.0	2.8	3.0
Bonded Indebtedness ⁽¹⁾	898.5	882.5	990.3	1,083.9	1,167.4	1,083.4	1,312.3	1,188.4	1,243.6	1,373.7
SHARES										
School Operating Fund as a Percentage of Total Funds	29.4%	30.3%	29.3%	28.7%	30.2%	30.7%	30.5%	27.5%	32.3%	33.0%
School Operating Transfer as a Percentage of General Fund	33.0%	33.8%	32.4%	33.8%	34.6%	33.6%	32.8%	28.2%	34.2%	34.3%
Total Debt service as a Percentage of General Fund Expenditures	8.5%	8.2%	8.1%	8.8%	8.7%	9.1%	8.3%	7.1%	8.6%	9.1%
Debt as a Percentage of Est. Actual Property Value ⁽¹⁾	1.2%	1.2%	1.3%	1.4%	1.5%	1.3%	1.5%	1.4%	1.4%	1.7%
PEOPLE										
Resident Population ⁽²⁾	228,548	231,259	234,647	236,025	236,842	238,766	232,965	235,500	237,300	238,300
At-Place Employment ⁽⁴⁾⁽⁵⁾	221,700	211,000	222,300	224,200	227,000	234,800	219,300	216,900	214,600	216,900
County FTE's	3,838.7	3,872.8	3,931.3	3,976.4	3,951.2	3,967.9	4,023.0	4,120.6	4,240.6	4,258.1
School Operating Fund FTE's	3,914.8	4,271.7	4,414.8	4,897.4	4,629.4	4,586.0	4,610.8	TBD	4,846.2	4,956.7
School Enrollment ⁽⁶⁾	24,529	25,238	26,152	26,941	27,436	28,020	26,895	26,911	27,583	28,165

NOTES:

(1) Includes County and Schools General Obligation and Subject to Appropriation bonded debt but excludes debt paid from Enterprise Funds.

(2) Resident Population reflects U.S. Census Bureau Intercensal Estimates for FY 2014 through FY 2019 and annual population estimates for FY 2020 and FY 2021. FY 2022 actuals and FY 2023 adopted numbers reflects Arlington County CPHD Estimate as of January 1, 2023.

(3) At-Place Employment FY 2014 - FY 2020 reflect estimates published in the annual Arlington County Profile.

(4) At-Place Employment numbers for FY 2021 - FY 2022 have been revised to reflect new CPHD employment estimation methodology used to estimate FY 2023 and FY 2024 employment numbers. Estimated reflect office vacancy rates but do not capture temporary and permanent changes in work location such as teleworking due to COVID-19.

(5) School enrollment is as of September 30 during the FY; enrollment is projected for the upcoming FY.

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**FY 2022 FUND BALANCE CARRYOVER SUMMARY & UTILIZATION OF COUNTY MANAGER
CONTINGENT**

Total Fund Balance from FY 2022 **\$ 362,807,057**

FY 2023 ALLOCATION / APPROPRIATION

Allocation to Reserves

- General Fund Operating Reserve (committed)	76,613,044
- Self Insurance Reserve (committed)	5,000,000
- Stabilization Reserve (committed)	13,939,644
- Operating & Stabilization Reserve True-up (assigned)	6,883,654

Allocation to Housing

- Allocation to Specific Projects (committed)	58,135,067
- Unallocated to Specific Projects (committed)	9,182,691
- Unallocated to Specific Projects (assigned)	31,631,761

Allocation to Schools

- Designated Net Tax Support at FY 2023 Budget Adoption (committed)	20,484,857
- School FY 2022 Expenditure Savings (assigned)	29,159,008
- School Share of Revenue (assigned)	6,347,730

Allocation to Capital

- Maintenance Capital / Other (committed)	1,884,484
- Maintenance Capital / Other (assigned)	9,800,334

Allocation to FY 2023 Operating Budget

- Incomplete or New Projects (committed)	31,953,296
- Incomplete or New Projects (assigned)	8,672,481

Allocation to FY 2024 Operating Budget

- FY 2024 budget (assigned)	26,903,839

Non-Spendable

- Unrealized Gain/Loss	(25,284,273)
- Prepaids	1,678,224
- Leases	3,678,665

Restricted

- Unrealized Gain/Loss	25,284,273
- Seized Assets & Grants	1,994,486
- Trust & Agency Funds	18,863,792

FY 2023 TOTAL **362,807,057**

Total County Manager Contingent **2,500,000**

FY 2022 ALLOCATIONS

County Attorney Consultant Work	633,472
Cable Needs Assessment	250,000
Network Security	250,000
Virginia Hospital Center Security	240,000
Healthcare & Retirement Contracts	231,875
Public Safety Wellness & Equipment	185,947
Conviction Review - Commonwealth Attorney's Office	133,847
Public Safety Technology	105,000
Miscellaneous Consultant & Equipment	67,117
Audio Visual Conference Room Support	60,800
New County Logo & 100 Year Anniversary	59,954
State Legislative Consulting	24,000
	2,242,012

Unspent Balance **\$ 257,988**

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***FY 2024 PROPOSED BUDGET
ONE-TIME FUNDING SUMMARY***

	<i>Proposed</i>
Bonuses for the Skilled Labor and Trades bargaining unit	\$ 513,300
Bonuses for non-bargaining staff	6,496,700
Bonuses for IAFF bargaining unit	1,021,200
Arlington Innovation Fund	1,000,000
BizLaunch en Español Administrative Specialist	111,340
Extension of ReLaunch	250,000
Staffing support	291,916
Northern Virginia Economic Development Alliance	50,000
Economic Development Incentive Grants	528,730
Fair Housing Study	50,000
AIRE Initiatives	200,000
Environmental Transportation	50,000
Electric Vehicle Purchases	156,669
Heavy Equipment	794,697
CDL Bonus	215,000
Program Evaluation of Office Based Opioid Treatment (funded with settlement funds)	45,000
Housing Grants	2,481,350
Eviction Prevention	3,000,000
Food Security Grants	150,000
ARPA Monitoring	85,000
Management & Finance Indirect Cost Allocation Consultant	20,000
Invasive Plant Management	100,000
Tree Maintenance	300,000
Remote Access Software	190,074
Department of Technology Services Intern Positions	222,626
Fire Uniforms	354,900
Fire Specialty Team Box Trucks	191,000
County Benefits Plan Assessment	200,000
Employee Resource Groups	40,000
Other Post-Employment Benefits (OPEB)	3,000,000
Pay-As-You-GO (PAYG) Capital Fund	5,000,000
County Manager Contingent	2,000,000
Support for the Printing Fund	500,000
Collective Bargaining Support	100,000
Library Collections	680,000
Library Operations	406,152
Police Sick Leave Payout	127,000
Police Recruitment	250,000
PSCEM - Warehouse Logistics	93,907
Rank Choice Voting & March 2024 Primary	84,476
Sheriff Central Laundry Washing Machines	70,000
Sheriff National Commission on Correctional Health (NCCHC) Audit	10,000
Sheriff Prison Rape Elimination Act (PREA) Audit	7,500
Sheriff Recruitment	100,000
Northern Virginia Juvenile Detention Center	230,000
County Fair	50,000
Animal Welfare League of Arlington (AWLA)	275,000
Arlington Public Schools	13,998,982
	\$ 46,092,519

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TAX & FEE COMPENDIUM

Arlington County provides services benefitting the entire community, individual residents, and businesses – all of which are funded through a variety of revenue streams including taxes, fees, rents, grants, and Federal and State aid.

In the FY 2016 Adopted Budget Guidance to the County Manager, the County Board directed the Manager to provide a compilation of tax and fee tools that the Board has at its disposal, either on its own authority or as governed by the Commonwealth.

In response to the County Board's direction, the Department of Management and Finance worked with each department to obtain detailed information on the fees charged and managed by the department. The compilation of taxes and fees, (available [in more detail online](#)) includes information on fees in both the General Fund and the Development Fund. This continues to be a work in progress as we refine the information received.

Local Taxes

In the FY 2024 Proposed Budget, local taxes total \$1.3 billion, 85% of the General Fund budget. More detail on each of these local taxes can be found in the Revenue section. Because Virginia is a Dillon law state, on many of the taxes, the State dictates what taxes can be charged and the tax rates. Arlington County has rates set either at the maximum rate or at rates that help us maintain our economic competitiveness in the region.

The only local tax that the County has not adopted, but legally could, is the Admissions tax. This is a tax on admissions paid for particular events including admissions on events sponsored by public and private educational institutions, admissions charged for sporting events, etc. Very few jurisdictions across the Commonwealth charge this tax and receipts are negligible for those that do. Staff believes this would generate minimal revenue for the County and could be administratively burdensome.

Fees

The fees listed in the compilation of taxes and fees ([found online](#)) include funds collected for Licenses, Permits, General Fees, Fines, Rent, and Fees for Charges for Services. Fees more often relate directly to payment for a service or product. The County uses fees to help fund services that meet particular criteria:

1. Fall within statutory or regulatory restrictions;
2. Contribute to providing efficient services; and
3. Either provide some individual benefit or promote common community values including safety (i.e., building and fire permits).

County fees are set based on many factors including the level of individual benefit, the cost of the service being provided, and the fee levels in comparable jurisdictions. Fees charged for services bear a reasonable relationship to the service for which the fee is imposed. Each department conducts an annual review of their fee levels and proposes changes when appropriate during the annual budget process.

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BUDGET PROCESS

The County Manager develops budget guidelines for operating departments for the upcoming fiscal year. These guidelines are based, in part, on revenue and expenditure estimates developed by the Department of Management and Finance (DMF), Budget Section. This Section also prepares the necessary instructions and forms for use by departments in preparing budgets and distributes budget preparation forms to the departments. The budget preparation forms are completed in Oracle's budgeting cloud solution, known as Enterprise Planning and Budgeting Cloud Service (EPBCS).

Operating departments prepare expenditure and revenue budgets. The DMF Budget Section is chiefly responsible for developing revenue budgets for taxes and other revenues not directly under the control of an operating department.

The County Board develops budget planning estimates which set limits on expenditure levels based on preliminary revenue and expenditure forecasts developed by the Budget Section of DMF. The County Manager is in charge of presenting a proposed budget within the planning estimates established by the County Board.

After proposed budgets are submitted by departments, the DMF Budget Section, the County Manager, the Deputy County Managers, and the Executive Leadership Team review and discuss the proposed departmental budgets and, after negotiations, agree on a final amount for presentation to the County Board in the County Manager's proposed budget.

The proposed budget includes a pay-as-you-go capital budget funded from current operations. A multi-year capital improvement program is developed and approved separately from the operating budget. The School Board prepares a separate operations budget, supported to a large degree by transfers from the County's General Fund.

The County Board conducts budget work sessions with the departments and advisory commissions, holds public hearings prior to final adoption of the budget for the upcoming fiscal year, and setting of tax rates for the current calendar year.

After adoption, the budget is updated in the budget system and then loaded to the accounting system into a chart of accounts. Annual appropriations are adopted for the general, enterprise, special revenue, capital projects, and internal service funds. Appropriations are controlled at the department level in the General Fund, although appropriations are loaded to cost center, natural account, project, source of funds, and task levels within the department.

The County Board must approve changes to adopted appropriation levels. These changes can be in the form of allocations from previously established contingent accounts, appropriations from new or additional revenues, especially grants from the state or federal government, and from reappropriations from a previous fiscal year. These changes, when approved by the County Board, are loaded to the financial system by doing budget revisions which are approved through DMF, which acts as the control for supplemental appropriations. Approved supplemental appropriations are noted in the County Board minutes for the particular County Board meeting. DMF tracks these adjustments on a balancing spreadsheet.

Operating departments, as well as DMF staff, regularly monitor financial reports and on-line financial tables by comparing actual results to budgeted amounts. Special detailed financial reviews are completed and presented to the County Board at mid-year (mid-year review), third-quarter

(third-quarter review), and at the end of the fiscal year (closeout report). Funds not spent in one fiscal year may be reappropriated in a subsequent fiscal year.

Departments are charged with making sure that approved budget levels reflect any supplemental appropriations approved by the County Board. In addition, with DMF concurrence, funds may be moved within a department's budget as long as the total departmental appropriation is not changed. No County Board approval is required for these internal reallocations.

A graphical representation of the annual budget cycle is shown on the following page.

Budgetary Basis

The budgets of the general government fund types, which include the General Fund, Special Revenue Funds, and General Capital Projects Funds, are prepared on a modified-accrual basis of accounting. Under this basis, expenditures are recorded when the associated liabilities are incurred, but revenues are generally recognized if they are measurable and available. For this purpose, the County considers revenues to be available if they are received within 45 days of the end of the fiscal year.

The Enterprise Funds (such as Utilities, Ballston Public Parking Garage, and CPHD Development Fund), Internal Service Funds, and Trust and Agency Funds are recorded using the accrual basis of accounting – where revenues are recorded when earned and expenditures are recorded when the associated liabilities are incurred.

The Annual Comprehensive Financial Report (ACFR) shows the status of the County's finances on the basis of Generally Accepted Accounting Principles (GAAP). In accordance with the GAAP basis and GASB standards, the County is required to display its financial statements in two ways. In one set of statements, the "Government-wide Financial Statements," all funds are reported using the accrual basis of accounting, similar to the Enterprise Funds. In the other set of statements, the "Fund Financial Statements," the governmental fund types (General, Special Revenue Funds, and Capital Projects Funds) are reported using the modified-accrual basis of accounting.

In most cases, the Government-wide financial statements conform to the way the County prepares its budget. Exceptions include the following:

- Depreciation expense is recorded on a GAAP basis only.
- Compensated absence liabilities, expected to be liquidated with expendable available financial resources, are accrued as earned by employees (GAAP) as opposed to being expended when paid (budget).
- Principal payments on long-term debt are applied to the outstanding liability on a GAAP basis as opposed to being expended on a budgetary basis.
- Capital outlays within the Enterprise Funds are recorded as assets on a GAAP basis and expended on a budgetary basis.

Arlington County, Virginia Annual Budget Cycle and Related Events

	July	August	September	October	November	December	January	February	March	April	May	June	July 1
Development of Upcoming Year's Budget	Departments verify and update position information in PRISM system	DMF, County Manager develop budget guidance for departments	DMF prepares budget worksheet in PRISM, distributes to Departments. Departments verify & modify worksheet and prepare supporting material.	Departments submit worksheet and supporting materials to DMF. County Board gives guidance to County Manager for upcoming budget.	DMF reviews budget submissions from departments, holds internal review meetings, meets with departments. County Board gives guidance to County Manager for upcoming budget.	County Manager reviews key budget issues, meets with departments, makes final decisions on proposed budget. Preparation of proposed budget materials begins.		DMF works with County Manager, departments to prepare proposed budget materials. County Manager presents proposed budget to County Board at February Board meeting	County Board holds work sessions with staff on proposed budget. County Board solicits public comment and input on proposed budget. Fiscal Affairs Advisory Commission reviews proposed budget, participates in County Board budget work sessions. Other commissions and groups review proposed budget. County Board reaches final decisions, adopts budget at April Board meeting.		DMF prepares materials for adopted budget book and posting to County website.	DMF and PRISM team load adopted budget into General Ledger module in PRISM. Adopted budget materials posted to County website, book completed.	New fiscal year begins
	County Manager solicits public comment and input on upcoming budget												
Closeout of Prior Fiscal Year / Current Year Budget Review	Accounting clean-up in preparation for close of fiscal year, including accrual entries	Departments submit requests for carryover PO's, incomplete projects to DMF	DMF reviews carryover requests, develops closeout recommendation for County Manager	County Manager presents closeout report to County Board	County Manager presents closeout report to County Board			Departments submit projections of expense and revenues for the rest of the current fiscal year				Fund transfers and other accounting clean-up begin in preparation for fiscal year close	
								DMF works with the County Manager to develop mid-year review; presented to County Board in March.		3rd Quarter Review presented to County Board			
Capital Improvement Plan (CIP) Activities NOTE: Pay-As-You-Go included in upcoming year's budget section above	County Board adopts language for upcoming bond referenda (typically during even years)				Bond referenda (even years). Staff kick-off of CIP process (odd years).			CIP staff group reviews proposals from departments, makes recommendations to County Manager (even years)		County Manager presents proposed CIP to County Board.	County Board holds public hearing, work sessions (typically during even years). Various boards and commissions review CIP.	County Board adopts CIP (typically during even years)	NOTE: Date could slide to July
								County Manager solicits public comment and input on upcoming CIP					
Other Related Events				Real estate and personal property taxes due on October 5th			Real estate assessments finalized and sent to property owners		Business, professional & occupational license (BPOL) taxes due March 1			Real estate taxes due on June 15th	

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SUMMARY OF HOUSING PROGRAMS

In keeping with its vision for a diverse and inclusive community, Arlington County supports a variety of housing programs to ensure a range of housing choices for households of all types and income levels. This section pulls information about housing programs from throughout the budget and consolidates summary information on all housing programs in one place. The Funding Summary shows that approximately \$76.7 million in funding is being allocated for FY 2024 programs to preserve affordable housing and assist persons to meet their housing needs. Local tax dollar support for these programs totals approximately \$46.2 million, or 5.0 percent of County government operations (General Fund excluding School's transfer). These figures do not include additional funds outside the County budget that contribute to the affordable housing effort.

County residents continue to struggle to meet housing costs, especially during difficult economic times. A significant gap persists between the number of lower income households and the number of housing units that are affordable to lower income households. In addition, continued development in the Rosslyn-Ballston, Richmond Highway, and Columbia Pike corridors will make it even more critical for the County to be strategic in allocating resources.

All of these housing programs are part of a comprehensive County effort to preserve and enhance affordable housing, governed by Arlington's Affordable Housing Principles and Goals. Affordable housing has for many years been a budget priority and these different County programs target different aspects of the housing challenge, ranging from rental assistance to acquisition of committed affordable housing, to homeownership, to code enforcement, and tenant assistance. This summary provides Arlington's Affordable Housing Principles and Goals and multi-year budgeted expenditures.

The Affordable Housing Master Plan (AHMP) was adopted in 2015 as an element of the County's Comprehensive Plan. Its overarching goals of increasing housing supply, facilitating access to housing, and promoting sustainability of the County's housing stock and financial portfolio are being implemented through a variety of programs and projects. [Completed in March 2022](#), a review of the AHMP resulted in an updated analysis of current and future housing needs, an Affordable Housing Master Plan 5-Year Report, and a 2022 Affordable Housing Master Plan implementation framework which identifies the activities and programs the County will employ to achieve the goals, objectives, and policies of the AHMP.

In addition to the progress made with the Affordable Housing Master Plan (AHMP), significant investments in FY 2024 to various housing programs include:

- 1) Arlington's Affordable Housing Investment Fund (AHIF) is funded at \$9.7 million (ongoing). This includes funding needed to meet the debt service costs on the historic \$150 million line of credit used to support the preservation of Barcroft Apartments as committed affordable housing.
- 2) Beginning with the FY 2024 proposed budget, both balances (\$3,827,589) and new revenue (\$1,737,840) in this TIF will be dedicated to the County's largest investment in preserving affordable housing along Columbia Pike – preserving the affordability of the 1,334-unit Barcroft Apartments. Funding from the TIF will be coupled with AHIF funding to pay principal and debt service on the \$150 million loan provided by the County in December 2021 to support acquisition of the property by Jair Lynch Real Estate Partners. This County loan, in combination with a \$160 million low-rate loan from the Amazon Housing Equity Fund will support the preservation of all Barcroft apartments as affordable units.
- 3) An additional \$3,000,000 (one-time) for eviction prevention is included in the FY 2024 proposed budget to meet the higher demand for this service since the onset of the Covid-19 pandemic.

- 4) The total funding for the Housing Grant Program in the FY 2024 proposed budget is \$14,424,603 including \$2,481,350 one-time. The program budget funds the annual increase, including increases for the Maximum Allowable Rent. A workgroup was convened in FY 2023 to review the eligibility criteria and operations of the Housing Grant Program. Final recommendations to the County Board are expected to be presented in the spring of 2023.
- 5) Operational costs for the Comprehensive Homeless Services Center (\$1,837,626) are included in the proposed FY 2024 budget. The center opened in early FY 2016 and provides a year-round shelter with comprehensive services to move homeless persons to permanent housing and support additional County office space.
- 6) The FY 2024 proposed budget includes a total of \$3,128,283 to support the Mary Marshall Assisted Living Residence which opened in November 2011. This 52-bed facility provides supportive housing with assisted living services for low-income seniors with serious mental, intellectual/developmental, and/or physical disabilities.

ARLINGTON'S AFFORDABLE HOUSING PRINCIPLES & GOALS

Adopted by the County Board in September 2015

The [Affordable Housing Master Plan](#) is consistent with, and contributes to, achievement of the Vision for Arlington County. The Housing Principles form the core philosophical foundation of Arlington's approach to affordable housing within the context of the County's total housing stock, economic base, and social fabric. These principles provide direction for Arlington's affordable housing goals, objectives, and policies.

- Principle 1:** Housing affordability is essential to achieving Arlington's vision.
- Principle 2:** Arlington County government will take a leadership role in addressing the community's housing needs.
- Principle 3:** A range of housing options should be available throughout the County affordable to persons of all income levels and needs.
- Principle 4:** No one should be homeless.
- Principle 5:** Housing discrimination should not exist in Arlington.
- Principle 6:** Affordable housing should be safe and decent.

The Affordable Housing Policy responds to the current and future needs and is articulated in goal, objective and policy statements. Three broad goal areas aid in organizing the various policies into a framework which is further detailed by objectives that respond to these goals, and policies which will direct County efforts in fulfilling each objective.

The first goal relates to housing supply, which is fundamental to addressing all housing needs. However, housing supply alone is not sufficient to ensure that the housing needs of households of all incomes can be met; the second goal addresses access to housing. And finally, it is imperative that as housing needs are addressed that these efforts contribute to a sustainable community.

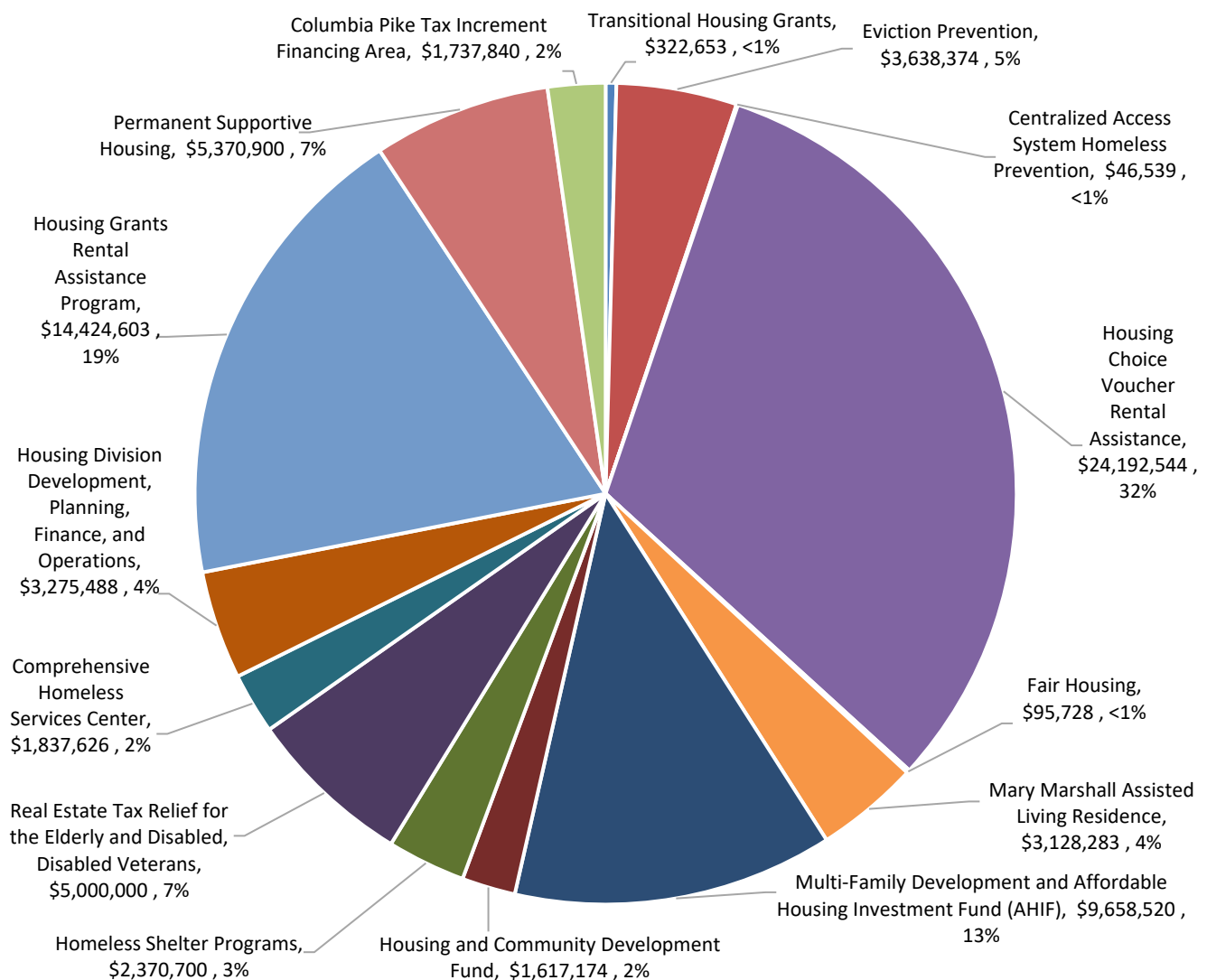
- Goal 1:** Arlington County shall have an adequate supply of housing available to meet community needs.
- Goal 2:** Arlington County shall ensure that all segments of the community have access to housing.
- Goal 3:** Arlington County shall ensure that its housing efforts contribute to a sustainable community.

FUNDING SUMMARY

The County's housing programs are funded with a variety of local, state, and federal funding, and are managed through the Department of Human Services and the Department of Community Planning, Housing, and Development. Housing funding totals approximately \$76.7 million for all funds in FY 2024; additional funds from the COVID contingent, developer contributions, and AHIF loan repayments are also expected to be spent on housing support.

The General Fund net tax support equals approximately \$46.2 million of the General Fund budget. This section provides a comprehensive summary of the housing program efforts and the funding dedicated to them including summary charts and table as well as descriptions of each program area.

FY 2024 Expense Budget for Housing Programs



PROGRAM SUMMARY

HOUSING MULTI-DEPARTMENTAL PROGRAMS – FY 2019 ADOPTED to FY 2024 PROPOSED

PROGRAM	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PROPOSED
HOUSING						
Multi-Family Development and Affordable Housing Investment Fund (AHIF)	14,339,414	15,960,181	16,044,064	16,909,184	18,748,080	9,658,520
Housing Grants Rental Assistance Program ⁴	8,707,329	9,328,593	10,130,374	14,208,262	14,295,762	14,424,603
Centralized Access System Homeless Prevention ⁴	200,000	150,000	374,595	102,329	34,914	46,539
Permanent Supportive Housing (PSH) ¹	2,064,870	2,761,800	3,174,471	4,087,848	5,273,359	5,370,900
Housing Choice Voucher Rental Assistance	18,671,085	18,929,431	19,473,520	21,083,385	22,840,894	24,192,544
Real Estate Tax Relief for the Elderly and Disabled & Disabled Veterans	4,200,000	4,242,000	4,326,840	4,413,377	4,501,644	5,000,000
Homeless Shelter Programs ⁴	1,846,686	2,045,287	2,212,694	2,266,231	2,314,230	2,370,700
Transitional Housing Grants ⁴	341,338	341,338	341,338	322,653	322,653	322,653
Comprehensive Homeless Services Center ⁴	1,509,941	1,488,394	1,618,428	1,665,060	1,756,128	1,837,626
Mary Marshall Assisted Living Residence ⁴	2,571,383	2,648,524	2,727,980	2,798,451	2,967,070	3,128,283
Housing and Community Development Fund	1,373,598	2,106,606	1,823,721	1,383,688	1,458,383	1,617,174
Housing Division Development, Planning, Finance and Operations	2,812,435	3,088,740	3,160,772	3,124,072	3,122,425	3,275,488
Fair Housing ²	96,826	43,611	42,452	92,530	43,629	95,728
Eviction Prevention ³	996,261	2,584,150	4,890,328	3,022,293	4,742,415	3,638,374
Columbia Pike Tax Increment Financing Area	150,730	496,660	1,014,000	627,960	1,453,260	1,737,840
Total Program	59,881,896	66,215,315	71,355,577	76,107,322	83,874,846	76,716,972
Net Tax Support (A)	\$ 38,240,440	\$ 45,781,912	\$ 45,848,965	\$ 50,481,856	\$ 55,326,405	\$ 46,240,120

(1) Local PSH and State funded PSH (Virginia Department of Behavioral Health & Developmental Services Grant).

(2) The County conducts a Fair Housing study every two years which costs approximately \$50,000. The last study was performed in FY 2022.

(3) Eviction Prevention funds represented are actual expenditures of client payments and excludes the cost of staff time for managing the program. In FY 2023, the amount reflects expenditures made as of February 15, 2023. The funding is a combination of local, state, and federal sources which was either paid directly by the County to assist clients or provided to a non-profit to disseminate the funds to clients. The FY 2024 amount reflects the proposed budget in FY 2024.

(4) Budgeted amount shown in the table excludes the County's staffing budget for managing the program.

(A) "Net Tax Support" is program expense less revenue; revenue is not shown but has been factored into the calculation.

FINANCIAL AND DEBT MANAGEMENT POLICIES

Budgeting, Planning, and Reserves

Balanced Budget: Arlington County will adopt an annual General Fund budget in which the budgeted revenues and expenditures are equal (a balanced budget). Any one-time revenues will be used for one-time, non-recurring expenses such as capital, equipment, special studies, debt reduction, and reserve contributions.

Long-Term Financial Planning: The County will annually develop a six-year forecast of General Fund revenues, expenditures and will maintain a biennially updated, ten-year Capital Improvement Plan (CIP). The ten-year forecast will incorporate projected reserve levels and impact of the CIP on the County's debt ratios.

General Fund Operating Reserve: An Operating Reserve will be maintained at no less than five and one-half percent of the County's General Fund budget. The Operating Reserve shall be shown as a designation of total General Fund balance. Appropriations from the Operating Reserve require County Board approval and may only be made to meet a critical, unpredictable financial need. Any draw on the operating reserve will be replenished within the subsequent three (3) fiscal years.

Self-Insurance Reserve: The County will also maintain a self-insurance reserve equivalent to approximately one to two months' claim payments based on a five-year rolling average. Any draw on the self-insurance reserve requires County Board approval and will be replenished within the subsequent two (2) fiscal years.

Stabilization Reserve: Consistent with past practice, the County will maintain a stabilization reserve to address unexpected, temporary events, such as major weather events or a local/regional emergency requiring immediate incurrence of cost in response; revenue declines; new/unfunded state, regional or federal programs; unexpected capital expenditures; and local or regional economic stress. Amounts, in most instances, would be used for one-time (versus on-going) needs in the course of a fiscal year, and are not intended to be a source of funds to balance the budget during the annual budget development process.

Use of contingent monies requires approval by the County Board. The minimum amount of the contingent will be 1 percent of the General Fund Budget and will be revisited annually as part of the budget process. Any draw on the stabilization reserve will be replenished within the subsequent two (2) fiscal years.

Retirement System Funding: The County will use an actuarially accepted method of funding its pension system to maintain a fully-funded position. The County's contribution to employee retirement costs will be adjusted annually as necessary to maintain full funding. If the County reaches its actuarial-required contribution (defined as County and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the County may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used for one-time, non-recurring expenses in order to provide the ability to increase contributions as may be required by future market conditions.

Other Post-Employment Benefits (OPEB) Funding: The County will use an actuarially accepted method of funding its other post-employment benefits to maintain a fully-funded position. The County's contribution to other post-employment benefit costs will be adjusted annually as necessary

to maintain full funding. If the County reaches its actuarial-required contribution (defined as County and employee contributions that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due), the County may reduce its contribution provided that the amount reduced from the annual actuarial requirement will only be used for one-time, non-recurring expenses in order to provide the ability to increase contributions as may be required by future market conditions.

Capital Improvement Plan

1. The County Manager will biennially submit a ten-year Capital Improvement Plan (CIP) to the County Board. The CIP will address all known facility and infrastructure needs of the County, including the needs of the Arlington County Public Schools.
2. The CIP shall include a detailed description of each capital project, identifying every source of funding, including pay-as-you-go (PAYG), bond financing, and master lease financing. The source of funding will largely be determined based on the useful life of the project. Bond-funded projects will typically have a useful life at least as long as the period over which the bonds will be repaid (generally twenty years). Master lease-financed projects will generally have useful lives of three to ten years and typically include furniture, equipment, rolling stock and technology purchases. PAYG funds provide greater flexibility and will be appropriated annually from general fund revenues.
3. Each project budget shall identify the financial impact on the operating budget, if any.
4. In general, capital projects estimated to cost \$100,000 or more should be included in the CIP, including technology and equipment purchases.
5. The County will balance the use of debt financing sources against the ability to utilize PAYG funding for capital projects. While major capital facility projects will generally be funded through bonds, the County will attempt to maintain an appropriate balance of PAYG versus debt, particularly in light of the County's debt capacity and analysis of maintenance capital needs. As part of each biennial CIP process, the County will conduct a comprehensive assessment of its maintenance capital needs.
6. The CIP will include an analysis of the impact the CIP has on the County's debt capacity, debt ratios and long-term financial plan.
7. Voter referenda to authorize general obligation bonds should only be presented to voters when the analysis of the County's debt capacity demonstrates the ability of the County to fund the debt service for the bonds based on the County's "Financial and Debt Service Policies." Absent a compelling reason to do otherwise, the County should have the capacity to initiate construction projects within the two-year period before the next bond referendum. There should also be a demonstrated capability for the County to complete any project approved by referendum within the eight-year time period mandated under state law for sale of authorized bonds. The term "County" in this specific policy includes the Arlington County Government and any entity that receives bond funding from the County (such as the Arlington County Public Schools and the Washington Metropolitan Area Transit Authority).
8. In the off-years of the biennial CIP process, the County will conduct a needs assessment that will reflect, as appropriate, existing master plans and assessments (e.g., the Master Transportation Plan and others.) Given the significant size and diversity of the County's

infrastructure responsibilities, this assessment process will be implemented over the next four to six years.

Debt Management

The County will prudently use debt instruments, including general obligation bonds, revenue bonds, industrial development authority (IDA) revenue bonds, and master lease financing in order to provide re-investment in public infrastructure and to meet other public purposes, including inter-generational tax equity in capital investment. The County will adhere to the following debt affordability criteria (excluding overlapping and self-supporting debt).

1. The ratio of net tax-supported debt service to general expenditures should not exceed ten percent, within the ten-year projection.
2. The ratio of net tax-supported debt to full market value should not exceed three percent, within the ten-year projection.
3. The ratio of net tax-supported debt to income should not exceed six percent, within the ten-year projection.
4. Growth in debt service should be sustainable and consistent with the projected growth of revenues. Debt service growth over the ten-year projection should not exceed the average ten-year historical revenue growth.
5. The term and amortization structure of County debt will be based on an analysis of the useful life of the asset(s) being financed and the variability of the supporting revenue stream. The County will attempt to maximize the rapidity of principal repayment where possible. In no case will debt maturity exceed the useful life of the project.
6. The County will refund debt when it is in the best financial interest of the County to do so. When a refunding is undertaken to generate interest rate cost savings, the minimum aggregate present value savings will be three percent of the refunded bond principal amount.

Variable Rate Debt

1. Variable rate debt exposure should not exceed twenty percent of total outstanding debt.
2. Debt service on variable rate bonds will be budgeted at a conservative rate.
3. Before issuing variable rate bonds, the County will determine how potential spikes in the debt service will be funded.
4. Before issuing any variable rate bonds, the County will determine the impact of the bonds on the County's total debt capacity under various interest rate scenarios; evaluate the risk inherent in the County's capital structure, giving consideration to both the County's assets and its liabilities; and develop a method for budgeting for debt service.

Moral Obligation Debt or Support

On an infrequent basis, the County provides its “moral obligation” support for partners, including regional public safety agencies and affordable housing partners, among others. A moral obligation exists when the County Board has made a commitment to support the debt of another entity to prevent a potential default. The County’s moral obligation will only be authorized after an evaluation of the risk to the County’s balance sheet and stress testing of the financial assumptions underlying the proposed project.

Derivatives

Interest rate swaps and options (Swaps or Derivatives) are appropriate management tools that can help the County meet important financial objectives. Properly used, these instruments can help the County increase its financial flexibility, provide opportunities for interest rate savings or enhanced investment yields, and help the County reduce its interest rate risk through better matching of assets and liabilities. The County must determine if the use of any Swap is appropriate and warranted given the potential benefit, risks, and objectives of the County.

1. The County may consider the use of a derivative product if it achieves one or more of the following objectives:
 - Provides a specific benefit not otherwise available;
 - Produces greater than expected interest rate savings or incremental yield over other market alternatives;
 - Results in an improved capital structure or better asset/liability matching.
2. The County will not use derivative products that are speculative or create extraordinary leverage or risk; lack adequate liquidity; provide insufficient price transparency; or are used as investments.
3. The County will only do business with highly rated counterparties or counterparties whose obligations are supported by highly rated parties.
4. Before utilizing a Swap, the County, its financial advisor, and legal counsel shall review the proposed Swap and outline any associated considerations. Such review shall be provided to the Board and include analysis of potential savings and stress testing of the proposed transaction; fixed versus variable rate and swap exposure before and after the proposed transaction; maximum net termination exposure; and legal constraints.
5. Financial transactions using Swaps or other derivative products used in lieu of a fixed rate debt issue should generate greater projected savings than the typical structure used by the County for fixed rate debt.
6. The County will limit the total notional amount of derivatives to an amount not to exceed twenty percent of total outstanding debt.
7. All derivatives transactions will require County Board approval.

Special Revenue / Enterprise Funds

It is the general policy of the County to avoid designation of discretionary funds in order to maintain maximum financial flexibility. The County may, however, create dedicated funding sources when there are compelling reasons based on state law or policy objectives, as described below. The Utilities Fund was created as a self-sustaining, fee-based enterprise fund under state code to support and maintain development of the County's water and sewer infrastructure. The Transportation Capital Fund was adopted pursuant to state legislation for new transportation funding. The Stormwater Management Fund was adopted in lieu of a self-supporting, user fee-based enterprise fund. The CPHD Development Fund was created as a self-sustaining, fee-based enterprise fund. Tax Increment Funds were established to support redevelopment and preservation objectives associated with the County's adoption of master plans, (e.g., the Crystal City Sector Plan adopted in 2010 and the Columbia Pike Neighborhoods Plan adopted in 2013).

Utilities Fund

1. The County will annually develop a six-year forecast of projected water consumption, revenue, operating expenditures, reserve requirements and capital needs for the Utilities Fund. The six-year forecast will show projected water-sewer rate increases over the planning period.
2. The County will implement water-sewer rate increases in a gradual manner, avoiding spike increases whenever possible.
3. The County will meet or exceed all requirements of any financing agreements or trust indentures.
4. The Utilities Fund will maintain a reserve equivalent to three months' operations and maintenance expenses. The reserve may be used to address emergencies and unexpected declines in revenue. If utilized, the reserve will be replenished over a three-year period to the minimum reserve level. This reserve is in addition to any financing agreement-required debt service reserve funds.
5. The Utilities Fund will maintain debt service coverage of at least 1.25 times on all debt service obligations.
6. The Utilities Fund will be self-supporting.

Transportation Capital Fund

1. New revenue shall not be used to supplant existing transportation funding commitments, and capital investments shall be compliant with state law restrictions on non-supplanting and maintenance of effort requirements.
2. Operating program enhancements (outside base program) that clearly document transportation benefits may be eligible for support from the Transportation Capital Fund.
3. No more than three to five percent of annual funding should be used for project administration, indirect & overhead costs to support capital projects.
4. A reserve equivalent of ten to twenty percent of annual budgeted revenue will be established.

5. A five to ten-year financial plan and model will be developed that integrates project cashflow forecasts, revenue projections, and financial / debt management policies and will factor in other non-County funding sources, including federal, state, regional, and private funding.
6. The County will prudently balance the use of new transportation funding sources between pay-as-you-go funding and leveraging through new bond issuance. Use of leveraging will be dependent on project size, cash flow, and timing projections.
7. If the County chooses to issue debt supported by dedicated transportation funding sources, such debt will be structured to be self-supporting and will not count against the County's general tax supported obligation debt ratios or capacity. Debt service coverage on such debt will range from 1.10 to 1.50 times, depending on the type of debt issued. The term on such bonds will not exceed the average useful life of the assets financed, and amortization will be structured to match the supporting revenue stream.
8. The Transportation Capital Fund will be self-supporting.

Tax Increment Funds

1. The intended use of TIF monies will be specified at the time of TIF creation; changes or additional uses will be determined as part of the annual budget process.
2. The assessed value of TIF areas will not exceed 25 percent of the County's total assessed valuation. As of January 1, 2016, existing TIF assessed valuation totaled 20 percent of County-wide assessed valuation.
3. The percent of TIF revenue available for the intended uses within a TIF area will be established at the creation of the TIF and will be less than or equal to 40 percent. This percent will be evaluated annually as part of the budget process.
4. The County will prudently balance the use of PAYG funding and leveraging through TIF bond issuances. Use of leveraging will be dependent on project type, size, cashflow and timing projections. Leveraging will only be used for capital projects that meet useful life and other requirements for bond issuance.
5. If the County leverages TIF revenue on its own behalf, it will target a minimum debt service coverage ratio of 2.0 times and establish an appropriate level of debt service reserves and / or other contingencies.
6. The County will establish additional policies pertaining to the leverage of TIF revenue by a private development entity prior to any such issuance.
7. A reserve equivalent to ten percent of annual budgeted revenue will be established.

Stormwater Fund

1. The County will annually develop a six-year projection of stormwater operating and capital expenses.
2. The County will prudently balance the use of new stormwater funding sources between pay-as-you-go funding and leveraging through new bond issuance. Use of leveraging will be

dependent on project size, cashflow, and timing projections. If debt is issued for stormwater projects, it will generally follow the debt issuance guidelines contained in this policy.

3. The Stormwater Fund will maintain a reserve equivalent to three months' expenses.
4. Stormwater financial policies will be reviewed as part of the Municipal Separate Storm Sewer System (MS4) permit renewal cycle (every five years).
5. The Stormwater Fund will be self-supporting.

CPHD Development Fund

1. A contingent reserve will be established equivalent to thirty percent of the Fund's total operating budget based on the fiscal year. This amount is equivalent to three to four months of annual operating expenditures. The reserve may be used to address emergencies and unexpected declines in revenue only after authorization from the County Board.
2. The CPHD Development Fund will be self-supporting.

Ballston Garage and Ballston Garage 8th Level Funds

1. The County will annually develop a multi-year forecast of garage revenue, operating expenses, and capital maintenance costs to be updated with each County CIP cycle.
2. An economic stability reserve equivalent to three months of annual parking revenues will be established to address potential revenue variability, ramping up to this level over a four-year period beginning in FY 2019. Any draws upon this reserve will be replenished within the subsequent three (3) fiscal years.
3. A maintenance reserve will be established based on an assessment of expected capital renewal needs over a 10-year period.
4. A reserve will be established for the ensuing year of debt service on the Series 2016B Ballston Quarter CDA bonds allocable to garage improvements.
5. The County will meet or exceed all requirements of any financing agreements or trust indentures.
6. The County will target self-sufficiency in consideration of limits imposed on parking user fee raising ability in the garage by the 1984 documents governing original and ongoing development of the garage.

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COMPREHENSIVE PLAN SUMMARY

Background

The Code of Virginia requires all governing bodies in the Commonwealth to have an adopted Comprehensive Plan. Arlington County's Comprehensive Plan was established by resolution of the County Board on August 27, 1960. This resolution called for the preparation of Arlington County's Comprehensive Plan, which originally included the following five elements: General Land Use Plan, Water Distribution System Master Plan, Sanitary Sewer System Master Plan, Storm Sewer Plan, and Major Thoroughfare and Collector Streets Plan. In later years, additional elements were added to the Comprehensive Plan, and some were replaced by new plans. For example, the Major Thoroughfare and Collector Streets Plan was replaced in 1986 by the Master Transportation Plan. Elements added to the Comprehensive Plan over time include the Recycling Program Implementation Plan and Map, the Chesapeake Bay Preservation Plan and Preservation Area Map, the Open Space Master Plan (now the Public Spaces Master Plan, containing the Urban Forest Master Plan, Public Art Master Plan, and the Natural Resources Management Plan), the Historic Preservation Master Plan, the Community Energy Plan, and the Affordable Housing Master Plan.

The Comprehensive Plan provides guidance during the year for County efforts in conjunction with the annual budget and the Management Plan.

Goals and Objectives

The Comprehensive Plan was established in order that Arlington County may remain a safe, healthy, convenient, and prosperous community and an attractive place in which to live, work, and play, with stable or expanding values and potentialities for growth and continued economic health. The purpose of the Comprehensive Plan is to guide the coordinated and harmonious development of Arlington County through the provision of high standards of public services and facilities based on general principles adopted by the County Board in 1960. Updates to various Plan elements adopted by the Board since 1960 have greatly expanded and modernized these principles, goals, and objectives, responding to more advanced and comprehensive community expectations about program delivery and sustainability; local, state, and federal regulatory requirements; and other factors—as highlighted in the Plan element summary section below.

These are the general principles adopted by the Board in 1960:

- Retention of the predominantly residential character of the County, and limitation of intense development to limited and defined areas;
- Promotion of sound business, commercial, and light industrial activities in designated areas appropriately related to residential neighborhoods;
- Development of governmental facilities which will promote efficiency of operation and optimum public safety and service, including the areas of health, welfare, culture, and recreation;
- Provision of an adequate supply of water effectively distributed;
- Maintenance of sewage disposal standards acceptable to the immediate County area and its neighbors in the entire Washington Metropolitan Area and consistent with the program of pollution abatement of the Potomac River;
- Provision of an adequate storm water drainage system; and
- Provision of an adequate system of traffic routes which is designed to form an integral part of the highway and transportation system of the County and region, assuring a safe, convenient flow of traffic, thereby facilitating economic, and social interchange in the County.

In addition, the County Board has endorsed a land use policy which has evolved from an extensive citizen participation process and is designed to ensure that Arlington is a balanced community which provides residential, recreational, educational, health, shopping, and employment opportunities with good transportation supported by a strong tax base and the effective use of public funds. An overarching theme of many of Arlington's initiatives, from land use to transportation to stormwater management, is that of sustainability and transit-oriented development. In support of Arlington's overall policy goals, the following adopted land use goals and objectives have been incorporated into the Comprehensive Plan:

- Concentrate high density residential, commercial, and office development within designated Metro Station Areas in the Rosslyn-Ballston and U. S. Route 1 Metrorail transit corridors. This policy encourages the use of public transit and reduces the use of motor vehicles.
- Promote mixed-use development in Metro Station Areas to provide a balance of residential, shopping, and employment opportunities. The intent of this policy is to achieve continuous use and activity in these areas.
- Increase the supply of housing by encouraging construction of a variety of housing types and prices at a range of heights and densities in and near Metro Station Areas. The Plan allows a significant number of townhouses, mid-rise, and high-rise dwelling units within designated Metro Station Areas.
- Preserve and enhance existing single-family and apartment neighborhoods. Within Metro Station Areas, land use densities are concentrated near the Metro Station, tapering down to surrounding residential areas to limit the impacts of high-density development. Throughout the County, the Neighborhood Conservation Program and other community improvement programs help preserve and enhance older residential areas and help provide housing at a range of price levels and densities.
- Preserve and enhance neighborhood retail areas. The County encourages the preservation and revitalization of neighborhood retail areas that serve everyday shopping and service needs and are consistent with adopted County plans. The Arlington County Retail Plan (2015) provides the policies and guidance to support retail in Arlington County.

Other goals and objectives have been incorporated into the Comprehensive Plan through the years, including the provision of an adequate supply of beneficial open space which is safe, accessible, and enjoyable, as outlined in the Public Spaces Master Plan, energy goals as described in the Community Energy Plan, and targets for affordable housing, as set forth in the Affordable Housing Master Plan.

Elements of the Comprehensive Plan

Arlington County's Comprehensive Plan is currently comprised of the following eleven elements:

- General Land Use Plan
- Master Transportation Plan
- Stormwater Master Plan
- Water Distribution Master Plan
- Sanitary Sewer System Master Plan
- Recycling Program Implementation Plan and Map
- Chesapeake Bay Preservation Plan and Preservation Area Map
- Public Spaces Master Plan (Containing sub elements: the Urban Forest Master Plan, Public Art Master Plan, and Natural Resources Management Plan)
- Historic Preservation Master Plan

- Community Energy Plan
- Affordable Housing Master Plan

Although the Planning Division in the Department of Community Planning, Housing and Development is responsible for the overall coordination and review of the Comprehensive Plan, several agencies within Arlington County are responsible for the review of the specific elements that make up the Comprehensive Plan. A web version which includes the plan elements, can be found on the [Comprehensive Plan web page, a part of the Department of Community Planning, Housing, and Development's website](#). The "Essential Guide to Arlington County's Comprehensive Plan" was produced in 2017 and provides specific details on how the Comprehensive Plan is used, reviewed, the relationship of the individual elements and sub-elements to the overarching goals of the Comprehensive Plan, and the purpose, goals, history, and implementation of each element/sub-element. This is accompanied by a one-page overview and 84-page technical resource compiling the specific goals and objectives from each Comprehensive Plan element and sub-element.

The Code of Virginia requires all governing bodies in the Commonwealth to review the Comprehensive Plan at least once every five years. A review will occur in FY 2023.

A description of each element and the name of the department responsible for that element follows:

General Land Use Plan

The General Land Use Plan (GLUP) is the primary guide for the future development of the County. The plan establishes the overall character, extent, and location of various land uses and serves as the guide to communicate the policy of the County Board to citizens, businesses, developers, and others involved in the development of the County. In addition, the General Land Use Plan serves as a guide for the County Board in its decisions concerning future development.

The County first adopted a General Land Use Plan in 1961. Since then, the plan has been updated and periodically amended to more clearly reflect the intended use for a particular area. The plan is amended either as part of a long-term planning process for a designated area or as the result of an individual request for a specific change, typically evaluated through a Special GLUP Study. Since its initial printing, there have been numerous updates and amendments to the General Land Use Plan. The County Board adopted an updated General Land Use Plan map and booklet in December 2021, and the web version will continue to show amendments and other minor updates on a bi-annual basis. More information on the GLUP can be found on the [GLUP webpage](#).

Department: CPHD

Master Transportation Plan

The Master Transportation Plan (MTP) establishes the principles to guide the implementation of transportation facilities to address future transportation needs and challenges in Arlington County. The Master Transportation Plan provides:

- The overall rationale for developing transportation facilities (transit networks, roads, walkways and/or bikeways) to meet future travel needs;
- A basis for establishing County transportation-related program priorities;
- A framework for offering advice to other agencies responsible for transportation in this area; and
- An overall direction to guide transportation projects in Arlington County.

Arlington's original transportation plan was the Major Thoroughfare and Collector Streets Plan. Since its adoption in 1941, the plan has been updated and expanded to address multiple travel modes. For streets, the initial plan of 1941 was updated in 1960 and 1975, and became part of the 1986 Master Transportation Plan. For bikeways, the initial plan adopted in 1974 was updated in 1977, 1986, and again in 1994, as part of the Master Transportation Plan. The initial Master Transit Plan adopted in 1976 was partially updated in 1989 with the inclusion of the Paratransit Plan. The 1978 Master Walkways Policy Plan was also updated in 1986 as a part of the Master Transportation Plan and in 1997 as the Pedestrian Transportation Plan.

A comprehensive update of the Master Transportation Plan began in 2004 with the following eight sub-elements adopted by the County Board that now comprise the Master Transportation Plan: 1) Goals and Policies Element (2007, updated 2017), 2) Map Element (2007, updated 2022), 3) Bicycle Element (2008, updated 2019), 4) Pedestrian Element (2008, amended 2011), 5) Transportation Demand and System Management Element (2008), 6) Transit Element (2009, updated 2016), 7) Parking and Curb Space Management Element (2009), and 8) Streets Element (2011, amended 2016). Amendments to the MTP Map have frequently been made, largely in conjunction with other County land use and transportation planning efforts.

A comprehensive update to the MTP is anticipated to begin in either FY 2024 or FY 2025 and would span multiple years. This planning effort may result in a plan reorganization from the current element-based structure to one comprehensive document to achieve better synergy among the transportation elements. This is expected to lead to a series of recommended improvements to the multimodal transportation network that facilitate implementation of policy updates.

Department: DES

Stormwater Master Plan

Originally adopted in 1957 with a primary focus on drainage, the Storm Water Master Plan has been updated in both 1996 and 2014 to incorporate water quality and regulatory goals, objectives, and requirements. The Board adopted a comprehensive update to the Plan in 2014 that included an evaluation of the elements that make up the County's built and natural stormwater conveyance systems as well as challenges and strategies to respond to the aggressive regulatory requirements to clean up the Chesapeake Bay. These elements include: 1) a storm sewer capacity analysis to assess the County's storm sewer infrastructure and prioritize capacity, 2) a County-wide stream assessment to evaluate and prioritize stream and storm sewer outfall conditions, and 3) a watershed retrofit assessment that identifies locations to add new stormwater treatment facilities and assets to help slow down and filter stormwater runoff.

The overall goals of the County are to provide a comprehensive stormwater management system that balances the following goals: 1) to reduce the potential for stormwater threats to public health, safety, and property; 2) to mitigate the impacts of new and existing urban development on Arlington streams, the Potomac River, and the Chesapeake Bay; and, 3) to comply with State and federal stormwater, water quality, and floodplain management regulations.

To build on the adopted Storm Water Master Plan with more advanced analysis, a comprehensive risk assessment and mitigation plan is under development for FY 2023 to articulate more fully and respond to the growing challenges and needs of the program driven by continued rapid increase in impervious surfaces from redevelopment, steep topography, aging and limited drainage infrastructure, changes in rainfall patterns, neighborhood- and watershed-scale chronic flood risks, and stringent regulatory requirements. This effort will include an asset inventory and condition assessment, a challenges and risk matrix, a gaps analysis and sensitivity review, and recommended strategies and measures to prioritize the County's investments in this critical utility infrastructure.

Department: DES

Water Distribution System Master Plan

The Water Distribution System Master Plan, most recently adopted by the County Board in 2014, is the policy document that guides the operation, maintenance, and expansion of the County water system. The plan evaluates the existing water distribution system facilities and operation practices and determines the policy and facility improvements that will be necessary to provide and maintain the desired quality of service. In the 2014 update, key changes to the Plan were strategies to address the challenges of aging infrastructure by setting recommended investment and policy guidance. Earlier versions of the plan, dating to the mid-1950s, largely addressed the challenges of an expanding and developing community, then its transition to the commercial corridors in major updates completed in 1980 and 1992.

Department: DES

Sanitary Sewer System Master Plan

The Arlington County sanitary sewer system collects and treats wastewater produced in Arlington County and some adjoining portions of Fairfax County, the City of Alexandria, and the City of Falls Church. The Sanitary Sewer Collection System Master Plan, adopted by the County Board in December 2002, evaluates the current sanitary sewer system facilities, practices, and programs and determines the policies and facility improvements needed to provide and maintain adequate service now and in the future. Earlier major plan adoptions were completed in 1970 and 1992. An update to the Sanitary Sewer System plan is underway and is expected to be completed in CY 2023.

Department: DES

Recycling Program Implementation Plan and Map

The Recycling Program Implementation Plan was prepared in compliance with a requirement in the Code of Virginia to include the location of existing recycling centers in the Comprehensive Plan. The purpose of the plan is to provide a guide for the development of effective recycling programs in Arlington. The plan includes major recommendations related to the implementation of multi-material curbside collection of source separated recyclables from single-family dwellings; the implementation of a multi-material source separation recycling in the multifamily and commercial waste segments; planning of a materials recovery facility to serve the County; and the implementation of a public education/promotion program which stresses source reduction and recycling. The plan also includes a map that shows the location of existing recycling centers. In 2004, at the direction of the State of Virginia, a twenty-year Solid Waste Management Plan (SWMP) that serves as the blueprint for waste reduction, recycling and waste management was prepared. Adopted by the County Board in 2004, the SWMP in many ways replaced the Recycling Program Implementation Plan. However, the Recycling Program Implementation Plan still serves as the relevant Comprehensive Plan element. Since its implementation, the County has achieved nearly all its objectives ahead of schedule. The next update to the SWMP will be needed by 2024.

Department: DES

Chesapeake Bay Preservation Plan and Preservation Area Map

Arlington County is required to maintain a current Chesapeake Bay element of its Comprehensive Plan, under the provisions of 9VAC25-830-60. The purpose of the Chesapeake Bay Preservation Plan

is to satisfy this requirement of the Chesapeake Bay Preservation Area Designation and Management Regulations. The County Board adopted an update to the Chesapeake Bay Preservation Plan in February 2023. The update addresses the primary content areas required in the Regulations including waterfront access, “physical constraints to development” such as steep slopes and soils, stream erosion, land use, and existing and potential water pollution sources, and aligns with the current Chesapeake Bay Preservation Area Map. The plan details stormwater programs and policies to mitigate stormwater impacts from development activity and protect and restore stream valleys, mirroring the adopted Stormwater Master Plan (2014), and coordinates with the Forestry and Natural Resources Plan anticipated to be adopted in 2023.

The County Board adopted the current Chesapeake Bay Preservation Area Map in 2017, with an effective date of January 2018.

Department: DES

Public Spaces Master Plan

The County Board first adopted the Open Space Master Plan in 1994, updated and renamed it to the Public Spaces Master Plan (PSMP) in 2005, and adopted the most recent PSMP update in April 2019. The 2019 PSMP provides policy guidance for the future of Arlington's public space and outlines the vision, policies and tools for the development and management of the diverse public spaces system, including parks, natural resources and recreational assets. The plan is designed to establish the overall character, extent, and location of public space. The PSMP includes over 200 recommendations organized around six Strategic Directions: Public Spaces, Trails, Resource Stewardship, Fiscal Sustainability and Partnerships, Programs, and Operations and Maintenance. Additionally, the plan includes policies for land acquisition and level of service, athletic fields synthetic turf and lighting, dog parks & dog runs, and privately owned public space design guidelines. The PSMP also includes inventories of existing public spaces and amenities and adopted park master plans, definitions and an action plan. The Action Plan lays out a plan for moving each of the 200 plus specific recommendations forward, and identifies responsible parties, potential partners, funding sources, estimated time frames, and cost ranges.

Department: DPR

There are currently three sub-elements of the PSMP; the Urban Forest Master Plan, the Natural Resources Management Plan, and the Public Art Master Plan.

Arlington's **Urban Forest Master Plan (UFMP)**, was initiated by the Department of Parks and Recreation and Arlington's Urban Forestry Commission, under the direction of the Arlington County Board, to facilitate the County's ongoing commitment to enhance and preserve Arlington's tree canopy. The plan was adopted by the County Board in July 2004. The Master Plan has the following components: a Geographic Information Systems (GIS) street tree inventory, a tree canopy satellite analysis, long-range goals and recommendations, along with a final Urban Forest Master Plan report including GIS-based planting plans. In October 2009, Arlington County received an updated satellite analysis of tree canopy coverage. The analysis also provides Arlington with a GIS layer that enables staff to calculate tree canopy coverage in any geographical area of the County, including individual civic associations, land use areas, residential neighborhoods, and business corridors. Additional tree canopy analysis was performed in 2011, and again in 2017 (using 2016 data). In 2016, an i-Tree Eco analysis was performed, to understand the species and size composition of the urban forest.

Department: DPR

The purpose of the **Natural Resources Management Plan (NRMP)** is to provide Arlington County staff and residents with the knowledge, methods and tools necessary to assume the role of a world-class steward of the local environment. The primary goal of the Plan is to bring together the various elements of field research, current practice, existing plans and policies, and best management practices to create an achievable set of actionable recommendations relating to the protection of those natural resources under the control of County government. Completed as an outstanding component of the 2005 Public Spaces Master Plan and utilizing data from the Natural Heritage Resources Inventory, the NRMP “emphasizes the importance of managing natural resources as a unified system rather than as a set of unrelated natural features.”

A combined update to both the UFMP and NRMP, called the Forestry and Natural Resources Plan (FNRP), is underway. This update, combining the existing UFMP and NRMP, was recommended by the PSMP to more efficiently organize these interrelated policies and create an integrated framework for resource management and protection. Completion of the FNRP is anticipated in the second quarter of FY 2023.

Department: DPR

The **Public Art Master Plan**, another element of the Public Spaces Master Plan, outlines a strategy for how public art, with elevated standards for design, architecture, and landscape architecture, will improve the quality of public spaces and the built environment in Arlington for civic placemaking. The creation of Arlington’s first Public Art Master Plan (2004) was stipulated by the Public Art Policy adopted by the County Board in September 2000 to help refine the policy’s direction that public art should be sited in “prominent locations.” The Public Art Master Plan defines prominent as areas that are a focus for economic development and civic life as well as public and private investment. The master plan provides guidance for project prioritization and implementation processes for public art associated with County-funded projects, site plan/special exception projects, and community-initiated projects. The master plan’s development included a survey of other planning processes and initiatives, including sector plans, Neighborhood Conservation Plans, and studies to ensure that its recommendations would be in support of these other policy tools. An update was completed in 2021 in response to the County’s evolving priorities, including fostering equity, supporting its natural resources through sustainable practices, leveraging its innovative businesses and workforce, and creating a sense of place in its urbanizing corridors.

Department: AED

Historic Preservation Master Plan

The Historic Preservation Master Plan is the primary guide for historic resources in the County. The purpose of this plan is to establish proactive priorities, goals, and objectives for County historic preservation activities that involve the historic built environment, cultural heritage, and County history in general. The document also serves as a guide to communicate the historic preservation policy of the County Board to property owners, residents, businesses, developers, and others. Additionally, the Historic Preservation Master Plan guides the County Board in its decisions concerning historic resources. Included in the Historic Preservation Master Plan is an implementation strategy outline to guide the various programs to be developed. The County adopted the Historic Preservation Master Plan in 2006. An effort to update the Historic Preservation Master Plan began in 2020 and will culminate with the adoption of a new Master Plan in 2023.

Department: CPHD

Community Energy Plan

In June 2013, the County Board adopted the original Community Energy Plan (CEP), followed by a comprehensive update in September 2019. The purpose of the CEP is to define Arlington's energy goals and identify energy policies and practices that will drive Arlington to remain economically competitive, environmentally committed, and strategically served by secure, consistent and reliable energy sources and programs that service constituents on an equitable basis. The plan sets broad goals and policies for a sustainable community over the next thirty years, and covers all energy sectors, including energy efficiency, renewables, low-to-zero emissions transportation, and resilience. It is intended to ensure that development in the County occurs in a coordinated manner that best promotes the health, safety, prosperity, and general welfare of the County's residents and businesses.

CEP implementation has been guided by the Community Energy Plan Implementation Framework (CEP Implementation Framework), which laid out the strategies to achieve the CEP's goals and objectives. In 2022, CEP implementation activities will be reflected in a new CEP Roadmap, which will replace the former CEP Implementation Framework. The County reviews and updates the CEP and corresponding implementation plans every five years. The energy sector is rapidly evolving on a functional, operational, resource diversification, financial, and technological basis. The five-year update cycle engages stakeholders to integrate these developments and resources.

In addition to finalizing the new CEP Roadmap, the County will also finish the CEP-related Energy Assurance Plan and will begin working on the Arlington Plan to Decarbonize Transportation.

The CEP secures the County's leadership role in the sector for services to constituents and ensures that execution of the CEP improves Arlington's economic competitiveness, energy security, resilience, energy equity, and environmental commitment. County staff will begin a 5-year CEP review in 2023, scheduled for completion in the fourth quarter of CY 2024. This will involve updating the County's energy use inventory, energy modelling, and incorporation of emerging technologies and developments in the energy sector. The CEP update will include civic engagement to reflect the CEP's broad and deep relationship with a wide variety of stakeholders and with all aspects of government and the community.

Department: DES

Affordable Housing Master Plan

In September 2015, the County Board adopted the Affordable Housing Master Plan (AHMP). The purpose of the AHMP is to define the County's affordable housing policy and enable Arlington to respond to the current and future needs of residents of all levels of income in the County. The plan includes the context for affordable housing in Arlington, an analysis of current and future housing needs, and the affordable housing policy. The policy is organized around three goals: having an adequate supply of housing for the community's needs; ensuring that all segments of the community have access to housing; and ensuring that housing efforts contribute to a sustainable community. The AHMP fulfills the Code of Virginia requirement that comprehensive plans address affordable housing to meet the current and future needs of residents of all levels of income in the locality. Accompanying the AHMP is the Affordable Housing Implementation Framework. The Affordable Housing Implementation Framework describes the existing and potential tools that will be the mechanisms for fulfilling the goals, objectives and policies of the AHMP. The framework provides guidance from the County Manager to staff for developing and overseeing specific policies and programs to meet the County's affordable housing needs. In 2019, the County Board launched Housing Arlington, an umbrella program that takes a proactive, expanded approach to reach an equitable, stable, adaptive community. As part of [Housing Arlington](#), a review of the Affordable

Housing Master Plan concluded in 2022 with an updated [Affordable Housing Master Plan Implementation Framework](#). The Framework identifies the activities and programs that the County will employ to achieve the goals, objectives, and policies of the Affordable Housing Master Plan.

Department: CPHD

ARLINGTON COUNTY PROFILE

OVERVIEW OF ARLINGTON

Arlington County is located in northern Virginia, directly across the Potomac River from Washington, D.C. The County encompasses 25.8 square miles of land, which was originally split off from Fairfax County in 1801 and ceded by Virginia to be included in the ten-mile square Federal District. In 1847, however, Congress allowed the land to return to the jurisdiction of Virginia following a vote in favor of retrocession by its members. This area was then known as Alexandria City and Alexandria County. In 1920, to avoid confusion, the county was renamed Arlington County.

Annexation of any part of Arlington County by neighboring jurisdictions is prohibited by present law unless the entire County is annexed with the approval of County voters. There are no jurisdictions with overlapping debt or taxing powers. The water and sewage systems are operated on a self-supporting basis by the County government.

Arlington's location in the center of the Washington metropolitan region, just five minutes from Washington by car or Metrorail, has made the County a highly desirable business and residential location. Arlington has maintained high-quality residential neighborhoods while supporting well-managed growth. High-density commercial and residential development is focused around Metro stations in the Rosslyn-Ballston corridor and the Richmond Highway corridor, which includes both Pentagon City and Crystal City.

Arlington County has an estimated 2023 population of 237,300, a decrease of 0.6% since the 2020 decennial census count of 238,643. Additionally, Arlington is home to an estimated 214,600 jobs, as of January 1, 2023.

Almost all land in Arlington County has been developed. This development consists of extensive single-family residential areas as well as commercial, office, and multi-family residential structures.

Economic activity in Arlington County has historically been closely associated with numerous governmental activities of the Washington Metropolitan region. In 2023, about 20.8 percent (or about 44,600) of the jobs in Arlington County are with the numerous federal, state, or local government agencies. In recent years, however, the private employment base, particularly in the service sector, has increased and surpassed the government sector. The 2023 estimates show that sectors of the professional and technical services (27.6 percent and 59,300 jobs) and other services (21.3 percent and 45,800 jobs) have become the top industries for employment in Arlington County.



ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT

The government of Arlington County has been organized according to the County Manager Plan of Government since 1932. Arlington County was the first jurisdiction in the United States to adopt a manager form of government by popular vote.

The five members of the County Board are elected at large for staggered, four-year terms. No more than two members are elected at one time. The Chairman of the County Board is elected annually by the members.

The County Board is responsible for several appointments. The County Board appoints a County Manager to serve as the chief executive and administrator of the County. The County Manager serves at the pleasure of the County Board, implements its policies, directs business and administrative procedures, and appoints department directors.

Assisting the County Manager are two Deputy County Managers, three Assistant County Managers and the Directors of 12 departments: Fire; Police; Public Safety Communications and Emergency Management; Environmental Services; Human Services; Economic Development; Community Planning, Housing and Development; Parks and Recreation; Management and Finance; Libraries; Human Resources; and Technology Services.

The County Board also appoints an Auditor to complement and augment the County's existing internal auditing program. The auditor, and an advisory committee, report directly to the County Board and focus on tightening financial oversight and deepening program performance review.

Finally, the County Board appoints a County Attorney. The County Attorney provides legal services to the County Board, County agencies and personnel, elected County officials, independent County boards and commissions.

The operation of public schools in Arlington County is the responsibility of a five-member School Board. School Board members serve staggered, four-year terms in a sequence similar to that of County Board members.

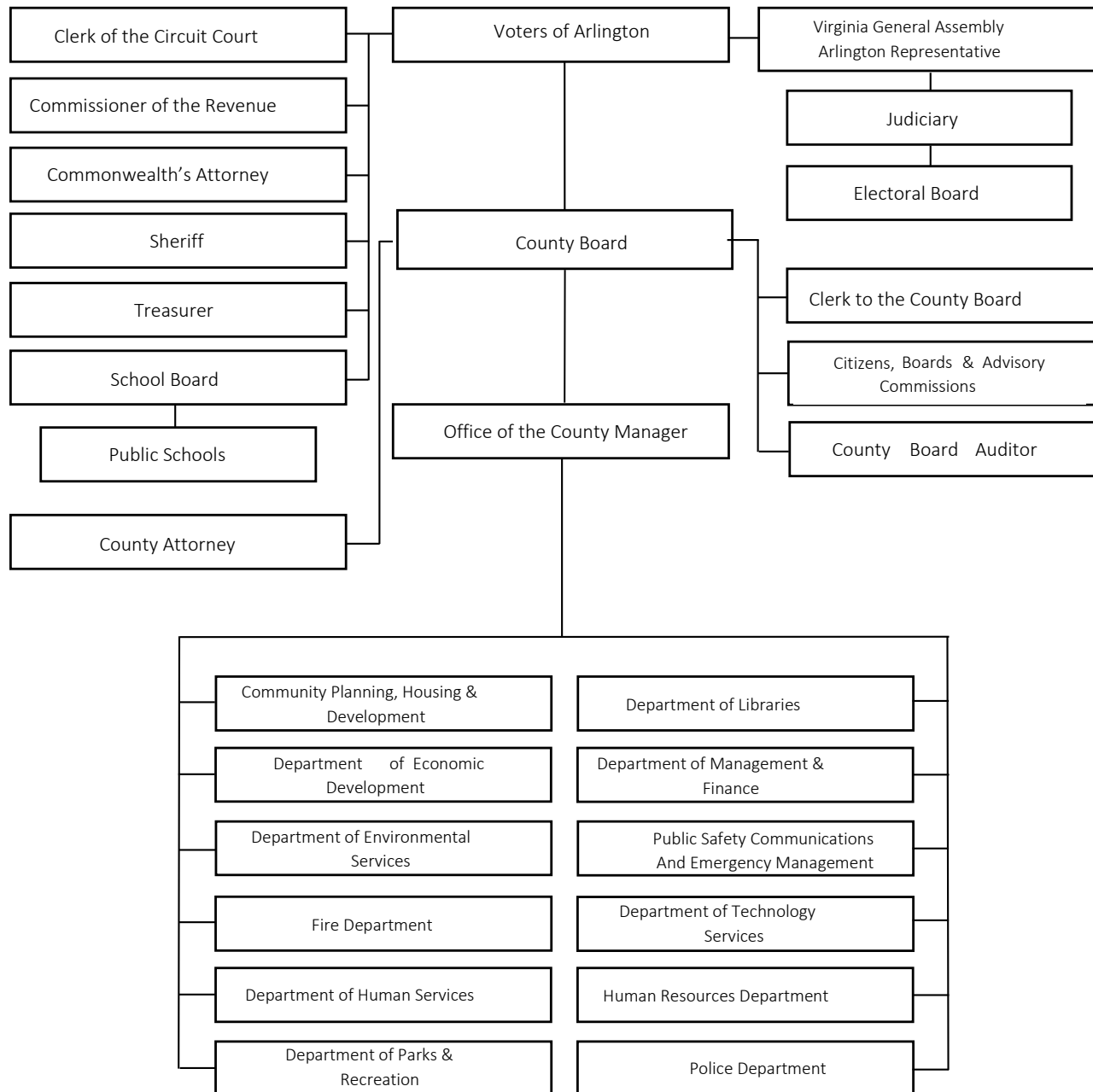
A 1992 revision of the State Code provided a local option to elect the School Board; Arlington voters chose to exercise that option via a November 1993 referendum. As of November 1994 and continuing each year thereafter, School Board members are elected.

The Superintendent of Schools is appointed by the School Board for a four-year term; the Superintendent administers the operations of the County's public schools. The local share of the cost of operating public schools in the County is met with an appropriation and transfer by the County Board from the County's General Fund. Operations of the School Board, however, are independent of the County Board and the County administration as prescribed by Virginia law.

In addition to the County Board, other elected County officials include the Commonwealth's Attorney, Sheriff, Commissioner of the Revenue, Treasurer, and Clerk of the Circuit Court. The Judges of the Circuit Court, the General District Court, and the Juvenile and Domestic Relations District Court are appointed by the State legislature.

The structure of Arlington County's Government is depicted in an organizational chart on the following page.

ORGANIZATION OF ARLINGTON COUNTY GOVERNMENT

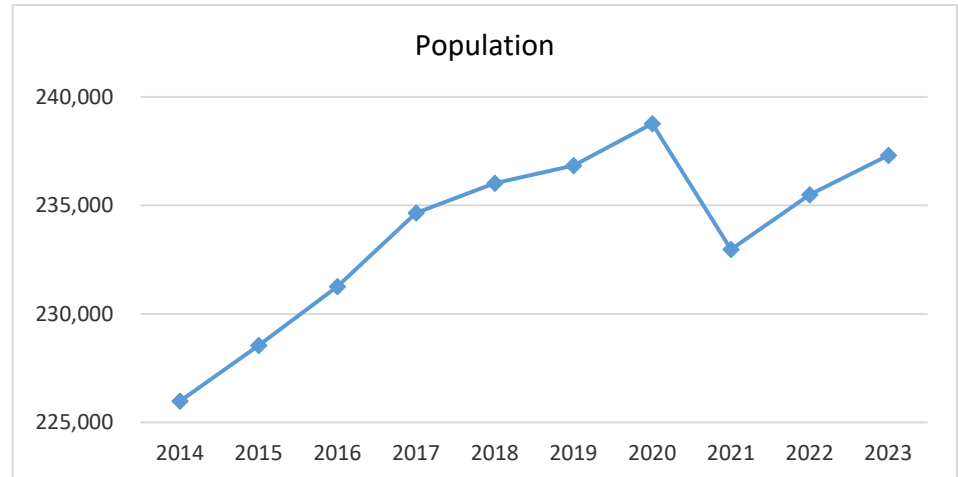


DEMOGRAPHICS

The Department of Community Planning, Housing and Development (CPHD) estimates Arlington County's 2023 population to be 237,300. Arlington continues to be among the most densely populated jurisdictions in the Country. The County's population has grown since 2014 with a slight decline in population in 2021 following the COVID-19 pandemic. The population has started to recover and is expected to increase going forward.

The new 2020 Estimation model utilizes the Master Housing Unit Database (MHUD) (updated twice a year), most recent vacancy data from Costar and the American Community Survey, and average household size factors from the American Community Survey. The MHUD provides a complete snapshot of all housing in Arlington. This new method applies a

vacancy/occupancy rate and average household size factor to each housing unit and estimates the population for each unit or multifamily complex. In developing this methodology, the estimates were compared to the decennial count and intercensal estimates produced by the Census Bureau.



CPHD estimates that 19.8 percent (46,920 persons) of the population are under the age 20. Individuals between the ages of 20-24 make up 6.7 percent or 15,880 persons. Those between the ages of 25-34 make up the largest share of the population at 22.3 percent or 53,030 persons. Persons between the ages of 35-44 represent 16.5 percent of the population (or 39,180 persons), those between the ages 45-64 make up 23.1 percent (or 54,780 persons), those between the ages of 65-84 make up 10.3 percent (or 24,480 persons), and those 85 and over represent 1.3 percent of the population (or 3,020 persons).

RACIAL/ETHNIC COMPOSITION

Arlington County takes pride in, and gains vitality from, the diversity of its population. According to the 2020 Census, 58.5 percent of Arlington residents are white, 15.7 percent are Hispanic, 8.5 percent are black or African-American, 11.5 percent are Asian or Other Pacific Islanders, less than one percent are American Indian or Alaska Native, and 5.7 percent identified as another race or two or more races. (Note: percentages may not add due to rounding.)

CPHD estimates that the aggregate population of Arlington increased by 14.9 percent between 2010 and 2020. From 2010 to 2020, the largest increase in population among the racial/ethnic groups was an increase of about 7,473 among the Asian population. Among other groups, the population of two or more races also increased substantially, by 6,900 persons. The Hispanic population increased by 5,980 persons, and the white population increased by 6,692 persons between 2010 and 2020. The following table shows the change in population among various racial/ethnic groups from 2010 to 2020. The 2010 and 2020 figures are from the Decennial Censuses.

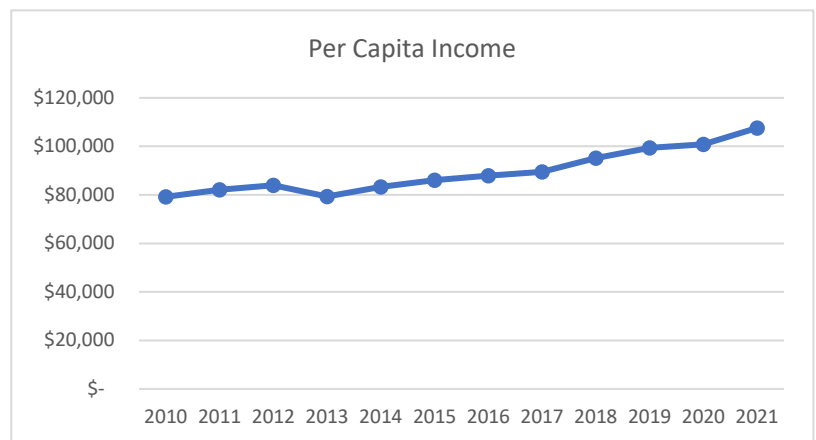
Racial/Ethnic Group	2010	2020	% Change
Non-Hispanic/Latino			
White	132,961	139,653	5.0%
Black or African American	17,088	20,330	19.0%
American Indian or Alaska Native	394	258	-34.5%
Asian	19,762	27,235	37.8%
Native Hawaiian or Other Pacific Islander	133	118	-11.3%
Some Other Race	611	1,491	144.0%
Two or More Races	5,296	12,196	130.3%
Total Non-Hispanic/Latino	176,245	201,281	14.2%
Hispanic/Latino	31,382	37,362	19.1%
TOTAL	207,627	238,643	14.9%

EDUCATION

Arlington's population is among the most highly educated in the country. According to the U.S. Census Bureau 2021 American Community Survey, 94.9 percent of all household residents age 25 and older were high school graduates, 76.3 percent were college graduates, and 41.0 percent had graduate or professional degrees. Of the Arlington Public School (APS) class of 2022, 92 percent planned to pursue higher education, and the average expenditure per pupil was expected to be \$23,521 in fiscal year 2023.

PERSONAL INCOME

The educational achievements of Arlington's population are reflected in the County's income statistics as well. In 2020, the Bureau of Economic Analysis reported that Arlington's per capita personal income was \$100,823. According to the U.S. Census American Community Survey, the median household income in Arlington County in 2020 was \$122,604. The Per Capita Income graph above shows the growth in per capita personal income since 2010. Income figures for 2010 through 2020 are from the U.S. Bureau of Economic Analysis.



HOUSING

According to CPHD estimates, there are 121,200 total housing units in Arlington as of January 2023. A housing unit is a multi-family dwelling, a single-family dwelling attached to other dwellings, or a single-family detached dwelling. The majority (71.5 percent or 86,600) of housing units in Arlington are multi-family. There are an estimated 27,550 single-family detached (22.7 percent), and 7,050 single-family attached housing units (5.8 percent) in Arlington. Since 2010, growth in housing units has been largely due to multi-family development. Between January 2020 and January 2023, 4,800 new multi-family units have been completed (an increase of 5.9 percent), compared to a net of 85 single-family attached units. There has been a net loss of 32 single family detached units during the same time span. According to CPHD estimates, owners occupy 38.3 percent and renters occupy 61.7 percent of occupied housing units.

HOUSEHOLD COMPOSITION

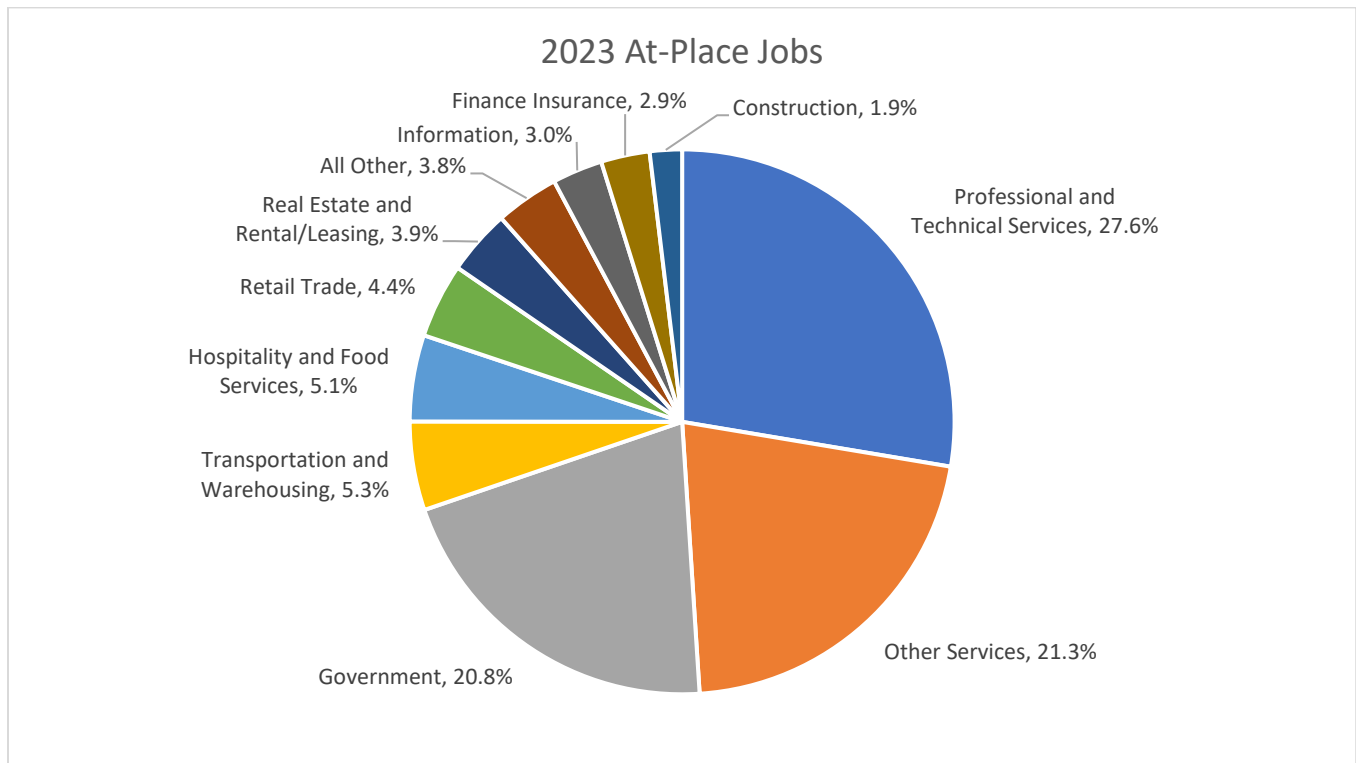
All persons living in a housing unit are termed a household. As of January 2023, CPHD estimates that there are 114,300 households in Arlington County. According to the 2020 Census, the average household size is 2.14 persons. The 2021 American Community Survey estimates 46 percent of Arlington households were family households and 54 percent were non-family households.

COMMUNITY FACILITIES IN ARLINGTON

▪ County Owned Parkland	924 acres	▪ Rectangle Fields	42
▪ NOVA Parks	136 acres	▪ Libraries	8
▪ Multi-Use Trails (Off-Street)	51	▪ Nature Centers	3
▪ County Owned Parks	148	▪ 55+ Centers	5
▪ Tennis and Basketball Courts	184	▪ Indoor Facilities	17
▪ Diamond Fields	35	▪ Fire Stations	9

AT-PLACE EMPLOYMENT

According to Arlington County estimates, the total number of jobs in the County decreased by about 3.3 percent between 2020 and 2023. The service sector comprises a significant share of jobs in Arlington. About 27.6 percent of all jobs are in the professional and technical services sector. Another 21.3 percent of jobs are in other service sectors, including administrative, education, and health. The government sector also continues to comprise a large share of Arlington jobs. About 20.8 percent (44,600 jobs) of the County’s January 2022 employment is estimated to be in government. 2023 was the first year that the government sector dropped from second to third largest sector for at-place jobs in Arlington County.



At-Place Employment

Professional and Technical Services	59,300
Other Services	45,800
Government	44,600
Transportation and Warehousing	11,300
Hospitality and Food Services	11,000
Retail Trade	9,500
Real Estate and Rental/Leasing	8,300
All Other	8,100
Information	6,400
Finance Insurance	6,200
Construction	4,100
TOTAL	214,600

Source: Sector employment are Arlington County CPHD estimates based on data from the U.S. Bureau of Economic Analysis for the year 2021 (most current available). Unemployment data is from the U.S. Bureau of Labor Statistics Local Area Unemployment Statistics (LAUS).

Note: Jobs by sector may not add due to rounding.

TOP 10 PRINCIPAL PRIVATE EMPLOYERS

COMPANY	NATURE OF BUSINESS
Accenture	Business Services
Amazon	Electronic Shopping
Bloomberg BNA	Legal, Tax and Business News
Booz Allen Hamilton	Business Services
Deloitte	Business Services
Gartner	Business Services
Grant Thornton	Business Services
Lidl	Grocery Stores
Nestle	Durable Goods
Virginia Hospital Center	Medical Services

Source: Arlington Economic Development

SELECTED SERVICE INDICATORS

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
General Obligation Bond Rating	Aaa/AAA/AAA Aaa/AAA/AAA Aaa/AAA/AAA		
New Voters Registered by Electoral Board (Calendar Year)	11,768	10,000	12,000
Inspections Conducted for Fire Code Enforcement, fire protection system, and hazardous materials inspections	1,936	3,400	3,400
Percentage of Fire Emergencies Reached Within Four Minutes of Dispatch	62%	60%	60%
Fire/EMS/Public Service Responses	55,229	55,000	55,000
Refuse Collected on County and Contracted Routes (Tons)	29,274	27,036	25,700
Total Curbside Recycling Tonnage Collected	10,049	9,544	10,000
Licensed Child Care Facilities (Family Day Care Homes)	129	135	135
Number of resident registrations in Parks and Recreation programs	39,193	45,000	60,000
Number of individuals registered with the Office of 55+ Programs	2,502	4,000	5,000
Police response time for Priority 1 calls (minutes from dispatch to arrival)	4:56	4:55	4:53

Arlington County Vision

Arlington will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important.



ARLINGTON
VIRGINIA

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